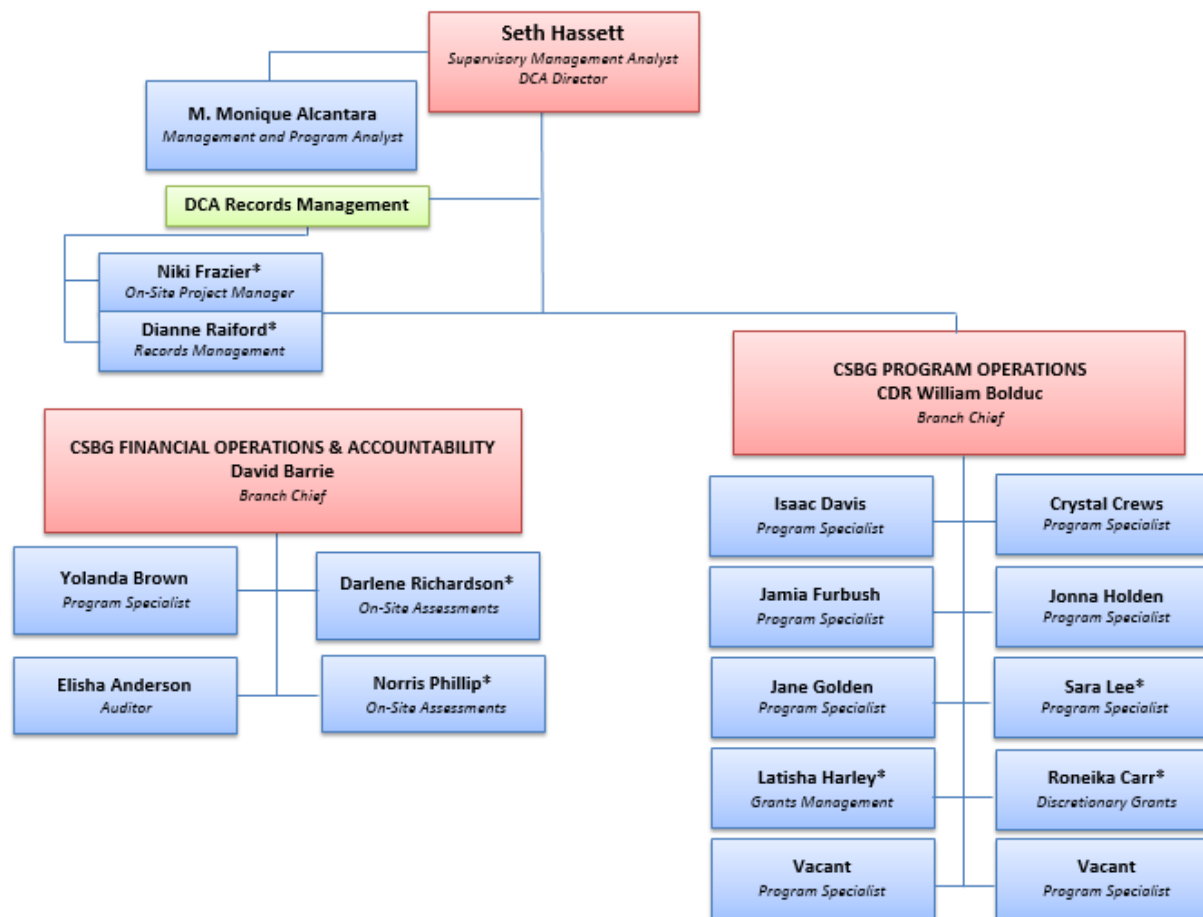# OCS Federal Perspective

2017 NASCSP Spring Training Conference

Presenters: Seth Hassett, Director, DCA

ADMINISTRATION FOR
CHILDREN & FAMILIES
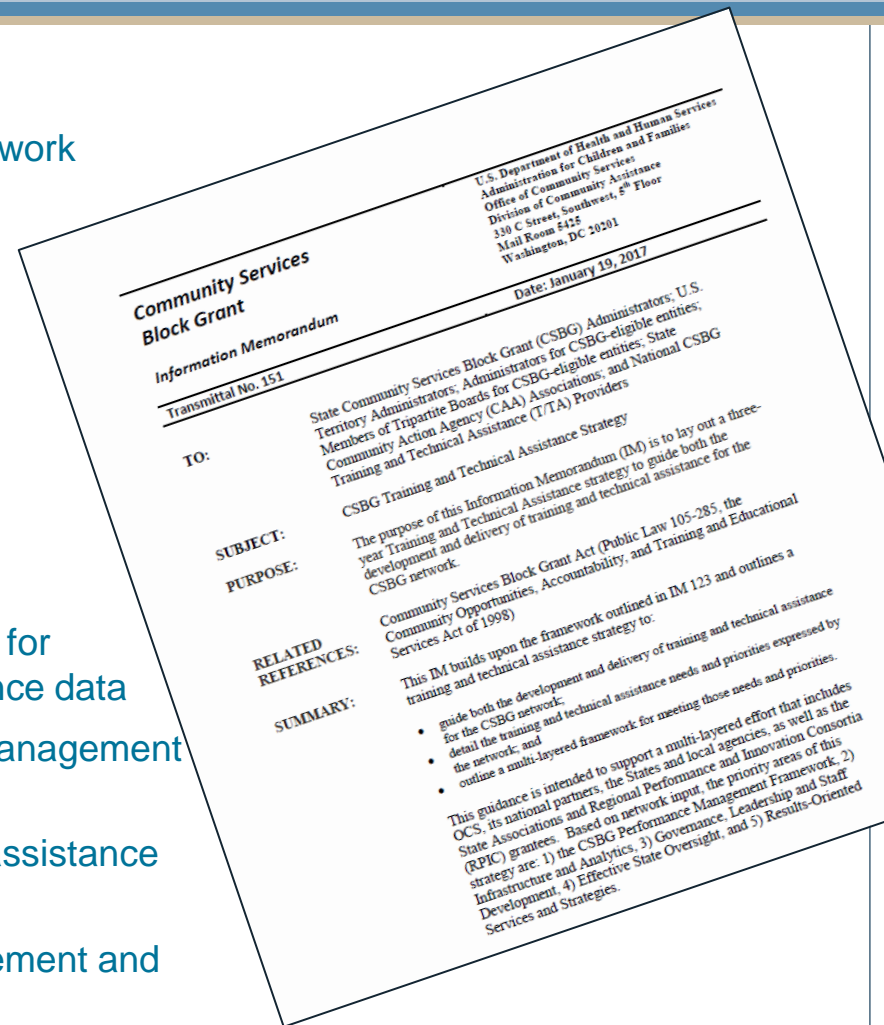
Division of Community Assistance (DCA)

New Year. New Structure. One Division.

Training and Technical Assistance (T/TA) Strategy

- Detailed in IM No. 151

- Cooperative Agreements – Investments to build network capacity in:
  - performance management,
  - infrastructure and analytics,
  - governance,
  - leadership,
  - staff development,
  - effective State Oversight, and
  - Results-Oriented Services and Strategies;

- CSBG Data Task Force – building network capacity for collecting, analyzing, reporting and using performance data

- Theory of Change – Tool to support performance management and evaluation models for Community Action;

- Regional Events –Two to Three regional technical assistance events per year; and

- Customer Feedback –Focus on continuous improvement and customer service at all levels of the network

T/TA Purpose

- To improve T/TA at all levels of the network to fulfill the promise of the new Performance Management Framework
- Priority areas:
  - Cooperative Agreements
  - CSBG Data Task Force
  - Theory of Change
  - Regional Events
  - Customer Feedback - ACSI

4

CSBG T/TA Cooperate Agreements

- Current Funding Opportunity Announcements (FOAs):
  - Nationwide Performance Management System Development and Data Collection, Analysis and Reporting for CSBG
  - CSBG Legal Training and Technical Assistance
  - CSBG Learning Communities Resource Center

5

ACSI Survey of Grantees (States)

- Second survey of grantees conducted 1st Q 2016
- OCS received survey report in February 2016
- Used survey data to set targets and inform improvement strategies for the Federal Accountability Measures
- Third survey of states expected later this year

CSBG Data Task Force

- Created to understand and address the CSBG Network's data needs and the use of data for analysis and continual improvement of results

- Made up of 20 representatives from local CAAs, state CSBG Offices, state associations, and National Partner organizations and OCS

- Will serve as a consultative body focused on T/TA materials, messaging and the transition from the CSBG IS Survey to the CSBG Annual Report

- Kick-off meeting held February 28th

7

THE ACSI
PUTTING IT ALL TOGETHER

NASCSP Conference
March 30, 2017

Presented by Kate Blunt
kateblunt@gmail.com

Presentation Goals

Conference participants will:

