

Managing Welfare with Data: JobStat over time in NYC and Maryland

Swati Desai, Ph.D.

Senior Fellow

Rockefeller Institute of
Government, SUNY

PROWRA

- Passing of PROWRA changed “the welfare as we knew it”.
- The participation rate requirement made it important that caseload data and engagement activities be closely managed.
- Different states chose different paths to manage the caseload and the participation rate.

NYC and Maryland

- NYC and the state of Maryland developed JobStat as a management tool
- JobStat is a version of Performance Stat
- What is PerformanceStat?

According to Robert Behn

PerformanceStat should:

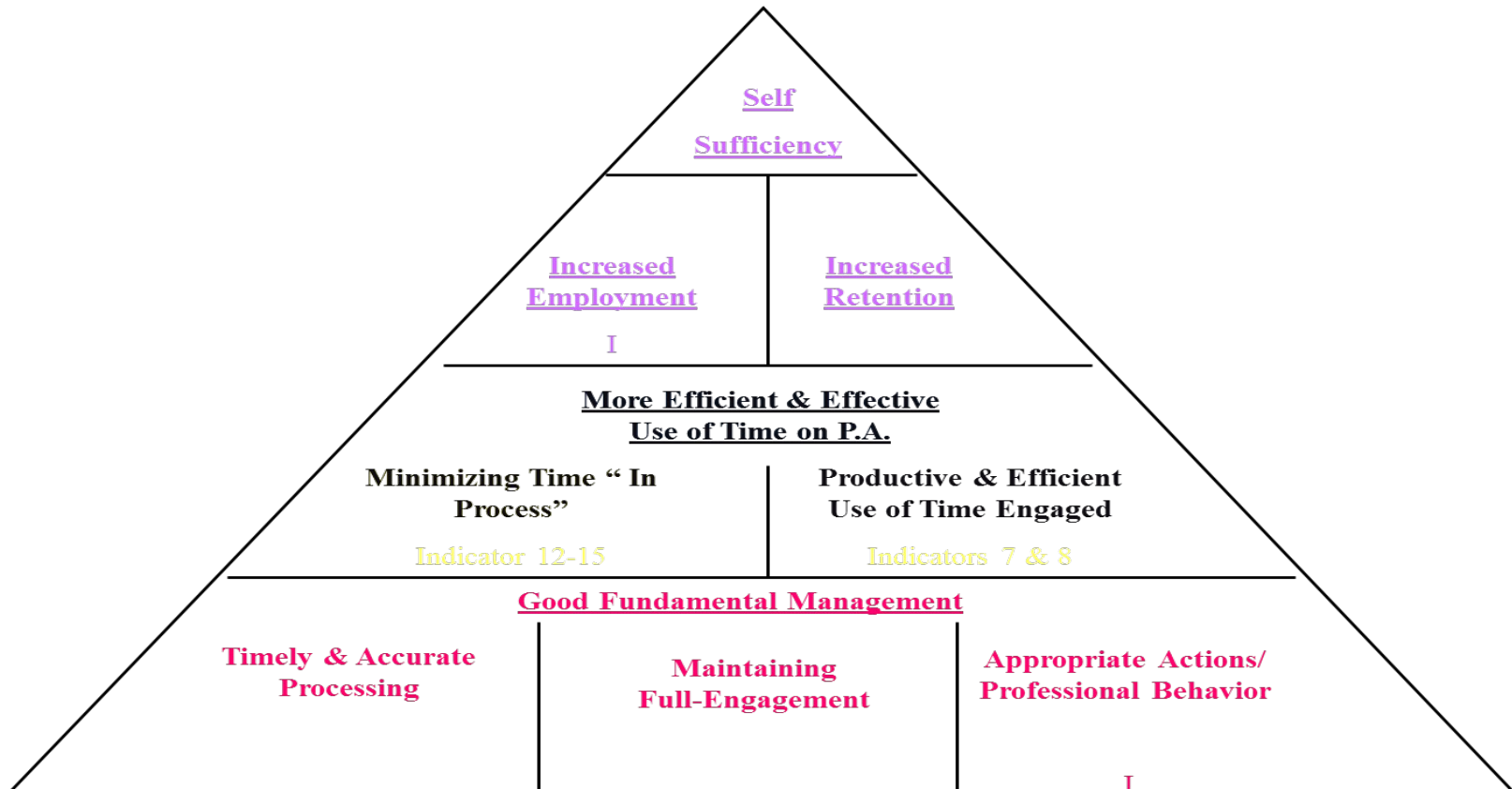
- Contain accurate and timely data
- Incorporate regular discussions of program strategy
- Be open to addressing and resolving problems and issues
- Have a mechanism for follow up
- Command accountability
- Foster Competition and

IMPROVE OUTCOMES

JobStat in NYC

- The first example of PerformanceStat was CompStat implemented in NYC Police Department to reduce the crime under Commissioner Brattan in 1993.
- From 1993, the crime rate in NYC started to fall. This decline was attributed to CompStat.
- In 1998, Commissioner Turner introduced the same concept to the welfare dept. (HRA) and called it JobStat.

