APPLES TO APPLES

Making Data Work for Community-Based Workforce Development Programs

THEMES FROM
THE BENCHMARKING
PROJECT DATA

MAY 2013

CSW
Corporation for a
Skilled Workforce

THE
BENCHMARKING
PROJECT
PUTTING DATA TO WORK

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Executive Summary

As the gap between the rich and poor expands, the odds of finding a good job are increasingly remote for a broad swath of Americans. For job seekers with few skills and limited work experience, programs offered by nonprofit community-based organizations (CBOs) are often a critical "first step" to employment.

Yet, we know relatively little about how these CBOs are performing, in spite of a strong and growing emphasis on results and return-on-investment throughout the workforce development field. Answers to the following questions are needed to help both CBOs and their funders improve program performance:

▶ **What are the results of community-based workforce development efforts?**
CBOs frequently piece together funds from multiple public and private sources, each with its own reporting requirements, outcome measures and definitions of success. These factors make it exceedingly difficult to understand how well individual organizations are doing, let alone the performance of workforce CBOs more broadly.

▶ **What are "good" results for different types of programs?**
Workforce services offered by CBOs vary widely in terms of strategies used, population served, and operating context. Funders and practitioners have had few informed benchmarks of good performance, and many would appreciate a way to more fairly assess programs, including the ability to draw more "apples to apples" comparisons that take into account meaningful program differences.

▶ **How can CBOs—and the larger field—better use data to improve the effectiveness of workforce programs?**
CBOs accept the need to use data for reporting and accountability. But the demands of reporting out-

comes to multiple funders often sap the resources of providers, making it harder to use data internally for learning and program management. Financial and political pressures to perform well sometimes stifle discussion of what's *not* working—a topic that is essential for developing more effective services.

The Benchmarking Project data is the largest collection of outcomes information to date for CBO programs serving America's disadvantaged job seekers.

The Benchmarking Project was launched in 2004 to begin to address these kinds of questions—by pooling and analyzing data from numerous programs across the country. As of Fall 2011, 200 organizations had voluntarily submitted aggregate data on participants enrolled in a total of 332 programs. The data represented services to more than 127,000 low-income unemployed persons across the nation. The vast majority of participating organizations—92 percent—were CBOs.

The Benchmarking Project data is the largest collection of outcomes information to date for CBO programs serving America's disadvantaged job seekers. For this reason, it offers an unprecedented opportunity to examine the outcomes of programs with varying characteristics. While the project's data cannot "prove" the effectiveness of any one approach, it can help funders and providers set more realistic expectations for performance and make better informed decisions about program design.

Good Performance Looks Different for Different Types of Programs

It would be easy to look at the overall Benchmarking Project data and conclude that the "typical" program placed about half of enrolled job seekers in jobs, with almost 60 percent of those placed still working one year later. But the real message of The Benchmarking Project is that there is no such thing as a typical program or typical results. The project identified at least 15 characteristics of programs that were associated with statistically significant differences in job placement or retention results, including the size of the program, the type of services offered and the organization's experience. (Participating organizations received semi-annual reports for each characteristic, showing how their outcomes ranked against similar programs—for more information about this process, see the full report.)

When looked at as a whole, The Benchmarking Project data reveal a number of noteworthy patterns, which have implications for funders, policymakers and practitioners:

▸ Benchmarking Project programs that offered **occupational skills training leading to industry-recognized certifications** tended to have higher performance. But they often served participants with relatively fewer barriers to employment.

▸ Benchmarking Project programs offering **work experience opportunities** for most participants tended to show better job retention results. These opportunities included internships, transitional jobs, and on-the-job training.

▸ Benchmarking Project programs with **longer pre-employment services** tended to place participants in higher-quality jobs (with better wages, hours and benefits) and to have better retention results.

▸ Benchmarking programs offering **post-employment services** to most or all participants tended to have better placement and retention results.

▸ Programs serving **smaller numbers of enrollees** per year—and those with **lower ratios of participants to staff**—tended to show better placement and retention.

▸ Programs with **no selectivity** in who they enrolled (because, for example, their mission requires them to serve anyone from a specific geographic area) tended to have significantly lower outcomes.

▸ Programs in **organizations with a sole focus on workforce development services** tended to show slightly better results than those in multi-service organizations.

It should be noted that a number of these characteristics were interconnected or overlapping. For example, programs offering training for certification also engaged participants for longer periods of time. Programs with smaller numbers of enrollees were also more likely to offer work experience opportunities.

Tables showing outcomes for similar programs around each characteristic are included in the full report.

Data Challenges

Two issues emerged in the Benchmarking Project data that made it difficult to get a complete picture of performance across programs:

INCONSISTENT DEFINITIONS. Benchmarking Project programs defined job placement and retention outcomes in notably different ways. Such inconsistencies make it harder to understand how individual programs' results compare, or how local workforce systems are doing overall. Analysis of the association between different definitions and programs' results revealed interesting and sometimes unexpected patterns (for example, programs using a "stricter" definition of job placement actually reported better placement and retention outcomes). This raises the question of what kind of qualitative information also needs to be gathered to fully understand program results.

MISSING DATA. The Benchmarking Project provided useful information about the types of data that programs do or do not collect. Unfortunately, for a variety of reasons, many programs in the sample were not able to answer survey questions about key participant demographics, including enrollees' reading levels (54 percent of programs), veteran status (48 percent), disability status (35 percent), receipt of TANF (35 percent), homelessness status (27 percent), criminal record (27 percent), and highest educational level attained (19 percent).

Using Data for Performance Improvement: How Funders Can Help

Practitioners in The Benchmarking Project say their involvement has helped focus staff attention on program areas needing improvement and has inspired them to expand the quantity and quality of the data they collect. While CBOs certainly bear responsibility for embracing and using data, the experiences of the Benchmarking organizations—together with the data the project has amassed—illuminate persistent systemic

Participating Organizations and Programs: A Diverse Group

The Benchmarking Project programs were located in 34 states, primarily in urban areas. They were funded in a variety of ways, with a majority (58 percent) reporting a mix of public and private funding sources. The services they offered also differed. Almost all provided work readiness and case management services, but less than half offered occupational skills training, and about a third offered opportunities to gain work-related experience (for example, internships). Some programs targeted specific populations, for instance, people with a criminal record or who were homeless. Other programs served a wider mix of populations.

challenges related to data collection and reporting. These challenges cannot be ignored or addressed by providers alone.

Key to making these steps happen is a stronger spirit of partnership among public and private funders, service providers and other local or regional stakeholders. This kind of partnership has been evident in Chicago and New York City, where local foundations are supporting Benchmarking Project workshops, peer learning forums and technical assistance for providers. Both public and private funders in these and other cities are also working to align data reporting requirements and create integrated data collection tools to strengthen their understanding of workforce needs, services and results.

Workforce development funders have a role to play to help organizations use data more effectively:

ACCOUNT ＋ AGREE ＋ SIMPLIFY

for important program differences when setting performance goals and comparing outcomes.

on data to be collected across programs/funders and how it will be defined.

the process of reporting and accessing data.

ENGAGE ＋ SUPPORT

in real dialogue with providers about outcome trends and lessons from the data.

ongoing opportunities for CBOs to benchmark results and share effective program strategies.

Conclusion

Community-based organizations across the country are serving some of our most in-need populations, but until now it has been difficult to get a realistic picture of their results. The Benchmarking Project has clearly demonstrated the value of a national dataset that can offer credible benchmarks of good performance for programs. In short, this dataset provides essential information about the results of CBO workforce development efforts, and it needs to be expanded.

What's needed next is a way to connect the various efforts taking place in different communities to create opportunities for stakeholders in these initiatives to learn from one another.

Over the next year, The Benchmarking Project will work to develop a set of concrete guidelines and tools to help CBOs strengthen their internal "data culture." We are also documenting examples of effective workforce practice from higher-performing Benchmarking organizations, as well as lessons from our work with funders—particularly in New York City and Chicago—to align data collection and outcome reporting efforts.

What's needed next is a way to connect the various efforts taking place in different communities to create opportunities for stakeholders in these initiatives to learn from one another. A national alliance of local CBO providers, funders and intermediaries focused on the development of strong workforce benchmarks could ensure that more quality data is available for the field, and would support communities in using that data to achieve desired outcomes and impact. Doing so will arm programs with better tools and information, which will surely secure a greater "return on investment" for all. ▪

Introduction

As the gap between the rich and poor expands, the odds of finding a good job are increasingly remote for a broad swath of Americans. Among adults without a high school diploma, only two in five are currently employed, and those who are working earn substantially less than their more educated peers. The numbers are only slightly better for those with a diploma but no higher education.[i]

For these job seekers and others with few skills and limited work experience, nonprofit community-based organizations (CBOs) are often the primary sources of help. These organizations are on the front lines of the battle against poverty—providing many different types of services to job seekers with high needs, attempting to equip them with skills and knowledge that may give them a foothold in the labor market, and working to connect them to jobs that hold the promise of a family-sustaining wage. CBOs clearly play a vital "first step" role in the nation's continuum of workforce development services.

Indeed, research has shown that nonprofit-led skills training programs can have a powerful impact on job seekers.[ii] But very few organizations have the resources to undertake rigorous evaluation of their efforts. And programs run by CBOs are often absent in national discussions of workforce development outcomes and data.

▶ *So, what are the results of these community-based programs?*
Given the ever-increasing emphasis on results and return-on-investment in the workforce development field, it is ironic that we don't have a better understanding nationally of how CBOs offering workforce services are performing. In an environment of shrinking funding, many of these organizations survive by weaving together resources from various government agencies as well as local foundations,

United Ways, corporate sponsors, and internally generated revenue. They often end up reporting different "slices" of their results to different funders, each with its own outcome measures, definitions and reporting formats. These factors make it exceedingly difficult to understand how individual organizations are performing overall, let alone the performance of workforce CBOs more broadly.

▶ *What are "good" results for the many different types of workforce programs being run by CBOs?*
Funders and practitioners have had few informed benchmarks of good performance. Many would appreciate a way to more fairly assess programs, with the ability to draw more "apples to apples" comparisons that take into account meaningful program differences. But it is often not possible to find publicly available data about comparable programs. In truth, many organizations don't know whether their results are average, anemic or exceptional.

▶ *Finally, how can CBOs—and the broader field— better use data to improve the effectiveness of workforce programs?*
CBOs accept the need to use data for reporting and accountability. But the demands of reporting outcomes to multiple funders often sap the resources of providers, making it harder to use data internally for learning and program management. Leaders of CBOs may also have limited experience with supporting a "learning and improvement"

culture among staff, especially if financial and political pressures to perform well stifle discussion of what's *not* working.

In 2004, with support from the Annie E. Casey Foundation, Public/Private Ventures (P/PV) launched The Benchmarking Project to begin to address these questions. The Benchmarking Project was designed to shed light on the performance of workforce organizations by pooling and analyzing data from numerous programs across the country. The project began with intensive work in three cities to understand the types of data local programs were already collecting. The Benchmarking team then developed a web-based survey to capture aggregate information from programs about participant demographics, services offered and outcomes achieved for a recent one-year cohort of enrollees. Participating organizations received confidential

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By 2011, the aggregate data collected by The Benchmarking Project represented services to more than 127,000 unemployed people across the nation.

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reports allowing them to compare their results (anonymously) with programs that share similar characteristics. (See *The Process of Identifying Benchmarks for Participating Programs* on p. 11 for more details.)

As of Fall 2011, 200 organizations had provided data about cohorts of participants in 332 programs. At that point, the aggregate data collected represented services to more than 127,000 unemployed people across the nation, over a period primarily spanning 2007 to 2011.[iii] The vast majority of participating organizations—92 percent—were CBOs.

Data to support a culture of learning in the field

In November 2010, the brief *Putting Data to Work: Interim Recommendations from The Benchmarking Project* was released, providing initial recommendations for workforce funders and policymakers about how to better support a culture of learning and improvement in the field.[v] The current report builds on that brief by describing:

▶ The Benchmarking Project's approach to creating apples-to-apples comparison groups;

▶ Program characteristics and participant demographics that were related to significant differences in program outcomes;

▶ Performance data that can inform appropriate benchmarks for different types of programs;

▶ Field-wide data-related challenges that were revealed during The Benchmarking Project; and

▶ Recommendations for funders about ways they can support better use of data to improve performance.

The Benchmarking Project dataset is the largest collection of outcomes information to date for CBO programs serving America's disadvantaged job seekers. For this reason, it offers an unprecedented opportunity to examine the outcomes of programs with varying characteristics—thus informing more realistic expectations about performance. It should be noted that The Benchmarking Project was never intended to "prove" that a particular type of program or strategy works best, but rather to identify performance trends and supply more apples-to-apples information for providers and funders to use in assessing programs.

Because the Benchmarking organizations all volunteered to be part of the project,[iv] they represent a particularly motivated group with an interest in improving results and building field-wide knowledge about good performance and effective program practice. They also had access through the project to workshops, webinars, and other resources to help them continue to strengthen their capacity to use data for program improvement. (See *The Benchmarking Learning Community: Building Organizational Capacity* sidebar, p. 33.)

Moving forward, Benchmarking Project work—under a new partnership with Corporation for a Skilled Workforce (CSW)—will focus on refining these benchmarks and accelerating their field-wide adoption; creating tools to better utilize program data; strengthening providers' capacity to use a wide range of evidence for program and organizational improvement and innovation; and catalyzing systemic and policy changes that support better results. Lessons and recommendations from these efforts will be documented in future reports, as well as in tools and resources for assessing and improving program practice. ▪

The Process of Identifying Benchmarks for Participating Programs

Early reconnaissance	Pilot of online survey	Extensive outreach to encourage participation	Statistical analysis to identify comparison groups and benchmarks

Early reconnaissance

In the first year, The Benchmarking Project team used interviews with providers and funders in three cities (New York, Chicago and Denver) to understand what data were already being collected, how outcomes were defined, how various kinds of data were being used, and challenges related to data collection, reporting and performance management.

Online data collection survey

With insights from the reconnaissance and input from national advisors, Benchmarking Project staff designed and piloted a survey to capture aggregate data from organizations. Survey questions focused on job placement and retention outcomes for participants enrolled over a recent one-year period in one program, how those outcomes were defined and other information on the organization, program services and participant demographics. Given the multiple demands for data reporting that most providers were already experiencing (and to encourage their participation), the data collection approach was designed to minimize any additional burdens on providers. Rather than individual participant-level information, the project requested aggregate program data that organizations already had about a past cohort of participants. (See Appendix B for more information about the survey.)

