

# APPLES TO APPLES

Making Data Work for Community-Based  
Workforce Development Programs

## DATA UPDATE

JANUARY  
2016



## About CSW and the Workforce Benchmarking Network

Corporation for a Skilled Workforce (CSW) is a national nonprofit that partners with government, business, and community leaders to connect workers with good jobs, increase the competitiveness of companies, and build sustainable communities. For more than 24 years, we have been an effective catalyst for change. We identify opportunities for innovation in work and learning and provoke transformative change in policy and practice. We have worked with dozens of workforce investment boards, state and local workforce agencies, community-based organizations, foundations, federal agencies, and colleges to create lasting impact through their collaborative action.

The Workforce Benchmarking Network (WBN) connects community-based organizations providing workforce development services around the country—along with public and private funders and other intermediaries—to support better results for job seekers, employers and communities. It does this by ensuring that quality data about program services and outcomes is available, and by building the field's capacity to *use* that data to create more effective programs and policies. Since 2008, the WBN has collected aggregate data from more than 500 programs on participant demographics, services received, job placement and retention rates and other outcomes, resulting in the country's largest national dataset of community-based workforce outcomes. This data supports the development of field-wide performance benchmarks that illuminate which program characteristics matter for participant success and that support better “apples to apples” performance comparisons.

## Acknowledgements

The WBN and CSW staff want to thank Stacy Woodruff-Bolte, formerly of the WBN and now with the New York City Mayor's Office of Workforce Development, for her extensive and superb work on the essential data collection and analysis that supports the WBN. She led the data collection and analysis work for the WBN for five years, and provided valuable assistance to local program staff around collecting and using data to produce better results.

This report was authored by Stacy Woodruff-Bolte and Marty Miles of the WBN, with contributions from Tammy Coxen and Taryn MacFarlane at CSW.

The WBN and CSW would also like to acknowledge the funders who have supported this work over the past decade, most especially the Annie E. Casey Foundation for being a founding supporter of the Network. Other past and current funders include the Boeing Company, the Chicago Community Trust, the Lloyd A. Fry Foundation, Greater Twin Cities United Way, LISC Twin Cities, the McCormick Foundation, the New York City Workforce Funders, Jay and Rose Phillips Family Foundation of Minnesota, and Polk Bros Foundation. We also thank our key partner intermediaries, the Chicago Jobs Council and the Workforce Professionals Training Institute in New York City.

## More Information

Taryn MacFarlane  
Vice President, Business & Community Innovation, CSW  
tmacfarlane@skilledwork.org  
734-769-2900 ext 250

Marty Miles  
Workforce Development Consultant  
mmilesconsulting@gmail.com  
317-299-6884

## Table of Contents

Introduction .....	2
General Information on Participating Programs .....	3
Workforce Benchmarking Network Survey – Updated Outcome Data .....	6
Appendix A: Summary of Requested Survey Data .....	22
Appendix B: Comparison Characteristics .....	24
Appendix C: Worksheet and Discussion Guide.....	26
Appendix D: Participating Organizations .....	30
Appendix E: Methodology .....	33

*Cover Image by Justus Blümer from <https://flic.kr/p/acZfDt>. Used under Creative Commons Attribution License.*

## Introduction

In May 2013, Corporation for a Skilled Workforce (CSW) released the report, [\*Apples to Apples: Making Data Work for Community-Based Workforce Development Programs\*](#). The report summarized themes from the analysis of aggregate program data collected as one of the activities of the national Workforce Benchmarking Network (WBN). The data included information on participants, services and outcomes from 332 programs operated by 200 organizations between 2006 and 2011. The vast majority of those programs – 92% – were operated by community-based organizations (CBOs).

Since the 2013 *Apples to Apples* report was published, CSW has continued WBN data collection through an annual survey. The Benchmarking dataset remains the largest source of outcome information to date about CBO programs serving disadvantaged job seekers. This “Data Update” is intended to supplement the initial report with information from 259 programs that served participants between 2010 and 2014. (See Appendix D for a list of participating organizations.)

As with the initial report, our intent is to provide information that will assist funders, policy makers and practitioners in understanding what “good” results are for different types of programs. Similar to the larger workforce field, the data represent a wide variety of populations served, strategies used and organizational contexts. We believe that the updated performance tables provide useful “apples to apples” reference points that take into account meaningful program differences.

The 2013 report and data tables highlighted the characteristics of programs that were associated with statistically significant differences in job placement or job retention results. Notably, most of those characteristics and themes remained the same in the latest data analysis—and we reiterate those as well as those that changed in a later section. While the data cannot “prove” the effectiveness of any one strategy, it can help providers and funders make better-informed decisions about program design.

## The Benchmarking Survey and Analysis Process

Participating organizations hear about the Benchmarking survey through a variety of sources: local funders and foundations, United Ways, national provider networks, CSW e-newsletters and webinars, and other local or national intermediaries.

Interested programs complete an online survey focused on participants enrolled during an earlier one-year period. Survey questions capture aggregate information on organizational context, participant demographics, services provided, funding, data quality practices and a variety of outcomes. Since data collection capacity varies across programs, most questions have a “data not available” answer option. (For more information on the survey content, see Appendix A.)

All individual program data submitted in the Benchmarking survey remains confidential. CSW staff and consultants use a statistical process (see Appendix E) to analyze the dataset, looking at which program characteristics correlate in a statistically significant way with differences in outcomes. This information is used to create “comparison peer groups,” and within each group the median and 75<sup>th</sup> percentile outcomes serve as benchmarks of performance. Participating organizations are then able to access confidential online reports showing how their program outcomes compare to other programs with a similar characteristic.

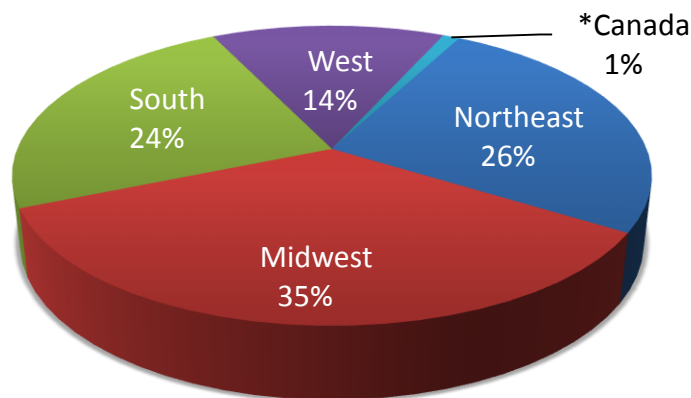
## General Information on Participating Programs

### Organizational Setting

Out of the 259 program cohorts in the current Benchmarking dataset, 91% are operated by nonprofit CBOs. The remaining 9% are housed in for-profit or proprietary organizations, government agencies or academic institutions. As seen in Chart 1, they are spread across the country, with the vast majority located in urban settings.

**Chart 1: Location of Programs**

(n=259)

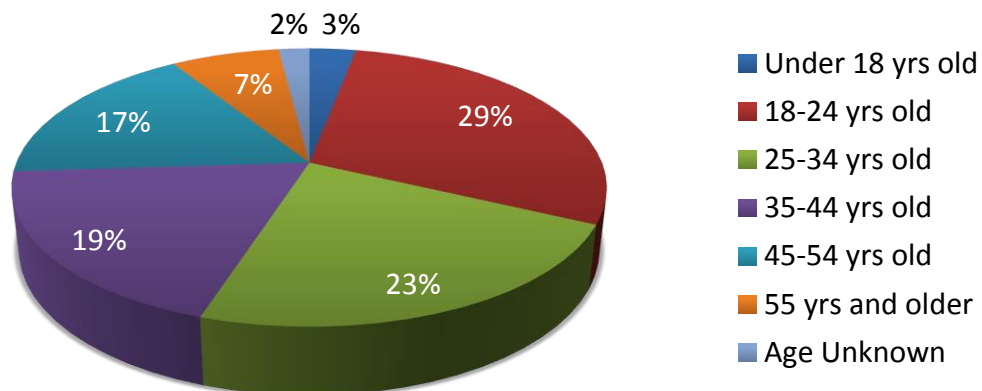


### Participants

Program cohorts varied tremendously in size, from a minimum of 11 to a maximum of 16,000. The median number of enrollees in a one-year program cohort was 142. As seen in the graphs below, there is a wide range in the ages of participants and their levels of education.

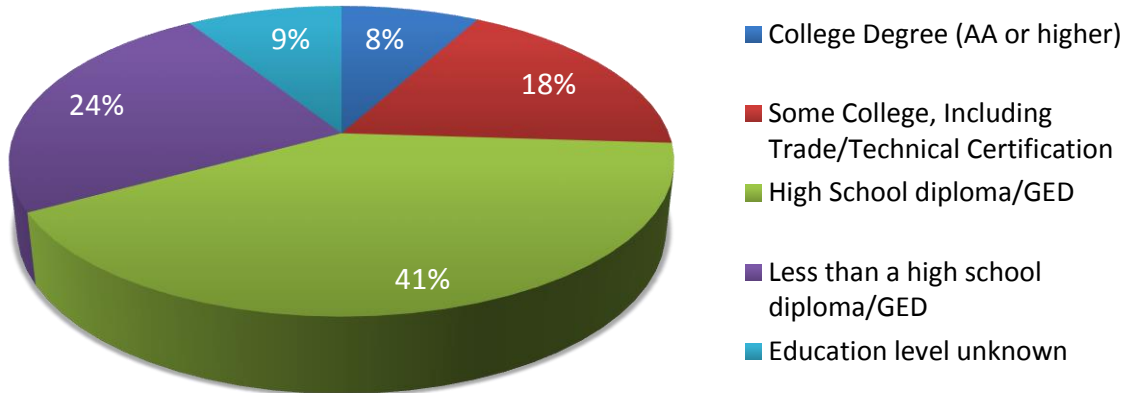
**Chart 2: Average Age Composition of Cohort**

(n=234)



### Chart 3: Average Highest Education Level at Enrollment

(n=220)



In terms of other participant characteristics:

- 24 percent of programs served a cohort where the **majority** of participants had a criminal background
- 23 percent served a cohort where **more than one third** of participants were homeless
- 18 percent served a cohort where **more than one third** of participants were receiving TANF assistance
- 13 percent served a cohort where **more than one third** of participants had some type of disability

### Program Services

As seen in Chart 4, most programs offered basic job readiness, case management and job search assistance as “core services,” i.e., provided to most participants. Roughly one third of programs provided occupational skills training as a core service, one third provided financial literacy training and counseling, and a quarter of programs provided internship opportunities.

