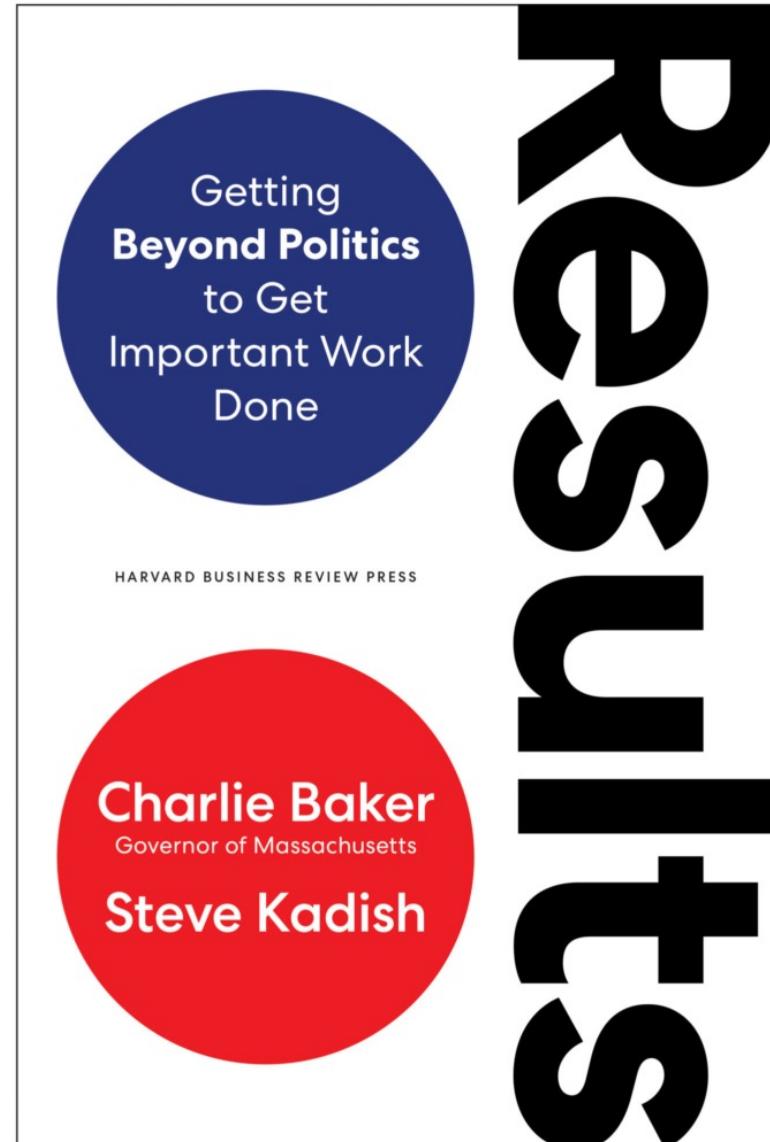


# **Building State Capacity: From Elections to Governing: Getting Beyond Politics to Get Things Done**

11.30.2022

## **Introduction to the Results Framework**

Steven Kadish



“Let us not seek the Republican answer or  
the Democratic answer, but the right answer.  
Let us not seek to fix the blame for the past.  
Let us accept our own responsibility for the  
future.”

--John F. Kennedy



Photo: Pat Greenhouse, Boston Globe. Jan 2015

# **Introduction to the Results Framework**

## A Leader's Guide to Executing Change and Delivering Results

- For Public Sector Leaders
- By Public Sector Leaders
- To Improve Public Sector Services

*A message about How and Hope*

# Results Framework: 4 Parts

- People are Policy
- Follow the Facts
- Focus on How
- Push for Results



# People Are Policy:

*Start Here to assure the capacity to act*

- Select Leaders and Build Teams
- It's about Knowledge AND Know-How
- Constructive Tension: New People and Current Staff
- Create a Dedicated Project Team (2-3 people core)

*We always start here when we attack a problem to ensure that there is the capability and capacity to get the job done. Our focus is NOT on their party-affiliation, but instead on the individual's knowledge and know-how.*