Extensive outreach

To recruit as large and diverse a provider group as possible, The Benchmarking Project worked with national provider networks, workforce intermediaries in multiple cities, and a variety of funders and evaluators. Flexible submission times, a guarantee of confidentiality for individual program data and workshops in numerous cities also encouraged participation. (See Appendix C for a list of participating organizations.)

Statistical analysis to identify comparison groups and benchmarks

A statistical process[vi] was used to analyze the data from Benchmarking surveys. Project staff looked at how certain program characteristics correlated with differences in outcomes to inform the creation of "comparison peer groups." Within each comparison group, the median and 75th percentile outcomes serve as benchmarks of performance. ■

Benchmarking Project Organizations and Programs: A Diverse Group

The Benchmarking programs were operated primarily by urban providers, with clusters of organizations in cities like Boston, Chicago, Denver, New York City, Philadelphia and San Francisco. Programs were located in 34 states, with 39 percent in the Northeast, 23 percent in the Midwest, 20 percent in the South, and 18 percent in the West.

While most participating organizations were CBOs, some data were submitted by a few local workforce investment boards or public assistance offices. The dataset also included results from several community college programs; greater participation by these types of programs was hindered in part by an inability to produce the job placement and retention data requested in The Benchmarking Project survey. Some for-profit providers of workforce services were also invited to participate, but none elected to do so.

Benchmarking Project programs reflect the great diversity seen in the field among providers of services to low-income job seekers. The data revealed:

Diverse Populations Served

Some programs served a variety of different populations, while others seemed to target or focus on specific groups.

21%
of programs served a majority of participants with a **criminal record**

16%
of programs served a majority with a **disability**

15%
of programs served a majority who were **homeless**

14%
of programs served a majority who **did not have a high school diploma or GED**

13%
of programs served a majority of participants that were receiving **TANF**

11%
of programs served a majority of **young adults (age 18-24)**

Figure 1: Services Provided by Benchmarking Programs

Work readiness	Skills training	Work experience	Academic services	Mentoring
98%	47%	32%	12%	12%
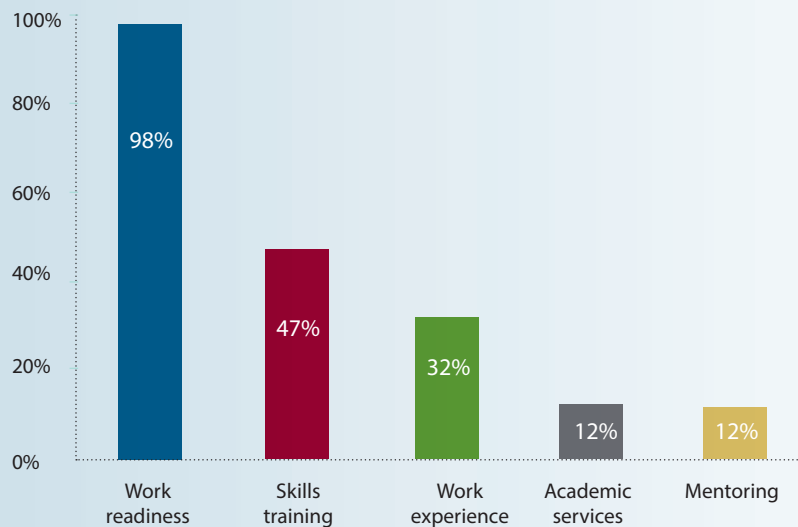
Note: This graph presents the percentage of programs that reported providing each service to a majority of clients (n=332).

▶ **Diverse funding sources:** Programs were funded in a variety of ways. The data showed that 28 percent of programs received all of their funding from one or more public sources, such as the Workforce Investment Act (WIA), Temporary Assistance for Needy Families (TANF), Community Development Block Grants (CDBG) or city tax-levied dollars. Another 14 percent received all of their funding from private sources, including foundations, local United Ways and earned revenue. The remaining programs provided their services with a mix of public and private funds, with more than a third reporting at least three different sources.

▶ **Diverse services offered**: The services available also varied greatly among programs. As seen in Figure 1, almost all of The Benchmarking Project programs offered basic work-readiness preparation to most of their participants. By comparison, only one third provided most participants with opportunities to gain work experience (such as internships, transitional jobs or on-the-job training).

Getting to Meaningful Outcome Information

The real message of the Benchmarking Project data is that there is no such thing as a typical program or typical results.

Yes, it would be easy to look at median outcomes across the dataset and conclude that the "typical" program placed about half of enrolled job seekers in jobs, with almost 60 percent of those placed still working one year later. (Appendix A, Table 1.) But performance levels varied a lot, depending on a number of important factors. Some factors were related to the type and length of services provided; some were related to population served. Others were more related to context, such as how selective programs were able to be in choosing participants, how large or small programs were, or how much experience organizations had in providing workforce services.

In the Benchmarking data, there were 15 characteristics of programs that were associated with statistically significant differences in job placement or retention results.[vii] (See Figure 2 on the next page for a sample report.) We used this information to create like "comparison groups" that allowed programs to assess their performance in relation to others in more meaningful ways. For example, "cohort size"—the number of participants enrolled in a program during a one-year period—was one of the 15 characteristics that were related to differences in outcomes. "Small" programs enrolling up to 100 people annually showed different performance levels than programs that were "mid-size" (enrolling 101 to 600 participants) or "large" (more than 600).

Based on the data programs provided, they were included in a relevant "category" or comparison group (for instance, a group of "mid-size" programs). The Benchmarking Project provided individualized

confidential reports in which programs could see the range of outcomes among programs similar to theirs, the midpoint (median) of those outcomes, and how their particular outcome ranked among all those in their comparison group (for example, the 61st-70th percentile). By looking at how their outcomes ranked across a variety of characteristics and comparison groups, programs were able to get a better feel for where they were performing well in relation to their peers, as well as areas that needed more attention. As the director of one Benchmarking program explained, the reports provided "incredibly useful information that I can share with staff, board members, funders and employers." (See Figure 2 on the next page for a sample report.)

In the Benchmarking data, there were 15 characteristics of programs that were associated with statistically significant differences in job placement or retention results.

For the purposes of this publication we identified two types of "benchmarks" for each category within the 15 Benchmarking comparison characteristics:

▸ The median or "midpoint" benchmark for programs in that category—that is, 50 percent of program outcomes are above that level and 50 percent are below, and

Figure 2: Sample Benchmarking Report for Individual Programs

COMPARISON CATEGORY

NUMBER OF PROGRAMS

YOUR PROGRAM'S OUTCOME

MEDIAN OUTCOME

Cohort Size
Medium (101-600)

CHARACTERISTIC

# of Programs: 133   *Your Percentile:* 61st - 70%

YOUR PERCENTILE RANKING

THE RANGE OF OUTCOMES

THE OUTCOME

Placement rate

- -	*Median:*	51%
◆	*Your rate:*	61%
—	Range - Min	4%
—	Range - Max	89%
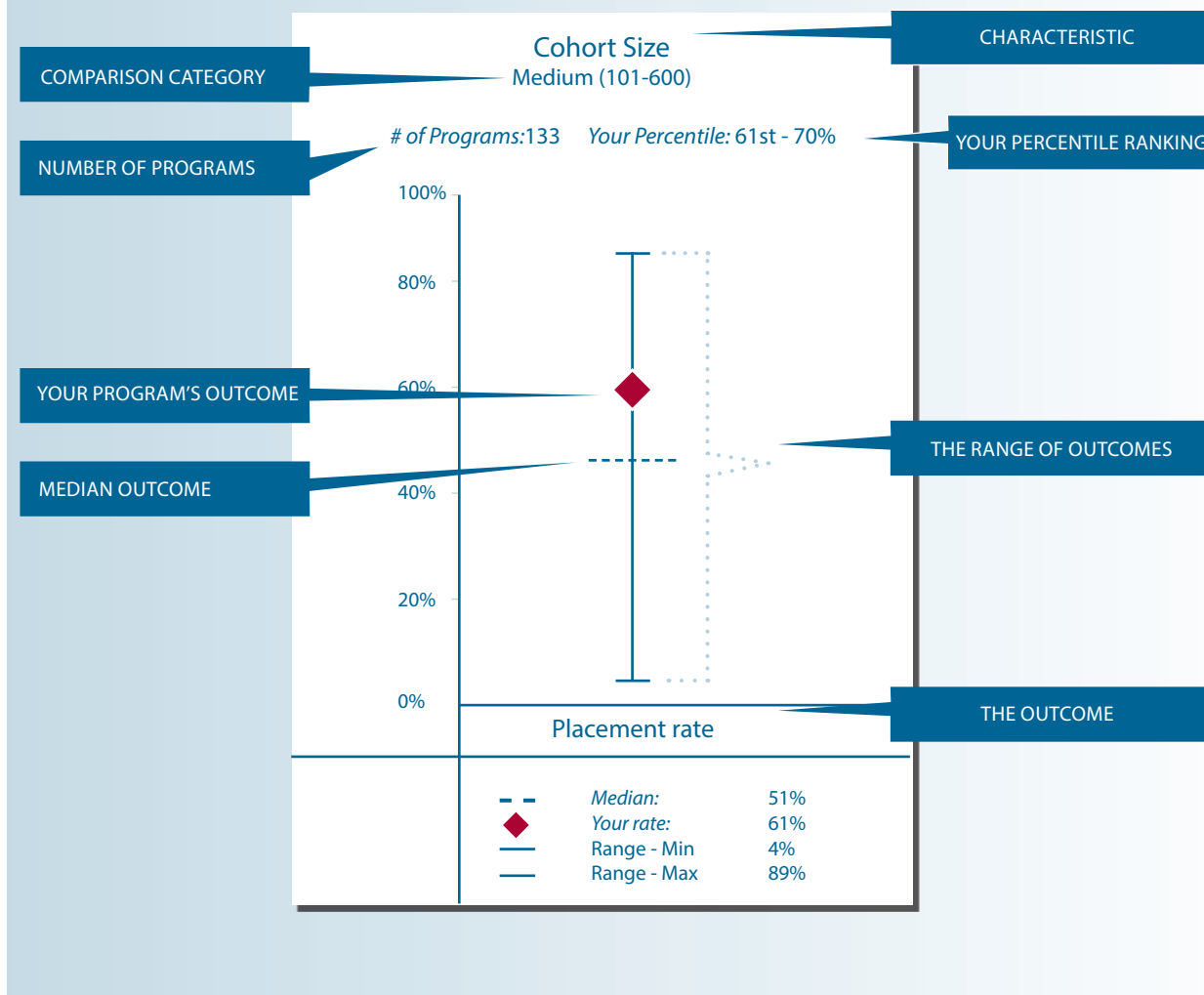
▶ The 75th percentile or "higher performer" benchmark—that is, outcomes above this benchmark are in the top quarter of all programs in the comparison group.

Table 1 on the next page lays out the 15 characteristics related to differences in outcomes and the specific categories within each characteristic. Appendix A, Tables 2-25 show the mean, median and 75th percentile outcomes for Benchmarking programs in each category, along with additional information on wages and the percentage of jobs that are full time or offer health benefits. These charts offer useful information that has previously been unavailable at the national level for program practitioners and funders who seek meaningful comparisons of outcomes. ■

Table 1: Characteristics Associated with Differences in Participant Outcomes

Organizational Characteristics

YEARS IN WORKFORCE DEVELOPMENT
10 or less
More than 10

ORGANIZATIONAL FOCUS
Workforce development only
Multiservice

Program Characteristics

ANNUAL COHORT SIZE
25-100 enrollees
101-600
600+

ABILITY TO SELECT CLIENTS
Full
Partial*
None

CLIENT-TO-FTE RATIO
30 or less
More than 30

WEEKS IN PRE-EMPLOYMENT ACTIVITY[viii]
Less than 4
4-11
12 or more
Varies by individual

PLACEMENT DEFINITION
One day on the job
More than one day

Participant Characteristics

PERCENTAGE AGE 18-24
More than 50%
50% or less

PERCENTAGE WITH A CRIMINAL RECORD
More than 50%
50% or less

Service Characteristics

OCCUPATIONAL SKILLS TRAINING
Some receive
None

SKILLS TRAINING LEADING TO CERTIFICATIONS
More than 75% receive
75% or fewer

SKILLS TRAINING CUSTOMIZED WITH EMPLOYER INPUT
More than 75% receive
75% or fewer

WORK EXPERIENCE
More than 75% participate
75% or fewer

POST-EMPLOYMENT FOLLOW-UP
More than 75% receive
75% or fewer

MENTORING
Some receive
None

* *Programs categorized as having "partial" participant selectivity were either able to choose some participants and required to accept others, or indicated that in practice they accepted most or all applicants in spite of having the ability to be selective.*

Good Performance Looks Different for Different Types of Programs

The Benchmarking Project programs showed vast differences in terms of how they were designed, the populations served, their operating context and—in some cases—their definitions of key outcomes. Predictably, the performance of these programs varied widely as well.

The benchmark information below provides insight about what kind of performance can be seen in different types of programs. This information can help funders and program managers set more realistic expectations for performance and may inform decisions about program design.

1. Benchmarking programs that offered **occupational skills training leading to industry-recognized certifications** tended to have higher performance, but they often served participants with fewer barriers to employment.

Of the 332 programs in The Benchmarking Project, 17 percent reported that they offered skills training leading to industry-recognized certifications to more than three quarters of their participants. They prepared people for employment in a variety of occupations, with healthcare-related training mentioned most frequently[ix], followed by construction, building maintenance and commercial driver's license preparation. Nearly half of these programs reported that they were designed with input from employers in the relevant industry.

As seen in Table 2, the programs offering skills training leading to certification showed a median placement rate for enrollees of 61 percent; the higher-performing organizations in this group placed at least 76 percent of enrollees. In terms of six-month retention, the median rate was 69 percent of those placed, and the higher-performer rate was 83 percent.