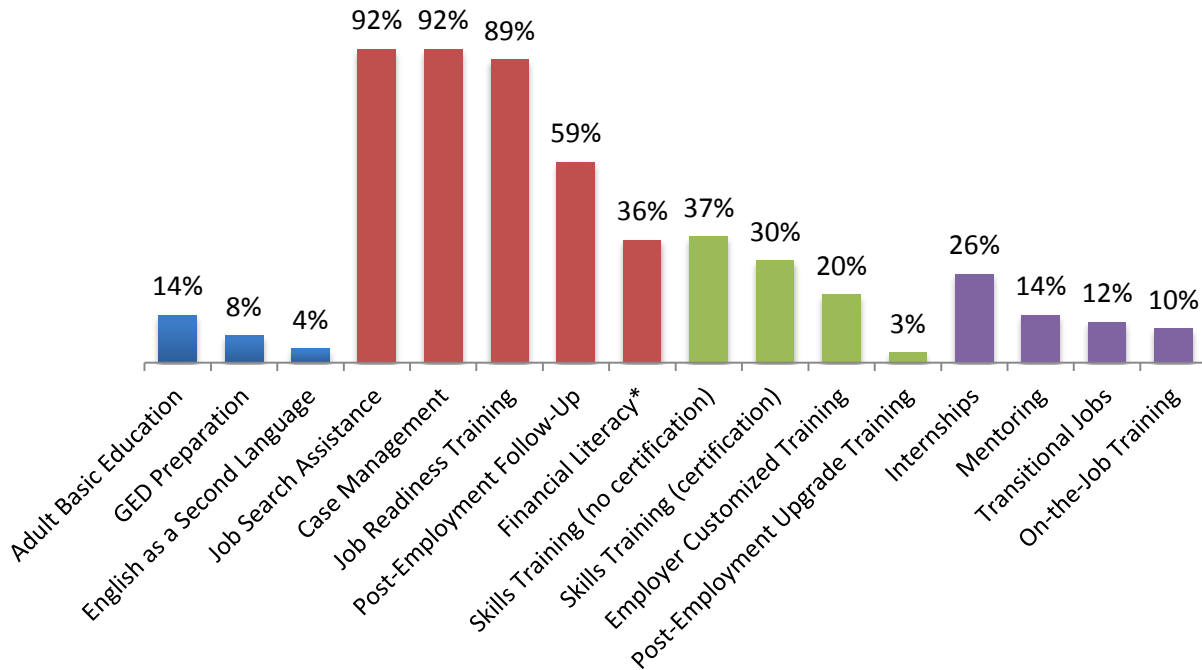
The median length of pre-employment services was 11 weeks (range = 1 to 104 weeks), and the estimated median length of post-employment services was 12 weeks (range = 0 to 250 weeks).

### Funding

Programs in the current Benchmarking dataset are most often weaving together a variety of funding sources to support their services to job seekers and employers. As seen in Chart 5, funding from private or corporate foundations was by far the most frequently used resource. Public funding was spread across a wide variety of federal, state and local agencies. More than a quarter of programs also cited “earned revenue” (such as program fees or social enterprise income) as a resource.

## Chart 4: Percentage of Programs Providing a Service to a Majority of Participants

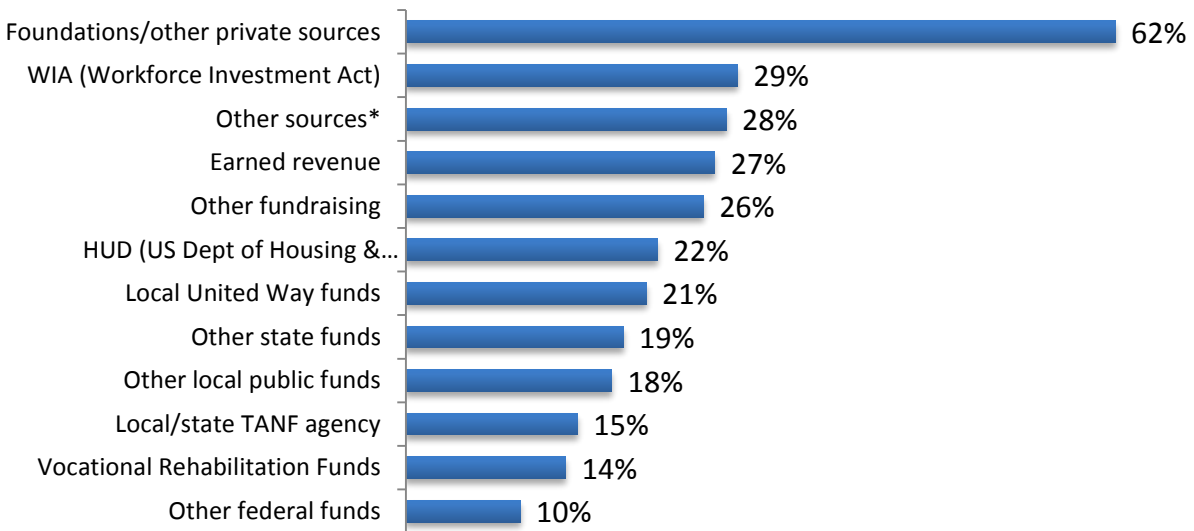
(n=259)



\* data only collected since 2013

## Chart 5: Most Common Sources of Funding

(n=256)



Percentage of Programs Reporting Any Amount of Funding From Source

\* Includes sources such as investment income, rentals, in-kind, employer reimbursements

## Workforce Benchmarking Network Survey – Updated Outcome Data

The following tables represent outcome data collected from 259 one-year program cohorts that enrolled participants from 2010 to 2014. Almost all tables reflect a program characteristic that had a statistically significant correlation to differences in job placement and/or retention outcomes. For each characteristic, the tables provide “outcome benchmarks” including the mean (average), the median (mid-point) and the 75<sup>th</sup> percentile (higher performing) data for programs with that characteristic.

The more recent dataset reinforces certain themes highlighted in the 2013 report, e.g., that workforce programs with these characteristics tend to show higher outcomes:

- Those offering occupational skills training, especially for industry-recognized certifications
- Those providing work experience opportunities such as internships or transitional jobs
- Those with longer pre-employment services and post-placement support
- Those with smaller cohorts, lower participant/staff ratios or mentoring connections

In addition, there are new tables related to other services that the more current data suggest correlate with higher outcomes:

- Adult Basic Education provided as a core service (offered to a majority of participants)
- Financial literacy training or counseling provided as a core service
- Transportation assistance provided as a core service

As in the 2013 report, there are tables that reflect the correlation of outcomes to differences in how selective programs are able to be in terms of who they serve, and whether they serve a significant number of participants with certain characteristics: a criminal background, age 18-24, homelessness, lack of a high school diploma or GED, or a disability.

Finally, new data tables in this report also pertain to more general program characteristics such as geographic region and whether provider definitions of a “job placement” include part-time or temporary employment. Tables are not included for certain program characteristics that showed less statistical significance than in the 2013 report dataset. These included organization focus (workforce development services only vs. multi-service), years of experience providing workforce services, and receipt of TANF assistance.

Please see Appendix B for a full list of statistically significant comparison characteristics in this report.

**Using these tables:** Although the tables do not provide multi-variable analysis results, programs can choose the characteristics that are most relevant to them and look at the overall patterns of how their outcomes compare to the median and 75<sup>th</sup> percentile benchmarks for similar programs. See Appendix C for a worksheet and discussion guide that can be used for that purpose.



**Table 1: Overall Outcomes for All Workforce Benchmarking Network Programs**

OUTCOME	N	MEAN	MEDIAN	75TH PERCENTILE
PROGRAM COMPLETION	184	73.7%	80.7%	94.9%
ENROLLEE PLACEMENT	259	50.1%	49.4%	66.1%
COMPLETER PLACEMENT	107	68.8%	69.6%	85.3%
Wage	239	\$11.07	\$10.30	\$11.96
Full-Time	228	64.3%	65.6%	88.4%
w/ Health Benefits	164	38.8%	33.4%	56.2%
3 MONTH RETENTION	204	70.1%	72.6%	84.3%
Wage	122	\$11.25	\$10.15	\$12.33
6 MONTH RETENTION	143	56.3%	59.1%	76.1%
Wage	94	\$11.46	\$10.37	\$12.75
12 MONTH RETENTION	87	44.3%	43.9%	64.6%

*Retention rates are expressed as a percentage of persons placed in employment.*



*Image by Richie Giradin from <https://flic.kr/p/fbcRy7>. Used under Creative Commons Attribution License.*

**Table 2: Region**

OUTCOME	NORTHEAST				MIDWEST			
	N	MEAN	MEDIAN	75TH PERCENTILE	N	MEAN	MEDIAN	75TH PERCENTILE
PROGRAM COMPLETION*	52	75.4%	81.6%	94.5%	69	77.4%	82.6%	100.0%
ENROLLEE PLACEMENT	68	50.1%	49.0%	64.1%	91	52.6%	51.2%	70.6%
COMPLETER PLACEMENT	32	69.0%	69.6%	87.2%	40	66.2%	68.7%	85.9%
Wage*	65	\$11.13	\$10.53	\$11.91	87	\$11.38	\$10.65	\$12.49
Full-Time**	64	64.4%	63.3%	83.6%	81	71.1%	78.9%	97.4%
w/ Health Benefits*	43	32.0%	26.4%	52.6%	55	46.9%	41.7%	79.2%
3 MONTH RETENTION	59	71.5%	72.6%	85.2%	67	72.3%	74.2%	84.8%
Wage*	28	\$11.47	\$11.47	\$13.22	52	\$11.25	\$10.15	\$12.20
6 MONTH RETENTION**	49	52.0%	57.9%	67.9%	50	64.5%	66.7%	85.2%
Wage	26	\$12.22	\$11.05	\$14.06	40	\$11.47	\$10.52	\$12.48
12 MONTH RETENTION	29	44.2%	42.7%	65.6%	33	46.6%	44.4%	68.9%

OUTCOME	SOUTH				WEST			
	N	MEAN	MEDIAN	75TH PERCENTILE	N	MEAN	MEDIAN	75TH PERCENTILE
PROGRAM COMPLETION*	38	71.2%	80.8%	100.0%	25	63.4%	70.5%	83.1%
ENROLLEE PLACEMENT	62	48.3%	47.1%	67.4%	37	46.9%	48.2%	58.6%
COMPLETER PLACEMENT	25	67.3%	69.1%	80.6%	10	82.6%	87.9%	96.6%
Wage*	54	\$10.17	\$9.95	\$11.40	33	\$11.64	\$10.05	\$12.49
Full-Time**	54	58.7%	63.4%	81.7%	28	57.3%	58.0%	68.5%
w/ Health Benefits*	43	36.3%	27.6%	51.2%	23	37.1%	35.7%	55.0%
3 MONTH RETENTION	50	67.8%	72.2%	82.9%	28	66.1%	68.2%	78.7%
Wage*	26	\$9.97	\$9.01	\$11.93	16	\$12.96	\$10.57	\$14.17
6 MONTH RETENTION**	31	53.1%	57.1%	77.2%	13	48.6%	48.4%	68.6%
Wage	19	\$10.30	\$9.50	\$12.43	9	\$11.67	\$10.12	\$13.36
12 MONTH RETENTION	17	44.3%	51.2%	59.7%	8	35.4%	24.8%	74.5%

Retention rates are expressed as a percentage of persons placed in employment.

Asterisks (\*) indicate the statistically significant differences between comparison groups.

