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# Communicating Value Using Performance Tools

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DEPARTMENT OF EMPLOYMENT AND ECONOMIC DEVELOPMENT

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What's your success story?

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# What are performance measures?

- Performance measures are success stories aggregated.
  - They quantitatively tell us how we are doing
- Performance measures can speak to WHO you serve in a way that success stories can't.
  - Demographics of your program
  - Or your program's reach compared to the population
- Performance measures are usually limited by time.
- Performance measures are a tool to help us understand, manage, and **improve** what our organizations do.

# Results framework

## How much did we do?

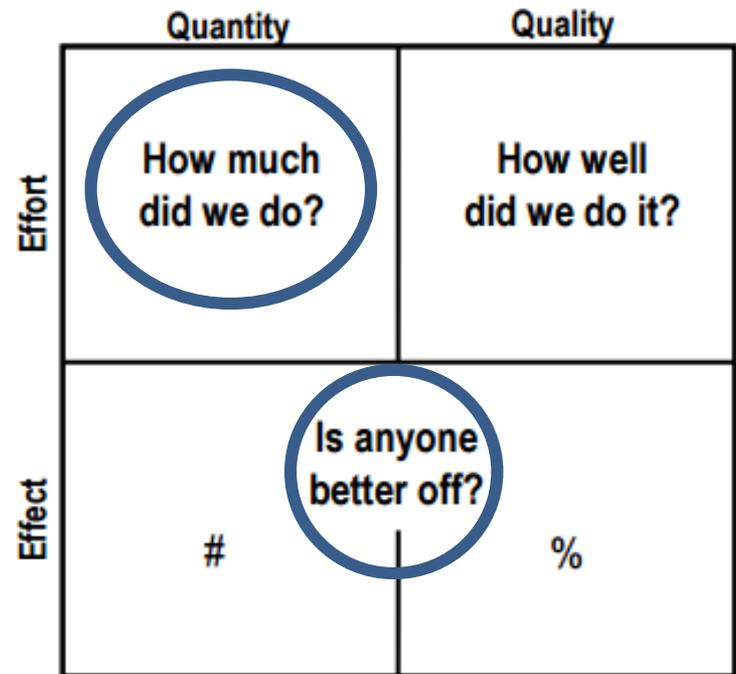
- Number of people served
- Number of workshops given

## How well did we do it?

- Customer satisfaction
- Cost per participant
- Reach of your services

## Is anyone better off?

- Percent of participants who found a job
- Number of participants making a living wage after program exit



# What measures are required?

## Federally funded programs

- There are 17 Workforce Investment Act (WIA) measures across Adult, Youth and Dislocated Worker programs.
- Addition of several new measures under the Workforce Innovation and Opportunity Act (WIOA), including credential rate and measurable skills gains.

## State funded programs

- Minnesota State Statute 116L.98 requires a public “uniform outcome report card” for programs funded by the Workforce Development Fund.
- Also requires a return on investment – or “net impact” analysis – of programs every four years.

# What is the Report Card?

- Performance dashboard for a variety of workforce programs
- Program level, not provider level
- Compare by participant demographics
- If this is a report card... what's a passing grade?

# What Workforce One data do we use?

- Social Security Number
- Highest level of education
- Race and ethnicity
- Immigration status
  - Primary language of immigrants/ refugees
- Gender
- County of residence
- Enrollment date
- Exit date
- Exit reason
- Training activities
  - Completion status of training activity
  - O\*NET associated with training activity
- Credential

# What employment data do we use?

- Wages and hours worked per quarter
- Employer's industry
- These data are NOT from Workforce One...

# Employment data (“wage detail”)

- All establishments covered under the Unemployment Insurance (UI) Program are required to report wage and employment statistics quarterly to DEED.
- Employers report quarterly hours worked and quarterly earning by Social Security Number (SSN).
- The UI Program covers about 97% of Minnesota’s wage and salary employment. Workers and jobs excluded from these statistics include:
  - federal government workers
  - railroad workers
  - full-time students working for their school
  - insurance and real estate salespeople
  - proprietors and the self-employed
  - family farm workers
  - elected government officials
  - others who work only on a commission basis

# Demo!



[mn.gov/deed/performance](http://mn.gov/deed/performance)

# What sounds better?

We served 3,963 Veterans in our programs.

