

WELFARE PEER TECHNICAL ASSISTANCE NETWORK

New York City Site Visit

JobStat: Using Data to Achieve Outcomes

December 12 – 13, 2002

I. Background

On December 12th-13th, 2002, the Welfare Peer Technical Assistance Network (Peer TA Network) hosted a two-day site visit to the Human Resources Administration (HRA) in New York City. The purpose of the technical assistance (TA) event was to provide six California counties an opportunity to observe the city's innovative use of data in managing the performance of its welfare/subsidy recipients, workers and job centers. This performance management practice is carried out through a process entitled JobStat, which allows the city to anticipate, track, and measure outcomes of various indicators developed by senior HRA management.

Modeled after a similar process entitled COMSTAT implemented by the New York City Police Department to improve performance and reduce crime, JobStat was initiated in 1998 when former New York Mayor Guiliani implemented widespread reforms to the city's welfare system. With this reform came the establishment of job centers that primarily provided eligibility services while promoting employment opportunities for the city's financial subsidy recipients. As a result, the JobStat process was developed to address the challenges associated with converting New York City welfare centers to job centers. It also addressed the need to establish local accountability, generate increased performance, and decentralize welfare bureaucracy. Ultimately, the overall aim of the JobStat process is to discover methods for serving customers more responsively and effectively.

JobStat is the incorporation of data collected and processed from various sources to create JobStat monthly reports used by HRA staff to examine the performance of New York City job centers and their employees. During weekly meetings held at HRA headquarters, two Job center directors, regional managers and senior HRA staff, including the agency Commissioner, meet to discuss the performance of the centers as depicted in the monthly JobStat report. Primarily, center directors and appropriate staff are asked to explain improvements as well as declines on several performance indicators. Likewise, center directors are asked to justify their management decisions and outline strategies for improvements among workers. JobStat provides job centers an opportunity to compare their performance among other centers throughout the city. This practice has resulted in increased accountability and improved performance throughout HRA offices.

Since its inception, the JobStat process has evolved into two additional similar processes implemented by HRA, entitled CenterStat and VendorStat. CenterStat is the JobStat process brought to the center level and involves the review of recent JobStat and CenterStat reports.

CenterStat meetings provide an opportunity for all functional areas of a job center to come together and discuss performance – at the worker level, group level and center-wide. Likewise, VendorStat is used to monitor the performance of NYC vendors who provide services to clients. In addition, JobStat has changed in other areas, including its specific indicators. The yearly priority areas outlined by HRA determine performance indicators; therefore, all indicators reflect the agency’s current goals, mission and mandate. All measures are congruent with the employment and self-sufficiency outcomes for HRA customers.

The JobStat process has generated attention from several sources and States such as California. Therefore, the Peer TA Network, in collaboration with HRA staff, designed this TA event with the primary aim to provide an opportunity to gather critical information on the background, lessons learned, evolution and future of the JobStat process. Moreover, this event was intended to provide participants a forum for brainstorming appropriate strategies for implementing a performance management process within their own welfare agencies, programs, and departments. Attendees included key HRA staff and Federal TANF officials from the Administration for Children and Families. Serving as TA recipients were California State representatives as well as individuals from the following California counties:

- Alameda County
- Mendocino County
- Riverside County
- San Diego County
- San Francisco County
- Stanislaus County

Throughout the visit, HRA staff candidly shared their experiences, and lessons learned from developing and implementing the JobStat process. Participants freely raised questions and received forthright answers, while highlighting their own agency limitations in tracking data. The interactive dialogue throughout this event allowed participants to gage their capabilities, resources, and administrative support for implementing a similar process. Other components of this TA event included an observation of actual JobStat and VendorStat meetings, a tour of a New York City job center that included a CenterStat demonstration, and discussions on several topics including. Some of the topics discussed included:

- JobStat Background: New York City’s Purposes and Plans;
- JobStat: Hearing from the Practitioners and the Development of Performance Indicators;
- The Use of Integrated Case Management and the Implementation of a Paperless Office System (POS);
- Approaches to JobStat Implementation; and
- The New York City Data System.

II. Overview of Site Visit Activities

Throughout the site visit, TA participants were provided with an in-depth review of the JobStat process and its many components. Participants were given a step-by-step account of the implementation process that began with an observation of an actual JobStat meeting held at HRA. Senior level HRA staff, quality assurance staff and regional managers met with two New York City job center directors to review their performance on several indicators including:

- Number of cases closed for earnings
- Public assistance timely rate
- Percentage of errors on food stamp applications
- Customer satisfaction rate
- Percentage of quality reported qualified placements
- Percentage of cases closed for employment receiving food stamps
- Fair hearing request rate
- Fair hearing win rate

TA participants and HRA staff attentively listened as center directors presented explanations for current performance on each indicator. In addition, the performances of both centers were compared with region and citywide performance findings. Data for each indicator was captured and discussed in terms of weekly, three- month and year-to-date averages, as well as center high/low thresholds. Center directors were asked to provide HRA staff with concrete strategies for improving and/or maintaining quality performance that included staff training and increased supervision of employees, if needed.

