

Understanding Performance Measures and Accountability



Performance Measure #1: Number of Eligible Individuals Served

- **Definition:** The number of participants who are active on the last day of the reporting period or who exited during the reporting period divided by the number of modified community service positions (This is a cumulative measure)
- **Management Issues:**
 - Recruitment to ensure full enrollment and a waiting list
 - Importance of increased numbers served to meeting placement goal
 - Analysis of turnover and length of time to fill an open slot
 - Utilization of over-enrollment/temporary slots

Changing Your Service Level Rate

- Partnerships (Look for synergy between SCSEP and others)
- Community Visibility
- Recruit to ensure full enrollment and a waiting list
Manage duration in the program based on IEPs maintain a robust IEP-driven exit rate
- Utilize over-enrollment, especially at the beginning of the program year; recruitment campaign a major 4th quarter activity
- Maintain a large number, variety and quality of host agencies
- Ensure your host agency options are directly linked to community jobs and skill needs

Performance Measure #2: Service to Most in Need

- **Definition:** Average number of specified barriers to employment recorded for all participants.
 - Service Priorities: limited English proficiency, low literacy skills, disability, rural, veterans, low employment prospects, failed to find employment after using WIA Title I, and homeless or at risk of homelessness
 - Waiver Factors: severe disability, frail; age 75 or older, old enough for but not receiving SS Title II, severely limited employment prospects and living in an area of persistent unemployment
- **Management Issues:**
 - Targeted recruitment to ensure enrollment priority is given to those most in need
 - Training of intake staff on most-in-need definitions and how to interview for self-identification
 - What documentation to keep

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- Ethnicity and racial characteristics need to be compared to the relevant census data for your state
 - Barriers that impact placement performance
 - Age and multiple barriers
 - Lower educational levels
 - Poor employment history
 - The measure rewards for enrolling the most in need because they need more work/attention for success
 - Understanding the characteristics of your participant population will help you design services and strategies to meet their needs

Changing Your Most in Need Rate

- Target recruitment to ensure enrollment priority is given to those most in need
- Train staff responsible for interviewing applicants: definitions of most-in-need factors and methods of eliciting applicant self identification
- Regularly determine when a participant has a new waiver factor and enter factor into SPARQ

Performance Measure #3: Hours Of Community Service Employment

- **Definition:** The number of hours of community service in the reporting period divided by the number of hours of community service funded by the grant minus the number of paid training hours in the reporting period
- **Management Issues:** [what to look for, when, how to intervene]
 - Grantees not be penalized for time spent in paid training
 - Reflection of turnover and customer flow:
 - Effectiveness of recruitment strategy
 - Length of time between enrollment and host agency assignment
 - Minimization of leaves of absence and other approved breaks in participation
 - Number of hours of community service provided each participant may be reported separately on the QPR and monitored
 - Number and quality of host agencies
 - Documentation: signed time cards

Increasing Your Community Service Hours

- Analyze turnover and length of time to fill an open slot
- Minimize length of time between enrollment and host agency assignment, and between assignments
- Minimize leaves of absence; other approved breaks in participation
- Enter complete and accurate data on total paid hours each quarter
- Assign more hours of community service per participant per week... 21 hours per week is the basis of the goal

Performance Measure #4: Entered Employment

- **Definition:** The number of participants who are employed in the first quarter after the quarter of exit (any wages greater than \$0) divided by the number of participants who exit during that same quarter
- **Management Issues:**
 - Any employment in the appropriate quarter will count, including self-employment and temporary employment
 - Better able to manage goals through planned exits
 - Timing requires additional case management; multiple employers OK
 - Judicious follow-up with **all** exiters at beginning and mid quarter
 - Qtr 3 try to place as many as possible in March

2007-2008

Exit Quarter

July 2007

S	M	T	W	T	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
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August 2007

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September 2007

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Entered Employment Quarter

October 2007

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November 2007

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February 2008

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March 2008

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April 2008

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June 2008

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July 2008

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August 2008

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September 2008

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Managing (Timing of) Exits

- Timing of placements
 - Ideally at the end of quarters
 - OJE the easiest means to manage quarter-end placements
 - Host agency hires also easier to manage
 - Job development activity heightened during the final month of each quarter
- Need to manage other exiters to control the “divisor”
 - Do you pay for job search?
 - Do not exit until participant obtains a job (leave without pay while job searching)
 - Watch/handle judiciously IEP terminations
 - Develop a PLAN for gradually exiting “homesteaders”

Changing Your EER ... 3 Broad Issues to Consider

1. Increase Placements
2. Improve case management (follow-ups and post-exit supports)
3. Reevaluate Staffing Pattern (who's going to undertake the intensive post-exit work?)

