EFFECTIVE EXECUTION, OUTSTANDING OUTCOMES!

Presented By

LILLIAN B. KOLLER, J.D.

Former State Director
South Carolina Department of Social Services (2011-2014)
Hawaii Department of Health & Human Services (2003-2010)
Haley for Governor

TV Ad: "Paychecks"

Link to Video

https://www.youtube.com/watch?v=pjmPM-xz0j4
OUTSTANDING OUTCOMES!

- 20,869 Welfare Recipients Got Jobs In Less Than 3 Years!
- More Than **DOUBLED** TANF Recipients Getting Jobs!
- More Than **TRIPLED** SNAP Recipients Getting Jobs!
- 82% Still Off TANF For Two Years Or More!
- 25% Increase Of Full-Time Employment In Just 6 Months!
More Jobs for More People

DSS INCREASES EMPLOYMENT OUTCOMES FOR WELFARE CLIENTS

Feb 2011 - Sept 2013

18,882
HOW TO GET FAST & FANTASTIC JOB OUTCOMES FOR TANF & SNAP RECIPIENTS GUARANTEED!
A HUGE TIP FOR

EFFECTIVE EXECUTION,
OUTSTANDING
OUTCOMES!
YOU CAN DO IT WITH OR WITHOUT AN OPERATING SYSTEM BUT IT’S MUCH BETTER WITH ONE! ESPECIALLY THE RIGHT ONE!
SIMPLE
EFFECTIVE
FUN

4 DISCIPLINES OF EXECUTION
4DX
There will always be more good ideas than there is capacity to execute.

Execution 4:37
WHIRLWIND
(THE “DAY JOB”)
IT ACTS ON YOU

GOAL
YOU ACT ON IT

Narrow focus here
Discipline 1: Focus on the Wildly Important

GOALS IN ADDITION TO THE WHRILWIND

GOALS ACHIEVED WITH EXCELLENCE
4DX Discipline 1: **FOCUS ON THE WILDLY IMPORTANT!**

- **First Job WIG for 10 Months:**
  - Increase positive closures for welfare recipients by 100% compared to 2010 (increase by 5,060 jobs, from 3,060 to 10,120), starting September 1, 2011, ending June 30, 2012.
  - Result: 105% of goal! 10,594 jobs for families on welfare!

- **Next Two Job WIG’s for 6 Months:**
  - Increase positive closures for welfare recipients by 100% compared to 2010 (increase by 4,054 jobs, from 10,120 to 16,146), starting July 1, 2012, ending December 31, 2012.
  - Result: 101% of goal! 10,141 jobs for families on welfare!
  - Increase full-time employment for welfare recipients by 25% compared to the previous six months (increase by 411, from 1,642 to 2,053), starting July 1, 2012, ending December 31, 2012.
  - Result: 336% of goal! 3,025 full-time employed!
4DX Discipline 1:
FOCUS ON THE WILDLY IMPORTANT!

- Third Job WIG on SNAP “ABAWD’s” for 8 Months:
  - Triple the number of work-eligible SNAP food stamp recipients (ABAWD’s) obtaining employment (increase by 3,462 jobs, from 1,731 to 5,193), starting January 1, 2013, ending December 31, 2013.
  - Result: 154% of goal! 7,979 jobs for SNAP ABAWD’s!
  - This Job WIG ensured the success of the State’s first-ever statewide mandatory job requirement for work-eligible SNAP food stamp recipients.

- Also success on WIG to improve SNAP timeliness, without compromising accuracy (increase timeliness by 11%, from 84% timely to 95% timely), starting January 1, 2013, ending December 31, 2013.
  - Result: 101% of goal! 96% SNAP timeliness!
"Lead Measures" are "Predictive"

- Something you can do that leads to the goal
- Your “best bets” to move the dial toward the goal

"Lead Measures" are "Influence-able"

- Something you can influence -- you can act on it
- Unlike the “Whirlwind” of the “Day Job” that acts on you
4DX Discipline 2:
ACT ON THE LEAD MEASURES!