Table 2: Outcome Benchmarks - Programs Offering Training for Certification (n=55)*

	MEDIAN (50th Percentile)	HIGHER PERFORMER (75th Percentile)
Enrollees placed	61%	76%
Retained at 3 months, out of the number placed	84%	89%
Retained at 6 months, out of the number placed	69%	83%
Retained at 12 months, out of the number placed	61%	74%

See Appendix A, Table 2 for additional outcome information on programs with and without skills training for certification.

Reporting of Outcome Data

To participate in The Benchmarking Project, programs were required to submit job placement data and job retention outcomes for at least one milestone (3-, 6- or 12-month retention). In addition to these outcomes, we requested data on average wages (at placement and at each retention milestone); placement in full-time jobs; and receipt of employer-sponsored health insurance. Programs differed in their ability to provide data on each of these outcomes; one fifth reported data for all three job retention milestones, while nearly one third reported on only one retention milestone. We received outcome data for each milestone from the following percentages of programs:

▶ Placement – 100%

▶ Placement wage – 93%

▶ Full-time placement status – 83%

▶ Receipt of health benefits – 61%

▶ 3-month retention – 89%

▶ 3-month retention wage – 50%

▶ 6-month retention – 58%

▶ 6-month retention wage – 34%

▶ 12-month retention – 26%

In the tables in this section, we report outcomes for all programs providing data for each milestone; as a result, the number of programs reporting data will vary from outcome to outcome (so the number of organizations providing 6-month retention data differs from the number reporting 12-month retention, for example). For additional data related to each characteristic—including the number of programs providing data for each milestone—refer to the tables in Appendix A.

Not surprisingly, these training programs also tended to serve participants with relatively fewer barriers to employment. They were more likely to enroll participants reading at a 10th-grade level or higher and less likely to enroll those without a high school diploma or GED. Their participants were also much less likely to be homeless, have a criminal record, or report a disability.

In addition to the populations being served, other characteristics of the programs in this group likely contributed to their higher performance:

▶ These programs engaged participants, on average, for more hours, over a longer period of time; the average certification training program lasted 256 hours and spanned 12 weeks, while other Benchmarking programs lasted for an average of 100 hours over 8 weeks.

▶ Certification training programs enrolled fewer participants—other programs were on average nearly three times larger—and reported smaller client-to-staff ratios.

▶ All of these programs reported that they had the ability to establish specific participant criteria and be selective about who they enroll.

▶ Programs offering certification training also reported better "quality" of job placements, with

higher average wages and more positions that were full-time or offered health benefits.

Of note, programs that provided occupational training not necessarily leading to an industry-recognized certification also tended to show better job retention than programs that did not. Indeed, the 16 percent of Benchmarking programs reporting that they offered no occupational skills training to participants had median placement and six-month retention rates of just 48 percent and 42 percent, respectively. (See Table 3.) They also tended to serve more people with a criminal record or a disability and enrolled more people with reading levels below

sixth grade. Their program services generally focused on job-readiness skills and case management.

2. Benchmarking programs offering **work experience opportunities for most participants**—including internships, transitional jobs and on-the-job training— tended to show better job retention results.

A quarter of the Benchmarking programs incorporated paid or unpaid work experience activities as a core program strategy, and they reported significantly higher job retention rates than programs that did not offer direct work experience. (See Table 4.) A general explanation for

Table 3: Outcome Benchmarks - Programs Not Providing Skills Training (n=53)*

	MEDIAN (50th Percentile)	HIGHER PERFORMER (75th Percentile)
Enrollees placed	48%	68%
Retained at 3 months, out of the number placed	66%	80%
Retained at 6 months, out of the number placed	42%	57%

See Appendix A, Table 4 for additional outcome information on programs providing and not providing skills training.

Table 4: Outcome Benchmarks - Programs Offering Work Experience (n=83)*

	MEDIAN (50th Percentile)	HIGHER PERFORMER (75th Percentile)
Enrollees placed	48%	71%
Retained at 3 months, out of the number placed	83%	90%
Retained at 6 months, out of the number placed	65%	79%
Retained at 12 months, out of the number placed	61%	74%

See Appendix A, Table 5 for additional outcome information on programs providing and not providing work experience.

this is that structured work experiences provide participants with an opportunity to adapt to the culture and expectations of the workplace, while helping providers deepen connections with potential employers. But the programs in this group also tended to serve smaller cohorts (less than half the size of other programs). They were more likely able to be fully selective about whom they served and to enroll people with at least a high school diploma or GED.

Among the programs offering work experience opportunities, 69 percent coupled them with some kind of vocational skills training. Programs with this combination of experience showed even better outcomes, including higher placement rates. (See Appendix A, Table 6.) This strategy might offer job seekers the opportunity to gain more confidence for the job search as they put newly acquired skills into practice in a real-world context.

3. Benchmarking programs with **longer pre-employment services** tended to place participants in higher-quality jobs and to have better retention results.

More than a third of programs in The Benchmarking Project offered 12 weeks or more of pre-employment services. They were not, on average, significantly better at placing participants than programs of under 12 weeks, but they did tend to place them in jobs with better wages, more hours worked, and better access to benefits. Those factors may have contributed to the higher retention rates seen in these programs. (See Table 5.)

Other trends in the data may also help explain the higher retention results:

▸ Longer programs were more likely to offer skills training to most participants;

Table 5: Outcome Benchmarks - Programs Offering Pre-Employment Services of 12 or More Weeks (n=118)*

	MEDIAN (50th Percentile)	HIGHER PERFORMER (75th Percentile)
Enrollees placed	52%	70%
- Average hourly wage	$10.34	$12.78
- Placed in full-time jobs	79%	95%
- Placed in jobs with health benefits	55%	74%
Retained at 3 months, out of the number placed	83%	92%
Retained at 6 months, out of the number placed	70%	82%
Retained at 12 months, out of the number placed	65%	78%

"See Appendix A, Tables 7-9 for additional outcome information on programs of varying lengths."

- Longer programs were more likely to include work experience opportunities;

- They also tended to engage participants for more hours per week; and

- They were more likely to offer in-program and post-placement retention incentives, including monetary stipends and transit cards or tokens.

By contrast, Benchmarking programs providing less than four weeks of pre-employment services tended to have lower placement and retention results. (See Appendix A, Table 8.) These programs offered primarily work-readiness services—including resume and interview assistance, case management, self-directed job search coaching and job retention follow-up—without specific vocational skills training. They were also less likely to have the ability to select participants based on specific program criteria.

4. Benchmarking programs offering **post-employment follow-up services** to most or all participants tended to have better placement and retention results.

Forty-three percent of Benchmarking programs pro-vided post-employment services to all or most of their

participants (beyond basic monitoring of participants' employment status). These services included continued case management and career coaching, alumni events, opportunities for additional training and skill building, incentives for achieving retention milestones, access to supportive services or emergency assistance, and regular check-ins with the participant and his or her employer. The average length of time that these services were offered was 21 weeks.[x]

The higher placement and retention rates reported by these programs point to the value of maintaining ongo-ing relationships with participants—to be aware of their employment successes and challenges and to help them navigate any issues that do arise. (See Table 6.) Of note, programs offering post-employment services were also more likely to be funded by performance-based contracts and to have smaller participant cohorts.

5. Programs serving **smaller numbers of participants per year** – and those with **lower ratios of participants to staff** – tended to show better placement and retention results.

Programs in The Benchmarking Project with the smallest annual cohorts had placement and retention rates that

Table 6: Outcome Benchmarks - Programs Offering Follow-Up Services (Beyond Basic Monitoring) (n=143)

	MEDIAN (50th Percentile)	HIGHER PERFORMER (75th Percentile)
Enrollees placed	57%	74%
Retained at 3 months, out of the number placed	77%	88%
Retained at 6 months, out of the number placed	59%	76%
Retained at 12 months, out of the number placed	62%	75%

See Appendix A, Table 10 for additional outcome information on programs offering and not offering follow-up services (beyond basic monitoring.).

were about double those seen in the largest programs. (See Appendix A, Table 12.) Similarly, programs with client-to-staff ratios of 30 or less had significantly better placement and retention rates than those with higher ratios. (See Appendix A, Table 13.) It may be that smaller programs and programs with lower client-to-staff ratios tend to develop stronger and more supportive relationships with participants. In smaller program cohorts, participants may also have more opportunities to interact with and gain support from peers facing similar challenges. As the manager of one of the smaller programs put it, "Whether we are providing support for skill building, placing trainees in an internship or recommending them for a job, the fact that each one is well known by staff makes a difference."

The higher placement and retention rates may also have been driven, in part, by the fact that smaller programs— as well as those with lower client-to-staff ratios—were more likely to engage participants for longer periods of time and were more likely to provide occupational skills training and work experience opportunities to most or all participants. However, the notion that relationships were

also a factor is supported by another, related theme that emerged in the data: Programs that reported providing mentoring services to a majority of participants also tended to have higher placement rates. (See Appendix A, Table 14.)

6. Programs with **no selectivity** in who they enrolled tended to have significantly lower outcomes.

Fifteen percent of the programs in the Benchmarking sample indicated that they were not able to be at all selective in who they enrolled in their programs. These programs reported significantly lower placement and retention rates than programs with full or partial selectivity. (See Table 8 on the following page.)

In some cases, programs couldn't be selective because they were required to take anyone referred to them by a specific government agency (for example, 35 percent of programs reporting no selectivity had participants who were almost all TANF recipients). Other programs may have had a mission that required them to serve anyone who applied from a particular geographic area.

Table 7: Outcome Benchmarks for Different Cohort Sizes*

	100 OR LESS ENROLLED PER YEAR (n=118) – Median	101-600 ENROLLED PER YEAR (n=178) – Median	MORE THAN 600 ENROLLED PER YEAR (n=36) – Median
Enrollees placed	61%	48%	34%
Retained at 3 months, out of the number placed	79%	73%	72%
Retained at 6 months, out of the number placed	63%	59%	51%
Retained at 12 months, out of the number placed	65%	56%	31%

See Appendix A, Tables 11 and 12 for additional outcome information on programs enrolling enrolling cohorts of varying sizes.

Table 8: Outcome Benchmarks - Programs with No Selectivity in Enrollments (n=49)*

	MEDIAN (50th Percentile)	HIGHER PERFORMER (75th Percentile)
Enrollees placed	37%	53%
Retained at 3 months, out of the number placed	66%	80%
Retained at 6 months, out of the number placed	49%	72%
Retained at 12 months, out of the number placed	60%	68%

See Appendix A, Tables 15 and 16 for additional information on programs with differing ability to select participants.

Benchmarking programs with no selectivity also tended to be shorter in duration, have larger cohorts of participants, and were somewhat more likely to serve people without a high school diploma or GED—all factors that may have influenced their outcomes. It is possible that if these programs were able to make other changes to their design (for example, providing longer services or working with smaller cohorts), they might see their outcomes improve.

Programs with more selectivity are sometimes accused of "creaming"—that is, serving mainly clients who would do well even without services. But there is evidence to refute this criticism [xi] and good reason to believe that many of these programs are successful, at least in part, because they are able to assess the specific needs and strengths of applicants to determine whether the program's services (and, in some instances, the industry it targets) are a good fit for each individual.

7. Programs in organizations with a **sole focus on workforce development-related services** tended to show slightly higher results than those in organizations that delivered multiple types of services.

Sixty-two percent of the Benchmarking programs reported that they were part of organizations that housed programs in other areas (for example, housing, emergency assistance, or education.) The remaining programs reported that their organization's services were only focused on "workforce development," which in the survey meant services designed to result in job placement and retention outcomes. The programs in workforce development-focused organizations tended to have higher performance rates. (See Appendix A, Table 9.)

While programs in the multi-service organizations had lower results, the Benchmarking data provide some hints about the important "first step" role these organizations may play in a community's continuum of services.

High-need populations may require several different kinds of services over time in order to prepare for, find and keep work. Ideally, these services would be well-integrated (with formal linkages from one program to the next), either within a single organization or through partnerships between organizations with different strengths.

Table 9: Outcome Benchmarks - Organizations with a Workforce Development Focus (n=127)*

	MEDIAN (50th Percentile)	HIGHER PERFORMER (75th Percentile)
Enrollees placed	55%	71%
Retained at 3 months, out of the number placed	80%	89%
Retained at 6 months, out of the number placed	67%	81%
Retained at 12 months out of the number placed	64%	69%

See Appendix A, Table 17 for additional outcome information on programs with and without a sole focus on workforce development services.

Specifically, they may address other issues that could hinder participants' success in the labor market or in more intensive skills training. For example, programs in multi-service organizations were more likely to:

▶ Serve individuals who were homeless at the time of enrollment; and

▶ Integrate basic educational services into their workforce preparation activities (such as Adult Basic Education or English as a Second Language).

It should be noted that programs in organizations reporting they were solely focused on employment-related services were more likely to include some kind of vocational training, work experience opportunities, and follow-up retention services to most or all participants.

In related data, Benchmarking programs indicating that their organization had been providing workforce development services for more than 10 years had better placement and retention outcomes than programs whose organizations had been working in the field for a shorter period of time. (See Appendix A, Table 18.) Together, these patterns in the data suggest that experience providing workforce services may position organizations to produce better results. It is also important to note, however, that high-need populations may require several different kinds of services over a period of time in order to prepare for, find and keep work. Ideally, these services would be well-integrated (with formal linkages from one program to the next), either within a single multi-service organization or through partnerships between organizations with different strengths. ■

The Role of the Population Served

The Benchmarking Project team ran numerous analyses to understand how the demographic characteristics of program participants correlated with differences in program outcomes. Somewhat surprisingly, in most cases we did not see statistically significant differences between the outcomes of programs that served mainly a specific population and those of the other programs.

Unfortunately, some of these analyses were hampered by large amounts of missing data for some demographic categories. (More details are on p. 32.) There were only two cases in which programs targeting a specific population consistently showed significant differences in outcomes:

▶ Benchmarking programs in which at least 50 percent of **participants had a criminal record** tended to show lower job retention rates, but not lower placement than other programs.

Overall, Benchmarking programs primarily serving people with a criminal record did not differ significantly from other programs in factors such as cohort size or program length. They were less likely to provide occupational skills training of any kind to more than half of participants, but more likely to provide opportunities for transitional work experience to all or most. They were also more likely to serve homeless individuals. These data suggest that, on average, organizations targeting people with a criminal background seem to be doing well at finding jobs for this traditionally hard-to-employ population, but that job retention is more challenging. (See Table 10.)

