

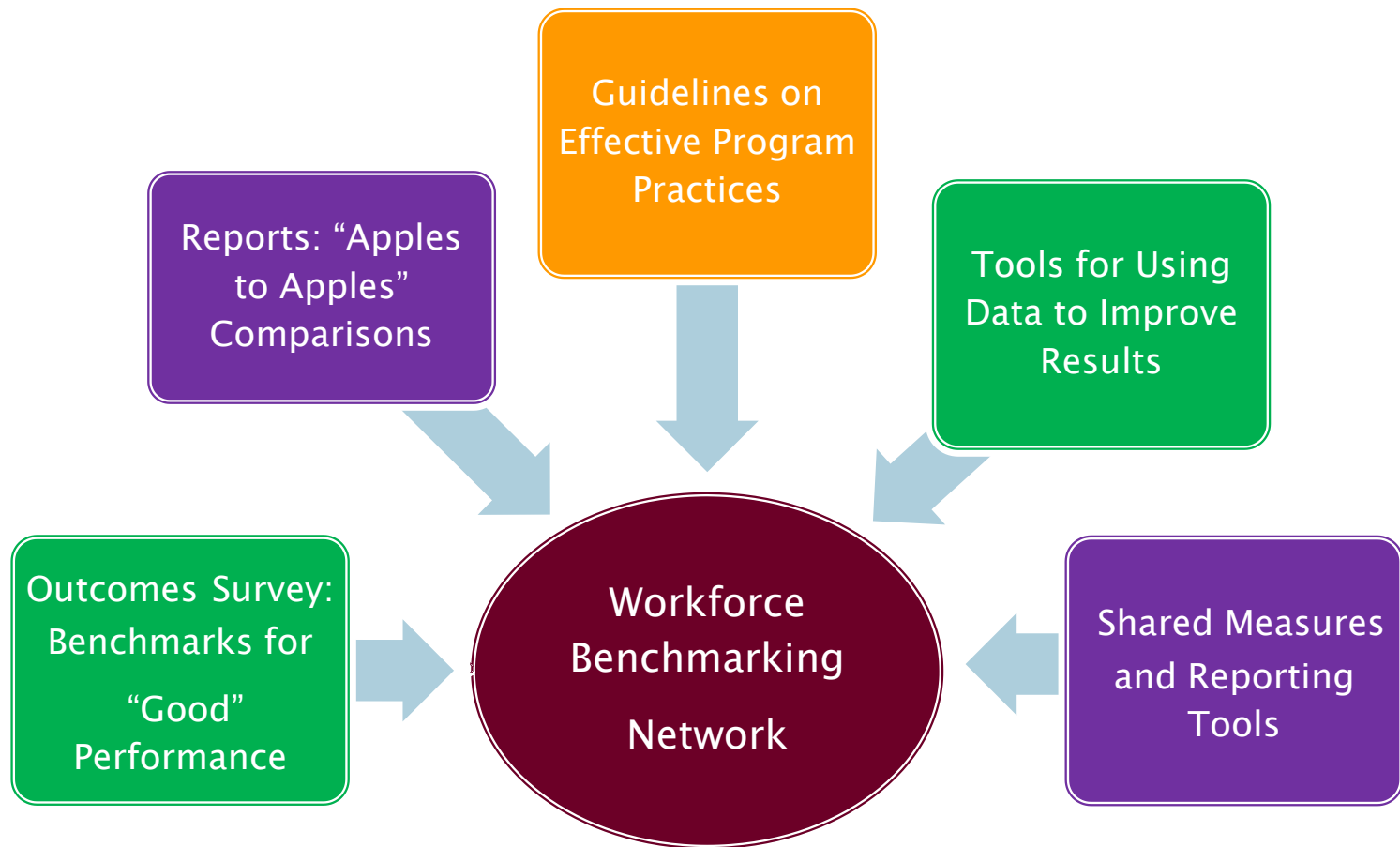
# Amplify Your Outcomes



Using Data  
to Inform  
Program  
Improvement

*June 1, 2016*  
*Marty Miles, Facilitator*

# Workforce Benchmarking Network: *Resources for Performance Improvement in the Field*



Website: [benchmarking.skilledwork.org](http://benchmarking.skilledwork.org)

# What Matters to YOU?



Think of something you really care about making better in your personal life...a change you'd like to see happen.

