

## **Guide for Site Visit Data Collection– Program Managers, Staff or Partners**

### **Employment Processes as Barriers to Employment in the Lower-Wage Labor Market Study**

**Introductions/purpose of the study:** *Racial bias can be present in any step of the employment process, including how jobs are advertised, applications are screened, tasks and work hours are assigned, mentoring is offered, compensation is set, and retention and promotion decisions happen. To meaningfully improve racial equity in employment, it is important to understand the many ways in which employment processes in hiring, promotion, and wage setting can contribute to racial disparities in employment.*

*This project, conducted by Abt Associates and the University of Chicago and sponsored by the Office of Planning, Research, and Evaluation (OPRE) within the Administration for Children and Families (ACF) at the U.S. Department of Health and Human Services, is reviewing what is known about how employment processes can present barriers for workers of color, and identifying potentially promising strategies to address biases in the low-wage labor market. As part of this research, we would like to learn more from organizations that are implementing strategies intended to eliminate racial bias in employment practices.*

*We would like to talk to you to learn more about the work you're doing at [SITE NAME].*

**Privacy statement:** *The discussion today should last about <"90 minutes" if respondent is program manager; "60 minutes" if respondent is program partner>. Your participation is voluntary. You may decline to answer any questions that you do not feel able to answer or comfortable with answering. Before we start, I want to let you know that although we will take notes during the discussion, information is never attributed to the name of the respondent in written summaries. Those summaries will be used to inform conversations with ACF about future research and will not be made public. Findings from across all of the individuals we talk to will be included in reports and presentations to help inform future ACF research, by describing how and why organizations seek to address racial bias in employment, who is involved in such efforts, common challenges and promising practices. Those reports and presentations may be public. We will maintain privacy of records unless otherwise compelled by local, state and federal laws.*

*<For interviews with more than one respondent> We also ask that everyone present on this call respect one another's privacy and not share information that was learned on this call.*

*Do you have any questions before we get started?*

**The Paperwork Reduction Act Statement:** This collection of information is voluntary and will be used to understand how employment processes can present barriers for workers of color and to identify promising strategies to address bias in the low-wage labor market. Public reporting burden for this collection of information is estimated to be <"90 minutes" if respondent is program manager; "60 minutes" if respondent is program partner>, including the time for reviewing instructions, gathering and maintaining the data needed, and reviewing the collection of information. 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 and expiration date for this collection are OMB #: 0970-0356, Exp: 02/29/2024. Send comments regarding this burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden to Andrew Clarkwest (Abt Associates); Andrew\_Clarkwest@abtassoc.com.

## Using the topic guide

The guide is organized into topical sections to structure the discussions with Program Staff and Program Managers involved with implementing the intervention. Discussion facilitators will use information gathered via exploratory calls and reviews of publicly available information to customize this topic guide to be most relevant to each site. Different from an interview/interview protocol where each bullet point would be a framed question, the topic guide outlines potential topics as not all will be relevant to each site.

## Respondent information

- Name, title, organization/affiliation, length of involvement with the organization and with the program
- Educational background and prior work experience
- Overall role/job responsibilities

## Local context

- Local economic context, including:
  - o Major industries, experience of industry under study, recent economic trends, other issues that affected economy (natural disaster, company closing);
  - o Unemployment rate and labor supply issues
  - o Types of jobs available
  - o Wages
  - o Availability of benefits/other forms of compensation
- Relevant topics of discussion in the broader public sphere around challenges faced by low-income workers and relevant policies and other ways to address them (e.g., local proposals about minimum wage or sick leave)
- Demographic context: Racial/ethnic demographic breakdown; percent below the poverty line, education levels
- Current climate on race relations (e.g., recent events that have affected perceptions of/discussions of racial bias)
- Perceptions of how various contextual factors affect the intervention

## Organizational structure and context

- Organization background
  - o Type of organization
  - o Major sources of funding; total level of funding (if applicable)
  - o Total number of paid staff and percent FTE in organization
  - o Nature of other programs or services organization offers
  - o Populations/types of employers/types of workers targeted by other programs and services
- Organizational resources and capacity
  - o Annual budget and funding sources
  - o Other programs/services provided
  - o Stability of funding
  - o Sustainability and prospects for future funding
- Operational structure for intervention of focus
  - o Management structure

- How program is situated/managed within the larger organization or institution
- Program oversight
- o Staff and positions
  - Number of staff (including percent time) and titles
  - Required experience and qualifications
  - Primary responsibilities
  - Racial composition of staff
- Resources for intervention (Program managers and staff, partners)
  - o Budget and funding source for intervention
  - o Stability of funding
  - o Number of staff and positions
  - o Titles
  - o Required experience and qualifications
  - o Primary responsibilities
  - o Number of FTEs by position
  - o Racial composition of staff

## Intervention goals and design

- Problem/source of bias that intervention aims to address
- Goals of intervention
- How the intervention intends to address sources of bias
- Which employment processes the intervention targets (attracting job applicants, selecting job applicants, job assignments, performance assessment, retention, advancement)
- Perception of intervention's promise and limitations in addressing bias

*Additional questions for program managers (and partners if applicable)*

- Origin of intervention:
  - o Intervention implementation
  - o Who started the program/intervention
  - o Who else was involved in initial planning
  - o Reason the intervention was started
  - o Notable events that played a role in the start of the intervention