❑ Better understand how OCS is using the American Customer Satisfaction Index (ACSI)

❑ Have an increased awareness of the States' role in using ACSI data

❑ Be better prepared for the next ACSI Survey of Eligible Entities
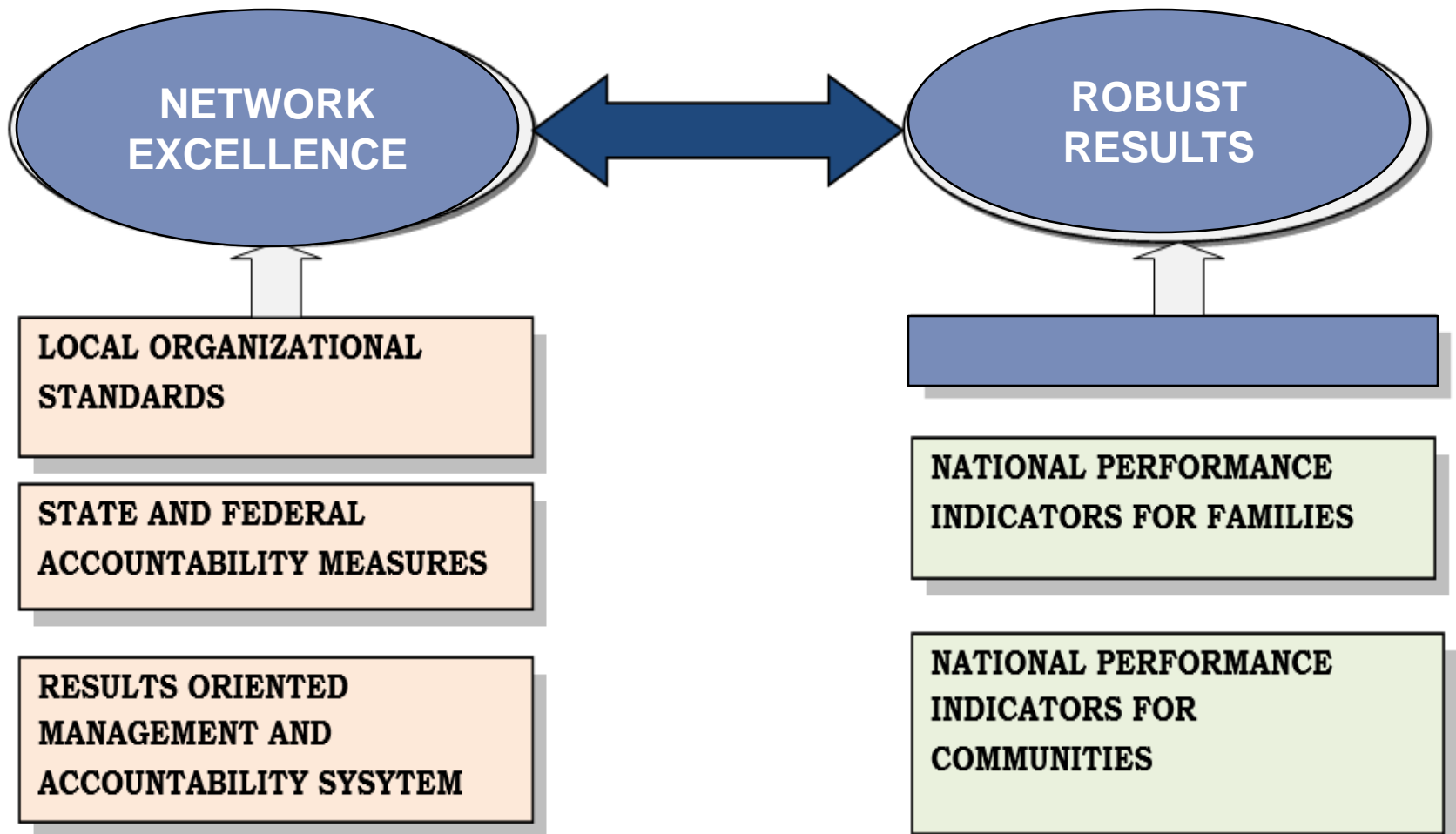
Presentation Topics

The ACSI----

- Performance Management

- 2015 Survey of Eligible Entities

- Use of: *State Accountability Measures, The State Plan, The CSBG Annual Report*

