

**Appendix A-4:
Project Director Interview Guide #1**

OMB No. 0970-0487

Expiration Date: XX/XX/20XX

Evaluation of the Domestic Victims of Human Trafficking Program: Cohort 3

Project Director Telephone Interview 1

SITE: _____ **Date:** _____
RTI Interviewer: _____ **Respondent(s):** _____

Introduction

Thank you for taking the time to talk with us today about your Domestic Victims of Human Trafficking (DVHT) program.

This interview is part of the data collection for the DVHT cross-site evaluation that aims to (1) describe how DVHT grantees approach and accomplish the goals of the DVHT Program and (2) inform Administration for Children and Families (ACF) efforts to improve services for domestic victims of human trafficking. The evaluation is overseen by ACF's Office of Planning, Research, and Evaluation (OPRE), in collaboration with ACF's Office of Trafficking in Persons (OTIP), and conducted by RTI International.

The purpose of today's interview is to review the information that you provided in the survey and ask additional questions to expand our understanding of your organization; DVHT project structure, staff, and partnerships; services offered and service delivery approaches; strategies used to integrate trafficking survivors in service development and delivery; and project implementation successes and challenges.

The interview will take about 2 hours. Your participation in this interview is voluntary and your responses will be kept private to the extent permitted by law. No one outside the RTI evaluation team will know how you answered a specific question and your name will not be used in any report. Information collected from DVHT project staff and partners will be combined for reporting, however some information will be reported at the project level which will identify DVHT projects by name. We may use quotes from interviews to illustrate a theme; however, we will attribute quotes to respondents' general roles (for example, "a DVHT project director" or "a project partner") without naming the project.

We would like to audio record the interview to ensure that we capture everything you say accurately. We will securely store the audio file and after we clean up our notes, we will delete the audio. Is it okay with you if we audio-record this interview?

Finally, I need to let you know that an agency may not conduct or sponsor, and a person is not required to respond to, a collection of information unless it displays a currently valid OMB control number. The OMB number for this information collection is 0970-0487 and the expiration date is xx/xx/xxxx.

Do you have any questions before we begin? *[Address questions.]*

[Begin recording after consent]

[Before interview, review survey responses related to each domain. Ask for clarification and/or additional explanation during interview, if necessary.]

Before we begin, I want to point out that when I use the term “the DVHT project”, I am referring to your ACF-funded Domestic Victims of Human Trafficking project, [DVHT project name].

ORGANIZATIONAL AND RESPONDENT CHARACTERISTICS

1. In your survey, you indicated that you’ve worked in your current role for [X] years. *(PD Survey 3)*
How long have you served as project director for the DVHT project? How long have you been with [DVHT org]? How long have you been involved in anti-trafficking activities?
2. Please tell me about your role with respect to the DVHT project. What are your responsibilities?
 - *[If PD supervises staff who provide case management or other direct services to domestic victims of human trafficking (PD Survey 8)]* How many staff do you supervise?

DVHT PROJECT STAFF AND BUDGET

3. In the survey, you indicated that your DVHT project covers [X] full-time and [X] part-time staff at your organization. *(PD Survey 13)*
 - o Will you please describe each of their roles and responsibilities?
 - o What other roles and responsibilities do DVHT project part-time staff have other than the DVHT project?
Probe for staff who provide
 - *administrative support*
 - *intake*
 - *case management*
 - *direct services (and type of services)*
 - *survivor leadership*
 - *training and/or community education*
 - o *What other roles and responsibilities do DVHT project full-time staff other than the DVHT project?*
 - *administrative support*
 - *intake*
 - *case management*
 - *direct services (and type of services)*
 - *survivor leadership*
 - *training and/or community education*
 - o Do case managers participate in (1) DVHT project-level team or partnership meetings and (2) community-level anti-trafficking task force or workgroups?
4. Besides staff salaries at your organization, what other areas of your project does the DVHT project budget cover?

Probe for

- direct services
- partner organizations (subcontracts, services, staff)
- training
- other

TARGET POPULATION

5. What population does your DVHT program aim to serve?

[If project does aim to serve specific population]

- o Why did you choose to focus on this specific population?
- o Has your choice of target population changed since the beginning of the project?
[If yes] Why?
- o How many trafficking victims/survivors would you estimate has your organization served from this population? How many in total?

