**OUTCOME DEVELOPMENT AND CONTINUOUS IMPROVEMENT TOOL**



**INTRODUCTION**

**Outcome Development and Continuous Improvement Tool**

**This tool is designed to help you develop:**

* Metrics to assess whether your program is successful
* Metrics to assess whether each component of your program is effective
* Processes for collecting and analyzing data to identify the need to redesign specific elements of your program

**We suggest the following process:**

**Step 1** → Develop Overall Program Success Data Elements

**Step 2** → Develop Measurable Overall Program Success Goals

**Step 3** → Develop Data Collection Methods and Measurement Methodologies

**Step 4** → Develop Data Sharing Agreements and Protocols

**Step 5** → Develop Continuous Improvement Review Cycle Plan

**STEP 1**

**Develop Overall Program Success Data Elements**

**What are your overall program objectives? How will you know if your program is successful?**

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| **QUESTIONS** | **PROGRAM OBJECTIVES** |
| Some possible objectives for your participant customers are:   * Complete the program (attain skills and earn credentials) * Secure employment in the target occupation(s) * Retain employment * Secure employment in a better job (more hours, pay or benefits) * Other? |  |
| Some possible objectives for your employer partners are:   * Fill vacant positions * Increase the diversity of their workforce * Retain workers * Other? |  |

**Review your draft participant objectives with individuals from your target participant population.**

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| **QUESTIONS** | **REVISED OBJECTIVES** |
| Which objectives do they agree with? Do they suggest adding or revising any? |  |
| What is your final set of objectives after securing feedback? |  |

**Review your draft employer objectives with your employer partners.**

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| **QUESTIONS** | **REVISED OBJECTIVES** |
| Which objectives do they agree with? Do they suggest adding or revising any? |  |
| What is your final set of objectives after securing feedback? |  |

**Identify Participant Program Success Data Elements**

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| **QUESTIONS** | **PARTICIPANT PROGRAM SUCCESS**  **DATA ELEMENTS** |
| For each Participant objective you identified above, what data will you use to determine whether your program is accomplishing it? Some possible data elements are: |  |
| For Participant Objectives related to program completion:   * % of enrollees that meet all program completion requirements * % of enrollees that earn industry-recognized credentials |  |
| For Participant Objectives related to securing employment:   * % of enrollees that secure employment * % of participants completing program that secure employment * % of enrollees that secure employment in a training-related position * % of participants completing program that secure employment in a training-related position |  |
| For Participant Objectives related to retaining employment:   * % of participants that secure employment and retain it for 30, 60, 90, 180 days * % of participants that secure employment and retain it for 1 year |  |
| For Participant Objectives related to securing employment in a better job (more hours, pay or benefits, other)   * # of hours/week employed at enrollment and # of hours/week employed after placement in new job * Hourly salary or average monthly earnings at enrollment and hourly salary or average monthly earnings after placement in new job * Specific employer-provided benefits (health care, paid sick leave, vacation leave) participant is accessing at enrollment and specific employer-provided benefits participant is accessing after placement in a new job |  |

**Identify Employer Partner Success Data Elements**

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| **QUESTIONS** | **EMPLOYER PARTNER SUCCESS DATA ELEMENTS** |
| For each Employer Partner objective you identified above, what data will you use to determine whether your program is accomplishing it? Some possible data elements are: |  |
| For Employer Objectives related to filling vacant positions:   * # of program graduates hired in their company in the targeted position * % of all new hires at the company in the targeted position who are program graduates |  |
| For Employer Objectives related to increasing the diversity of their workforce:   * Demographics of program graduates hired by their company in the targeted position * Demographics of program graduates hired by their company in a targeted position as compared to all new hires at the company in the targeted position |  |
| For Employer Objectives related to retaining workers:   * % of program graduates hired by their company that retain employment for 30, 60, 90, 180 days * % of program graduates hired by their company that retain employment for 1 year * 90-day retention rate of program graduates hired by the company in the targeted position as compared to all new hires at the company in the targeted position |  |

**Incorporate your Funder(s)’ Outcome Requirements**

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| **QUESTIONS** | **FUNDER(S)’ PROGRAM SUCCESS DATA ELEMENTS** |
| Review your funder(s)’ outcome requirements. |  |
| Are there any data elements related to outcome requirements that are not included in your Participant or Employer Partners’ Success Data Elements? If yes, list them. |  |

