

MEASURING RESULTS

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Metrics

WHAT DO WE MEASURE, HOW DO WE
INTERPRET THE DATA, HOW DO WE
COURSE CORRECT

Deciding What to Measure



What do you measure & Why

- Results for all key outcomes
- Process indicators that are required for success
- Indicators which are required for sustainability

WHY

- If you don't measure it, your organization will not produce it
- If you don't measure it, you can't improve your results for the people you serve
- If you don't measure it, you lose accountability
- By measuring you improve internal and external communication
- Justifies programs and their costs

Measuring and Tracking Integrated Employment Services

- What employers have been contacted
- How many contacts to placement
- How many job trials, job shadows and informational interviews has an individual had
- How was contact made- cold call, on line, networking
- Time from entering employment services to Placement
- Once placed, Average hours worked
- Average wages

Measuring and Tracking Employment Services

- Total number serving that are employed in integrated competitive jobs
- How are staff spending their time- What “activity” do they spend the most time in?
- Billable VS Non-billable
- What does it cost per hour of service?
- Staff development
- Customer Satisfaction

Capturing and Collecting Information



Job Development Database

Department:

State:

County:

Job Opening Status:

Job Posting Date:

Job Type:

Status:

Employer	Address	County	Phone #	Zone	Contact	Job Openings	Updated	Communications	Placement
Job Consignment Corp	355 Main St, Berlin, CT 06037-2651	Hartford	Office:(860) 828-0727	Default Zone	Unknown Unknown		1/15/2016 2:29:12 PM		
Enterprise Rent-A-Car	8 Ella Grasso Pkwy, Windsor Locks, CT 06096-1015	Hartford	Office:(860) 627-8080 - 224	Default Zone	Carrie Smith		6/26/2015 9:42:35 AM		
Illtop BBQ Downtown	631 Main St, Manchester, CT 06040-5108	Hartford	Office:(860) 643-7427	Default Zone	Unknown		5/14/2014 10:50:45 AM		
United Manufacturing Solutions LLC	473 Washington Ave, B, North Haven, CT 06473-1310	New Haven	Office:(203) 239-5282	Default Zone	Unknown Unknown		6/18/2015 11:49:14 PM		
Home VNA	1050 Winter St, Waltham, MA 02451-1401	Middlesex	Office:(781) 996-3618	Default Zone	Kristina Nelson		6/18/2015 11:47:24 PM		
11 Inflight Catering	7 Juliano Dr, Oxford, CT 06478-1042	New Haven	Office:(203) 264-0642	Default Zone	unknown unknown		7/2/2014 7:38:06 PM		
13 Grow	340 Burncoat St, Worcester, MA 01606-3101	Worcester	Office:(774) 701-0545	Default Zone	N/A		7/31/2015 8:26:00 PM		

Small Group Exercise

What are you currently measuring?

What is this data telling you?

Balanced Score Card

THE BALANCED SCORECARD HELPS ALIGN KEY PERFORMANCE MEASURES WITH STRATEGY AT ALL LEVELS OF AN ORGANIZATION.