- Overall Satisfaction: *Setting Targets*

- 2015 Survey of Grantees

- Next Survey of Eligible Entities

The ACSI
Performance Management

Performance Management Framework

PERFORMANCE MANAGEMENT

NETWORK EXCELLENCE

ROBUST RESULTS

LOCAL ORGANIZATIONAL STANDARDS

STATE AND FEDERAL ACCOUNTABILITY MEASURES

RESULTS ORIENTED MANAGEMENT AND ACCOUNTABILITY SYSYTEM

NATIONAL PERFORMANCE INDICATORS FOR FAMILIES

NATIONAL PERFORMANCE INDICATORS FOR COMMUNITIES

Measure satisfaction of Community Services Block Grant (CSBG) eligible entities to better understand how well the States, as part of the CSBG network, are delivering services to local entities, *and* how well OCS is delivering services to the States.

Drive improvement in major areas addressed in the State Accountability Measures

❑ACSI survey data is integral to the implementation of the *State Accountability Measures as specified in the Master State Plan.*

❑Reporting on ACSI results is also part of the *Annual Report, specifically Module 1, Section B: Statewide Goals and Accomplishments.*

Determine where to best focus OCS training and technical assistance efforts for the State CSBG Lead Agencies

❑ IM #151: CSBG Training and Technical Assistance Strategy

The ACSI
2015 Survey of Eligible Entities

Survey Goals

❑ *Establish a* **baseline measure** *of* satisfaction using the methodology of the ACSI

❑ **Provide data** *to inform* the State Plan

Survey Goals

❑ *Provide the States with* **actionable insights** *to improve their customer experience and boost program results (in the context of the State Accountability Measures)*

❑ Help the States ***become better at what they do—partnering*** with the local agencies to improve the lives of people with low incomes.

❑ Opportunity for the Eligible Entities to:

- Provide **constructive feedback**

- **Open a dialogue** about program improvements

Use of the ACSI

**State Accountability Measures
State Plans
CSBG Annual Report**

❑ Development of the State Plan

❑ Distribution of Funds

❑ Use of Discretionary Funds

❑ Training and Technical Assistance

❑ Monitoring and Corrective Action

❑ Linkages and Communication

The ACSI: State Accountability Measures

❑ Seven of the State Accountability Measures specify use of ACSI survey data and other feedback, as appropriate, to adjust the State Plan to improve performance.

❑ State Accountability Measures 1Sb, 2Sb, 3Sb, 3Sd, 4Sb, 7Sb and 8S are measures of eligible entity satisfaction with the state's performance of critical elements of the State Plan.

States are expected to:

- ☐ Share the survey results with their local agencies

- ☐ Use the survey information, in collaboration with those agencies, to identify improvement strategies for meeting specific State Accountability Measures.

The ACSI: State Plans

For the 2017 State Plans each state reported and OCS provided feedback on:

❑ Planned improvement strategies, as appropriate

❑ The overall ACSI satisfaction score

❑ The target set for the next overall satisfaction score

Performance Management Adjustment Items in the Model State Plan

How has the State adjusted …. under this State Plan, as compared to past plans, in order to ….

"Any adjustment should be based on the State's analysis of past performance in these areas, and should consider feedback from eligible entities, OCS, and other sources, such as the public hearing and the ACSI Survey results. If the State is not making any adjustments, provide further detail."

The ACSI: CSBG Annual Report

*As part of their FY 2016 Annual Report submission, **due April 7, 2017**, States will report on*:

- ❑ The State's *most current* ACSI Eligible Entity Overall Satisfaction Score

- ❑ How the State *considered feedback* from eligible entities and other sources

- ❑ What *actions were taken* as a result of that feedback

- ❑ Its *target for Overall Satisfaction* of the eligible entities in the State

The ACSI: CSBG Annual Report

❑ Because the State CSBG Plan may cover two fiscal years, annual updates related to the eligible entities satisfaction are provided in the Annual Report.

❑ Information about the satisfaction score and future target are requested in <u>both</u> the State Plan and the Annual Report.

Overall Satisfaction

Setting Targets: A Refresher

ACSI Overall Satisfaction

❑ Each State received an Overall Satisfaction score as part of its individual State ACSI Report.

❑ This is the State's *baseline score* and the number to report in <u>both</u> the next State Plan and in the 2016 Annual Report.

❑ The State is expected to set a target for it's next Overall Satisfaction score that either maintains or improves upon the baseline score.

❑ Refer to IM #150

Overall Satisfaction: Setting Targets

In thinking about the ACSI Overall Satisfaction target, the key is to ask "*what is attainable?*"

Keep in mind--
There are <u>no</u> "perfect" scores of 100--different customers have different expectations, and some are easier to satisfy than others.