Performance Measurement Pyramid



NYC and Maryland JobStat

- NYC JobStat began in 1999 and it continues on until today.
- Maryland JobStat began in 2004 and continued on until 2009 but monitoring of important indicators continues.

What is JobStat?

- **Indicators**

Identify critical outcomes and processes

Establish precise indicators

- **Look Comprehensively**

Set Goals

Determine weights for indicators based on the agency's priorities

Measure Performance relative to goals

- **Compare**

Compare indicators over time

Compare and rank Job centers

Comprehensive Presentation at each JobStat

Human Resources Administration

GOTHAM(00) Job Center

JobStat Report, Version 5.0

March , 2005

Director:	Cases	2,685	Cntr Training Attend. Rate		Weekly Vendor Placement				Unindexed Imaged Cases - Overdue	0.0%	ESP Vendor Retention Avg.					Povty Rt.	16%								
Since:	Engageables:	1,958	% Front-Line Staff on Board	100.0%					Job Placements				3 Month Retention				6 Month Retention				% BK:	37%			
Deputies:	Active SI	96	Estimated Center TANF Participation Rate	33.9%		Closed	Rebudgets	Enrollments		YTD	% Goal	% YTD Sub.	% YTD Unsub.	YTD	% Goal	% YTD Sub.	% YTD Unsub.	YTD	% Goal	% YTD Sub.	% YTD Unsub.	% Hisp:	46%		
SAP Vendor:	% Jiggetts	0.41%	Prop. of Two Parent Households	1.3%	SAJP	4	0	30	Center	325	20%	14%	86%	86%	100%	50%	89%	84%	100%	65%	83%	% White:	13%		
ESP Vendor:	Avg. Case Size	1.5	% FA	% Snet	% Conv	% SI	ESP	2	1	19	Region	2,202	18%	32%	68%	87%	100%	74%	87%	82%	100%	34%	82%	% Other:	4%
Region Manager:		Center	36%	53%	12%	3%	BEGIN	0	0	2	City	17,151	19%	12%	88%	85%	100%	72%	84%	73%	97%	31%	80%	% Unkwn	0%
Dpty Rgn Mgrs:		Region	45%	33%	21%	4%	WMS Total Error Avg.			43	Rt. of Child Care aft. 3 Mo. Closing			64.3%								PA Den.	2%		
		City	46%	31%	23%	4%	Access Spot Violation			0	%Case Cld. for Emp. Rec'ing FS in 6 Mo.			24.0%	Rate of Informal Child Care Providers				69.0%	FS Den.	1%				
																							MA Den.	13%	