45% of unemployed Veterans across Minnesota are enrolled in a workforce development program or used WorkForce Center services.

# Transform your performance “story”

## Minnesota Dislocated Worker Program — THE COSTS AND THE BENEFITS

During SFY 2015, program operators and DEED staff spent	\$22,429,400	TO SERVE	10,431 PARTICIPANTS	WE SPENT \$2,150 PER PARTICIPANT
4,692 exited the program with 4,531 entering unsubsidized employment: 96.6 percent.				
On average, Minnesota Dislocated Worker program providers spend \$4,950 per job attained				

SFY 2015 Entered Employment Rate:  
84.7% (goal 85.0%)

SFY 2015 Employment Retention Rate:  
92.4% (goal 92.5%)

SFY 2015 Average Earnings Rate:  
\$22,983 (goal \$19,100)

SFY 2015 Employment/Credential Rate:  
64.7% (goal 69.0%)

Minnesota

# Here's a different look at Dislocated Worker performance data

Wages of Those Consistently Employed for Three Quarters, by Training Completion



- Participants who completed training while in the Dislocated Worker program earned an average of *\$3.00 per hour more*.
- In fact, men of color who completed training earned *23% more* than those who did not complete training.

(Figure and data from the report card)

# Or use a results framework (A Veterans Services example)

## What did we do?

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### In State Fiscal Year 2015 (July 1, 2014 to June 30, 2015):

- 785 Veterans received case-managed services (i.e. tracked in Workforce One)

### Characteristics of Veterans receiving case-managed services:

- 63% were between the ages of 25 and 39
- One in four have a disability which is a barrier to employment
- 14% are female
- 20% are from communities of color
- One in 10 were ex-offenders
- 28% have high school diploma/GED; 29% have bachelor's degree or higher
- Three out of four were unemployed coming into the program

### In other DEED Workforce Development Programs...

- 532 Veterans served

### Using WorkForce Centers and MinnesotaWorks.net...

- 2,646 Veterans received tracked services

# Extend performance measures to the population...or economic conditions

## How well did we do it?

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Compared to the state population of Veterans, you provided case-managed services to:

- Nearly three times as many Veterans who are women (14% program versus 5% population)
- Four times as many Veterans who served post-9/11 (43% program versus 11% population)
- More than three times as many Veterans from communities of color (20% program versus 6% population)

The reach of your efforts:

- About 45% of unemployed Veterans across Minnesota are enrolled in a workforce development program or used WorkForce Center services.

## Is anyone better off?

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Your performance outcomes:

- 77% of Veterans receiving case-managed services successfully exited
- The average wage at exit was \$17.52 per hour.
  - This is \$5.80 per hour *more* than the average cost of living for a single adult.
  - This is nearly \$1.20 per hour *more* than the average cost of living for a typical Minnesota family.

# Performance measures versus evaluation

- Difference in audience
  - Program staff versus funders and policy makers
- Difference in frequency
  - Continuous versus periodically
- Difference in purpose
  - Guide program improvements versus gauge program impact