What “*data*” helps you measure “success”?  
Progress?

# DATA in our Organizations: A Love/Hate Relationship?



# Effective Organizations Work Toward A Data “CULTURE SHIFT”

## From “BURDEN”

Motivated by external  
“powers”

Impersonal numbers

Just for managers & geeks

Not related to my job

All about accountability



## To “RESOURCE”

Motivated also by our own  
internal goals

Key to better services for our  
customers

Something we all do

Connects my work to the  
organization’s goals

Accountability, learning and  
improving results

# Strategies for Using Data for Improvement

1. Engage staff's sense of "mission" – the big picture outcomes
2. Connect outcomes to "what I do" through interim milestones
3. Help staff experience data's benefit through useful reports
4. Put in place systems to enhance (and expect) "data quality"
5. Engage and empower staff with an "inquisitive mind" environment (and the time to be inquisitive)



# Outcomes Are CHANGES!

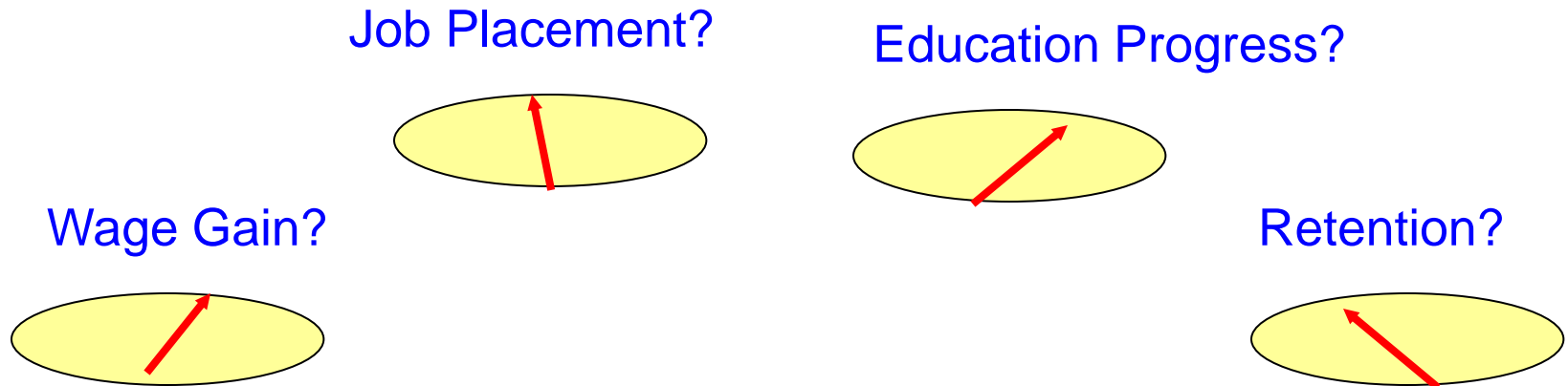
- ▶ Indicators that your **MISSION** and **VISION** are being accomplished!  
(Someone is better off...)
- ▶ The CHANGES you want to see as a result of your program or activity – improvements in:
  - *Knowledge, skills, attitudes*
  - *Behavior*
  - *Condition or status*
  - *Organization Effectiveness*



# “Dashboard Indicators” – What Matters Most?

What are the most important outcomes that help your organization/program gauge **success** in doing your **MISSION**???

- ▶ **What outcomes matter to YOU?**
- ▶ **How are they defined and measured?**
- ▶ **What’s the target goal for each?**





# Example: A Cleveland Program Dashboard

		2013	2014	YTD 2015	Target 2015
<b>Referrals</b>	# of Referrals	702	573	641	600
<b>Workshop Starts</b>	# Starting	346	340	392	360
	% of Referrals	49%	59%	61%	60%
<b>Workshop Completions</b>	# Completing	265	253	273	270
	% of Starting	77%	74%	70%	75%
<b>Placements</b>	# Placements	208	165	180	225
	% of Completed	79%	65%	66%	82%