▶ Benchmarking programs where at least 50 percent of **participants were between the ages of 18 and 24** tended to show higher job placement rates, but not significant differences in job retention.

In some ways this pattern of higher average placement rates among young adult programs is counter-intuitive, especially when over half (58 percent) of these

Table 10: Outcome Benchmarks - Programs in which at least 50% of Participants Have a Criminal Record (n=68)*

	MEDIAN (50th Percentile)	HIGHER PERFORMER (75th Percentile)
Enrollees placed	50%	74%
Retained at 3 months, out of the number placed	72%	79%
Retained at 6 months, out of the number placed	51%	64%
Retained at 12 months, out of the number placed	42%	59%

See Appendix A, Table 20 for additional outcome information on programs in which at least 50% of participants do or do not have a criminal record.

Benchmarking programs reported that a majority of their cohort also lacked a high school diploma or GED. (See Table 11.) A variety of factors may have contributed to the higher placement rates seen in those programs. They were more likely to have "full" or "partial" selectivity about who they enroll. They more often provided supportive services—including transportation assistance and in-program incentives such as stipends—and GED preparation. While some programs served participants that did not have their GED, in another 27 percent of these programs more than half of participants read at the 10th-grade level or higher (increasing their placement chances). Programs serving primarily young adults were also more likely to offer internship opportunities and post-employment services.

As described in the section below, one of the challenges encountered in the Benchmarking data was that programs defined job placement and job retention in various ways. This could be a factor contributing to the higher placement rates among programs serving large numbers of 18-24 year olds. These programs were more likely than others to accept part-time jobs (100 percent versus 85 percent) and temporary positions (86 percent versus 63 percent) as placements. The quality of the jobs in which participants were placed was also lower for this group of programs than for programs serving older populations (in terms of wages and full-time status). (See Appendix A, Table 21.)

The fact that Benchmarking programs targeting young adults tended to have higher placement rates—and that programs targeting people with a criminal record did not have lower rates—might also suggest that these programs have carefully nurtured relationships with specific employers who are willing and able to work successfully with the populations they serve.

See Appendix A, Tables 22-25 for more information about outcomes for programs targeting other population groups.

Table 11: Outcome Benchmarks - Programs with at least 50% of Participants between Ages 18-24 (n=37)*

	MEDIAN (50th Percentile)	HIGHER PERFORMER (75th Percentile)
% of enrollees placed	59%	75%
% retained at 3 months, out of the number placed	77%	88%
% retained at 6 months, out of the number placed	60%	78%
% retained at 12 months, out of the number placed	57%	74%

*See Appendix A, Table 21 for additional outcome information on programs with and without at least 50% of participants between ages 18-24.

Data Challenges

Two notable data issues emerged in The Benchmarking Project data collection, making it difficult to get a complete picture of performance across programs:

Inconsistent Definitions

As seen in Figures 3, 4 and 5, The Benchmarking Project revealed numerous examples of programs defining key outcomes in different ways.

▶ In terms of job placement definitions, programs differed in whether they required a number of days on the job before it qualified as a placement, counted temporary or part-time employment, or expected a starting wage higher than the state or federal minimum wage; and

▶ In terms of job retention, programs differed as to whether they used a "snapshot" definition (for example, participants were working when contacted after the 180-day point), a "continuous employment" definition requiring consistent work

Figure 3: Job Placement Definitions (Days on the Job Required)

One Day: 68%
2-5 Days: 12%
5+ Days: 20%

Figure 4: Programs Using Stricter Job Placement Definitions

Do not count temp jobs: 35%
Do not count part-time jobs: 14%
Have wage requirement above state minimum: 15%
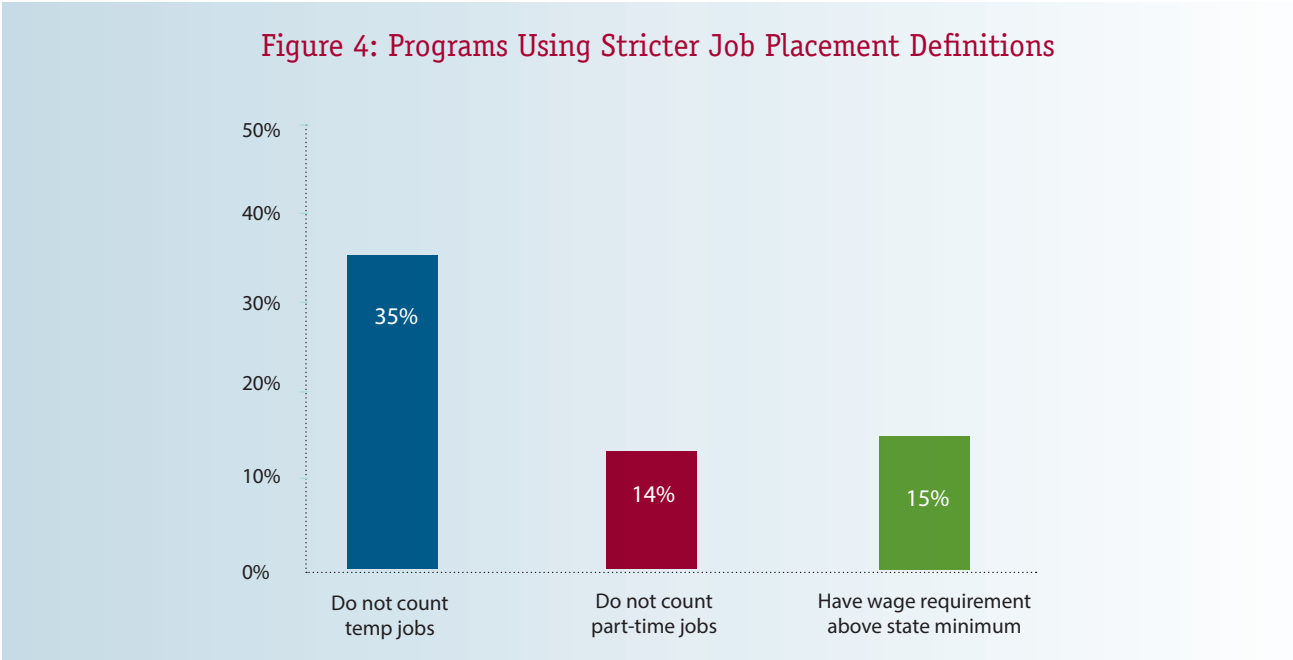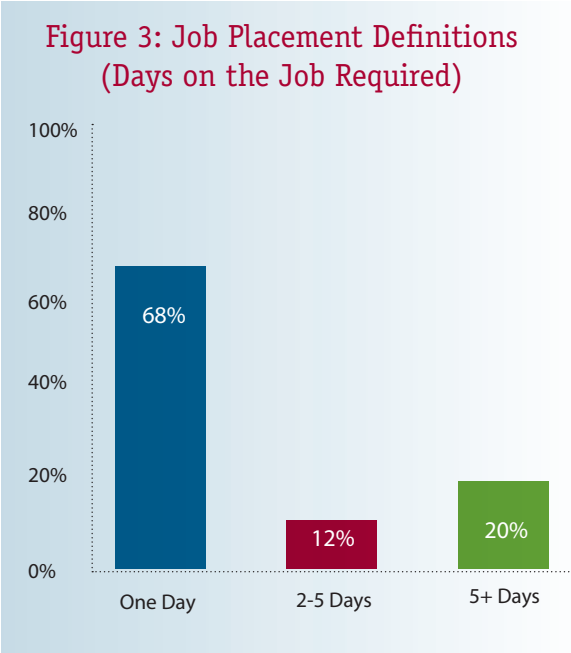
Figure 5: Job Retention Definitions (at Six Months)

Bar chart showing: Continuous Any Employer 53%, Continuous Same Employer 22%, Snapshot 25%. Y-axis from 0% to 50%.
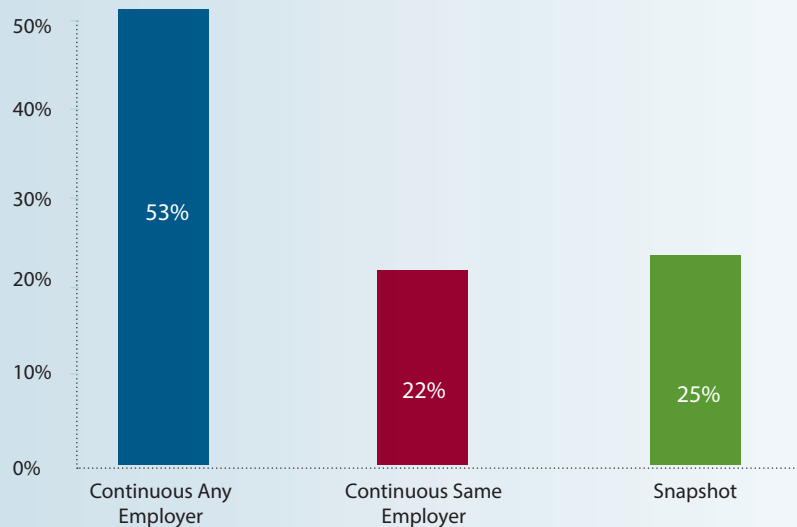
with the same employer, or one that allows multiple employers during the time period.

As noted in the 2010 *Putting Data to Work: Interim Recommendations from The Benchmarking Project*, such inconsistencies in outcome definitions can make it harder to understand how individual program outcomes actually compare to others, as well as how local workforce stakeholders are doing overall.

Some interesting and sometimes unexpected patterns emerged when we examined how differences in definitions were associated with varying results.

▸ Programs in the sample defining placement as more than one day on the job tended to report higher placement and retention outcomes than programs using the "one-day" definition.

(See Appendix A, Table 19.) These programs were also less likely to count part-time or temporary jobs as placements, and were more likely to use a "continuous employment" definition for job retention. Overall these programs were more likely to offer occupational skills training and

follow-up services to most or all participants.

▸ Even though job retention definitions varied— with some setting the bar much higher than others—the outcomes reported were roughly the same regardless of definition.

Benchmarking programs with more stringent definitions of job retention (that is, "continuous employment with same employer" versus "snapshot") did not show statistically different retention rates. For example, when categorized by the type of definition used, each group of programs reported that approximately 60 percent of program graduates were still employed six months after placement. From a qualitative standpoint, however, a report showing that 60 percent of participants had continuously retained employment with the same employer for six months might be interpreted differently than a report that the same percentage of graduates were simply working on or about the 180th day after placement.

Both of these patterns are counter-intuitive and raise the question of what kind of qualitative information about placements and job retention also needs to be

gathered in order to fully understand program results. These patterns, and the larger issue of inconsistent definitions, also reinforce the importance of being clear about how programs are defining outcomes when assessing or comparing their results.

> "We had this information in our files, but it wasn't in our database because we weren't required to report it. Now we see the importance of tracking it in a more systematic way."

Missing Data

The Benchmarking Project survey painted a useful portrait of the types of data that programs do and do not collect. Unfortunately, as mentioned above, the amount of data missing for particular demographic characteristics hampered some of our analysis. The percentages of programs that were not able to answer survey questions about various participant demographics were as follows:

- ▶ Reading levels of enrollees – 54 percent
- ▶ Veteran status – 48 percent
- ▶ Disability status – 35 percent
- ▶ Receipt of TANF – 35 percent
- ▶ Homelessness status – 27 percent
- ▶ Criminal record – 27 percent
- ▶ Educational attainment of enrollees – 19 percent

Programs in The Benchmarking Project indicated they were unable to provide these and other demographic data for a variety of reasons:

- ▶ Some programs only collected data specifically requested by a funder or other entity involved in participant services (for example, they would only collect information on TANF status if services were funded by a TANF agency).

- ▶ Others did not initially see the information as valuable to know, although many indicated that they intended to begin collecting some of the demographic data requested in the survey moving forward.

- ▶ Others collected the information in paper or database form but did not have the staff resources or technology to retrieve the data easily to answer specific survey questions.

As one program manager explained, "We had this information in our files, but it wasn't in our database because we weren't required to report it. Now we see the importance of tracking it in a more systematic way."

Certification training programs were more likely to collect a wide array of demographic information on their clients, perhaps an indicator of increased program capacity for data collection. But, as suggested in the recommendations below, it's important for all types of programs to capture more consistent data about clients' basic skill levels, work interests and potential employment barriers, to determine if the program or targeted occupation is a good fit and to provide the most effective services. ▪

Using Data for Performance Improvement: How Funders Can Help

Practitioners in The Benchmarking Project do not shy away from being held accountable for results, and they are eager for good data to inform their work.

They stress the value of the project for helping staff focus on program areas needing improvement and for inspiring them to expand the quantity and quality of the data they regularly collect. According to one director, "The Benchmarking Project has spurred a major overhaul of our data collection processes and improvement in the accuracy of our data."

While community-based organizations certainly bear some responsibility for embracing and using data, the experiences of the Benchmarking organizations, together with the data the project has amassed, illuminate persistent systemic challenges related to data collection and reporting—challenges that cannot be addressed by providers alone. Workforce development funders could do a number of things to help organizations use data more effectively:

▶ Account for important program differences in setting performance goals and comparing outcomes.
It isn't always clear how performance targets in workforce development are derived or what evidence they are based on. Targets are sometimes set on the basis of historical performance levels, with the addition of a "stretch goal" to incent program improvement. But these targets may not account for critical differences in such factors as the types of services offered, the specific population served, or the degree of selectivity programs have in enrolling participants. As seen in this report, placement

and retention rates that cover "all programs" can mask great variation in performance. Benchmarking Project programs offering longer services, training for certification, work experience opportunities and more extensive follow-up showed vastly different outcomes from programs that offered primarily short-term job-readiness services and had no selectivity about who they serve. There is a wide continuum of investments made by funders and services offered by workforce programs, and expectations for results should vary accordingly.

The experiences of The Benchmarking Project organizations, together with the data the project has amassed, illuminate persistent systemic challenges related to data collection and reporting—challenges that cannot be addressed by providers alone.

With the current movement toward consumer report cards and other types of benchmarking activities to compare workforce programs, there is real concern among providers that funders and the general public will make inappropriate comparisons between different types of programs. New funder-led initiatives to look at system-wide data collection in cities like Chicago and New York are taking these concerns into account. We hope that the data provided in this report can help inform realistic performance expectations, especially for programs working with more low-income, disadvantaged populations.

