

***EFFECTIVE EXECUTION,  
OUTSTANDING  
OUTCOMES!***

***Presented By***

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***South Carolina Department of Social Services (2011-2014)***

***Hawaii Department of Health & Human Services (2009-2010)***

# Haley for Governor

## TV Ad: "Paychecks"

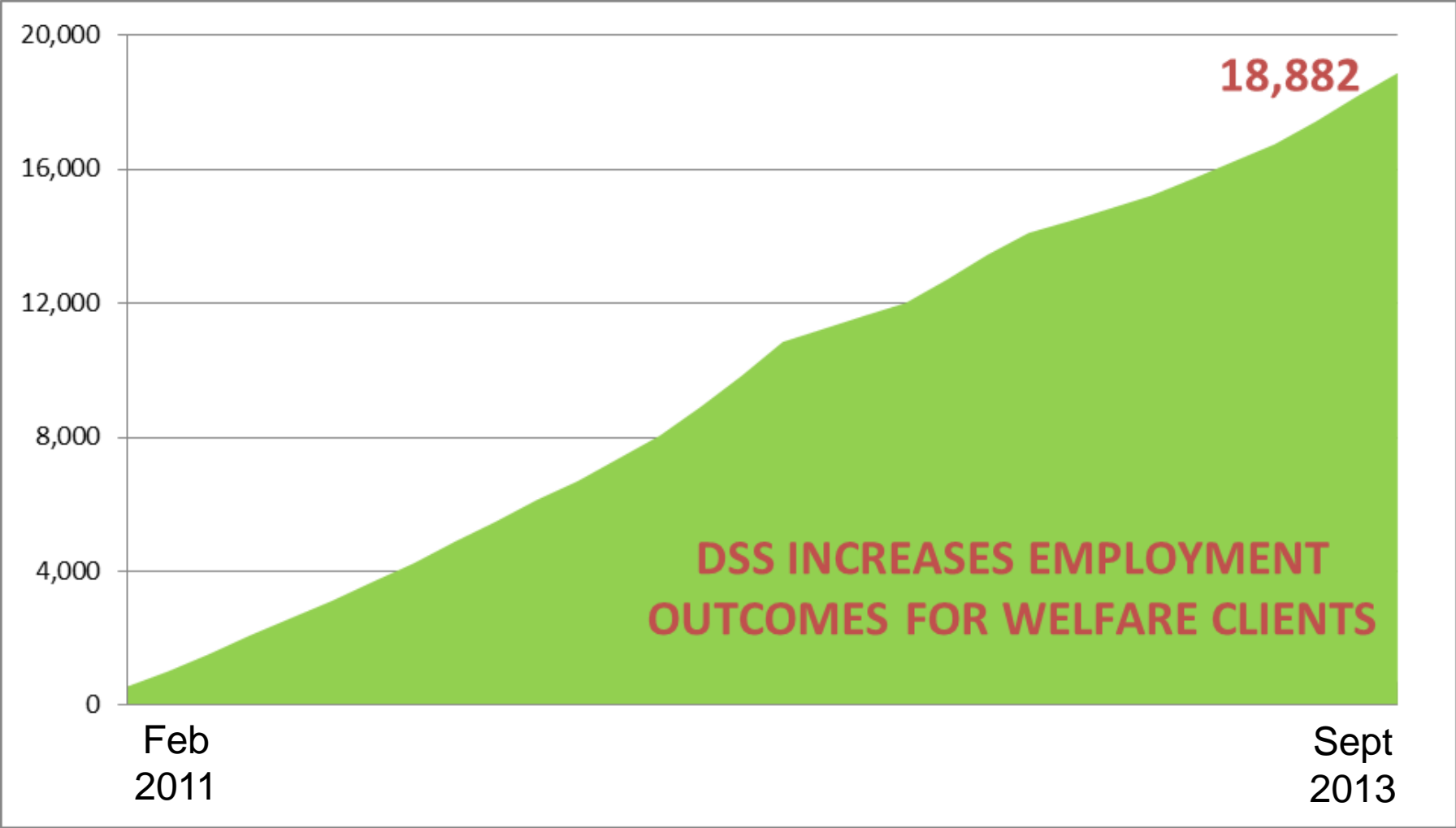
Link to Video

