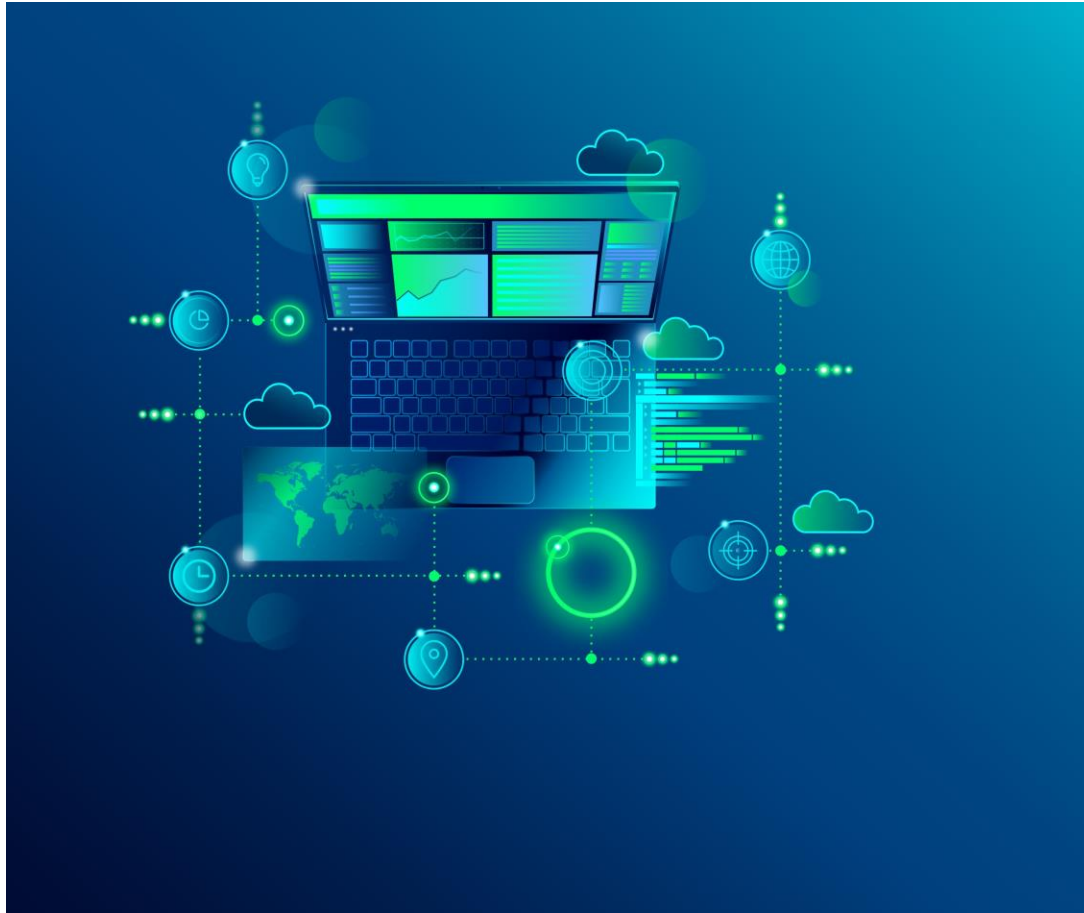


# TAKING CHARGE OF OUR OWN EVIDENCE

Sareena Hopkins

April 20, 2021

# How would you describe your relationship with metrics and evaluation?



- A red-hot burning love affair?
- A happy win-win alliance?
- You tolerate each other, but there is no joy?
- A resentful relationship in which nobody wins?
- The bane of your existence?
- Other??



# In this session...

- Explore the current state of evaluation in our sector
- Examine the systemic impact of metrics and evaluation systems
- Present the results of 10+ years of research conducted with frontline services to develop an alternative approach to quality service and accountability
- Share our most recent data gathered using this new approach
- Hopefully, explore some strategies to strengthen your relationship with evaluation



# Accountability used to be based on...



## Measuring INPUTS

Careful stewardship of the resources required to conducted activities.

- e.g.: Funding, Staff, Materials

## Measuring ACTIVITIES

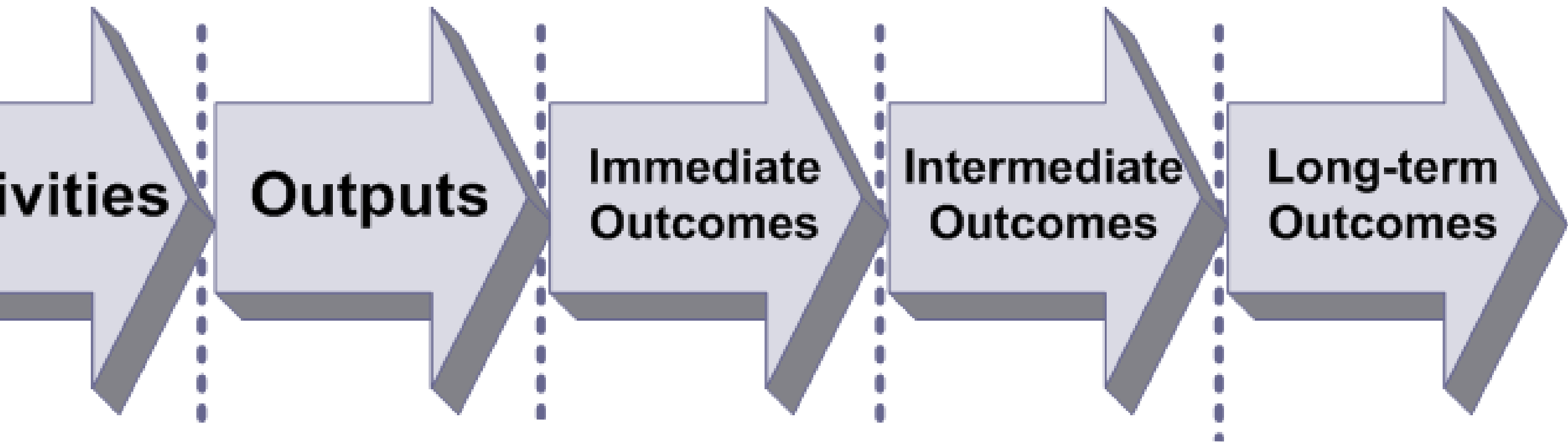
Making sure you delivered a prescribed number of activities

- e.g.: # of workshops, # of participants, # of intakes, # of assessments, # of Action Plans, # of appointments, etc.

## Measuring OUTPUTS

Making sure you delivered specific programs and services (think about your brochure, or the program guidelines...)

- E.g.: Counselling services, Case Management Services, Advocacy Services, HR Services, etc.



Now  
accountability  
tends to be  
Outcome  
Based:

**What CHANGED as a results of your programs and services?**

- Changes in awareness and understanding?
- Changes in behaviours, actions and compliance?
- Changes in societal norms?
- Or...MOST OFTEN...was the person employed or put into training?