# Keep Dashboards **VISIBLE, SIMPLE** and **COMPELLING!**

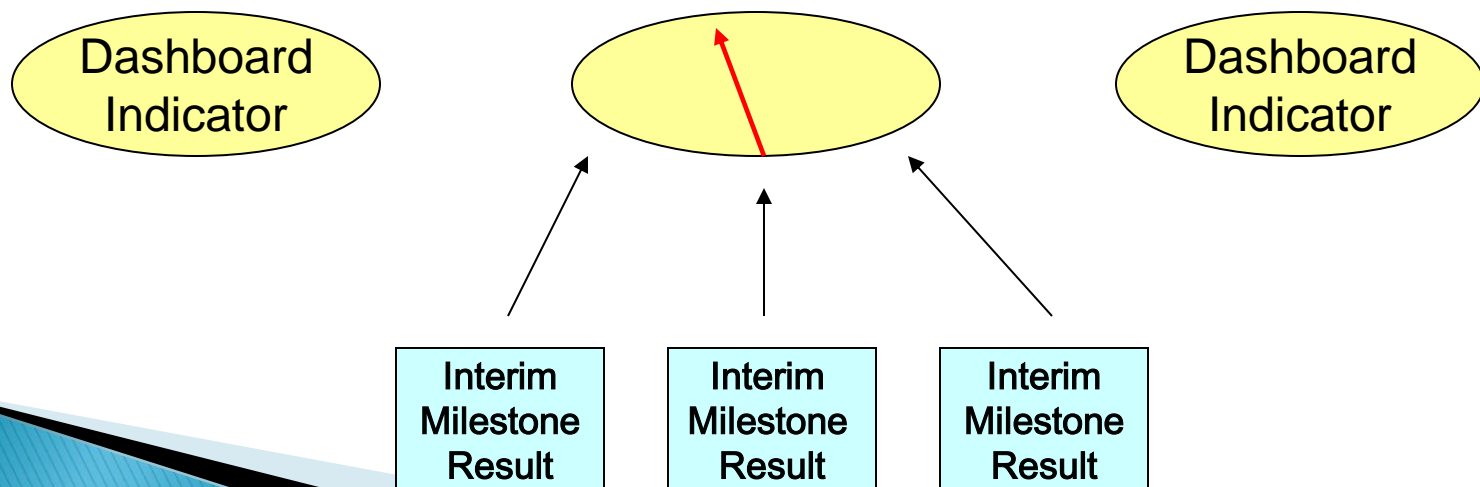
- ▶ Graphs and bar charts
- ▶ Comparisons to goals or past year / qtr.
- ▶ Report cards –green, yellow, red
- ▶ Screensavers
- ▶ Meeting agendas
- ▶ Newsletters
- ▶ Job boards
- ▶ Wall charts



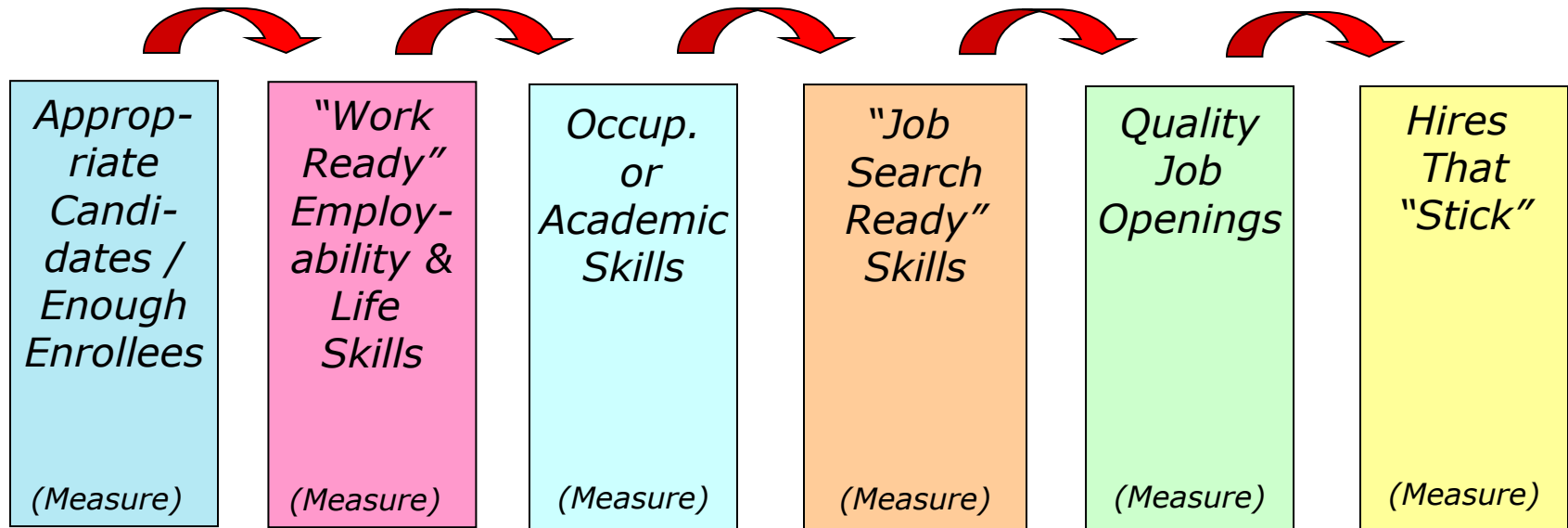
# “Interim Milestones”

