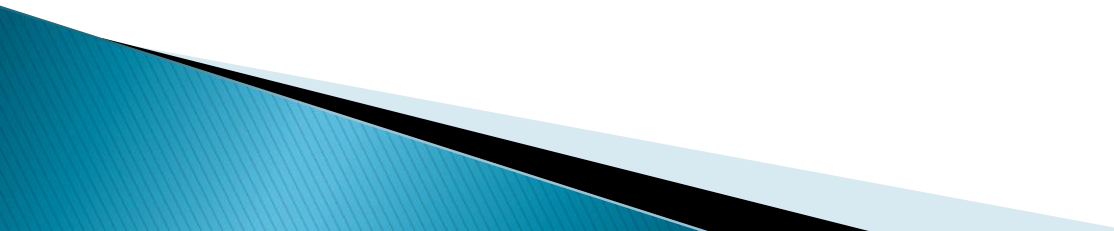


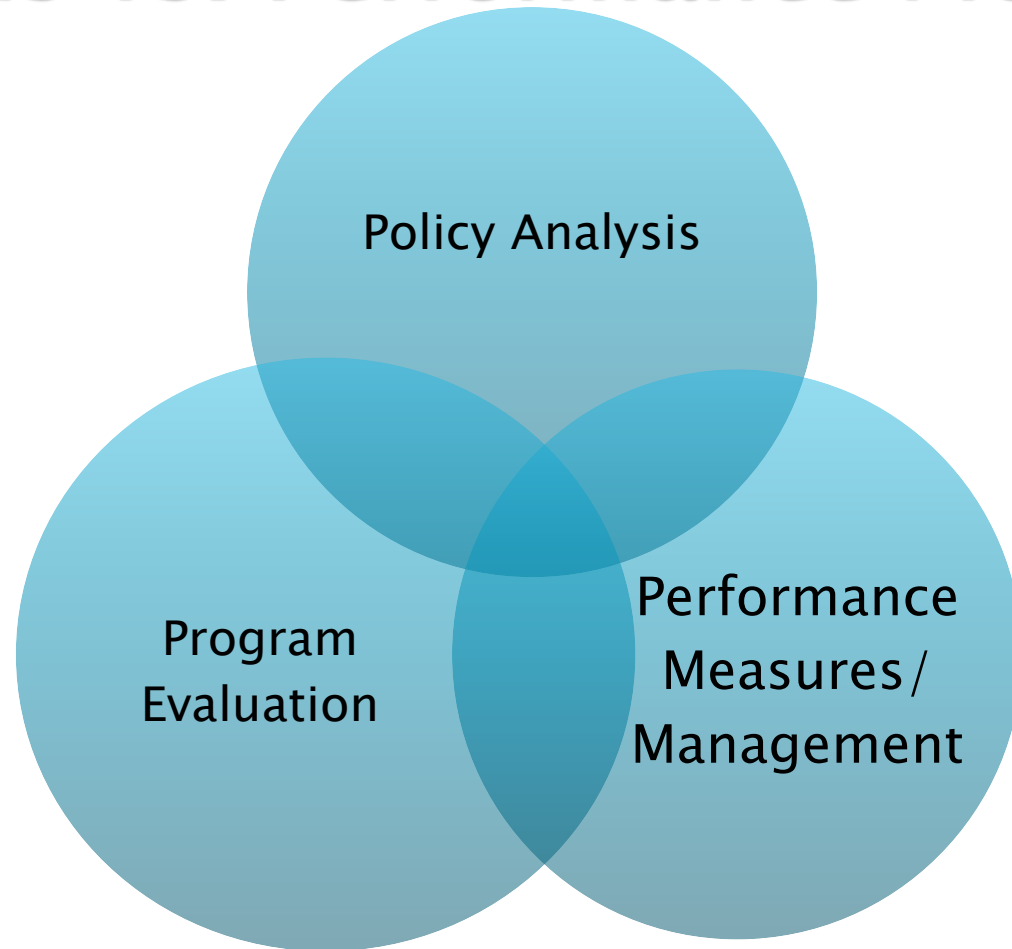
Measuring Results of Place-Based Initiatives: Workforce and Labor Dimension

