Employment Ontario Employment Service

REPORTING: DATA INTEGRITY AND DATA ANALYSIS FOR SERVICE DELIVERY SITES

TRAINING SESSION

Prepared for MTCU Service Delivery Branch

Employment Ontario's Service Promise

ES is an **outcomes-based** employment program whereby Ontarians are supported to find **sustainable employment**. ES **bridges the gap** between individuals seeking employment and employers. The ES must be effective, efficient and customer-focused.

Expectations for 2012-2013

As outlined in the 2012-2013 business plan package, SDS are expected to:

- Achieve contracted commitments

- Integrate Continuous Improvement

- Collect quality site-level data

Exercise: Data Integrity

How confident are you that, at this point and time, the data entered into CaMS is valid and reliable?

- ○ …at your SDS ?

- ○ …at an aggregated level, across the provincial ES provider network?

What issues need to be addressed to increase your confidence?

- ○ …at your SDS?

- ○ …at an aggregated level, across the provincial ES provider network?

Data Integrity Issues

Data integrity issues are often related to one or more of these three areas:

- Technology (e.g. hardware and software)
- Processes
- People

Which one of these areas, if improved, would have the most impact to improve the integrity of the data?

Purpose of Training

To support SDS to build capacity related to **business intelligence** to improve the quality of data entered into EOIS-CaMS and to improve data analysis so MTCU and SDS have verifiable data to make solid business decisions.

Overall Learning Objectives:

- Data integrity; "business intelligence" (BI) and SDS BI roles and responsibilities;
- Data used to evaluate SDS performance and make business decisions
- Importance of performing service delivery analysis
- Resources for data integrity and data analysis

Agenda

This training will go from a macro to micro view and will include:

- MTCU expectations for 2012-2013
- The key concepts of ESPMS
- ES model and the Client Pathways
- Data Integrity
- Data Analysis
- Next Steps

Unit 1: Key Concepts

Unit 1: Key Concepts

Learning objectives include:

- ES customers are at the centre of the system
- Components of the ESPMS: Performance Measurement Framework;
- Continuous Improvement and Business Intelligence
- Dimensions of the Performance Measurement Framework (PMF)

Performance Management in the OPS

- PM is an outcomes and evidence-based process that informs decision making and ensures funded activities align with government priorities. <u>This allows for comprehensive reporting and analysis of the results of those investments over time.</u>

- PM demonstrates Return on Investment (ROI), the link between government interventions and positive outcomes for dollars spent.

- Informs decision making and ensures that funded activities align with government priorities

The Customer is at the Center of the System

ES is a customer-focused, outcome based service with many stakeholders and a few **primary customers:**

- Client/Job Seekers: all Ontarians and vulnerable populations at risk of long term unemployment
- Employers
- MTCU

ESPMS Roles

ESPMS clearly defines roles:

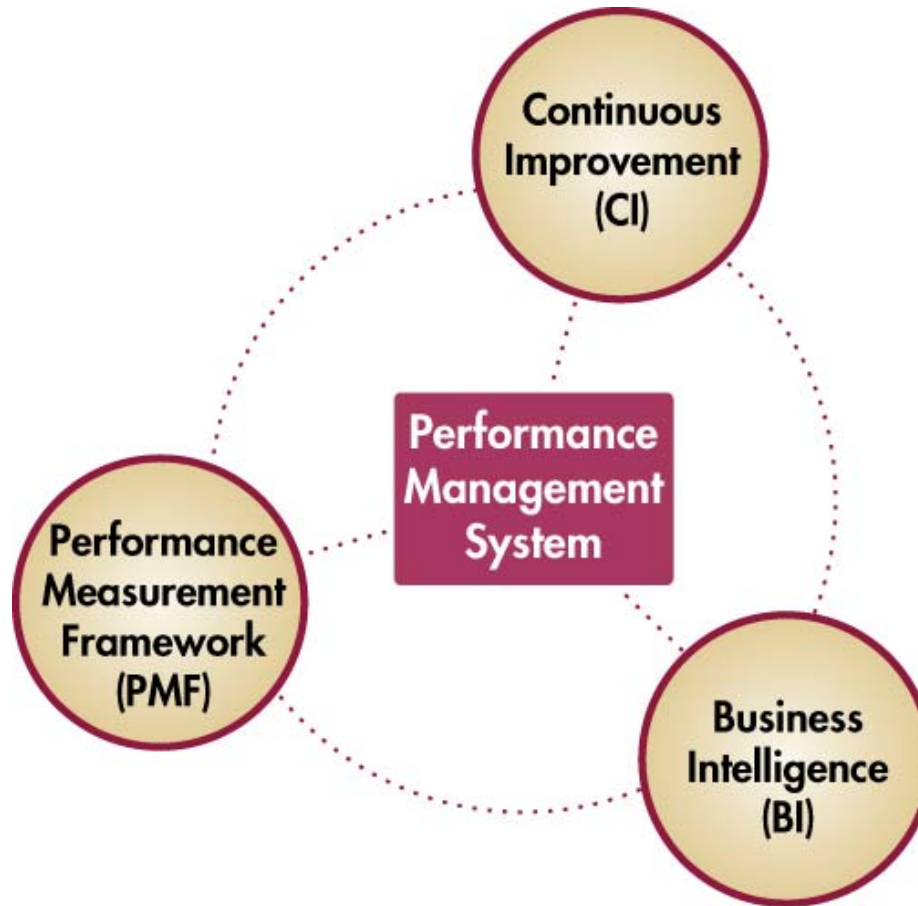- MTCU

- SDS

- Shared roles

Above and Below the Waterline

If SDS appropriately and consistently manage business systems "below the waterline", the "above the waterline" customer experience and outcomes tends to look after themselves

The Components of a Performance Management System

Performance Measurement is important because…

✓ What gets measured gets done

✓ If you don't measure results you can't tell success from failure

✓ If you can't see success you can't reward it

✓ If you aren't rewarding success, you're probably rewarding failure

✓ If you can't see success you can't learn from it

✓ If you can't recognize failure you can't correct it

✓ If you can demonstrate results you can win public support

The Performance Measurement Framework (PMF)

PMF areas used to measure ES quality and sustainability:

- Service Quality Standard
- Organizational Capacity
- Compliance with MTCU Agreement and ES Guidelines

SERVICE QUALITY STANDARD

Effectiveness 50%
- Employed/Career Path
- Training/Education
- Participant Suitability

Customer Service 40%
- Customer Satisfaction
- Service Coordination

Efficiency 10%
- AS Participants
- RI Workshops

Organizational Capacity
Measure | Resource | Plan | Communicate
AGREEMENT & GUIDELINE COMPLIANCE

PMF: Service Quality Standard

Measures the overall quality of the SDS:

- Who is served (i.e. profile of suitability)

- What happens to them (i.e. outcome or impact of service)

- How well individuals and employers think they have been served (service coordination and customer satisfaction) and

- The value for the investment (efficiencies)
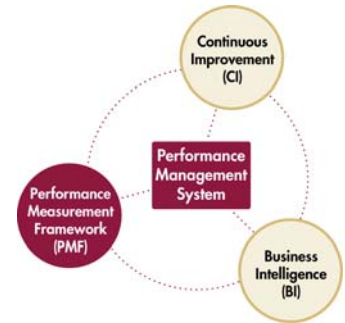
PMF: Organizational Capacity

All successful, sustainable organizations, regardless of sector, have a solid business foundation to provide and sustain effective, efficient and customer oriented services.

SDS must *demonstrate* OC dimensions are woven into day-to-day operations:

- Plan
- Measure
- Communicate
- Resource

# Organizational Capacity and Business Intelligence

Dimension	OC Indicator	Definition
Plan	Demonstrated use of data	The SDS has evidence that non-financial data is analyzed and evaluated to make both short and long term programmatic/service changes that reflect local labour market and community needs.
Measure	Results management	The SDS has systems and processes in place to track performance against agreements and commitments and standards.
Resource	Administrative processes	The SDS has administrative systems in place (Admin, finance, HR, IT) that support the organization's business commitments to customer service, quality and operational performance.
Communicate	Governance	The service provider has evidence of governance structure which has process/policies in place to ensure accountability to funders, clients, community and its own staff.