What short-term “stepping stone results” – if accomplished – are the best predictors of success on your long-term measures??

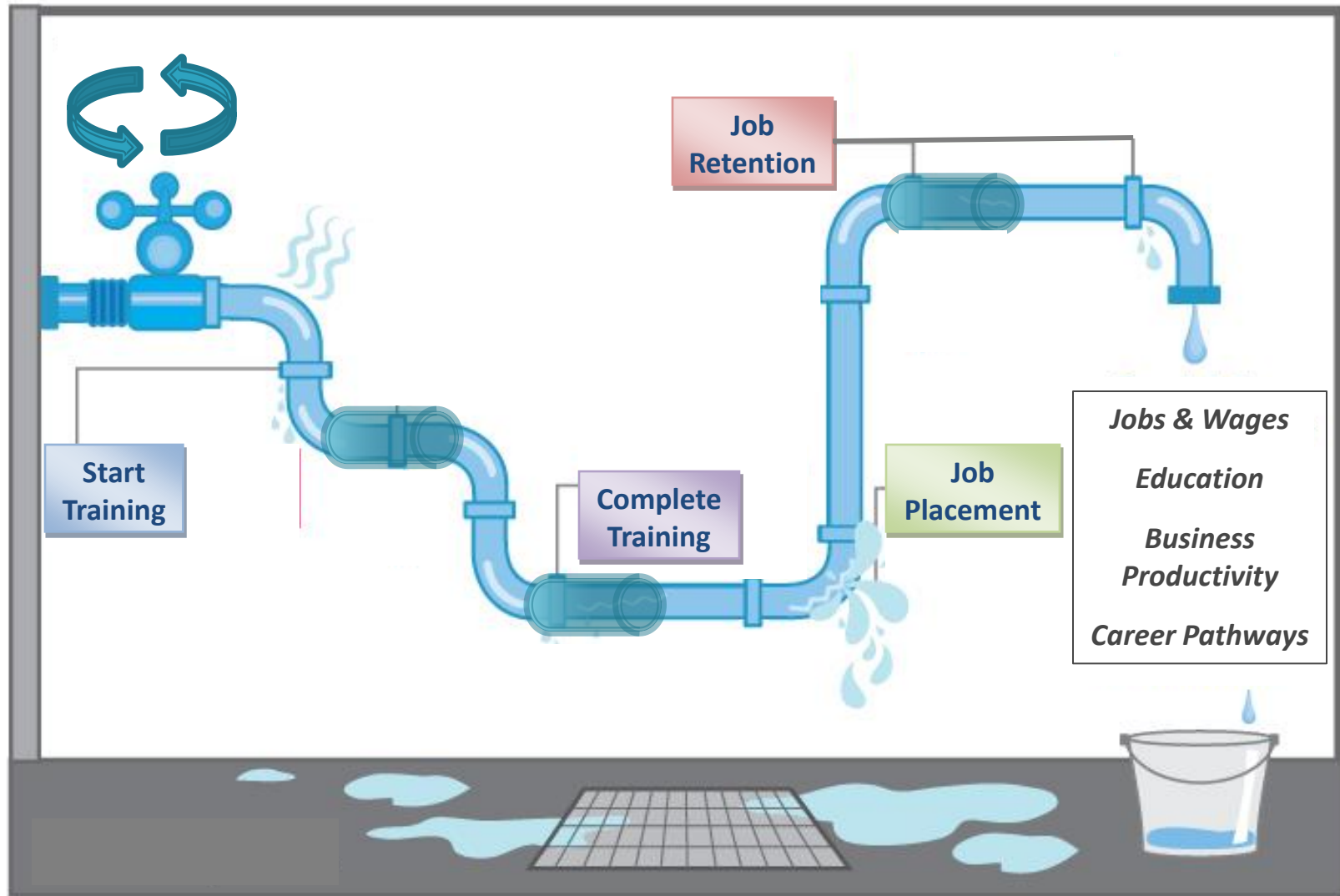
*Identify RESULTS, not Activities!*



# What Milestone Results Do You Need From Each of Your Strategies or Activities?



# Examine the Data in Your Results Pipeline: Where's the LEAKAGE?



# Benefits of Identifying “Interim Milestones” with Staff

- ▶ Connects work of individuals or teams to larger “success indicators”
- ▶ Focus on short-term “results” helps maintain staff and participant motivation
- ▶ Gets more staff engaged in using data
- ▶ Can make mid-course correction before too late
- ▶ Pushes thinking on where time and resources will make the most difference – or where more “data inquiry” is needed



# Some Milestone EXAMPLES...



- ▶ “Funnel” for Recruitment
- ▶ JVS–San Francisco “Employer Engagement Levels”
- ▶ Milestone List

# Exercise

- ▶ Choose one Dashboard Indicator outcome you'd like to improve
- ▶ Identify 3 Interim Milestones (**short-term RESULTS**) that, if improved, could get you to that improved Dashboard Indicator outcome
- ▶ If time, identify some activities that might lead to improvement in that milestone

# Examples: Useful Frontline Reports

1. Enrollment results by referral source
2. Completion of assessments by applicants