Perhaps more provocatively, the Benchmarking data also bring to mind the old adage, "you get what you pay for." Funders who are looking for better results from their workforce grantees might consider the program characteristics associated with higher performance in The Benchmarking Project. Services that are typically more expensive to offer (such as skills training, longer programs, or smaller cohorts) may, in fact, be what's needed to produce better results.

▶ Agree on data to be collected across programs and funders and how it will be defined.

The complex array of public and private funding streams that support workforce programs has created a maze of conflicting performance standards, outcome definitions, data collection systems and reporting processes. This situation makes it difficult to get a good picture of overall program performance or combined performance across a community.

Indeed, organizations in The Benchmarking Project defined basic outcomes like job placement and retention in a range of ways and varied in their ability to report demographic or service-related information. Likewise, getting useful information about program costs proved quite challenging, reflecting the wide variety of organizational and funding environments represented.

While federal workforce funders have identified a few "common measures" to simplify reporting, much more work in this area is needed. Federal agencies should take the lead, in collaboration with foundations, United Ways, local workforce boards and service providers, to agree on core data that will be collected and how it will be defined. These decisions should be based not solely on what's needed for accountability, but also on the types of information that will support program management, field-wide continuous improvement and the accumulation of good evidence about effective practice.

Further consideration also needs to be given to what additional "qualitative" information would help illuminate program performance. For example, how many of reported job placements are full-time, with benefits?

"The Benchmarking Project has spurred a major overhaul of our data collection processes and improvement in the accuracy of our data."

When reporting job retention for a participant, how continuous has their employment actually been? The fact that Benchmarking programs with higher definition standards for various outcomes had similar rates as their peers also raises an interesting question. Does reporting focused on the "quality" of the outcome as well as the quantity actually help organizations produce stronger results? In addition to getting what you pay for, perhaps you also get what you measure?

Finally, there is a need for more consistent use of "interim outcomes," such as completion of services, skill or literacy gains, barrier reduction, and deeper employer engagement. These measures can be meaningful progress milestones to inform real-time management and improvement across the system. Because some of these outcomes are a focus for "first step" CBO programs, they can also help us better understand the role that such programs play in the overall continuum of workforce-related services.

▶ Simplify the process of reporting and accessing data.

The average Benchmarking Project program received funding from at least two types of sources (e.g., WIA, TANF, private foundation), and 19 percent reported support from at least four. Having to do data entry into multiple funder databases or reporting formats takes away time those providers could be using to better

understand and improve their performance. Public and private funder-led initiatives in cities such as Chicago, Cincinnati, Minneapolis and New York are beginning to create integrated databases and shared tools that would reduce data entry, make reporting more consistent, and allow greater access to data that has been input. With current advancements in technology, it is time for more efforts like this in other communities and nationally.

▶ Engage in real dialogue with providers about outcome trends and lessons from the data.

Relationships between workforce funders and providers typically center on accountability for results, with high-stakes conversations focused on whether individual programs are meeting specific goals and what they will do to improve. While accountability is a key ingredient for improving results, funders also need to work as collaborative partners with providers. They need to foster open, honest discussions about what is working and—just as importantly—what is not, in different contexts. Together, funders and providers can mine existing data for lessons, explore the factors that might be influencing results, and assess the effect of various improvement strategies.

Better funder reports are part of the solution. Again and again, CBO providers in The Benchmarking Project remarked that although they frequently submitted data to funders, it was often hard to get any kind of summary reports back. Combined with regular opportunities for honest dialogue between programs and funders, reports on general trends in outcomes across various types of programs have the potential to catalyze real improvements in workforce results.

▶ Support ongoing opportunities for CBO providers to benchmark results and share effective program strategies.

As described above, organizations participating in The Benchmarking Project highly value the opportunity to get confidential feedback about how their outcomes compare to those of similar programs. They have also found great benefit in the in-person and online opportunities to discuss program practices and performance management challenges in a "safe space" with other providers, as part of the Benchmarking Learning Community. In a Spring 2012 survey, 96 percent of respondents said that the workshops and webinars offered as part of the project had provided helpful new ideas for program improvement, and 92 percent said they had gained new ideas about how to use data to drive that improvement. They also reported engaging more of their staff in dialogue about program outcomes and factors that could be influencing performance. These kinds of capacity-building opportunities are needed for more practitioners across the country. ◾

The Benchmarking Learning Community: Building Organizational Capacity

This report focuses primarily on performance benchmarks and lessons from data submitted by participating organizations. But The Benchmarking Project has not only endeavored to help programs see how they compare with others; equally important have been efforts to help practitioners identify effective program strategies and strengthen their capacity to use data for continuous improvement. These activities have included:

▶ A workshop series in multiple cities to help organizations build a culture that engages staff in learning with data;

▶ Ongoing peer-learning forums for program managers in Chicago and New York City Benchmarking organizations;

▶ Technical assistance for programs to address specific data-related challenges and to support focused improvement efforts;

▶ Work with providers serving young adults in New York City to identify interim progress measures;

▶ National webinars to discuss key program strategies and how data can inform their implementation; and

▶ Documentation of practice guidelines emerging from research and interviews with higher-performing Benchmarking programs.

Lessons and tools from these capacity-building efforts will be the subject of future reports.

Conclusion

Community-based organizations across the country are serving some of our most in-need populations, but until now it has been difficult to get a realistic picture of their results.

The Benchmarking Project has clearly demonstrated the value of a national dataset that can offer credible benchmarks of good performance for programs. In short, this dataset provides essential information about the results of CBO workforce development efforts, and it needs to be expanded.

Over the next year, The Benchmarking Project will work to develop a set of concrete guidelines and tools to help CBOs strengthen their internal data systems, processes, and data cultures. We are also documenting examples of effective workforce practice from higher-performing Benchmarking organizations, as well as lessons from funders—particularly in New York City and Chicago—about how to align data collection and outcome reporting efforts.

What's needed next is a way to connect the various efforts taking place in different communities to create opportunities for stakeholders in these initiatives to learn from one another. A national alliance of local CBO providers, funders and intermediaries could ensure that more quality data are available about the results of community-based services. It would strengthen local programs' capacity for continuous improvement and help funders better align their reporting processes. Such a collaborative "workforce benchmarking network" could spur innovation throughout the field and inform future policy decisions and investments.

Creating an environment around workforce data that is collaborative, rather than punitive, is critical. Practitioners and funders must come together to agree on indicators that matter most and how they should be defined. Assessments and comparisons of provider performance need to account for important program differences. Data reporting must be made simpler and less burdensome for program staff. Open conversations among providers and funders about the lessons behind the data are essential if there is any hope of improving results at scale. It's vital to make progress now on these issues so that frontline programs have the tools and information they need to improve the odds for some of the country's most disadvantaged job seekers.

Endnotes

i   For recent employment-to-population ratios for those with varying levels of education, see Bureau of Labor Statistics, US Department of Labor. December 2012. Accessed on January 23, 2013 from http://www.bls.gov/news.release/empsit.t04.htm. See also Bureau of Labor Statistics, US Department of Labor. October 2012. *Highlights of Women's Earnings in 2011*. Accessed on January 23, 2013 from http://www.bls.gov/cps/cpswom2011.pdf. This source reports that, in 2011, the weekly earnings of men and women without a high school diploma were about two fifths of those with a bachelor's degree or higher.

ii   Maguire, S. et al. 2010. *Tuning In to Local Labor Markets: Findings from the Sectoral Employment Impact Study*. Philadelphia: Public/Private Ventures. Available at: http://ppv.issuelab.org/resource/tuning_in_to_local_labor_markets_findings_from_the_sectoral_employment_impact_study. The study found that participants in such programs earned substantially more than members of the control group; they also worked more and found better jobs, in terms of hourly wages and access to benefits.

iii   The Benchmarking Project dataset includes data for cohorts served prior to 2006 for six programs. One third of the program years in the dataset began in 2007, and nearly half of the program years started in 2009 or later.

iv   Participating organizations absorbed the costs of staff time associated with the project. On average, they reported that it took 8-10 hours to compile the data needed for the survey.

v   Miles, M. et al. 2010. *Putting Data to Work: Interim Recommendations from The Benchmarking Project*. Philadelphia: Public/Private Ventures. Available at: http://www.skilledwork.org/sites/default/files/Interim_Benchmarking_Report_Nov_2010.pdf

vi   Analysis of Variance (ANOVA) was used to analyze data from The Benchmarking Project 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.

vii   A p-value of 0.10 was used to establish statistical significance.

viii "Did not provide data" categories were created for the "Percentage of clients between age 18 and 24" and "Number of weeks in pre-employment activities" characteristics given the relatively large number of programs unable to provide the data.

ix   Healthcare occupations targeted by Benchmarking Project programs in order of frequency: certified nursing assistants (CNA), home health aides, pharmacy technicians, emergency medical technicians (EMT), licensed vocational nurses (LVN), medical assistants and registered nurses (RN).

x   Two programs reportedly engage participants for 250 weeks—or roughly five years—post-program. When those programs are included, the average number of weeks participants are engaged post-program is 27. After eliminating those outlier programs, the average number of weeks post-program services are provided is 21.

xi   P/PV's Sectoral Employment Impact Study assessed the effects of three training programs with a high degree of selectivity, using a random assignment study design. Both the program participants and members of a control group went through the full application and selection process, and participants did significantly better, thanks to their experience in the program. In other words, although the programs were selective, participants would not have done "just as well" without the training. See Maguire et al. for more information.

Appendix A | Benchmarking Project Outcome Data

Table 1: Overall Outcomes for All Benchmarking Project Programs

OUTCOME	N	MEAN	MEDIAN	75TH PERCENTILE
ENROLLEE PLACEMENT	332	51.6%	50.2%	67.9%
- wage	310	$10.46	$9.75	$11.15
- full-time	276	65.9%	69.5%	89.5%
- w/ health benefits	203	45.5%	45.6%	66.7%
3 MONTH RETENTION	294	71.4%	75.0%	86.1%
- wage	165	$10.79	$9.89	$11.41
6 MONTH RETENTION	194	58.0%	59.1%	74.6%
- wage	112	$11.21	$10.24	$11.59
12 MONTH RETENTION	87	56.5%	57.8%	70.9%

Table 2: Vocational/Occupational Skills Training Leading to Certification

OUTCOME	LESS THAN 75% RECEIVED TRAINING LEADING TO CERTIFICATION				MOST/ALL RECEIVED TRAINING LEADING TO CERTIFICATION			
	N	MEAN	MEDIAN	75TH PERCENTILE	N	MEAN	MEDIAN	75TH PERCENTILE
ENROLLEE PLACEMENT***	277	50.0%	48.6%	65.8%	55	59.9%	61.2%	76.2%
- wage***	256	$9.96	$9.51	$10.52	54	$12.83	$11.90	$14.05
- full-time***	231	63.4%	67.2%	86.6%	45	78.7%	85.7%	100.0%
- w/ health benefits***	166	40.1%	40.8%	57.9%	37	69.7%	77.8%	98.4%
3 MONTH RETENTION***	249	69.8%	73.7%	84.2%	45	80.2%	84.1%	89.0%
- wage***	139	$10.23	$9.61	$10.85	26	$13.76	$12.39	$14.79
6 MONTH RETENTION***	166	56.4%	55.7%	72.4%	28	67.4%	68.8%	82.6%
- wage***	95	$10.72	$10.02	$11.33	17	$13.95	$12.11	$14.58
12 MONTH RETENTION	74	55.6%	56.0%	69.7%	13	61.5%	61.4%	73.8%

Asterisks (*) indicate statistically significant differences between comparison groups.
 * = $p<0.10$; ** = $p<.05$; *** = $p<.01$

Table 3: Skills Training Customized with Input from Employers

OUTCOME	LESS THAN 75% RECEIVED CUSTOMIZED TRAINING				MOST/ALL RECEIVED CUSTOMIZED TRAINING			
	N	MEAN	MEDIAN	75th PERCENTILE	N	MEAN	MEDIAN	75TH PERCENTILE
ENROLLEE PLACEMENT	281	51.0%	50.0%	66.8%	51	55.1%	57.5%	73.8%
- wage***	261	$10.18	$9.62	$10.66	49	$11.93	$10.50	$13.78
- full-time***	237	63.8%	67.7%	86.7%	39	79.0%	81.5%	100.0%
- w/ health benefits***	166	43.0%	43.1%	61.3%	37	56.8%	59.3%	91.1%
3 MONTH RETENTION***	249	69.1%	73.7%	84.0%	45	84.0%	84.4%	93.3%
- wage***	135	$10.38	$9.67	$11.00	30	$12.65	$10.99	$13.92
6 MONTH RETENTION***	158	55.8%	55.6%	72.6%	36	67.3%	66.4%	78.5%
- wage*	86	$10.76	$10.02	$11.35	26	$12.71	$11.13	$13.19
12 MONTH RETENTION***	67	52.8%	54.8%	69.2%	20	69.0%	64.6%	79.4%

Asterisks (*) indicate statistically significant differences between comparison groups.
* = p<0.10; ** = p<.05; *** = p<.01

Table 4: Skills Training Provided

OUTCOME	NO ONE RECEIVED TRAINING				SOME/ALL RECEIVED TRAINING			
	N	MEAN	MEDIAN	75th PERCENTILE	N	MEAN	MEDIAN	75th PERCENTILE
ENROLLEE PLACEMENT	53	50.1%	48.3%	68.2%	279	51.9%	51.0%	67.9%
- wage	49	$9.85	$9.32	$10.34	261	$10.57	$9.77	$11.22
- full-time***	49	53.1%	52.1%	72.8%	227	68.7%	72.6%	90.9%
- w/ health benefits**	33	36.5%	36.5%	50.6%	170	47.3%	47.4%	69.2%
3 MONTH RETENTION***	51	64.4%	65.5%	79.5%	243	72.9%	75.8%	87.0%
- wage	26	$9.89	$9.05	$10.36	139	$10.96	$10.00	$11.79
6 MONTH RETENTION***	30	46.1%	42.4%	57.1%	164	60.1%	61.6%	75.1%
- wage	17	$10.66	$9.53	$10.68	95	$11.31	$10.45	$11.66
12 MONTH RETENTION	14	54.4%	55.8%	80.6%	73	56.9%	58.8%	70.1%