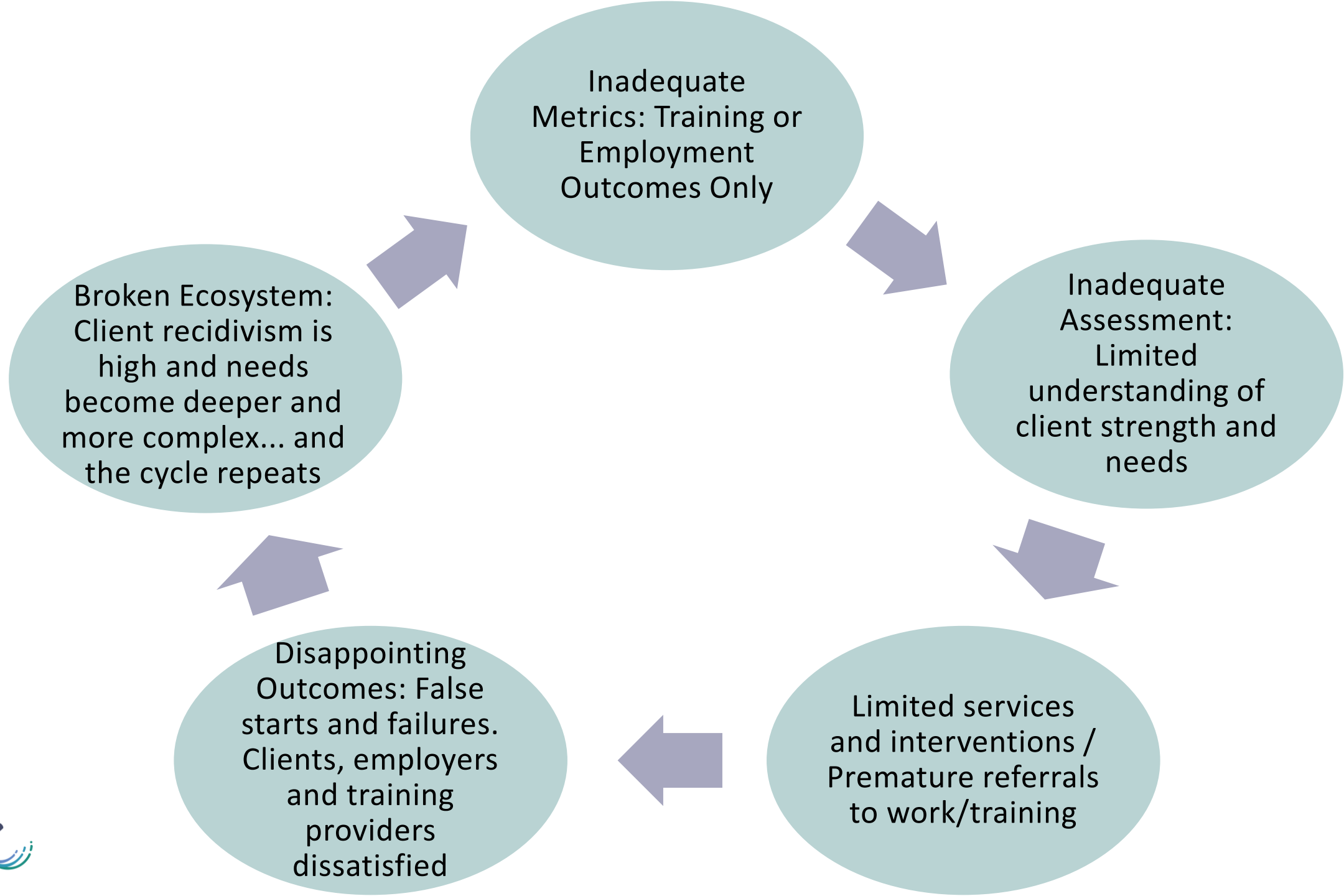
But who defines the metrics and are the results being measured the right outcomes??



- Metrics aren't just a mechanism to evaluate the quality of services.
- Metrics **SHAPE** the quality of services.
- Limited metrics that do not reflect our **IMPACT** erode the quality of services.









We set out to break this cycle by taking charge of our own data story.



# PRIME



1. Define meaningful metrics
2. Make it easy for frontlines to collect data
3. Make data accessible and useful for all



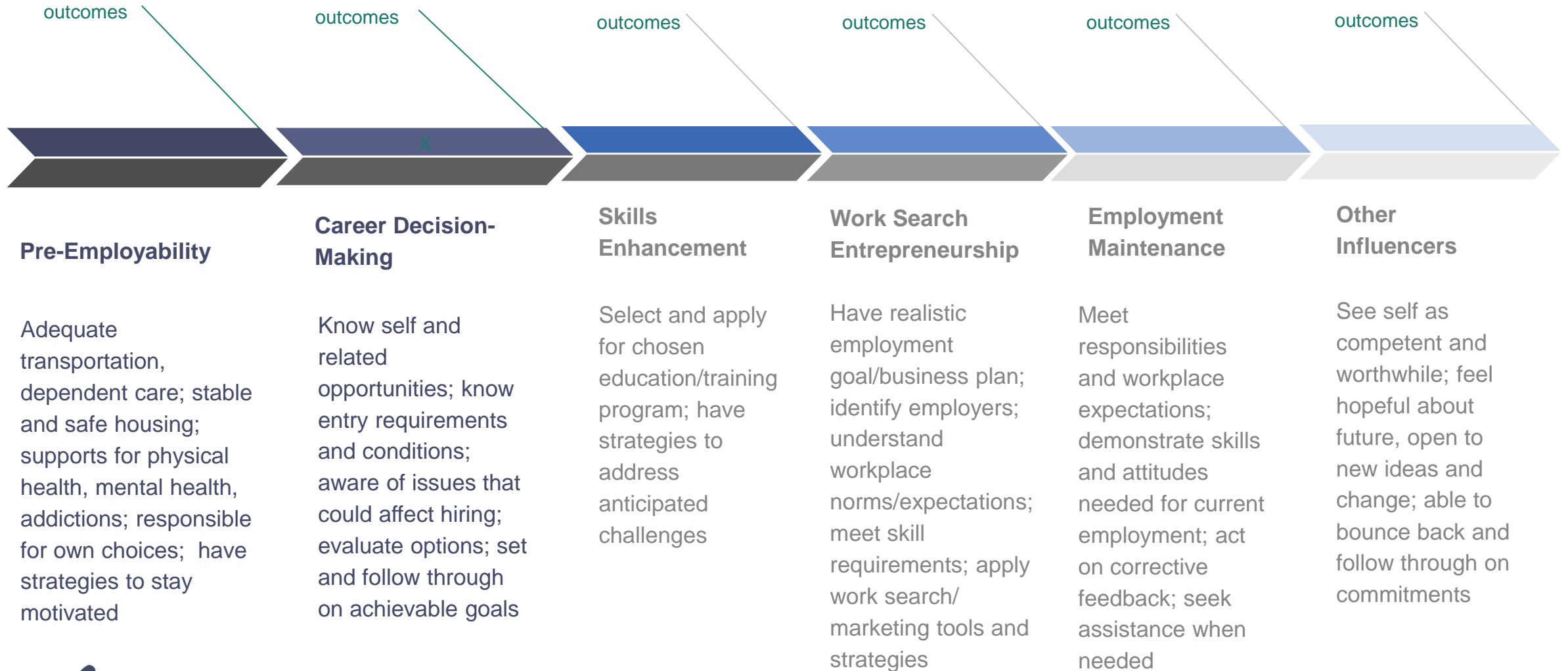
# We started out by asking...

- What changes do you hope will occur as a result of working with career/employment services? What changes really mattered along your career journey?
- What changes do you see in your clients that are important, but are never tracked or reported?



# Employability Dimensions

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# PRIME

An elegantly simple employability assessment tool to provide a series of data snapshots, promote quality service and demonstrate impact



Gathers data on all the indicators within the Employability Dimensions Framework



Integrated seamlessly into career services



Provides data on how clients change that informs the whole ecosystem



# Example of Initial PRIME Employability Assessment

PRE-EMPLOYABILITY/JOB READINESS	Not assessed 0	Not at all 1	Not much 2	Somewhat 3	Quite a lot 4	A lot 5
• Have adequate transportation						X
• Have adequate child care						X
• Have stable and safe housing						X
• Have supportive relationships						X
• Have support(s) for physical health challenges as needed					X	
• Have support(s) for mental health challenges as needed				X		
• Have support(s) for use of addictive substances as needed						X
• Take responsibility for own choices and behaviours					X	
• Have strategies to stay motivated					X	
• Other: Please specify below	X					

CAREER DECISION-MAKING	Not assessed 0	Not at all 1	Not much 2	Somewhat 3	Quite a lot 4	A lot 5
• Know own interests, values, strengths/skills			X			
• Research learning/employment options that connect to interests, values and strengths/skills		X				
• Know entry requirements, employment rates and conditions in preferred community for desired employment		X				
• Know issues that could affect hiring for desired employment (physical requirements, criminal record restrictions, travel requirements, etc)		X				
• Evaluate learning/employment options based on research and self-knowledge		X				
• Set achievable learning/employment goals		X				
• Follow through on agreed upon action plan steps				X		
• Other: Please specify below	X					

# Example of PRIME Progress Assessment

<b>CAREER DECISION-MAKING</b>	Not assessed 0	Not at all 1	Not much 2	Somewhat 3	Quite a lot 4	A lot 5
• Know own interests, values, strengths/skills					X	
• Research learning/employment options that connect to interests, values and strengths/skills				X		
• Know entry requirements, employment rates and conditions in preferred community for desired employment				X		
• Know issues that could affect hiring for desired employment (physical requirements, criminal record restrictions, travel requirements, etc)			X			
• Evaluate learning/employment options based on research and self-knowledge					X	
• Set achievable learning/employment goals					X	
• Follow through on agreed upon action plan steps				X		
• Other: Please specify below	X					

