SCSEP

SENIOR COMMUNITY SERVICE
EMPLOYMENT PROGRAM

UNITED STATES DEPARTMENT OF LABOR

Division of Older Worker Programs

SCSEP

QPR Handbook

The Charter Oak Group, LLC

SCSEP Quarterly Progress Report Handbook

I. Introduction

The Quarterly Progress Report has been used to report SCSEP performance for many years. It was extensively revised effective July 1, 2004, to report both the new SCSEP performance measures required by the Older Americans Act amendments of 2000, the SCSEP Final Rule, and Older Worker Bulletin 04-06; and many of the new data elements captured by the SCSEP Data Collection System. The current QPR, effective May 20, 2010, has been revised to reflect performance system and programmatic changes made by the 2006 amendments to the Older Americans Act. These changes are also reflected in SPARQ Release 4.3.

The QPR is produced for all levels of the SCSEP system: nationwide, grantee-level, sub-grantee level, and by states for the national grantees. All authorized SPARQ users have access to all final QPRs through the SPARQ home page. All users also have access to their own QPRs at any time during the quarter and, therefore, do not need to wait for final QPRs to monitor their progress.

Although the QPR is the official report for SCSEP, it is not the only tool for managing performance. Furthermore, while the QPR can identify potential performance issues, it rarely is sufficient to tell you the cause of a problem or how to fix it. For that, you will need to consult other sources. SPARQ provides all grantees and sub-grantees a variety of management reports through the SPARQ home page. (These reports are particularly important for the Common Measures because the QPR does not provide any information about quarterly performance on the Common Measures until the first day after the quarter has ended.) In most cases, when the QPR suggests that you are having a problem with a measure, the management reports will provide you the detailed information you need to analyze the problem. The management reports will be significantly enhanced in future releases of SPARQ. In addition, all levels of the SCSEP system receive customer satisfaction reports that provide customer evaluations of the services they have received and offer guidance for program improvement.

This Handbook is designed to provide SCSEP practitioners a plain-language explanation of the performance measures and data elements reported in the QPR, along with practical suggestions for how these elements can be used to manage operations and improve performance. The Handbook is not intended as a technical explanation. The complete specifications are posted at the Mathematica web site: http://SCSEP.Mathematica-MPR.com.

The QPR has six sections. Sections A-D contain information about the grant, customer flow, community service assignments, and participant characteristics. The core performance measures are reported in Section E. The additional performance measures are reported in Section F.

A participant can have multiple enrollments, sometimes referred to as participations. Enrollments are distinguished by a combination of personal identification (PID) number

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and application date. In most instances, the QPR uses enrollments, not participants, as the unit of analysis. The QPR usually counts active enrollments, meaning those who were active at any time during the reporting period. This includes participants who were active before the reporting period and remained so during the entire reporting period; those who enrolled in the program during the reporting period and remained active during the remainder of the reporting period; and those who became active either before or during the reporting period and who exited during the reporting period. In a few instances, the QPR reports only those participants who were active on the last day of the reporting period. Those instances are noted in the description of the QPR measure or element.

There are five QPRs in each program year: one for each quarter and the Final QPR, which is the official report of performance for the program year. Each QPR uses four different reporting timeframes: current quarter, program year-to-date (YTD), last four quarters (L4Q, sometimes referred to as rolling four quarters), and last nine quarters (L9Q, for element B13 only). Nearly all of the elements in Sections B and C use the current quarter and YTD. All or nearly all of the elements and measures in Sections D, E and F use the last four quarters. (Because of a transition in timing rules required by the performance system, for PY 2007, the last four quarters timeframe was not reported for the Common Measures. In addition, the last four quarters are not reported for the community service or service level measures because of the change in the modified position count from program year to program year.)

The different time periods provide a comprehensive picture of performance. The current quarter tells you how you have done in the most recent three-month period. The YTD timeframe looks at performance during this program year only and is most useful for monitoring how you will be evaluated at the end of the program year when the Final QPR is generated. During the early quarters of the program year, YTD does not provide a sufficient timeframe to show trends. Therefore, the last four quarters are shown so that you can see the direction in which your performance is heading over an entire 12-month period. This is critical for managing performance. For example, in the second quarter QPR, a program may be meeting its goal on the entered employment measure for the current quarter and YTD. However, the last four quarters show that entered employment has steadily declined from 55% to 53% to 51% to 50%. This trend suggests that unless corrective action is taken, the entered employment measure may continue to deteriorate and the Final QPR may show entered employment under 50%.

Note on Completeness of QPRs. Users may view their own QPR at any time during a quarter. Users must regenerate their QPR before it will reflect the most recent data. Grantees must regenerate all sub-grantee QPRs in order for the grantee QPR to reflect the most recent data. At the official close of each quarter, all QPRs are automatically regenerated and frozen. Data submitted after the close of a quarter will not change the QPR for that quarter but will be reflected in the YTD and in the L4Q of future QPRs for that program year.

II. Section A. Grantee Information

Description. This section contains identifying information about the grantee and sub-grantee. All of the data are provided by the national office.