	Center									Index				Region				Citywide				
	Actuals				Performance Relative to Goals					Center Thresholds		Center Points		Actuals				Actuals				
	Mar-05	3Mo. Avg	YTD Avg	2004	Mar-05	Rk	3 Mo.	YTD	Rk	Low	Excel.	Mar-05	Avall	Mar-05	3 Mo.	YTD	2004	Mar-05	3 Mo.	YTD	2004	
Index 5.0 Score				58.1	76.7	1	68.6	68.6	2			76.7	100.0	58.9	59.6	59.6	49.2	57.9	49.5	49.5	47	
Employment	<i>INDEX SUBTOTAL:</i>									50.8	1	48.5	48.5	1	50.8	60.0	36.7	37.6	37.6	39.6	34.7	34.7
	<i>PLACEMENTS</i>																					
	<i>Weekly Average</i>																					
1. Closed for Earnings	12.6	12.6	12.6	14.4	100%	3	100%	100%	8	7.7	9.6	5.0	5.0	12.2	13.7	13.7	12.3	19.6	22.7	22.7	21.1	
2. Budgets Completed	8.0	9.1	9.1	6.2	100%	2	100%	100%	2	4.2	5.2	5.0	5.0	13.4	13.9	13.9	12.2	25.2	26.0	26.0	23.7	
3. Qualified Reported Placements	20.6	21.7	21.7	20.5	100%	2	100%	100%	2	11.9	14.8	7.0	7.0	25.6	27.5	27.5	24.5	44.8	48.7	48.7	44.8	
4. % Placements w/ FIA 3As	55.2%	47.6%	47.6%		0%	10	0%	0%	20	80%	90%	0.0	4.0	54.2%	52.2%	52.2%		51.6%	51.5%	51.5%		
	<i>RETENTION</i>																					
5. Retention Rate - 3 Mo.	89.5%	86.2%	86.2%	85.0%	100%	3	100%	100%	13	75%	85%	5.0	5.0	86.5%	87.1%	87.1%	85.1%	84.5%	85.6%	85.6%	84.3%	
6. Retention Rate - 6 Mo.	83.8%	83.5%	83.5%	75.6%	100%	4	100%	100%	3	65%	75%	5.0	5.0	81.4%	81.4%	81.4%	77.3%	80.2%	78.9%	78.9%	77.0%	
	<i>PROCESS</i>																					
7. EP Initiation Rate	94.1%	93.7%	93.7%		91%	6	87%	87%	4	85%	95%	3.6	4.0	93.0%	91.8%	91.8%		90.9%	90.1%	90.1%		
8. EP Completion Rate	94.0%	94.4%	94.4%		90%	8	94%	94%	7	85%	95%	3.6	4.0	92.2%	91.9%	91.9%		89.9%	88.2%	88.2%		
9. ES 20 Appl. Accept - No Referral	7.1%	7.9%	7.9%		100%	2	100%	100%	2	30%	10%	4.0	4.0	11.3%	14.1%	14.1%		17.7%	18.5%	18.5%		
10. Appl. Child Care in ACCIS	100.0%	50.0%	50.0%		100%	1	0%	0%	21	75%	90%	2.0	2.0	67.7%	65.6%	65.6%		76.0%	70.9%	70.9%		
11. Rate of Child Care In ACCIS	93.8%	90.9%	90.9%		100%	1	100%	100%	1	75%	90%	2.0	2.0	80.6%	80.0%	80.0%		79.0%	75.8%	75.8%		
12. Good Cause Granted after Concil & Re-Engaged	87.8%	86.4%	86.4%		64%	1	57%	57%	1	75%	95%	2.6	4.0	76.3%	73.8%	73.8%		76.7%	75.1%	75.1%		
13. Await.Concil. Scheduling Rate > 2 Weeks		0.0%	0.0%		100%	1	100%	100%	1	6%	2%	3.0	3.0	1.9%	2.0%	2.0%		1.5%	10.0%	10.0%		
14.Call-in Appoint.Scheduling Rate > 3 Weeks	Feb	14.0%	16.2%	16.2%		0%	17	0%	19	10%	5%	0.0	3.0	11.7%	14.8%	14.8%		12.3%	13.6%	13.6%		
15. Conf./Concil./NOI Rate > 5 weeks	Feb	0.3%	0.6%	0.6%		100%	3	100%	100%	4	5%	1%	3.0	3.0	2.1%	2.4%	2.4%		2.3%	2.6%	2.6%	

(Zip Codes:)

* Note numbers may not add due to rounding.

Family Investment Administration JobStat Report - October, 2005

BALTIMORE COUNTY - All District Offices

Director: Timothy W. Griffith	Population	777,184	Engage as % of TCA Cases	735	31.6 %	TCA Cases	2,326	MAC Cases	31,754
FI Assistant Director: Gary Holt	Unemploy Rate	4.0 %	> 24 Month as % of Engage	181	24.6 %	TCA Apps	548	MAC Apps	2,087
Number of FI Staff: 179	P-10 Allocation	\$2,943,277.00	> 60 Month as % of 24 Month	30	16.6 %	TCA Recons	118	MAC Recons	1,067
Budgeted Contractual Staff: 2	SSIP Allocation	\$0.00	Conciliations as % of Engage	40	5.4 %	FS Cases	16,490	MAD Cases	1,359
Non-Budgeted Contractual Staff: 26.25	TANF Total	\$2,943,277.00				FS Apps	2,015	MAD Apps	558
Vendor: Community College of Baltimore Co.	FSET Allocation	\$220,000.00	Apps to Recons Ratio	4.64	4.57	FS Recons	1,197	MAD Recons	47
	DBS Cost/Pint	\$3,091.98	TCA Recidivism	32.2 %	30.3 %	TDAP Cases	1,013	LTC Cases	2,648
	St Cost/Pint	\$2,554.75	TCA Churning	22.2 %	31.1 %	TDAP Apps	272	LTC Apps	133
			FS Churning	45.7 %	48.3 %	TDAP Recons	33	LTC Recons	128