➢ All 46 Counties Used 3 “Lead Measures”

- Job Applications
  - 5 per caseworker per week

- Job Interviews
  - 2 per caseworker per week

- Job Orders
  - 1 to 3 per week based on county size
4DX Discipline 3: KEEP A COMPELLING SCOREBOARD!

All 46 Counties Tracked Weekly Performance Through Their Own Creative Scoreboards!
4DX Discipline 4: 
CREATE A CADENCE OF ACCOUNTABILITY!

- Layered” Weekly Team Meetings
  - All 46 Counties
  - Agency Leadership
  - Program Management
  - Line-Staff “Huddles”

- Review Monthly & Year-End Performance Targets

- Utilization of “Real Time” Data to Track Weekly Performance and ID Issues for Quick Solutions
We Needed Data On “Where We Are” (With Benchmarks)

<table>
<thead>
<tr>
<th>POSITIVE CLOSURES</th>
<th>ACTUAL (5/1/12)</th>
<th>TARGET (5/31/12)</th>
<th>PERCENT (5/31/12)</th>
<th>DAILY TARGET (5/1/12)</th>
<th>DAILY PERCENT (5/1/12)</th>
<th>END TARGET (6/30/12)</th>
<th>END PERCENT (6/30/12)</th>
<th>NEEDED TO REACH GOAL</th>
<th>NEEDED PER WEEK</th>
</tr>
</thead>
<tbody>
<tr>
<td>STATE</td>
<td>8097</td>
<td>9108</td>
<td>89%</td>
<td>8129</td>
<td>100%</td>
<td>10120</td>
<td>80%</td>
<td>2023</td>
<td>225</td>
</tr>
<tr>
<td>REGION 1</td>
<td>1744</td>
<td>2021</td>
<td>86%</td>
<td>1804</td>
<td>97%</td>
<td>2246</td>
<td>78%</td>
<td>502</td>
<td>56</td>
</tr>
<tr>
<td>REGION 2</td>
<td>2540</td>
<td>2867</td>
<td>89%</td>
<td>2559</td>
<td>99%</td>
<td>3186</td>
<td>80%</td>
<td>646</td>
<td>72</td>
</tr>
<tr>
<td>REGION 3</td>
<td>2009</td>
<td>2051</td>
<td>98%</td>
<td>1831</td>
<td>110%</td>
<td>2279</td>
<td>88%</td>
<td>270</td>
<td>30</td>
</tr>
<tr>
<td>REGION 4</td>
<td>1804</td>
<td>2120</td>
<td>85%</td>
<td>1892</td>
<td>95%</td>
<td>2356</td>
<td>77%</td>
<td>552</td>
<td>61</td>
</tr>
<tr>
<td>KERSHAW</td>
<td>97</td>
<td>91</td>
<td>107%</td>
<td>81</td>
<td>120%</td>
<td>101</td>
<td>96%</td>
<td>4</td>
<td>1</td>
</tr>
<tr>
<td>LAURENS</td>
<td>123</td>
<td>122</td>
<td>101%</td>
<td>108</td>
<td>113%</td>
<td>135</td>
<td>91%</td>
<td>12</td>
<td>1</td>
</tr>
<tr>
<td>FAIRFIELD</td>
<td>33</td>
<td>33</td>
<td>99%</td>
<td>30</td>
<td>111%</td>
<td>37</td>
<td>89%</td>
<td>4</td>
<td>1</td>
</tr>
<tr>
<td>CHESTER</td>
<td>65</td>
<td>66</td>
<td>99%</td>
<td>59</td>
<td>111%</td>
<td>73</td>
<td>89%</td>
<td>8</td>
<td>1</td>
</tr>
<tr>
<td>MCCORMICK</td>
<td>13</td>
<td>14</td>
<td>96%</td>
<td>12</td>
<td>108%</td>
<td>15</td>
<td>87%</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>ABBEVILLE</td>
<td>25</td>
<td>26</td>
<td>96%</td>
<td>23</td>
<td>107%</td>
<td>29</td>
<td>86%</td>
<td>4</td>
<td>1</td>
</tr>
<tr>
<td>LANCASTER</td>
<td>157</td>
<td>166</td>
<td>95%</td>
<td>148</td>
<td>106%</td>
<td>184</td>
<td>85%</td>
<td>27</td>
<td>3</td>
</tr>
<tr>
<td>ANDERSON</td>
<td>272</td>
<td>287</td>
<td>95%</td>
<td>256</td>
<td>106%</td>
<td>319</td>
<td>85%</td>
<td>47</td>
<td>5</td>
</tr>
<tr>
<td>SALUDA</td>
<td>28</td>
<td>30</td>
<td>94%</td>
<td>27</td>
<td>106%</td>
<td>33</td>
<td>85%</td>
<td>5</td>
<td>1</td>
</tr>
<tr>
<td>SUMTER</td>
<td>234</td>
<td>249</td>
<td>94%</td>
<td>222</td>
<td>105%</td>
<td>277</td>
<td>84%</td>
<td>43</td>
<td>5</td>
</tr>
</tbody>
</table>
CLARITY
FOCUS
TRANSPARENCY

