Workforce Benchmarking Network and Detroit Shared Measures Initiative

NAWRS Conference, NOLA

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Who Is CSW?

National organization working with USDOL, states, cities, community colleges, and workforce development organizations in a number of ways.

We reimagine workforce solutions to help workers, employers, and communities thrive.

Create custom tools for labor market and program data work

Design and deliver training and technical assistance

Measure workforce data to analyze opportunities and evaluate progress

Connect partners when collaboration is vital

CSW & WBN Team


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WORKFORCE BENCHMARKING NETWORK
PUTTING DATA TO WORK

Today's Objectives

1. Outline Workforce Benchmarking Network (WBN) goals, activities, and outcomes

2. Provide overview of national benchmarking data survey and reports

3. Describe city level and organizational capacity building work

4. Discuss Shared Measures Initiative in Detroit

5. Share costs, benefits, and lessons learned from Detroit collaborative building
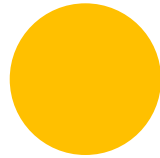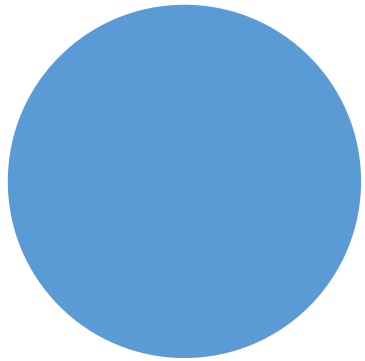
Workforce Benchmarking Network (WBN) goals, activities, and outcomes

Workforce Benchmarking Network GOALS

Better results for *Job Seekers, Employers,* and *Communities* through:

- ✓ Ensuring quality data is available about services and outcomes

- ✓ Building field's capacity to use data for improvement

- ✓ Elevating effective practices and strengthening networks for sharing those

- ✓ Engaging funders and policy makers in better understanding program results and implications for local systems

City-Wide Initiatives

Workshops, Peer Forums, and Technical Assistance to strengthen organization capacity for using data and evidence-based practices to improve results.

Shared Measures & Reporting Initiatives to support systems change through better access to and use of system-wide data.

WBN: Field-Wide Impact

National CBO Dataset with Benchmarks of "Good Performance"

Organization-level, Customized "Apples to Apples" Reports

"Success Drivers": Guidelines for Practice Informed by Peers and Research

Funders and Partners Include: United Ways, JPMorgan Chase, Foundations, Local Capacity-Building Intermediaries, and Race Forward.
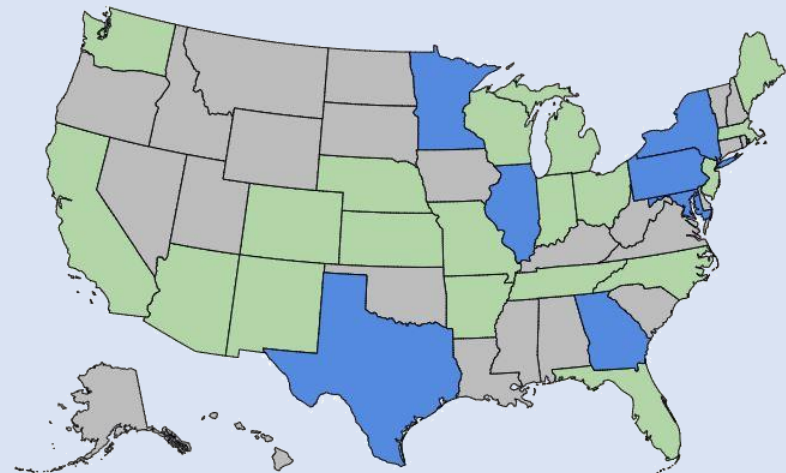
The Numbers Since 2008

More than **500 programs** at **350 CBOs** have participated

In **62 cities**

Across **26 states** and **provinces**

Benchmarking Network

Network and Peer Learning activities

Cities have included Chicago, Dallas-Ft. Worth, Detroit, Minneapolis-St. Paul, New York City, Atlanta, Greater Philadelphia and Southern New Jersey.