Administrative	Local Department					State			Index			
	Timeliness								Thresholds		Points	
	Nov-05	Goal	Timely	Overdue		Nov-05	Goal		Needs Imp	Exceeds	Available	Score
TCA Application Timely Rate	63.4 %	97 %	274	158		74.9 %	97 %				8	
TDAP Application Timely Rate	60.1 %	97 %	125	83		68.2 %	97 %				5	
FS Regular Application Timely Rate	77.0 %	100 %	1,158	345		81.4 %	100 %				10	
FS Expedited Application Timely Rate	91.2 %	100 %	374	36		94.4 %	100 %				10	
MAC Application Timely Rate	68.9 %	97 %	1,442	650		74.7 %	97 %				2	
MAD Application Timely Rate	73.1 %	97 %	480	177		69.5 %	97 %				2	
LTC Application Timely Rate	29.9 %	97 %	46	108		42.9 %	97 %				2	
Accuracy		FFY05	FFY04	Goal	MFR	FFY05	FFY04	Goal				
TCA Payment Accuracy Rate		93.1 %	86.3 %	94 %		89.1 %	94.1 %	94 %			3	
FS Error Rate		4.8 %	4.4 %	6 %	6.0 %	5.4 %	5.6 %	6 %			8	
FS Negative Error Rate		27.1 %	10.1 %	6 %		26.3 %	13.4 %	6 %			8	
Independence		Oct-05	SFY05	Unengaged	Goal	Oct-05	SFY05	Goal				
Universal Engagement		83.1 %	85.2 %	124	100 %	78.1 %	69.4 %	100 %			10	
		Oct-05	SFY05	YTD Goal	Goal	MFR	Oct-05	SFY05	Goal			
Work Participation Rate		36.8 %	29.3 %		50 %		21.4 %	20.6 %	50 %		10	
Placements (YTD)		323	953	348	1,043	1,006	3,065	9,113	9,334		5	
24-Month Activity Participation Rate		98.3 %	99.0 %		100 %		99.2 %	99.1 %	100 %		2	
		1 Year	Since 1995			1 Year	Since 1995					
Caseload Reduction		0.5 %	-72.9 %				-9.9 %	-72.8 %			3	
		FFY05 1st Qtr	FFY '04	FFY '03	Goal	MFR	FFY05 1st Qtr	FFY '04	Goal			
Employment Retention Rate		76.6 %	78.8 %	75.1 %	70 %	75 %	73.4 %	75.2 %	70 %		2	
Earnings Gain Rate		75.7 %	66.0 %	59.5 %	40 %	40 %	47.6 %	49.9 %	40 %		2	
Fiscal		YTD Sep-05	YTD Sep-05	YTD Sep-04	6 Yr Avg/Sep		YTD Sep-05	YTD Sep-04	6 Yr Avg/Sep			
P-10 Funds Expended		\$2,946,657.34										
SSIP Funds Expended		\$0.00										
Total TANF Funds Expended		\$2,946,657.34	100.1 %	95.2 %	103.0 %		60.0 %	72.4 %	83 %		2	
FSET Funds Expended		\$202,441.00	92.0 %				59.1 %				2	
		Collected	Total Claims	% Collected	Pending	# BEGs	Collected	Total Claims	% Collected			
TCA BEGs		\$10,424.31	\$2,257,472.48	0.46 %	46	1,937	\$60,980.44	\$21,700,886.79	0.28 %		2	
FS BEGs		\$17,521.59	\$1,556,521.74	1.13 %	78	2,474	\$114,355.98	\$11,911,072.28	0.96 %		2	
											Total:	100

How Does JobStat Work?