EVERYONE IN THE AGENCY KNOWS OUR STATEWIDE WIG’S CAMPAIGN!
EVERY WEEK SKEPTICISM TURNS TO PALPABLE EXCITEMENT AS WE KEEP COUNT & SEE WE CAN DO THIS!
COMPETITION EMERGES NATURALLY

ENERGIZING OUR WIG’S CAMPAIGN!
ALL 46 COUNTIES MEET OR EXCEED THEIR TARGETS!

OUR STATEWIDE WIG’S CAMPAIGN IS WON!
MORE TIPS FOR
EFFECTIVE EXECUTION,
OUTSTANDING OUTCOMES!
WORK FIRST

Reducing Children In Poverty
By Helping Their Parents
Get Jobs & Get Off Welfare!
WORK FIRST
Policy Underpinnings
For Doing
The Right Work,
The Right Way!

- It’s All About Getting Children Out Of Poverty, Not Necessarily Their Parents!
- Immigrant Ethic – Make Your Children’s Lives Better Than Yours!
- Wait for “Sustainable Living Wage” vs. Start Where You Can ASAP!
- Dignity – Model Personal Responsibility & Hard Work For Your Children!
- Key To Human Happiness – Love & Work!
- A Future Of Families With Better Lives!
WORK FIRST
Tips for Effective Execution, Outstanding Outcomes!

- Inspirational Goals vs. Doable Goals!
- Identify True Believers & Empower Them To Do More & More & More!
- For The Rest Of Them, Cognitive Dissidence Works!
- Act “As If” You Believe & See What Happens!
- Do What You Can Do, Things You Can Control vs. Wasting Time On Things You Can’t Do Or Can’t Control!
- Stoke, Stroke & Celebrate Incremental Successes!
- Broadcast & Celebrate Together The Ta Da!
WORK FIRST

Tips for Effective Execution, Outstanding Outcomes!

- WORK PAYS! – Message It To Both Clients & Staff, Picture It, Script It, Measure It & Broadcast It!
- Employee & Employer True Stories & Testimonials!
- Doing What’s Right vs. Compliance!
- Do Jobs, Not “Work Participation”!
- Divert All Able-Bodied Applicants, New Arrivals & Timed-Out Exempts!
- Centralize Swift Sanctions – Wake Up Call!
- Leverage Old & New Partners – Especially Private Staffing Agencies!
- Pay For Performance With Baby Steps!
- Job Retention vs. Job Placement!
- Cream Shamelessly!
# South Carolina Work Pays