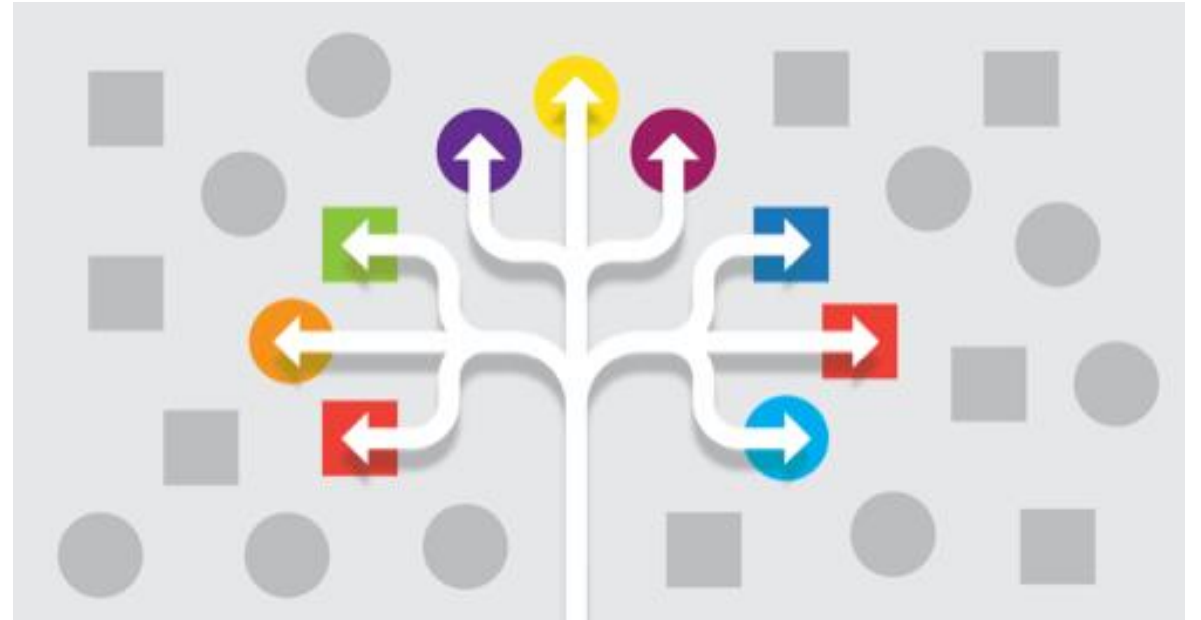
<b>SKILLS ENHANCEMENT</b>	Not assessed 0	Not at all 1	Not much 2	Somewhat 3	Quite a lot 4	A lot 5
• Choose education/training program(s) based on research and self-knowledge	X					
• Apply for chosen education/training program(s)	X					
• Have strategies to address anticipated challenges	X					
• Other: Please specify below	X					

<b>WORK SEARCH/ENTREPRENEURSHIP</b>	Not assessed 0	Not at all 1	Not much 2	Somewhat 3	Quite a lot 4	A lot 5
• Have an achievable employment goal			X			
• (For entrepreneurs) Have a realistic business plan	X					
• Understand workplace norms and expectations in preferred area of employment		X				
• Meet skill requirements for preferred area of employment		X				



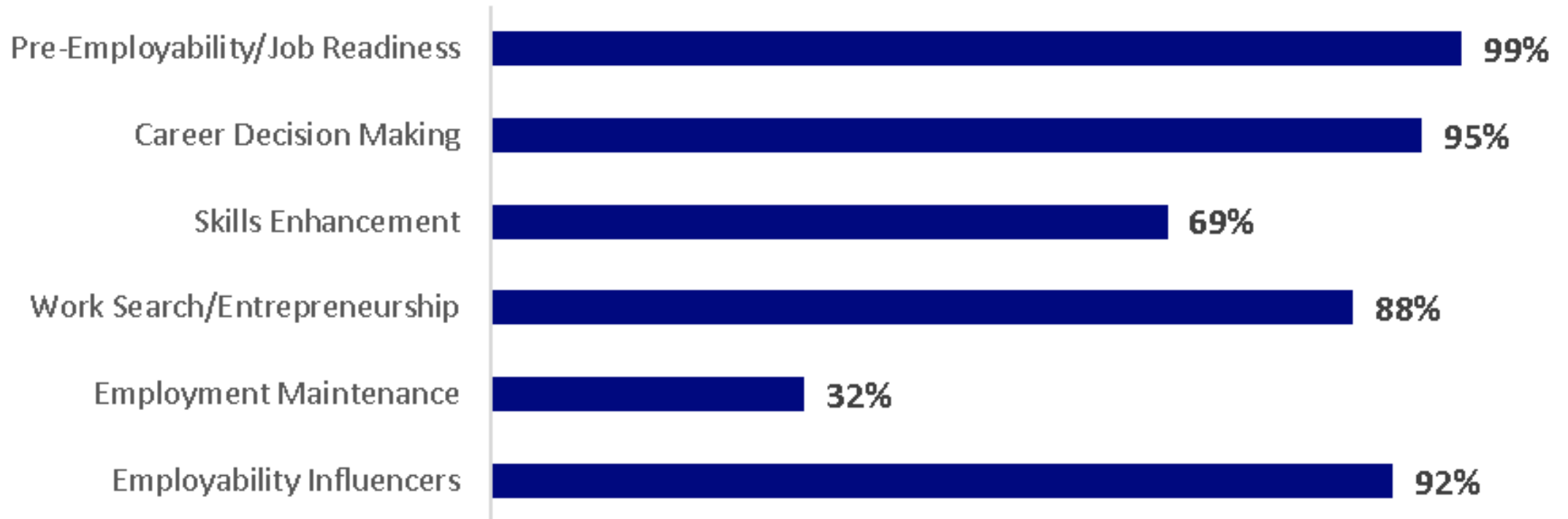
# Our Most Recent PRIME Research

- 6 participating agencies with diverse client groups
- 1,039 clients assessed using PRIME November 2018-February 2020



# What was most assessed at intake? Employability Dimensions

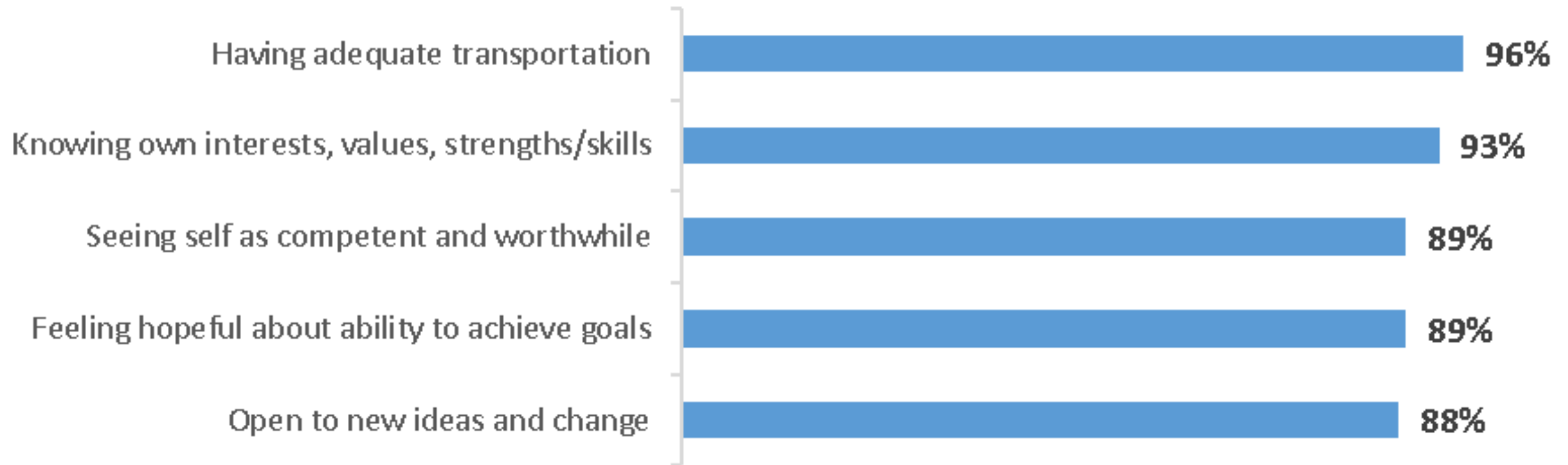
**Percentage of Initial Assessments Completed by Dimension**  
(n=588)



