



Our Results Framework:

Evaluating Our Efforts
Based on What
We Achieve

March 2014

This document embodies the results framework adopted and practiced by JobsFirstNYC and contains details regarding how to verify the results and outcomes we achieve through the use of the framework. It is also intended to help essential external stakeholders to better understand the nature, measure, and impact of JobsFirstNYC's organizational results over time.

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Introduction

As JobsFirstNYC matures as an organization, we endeavor to achieve excellence in all that we do in pursuit of our mission, and given the scale, complexity, and societal impact of the problem we are trying to address, this is all the more urgent for us. In New York City alone, 172,000 young people between 18 and 24 are neither in school nor working, and as a society, we face the very real possibility of losing an entire generation of young people who might otherwise be embraced not just as tomorrow's workforce but as a powerful resource of talent that could help drive the economic life of our city **today**.

The importance of this issue and its potential impact inspired us to undertake an effort to better understand how we define and measure success for JobsFirstNYC as an organization. The outcome of that effort is this Results Framework, which serves as a roadmap for our progression toward success. While this document was created with the intention of increasing understanding and engagement among those stakeholders most proximal to us—our staff, key program consultants, the JobsFirstNYC Board of Directors, and our key funders—in undertaking this process we came to realize that it likely has great value to the many practitioners in direct-service organizations, to our colleague organizations, and to other intermediary organizations in the young adult workforce development field that endeavor to connect young people to the labor market. Therefore, we are sharing this document with our wider community.

What does success mean to JobsFirstNYC as an organization? In trying to answer this question, we needed to take a step back and reflect on what JobsFirstNYC is as an organization. In thinking about who we are and how we describe ourselves to others, we agreed on the need to be able to better articulate and define our role as an **intermediary** that focuses on young adults in the field of workforce development.

In a time when there is much discussion and debate about the potential transformative power of intermediaries, we feel it necessary to better define what an intermediary is, to describe the kind of intermediary we are, and to quantitatively demonstrate the effectiveness of our methods.

This Results Framework is an articulation of how we plan to better track the work we are doing in order to be able to share with others what we are learning along the way. Given that our BHAG (Big, Hairy, Audacious Goal)—a 5 percent reduction in the out-of-school and out-of-work older young adult population in New York City—is such a monumental task (and one that involves working with many partners and organizations over which we may have less influence), it is important for us to figure out ways to capture the process so that we may build on it to eventually obtain concrete, clear, and more widely understood results.

We hope this effort will provoke a thoughtful discussion in the field about defining and measuring success. As we work to implement this framework, we look forward to hearing from you about your own experiences and getting your feedback on the progress we are making.

Lou Miceli
Executive Director
March 2014

SECTION 1:

Overview and Rationale

The harsh and complex reality faced by young adults in New York City who are neither in school nor working makes a results framework particularly important for JobsFirstNYC.

“What gets measured gets done” is an old management adage that has stood the test of time. To paraphrase former president of the United States Bill Clinton, now actively involved in philanthropy and social change, “The success of our work is measured by a single question: Are people better off now than when we started?” In the case of both of these statements, the focus is on what is different after the work—the activity—is done. Whether the activity is changing the nature of a system or directly serving individuals in need, results are what matter and define success. Experience has shown that organizations and individuals who manage, guide, and direct their activities by consistent reference to their results out-perform those who manage and guide by tracking their activities alone.

The underpinnings of the Results Framework Approach are straightforward:

1. A definition of success, established prior to undertaking activities. This definition centers on what has changed—**not** on activities.
2. Identification of the evidence that will show whether and to what extent success has been achieved.
3. A system for showing progress toward success. This system is built on interim changes believed necessary for success to be achieved.
4. A commitment to transparency in our achievement and to measurement of our results.

JobsFirstNYC has adopted this framework as its management approach under the belief that it will lead to high performance as an organization. We are committed to achieving meaningful and measurable results that will improve outcomes for this group of young people.

SECTION 2:

Results Framework and the JobsFirstNYC Strategic Plan

UNDERSTANDING THE FRAMEWORK

Our Mission

To leverage all available community, corporate, human, organizational, private, and public resources to bring out-of-school and out-of-work (OSOW) young adults into the economic life of New York City.

