

APPENDIX G

SITE RECRUITMENT PROCESS AND MATERIALS

Site recruitment began in February 2010. At that time, general information was provided about the study in briefings to the DOL Regional Administrators. In addition, in a series of meetings, staff from the Department's Employment and Training Administration (ETA) and its evaluation contractors briefed stakeholders in the workforce investment system about the study. These stakeholders included: the National Association of Workforce Boards, National Association of State Workforce Agencies, National Association of Counties, United States Conference of Mayors, National Governors' Association, and the National League of Cities. The names of the selected sites were not provided. The study was generally well received.

In April 2010, ETA issued a Training and Employment Notice (TEN 37-09) notifying all workforce investment areas in the country about the study (attached). The TEN did not name the 30 selected sites.

In May 2010, Jane Oates, the Assistant Secretary for ETA, called each Local Workforce Investment Area (LWIA) selected as a study site. On this call, Ms. Oates briefly described the study, its importance, and DOL's commitment to the study. The site was typically represented on the call by the local Workforce Investment Board's executive director. The director of the state workforce investment board or his/her representative and the regional administrator also participated in the call. While several site directors expressed concerns about the study, only one—Ohio Area 7—refused to participate in the study at that time. After the call, a letter from Ms. Oates describing the study and thanking the site for their participation was mailed to the site (attached).

Soon after the letter was sent to the site, a senior member of the evaluation team together with an ETA representative conducted an in-person meeting at the site. During this visit, the study was presented to senior site staff (the powerpoint is attached) and their questions addressed. State representatives were informed about the meeting and some chose to attend.

While some sites agreed to participate in the study during the first meeting, others required further discussions. Many sites required us to present a discussion of the study to the site's Workforce Investment Board. Further visits were made to each site to discuss study details such as the point of random assignment and any site-specific exemptions from random assignment.

A meeting of representatives of all sites that had agreed to participate was held in February 2011.

The table below shows the burden to senior site staff during recruitment. In total, the burden is 3,567 hours. If the staff time is valued at \$44 per hour (the median wage of a manager), the cost is \$156,948 (= \$44 x 3,567 hours).

Burden on Site Staff During Recruitment

Activity	Hours per Respondent	Number of Respondents per Site	Hours per Site	Total Hours
Call with Ms. Oates	0.3	3	1	33 ^a
First visit from contractors	2	3	6	186 ^b
Second visit from contractors	1	12	12	372 ^b
Presentation to Workforce Investment Board	0.25	12	48	1,488 ^b
Phone calls/emails	12	2	24	744 ^b
Conference	12	2	24	744 ^c
Total			115	3,567

- a. Thirty-three sites were asked to participate—the thirty originally chosen sites plus three replacement sites.
- b. Visits and phone calls were made to 31 sites.
- c. Representatives from 28 sites attended the conference.

TRAINING AND EMPLOYMENT NOTICE	NO. 37-09
	DATE April 6, 2010

TO: ALL STATE WORKFORCE AGENCIES
 ALL STATE WORKFORCE LIAISONS
 ALL STATE ONE-STOP CAREER CENTER SYSTEM LEADS
 ALL STATE AND LOCAL WORKFORCE INVESTMENT BOARDS
 ALL STATE UNEMPLOYMENT INSURANCE DIRECTORS

FROM: JANE OATES /s/
 Assistant Secretary
 Employment and Training Administration

SUBJECT: The Workforce Investment Act Gold Standard Evaluation

1. **Purpose.** Over the past two years, the workforce investment system has had to confront daily difficult recession challenges by working tirelessly to address the needs of the unemployed, dislocated workers, and many others. The Employment and Training Administration (ETA) commends all stakeholders for the remarkable work you are doing and we know that the programs you are managing will continue to make positive change that benefits workers and employers.

To assess the critical work that has been done and yet to be done, ETA is announcing the “kick-off” of a rigorous random assignment evaluation of the Workforce Investment Act of 1998 (WIA) Adult and Dislocated Worker programs. This evaluation presents a tremendous opportunity for the workforce investment system to document the importance of WIA-funded services to the participants we serve, our oversight bodies including Congress, the Office of Management and Budget, and the general public. This evaluation, through its rigorous examination of the operations and effectiveness, is consistent with the Obama Administration’s Memorandum on Transparency and Open Government by promoting transparency and accountability.

The evaluation will specifically examine the Adult and Dislocated Worker formula programs by 1) analyzing program impacts on participants’ post-program employment and earnings and their cost effectiveness; and 2) comparing outcomes of WIA participants to the outcomes of similar individuals who do not receive WIA services. Throughout the evaluation effort, state and local workforce agencies, project partners, and workforce investment system stakeholders will receive updates on the study’s progress.

2. **Evaluation Goals.** Mathematica Policy Research, Inc. (MPR) will conduct the evaluation working with subcontractors Social Policy Research Associates, MDRC, and the Corporation for a Skilled Workforce. The evaluators will examine net impacts by subgroups including age, gender, race/ethnicity, and veteran status, among others with an additional emphasis placed on

the impact effectiveness of specific intensive services and the combination of intensive services on workforce investment system client's employment and earnings.