How Do We Begin



Four Perspectives

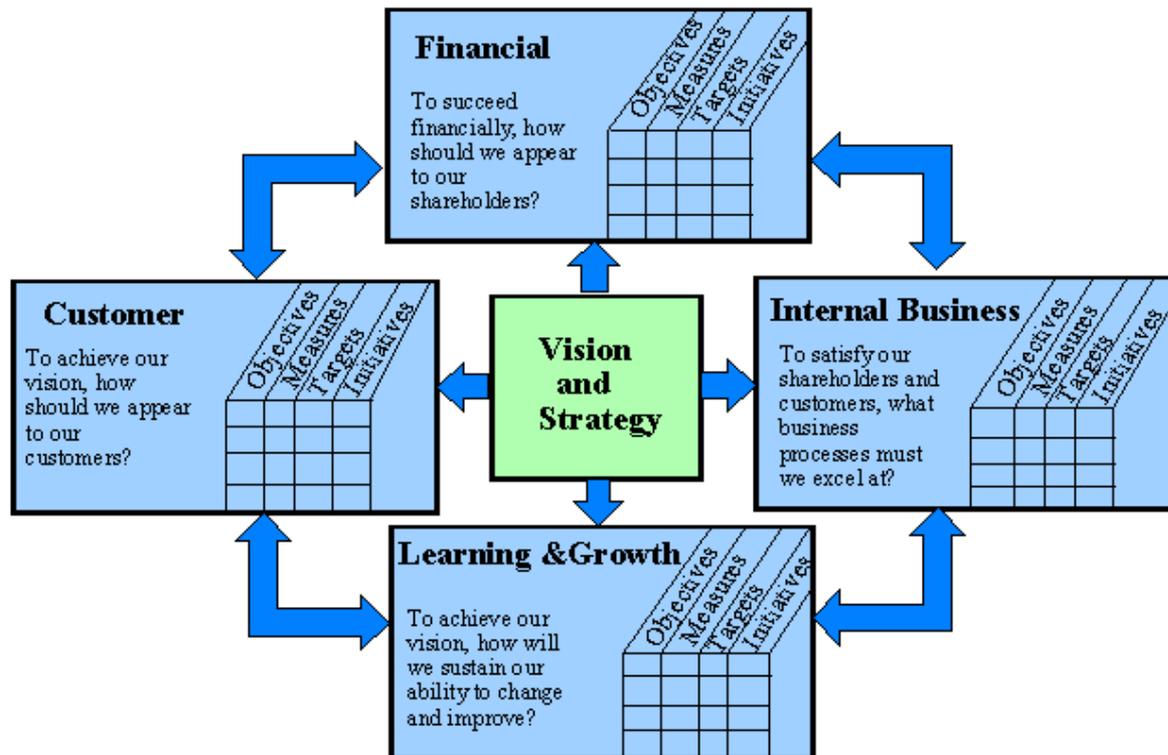
- Learning Perspective - Measures relating to employee development, retention, and skills improvement. You also look at measures for research and development. The focus here is on continuous improvement and value creation, by using your people resources most effectively
- Process Perspective - Main business processes like production, logistics or sales and then set goals related to such things as quality, time/efficiency, and cost reduction. Here, you explore ways of improving your internal systems and functions.

Four Perspectives ₂

- Customer Perspective - Set goals which relate to your customers' perception of your business. These could include measures like customer satisfaction levels, numbers of referrals, number of placements.
- Financial perspective - This includes those traditional financial indicators which measure progress towards the achievement of your strategy, and which give your shareholders the information they need.

Balanced Scorecard

Balanced Scorecard Framework*



* Adapted from Kaplan & Norton, 1996. *The Balanced Scorecard*. Harvard Business School Press: 9. Original from HBR Jan/Feb 1996, p. 76.

Small Group Exercise

Learning Perspective - To achieve our vision, how will we sustain our ability to change?

Process Perspective - To satisfy our stakeholders, what business processes must we excel at?

Customer Perspective - To achieve our vision, how should we appear to our customers?

Financial Perspective - To succeed financially, how should we appear to our funding sources?

Sample Tools to Assist Data Tracking



Employment Scoreboard

Name	Hours Worked	Employer	Transportation	Date of Last Change	Satisfied with hours working
	25	Hartsprings	PVTA	June 2015	yes
	12	CVS	NEBA	October 2015	No
	40	Maceys	CT Transp	December 2014	Yes
	0			September 2015-referred	No

Team Employment Scoreboard

Springfield/Westfield Data

	Actual	Goal
Avg. Hours Worked	14.19	14.00
Average Wages	\$11.04	\$10.50
Employment Rate	91.18%	93%
Number served	34	34