A. GRANTEE INFORMATION		
1a. Grantee:	1b. Sub-Grantee:	2. Grantee Code:
3a. Report Period Ending: _____ (MM/DD/YYYY)	3b. Program Year(s): _____	4. Number of Authorized Positions: 5. Number of Modified Positions:

Element A4. Number of Authorized Positions. This is the official number of authorized positions. SCSEP depends on grantees to provide the national office with the number of authorized positions assigned to each sub-grantee. If the grantee does not keep this information current, the sub-grantee QPRs will be inaccurate or may not contain the service level and community service measures at all. The authorized positions are reported in Section A4. SPARQ uses modified positions rather than authorized positions for calculating vacancies in Section B and the service level and community service measures in Section E. Modified positions, which are based on higher state minimum wages, are reported in element A5.

Element A5. Number of Modified Positions. The number of authorized positions is modified to account for higher state minimum wages. The national office determines modified positions based on minimum wage information provided by the grantees. Higher state minimum wages are prorated for the entire program year so that the number of modified positions does not have to be revised each quarter. This means that the count of modified positions is accurate for YTD but will not be accurate for a given quarter if the state minimum wage increases during the program year.

III. Section B. Participation Levels

Description. This section displays customer flow and placement information. For YTD at the grantee or sub-grantee level, elements B1-B4 will always balance: carried over participants plus new participants minus exiters will equal current participants. Element B5a, vacancies, shows modified positions minus current participants minus rejected records. A negative number means that a grantee is over-enrolled. Element B5b is the number of records rejected by SPARQ and not included in the QPR. Element B6 reports the number of individuals on the waiting list, and elements B7 reports the number of participants who are co-enrolled with another program. Elements B8a-B8c show exit reason at the time of exit. Element B8d shows exclusions discovered after exit. Elements B9a-B9d display the movement of participants into or out of the project due to transfers or a change of sub-grantee. Elements B10a-B10e report placements that have begun, without regard to the exit reason or performance outcomes. Element B10f counts

placements that did not result in the achievement of entered employment. Element B11 reports the number of hours of paid training. Element B12 reports the percentage of participants working in community service between 18 and 22 hours per week on average. Element B13 reports the average duration for all the enrollments that were active at any time during the reporting period in a project.

B. PARTICIPATION LEVELS

1. Carried Over from the Previous Program Year: Q1 _____ YTD _____	2. New Participants: Q _____ YTD _____	3. Total Exits: Q _____ YTD _____	4. Current Participants:	5a. Vacancies:
				5b. Rejected Records:

| 6. Number of Persons on Waiting List:

Q _____

YTD _____ | | 7. Co-Enrollments:

Q _____

YTD _____ | |

| 8a. Exits Due to Unsubsidized Employment:

Q _____

YTD _____

8b. Other Reasons for Exit:

Q _____

YTD _____

8c. Exclusions:

Q _____

YTD _____

8d. Exclusions after Exit:

Q _____

YTD _____ | 9a. Transferred Into Project:

Q _____

YTD _____

9b. Transferred Out of Project:

Q _____

YTD _____ | 9c. Change of Sub-Grantee Into Project:

Q _____

YTD _____

9d. Change of Sub-Grantee Out of Project:

Q _____

YTD _____ | 10a. Placements:

Q _____

YTD _____

10b. OJE Placements:

Q _____

YTD _____

10c. Average Starting Wage in Placement:

Q _____

L4Q _____ | 10d. Percent of Placements with Benefits:

Q _____

L4Q _____

10e. Average Hours per Week in Placement:

Q _____

L4Q _____

10f. Placements without Entered Employment:

Q _____

YTD _____ |

| 11. Number of Hours of Training:
Q _____ YTD _____ | 2. % Participants Assigned 18-22 Hours per Week:
Q _____ YTD _____ | 13. Average Project Duration:
Q _____ L9Q _____ |

Element B1. Carried Over from the Previous Program Year. This is the number of participants who were active, i.e., had an assignment date but no exit date, at the start of the program year. The data for the quarter will be frozen when the quarter officially closes. The YTD number may change during the year if the grantee changes the status of any participants who were counted as active at the start of the program year.

Element B2. New Participants. This is the number of participants who first became active, i.e., have an assignment date, during the reporting period. This includes anyone who re-enrolls during the reporting period but not anyone counted in element B1. It also includes, at the grantee and sub-grantee level, anyone who transferred into the project (element B9a) during the reporting period. Participants moved into the sub-grantee from another sub-grantee (element B9c) are *not* included in the count of new participants.

Element B3. Total Exits. This includes everyone who exited, i.e., had an exit reason and an exit date, within the reporting period. It includes all true exits (choices i-vi) in field 6 of the Exit Form and choices ii and iv in field 6a, non-exit reasons for closing the record. It does not include choices i and iii in field 6a. It thus includes at the grantee and sub-grantee level anyone who transferred out of the project during the reporting period (element B9b). Participants moved out of the sub-grantee to another sub-grantee (element B9d) are *not* included in the count of total exits.