# Follow the Facts:

*Defines the problem-to-solve and points to interventions*

- Gather Data Evidence – critical information
  - Snap-shots and trends: Budget, Staffing, # Served
  - Reports and Program Descriptions
  - Performance metrics: Individual transactions, Program-level
- Uncover Points of Pain – stories that demonstrate real-world impact
  - Personal anecdotes from customers
  - Examples of what's broken from staff/providers
  - Media reports

*Following the facts is not about the selective use of data to win an argument.  
It's about the clear-eyed objective to understand the problem.*

**Tip: *Round the table* -- all participants speak, listen, and be heard**

**What:** One by one, each person—regardless of position or title—can ask a question or make a comment.

**Why:** A great equalizer. It *surfaces what people are truly thinking* and new facts/issues—building a common understanding, engagement, and trust.

***Steps for facilitators:***

- ✓ Ask the leader for observations about the major concerns to address
- ✓ Seek volunteers to comment next. Then direct the conversation to go around the room in order of seating, so that everyone participates
- ✓ Encourage each participant to describe what they believe are key points of pain —as well as ideas to tackle the concerns raised

# Tip: *Get Out of the Tower*

**Why:** Whether private or public sector, there is a tendency to believe that how to do things better lies within the organization itself. While sometimes true, it's an incredibly limiting perspective.

**What:** Reaching outside the organization helps break the information bubble that forms around leaders—while building new knowledge and capacity.

**How: *Get out...***

- Of the office. Talk AND LISTEN to all types of people directly— suppliers, influencers, and especially customers.
- Beyond internal reports. Seek outside experts and comparative peer data.
- Make site visits. Meet the managers/staff. Solicit their input.
- For the customer experience. Take the role of customer to see first-hand problems and potential.

# Focus on How:

*The structure to move from fact problems to meaningful results*

## **What to do:** A Charter of Activities—an implicit promise

- Examples: Action plan, Administrative order, Program description, Budget appropriation, Enabling statute

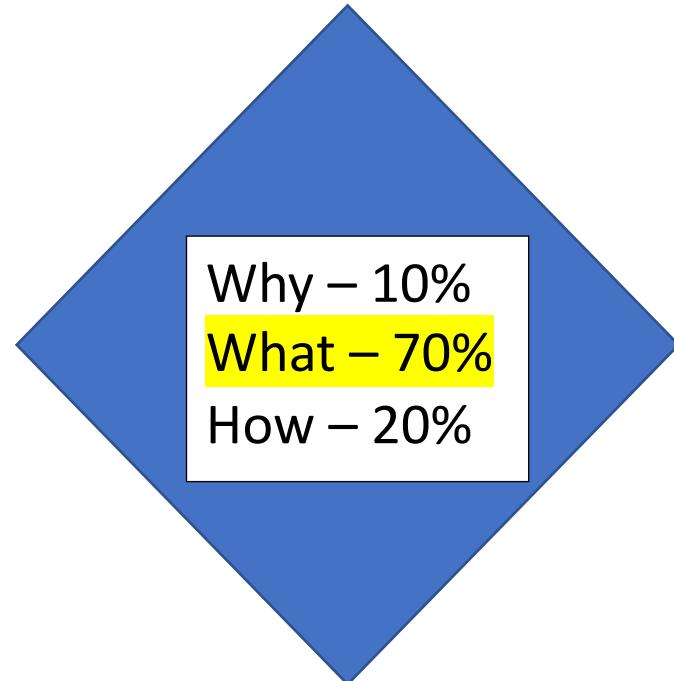
## **How to do it:** Methods to organize the work—from design to delivery

- Work-Management Triangle: Time, Resources, Scope
- Team/Dedicated Team/Strategic Ops Team
- Releases/Project Management
- Agile Scrum
- Leadership Team Reviews