OR

[If project does not aim to serve specific population]

- o Even though your target population is broad, how would you describe the population that your project has predominately served?

6. You reported that your organization *[did/did not]* serve *[foreign-national/domestic/foreign-national and domestic]* victims of human trafficking before your current DVHT project. *(PD Survey 48)*

[If organization did serve HT victims before DVHT project]

- o How long has your organization served victims of human trafficking? What services did your organization offer to victims of trafficking before the DVHT project?
- o Has the population you have served changed over time? How so?
- o What do you see as the most important population now?

OR

[If organization did not serve HT victims before DVHT project]

- o What adjustments or changes has your organization made to accommodate domestic victims of human trafficking?
Probe for changes to
 - outreach practices
 - intake and screening/assessment
 - case management
 - direct services
 - referral mechanisms
 - trauma-informed approaches
 - training
- o Have these changes been successful?
 - o If so, how has your intake expanded? (Number of victims served, facility increase, increased staff to handle more victims, etc.)
 - What techniques have seen the most success?
 - Would you recommend those techniques to other DVHT programs?
 - o If not, what are you looking to change?

IMPLEMENTATION STATUS

7. You reported that your DVHT project was fully up and running in [month] of [year]. (PD Survey 19) Is there anything that you'd like to share regarding early implementation?

Probes

- *What did it take to get your project up and running?*
- *What factors facilitated early project implementation?*
- *What significant barriers or challenges did you face (if any)? How did you overcome those barriers?*

8. Did your DVHT project begin serving clients before, at the same time, or after your project was fully up and running?

Probe for why if the timing is different than full implementation

9. To date, how many domestic trafficking victims has your DVHT project served since receiving the DVHT grant?

Ask for numbers served by each organization if more than one organization provides services counted by the project

PARTNERSHIPS

[Before interview, review partnership survey responses. (PD Survey 40-43)]

10. Will you please describe the ways in which you collaborate with your key project partners that you listed in the survey?

Probe for

- *Type of interactions*
- *Reasons for interaction(s)*
- *Activities*

11. How did your DVHT project identify partners? What criteria did/do you use to identify new, potential partners?

12. [DVHT PROJECT ACCOMPLISHMENTS] What do you attribute to your project's [success/lack of success] in

- *Facilitating meaningful collaboration and coordination with and among community partners? (PD Survey 46e)*
- *Establishing and following protocols for information sharing and client confidentiality? (PD Survey 46i)*
- *Using the National Human Trafficking Hotline as a resource for victims? (PD Survey 46j)*
- *Establishing formal Memoranda of Understanding (MOUs) to delineate partner roles and responsibilities and the sharing of project resources? (PD Survey 46f)*

COMMUNITY CONTEXT

13. How would you summarize the resources available to trafficking victims in your surrounding community?

- What have you found are the most effective?
14. In what ways are the services offered by your DVHT project different than other services available to domestic trafficking victims in your area?
Probe for
- *How the DVHT project complements existing services (e.g., any service available, not only those which are specifically designed or intended for trafficking victims).*
 - *How the DVHT project duplicates existing services, if at all.*
15. *[If PD reported other groups or organizations in the area that are not DVHT project partners that offer trafficking-specific services (PD Survey 33)].* You reported that there are groups or organizations in your area that offer trafficking-specific services but are not DVHT project partners. Will you briefly describe who these groups/organizations are and what trafficking-specific services they provide? Even though you do not consider them project partners, does your DVHT project overlap with them in any way?
[If overlap] Probe for ways in which there is overlap.
16. Are there other federally-supported anti-trafficking programs in the area?
[If yes] Probe for
- *which programs*
 - *if and in what ways they collaborate*