Element B4. Current Participants. This is the number of active participants, i.e., those with an assignment date but no exit date, on the last day of the reporting period. It is always YTD. For YTD at the grantee, sub-grantee, state, and nationwide levels, element B1 plus element B2 minus element B3 will always equal element B4.

Element B5a. Vacancies. This is the number of modified positions (element A5) minus the number of current participants (element B4) minus the number of rejected records (element B5b). Over-enrollment is reflected as a negative number in element B5a.

Element B5b. Rejected Records. This is the number of enrollments not included in the QPR. Because only data quality issues affecting eligibility or performance cause a record to be rejected, a high rejection rate may render your QPR unreliable. The number in this field may be lower than the number of rejection messages in the DQR because a single enrollment can be rejected for multiple reasons.

Element B6. Number of Persons on Waiting List. This is the number of applicants on the waiting list at any time during the reporting period. It includes all applicants who have been determined eligible, have not withdrawn their applications, and have been either placed on the waiting list *or* determined eligible 14 or more days before the end of the reporting period and not yet assigned to community service. Since this measure excludes those who have been assigned, it is not a count of all applicants who have been placed on the waiting list since the start of the program year.

Element B7. Total Co-enrollments. This is the count of all participants who were active during the reporting period and have been co-enrolled in any other program.

Element B8a. Exits Due to Unsubsidized Employment. This is a count of all participants who exited during the reporting period where field 5 of the Exit Form lists unsubsidized employment as the reason for exit. Elements B8a, B8b, and B8c are unrelated to the performance measures. They report the reasons for exit at the time of exit, not the

ultimate outcome. Participants who exited for unsubsidized employment and are included in element B8a may not achieve entered employment and may not be included in measure E2. Conversely, participants who exit for personal reasons and are included in element B8b may subsequently obtain unsubsidized employment and may be included in measure E2.

Element B8b. Other Reasons for Exit. This is a count of all participants who exited during the reporting period where field 6 of the Exit Form lists a reason other than unsubsidized employment: 6(i)-6(vi). It includes only true exits and excludes non-exit reasons for closing the record (field 6a of the Exit Form.) It does not include reasons for exit that constitute an exclusion from the performance measures. See element B8c.

Element B8c. Exclusions. This is a count of all participants who exited during the reporting period where field 6 of the Exit Form lists a reason that constitutes an exclusion from the performance measures: 6(vii)-6(x).

Element B8d. Exclusions after Exit. This is a count of all exited participants whose exclusions were discovered after exit. Such exclusions are recorded in field 9a of the Exit Form or fields 28c(viii), 29c(viii), 29e(viii), or 30c(viii) of the Unsubsidized Employment Form.

Element B9a. Transferred into Project. This is a count of all participants who transferred into the project from another grantee. It is based on field 17 of the Participant Form. At the grantee and sub-grantee level, this number is included in the count of new participants (element B2).

Element B9b. Transferred Out of Project. This is a count of all participants who transferred out of the project into another grantee. It is based on field 6a(ii) of the Exit Form. At the grantee and sub-grantee level, this number is included in the count of total exits (element B3).

Element B9c. Change of Sub-grantee into Project. This is a count of all participants who entered the project from another sub-grantee within the same grantee. It is based on field 17a of the Participant Form. This number is *not* included in the count of new participants (element B2). This element is not currently reported in the QPR.

Element B9d. Change of Sub-grantee Out of Project. This is a count of all participants who have left the project for another sub-grantee within the same grantee. It is based on field 6a(iii) of the Exit Form. This number is *not* included in the count of total exits (element B3). This element is not currently reported in the QPR.

Element B10a. Placements. This is a count of all enrollments where any placement (unsubsidized employment) started during the reporting period and there is no exclusion from Common Measures discovered at or after exit. It is based on the existence of an Unsubsidized Employment Form. It does not reflect whether the placement has resulted in entered employment. A single enrollment can have only one count in element B10a.

Therefore, if the placement count is higher than the count of exits for unsubsidized employment (B8a), that means that someone who exited for other reasons has started a placement in this reporting period or that someone who exited for unsubsidized employment in a prior reporting period has started a placement in this reporting period.

Element B10b. OJE Placements. This is a subset of regular placements. It includes all placements where OJE was indicated in field 20 of the Community Service Assignment Form and field 8 of the Unsubsidized Employment Form.

Element B10c. Average Starting Wage in Placement. This is the average starting wage of all participants who started unsubsidized employment within the reporting period, regardless of whether they achieved entered employment. It includes all unsubsidized employment for those participants who have had more than one job.

Element B10d. Percent of Placements with Benefits. This is the percentage of unsubsidized employments that started within the reporting period and provided one or more fringe benefits, regardless of whether the participant achieved entered employment in that employment. It includes all unsubsidized employment for those who have had more than one job.

Element B10e. Average Hours per Week in Placement. This is the average hours per week of all participants who started unsubsidized employment within the reporting period. It is based on the information entered into field 18 of the Unsubsidized Employment Form. Participants expected to work full-time are counted as working 40 hours per week.