Capacity-Building Results

The following improved:

- Recruitment "drop-off"

- Completion rates

- Participant follow-up

- Number of job orders

- Employer site visits & contact frequency

- Using a racial equity lens for program planning

- Staff capacity strengthened

Thanks to:

- Leadership commitment

- Better data quality and documentation

- Better cross-staff communication

- Dedicated time to data and planning

- Self-assessment tools

- Racial equity toolkit (Race Forward)

- Peer forums and technical assistance
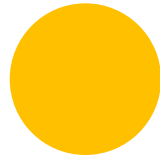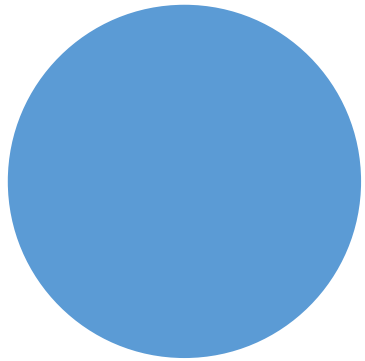
National Benchmarking Data Survey and Reports

National Data Survey

- Began collecting data in 2008 → **largest national dataset of aggregated info from CBOs.** *It's time to refresh and rebuild!*

- Survey is designed for **organizations that provide direct services** related to employment preparation and job placement.

- In 2019, **updated survey and survey platform.** Now captures additional data our network has been asking for, including the ability to disaggregate outcomes by race, ethnicity, and gender.

- The updated platform designed with our strategic partner, **American Government Services, LLC** (AGS), makes data submission easier.

Survey Focus

- Provide aggregate information for **enrollees during a recent one-year period for a designated program.**

- Areas of focus include:
    - Organizational context (type, size, income sources, etc.)
    - Enrollee demographics
    - Services provided / intensity, types of employer engagement
    - Enrollment, completion, placement and retention outcomes – *with option to report disaggregated by race/ethnicity/gender*
    - Definitions of key measures

- Organizations wishing to submit data on **multiple programs** will complete a **separate survey** for each.

Survey Submission

- **Rolling submission reporting.** Remains open to allow organizations to resubmit/enter new data (e.g., updated retention) at the frequency best to meet needs. During Summer 2019, WBN push for increased responses to allow the field to gather updated information to drive learning.

- **Comprehensive and Confidential** reports! No one will see programs' results other than the organization and our data analysis team.

- Submit only data that the program collects. Survey provides **"do not collect" and "not applicable" options**, and deactivates sections that are not applicable based on prior responses.

- Can **save and return** to complete at a later time.

Survey Investment and Benefits

Organizational investment – time it takes to complete the survey

Organizations receive:

- ✓ Confidential, customized **comparison reports**

- ✓ Other aggregate reports on **how workforce services are currently being provided in the field**, e.g., business services

- ✓ Access to a **national virtual learning community**, to learn specific population-focused practices and strategies

Organizations will be able to:

- ✓ Identify **target areas for learning and improvement** work

- ✓ **Tell a more complete story** about their work and results

- ✓ Prioritize where they want to **strengthen data collection**

- ✓ **Learn from peers** in the field

From Previous Respondents…

- *"Results have been useful for proposals, to reinforce that different types of programs have different outcomes – reminding funders that they can't put us all in the same bag!"*

- *"Before, we were giving ourselves an 'out', assuming we served a harder population. Now we can see comparisons with programs serving similar groups."*

- *"The survey keeps challenging us to think about the data we are collecting: Is it the most useful? What else would help us learn more about our performance and our services?"*

- *"We were surprised to learn that we compared strongly on 3-month job retention rates but had a much lower ranking on 6-month rates. That helped us know where to focus!"*

Future 2020 Vision

Phase 2: Piloting of Individual-Level Data Options and Communities of Practice

- Work with interested sites to pilot use of participant-level data
- Communities of practice will inform development of survey "deep dive" questions around specific populations or strategies
- Updated WBN Success Drivers and related self-assessment tools

Phase 3: Rollout of WBN 2.0 Data Warehouse and Learning Network

- Innovative data warehouse that continuously collecting data in a variety of formats, including participant level
- A data infrastructure that supports local shared measures and systems change
- Connections to other useful data, including local datasets and LMI
- Communities of practice to inform the WBN
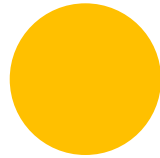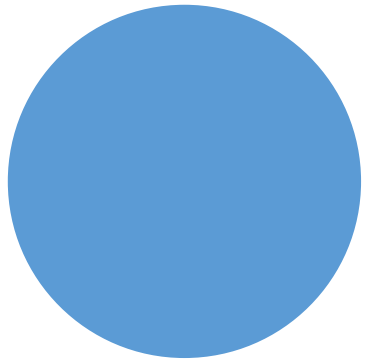
City Level and Organizational Capacity Building Work