Our mission is constituency focused, as is our BHAG (Big, Hairy, Audacious Goal, à la Jim Collins); see the **Vision for Success** graphic on page 5. However, the work of JobsFirstNYC is largely focused on and oriented toward broader institutional change, precisely because JobsFirstNYC believes that the conditions its constituency faces will not change absent dramatic reform at the systems level. Evidence of this deeply held belief and commitment is found in JobsFirstNYC’s participation in the 2012–2013 New York City Workforce Strategy Group, which produced the policy document *Re-Envisioning the New York City Workforce System*, available at <http://www.reenvisionworknyc.org>. It is also reflected in the release of our own research on the conditions of OSOW young adults in *Barriers to Entry: The Increasing Challenges Faced by Young Adults in the New York City Labor Market*, available at: <http://www.jobsfirstnyc.org/projects-and-publications.php/jfnyc-publications/61>.

Our History

In 2006, the New York City Workforce Funders and the Tiger Foundation, with assistance from Public/Private Ventures, laid the groundwork for an organization that would focus attention and resources on the seemingly intractable crisis of disengaged young adults aged 18–24, who were out of school, out of work, and seemingly out of meaningful options to access the labor market as a possible means to self-sufficiency. At the time, New York City contained no neutral, independent mechanism devoted to bridging the public/private divide, promoting more effective investment, encouraging employer involvement, improving provider quality, or identifying and cultivating best practices. No formal structure existed to rationalize what is an irrational, disjointed, and too often mediocre system. JobsFirstNYC has emerged to play this role in the past several years, and this is our primary institutional purpose.

Our Vision for Success

Our BHAG is straightforward: We wish to achieve a 5% decrease by 2017 in the number of OSOW young adults. The 5% decrease is determined based on research findings from *Barriers to Entry*. This report identifies over 172,000 OSOW young adults in New York City—highly concentrated in 18 of the city’s 55 neighborhoods. JobsFirstNYC’s commitment is to reduce this number.

However, what makes this approach to defining success unusual and, frankly, risky is the fact that JobsFirstNYC is **not** a direct-service organization—we do not serve New York City’s OSOW young adults directly. To achieve our goal, we will need to bring together many different organizations and people working across multiple systems. Based on the logic model we have developed, which assumes that the present young adult workforce system is not configured to effectively solve the problem, JobsFirstNYC has positioned itself in the field with the intent to change the system, and to do so with anyone or any institution willing to help us advance the cause. While this approach involves a degree of risk—JobsFirstNYC cannot fully control for the actions that others take—our track record dictates that it is possible.

Defining and Positioning Ourselves

At its inception, JobsFirstNYC called itself an *intermediary*. In the third sector and in the relatively new school of thought around collective impact, a roughly equivalent term is *backbone organization*. The two are not actually interchangeable and having an understanding of this distinction matters. At the present time, JobsFirstNYC is discerning which description is most accurate and suitable to us based on the way we do our work.

Intermediary. Intermediary refers to a nonprofit organization that provides products and services to strengthen nonprofits and/or the non-profit sector, and works in partnership or affiliation with a foundation or group of funders to do so. Intermediaries serve as a means of efficiently and effectively connecting and delivering a range of support services to the nonprofit community.

Intermediaries typically engage in the following activities:

- engaging, convening, and supporting service-providing constituencies
- promoting standards of quality and accountability
- brokering and leveraging resources, including fiscal responsibilities
- advocating for effective policies

Backbone Organization. Creating and managing a collective impact initiative requires a separate organization and staff with a specific set of skills to serve as the *backbone* of the effort. Coordination takes time that participating organizations—in this case, employers, workforce providers, and funders—typically do not have to spare.

Backbone organizations engage in the following activities to support and facilitate collective impact:

- guiding vision and strategy
- supporting aligned activities
- establishing shared measurement practices
- building public will
- advancing policy
- mobilizing funding

In the JobsFirstNYC Strategic Plan—the broadest description of what the organization plans *to do*—nearly all of the activities listed for both intermediary and backbone organizations are articulated, but the least connected of the two activity lists are the following:

- promoting standards of quality and accountability, which JobsFirstNYC views as the Advancing Practice strategy of its Strategic Plan, and
- establishing shared measurement practices, which JobsFirstNYC is not actively pursuing; nevertheless, it has endorsed and articulated the stance outlined in the *Re-Envisioning* report that calls unequivocally for a shared measurement system for the field.

CRITICAL POINT: One difference between intermediary and backbone organizations is not found in any description of their respective activities. It is, rather, in the perception and acceptance of their role in the field by the field, whether the field is one of geography, content/substance, or both. Does the organization have *sanctioned legitimacy*? While not reported or observed this way, it seems that in collective impact initiatives, the backbone organization and its role is recognized, accepted, and agreed to by all those in the field. JobsFirstNYC, in all that it does and achieves, seeks that legitimacy.