Element B10f. Placements without entered employment. This is a count of all participants who exited in the prior quarter and started unsubsidized employment but did not achieve entered employment with some employer by the end of the current quarter. Subsequently recorded entered employment causes the YTD count for this element to decrease. Multiple employments for the same participant only count once.

Element B11. Number of Hours of Training. This is the total of all paid training hours during the reporting period.

Element B12. % of Participants Assigned 18-22 Hours per Week. This field counts the number of participants who are paid for an average of 18 to 22 hours per week of community service (based on the number of days of enrollment and total hours paid during the quarter) divided by the number of participants active during the quarter.

Element B13. Average Project Duration. This field reports the average time in months that all participants have been enrolled with the grantee or sub-grantee from July 1, 2007, to the end of the reporting period or to date of exit, whichever is earlier. Approved breaks in participation are not included in this average. The average includes those still active at the end of the reporting period and those who exited during the reporting period.

Use. Section B of the QPR contains two kinds of information: customer flow and outcomes. The outcomes are reported in raw numbers without relation to the grantee's goals. This section of the QPR, when used in conjunction with the performance measures in Sections E and F and the management reports, is extremely valuable for helping grantees and sub-grantees manage day-to-day operations and predict performance.

Elements B1 through B5a provide an important view of customer flow and turnover. In order to reach the desired service level, grantees must exit and enroll sufficient numbers of participants. If the service level and count of current participants are not where they should be for the reporting period, this will likely be reflected in a low exit rate. It may also be reflected in a negative or low customer flow, i.e., new participants minus exiters, or in a significant number of vacancies. Since vacancies are calculated based on modified positions, this number, although a snap-shot in time, may be an indicator of under-spending and potential performance problems.

Element B5b is a critical indicator of the quality of your data. If the number of rejected records is 2.0% or more of the total number of records submitted (elements B3 plus B4 plus B5b), the data may not be sufficiently reliable to be used for baseline purposes. The data are still extremely useful for management purposes, but a rejection rate of 2.0% or more tells you that you must pay serious attention to the quality of your data. In SPARQ, the EDQP enables you to see the rejection messages for each record before you leave that record. The DQR tells you all of the errors in all of the records in your database. Consequently, you should be able to keep your rejection rate close to zero.

Element B6 tells you the number of applicants on the waiting list. The management report will tell you who the applicants still on the waiting list are and what their characteristics are. You can use this information to evaluate how effective your recruitment efforts are and to decide which priority candidates to enroll.

Elements B8 and B10 begin to tell you a complete story about exits, placements, and the quality of the jobs into which participants are placed. Elements B8a, B8b, and B8c show the reasons for exit. Although nearly all exits can result in a successful entered employment, participants who exit for unsubsidized employment are far more likely to achieve success. You will want to watch the ratio between element B8a and element B8b, knowing that elements B8c and B8d are excluded from the Common Measures. You can use the management reports to look at all exiters and see which of the participants who exited for other reasons might have been candidates for placement if approached differently or might still be candidates if their personal circumstances change. If element B10a is higher than element B8a, that means that participants who exited for other reasons subsequently started a placement or that participants who exited for unsubsidized employment in a prior period have gotten a new placement in this period.

You can compare elements B10a and B10f to see what the success rate is for participants who start unsubsidized employment. Finally, you can use elements B10c and B10d to evaluate the quality of the jobs into which you are placing participants. B10c, in conjunction with B10e, the number of hours worked per week, is the best predictor of

average earnings (measure E4). With B10b, the number of OJE placements, and B11, hours of paid training, you can begin to look at the effect of training on entered employment.

Element B12 is designed to tell you the percentage of participants working in community service between 18 and 22 hours per week. Community service must be part-time, meaning less than 40 hours per week. Although there is no rule setting forth the number of hours per week that are permissible, the national office has recommended that participants be provided 20 hours per week of community service.

Element B13 tells you the average duration in the project of all participants. This element will enable grantees to manage the requirement that they maintain an average project duration of 27 months (or 36 months with an extension).

IV. Section C. Community Service Assignments

Description. This section of the QPR summarizes community service activity by combining community service assignment codes G1-G14 and E1-E14 (field 17 of the Community Service Assignment Form) into service to the general community (elements C1 and C2) and service to the elderly community (elements C3 and C4), and then combining these two broad categories into the general category of community service (elements C5 and C6).

Community service is reported both by the total number of hours worked (field 19 of the Community Service Assignment Form minus field 21) for all community service assignments that were active at any time during the reporting period and by the number of participants who were active in an assignment during the reporting period. A participant can have more than one active assignment in the reporting period, but the assignments cannot overlap.

C. COMMUNITY SERVICE ASSIGNMENTS	Q	YTD
1. Number of participants providing service to the general community		
2. Total number of hours worked in service to the general community		
3. Number of participants providing service to the elderly community		
4. Total number of hours worked in service to the elderly community		
5. Total number of participants providing community service		
6. Total number of hours worked in community service		

Use. This summary information about the amount of community service performed is primarily for reporting to stakeholders on the impact of SCSEP. It has no management purpose except as a way to check on the total number of community service hours provided. The community service measure itself is reported in measure E1.