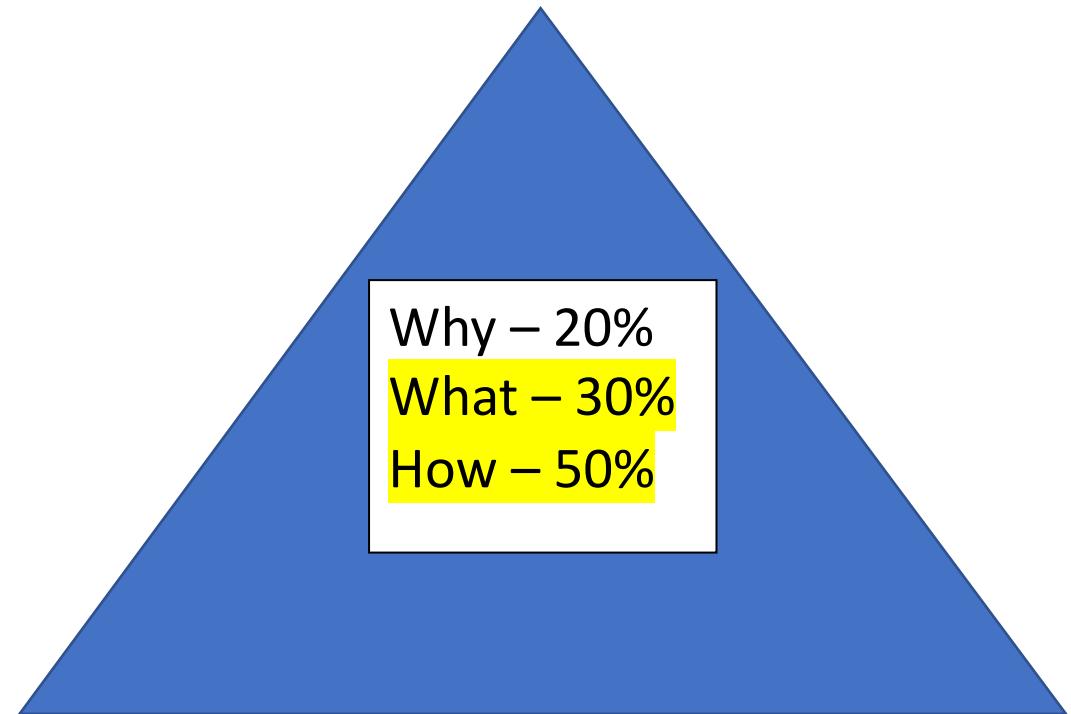
*Talented people and being data-driven are not sufficient. Results require an understanding of how things work, **a method**, and the know-how to make it happen.*

# Emphasize Both “What to do” and “How to do it”

**Poised on a Precarious Point**



**A Foundation Built on What & How**



# *Tip: Flip work-management triangle: Time drives results*

## **The Triangle: Scope, Time, Resources**

**Don't do what we did:** Before, *we started projects focused on Scope* and a “waterfall” approach with lengthy timelines and little to show along the way.

**Start with time.** Now, we set *Time targets of a few weeks*.

- Exploding with urgency
- Embracing an “agile” approach
- Maximizing Resources—laser-focused key Scope items
- Employing short-timeframe “releases” for follow-on

# Applying the Concept of ‘Release’:

## A Release Leverages Time and Project Management

### Key Steps:

- ✓ Set overall release timeframe (i.e., 8-12 weeks)
- ✓ Determine the core workstreams, including critical problems, essential deliverables
- ✓ Assign a team leader and staff/consultant resources (Dedicated Team)
- ✓ Further breakdown the workstream into 2-week sprints (Agile sprints)
- ✓ For each workstream, hold the Daily Scrum! A 15-minute stand-up meeting
  - 1) What did you do yesterday?
  - 2) What do you expect to get accomplished by tomorrow?
  - 3) What are the impediments to prevent this from happening?
- ✓ Hold Leadership reviews 2x/weekly to help resolve issues, coordinate between efforts

**Focus on what it takes to accomplish the deliverables in the release timeframes.  
Be rigorous. Be fair. Be relentless. Be innovative.**

# Push for Results: *Determine actual performance*

“Never mistake activity for achievement.” John Wooden

- Measure what matters (performance metrics, project status)
  - Overall / Program
  - Customer / Transaction – Point of Pain
- Distrust Averages!
- Discuss Results in Leadership Reviews
- Measure. Evaluate. Adjust. Repeat!