<https://www.youtube.com/watch?v=pjmPM-xz0j4>

# OUTSTANDING OUTCOMES!

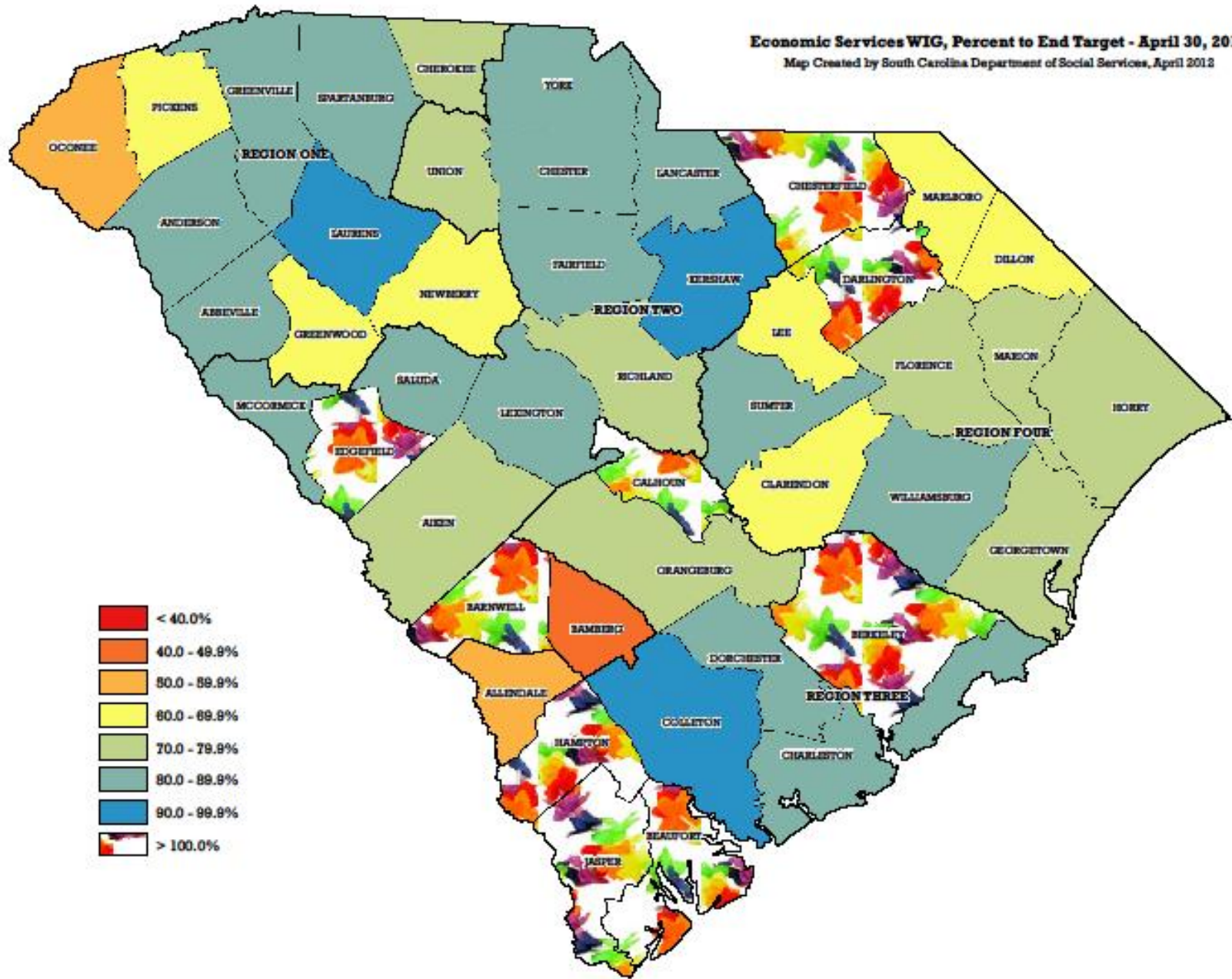
- 20,869 Welfare Recipients Got Jobs In Less Than 3 Years!
- More Than **DOUBLED** TANF Recipients Getting Jobs!
- More Than **TRIPLED** SNAP Recipients Getting Jobs!
- 82% Still Off TANF For Two Years Or More!
- 25% Increase Of Full-Time Employment In Just 6 Months!