V. Section D. Participant Characteristics

Description. This section reports all participant characteristics from the Participant Form, including in the last sub-section entitled Additional Measures, the priorities of service and the waiver factors for the durational limit that are components of the most-in-need measure (measure E6). Age and education have been grouped into standard demographic categories. For each characteristic, both the number and the percent of active participants represented by that number are displayed.

Most characteristics are determined at the time of enrollment. Age in elements D3 through D7 is calculated from the date of the eligibility determination. None of the characteristics that are priorities of service and are used in the most-in-need measure are permitted to be updated in the data system after the determination of eligibility. However, the characteristics that are waiver factors for the durational limit (elements D36 through D39) can be entered into SPARQ whenever they occur. The waiver factors are reported in Section D and counted in the most-in-need measure only in the program year in which they were first entered and in any subsequent year in which they are updated. Age 75 and over (element D31) is a waiver factor and is calculated each time the QPR is generated.

D. PARTICIPANT CHARACTERISTICS		Q No.	Q %	YTD No.	YTD %	L4Q No.	L4Q %
Gender	1. Male						
	2. Female						
Age at Enrollment	3. 55-59						
	4. 60-64						
	5. 65-69						
	6. 70-74						
	7. 75 & over						
Ethnicity	8. Hispanic, Latino, or Spanish origin						
Race	9. American Indian or Alaska Native						
	10. Asian						
	11. Black or African American						
	12. Native Hawaiian or Pacific Islander						
	13. White						
Education	14. 8th grade & under						
	15. 9th grade – 11th grade						
	16. High School diploma or equivalent						
	17. 1 – 3 years college						
	18. Post-secondary certificate						
	19. Associate's degree						
	20. Bachelor's degree or equivalent						
	21. Some graduate school						
	22. Master's degree						
	23. Doctoral degree						
Additional Measures	24. Family income at or below the poverty level						
	25. Individuals with disabilities						
	26. Individuals with limited English proficiency						
	27. Individuals with low literacy skills						
	28. Individuals residing in rural areas						
	29. Individuals with low employment prospects						
	30. Individuals who failed to find employment after using WIA Title I						
	31. Individuals age 75 and over at date of report						
	32. Individuals who are homeless or at risk of homelessness						
	33. Displaced homemakers						
	34. Veterans (or spouses)						
	35. Individuals receiving public assistance						
	36. Individuals with severe disability						
	37. Individuals who are frail						
	38. Individuals old enough for but not receiving SS Title II						
	39. Individuals with severely limited employment prospects in areas of persistent unemployment						

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Use. The information in this section is important for understanding the composition of your participant pool. It can provide insight into the strengths and needs of your participants, and it will help you monitor your progress toward the most-in-need goal. If your performance on this measure is not what you desire, elements 24 through 35 of Section D will tell you whether you are enrolling sufficient numbers of individuals with barriers to employment. Elements 31 and 36 through 39 will tell you whether your participants have the more serious barriers to employment that are used to determine waiver factors. The information in this section will also allow you to monitor your compliance with SCSEP priorities.

VI. Section E. Core Performance Measures

Description. Presented in this section are the six core performance measures, three Common Measures and three SCSEP measures. Participants whose exit reasons are 6(vii)-(x) or whose exclusion is discovered after exit are not included in the Common Measures. Also not included in the Common Measures are participants who return to the program or who re-enroll within 90 days of exit. For each performance measure in Section E, both the goal for the program year and the performance for the reporting period are given. The performance for each measure includes the number of records in the denominator and numerator.

The rules for determining the quarter and the program year in which measures are reported have been simplified with the adoption of the current performance measures on July 1, 2007. Each Common Measure has an activity period and a reporting period. The activity period is the quarter or quarters in which the activity being measured must occur. The reporting period is the quarter in which the success or failure of the measure will be reported. Data for a measure can be entered into SPARQ as early as the first day of the reporting period, but it will not be reflected in the QPR until the reporting period has ended. The last day for entering data is the last day of the "fifth quarter" of the program year in which the reporting period falls, i.e., the September 30 following the end of the program year. For entered employment (measure E2), the activity period and the reporting period are both the first quarter after the exit quarter. For retention and average earnings (measures E3 and E4), the activity period is the second and third quarters after the exit quarter, while the reporting period is the fourth quarter after the exit quarter.

A complete explanation of the timing rules for the reporting of the performance measures is included in Topics 13 and 14 of the Unsubsidized Employment Form Guide of the Data Collection Handbook.