Following the JobStat meeting, participants observed a VendorStat meeting that involved HRA staff and the director a New York City vendor contracted to provide skills assessment and placement services for HRA applicants. As with the JobStat meeting, the vendor’s performance was reviewed on indicators such as the number of placed cases, overall retention rate, as well as others. The director gave details for the recent drop in placement rates and identified several challenges for his staff including the need to become more informed. He was asked to give specific action steps outlined to address those challenging areas and improve performance where needed.

Subsequent to the JobStat/VendorStat meeting observation, HRA staff provided TA recipients with informative resources through several presentations, including a tour of an actual New York City POS job center and a CenterStat meeting observation. Additional topics that were discussed are outlined below:

JobStat Background: New York City’s Purposes and Plans

This session highlighted the city’s purposes and objectives for implementing the JobStat process. Analysis of worker performance and the examination of customers who remain on the New York City welfare rolls were identified by HRA staff as some of the benefits and original intent behind JobStat implementation. Through the information presented, it became increasingly clear that the city’s plans for utilizing data as a management tool are constantly evolving, which is primarily due to the changing nature of client needs. Moreover, as fiscal resources and policies change, the intended uses and purpose for JobStat are modified.

The Development of Performance Indicators

Participants were given an overview of the process undertaken by HRA to develop JobStat indicators. For agencies interested in implementing a process similar to JobStat, presenters outlined the systematic steps to capturing and analyzing data. They are:

I. Creating Indicators

- Identify critical outcomes and processes

	<ul style="list-style-type: none"> ▪ Establish precise indicators ▪ Multiple overlapping for complex issues
II. Look Comprehensively	<ul style="list-style-type: none"> ▪ Set goals ▪ Weigh indicators ▪ Measure performance relative to goals
III. Compare	<ul style="list-style-type: none"> ▪ Over time ▪ Across offices

In addition, critical needs were identified as prerequisites for successful replication and operation of the JobStat process. They include:

- Commitment to performance measurement;
- Clearly define program goals;
- Knowledge of and access to reliable data; and
- Dedicated staff responsible for:
 - Data Compilation and Presentation
 - Statistical Analysis
 - Training

JOS Workers and POS Centers: The Impact on Integrated Case Management

This session focused on New York City’s utilization of Integrated Case Managers and the impact on service provision in the city’s POS job centers. HRA staff outlined factors that prompted the agency’s decision to implement integrated case management which resulted in changes to agency practices, policies and culture. Participants were given an opportunity to gather feedback from presenters regarding a variety of organizational issues influenced by Integrated Case Management such as worker performance, customer satisfaction , and staff morale. Agency challenges and corrective solutions were discussed likewise.

IV. Participant Reactions

Participants felt the information facilitated through this TA event was useful. They appreciated the level of accountability achieved by JobStat. New York City’s organization of eligibility and employment services was identified as a model to assist participants as they re-examine their welfare to work contracts. The practicality of the material presented was beneficial in that participants were able to identify methods for modifying or adapting the JobStat process to suit their agency needs and resources. Many participants felt that activities such as job center tours, and observing customer/worker interviews at a POS increased their understanding of the information presented. Moreover, the feedback from persons in various staff roles within HRA afforded participants a candid examination of the JobStat process.

V. Next Steps

Participants identified “next steps” to be implemented after they returned to their agencies/offices/programs. They include:

- (Within the next year) To include much of the JobStat data collection practices into anew C-10 system currently being developed;
- Integrate JobStat and CenterStat into current work system and practices; and
- Begin using statistics to manage work results and to use the data practically.

VI. Participant Evaluations

JobStat: Using Data to Achieve Outcomes

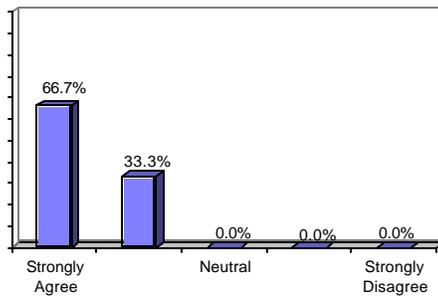
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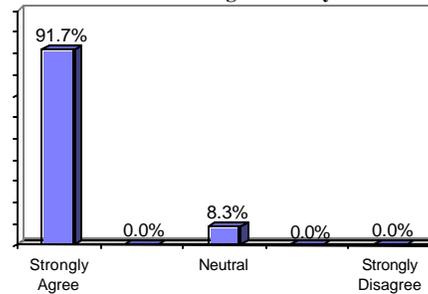
Site Visit Coordinators....