3. **Evaluation Tasks.** This evaluation will compare the outcomes of WIA participants to the outcomes of similar individuals randomly assigned to a control group. MPR and its subcontractors will design and implement random assignment procedures, monitor the evaluation throughout the client observation period, collect project and state administrative data, analyze the data, and produce interim and final reports. Please note that the control group in this study will be greatly minimized to reduce the impact on One-Stop Career Center operations; however, a small number of individuals will only receive core services rather than the full menu of One-Stop Career Center services. In this case, the limited services group is absolutely necessary to ensure that the results of the evaluation are rigorous. The evaluation will also include a comprehensive process evaluation of program activities in the thirty sites that will chronicle the best practices and lessons learned from field operations and will provide a rich context for interpretation of the impact results.

Data sources for this evaluation include: 1) client data collected through a project-specific management information system; 2) interview and focus group data collected through visits to participating local workforce investment boards (LWIBs) and One-Stop Career Centers; 3) state unemployment insurance wage and benefit records; 4) follow-up client surveys conducted 15 and 30 months after random assignment; and 5) other administrative data related to participation in Federal and state programs. The strictest confidentiality procedures will be maintained for all client data. Information collected during the evaluation process on individual LWIBs will be aggregated for research purposes to protect site confidentiality and will not be shared with other LWIBs or used for performance or management purposes by ETA. LWIBs will also receive individualized analysis of the data collected from the evaluation that could be used for their own program assessment and management improvement.

4. **Evaluation Site Selection.** This evaluation requires participation of thirty randomly selected LWIBs across the country to enable evaluators to construct a nationally representative sample of the workforce investment system. Without a nationally representative sample of LWIBs, the findings would not accurately portray the national workforce investment system. Through participation in this evaluation, selected LWIBs will have the opportunity to demonstrate the effectiveness of the workforce investment system. Therefore, participation of those randomly selected LWIBs is critical to the overall success of the evaluation. ETA will soon be contacting the randomly-selected LWIBs directly to notify them they have been selected to participate in the evaluation. The selected LWIBs will be compensated for the additional costs incurred for participating in the evaluation. LWIBs also will be part of a national learning network that will include a discussion with ETA leadership and a forum to discuss WIA reauthorization. Selected LWIBs will be contacted within 30 days after publication of this TEN. ETA will also notify the appropriate states of the LWIBs selected.

5. **Action Requested.** State Workforce Agencies are requested to: 1) review and convey the information contained in this issuance to local workforce partners, as appropriate; and 2) work

with MPR and their subcontractors to facilitate the acquisition of all necessary state administrative and unemployment insurance wage and benefit record data for the evaluation.

State Unemployment Insurance Directors are requested to fully cooperate with MPR and their subcontractors in providing all necessary wage and benefit record data for the evaluation.

LWIBs are requested to: 1) review and convey the information contained in this issuance to the One-Stop Career Centers and appropriate workforce partners in their area; and 2) actively participate in the evaluation, if selected, to ensure there is a nationally representative sample of LWIBs and evaluation results can be generalized across the nation; and 3) work with MPR and their subcontractors to facilitate the acquisition of all necessary administrative and participant-level data for the evaluation.

6. **Evaluation Time Frame.** The period of performance for this evaluation effort will be for five years beginning in July of 2010. An interim report is expected in 2012 and a final report is expected in July 2015.

7. **References.** P.L. 105-220, as amended: Workforce Investment Act of 1998, Section 172

8. **Inquiries.** For more information about this study, please contact Jonathan A. Simonetta, Federal Project Officer, Office of Policy Development and Research, ETA at (202) 693-3911, or simonetta.jonathan@dol.gov.

LETTER FROM JANE OATES TO SELECTED LWIAS

[LWIA contact information]

Dear Mr. xxx:

As a follow-up to our conversation on May 27, 2010, over the past two years the public workforce system has had to confront difficult economic challenges by working tirelessly to address the needs of the unemployed, dislocated workers, and many others. The Employment and Training Administration (ETA) commends you and stakeholders across the county for the remarkable work being done.

As announced on April 6, 2010 in Training and Employment Notice 37-09, ETA is beginning a rigorous random assignment evaluation to examine the effectiveness of intensive and training services offered through the Workforce Investment Act (WIA) Adult and Dislocated Worker programs. This evaluation presents a tremendous opportunity for the workforce system to document the importance of WIA-funded services to the participants we serve and share our findings with Congress, the Office of Management and Budget, and the general public.

[LWIA name] is one of the 30 local workforce investment boards (LWIBs) randomly selected for this national evaluation. It is critical that you participate in the evaluation so that the results of the evaluation accurately portray the public workforce system and that the evaluation yield reliable and valid results and findings.