## Intervention design and implementation

- Recruitment, enrollment, or customer acquisition (if applicable)
  - o Engaging employers
    - Types of employers targeted, and why
    - Outreach and recruitment strategies (e.g., website, social media, word-of-mouth, fliers, referrals, community events, other agencies/programs)
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- Effectiveness of strategies
  - Most common way employers become involved
  - Content of information to employers
  - Perceptions of employers' motivations to take up the intervention or product
- o Outreach and recruitment for workers (if applicable)
  - Target population
  - Outreach and recruitment strategies (e.g., website, social media, word-of-mouth, fliers, referrals, community events, other agencies/programs)
  - Effectiveness of strategies
  - Challenges the intervention encountered and how they were overcome
  - Ongoing challenges
  - Successes
  - Promising approaches for others addressing bias in employment processes
  - Plans for program continuation/expansion/changes
- Composition of the Applicant Pool (if applicable)
  - o Before the intervention, composition of the applicant pool (consider race, ethnicity, age, gender, educational status, immigration status, involvement with criminal justice system, other areas of interest to the intervention)
  - o Intended changes to the composition of the applicant pool
  - o If intervention has begun, changes to the composition of the applicant pool that have occurred
  - o Current recruitment process
  - o Changes they are making to recruitment/outreach:
    - Posting in different places/ways
    - Changing application process
    - Changing application requirements
    - Changing language in job posting
    - Other changes
  - o Rationale for why changes might lead to changes in applicant pool
  - o Challenges the intervention encountered and how they were overcome
  - o Ongoing challenges
  - o Successes
  - o Promising approaches for others addressing bias in employment processes
  - o Plans for program continuation/expansion/changes
- Who is hired from the applicant pool (if applicable)
  - o Overall proportion of applicant pool that is hired
  - o Before the intervention, disparities in who is hired vs. applicant pool by: (consider: race, ethnicity, age, gender, educational status, immigration status, Involvement with criminal justice system, other areas of interest to the intervention)
  - o Anticipated changes to the composition of who is hired post-intervention
  - o If intervention has begun, changes that have occurred in terms of applicant pool
  - o Candidate review process pre-intervention

- o Candidate review process post-intervention
  - o Rationale for why changes in process might lead to changes in composition of who is hired
  - o Challenges the intervention encountered and how they were overcome
  - o Ongoing challenges
  - o Successes
  - o Promising approaches for others addressing bias in employment processes
  - o Plans for program continuation/expansion/changes
- Quality of Employees' Initial job Assignment (if applicable)
    - o Overall job characteristics, pre-intervention
      - Initial wage and raise potential
      - Benefits available and take-up of benefits
      - Hours (worker preference vs. hours available; scheduling)
      - How decisions were made about which new hires are assigned to which roles
      - Opportunities for promotion
      - Employee autonomy in the role
      - Workers' perception of job quality
    - o Racial disparities in job characteristics, pre-intervention
    - o Anticipated changes in terms of quality of job assignments
    - o If intervention has begun, changes that have occurred in job assignment
    - o Rationale for how intervention may shift quality in job assignment
    - o Challenges the intervention encountered and how they were overcome
    - o Ongoing challenges
    - o Successes
    - o Promising approaches for others addressing bias in employment processes
    - o Plans for program continuation/expansion/changes
- Employees' Development and Support (if applicable)
    - o Development and support, pre-intervention
      - Supervision structure
      - Formal and informal mentorship
      - Formal and informal training
      - Workers' perception of development and support
    - o Anticipated changes in terms of development and support
    - o If intervention has begun, changes that have occurred
    - o Rationale for how intervention may reduce racial bias in in the development and support that employees receive
    - o Challenges the intervention encountered and how they were overcome
    - o Ongoing challenges
    - o Successes
    - o Promising approaches for others addressing bias in employment processes
    - o Plans for program continuation/expansion/changes

- Advancement and Termination (if applicable)
  - o Advancement and termination processes and results, pre-intervention
    - Performance criteria and reviews and disparities in outcomes
    - Disciplinary processes and disparities in outcomes
    - Disparities in job tenure
    - Job advancement
    - Reasons for leaving job
    - Workers' perception of advancement and termination
  - o Anticipated changes in terms of advancement and termination
  - o If intervention has begun, changes that have occurred
  - o Rationale for how intervention may lead to desired changes
  - o Challenges the intervention encountered and how they were overcome
  - o Ongoing challenges
  - o Successes
  - o Promising approaches for others addressing bias in employment processes
  - o Plans for program continuation/expansion/changes

## Reflections

- Most important results of implementing the intervention
  - o Percent of workers of color hired/retained
  - o Increase in wages for POC workers
  - o Reductions in wage disparities
  - o More consistent hours
  - o Benefits
  - o Rates of promotions
  - o Job satisfaction
  - o Autonomy
- Measuring Outcomes
  - o Specific metrics used
  - o Appropriate timing and frequency of measuring outcomes
  - o Other metrics considered
- Overall perceptions of importance of addressing racial bias in employment processes
- Potential policymaker approaches to address racial bias in employment processes
- Overall successes and challenges