Asterisks (*) indicate statistically significant differences between comparison groups.
* = p<0.10; ** = p<.05; *** = p<.01

Table 5: Work Experience Offered (including internships, transitional jobs and on-the-job training)

OUTCOME	LESS THAN 75% RECEIVED WORK EXPERIENCE OPPORTUNITIES				MOST/ALL RECEIVED WORK EXPERIENCE OPPORTUNITIES			
	N	MEAN	MEDIAN	75th PERCENTILE	N	MEAN	MEDIAN	75th PERCENTILE
ENROLLEE PLACEMENT	249	51.7%	51.0%	67.5%	83	51.4%	48.1%	71.2%
- wage	229	$10.37	$9.63	$10.98	81	$10.71	$10.03	$11.44
- full-time***	204	62.5%	67.2%	83.2%	72	75.5%	82.9%	100.0%
- w/ health benefits***	148	42.1%	39.2%	64.0%	55	54.9%	52.6%	74.8%
3 MONTH RETENTION***	223	68.9%	73.6%	83.6%	71	79.1%	83.3%	90.4%
- wage	126	$10.61	$9.78	$11.13	39	$11.37	$10.06	$12.78
6 MONTH RETENTION***	144	55.6%	55.6%	72.3%	50	64.7%	64.8%	78.5%
- wage	84	$11.16	$10.24	$11.41	28	$11.35	$10.31	$12.60
12 MONTH RETENTION*	61	53.2%	55.9%	72.3%	26	64.2%	64.3%	70.2%

Asterisks (*) indicate statistically significant differences between comparison groups.
* = p<0.10; ** = p<.05; *** = p<.01

Table 6: Provision of Skills Training and Work Experience in Combination

OUTCOME	TRAINING AND WORK EXPERIENCE FOR LESS THAN 75%				TRAINING AND WORK EXPERIENCE FOR MOST/ALL			
	N	MEAN	MEDIAN	75th PERCENTILE	N	MEAN	MEDIAN	75th PERCENTILE
ENROLLEE PLACEMENT***	275	50.3%	49.1%	66.7%	57	58.2%	58.0%	75.0%
- wage*	253	$10.30	$9.65	$10.68	57	$11.15	$10.09	$12.56
- full-time***	229	63.5%	67.7%	86.6%	47	77.6%	84.8%	100.0%
- w/ health benefits***	167	42.3%	40.5%	62.5%	36	60.6%	57.4%	91.7%
3 MONTH RETENTION***	246	69.2%	73.7%	83.8%	48	82.8%	87.8%	96.2%
- wage	134	$10.57	$9.78	$11.10	31	$11.75	$10.09	$15.00
6 MONTH RETENTION**	162	56.3%	57.5%	72.0%	32	66.3%	69.9%	80.9%
- wage	90	$11.08	$10.04	$11.40	22	$11.76	$10.75	$13.49
12 MONTH RETENTION**	66	53.3%	56.0%	69.7%	21	66.4%	64.0%	75.3%

Asterisks (*) indicate statistically significant differences between comparison groups.
* = p<0.10; ** = p<.05; *** = p<.01

Table 7: Length of Time Spent in Pre-Employment Services - Long Programs

OUTCOME	LESS THAN 12 WEEKS IN PRE-EMPLOYMENT SERVICES				12 WEEKS OR MORE IN PRE-EMPLOYMENT SERVICES			
	N	MEAN	MEDIAN	75th PERCENTILE	N	MEAN	MEDIAN	75th PERCENTILE
ENROLLEE PLACEMENT	154	51.2%	49.9%	67.9%	118	53.1%	51.9%	69.8%
- wage***	140	$9.96	$9.55	$10.61	115	$11.75	$10.34	$12.78
- full-time***	117	64.1%	68.0%	80.4%	109	75.0%	79.2%	95.0%
- w/ health benefits***	85	40.7%	37.5%	55.8%	85	55.1%	55.3%	74.0%
3 MONTH RETENTION***	142	66.8%	70.2%	78.9%	103	78.5%	83.3%	91.5%
- wage***	72	$10.09	$9.57	$10.85	68	$12.25	$10.77	$13.92
6 MONTH RETENTION***	88	52.9%	53.6%	66.7%	70	68.2%	70.4%	81.7%
- wage*	49	$10.76	$10.05	$11.29	44	$12.63	$10.96	$12.90
12 MONTH RETENTION***	31	47.8%	54.8%	64.0%	37	66.5%	65.4%	78.1%

Asterisks (*) indicate statistically significant differences between comparison groups.
* = p<0.10; ** = p<.05; *** = p<.01

Table 8: Length of Time Spent in Pre-Employment Services - Short Programs

OUTCOME	LESS THAN 4 WEEKS IN PRE-EMPLOYMENT SERVICES				4 WEEKS OR MORE IN PRE-EMPLOYMENT SERVICES			
	N	MEAN	MEDIAN	75th PERCENTILE	N	MEAN	MEDIAN	75th PERCENTILE
ENROLLEE PLACEMENT***	68	46.2%	47.1%	57.0%	204	54.0%	53.3%	70.4%
- wage**	63	$9.82	$9.63	$10.53	192	$11.08	$9.98	$11.78
- full-time***	51	62.0%	65.0%	78.8%	175	71.5%	74.1%	94.1%
- w/ health benefits***	33	34.5%	35.7%	48.7%	137	51.1%	51.7%	72.4%
3 MONTH RETENTION***	63	62.0%	63.6%	74.6%	182	75.1%	78.4%	88.6%
- wage**	36	$9.98	$9.89	$10.93	104	$11.54	$10.06	$12.69
6 MONTH RETENTION***	38	46.6%	46.7%	55.6%	120	63.8%	65.7%	78.5%
- wage	21	$11.79	$11.00	$12.53	72	$11.60	$10.17	$11.99
12 MONTH RETENTION***	12	38.9%	45.2%	55.8%	56	62.1%	64.0%	77.1%

Asterisks (*) indicate statistically significant differences between comparison groups.
* = p<0.10; ** = p<.05; *** = p<.01

Table 9: Length of Time Spent in Pre-Employment Services - Short, Medium and Long Programs

OUTCOME	LESS THAN 4 WEEKS IN PRE-EMPLOYMENT SERVICES				4 - 11 WEEKS IN PRE-EMPLOYMENT SERVICES				12 WEEKS OR MORE IN PRE-EMPLOYMENT SERVICES			
	N	MEAN	MEDIAN	75th PERCENTILE	N	MEAN	MEDIAN	75th PERCENTILE	N	MEAN	MEDIAN	75th PERCENTILE
ENROLLEE PLACEMENT**	68	46.2%	47.1%	57.0%	86	55.2%	56.2%	70.7%	118	53.1%	51.9%	69.8%
- wage***	63	$9.82	$9.63	$10.53	77	$10.07	$9.48	$10.82	115	$11.75	$10.34	$12.78
- full-time***	51	62.0%	65.0%	78.8%	66	65.8%	71.4%	85.2%	109	75.0%	79.2%	95.0%
- w/ health benefits***	33	34.5%	35.7%	48.7%	52	44.6%	40.3%	64.0%	85	55.1%	55.3%	74.0%
3 MONTH RETENTION***	63	62.0%	63.6%	74.6%	79	70.6%	75.0%	80.9%	103	78.5%	83.3%	91.5%
- wage***	36	$9.98	$9.89	$10.93	36	$10.19	$9.00	$10.76	68	$12.25	$10.77	$13.92
6 MONTH RETENTION***	38	46.6%	46.7%	55.6%	50	57.6%	62.8%	71.1%	70	68.2%	70.4%	81.7%
- wage*	21	$11.79	$11.00	$12.53	28	$9.98	$9.30	$10.73	44	$12.63	$10.96	$12.90
12 MONTH RETENTION***	12	38.9%	45.2%	55.8%	19	53.5%	57.8%	73.7%	37	66.5%	65.4%	78.1%

Asterisks (*) indicate statistically significant differences between comparison groups.
* = p<0.10; ** = p<.05; *** = p<.01

Table 10: Post-Employment Follow-up Services Provided (beyond monitoring)

OUTCOME	LESS THAN 75% RECEIVED FOLLOW-UP SERVICES				MOST/ALL RECEIVED FOLLOW-UP SERVICES			
	N	MEAN	MEDIAN	75th PERCENTILE	N	MEAN	MEDIAN	75th PERCENTILE
ENROLLEE PLACEMENT***	189	48.3%	47.6%	62.0%	143	56.0%	57.2%	73.8%
- wage	175	$10.40	$9.92	$11.22	135	$10.54	$9.43	$10.65
- full-time	156	66.4%	69.3%	89.5%	120	65.3%	70.2%	89.7%
- w/ health benefits	118	43.2%	42.6%	61.3%	85	48.7%	47.6%	73.3%
3 MONTH RETENTION**	163	68.9%	73.7%	84.1%	131	74.5%	77.2%	88.2%
- wage	85	$10.65	$10.00	$11.58	80	$10.94	$9.67	$11.36
6 MONTH RETENTION	112	56.7%	57.6%	74.1%	82	59.7%	59.4%	75.6%
- wage	58	$10.92	$10.33	$12.07	54	$11.52	$10.11	$11.46
12 MONTH RETENTION*	45	52.0%	53.4%	68.6%	42	61.4%	61.5%	74.5%

Asterisks (*) indicate statistically significant differences between comparison groups.
* = p<0.10; ** = p<.05; *** = p<.01

Table 11: Cohort Size - Small Programs

OUTCOME	SMALL PROGRAMS (LESS THAN 100)				MID-SIZE/LARGE PROGRAMS (MORE THAN 100)			
	N	MEAN	MEDIAN	75th PERCENTILE	N	MEAN	MEDIAN	75th PERCENTILE
ENROLLEE PLACEMENT***	118	60.4%	61.3%	77.0%	214	46.8%	46.6%	60.4%
- wage**	108	$11.01	$9.91	$12.17	202	$10.16	$9.66	$10.64
- full-time	103	65.4%	71.4%	94.1%	173	66.2%	68.2%	86.7%
- w/ health benefits**	75	50.9%	52.5%	75.0%	128	42.4%	42.3%	57.9%
3 MONTH RETENTION***	102	75.7%	79.4%	90.4%	192	69.1%	72.5%	83.2%
- wage	59	$11.24	$9.78	$13.22	106	$10.54	$9.91	$11.01
6 MONTH RETENTION	65	61.3%	63.2%	79.2%	129	56.3%	57.1%	71.2%
- wage	37	$11.33	$9.77	$12.54	75	$11.15	$10.31	$11.40
12 MONTH RETENTION***	33	66.2%	64.7%	78.9%	54	50.6%	51.7%	66.1%

Asterisks (*) indicate statistically significant differences between comparison groups.
* = p<0.10; ** = p<.05; *** = p<.01

Table 12: Cohort Size - Small, Mid-Size and Large Programs

OUTCOME	SMALL PROGRAMS (LESS THAN 100)				MID-SIZE PROGRAMS (101-600)				LARGE PROGRAMS (MORE THAN 600)			
	N	MEAN	MEDIAN	75th PERCENTILE	N	MEAN	MEDIAN	75th PERCENTILE	N	MEAN	MEDIAN	75th PERCENTILE
ENROLLEE PLACEMENT***	118	60.4%	61.3%	77.0%	178	48.7%	48.0%	62.1%	36	37.4%	34.2%	51.2%
- wage**	108	$11.01	$9.91	$12.17	168	$10.32	$9.76	$10.68	34	$9.37	$8.99	$10.09
- full-time	103	65.4%	71.4%	94.1%	145	68.0%	70.4%	88.4%	28	57.1%	61.7%	74.8%
- w/ health benefits**	75	50.9%	52.5%	75.0%	110	44.1%	45.3%	59.4%	18	32.2%	27.2%	52.8%
3 MONTH RETENTION**	102	75.7%	79.4%	90.4%	162	69.7%	73.4%	83.0%	30	66.0%	71.8%	84.1%
- wage	59	$11.24	$9.78	$13.22	87	$10.65	$9.92	$10.96	19	$10.01	$9.56	$11.17
6 MONTH RETENTION*	65	61.3%	63.2%	79.2%	105	57.9%	59.3%	72.6%	24	49.4%	50.9%	60.5%
- wage	37	$11.33	$9.77	$12.54	60	$11.28	$10.33	$11.38	15	$10.64	$10.00	$11.42
12 MONTH RETENTION***	33	66.2%	64.7%	78.9%	43	53.2%	55.7%	68.0%	11	40.2%	31.1%	54.2%

Asterisks (*) indicate statistically significant differences between comparison groups.
* = p<0.10; ** = p<.05; *** = p<.01

Table 13: Client to Full-Time Staff Ratio

OUTCOME	FULL-TIME STAFF (FTE) RATIO 30 OR LESS				FULL-TIME STAFF (FTE) RATIO GREATER THAN 30			
	N	MEAN	MEDIAN	75th PERCENTILE	N	MEAN	MEDIAN	75th PERCENTILE
ENROLLEE PLACEMENT***	188	54.2%	51.9%	71.4%	139	47.9%	48.3%	62.9%
- wage**	175	$10.83	$9.93	$11.45	131	$9.89	$9.62	$10.53
- full-time	155	65.4%	69.2%	91.1%	117	66.2%	69.5%	84.0%
- w/ health benefits	113	46.6%	47.4%	67.4%	86	43.8%	40.3%	61.4%
3 MONTH RETENTION***	169	74.0%	78.9%	88.6%	120	67.6%	70.5%	79.4%
- wage***	95	$11.40	$10.09	$12.35	67	$9.87	$9.57	$10.69
6 MONTH RETENTION	109	59.5%	62.4%	76.7%	82	55.8%	54.9%	70.0%
- wage	64	$11.52	$10.47	$12.00	47	$10.83	$10.02	$11.39
12 MONTH RETENTION***	53	63.2%	64.7%	76.4%	33	45.8%	50.4%	60.4%

Asterisks (*) indicate statistically significant differences between comparison groups.
* = p<0.10; ** = p<.05; *** = p<.01