\*=p<0.10; \*\*=p<.05; \*\*\*=p<.01

**Table 3: Skills Training Leading to Certification**

OUTCOME	LESS THAN 75% RECEIVED SKILLS TRAINING LEADING TO CERTIFICATION				MOST/ALL RECEIVED SKILLS TRAINING LEADING TO CERTIFICATION			
	N	MEAN	MEDIAN	75TH PERCENTILE	N	MEAN	MEDIAN	75TH PERCENTILE
PROGRAM COMPLETION***	120	70.3%	75.3%	94.9%	64	80.0%	84.2%	95.0%
ENROLLEE PLACEMENT***	188	46.2%	45.7%	63.6%	71	60.6%	59.4%	76.3%
COMPLETER PLACEMENT***	58	63.1%	63.9%	79.6%	49	75.6%	77.1%	90.0%
Wage***	170	\$10.68	\$9.85	\$9.85	69	\$12.05	\$11.50	\$13.09
Full-Time***	163	60.4%	59.2%	86.7%	65	74.0%	77.2%	98.8%
% w/ Health Benefits**	118	35.9%	27.4%	52.6%	46	46.4%	41.0%	69.5%
3 MONTH RETENTION	149	69.3%	71.4%	80.6%	55	72.4%	79.7%	87.5%
Wage	83	\$10.90	\$9.83	\$11.93	39	\$11.99	\$11.70	\$13.22
6 MONTH RETENTION***	94	52.6%	53.9%	72.1%	49	63.4%	66.7%	79.4%
Wage	60	\$11.36	\$10.17	\$12.44	34	\$11.64	\$11.02	\$13.29
12 MONTH RETENTION	51	43.0%	39.1%	61.7%	36	46.3%	50.8%	66.3%

Retention rates are expressed as a percentage of persons placed in employment.  
Asterisks (\*) indicate the statistically significant differences between comparison groups.  
\*=p<0.10; \*\*=p<.05; \*\*\*=p<.01

**Table 4: Skills Training Customized with Input from Employers**

OUTCOME	LESS THAN 75% RECEIVED SKILLS TRAINING CUSTOMIZED WITH INPUT FROM EMPLOYERS				MOST/ALL RECEIVED SKILLS TRAINING CUSTOMIZED WITH INPUT FROM EMPLOYERS			
	N	MEAN	MEDIAN	75TH PERCENTILE	N	MEAN	MEDIAN	75TH PERCENTILE
PROGRAM COMPLETION	146	72.7%	79.8%	94.7%	38	77.3%	85.8%	95.3%
ENROLLEE PLACEMENT*	215	49.1%	48.6%	64.9%	44	55.5%	57.4%	73.3%
COMPLETER PLACEMENT	82	67.8%	69.2%	82.6%	25	72.2%	79.6%	90.8%
Wage***	199	\$10.59	\$10.03	\$11.62	40	\$13.47	\$11.90	\$14.45
Full-Time*	192	63.0%	63.7%	86.8%	36	71.2%	76.6%	100.0%
w/ Health Benefits*	130	36.9%	27.8%	53.1%	34	46.2%	48.3%	69.5%
3 MONTH RETENTION*	167	69.0%	71.9%	81.0%	37	75.1%	84.4%	91.5%
Wage***	96	\$10.62	\$9.92	\$11.90	26	\$13.59	\$12.29	\$14.24
6 MONTH RETENTION*	111	54.3%	56.3%	72.6%	32	63.5%	65.7%	83.1%
Wage	70	\$11.18	\$10.17	\$12.25	24	\$12.28	\$12.42	\$13.69
12 MONTH RETENTION	66	41.8%	39.0%	58.1%	21	52.5%	62.3%	74.7%

Retention rates are expressed as a percentage of persons placed in employment.  
Asterisks (\*) indicate the statistically significant differences between comparison groups.  
\*=p<0.10; \*\*=p<.05; \*\*\*=p<.01

**Table 5: General Skills Training**

OUTCOME	LESS THAN 75% RECEIVED GENERAL SKILLS TRAINING (NOT LEADING TO CERTIFICATION)				MOST/ALL RECEIVED GENERAL SKILLS TRAINING (NOT LEADING TO CERTIFICATION)			
	N	MEAN	MEDIAN	75TH PERCENTILE	N	MEAN	MEDIAN	75TH PERCENTILE
PROGRAM COMPLETION	113	72.4%	80.7%	100.0%	71	75.7%	80.6%	89.5%
ENROLLEE PLACEMENT	178	49.7%	48.0%	66.4%	81	51.1%	53.4%	66.1%
COMPLETER PLACEMENT	64	68.7%	69.4%	89.6%	43	69.0%	70.1%	81.3%
Wage***	161	\$10.52	\$10.00	\$11.38	78	\$12.21	\$11.45	\$13.09
Full-Time***	154	61.0%	59.0%	88.6%	74	71.2%	70.6%	87.8%
w/ Health Benefits**	106	35.0%	26.9%	52.2%	58	45.9%	43.2%	67.7%
3 MONTH RETENTION	140	68.8%	72.0%	82.9%	64	72.9%	77.3%	90.2%
Wage***	72	\$10.37	\$9.84	\$11.23	50	\$12.52	\$12.04	\$14.00
6 MONTH RETENTION	98	54.2%	57.0%	73.4%	45	61.0%	62.9%	78.9%
Wage	55	\$11.10	\$10.21	\$11.73	39	\$11.97	\$11.25	\$13.75
12 MONTH RETENTION*	57	40.7%	39.1%	58.5%	30	51.2%	54.1%	73.1%

Retention rates are expressed as a percentage of persons placed in employment.  
Asterisks (\*) indicate the statistically significant differences between comparison groups.  
\*=p<0.10; \*\*=p<.05; \*\*\*=p<.01

**Table 6: Adult Basic Education**

OUTCOME	ADULT BASIC EDUCATION PROVIDED TO LESS THAN 50%				ADULT BASIC EDUCATION PROVIDED TO MORE THAN 50%			
	N	MEAN	MEDIAN	75TH PERCENTILE	N	MEAN	MEDIAN	75TH PERCENTILE
PROGRAM COMPLETION	154	72.7%	80.2%	93.6%	30	78.5%	82.7%	100.0%
ENROLLEE PLACEMENT**	224	48.9%	48.6%	65.9%	35	57.6%	58.0%	75.3%
COMPLETER PLACEMENT	86	68.9%	69.3%	84.7%	21	68.5%	75.5%	88.4%
Wage	206	\$11.00	\$10.39	\$11.81	33	\$11.53	\$10.00	\$12.36
Full-Time*	197	62.9%	63.6%	88.4%	31	72.9%	80.0%	91.7%
w/ Health Benefits***	144	36.6%	27.3%	52.6%	20	55.4%	59.1%	70.0%
3 MONTH RETENTION*	176	69.1%	72.3%	83.6%	28	76.7%	74.8%	91.1%
Wage	104	\$11.21	\$10.15	\$12.30	18	\$11.49	\$10.78	\$14.07
6 MONTH RETENTION**	119	54.5%	57.9%	73.2%	24	65.1%	63.6%	80.7%
Wage	75	\$11.51	\$10.38	\$12.73	19	\$11.28	\$10.25	\$13.00
12 MONTH RETENTION***	74	40.5%	39.6%	60.1%	13	66.0%	68.1%	87.2%

Retention rates are expressed as a percentage of persons placed in employment.  
Asterisks (\*) indicate the statistically significant differences between comparison groups.  
\*=p<0.10; \*\*=p<.05; \*\*\*=p<.01

**Table 7: Financial Literacy Training/Counseling**

OUTCOME	LESS THAN 75% RECEIVED FINANCIAL LITERACY TRAINING/COUNSELING				MOST/ALL RECEIVED FINANCIAL LITERACY TRAINING/COUNSELING			
	N	MEAN	MEDIAN	75TH PERCENTILE	N	MEAN	MEDIAN	75TH PERCENTILE
PROGRAM COMPLETION***	63	71.0%	80.0%	100.0%	63	81.8%	82.6%	97.3%
ENROLLEE PLACEMENT***	103	47.0%	45.5%	64.7%	73	55.1%	57.0%	70.7%
COMPLETER PLACEMENT	50	67.9%	68.7%	83.5%	57	69.7%	75.9%	87.0%
Wage	92	\$11.28	\$10.45	\$11.96	71	\$11.34	\$10.78	\$12.31
Full-Time***	95	60.5%	57.9%	88.4%	67	72.6%	76.2%	96.7%
w/ Health Benefits***	65	30.4%	23.4%	39.6%	51	50.1%	48.2%	68.1%
3 MONTH RETENTION***	77	67.4%	69.4%	80.9%	58	75.8%	77.9%	89.0%
Wage	40	\$11.34	\$ 9.62	\$12.16	40	\$11.43	\$11.01	\$12.58
6 MONTH RETENTION***	50	52.6%	56.0%	71.8%	52	64.7%	67.7%	79.5%
Wage	29	\$11.03	\$10.12	\$12.98	35	\$11.33	\$10.58	\$12.79
12 MONTH RETENTION	31	41.1%	39.1%	56.4%	36	45.4%	45.9%	66.9%

Retention rates are expressed as a percentage of persons placed in employment. Asterisks (\*) indicate the statistically significant differences between comparison groups. \*=p<0.10; \*\*=p<.05; \*\*\*=p<.01

**Table 8: Internships**

OUTCOME	LESS THAN 75% PARTICIPATED IN INTERNSHIPS				MOST/ALL PARTICIPATED IN INTERNSHIPS			
	N	MEAN	MEDIAN	75TH PERCENTILE	N	MEAN	MEDIAN	75TH PERCENTILE
PROGRAM COMPLETION*	130	71.6%	79.8%	94.4%	54	78.5%	81.5%	97.3%
ENROLLEE PLACEMENT***	199	47.9%	46.5%	64.3%	60	57.8%	59.5%	69.1%
COMPLETER PLACEMENT	74	66.9%	68.7%	83.5%	33	73.2%	76.7%	90.1%
Wage	179	\$10.93	\$10.27	\$11.86	60	\$11.51	\$10.69	\$12.82
Full-Time	173	65.2%	65.0%	92.2%	55	61.4%	66.7%	79.3%
w/ Health Benefits	119	37.3%	27.6%	54.4%	45	43.0%	41.0%	64.1%
3 MONTH RETENTION***	156	67.9%	71.8%	80.8%	48	77.2%	80.0%	92.8%
Wage	86	\$10.95	\$10.04	\$12.00	36	\$11.97	\$10.77	\$13.22
6 MONTH RETENTION**	104	53.5%	56.4%	70.4%	39	63.9%	71.2%	79.3%
Wage	65	\$11.67	\$10.70	\$12.49	29	\$11.00	\$9.97	\$12.86
12 MONTH RETENTION***	57	38.2%	37.6%	55.7%	30	56.0%	61.3%	73.1%

Retention rates are expressed as a percentage of persons placed in employment. Asterisks (\*) indicate the statistically significant differences between comparison groups. \*=p<0.10; \*\*=p<.05; \*\*\*=p<.01