E. CORE PERFORMANCE MEASURES

MEASURE	DESCRIPTION	GOAL	Q RATE	YTD RATE	L4Q RATE
1. Community Service	The number of hours of community service in the reporting period divided by the number of hours of community service funded by the grant minus the number of paid training hours in the reporting period		N = D =	N = D =	
2. Common Measures Entered Employment	Of those not employed at the time of participation, the number of participants employed in the first quarter after the exit quarter divided by the number of participants who exit during the quarter		N = D =	N = D =	N = D =
3. Common Measures Employment Retention	Of those participants who are employed in the first quarter after the exit quarter, the number employed in both the second and third quarters after the exit quarter divided by the number of participants who exit during the quarter		N = D =	N = D =	N = D =
4. Common Measures Average Earnings	Of those participants who are employed in the first, second, and third quarters after the quarter of program exit, total earnings in the second and third quarters after the exit quarter, divided by the number of exiters during the period		N = D =	N = D =	N= D =
5. Service Level	The number of participants who are active on the last day of the reporting period or who exited during the reporting period divided by the number of modified community service positions		N = D =	N = D =	
6. Service to Most-in-Need	Average number of barriers per participant. The total number of the following characteristics: severe disability, frail; age 75 or older, old enough for but not receiving SS Title II, severely limited employment prospects and living in an area of persistent unemployment, limited English proficiency, low literacy skills, disability, rural, veterans, low employment prospects, failed to find employment after using WIA Title I, and homeless or at risk of homelessness divided the number of participants who are active on the last day of the reporting period or who exited during the reporting period		N = D =	N = D =	N = D =

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Measure E1. Community Service. This measure reports the amount of community service provided compared to the amount of community service funded by the grant. The number of hours of community service (total hours paid minus paid training hours) is divided by the number of modified positions times 21 hours per week times the number of weeks in the reporting period, minus the number of paid training hours.

Measure E2. Common Measures Entered Employment. This measure reports the employment outcomes for all participants who were not employed at the time of participation (field 13 of the Participant Form). The number of exiters who have any wages in the first quarter after the quarter of exit (field 28(c) of the Unsubsidized Employment Form) is divided by the total number of participants whose first quarter after the exit quarter is during the reporting period.

Measure E3. Common Measures Employment Retention. This measure reports the job retention of those exiters who had wages in the first quarter after the quarter of exit, i.e., who entered employment. The number of exiters who have any wages in both the second and third quarters after the quarter of exit (fields 29(c) and 29(e) of the Unsubsidized Employment Form) is divided by the number of exiters who have any wages in the first quarter after the quarter of exit (field 28(c) of the Unsubsidized Employment Form), i.e., who entered employment.

Measure E4. Common Measures Average Earnings. This measure reports the average earnings during the second and third quarters after the quarter of exit for all exiters who were employed in the first, second, and third quarters after the quarter of exit, i.e., who achieved retention as defined by the Common Measures. The total amount of wages for the second and third quarters after the quarter of exit (fields 29(d) and 29(f) of the Unsubsidized Employment Form) is divided by the number of exiters who have any wages in the second and third quarter after the quarter of exit, i.e., who achieved retention. This measure is reported solely for participants who were enrolled into the program on or after July 1, 2005.

Measure E5. Service Level. This is the number of participants active at any time during the reporting period (element B3 plus element B4) divided by the number of modified positions (element A5). The numerator for this measure is cumulative, but the denominator is fixed.

Measure E6. Service to Most-in-Need. This measure reports the average number of specified barriers to employment per participant. The total number of the specified priorities of service (elements D25 through D30, D32, and D34) and waiver of duration factors (elements D31 and D36 through D39) is divided by the number of participants active during the reporting period.

Use. This section of the QPR reports performance on the core SCSEP measures. It allows you to see your current performance, your performance for the program year to date, and the last four quarters, which will provide the trend for each measure even at the start of the program year. The trend may be the most important management tool

because it tells you whether you are likely to achieve your goal under current conditions. When evaluating the measures reported in the QPR, you will obviously have to take into account any extraordinary conditions that may be affecting performance in one direction or another. For example, if entered employment has lagged in the current quarter because your job developer was out sick but the trend line has been generally positive, the failure to meet your quarterly goal should not be disturbing. On the other hand, even if you have met your goal, if the trend is negative, you should consider systematic changes that will reverse the trend.

Measure E1. Community Service. This measure reports how effectively you are using your grant to provide community service. You are held harmless for any paid training provided. The numerator is primarily affected by the number of participants enrolled (elements B3 and B4) and the total number of hours of community service provided (element C6). Because this measure does not reflect the distribution of community service hours among your participants, element B12 tells you the percent of participants who are receiving the optimum number of community service hours per week.

You can improve performance on this measure by enrolling more participants, reducing turnover time when enrolling new participants, assigning participants to more hours of community service per week, limiting leaves of absences, and ensuring that all paid hours are accurately reported in SPARQ each quarter. An edit in SPARQ requires you to enter total hours paid for each quarter in which a participant was active.

NOTE: While the grantee QPR will always contain accurate data for this measure, sub-grantee QPRs will not be accurate for this measure unless their grantees have reported to DOL the proper count of authorized positions for each sub-grantee.

