

Measurement,  
Analysis & Knowledge  
Management:  
Building a Sustainable  
Team to Implement  
True Transformation

Rick McAllister

1



---

---

---

---

---

---

---

---

Ground Rules

Participatory Session

2



---

---

---

---

---

---

---

---

Your Needs



3



---

---

---

---

---

---

---

---

## Two Worlds: Human Services and Business

4



---

---

---

---

---

---

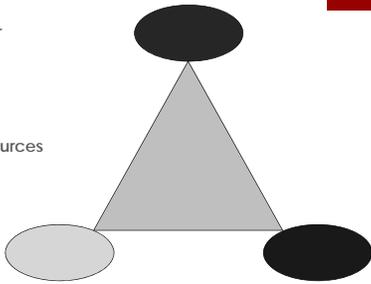
---

---

## Three Customer Groups

5

- 1) Job Seeker
- 2) Employer
- 3) Funding Sources



---

---

---

---

---

---

---

---

## Navigating the Landscape

6

**THE BUSINESS  
OF DOING BUSINESS  
WITH BUSINESS!**



---

---

---

---

---

---

---

---

## Where Do We Start?

7



---

---

---

---

---

---

---

---

## What Are We Trying to Accomplish?

8

- ❖ Consistently high quality services
- ❖ Sustainability



---

---

---

---

---

---

---

---

## High Quality Service?

9

- ❖ Customer focused and customer driven services
- ❖ Quality control, cost control and innovation
- ❖ Continuity in the delivery of best practices and procedures



---

---

---

---

---

---

---

---

## Sustainability

- ❖ Lasting
- ❖ Affordable
- ❖ Self Perpetuating Energy




---

---

---

---

---

---

---

---

## Strategy and Direction

- Employment First
- Relationship centered partnerships
- Job matching
- Team development
- Targeted Metrics and Documentation




---

---

---

---

---

---

---

---

## Learning Organization

- According to Peter Senge learning organizations are:
- "...organizations where people continually expand their capacity to create the results they truly desire, where new and expansive patterns of thinking are nurtured, where collective aspiration is set free, and where people are continually learning to see the whole together."




---

---

---

---

---

---

---

---

## High Performance

### A LEARNING ORGANIZATION?

In a rapidly changing environment, an organization that gains knowledge and applies it quickly to survive and thrive. Such entities:

- (1) build a culture encouraging and supporting continuous employee training, use of critical thinking, and risk taking with new ideas;
- (2) allow mistakes, and value employee contributions;
- (3) improve with experience and experiment; and
- (4) spread new knowledge over the organization for use in daily operations.

(Black's Law Dictionary)




---

---

---

---

---

---

---

---

## Employment Flow




---

---

---

---

---

---

---

---

## Essentials

- Employment Services Core Competencies and Established Strategies
- Developing and Implementing Standard Operating Procedures
- Training Curricula/Trainer's Guides
- Consistent Tools for Employment Team Members
- Targeted Job Descriptions & Announcements




---

---

---

---

---

---

---

---

### Keys to Success

- ❖ Ensure that the ORGANIZATIONAL STRUCTURE supports the services provided
- ❖ Build a TWO-WAY FLOW of information and competency development
- ❖ Build and sustain a CULTURE of consistent best practice and continuous process improvement across the organization
- ❖ Monitor manager and team member ENGAGEMENT very closely




---

---

---

---

---

---

---

---

### Indicators of a Two-Way Flow of Knowledge

- ❖ Does leadership know and understand what activities front line team members are doing?
- ❖ Are services consistent with the organization's mission?
- ❖ Do managers know and understand what front line team members are doing?
- ❖ Do managers mentor and grow team members consistent with best practice and targeted organizational competencies?

How do we know?




---

---

---

---

---

---

---

---

### Tying It All Together

- ❖ Clearly defined program assessment and evaluation metrics
- ❖ Established competencies and standards of quality service for every level of the organization
- ❖ Performance reviews for managers are tied to the program metrics and team member development
- ❖ Performance reviews for team members mirror targeted competencies and quality of service




---

---

---

---

---

---

---

---

## Tools

19

- ❖ Employment Services Core Competencies
- ❖ Standard Operating Procedures and Practices
- ❖ Training Curricula/Trainer's Guides for Managers
- ❖ Consistent Tools for Employment Team Members
- ❖ Targeted Job Descriptions



---

---

---

---

---

---

---

---

## Tracking Data

20

- Track job development efforts
- Track placements
- Track staff activity time
- Create score boards for employment goals



---

---

---

---

---

---

---

---

## What to How

21



---

---

---

---

---

---

---

---

## Focusing on Mid-level Managers: Culture and Sustainability

22

- ❖ Mentoring and coaching of mid-level managers has a trickle-down effect on the support and development these managers provide to the staff they supervise and to the quality and consistency of the services delivered
- ❖ Managers are a critical resource in an organization as they not only provide stability and continuity; they are in the unique position to affect all phases of service delivery culture
- ❖ The effective training and development of middle-level directors and managers is not a one-time training program or effort
- ❖ To build a high performing and sustainable employment program the combination of best practice approaches and tools must be combined with a systematic mentoring and coaching process for mid-level directors and managers



---

---

---

---

---

---

---

---

## Steps to Implement

23

- ❖ Assess current strengths and weaknesses of our organization's development process
- ❖ Establish targeted team and management competencies
- ❖ Conduct targeted training for mid-level managers
- ❖ Facilitate mid-level managers conducting team training



---

---

---

---

---

---

---

---

## Steps to Implement (cont.)

24

- ❖ Manager facilitates team developing SOPs and consistent tools
- ❖ Establish a consistent team member development and performance feedback process (performance reviews)
- ❖ Establish ONGOING mentoring processes



---

---

---

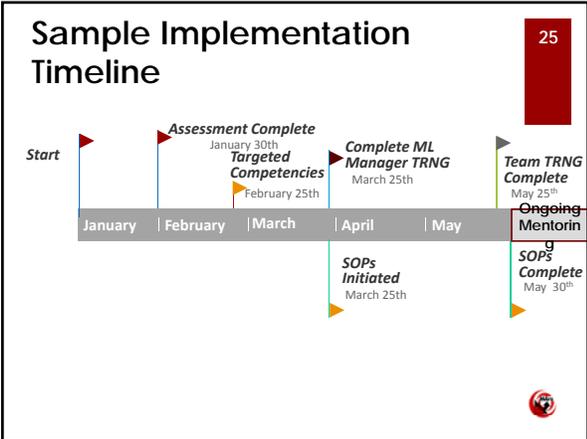
---

---

---

---

---




---

---

---

---

---

---

---

---

---

---

- ## Essentials Reviewed
- ❖ Clearly defined program assessment and evaluation metrics
  - ❖ Established competencies and standards of quality service for every level of the organization
  - ❖ Performance reviews for managers are tied to the program metrics and team member development
  - ❖ Performance reviews for team members mirror targeted competencies and quality of service
- 26

---

---

---

---

---

---

---

---

---

---

## Contact Information

Rick S. McAllister  
 Management Analytics Resource Collaborative  
 603-494-0403  
 rick@marcollaborative.com

27

---

---

---

---

---

---

---

---

---

---