Evaluation and Results Framework

Regardless of the descriptions, what matters most are the results of JobsFirstNYC’s activities. What is different after JobsFirstNYC does what it does, and what is the connection between what it does and what changes come about as a consequence?

Evaluation, which can be defined as the systematic acquisition and assessment of information to provide useful feedback about an organization’s activities, is commonly seen as a necessary step in the determination of the efficacy of what is done, notably over time.

A results framework is even more basic in its definition and operation. As described above, it does the following:

- defines success in terms of results and changes, not services and activities
- identifies and ultimately collects evidence showing whether success has been achieved
- has and uses progress markers, called “milestones,” to ensure that an organization is on track to achieve the successes it has deemed important

In a results framework, the focus is on what is different *after* an organization executes its strategy. And the key to a successful results framework begins with a clear definition of success.

The JobsFirstNYC results framework includes six essential elements to achieve success:

1. a focus on the middle ground, where behavior is intentional to meeting targets
2. the building of assessment into program design and execution, which provides a way to track success
3. the use of interim milestones—predictive factors showing that an effort is on course to achievement
4. assessment in real time, not after the fact
5. insight through interviews and independent verification
6. an insistence that programs use learnings, which encourages a bias toward success

This, in turn, triggers JobsFirstNYC to do the following four things:

1. Get program people to implement the results framework as a management responsibility.
2. Get and use data on achievement in order to manage and track interim measures.
3. Hire a verifier to focus on the extent to which targets are achieved.
4. Use findings to inform design changes for subsequent program delivery.

These goals apply to how the organization is measuring its own progress toward results, as well as how it endeavors to measure the progress and accomplishments of the field within which it operates.

SECTION 3: THE VISION FOR SUCCESS

What Is the Intention?

JobsFirstNYC's Vision for Success presents the big picture: The alignment of the organization's strategies—what it will do—to produce a changed system for reducing the number of OSOW young adults.



The organization has four key strategies:

- 1. Engaging Employers**—Implement a set of activities and projects engaging the key hiring and employment decision makers across all sectors of the New York City economy.
- 2. Raising Consciousness**—Undertake activities and tactics that clearly and measurably highlight the challenges, opportunities, and returns associated with the OSOW young adults of New York City and the workforce field that serves them.
- 3. Advancing Practice**—Launch activities that directly improve services to and resources for OSOW young adults.
- 4. Building Our Own Capacity**—In order to effectively achieve strategies 1–3, JobsFirstNYC must have sufficient resources and capabilities; it must build its own capacity. Success in this fourth strategy is directly connected to the achievement of a changed system. Real capacity, in fact, is verified by results.

The intent behind activities in each strategy area is to change the characteristics of the present system to create a *system of the future* that reduces the number of OSOW young adults in New York City. JobsFirstNYC believes that only by changing the system will things change for OSOW young adults and the employers who could and would employ them.

This framework provides the tools to document and capture the milestones leading to ultimate results and impact at the systems level. Because this change will not happen immediately, smaller changes must be accomplished first; these changes represent the interim milestones sought by JobsFirstNYC in the nearer-term future. A matrix of interim milestones (see Section 3) presents an overview of the results framework used by JobsFirstNYC to define success in that nearer term.

SECTION 4:

JobsFirstNYC Results Framework Overview Matrix

INTERIM MILESTONES (PROGRESS MARKERS) FOR JOBSFIRSTNYC

(BHAG: 5% DECREASE IN OSOW YOUNG ADULTS BY 2017 = “AN IMPROVED SYSTEM”)

EXHIBIT A:

STRATEGY #1: Engaging Employers

<p>Strategy Ultimate Outcomes: (from the Vision for Success graphic and Strategic Plan)</p> <ul style="list-style-type: none"> – Improved alignment between businesses and young adult workforce organizations – Emergence of a leader championing the issue of OSOW young adults – Creation of an employer leadership council 	<p>Calendar Year: 2013</p>	<p>Results Over Time: (from “Achieving Our Strategic Goal”)</p> <ul style="list-style-type: none"> – All JobsFirstNYC workforce partnerships contribute directly to BHAG in terms of jobs acquired for young adults
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ACTIVITIES/ TACTICS	PRODUCTS	INTERIM MILESTONES Projected (Targets)	VERIFICATION METHODOLOGY & RESPONSIBILITY
Convenings	– Meet the Employer sessions	<ul style="list-style-type: none"> – Total # of participants <ul style="list-style-type: none"> • # of employers • # of practitioners – # of nonprofits that report having had a specific discussion with employers or having developed a fuller understanding of employer needs – # of companies/employers that report having done something different as a result of connections 	<ul style="list-style-type: none"> – Attendance and counts taken by WPTI – Follow-up survey administered at the event and quantified and summarized by WPTI
Demand-Driven Workforce Partnerships	– Young Adult Sectoral Employment Project (YASEP)	<ul style="list-style-type: none"> – # of formal partnerships established (target: three) that utilize a new approach (e.g., the “sectoral approach”; see JobsFirstNYC’s two-pager on the Young Adult Sectoral Employment Project) – # of nonprofits actively participating in the partnership, as demonstrated by sharing data or serving as referral mechanisms – # of jobs created as a result of formalized partnerships developed through YASEP – # of young adults employed in good jobs 	– JobsFirstNYC records and captures and documents process of learning community developed for YASEP

EXHIBIT B:

STRATEGY #2: Raising Consciousness

<p>Strategy Ultimate Outcomes: (from the Vision for Success graphic)</p> <ul style="list-style-type: none"> – Long-term/permanent attitudinal shifts toward young adults 18–24 – Elimination of current barriers by recommending policies and laws that consider young adults 18–24 – Increased funding 	<p>Calendar Year: 2013</p>	<p>Results Over Time: (from “Achieving Our Strategic Goal”)</p> <ul style="list-style-type: none"> – One or more leaders emerge as key spokespeople championing the issues of OSOW young adults – An older young adult advocacy platform is developed
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ACTIVITIES/ TACTICS	PRODUCTS	INTERIM MILESTONES Projected (Targets)	VERIFICATION METHODOLOGY & RESPONSIBILITY
<p>Crafting, commissioning, publishing, and distributing policy and position papers and technical documents (including those in which JobsFirstNYC is a collaborator)</p>	<ul style="list-style-type: none"> – <i>Going Beyond the Bottom Line</i> – <i>Now Hiring</i> – <i>Understanding Interim Progress Milestones</i> – <i>National Work Readiness Credential: Who Pays the Price?</i> – <i>Barriers to Entry</i> – <i>Make Room for the 35%</i> – <i>Labor Market Survey</i> 	<ul style="list-style-type: none"> – # of presentations on subject – # of individuals receiving or requesting a publication – # of hits to website directed to publication – # of individuals who indicate having taken an action or made a change as a result of a publication – # of citations or number of appearances in press 	<ul style="list-style-type: none"> – JobsFirstNYC count of events and presentations on the publication by JobsFirstNYC or others – JobsFirstNYC count of specific distribution and count of distribution by others – JobsFirstNYC count of website hits directed to publications – Focus group or sample self-report from feedback forms collected by JobsFirstNYC staff – Count from “clipping service” or other “citation or impact indices” tracked by JobsFirstNYC staff
<p>Broad public campaign to humanize the problem or highlight conditions of young adults</p>	<ul style="list-style-type: none"> – Bus and subway ads – Public service announcements (PSAs) – Billboards 	<ul style="list-style-type: none"> – # of PSAs – # of billboards – # of bus and subway ads – Intensity: how often and for how long – # and type of audiences reached 	<ul style="list-style-type: none"> – Data from the groups that implement the campaign (their stats from past campaigns)

EXHIBIT C:

STRATEGY #3: Advancing Practice

<p>Strategy Ultimate Outcomes: (from Strategic Plan)</p> <ul style="list-style-type: none"> - Establishment of JobsFirstNYC as a central and critical voice in the articulation of standards - Adoption of promising practices by members of the field - Application of results framework by members of the field - Unified definition of milestones and outcomes young adults - More jobs secured by unemployed young adults 	<p>Calendar Year: 2013</p>	<p>Results Over Time:</p> <ul style="list-style-type: none"> - BON, LESEN, and Restaurant Industry Partnership meet individual targets for placement and retention - Standard results framework is finalized and agreed to by majority of players in the field - At least one new workforce partnership is up and running in the next twelve months
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ACTIVITIES/ TACTICS	PRODUCTS	INTERIM MILESTONES Projected (Targets)	VERIFICATION METHODOLOGY & RESPONSIBILITY
<p>Convenings</p>	<ul style="list-style-type: none"> - Job Developers' Networking Breakfasts - CBO Network Meetings - Employer Engagement Practitioner Work Group Meetings 	<ul style="list-style-type: none"> - # of individuals who attend at least two meetings - # of participants who indicate having learned concrete tools or practices or who express an intention to try out a tool or practice - # of participants or organizations that confirm having used or tried out a tool or practice 	<ul style="list-style-type: none"> - Attendance sheets recorded and analyzed by the host group or JobsFirstNYC - End-of-session feedback form or survey administered, collated, and reported by the host group or JobsFirstNYC - Follow-up survey, interview, or focus groups administered by contractor or JobsFirstNYC