# More Jobs for More People



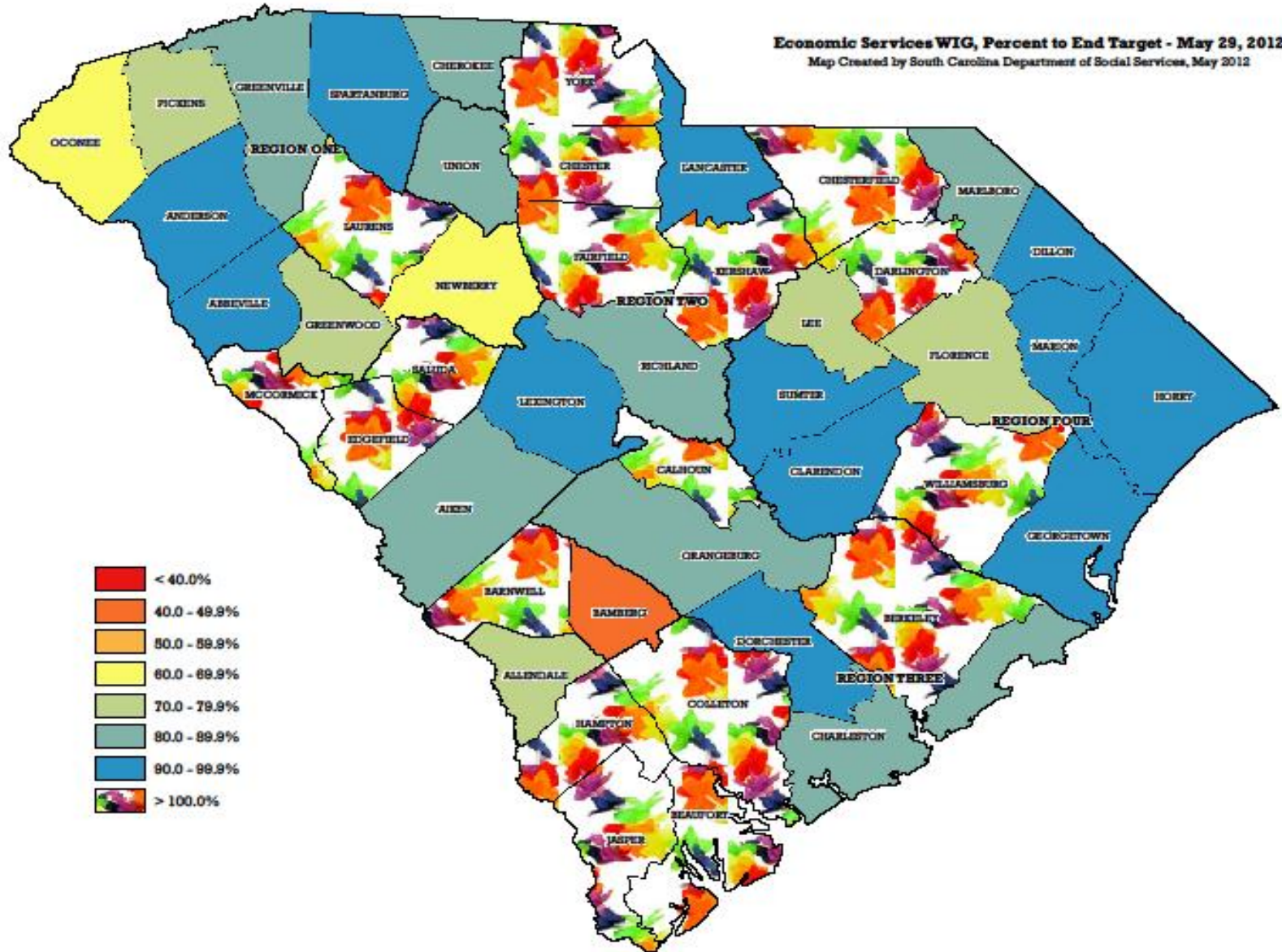
**Economic Services WIG, Percent to End Target - April 30, 2012**