*This objective evaluation, not a spin on how to interpret performance, then allows for rational, real-world adjustments.*

# Tip: Leadership Reviews: Candor and Questions

## Project Management: The ability to color It Red.

- Green: on track and on time
- Yellow: issues but will be resolved by deadline
- Red is a call for help—not a signal of failure, but requires leadership action
- *Marking an item red is not easy*

## Performance metrics: Questions encouraged.

- Examining a target moves discussion to facts and away from the personal.
- Anyone can ask a question, observe something isn't working, or recommend a specific intervention. Discussion is safe.

*To be comfortable about raising the uncomfortable to get at better results.*



# Dept of Children & Families—Organizing the Turn-around

- 1) Governance: Executive Team; Agency Improvement Leadership Team
- 2) Dedicated Project Team
- 3) Project Management Method: Released-based
- 4) Project Management Method: Agile-scrum! Getting to Green!
- 5) Project Management Method: Status Updates: Red, Yellow, Green
- 6) Project Management Method: Workstreams (co-chairs Central Office & Field)
  - Policy and Practice
  - People
  - Management Structure
  - Metrics and Reporting
  - Communications
- 7) Leadership Reviews: R/Y/G Status Update; Metrics; Round-the-Table

# Daily Scrum

- Answer three questions
  - **What did I do yesterday?**
  - **What will I do today?**
  - **Are there any impediments to address?**
- The Scrum is a 15-minute time-boxed meeting to plan for the next 24 hours.
- Focus on reviewing the work since the last Daily Scrum and forecasting the work that could be done before the next one
- The Daily Scrum is held at the same time and place each day to reduce complexity
- The Scrum Master moderates all conversation
- All team members are equal
- No Sidebar discussions, take these offline
- Keep the Sprint's goal in view
- Team Members answer once to their Sprint workload
- One person speaks at a time

# Getting to Green - Checklist

## **FOR EACH PRIORITY:**

- Clear objective and goal established
- Scope defined
- Product backlog defined for release
- Sprint backlog defined
- Communication/Engagement/Resources needs defined
  - Internal/External stakeholders impacted (identified potential roadblocks)
  - How you will engage them
- Metrics defined (quantitative or qualitative)

# Sample Report

Objective	Scope	Sprint Backlog	Product Backlog	Com
Green	Green	Yellow	Yellow	Red

## Status colors:

Green: On track

Yellow: Concerns / at-risk

Orange: Decision required

Red: Requires immediate intervention

Objective: To analyze non-state revenue options that could be tapped to close the funding gap for the Green Line Extension project to pursue.

Scope:

Metric:

**Sprint 1:** 9/21/15-10/2/15

- Document and analyze Mass General Laws relating to value capture, TIF, DIF and other revenue sources
- Determine whether the Value Capture Commission or the P3 Commission will have a role in May 2016
- Review existing value capture/P3 MOUs (Assembly Square, North Station, Lechmere, etc.)
- Review the existing agreement between the MBTA/MassDOT and Northpoint
- Review any discussions had to-date with Northpoint Management (Secretary/Mark Boyle?)
- Confirm the ability to provide additional federal funding through the New Starts process to the project
- Brainstorm and define any additional revenue opportunities (naming rights, etc.)

## Product Backlog

- Implement a value capture strategy for Lechmere /Northpoint
- Implement a value capture strategy for North Station /College Ave./Tufts
- Implement a value capture/DIF/TIF strategy for Union Square
- Determine whether any value capture possibilities exist for other stations/areas
- Implement a strategy for securing additional federal funds
- Determine whether any other alternative revenue sources (e.g., naming rights) are feasible

Objective: one to two sentences based on the priorities of what you are trying to attain or accomplish. (you might have multiple objectives based on the priorities )

Scope: What work will be included in this effort (and what will not)

Metric: How do you know if you are successful?

Sprint 1 Products: The deliverables you are planning to complete by Friday October 2

Product Backlog: All the items known or suggested additional deliverables that are you feel should be completed but not included in the current sprint.