3. Daily / weekly attendance summary for participants in caseload
4. Project completion or skill gains by class or group
5. Employer contact summary – who / last date/ next step
6. Hiring or retention history by employer
7. Reminders of retention follow-up calls for the week

# Strategies to Improve Data Quality

- ▶ Leadership makes it a priority
- ▶ Clear expectations of staff re data (job descriptions, performance evaluation)
- ▶ Clear “WIIFM” benefits (for me, my customers, org/program)
- ▶ Increased ownership of the results (data discussion in meetings, making presentations, improvement efforts)
- ▶ User–friendly database and formats
- ▶ Ongoing training and documentation
- ▶ Software “checks” and prompts
- ▶ Printouts for regular staff review
- ▶ Random peer audits
- ▶ Improvement celebrated!



# Table Discussion

- ▶ At your tables...(split up as needed)

## USEFUL REPORTS

- Share an internal report you particularly like.
- What about it makes it helpful? How do you use it with staff?

## DATA QUALITY

- What strategies have worked for you to improve the “data quality” of reports (accuracy/completeness)?

# *Nurture the “Inquisitive Mind”:*

Jump to **Questions**, not **Conclusions!**

- Questions of **SPECIFICITY**
- Questions of **CONTEXT**
- Questions of **CONNECTION**
- Questions of **VALIDITY**