STRATEGY #4: Building Our Own Capacity

Any organization must rely on the strength and expansion of its own capacity in order to fulfill its vision and meet its organizational goals. Accordingly, the 4th strategy area is in many ways the most important and is that upon which all the other strategies are built in order to help the organization achieve its BHAG.

A SPECIAL NOTE ABOUT RAISING CONSCIOUSNESS, THE POLICY AND ADVOCACY STRATEGY OF JOBSFIRSTNYC

The Raising Consciousness strategy seeks to reduce structural barriers—practices, policies, and laws, particularly of the government—that are part of the present system and that inhibit it from achieving maximum efficiency. The effort to enhance system efficacy, efficiency, and effectiveness in terms of results for OSOW young adults requires a long-term effort. As a result, the progress markers of change may be few and far between. Early progress markers are often outputs, which are counts of products created and of individuals and organizations supporting or reading the products. Ultimately, *real* outcomes must be confirmed in order to judge and evaluate the effort.

Nevertheless, using outputs in this arena is an effective first step. Possible outputs to track early in the effort to raise consciousness include the following:

- number and type of outreach awareness activities (e.g., PSAs, billboards, bus and subway ads)
- number and type of audiences reached (e.g., stats available from vendors)
- intensity of outreach: how often, how saturated

See *Measuring Advocacy and Policy*, prepared for the Annie E. Casey Foundation, 2007.

SECTION 5:

Clarifying Results and Verifying Their Achievement

The following pages outline the internal procedures and steps that JobsFirstNYC will use to implement this results framework. They offer a step-by-step guide for staff and contractors to make the framework operational. In addition, they include sample or model verification approaches and instruments for use in efforts to confirm that the results sought from various activities and initiatives have actually been achieved and to what extent. Before we can count, we need to know what to count. In all cases, following these steps requires a clear designation of who will actually perform the work and who is responsible for the work product.

There are three basic steps to the process:

- 1. Gain clarity on the results that JobsFirstNYC seeks.** Whether termed “target setting” or “projecting results,” each activity or initiative must define what it is that will be different after the activity is carried out. For long-term activities, defining milestones in terms of what will be different at the small-scale or short-term level is important.

It is recommended that this process be kept simple. For each discrete activity, staff should do two things:

- Ask why the activity is conducted. What does JobsFirstNYC want to be different or to change?
- Determine what evidence is required and can be collected to measure whether the change has materialized.

See Appendix A for a sample format to guide these considerations.

- 2. Collect the evidence.**

- Design a method for collecting evidence. Examples include attendance counts, surveys, interviews, observations, and focus groups.

See Appendices B–F for sample formats and templates for verification instruments.

- 3. Tally, array, analyze, cross reference and use.**

- **Tally:** Count responses or observations and record them in as simple a format as possible; a spreadsheet is recommended as the easiest tool.
- **Array:** Arrange the counts in connection with strategies and larger outcomes for use as progress markers/milestones.
- **Analyze:** Match results to the “why” column of the initial exercise and to the original assumptions about why the change sought would occur.
- **Cross Reference:** Consider areas of collected evidence that have bearing on other areas of JobsFirstNYC’s work; find and highlight connections and correlations in the results-related data JobsFirstNYC collects.
- **Use:** Make program changes when results do not match targets—and communicate and publish results when they do!

Note: Many of JobsFirstNYC’s activities and initiatives may be part of two or more strategies. The operation of the framework will be simpler if the same or similar verification approaches are used for various activities, even if undertaken as part of different strategies.