**Table 9: Transitional Jobs**

OUTCOME	LESS THAN 75% PARTICIPATED IN TRANSITIONAL JOBS				MOST OR ALL PARTICIPATED IN TRANSITIONAL JOBS			
	N	MEAN	MEDIAN	75TH PERCENTILE	N	MEAN	MEDIAN	75TH PERCENTILE
PROGRAM COMPLETION	161	74.8%	81.0%	94.6%	21	70.6%	71.0%	97.3%
ENROLLEE PLACEMENT	231	50.3%	50.0%	65.9%	26	50.0%	46.0%	68.2%
COMPLETER PLACEMENT	90	69.3%	70.4%	85.1%	17	66.5%	59.4%	83.3%
Wage	212	\$11.06	\$10.19	\$11.88	27	\$11.18	\$10.79	\$11.98
Full-Time***	202	62.2%	63.6%	86.1%	26	80.9%	89.6%	100.0%
w/ Health Benefits	148	37.5%	28.1%	55.9%	16	51.7%	40.5%	70.4%
3 MONTH RETENTION**	180	69.1%	72.2%	83.4%	24	77.8%	81.3%	86.2%
Wage	108	\$11.20	\$10.08	\$12.16	14	\$11.77	\$11.48	\$14.11
6 MONTH RETENTION*	125	55.0%	57.1%	74.4%	18	65.5%	65.3%	75.3%
Wage	83	\$11.54	\$10.41	\$12.49	11	\$10.90	\$9.52	\$12.98
12 MONTH RETENTION	70	45.8%	44.2%	66.2%	10	38.2%	34.1%	56.4%

Retention rates are expressed as a percentage of persons placed in employment. Asterisks (\*) indicate the statistically significant differences between comparison groups. \*= $p < 0.10$ ; \*\*= $p < 0.05$ ; \*\*\*= $p < 0.01$

**Table 10: Transportation Assistance**

OUTCOME	LESS THAN 75% PARTICIPATED IN TRANSPORTATION ASSISTANCE				MOST OR ALL PARTICIPATED IN TRANSPORTATION ASSISTANCE			
	N	MEAN	MEDIAN	75TH PERCENTILE	N	MEAN	MEDIAN	75TH PERCENTILE
PROGRAM COMPLETION ***	115	70.8%	75.8%	94.4%	68	79.6%	85.3%	96.2%
ENROLLEE PLACEMENT***	169	47.7%	47.9%	64.7%	90	54.8%	52.3%	69.1%
COMPLETER PLACEMENT	69	69.1%	73.4%	84.4%	38	68.5%	68.9%	85.8%
Wage	154	\$11.20	\$10.55	\$12.00	85	\$10.84	\$10.21	\$11.80
Full-Time***	148	59.8%	61.9%	85.0%	80	72.7%	76.2%	93.3%
w/ Health Benefits	100	36.2%	29.9%	52.6%	64	43.1%	35.5%	69.5%
3 MONTH RETENTION***	127	67.2%	71.4%	82.9%	77	74.9%	75.2%	84.9%
Wage	68	\$11.55	\$10.03	\$12.72	54	\$10.88	\$10.53	\$12.08
6 MONTH RETENTION	83	53.5%	55.5%	76.9%	60	60.2%	62.0%	72.9%
Wage	49	\$11.68	\$10.41	\$12.93	45	\$11.23	\$10.27	\$12.39
12 MONTH RETENTION	48	45.0%	42.2%	68.7%	39	43.6%	43.9%	56.9%

Retention rates are expressed as a percentage of persons placed in employment. Asterisks (\*) indicate the statistically significant differences between comparison groups. \*= $p < 0.10$ ; \*\*= $p < 0.05$ ; \*\*\*= $p < 0.01$

**Table 11: Mentoring**

OUTCOME	LESS THAN 75% RECEIVED MENTORING				MOST/ALL RECEIVED MENTORING			
	N	MEAN	MEDIAN	75TH PERCENTILE	N	MEAN	MEDIAN	75TH PERCENTILE
PROGRAM COMPLETION**	160	72.1%	78.2%	94.0%	24	83.9%	90.3%	100.0%
ENROLLEE PLACEMENT	231	49.6%	48.7%	65.8%	28	55.0%	56.6%	69.5%
COMPLETER PLACEMENT	96	68.7%	69.9%	85.1%	11	70.0%	69.6%	87.4%
Wage	213	\$11.00	\$10.42	\$11.90	26	\$11.72	\$9.94	\$13.22
Full-Time***	203	62.7%	63.9%	87.7%	25	77.2%	81.1%	98.8%
w/ Health Benefits**	151	37.3%	29.1%	54.4%	13	56.5%	68.1%	80.7%
3 MONTH RETENTION***	183	68.8%	72.2%	83.3%	21	81.3%	82.4%	94.3%
Wage	108	\$11.20	\$10.15	\$12.30	14	\$11.62	\$10.10	\$13.67
6 MONTH RETENTION*	126	55.1%	57.9%	73.2%	17	65.4%	66.7%	85.4%
Wage	81	\$11.47	\$10.46	\$12.62	13	\$11.38	\$9.94	\$13.32
12 MONTH RETENTION	76	42.6%	42.0%	62.1%	11	56.4%	60.0%	79.5%

Retention rates are expressed as a percentage of persons placed in employment.  
Asterisks (\*) indicate the statistically significant differences between comparison groups.  
\*=p<0.10; \*\*=p<.05; \*\*\*=p<.01

**Table 12: Employment Follow-Up Services**

OUTCOME	LESS THAN 75% RECEIVED EMPLOYMENT FOLLOW UP SERVICES				MOST/ALL RECEIVED EMPLOYMENT FOLLOW UP SERVICES			
	N	MEAN	MEDIAN	75TH PERCENTILE	N	MEAN	MEDIAN	75TH PERCENTILE
PROGRAM COMPLETION	95	72.5%	78.6%	92.8%	89	74.9%	82.6%	97.3%
ENROLLEE PLACEMENT***	149	46.1%	44.7%	57.7%	110	55.7%	58.6%	70.4%
COMPLETER PLACEMENT*	58	65.8%	68.7%	77.8%	49	72.5%	79.6%	90.1%
Wage	136	\$10.97	\$10.48	\$11.94	103	\$11.21	\$10.22	\$12.00
Full-Time	130	63.0%	62.9%	87.8%	98	66.0%	73.0%	94.4%
w/ Health Benefits*	90	35.6%	27.0%	52.6%	74	42.8%	38.6%	66.7%
3 MONTH RETENTION***	112	66.4%	69.3%	80.0%	92	74.6%	77.9%	87.2%
Wage	55	\$10.73	\$10.07	\$12.12	67	\$11.68	\$10.65	\$12.70
6 MONTH RETENTION***	81	50.8%	53.3%	69.0%	62	63.5%	65.9%	78.8%
Wage	45	\$11.70	\$10.35	\$12.45	49	\$11.24	\$10.38	\$12.97
12 MONTH RETENTION***	48	37.7%	34.7%	59.0%	39	52.6%	54.1%	68.4%

Retention rates are expressed as a percentage of persons placed in employment.  
Asterisks (\*) indicate the statistically significant differences between comparison groups.  
\*=p<0.10; \*\*=p<.05; \*\*\*=p<.01



**Table 13: Length of Time in Pre-Employment Services**

OUTCOME	0-6 WEEKS				7-14 WEEKS				15 OR MORE WEEKS			
	N	MEAN	MEDIAN	75TH PERCENTILE	N	MEAN	MEDIAN	75TH PERCENTILE	N	MEAN	MEDIAN	75TH PERCENTILE
PROGRAM COMPLETION*	54	75.5%	80.3%	96.8%	50	77.9%	82.0%	100.0%	61	67.2%	71.6%	89.7%
ENROLLEE PLACEMENT***	71	51.9%	49.1%	65.5%	62	55.7%	56.5%	69.3%	77	50.4%	50.0%	68.1%
COMPLETER PLACEMENT	31	66.9%	68.7%	83.3%	30	69.9%	70.4%	80.3%	39	67.3%	68.2%	90.0%
Wage**	68	\$10.60	\$9.73	\$11.69	65	\$11.17	\$10.39	\$12.00	75	\$11.86	\$11.00	\$13.13
Full-Time**	61	65.5%	64.5%	91.1%	57	66.7%	66.7%	86.2%	70	68.3%	70.5%	94.1%
w/ Health Benefits***	48	31.5%	27.4%	47.8%	42	45.4%	42.3%	64.9%	46	49.0%	46.4%	70.0%
3 MONTH RETENTION*	62	67.5%	70.7%	78.4%	50	73.6%	76.9%	88.3%	63	73.2%	79.6%	89.2%
Wage*	40	\$10.74	\$9.73	\$11.75	33	\$11.46	\$10.68	\$12.36	37	\$12.20	\$11.17	\$14.00
6 MONTH RETENTION***	46	49.0%	53.0%	63.3%	37	63.7%	66.7%	79.4%	44	62.4%	64.8%	79.5%
Wage	31	\$11.74	\$10.10	\$13.50	29	\$11.37	\$10.21	\$12.27	25	\$11.88	\$11.25	\$13.59
12 MONTH RETENTION	20	34.7%	38.3%	50.2%	28	47.1%	43.5%	69.2%	31	47.2%	50.3%	67.0%

Retention rates are expressed as a percentage of persons placed in employment.  
 Asterisks (\*) indicate the statistically significant differences between comparison groups.  
 \*=p<0.10; \*\*=p<.05; \*\*\*=p<.01



Image by \_FXR from <https://flic.kr/p/4ymrty>. Used under Creative Commons Attribution License.



**Table 14: Hours per Week in Pre-Employment Services**

OUTCOME	0-10 HOURS				11-22.5 HOURS			
	N	MEAN	MEDIAN	75TH PERCENTILE	N	MEAN	MEDIAN	75TH PERCENTILE
PROGRAM COMPLETION*	32	71.0%	76.5%	98.3%	42	67.4%	71.2%	90.6%
ENROLLEE PLACEMENT***	51	53.0%	57.0%	68.8%	59	47.4%	46.8%	58.8%
COMPLETER PLACEMENT***	20	71.9%	76.4%	89.1%	19	54.5%	59.2%	70.6%
Wage***	47	\$10.89	\$10.22	\$12.05	55	\$10.35	\$9.79	\$11.42
Full-Time***	44	49.8%	48.7%	63.6%	54	68.3%	70.4%	88.5%
w/ Health Benefits*	31	39.6%	33.7%	56.2%	40	40.2%	36.4%	62.2%
3 MONTH RETENTION*	39	77.8%	80.0%	91.4%	50	70.3%	71.1%	83.0%
Wage***	22	\$11.30	\$10.48	\$13.28	36	\$10.20	\$9.75	\$11.40
6 MONTH RETENTION*	16	66.1%	83.0%	90.2%	34	54.3%	53.9%	69.2%
Wage***	11	\$14.11	\$10.78	\$15.24	25	\$10.71	\$10.10	\$12.41
12 MONTH RETENTION	11	58.2%	67.0%	85.7%	16	41.8%	39.5%	58.5%