Measure E2. Common Measures Entered Employment. The QPR does not report success or failure on this measure until the reporting period (the first quarter after the quarter of exit) has ended. Therefore, while the QPR will always provide you with accurate information about this measure, measure E2 cannot be used during the quarter for management purposes. For that, you will need to consult the management report, *Started Employment But Not Yet Achieved Entered Employment.* This report tracks all participants who have an unsubsidized employment record but for whom success or failure in entered employment has not yet been reported in SPARQ. The summary section of this report contains a version of the entered employment rate that provides real-time information on the entered employment rate. On the first day of the reporting period, the denominator of the entered employment rate is fully populated while the numerator starts at zero for that quarter's cohort. Throughout the quarter, as each follow-up is done and successful entered employments are entered into SPARQ, the numerator rises. This report does include records that are rejected by the QPR. The *Exited* report also tells you whether each exiter has achieved entered employment.

The follow-up reports will help you schedule and track follow-ups that are pending. If you do not complete the follow-up, the QPR cannot report a successful placement. You should also pay attention to rejected records (element B5b). Most rejections involve

performance outcomes; you get no credit for rejected records until you correct them in SPARQ. The *Exited* report will identify all participants who have exited for any reason and whether they have achieved entered employment. You can use this report to target your resources to those participants (including those who might have exited for personal reasons) with whom you still have a chance to achieve entered employment.

Information in Section B of the QPR is also very helpful for managing the entered employment rate. Total exits (element B3) will let you determine how many successful entered employments you will need to reach your goal. Since the vast majority of those who exit for unsubsidized employment achieve entered employment, the ratio of exits for unsubsidized employment (element B8a) to total exits (element B3) is important. You should also pay attention to the ratio of exclusions (element B8c) to total exits since exclusions do not count for any of the Common Measures. Total placements (element B10a) compared to element B8a will tell you how many participants who exit for personal reasons nonetheless start unsubsidized employment and how many participants have multiple placements. Element B10f will tell you how many participants who started unsubsidized employment failed to achieve entered employment. These unsuccessful placements may be due either to a negative outcome for the placement having been entered into SPARQ or to Follow-up 1 not having been done. The management reports will tell you if there are undone Follow-up 1's. If so, you have until September 30 following the end of the program year to complete these follow-ups and receive credit in your entered employment rate.

You can use the QPR to deconstruct your entered employment rate for the current report quarter and to predict your entered employment rate for the next report quarter. For the current report quarter:

- Measure E2 gives you the counts for the numerator and denominator of the Entered Employment Rate.
- The denominator comes from last quarter's exiters. Subtract exclusions (elements B8c and B8d) from total exits (element B3).
- Any changes in data since the freezing of the prior quarter, e.g., correction of rejects, could cause this calculation to be a little different from the actual denominator in measure E2.
- The numerator starts with all exiters from the prior quarter who began a placement in the prior quarter (element B10a). This is close to your highest potential numerator.
- For the prior quarter, the difference between element B10a and element B8a may tell you how many participants who exited for personal reasons nonetheless started a placement in the prior quarter. If you continue to track exiters from the prior quarter who left for personal reasons and they get a job in the report quarter, that would increase the potential numerator. There is no QPR field for this, but you can find these participants in the management report, *Started Employment But Not Yet Achieved Entered Employment.*
- Subtract failed placements (element B10f) in the report quarter QPR from total placements (element B10a) to get the numerator for the report quarter. Element

B10f reports placements where the exit occurred in the prior quarter and no entered employment was recorded by the end of the report quarter.

- Failed placements can be due to follow-ups not being done or not being properly entered into SPARQ, or to the actual failure of the placement to last into the report quarter and a new placement not being started in the report quarter.
- Use the follow-up report to see how many undone follow-ups you have. Count any pending Follow-up 1 where the exit date was in the prior quarter.
- Undone follow-ups can be completed and entered into SPARQ until September 30 following the close of the program year.

To calculate an *estimate* of your entered employment rate for the next report quarter:
- The denominator will be total exits (element B3) in the report quarter minus exclusions (elements B8c and B8d) in the report quarter.
- The potential numerator is the total of all placements started in the report quarter (element B10a) plus any placements started in the next report quarter. (There is no QPR field for this.) You can track the successful entered employments for the new quarter by using the *Started Employment But Not Yet Achieved Entered Employment* or *Exited* management reports for the quarter.
- The potential numerator will be reduced by any placements that do not last into the next report quarter. Assuming that all Follow-up 1's will be completed and properly entered into SPARQ during the report quarter, calculate the true YTD failed placement rate by subtracting from element B10f those failures that are due to undone follow-ups and divide this result by the total placements YTD in element B10a. You can apply the resulting rate to the potential numerator to determine what the final numerator may be if the same rate of failed placements prevails.

