

Job Opportunity Investment Network(JOIN) Workforce Learning Community

2018-2021 Data Report

April 2021

JOIN Benchmarking Collaborative: Key Survey Findings & Recommendations

These summary findings provide a snapshot in time (November 2020) of the outcomes for the JOIN CBOs that participated in the Fall 2019/Winter 2020 WBN survey. Data submitted to the national WBN survey were analyzed from 14 JOIN programs operated by 14 organizations and 77 National programs from 51 organizations.

Workforce Programming, Service Mix, and Time in Program

- **JOIN organizations are less likely than their national counterparts to list workforce development programming as their primary focus.** Fifty percent of JOIN organizations compared to 70% of national organizations listed workforce development services as their primary focus (Figure 3).
- **JOIN organizations are younger than national programs in terms of offering workforce development services.** While 36% of JOIN organizations have offered workforce development services for over 30 years, 44% have offered these services for 10 years or less (Figure 4). Eighty-five percent of national organizations have offered workforce development services for over 10 years with 36% also offering services for more than 30 years.
- **The “core services” (those offered to 75% or more of participants) most frequently provided by JOIN programs include job search assistance, job work readiness training, and career coaching.** These are the same for national programs. However, JOIN programs are more likely to offer adult basic education to participants than national programs (35% vs. 8%). And, JOIN programs are slightly more likely to offer occupational skills training leading to a credential (50% vs. 43%) and career pathways bridge programming (36% to 22%).
- **The median number of hours of group pre-employment services provided by JOIN providers is significantly higher than the median hours of national programs,** although their averages were comparable: 400 hours (332 average) vs. 110 hours (average 336).

The Good News

- In most cases, JOIN programs were as likely as national programs to report disaggregated outcomes data although the data reported differed from national programs.
- For the JOIN programs able to report, retention rates on average are higher than those of the national programs at three months after placement (89% vs. 72%).
- On average, JOIN programs engage with employers in more ways than national programs (6 vs. 4 out of a total of 8 types of engagement included in the survey). For JOIN, the most frequent types of employer engagement were pre-employment work readiness or work-based learning, program curriculum guidance, and interviewing or hiring participants.

Opportunities for Improvement & Innovation

The data also suggest some initial opportunities for organizations to improve:

- JOIN programs that tracked completion had lower completion rates than programs nationally (average 66% vs. 76%).



- For JOIN programs offering training leading to an industry-recognized credential, credential rates are slightly lower than for national programs offering training (69% vs. 74%).
- Overall, JOIN programs reported slightly lower average placement rates than national programs (44% vs. 53%).
- JOIN participants are earning on average almost \$3 less at placement than national participants, a 20% difference (\$11.53 vs. \$14.33).
- JOIN program placements are less likely to be full-time than those of their national counterparts (61% vs. 75%).
- JOIN programs are less likely than national programs to collect retention data. They are over 30% less likely to collect 3-month retention data, 35% less likely to collect 6-month retention data, and just over 20% less likely to collect 12-month retention data.
- JOIN programs are also less likely than national programs to collect data on wage at placement, full-time status, health benefits, and data for several key demographics such as Immigrant/Refugee status and English Proficiency.
- And, while JOIN programs offered more services to employers on average, they worked with fewer unique employers compared to national programs (17 vs. 30).

Strategic Recommendations

These recommendations are the result of insights from both the data survey and peer learning activities.

1. **Continue to improve processes for collecting employer reported retention and earnings information, for better quality jobs.** For both funders and providers, having this information disaggregated by demographics is essential to confirm that services are having the intended impact on participants' financial sustainability while also effectively meeting employer needs. It can also provide some key insights into where the equity gaps are occurring. At the provider level, securing longer-term employer reported retention data will require better strategies for employer engagement. But funders should also consider innovative work happening in other states (e.g., Minnesota) to help make aggregate wage record data more available and useful to providers on the ground.
2. **Expand and deepen employer engagement strategies, for full-time employment and increased wages.** To more broadly tap into the regional economy, improved employer engagement is critical. Learning Community members were offered a series on effective employer engagement focused on increasing access to local and regional employers in targeted industries, and helping both employers and CBOs gain an in-depth understanding of their services and needs. Continued group engagement to move from transactional to strategic partner relationships where the value of CBOs is more clearly articulated is needed to sustain strong relationships with employers that result in better jobs for workers.
3. **Encourage on-going analysis of individual WBN survey reports to better understand program outcomes.** Since the data provides aggregate data on outcomes such as program completion, job placement and retention, wage, financial and more, and results are able to be disaggregated by race/ethnicity and gender wherever possible, these reports can provide valuable insights into strategy direction. Learning Community members should also periodically submit new data for real-time comparisons, as the survey is continuously refreshed when more participants submit or update data.



4. **Continue the sharing and application of information about “what works”, and particularly for specific population groups.** Given the varied experience of JOIN providers offering workforce services, it is important to continue sharing information about effective workforce practices overall. With the upgrades to the WBN survey related to disaggregate participant demographic data, organizations can examine results for specific populations and work to make equitable program improvements where “leaks” are occurring.



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- United Way of Greater Philadelphia and Southern New Jersey, Job Opportunity Investment Network (JOIN) (Carniesha Kwashie, former JOIN Director)
- Race Forward (Jacqueline Tucker, former Project Manager)
- Race Forward Consultant (Jordan Bingham)

Most importantly, CSW and the WBN are grateful to the 18 United Way JOIN Workforce Learning Community organizations (CBOs) that participated in the WBN data collection and peer learning activities, for their commitment to improving services and results for job seekers and employer customers.

About the Workforce Benchmarking Network

The Workforce Benchmarking Network (WBN) connects community-based providers of workforce development services across the nation—along with public and private funders and other intermediaries—to support better and more equitable results for job seekers, employers, and communities. Started in 2004 with support from the Annie E. Casey Foundation, the WBN has collected program data on more than 500 programs operated by more than 350 organizations. For over a decade it has increased the field's knowledge about what “good” performance looks like, with the nation's largest dataset of outcome information for nonprofit workforce service providers.

Led by Corporation for a Skilled Workforce, the WBN ensures that quality data and information about the labor market, programs, and practices are available. The work of the WBN also builds the field's capacity to use that data to create more effective programs and policies, particularly for those historically excluded from advancement opportunities. We do this in several ways:

- Conducting data analysis of program-level outcomes among similar organizations across the nation, generating “apples to apples” comparisons that enable new understanding and insight for program leaders
- Expanding the ability of community workforce development providers to use data for continuous improvement, helping them strengthen their learning culture as a means to higher performance and more equitable results
- Spotlighting the practices and strategies of high-performing programs
- Providing resources for organizations to better understand local labor market data
- Partnering with funders, providers, and other stakeholders to develop shared data measures and increase the use of disaggregated data to inform policy with a more comprehensive picture of workforce outcomes across fragmented funding streams.

For more general information, please visit the Workforce Benchmarking Network website:

<https://skilledwork.org/what-we-do/workforce-benchmarking-network/>.



Introduction: Improving Results and Opportunities for Philadelphia Region Residents

At the center of fueling the Philadelphia region’s talent pipeline is a shift from short-term job training and placement to longer-term career planning and placement in quality jobs with advancement opportunities.

“It has been said that the best anti-poverty program is a job. A better anti-poverty program is a good job, or even better, a career—specifically, a career that can support a family and provides opportunities for advancement.”¹

A renewal in higher skill attainment efforts confirms the need, as regional economic indicators point to 86% of employment declines from December 2019 to June 2020 were among jobs typically requiring a high school diploma or no educational credential. Furthermore, the COVID-19 pandemic has affected many Philadelphia residents with more than 66,000 having lost employment. By educational attainment and wage, the effects of the pandemic highlight existing equity gaps that disproportionately affect job loss for Black and African American workers, young workers, and those employed in low-wage service sectors. The need for increased skill attainment existed before the pandemic, too. In 2019, the unemployment rate for individuals without a high school diploma was 16%. It was 12% for those with a high school diploma, 7% for those with some college or an associate’s degree, and 4% for those with a bachelor’s or higher.² For workers to access in demand occupations there is a need to connect this talent pipeline to education and training programs and the creation of a comprehensive strategy to address root causes that prevent workers from equitably accessing meaningful career opportunities. The region’s community-based service providers—often the entry point for low-income, low-skilled persons seeking assistance—work hard to help their clients access further training and jobs with pathways to family-sustaining careers.

Given these challenges—and the limited availability of public and private resources to address them—it is critical to maintain a focus on data and the tangible outcomes being produced by nonprofit providers of workforce development services. It’s not just a matter of accountability to the funders who are investing in these services. It’s important to understand how “well” different services are working (and for whom), so that organizations can continuously adapt and improve their strategies. Critically important to this WBN cohort was the intentional examination of program services outcome results for people of color, and the alignment of cohort member program improvement plans with the United Way’s goals to end intergenerational poverty by keeping students connected to school or job training and increasing the number of adults earning a living wage.

In this context, in 2018 United Way of Greater Philadelphia and Southern New Jersey and JOIN set out to help community-based workforce development organizations build their capacity for learning—including the use of data to enhance results for those they serve. They contracted with CSW to lead this effort, asking CSW to bring the tools and insights of its WBN to the region. To ground this initiative through a racial equity lens, Race Forward joined the partnership to provide foundational skills and a racial equity toolkit.

¹ https://www.phila.gov/media/20180205133527/2018-WORKFORCE-PLAN_FINAL_SPREAD.pdf

² <https://www.philaworks.org/wp-content/uploads/2020/10/Philaworks-Quarterly-LMI-Report-April-2021.pdf>



Since 2004³, the WBN has assisted community-based workforce organizations with improving their use of data to advance an internal culture of learning and continuous improvement. The Benchmarking approach is based on the belief that an active learning culture is vital to innovation, adaptation, and resilience—three essential traits for any nonprofit that wants to be effective in a dramatically changing environment and an era of shrinking resources.

JOIN Benchmarking Collaborative: Goals and Activities

Goals of the JOIN Benchmarking Collaborative were to support better long-term performance results by:

- The integration of a racial and social equity focus that identifies system “leaks” and root causes of problems through an intentional racial equity lens.
- Comparing recent results produced by JOIN CBOs to those of other programs across the country, using the WBN’s national dataset and the ability to now use disaggregated data on race, ethnicity, and gender participant characteristics to understand how local programs are performing and benchmark against peers.
- Strengthening the regional system overall by increasing the level of peer sharing across programs about effective program practices.

Recruitment for the Benchmarking collaborative began in May 2018, and 18 JOIN organizations participated in one or more activities. Table 1 below summarizes the collaborative’s components.

Table 1: JOIN Workforce Learning Community Design Components and Activities



Peer Learning

The Learning Community launched with a two-day WBN and Race Forward training session that introduced continuous improvement and racial equity concepts and tools. Seven peer forums included data discussion and peer interchange on topics of recruitment, employer engagement, job retention, and regional data trends, using a racial equity toolkit framing. CBO’s were also invited to attend optional sessions with a deeper focus on effective employer engagement.



Organizational Performance & Equity Improvement

Organizations identify program outcome goals and develop action plans focused on improving use of disaggregated data (e.g. race, gender, age, etc.), increasing constituent and community engagement, and applying ideas from peer forums in specific program areas; follow-up conference calls and site visits maintained momentum and captured progress.

³ In 2004, with support from the Annie E. Casey Foundation, Public/Private Ventures (P/PV) launched The Benchmarking Project. Since P/PV’s closing in 2012, the Workforce Benchmarking Network has been led by CSW.





Organizational Data Culture

Organizations completed a data culture self-assessment and identified priorities for further work.



Data Survey

Organizations completed the WBN national survey and received confidential reports showing how their outcomes compare to similar organizations. Follow-up calls helped them understand and apply their reports. Funders and the Learning Community received presentations on aggregate findings.



Senior Leadership Engagement

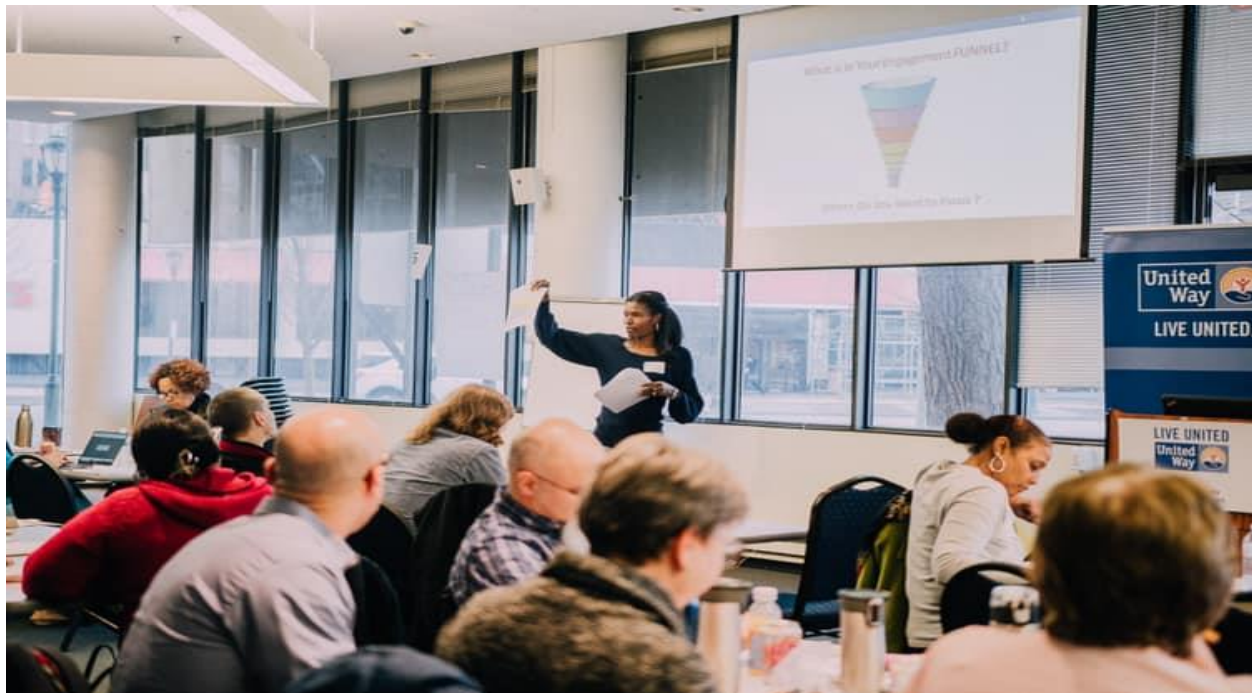
Leaders made initial commitment to their team's participation. Many actively participated in Learning Community activities and others attended a mid-point peer forum to hear progress and lessons learned.

JOIN Organizational Participants

The following organizations participated in the 2018 – 2021 JOIN Learning Community. Organizations with an asterisk (*) had submitted data on one of their programs at the time of this snapshot report.