Table 14: Mentoring Services Provided

OUTCOME	NO ONE RECEIVED MENTORING				SOME/ALL RECEIVED MENTORING			
	N	MEAN	MEDIAN	75th PERCENTILE	N	MEAN	MEDIAN	75th PERCENTILE
ENROLLEE PLACEMENT**	213	49.9%	48.6%	66.4%	119	54.7%	54.7%	69.9%
- wage	203	$10.44	$9.67	$11.19	107	$10.49	$9.75	$11.00
- full-time*	181	63.8%	67.7%	84.1%	95	69.9%	78.9%	94.1%
- w/ health benefits***	132	40.3%	40.1%	59.5%	71	55.3%	52.7%	84.5%
3 MONTH RETENTION***	188	68.6%	73.0%	83.7%	106	76.4%	79.0%	89.0%
- wage	109	$10.64	$9.77	$11.24	56	$11.07	$10.21	$12.69
6 MONTH RETENTION*	128	55.9%	55.2%	72.5%	66	61.9%	63.4%	77.3%
- wage	73	$11.32	$10.35	$11.72	39	$11.00	$10.10	$11.47
12 MONTH RETENTION	47	53.4%	55.6%	68.0%	40	60.2%	63.1%	74.3%

Asterisks (*) indicate statistically significant differences between comparison groups.
* = p<0.10; ** = p<.05; *** = p<.01

Table 15: Ability to Select Clients - No Selectivity

OUTCOME	NO SELECTIVITY				FULL/PARTIAL SELECTIVITY			
	N	MEAN	MEDIAN	75th PERCENTILE	N	MEAN	MEDIAN	75th PERCENTILE
ENROLLEE PLACEMENT***	49	39.1%	37.1%	52.7%	282	53.7%	52.1%	69.4%
- wage***	48	$9.28	$9.09	$9.91	261	$10.68	$9.89	$11.24
- full-time***	39	52.7%	49.0%	71.4%	237	68.1%	72.0%	90.8%
- w/ health benefits***	34	33.8%	33.0%	54.9%	169	47.9%	47.4%	70.0%
3 MONTH RETENTION*	42	66.1%	66.2%	80.3%	251	72.2%	75.8%	86.9%
- wage	19	$9.81	$9.57	$11.05	145	$10.92	$9.99	$11.49
6 MONTH RETENTION	28	52.0%	49.1%	71.7%	165	58.8%	59.4%	75.0%
- wage	12	$10.32	$10.16	$11.60	99	$11.32	$10.17	$11.63
12 MONTH RETENTION	11	54.2%	60.0%	68.4%	76	56.8%	57.4%	72.3%

Asterisks (*) indicate statistically significant differences between comparison groups.
* = p<0.10; ** = p<.05; *** = p<.01

Table 16: Ability to Select Clients - Full Selectivity

OUTCOME	NO/PARTIAL SELECTIVITY				FULL SELECTIVITY			
	N	MEAN	MEDIAN	75th PERCENTILE	N	MEAN	MEDIAN	75th PERCENTILE
ENROLLEE PLACEMENT***	194	45.4%	44.6%	58.8%	137	60.2%	59.9%	75.2%
- wage***	182	$9.59	$9.44	$10.52	127	$11.71	$10.30	$12.73
- full-time***	162	60.1%	63.4%	78.9%	114	74.1%	79.3%	97.6%
- w/ health benefits***	120	34.6%	32.9%	52.3%	83	61.3%	60.9%	87.8%
3 MONTH RETENTION***	171	68.3%	72.5%	83.3%	122	75.7%	78.9%	89.2%
- wage***	93	$9.64	$9.57	$10.82	71	$12.31	$10.50	$14.17
6 MONTH RETENTION***	113	52.5%	54.3%	67.2%	80	65.4%	66.4%	80.0%
- wage***	65	$9.97	$10.00	$11.09	46	$12.96	$10.63	$13.77
12 MONTH RETENTION**	44	50.3%	55.7%	65.0%	43	62.8%	62.3%	77.8%

Asterisks (*) indicate statistically significant differences between comparison groups.
* = p<0.10; ** = p<.05; *** = p<.01

Table 17: Organizational Focus

OUTCOME	WORKFORCE DEVELOPMENT ONLY				MULTISERVICE ORGANIZATION			
	N	MEAN	MEDIAN	75th PERCENTILE	N	MEAN	MEDIAN	75th PERCENTILE
ENROLLEE PLACEMENT*	127	54.3%	54.6%	71.2%	205	50.0%	49.0%	65.3%
- wage*	116	$10.89	$9.86	$12.18	194	$10.20	$9.70	$10.77
- full-time*	103	69.5%	74.4%	91.3%	173	63.8%	67.2%	83.4%
- w/ health benefits***	77	55.2%	54.0%	77.3%	126	39.6%	36.8%	59.0%
3 MONTH RETENTION**	111	74.6%	79.5%	89.0%	183	69.4%	74.0%	83.3%
- wage*	67	$11.42	$10.09	$13.22	98	$10.35	$9.78	$11.06
6 MONTH RETENTION***	71	65.1%	67.4%	81.3%	123	53.8%	54.7%	67.9%
- wage	45	$12.01	$10.17	$13.23	67	$10.67	$10.31	$11.33
12 MONTH RETENTION	37	61.7%	64.0%	69.3%	50	52.7%	55.2%	73.7%

Asterisks (*) indicate statistically significant differences between comparison groups.
* = p<0.10; ** = p<.05; *** = p<.01

Table 18: Years of Experience Providing Workforce Development Services

OUTCOME	0-10 YEARS				MORE THAN 10 YEARS			
	N	MEAN	MEDIAN	75th PERCENTILE	N	MEAN	MEDIAN	75th PERCENTILE
ENROLLEE PLACEMENT***	82	45.7%	46.6%	57.3%	250	53.6%	52.8%	69.4%
- wage	75	$10.44	$9.75	$11.62	235	$10.46	$9.75	$10.88
- full-time*	71	60.8%	62.5%	81.2%	205	67.7%	71.3%	91.0%
- w/ health benefits	53	41.4%	37.0%	60.8%	150	47.0%	48.5%	69.2%
3 MONTH RETENTION***	74	64.8%	66.8%	81.9%	220	73.6%	76.9%	86.9%
- wage	38	$10.30	$9.83	$11.36	127	$10.94	$9.92	$11.44
6 MONTH RETENTION***	51	51.5%	47.5%	70.0%	143	60.3%	61.3%	76.2%
- wage	25	$10.99	$10.35	$11.89	87	$11.27	$10.17	$11.47
12 MONTH RETENTION**	19	46.3%	50.4%	67.7%	68	59.4%	59.5%	73.4%

Asterisks (*) indicate statistically significant differences between comparison groups.
* = p<0.10; ** = p<.05; *** = p<.01

Table 19: Minimum Number of Days Worked Required to Count a Job as a Placement

OUTCOME	PLACEMENT = 1 DAY ON THE JOB				PLACEMENT = MORE THAN 1 DAY ON THE JOB			
	N	MEAN	MEDIAN	75th PERCENTILE	N	MEAN	MEDIAN	75th PERCENTILE
ENROLLEE PLACEMENT**	226	49.9%	48.5%	65.0%	106	55.4%	55.8%	72.9%
- wage	206	$10.23	$9.67	$10.63	104	$10.90	$10.04	$11.98
- full-time***	187	62.7%	65.8%	85.7%	89	72.6%	78.6%	94.2%
- w/ health benefits***	142	42.1%	42.1%	61.3%	61	53.6%	50.0%	80.8%
3 MONTH RETENTION**	192	69.3%	74.0%	83.3%	102	75.3%	79.7%	90.2%
- wage	100	$10.57	$9.81	$10.94	65	$11.13	$10.50	$12.54
6 MONTH RETENTION*	129	56.1%	55.7%	73.5%	65	61.7%	63.2%	76.5%
- wage	69	$11.18	$10.16	$11.42	43	$11.26	$10.50	$12.11
12 MONTH RETENTION	56	56.1%	59.0%	72.3%	31	57.3%	56.9%	69.3%

Asterisks (*) indicate statistically significant differences between comparison groups.
* = p<0.10; ** = p<.05; *** = p<.01

Table 20: Criminal Background Status

OUTCOME	LESS THAN 50% HAD CRIMINAL BACKGROUND				MORE THAN 50% HAD CRIMINAL BACKGROUND			
	N	MEAN	MEDIAN	75th PERCENTILE	N	MEAN	MEDIAN	75th PERCENTILE
ENROLLEE PLACEMENT	264	51.2%	50.4%	67.2%	68	53.2%	49.7%	73.9%
- wage	245	$10.61	$9.75	$11.22	65	$9.87	$9.72	$10.57
- full-time***	218	63.8%	67.2%	86.6%	58	73.8%	77.8%	94.8%
- w/ health benefits	166	46.0%	44.6%	68.7%	37	43.6%	46.1%	55.4%
3 MONTH RETENTION*	230	72.5%	76.7%	87.5%	64	67.5%	72.1%	78.7%
- wage	134	$10.99	$9.99	$11.71	31	$9.90	$9.20	$10.75
6 MONTH RETENTION**	151	59.9%	62.4%	77.2%	43	51.3%	50.8%	63.6%
- wage	91	$11.51	$10.50	$11.78	21	$9.89	$9.97	$10.36
12 month retention*	77	58.4%	59.4%	73.2%	10	42.0%	42.1%	59.0%

Asterisks (*) indicate statistically significant differences between comparison groups.
* = p<0.10; ** = p<.05; *** = p<.01

Table 21: 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
ENROLLEE PLACEMENT*	266	51.4%	50.0%	67.2%	37	58.3%	58.8%	75.2%
- wage***	249	$10.75	$9.92	$11.33	34	$9.14	$9.07	$9.58
- full-time*	219	67.8%	71.4%	90.0%	34	58.7%	57.3%	89.9%
- w/ health benefits	160	46.2%	44.9%	66.3%	27	41.2%	45.0%	69.0%
3 MONTH RETENTION	239	72.2%	75.0%	86.5%	32	71.9%	77.2%	88.3%
- wage*	138	$11.02	$10.03	$11.71	17	$9.19	$8.95	$9.41
6 MONTH RETENTION	161	58.7%	59.4%	75.0%	20	60.6%	59.9%	78.2%
- wage	94	$11.60	$10.49	$12.07	12	$9.42	$8.52	$9.78
12 MONTH RETENTION	71	57.5%	58.8%	70.9%	14	56.3%	56.9%	74.0%

Asterisks (*) indicate statistically significant differences between comparison groups.
* = p<0.10; ** = p<.05; *** = p<.01

Table 22: Disability Status

OUTCOME	LESS THAN 50% HAD A DISABILITY				MORE THAN 50% HAD A DISABILITY			
	N	MEAN	MEDIAN	75th PERCENTILE	N	MEAN	MEDIAN	75th PERCENTILE
ENROLLEE PLACEMENT	280	51.3%	50.7%	67.9%	52	53.5%	49.2%	67.4%
- wage***	262	$10.76	$9.80	$11.25	48	$8.83	$8.16	$10.02
- full-time***	229	70.5%	73.3%	91.1%	47	43.5%	38.2%	61.5%
- w/ health benefits	173	46.7%	45.9%	67.4%	30	38.8%	43.7%	58.9%
3 MONTH RETENTION	246	71.0%	75.0%	86.4%	48	73.2%	78.3%	85.8%
- wage**	139	$11.09	$10.00	$11.68	26	$9.19	$8.93	$10.13
6 MONTH RETENTION*	172	58.9%	60.8%	75.0%	22	50.7%	51.1%	73.1%
- wage**	99	$11.58	$10.50	$12.06	13	$8.41	$8.53	$9.81
12 MONTH RETENTION	74	56.5%	59.0%	73.0%	13	56.4%	53.4%	67.4%

Asterisks (*) indicate statistically significant differences between comparison groups.
* = p<0.10; ** = p<.05; *** = p<.01

Table 23: Homelessness Status

OUTCOME	LESS THAN 50% WERE HOMELESS				MORE THAN 50% WERE HOMELESS			
	N	MEAN	MEDIAN	75th PERCENTILE	N	MEAN	MEDIAN	75th PERCENTILE
ENROLLEE PLACEMENT	284	51.9%	51.8%	69.2%	48	49.8%	46.0%	62.3%
- wage	264	$10.57	$9.75	$11.23	46	$9.80	$9.72	$10.61
- full-time	235	65.4%	70.1%	89.3%	41	68.6%	69.4%	91.1%
- w/ health benefits	173	46.8%	46.6%	68.8%	30	38.1%	38.4%	54.3%
3 MONTH RETENTION	253	71.6%	75.2%	86.9%	41	69.9%	70.5%	83.8%
- wage	145	$10.85	$9.83	$11.49	20	$10.34	$10.57	$11.25
6 MONTH RETENTION*	163	59.3%	60.9%	76.7%	31	51.2%	51.3%	64.0%
- wage	96	$11.31	$10.04	$11.65	16	$10.60	$10.58	$11.34
12 MONTH RETENTION	79	56.5%	57.8%	72.7%	8	56.2%	52.2%	70.5%

Asterisks (*) indicate statistically significant differences between comparison groups.
* = $p<0.10$; ** = $p<.05$; *** = $p<.01$

Table 24: TANF Status

OUTCOME	LESS THAN 50% RECEIVED TANF				MORE THAN 50% RECEIVED TANF			
	N	MEAN	MEDIAN	75th PERCENTILE	N	MEAN	MEDIAN	75th PERCENTILE
ENROLLEE PLACEMENT***	290	53.0%	52.1%	68.8%	42	42.2%	38.9%	49.8%
- wage*	269	$10.59	$9.79	$11.22	41	$9.57	$9.33	$10.17
- full-time	245	66.1%	70.1%	89.6%	31	64.5%	59.2%	86.7%
- w/ health benefits**	172	47.5%	47.3%	67.5%	31	34.4%	33.2%	52.3%
3 MONTH RETENTION	256	71.5%	75.0%	86.0%	38	70.6%	73.9%	87.5%
- wage	143	$10.95	$10.00	$11.68	22	$9.77	$9.26	$10.02
6 MONTH RETENTION	163	58.7%	60.3%	75.2%	31	54.1%	52.4%	66.7%
- wage	95	$11.38	$10.45	$11.78	17	$10.26	$9.77	$10.94
12 MONTH RETENTION	78	57.0%	59.1%	73.0%	9	51.8%	54.2%	61.9%