**SAMPLE**

# People

## Status Update: Thursday 10/01/15

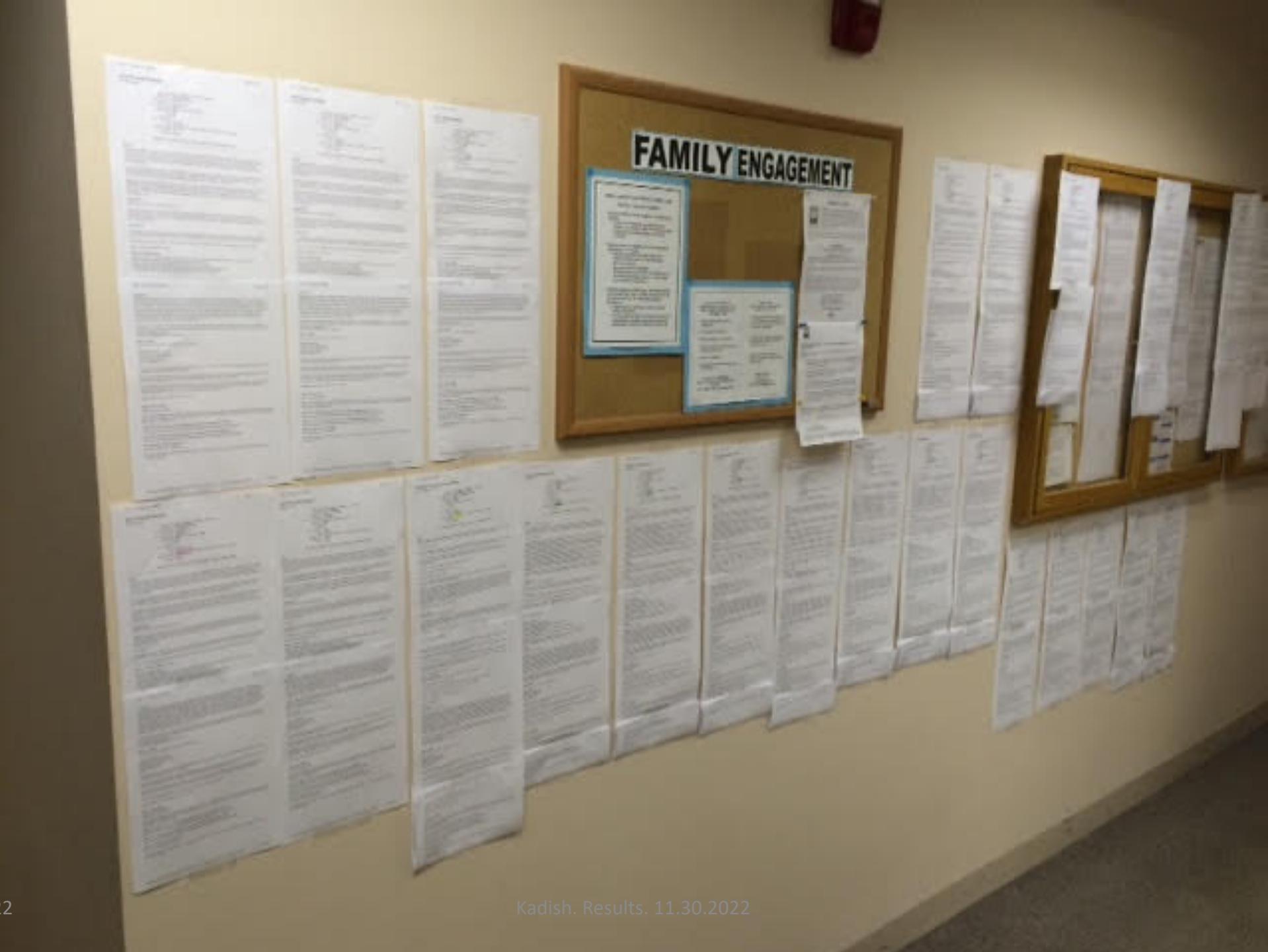
Objective	Scope	Sprint Backlog	Product Backlog	Comm/Engage	Metrics	Overall Status

**Objective:** Establish, plan, and implement a comprehensive recruitment, retention, and talent sourcing strategy to support the mission of the agency. First and foremost, identify, post, and fill critical hires throughout the agency in an expeditious, thorough and thoughtful manner.

