



Differences in Organizational Priorities and Practices by Positions

Using data from the Organizational Priorities and Practices Inventory (OPPI)

The Organizational Priorities and Practices Inventory (OPPI) measures the alignment of organizational priorities and evidence-informed practices. It assesses six overarching areas of organizational performance: Autonomy, Choice, and Control; Community Living; Employment and Engagement; Stakeholder Input into Governance; Staff Participation, Value, Impact, Support; Leadership Strength and Development, and Diversity, Equity, and Inclusion.

This brief presents the most recent OPPI data collected from 1,171 professionals with different roles and organizations in the disabilities system. About 10% of respondents are Executives, 19% are Directors, 30% are Managers, 35% are Frontline, and 6% are employees in other positions who do not support people with disabilities directly or indirectly. Respondents are from organizations that provide services, advocate for disability policy, and fund and monitor direct services.

This brief explores the gap between organizational priorities and practices across different employees' positions. Welch's Anova test for samples with unequal variance was performed for all indicators, revealing statistically significant differences across all groups. Understanding these differences can help identify areas where further alignment or support is needed, to ensure that priorities such as Autonomy, Community Living, and Leadership Development are effectively implemented across all levels of an organization.

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By: **Monica Mesa-Alvarez**,
Research & Development
Associate
mdmesa@natleadership.org

Questions? Comments? Contact Us!

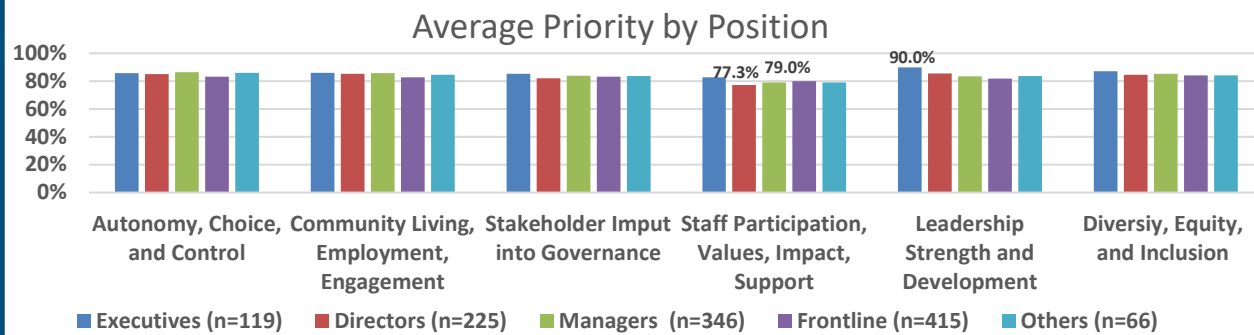
For additional information about the National Leadership Consortium's programs and research, visit www.natleadership.org.

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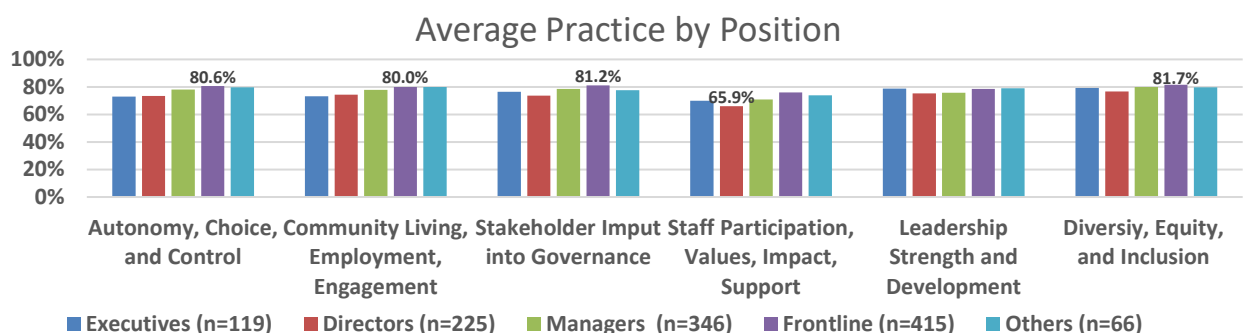
Contact Cory Gilden at cgilden@natleadership.org with questions related to our research.



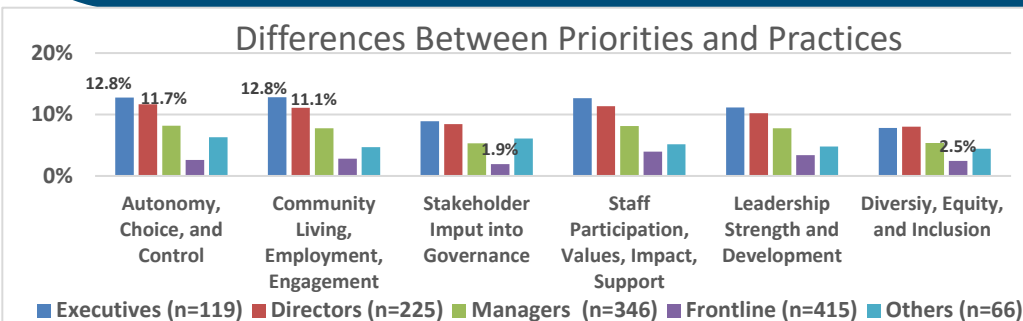
- *Priorities* were rated statistically higher than *Practices* for all indicators.
- Organizations prioritize that all people with disabilities have control over all aspects of their lives since the principle of **Autonomy, Choice, and Control** shows the highest average priority rate.
- Organizations highly implement practices related to including, recognizing, and valuing all peoples' identities, since the principle of **Diversity, Equity, and Inclusion** shows the highest average practice rate.
- The principle related to **Staff Participation, Value, Impact, and Support** presents both the lowest priority and practice rates. This indicates that organizations in the field should improve efforts to value and support the workforce.



The chart above shows consistently high priorities across roles, with **Leadership Strength and Development** being the highest ranked by executives (90.0%) but decreasing slightly for other positions. **Staff Participation, Values, Impact, and Support** has the lowest scores, especially for directors (77.3%) and managers (79.0%), suggesting an area for improvement. **Diversity, Equity, and Inclusion** is the most consistent area across all groups, showing only a marginal difference. Frontline staff scores are slightly lower across most priorities, indicating potential differences in perspective or engagement.



The chart above indicates notable trends across roles ratings of organizational practices. Frontline staff consistently rate practices such as **Autonomy, Choice, and Control** (80.6%), **Community Living, Employment, and Engagement** (80.0%), and **Stakeholder Input into Governance** (81.2%) higher compared to executives and directors, suggesting strong implementation at the direct service level. **Diversity, Equity, and Inclusion** is the most consistently rated practice, with high scores across all roles, particularly frontline staff (81.7%), indicating a shared organizational commitment to DEI principles. However, **Staff Participation, Values, Impact, and Support** shows the lowest ratings overall, especially among directors (65.9%), indicating an area for improvement in fostering staff engagement and support. While values like DEI and autonomy are well-integrated, there is a need to strengthen practices around staff participation and stakeholder involvement, particularly among leadership roles.



The differences between priorities and practices are largest for executives and directors, particularly in **Autonomy, Choice, and Control** (12.8% and 11.7%) and **Community Living, Employment, and Engagement** (12.8% and 11.1%). Frontline staff report the smallest gaps across all practices, with areas like **Stakeholder Input into Governance** (1.9%) and **Diversity, Equity, and Inclusion** (2.5%) showing the strongest alignment.

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