N=12

Adequately prepared you for meeting

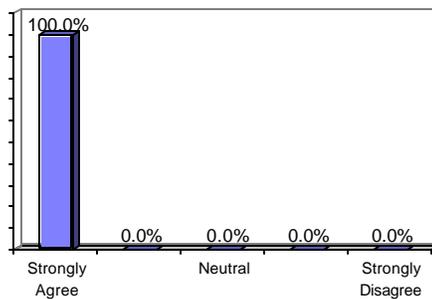


Handled the preparation, arrangements and scheduling effectively

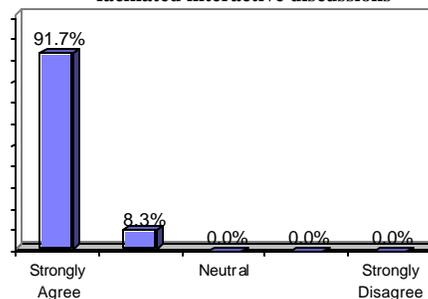


Speakers....

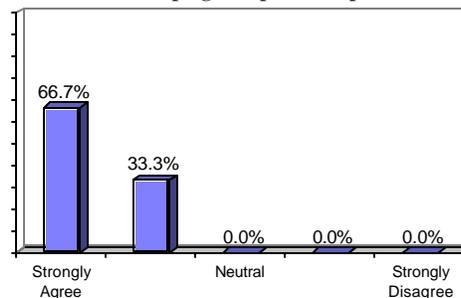
Were thorough in the subject areas



Engaged the audience and facilitated interactive discussions



The information presented will be useful in developing new practices/policies



VII. Participant List



New York City *Site Visit*

JOBSTAT: USING DATA TO ACHIEVE OUTCOMES

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VIII. Agenda

Welfare Peer TA Site Visit
JobStat: Using Data to Achieve Outcomes
New York, New York
December 12-13, 2002

Thursday, December 12, 2002

- 8:00 a.m. – 8:30 a.m. **JobStat Overview**
Andrew Bush, Director, Office of Family Assistance
Grant Collins, Chief of Staff, Office of Family Assistance
- 8:30 a.m. – 9:00 a.m. **Welcome and Introductions**
Andrew Bush, Director, Office of Family Assistance
Grant Collins, Chief of Staff, Office of Family Assistance

Verna Eggleston, Commissioner, Human Resources Administration
John Horejsi, Project Officer, Welfare Peer Technical Assistance Network
Dr. Harry Day, Project Director, AFYA , Inc.

9:00 a.m. – 12:00 Noon

JobStat/VendorStat Meeting Observation

Andrew Bush, Office of Family Assistance, Washington, DC
Grant Collins, Office of Family Assistance, Washington, DC

Site visit participants will observe an actual JobStat meeting held at New York City’s Human Resources Administration (HRA). Participants will watch and as Job Center Directors, Regional Managers and HRA staff meet to review the performance of New York City’s Job Centers and discuss improvement strategies. Participants will receive a step-by-step account detailing the information discussed and the anticipated next steps. A period for questions and answers will be made available.

12:00 p.m. – 12:30 p.m.

Break

12:30 p.m. – 1:30 p.m.
(Working Lunch)

JobStat Background: New York City’s Purposes and Plans

Patricia Smith, First Deputy Commissioner, Human Resources Administration
Seth Diamond, Executive Deputy Commissioner FIA, Human Resources Administration

This session will highlight the background behind the City’s decision to utilize data as a management tool. Staff will present the purposes and objectives of implementing JobStat.

1:30 p.m. – 2:00 p.m.

Break

2:00 p.m. – 3:00 p.m.

JobStat: Hearing from the Practitioners and The Development of Performance Indicators

Roger Jarvis: Director, Waverly Job Center
Swati Desai, Executive Deputy Commissioner, Office of Program Reporting Analysis and Accountability

During this session presenters will discuss the evolution of the JobStat process since its initial implementation into other agency tools such as VendorStat and CenterStat. A center director will share their views on the role of JobStat, JOS (Job Opportunities Series) within the New York City system. In addition, information on developing JobStat measures and the database will be

presented. A demonstration of the data system will be provided as well.

3:00 p.m. – 4:00 p.m.

JOS Workers & POS Centers: The Impact on Integrated Case Management

Seth Diamond, Executive Deputy Commissioner FIA, Human Resources Administration

Michael Kunin, Regional Manager FIA, Human Resources Administration

This overview will include a review of the POS system and a discussion on the affects of Paperless Office Systems (POS) centers on NYC's Integrated Case Management practice.

4:00 p.m. – 5:00 p.m.

JobStat: Approaches to Implementation

Andrew Bush, Office of Family Assistance, Washington, DC

Grant Collins, Office of Family Assistance, Washington, DC

This interactive secession will focus on the broad array of activities and strategies that create an environment for effective performance management implementation. A Q&A period will be provided.

Friday, December 13, 2002

7:30 a.m.

Meet for Transport to POS Center

Participants will meet in the hotel lobby to access transportation to the Concourse POS Center for a site visit.

9:00 a.m. – 11:30 a.m.

CenterStat and Job Center Tour

Participants will tour the Concourse facility to observe the daily practices of NYC's POS centers. Workers of various staff levels will be on-hand to address programmatic questions and concerns raised by participants.

11:30 a.m. – 12:30 p.m.

Meeting Wrap-Up (*Working Lunch*)

This technical assistance event will end with a debriefing of the day and the identification of next steps. Participants will also be asked to provide feedback by completing event evaluations for project staff.