- ◆ Abilities Solutions*
- ◆ Avanzar*
- ◆ Bancroft*
- ◆ Cathedral Kitchen*
- ◆ District 1199C Training & Upgrading Fund*
- ◆ Education Works/PowerCorpsPHL*
- ◆ Goodwill Delaware and Delaware County*
- ◆ Hendricks House
- ◆ Hopeworks Camden*
- ◆ Indochinese American Council*
- ◆ Manna on Main Street*
- ◆ OICA
- ◆ Philadelphia Youth Network*
- ◆ Tech Impact*
- ◆ UESF
- ◆ Urban League of Philadelphia
- ◆ Why Not Prosper*
- ◆ YouthBuild*





Workforce Benchmarking Network Survey and Reporting

The Workforce Benchmarking Survey

The national Workforce Benchmarking Network survey completed by JOIN and national programs in Fall 2019 and Winter 2020 focuses on participants who were enrolled during an earlier one-year period. To report on program cohorts whose job placement and retention results were already known, most JOIN and national organizations chose one-year groups enrolled during the 2017-2019 period (with placement and job retention outcomes occurring in 2017-2020).

The WBN survey's questions were updated as part of our work with JOIN and reflect feedback from providers, funders, and stakeholders to better capture the current state of community-based workforce services and how they are provided. The survey captures data on organizational type, program staffing, funding, services that were provided to participants and employers, and participant time in program. It also asks for aggregate data on the demographics of enrolled participants and on a variety of short- and long-term outcomes: program completion, credential attainment, job placement, average placement wage, and job retention and wages at three, six, and twelve months. Survey respondents also indicate how outcomes are defined at their organizations. Questions are included that document the methods used and frequency with which programs confirm the accuracy of their reported outcomes. Participants now have the option to provide outcomes data disaggregated by race, ethnicity, and gender—an important step in understanding equity, or the lack thereof, in the field's services and participants outcomes. The survey now also offers an expanded list of employer services better aligned to the practice of providers in the field today as well as questions about financial security outcomes.



As part of the process for updating the survey, a new platform was designed for data collection to allow survey participants an easier and more sophisticated experience related to providing data across the 15 sections of the survey. The survey still consists primarily of multiple-choice questions. And, recognizing services provided, data collection, and data collection capacity varies across organizations, the survey intuitively hides sections that are not relevant or where data are not collected for organizations. JOIN organizations reported that they spent an average of 4.3 hours completing the survey, while national organizations spent an average of 8.2 hours. The previous version of the WBN Survey took on average 10 hours for participants to complete, so even though the updated version asks for more data, the survey experience is faster. The difference in hours between JOIN and national survey participants is likely attributed to the difference in outcomes data submitted by JOIN programs (discussed in more detail in the survey findings section).

For a more detailed summary of the Benchmarking survey questions, please see Appendix A.

Data Analysis Process and Reporting

Figure 1: Characteristic selection



Participating JOIN and national organizations are able to access confidential online reports (through the new CSW Benchmarking survey and reports platform) showing how their outcomes compared with results of peer groups sharing similar characteristics (e.g., also offered skills training for certifications). The reports currently available to survey participants have been updated as well as greatly expanded. Previously, the Benchmarking reports included a set, static list of statistically significant characteristics for apples-to-apples comparisons. Participants are now able to control the peer groups they are benchmarked against in the new Outcomes Explorer Report (see Figure 1). Users can define which characteristics are most important to them and are able to

benchmark their results against multiple characteristics. Beyond advanced benchmarking capacity, WBN participants now have unprecedented access to the data collected through our updated survey platform. Ten live survey reports are available to survey participants that update continuously as more programs submit data. Reports include the Outcomes Explorer (Figure 2); Equity Outcomes Explorer reports, which allow participants to understand how their disaggregated outcomes compare to the entire dataset; as well as the Distribution Explorer, which allows participants to view all data available.

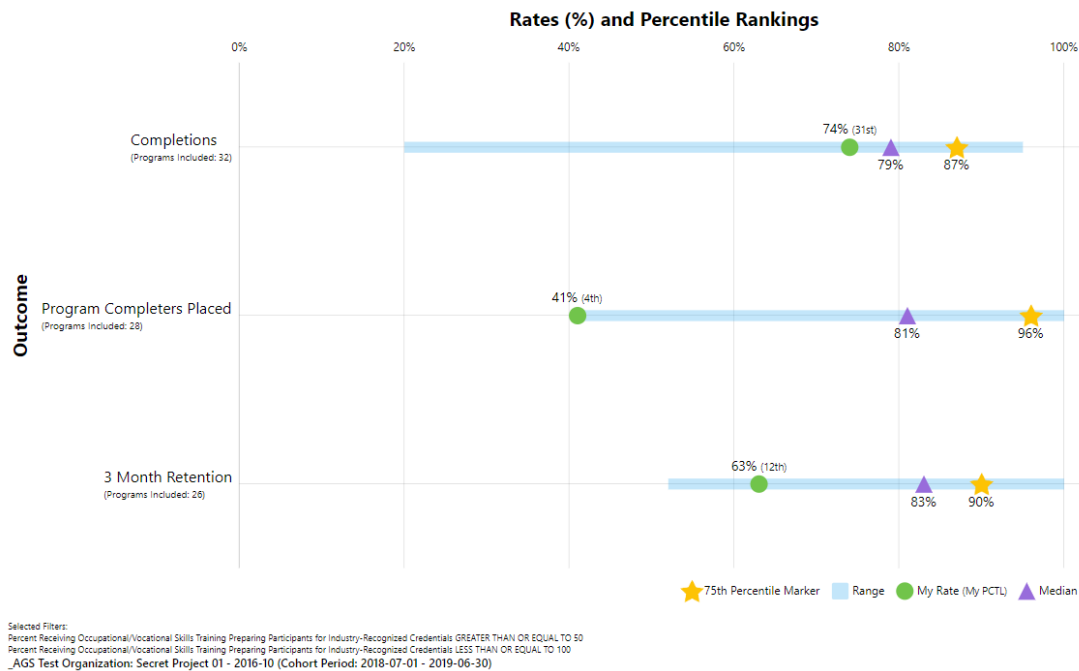
A sample of the Outcomes Explorer is documented in Figure 2. It shows a program's Benchmarking report across three different outcomes (program completions, program completers placed, and 3-month retention). In this example, the report shows the sample program's outcomes benchmarked against other programs that provide occupational training leading to a credential to at least 50% of their cohort. For each outcome included in the report, the sample program's rate and percentile are available as well as the range, median, and 75th percentile of all programs included in this report (all programs serving at least 50% of their cohort with training leading to a credential).

Only survey participants can access these customized reports and all the data in the dataset. However, updated reports and briefs on the dataset will be provided in the future to the field.



Figure 2: Outcomes Explorer report example

Outcome Measures



Benchmarking Data Survey Findings

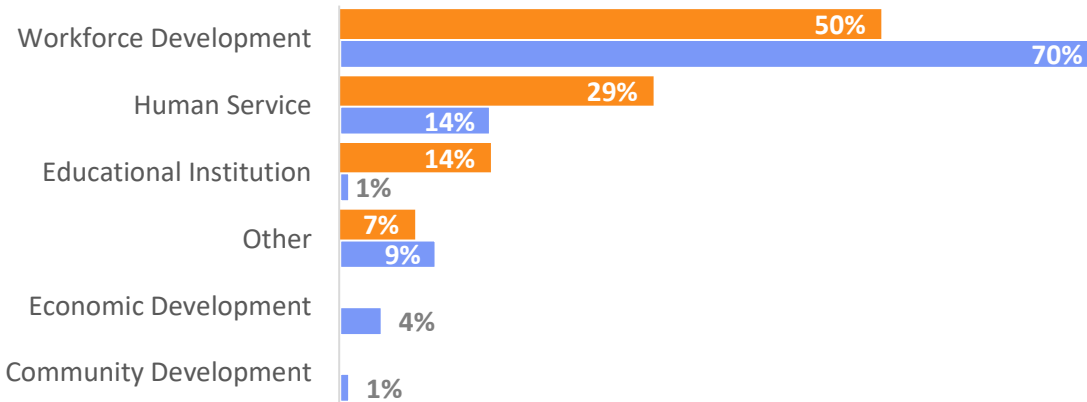
These summary findings provide a snapshot in time (November 2020) of the outcomes for the 14 JOIN CBOs that participated in the Fall 2019/Winter 2020 WBN survey. These organizations along with the other national participants in the dataset helped to launch this newly upgraded survey and were some of our first testers of the new platform and reporting tools. **JOIN data** are represented in **orange**, whereas data from **National programs** are represented in **blue** with “n’s” (the number of programs providing data) of **14** and **77** unless otherwise noted.

Organization Profiles

JOIN organizations are less likely than their national counterparts to list workforce development programming as their primary focus. Fifty percent of JOIN organizations compared to 70% of national organizations listed workforce development services as their primary focus (Figure 3). JOIN organizations listed Human Service (29%) and Education (14%) as their primary focus at higher rates than national organizations.

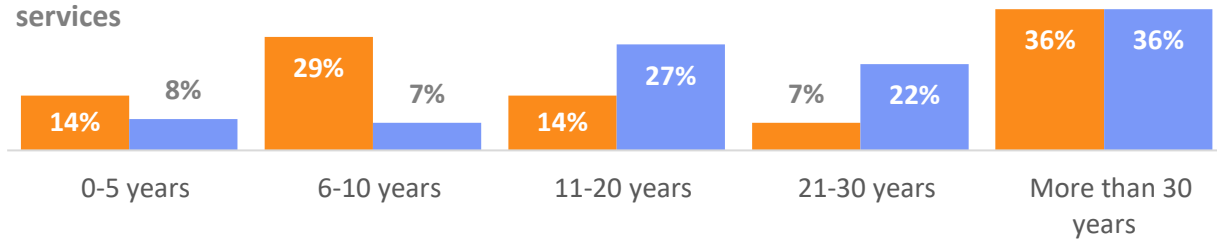


Figure 3: Primary focus of survey respondent organizations



JOIN organizations are younger than national programs in terms of offering workforce development services. While 36% of JOIN organizations have offered workforce development services for over 30 years, 44% have offered these services for 10 years or less (Figure 4). Eighty-five percent of national organizations have offered workforce development services for over 10 years with 36% also offering services for more than 30 years. The difference between JOIN and national organizations across primary focus and years providing workforce services is important to note when reviewing the following outcomes data.

Figure 4: Respondent organization years offering workforce development services



Enrollments and Performance Outcomes: JOIN vs. National Programs

Table 2: Workforce Benchmarking Network Survey Outcome Data Summary

Outcome	JOIN Programs (n=14)				National Programs (n=77)			
	n ⁴	Mean ⁵	Median ⁶	75 th Percentile ⁷	n	Mean	Median	75 th Percentile
Program Completion	5	66%	71%	86%	45	76%	80%	88%
Credential Attainment	8	69%	77%	86%	46	74%	81%	95%
Completer Placement	4	61%	56%	78%	37	74%	80%	90%
Enrollee Placement	14	44%	38%	54%	77	53%	56%	72%
Wage	6	\$11.53	\$11.20	\$13.25	71	\$14.33	\$14.00	\$15.50
Full-Time	8	61%	67%	96%	57	75%	78%	92%
w/Health Benefits	1	NA	NA	NA	42	50%	47%	74%
3-Month Retention	4	89%	95%	99%	60	72%	79%	86%
Wage	1	NA	NA	NA	25	\$15.73	\$15.00	\$16.69
6-Month Retention	2	94%	94%	NA	50	61%	67%	76%
Wage	1	NA	NA	NA	22	\$16.28	\$15.08	\$16.13
12-Month Retention	2	97%	97%	NA	39	45%	43%	73%
Wage	1	NA	NA	NA	16	\$16.76	\$15.50	\$17.66

⁴ “n” refers to the sample size, or in this case, the number of organizations that provided these data.

⁵ The mean represents the average of the responses.

⁶ The median is the value located in the middle of the distribution of responses. Medians are helpful to view with means, as they are resistant to very high or very low outliers that can “skew” the average.

⁷ The 75th percentile, or entry into top quartile, can be used to further interpret the spread of results. For WBN, responses above the 75th percentile are considered “higher performers”.



The median number of participants enrolled⁸ in JOIN programs during the one-year survey time period was 107, compared to a median of 132 for national programs. Table 2 provides more details on the outcomes achieved by JOIN program enrollees compared to their national counterparts—including the average and median results as well as the “75th percentile” results (higher performers).

Beyond the outcomes listed in this table, detailed analyses of program outcomes for JOIN and national programs are included in this section. These data are only provided when the responses (n’s) for a specific outcome were 2 or higher for JOIN programs. *WBN understands that with smaller sample sizes, there is less certainty that these data reflect the field, but we still feel these data are important to share.*

Outcomes disaggregated by race, ethnicity, and gender are also provided when responses are higher than 2 for JOIN programs. *Here, too, we understand that there will be a high degree of uncertainty tied to reviewing these responses and their likelihood of reflecting the group presented.* However, we want to both honor participation from network members as well as ensure that when reporting data available, we are not contributing to the harmful practice of making certain identities or groups feel unseen in the data. In some cases, participating organizations either did not serve or were unable to report disaggregated outcomes for American Indian or Alaskan Native, Native Hawaiian or Pacific Islander, or non-binary/ third gender participants. WBN recognizes that the lack of these data provides a large gap in understanding workforce development outcomes for these populations.

Program Completion Rates

Most JOIN survey participants offered open-ended, individualized services to participants. Thirty-six percent of JOIN programs offered workshops, classes, or a set of activities where “completion” was a relevant milestone. **JOIN programs that tracked completion had lower completion rates than programs nationally (average 66% vs. 76%)** (Figure 6). A larger percentage of national programs tracked program completion (58%), providing more data, which could speak to the difference in outcomes.

Figure 6: Average program completion rates

n= 5, 45



Some disaggregated program completion data are available for JOIN and national programs (Figure 7). Black JOIN participants (who make up on average 50% of cohort participants) saw average completion rates just under the overall average at 63%. White participants, on average, had completion rates of 57%, which is also below the overall average. Whereas participants who identified as Some Other Race (72%) or Two or More Races (90%) saw average completion rates higher than the JOIN overall average. More disaggregated data are available for national programs. National disaggregated completion rates are higher than JOIN rates other than for participants who identify as Two or More Races.

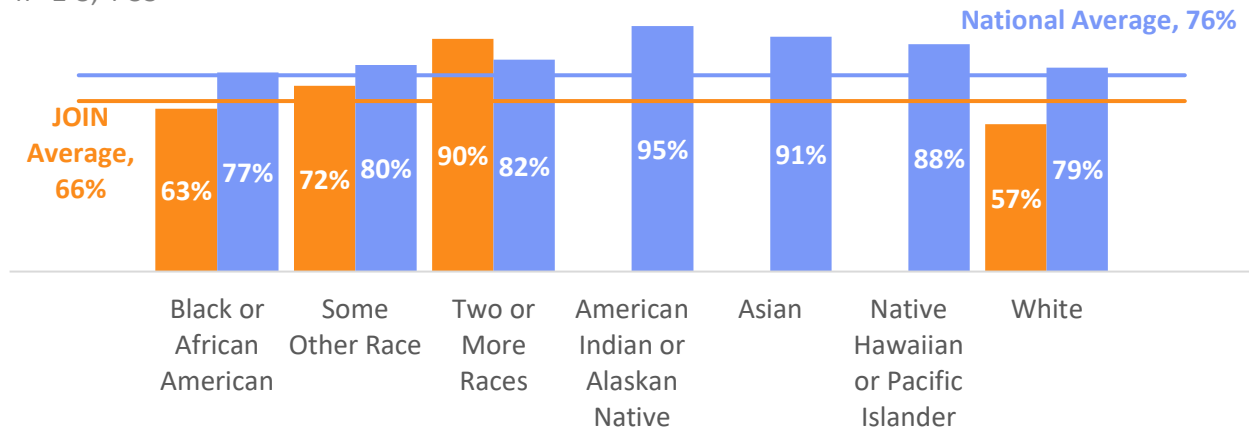
Data for disaggregated completion rates are limited. JOIN disaggregated data are not available for American Indian or Alaska Native, Native Hawaiian or Other Pacific Islander, or Asian participants.