# What is a net impact analysis?

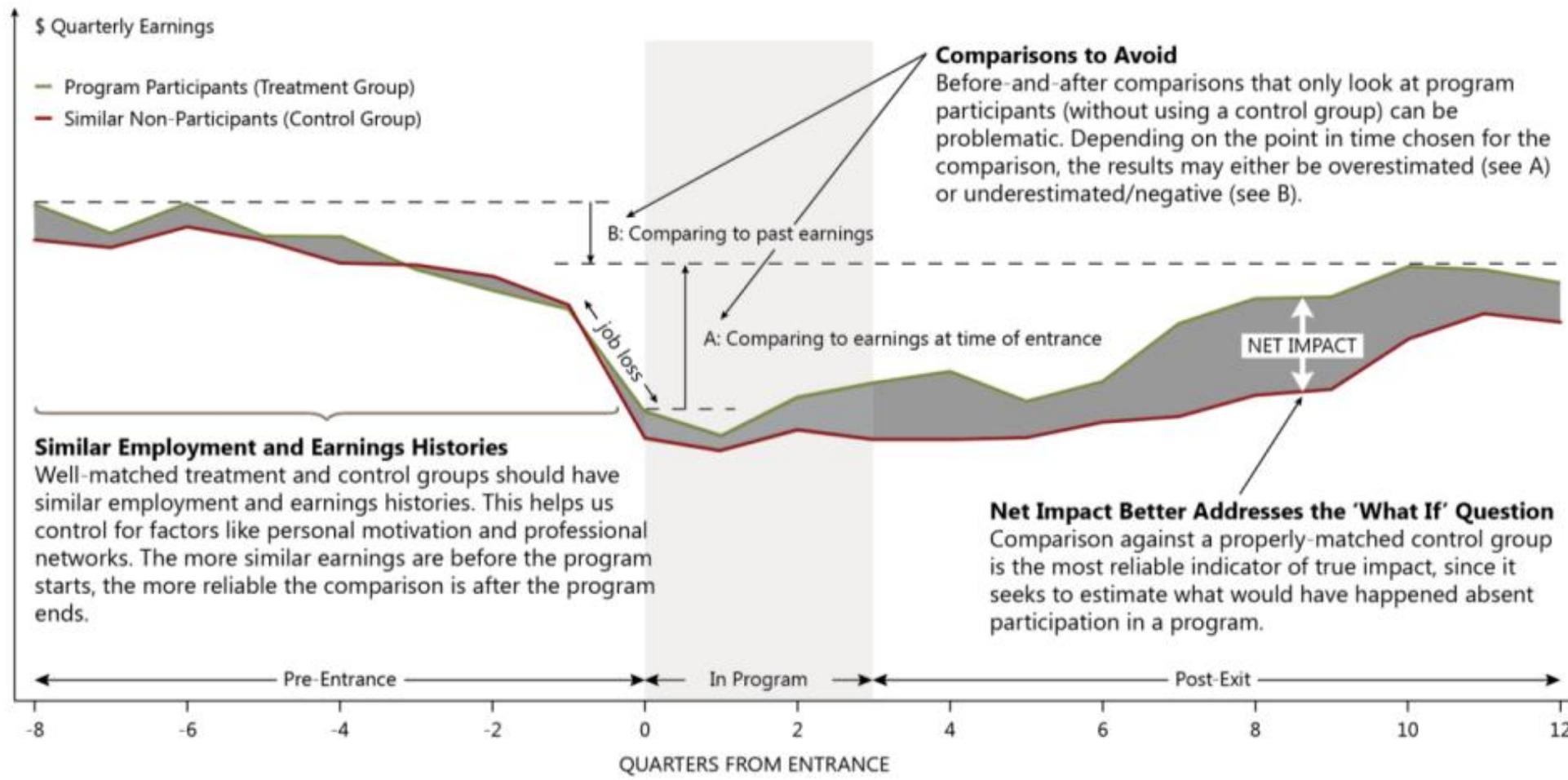
- How well would your participants do if they didn't have your program?
- We need data on both groups: your participants AND a comparison group

# What is a net impact analysis?

- Who benefits most from your program?
- Initial findings from Net Impact project:
  - White WIA Adult participant: 50% higher earnings
  - Black WIA Adult participant: 100% higher earnings

# FIGURE 1: UNDERSTANDING NET IMPACT: COMPARISONS THAT ILLUMINATE AND COMPARISONS TO AVOID

To better understand the true impact of workforce education and training programs, program participants are compared to other individuals who are similar with regard to demographics and employment history, but who have not participated in a program.



Note: The above chart is for illustrative purposes only and does not reflect actual data or outcomes. However, the overall pattern is typical: average quarterly earnings among program participants typically decrease significantly the 1-2 quarters preceding entrance into a program, signifying job losses and/or reduced hours.

# Example: WorkForce Center customer request

- An organization offers unique services to unemployed job seeking customers.
- They see their customers get jobs quickly after receiving the services.
- They suspect that their services are the reason why customers get a job so quickly, so they are submitting a grant proposal that would allow them to expand their services.
- To quantify the impact of their services, they want to compare the employment outcomes for the services they provide to a group of unemployed individuals who did not receive the same service.