The following activities are covered by the verification instruments presented for exhibit in Section 4:

- convenings and events
- communications and external relations
- publications: commissioned research, advocacy briefs, etc.
- partnership building; laying the groundwork for workforce partnerships to benefit out-of-school and out-of-work (OSOW) young adults
- presentations and mass-media campaigns

SECTION 6:

Our Results

2012-2013 ACTUAL & PROJECTED RESULTS CARD WITH EXAMPLES

STRATEGY #1: Engaging Employers

Involves implementing a set of the activities and projects by JobsFirstNYC with a full range of individuals who play key roles in the hiring or employment decisions in the business, commercial, nonprofit, and government sectors of the economy (from the Strategic Plan).

2012	2013
<p>Convenings</p> <p>Employer Engagement Practitioner Work Group</p> <ul style="list-style-type: none"> – 3 meetings – 11 individuals on average <p>Meet the Employers</p> <ul style="list-style-type: none"> – 1 event – 60 individuals 4 employers on panel <p>Job Developers’ Networking Breakfasts</p> <ul style="list-style-type: none"> – 4 events – 440 total attendance/participation 	<p>Employer Engagement Practitioner Work Group</p> <ul style="list-style-type: none"> – 2 meetings – 11 individuals on average <p>Job Developers’ Networking Breakfasts (March)</p> <ul style="list-style-type: none"> – 75 attended (providers and employers) – 96% rated the event as valuable

STRATEGY #2: Raising Consciousness

Involves increasing urgency and awareness concerning the out-of-school and out-of-work young adult challenge. JobsFirstNYC implements activities and tactics that clearly highlight the challenges, opportunities, and returns associated with out-of-school and out-of-work young adults and the young adult workforce field (from the Strategic Plan).

2012	2013
<p>Social Media</p> <p>22 e-blasts on issues or policy</p> <ul style="list-style-type: none"> – 675 individuals received – 101 individuals opened <p>Publications—Commissioned/Written/Distributed</p> <ul style="list-style-type: none"> – <i>National Work Readiness Credential (NWRC): Who Pays the Price?</i> – <i>Going Beyond the Bottom Line</i> – <i>Now Hiring</i> <p>Email Distribution</p> <ul style="list-style-type: none"> – 1,991 emails sent – 346 emails opened – 31 publications downloaded <p>Presentation/Events</p> <ul style="list-style-type: none"> – 4 events – 233 individuals – 29 organizations 	<p>Publication Release Event</p> <p><i>Barriers to Entry</i>—a commissioned study</p> <p>Event Results:</p> <ul style="list-style-type: none"> – 120 individuals attended – 63 responded to questions – 52 indicated they would apply a learning in their own setting – 51 indicated they would share the info...with a total of over 400 individuals

STRATEGY #3: Advancing Practice

<p>Involves a set of activities that directly improve services, programs, and products of organizations that serve the young adult population 18 to 24 years of age. Activities will also improve resources for organizations, including staff and funding allocated for out-of-school/work young adults. This includes the development and continuation of several workforce partnerships that focus on communities where greater concentrations of out-of-school and out-of-work young adults live, or where fewer resources to potentially serve them currently exist (from the Strategic Plan).</p>									
2012	2013								
<p>Convenings CBO Network Meetings – 4 convenings – 75 individuals on average Juvenile Justice Group – 9 events – 375 total attendance</p> <p>Publications—Commissioned/Written/ Distributed – <i>Barriers to Entry</i> – <i>Understanding Interim Progress Milestones</i></p> <p>Email Distribution – 1,028 emails sent – 179 emails opened – 36 publications downloaded</p>	<p>The critical change to field practice sought by JobsFirstNYC in 2013 was the creation of partnerships that meet the qualifications of the Young Adult Sectoral Employment Project. Request features include:</p> <table border="0"> <thead> <tr> <th style="text-align: left;">Milestones</th> <th style="text-align: right;">Actual</th> </tr> </thead> <tbody> <tr> <td>– 5 orientations attended by individuals representing 61 organizations</td> <td style="text-align: right; vertical-align: top;">210</td> </tr> <tr> <td>– 28 organizations responded to the Letter of Intent (L.O.I.) to participate in learning community</td> <td></td> </tr> <tr> <td>– TBD—up to 5 partnerships</td> <td></td> </tr> </tbody> </table> <p>Note that this is not a list of activities of JobsFirstNYC, but rather a set of actions on the part of young adult workforce practitioners and their respective organizations that JobsFirstNYC considers to be a “road map” or “result trail” to reach the result of 5 active Young Adult Sectoral programs “up and running” by 2014. Results in green indicate actual results achieved to-date.</p>	Milestones	Actual	– 5 orientations attended by individuals representing 61 organizations	210	– 28 organizations responded to the Letter of Intent (L.O.I.) to participate in learning community		– TBD—up to 5 partnerships	
Milestones	Actual								
– 5 orientations attended by individuals representing 61 organizations	210								
– 28 organizations responded to the Letter of Intent (L.O.I.) to participate in learning community									
– TBD—up to 5 partnerships									