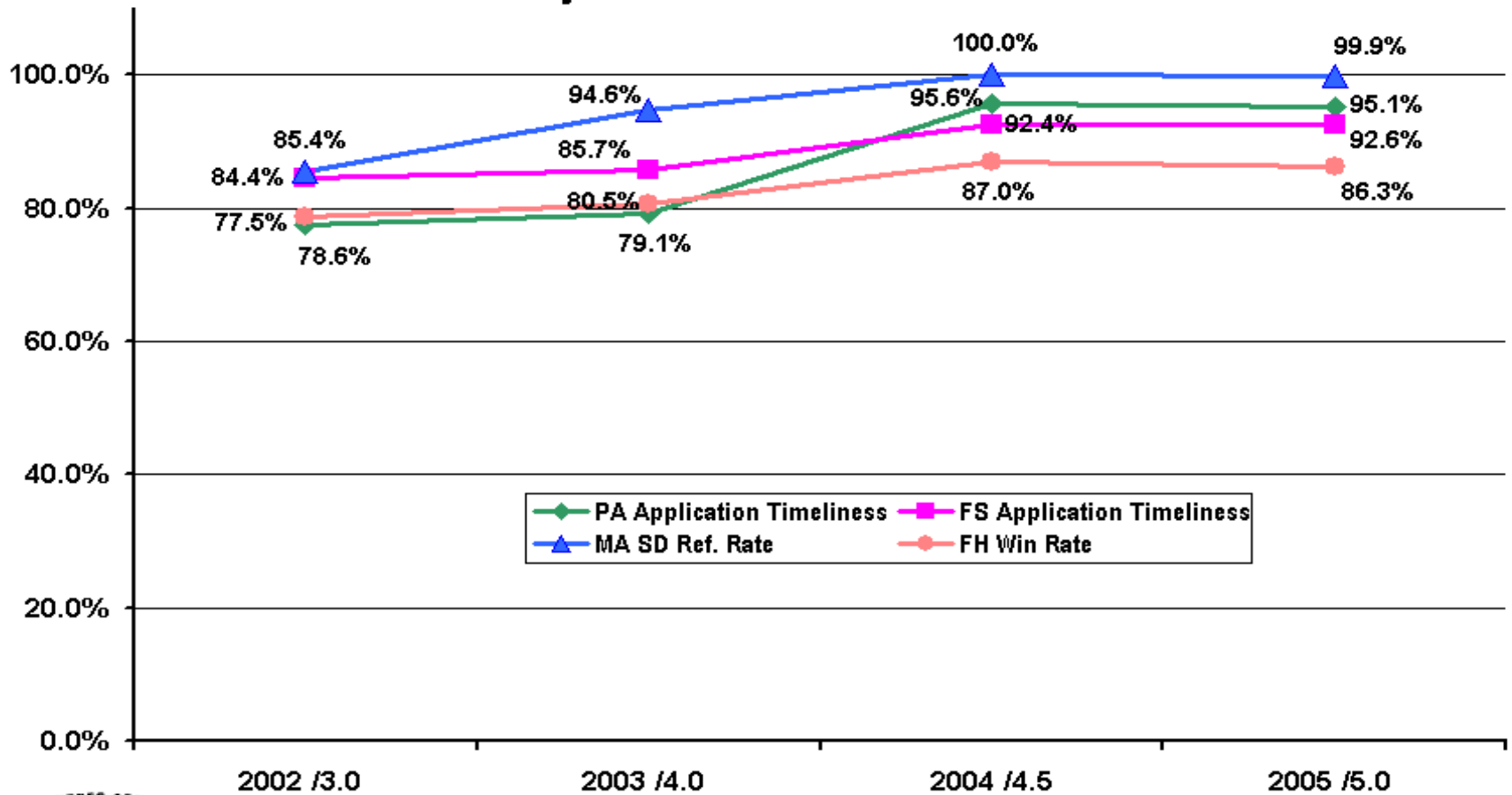
- Weekly meetings in NYC, Monthly Meetings in Maryland
- 2 Job Centers in NYC, A county office in Maryland
- Panel of senior agency managers, including the Commissioner in NYC
- Detailed Discussion of monthly indicators

Similarities and Differences

- Both JobStats focused on administrative (PA and FS application timeliness, TANF and FS accuracy rates) and self sufficiency indicators (employment, retention, universal engagement).
- The major differences were due to different processes, NYC focused more on detailed processes relevant to indicators