Map Created by South Carolina Department of Social Services, April 2012



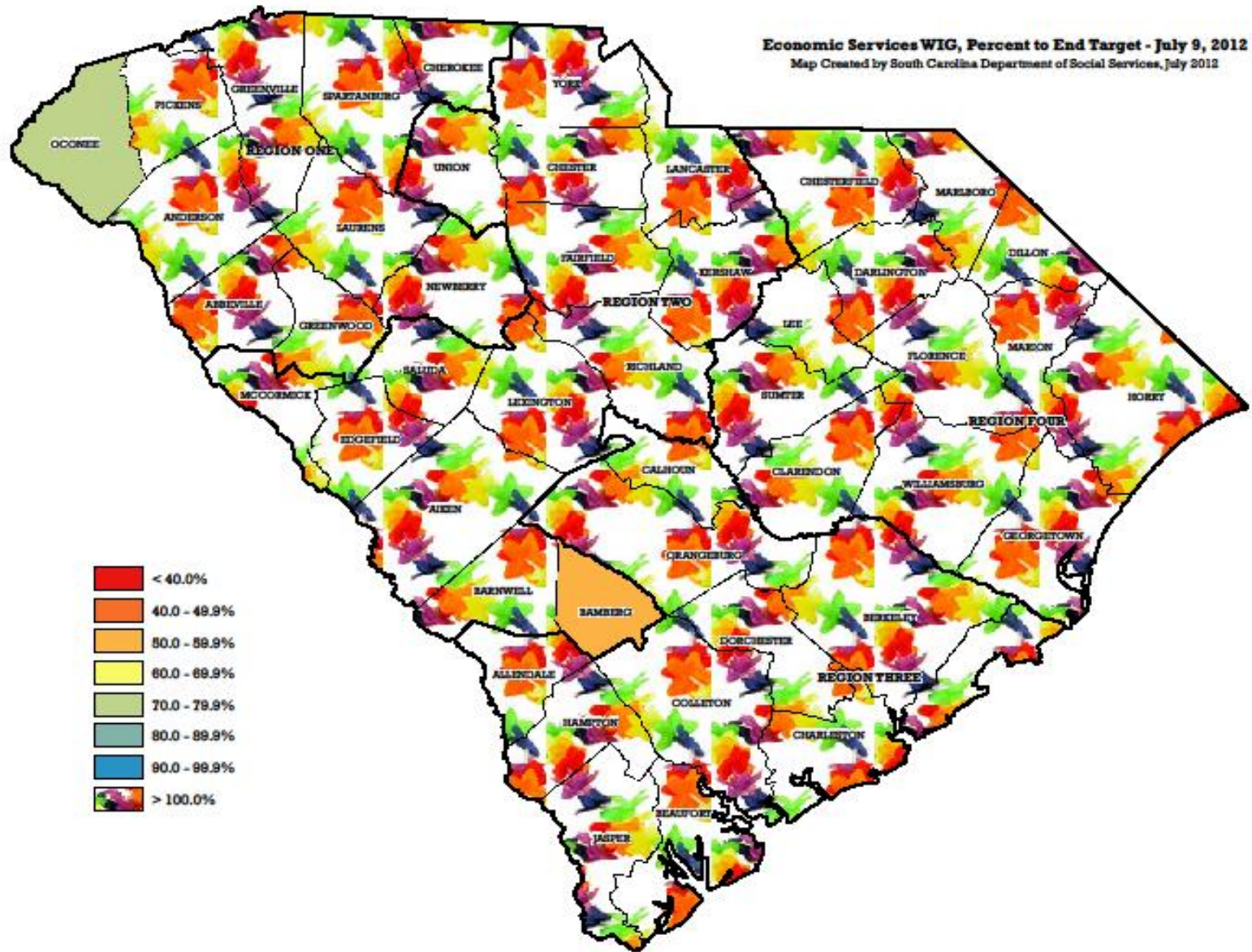


**Economic Services WIG, Percent to End Target - May 29, 2012**  
 Map Created by South Carolina Department of Social Services, May 2012