# Example: Training, Inc. Indianapolis

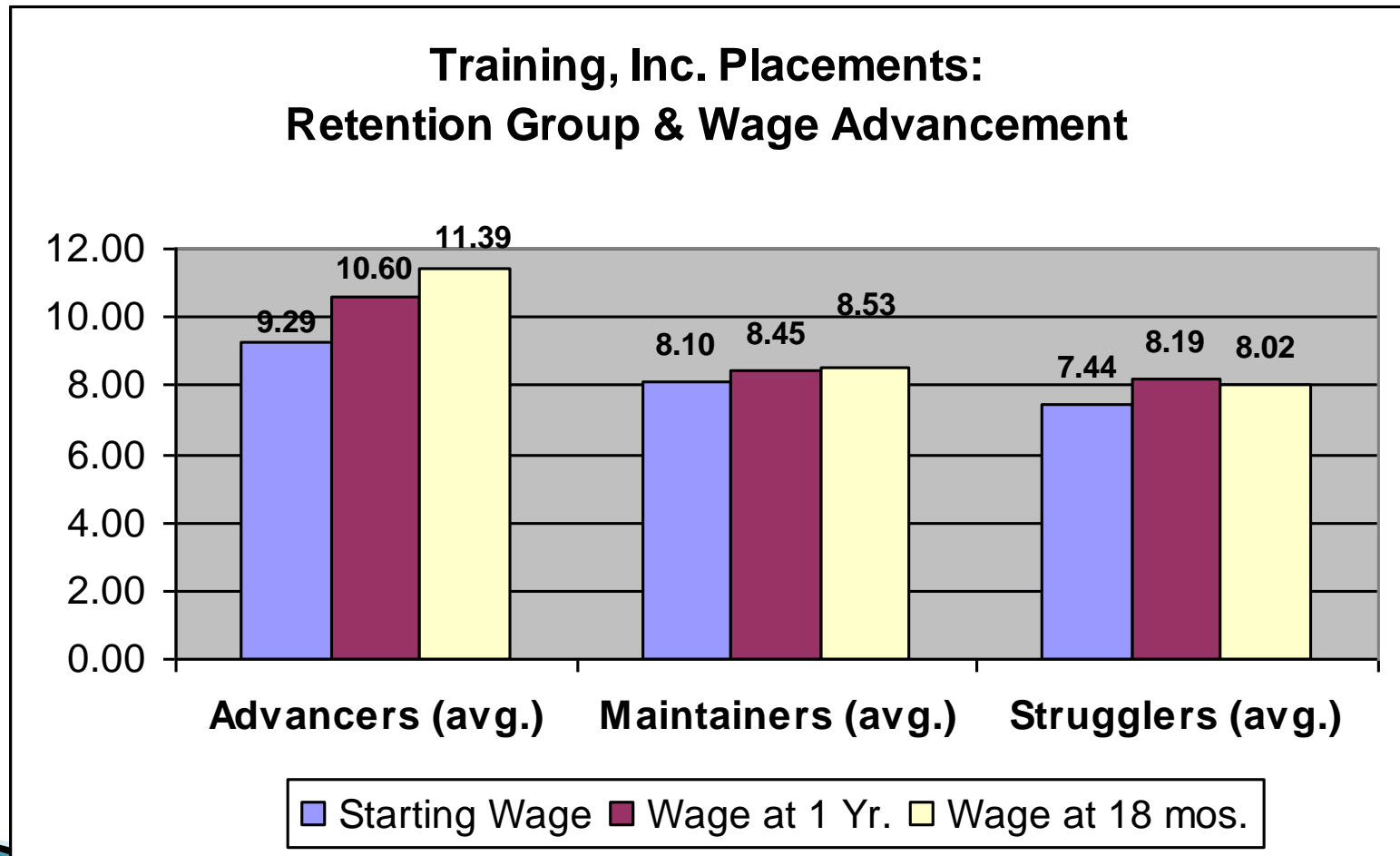
Outcome Challenge:

*Six-Month Job Retention Rate*

Goal: **80%** of placed graduates working at 6 months

Current Rate: **65%**

# Jump to QUESTIONS: Who's Doing Well? Who Not So Well?



# *What's Your Hunch?*

## Potential Influencing Factors?

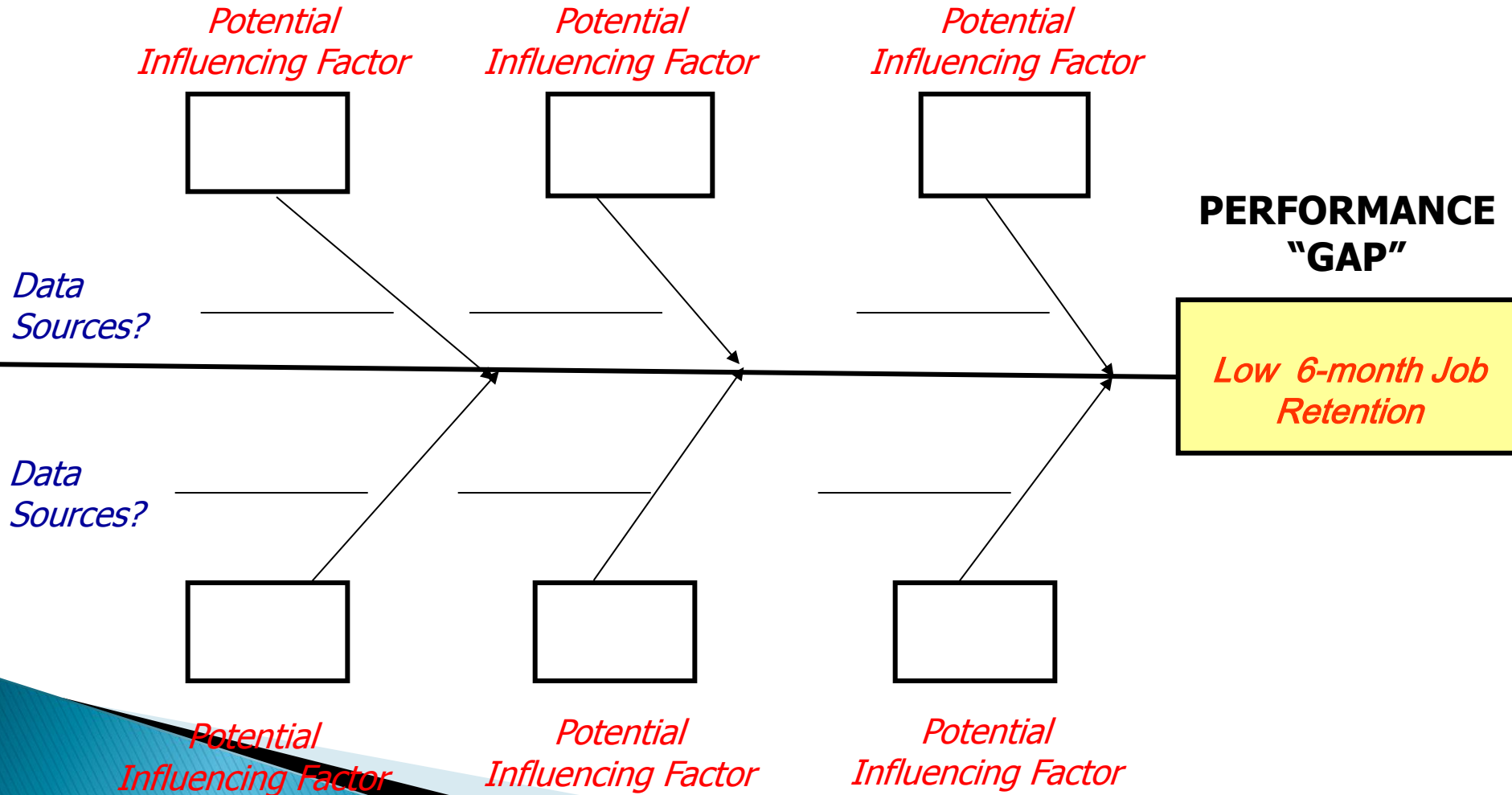
- ▶ Participant Factors (participants/employers)
- ▶ Program Service Delivery Factors
- ▶ Staff-Related Factors
- ▶ Documentation Factors
- ▶ Environmental Factors



*What do we think is most "related" to successful results?  
Which could we most do something about?*

# The “Fishbone Diagram”:

## *Potential Influencing Factors: Training, Inc.*



# Training, Inc. Action Steps

- ▶ Made weekly attendance a data milestone / celebration point
- ▶ Increased time on participant career objective planning and better job matches using interest info
- ▶ Increased emphasis (and feedback) on opportunities to show “initiative”
- ▶ Continued push on alumni event recruitment
- ▶ More effort to connect long-term TANF participants to mentors or other support networks
- ▶ More effort to connect non-GED participants with community partners

# Fishbone Exercise



- ▶ Choose an outcome or milestone challenge (5 min.)
- ▶ Using Worksheet, brainstorm hunches about factors that could be related to success/struggle (15 min.)
- ▶ Prioritize and choose 4 (5 min.)
- ▶ Identify potential “data sources” for testing hunches in the 4 areas (5 min.)



# Putting Strategies Into *Action*...

- ▶ Some Self-Assessment
- ▶ Action Priorities
- ▶ Next Steps



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