# What was most assessed at intake? Indicators

## Percentage of Initial Assessments Completed by Variable

(n=594)



# Clients' Strengths & Needs Initial Assessment



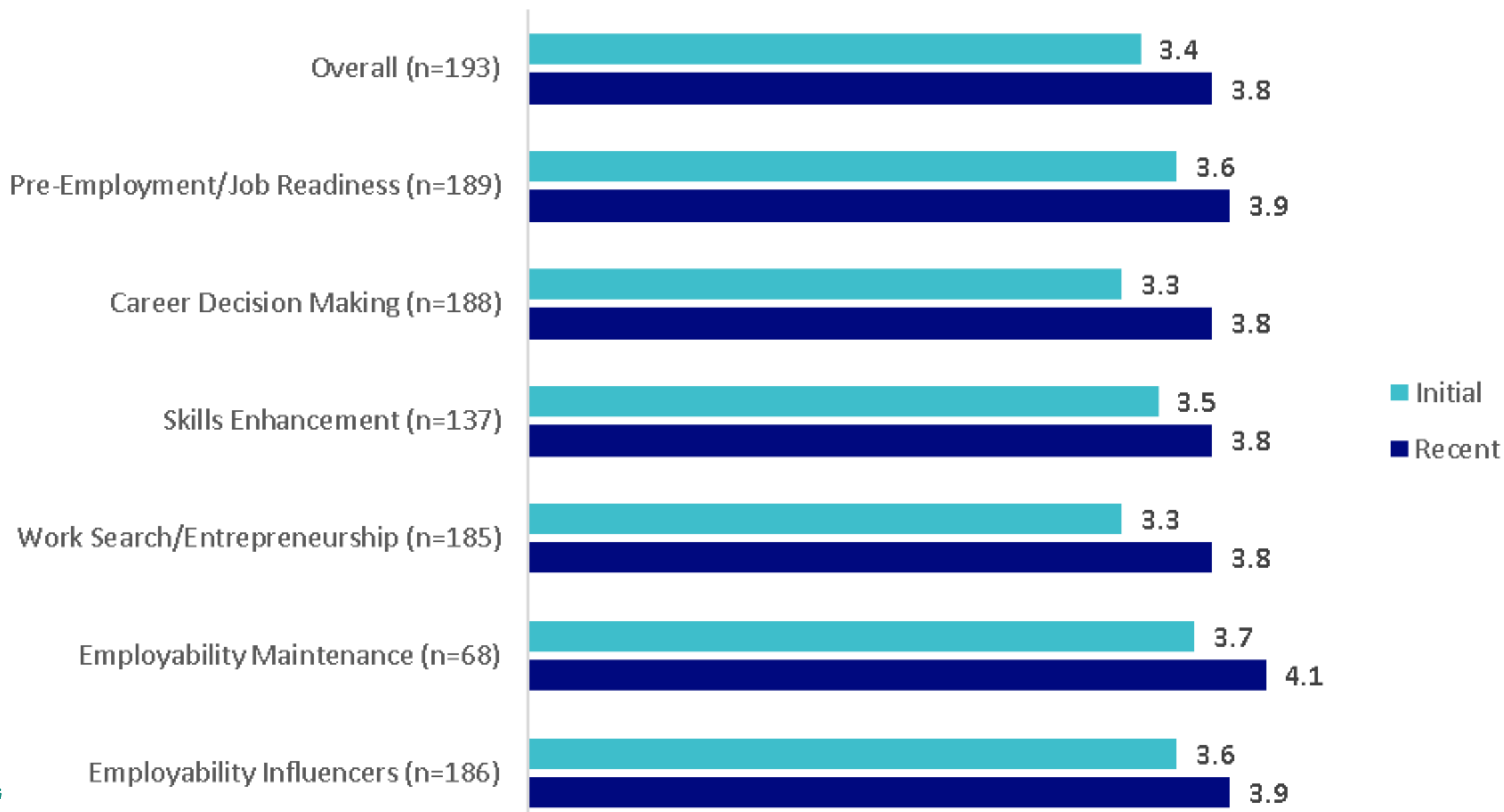
# Client Progress



The difference between the mean ratings in the initial PRIME assessments and the mean ratings in the most recent progress/final PRIME assessments