**Scope:** Scope includes: Posting and filling positions. Streamlining the hiring process. Creating and implementing a plan to remedy salary collision issues.

**Metric:** Number of positions posted, number of positions filled, number/% of qualified candidates in each pool, Time to fill (posting to onboarding for possible and actual average)

Current Sprint Product	Status Notes	Status (G,Y,R)
Post 60% (121) of open positions (201)	83 posted to date	Green
Identify and prioritize key positions to hire	Med Director, Ombudsman, Central Region Director, Asst Commissioner for Foster Care, Director of Strategic Inits	Green
Identify needed MQs and complete, revise job descriptions/postings where necessary, and Position #s for 80% all open positions	List our outstanding needs (MQ, job postings, and questions) sent to DCF executive team members.	Yellow
Propose candidate pooling for in-demand positions	Requires further discussion with hiring managers and/or executive team	Yellow
Review salary and position data to validate and quantify salary collision issue	First cut at report has been run	Green
Inventory existing recruiting tools used	EOHHS-HR and GOV have started inventorying currently available recruiting tools, discussing ways to maximize their use, and started a list of options for new resources	Green



# Examples of Releases at Dept of Children & Families

## Agency Improvement Leadership Team Kick-off Meeting (9/16/2015)

### Release 1 Accomplishments (11/25/2015)

- Drafted & negotiated **Protective Intake** and **Supervision policies**
- Developed high-level implementation plan for new policies
- **Posted 200 positions** including early retirement backfills and additional managers
- **Restored the Department's Central Region**
- Planned IT modifications to incorporate new policies into the i-FamilyNet system

### Release 2 (3/18/2016)

- Drafted and negotiated **Case Closure** and **In-Home Case Work policies**
- Trained and implemented **Protective Intake** and **Supervision policies**
- Continued **onboarding 200 positions** and key management positions
- Enhanced existing/developed new metrics
- **DCF hires its first-ever Medical Director**

# Examples of Releases at Dept of Children & Families

## Release 4 Accomplishments (7/29/2016)

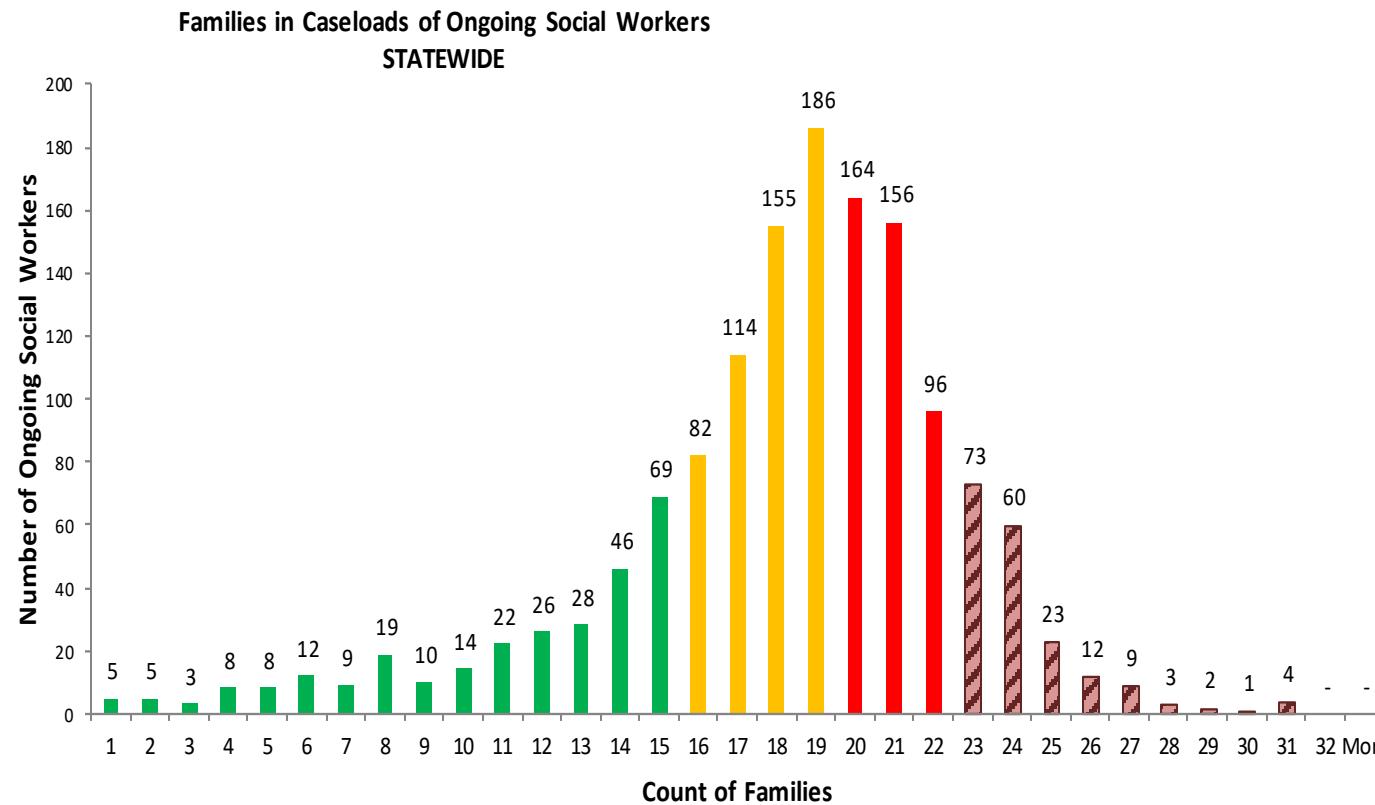
- Drafted and negotiated Missing and Absent Children policy
- All DCF Area Offices are de-coupled; now each has its own management team
- Net decrease of 372 cases from peak month of case count in FY16
- **29 new Medical Social Workers** in process of being onboarded
- **Foster parent recruitment events held in all 5 regions**