Successes

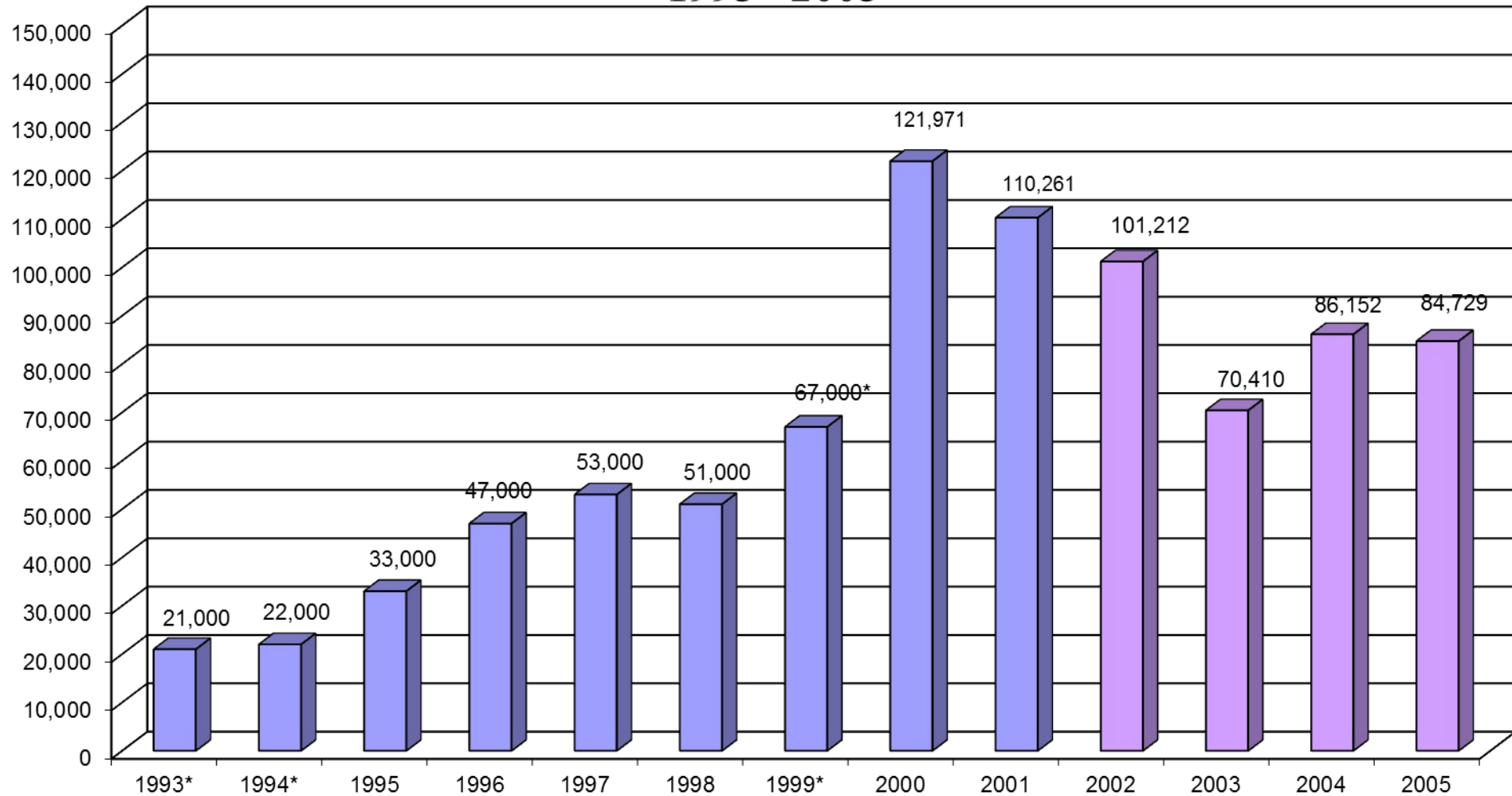
HUMAN RESOURCES ADMINISTRATION
HRA FIA Citywide JobStat Performance Over Time



Successes

- Full engagement continued to be at 100%
- Job Placement increased from 67,000 in 1999 to 87,000 in 2005.
- 3 month and 6 month retention rates stayed at 95% and 75% respectively

Human Resources Administration Job Placements of Public Assistance Recipients Only Not Including NPA & WIA Placements 1993 - 2005



Bloomberg Administration

Success: Maryland

Work Participation Rate increased
from 21% to 41%

Application Timely Rate increased
from 75% to 86%

Placements increased from 3000
to 7700.