OUTREACH AND AWARENESS

17. **[DVHT PROJECT ACCOMPLISHMENTS]** What do you attribute to your project's *[success/lack of success]* in
- raising community awareness about human trafficking through outreach, training and technical assistance activities? *(PD Survey 46a)*
 What has worked well? What challenges has the project encountered?
Probe for
 - *Specific strategies used*
 - *Training (to whom, with whom [e.g., co-facilitated/planned with partner(s)])*
 - *Task force, work group, or committee participation*
 - *General awareness raising activities*
 - *Innovative approaches*
 - *Collaboration with partners*
 - *Ways in which awareness has been increased*
18. **[DVHT PROJECT ACCOMPLISHMENTS]** What do you attribute to your project's *[success/lack of success]* in conducting client-level outreach activities? *(PD Survey 46b)*
- o What has worked well?
[If PD reported referrals are received from DVHT project outreach often or frequently (PD Survey 20b)] Probe for
 - *Specific strategies used (e.g., building on outreach conducted by another program within their organization)*
 - *Innovative approaches*
 - *Collaboration with partners (e.g., working with other agencies that do outreach)*
 - *Are outreach approaches trauma-informed? Please describe how or how not.*

- o What challenges has the project encountered?
 - How have you overcome those challenges?
 - If you are still working through challenges, what are ways in which you are working to overcome them?
 - How have these challenges changed over time?

VICTIM IDENTIFICATION / SCREENING AND ASSESSMENT

19. What is your project's approach to identification of trafficking victimization?

Probe for

- *Specific strategies used*
- *Innovative approaches*
- *Collaboration with partners*
- *Description of how and to what extent identification approaches are trauma-informed*
- *Do strategies used to identify victims differ by organization?*
- *Use of specific assessment tools*

20. How do you determine if clients qualify for DVHT project services?

21. What do you do if individuals don't qualify for DVHT project services?

22. **[DVHT PROJECT ACCOMPLISHMENTS]** What do you attribute to your project's *[success/lack of success]* in

- Identifying individuals who have experienced *sex trafficking?* (PD Survey 46c)
- Identifying individuals who have experienced *labor trafficking?* (PD Survey 46d)

What has worked well? What challenges has the project encountered?

SERVICE DELIVERY—Program Entry / Referrals

23. What strategies has your DVHT project used to build and strengthen referral pathways to project services (i.e., to ensure potential victims are referred to services)? What has worked well? What has been challenging?

Probe for

- *partnership development*
- *training (internal and external)*
- *community awareness raising activities*
- *outreach efforts*
- *identification through screening/assessment*

[Ask for clarification/additional explanation on survey responses about referral sources, if necessary (PD Survey 20).]

SERVICE DELIVERY—Case Management

24. *[If PD indicated that s/he does provide case management (PD Survey 9 --> 10-12)]* About how much of your time do you spend doing case management/direct services versus project management?

25. [Definition] How would you describe the project's case management model or approach? (PD Survey 22-27)

Probe for

- Specific strategies used
- Innovative approaches
- Collaboration with partners
- Description of how and to what extent identification approaches are trauma-informed

- How do case managers interact with clients?

Probe for

- What happens when someone is first connected with services; during the first interaction with a client
- Mode and frequency of communication
- How one on one time spent (in office, in community, transport, etc.)
- Groups/classes
- Strategies used to engage and retain clients in case management and services

26. How long do clients typically stay engaged in case management and other services? How do clients "exit" from services?

Probe for

- Is there a time limit on case management or any services?
- Are cases formally closed?

27. Do staff members ever work with trafficking victims informally, i.e. not within a formal case management arrangement? What does informal work with victims look like?

Probe for

- Drop in centers
- Outreach programs

28. Does case management differ for clients who are domestic victims of human trafficking compared to other clients your organization serves?

PROBES:

- [If applicable] Is there anything different in providing case management to trafficking victims versus other vulnerable individuals (e.g., homeless/runaway youth, immigrant/refugee, other victims of violence, individuals who have gone through other types of trauma)?

29. [Assessment of success] Does your organization/DVHT project evaluate the delivery of case management services? In what ways? With what tools, processes, or outcome measures?

30. [DVHT PROJECT ACCOMPLISHMENTS] What do you attribute to your project's [success/lack of success] in providing victim-centered case management? (PD Survey 46h)

What has worked well? What has been challenging?

- If there are challenges, what are those challenges and how does your organization overcome them?