⁸ Most JOIN programs defined someone as “enrolled” when they completed an admissions process or completed an admissions process and completed a certain number of days in the program.



Figure 7: Average completion rates by race

n= 2-3, 4-33



JOIN average completion rates for participants who identify as Latinx are slightly higher than those who do not identify as Latinx (83% vs. 78%). For national programs, completion rates are closer for Latinx and participants who do not identify as Latinx (81% vs. 79%).

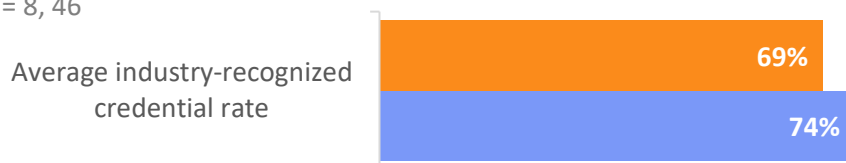
Average completion rates for men and women varied greatly in JOIN programs (60% for women and 46% for men). Average rates were closer for national programs with women at 78% and men at 74%.

Industry-Recognized Credential Rates

Figure 8 provides the industry-recognized credential rate for programs offering training leading to a credential. **For JOIN programs offering training leading to an industry-recognized credential (11), credential rates are slightly lower than for national programs offering training (52).**

Figure 8: Average industry-recognized credential rates

n= 8, 46



The WBN survey does not collect disaggregated service data. The survey only asks for what percentage of all participants receive the service (e.g. WBN does not know the number of women receiving occupational training leading to a credential). Therefore, to understand disaggregated industry-recognized credentials rates, program enrollments for each identity must be used as the denominator rather than the number of participants receiving training leading to a credential by each identity. This is misleading and drives the credential rates down as not all participants in a program may have received this service. However, it does provide more insight into equity in credentials for programs than not reporting any disaggregated data. **When using program enrollments as the denominator, average industry-credential rates are the same for both JOIN and national programs at 56%.**

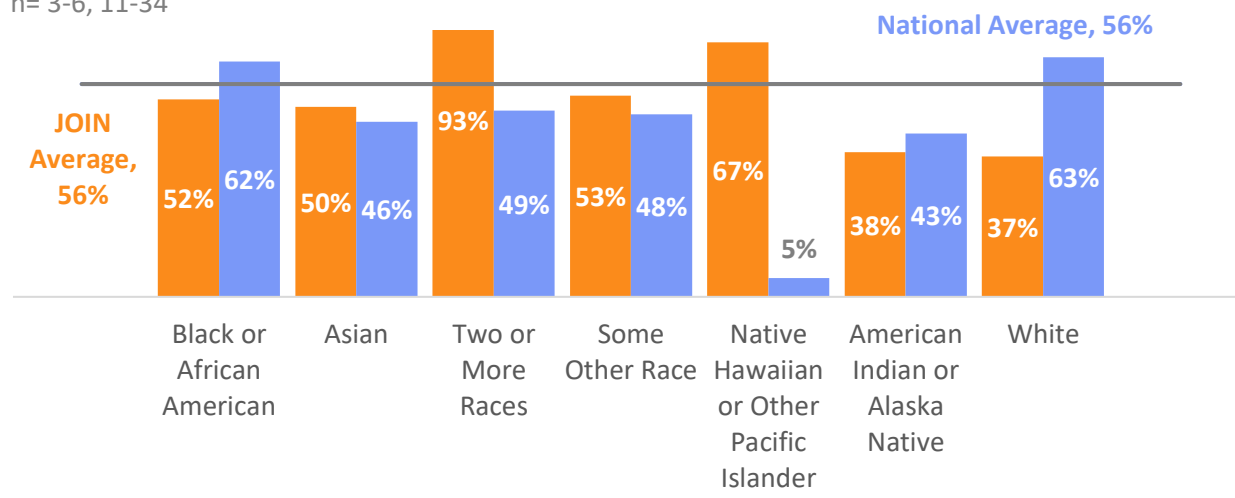
Other than JOIN participants identifying as Two or More Races or Native Hawaiian or Other Pacific Islander, average industry-recognized credential rates are lower across other racial identities than the



average industry-credential rate (Figure 9). JOIN participants identifying as American Indian or Alaska Native and White have particularly low credential rates compared to the cohort average. The same was mostly true for national programs except for Black or African American and White participants, where average rates are slightly higher than the overall average.

Figure 9: Average industry-recognized credential rates by race.

n= 3-6, 11-34

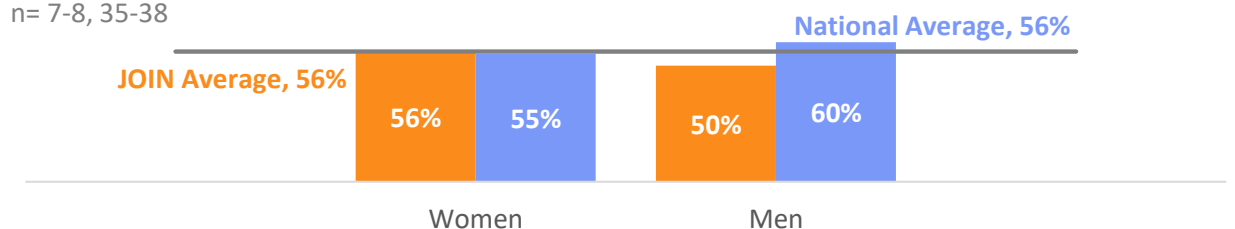


Average JOIN industry-recognized credential rates are higher for Latinx participants compared to participants who do not identify as Latinx (61% vs. 53%). Rates are roughly the same for national programs, though (63% vs. 62%).

And, industry-recognized credential rates are higher for women in JOIN programs than for men (56% vs. 50%). On average, women also make up more JOIN participants. National programs show the reverse, with men having higher rates on average than women (55% vs. 60%) (where the percentage of women and men participants are roughly even).

Figure 10: Average industry-recognized credential rates by gender.

n= 7-8, 35-38



For JOIN programs (11) and national programs (52) that offered occupational training leading to a credential, Table 3 shows the most common credentials offered. For both JOIN and national programs, “Other” was one of the top credentials. Four programs provided data on which other credentials they trained for with varied responses that could not be themed. Responses include: Early Childhood Education/Registered Apprenticeship Certificate of Completion, Security Officer, Massage Therapist, National Care Giver, Tree Tenders, Leave No Trace, and First Aid. JOIN’s top credentials are in line with top job placement industries (Table 4) of Accommodation and Food Service, Retail/Sales/Customer Service, and Health Related Services. National programs shared some of the same top credentials (Food



Handlers, Certified Nursing Assistant, and Safety), but they also offered Transportation and Warehousing credentials as well (Commercial Driver’s License and Forklift Operator).

JOIN		National	
Other	36%	Other	44%
Food Handlers	36%	Safety (e.g. OSHA)	40%
Retail Credential	18%	Commercial Driver's License	21%
Patient Care Technician	18%	Forklift Operator	19%
Customer Service Credential	18%	Certified Nursing Assistant	19%
Certified Nursing Assistant	18%	Food Handlers	15%
Safety (e.g. OSHA)	18%		

Job Placement Rates

Overall, JOIN programs reported slightly lower average placement rates than national programs. This was true whether placement rates were figured as a percentage of total participants enrolled or as a percentage of those who completed services (Figures 11 and 12). These results may speak to JOIN programs not having a primary focus on workforce-related services, offering services beyond workforce development, as well as fewer years of experience in providing workforce-related services.

Figure 11: Average placement out of completers rate.

n= 4, 37

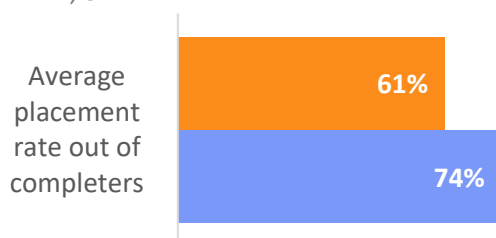
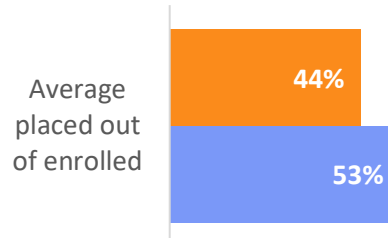


Figure 12: Average placement rate out of total enrollments.



Disaggregated outcome data for placement are available for both JOIN and national programs although at lower response rates. Average JOIN and national placement rates vary across race (Figure 13). Disaggregated average placement rates are higher than the overall JOIN average for participants who identify as Black or African American, Some Other Race, Two or More Races, and White. Rates are lower for participants who identify as Asian, Native Hawaiian or Other Pacific Islander, and American Indian or Alaska Native. It is important to note throughout this report that because of lower response rates tied to disaggregated data, it is not uncommon for disaggregated outcomes to differ in unexpected ways from the overall rate where more responses are represented.

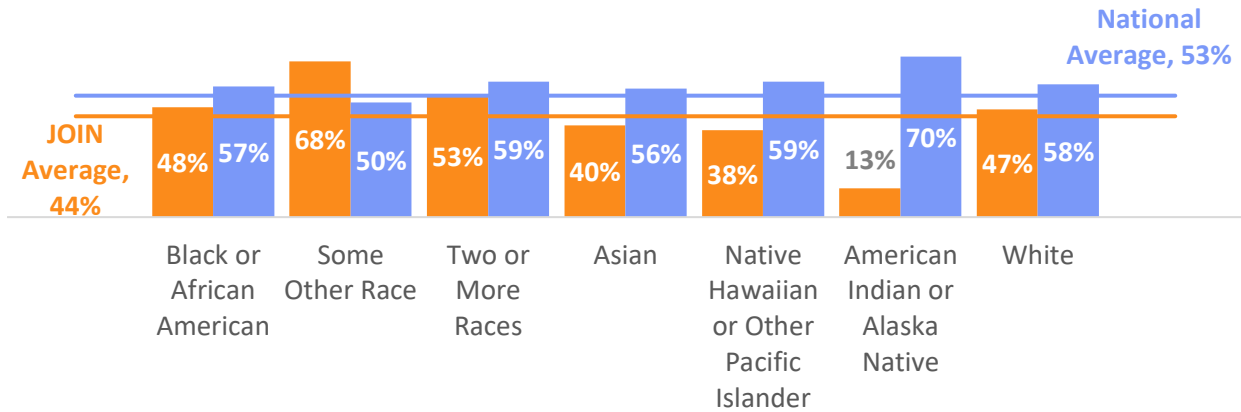
Average JOIN placement rates are also higher than average national placement rates for participants who identify as Some Other Race. Average JOIN rates are lower than average national rates for



participants who identify as Black, Two or More Races, Native Hawaiian or Other Pacific Islander, American Indian or Alaska Native, Asian, and White.

Figure 13: Average placement rates by race

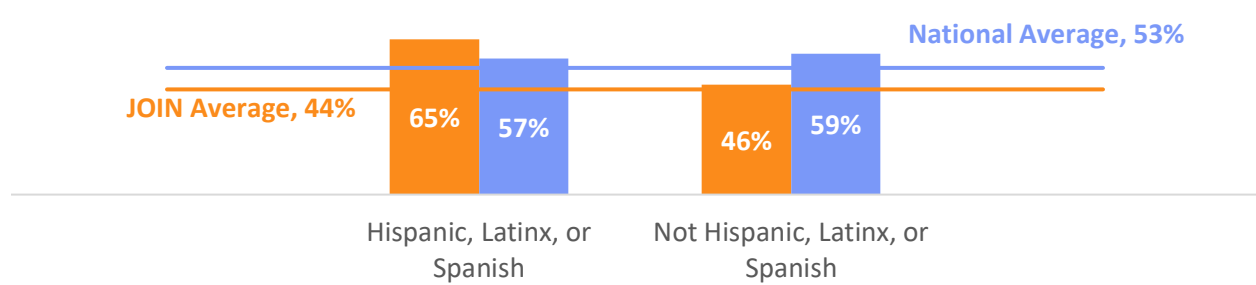
n= 3-9, 6-45



On average, Latinx participants in JOIN programs experience higher placement rates than participants not identifying as Latinx (65% vs. 46%) (Figure 14). Both rates were above the overall JOIN average. Average placement rates for Latinx participants in national programs were slightly lower than for participants not identifying as Latinx (57% vs. 59%).

Figure 14: Average placement rates by ethnicity.

n= 6-7, 39-45



The average placement rate for women in JOIN programs is 47% compared to men at 43%. National programs saw a slight difference in rates for men and women, with women at an average placement rate of 57% compared to men at 54%.

For both JOIN programs and national programs, top placement industries included Accommodation and Food Service, Retail/ Sales/ Customer Service, and Health Related Services. Placements most frequently occurred in these industry areas:

Table 4: Top Industries for Placement

JOIN (n=13)		National (n=68)	
Accommodation and Food Service	50%	Retail/Sales/Customer Service	31%
Retail/Sales/Customer Service	29%	Accommodation and Food Services	31%

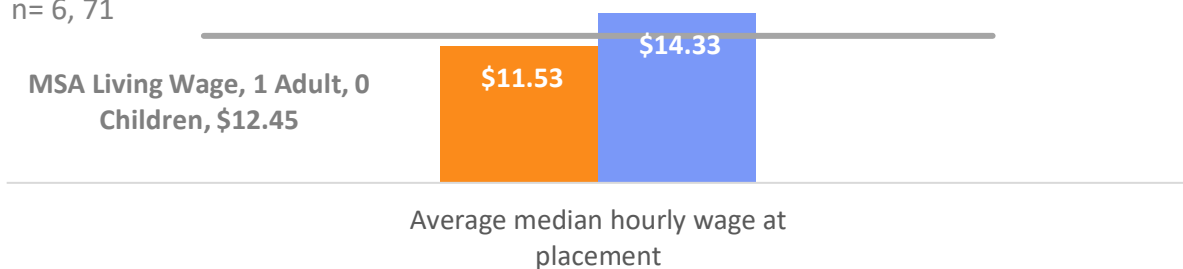
Health Related Services	21%	Health Related Services	25%
Education	14%	Transportation and Warehousing	22%
Information Technology	14%	Manufacturing	18%
Non-Profit/ Social Service	14%		
Transportation and Warehousing	14%		
Building and Construction Trades	14%		
Child Care and Social Services	14%		

Job Quality (Wages, Hours, and Benefits)

Less than half of JOIN programs provided data on median hourly wage at placement for their participants while most national programs provided these data (71 out of 77). For those who provided these data, **JOIN participants are earning on average almost \$3 less than national participants, a 20% difference** (Figure 15). This average is almost \$1 lower than the living wage needed for one adult with no children for the Philadelphia-Camden-Wilmington MSA (\$12.45⁹).