OUTCOME	23-30 HOURS				31 OR MORE HOURS			
	N	MEAN	MEDIAN	75TH PERCENTILE	N	MEAN	MEDIAN	75TH PERCENTILE
PROGRAM COMPLETION*	55	81.0%	85.9%	93.8%	36	69.7%	74.2%	98.9%
ENROLLEE PLACEMENT***	61	55.9%	56.2%	68.9%	38	53.3%	51.6%	71.7%
COMPLETER PLACEMENT***	36	71.2%	71.8%	90.2%	25	70.2%	69.4%	83.7%
Wage***	59	\$11.72	\$10.88	\$12.73	37	\$12.29	\$11.39	\$13.14
Full-Time***	55	69.0%	68.8%	86.8%	35	82.9%	96.4%	100.0%
w/ Health Benefits*	39	42.8%	36.7%	62.0%	26	44.9%	41.9%	69.7%
3 MONTH RETENTION*	50	67.6%	70.8%	80.7%	35	70.3%	79.6%	87.5%
Wage***	29	\$11.74	\$10.96	\$12.56	22	\$13.32	\$12.55	\$15.25
6 MONTH RETENTION*	45	54.8%	56.6%	72.7%	31	61.4%	65.2%	74.4%
Wage***	29	\$11.13	\$10.38	\$13.01	19	\$12.28	\$12.11	\$14.33
12 MONTH RETENTION	30	43.8%	43.3%	65.2%	22	38.8%	33.5%	60.9%

Retention rates are expressed as a percentage of persons placed in employment. Asterisks (\*) indicate the statistically significant differences between comparison groups. \*= $p < 0.10$ ; \*\*= $p < .05$ ; \*\*\*= $p < .01$

**Table 15: Program Size (# enrolled participants in one year)**

OUTCOME	0-100 PARTICIPANTS				101-200 PARTICIPANTS			
	N	MEAN	MEDIAN	75TH PERCENTILE	N	MEAN	MEDIAN	75TH PERCENTILE
PROGRAM COMPLETION***	73	80.0%	88.1%	100.0%	52	71.4%	79.3%	91.8%
ENROLLEE PLACEMENT***	97	58.2%	62.9%	71.7%	65	51.5%	51.9%	66.3%
COMPLETER PLACEMENT***	41	74.9%	81.2%	90.1%	33	70.3%	69.6%	81.4%
Wage	91	\$11.53	\$10.72	\$12.78	59	\$10.97	\$10.22	\$12.15
Full-Time	91	63.3%	66.7%	97.6%	54	59.0%	62.2%	81.2%
w/ Health Benefits**	66	45.7%	42.3%	69.7%	33	33.9%	26.9%	59.0%
3 MONTH RETENTION	74	73.6%	77.7%	88.3%	53	66.7%	68.7%	78.5%
Wage***	46	\$12.70	\$12.27	\$14.00	34	\$10.73	\$9.61	\$12.00
6 MONTH RETENTION***	45	66.4%	66.7%	85.2%	41	53.7%	56.6%	74.9%
Wage	30	\$11.78	\$11.51	\$13.63	29	\$11.48	\$10.25	\$13.08
12 MONTH RETENTION	34	50.5%	55.2%	73.1%	20	45.7%	43.3%	63.3%

OUTCOME	201-500 PARTICIPANTS				501 OR MORE PARTICIPANTS			
	N	MEAN	MEDIAN	75TH PERCENTILE	N	MEAN	MEDIAN	75TH PERCENTILE
PROGRAM COMPLETION***	37	73.2%	74.8%	93.2%	22	58.8%	54.8%	96.8%
ENROLLEE PLACEMENT***	61	46.5%	46.5%	57.2%	36	32.2%	28.9%	40.1%
COMPLETER PLACEMENT***	18	64.6%	64.0%	74.2%	15	53.9%	47.3%	87.4%
Wage	56	\$10.94	\$10.21	\$11.57	33	\$10.22	\$9.79	\$10.95
Full-Time	54	67.2%	66.6%	85.0%	29	71.8%	68.8%	93.4%
w/ Health Benefits**	39	39.2%	36.5%	56.2%	26	27.2%	23.5%	35.1%
3 MONTH RETENTION	50	70.2%	72.3%	83.0%	27	66.8%	72.6%	83.3%
Wage***	24	\$10.17	\$9.86	\$10.33	18	\$9.97	\$9.90	\$11.24
6 MONTH RETENTION***	35	50.0%	54.0%	68.1%	22	50.5%	53.6%	72.8%
Wage	21	\$11.65	\$10.26	\$11.50	14	\$10.46	\$10.62	\$11.50
12 MONTH RETENTION	18	37.7%	36.9%	57.9%	15	36.4%	37.6%	57.4%

Retention rates are expressed as a percentage of persons placed in employment.  
Asterisks (\*) indicate the statistically significant differences between comparison groups.  
\*=p<0.10; \*\*=p<.05; \*\*\*=p<.01

**Table 16: Client to Full-Time Employee Ratio**

OUTCOME	14 OR FEWER CLIENTS PER STAFF				14.01 - 29 CLIENTS PER STAFF				MORE THAN 29 CLIENTS PER STAFF			
	N	MEAN	MEDIAN	75TH PERCENTILE	N	MEAN	MEDIAN	75TH PERCENTILE	N	MEAN	MEDIAN	75TH PERCENTILE
PROGRAM COMPLETION	67	75.4%	81.5%	97.3%	63	73.9%	81.0%	88.1%	54	71.3%	73.6%	100.0%
ENROLLEE PLACEMENT**	86	55.3%	56.6%	70.5%	84	49.5%	49.0%	63.9%	85	46.7%	46.8%	60.0%
COMPLETER PLACEMENT	47	71.7%	70.9%	90.0%	35	68.5%	69.3%	83.3%	25	63.9%	65.8%	80.1%
Wage**	81	\$11.50	\$10.79	\$12.94	80	\$11.47	\$10.65	\$12.14	76	\$10.28	\$9.83	\$10.85
Full-Time	79	64.7%	72.9%	97.2%	75	63.2%	64.3%	81.4%	74	64.9%	60.7%	88.4%
w/ Health Benefits	56	42.9%	40.8%	66.5%	51	41.4%	36.7%	64.3%	55	33.5%	25.5%	51.2%
3 MONTH RETENTION	71	73.2%	77.8%	89.2%	69	69.9%	73.7%	83.9%	63	67.0%	70.4%	78.3%
Wage***	37	\$11.81	\$12.23	\$14.18	50	\$12.03	\$10.80	\$12.50	35	\$9.55	\$9.14	\$10.14
6 MONTH RETENTION***	50	63.3%	66.0%	79.2%	55	56.6%	57.9%	76.1%	37	46.8%	51.9%	62.4%
Wage	29	\$11.81	\$11.02	\$14.01	39	\$11.35	\$10.46	\$12.43	26	\$11.23	\$10.17	\$11.50
12 MONTH RETENTION	38	49.4%	52.9%	67.4%	32	42.1%	43.3%	60.3%	17	37.4%	33.1%	56.3%

Retention rates are expressed as a percentage of persons placed in employment.  
Asterisks (\*) indicate the statistically significant differences between comparison groups.  
\*=p<0.10; \*\*=p<.05; \*\*\*=p<.01

**Table 17: Ability to Select Participants**

OUTCOME	NO/PARTIAL SELECTIVITY				FULL SELECTIVITY			
	N	MEAN	MEDIAN	75TH PERCENTILE	N	MEAN	MEDIAN	75TH PERCENTILE
PROGRAM COMPLETION***	76	61.4%	67.0%	81.5%	108	82.2%	87.8%	100.0%
ENROLLEE PLACEMENT***	134	43.7%	43.4%	53.5%	125	57.1%	58.8%	70.9%
COMPLETER PLACEMENT	46	65.2%	64.0%	81.9%	61	71.6%	70.9%	87.0%
Wage***	121	\$10.11	\$9.71	\$10.79	118	\$12.06	\$11.33	\$12.89
Full-Time***	111	58.4%	58.8%	81.1%	117	69.9%	70.9%	97.0%
w/ Health Benefits***	87	29.6%	22.4%	40.3%	77	49.2%	50.0%	69.6%
3 MONTH RETENTION**	108	67.2%	70.2%	82.7%	96	73.4%	77.0%	87.2%
Wage***	55	\$9.69	\$9.39	\$10.16	67	\$12.54	\$11.94	\$13.39
6 MONTH RETENTION***	74	50.2%	53.6%	68.8%	69	62.8%	66.2%	79.5%
Wage***	42	\$10.27	\$10.00	\$10.80	52	\$12.43	\$12.10	\$13.74
12 MONTH RETENTION	37	40.5%	37.6%	62.0%	50	47.2%	47.4%	64.7%

Retention rates are expressed as a percentage of persons placed in employment.  
Asterisks (\*) indicate the statistically significant differences between comparison groups.  
\*=p<0.10; \*\*=p<.05; \*\*\*=p<.01

**Table 18: Criminal Background Status**

OUTCOME	LESS THAN 50% HAD A CRIMINAL BACKGROUND				MORE THAN 50% HAD A CRIMINAL BACKGROUND			
	N	MEAN	MEDIAN	75TH PERCENTILE	N	MEAN	MEDIAN	75TH PERCENTILE
PROGRAM COMPLETION	132	74.7%	83.2%	99.3%	52	70.9%	75.7%	86.8%
ENROLLEE PLACEMENT	198	50.2%	50.0%	67.4%	61	50.1%	49.3%	63.3%
COMPLETER PLACEMENT**	72	72.0%	75.9%	89.6%	35	62.4%	62.9%	75.9%
Wage*	180	\$11.27	\$10.28	\$12.21	59	\$10.47	\$10.42	\$11.71
Full-Time***	173	60.5%	61.2%	84.6%	55	76.3%	80.0%	100.0%
w/ Health Benefits*	130	36.9%	32.1%	53.2%	34	46.4%	37.6%	70.6%
3 MONTH RETENTION	148	68.9%	72.3%	84.6%	56	73.2%	74.9%	83.6%
Wage	85	\$11.60	\$10.16	\$12.94	37	\$10.46	\$10.14	\$11.76
6 MONTH RETENTION	99	55.2%	57.9%	77.8%	44	58.8%	62.0%	70.4%
Wage	64	\$11.75	\$10.52	\$13.37	30	\$10.84	\$10.16	\$12.25
12 MONTH RETENTION	58	47.0%	51.0%	66.8%	29	38.9%	38.9%	53.8%

Retention rates are expressed as a percentage of persons placed in employment. Asterisks (\*) indicate the statistically significant differences between comparison groups. \*= $p < 0.10$ ; \*\*= $p < 0.05$ ; \*\*\*= $p < 0.01$

**Table 19: Young Adult Status (Age 18-24)**

OUTCOME	LESS THAN 50% YOUNG ADULTS				MORE THAN 50% YOUNG ADULTS			
	N	MEAN	MEDIAN	75TH PERCENTILE	N	MEAN	MEDIAN	75TH PERCENTILE
PROGRAM COMPLETION**	139	71.7%	76.9%	92.8%	28	82.6%	89.7%	99.3%
ENROLLEE PLACEMENT	190	51.2%	50.0%	66.8%	44	48.6%	49.3%	66.6%
COMPLETER PLACEMENT	87	67.9%	69.4%	83.3%	13	70.9%	77.1%	88.4%
Wage*	180	\$11.27	\$10.54	12.1%	42	\$10.27	\$9.21	10.8%
Full-Time**	168	66.4%	66.0%	90.7%	40	55.2%	55.2%	79.7%
w/ Health Benefits**	128	41.9%	36.6%	61.8%	29	28.3%	15.6%	45.8%
3 MONTH RETENTION	167	71.3%	73.7%	84.8%	29	65.2%	66.7%	77.5%
Wage	106	\$11.34	\$10.27	\$12.31	14	\$10.35	\$8.99	\$12.61
6 MONTH RETENTION***	114	59.9%	63.1%	77.9%	24	43.4%	42.7%	59.1%
Wage**	81	\$11.69	\$10.58	12.9%	11	\$9.54	\$8.56	9.3%
12 MONTH RETENTION	72	45.1%	44.8%	64.7%	13	39.3%	39.1%	52.2%