Compliance to the Agreement and ES Guidelines

All SDS are expected to achieve Schedule B commitments, in-year, and within budget and achieve improvement targets as outlined in the 2012-2013 business plan
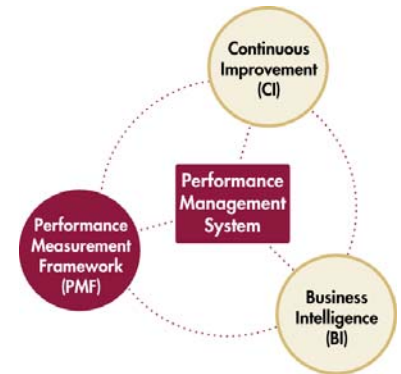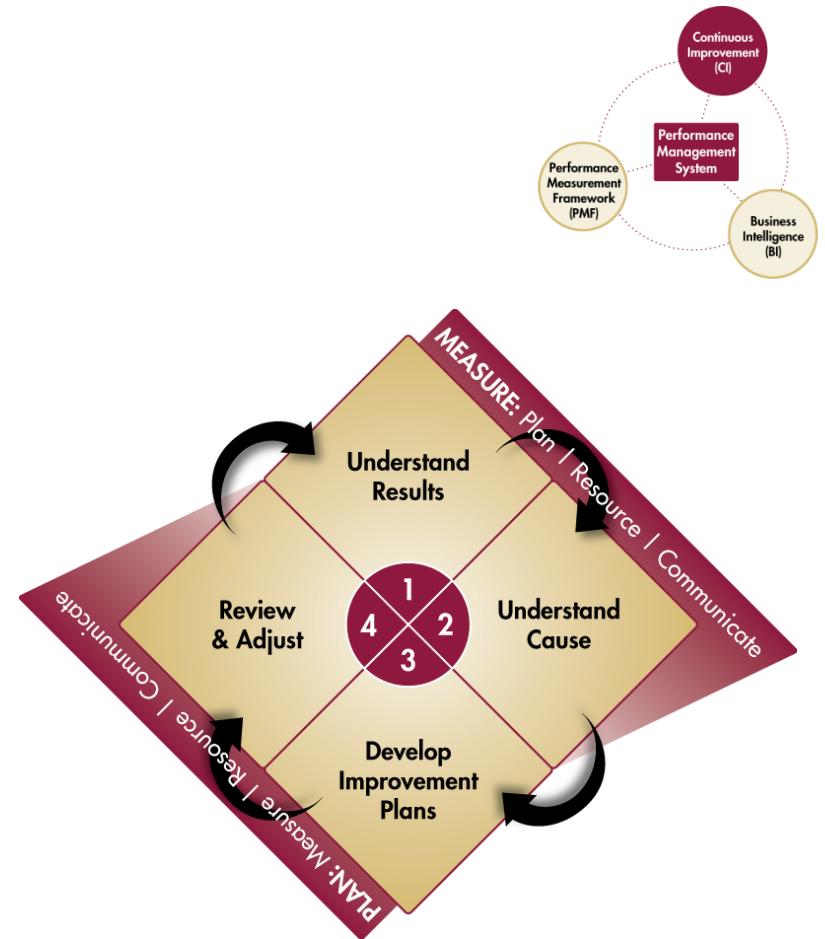
Continuous Improvement

The integration of performance measurement and business planning into the daily operations of an organization to continuously improve service.

The four steps can be used for formal and informal business planning at macro and micro levels.

Business Intelligence (BI)

The three inter-related components of BI: _Technology, business processes, people._

People within SDS must have capacity to:

- Know what data to collect and why it is collected
- Collect the data with integrity
- Locate data in reports
- Analyze data, and
- Make evidence-based decisions to continuously improve ES

The raw data entered into CaMS is used to evaluate performance and make good business decisions. If the data is not valid and reliable, data analysis is futile and continuous improvement plans will be ineffective
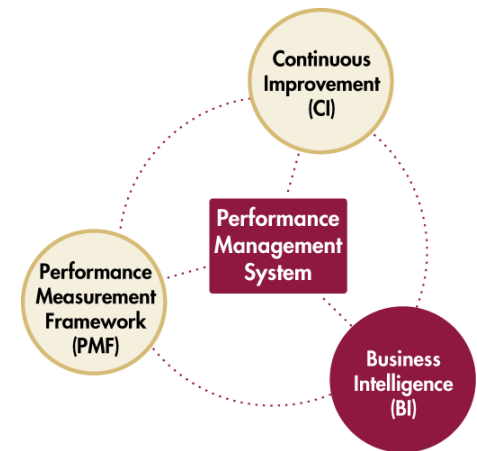
Exercise: Data Integrity

It is the responsibility of SDS, as the "business owners of data", to ensure data collected then entered into CaMS is accurate and complete.

What <u>quality assurance</u> (QA) checks and balances does your SDS have in place <u>prior to closing a CaMS service plan</u>?