WBN: City-Wide Initiatives

Workshops, Peer Forums, and Technical Assistance

To strengthen organization capacity for using data and evidence-based practices to improve results

Shared Measures & Reporting Initiatives

To support systems change through better access to and use of system-wide data

Participating Cities

- Atlanta
- Baltimore
- Chicago
- Dallas-Ft. Worth
- Detroit
- Minneapolis-St. Paul
- New York City
- Greater Philadelphia

Partners

Local foundations and funder collaboratives, capacity-building intermediaries, United Ways, JPMorgan Chase, Race Forward

Workshops, Peer Forums, and Technical Assistance

Organizations strengthen their "data culture" and related activities with focused improvement work.

- 49 organizations participating in peer learning cohorts in Chicago, Dallas-Ft. Worth, Minneapolis-St. Paul, and New York City

- Reported better data use and improvements in participant recruitment, placement, and retention results

- New cohorts are currently working together in Atlanta and Philadelphia

- Including an innovative partnership with Race Forward to integrate a race, equity, and inclusion focus with continuous improvement activities

WBN and New York City

- **44** organizations completed at least one survey (2007-2014)

- Multiple learning community breakfasts organized around facets of data and performance (2009-2011)

- **8** NYC organizations (and 8 in Chicago) engaged in one-year Improvement Process cohort (2012-2013)

- **9** young adult serving organizations participated in Young Adult Milestone Task Force (2010-2012)

- **9** organizations took part in Common Reporting Tool pilot (2011-2014); WBN survey, definitions, and results used to inform NYC Common Metrics

- Multiple organizations informed Success Drivers framework and self-assessment tool (2011-2015)

- **5** organizations participating in the Young Adult Sectoral Employment Program (YASEP) currently engaged in Benchmarking for YASEP (2017-present)

# Chicago WBN Activities: Strengthening Data Use for Improved Results

- Ongoing one-day workshops

- 2010-2011: Peer Learning Cohort (16 orgs)

- 2012-2013: Continuous Improvement Cohort (8 orgs)

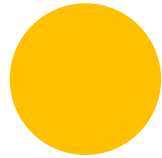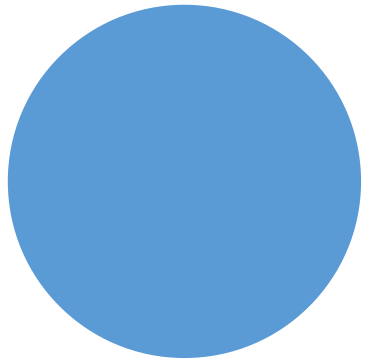- 2014-2015: Data Culture "Deep Dive" Cohort (6 orgs)

Twin Cities: Shared Measures & Workforce Program Report Card

Worked with a group of community-based organizations, United Way, and the State of MN to:

- Identify a set of shared measures focused on program inputs, outputs, and outcomes