Retention rates are expressed as a percentage of persons placed in employment. Asterisks (\*) indicate the statistically significant differences between comparison groups. \*= $p < 0.10$ ; \*\*= $p < 0.05$ ; \*\*\*= $p < 0.01$

**Table 20: High School Diploma/GED Status**

OUTCOME	LESS THAN 50% LACKED A HIGH SCHOOL DIPLOMA/GED				MORE THAN 50% LACKED A HIGH SCHOOL DIPLOMA/GED			
	N	MEAN	MEDIAN	75TH PERCENTILE	N	MEAN	MEDIAN	75TH PERCENTILE
PROGRAM COMPLETION	145	74.7%	80.6%	100.0%	17	72.3%	85.9%	94.6%
ENROLLEE PLACEMENT	190	51.5%	51.3%	68.8%	30	45.6%	40.7%	59.0%
COMPLETER PLACEMENT	87	67.4%	69.1%	99.1%	6	70.7%	77.9%	87.4%
Wage	182	\$11.31	\$10.61	\$12.11	27	\$10.47	\$9.09	\$10.26
Full-Time	170	66.3%	67.1%	99.3%	26	60.3%	59.7%	87.0%
w/ Health Benefits	126	40.0%	37.6%	56.1%	19	31.6%	17.6%	69.5%
3 MONTH RETENTION***	156	72.0%	75.0%	85.6%	24	60.7%	64.9%	71.3%
Wage*	99	\$11.55	\$10.68	\$12.60	13	\$9.53	\$8.95	\$10.26
6 MONTH RETENTION***	112	59.5%	62.4%	77.1%	18	41.5%	38.6%	58.2%
Wage***	76	\$11.82	\$10.77	\$12.98	11	\$8.91	\$8.56	\$9.97
12 MONTH RETENTION	75	45.6%	45.1%	66.7%	5	35.3%	43.9%	52.2%

Retention rates are expressed as a percentage of persons placed in employment. Asterisks (\*) indicate the statistically significant differences between comparison groups. \*=p<0.10; \*\*=p<.05; \*\*\*=p<.01

**Table 21: Homeless Status**

OUTCOME	LESS THAN 50% WERE HOMELESS AT INTAKE				MORE THAN 50% WERE HOMELESS AT INTAKE			
	N	MEAN	MEDIAN	75TH PERCENTILE	N	MEAN	MEDIAN	75TH PERCENTILE
PROGRAM COMPLETION**	160	75.1%	81.5%	94.9%	24	64.1%	68.2%	96.7%
ENROLLEE PLACEMENT	221	49.9%	50.0%	67.0%	38	51.6%	47.5%	59.9%
COMPLETER PLACEMENT	91	70.0%	70.5%	87.4%	16	62.4%	60.5%	72.7%
Wage	201	\$11.17	\$10.28	\$12.08	38	\$10.56	\$10.45	\$11.40
Full-Time	195	63.5%	64.5%	88.1%	33	68.8%	70.5%	97.6%
w/ Health Benefits	140	39.8%	33.8%	56.6%	24	33.4%	27.3%	55.7%
3 MONTH RETENTION	171	69.6%	72.3%	84.6%	33	72.5%	74.8%	83.5%
Wage	106	\$11.32	\$10.15	\$12.53	16	\$10.78	\$10.32	\$11.88
6 MONTH RETENTION	116	57.4%	59.4%	77.3%	27	51.5%	55.2%	65.3%
Wage	80	\$11.55	\$10.37	\$12.78	14	\$10.96	\$10.17	\$12.72
12 MONTH RETENTION	69	46.2%	47.6%	64.9%	18	37.2%	33.6%	59.9%

Retention rates are expressed as a percentage of persons placed in employment. Asterisks (\*) indicate the statistically significant differences between comparison groups. \*=p<0.10; \*\*=p<.05; \*\*\*=p<.01

**Table 22: Disability Status**

OUTCOME	LESS THAN 33% HAD A DISABILITY				MORE THAN 33% HAD A DISABILITY			
	N	MEAN	MEDIAN	75 <sup>TH</sup> PERCENTILE	N	MEAN	MEDIAN	75 <sup>TH</sup> PERCENTILE
PROGRAM COMPLETION	173	73.1%	80.6%	94.0%	11	81.8%	100.0%	100.0%
ENROLLEE PLACEMENT	226	50.5%	50.5%	66.7%	33	47.9%	45.9%	59.9%
COMPLETER PLACEMENT	100	68.9%	69.9%	85.1%	7	68.2%	66.0%	100.0%
Wage***	209	\$11.26	\$10.46	\$12.12	30	\$9.74	\$9.54	\$10.72
Full-Time***	196	67.9%	69.2%	92.4%	32	42.2%	42.9%	64.7%
w/ Health Benefits	143	40.0%	34.4%	62.0%	21	31.0%	25.3%	39.4%
3 MONTH RETENTION	175	70.2%	72.6%	85.1%	29	69.4%	72.3%	78.9%
Wage*	112	\$11.43	\$10.37	\$12.47	10	\$9.26	\$8.69	\$10.27
6 MONTH RETENTION**	131	57.6%	59.4%	77.2%	12	42.1%	49.4%	59.2%
Wage*	88	\$11.63	\$10.44	\$12.90	6	\$8.98	\$8.62	\$9.85
12 MONTH RETENTION	81	45.1%	44.4%	64.9%	6	34.2%	36.6%	52.6%

Retention rates are expressed as a percentage of persons placed in employment.  
Asterisks (\*) indicate the statistically significant differences between comparison groups.  
\*=p<0.10; \*\*=p<.05; \*\*\*=p<.01

**Table 23: Program Counts Only Full-Time Jobs as Placements**

OUTCOME	PROGRAM COUNTS ONLY FULL-TIME JOBS AS PLACEMENTS				PROGRAM ALSO COUNTS PART-TIME AND/OR TEMPORARY JOBS AS PLACEMENTS			
	N	MEAN	MEDIAN	75 <sup>TH</sup> PERCENTILE	N	MEAN	MEDIAN	75 <sup>TH</sup> PERCENTILE
PROGRAM COMPLETION***	24	61.2%	56.1%	90.3%	160	75.5%	81.4%	95.6%
ENROLLEE PLACEMENT*	31	44.1%	44.7%	59.9%	228	51.0%	50.0%	66.6%
COMPLETER PLACEMENT	13	67.3%	59.1%	94.6%	94	69.1%	70.2%	84.1%
Wage	26	\$11.81	\$11.59	\$13.20	213	\$10.99	\$10.07	\$11.80
Full-Time***	26	92.3%	100.0%	100.0%	202	60.7%	62.7%	81.2%
w/ Health Benefits***	14	72.2%	94.3%	100.0%	150	35.7%	28.4%	53.1%
3 MONTH RETENTION***	20	83.0%	84.1%	94.0%	184	68.7%	72.2%	82.9%
Wage	9	\$12.51	\$12.31	\$13.25	113	\$11.15	\$10.00	\$12.20
6 MONTH RETENTION**	18	68.3%	66.7%	85.2%	125	54.6%	56.6%	73.9%
Wage	8	\$12.62	\$12.41	\$13.75	86	\$11.35	\$10.26	\$12.53
12 MONTH RETENTION	15	42.1%	34.1%	70.8%	72	44.8%	46.2%	64.1%

Retention rates are expressed as a percentage of persons placed in employment.  
Asterisks (\*) indicate the statistically significant differences between comparison groups.  
\*=p<0.10; \*\*=p<.05; \*\*\*=p<.01

**Table 24: Program Counts Temporary Jobs as Placements**

OUTCOME	PROGRAM DOES NOT COUNT TEMPORARY JOBS AS PLACEMENTS				PROGRAM DOES COUNT TEMPORARY JOBS AS PLACEMENTS			
	N	MEAN	MEDIAN	75TH PERCENTILE	N	MEAN	MEDIAN	75TH PERCENTILE
PROGRAM COMPLETION*	63	69.0%	71.5%	90.9%	121	76.1%	81.5%	96.2%
ENROLLEE PLACEMENT	78	47.4%	48.0%	65.7%	181	51.3%	51.1%	66.5%
COMPLETER PLACEMENT	32	68.0%	74.9%	91.3%	75	69.2%	69.4%	82.1%
Wage	72	\$10.80	\$10.53	\$11.80	167	\$11.19	\$10.22	\$12.00
Full-Time***	65	80.0%	88.4%	100.0%	163	58.0%	60.4%	78.8%
w/ Health Benefits***	37	53.1%	52.6%	91.6%	127	34.7%	27.6%	52.1%
3 MONTH RETENTION***	58	77.7%	81.2%	88.8%	146	67.1%	71.2%	80.0%
Wage	34	\$10.82	\$10.37	\$12.15	88	\$11.42	\$10.15	\$12.63
6 MONTH RETENTION***	47	65.0%	66.7%	79.3%	96	52.1%	55.4%	71.1%
Wage	33	\$11.08	\$10.38	\$12.27	61	\$11.67	\$10.35	\$13.32
12 MONTH RETENTION	32	48.3%	54.8%	66.3%	55	42.0%	41.3%	60.0%

Retention rates are expressed as a percentage of persons placed in employment.

Asterisks (\*) indicate the statistically significant differences between comparison groups.

\*=p<0.10; \*\*=p<.05; \*\*\*=p<.01

## Appendix A: Summary of Requested Survey Data

### Organization Profile

- Organization type
- Number of years providing workforce development services

### Individual Program Information

*For the designated one-year period. Optional response of “we did not collect this information” or “number unknown” available.*

- Types of services received – with approximate participation rates for each:
  - ◆ Adult Basic Education
  - ◆ English as a Second Language
  - ◆ GED test preparation
  - ◆ Self-directed job search resources
  - ◆ Case management
  - ◆ Job search or job readiness training
  - ◆ Occupational / vocational skills training (general)
  - ◆ Occupational / vocational skills training (leading to recognized certification)
  - ◆ Employer-based customized skills training
  - ◆ Internships
  - ◆ Transitional jobs
  - ◆ On-the-job training
  - ◆ Mentoring
  - ◆ Post-employment follow-up services
  - ◆ Post-employment skills upgrade training
  - ◆ Other services for employers
- # of hours/weeks in structured and individualized pre-employment activities
- # of weeks in post-employment activities
- Types of financial supports and incentives provided to participants
- Total program expenses for the one-year period
- Sources of program revenue, with relative percentages for the one-year period
- # staff (FTE) employed in specified program
- Use of performance-based contracts

### 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 for “countable” participants
- Total # of program participants enrolled in the one-year reporting period
- # men / women
- # in age groups
- # in race groups
- # of Hispanic/Latino origin # in educational levels attained # reading at specified grade level # TANF recipients
- # receiving unemployment insurance
- # homeless
- # with limited English proficiency



- # with a physical or mental disability
- # with a criminal record
- # non-custodial parents
- # veterans
- # dislocated workers
- # refugees
- # with a history of substance abuse
- Any other notable demographic characteristics

## Initial Completion and Placement Outcomes

*Optional response of “we did not collect this information” available.*

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

## Employment Retention Outcomes

*Same questions for 90 days, 6 months, and one year retention periods.*

- Method used for defining “retention” (continuous employment, same employer, “snapshot”)
- # of placed participants who were retained
- Average wage at each point of retention

## Data Verification Capacity

- Type of verification required to validate job placement information
- Type of verification required to validate job retention information
- Type of computerized database used to track participant outcomes
- Presence of funder-provided data system 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)
- Perceived challenges and strengths of data collection and verification process

## Appendix B: Comparison Characteristics

The following characteristics showed a statistically significant effect on outcomes in the 2010-2014 data.

