


Measuring Impact


 Donna Fabiani | June 9, 2014


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Create Jobs for USA Data

-  121 CDFIs submitted jobs data

-  60+ Jobs Count Reviews
 - Conducted by the CDFI Assessment and Ratings System (CARS)
 - Interviewed CDFIs, reviewed policies and procedures

-  3 Create Jobs publications
 - Six Lesson Learned from Create Jobs for USA (March)
 - **Jobs Data Collection Policies & Procedures (June)**
 - Job Creation Results (est. December)

3 Elements of Strong Jobs Tracking

- Organizational Commitment
- Written Policies, Procedures, and Definitions
- Clearly Defined Practices

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Organizational Commitment

- Executive leadership support for and emphasis on data collection.
- Collecting and analyzing jobs data is a part of the organization's culture.

"Our CEO is involved and cares about this."

"Data, including jobs data, is part of our culture. Staff is aware, attentive, and thoughtful about data. Our organization believes good, substantiated data is important."

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Organizational Commitment

- Organizational commitment is reflected in the quality of the organization's data collection policies, procedures, and practices.

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Policies, Procedures, and Definitions

- Written
- Reviewed and updated regularly
- Include
 - Clear work flow
 - Data definitions
 - Quality control

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Clear Work Flow

- Which data
- When
- How
- Who

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Data Definitions

- Definitions are not standardized across industry
- Use available definitions when possible (OFN, CDFI Fund, Microtest)
- Include clear, detailed definitions

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Data Definitions

"The devil is in the details."

- Part-time jobs vs. Full-time equivalents
- Time period: 12 months, after 12 months
- Confusing terms (e.g., retained jobs)
- Special consideration: real estate financing

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Quality Control

- Varying degrees of sophistication
- Data entry checks
- Reasonableness checks
- Site visits
- Back up documentation
- Technology

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Data Collection Practices

- Staff training
 - Upfront and refresher

- Borrower expectations
 - Reporting covenant
 - Separate documentation
 - Training

- Tools
 - Make it easy for staff and borrowers

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Data Collection Practices (Continued)

- Recording the data
 - Portfolio management software (31)
 - *Excel (25: 14 alone, 11 in combination)
 - Client relationship management software (6)
 - Proprietary databases (7)
 - Other (8)

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Job Count Metrics (CJ4)

- Data collected at intake
 - Jobs at Loan Close
 - Jobs Retained
 - Projected Jobs to Be Created within 12 Months
 - Projected Jobs to Be Created after 12 Months

- Ongoing data collection
 - Actual Jobs Created

- Details
 - FTE, Construction

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Employee Characteristics Metrics

- Gender

- Race/Ethnicity

- Veterans

- Residence

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Job Quality Metrics

- # of FT and PT employees
- Average PT hours
- Wages
 - Average hourly wage for FT and PT
 - Wage ranges
 - <\$15,000 annual (<\$7.25/hour)
 - \$15,001-\$24,000 (\$7.25-\$11.54/hour)

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Job Quality Metrics (continued)

- Insurance provided
 - Health
 - Dental
 - Life
 - Long-term disability
- Paid leave
 - Sick
 - Holiday
 - Vacation

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Job Quality Metrics (continued)

- Retirement contribution
- Paid child care
- Paid education

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Projection Models

- Primarily for real estate projects
 - National Association of Home Builders
 - Neighborworks Model
- For business financing
 - Microtest Client Outcomes Survey

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Job Quality FIELD at the Aspen Institute

■ Tamra Thetford | June 9, 2014

Lead Sponsor



FIELD at the Aspen Institute



FIELD
at the Aspen Institute

- Engage with leaders to advance innovation, scale and impact in the U.S. microenterprise field.



- Economic Opportunities Program (EOP) works on helping lower-income Americans succeed in today's economy.
 - Sister program that focuses on workforce development

Client Outcomes Survey

- Conducted annually with micro and small business lenders to collect business and client outcomes approximately a year after receiving a loan.
- Programs use a common survey tool with standard definitions to collect data from their borrowers. Includes many questions about jobs.



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Jobs Measures

Baseline Data



Outcomes Data

Jobs for Others

- Number of Jobs
- Frequency of Work
- Calculate FTEs
- Hourly Wage Info
- Calculate Annual Wages

Owners' Jobs

- Number
- Frequency of Work
- Compensation
- Health insurance through the business?

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Additional Job Quality Research

Microbusinesses, Gainful Jobs

WHAT MAKES A JOB GOOD?

It may not strictly be about the wage. This study on *microenterprise* employees helps paint a fuller picture of job quality. [THIS IS WHAT WE LEARNED >](#)

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Other Dimensions of Job Quality

Raise the Floor and Build the Ladder



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Traditional Benefits

PAID VACATION?



59% No
41% Yes

HEALTH INSURANCE?



85% No
15% Yes

PAID SICK LEAVE?



89% No
11% Yes

OTHER BENEFITS



96% No
4% Yes

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Other Dimensions of Job Quality - Findings

Many workers explicitly stated a willingness to accept the level of wages and benefits in return for other attributes of the job they found important.

100% of workers say they have stable schedules and 81% say their schedules are flexible

1/3 of workers cite their work environment and co-workers as the best part of their job

52% see opportunities for growth at the microenterprise

90% of workers 20-45 years old said they were interested in starting their own business

19% work more than one job

52% indicated they found meaning and purpose in their work

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Job Measures, Sequentially

How many Jobs?

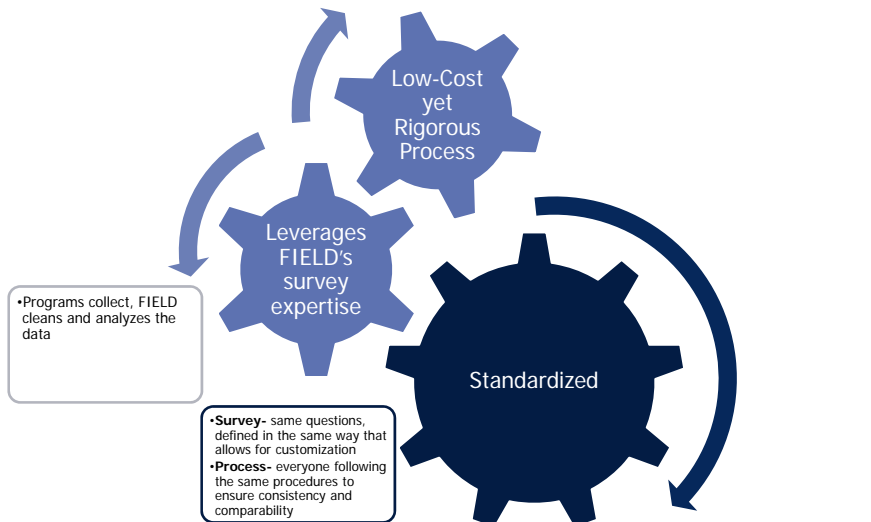
- Create Jobs for USA

Are these jobs "good"?

- Wages and Benefits
- Other qualitative aspects

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FIELD's microTracker Client Outcomes



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Client Outcomes. More than Jobs.

Questions about clients and their households

What are clients looking to **achieve**? Are they **satisfied** with services?

How much **income** are businesses providing to clients? What role does this income play in client households?

Are households leaving **poverty**?

Questions about businesses

Who is **starting businesses**? Are existing businesses **surviving and growing**?

What **types** of businesses are being operated, how much **revenue** is being generated?

Are **jobs** being created?