OSBM
OFFICE OF STATE BUDGET AND MANAGEMENT

Performance Management Academy

Day 3:
Finding and Implementing Evidence

October 26, 2021

Integrity

Innovation

Teamwork

Excellence

Small Group Activity: Funding Requests

1. Why use data and evidence in funding requests?

2. Sources of data and evidence – quick refresher

3. Components of a funding request – where can data be useful?

4. Example: Department of Labor (DOL) request

5. Activity: using data and evidence in your requests

6. Discussion

Why Use Data and Evidence in Funding Requests?

1. Stewardship of taxpayer dollars

2. Limited resources available to meet growing demand

3. Greater competition for those resources

4. Funders expect to see data and evidence – and how you use them

5. Data can help you understand, illustrate, and prioritize your requests

6. Data can help scale a program up or down, depending on resources

Sources of Data and Evidence

- Administrative data (Enterprise Resource Planning/business systems)

- Program performance and monitoring data

- Surveys and focus groups (internal and customers)

- Other government entities

- Trade associations & advocacy groups

- Professional membership organizations

- Program evaluations

- Research and clearinghouses

Components of a Funding Request

Define the problem/need → Describe your solution → Detail expected benefits/challenges → Discuss plans for measuring success

Data and Evidence

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Data and Evidence →

Define The Problem or Need

- Describe critical needs or undesirable outcomes

- Document negative impact on workload or service delivery

- Explain why this is a problem and what could result if unaddressed

- Should be driven by agency strategic plan, mission, and goals

- What are the alternatives? Is there another way to address this problem?
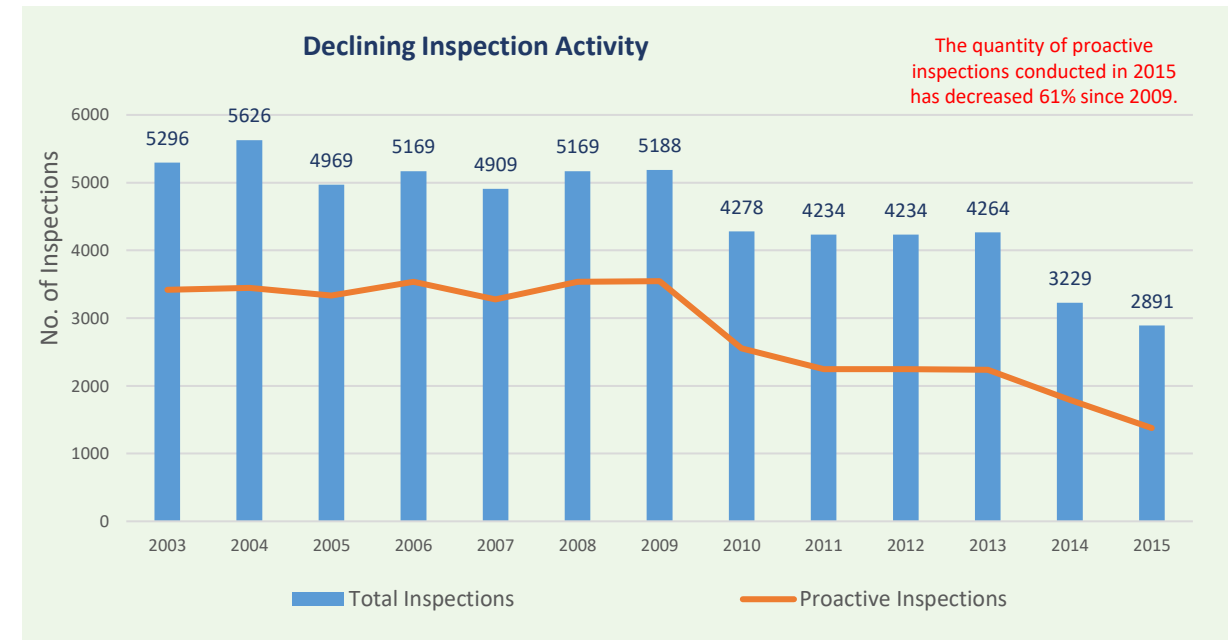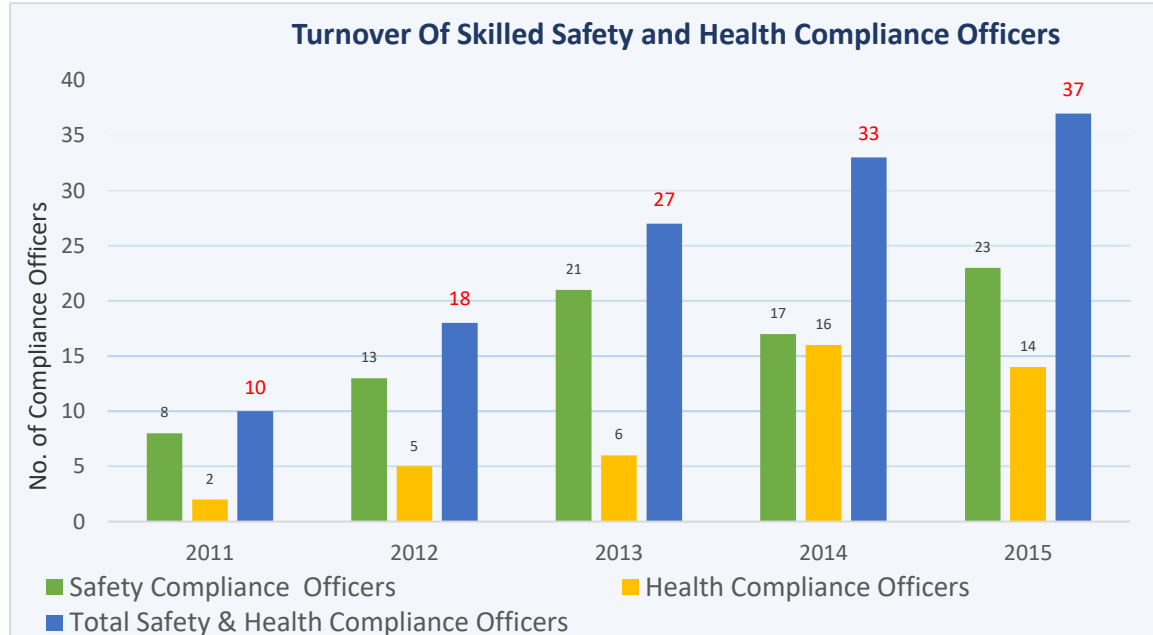
2016 DOL Funding Request:

- Below average salaries in the Division of Occupational Safety and Health contributed to higher than desired turnover and vacancy rates.

- Fewer skilled compliance officers impaired the Division's ability to conduct inspections and meet customer expectations.

- If left unaddressed, workers may be exposed to preventable health and safety risks.

Supporting Data:

- Salary data for NC and comparable positions regionally/nationally
- Average experience for new hires in recent years
- Turnover of skilled safety and compliance officers
- Impact on inspection activity

Turnover Of Skilled Safety and Health Compliance Officers

No. of Compliance Officers

Year	Safety Compliance Officers	Health Compliance Officers	Total Safety & Health Compliance Officers
2011	8	2	10
2012	13	5	18
2013	21	6	27
2014	17	16	33
2015	23	14	37

■ Safety Compliance Officers   ■ Health Compliance Officers
■ Total Safety & Health Compliance Officers

Declining Inspection Activity

The quantity of proactive inspections conducted in 2015 has decreased 61% since 2009.

No. of Inspections

Year	Total Inspections
2003	5296
2004	5626
2005	4969
2006	5169
2007	4909
2008	5169
2009	5188
2010	4278
2011	4234
2012	4234
2013	4264
2014	3229
2015	2891

■ Total Inspections   — Proactive Inspections

Components of a Funding Request

Define the problem/need ➤ Describe your solution ➤ Detail expected benefits ➤ Discuss plans for measuring success

Data and Evidence ➤

Describe your solution

- Detail the specific activities, functions, and services your request would provide

- Review cost estimates and how they were arrived at

- Give a timeline for implementation

- For program expansions, review the current state of the program

- Review possible alternative solutions and describe why they are inappropriate

- Consider scaling solution and corresponding costs – consider amount/strength of evidence when deciding to implement pilot v. full program

Describe your Solution: DOL Example

- DOL requested funding to increase Occupational Safety and Health Division staff salaries to more closely align with market midpoints

- Focused on compliance positions and supervisors, excluded administrative positions

- Raises allocated based on years of service ranges

- Included work with OSHR to update safety and health compliance officer job specs and classifications

Supporting Data:

- Internal position, salary, and experience data from Beacon

- OSHR Salary Market Study
  Midpoints:

Safety Officer I	$55,922
Safety Officer II	$58,346
Industrial Hygienist I	$63,699
Industrial Hygienist II	$66,555
Supervisor	$72,833

Current hiring salary for a Safety Officer I = $42,667 (only 76% of market midpoint);
Industrial Hygienist = $48,195 (only 75% of market midpoint)

Components of a Funding Request

Define the problem/need → Describe your solution → Detail expected benefits → Discuss plans for measuring success

Data and Evidence →

Detail Expected Benefits

- Describe anticipated outcomes and benefits

- Review current outcomes if expanding an existing program and discuss anticipated changes resulting from the requested funding

- Outcomes v. outputs – sometimes can't measure outcomes, so outputs may be a best measure/proxy

- Clarify underlying assumptions

- Why will this request result in the expected outcomes? Review:
  - Evidence from rigorous research that identifies the change caused by the intervention,
  - Findings from a program evaluation or analysis of internal or external data,
  - Industry standards or best practices,
  - Professional judgement, or –
  - Successful implementation in other state(s)
  - Consider generalizability framework

Detail Expected Benefits: DOL Example

- Recruit more qualified candidates

- Reduce the number of vacancies

- Increase the median tenure of newly hired OSHNC safety and health professionals to an average of 5 to 6 years

- Improve employee retention

- Increase the number and improve the quality of health and safety inspections, particularly proactive inspections = outcome

- Potential decrease in number of workers comp claims = outcome

Define the problem/need → Describe your solution → Detail expected benefits → Discuss plans for measuring success

Data and Evidence

Discuss Plans for Measuring Success

- Describe planned measurement and monitoring of outcomes

- What will constitute success?

- What data will be used for evaluating changes in outcomes?

- How will data be collected and analyzed?

- Who is responsible for analyzing/tracking data?

- What existing baseline measures will be used to assess performance?

- What is measurement and reporting timeframe?

- Monitor experience levels of applicants and new hires using existing systems

- Monitor average length of tenure at DOL

- Continue to track vacancy and turnover rates

- Track number of inspections provided, particularly proactive inspections

- Continue to assess effectiveness of safety and health inspections

Things to Keep in Mind

- Consider data validity and reliability

- Stick to data and evidence that is relevant and generalizable

- Consider the quality when choosing which data and evidence to include - ensure data is of sufficient quality to be reliable

- Avoid only considering data and evidence that support your assumptions

- Be transparent in discussing any limitations of data and evidence

Activity: Integrating Data and Evidence Into Funding Requests

Identify a program, service, or activity in your agency that you feel merits additional funding or a new program or expenditure that you feel could improve your agency's ability to fulfill its mission.

Using the worksheet provided, briefly identify potential sources of data and evidence that could help you evaluate or support your identified challenge/opportunity and proposed solution.

Considerations:

- Which sections do you have clear sources of data and evidence to draw from? For which do you struggle to identify possible sources?

- Where do you have internal data to draw from, and where do you need to consult external sources?

- What are some of the strengths of the data and evidence you can identify? What are the weaknesses?

- Can you identify evidence that may run counter to your assumptions or proposed solutions? Are there assumptions for which there is no available data, and if so, how can you test those assumptions?

- Do your current systems enable tracking of metrics and outcomes? How could they be improved?

- Are there data collection and evaluation efforts that you could undertake to generate better evidence on this topic?

Discussion