**Economic Services WIG, Percent to End Target - July 9, 2012**

Map Created by South Carolina Department of Social Services, July 2012





**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**

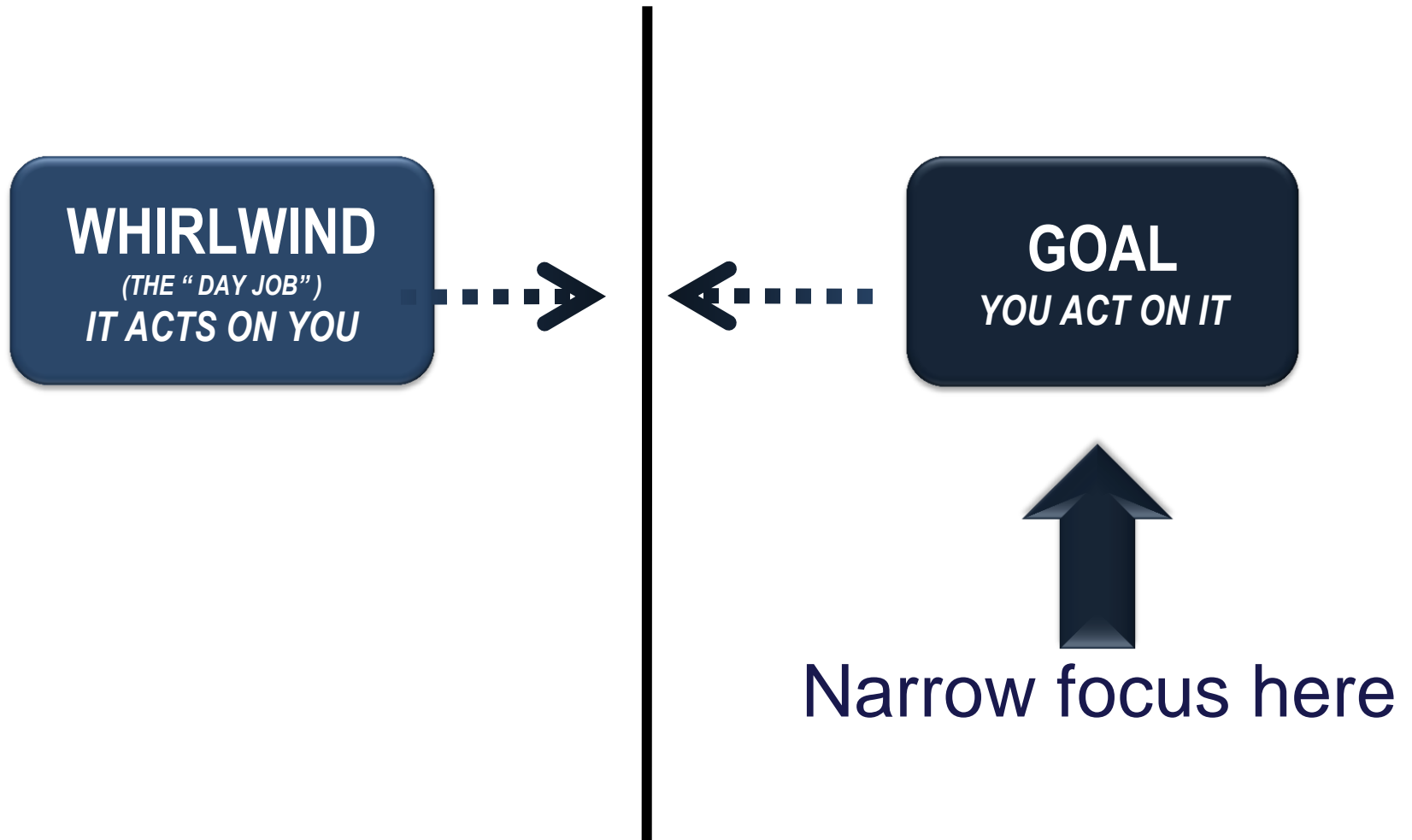
**4 DISCIPLINES OF EXECUTION  
4DX**



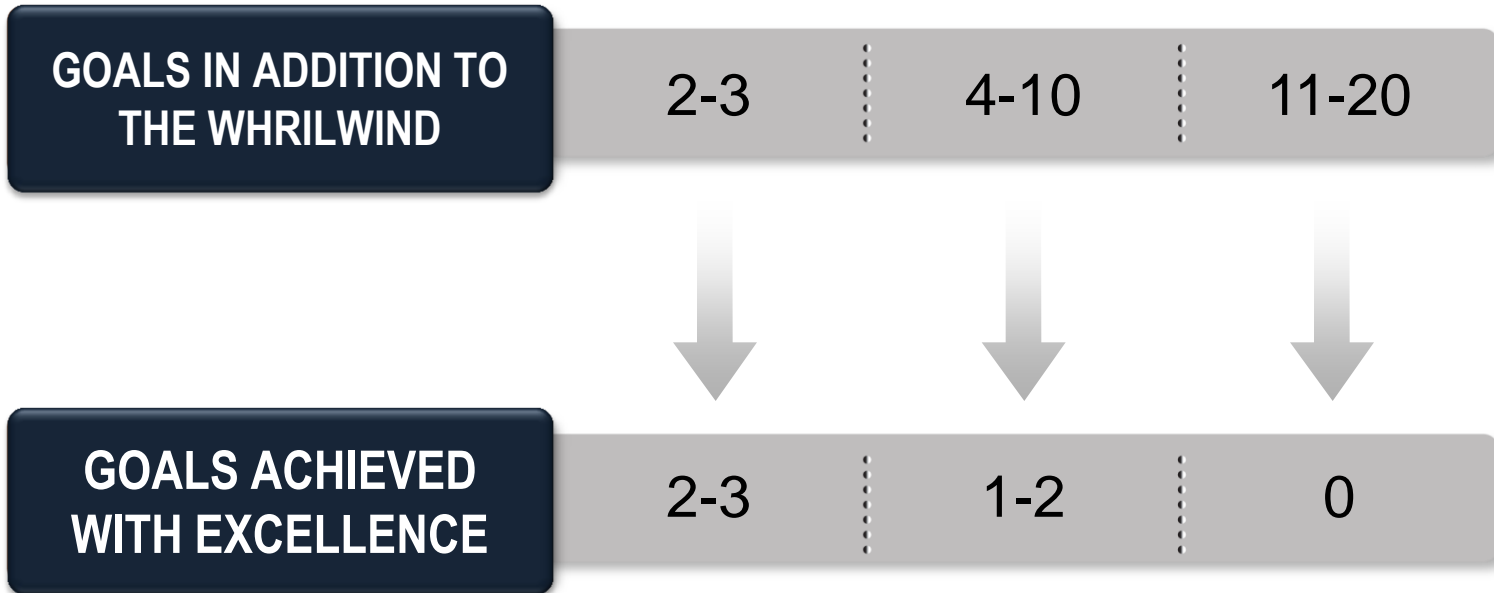
- There will always be more good ideas than there is capacity to execute-