Unit 2: ES Model and The Employment Service Plan

Learning objectives include.

- Core measures used to calculate the SQS
- Indicators used to calculate each core measure
- Relationship between the dimensions, measures and indicators and the connection to CaMS
- Responsibilities of the "business owners of data"

Exercise: Service Decisions

What are the primary decisions that need to be made in the delivery of the ES as a whole?

Many decisions are made at the client service level. Which component of ES includes the primary client decision making function?
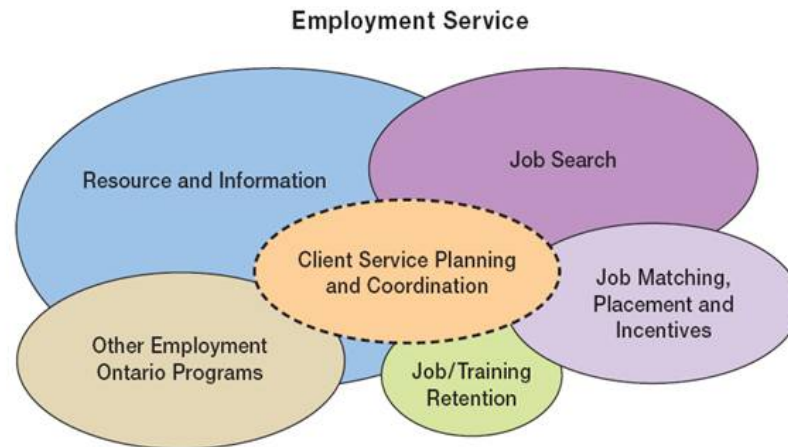
Client Service Planning and Coordination (CSPC)

CSPC is a key component of ES process and is <u>embedded in all components of ES</u>, including Resource and Information (RI) and all Assisted Services (AS). It enables <u>service decisions, service monitoring, service coordination, referrals, follow-up and exit.</u>

CSPC determines which components of ES are appropriate, monitors and adjusts ES plans and supports clients to access other EO programs and services and government and community services outside of EO.
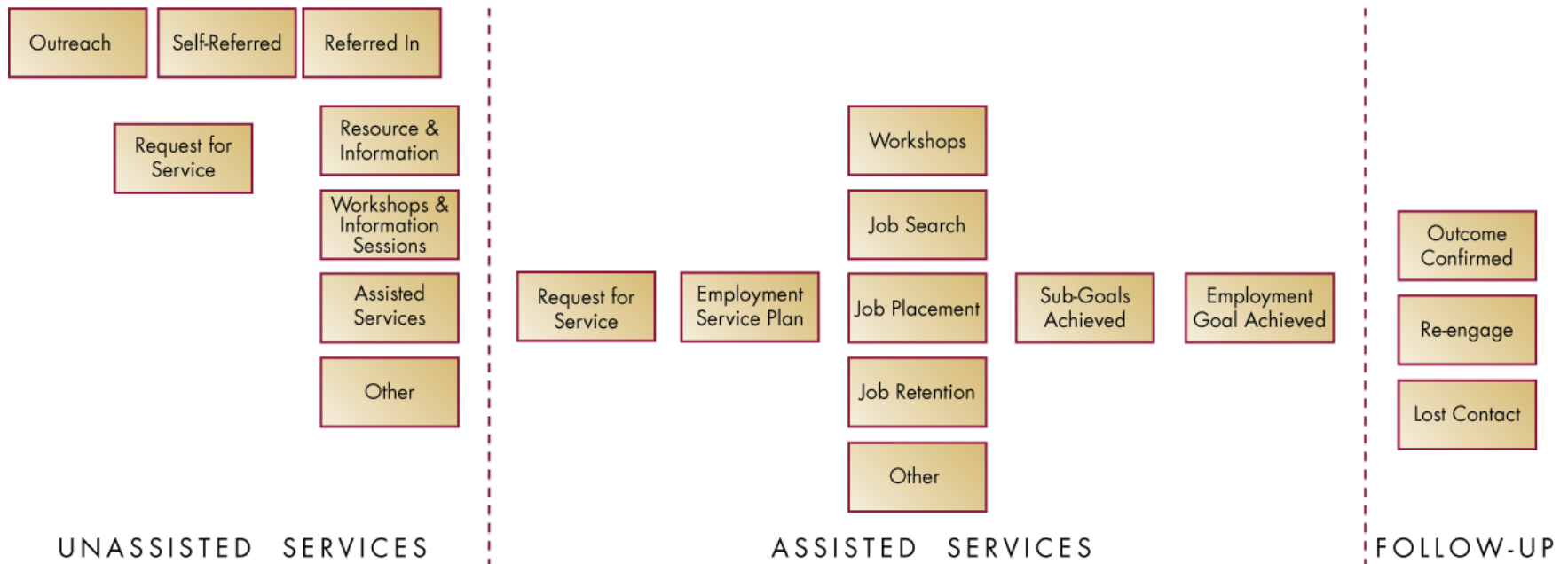
Two primary service pathways :**Resource and Information (RI) Client Pathway** and **Assisted Services (AS) Client Pathway**.