Figure 15: Average median earnings

n= 6, 71

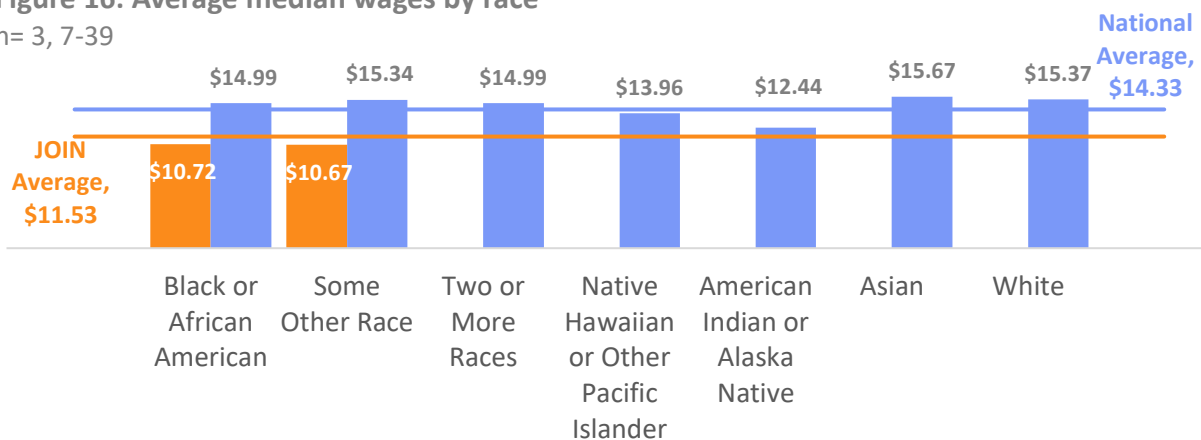


Some disaggregated data are available on median wage for JOIN programs although they are limited. Same as average median wages, Black JOIN participants and participants who identify as Some Other Race have lower average median wages compared to national programs (Figure 16). They also have lower average median wages than the overall JOIN average median wage, whereas participants for national programs have slightly higher average median wages in most cases. National participants who identify as American Indian or Alaska Native or Native Hawaiian or Some Other Pacific Islander have lower average median wages than the cohort overall. Disaggregated JOIN data are not available for most identities.

⁹ [2020 MIT Living Wage Calculator](#)

Figure 16: Average median wages by race

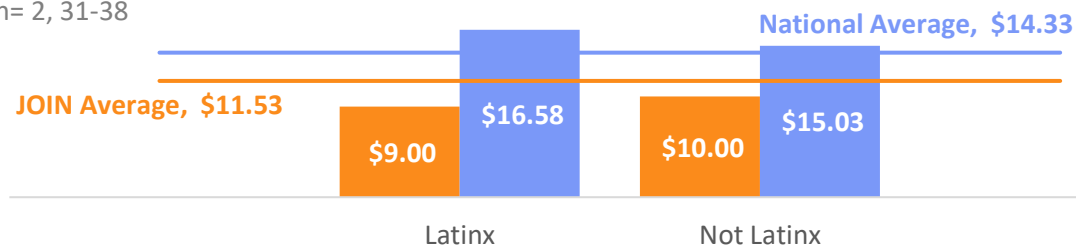
n= 3, 7-39



Data for disaggregated outcomes by ethnicity are also limited. However, for the 2 JOIN programs that submitted data, average median wages are \$1 dollar lower for Latinx participants as compared to data available for participants who do not identify as Latinx (Figure 17). The reverse is true for national programs. Latinx participants in national programs are earning on average median wages of about \$1.50 more per hour (\$16.58 vs. \$15.03).

Figure 17: Average median wages by ethnicity

n= 2, 31-38



Average median wages for women and men in JOIN programs are similar with women earning slightly more (\$11.50 vs. \$11.35 respectively). Women in national programs are on average earning slightly less than men (\$15.47 vs. \$15.58).

The lack of available wage data from JOIN programs compared to the data available for national programs may speak to the difference in median hourly earnings. Placement industries may explain the difference in earnings as well. The most frequent industry for placements listed by JOIN programs is Accommodation and Food Service. Fifty percent of programs listed Accommodation and Food Service as one of their top three industries for job placement. The next most frequently chosen industries for placements are Retail, Sales, and Customer Service (29% of JOIN programs) and Health Related Services (21%). The frequency of placements in lower paying industries are likely driving lower wages for JOIN programs compared to national programs.

The industries with the highest placements for national programs are also Accommodation and Food Service (31%) and Retail, Sales, and Customer Service (31%). Other top industries for placement include Health Related Services (25%), Transportation & Warehousing (22%), and Manufacturing (18%). Accommodation and Food Service is not as prevalent for national programs (31% vs. 50%), and there is larger variability in placement industries, including industries with higher earnings having higher placement frequencies.

Just over half of JOIN programs provided data on full-time placement whereas about 75% of national programs provided these data. For those who reported these data, **JOIN program placements are less likely to be full-time than those of their national counterparts** (Figure 18).

Figure 18: Average full-time placement rates

n= 8, 57

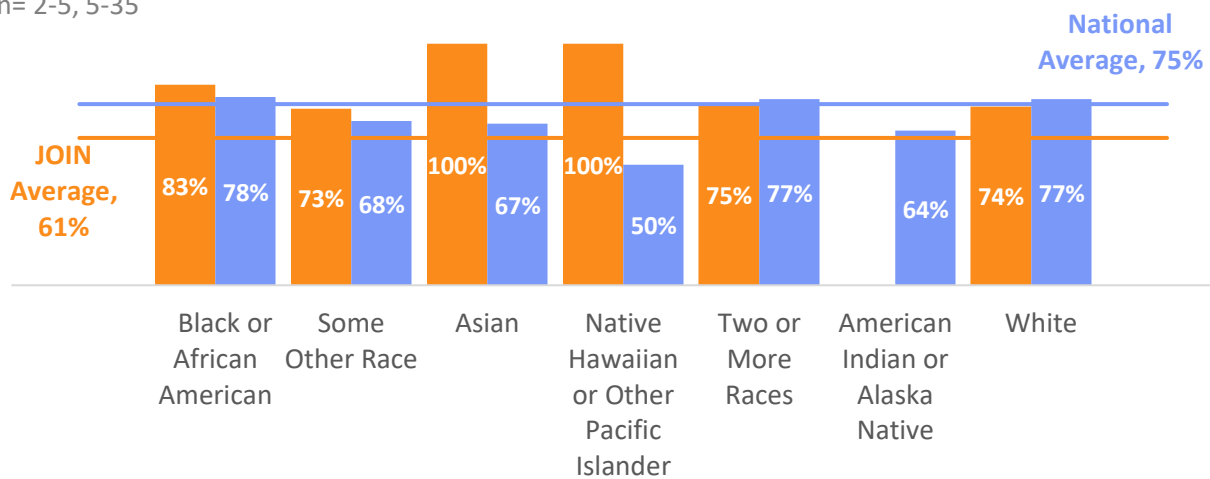
Average rate of placed participants working full-time



Some disaggregated data for full-time placement rates are available. For JOIN participants, average full-time placement rates are higher than the overall average across all racial identities (Figure 19). In most cases, they are higher or comparable to national rates too. Native Hawaiian or Other Pacific Islander and Asian rates are the highest at 100%; however, only two programs submitted these data. JOIN data are not available for American Indian or Alaska Native participants.

Figure 19: Average full-time placement rates by race

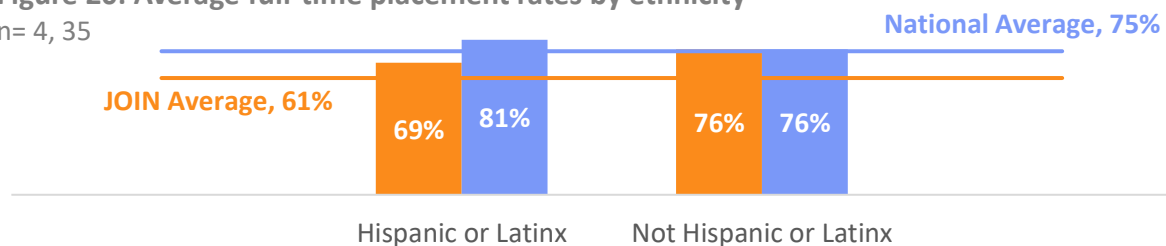
n= 2-5, 5-35



On average, JOIN full-time placement rates are lower for Latinx participants, although rates for both participants who did and did not identify as Latinx are higher than the overall JOIN full-time placement rate (Figure 20). The reverse was true for national programs— Latinx participants on average have higher full-time placement rates.

Figure 20: Average full-time placement rates by ethnicity

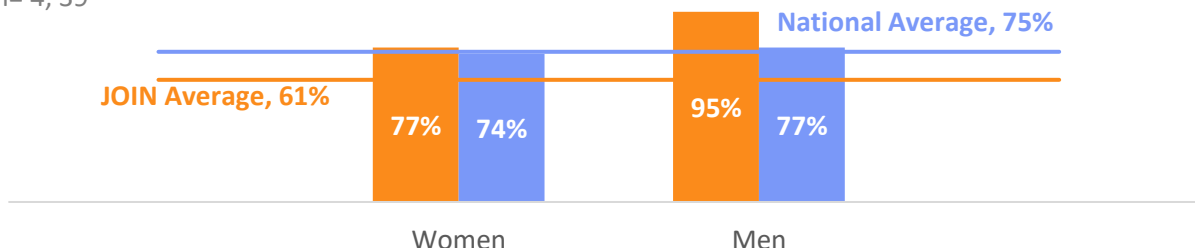
n= 4, 35



The average full-time placement rate is lower for women in both JOIN and national programs (Figure 21). However, the average rate for women in JOIN programs is much lower (77% for women vs. 95% for men). These data reflect only 4 JOIN programs, however, so these rates may not represent the entire cohort. Full-time placement rates for women and men are more comparable in national programs.

Figure 21: Average full-time placement rates by gender

n= 4, 39



Only one JOIN program provided data on health benefits, while 55% of national programs provided these data. **On average, 50% of national program participants are placed in employment offering health benefits.**

Job Retention Rates

JOIN programs are less likely to collect retention data overall across 3, 6, and 12-month retention points compared to national programs, and they were also less likely to have data available for retention at the time of the survey (Table 5). **JOIN programs are over 30% less likely to collect 3-month retention data, 35% less likely to collect 6-month retention data, and just over 20% less likely to collect 12-month retention data.**

Benchmarking survey participants are asked to choose a recent program cohort for which they have placement data and preferably retention data. However, submitting retention data is not a requirement. An advantage of the new Benchmarking survey is that survey participants can update their submitted survey to include retention data (or any other data) as they become available.

Table 5: Retention Data Collection and Availability		
	JOIN Programs	National Programs
3-Month Retention Data Collected at Any Point	58%	90%
3-Month Retention Data Available Now	29%	78%
6-Month Retention Data Collected at Any Point	50%	85%
6-Month Retention Data Available Now	14%	65%
12-Month Retention Data Collected at Any Point	57%	81%
12-Month Retention Data Available Now	14%	51%

Definition of retention: JOIN (4) and national programs (60) reported that they defined “job retention” in three different ways. For example, in reporting three-month job retention rates,



- Seventy five percent of JOIN programs and 53% of national programs defined retention as “working continuously, but with any employer.”
- One JOIN program (25%) and 17% of national programs reporting these data defined retention as “working continuously with the same employer”
- Thirty percent of national programs used the “snapshot” method, e.g., participant was working on the 90th day after start date.

For the JOIN programs able to report, retention rates on average are higher than those of the national programs at three months after placement (Figure 22).

Figure 22: Average 3-month retention rates

n= 4, 60

Average job retention rate at 3 months

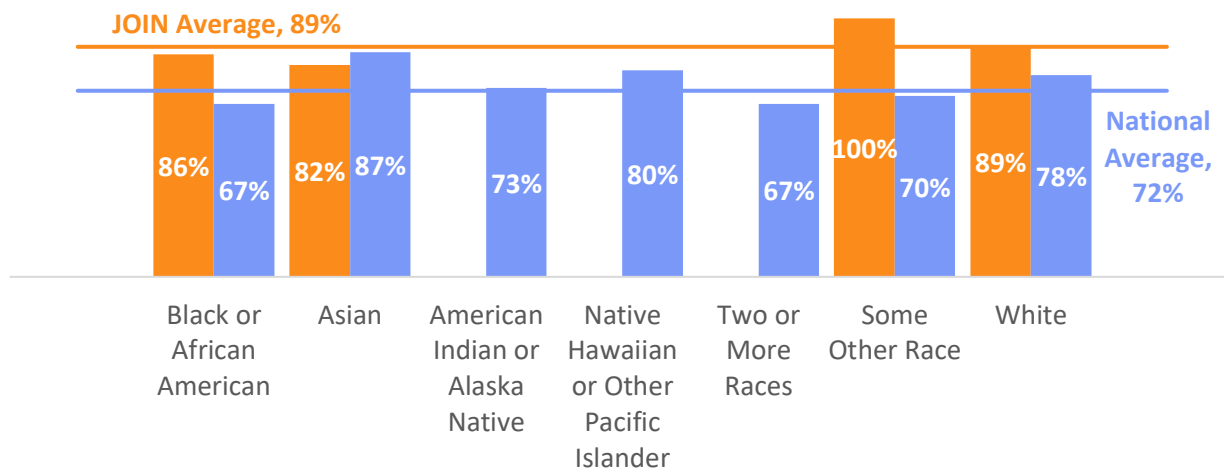


As with other outcomes, limited disaggregated data are available for JOIN programs. The data available show that Black participants and Asian participants have average 3-month retention rates below the overall cohort average (86% and 82%, respectively) (Figure 23). Participants who identify as Some Other Race have an average rate of 100%. And, White participants have an average 3-month retention rate that matches the overall retention rate for the cohort (89%). Consistent with the overall average, most JOIN rates are higher than average national 3-month retention rates. Disaggregated data are not available for American Indian or Alaska Native or Native Hawaiian or Other Pacific Islander JOIN participants or participants who identify as Two or More Races.

For national programs, Black participants and participants who identify as Two or More Races or Some Other Race hold average 3-month retention rates lower than the overall national average. Asian, American Indian or Alaska Native, Native Hawaiian or Other Pacific Islander, and White participants all hold rates higher than the average.

