Performance Management Academy

Day 3: Finding and Implementing Evidence

October 26, 2021
Small Group Activity: Funding Requests
Plan for This Session

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
Components of a Funding Request

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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?
Define the Problem or Need: DOL Example

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.
Define the Problem or Need: DOL Example

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

The quantity of proactive inspections conducted in 2015 has decreased 61% since 2009.
Components of a Funding Request

1. Define the problem/need
2. Describe your solution
3. Detail expected benefits
4. 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:
  o Evidence from rigorous research that identifies the change caused by the intervention,
  o Findings from a program evaluation or analysis of internal or external data,
  o Industry standards or best practices,
  o Professional judgement, or –
  o Successful implementation in other state(s)
  o 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
Components of a Funding Request

- 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?
Discuss Plans for Measuring Success: DOL Example

• 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