## Release 6 Accomplishments (2/3/17)

- Trained and implemented new FAAP and DA Referral policies;
- Placement support - STARR bed procurement out to bid
- Emergency childcare family-based provider pilot launched
- New Foster Parent Recruiters are trained and onboarded
- Net decrease of 1,983 cases from peak month of case count in FY16
- **95% of On-Going Social Workers have fewer than 20 families in their caseloads**

# DCF Caseloads: “Average” Masks Reality

(March 2016)



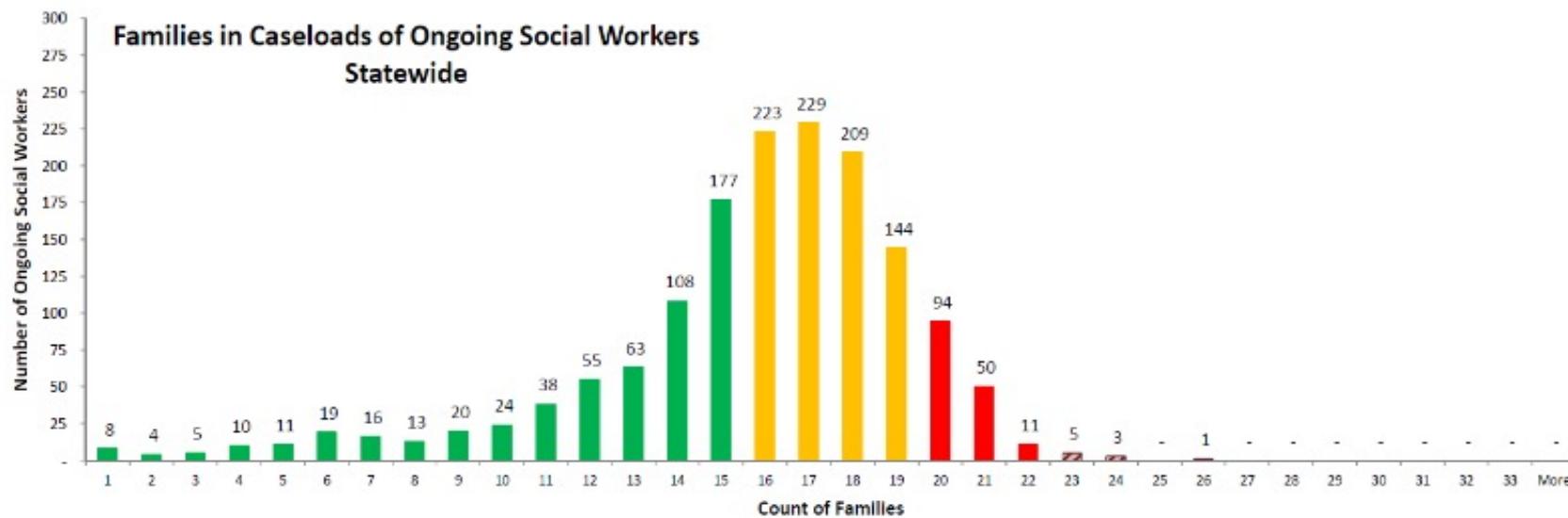
STATEWIDE Count of Families	# of Ongoing Social Workers	Prior Month	
		%	Prior Month
≤ 15	284	20%	22%
16 to 19	537	38%	36%
20 to 22	416	29%	29%
≥ 23	187	13%	14%