- Develop the research questions and analytics for report card
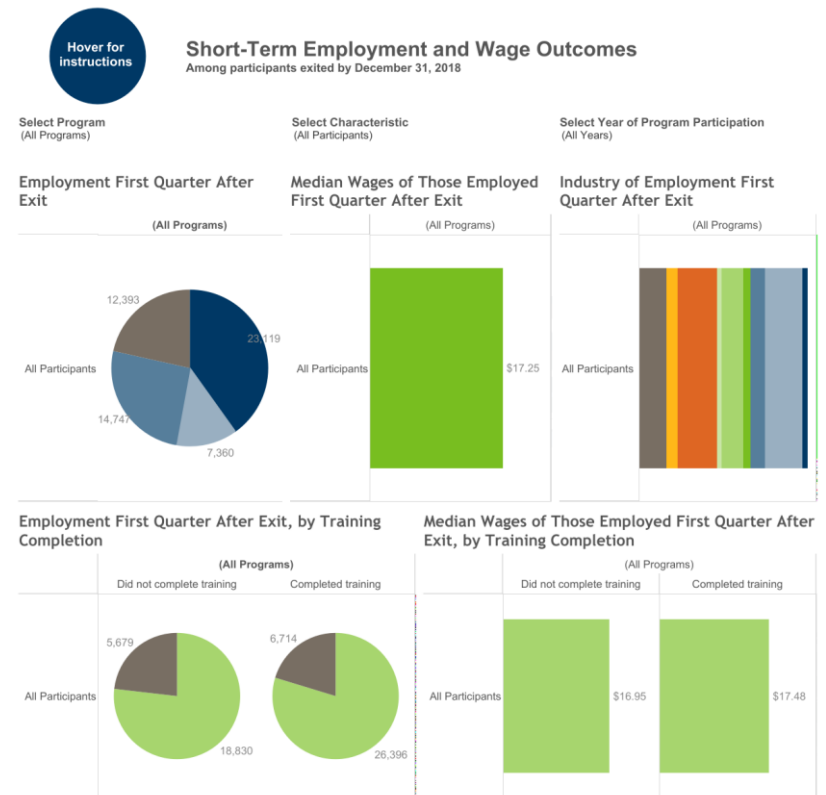
Detroit Shared Measures Initiative

"Shared Measures" Initiative Goals

More consistent information about how the local workforce system is serving residents

Deeper understanding of what's working and for whom in the community

Systemic approach to referrals, coaching, and case management

Facilitation of stakeholders to align data collection and reporting across the local system

Practitioner Working Group Goals

- Agree to a common set of outcome measures and definitions to guide our collective work, including:

  - Characteristics of residents being served;

  - Barriers to employment and training success

  - Mix of programs and services provided across system

- Determine the best method and frequency for collecting and sharing these data

- Establish the relevant data sharing agreements, processes and tools that need to be in place to support this work

- Develop a template (e.g., report, dashboard, etc.) for reporting on and communicating about the data
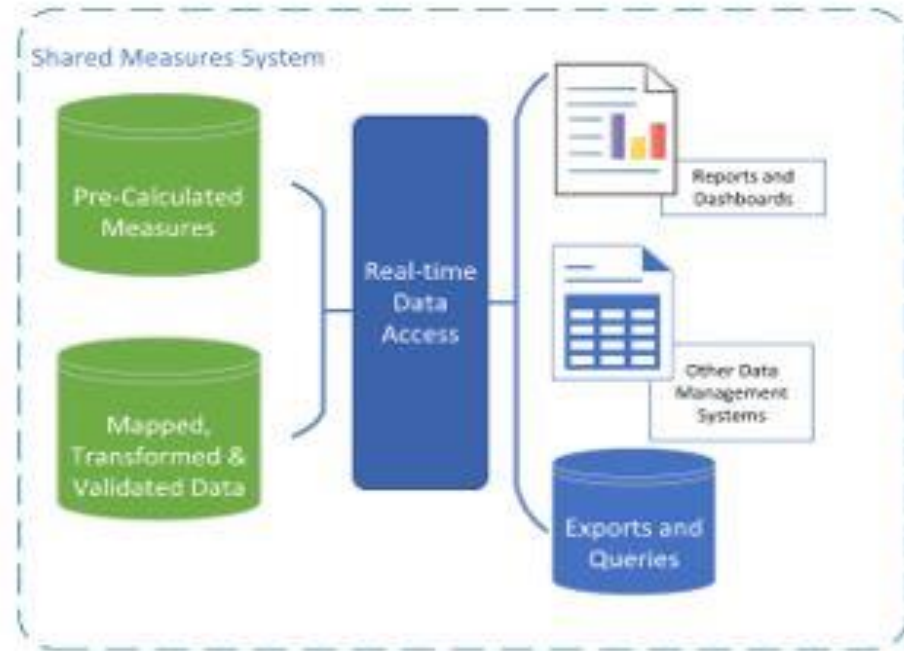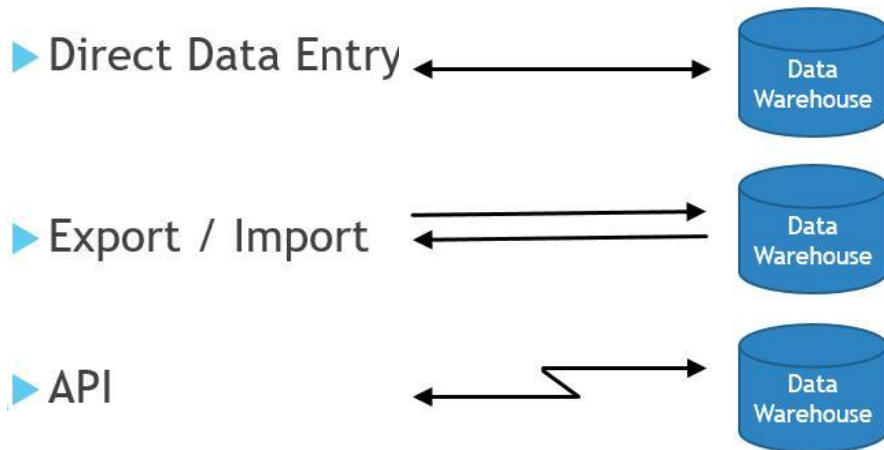
Phase 1: Work Completed to Date