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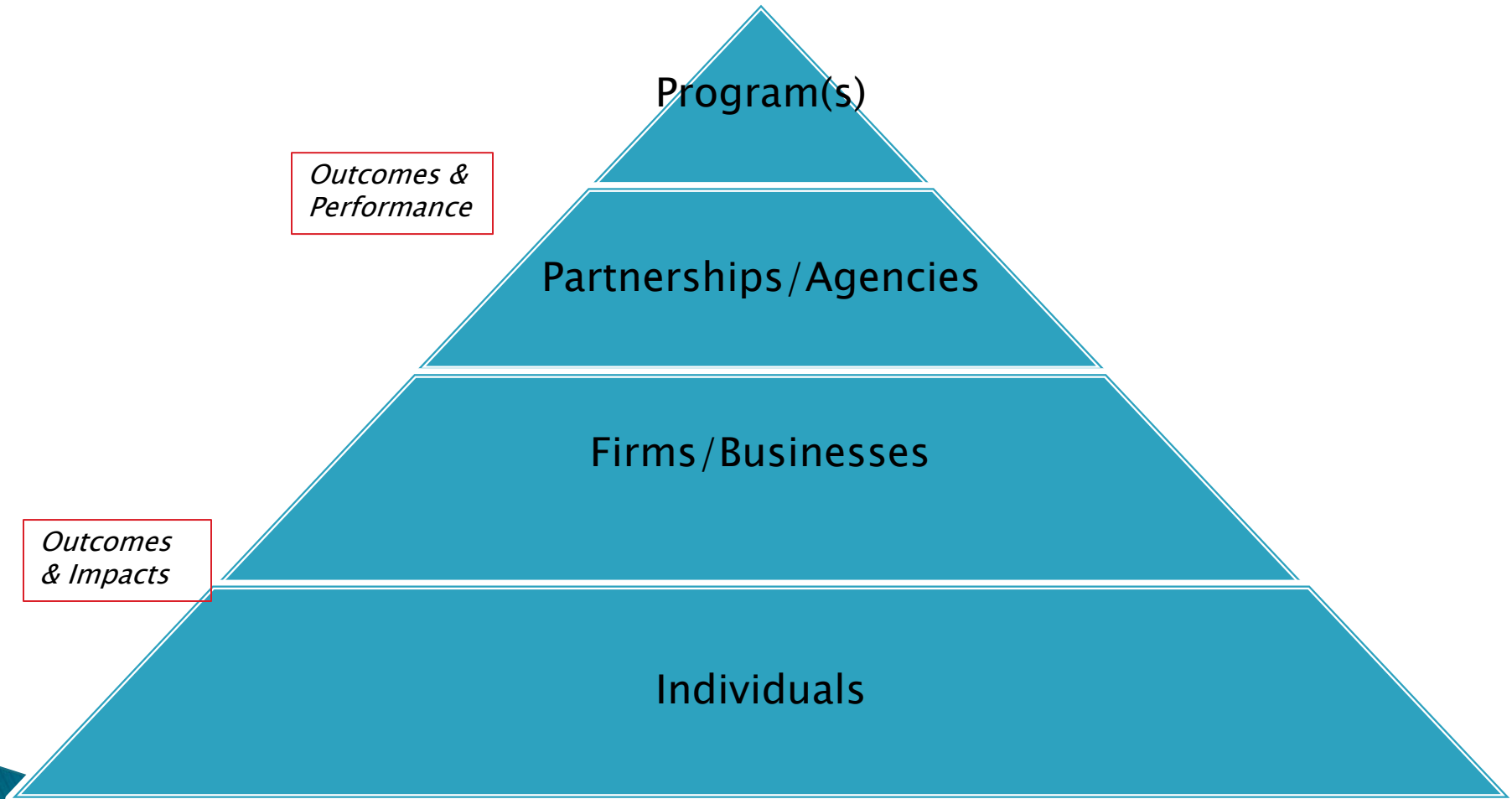
Overview

- ▶ Evaluation vs. Performance
 - ▶ Measurement hierarchy
 - ▶ Alignment of indicators; shared measures in new legislation
 - ▶ Ongoing challenges
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Program Evaluation vs. Policy Analysis vs. Performance Measures