Set Reasonable Objectives

❑ For ACSI scores currently in the 80s, a 1-point gain might be realistic;

❑ For ACSI scores in the 70s, a 2-3 point gain is reasonable;

❑ For ACSI scores in the 60s, 3-5 points may be attainable;

❑ For ACSI scores in the 50s, 5-10 points should be possible.

Overall Satisfaction: Setting Targets

❑ It is important to think "long-term" when working with the ACSI. Scores typically do not jump overnight.

❑ It is best to track trends over time – up two points one year, down two points the next is <u>not</u> success.

❑ Knowing that ACSI scores might not move immediately and provide only a snapshot, look to *other internal metrics* as well.

❑ ***Focused, continuous improvement*** is the key to success.

Overall Satisfaction: Setting Targets

❑ Not all program improvements have the same impact on overall satisfaction.

❑ Program improvements made in the "high impact" areas recommended in the individual State ACSI Report will most likely result in higher Overall Satisfaction scores than improvements in areas of less impact.

High Impact Areas:
Key Findings & Actionable Suggestions

Key Findings	Actionable Suggestions

Linkages & Communication

➤ With an impact of 2.5 and a score of 65, this area provides the greatest opportunity at this time to improve customer satisfaction.

➤ Effectiveness of partnerships (56), sufficiency of linkages (56) and awareness of efforts (57) score much lower than other areas.

➤ Scores and comments indicate there is a large opportunity to improve the awareness of existing State linkages and partnerships.

➤ Others call for the creation of linkages earlier on in the process. Learning of linkages after the fact results in missed opportunities.

Monitoring & Corrective Action

➤ This area also has a substantial impact on satisfaction (0.8). While relatively higher scoring, the 69 score suggests that there is room for improvement.

➤ Timeliness of feedback (66) and consistency of monitoring (67) present opportunities for enhanced performance.

➤ Ensure that timeframes for feedback are provided and are set up such that the information is still relevant when provided.

➤ Provide training in monitoring processes and procedures so that individuals approach it in a systematic manner.

Key Findings & Actionable Suggestions

Key Findings	Actionable Suggestions

Development of CSBG State Plan

➤ With a lower impact of 0.4 and a score of 50, major improvements are necessary to improve customer satisfaction at this time.

➤ Extent of involvement (46) and reflects your input (49) score low.

➤ Respondents indicate the need for more timely discussions at the beginning of the process to alleviate potential confusion later on.

➤ Fostering an open process where input is encouraged and utilized are also areas of opportunities.

➤ Respondents also express an interest in knowledge share of best practices.

❑ ***Sharing best practices*** across states–knowing what works and what does not—in terms of the State Accountability Measures can be key to long-term success.

❑ NASCSP Best Practices Workgroup

Working collaboratively with the local agencies to make improvements <u>and</u> ***communicating*** what improvements are made will likely also have a positive impact on the ACSI score.

The ACSI

2015 Survey of Grantees (States)

ACSI Survey of Grantees (States)

- ❑ Second survey of grantees conducted 1st Q 2016

- ❑ OCS received survey report in February 2016

- ❑ OCS used the survey data to set targets and inform improvement strategies for the *Federal Accountability Measures*

- ❑ Third survey of states expected later this year

OCS Activities Covered in the Survey

❑ Plan Review and Acceptance

❑ Grant Monitoring and Corrective Action

❑ Data Collection Analysis, and Reporting

❑ Training and Technical Assistance Provided by OCS Staff

❑ Training and Technical Assistance Provided by OCS-Funded Providers

❑ Communication

Key Findings & Actionable Suggestions

Key Findings	Actionable Suggestions

Grant Monitoring

- This area scores the lowest (47) and has one of the higher impacts on satisfaction (1.3).
- Timeliness of feedback (14), clarity of assistance (37) and clarity of feedback (40) all score very low.

- Verbatim comments suggest findings from the reports were shared long after the onsite took place rendering the feedback inapplicable in some cases. Ensure that resources are available and processes established for a timely follow up after monitoring so feedback can be acted upon. Assure that monitors have the expertise to provide clear, helpful feedback.
- Provide adequate training to reviewers to strengthen credibility and effectiveness.

Training & Technical Assistance - Staff

- Training and technical assistance provided by staff scores among the lowest of the drivers of satisfaction (55) and has the highest impact (1.7).
- Ability to answer questions (52), ability to direct to useful resources (53), responsiveness of staff (53) rate the lowest.