1. Increase Placements

- **Participant Readiness**

- Emphasize employment as an outcome throughout the participant's program tenure (orientation, assessment, IEPs, CSA placements, etc)
- Assess participants more thoroughly to identify realistic job opportunities appropriate to the local labor market
- Make initial placements that are appropriate to the participant's skill level, interests, and special needs
- Provide workplace skills training, including both occupational and employability skills

- **Employer Development**

- Target and recruit employers (balance and complement individual participant job search activities)
- Use OJE as an entree to new and small employers
- Use follow-up to provide the employer (as well as participant) with whatever supports and assistance will enable success; early support most crucial (first weeks on the new job); ensure placement meets employer's needs and expectations

- **Host Agency Development**

- Recruitment of host agencies that can hire &/or TRAIN
- Quality of placements — analysis of employer needs/skills in demand matched to targeted host agency recruitment
- Increase host agency pool to facilitate rotation and a variety of training options available to participants

2. Case Management

- Planned exits
- Diligent case management
- Judicious follow-up with all exiters at beginning and mid qtr.
- Follow-up early in each quarter to allow time for proactive intervention or re-placement if necessary
- At first follow-up lay out the (approximate) schedule of the future follow-ups and purposes to facilitate contact and information gathering
- Right of return vs. job development
- Supportive Services

3. Staffing Pattern

- Clear differentiation of staff assignments (specific focuses on job development, follow-up and subsidized supports)
 - Post-placement services: work-related supports for job retention; advancement services; re-employment services
- How to do more with less
 - Participant staff – training
 - Interns
 - Vista and other volunteer programs
 - Retirees (NASW chapters, etc.)

Performance Measure #5: Retention In Unsubsidized Employment For Six Months

- **Definition:** The percentage of those who achieved entered employment who are still employed in **both** the second and third quarters after the quarter of exit
- **Management Issues:**
 - Measure closely tracks average earnings since it uses the same time period
 - Timing requires additional case management
 - Follow-up early in each quarter to allow time for replacement if necessary
 - Any employment in the appropriate quarters will count, including self-employment and temporary employment

Exit Quarter

July 2007							August 2007							September 2007						
S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S
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8	9	10	11	12	13	14	5	6	7	8	9	10	11	2	3	4	5	6	7	8
15	16	17	18	19	20	21	12	13	14	15	16	17	18	9	10	11	12	13	14	15
22	23	24	25	26	27	28	19	20	21	22	23	24	25	16	17	18	19	20	21	22
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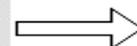
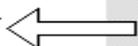
Entered Employment Quarter

October 2007							November 2007							December 2007						
S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S
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7	8	9	10	11	12	13	4	5	6	7	8	9	10	2	3	4	5	6	7	8
14	15	16	17	18	19	20	11	12	13	14	15	16	17	9	10	11	12	13	14	15
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Retention Quarters

January 2008							February 2008							March 2008						
S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S
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13	14	15	16	17	18	19	10	11	12	13	14	15	16	9	10	11	12	13	14	15
20	21	22	23	24	25	26	17	18	19	20	21	22	23	16	17	18	19	20	21	22
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July 2008							August 2008							September 2008							
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6	7	8	9	10	11	12	3	4	5	6	7	8	9	7	8	9	10	11	12	13	
13	14	15	16	17	18	19	10	11	12	13	14	15	16	14	15	16	17	18	19	20	
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27	28	29	30	31			24	25	26	27	28	29	30	28	29	30					
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Performance Measure #6: Average Earnings

- **Definition:** For those participants who achieved retention, their total earnings for both the second and third quarters after the exit quarter
- **Management Issues:**
 - Close connection with retention
 - Quality of employment (Starting wage and advancement; Part-time v. full-time)
 - Quality of training and CSA work experience
 - Matching skill development and work experience to employer needs in the community
 - Job search skills training
 - Employer outreach campaign to attract multiple employers from a variety of industries
 - Targeted follow-up and offer of support services during the retention period

Exit Quarter

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August 2007						
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September 2007						
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Entered Employment Quarter

October 2007						
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November 2007						
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December 2007						
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Average Earnings Quarters

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March 2008						
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April 2008						
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May 2008						
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June 2008						
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July 2008						
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August 2008						
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September 2008						
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Improving Your Retention and Average Earnings Measures

- Quality of job (Starting wage and advancement; Part-time v. full-time)
- Quality of training and CSA work experience
- Matching skill development & work experience to employer needs
- Job search skills training and Retention (soft skills) training; should include how to negotiate salary
- Employer outreach campaign to attract multiple employers from a variety of industries
 - Match the jobs/skills needed in these industries with host agencies and the training available

- Develop OJEs with high-growth, high wage and larger industries
- Develop a management tool (spreadsheet) to track progress in real time: part-time vs. full-time exiters, wage at placement
- Don't ignore training available through WIA; cultivate your relationships so there is a quid-pro-quo to your partnership (average earnings is a common measure)
- Help participants find jobs with higher starting wages or negotiate future wage increases at time of hire
- Find employers with flexible work schedules that may encourage workers to put in more hours

- Target follow-up and offer support services during the retention period
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- Provide active case management follow-up for participants throughout the entire 15 month follow-up period
- Help participants find new jobs within each retention/average wage gathering quarter if their first job does not last throughout the entire quarter
 - if they don't work at all in the quarter, they will not be included in the average earnings measure