

*Performance Measurement for
Programmatic Monitoring and to
Inform Local Decision Making*

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Subway, Hertz, and More: Data

- Jim Manzi in his book *Uncontrolled* discusses how Subway used administrative data on sales and mini randomized trials to come up with the \$5 foot long
- Hertz Rent A Car uses administrative data to improve customer experiences such as predicting when locations need managers on site to handle heavy customer volume.

The private sector has this down pat right?

- Steven Levitt gave the keynote at a National Academies meeting on big data and causality.
- Part of the talk focused on his experiences using big data (i.e. administrative data) in the private sector.
 - If its not meaningful to someone's job, it won't be used.
 - If you don't know why you are collecting it, it won't be used.
 - If its no one's job to use data and ask questions, it doesn't happen.
 - If the questions being asked aren't aligned with priorities, no one will care about the answers
 - If the culture of the organization does not support asking a question and seeking an answer driven by data, it won't happen.

Good Ol' Merriam-Webster

My takeaway? *We are all in the same boat.*

- I believe we need to build a culture of curiosity and quality

What is a culture of curiosity and quality?

- Culture is the beliefs or customs of a group or a way of thinking, behaving, or working that exists in a place
- Curiosity is the desire to learn or know more about something or someone or becoming interested in something because it is unusual
- Quality is a high level of value or excellence

Culture of Curiosity

It's a culture of asking questions and seeking answers.

- Encourage inquiry
- Framing conversations around questions
- Avoid blame
- Assume all learning is good
- Eliminate fear, encourage failure

Culture of Quality

It's a culture of valuing quality that is pervasive throughout. It is part of the fabric of every interaction.

- Leadership (& no mixed messages)
- Employee ownership and empowerment
- Peer involvement

What do you need to support it?

- Useful measures, quality data
- Leadership
- A team (or at least one person) whose job it is to seek answers to questions through data
- Data system
- Stakeholder input

Useful measures, quality data

- What does it mean to have useful measures?
 - Are they aligned with the logic model/theory of change? Is there a shared understanding of the purpose of the measures?
- What does it mean to have quality data?
 - Is there a plan for how the data are collected? Does everyone understand how to collect the data? Is there a shared value for the data collection?

Choosing measures

- Not all measures work for all purposes – e.g. measures for research likely don't work for performance measurement, a risk screener does not work to track individual change over time
- Continuum between standardized measures and unstandardized measures

Total
uniformity

Mix of individually
defined and uniform

Total
flexibility

Leadership

- Set the tone of asking questions
- Expect some failure and learning from it
- Insist on using data to inform administration
- Make it someone's job to look at data
- Provide the space to look at data and use it

Team (or at least a person)

- All initiatives need a champion – we all get busy and things slip.
- Need someone whose job it is to focus on the data and engage everyone in asking questions, sharing data and discussing the data

Data System

- Does the system created support quality data entry? This includes training, shared understanding of the elements, accurate data entry, etc.
- Once the data are stored, can they be easily retrieved (and in the way you want/need)?
- Does the data system support all levels of staff accessing and looking at the data?

Shared interpretation

- Without context, data is meaningless.
- Engage multiple stakeholders – leadership, supervisors/management, front-line staff, clients, funders
- Shared goal setting

What is this CQI?

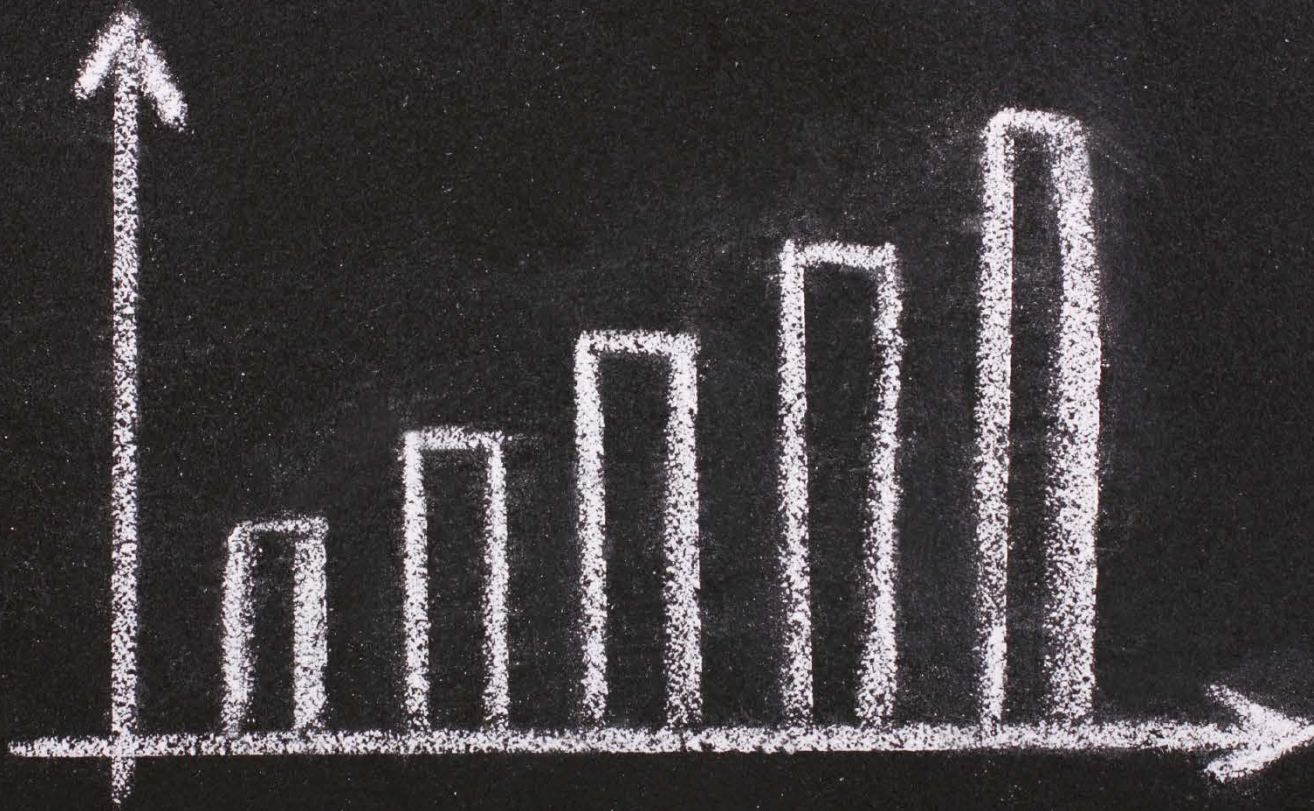
- CQI or Continuous Quality Improvement is the idea of continuously improving performance of systems through a series of metrics to enable the delivery of reliable, consistent results
- Began in the health care sector but is quickly spreading in human services
- It seems like a variant of how performance measurement was conceptualized

Why is CQI appealing?

- Empowers programs and communities to own their data and use their data to monitor and improve services
- Generates new learning over a shorter period of time than traditional evaluation
- Uses data to guide decisions
- Guides informed adaptation of program services

What do we need to do?

- Develop shared ownership of data
- Support programs in developing the culture of curiosity and quality
- Develop stronger logic models and tie measurement to the logic model
- Ensure measurement is meaningful
- Provide TA around data and how to use data in program administration



..... **WE'D LOVE TO
CONNECT**

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