### Program Characteristics

Characteristic	Survey Question Number(s)	Categories (Number of Programs in Each Category)
Cohort Size	Q45	<ul style="list-style-type: none"> <li>■ 0-100 participants (97)</li> <li>■ 101-200 participants (65)</li> <li>■ 201-500 participants (61)</li> <li>■ 501 or more participants (36)</li> </ul>
Ability to Select Clients	Q41	<ul style="list-style-type: none"> <li>■ No or partial ability to be selective (134)</li> <li>■ Full ability to be selective (124)</li> </ul>
Client to Full-Time Staff (FTE) Ratio	Q45 / Q37	<ul style="list-style-type: none"> <li>■ 14 or fewer clients per staff (86)</li> <li>■ 14.01-29 clients per staff (84)</li> <li>■ More than 29 clients per staff (85)</li> </ul>
Count Only Full-Time Placements	Q72	<ul style="list-style-type: none"> <li>■ No (228)</li> <li>■ Yes (31)</li> </ul>
Count Temporary Placements	Q72	<ul style="list-style-type: none"> <li>■ No (78)</li> <li>■ Yes (181)</li> </ul>

### Client Characteristics

Characteristic	Survey Question Number(s)	Categories (Number of Programs in Each Category)
% of Clients Age 18-24	Q47	<ul style="list-style-type: none"> <li>■ 0-50% (190)</li> <li>■ More than 50% (44)</li> </ul>
% of Clients with a Criminal Background	Q60	<ul style="list-style-type: none"> <li>■ 0-50% (198)</li> <li>■ More than 50% (61)</li> </ul>
% of Clients with a Disability	Q59	<ul style="list-style-type: none"> <li>■ 0-33% (226)</li> <li>■ More than 33% (33)</li> </ul>
% of Clients Homeless at Intake	Q57	<ul style="list-style-type: none"> <li>■ 0-50% (221)</li> <li>■ More than 50% (38)</li> </ul>
% of Clients Lacking a High School Diploma/GED	Q51	<ul style="list-style-type: none"> <li>■ 0-50% (190)</li> <li>■ More than 50% (30)</li> </ul>

## Service Characteristics

Characteristic	Survey Question Number(s)	Categories (Number of Programs in Each Category)
Adult Basic Education	Q13a	<ul style="list-style-type: none"> <li>■ 0-50% receive (224)</li> <li>■ More than 50% receive (35)</li> </ul>
Financial Literacy	Q14d	<ul style="list-style-type: none"> <li>■ 0-75% receive (103)</li> <li>■ More than 75% receive (73)</li> </ul>
General Skills Training	Q15	<ul style="list-style-type: none"> <li>■ 0-75% receive (178)</li> <li>■ More than 75% receive (81)</li> </ul>
Skills Training Leading to Certification	Q17	<ul style="list-style-type: none"> <li>■ 0-75% receive (188)</li> <li>■ More than 75% receive (71)</li> </ul>
Skills Training Customized for Specific Employers	Q19	<ul style="list-style-type: none"> <li>■ 0-75% receive (215)</li> <li>■ More than 75% receive (44)</li> </ul>
Internships	Q22a	<ul style="list-style-type: none"> <li>■ 0-75% receive (199)</li> <li>■ More than 75% receive (60)</li> </ul>
Transitional Jobs	Q22b	<ul style="list-style-type: none"> <li>■ No participants receive (157)</li> <li>■ Any participants receive (102)</li> </ul>
Mentoring	Q22d	<ul style="list-style-type: none"> <li>■ 0-75% receive (231)</li> <li>■ More than 75% receive (28)</li> </ul>
Post-Employment Follow-Up Services	Q23	<ul style="list-style-type: none"> <li>■ 0-75% receive (149)</li> <li>■ More than 75% receive (110)</li> </ul>
Weeks in Pre-Employment Activities	Q31	<ul style="list-style-type: none"> <li>■ Did not provide data (49)</li> <li>■ 0-6 weeks (71)</li> <li>■ 7-14 weeks (62)</li> <li>■ 15 or more weeks (77)</li> </ul>
Hours/Week in Pre-Employment Activities	Q29 / Q31	<ul style="list-style-type: none"> <li>■ Did not provide data (50)</li> <li>■ 0-10 hours (51)</li> <li>■ 11-22.5 hours (59)</li> <li>■ 23-30 hours (61)</li> <li>■ 31 or more hours (38)</li> </ul>
Transportation Assistance	Q35a	<ul style="list-style-type: none"> <li>■ 0-75% receive (157)</li> <li>■ More than 75% receive (90)</li> </ul>

## Appendix C: Worksheet and Discussion Guide

### The Workforce Benchmarking Network: Discussing Your Outcomes with Staff

The information in the *Apples to Apples* report (or individualized Benchmarking reports) can be the basis of useful discussions among both management and frontline staff. Those conversations will be most productive if their tone is one of inquiry: *What are we doing well? Where do we need to improve? What else do we want to know?* You and your staff can use the charts to identify what else you want to learn from your data and from other organizations participating in the Workforce Benchmarking Network in order to improve your outcomes.

**Dashboard Tool for Discussion:** Use the worksheet that follows as a dashboard indicator tool to give your staff a quick picture of your benchmarking results and to focus them on the information that is **most important** for your program or organization. Here's how you might use this worksheet:

1. **Record your program's outcomes in the first column** (*Our Program's Results*).
2. **Choose five Benchmarking characteristics that are most important to you** (or engage other staff to help you choose). *Check the ones that matter most to you for creating peer comparison groups.*

#### Program Characteristics

- Cohort Size
- Ability to Select Clients
- Client to Full-Time Staff (FTE) Ratio
- Count Only Full-Time Placements
- Count Temporary Placements

#### Client Characteristics

- % of Clients Age 18-24
- % of Clients with a Criminal Background
- % of Clients with a Disability
- % of Clients Homeless at Intake
- % of Clients Lacking a High School Diploma/GED

#### Service Characteristics

- Adult Basic Education
- Financial Literacy
- General Skills Training
- Skills Training Leading to Certification
- Skills Training Customized for Specific Employers
- Internships
- Transitional Jobs
- Mentoring
- Post-Employment Follow-Up Services
- Weeks in Pre-Employment Activities
- Hours/Week in Pre-Employment Services
- Transportation Assistance

3. **Enter the chosen characteristics across the five columns on the worksheet, along with your relevant category from the data charts.** For example, your category might be "Midwest" for the "Region" characteristic, or the "Most/All Received" category under "Financial Literacy Training."
4. **For each characteristic, compare your program outcomes to those of your relevant comparison group in the *Apples to Apples* report. Record how you compare on the worksheet.** Are your program results below the median? Between the median and the 75<sup>th</sup> percentile? Above the 75<sup>th</sup> percentile? (See the Sample Worksheet.) Note: if you have received confidential, individualized reports for your program's outcomes, list the percentile here from those reports.
5. **Take time with staff to see where there are patterns and reflect on these results.** Possible questions for discussion follow the worksheet.

## DASHBOARD WORKSHEET: Discussing Your Benchmarking Results

The *Apples to Apples* report (or your individualized Benchmarking reports) can help you see how your program’s placement and retention rates compare to those of other programs that are similar in terms of certain program characteristics, client demographics, or core services. Use this worksheet to get a “quick snapshot” of how your results compare with programs that are similar to yours in important ways.

Program Name:	Our Program Results	Comparison Characteristic #1:	Comparison Characteristic #2	Comparison Characteristic #3	Comparison Characteristic #4	Comparison Characteristic #5
One-Year Enrollment Period:		<i>Our Category:</i>	<i>Our Category:</i>	<i>Our Category:</i>	<i>Our Category:</i>	<i>Our Category:</i>
# Enrolled in Cohort:		<i>How do we compare?</i> Above 75 <sup>th</sup> percentile Between median – 75 <sup>th</sup> Below median	<i>How do we compare?</i> Above 75 <sup>th</sup> percentile Between median – 75 <sup>th</sup> Below median	<i>How do we compare?</i> Above 75 <sup>th</sup> percentile Between median – 75 <sup>th</sup> Below median	<i>How do we compare?</i> Above 75 <sup>th</sup> percentile Between median – 75 <sup>th</sup> Below median	<i>How do we compare?</i> Above 75 <sup>th</sup> percentile Between median – 75 <sup>th</sup> Below median
Program Completion Rate						
Placement Rate (% of completers)						
3 Month Retention Rate (% of placements)						
6 Month Retention Rate (% of placements)						
Other Outcome:						
Other Outcome:						

## DASHBOARD WORKSHEET: Sample

Program Name: <u>Employment Skills Plus (ESP)</u>	Our Program Results	Comparison Characteristic #1: <u>Cohort Size</u>	Comparison Characteristic #2: <u>Region</u>	Comparison Characteristic #3: <u>Ability to Select</u>	Comparison Characteristic #4: <u>Length of pre-employment svc</u>	Comparison Characteristic #5: <u>Criminal Background</u>
<b>One-Year Enrollment Period:</b> <u>1/1/14 – 12/31/14</u>		<b><u>Our Category:</u></b> 201-500 enrollees	<b><u>Our Category:</u></b> Midwest	<b><u>Our Category:</u></b> No or partial	<b><u>Our Category:</u></b> 7-14 weeks	<b><u>Our Category:</u></b> More than 50%
<b># Enrolled in Cohort:</b> <u>350</u>		<i>How do we compare?</i> Above 75 <sup>th</sup> percentile Between median – 75 <sup>th</sup> Below median	<i>How do we compare?</i> Above 75 <sup>th</sup> percentile Between median – 75 <sup>th</sup> Below median	<i>How do we compare?</i> Above 75 <sup>th</sup> percentile Between median – 75 <sup>th</sup> Below median	<i>How do we compare?</i> Above 75 <sup>th</sup> percentile Between median – 75 <sup>th</sup> Below median	<i>How do we compare?</i> Above 75 <sup>th</sup> percentile Between median – 75 <sup>th</sup> Below median
Program Completion Rate	72%	Below median	Below median	Between median – 75 <sup>th</sup>	Below median	Below median
Placement Rate (% of completers)	76%	Above 75 <sup>th</sup> percentile	Between median – 75 <sup>th</sup>	Between median – 75 <sup>th</sup>	Between median – 75 <sup>th</sup>	Above 75 <sup>th</sup> percentile
3 Month Retention Rate (% of placements)	80%	Between median – 75 <sup>th</sup>	Between median – 75 <sup>th</sup>	Between median – 75 <sup>th</sup>	Between median – 75 <sup>th</sup>	Between median – 75 <sup>th</sup>
6 Month Retention Rate (% of placements)	70%	Above 75 <sup>th</sup> percentile	Between median – 75 <sup>th</sup>	Above 75 <sup>th</sup> percentile	Between median – 75 <sup>th</sup>	Between median – 75 <sup>th</sup>
Other Outcome: <u>Avg. wage at placement</u>	\$10.80	Between median – 75 <sup>th</sup>	Between median – 75 <sup>th</sup>	Above 75 <sup>th</sup> percentile	Between median – 75 <sup>th</sup>	Between median – 75 <sup>th</sup>
Other Outcome:						

## DISCUSSION GUIDE

After reviewing the report or completing the dashboard worksheet, here are some questions you might use to discuss your results with staff.