Execution 4:37





# Discipline 1: Focus on the Wildly Important



# ***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!**



# ***4DX Discipline 2: ACT ON THE LEAD MEASURES!***

## **➤ “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

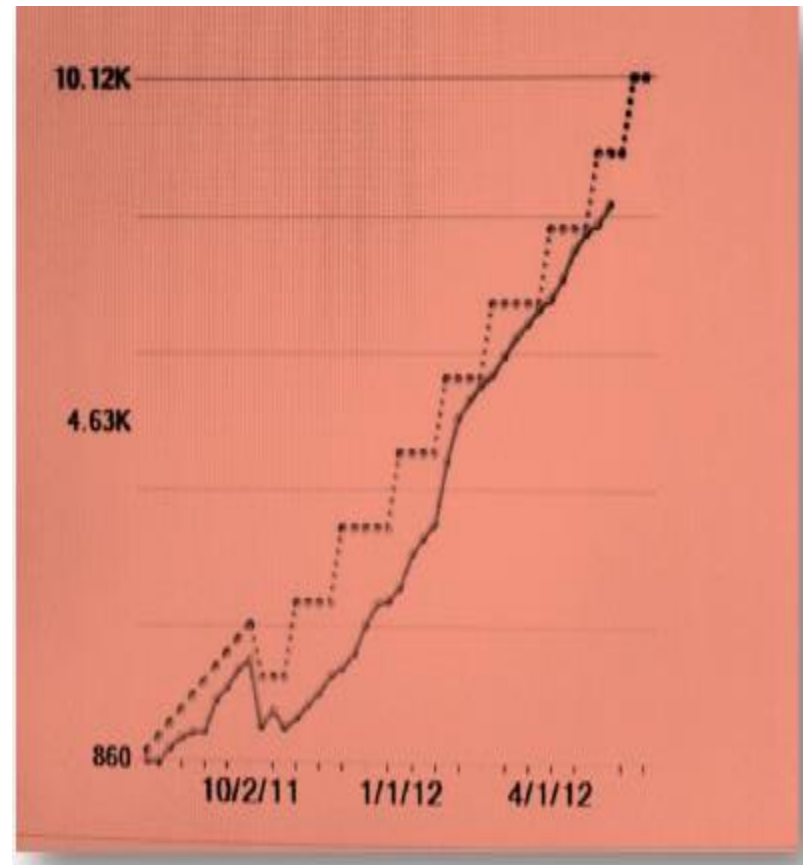
# 4DX Discipline 3: KEEP A COMPELLING SCOREBOARD!

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)