Figure 23: Average 3-month retention rates by race

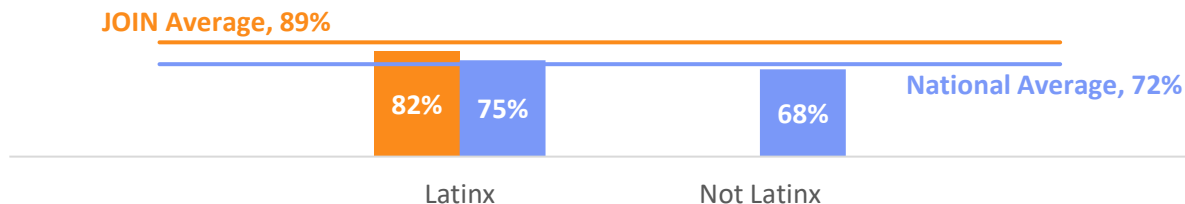
n= 2-3, 5-32



Latinx JOIN participants on average experience lower 3-month retention rates than the cohort (82% vs. 89%) (Figure 24). Data were not provided for participants who do not identify as Latinx so the entire cohort rate is used for comparison. Latinx participants in national programs on average experience higher rates than the overall cohort as well as participants who do not identify as Latinx (75% vs 68% respectively).

Figure 24: Average 3-month retention rates by ethnicity

n= 2, 27-28



Three-month retention rates for women and men are comparable across both JOIN and national programs. Women experience on average a 3-month retention rate of 87% compared to 88% for men in JOIN programs. Women and men in national programs shared the same average 3-month rate of 73%.

Six- and twelve-month retention data are limited for JOIN programs. Below are the average 6-month and 12-month rates for JOIN and national programs (Figures 25 and 26). For both rates, JOIN programs are experiencing much higher retention rates. As is noted previously, with low response rates, there is a high degree of uncertainty tied to how representative these rates are of the larger cohort.

Figure 25: Average 6-month retention rates

n= 2, 50

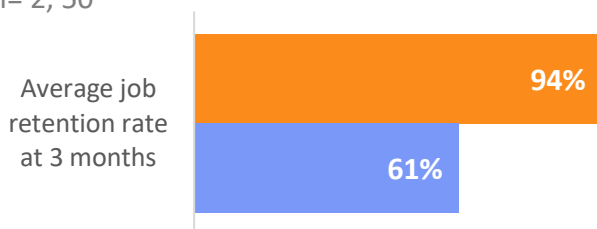
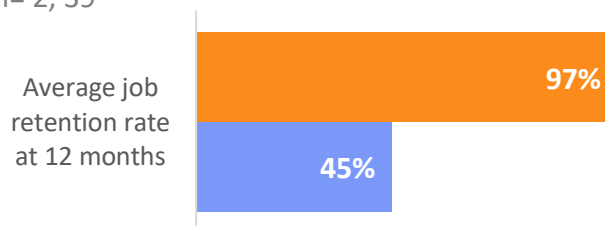


Figure 26: Average 12-month retention rates

n= 2, 39



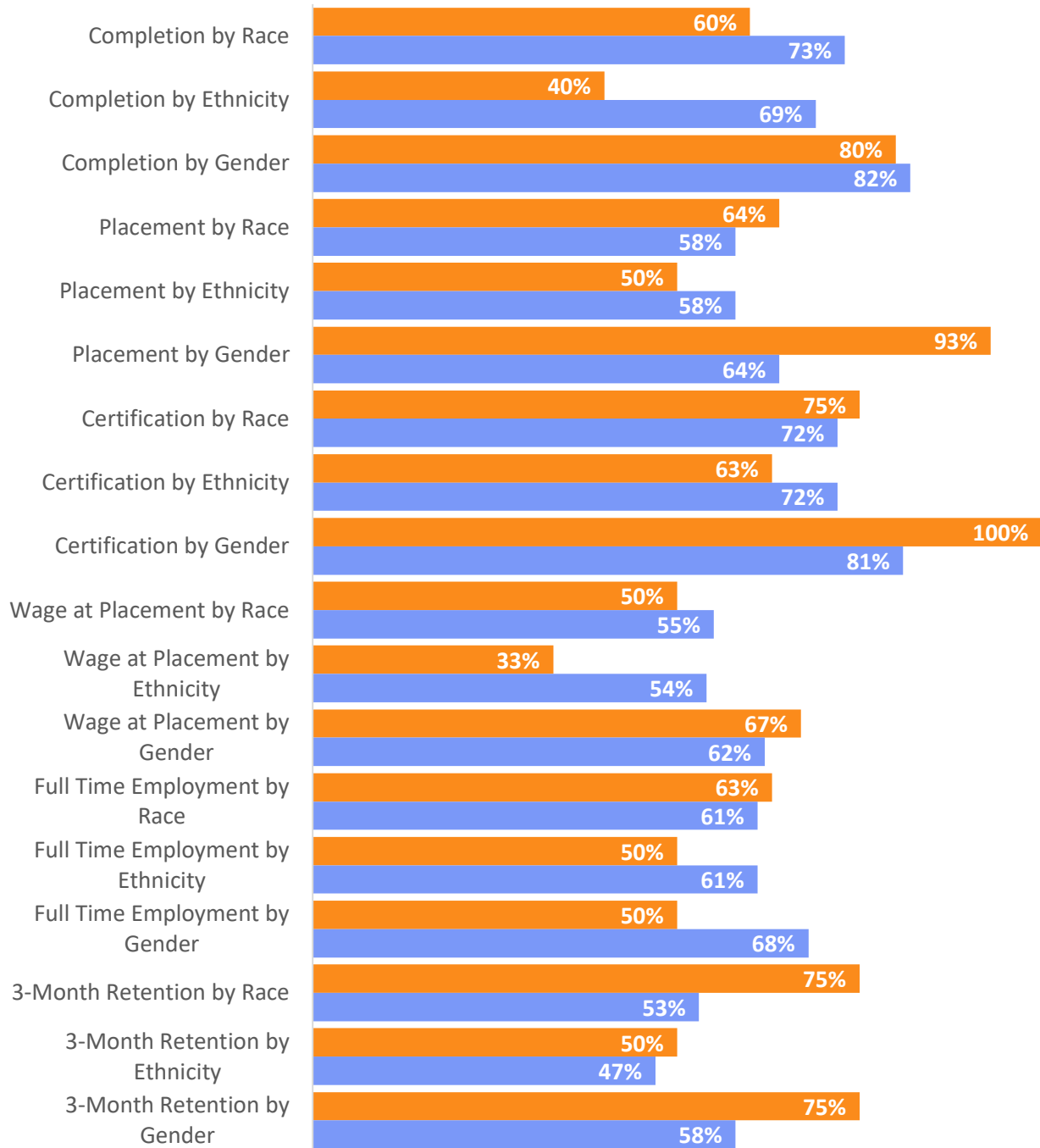
There are not enough JOIN data available to report 6 and 12-month disaggregated outcome data.

Collecting Disaggregated Outcome Data

In most cases, JOIN programs were as likely to report disaggregated outcomes data although the data reported differed from national programs. JOIN programs more often reported disaggregated data for placement, certification, and 3-month retention (Figure 27). JOIN programs were less likely to report disaggregated data for program completion, wage at placement, and full-time employment.



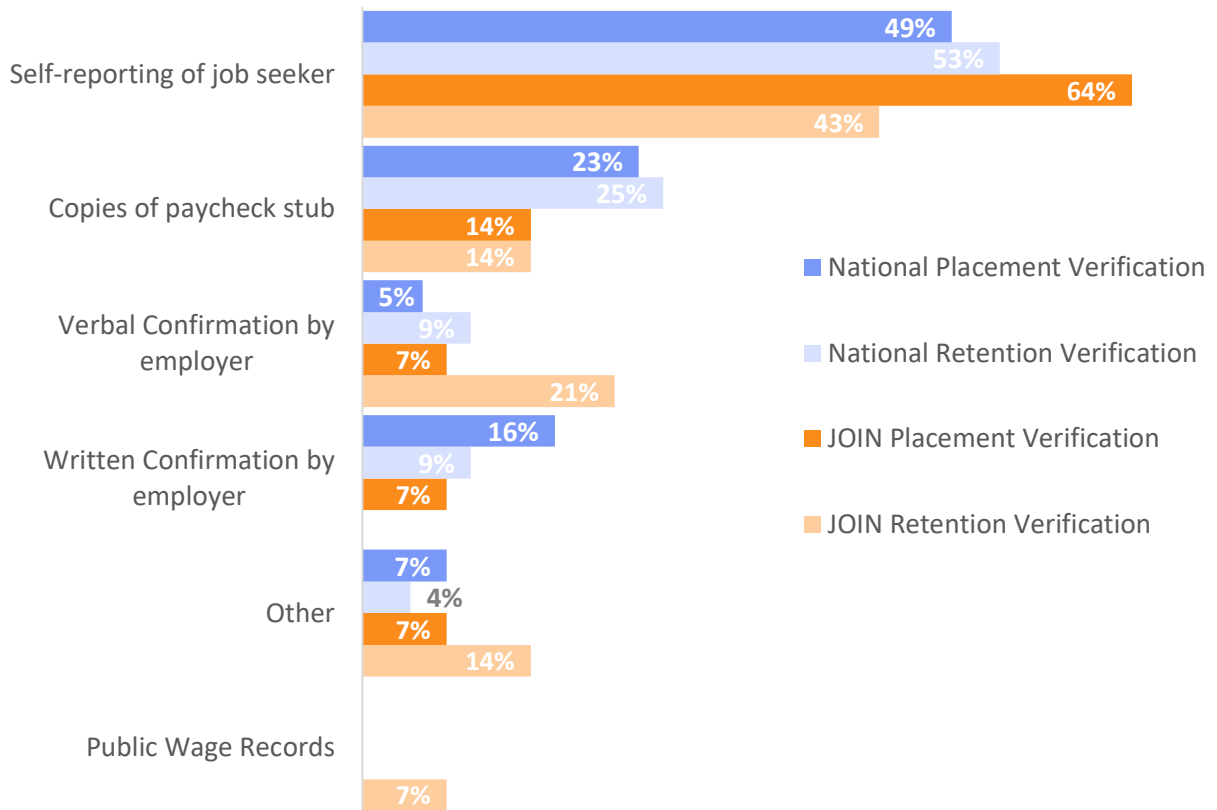
Figure 27: Percentage of Programs Reporting Dissaggregated Outcomes



Data Validation

JOIN programs are more likely to use self-reporting of job seekers to verify placement and both self-reporting and verbal employer confirmation to verify retention (Figure 28). Similar to JOIN programs, national programs are most likely to use client self-reporting to secure job placement or job retention information. National programs more often also use copies of paycheck stubs and written employer confirmation to verify job placement and retention.

Figure 28: Placement and retention verification methods

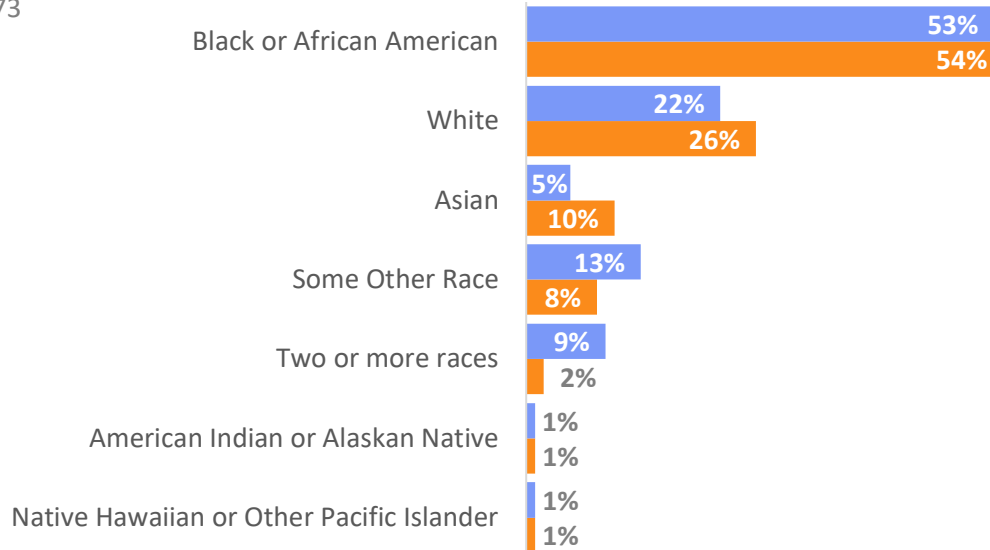


Demographic Data: Who Are Programs Serving?

On average, just over half of JOIN participants identify as Black or African American which is true for national programs as well (Figure 29). JOIN and national programs, on average, served about 25% participants who identified as White.

Figure 29: Race of JOIN and national participants

n= 9, 73



JOIN program participants were slightly less likely to identify as Latinx than national program participants (16% vs. 19% respectively) (Figure 30).

Figure 30: Ethnicity of JOIN and national participants

n= 8, 69



On average, JOIN programs are slightly more likely to serve women (Figure 31). For both JOIN and national programs, the average rate of participants identifying as non-binary was under 1%.

Figure 31: Gender of JOIN and national participants

n= 13, 73



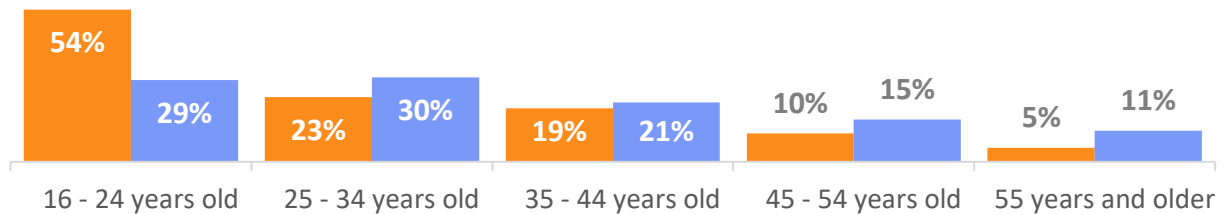
On average, over half of JOIN participants are between 16 and 24 years old (Figure 32). Participants are over 20% more likely to be young adults in JOIN programs than in national programs. JOIN programs are



more likely overall to serve participants 44 and under. There is more variability in participant ages in national programs.

Figure 32: Age of JOIN and national participants

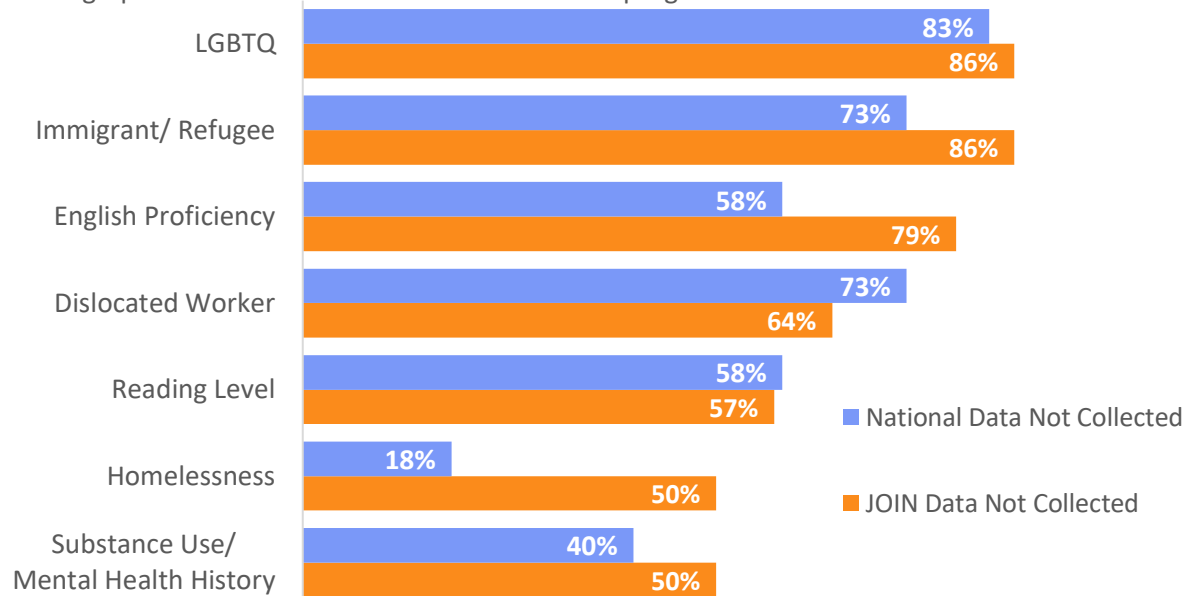
n= 9, 72



As seen in Figure 33, data were not collected by at least 50% of JOIN programs across many participant characteristics. JOIN programs are less likely to collect demographic data on LGBTQ status, Immigrant/Refugee status, and English Proficiency.