**STEP 2**

**Develop Measurable Goals**

**Establish measurable goals for each Overall Program Success data element you identified in Step 1.**

Measurable Program Success Goals

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| **QUESTION** | **MEASURABLE PROGRAM SUCCESS GOALS** |
| Your Participant Program Success Data Elements are: (from Step 1, list below) | Your Participant Program Success Measurable Goals are: |
| Your Employer Partner Program Success Data Elements are: (from Step 1, list below) | Your Employer Partner Program Success Measurable Goals are: |
| Your Funder Program Success Data Elements (if not already incorporated into Participant or Employer Data Elements) are: (from Step 1, list below) | Your Funder Program Success Measurable Goals are: |

**STEP 3**

**Develop Data Collection Methods and Measurement Methodologies**

**Use this table to list the tools and methods you will use to collect each data element you have identified as essential to assessing your program effectiveness**

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| **QUESTIONS** | **ANSWER HERE** | |
| You identified a set of Participant Program success data elements in Step 1.    For each element, what method or tool will you use to collect the data? Will the data collection method support efficient analysis? | **Data Elements** | **Your Tools and Methods** |
| You identified a set of Employer Partner Program success data elements in Step 1.    For each element, what method or tool will you use to collect the data? Will the data collection method support efficient analysis? | **Data Elements** | **Your Tools and Methods** |
| You identified a set of Funder(s)’ Program success data elements in Step 1.    For each element, what method or tool will you use to collect the data? Will the data collection method support efficient analysis? | **Data Elements** | **Your Tools and Methods** |
| In your Recruitment Management plan, you identified the information you need to assess the effectiveness of your recruitment methods and sources. You also identified a data collection methodology. List them here. | **Data Elements** | **Your Tools and Methods** |
| In your Screening/Selection and Intake/Assessment Management plan, you identified the information you need to assess the effectiveness of your processes. You also identified a data collection methodology. List them here. | **Data Elements** | **Your Tools and Methods** |
| In your Support Services Management plan, you identified the information you need to assess the effectiveness of your support services. You also identified a data collection methodology. List them here. | **Data Elements** | **Your Tools and Methods** |
| In your Training Program Management plan, you identified the information you need to assess the effectiveness of your training program. You also identified a data collection methodology. List them here. | **Data Elements** | **Your Tools and Methods** |
| In your Placement Services Management plan, you identified the information you need to assess the effectiveness of your placement services. You also identified a data collection methodology. List them here. | **Data Elements** | **Your Tools and Methods** |
| In your Retention Services Management plan, you identified the information you need to assess the effectiveness of your retention services. You also identified a data collection methodology. List them here. | **Data Elements** | **Your Tools and Methods** |

**STEP 4**

**Develop Data Sharing Agreements and Protocols**

**Develop data sharing agreements and protocols among partnership members and service providers that protect participant confidentiality but allow key program staff to have real-time access to essential data.**

**Identify Data Elements that will come from an external organization.**

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| **QUESTIONS** | **DATA ELEMENT FROM EXTERNAL ORGANIZATION** | **NAME OF ORGANIZATION** |
| Review the data elements you listed above.    Which of these data will you need to get from an external organization such as a training provider or a partner employer?    What are the organizations? |  |  |

**Identify Key Components of Data Sharing Agreements**

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| **QUESTIONS** | **NAME OF ORGANIZATION** | **KEY ELEMENTS OF DATA SHARING AGREEMENT** |
| For each organization you identified above, what needs to be included in a data sharing agreement with them? Some possible items are:   * Assurances and methods for protecting participant confidentiality * Methods for securing participant permission to share data * Level and format of data to be provided (participant-level or aggregate) * Format of data to be provided (database, spreadsheet, other) * Timing of data sharing (daily, weekly, monthly, other) * Other? |  |  |

**STEP 5**

**Develop a Continuous Improvement Review Cycle Plan**

**Develop a plan and schedule for data review. Consider incorporating the following:**

* For the first and second cycles, examine all relevant data weekly or bi-weekly to identify the need for immediate program adjustments.
* Build in time between cycles to allow for program redesign before beginning recruitment and screening/selection activities
* Convene all relevant program staff and partnership members to analyze data and identify any need for program redesign

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| **QUESTIONS** |  |  |
| Who from your organization will be responsible for analyzing data, preparing it for review and managing the data review process? | **Name** | **Title** |
| Who from your organization will be involved in data review and identifying any need for program redesign? | **Name** | **Program Role** |
| Who from external organizations will be involved in data review and identifying any need for program redesign? | **Name** | **Name of Organization** |
| In the first year, what are the specific dates you plan to conduct data review? Add rows as needed. | **Month** | **Day(s)** |