## Not Working vs. Working

<table>
<thead>
<tr>
<th>Source</th>
<th>Not Working</th>
<th>Working</th>
</tr>
</thead>
<tbody>
<tr>
<td>TANF</td>
<td>$233</td>
<td>$0</td>
</tr>
<tr>
<td>SNAP</td>
<td>$526</td>
<td>$344</td>
</tr>
<tr>
<td>Net Earnings</td>
<td>$0</td>
<td>$941</td>
</tr>
<tr>
<td>EITC*</td>
<td>$0</td>
<td>$376</td>
</tr>
</tbody>
</table>

**Total**  
$759  
$1,661

This example is for a single parent with 2 children. Numbers are based on South Carolina’s current minimum wage of $7.25 an hour. TANF welfare recipients typically get jobs that pay better than this -- many are earning $8.00 to $9.00 an hour, and others earn more.

* EITC based on one payment of $4,510 for the year.
JUMMP Orientation Script

Presenter:
Good morning, I’m [Name] and I want to welcome you to JUMMP. This morning, you’re going to learn about the services we can provide to help you jump start your efforts to get a job and succeed. But first, I would like to know a little more about each of you.

Now, starting with you, please tell us a little about yourself – if you’re working, if you’ve been looking for a job, if you’ve graduated from high school or attended college, how many children you have.

(Each attendee introduces him/herself)

Thank you for telling us a little about yourselves. One of the things that is clear is that many of you are facing similar situations. When you start out in something new, it’s always good to know that you’re not alone – you’re not the only person in your situation.

My job is to make sure you have the support you need to get a job and, if you’re already working, to keep your job and keep moving forward.

My guess is when you came here today you were all a little anxious, a little nervous about the idea of looking for a job or working. And a little worried too – about child care, transportation, and all of the things that come into play when you’re looking for a job and when you’re working. And that’s understandable because looking for a job and facing the challenges that come with keeping a job can be a little frightening and overwhelming for anyone. But I want to turn your fears and uncertainty into
SNAP 2 Work

VOLUNTARY PARTICIPATION AGREEMENT

Welcome to the SNAP 2 Work Program! By volunteering to participate in this program you will have the opportunity to receive services that will help you get a job or get a better job if you're already employed.

In cooperation with other state and local agencies and community-based organizations, we are offering you the opportunity to receive appropriate services which could include:

- Job search,
- Job search training,
- Work experience,
- Education,
- Self-employment training, and
- Job retention.

You have a strong chance of getting a job by volunteering for this program.

These services will be provided at no cost to you. These services will be funded by the Supplemental Nutrition Assistance Program (SNAP) and participating agencies. Should you choose to take this opportunity, you may also be provided assistance with transportation, child care, and other costs related to participating.

This is a voluntary program. You are not required to participate in order to continue receiving SNAP benefits (Food Stamps).

If you would like to be a part of this program, please sign the statement below:

- I understand that this is a voluntary program, and does not affect my SNAP benefits.
- I understand that while this is a voluntary program, I agree to fully participate in order to increase my chances of finding employment or getting a better job.

______________________________  _________________________
Signature                                      Date

DSS
Serving Children and Families
STAYING POWER!

EFFECTIVE EXECUTION,
OUTSTANDING OUTCOMES!
SEE Hawaii Work!

Supporting Employment Empowerment

Link to Video

https://www.youtube.com/watch?v=CTXOeCK51SE
Link to Video

Link to Site

https://dss.sc.gov/content/customers/food/JUMMP/index.aspx
Link to Site

https://dss.sc.gov/content/customers/food/snap2wk/index.aspx
A FEW MORE TIPS FOR EFFECTIVE EXECUTION, OUTSTANDING OUTCOMES!
• Know your procurement law!

• Get a handle on your agency attorneys!
ONE MORE TIP FOR EFFECTIVE EXECUTION, OUTSTANDING OUTCOMES!
NO NEED TO REINVENT THE WHEEL!

JUST CALL ME

LILLIAN B. KOLLER, J.D.

Lillian.B.Koller@gmail.com
808.781.7015