SERVICE DELIVERY—Service Needs, Availability and Delivery

31. You indicated that the following services are available through your organization or a formal project partner [list services (PD Survey 31)]. Will you tell us about those services?

Probes

- What is provided?
- Who provides it?
- Does your program use a standardized curriculum or program? [If yes] Please name and describe it. How did you select this program?
- Do any of the services that you provide as part of your DVHT project include evidence-based interventions? Please describe.

32. You indicated that the following services are not available in your project areas [list services (PD Survey 31)]. Will you tell us more about those gaps in services? What strategies are you using to meet victims' needs for these services?

33. Which client needs are most challenging to meet? Are there any client needs that your project cannot meet?

Probe for services reported to be needed by half or more clients (PD Survey 32).

- What are the barriers to meeting clients' need for [service]?

34. [DVHT PROJECT ACCOMPLISHMENTS] What do you attribute to your project's [success/lack of success] in developing/expanding a comprehensive menu of services for domestic trafficking victims? (PD Survey 46g)

Probe for

- how project has contributed to comprehensive services; specific strategies used
- innovative approaches
- collaboration with partners
- challenges and barriers encountered

SERVICE DELIVERY—Housing

35. What strategies has your project utilized to meet victims' housing needs?

Probe for strategies that

- address immediate needs (e.g., shelter, paying for hotels)
- address long-term housing needs (e.g., affordable housing programs, rental assistance)
- have worked well to meet the unique needs of victims
- are innovative (e.g., host home)
- are trauma-informed
- involve collaboration with project partners

[If the grantee organization provides housing (PD Survey 31h & 31i)] Will you please describe the [short-term and/or long-term] housing available through your organization to trafficking victims? Probe for benefits of directly providing housing to trafficking victims.

[If residential program is offered]

o Will you please tell us about the residential program?

Probe for

- whether specifically for trafficking victims
- length of stay

- number of individuals served (program capacity and average number in program)
- benefits to providing a residential program for trafficking victims
- any conditions for staying
- challenges encountered
- how challenges were successfully addressed

OR

[If the grantee organization does not directly provide housing (PD Survey 31h & 31i)] In what ways do you partner with others to meet clients' housing needs?

36. [DVHT PROJECT ACCOMPLISHMENTS] To what do you attribute your project's [success/lack of success] in

- addressing the *short-term housing* and shelter needs of victims? (PD Survey 46o)
- addressing the *long-term housing* and shelter needs of victims? (PD Survey 46p)

What challenges and barriers related to meeting victims' housing needs have you encountered? How have you addressed those challenges successfully?

SERVICE DELIVERY—Mental Health and Substance Use Services

37. What strategies has your project utilized to meet the mental health assessment and treatment needs of domestic trafficking victims?

Probe for strategies that

- *have worked well to meet the unique needs of victims*
- *have not worked well*
- *are innovative*
- *are trauma-informed*
- *involve collaboration with project partners*

What are your markers of success?

38. What strategies has your project utilized to meet the substance use assessment and treatment needs of domestic trafficking victims?

Probe for strategies that

- *have worked well to meet the unique needs of victims*
- *have not worked well*
- *are innovative*
- *are trauma-informed*
- *involve collaboration with project partners*

What are your markers of success?

39. [DVHT PROJECT ACCOMPLISHMENTS] What do you attribute to your project's [success/lack of success] in

- Addressing the *mental health* treatment needs of victims? (PD Survey 46m)
- Addressing the *substance use* treatment needs of victims? (PD Survey 46n)

What challenges and barriers related to meeting victims' mental health and substance use treatment needs have you encountered?

SERVICE DELIVERY—Trauma-Informed Care

[Review survey responses about trauma-informed practices. (PD Survey 34)]

40. Will you tell me about the ways in which your organization uses trauma-informed approaches?
- o Do you think your DVHT project has influenced your organization's utilization of trauma-informed approaches? [If yes] In what ways?
 - o What are the most important aspects of providing trauma-informed care to trafficking victims?
 - o How do you define trauma-informed, victim-centered care for trafficking victims?
 - o What obstacles or challenges to implementation of trauma-informed approaches has the project encountered?
41. How do you assess whether
- a) Your organization/organization's service providers are trauma-informed?
 - b) Partner service providers/agencies use trauma-informed approaches?
 - c) If the trauma-informed approach chosen was successful?