Figure 33: Demographic data NOT collected by JOIN and national programs

Demographics included where at least 50% of JOIN programs did not collect



But where data are available from JOIN programs (Figures 34 and 35), it appears that JOIN programs serve:

- Over double the average national rate of opportunity youth (average of 83% vs. 37%)
- Over double the average national rate of participants with limited English proficiency (average of 50% vs. 20%)
- About double the rate of participants without a high school education (average of 39% vs. 19%)



- More participants who identify as an immigrant, refugee, or asylum seeker (average of 41% vs. 24%)
- More veterans (average 17% vs. 3%), participants with a disability (average 28% vs. 19%), and more students with a post-secondary trade or technical background (average 13% vs. 3%).
- Less participants who are homeless (average 8% vs. 19%), are dislocated workers (average 7% vs. 22%), and who have a felony conviction (average 18% vs. 33%).

Figure 34: Average rates for other participant demographics

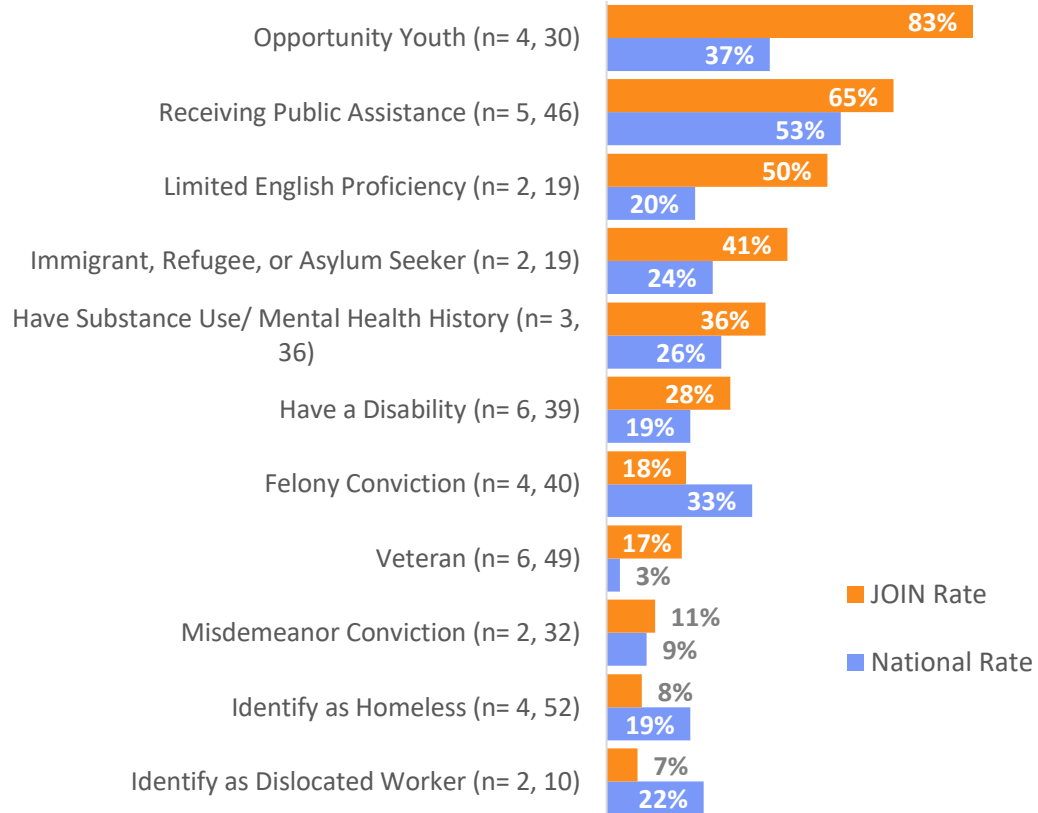
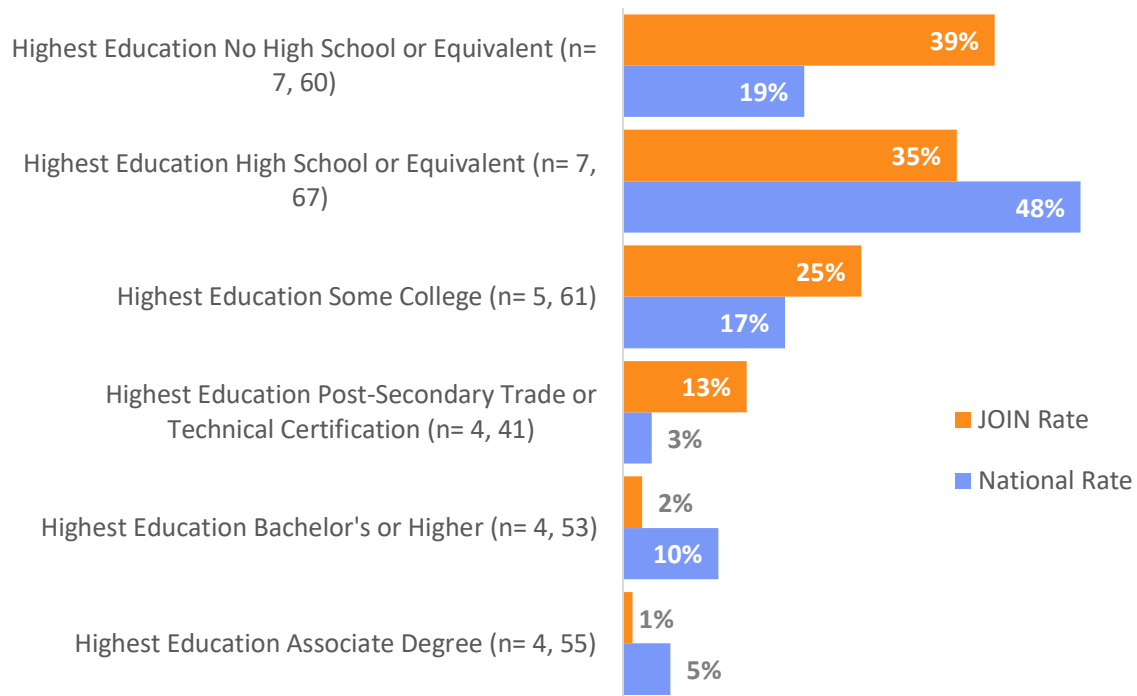


Figure 35: Average rates for highest education received by participants



Earlier analysis of the national Benchmarking dataset has shown strong correlation between job placement or job retention rates and specific participant characteristics such as homelessness, lack of high school diploma or equivalent, disability status, criminal background, and being age 18-24¹⁰. As shown in figures 34 and 35, JOIN programs serve on average more opportunity youth, participants without a high school diploma or equivalent, and participants with a disability compared to national programs which could impact outcomes. But without more consistent data collection this is hard to explore. More importantly, better data collection around participant characteristics would help organizations understand if specific sub-groups are not succeeding as well as others.

¹⁰ [Apples to Apples Data Update](#)



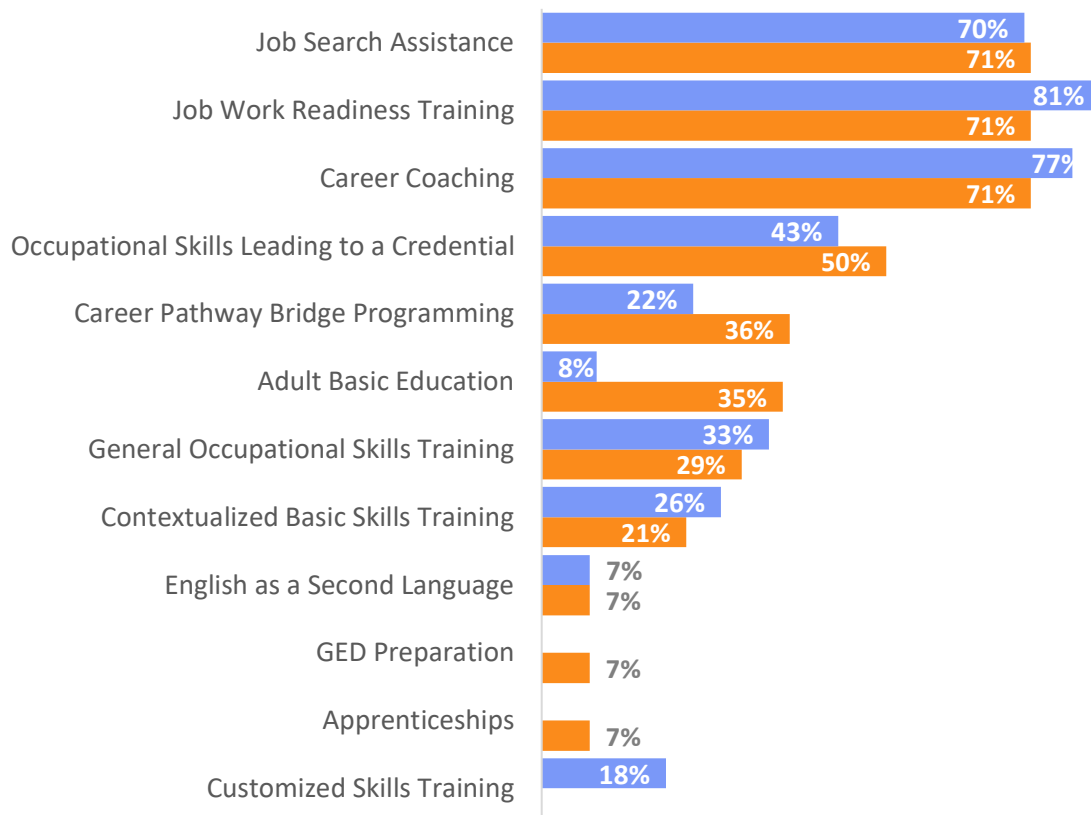
Participant Services Offered

The median number of hours of group pre-employment services provided by JOIN providers (n=8) is significantly higher than the median hours of national programs (n=50), although their averages were comparable: 400 hours (332 average) vs. 110 hours (average 336). Fifty percent of JOIN and national providers provided 100 or more hours of programming.

Benchmarking survey questions ask for estimates of percentages of participants receiving a variety of services. As seen in Figure 36 below, the “core services” (those offered to 75% or more of participants) most frequently provided by JOIN programs include job search assistance, job work readiness training, and career coaching.

Compared to the national programs, JOIN programs are more likely to offer occupational skills leading to a credential, career pathways bridge programming, and adult basic education. Other than these three areas and customized skills training (where no JOIN services were reported) JOIN offered core services at roughly the same rates as national programs.

Figure 36: % of Programs Offering Service to 75% or More Participants

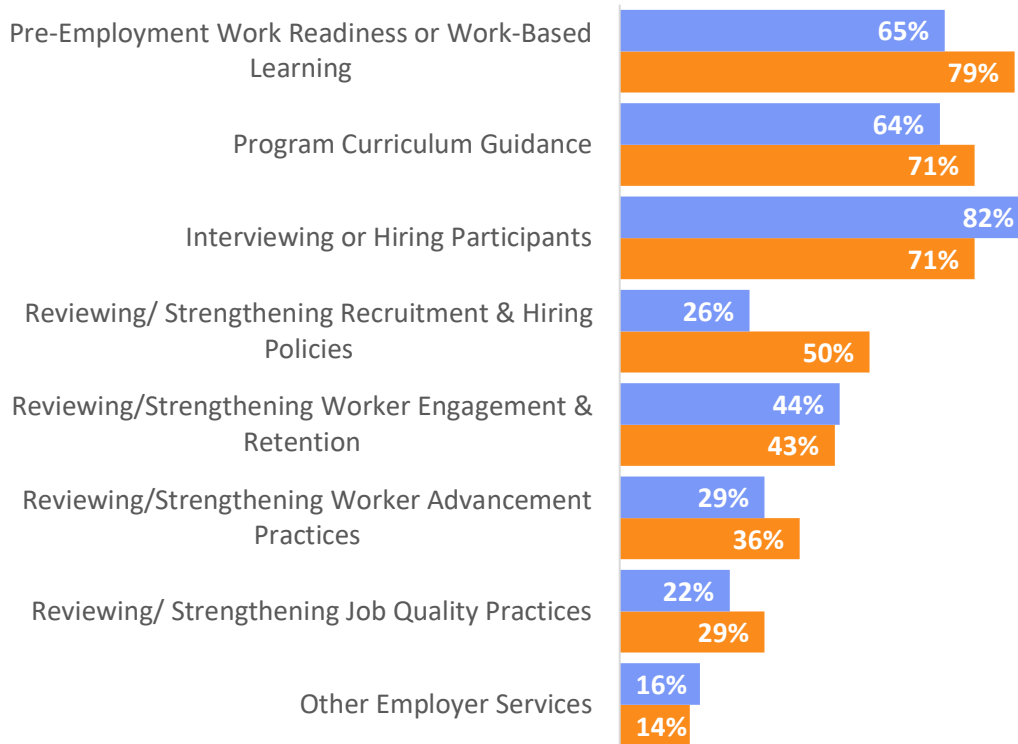


Employer Engagement Activities Offered

On average, JOIN programs participated in more employer engagement activities with employers than national programs. JOIN programs engaged in an average of 6 of the total 8 activities the survey collected data on in Figure 37 compared to an average of 4 for national programs. For JOIN, the most frequent employer engagement activities were pre-employment work readiness or work-based learning, program curriculum guidance, and interviewing or hiring participants (Figure 37). These three were the same for national programs only national programs most frequent employer engagement activity was interviewing or hiring participants.

Figure 37: Percentage of organizations offering employer services

n = 13, 69



Survey participants were asked how many unique employers they served. On average, JOIN programs served 17 unique employers whereas national programs served 30, almost double the number of JOIN programs. Since JOIN programs participate in more employer engagement activities than national programs on average, it may be that JOIN programs focus more on deeper relationships with fewer employers.



Appendix A: A Summary of Survey Requested Data

Below is a summary of all data available in the WBN survey and reports. We understand that no program will have all of this information, but we encourage programs to just share what they can! The more data we collect, the more that participating programs and the larger field will benefit from reports.

Organization Profile

- Organization type and primary focus
- Years providing workforce development services

Individual Program Information

All information is for a designated one-year period for one selected program. Optional responses of “we did not collect this information” or “number unknown” are available.