Exercise: Client Service Pathway

Mark the decision points for the client service pathway

The Employment Service Pathway

CSPC and Service Decisions

SDS must have a <u>client service decision model</u> to demonstrates capacity to make <u>consistent and equitable service decisions</u> using multiple eligibility and suitability criteria <u>and provide a rationale for all service decisions</u> such as:

- Employability dimensions
- Suitability indicators
- Potential employer demands, and
- Opportunities available within the labour market

This information <u>assists the SDS and the client uncover service needs and design the appropriate service response to connect the client to the labour market as appropriately and as quickly as possible.</u>

The client is a key contributor and must be engaged in the process.

Below the Waterline – Points to Ponder

- Do the client pathways at your SDS align with the requirements as outlined in ES guidelines?

- What are your key decision points?

- What is the purpose of each decision point?

- Who needs to be involved in the decision?

- How will you know your decision was the right one?

- What products and processes does your SDS have in place related to the Service Decision Model?

- How do you ensure the Service Decision Model is applied consistently across your SDS?

- How do you **measure** the effectiveness of the service decsion model?

- How will you know if it is time to **adjust** your decision model?

EOIS-CaMS and the Assisted Service

Assisted Service (AS) CaMS data entry begins when a client service plan is entered and ends when the service plan is closed. The client service plan includes the **Client Summary** 13 of the 14 suitability indicators**.**
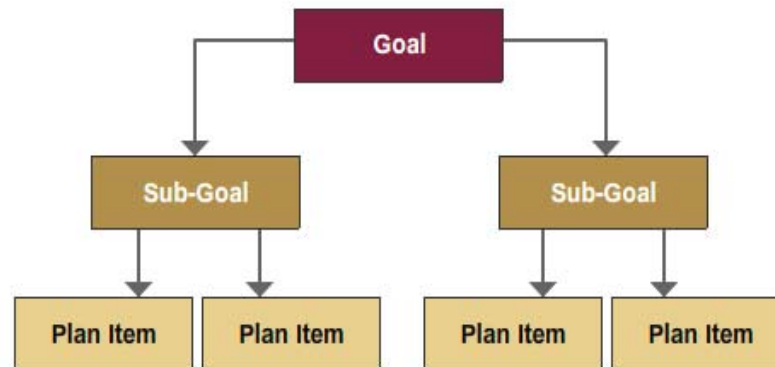
Employment Service Plan

- The **goal** of any ES service plan is "*sustainable employment*"

- **The sub-goal types** of the ES goals are *Employment Service (ES), Ministry Delivered Programs, Referral to Other Programs and Services*

- The **sub-goal** of the sub-goal type ES are *Job Search, Job Matching and Placement and Job Retention* . A service plan may have one or more sub-goals

- **Plan items** are the specific services, benefits and activities that will help the client realize the sub-goal.

Employment Service Plan: Sub-Goal Types and Sub-Goals

Goal: Sustainable Employment

Plan Items

Select Plan Item Type:

Cancel

Plan Item

Action	Name	Plan Item Type	Description
Select	Arrange for Daycare	Basic Plan Item	
Select	Arrange for Housing	Basic Plan Item	
Select	Arrange for Personal Supports	Basic Plan Item	
Select	Attend Job Interview	Basic Plan Item	
Select	Attend Workshop	Basic Plan Item	
Select	Career Assessment	Basic Plan Item	
Select	Compile Portfolio	Basic Plan Item	
Select	Complete Resume	Basic Plan Item	
Select	Conduct Cold Calls	Basic Plan Item	
Select	Custom Basic Plan Item	Custom Plan Item	
Select	Evaluate Foreign Credentials	Basic Plan Item	
Select	Job Application Preparation	Basic Plan Item	
Select	Job Shadow	Basic Plan Item	

The Plan Summary

The plan summary is mandatory. It shows the **structure of the plan** and lists the **services and activities** the plan includes. The client's acceptance of the plan implies a commitment to fully participate in the activities set out in the service plan.