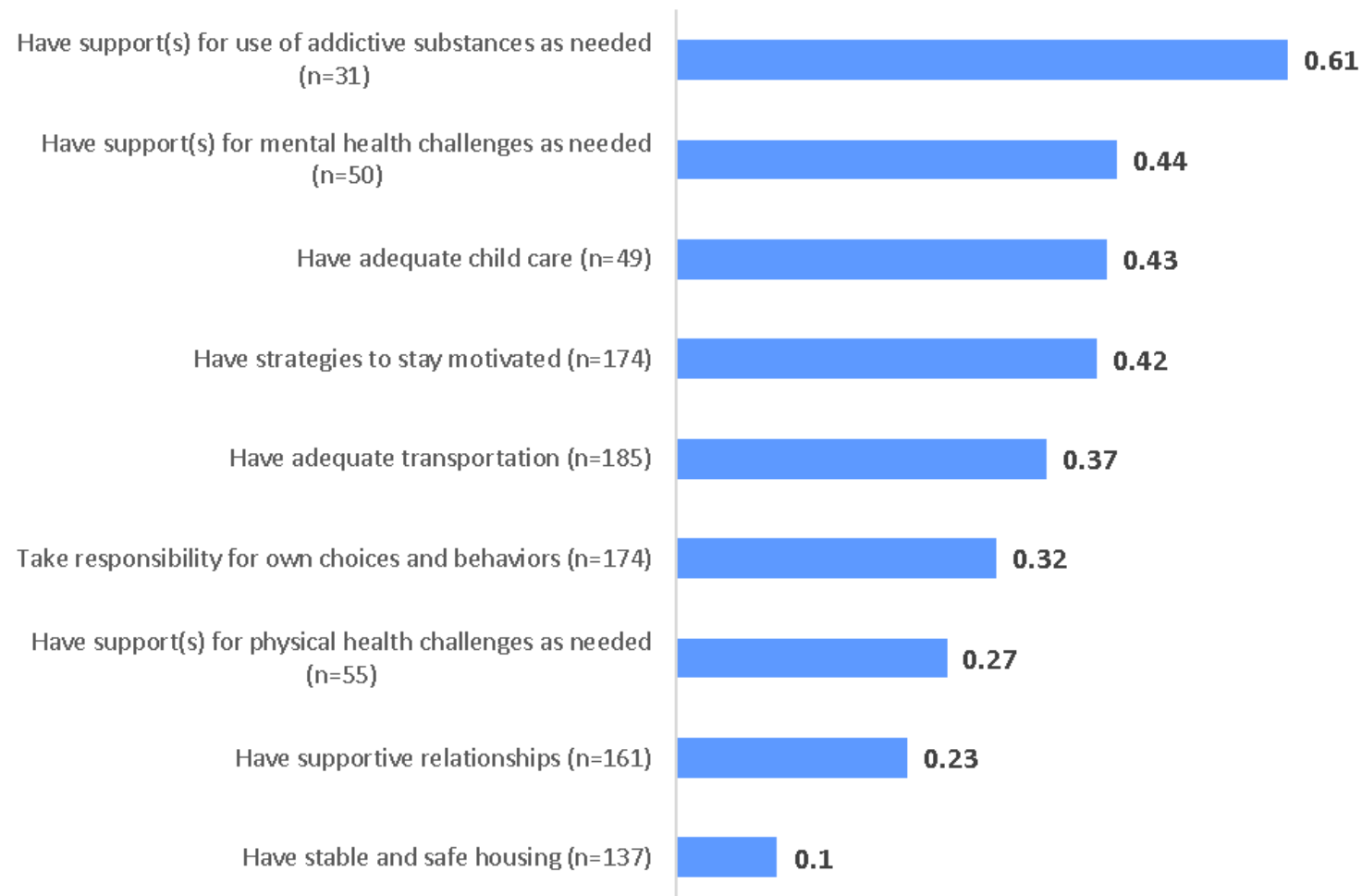


## Overall Progress - By Dimensions



# Progress: Pre-Employment/Job Readiness

## Pre-Employment /Job Readiness Progress



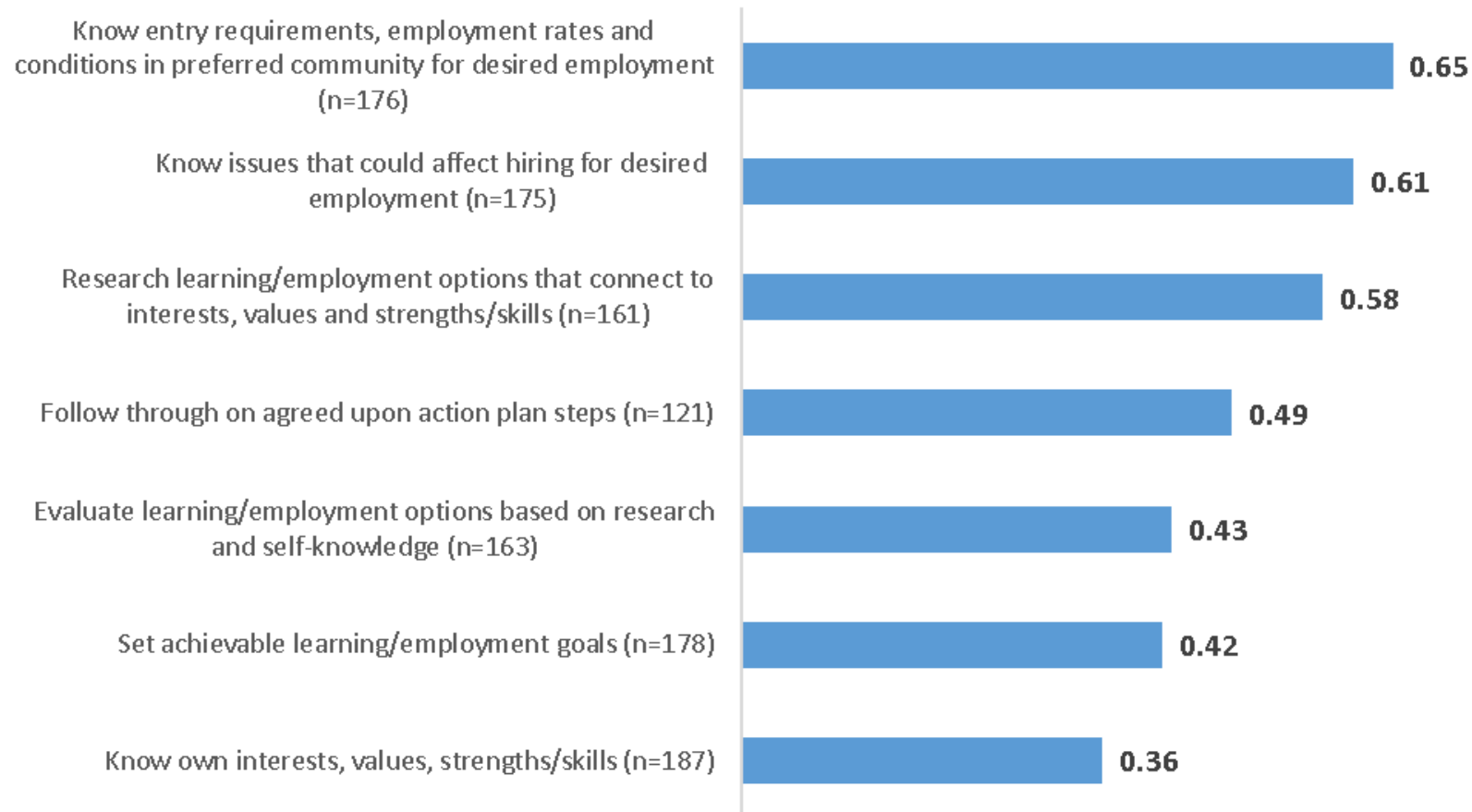
- 9 unique variables
- Statistically significant positive progress for all
- Largest increases specific to addictions, mental health and dependent care





# Progress: Career Decision Making

## Career Decision Making Progress

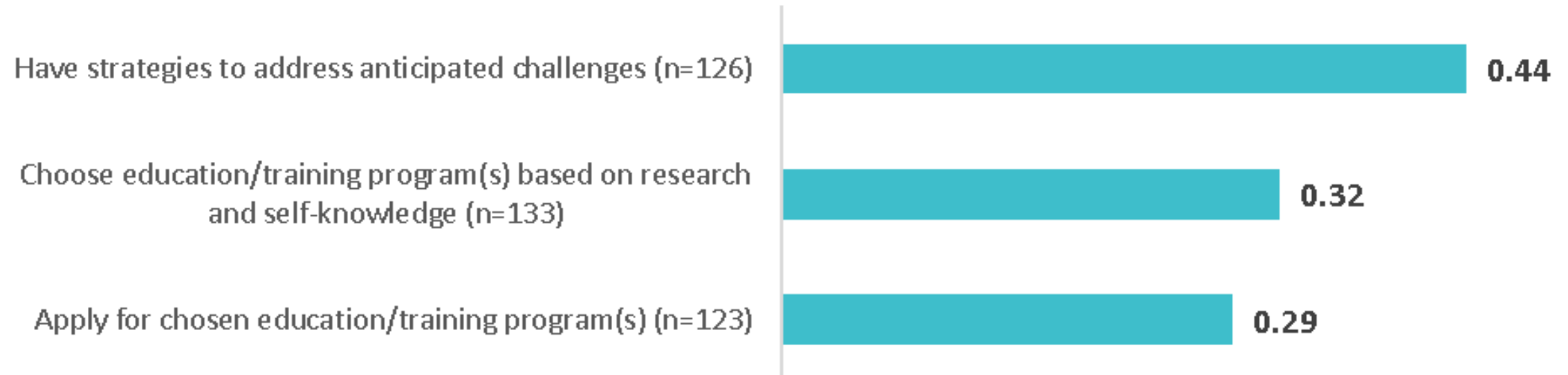


- 7 unique variables
- Statistically significant positive progress for all
- Largest increases specific to knowing specific LMI, hiring conditions and options linked to self-awareness