- Types of services provided by program – with approximate participation rates:
 - ◆ Adult basic education / literacy
 - ◆ English as a Second Language
 - ◆ Preparation for HS diploma or equivalent
 - ◆ Contextualized or integrated basic skills education
 - ◆ Career pathways bridge programming
 - ◆ Case management
 - ◆ Financial security coaching/training
 - ◆ Work/job readiness training
 - ◆ Career navigation
 - ◆ Self-directed job search resources
 - ◆ Occupational / vocational skills training (general)
 - ◆ Job retention and worker advancement services
 - ◆ Occupational / vocational skills training–with cert. type
 - ◆ Employer-based customized skills training
 - ◆ Internships
 - ◆ Transitional jobs
 - ◆ On-the-job training
 - ◆ Pre-apprenticeships
 - ◆ Post-employment coaching and retention services
 - ◆ Post-employment skills upgrade training
 - ◆ Financial assistance, incentives, and other supportive services (e.g., mental health, legal, etc.)
- Employer engagement activities
 - ◆ Informing training curriculum
 - ◆ Participating in work readiness events
 - ◆ Creating work experience opportunities
 - ◆ Reviewing recruitment/hiring practices
 - ◆ Improving job quality/stability
 - ◆ Strengthening employee retention & advancement support
- # of hours/weeks in structured and individualized pre-employment activities (estimates)
- # of weeks in post-employment activities (estimates)
- Sources of program revenue, with relative percentages for the one-year period
- # staff and volunteers/interns (FTE) engaged in specified program

Program Participant Information

Optional response of “we did not collect this information” or “number unknown” available.

- Ability to be selective in accepting participants into program



- Definition of enrollment
- Total # of program participants enrolled in the one-year reporting period
- Participant characteristics:
 - ◆ # already employed
 - ◆ # by gender identification
 - ◆ # by age groups
 - ◆ # by race/ethnicity
 - ◆ # by education/reading levels
 - ◆ # receiving public assistance
 - ◆ # homeless
 - ◆ # with limited English proficiency
 - ◆ # with a physical/developmental disability
 - ◆ # with mental health/substance use barriers
 - ◆ # with arrest/conviction records (misdemeanor/felony)
 - ◆ # veterans
 - ◆ # dislocated workers
 - ◆ # refugees or immigrants

Initial Completion, Credential, and Placement Outcomes

Optional response of “we did not collect this information” available. Option of reporting outcomes disaggregated by race/gender.

- # of enrolled cohort completing pre-employment services
- # of academic or industry credentials
- Definition of placement - # days, job type, minimum earnings
- # of enrolled cohort who were placed
- # of program completers who were placed
- Targeted or more frequent industries or occupations for placement
- Median hourly wage at placement
- # with further education as an outcome, if not placed
- # jobs that were full-time
- # jobs that offered health benefits

Employment Retention Outcomes

Same questions for 90 days, 6 months, and one-year retention periods – option of “data not available”

- Method used for defining “retention”
- # of placed participants retained
- Median wage at each point of retention

Financial Security Outcomes

For those offering financial security services:

- # achieving increase in net income
- # achieving increase in credit score
- # receiving approval for income supports

Data Verification Processes

- Type of verification required to validate job placement/job retention information
- Type of computerized database used to track participant outcomes
- Use of funder-provided data systems to record outcomes
- Verification of outcomes by funder or outside entities
- Reconciliation of internal reports with funder summaries of outcomes
- Internal monitoring of data for accuracy and completeness (method/frequency)



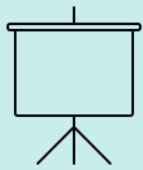
Appendix B: Peer Learning Forums

Quarterly peer forums of the Workforce Benchmarking Learning Community organizations look at short-term process results that contribute to placement and long-term retention outcomes, and to strategize on how those could be improved. The first three peer forums each focused on a different program process: **recruitment**, **employer engagement**, and **work readiness/job retention services**. In the final forum, programs reflected on their **overall data culture** and priorities for strengthening it.

Each forum had similar components:



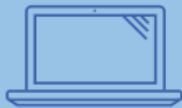
Identifying specific data or other evidence that could be used to measure the effectiveness of that program strategy



Sharing information about effective practices using a racial equity lens in that area—through presentations on lessons from the larger field as well as interchange with peers from other organizations



Significant planning time for organizational teams to identify specific actions or approaches using an action planning tool to incorporate ideas from the session into their work



Follow-up individual coaching calls after each forum to provide both accountability and support for organizations as they reported on progress or challenges in implementing their action plans.



Appendix C: Forum Key Outcomes Tool

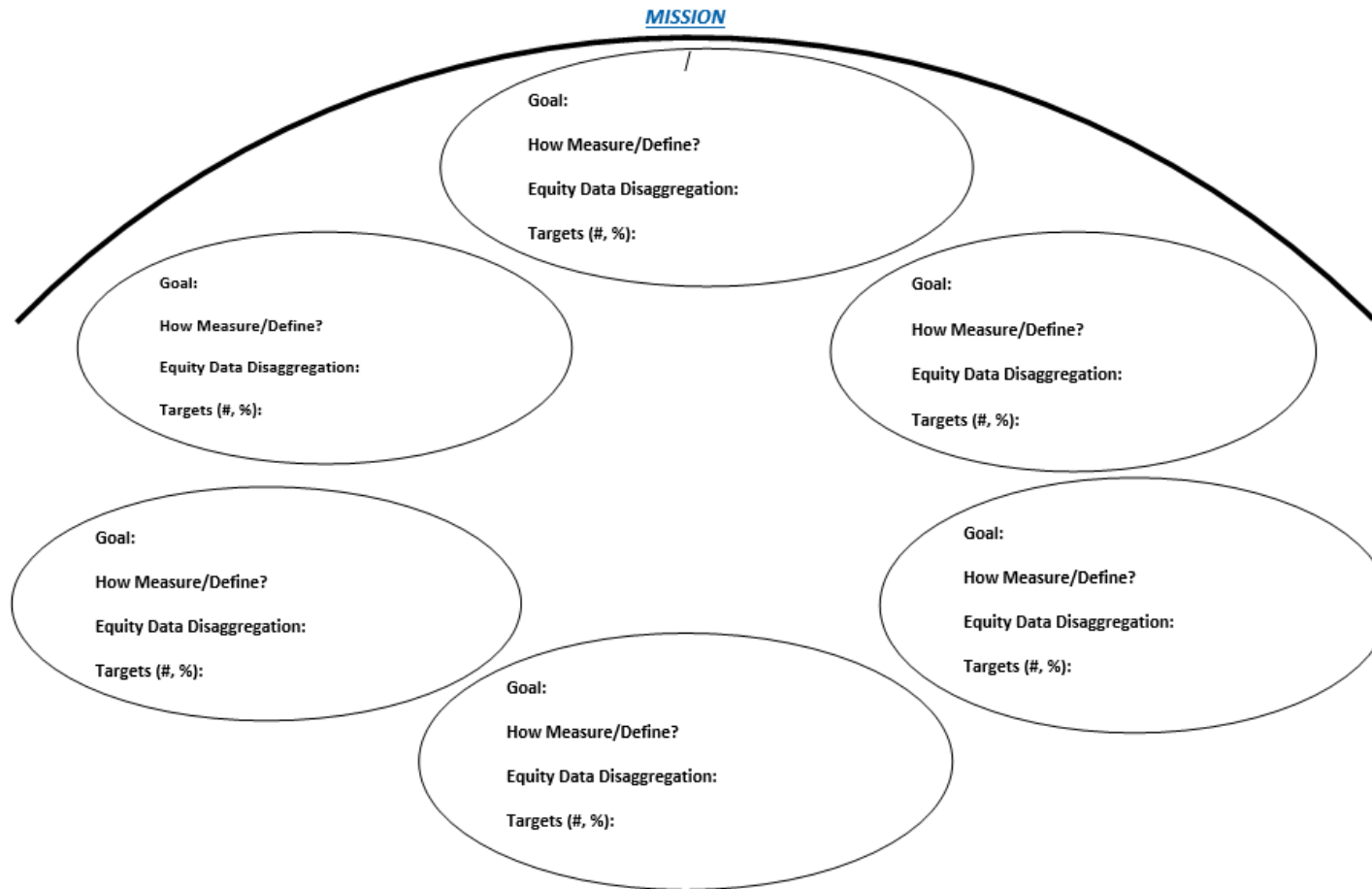
Workforce Benchmarking Network

KEY LONG-TERM OUTCOMES THAT MATTER TO OUR ORG or PROGRAM

WBN
#1

What long-term outcome measures will tell us that we are accomplishing the customer "changes" (in knowledge, attitudes, behavior, status or condition) needed to realize our mission and accomplish increased economic mobility for constituents?

Consider a balanced scorecard of indicators that include equity-related goals, other customer goals, funding sustainability and staffing-related goals.



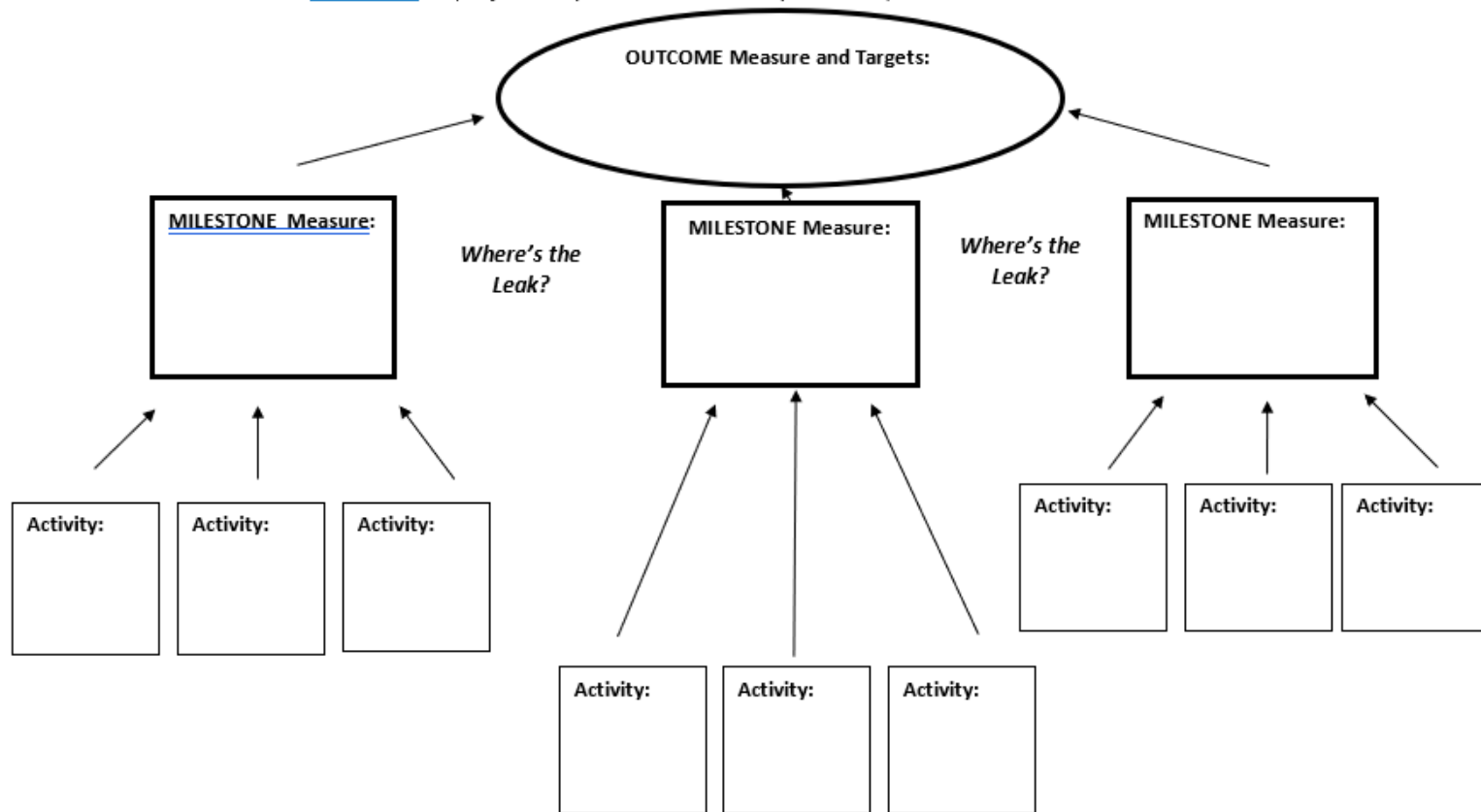
Appendix D: Forum Interim Milestones Tool

OUTCOMES – MILESTONES – ACTIVITIES: WHERE'S the LEAK?

“OUTCOME” – the “Big Goal” - A long-term outcome or result that indicates we’re accomplishing the “changes” needed to accomplish our mission. These can be changes in knowledge, attitude, behavior, status or condition – and should include disaggregation by race, gender, or other equity-related groups.

“MILESTONES”: The important short-term “progress results” that are needed along the way to reach the Big Goal or Outcome. Milestones can also be improved results for specific equity-related groups or populations. Milestone measures should be informed by data, staff observation, and participant/community input.

“ACTIVITY”: A specific activity that would most likely lead to improvement in a milestone result.