- 14 organizations engaged through working group

- Agreement on the shared measures

- Shared Data Model supporting the selected shared measures

- Dashboard prototype development

- Member System Interface matrix

- Member data mappings to Shared Data Model developed

- Proposed governance model, data management plan, and process for establishing data sharing agreements
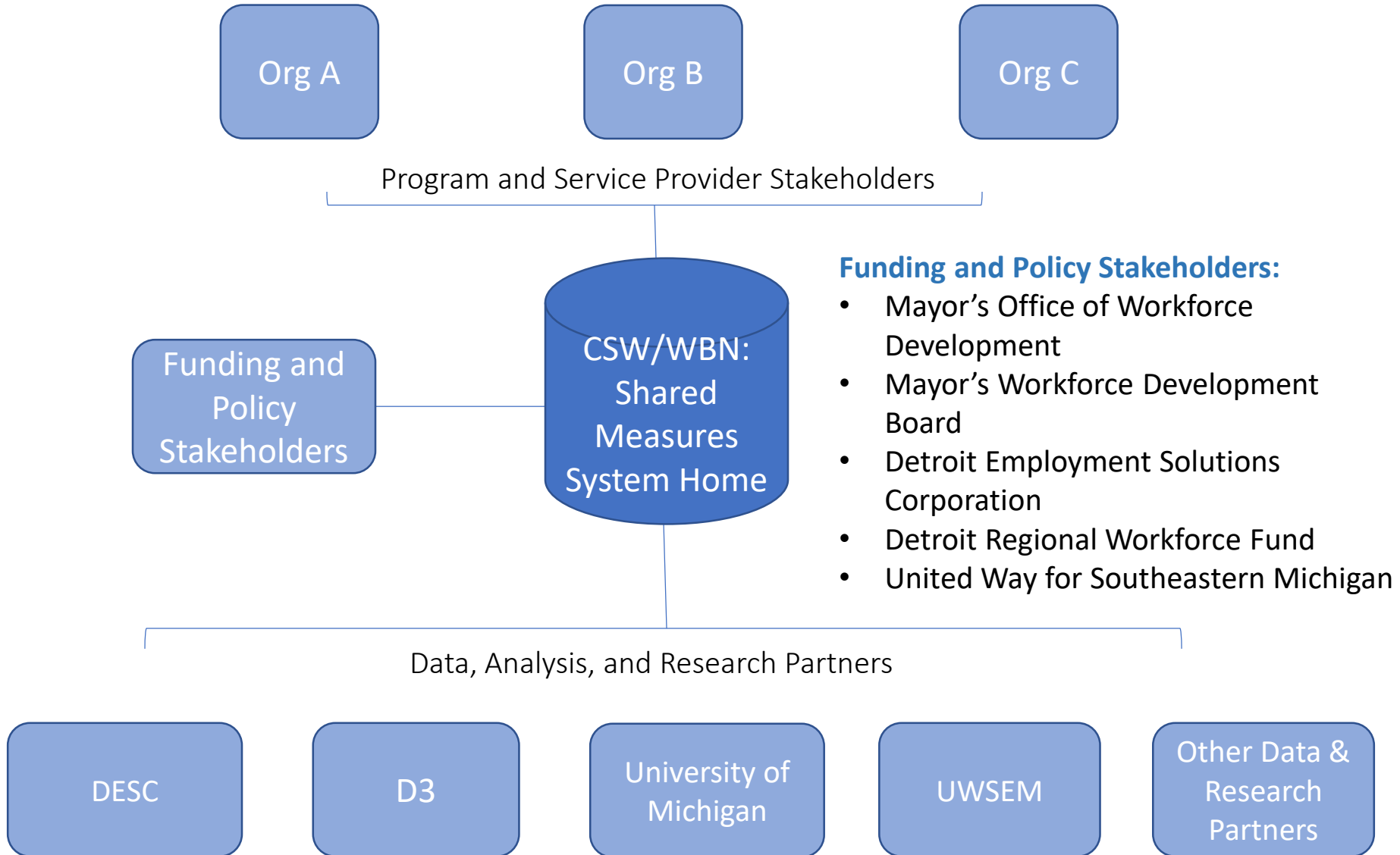
- Proposed Research Consortium