Service Decisions

Service decisions inform the development of ES plans and, ultimately, the achievement of positive outcomes. To make appropriate service decisions, SDSs must:

- Gather
- Decode/organize
- Analyze
- Collaborate

Data Integrity

For MTCU and SDS to be confident that the data in CaMS, and in reports, is valid and reliable:

- ES pathway and related service components
- The dimensions and measures related to ES service quality, and
- The data indicators related to each measure

Client Service Pathway
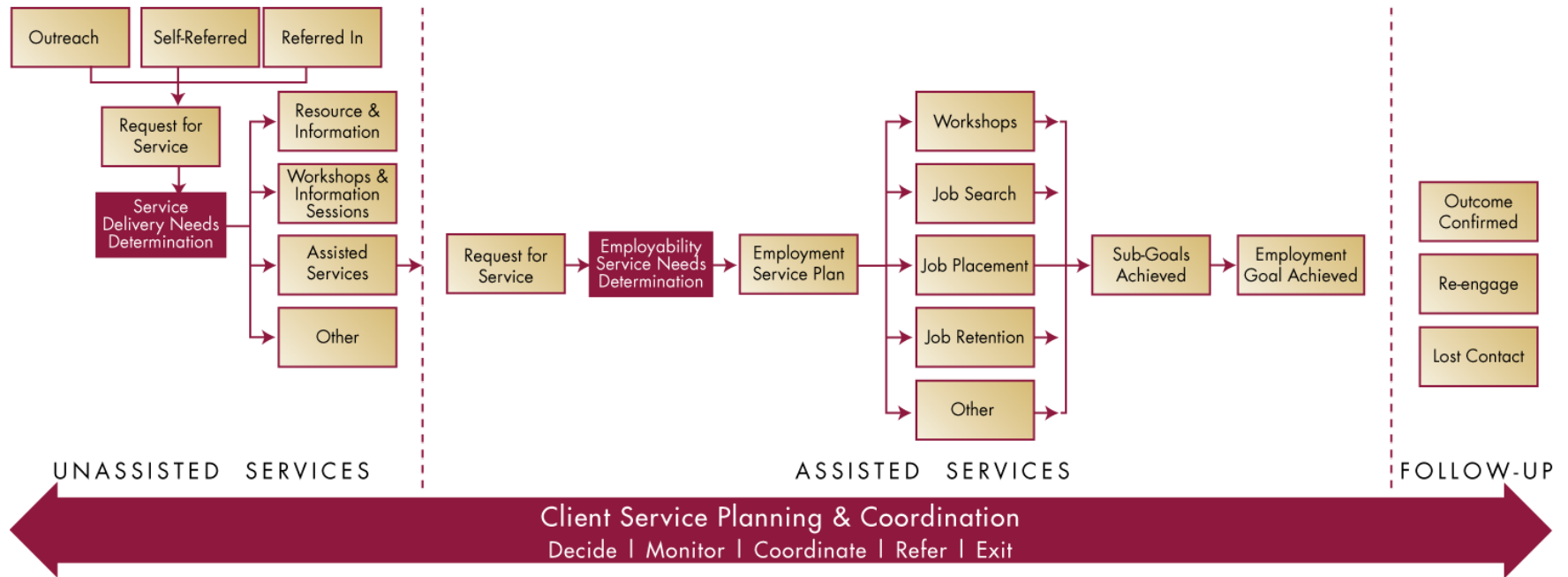
The Employment Service Pathway

What might you expect to see in the Employment Plan?

- Other employability issues?
- Sub-goals
- Plan items

Below the Waterline Opportunity

Review ES Service Provider Guidelines with your whole ES team (specifically Section 3)

- What does MTCU mean by each component?
- What are we doing now? Is it working? Can we prove it? How do we know if we are doing it well?
- What do we need to continue, stop, start, improve? If necessary, develop an improvement plan.

Unit 3: Data Integrity

Unit 3: Data Integrity

Learning Objectives include:

- Importance of data integrity in Performance Management
- Types of reports and their usage

Overall ES Service Quality

The performance of SDS and the overall quality of ES is not measured by an exclusive focus on activity, intake, results, expenditures or customer satisfaction. SDS and MTCU measures success by a combination of:

- Who?
- What?
- How well?
- The value?