JobStat Now: NYC

**CITY OF NEW YORK
HUMAN RESOURCES ADMINISTRATION
FAMILY INDEPENDENCE ADMINISTRATION**

JOBSTAT REPORT, Version 12.0

FORDHAM(44) Job Center

March 2013

Director: Ramon Lopez Since: 4/3/2012 Deputies: Henry Cruz; Kathleen Archibald B2W Vendor:FEGS; Maximus since January 2013 Region Manager: Roberta Hannah Dpty Rgn Mgrs: James Fields;	Cases	7,488		% FA	% SN	%Conv	%SI	Retention Rate				Fair Hearings		
	Engageable:	6,540	Center	39%	36%	25%	2%	3 Month	6 Month	9 Month	12 Month	Fair Hearing Win Rate	92.8%	
	Active Single Issues	155	Region	41%	31%	28%	2%	Center	87.2%	84.5%	79.8%	74.8%	Fair Hearing Request Rate	9%
	Average Case Size	2.2	City	36%	44%	28%	3%	Region	87.2%	79.9%	80.4%	74.8%	Fair Hearing Default Rate	46%
	% of Accepted Cases New to System	19.5%	Job Placement Goal		4,894	Percent of Employed Cases		WMS Total Error Average	34	Fair Hearing Affirmation Rate		34%		
	Access Spot Violations		Job Placements YTD		1,163	Center	29.2%	Sanctions Over 3 Months	188	FH Employment Win Rate		89%		
	Est Safety Net State Participation Rate	59.5%	Job Placements % of Goal		23.8%	City	25.4%	CA Payment Error Rate (FFY Jan)	0.0%	CA FH Compliance Rate		100.0%		
			Vendor Placements (Mar)							SNAP FH Compliance Rate		100.0%		

	Center							Index				Region				Citywide				
	Mar-12			3Mo. Avg			YTD Avg		Center Thresholds		Center Points		Actuals							
	Score	Denom.	Rank	Score	Rank	Score	Rank	2012	Low	Exact	Mar-12	April	Mar-12	3 Mo.	YTD	2012	Mar-12	3 Mo.	YTD	2012
Index Score	77.9		5	62.9	13	62.9	13	56.3			77.9	100.0	61.0	57.7	57.7	57.9	69.5	63.1	63.1	62.6

QUALIFIED PLACEMENTS/PARTICIPATION																					
1. Qualified Reported Placements (monthly avg.)		437.0		1	387.7	2	387.7	2	486.9	325.6	407.0	10.0	10.0	374.3	337.6	337.6	398.3	235.5	214.2	214.2	251.4
2. Est. TANF/MOE Federal Participation Rate		38.6%	4893	7	29.4%	7	29.4%	7	33.1%	35%	30%	0.0	0.0	28.6%	27.8%	27.8%	30.9%	28.7%	27.2%	27.2%	38.8%
3. Employed Cases with Current Documentation		91.6%	1677	12	92.4%	13	92.4%	13	91.1%	79%	96%	5.0	5.0	96.6%	98.9%	98.9%	88.5%	93.3%	93.5%	93.5%	96.1%
4. Case Accepted ES 20 with Referral		96.9%	356	11	94.1%	15	94.1%	15	94.5%	95%	100%	1.5	4.0	93.3%	92.7%	94.0%	96.5%	95.7%	95.7%	95.5%	95.5%
5. % Cases Budgeted within 35 days	Feb	83.1%	124	19	77.4%	19	77.4%	19	81.4%	85%	95%	0.0	3.5	87.7%	83.4%	83.4%	82.6%	91.0%	88.5%	88.5%	86.8%
6. % Placements w/FIA3As (Employment Form)		90.6%	107	10	89.8%	12	89.8%	12	91.7%	80%	90%	3.5	3.5	85.8%	87.8%	87.8%	89.8%	90.1%	90.5%	90.5%	91.9%