Community-based Measurement Heirarchy



What questions can be addressed? (...for example)

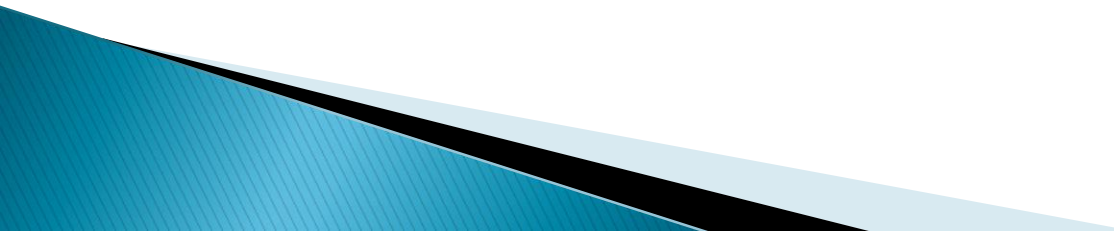
- ▶ **Outcome & Impacts**
 - What outcomes occur for individuals, firms, and the community?
 - Is the initiative related to changes in community indicator trends?
 - What impact does the initiative have on workers, firms (net impact, compared to what?)
- ▶ **Implementation**
 - What are the key features of the initiative? What “model”?
 - What cross-agency activities are developed (e.g., data, funding, service delivery, planning, performance indicators)?
 - Is systems change/capacity development achieved? Sustained? Challenges and solutions?

Evaluation

- ▶ Should single agency or cross-agency shared metrics be used?
- ▶ What should be the timeframe (e.g., annual, quarterly, monthly)?
- ▶ How can balanced metrics be achieved (quality and quantity)?
- ▶ Using what units and at what levels (program, grantee, vendor, work unit, staff) should data be collected?
- ▶ How are goals set, and what mechanisms are used to measure achievements?
- ▶ What systems (IT systems, dashboards) will be used to collect and/or report the data?

Performance
Management

New Law—Workforce Investment and Opportunity Act (WIOA)

- ▶ Core programs
 - Employment and training services for adults, dislocated workers, and youth by the Department of Labor (DOL)
 - Adult education, literacy programs, and state grant programs for individuals with disabilities by the Department of Education (ED)
 - ▶ Job-driven training focus
 - ▶ Customer focus (workers and employers)
 - ▶ Shared metrics
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Shared Metrics to Facilitate Service Integration

- ▶ Core programs are required to report on common performance indicators that provide key employment information such as:
 - Number of workers entered employment
 - Number of workers retained employment
 - Median wages
 - Number of workers got training and attained a credential
 - Number of workers who got training had measurable skill gains
- ▶ Additional measures
 - Customer feedback/engagement (employers and job seekers)

Workforce Development Measures

- ▶ **Employment**
 - Entered employment
 - Retained employment
- ▶ **Training**
 - Persistence
 - Completion
 - Credential attainment
 - Entered training-related employment
- ▶ **Wages**
 - Entry (hourly) wage
 - Quarterly earnings (followup over time)
 - Wage/income growth (followup over time)

Evaluation

- ▶ **Employment**
 - Entered employment
 - % of participants who get a job within 1Qtr of exit
 - Retention rate
 - % of employed participants employed X Qtrs after exit
- ▶ **Training**
 - Completion
 - % of trainees who complete within X years of starting
 - Entered training-related employment
 - % of trainees employed in field of training

Performance
Management

Challenges

- ▶ **Community vs. individual vs. program focus of performance metrics and evaluations**
 - Evaluations are better with individual estimates of impact; much less DOL research has focused on community impacts
 - Performance metrics are best for program management, outputs, and some outcomes; much less useful for impacts
 - Impact analysis and performance measures are different but should be aligned (conceptually and with same data)
- ▶ **Data**
 - Difficult and costly access (quarterly records, state systems)
 - Limited data items (hours not available; time frames are quarterly not weekly or monthly)
- ▶ **Statistical adjustments are important**
 - Adjusting for external variables that are associated with program variations in performance (regression models)
- ▶ **Balancing quality and quantity**
 - Avoiding unintended consequences