Active Emp. Goals 34

Unemployed 3

Working 31

Billable Activity Tracker

Staff Name	Billable	Non Bill.
Aldrich, Ryan		4.50
Awais, Sohaib		24.00
Cosby, Jason	18.50	19.25
Dupont, Edmond	27.75	6.00
Eisenberger, Sharon	30.00	10.00
Fiorentino, Sarah	29.50	1.25
Frederick, John	33.75	8.00
Grasse, Richard		25.75
Jessmer, Sue Ann	22.25	18.00
Kalenauskas, Emily	8.00	31.25
Kaufman, Jacqueline	25.50	11.25
LaHaie, Lindsay	17.25	23.50
Lynch, Kelly	19.25	9.50

Screenshot

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Consumer Name	Auth Code	Auth Frequency Hours	Weekly - 2015				
			17	18	19	20	21
	CT DDS ISE	3.00		3.00	3.00	3.00	3.00
	CT DDS ISE	5.00		1.00		2.00	
	NR SEI 15	2.50		0.75	3.25	3.50	
	NR SEI 15	4.75		2.00			
	NR IDV 15	2.50			0.50		
	NR SEI 15	3.25		7.75	3.25	2.50	3.50
	WR IDV 15	10.00	3.50	5.50	5.00	5.75	5.00
	WR IDS15	13.00		6.00	6.00	4.50	2.00
	CT DDS ISE	5.00	4.00		17.00	5.50	8.50
	CT Individual Day	2.50		1.00	2.00	5.00	4.00
	NR IDV 15	5.50		2.25		3.00	2.50
	NR SEI 15	5.00		6.25	2.50	3.00	5.00
	CT DDS ISE	4.00		1.25			1.00
	CT DDS ISE	5.00	5.00	4.75	0.75		
	CT Individual Day	3.00		7.50	5.50		
	SR IDS 15	6.60	2.50	5.00	5.00	2.50	
		28.75	2.50	5.00	5.00	2.50	
	NR IDV 15	4.50				2.50	
	NR SEI 15	5.00	4.00	9.50	2.25		5.50
	NR IDV 15	7.00	3.25	2.25	3.00	1.00	3.50
	NR SEI 15	3.50		5.00	5.75	3.25	3.00

Activity Engaged In

From: 2/14/2016 To: 2/20/2016
 Department: ALL
 Staff: purda, jeff
 Consumers: ALL
 Service: ALL
 Activity Type: ALL

[show more filters](#)

Total: 41.25 (Billable: 26.00 Non-Billable: 13.50/1.75) Appointment: 0.00 Miles: 69.00

Staff	Consumers Name	Service	Date	Start Time	End Time	Hours	Mileage	Auth	Billable
kurda, jeff	Arnato, Joseph	DDS HC Employment Service	02/19/2016	4:30 PM	4:45 PM	0.25	0	HC EMP 16	Yes
<p>GOAL: Case Management INTERVENTION: Enter Joe's networks EFFECTIVENESS: Effective</p> <p>SIGNATURES: Manager override available. <input type="button" value="Sign as Staff"/> > N/A</p>									
kurda, jeff	McEvady, Brian	DDS CIES On-Going Support	02/19/2016	4:15 PM	4:30 PM	0.25	0	HC CIES 16	Yes
<p>GOAL: Case Management INTERVENTION: Enter Brian's networks EFFECTIVENESS: Effective</p> <p>SIGNATURES: Manager override available. <input type="button" value="Sign as Staff"/> > N/A</p>									
kurda, jeff	Arnato, Joseph	DDS HC Employment Service	02/19/2016	3:15 PM	4:15 PM	1.00	0	HC EMP 16	Yes
<p>GOAL: Job Development INTERVENTION: Online job development using Snagajob in deed.com craigslist and mass live.com EFFECTIVENESS: Effective</p> <p>SIGNATURES: Manager override available.</p>									

Share with Staff, Board, Individuals and Families, and Funders



Use the data to set goals and make decisions

Examine data and course correct as necessary.

Don't except excuses

If people aren't getting jobs, look at what needs to change.

More staff training?

New approach?