INDEX SUBTOTAL:																					
												20.0	34.0								

ENGAGEMENT PROCESS																					
7. Employment Plan Initiation Rate		98.7%	525	12	98.4%	15	98.4%	15	98.3%	94%	98%	4.0	4.0	97.4%	97.8%	97.8%	98.4%	98.5%	98.8%	98.8%	98.7%
8. Rate of Child Care in Child Care System (Appl & Under)		95.9%	170	10	95.5%	9	95.5%	9	96.7%	85%	95%	3.0	3.0	95.2%	95.3%	95.3%	95.5%	95.6%	95.0%	95.0%	95.1%
9. Council Appt. Scheduled within 7 days		100.0%	1356	1	94.7%	19	94.7%	19	100.0%	97%	100%	3.0	3.0	100.0%	97.9%	97.9%	100.0%	100.0%	98.4%	98.4%	98.5%
10. Re-Engaged After Good Cause Granted		98.2%	164	8	97.9%	13	97.9%	13	97.9%	90%	97%	3.0	3.0	98.0%	98.6%	98.6%	98.5%	97.8%	98.1%	98.1%	98.1%
11. Conf./Council/NOI Process Completed within 35 Days	Feb	99.9%	720	11	98.2%	18	98.2%	18	98.4%	97%	99%	3.0	3.0	99.9%	98.9%	98.9%	98.5%	99.9%	98.6%	98.6%	98.4%
12. Call-in Appt. Scheduled within 25 Days	Feb	98.2%	1667	14	96.6%	18	96.6%	18	97.0%	93%	98%	3.0	3.0	98.2%	97.6%	97.6%	98.1%	97.9%	97.9%	97.9%	98.5%
13. Missing/Outdated EP Initiated When Finger Imaged		88.9%	38	11	87.2%	14	87.2%	14	85.6%	90%	95%	0.0	2.0	85.2%	91.3%	91.3%	93.9%	89.2%	92.9%	92.9%	92.3%
14. Missing/Outdated EP Initiated When Recertified	Feb	97.6%	495	4	94.8%	8	94.8%	8	96.4%	92%	98%	1.9	2.0	93.2%	92.4%	92.4%	91.4%	94.4%	93.9%	93.9%	93.6%

Last Report Run Date: Mar 29, 2013

(Zip Codes: ALL Cases: 10458, 10463, 10464, 10466, 10470, 10471, 10475; SNET cases from Center (35))

* Note numbers may not add due to rounding.

JobStat Now

- NYC continues with JobStat, but it is managed by the program and as a result less focus on self-sufficiency and employment indicators (Top part of the pyramid gets less focus)
- Maryland Human Services no longer use JobStat but management indicators are driven by the StateStat.

Maryland Performance Indicators

April 2013 Aggregate Scores At-A-Glance								
	WPR	(FFYTD)	Ø Hrs	Jobs	(FFYTD)	% of Goal*	10 Dollar	(FFYTD)
Large Counties								
Baltimore City	53%	52%	3.0%	365	2457	63%	79	441
Baltimore County	61%	55%	2.1%	118	859	73%	36	263
Prince George's	58%	53%	1.7%	44	469	66%	9	135
Medium Counties								
Anne Arundel	52%	57%	4.0%	91	716	76%	29	227
Montgomery	57%	58%	1.9%	58	401	78%	15	119
Wicomico	61%	58%	0.7%	32	177	64%	2	25
Harford	56%	49%	0.0%	28	160	56%	4	32
St. Mary's	57%	55%	3.2%	14	127	55%	3	18
Howard	57%	54%	8.9%	13	135	75%	7	36
Washington	66%	67%	0.6%	17	171	107%	2	33
Cecil	35%	51%	0.6%	14	101	49%	5	19
Small Counties								
Frederick	59%	57%	3.4%	31	235	94%	12	83
Charles	56%	57%	1.8%	5	52	79%	0	11
Allegany	62%	57%	1.6%	19	111	116%	2	19
Dorchester	62%	63%	1.6%	16	64	97%	1	5
Caroline	83%	77%	0.0%	5	52	67%	0	11
Carroll	50%	54%	10.0%	7	50	63%	1	11
Somerset	65%	56%	1.8%	4	36	40%	1	8
Queen Anne's	60%	59%	3.4%	9	40	118%	3	10
Calvert	73%	63%	0.0%	6	47	51%	2	13
Worcester	90%	84%	0.0%	5	29	48%	0	4
Garrett	71%	68%	0.0%	4	19	95%	1	2
Talbot	0%	13%	0.0%	2	21	81%	1	15
Kent	69%	57%	0.0%	7	35	67%	3	9
MARYLAND	56%	56%	2.7%	914	6564	57%	218	1549
<i>Statewide Goal</i>		<i>50.0%</i>	<i>10%</i>			<i>58%</i>		
<i>Green</i>		<i>50.0%</i>	<i>8%</i>			<i>58%</i>		
<i>Yellow</i>		<i>45.0%</i>	<i>10%</i>			<i>53%</i>		

*Percentage of Annual Goal - Federal FY 2013 goals are the same as State FY 2013 goals

The WORKS data for the March Scorecard was run on Apr. May 1st

Conclusion

- JobStat is an effective management strategy
- You cannot manage if you don't measure
- If the leadership is not directly involved, JobStat loses its focus and reporting managers don't pay attention