

## CJC Implementation Research Protocol: Other Center Director Phone Call Guide

Abt Associates IRB Approval No. XXXX

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### Introduction of and Informed Consent for the Study *(read to all respondents)*

Thank you for agreeing to participate in this interview today.

My name is **(insert name here)**, and I'm a researcher from MDRC, located in **(Oakland CA or New York, NY)**. I'm here because Abt Associates and MDRC, on behalf of the United States Department of Labor (DOL), are conducting a five-year study of the Cascades Program.

We are visiting to conduct in-person interviews with center staff and partners (such as referral partners and employers) to learn what is happening on the ground and what are the challenges of implementing this new program. Interviews will cover the organizational characteristics of the center, as well as its mission and vision, and how it fits within the Job Corps network.

These interviews will provide important qualitative information on the implementation at Cascades. We will use what we learn from these interviews to contribute to a report about the impacts and implementation of the Cascades program. This report will be submitted to DOL to inform the federal government about this new model.

### Privacy Statement *[Interviewer must read this to all respondents]*

Before beginning the interview, **I (we)** want to thank you for agreeing to participate in this study and remind you that your participation is voluntary. **I (we)** know that you are busy and will try to be as brief as possible. We have many questions and are going to talk to many different people, so please do not feel as though we expect you to be able to answer every question. You may also refuse to answer any question. The interview today should last about one hour. This interview is *not* part of a Job Corps audit or a compliance review. We are interested in learning about your ideas, experiences, and opinions about Cascades' implementation. There are no right or wrong answers. We want to know what you think.

You can send comments regarding the time estimate or any other aspect of this interview, including suggestions for reducing the duration, to **(insert contact name and provide address if necessary)**.

In addition, before we start, I want to let you know that although we will take notes during these interviews, information is never repeated with the name of the respondent in any reports or in any discussions with supervisors, colleagues, or any one from DOL. When we write our reports and discuss our findings, information from all the people we speak with is compiled and presented so that no one person can be identified. There is a small risk of loss of privacy, but we have many procedures in place to ensure your information does not get lost.

To help me accurately report on the information you share, it would help if I could tape record this call; of course, I could turn off the recorder at any point if you so desire. I do not have a recorder on now; is it okay with you for me to turn it on?

Do you have any questions before we begin?

Do I have your permission to begin the interview?

- This interview protocol is intended for the Directors of the three centers the largest number of control students attend.
- Text in italics is background information for the interviewer.
- Please allow 60 minutes for the interview.

Staff Title: Title

Staff Role: Center Director

Interviewer: Interviewer last name

Write-up: Last name of person doing write-up

INTERVIEW DATE/TIME:

### Staff Background

*You may use this section to verify information you already know about the interviewee or as a means of rapport building with the interviewee.*

1. How long have you been at this center? 0.00 years
2. How long have you been in your current role? 0.00 years

### Cascades' Values and Center Environment

*The next questions are designed to learn more about how the values and culture of Cascades are put into action in the day-to-day activities of staff. We also ask a question about the center's approach to using the policy manual to understand fidelity.*

3. How would you describe values and philosophy of your center? Describe
4. How would you describe the environment that your center intends to create for students? [Probes: How do you want students to feel when they are at your center? What strategies do you use create this environment?] Describe
5. Can you describe the practices you use to maintain a safe environment for the students at your center? [Potential probes: Describe a recent safety incident at your center and how the incident was handled. Describe how your center's discipline policy supports a safe environment.] Describe
6. Was the behavior management system designed with input from students?
7. How do you use the Job Corps policy manual to guide the day-to-day operations of your center? [Probe: How closely to you follow the policy manual?] Describe

**Academic Services.** *This section dives into the specifics of the center's academic offerings. The goal is to understand the big picture of what services are provide.*

8. What types of academic services are now provided (high school diploma, GED)? [Probe: If you offer GED, what do these services look like? Who takes advantage of GED services compared with HS diploma services?]

High school diploma services (math, reading, science)	Describe high school diploma services
GED services	Describe GED services

Use of HS diploma services vs. GED	Describe differences in who uses HS vs. GED
Critical Thinking	Describe

9. What types of college-level academic services are now provided (such as advanced college-level course work, dual enrollment, early college high school courses)? Describe
10. What type of supplemental academic services, such as on-site tutoring, online classes and evening classes are offered now? Describe
11. How do students earn credits? [Probe: Is it about education hours or demonstrating competency thru a test or prior learning assessments?] Describe
12. Other than academics, what do the students struggle with when they come to their classes? Describe
13. How does your center and the staff deal with this? Describe

**Career Development.** *This section examines the specifics of the center’s Technical Training offerings. The goal is to understand the big picture of what services are provided and how particular students give these options.*

14. Can you describe the career planning/work readiness services offered now by your center? Describe
15. How do students transition into Career and Technical Training? (Probe: Do they have to pass a test? Complete a certain number of hours of college prep classes? Have a GED or diploma? Co-enroll in academic and CTT?) Describe
16. Can you briefly describe the Technical Offering services offered now by your center (Probe: Is there work-based learning and project-based instruction? If so, find out how common it is and get an example.) Describe services

### Center Staffing

*This section is intended to get a high-level picture of the center’s staffing issue, such as if turnover is a problem and opportunities for professional development.*

17. Was it difficult to find staff with the skills you were seeking? Describe?
18. Has staff turnover been an issue for you in the last year? (Probe for the number and type who left and why.) Describe
19. What training opportunities do you think your staff benefit the most from? Describe
20. Are there additional training opportunities you think your staff need? Describe

### Partnerships

*This section is intended to get a high-level picture of the center’s partnerships in the community, which will at minimum include the local school district and employers.*

21. Can you describe your relationship with your local school district(s)? [Probes: What are specific examples of interactions? What are the benefits and/or challenges of the relationship?] Describe
22. Can you describe your relationship with your local college(s)? [Probes: What are specific examples of interactions? What are the benefits and/or challenges of the relationship?] Describe

23. Can you describe your relationships with employers? [Probes: What are specific examples of interactions? What are the benefits and/or challenges of the relationship?] Describe
24. Besides employers and the school district and colleges, what other outside partners would you say are central to your center's activities? [This includes service partners, referral partners and other community partners. Please include the names and role do partners play.] Describe