Appendix

VERIFICATION TOOLS AND APPROACHES FOR RESULTS FRAMEWORK

Appendix A: Clarifying the Results Sought from Specific Activities

Appendix B: Verification Checklist for Convenings

Appendix C: Verification Checklist & Method for Publications

Appendix D: Publications Feedback/Survey Form

Appendix E: Verification Record for Publication Presentations

Appendix F: Verification Checklist for Mass-Media Campaigns

APPENDIX A:

Clarifying the Results Sought from Specific Activities (not connected to any particular strategy)

CONVENINGS	WHY	DEFINITION OF SUCCESS
Job Developers' Networking Breakfasts		
CBO Network Meetings		
Employer Engagement Practitioner Work Group Meetings		
Meet the Employer Events		

APPENDIX B:

Verification Checklist for Convenings

This verification checklist applies to all *convening activities* of JobsFirstNYC, regardless of the strategy to which they are connected.

At present, these activities include the following (there may be more):

- Job Developers’ Networking Breakfasts
- CBO Network Meetings
- Employer Engagement Work Group Meetings
- Meet the Employer Events

These results will be counted for each convening and totaled according to the frequency of the meeting (e.g. quarterly, two times a year or yearly):

A. At meeting opening (from attendance/sign-in sheets):

- # of individuals in attendance
- # of organizations represented
- # of individuals regularly in attendance (at least two times)
- # of organizations regularly represented (at least two times)

B. At the end of each meeting (from end-of-session feedback forms):

- # of individuals reporting high satisfaction with meeting
- # of individuals reporting “networking” with peers
- # of individuals reporting a deeper understanding of issues, concepts, and tools presented or discussed
- # of individuals reporting higher level of engagement with topic

C. Four to six weeks after meeting:

- # of individuals reporting doing or trying something different as a result of session
- # of individuals reporting sharing info with peers

Notes and Suggestions

A. Attendance results:

- Whether JobsFirstNYC or a contractor conducts the session, a running sign-in sheet that records a person’s name and organization on his or her first visit and allows for an initialed sign-in on subsequent visits is required in order to supply the “regularly in attendance” result. One of these sign-in sheets is needed for each of the different JobsFirstNYC convenings—in other words, one for Job Developers’ Networking Breakfasts, one for CBO Network meetings, etc.

Sample Sign-In Sheet

Job Developers’ Networking Breakfast

(Sign in on your first visit; write your initials on subsequent visits.)

[EVENT 1, DATE] NAME	ORGANIZATION	[EVENT 2, DATE] INITIALS	[EVENT 3, DATE] INITIALS	[EVENT 4, DATE] INITIALS
John Doe	XYZ	-	JD	

[The form might also include a column asking for participants’ email addresses.]

B. End-of-session feedback:

- Whether administered by JobsFirstNYC or a contractor, each session needs an end-of-session feedback form that asks *more* than how the session could be improved.
- Time must be allowed for its completion before the meeting adjourns. It is strongly recommended that feedback forms be included as part of the agenda.

Sample End-of-Session Form

Name of session: _____

Date of session: _____

1. What are one or two things that will stick with you from this session?
2. What, if anything, might you *personally* do differently as a result of what you remember?
3. What, if anything, will you ask your agency to consider doing differently?
4. With approximately how many of your peers did you share information or insight today?
5. Are you more “energized” now than when you came into this session?
6. Rate your overall satisfaction with the session on a scale of one to ten.

10 9 8 7 6 5 4 3 2 1
Very satisfied Dissatisfied

May we email you in a few weeks to see what you remember and may have put to use?

Yes No

Contact Information

Name: _____ Title: _____

Organization: _____

Email: _____ Phone: _____

C. Four to six weeks after the convening:

- The follow-up email may be sent either by JobsFirstNYC or by a contractor.
- It is critical that this step in the convening process become regularized and automatic. Set up a system and enforce until it becomes habit.