# Progress: Skills Enhancement

## Skills Enhancement Progress

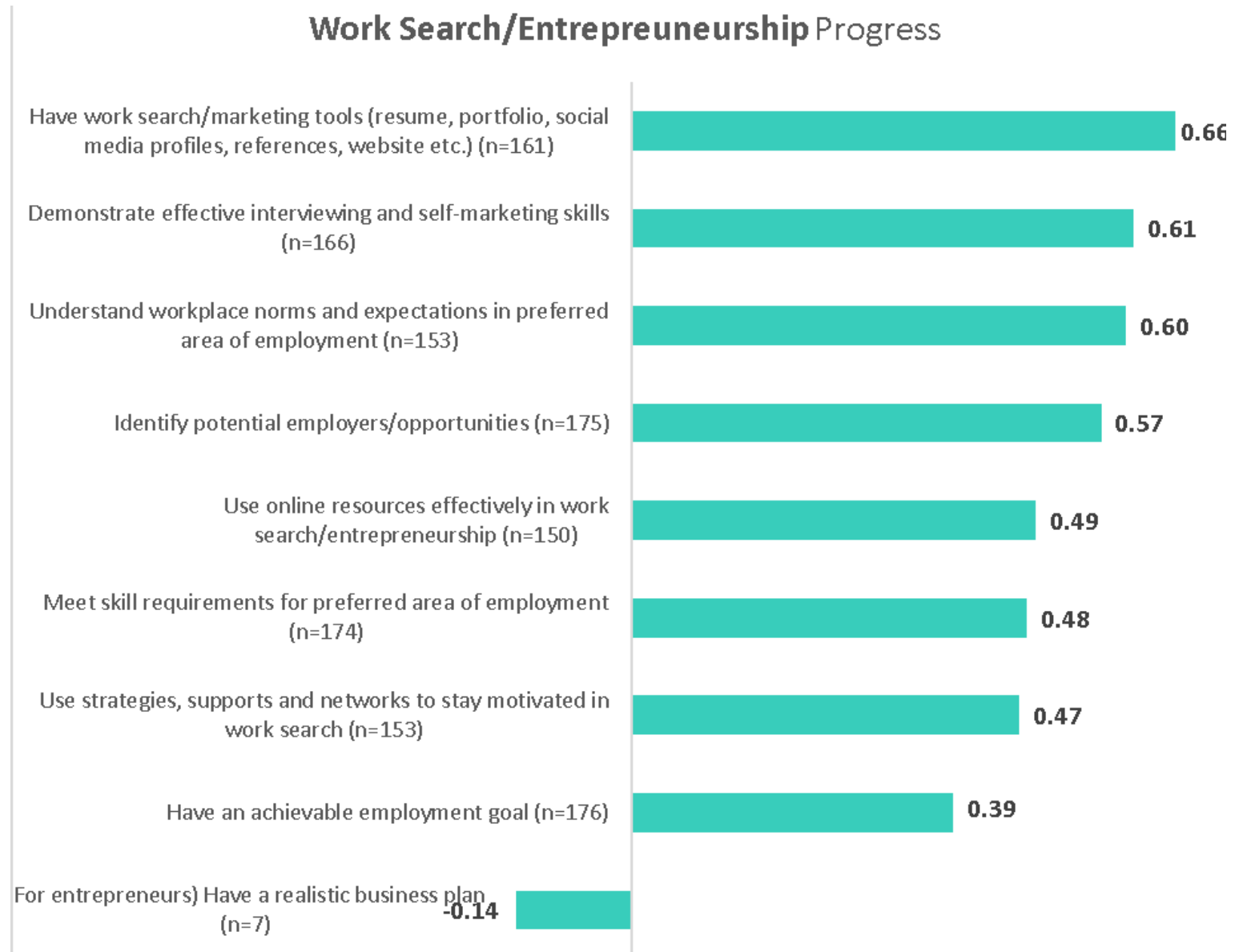


- 3 variables; statistically significant positive progress for all
- Largest increases specific to having strategies to address anticipated challenges



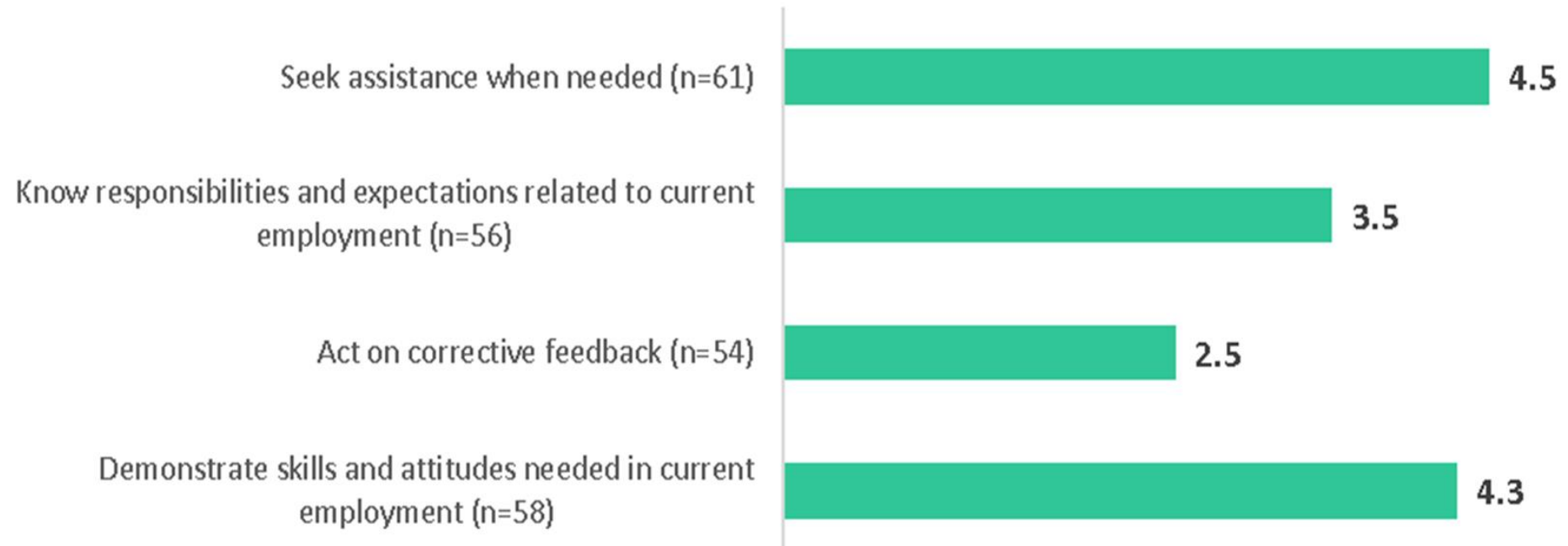
# Progress: Work Search/Entrepreneurship

- 9 unique variables;
- Statistically significant positive progress for 8/9
- Largest increases specific to having work search/marketing tools and skills and understanding workplace norms/expectations



# Progress: Employment Maintenance

## Employment Maintenance Progress

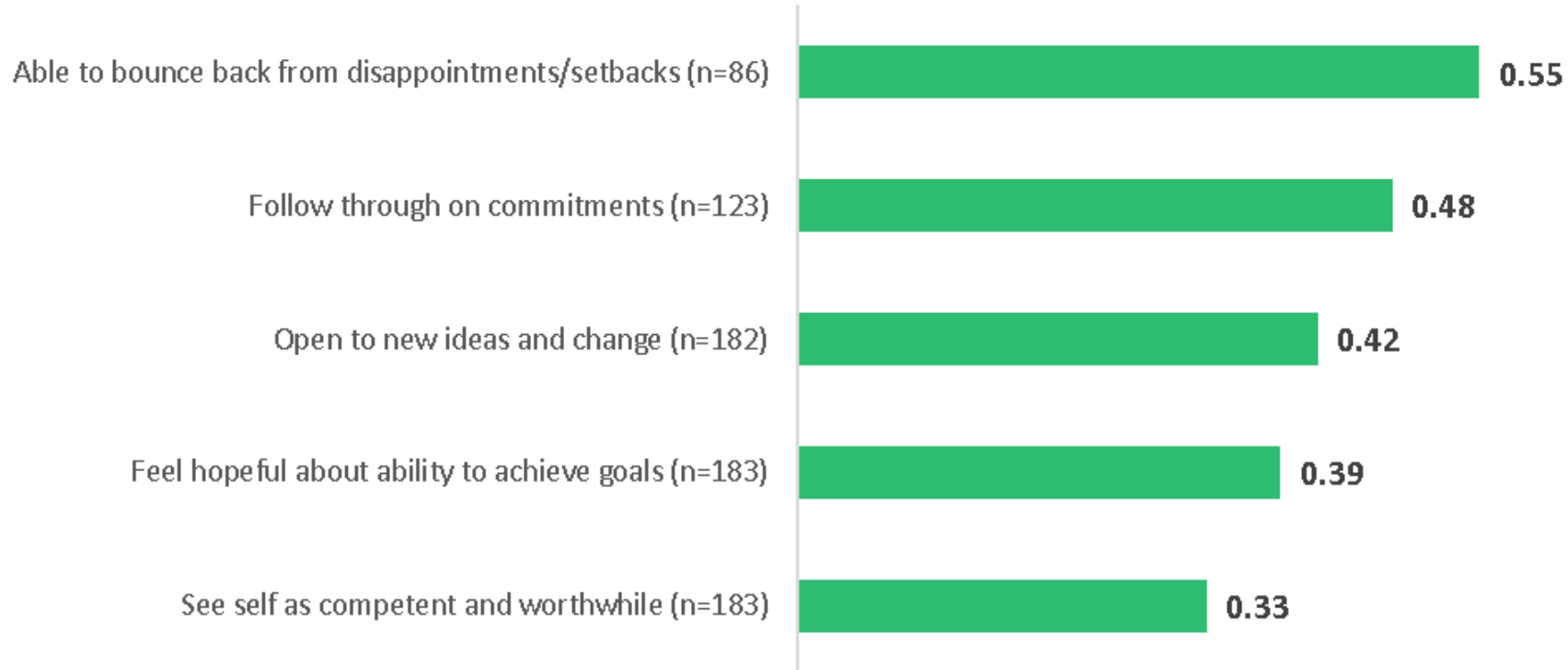


4 unique variables; statistically significant positive progress for all;  
small number of clients in this category