BASED ON 5/1/2012 (12:15 PM) EXTRACT FROM my4DX

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

**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!**

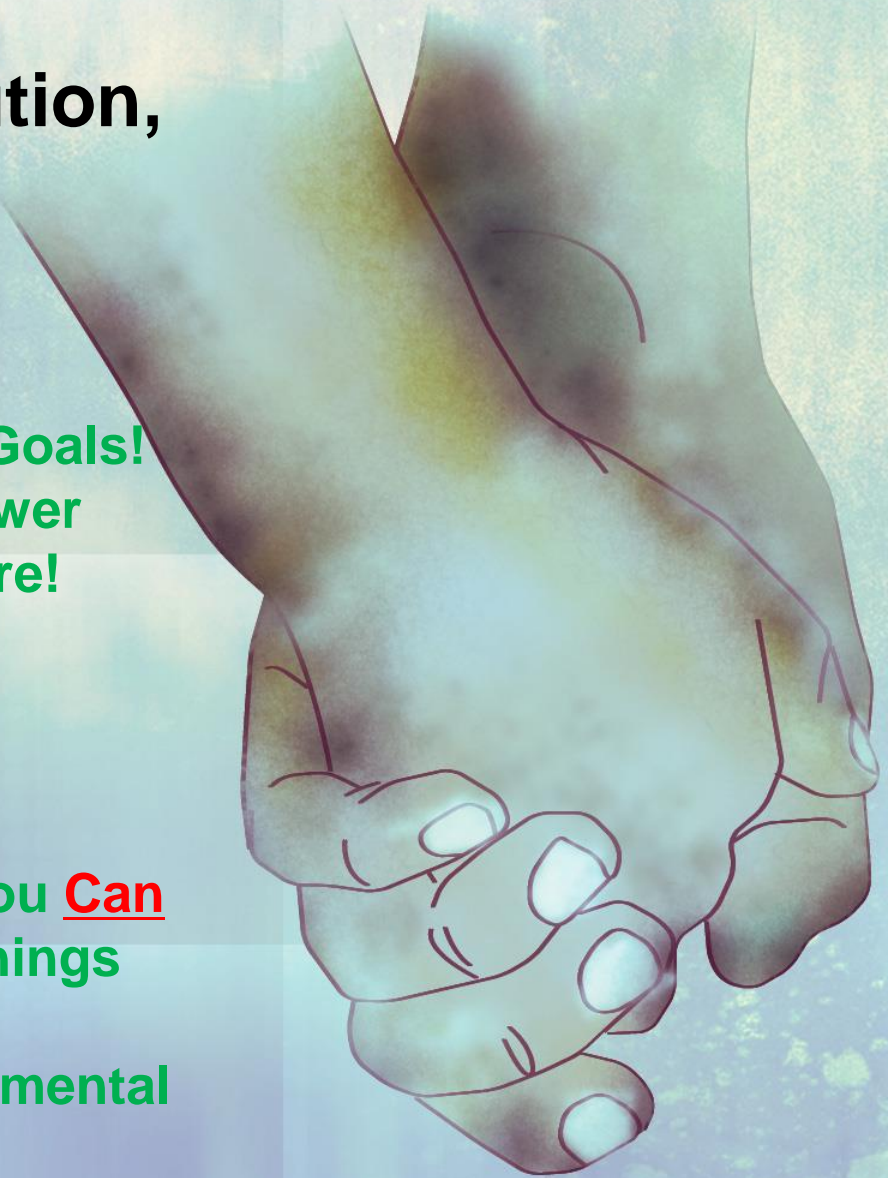




# ***WORK FIRST***

## **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

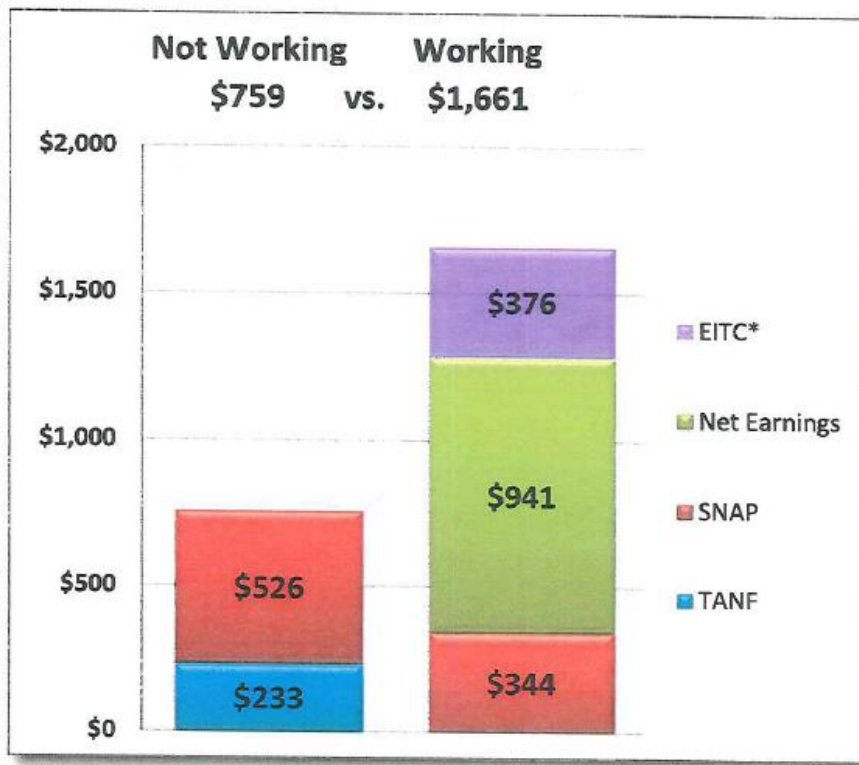
## Not Working vs. Working

Source	Not Working	Working
TANF	\$233	\$0
SNAP	\$526	\$344
Net Earnings	\$0	\$941
EITC*	\$0	\$376

<b>Total</b>	<b>\$759</b>	<b>\$1,661</b>
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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





## 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

**STAYING POWER!**

***EFFECTIVE EXECUTION,  
OUTSTANDING  
OUTCOMES!***

# **SEE** Hawaii Work!

**S**upporting  
**E**mployment  
**E**mpowerment

**Link to Video**

<https://www.youtube.com/watch?v=CTXOeCK51SE>



## Link to Video

[http://f.vimeocdn.com/p/flash/moogaloop/6.0.22/moogaloop.swf?clip\\_id=89704770&controller=player2&view=moogaloop\\_swf&cdn\\_url=http%3A%2F%2Ff.vimeocdn.com&player\\_url=player.vimeo.com&moogaloop\\_type=moogaloop](http://f.vimeocdn.com/p/flash/moogaloop/6.0.22/moogaloop.swf?clip_id=89704770&controller=player2&view=moogaloop_swf&cdn_url=http%3A%2F%2Ff.vimeocdn.com&player_url=player.vimeo.com&moogaloop_type=moogaloop)



## **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.**

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