How do clients measure the success of ES?

SDS Performance Measurement

DIMENSION	MEASURE	MINIMUM PROVINCIAL STANDARD	WEIGHT	SQS VALUE	MAXIMUM VALUE
Customer Service (40%)	1. Customer Satisfaction (client/participant/employer)	85%	15%	1.28	1.5
	2. Service Coordination	30%	25%	0.75	2.5
Effectiveness (50%)	3. Service Impact • Employed/Career Path	69%	25%	1.73	2.5
	• Training/Education	10%	10%	0.10	1.0
	4. Participant Suitability • Participant Profile	25%	15%	0.38	1.5
Efficiency (10%)	5. Funded Intake & activity • Intake in assisted services	90%	5%	0.45	0.5
	• Workshop Activities/ Information Sessions	90%	5%	0.45	0.5
Service Quality Standard				5.14	10.0

ES Measures and Indicators

There are several resources available on the Employment Ontario Partners Gateway (EOPG) related to CaMS data entry including:

- The Employment Service –Service Quality Measures and Indicators 2010-2012 document The source of the indicator

- Employment Service Data Dictionary

Exercise: Core Measures and Indicators

What is the core measure?

Why is the core measure important?

What data integrity issues must be anticipated related to this core measure?

What factors, within the SDSs control, impact the ability of the SDS to achieve the core measure?

Employment Service Reports

It is essential that SDS understand how site-level, or back-end, data collected in EOIS-CaMS comes together in reports to provide the necessary ingredients to enable better decision making. The EOIS-CaMs system generates two types of reports:

- Performance Reports
- Operational Reports

Review Reports

SDS indicate the reports they use most frequently are:

- Performance: 11 Detailed Service Quality (DSQ)
- Operational: 15B ES – All Data – Service Plan/Profile;
  18 Employment Service – Case Activity

- What are they?
- Why are they important?
- How are they used?

Exercise: Data in Reports

In which reports, 11, 15B and/or 18, would you find the following?

1. Information related to closed ES files
2. Information related to open ES files
3. The case owner for each ES case activity
4. Client suitability indicators
5. A breakdown of the case activity by status
6. Detailed "open file" information related to core measures and indicators
7. Committed and expended hiring incentives

Exercise: Reports

What CaMS reports does your site use most frequently to monitor performance?

How are these CaMS reports utilized?

Unit 4: Data Analysis

Unit 4: Data Analysis

Learning objectives include:

- Service delivery analysis and reporting in assessing the quality of service
- Analyze ES data

Business Intelligence and Data Analysis

The previous Units focused on supporting "people" to:

- Know what data to collect and why it is collected
- Collect the data with integrity
- Locate data in reports

This Unit focuses on supporting "people" to:

- Analyze data, and
- Make evidence-based decisions to continuously improve ES

Organizational Capacity: Data Analysis

SDS are required to <u>demonstrate use of data</u>; they must have <u>evidence</u> data is analyzed and evaluated to make programmatic/service changes that reflect local labour market and community needs

- What is data analysis?
- What is systems thinking?
- What is critical thinking?
- How can our assumptions/mental models get in the way of effective decision making?