# Progress: Employability Influencers

## Employability Influencers Progress



- 5 variables;
- Statistically significant positive progress for all;
- Largest increases specific to resilience, follow-through and openness to change



# Mental Health Indicators

With Dave Redekopp & Mike Huston, we analyzed PRIME indicators against key categories of mental health:

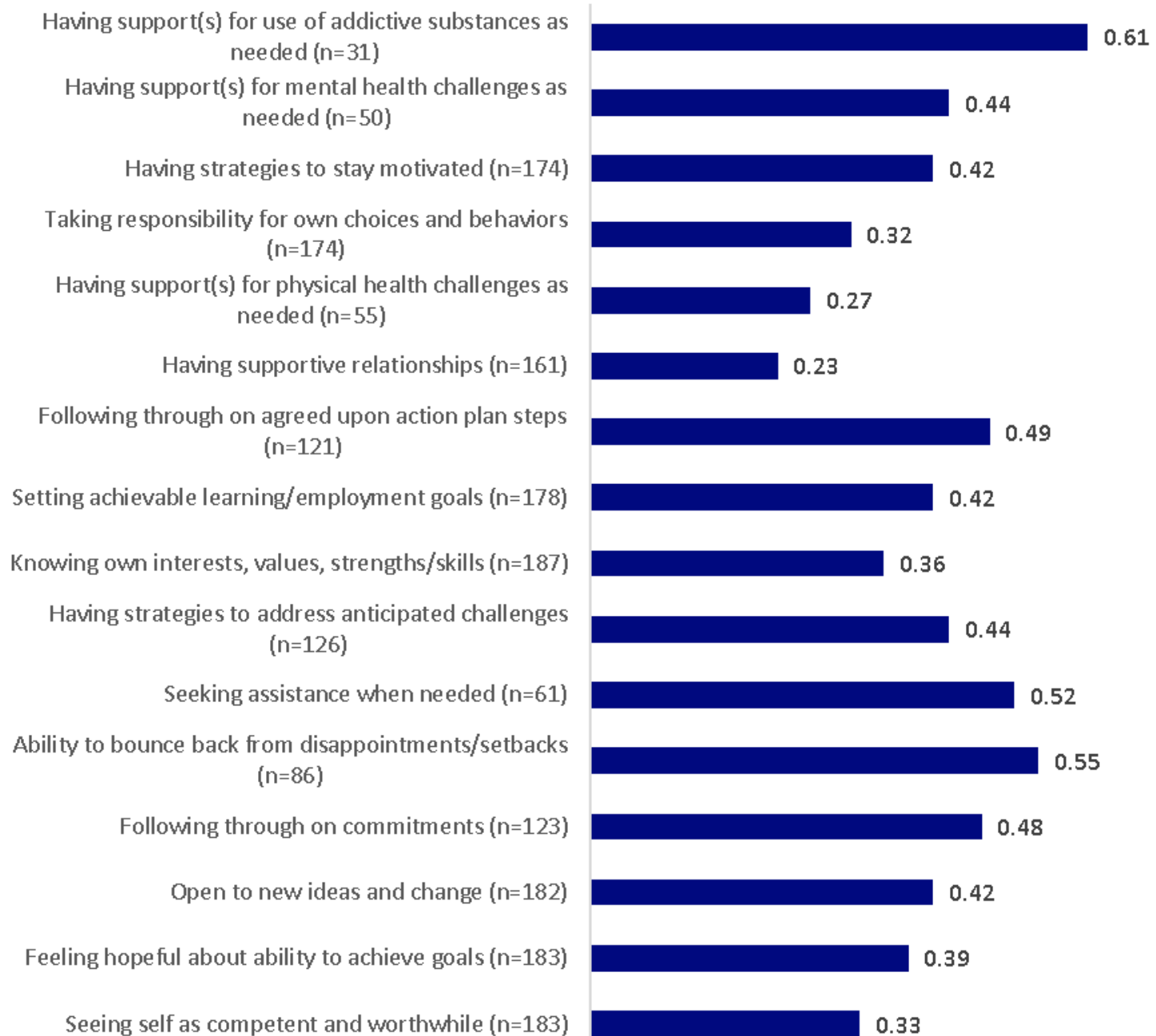
- Meaning/Purpose
- Contribution
- Relationships
- Satisfaction/Happiness
- Coping/Mastery/Autonomy
- Self-Acceptance
- Realizing  
Potential/Actualization/Growth



# Progress: Mental Health Indicators

- Statistically significant positive progress for all;
- Largest increases specific to accessing supports for addictions and mental health and having strategies to stay motivated

## Mental Health Variables - Progress





- Data on the presenting strengths & needs of clients
- Data on the dominant focus of service delivery
- Data on how clients progress while in service
- Data on client activities and outcomes
- Growing proof that incremental progress along the way is predictive of employment outcomes



## Data is Power!

For the 1<sup>st</sup> time ever,  
we can tell the client  
story and the real  
service deliver story

# The Tale of Client Transformation



# What participating staff said about PRIME

More engagement,  
more discussion  
and better follow  
through

Instills hope for  
building a future  
story

Serves as a road  
map

Improved my  
techniques and  
client relationships

Improves  
accountability

Leads to better  
referrals and  
faster/better  
outcomes

Supports focus and  
motivation

Improves  
teamwork

Gives relevant,  
real-time  
information

Reflects the client's  
journey

Holistic, user-  
friendly



## In their own words...

**“Switching to PRIME was like turning on a light in the dark”**

**“This has been the most successful and insightful work-learning experience I have ever had”**

**“Keep this tool. It’s effective, client-centered and relevant”**

**“Please allow us to keep using PRIME”**



# Predictive Capacity of PRIME



**Strong predictor  
of success in  
finding  
employment**



**With more  
data, PRIME  
will offer even  
greater  
predictive  
capacity**





# The Tale of Practitioner Transformation



## PROFESSIONALISM

"THIS HAS BEEN THE MOST SUCCESSFUL AND INSIGHTFUL WORK-LEARNING EXPERIENCE I HAVE EVER HAD."

- 100% ARE CONNECTED TO AND SUPPORTED BY THE NATIONAL AND INTERNATIONAL PROFESSIONAL CAREER DEVELOPMENT COMMUNITY, UP FROM 66.7%.

- I AM CLEAR ABOUT THE SCOPE OF MY PRACTICE AS A CAREER DEVELOPMENT PRACTITIONER.

## ETHICAL PRACTICE

"PRIME ENSURES ALL CAREER PRACTITIONERS ARE USING SIMILAR PRACTICES, AND IT STREAMLINES THE WORK OVERALL."

- DEEPER UNDERSTANDING AND APPRECIATION FOR THE CAREER PRACTITIONER ETHICAL GUIDELINES THAT UNDERPIN QUALITY CAREER SERVICES

- I KNOW HOW TO APPLY THE ETHICAL GUIDELINES FOR CAREER PRACTITIONERS IN MY DAY-TO-DAY PRACTICE

## CLIENT ENGAGEMENT

"MORE CLIENT ENGAGEMENT, MORE DISCUSSION, BETTER FOLLOW THROUGH. A VISION FOR THE FUTURE."

- 100% OF CLIENTS ARE ENGAGING IN THEIR ACTION PLANS, UP FROM 88.9%.

- 100% OF CLIENTS SEE THEIR PROGRESS, UP FROM 83.3%.

- 100% OF CLIENTS SEE WHERE AND HOW THEIR ACTION PLANS NEED ADJUSTING, UP FROM 83.3%.

## QUALITY SERVICE

"PRIME INSTILLS HOPE FOR BUILDING A FUTURE STORY. IT MEETS CLIENTS WHERE THEY ARE."

- CDP'S ABILITY TO ACCURATELY ASSESS THEIR CLIENTS' EMPLOYABILITY STRENGTHS AND NEEDS AT INTAKE INCREASED FROM 77.8% TO 83.3%.