Asterisks (*) indicate statistically significant differences between comparison groups.
* = $p<0.10$; ** = $p<.05$; *** = $p<.01$

Table 25: High School Diploma/GED Status

OUTCOME	LESS THAN 50% HAD A HS DIPLOMA/GED				MORE THAN 50% HAD AT LEAST A HS DIPLOMA/GED			
	N	MEAN	MEDIAN	75th PERCENTILE	N	MEAN	MEDIAN	75th PERCENTILE
ENROLLEE PLACEMENT	45	51.6%	50.0%	65.3%	287	51.6%	50.4%	68.2%
- wage***	42	$9.25	$9.08	$9.75	268	$10.65	$9.89	$11.24
- full-time	39	64.3%	67.9%	90.9%	237	66.2%	69.5%	88.9%
- w/ health benefits	32	43.0%	40.4%	71.2%	171	46.0%	46.1%	65.2%
3 MONTH RETENTION	37	68.5%	71.4%	86.8%	257	71.8%	75.0%	86.1%
- wage	19	$9.63	$9.19	$10.35	146	$10.94	$10.00	$11.55
6 MONTH RETENTION	29	58.1%	60.9%	77.5%	165	57.9%	58.9%	74.1%
- wage*	16	$9.38	$9.01	$10.57	96	$11.51	$10.45	$12.10
12 MONTH RETENTION	7	50.1%	54.8%	70.9%	80	57.1%	58.3%	71.9%

Asterisks (*) indicate statistically significant differences between comparison groups.
* = p<0.10; ** = p<.05; *** = p<.01

Appendix B | Summary of Requested Survey Data

ORGANIZATION PROFILE

- Organization type
- Overall organization budget (for designated one-year period)
- Budget for workforce development programs
- Number of years providing workforce development services

INDIVIDUAL PROGRAM INFORMATION
For the designated one-year period

- 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

- Number of hours/weeks in structured and individualized pre-employment activities
- Number 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 number of program participants enrolled in the one-year reporting period
- # men / women
- # dependent children
- # in age groups (<18, 18-24, 25-34, 35-44, 45 and older)
- # in race or ethnic groups (African-American, Asian, Hispanic, Native American, White, other)
- # in educational levels attained (Bachelors degree or higher, Associates degree, post-secondary certificate, HS diploma/GED, No diploma/GED)

- # reading at each grade level (below 4th grade, 4th-6th, 7th-9th, 10th or higher)
- # 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
- Any other notable demographic characteristics

INITIAL COMPLETION AND PLACEMENT OUTCOMES
Optional response of "we did not collect this information" available

- Definition of program "completion", if used as a milestone
- # of enrolled cohort completing program
- Definition of placement - # days, job type, minimum earnings
- # of enrolled cohort who were placed according to definition
- 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 for 35 or more hours per week
- # 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 retetntion

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 C | Participating Organizations

Asian American Civic Association
Boston, MA

Asian Human Services*
Chicago, IL

**Association House of Chicago
(2 programs)***
Chicago, IL

**Atlanta Enterprise Center, Inc. (now the
Atlanta Center for Self Sufficiency)**
Atlanta, GA

Avenida Guadalupe Association
San Antonio, TX

**Bedford Stuyvesant Restoration
Corporation**
Brooklyn, NY

Bowery Residents' Committee*
New York, NY

Bridges from Work to School*
Atlanta, GA

Brooklyn Workforce Innovations
Brooklyn, NY

Buckelew Programs
San Rafael, CA

Capital IDEA
Austin, TX

Career Advancement Network, Inc.
Chicago, IL

Career Collaborative, Inc.*
Boston, MA

Caroline Center (3 programs)*
Baltimore, MD

Catholic Charities of Baltimore*
Baltimore, MD

**Catholic Charities of the Archdiocese of
New York**
New York, NY

**Catholic Charities of the Archdiocese
of Washington, Inc. - Spanish Catholic
Center**
Washington, DC

**Center for Alternative Sentencing and
Employment Services**
New York, NY

Center for Employment Opportunities
New York, NY

Center for Family Life in Sunset Park
Brooklyn, NY

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

Center for Urban Families
Baltimore, MD

Centers for New Horizons, Inc.
Chicago, IL

**Charlottesville Department of Social
Services**
Charlottesville, VA

**Chicago House and Social Service
Agency***
Chicago, IL

Cincinnati Works*
Cincinnati, OH

**City and County of Denver Office of
Economic Development (2 programs)**
Denver, CO

**Community Action Partnership of
Lancaster and Saunders Counties**
Lincoln, NE

Community College of Denver*
Denver, CO

Community Housing Partnership
San Francisco, CA

**Congreso de Latinos Unidos
(3 programs)**
Philadelphia, PA

Cooperative Home Care Associates*
Bronx, NY

Crossroads Rhode Island
Providence, RI

**Cypress Hills Local Development
Corporation**
Brooklyn, NY

**Discover Goodwill of Southern and
Western Colorado**
Colorado Springs, CO

**District 1199c Training
& Upgrading Fund**
Philadelphia, PA

East Baltimore Development Inc.
Baltimore, MD

East River Development Alliance*
Queens, NY

Easter Seals Crossroads
Indianapolis, IN

Easter Seals Massachusetts
Worchester, MA

Easter Seals Metropolitan Chicago
Oak Park, IL

Easter Seals New York*
New York, NY

Easter Seals North Texas
Fort Worth, TX

Easter Seals of New Jersey (2 programs)
East Brunswick, NJ

Easter Seals Southern California*
Santa Ana, CA

Easter Seals Tennessee
Nashville, TN

Easter Seals TriState*
Cincinnati, OH

**Employment Opportunity Training
Center of Northeastern Pennsylvania***
Scranton, PA

Employment Skills Center
Carlisle, PA

Esperanza
Philadelphia, PA

Essex County College Training, Inc.
Newark, NJ

Evansville Goodwill Industries, Inc.
Evansville, IN

Exodus Transitional Community, Inc.
New York, NY

**FEGS Health and Human Services
System***
New York, NY

First Place for Youth
Oakland, CA

Friends of Island Academy
New York, NY

Goodwill Houston
Houston, TX

Goodwill Industries - Big Bend, Inc.
Tallahassee, FL

**Goodwill Industries of Central Texas
(2 programs)**
Austin, TX

Goodwill Industries of Fort Worth, Inc.
Fort Worth, TX

**Goodwill Industries of Greater Grand
Rapids, Inc.**
Grandville, MI

**Goodwill Industries of Greater
Nebraska, Inc.***
Grand Island, NE

**Goodwill Industries of Greater New York
and Northern New Jersey**
Queens, NY

Goodwill Industries of Hawaii, Inc.
Honolulu, HI

**Goodwill Industries of
Metropolitan Chicago**
Chicago, IL

Goodwill Industries of Michiana, Inc.
South Bend, IN

**Goodwill Industries of Middle
Tennessee, Inc.**
Nashville, TN

**Goodwill Industries of
Monocacy Valley, Inc**.
Frederick, MD

**Goodwill Industries of North Louisiana,
Inc. (4 programs)**
Shreveport, LA

**Goodwill Industries of Northeast
Indiana, Inc.**
Fort Wayne, IN

Goodwill Industries of San Antonio
San Antonio, TX

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

**Goodwill Industries of San Joaquin
Valley, Inc. (3 programs)**
Stockton, CA

Goodwill Industries of South Texas
Corpus Christi, TX

**Goodwill Industries
of the Chesapeake, Inc.***
Baltimore, MD

**Goodwill Industries
of the Columbia, Inc.**
Kennewick, WA

**Goodwill Industries of the Southern
Piedmont**
Charlotte, NC

**Goodwill Industries
of the Southern Rivers (2 programs)**
Columbus, GA

Goodwill Industries of Tulsa
Tulsa, OK

**Goodwill of Central Arizona
(4 programs)**
Phoenix, AZ

**Goodwill of Greater Washington
(2 programs)**
Washington, DC

Goodwill of North Georgia (3 programs)
Atlanta, GA

Goodwill of Silicon Valley
San Jose, CA

**Goodwill of Western Missouri
& Eastern Kansas**
Kansas City, MO

**Goodwill, Serving the People of
Southern Los Angeles County
(2 programs)***
Long Beach, CA

Grace Institute*
New York, NY

**Gulfstream Goodwill Industries, Inc.
(2 programs)**
West Palm Beach, FL

H.I.S. BridgeBuilders
Dallas, TX

Hard Hatted Women
Cleveland, OH

**Harlem Congregations for Community
Improvement, Inc.**
New York, NY

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

Hope Found* (now Pine Street Inn)
Jamaica Plain, MA

Hope Network (3 programs)
Grand Rapids, MI

Hope Works, Inc.
Memphis, TN

Howard Area Community Center
Chicago, IL

i.c. stars*
Chicago, IL

Impact Services Corporation*
Philadelphia, PA

Inspiration Corporation*
Chicago, IL

International Center for the Disabled*
New York, NY

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

Jane Addams Resource Corporation
Chicago, IL

Jefferson Houses Jobs-Plus
New York, NY

JEVS Human Services*
Philadelphia, PA

**Jewish Community Council of Greater
Coney Island**
Brooklyn, NY

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

**Jewish Vocational Service –
San Francisco (2 programs)***
San Francisco, CA

**Jewish Vocational Services of Greater
Boston (2 programs)***
Boston, MA

Jewish Vocational Services, Chicago
Chicago, IL

Jobs for Youth / Chicago, Inc.
Chicago, IL

KentuckianaWorks
Louisville, KY

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

Lutheran Family Health Centers
New York, NY

**Lynchburg Department
of Social Services**
Lynchburg, VA

Making Connections Indianapolis
Indianapolis, IN

Martha & Mary Health Center
Poulsbo, WA

**Massachusetts Community Colleges
Executive Office**
Boston, MA

**Mercer County Community College -
Career Training Institute**
Trenton, NJ

Met Center*
St. Louis, MO

Metro United Methodist Urban Ministry
San Diego, CA

Metropolitan Career Center
Philadelphia, PA

**Metropolitan Council on Jewish
Poverty***
New York, NY

Metropolitan Family Services
Chicago, IL

Midtown Community Court*
New York, NY

Montgomery Works
Wheaton, MD

MY TURN, Inc
Brockton, MA

N Street Village*
Washington, DC

National Latino Education Institute
Chicago, IL

New Heights Neighborhood Center, Inc.
New York, NY

**New Mexico Aging & Long-Term
Services Department**
Santa Fe, NM

**Nontraditional Employment for Women
(NEW)***
New York, NY

Northampton Community College
Bethlehem, PA

OAR of Richmond, Inc.
Richmond, VA

**Office of Economic and Workforce
Development, City and
County of San Francisco**
San Francisco, CA

Opportunities for a Better Tomorrow*
Brooklyn, NY

Opportunity for Work and Learning
Lexington, KY

Opportunity Junction
Antioch, CA

Options for Independence
Houma, LA

Partners HealthCare
Boston, MA

PathWays PA*
Holmes, PA

Per Scholas
Bronx, NY

**Philadelphia Workforce Investment
Board (now Philadelphia Works, Inc.)**
Philadelphia, PA

**Phipps Community Development
Corporation**
New York, NY

Portland Adult Education
Portland, ME

Primavera Foundation*
Tucson, AZ

Project Place
Boston, MA

Project QUEST, Inc.*
San Antonio, TX

**Ridgewood Bushwick
Senior Citizens Council**
Brooklyn, NY

Roca, Inc.
Chelsea, MA

Rubicon Programs (2 programs)*
Richmond, CA

Seattle Goodwill (2 programs)*
Seattle, WA

Seattle Jobs Initiative
Seattle, WA

Seedco (3 programs)
New York, NY

SHALOM Denver
Denver, CO

SouthSTAR Services
Chicago Heights, IL

St. Nicks Alliance
Brooklyn, NY

St. Patrick Center (3 programs)
St. Louis, MO

**Stanley M. Isaacs Neighborhood
Center, Inc.***
New York, NY

STAR Foundation*
Brunswick, GA

STRIVE New York (2 programs)
New York, NY

Tacoma Goodwill
Tacoma, WA

Taller San Jose*
Santa Ana, CA

The Cara Program*
Chicago, IL

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

**The Chicago Lighthouse for People Who
Are Blind or Visually Impaired**
Chicago, IL

The Consortium for Worker Education
New York, NY

The Doe Fund (4 programs)*
New York, NY

The Door*
New York, NY

The Fortune Society
Queens, NY

The HOPE Program*
Brooklyn, NY

The Osborne Association (2 programs)*
Brooklyn, NY

The Resource Training Center*
Brooklyn, NY

The Salvation Army Center of Hope
West Palm Beach, FL

**The Welcoming Center for New
Pennsylvanians (2 programs)***
Philadelphia, PA

The Women's Center
Fort Worth, TX

The Work Group
Pennsauken, NJ

Tidewater Community College
Norfolk, VA

Towards Employment*
Cleveland, OH

Training, Inc. Indianapolis
Indianapolis, IN

Transitional Work Corporation
Philadelphia, PA

U.S. Probation & Pretrial Services - Western District of Pennsylvania
Pittsburgh, PA

United Cerebral Palsy of Central Ohio
Columbus, OH

Urban League of Greater Madison (3 programs)
Madison, WI

VISIONS/Services for the Blind and Visually Impaired
New York, NY

Vocational Foundation, Inc. (now Fedcap Rehabilitation Services, Inc.)
New York, NY

VSP of Sinai Hospital (2 programs)
Baltimore, MD

Washington Division of Vocational Rehabilitation
Olympia, WA

Wellspring House, Inc.
Gloucester, MA

Wisconsin Regional Training Partnership
Milwaukee, WI

Word of Hope Ministries, Inc.
Milwaukee, WI

Work Options for Women*
Denver, CO

Workforce Development Council Snohomish County
Everett, WA

Workforce Opportunity Council/New Hampshire Department of Education
Concord, NH

Workforce Partnership
Kansas City, KS

Workforce Solutions Upper Rio Grande
El Paso, TX

Year Up New York City
New York, NY

YMCA Training, Inc. - Boston
Boston, MA

Youth Development, Inc.
Albuquerque, NM

Youth Job Center of Evanston, Inc.
Evanston, IL

* Program has submitted multiple years of data

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