# Example: WFC customer request continued

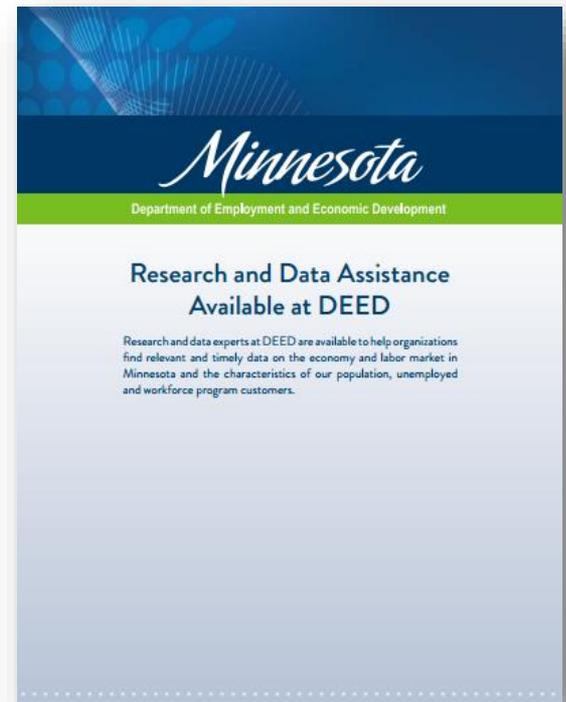
- Define comparison group – or the group who did not receive the services the organization provided.
  - ✓ Unemployed
  - ✓ Be located in a certain geography
  - ✓ Receive services during a certain period of time
  - ✓ Receive at least 4 hours of job-seeking services
- Crunch some numbers...
- Report the percent of the comparison group who found employment 90 days after their last date of service.

# Future of performance reporting

- Trend towards showing how your program *impacts* customers.
  - Treatment group (in your program) versus comparison group (not in your program)
- Going beyond the standard demographics
  - Do outcomes differ if a customer has a criminal background? Is housing insecure?
- Defining and tracking interim metrics
  - What causes or predicts success in your program?

# Strengthening grant proposals

- Make a data-driven, evidence-based case for your program
- Go beyond “how many” to “what’s unique” and “what’s the impact” of your program
- Get ready to get to know data
- And you don’t have to do it alone. **We can help!**



# We've got data

- Aggregate demographic data and performance outcomes for customers who are:
  - Enrolled in a DEED workforce program tracked in Workforce One
  - Visit a WorkForce Center or use MinnesotaWorks.net (state's no fee job bank)
- Data can be used for comparison or benchmarking purposes
- Some monthly/quarterly/annual reports are already available:
  - WorkForce Center and MinnesotaWorks usage statistics: <http://mn.gov/deed/data/research/mnworks-usage.jsp>
  - Job Service: <http://mn.gov/deed/images/job-service-annual.pdf>
  - MinnesotaWorks.net: <http://mn.gov/deed/images/mnw-annual.pdf>

# Employment data (“wage detail”)

- Remember...All establishments covered under the Unemployment Insurance (UI) Program are required to report wage and employment statistics quarterly to DEED.
- Employers report quarterly hours worked and quarterly earning by Social Security Number (SSN).
- The UI Program covers about 97% of Minnesota’s wage and salary employment, but some workers and jobs excluded from these statistics.

# Access to wage detail

- UI data is private and allowable uses for access to individual-level data are governed under Minnesota Statute 268.19.
- DEED uses wage detail for official state- and federal-funded workforce training program performance.
- DEED partners with state agencies, organizations and other external groups to provide aggregate wage detail reports.

# Example: workforce program data request

- A program offers pre-employment services to individuals transitioning back into the labor force.
- Program participants are asked to follow-up with staff on their job search process.
- Half of the participants do not follow-up with their counselor, so the organization does not know if their services are effective.
- Can we help the organization understand the employment outcomes of their participants?

# Example: workforce program data request continued

## Data request process:

- ✓ Meet to discuss needs, data available, and how DEED could report
- ✓ Write data sharing agreement, which is reviewed and signed by all parties
- ✓ DEED staff work with organization staff to securely transfer data
- ✓ Do work and send report
- ✓ DEED destroys data files

# Wrap Up – what's the takeaway?

- Performance measures = success stories + data
- Consider a results framework: how much, how well, better off
- Check out the report card tool for data you could use or request report card metrics for your organization
- Use other data to transform your performance story
- Build a more competitive grant application with performance data
- Ask us to help

# No, seriously, we'd love to help

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