

**CJC Implementation Research Protocol:
Non-Cognitive Social and Workplace Skills Development**

OMB Control No.1290-0012
OMB approval expires 02/29/2020
Abt Associates IRB approval No.0917

Persons are not required to respond to this collection of information unless it displays a currently valid OMB Control Number. Respondents' responses are voluntary.

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 _____, and this is _____ and we are researchers from MDRC. We are here because MDRC and our partners, Abt Associates, are conducting a five-year study of the Cascades Program on behalf of the United States Department of Labor (DOL).

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, **we** want to thank you for agreeing to participate in this study and remind you that your participation is voluntary. **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 **60 minutes**. 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.

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 anyone 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? Great, once I turn it on, I am going to ask you to state your name and verbal consent to being recorded.

Do you have any questions before we begin?

Start recorder.

Do I have your permission to begin and record the interview?

Staff Title: Title

Staff Role:

Staff Initials:

Interviewer: Interviewer last name

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

INTERVIEW DATE/TIME:

Staff Background

1. Please describe the major responsibilities of your position. Describe
2. How long have you been at this center? 0.00 years
3. How long have you been in your current role at this center? 0.00 years
4. Have you worked at other Job Corps Centers? For how long? 0.00 years
5. Where did you work prior to Job Corps? Describe
6. What role did you have at your previous employer? Describe
7. What is your educational background? Describe

Staffing and Management

8. Please describe this department's staff titles and roles and responsibilities.

Staff title	Roles/Responsibilities
Title	Describe

9. Who do you directly report to?
10. What staff report directly to you?
11. How do you supervise your staff? What is your management approach/style? Describe
 - a. How often do you meet with them, do you meet as a group or one-on-one, what is discussed in these meetings?
12. When hiring new staff members, what qualities do you look for? (Probe: Experience in the IT/Healthcare field? Certifications? Connections with employers in the region? Experience working with youth?) Describe
 - a. Do you think the backgrounds, or the qualifications, of your staff differ from those at other Job Corps Centers? How? Why? Describe.
13. What professional development opportunities are available to staff? Describe
 - a. How do you think the training or professional development at this center differs from other centers?
 - b. Do you think there are higher expectations of the staff at this center?
 - c. What additional opportunities do you think staff would benefit from? Describe

14. made you interested in working at this center? Describe

Center Values, Center Environment, and Relationships

15. How would you describe this Job Corps center's values and philosophy? Describe

a. Do these values and philosophy differ from those of other Job Corps centers? Describe

16. How would you describe the culture and environment at this Job Corps center?

a. What strategies do you use create this environment? Describe

b. Do you think the culture and philosophy of this center is different than other Job Corps centers? Describe

17. [Cascades and Ottumwa only] How would you explain student-centered design?

a. How does this center incorporate a student-centered design? Examples

18. What do staff relationships with the students look like?

a. Do you use any strategies/approaches to help build these relationships? Describe

b. Do you think these relationships at this center differs from other Job Corps centers? Describe

19. What do the relationships between the students look like?

a. Do you use any strategies/approaches to help build these relationships? Describe

b. Do you think these relationships at this center differs from other Job Corps centers? Describe

20. [Cascades Only] What affect, if any, does the cohort system have on students?

a. Does it affect student relationships?

b. Does it affect student progress?

21. How diverse is the student population?

a. Does this have an effect on the center? Culturally, Socially?

b. What are the pros and cons of having older students at the center?

22. [Cascades only] Does the fact that students at Cascades are younger (ages 16-21 only) have any effect on the center? How? Why not? Describe

23. [Cascades only] Does that fact that students at Cascades had additional screening during intake have any effect on the center? How? Why not? Describe

24. How do you think the typical student that attends this Job Corps center compares to the students at other Job Corps centers?

25. [Cascades only] Do you think that Cascades students are better prepared for Job Corps or for college than typical Job Corps students? Why? How? Describe

26. Overall, what, if anything, do you think sets this center apart from other Job Corps centers?

Non-Cognitive Social and Workplace Skills Development

27. Can you describe any social and workplace skills services offered by the center (e.g. life skills, career planning, work readiness)? Describe

- a. What kind of social and workplace skills courses are offered? Are they required?
 - b. How are these services provided and what staff provide them?
 - c. Are these classes contextualized for the student’s trade/pathway?
28. Are there any other non-cognitive skills development courses?
29. [Cascades Only] Since our last visit how have these services changed? Describe
- a. Why did services change? (Was is staff driven or conceptually driven or market driven?)

Skill Building

30. What programming/activities are available to students at Cascades?

Name of program/activity	Description of program/activity	Goal of program/activity

31. How much do you and your staff collaborate with the employment & training staff? Describe
32. To what extent do the activities and programs provided by your department resemble activities a traditional high school or career readiness training program might provide?
- a. To what extent do they differ?
33. How do these programming/activities offered at Cascades differ from the other Job Corps centers?
29. What—if anything-- makes this programming unique? Describe
34. [Cascades Only] Since our visit last year how has programming/activities changed? Describe
- a. Why did services change? (Was is staff driven or conceptually driven or market driven?)
35. Can you describe the particular strengths and challenges for your department? Describe
- a. What non-student related challenges do you? Describe
 - What are you and/or your staff doing to mitigate these challenges? Describe