- Verbatim comments indicate that grantees question whether OCS Staff can be effective with their current level of knowledge regarding their program specific questions. Ensure adequate training is available regarding specific programs.
- Respondents indicate that more frequent webinars or conference calls would be helpful along with up-to-date information being provided and made available.

Next Steps

The ACSI: Next Steps

❑ Going forward, *OCS will continue to use the ACSI* as part of its enhanced Performance Management Framework.

❑ Use of the ACSI allows OCS to collect *consistent, uniform information from eligible entities* across the country, and provides the states with actionable insights to improve their customer experience and boost program results.

❑ This is in keeping with the CSBG networks' enhanced *emphasis on using data for analysis and decision-making to continually make program improvements.*

The ACSI: Next Steps

❑ OCS expects to conduct the ACSI Survey of Eligible Entities *on at least a biennial basis*.

❑ The next survey is expected to be administered during the *third quarter* of FY 2017 (April-June 2017).

❑ The survey results will be available to the States for *use in developing the FY 2018 State Plans*.

❑ OCS anticipates providing the States with timely survey results and *timely feedback* on the States use of the survey data.
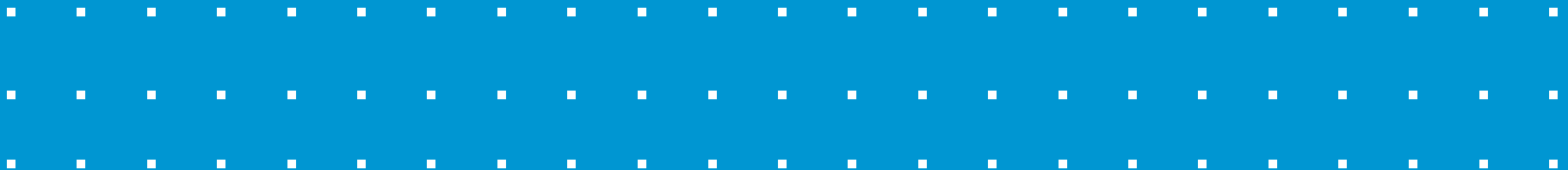
Urban Institute Project Team

Team Member	Role
Margaret Simms	Principal Investigator
Teresa Derrick-Mills	Project Co-Director
Monica Rohacek	Project Co-Director
Yuju Park	Research Assistant and Project Support
Carol DeVita	Senior Advisor
Mary Winkler	Senior Advisor

Project Purpose and Goals

Purpose

This project will assist the Office of Community Services (OCS) in building capacity within the Community Services Block Grant (CSBG) network for evaluating the CSBG model and approach by focusing particular attention on community assessment, community level strategies and leveraging CSBG funds.

Goals

1. Strengthen the ability of CAAs to grow the evidence base for demonstrating the impact of their community-based approaches on community change.

2. Develop a set of products to inform future efforts to evaluate key components of the CSBG/CAA model

    a) Products will be designed for implementation by either State CSBG agencies, CAA eligible entities, or their external research partners.

    b) Products will focus on community assessment; community level strategies/collective impact; and leveraging of funds

How Current Project Builds on CSBG Goal of Measuring Performance and Impact

Current project extends progress toward effective evaluation by:

- Identifying research methods and approaches that are particularly well suited to evaluating the CSBG model

- Identifying promising strategies for building stronger relationships between planning and evaluation efforts so that initiatives are more readily designed with evaluation in mind

- Learning more about effective and viable strategies for evaluating the impacts of CAAs' community-wide change efforts

- Examining how different funding strategies affect service characteristics

Project Activities

Through interdisciplinary reviews of literature, scans of current practices, and consultations with experts, this project will address key conceptual issues to support CSBG evaluation and provide tools for enhancing the CSBG Network's ability to understand the causal effects of their current work. The project will focus particular attention on:

- defining key outcomes and components of the CSBG model for the purposes of evaluation
- identifying promising approaches to evaluating CAA's community-change efforts.
- designing community needs assessments to support future evaluation efforts and
- understanding the contribution leveraged funding makes to meeting CSBG objectives.

Products and Dissemination

- Communication with Stakeholders on a Quarterly Basis

- Two literature reviews and matrices

- Tool for Building Evaluative Capacity through Needs Assessment

- Guide to Support CAAs in Implementation Evaluation

- Brief on Leveraging of Funding

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