Mathematica Policy Research will be conducting the national evaluation on behalf of ETA. Mathematica and its partners, Social Policy Research Associates, MDRC, and the Corporation for a Skilled Workforce, are committed to conducting this evaluation so that it minimizes disruptions to your operations and is rewarding to those local areas participating. [LWIA name] along with the other 29 LWIBs that participate, will 1) belong to a learning community that will have opportunities to discuss policy recommendations with senior ETA staff; 2) receive site-specific information that will not be shared with other sites or with ETA; and 3) receive modest financial compensation for participating in the evaluation.

In addition, all data collected from customers and staff will be held strictly confidential and evaluation results will be aggregated when they are presented in reports so no individual LWIB is singled out. However, practices that are deemed promising and/or successful will be identified so the workforce investment system may learn about them and replicate them.

A representative from the evaluation team will contact you shortly to discuss next steps. If you have questions or comments about the evaluation, or if you would like more information, feel free to contact Jonathan Simonetta, Project Officer at the U.S. Department of Labor at (202) 693-3911 or simonetta.jonathan@dol.gov. You may also

contact Sheena McConnell, the Mathematica Project Director at (202) 484-4518 or smcconnell@mathematica-mpr.com.

Your participation and support in this valuable effort will be critical to shaping future WIA policy and research. I look forward to working with you.

Sincerely,

Jane Oates

cc: [state agency]
[board chair]
[regional administrator]

The Workforce Investment Act Adult and Dislocated Worker Programs Gold Standard Evaluation

[DATE]

[names of study team members attending]



Meeting Purposes

- Discuss the study and the importance of your participation
- Answer your questions about the study
- Start discussing point of random assignment

What We Will Learn from the Study

- **The value of WIA services for participants**
 - Focus on Title I – adult and dislocated worker formula funding programs
 - WIA-funded intensive services and training
- **For whom particular WIA-funded services are most beneficial**
- **Whether the benefits vary by how services are provided**

Why Conduct this Study?

- Congress requires evidence of effectiveness; OMB and GAO have been critical of the lack of rigorous evidence
- DOL is firmly committed to rigorously evaluating WIA-funded services
- Important for policymakers and administrators at all levels to know what is working and for whom
- May lead to important policy and programmatic improvements

Main Features of the Study

- 30 LWIAs randomly selected to participate
- Eligible customers seeking WIA-funded services beyond core are randomly assigned to 3 groups:
 - Full-WIA group: access to all WIA-funded services
 - Core-and-intensive group: access to all WIA-funded services except training
 - Core-only group: access only to core services
- **[Most]** eligible customers may access all WIA-funded services (as funding allows)
- Extensive supports to minimize disruptions to your operations

How Will Random Assignment Work?

- All WIA-eligible customers seeking intensive services (at comprehensive and satellite centers) are informed of the study
- Customers must be eligible for further WIA services and provide their consent to be randomly assigned
- Random assignment is conducted by a secure web-based program accessed by local staff
- Random assignment occurs within minutes

What Happens to Customers in the Study?

- **[Most]** eligible customers are in the full-WIA group
- Only **[small percentage]** of customers are in the core-only group; same percentage in core-and-intensive services group
- Customers maintain their assignment for 15 months
- All customers can continue to access core services and non-WIA-funded services

How Will We Support You?

- **Development of study procedures that are tailored to your existing operations**
- **Training for all your staff**
- **Real-time technical assistance during the study (e.g., how best to inform customers about the study)**
- **Financial compensation for costs incurred**

What Will You Gain From Participating?

- **Contribution to what is known about the value of WIA-funded intensive services and training**
- **Findings about your own site (that are only shared with you)**
- **Knowledge-sharing opportunities with other study LWIAs**
- **Participation in discussions with senior DOL staff**

What Are You Being Asked to Do?

- **Work with us to prepare for and implement the study**
- **Inform and enroll eligible customers into the study**
- **Maintain customers' group assignment**
- **Provide us with information about customers and how you deliver WIA services**

Estimated Evaluation Timeframe

- **Training for LWIAs** **May – Aug 2011**
- **Customer intake period** **July 2011 – Dec 2012**
- **Feedback to sites** **Begins 6 months after intake period begins**
- **Implementation report** **Winter 2012/2013**
- **Monitor assignments** **May 2011 – Dec 2013**
- **Short-term impact report** **2014**
- **Final report** **2015**

Questions?

Extra Slides

Difference Between Outcomes and Impacts

LWIA	Percent of Full WIA Adult Customers Employed After One Year	Percent of Restricted Group Employed After One Year	Impact (Difference)
A	60	60	0
B	45	40	5
C	50	40	10

What Data Will the Study Use?

- Information from forms completed by customers before random assignment
- LWIA information (collected on site visits)
- Follow-up surveys of a subset of participants
- State WIA management data (and local data as needed)
- State UI wage and benefit records
- Other partner agency data

Research Groups for Adults and Dislocated Workers

Random Assignment: When a Customer is about to Receive Intensive Services