Sample Follow-Up Email

Dear Job Developers’ Networking Breakfast participant:

Thanks for your active participation at our breakfast on [date]. We have many reasons for hosting these sessions. At the same time, it is important for us to know the extent to which they are effective. We would be extremely grateful if you could respond to the following three questions via email.

- 1) What are you doing differently—or have at least tried to do differently—as a result of your attendance at our session?
- 2) What information from the session have you shared with peers, whether in your agency or elsewhere?
- 3) Do you have a success story that you’d like to share with us? If so, let us know and we’ll be in touch with you to follow up.

Thanks...And see you at the next session!

APPENDIX C:

Verification Checklist & Method for Publications

This verification checklist applies to all *publication activities* of JobsFirstNYC, regardless of the strategy to which they are connected.

At present, these publications include the following (there may be more):

- *Going Beyond the Bottom Line*
- *Now Hiring*
- *Understanding Interim Progress Milestones*
- *National Work Readiness Credential: Who Pays the Price?*
- *Barriers to Entry: The Increasing Challenges Faced by Young Adults in the New York City Labor Market*

It is understood that these publications and others are the tangible products of either the direct efforts of JobsFirstNYC or the commissioning by JobsFirstNYC, and that they are intended to advance at least two of the three strategies adopted by JobsFirstNYC: Raising Consciousness and Advancing Practice.

RESULTS SOUGHT	VERIFICATION METHOD
# of individuals who receive the publication	Direct count of individuals who are mailed or emailed the report as part of general mailing or other distribution channel by JobsFirstNYC or contractors
# of organizations that receive the publication	Direct count of individuals who are mailed or emailed the report as part of general mailing or other distribution channel by JobsFirstNYC or contractors
# of downloads from the JobsFirstNYC website	JobsFirstNYC Website count of downloads—tracked through Google Analytics
# of presentations on the publication by JobsFirstNYC and others	JobsFirstNYC record of convenings and presentations on publications
# of individuals who attend the presentations	Attendance list (see suggestions for “attendance results” in the Verifications Checklist for Convenings)
# of organizations that attend the presentations	Attendance list (see suggestions for “attendance results” in the Verifications Checklist for Convenings)
# of citations and references to the publication	Running log maintained by staff and other partners who may need to be recruited to do this task Use of a clipping service or equivalent to clip and count the number of references appearing in mass media
# of individuals who report reading the publication	Feedback/survey form included with the report (see page 19)
# of individuals who report passing it on to colleagues and others in the field	Feedback/survey form included with the report (see page 19)
# of individuals who report taking an action or making a change based on the publication	Feedback/survey form included with the report (see page 19)

APPENDIX D:

Publications Feedback/Survey Form

JobsFirstNYC Publication Feedback

Thank you for requesting a copy of [report name], prepared by [name] with support from or published by JobsFirstNYC. We are committed to understanding the difference that our publications make in efforts to reduce the number of out-of-school and out-of-work (OSOW) young adults. Please complete this brief survey and email it to us at [email address] or mail to [mailing address].

1) How thoroughly have you read this report?

- Thoroughly Scanned only Have not read

2) Have you passed the report on to colleagues?

- Yes. How many? _____ No

3) What actions have you taken or changes have you made because of the report?

APPENDIX E:

Verification Record for Publication Presentations (one record for each major publication)

Publication name: Now Hiring

PRESENTATION TO/AT	PRESENTER	DATE	NUMBER ATTENDING*
<i>Job Developers' Networking Breakfast</i>	<i>Margaret Stix</i>	<i>Feb. 10, 2013</i>	<i>45</i>

*See suggestions for "attendance results" in the Verification Checklist for Convenings.

APPENDIX F:

Verification Checklist for Mass-Media Campaigns

This verification checklist applies to a potential mass-media campaign of JobsFirstNYC, implemented as part of its Raising Consciousness strategy. It is understood that these outputs and others are the tangible products of either the direct efforts of JobsFirstNYC or the commissioning by JobsFirstNYC, and that they are intended to advance the Raising Consciousness strategy.

ACTIVITY	RESULTS	VERIFICATION
PSA Announcements	# of PSA "airings"	All activities will be tracked internally by JobsFirstNYC logs, records, and contracts and confirmation of numbers by industry/vendor records
Bus & Subway Ads	# of bus and subway ads	--
Billboards	# of individuals reached (people who see, hear, or experience the message)	--
Radio & Television Interviews	# of distinct mass-media initiatives (by theme if multiple)	--



Accelerating opportunities to successfully connect out-of-school and out-of-work young adults to the economic life of New York City.

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