

**ASSEMBLY OF FIRST NATIONS**  
**FIRST NATIONS LABOUR MARKET STRATEGY**  
**DRAFT FOR DISCUSSION – NOT FOR DISTRIBUTION**  
**ISSUE PAPER 29 – Data Sets: Service Providers (FNLMA)**

**DESCRIPTION:**

Data sets are needed to monitor the performance of the program and agreement holders.

*Program* indicators allow to answer the question, “Are our clients better off?” and are key to assessing service agencies and to help them improve. Agencies can influence Program Indicators and they should contribute to Population outcomes although it may be impossible to demonstrate the link.

Program Indicators are key to a program since they define success and are a requirement of the cabinet document. It is important that targets be set from the “bottom up” since top down target setting merely introduces gaming or other dysfunctional behaviour. Targets need to reflect local conditions and opportunities, priorities between employment disadvantaged participants and those closer to the labour market

**OPTIONS:**

1. Status quo: no change to the existing set of indicators which are well known and have IT support
2. Revision of the results indicators to provide a clearer, more helpful set of indicators

**RATIONALE:**

**CONSIDERATIONS:**

**RECOMMENDED OPTION:**

**DECISION:**

**DATE AND VERSION:**

Draft 1, November 23, 2016

\* This framework is loosely adapted from the work of Mark Friedman, *Trying Hard Is Not Good Enough*, a handbook on results based-accountability and achieving social change.

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Annex: Results-based Accountability

The process for service provider type organizations is as follows:

1. Who are our customers
2. How can we measure if our customers are better off?
3. How can we measure if we are delivering our services well?
4. How are we doing on the most important measures?
5. Who are the partners that have a role to play if doing better?
6. What works to do better, including no-cost or low-cost ideas?
7. What do we propose to do?

Annex – Performance Indicators for Service Agencies

Draft – for discussion

Performance indicators seek to answer how much did we do and how well did we do it:

- How much service was provided?
  - How well was the service provided?
  - How many participants are better off?
  - What percent of participants are better off? And how are they better off?
1. Participant counts
  2. Participant satisfaction
  3. Employment after participation, number, rate
  4. Skills utilisation, number, rate
  5. Certification, number, rate
  6. Earnings, weekly, annual

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Annex – Performance Indicators for Institution Building

Draft – for Discussion

How much did we do?

- Funds managed
- Number of programs managed
- Staff and board training?

How well did we do it?

- Budget utilisation, rate?
- Staff with training or certification for the position, rate

Is anyone better off?

- Staff turn-over rate
- Rate of achievement of performance targets

A check list approach (report card, bill of health) may be useful:

- HR policies Y/N
- Work descriptions Y/N
- Financial policies Y/N
- Board orientation package Y/N
- Board Policies Y/N
- ...