

THE FIVE WHYS TECHNIQUE

Issue: Low Performance & Low Enrollment

View the 4 Cs and 5 Whys Technique here:

<https://rise.articulate.com/share/CaogMp-x8iqR5JgFtw-WX-JczDlopKeg#/>

1

WHY DID THE GRANT RECIPIENT FAIL THEIR PERFORMANCE MEASURES FOR THE PROGRAM YEAR?

Because there was a lot of staff turnover and inexperienced staff managing the grant.

2

WHY DID THE GRANT RECIPIENT LOSE STAFF?

Because they didn't provide a competitive salary and staff were overwhelmed and ill-equipped to understand the program's performance goals.

3

WHY DIDN'T THE GRANT RECIPIENT PROVIDE A COMPETITIVE SALARY OR TRAINING?

Because they had not increased their starting salary in 5 years and was significantly lower than other local employers. They expected the State to train its new staff.

4

WHY DIDN'T THE GRANT RECIPIENT ADJUST ITS SALARY RATES OR PROVIDE TRAINING IN-HOUSE?

Because management did not examine the current approved budget to see if there was room to increase salaries and it did not formalize a training plan for new staff on the MIS systems used to track participants and performance.

5

WHY WASN'T THE BUDGET SHARED WITH MANAGERS RESPONSIBLE FOR HIRING AND TRAINING?

Because managers did not work with their fiscal staff on modifying the budget and managers could not agree on an approach or curriculum to train new staff on existing MIS systems.

1

Symptoms

2

3

Condition

4

5

Root Cause

USDOL – ETA OGM

Questions: compliance.policy@dol.gov