If you are having trouble with the entered employment rate, the QPR and the management reports will help you identify which of these causes might be at work:

- Follow-up 1 not completed or not properly entered into SPARQ
- Too many rejected records
- Too many participants exiting for reasons other than unsubsidized employment
- Too many participants exiting for other reasons not identified as exclusions
- Too few participants who exit for other reasons subsequently starting unsubsidized employment
- Too many participants starting unsubsidized employment but failing to be employed with some employer in the quarter after the exit quarter

Measure E3. Common Measures Employment Retention. As with the entered employment rate, the management reports are extremely useful for managing performance on this measure. There are reports that track pending follow-ups, and a report of all participants who have achieved entered employment but have not yet achieved retention. Like the report on *Started Employment But Not Yet Achieved Entered Employment*, this report has a real-time counter for the retention measure. The denominator will be fully populated on the first day of the reporting period, and the

numerator will grow with each successful Follow-up 2 recorded. You will want to stay in close touch with the participants in this report to make sure that they are getting the support they need on their current jobs or to find them new jobs if the old jobs are not working out. Case management follow-up should be done early in each quarter regardless of when you do the follow-up for performance reporting. This is a measure where you cannot afford to be passive. If you do not contact the participant until you do Follow-up 2 for performance purposes, you will be too late to have any effect on the outcome.

Measure E4. Common Measures Average Earnings. Average earnings are reported only for those participants who achieve retention. The primary factors affecting this measure are average starting wage (element B10c and Unsubsidized Employment Form field 16), average number of hours of work per week (element B10e and Unsubsidized Employment Form field 18), and number of weeks of employment in the second and third quarters after the exit quarter (not recorded). Average hours per week and average starting wage should be a useful predictor of the average earnings measure.

Measure E5. Service Level. Service level is a measure that you can diagnose from the QPR. If the service level is lagging, you can see what the problem is by examining elements B1-B5a. Generally, you cannot enroll new participants unless you are exiting a sufficient number of existing participants. The ratio of new to carried over participants is also helpful for this measure, as is the number of vacancies. Management reports for pending applicants, applicants who have been determined eligible but not yet assigned, and waiting list can also be helpful in diagnosing service level problems.

NOTE: While the grantee QPR will always contain accurate data for this measure, sub-grantee QPRs will not be accurate for this measure unless their grantees have reported to DOL the proper count of authorized positions for each sub-grantee.

Measure E6. Service to Most-in-Need. Section D of the QPR will tell you how you are doing on each of the characteristics that comprise the most-in -need measure. You can use this information to modify your enrollment practices if you need to increase the number of most-in-need factors per participant. This is also a good way to verify the accuracy of your data collection. You can use the management reports to see the characteristics of each participant. Sometimes staff persons do not pick up barriers that could count toward the measure. *Remember that you will receive most-in-need credit for the priorities of service as long as the participant is enrolled, but the waiver factors will only count for the program year in which they were first entered unless the data are re-documented in subsequent program years.*

VII. Section F. Additional Performance Measures

Description. Section F presents the two additional performance measures for which there are no negotiated goals: retention at 1 year; and the satisfaction of employers, participants, and host agencies. The timing rules for retention at 1 year are similar to

those for the Common Measures. The activity period and the reporting period are both the fourth quarter after the quarter of exit. As with the Common Measures, no successes or failures for this measure are reported until the reporting period has ended.

F. ADDITIONAL PERFORMANCE MEASURES		Q RATE	YTD RATE	L4Q RATE
MEASURE	**DESCRIPTION**	**Q RATE**	**YTD RATE**	**L4Q RATE**
1. Retention at 1 Year	Of those participants who are employed in the first quarter after the exit quarter: the number of participants who are employed in the fourth quarter after the exit quarter divided by the number of participants who exit during the quarter			
		N =	N =	N =
		D =	D =	D =
2. Customer Satisfaction	Average ACSI for employers			
	Average annual ACSI for participants			
	Annual average ACSI for host agencies			

Measure F1. Retention at 1 Year. This measure reports the percent of participants who entered employment and who are employed approximately one year after exit. The number of participants employed in the fourth quarter after the quarter of exit is divided by the number of participants who entered employment.

Measure F2. Customer Satisfaction. This measure, which is in three parts, reports the average American Customer Satisfaction Index (ACSI) score for employers, participants, and host agencies. The index combines the scores on the first three questions of each survey and assigns weights to those scores based on a proprietary methodology. The survey for employers is administered throughout the program year. The participant and host agency surveys are administered only once each year. The ACSI scores for employers, participants and host agencies are only reported once each program year, after the nationwide surveys have been analyzed.

Use. Unlike the measures in Section E, the measures reported in this section have no goals. However, grantee performance on these measures is required to be published at

the end of the program year. Like Section E, this section allows you to see your current performance, your performance for the program year to date, and the trend for each measure.

Measure F1.   Retention at 1 Year.   This measure extends the follow-up period to approximately 15 months after the date of exit. The only participants subject to this measure are those who entered employment. Although there is not yet a management report specifically for this measure, the existing follow-up reports will tell you if a participant is in the pool for this measure and needs to have Follow-up 3 completed. You may conduct Follow-up 3 at the same time as Follow-up 2.

Measure F2. Customer Satisfaction. The ACSI scores reported here are not sufficient by themselves to tell you how to improve services. Grantees receive separate reports for each of the customer satisfaction surveys. These reports contain detailed analyses that identify those services that have the greatest effect on overall satisfaction.