STAFF QUALIFICATIONS, TRAINING, AND STANDARDS OF CARE

42. *[If at least some staff have received training in trauma-informed care (PD Survey 38)]* Will you please describe the trauma-informed training that staff have received? What other training is offered to DVHT project staff? Who performs the training? If outside partners which outside partners?
43. *[If PD disagreed or strongly disagreed with statement "DVHT project case management and direct service staff have sufficient training opportunities." (PD Survey 39a)]* What kind of training or continuing education opportunities do staff need?
44. What training or education qualifications are DVHT project case managers required to have? *If applicable, ask about other direct service staff.*
45. *[If PD disagreed or strongly disagreed with statement "DVHT project case management and direct service staff have the skills needed to do their job well." (PD Survey 39b)]* What skills do staff lack?
46. *[If PD agreed or strongly agreed with statement "My organization has documented guidelines or practice standards for service delivery to victims of human trafficking." (PD Survey 39c)]* Will you describe your guidelines/practice standards for service delivery to victims of human trafficking?
- o Can you share a copy of them with us?
 - o How do you use them?
 - o How are they helpful to you?
47. **[DVHT PROJECT ACCOMPLISHMENTS]** What do you attribute to your project's *[success/lack of success]* in implementing and following guidelines or practice standards for service delivery? *(PD Survey 46l)*

INTEGRATION OF SURVIVORS IN SERVICE DEVELOPMENT AND DELIVERY

48. In what ways has your project involved survivors in program development and/or service delivery? *Probe for more information about how project is using strategies reported on survey. (PD Survey 44)*
49. *[If survivors have formal role(s) in the project (PD Survey 45)]* You reported that survivors fill formal roles in your DVHT project *[state roles reported]*. Will you tell me about these roles?

Probe for

- Key responsibilities of role(s)
- How long survivors have been in role(s)
- Paid vs. volunteer status
- Number of survivors formally engaged

50. [DVHT PROJECT ACCOMPLISHMENTS] What do you attribute to your project's [success/lack of success] integrating survivors in the development and delivery of services? (PD Survey 46r)
- o What approaches to integrating survivors into service development and/or delivery have worked well?
 - o What barriers to survivor engagement in service delivery have you experienced?

SUCCESS

51. [Definition & assessment of success] How do you define client progress and success?
- What does it mean for a client to be "successful?"
 - Can you share a couple of examples of client short-term successes?
 - Can you share a couple of examples of client long-term successes?
52. [DVHT PROJECT ACCOMPLISHMENTS] What do you attribute to your project's [success/lack of success] in helping clients identify and achieve their goals? (PD Survey 46q)
- What tools and approaches to case managers/staff use to measure client progress/success?
 - [If none] How do you think client success could or should be measured?
 - Would you apply the same measure to yourself if you were in their situations?
53. What are the characteristics of domestic trafficking victims who are most likely to experience positive outcomes?

CLIENT AND SERVICES DATA

We would like to understand the data that you collect about clients and services.

- o How are you collecting performance measures for your ACF progress and performance reports?
- o How are you collecting/tracking information about clients, services provided, and referrals? Do you document the following items?
 - Clients' needs
 - Services provided
 - Whether client received service
 - Attendance, participation
 - Referrals
 - Client progress
- o What is the process for data collection and storage?
- o Who is collecting the data?
Probe for one person/multiple people, who enters data, who is the point of contact
- o When is the data collected/documented?
- o What type of system are you using to store and manage the data?
Probe for hard copy/electronic, type of database, if the data is exportable, other data reporting required (e.g., OVC, HMIS)

DOCUMENT REVIEW

We would like to obtain any materials pertaining to your DVHT project and client practices (e.g., screening and assessment tools, intake forms, screen shots of database fields pertaining to trafficking clients, case management protocols, key partner list). Is it possible for you to send these via email?

PARTNERSHIP LIST

We will be inviting your community partners to participate in a web-based survey. Will you please provide organization name, contact person (if more than one key contact per organization that is ok), email address, telephone number. We will send you a Word file for you to fill in.