Data Analysis and Continuous Improvement

How does your SDS demonstrate this "use of data" for continuous improvement purposes?
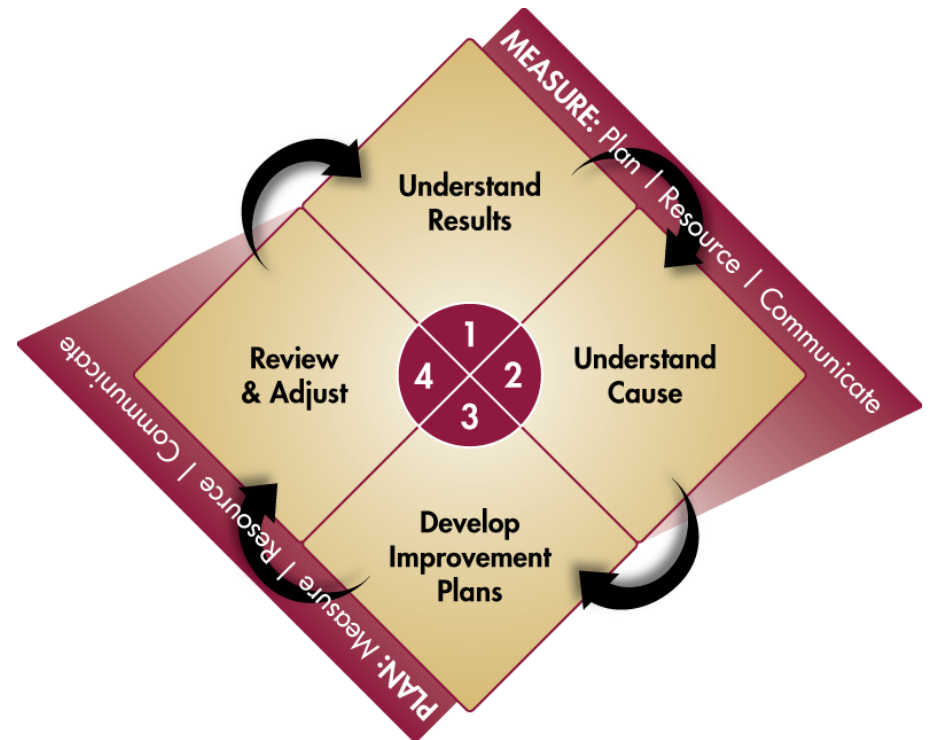
Exercise: Data Analysis

Dimensions and Core Measures	ES Prov. Target	Perf. Com. Ann. Target	SQT YTD All Participants Actual	SQS Variance for SDS	Prov. YTD Actual	SDS Variance to Prov.
Customer Service						
Customer Satisfaction	85%	85%				
(Client/participant/ employer)	30%	30%				
Service Coordination						
Employed/Career Path	69%	69%				
Training/Education	10%	10%				
Suitability (Participant Profile)	25%	25%				
Intake in Assisted Services	90%	100%				
Intake in Workshop	90%	100%				
Activities Service Quality Target						
Sessions Information						

Below the Waterline Opportunity

You can uncover gaps in ES delivery by viewing your performance measures through an organizational capacity lens. Engage your team to complete the table to deepen everyone's understanding regarding how your SDS might demonstrate organizational capacity from an ES service delivery perspective.

Below the Waterline Opportunity

		...impact these performance measures?						
		Customer Service		**Effectiveness**			**Efficiency**	
		Customer Satisfaction	Service Coordination	Employed/ Career Path	Training/ Education	Suitability	Assisted Service Participants	RI Workshops/ Information Session Participants
How might these dimensions of Organizational Capacity...	Measure							
	Plan							
	Resource							
	Communicate							

Summary

Summary

MTCU's expectations for 2012-2013, and beyond, is for all SDS to:

- Achieve contracted commitments
- Integrate continuous improvement into the fabric of the organization
- Collect valid and reliable site-level data to support solid business decisions

Exercise: Data Integrity and Your SDS

Now that you know what you know, on a scale of 1-5 (1 low confidence – 5 high confidence), how confident are you that, at this point and time, the data entered into CaMS is valid (accurate) and reliable?(consistent results over time) at your SDS?

What issues need to be addressed at your SDS to increase your confidence?

- Technology (e.g. hardware and software)
- Processes
- People

SDS Business Intelligence Analysis

As discussed, the success of delivering and sustaining effective, efficient, customer oriented ES rests on a solid business foundation, or organizational capacity (OC). Can your SDS **consistently demonstrate, through evidence**, that it has OC as it relates to

Measure Definition	Indicator And Definition: The SDS Is Able To Demonstrate	Yes, We Have OC In This Area And Can Prove It (Describe)	Yes, We Have OC In This Area, But Can't Prove It (Describe)	No, We Don't Have OC In This Area	Proposed Next Steps And Timelines
Measure (Technology, Processes, People)	Results Management: The SDS has systems and processes in place to track performance against agreements and commitments and standards.				
Plan (Technology, Processes, People)	Demonstrated Use of Data: The SDS has evidence that non-financial data is analyzed and evaluated to make both short and long term programmatic/service changes that reflect local labour market and community needs.				
Resource (Technology, Processes, People)	Administrative Processes: The SDS has administrative systems in place (Admin, finance, HR, IT) that support the organization's business commitments to customer service, quality and operational performance.				
Communicate (Technology, processes, people)	Governance: The service provider has evidence of governance structure which has process/policies in place to ensure accountability to funders, clients, community and its own staff.				

Evaluations

THANK YOU!