- CDP'S ABILITY TO DELIVER CAREER SERVICES THAT MEET THEIR CLIENTS' NEEDS INCREASED FROM 83.3% TO 91.7%.

## EVIDENCE-BASED PRACTICE

"PRIME GIVES RELEVANT, REAL-TIME INFORMATION THAT REFLECTS THE CLIENT'S JOURNEY."

- 100% OF CDPs AGREE THEIR DATA IS MEANINGFUL AND ACCURATELY REFLECTS THE REAL PROGRESS AND OUTCOMES THEY SEE IN THEIR CLIENTS, UP FROM 72.2%.

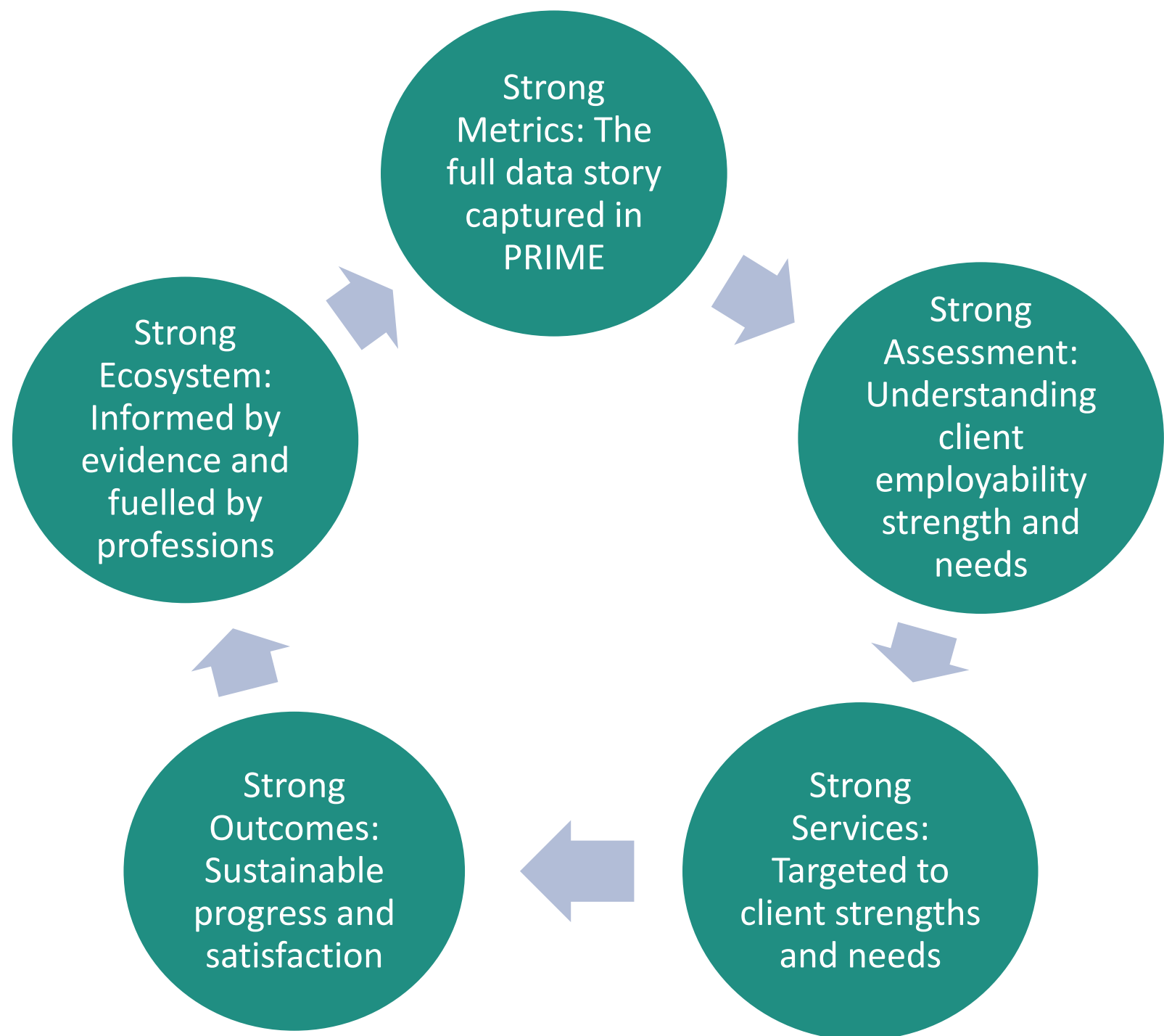
- 91.7% OF CDPs AGREE THAT USING [PRIME] FOR COLLECTING AND REPORTING DATA PROVIDES THEM WITH RELEVANT AND USEFUL FEEDBACK



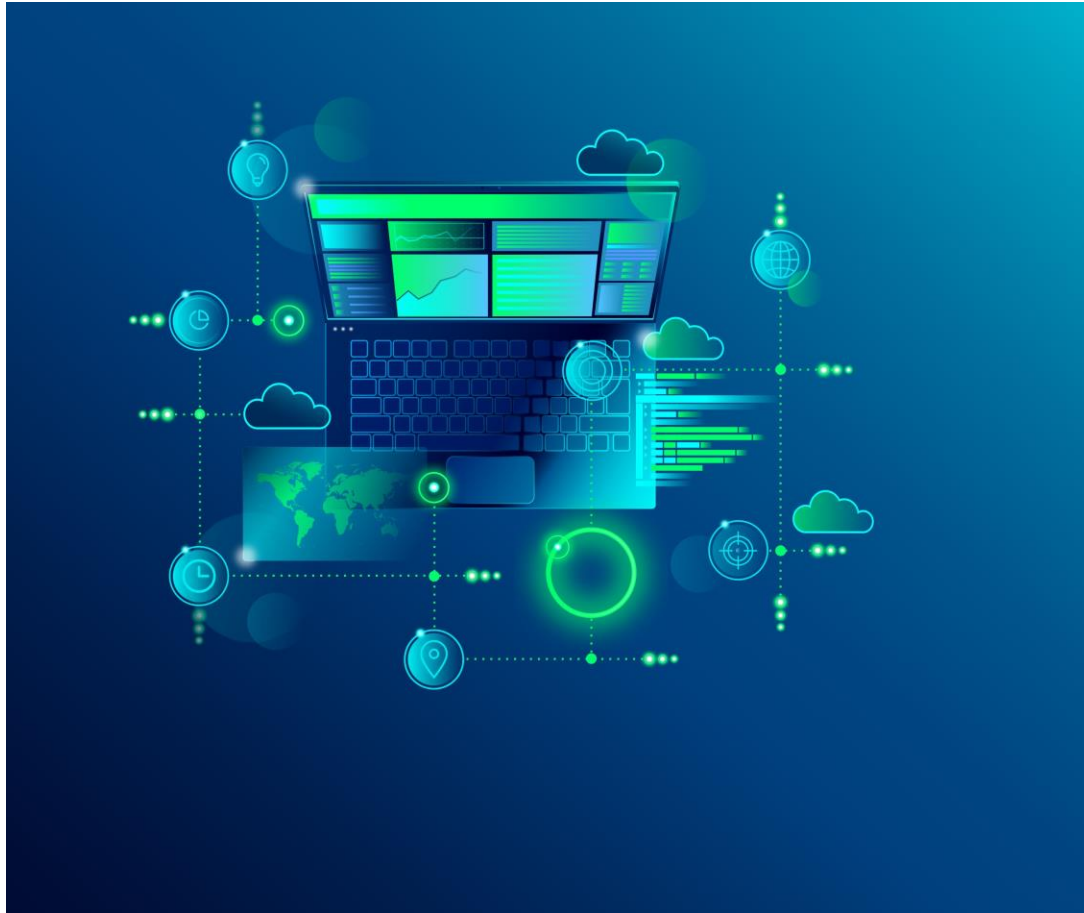
PRIME: MEASURING THE IMPACTS ON THE JOURNEY TO EMPLOYMENT



# The Tale of Systemic Transformation



# How would you describe your relationship with metrics and evaluation?



- A red-hot burning love affair?
- A happy win-win alliance?
- You tolerate each other, but there is no joy?
- A resentful relationship in which nobody wins?
- The bane of your existence?
- Other??



Questions?  
Comments?  
Deep  
Thoughts?



# Thank You!

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