Workforce Benchmarking Network



Appendix E: Forum Influencing Factors Brainstorm Tool

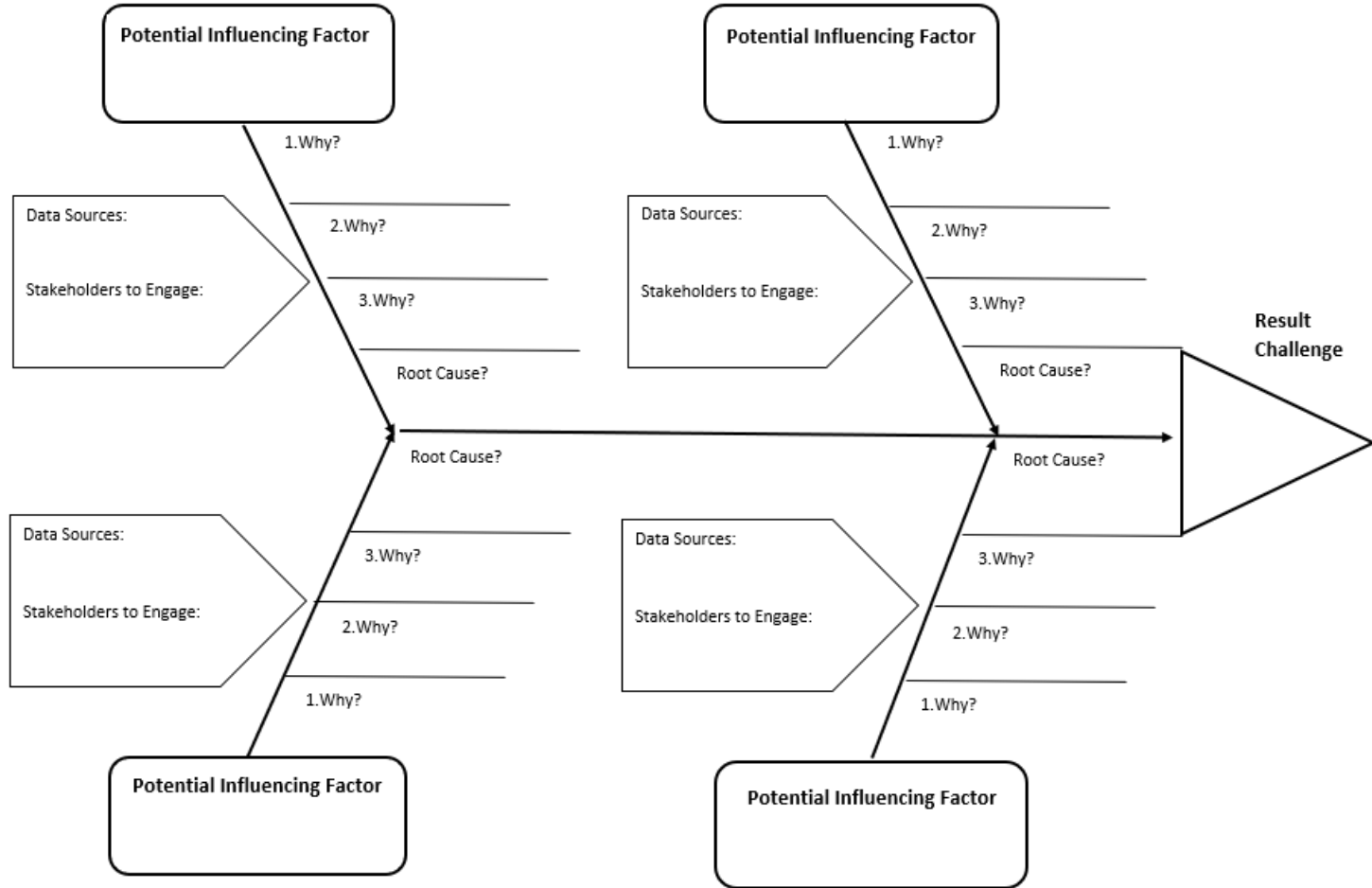
<p>Workforce Benchmarking Network Rev. January 2019</p> <p style="text-align: right;">WBN #3</p> <p style="text-align: center;"><u>Building from Experience – What Factors Could Be Influencing Results?</u></p> <p>Result Challenge We're Focused On (long-term or short-term) _____</p> <p><i>Based on your experience, what are your initial hunches about factors related to success with this result? Push your thinking: WHY do those factors exist? What do you perceive are their root causes?</i></p>		
<p>POTENTIAL PARTICIPANT* FACTORS</p> <p>What characteristics, needs or qualities do they "bring in the door / bring to the table?" that could be a factor?</p> <p><i>Demographics, skill levels, work or education history, interests and motivators, health or family issues, specific needs, etc.</i></p>	<p>POTENTIAL SERVICE/STRATEGY FACTORS</p> <p>What is it about <u>what</u> we do (or don't do), <u>how often</u> we do it or <u>how well</u> we do it that could be a factor?</p> <p><i>Types or length of activities, content or quality of services, effectiveness of our processes (or partner processes). Consider where services are not being provided equitably.</i></p>	
<p><i>*Could adapt for Applicant, Employer, Partner, etc.</i></p>		
<p>STAFF TEAM FACTORS</p> <p><i>Staff allocation, staff knowledge and skills, staff communication. Could also include biases (conscious or unconscious).</i></p>	<p>INFORMATION FACTORS</p> <p>What do we "not know"?</p> <p>What info is missing?</p> <p><i>Unknown or unutilized information: Assessment data, disaggregated data on results, reasons for leaving, etc.</i></p>	<p>What are INSTITUTIONAL or SYSTEM FACTORS?</p> <p><i>institutional policies, funder or partner policies, economic or seasonal issues, resource limitations. Where might institutional racism contribute to how and why we work in a certain way?</i></p>



Appendix F: Fishbone Diagram Tool

WBN #4

FISHBONE DIAGRAM: Use Your Hunches, Data, and Community/Stakeholder Feedback to Explore Influencing Factors and Their Root Causes/

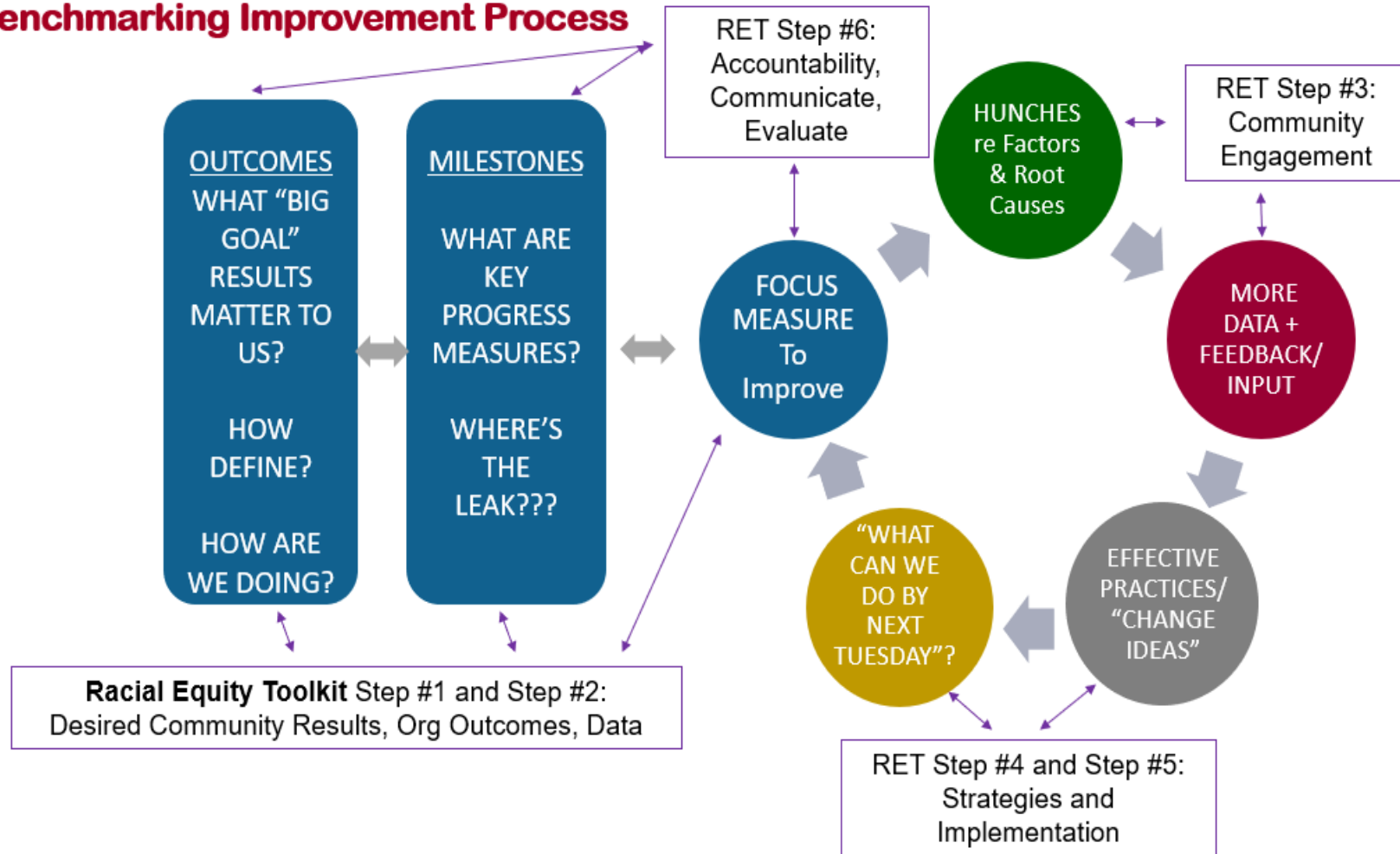


Workforce Benchmarking Network



Appendix G: JOIN Workforce Learning Community Continuous Improvement Model

Benchmarking Improvement Process



Appendix H: Using Your Benchmarking Survey Reports for Learning and Improvement

The information in your Workforce Benchmarking Network (WBN) survey reports can be the basis for useful discussions among both management and frontline staff. Be sure to engage several staff in reviewing reports (using the guides and video resources available [here](#) on the CSW website as needed). Then make time to discuss takeaways, further questions, and next steps.

1. BEFORE You Create Your Comparison Reports: *What Outcomes and Comparison Characteristics Matter Most to Us? What Do We Most Want to Learn?*

OUTCOMES: With the various “Explorer” reports—Outcomes Explorer, Equity Outcomes Explorer by Gender/Race, and Wages by Gender/Race—you can build your own “dashboard” with a variety of performance outcomes (up to 8 per dashboard).

See the attached list of available outcomes in each Explorer Report. STAR or list below the outcomes that matter most to you and other staff as you look at how you compare to peers in the field.

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CHARACTERISTICS: Since the Explorer reports show how your program outcomes compare to others, they will be most useful if you “filter” them by the characteristics that you would consider most important in a peer comparison group, e.g., the population they serve, a particular service they offer, program length, etc.

See the attached list of available characteristics in each Explorer Report. STAR or list below the ones that matter most to you and other staff as you compare your program to others in the field.

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What other characteristics might you be interested in looking at, even if they don't currently apply to your program? For example, you may want to see outcomes for programs with a certain population you're considering serving or a service you're considering offering. STAR or list those below.

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2. **Create reports, referring to the [Accessing Your WBN Reports guide](#) or [Summary Guide](#) as needed.** Print or Save reports that are useful, using the Print or Image features in the upper right corner of charts.
3. **Explore the available Dashboards and Distribution Reports** to learn more about how programs answered specific questions about services, employer engagement, funding, participant demographics, and other topics. *See attached list of available reports.*

Remember: As more surveys are submitted all reports will automatically update, so check back periodically!

4. **Reflect with your staff about the various reports and implications for your work.** This could be done in one meeting or in small chunks across several meetings. Here are some questions you could use or adapt:

For the Outcomes Explorer, Equity Outcomes Explorer, and Wages by Gender or Race/Ethnicity reports:

- What results stood out for you? What patterns did you notice in terms of how our program compares to others in the dataset so far?
- What do you specifically notice related to disparities in outcomes related to gender or race and ethnicity—both among all programs and in how we compare (if we provided data)?
- Where are you most pleased with how our results compare?
- Where are you surprised or concerned about the comparison information? Why?
- What other questions were triggered by seeing these data results? What else would you like to know from the WBN data? Where do you want to explore our own data more deeply?
- How is this data useful in helping us identify areas of focus to improve our services?

For the Dashboard and Distribution reports:

- What specific charts or information stood out for you? Why were they interesting?
- Where are you surprised by something in these data reports?
- What was helpful to see, as you think about our program's services and strategies (current or future)?
- What do you want to know more about? What other data would be useful to have from the Benchmarking survey?

Overall: Based on what you see in the data, what topics would you most like to explore by connecting with some of our peers in the Workforce Benchmarking Network about their practices and experience?

5. **Identify Next Steps as a Team**

- Who else should we share this data with (staff, Board, participants, funders)? How and when?
- What is further internal data we want to explore, including disaggregated outcome data?
- What are some priorities for improvement, related to outcomes, services, or disparities?
- On any of the above, what small steps can we take "by next Tuesday" (to keep momentum going)?
- Based on our conversation, what questions, suggestions, or other feedback do we have for the WBN team? NOTE: Please send using this [very short survey](#) or email benchmarking@skilledwork.org.



Appendix I: Benchmarking Reports and Contents Sheet

Outcomes and Program Characteristics in the Benchmarking Reports

There are currently 10 reports available for review by those who've submitted data for the Benchmarking survey:

Distribution Explorer: How are answers to specific survey questions "spread" across programs in the dataset?

Outcomes Explorer: How do my results compare to mid-point and high-performance levels for an outcome?

Dashboards: What types of participants and services are represented by programs that submitted surveys?

- Participant Demographics Dashboard
- Participant Characteristics Dashboard
- Participant Services Dashboard
- Employer Services Dashboard

Wages by Gender: How does wage information submitted vary by gender and how do we compare?

Wages by Race: How does wage information submitted vary by race and ethnicity and how do we compare?

Equity Outcomes Explorer by Gender: How do non-wage outcomes reported vary by gender and how do we compare?

Equity Outcomes Explorer by Race: How do non-wage outcomes reported vary by race and ethnicity and how do we compare?

Available Outcome Data and Program Characteristics for Filtering Outcomes Reports

<p>Outcomes:</p> <ol style="list-style-type: none"> 1. Credentials, Outcomes and Wages <ul style="list-style-type: none"> ◆ Received Credential Rate (Academic or Industry) ◆ Program Completion Rate ◆ Enrollee Placement Rate ◆ Program Completer Placement Rate ◆ Full-Time Employment Rate ◆ Health Benefits Rate ◆ Internal Placement Rate ◆ Median Wage (at Placement, 3/6/12 Months) ◆ Job Retention (at 3/6/12 Months) 2. Financial Security Outcomes (Distribution Reports only) <ul style="list-style-type: none"> ◆ Achieved Increase in Net Income Rate ◆ Achieved Increase in Credit Score Rate ◆ Received Income Support Approval Rate <p>Program Characteristics:</p> <ol style="list-style-type: none"> 1. Program Enrollment Numbers and Criteria 2. Demographics <ul style="list-style-type: none"> ◆ Age ◆ Gender ◆ Race and Ethnicity ◆ Criminal History ◆ Disability ◆ Dislocated Worker 	<ul style="list-style-type: none"> ◆ Limited English Proficiency ◆ Homeless ◆ Immigrant, Refugee, or Asylum Seeker ◆ Substance Abuse/Mental Health Disorder ◆ Veteran <ol style="list-style-type: none"> 3. Education & Reading Level 4. Services (est. percentage of enrollees receiving svc.) <ul style="list-style-type: none"> ◆ Supportive Services and Financial Incentives ◆ Financial Security Services ◆ Foundational Skills/Bridge Programming ◆ General Employment Preparation ◆ Training and Apprenticeships ◆ Work Experience Opportunities and Mentoring ◆ Post-Employment Services 5. Time in Program Activities 6. Funding Sources (Distribution Reports, Field Grouping category only) 7. Location (Region) (Currently for Wage and Equity Outcomes Reports only) 8. Placement & Retention Definitions (Outcomes Explorer only)
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Appendix J: Racial Equity Toolkit Steps (RET)

1. What are the **desired results and outcomes**?
2. Data: What's the data? **What does the data tell us?**
3. Community engagement: How have communities been engaged? **Expansion needed?**
4. Analysis and strategies: **What are your strategies** for advancing racial equity or mitigating unintended consequences?
5. Implementation: What is your **plan for implementation**?
6. Accountability and communication: How will you **ensure accountability, communicate, and evaluate results**?



Corporation for a Skilled Workforce is a national nonprofit that catalyzes change in educational and labor market systems and practices to increase economic mobility, particularly for people of color and others historically excluded from success. We focus on achieving scalable improvements in worker skills, lifelong learning, and job quality. CSW collaborates with change makers to develop strategies, identify evidence to inform strategies, build the capacity of organizations, manage initiatives, and evaluate lessons learned.

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