Mean	Median
18.3	19.0

# DCF Caseloads: Dramatic Improvement (August 2017)

## Summary -- STATEWIDE



**Aug-2017**

# of Families	# of SWs	%
≤ 15	571	37%
16 to 19	805	52%
20 to 22	155	10%
> 23	9	1%
Mean		15.8
Median		16.0

## DCF: Then and Now

	THEN	NOW
# of Social Workers on Staff	As of September, 2015... 2,265	As of December, 2017... <b>2,553 (net gain of 288 SWs or 13%)</b>
Percentage of Social Workers Licensed *	As of October, 2014**... 54%	As of December, 2017... <b>98.7%</b>
Management Capacity	As of July, 2015... DCF operated with 192 total managers	As of December, 2017... <b>Critical hires result in net gain of 88 (46%) managers</b>
Policies	As of September, 2015... DCF operated with outdated policies that historically took years to update, negotiate and implement	As of December, 2017... <b>7 new policies: Protective Intake (implemented), Supervision (implemented), FAAP*** (implemented), In-Home Case Practice (Spring 2017), Case Closing (implemented), Children Missing From Care (implemented), and DA Referral (implemented)</b>
Regional Structure	As of September, 2015... DCF employed a 4-region structure with the Western Region accounting for 50% of the state's geography and caseload	As of December, 2017... <b>Restored DCF's Central Region, improving oversight and strengthening management capacity</b>
Area Office Decoupling	As of September, 2015... 18 Area Offices remained "coupled" - 2 offices sharing the same Area Director (9 office pairings still in place)	As of December, 2017... <b>All Area Offices are de-coupled, Standard Area Office Clinical Structure in Place</b>
Statewide Caseload Growth	As of June, 2016 (peak month for total case count in FY16)... Total count of cases: 26,706	As of December, 2017... <b>Total count of cases: 24,512 (net decrease of 8%)</b>
Medical	As of September, 2015... DCF's medical staff consisted of 6 nurses, 1 medical social worker and 1 part-time medical consultant	As of December, 2017... <b>DCF's medical staff consists of a full-time Medical Director, a child psychiatry consultant, a medical data analyst, 6 nurses; and 29 medical social workers</b>
Foster Homes	As of June, 2015... 4,107 Foster and Kinship Families Available	As of October, 2017... <b>4,578 (net gain of 471 or 11.5%)</b>

All September dates in "Then" column refer to the start of DCF's Agency Improvement Initiative; \* Does not include workers still within 9-month probationary period; \*\* Date 27 reflects when Dept. first began tracking new licensure requirement; \*\*\*FAAP = Family Assessment and Action Planning

“If I could change this one thing, I think we should stop referring to it as ‘reforming’ the department. That suggests there’s going to be an end. Our child welfare system needs to be continually enhanced.”

-- Mary McGeown, Executive Director of Massachusetts Society for Prevention of Cruelty to Children  
(Boston Globe May 3, 2021)

“After climbing a great hill, one  
only finds there are many more  
to climb.”

-- Nelson Mandela

# Thank you for your service!

*“To those who believe in public service, in the good it must do, and who constantly strive to deliver on its promise”*

Results dedication