Shared Data Analysis Warehouse

- Continue using existing data systems
- Data, referrals, and analysis shared through data warehouse
- No duplicate data entry is required
- Aggregate program or individual participant data can be entered into the system

Workforce Data Research Collaborative

Org A

Org B

Org C

Program and Service Provider Stakeholders

CSW/WBN: Shared Measures System Home

Funding and Policy Stakeholders

Funding and Policy Stakeholders:
- Mayor's Office of Workforce Development
- Mayor's Workforce Development Board
- Detroit Employment Solutions Corporation
- Detroit Regional Workforce Fund
- United Way for Southeastern Michigan

Data, Analysis, and Research Partners

DESC

D3

University of Michigan

UWSEM

Other Data & Research Partners

Collaborative Roles and Responsibilities

Member Organizations: Enter programmatic data into the system at the frequency determined by the working group.

Funding & Policy Stakeholders: Provide insight on the direction of the Shared Data Analysis System, bring forth policy or funding changes that might impact data collection or reporting, and use the data provided and reported to design future workforce strategies, strengthening the overall system.

CSW & WBN: Provide oversight, data management, analysis, reporting, and technical assistance for the Shared Measures Initiative.
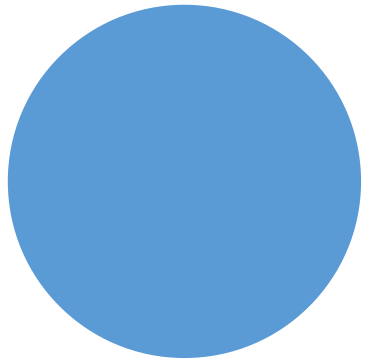
Research Partners: Enter agreed upon data to the Shared measures Data Analysis System, use and provide data as agreed upon in data sharing agreements, conduct research, and use the collaborative to discuss future data needs and reduce reporting and data collection duplication.

Phase 2: Deployment of the Data Warehouse

- Finalizing data sharing, governance, and reporting agreements with pilot cohort

- Launching the warehouse and providing user training to support data management, sharing, and reporting

- Providing reporting on system-wide progress and working with research partners to report on any other linked data

- Offering technical assistance to organizations as needed and supporting learning about the data and practices

- Conducting evaluation and learning activities (including costs, benefits, and program practice and outcome changes)
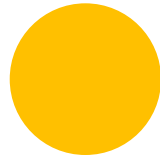
Benefits, Costs, and Lessons Learned

Value Proposition for Member Orgs

- Access to data and findings

- Benchmark their organization to others in the system and nationally

- Reduce duplicative reporting and help system stakeholders understand relevant measures

- Using data for peer learning, continuous improvement, and innovation

- Strengthen partnerships, referrals, and coaching

Data Requirements for Member Orgs

- Verification methods to validate job placement and retention information

- Internal data tracking system(s) used to track information and outcomes

- Methods for monitoring internal data for the cohort for accuracy and completeness

- Frequency of placement and retention data review for accuracy and completeness

- Completion of organizational data culture assessment

Data Culture Self-Assessment

1. Focus on the data that matters to you (not just the funders)
   - *Strong senior leadership around data for learning*
2. Support an "inquisitive mind" environment
   - *Frequent, regular dialogue on data at all levels*
3. Help staff experience data's benefits
   - *Broad access to data*
4. Build systems to enhance data quality
   - *Data quality & timeliness tied to job performance ratings*
5. Invest organizational resources continuously
   - *Responsive, user-friendly software*

For More Information

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