1. In reviewing the reports and our results, what do you notice? What stands out?
2. Where are you most pleased with how our results compare? Why?
3. Where are you concerned? Why?
4. Where are you surprised?
5. What other questions are triggered by seeing these results? What else do they make you want to know about the Workforce Benchmarking Network data?
6. What ideas does this give us about information from our own data that we need to explore further?
7. What would we most like to find out from other programs like us participating in the Workforce Benchmarking Network "Learning Community?"

## Appendix D: Participating Organizations

**ACCESS (3 programs)**

Detroit, MI

**American Indian OIC**

Minneapolis, MN

**Association House of Chicago**

Chicago, IL

**Avenida Guadalupe Association**

San Antonio, TX

**Bedford Stuyvesant**

**Restoration Corp.**

Brooklyn, NY

**Better Family Life**

St. Louis, MO

**BioTechnical Institute of**

**Maryland, Inc.**

Baltimore, MD

**Bowery Residents' Committee,  
Inc. (2 programs)**

New York, NY

**Bucklew Programs/Bucklew  
Employment Services**

San Rafael, CA

**Career Collaborative (2  
programs)**

Boston, MA

**Caroline Center (4 programs)**

Baltimore, MD

**Center for Employment  
Opportunities**

New York, NY

**Center for Urban Families**

Baltimore, MD

**Center for Work Education and  
Employment**

Denver, CO

**Central Minnesota Jobs and  
Training Services, Inc.**

Monticello, MN

**Chicago House & Social Service  
Agency**

Chicago, IL

**Cincinnati Works (2 programs)**

Cincinnati, OH

**City and County of Denver**

**Office of Economic**

**Development (2 programs)**

Denver, CO

**Civic Works**

Baltimore, MD

**Community Action Partnership  
of Lancaster and Saunders  
Counties**

Lincoln, NE

**Community College of Denver**

Denver, CO

**Covenant House New York**

New York, NY

**Detroit Training Center**

Detroit, MI

**East Side Neighborhood  
Services**

Minneapolis, MN

**Easter Seals NY**

New York, NY

**Easter Seals Southern  
California**

Santa Ana, CA

**Edgewood/Brookland Family  
Support Collaborative (2  
programs)**

Washington, DC

**Emerge Community  
Development (2 programs)**

Minneapolis, MN

**Employment & Employer  
Services (E&ES) (8 programs)**

Chicago, IL

**Episcopal Community Services  
of Maryland**

Baltimore, MD

**Evansville Goodwill Industries  
Inc.**

Evansville, IN

**FEGS Health and Human  
Services (3 programs)**

New York, NY

**First Place for Youth**

Oakland, CA

**Focus: HOPE**

Detroit, MI

**Friendship Place**

Washington, DC

**Goodwill Central Michigan's  
Heartland**

Battle Creek, MI

**Goodwill Easter Seals MN**

St Paul, MN

**Goodwill Industries of Alberta**

Edmonton, AB

**Goodwill Industries of Arkansas  
(2 programs)**

Little Rock, AR

**Goodwill Industries of Greater  
Grand Rapids**

Grand Rapids, MI

**Goodwill industries of Middle  
Tennessee, Inc.**

Nashville, TN

**Goodwill Industries of  
Monocacy Valley**

Frederick, MD

**Goodwill Industries, Big Bend  
Inc.**

Tallahassee, FL

**Goodwill of North Georgia, Inc.  
(6 programs)**

Atlanta, GA

**Goodwill of Orange County (3  
programs)**

Santa Ana, CA

**Goodwill of San Francisco, San  
Mateo and Marin Counties**

San Francisco, CA

**Goodwill of Silicon Valley**

San Jose, CA



**Goodwill Serving the People of Southern Los Angeles County**  
Long Beach, CA

**Grace Institute (2 programs)**  
New York, NY

**H.I.S. BridgeBuilders**  
Dallas, TX

**Harlem Congregations for Community Development**  
New York, NY

**Henry Street Settlement (2 programs)**  
New York, NY

**HIRED**  
Minneapolis, MN

**Hope Network (3 programs)**  
Grand Rapids, MI

**HopeWorks, Inc. (3 programs)**  
Memphis, TN

**Humanim (13 programs)**  
Columbia, MD

**i.c.stars (2 programs)**  
Chicago, IL

**ICD**  
New York, NY

**Impact Services Corporation (2 programs)**  
Philadelphia, PA

**Inspiration Corporation (4 programs)**  
Chicago, IL

**International Institute of Minnesota**  
St. Paul, MN

**Jacob's Ladder Job Center, Inc.**  
Charlotte, NC

**Jane Addams Resource Corporation (5 programs)**  
Chicago, IL

**Jefferson Houses Jobs-Plus**  
New York, NY

**JEVS Human Services**  
Philadelphia, PA

**Jewish Family and Children's Service of Minneapolis**  
Minnetonka, MN

**Jewish Family Services (3 programs)**  
Columbus, OH

**Jewish Vocational Service San Francisco (3 programs)**  
San Francisco, CA

**Job Opportunitites Task Force**  
Baltimore, MD

**Juma Ventures**  
San Francisco, CA

**JVS Boston (2 programs)**  
Boston, CA

**Latino Economic Development Center**  
Washington, DC

**Lifetrack Resources (2 programs)**  
St. Paul, MN

**Literacy Volunteers and Advocates**  
Minneapolis, MN

**Madison Strategies Group**  
New York, NY

**Maryland New Directions**  
Baltimore, MD

**Midtown Community Court**  
New York, NY

**Minneapolis Urban League**  
Minneapolis, MN

**Morgan Memorial Goodwill**  
Boston, MA

**Moveable Feast (2 programs)**  
Baltimore, MD

**N Street Village**  
Washington, DC

**New Moms, Inc. (2 programs)**  
Chicago, IL

**Nontraditional Employment for Women**  
New York, NY

**North County Lifeline**  
Oceanside, CA

**North Lawndale Employment Network (2 programs)**  
Chicago, IL

**NPower (2 programs)**  
Brooklyn, NY

**NYC District Council of Carpenters Labor Technical College**  
New York, NY

**Opportunities for a Better Tomorrow (3 programs)**  
Brooklyn, NY

**Opportunity Junction (3 programs)**  
Antioch, CA

**Our Daily Bread Employment**  
Baltimore, MD

**PHI / Cooperative Home Care Associates (2 programs)**  
New York, NY

**Pine Street Inn (2 programs)**  
Boston, MA

**PODER**  
Chicago, IL

**Portland Adult Education**  
Portland, ME

**Primavera Foundation**  
Tucson, AZ

**Project for Pride in Living Enterprises/ Momentum**  
Minneapolis, MN

**Project for Pride in Living, Inc. (6 programs)**  
Minneapolis, MN

**Project Place**  
Boston, MA

**Red Hook Initiative**  
Brooklyn, NY

**Resource/EAC (2 programs)**  
Minneapolis, MN

**Rubicon Programs Inc. (2 programs)**

Richmond, CA

**San Diego Workforce Partnership (2 programs)**

San Diego, CA

**Seattle Goodwill (3 programs)**

Seattle, WA

**SER Metro-Detroit**

Detroit, MI

**So Others Might Eat Center for Employment Training**

Washington, DC

**SouthSTAR Services**

Chicago Heights, IL

**Southwest Housing Solutions (2 programs)**

Detroit, MI

**Southwest Key Programs (2 programs)**

Austin, TX

**Spanish Catholic Center of Catholic Charities DC (2 programs)**

Washington, DC

**St. Leonard's Ministries (2 programs)**

Chicago, IL

**St. Patrick Center (3 programs)**

St. Louis, MO

**St. Vincent de Paul of Baltimore (2 programs)**

Baltimore, MD

**Stanley M. Isaacs Neighborhood Center (2 programs)**

New York, NY

**STAR Foundation Inc. (2 programs)**

Brunswick, GA

**STRIVE/East Harlem Employment Service (2 programs)**

New York, NY

**Summit Academy OIC (2 programs)**

Minneapolis, MN

**Symbol Training Institute**

Skokie, IL

**Taller San Jose (3 programs)**

Santa Ana, CA

**Temple University, Center for Social Policy and Community Development**

Philadelphia, PA

**The Cara Program (3 programs)**

Chicago, IL

**The Center for Working Families, Inc.**

Atlanta, GA

**The Doe Fund, Inc. (6 programs)**

New York, NY

**The Door- A Center of Alternatives (3 programs)**

New York, NY

**The HOPE Program (3 programs)**

Brooklyn, NY

**The Osborne Association (5 programs)**

Brooklyn, NY

**The Work Group (3 programs)**

Pennsauken, NJ

**Towards Employment (4 programs)**

Cleveland, OH

**Twin Cities RISE! (2 programs)**

Minneapolis, MN

**University City District**

Philadelphia, PA

**Vehicles for Change**

Halethorpe, MD

**VSP of Sinai Hospital (2 programs)**

Baltimore, MD

**Welcoming Center for New Pennsylvanians**

Philadelphia, PA

**Word of Hope Ministries, Inc.**

Milwaukee, WI

**Work Options for Women (4 programs)**

Denver, CO

**Workforce Partnership**

Kansas City, KS

**Workforce Solutions Upper Rio Grande/NCI**

El Paso, TX

**YMCA Training, Inc.**

Boston, MA

**Youth Development, Inc.**

Albuquerque, NM

**Youth Job Center**

Evanston, IL

**YWCA of Greater Cincinnati**

Cincinnati, OH

## Appendix E: Methodology

Analysis of Variance (ANOVA) was used to analyze data from Workforce Benchmarking Network surveys. This is a statistical procedure that is widely used in program research and evaluation, and it was particularly useful in working with the Benchmarking dataset, which consists of aggregated program data rather than individual client information. The statistical analysis and findings in this report allow us to speak to the strength of an association between certain program attributes—for instance, cohort size or length of pre-employment services—and an employment outcome, such as job placement or six-month retention. While the analysis cannot establish causality between a program attribute and employment outcome, it provides the workforce field some direction as to what strategies might be confidently tried to improve program performance, or how other program attributes might lead to differing outcome expectations.