|  |  |
| --- | --- |
| **What is ETO?**  ETO is a performance management software system where we collect client data across our core service areas in workforce development, youth and education and housing services and use the data to effectively evaluate and measure services offered, and milestones achieved.  **Why measure performance?**  ♣  To assess and inform our work - are we doing a good job?  ♣To Motivate – Can we see the good we are doing? Or … are we not doing as well as we thought?  ♣ To Manage – How can we do things better (more effectively, more efficiently)?  ♣ To Budget – What does it cost us to work the way we do? How much will it cost us to keep working this way next fiscal year? The year after? Or … to grow?  ♣ To Market – How can we become a compelling investment target for funders?  ♣ To Learn –What are we doing each day? What are we failing to do? What makes some staff especially high performers? Why are other staff struggling? Why do some program participants benefit from our services? Why do others not benefit? Why do some participants complete the program while others drop out?  **Agreed upon uses of performance data at all levels by all stakeholders:** ¬ At the level of front-line Staff to manage their own work and performance  ¬By Supervisors to review, support, and help improve the work of front line staff  ¬By Program Managers, Directors, etc. to make decisions to improve quality and effectiveness o In how resources are allocated. o In how knowledge is disseminated. and used | **TOOLS OF PERFORMANCE MANAGEMENT**  **The Data System** ¬ Allows for the collection and use of simple, real time data ¬ Supports the work of front-line staff ¬ Tracks outcomes at the level of the client, caseload, program, and organization ¬ Links efforts to outputs and outcomes ¬ Supports management of program quality ¬ Supports supervision and program management ¬ Supplies data for all reporting requirements ¬ Supports organizational learning ¬ Highly flexible to support emerging measurement and management needs.  **The Use of data** ¬ Ongoing data reviews at all organizational levels ¬ Processes to convert data to actionable performance information ¬ Accountability for making changes as indicated by the performance information  **ESSENTIAL METRICS OF PERFORMANCE MANAGEMENT**  **Basic management data** ♣ Contact information ♣ Demographic data ♣ Baseline data (needs assessment) ♣ Service utilization (by individual client, aggregated) ♣ Ongoing (real time) data relating to staff time and efforts to client outcomes  **Program quality data** ♣ Environment (physical, social) ♣ Reflection of professional practice standards ♣ Participation/attendance ♣ Satisfaction  **Benefit data** ♣ Short-term outcomes (client progression) ♣ Intermediate outcomes (client progress at key intervals) ♣ Long-term outcomes (client success) |