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## **Candidate Outcome Indicators: Employment Training/ Workforce Development Program**

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Implementing an outcome monitoring process enables organizations to track progress in achieving the program's mission. With this information, program managers can better develop budgets, allocate resources and improve their services. This document includes the following suggestions for starting or improving outcome measurement efforts:

1. **Outcome sequence chart** – *Identifies key outcomes presented in the sequence that are normally expected to occur.* The chart illustrates how one outcome leads to the next and identifies specific indicators that might be used to track each outcome. Intermediate outcomes tend to be on the left, and end (or final) outcomes are on the right. The program description at the top of the chart is meant to encompass a range of similar programs.
2. **Candidate outcome indicators** – *Lists outcomes and associated indicators as a starting point for deciding which outcomes to track.* They were chosen based on a review of the program area and consultation with program experts. Only outcome indicators are included (not physical outputs, such as number of classes held; not efficiency, such as cost per counseling session; and not organization issues, such as success in fundraising or staffing). The focus is on program beneficiaries (clients, customers, citizens, participants) and what has been accomplished for them. A data source or collection procedure is suggested for each indicator.

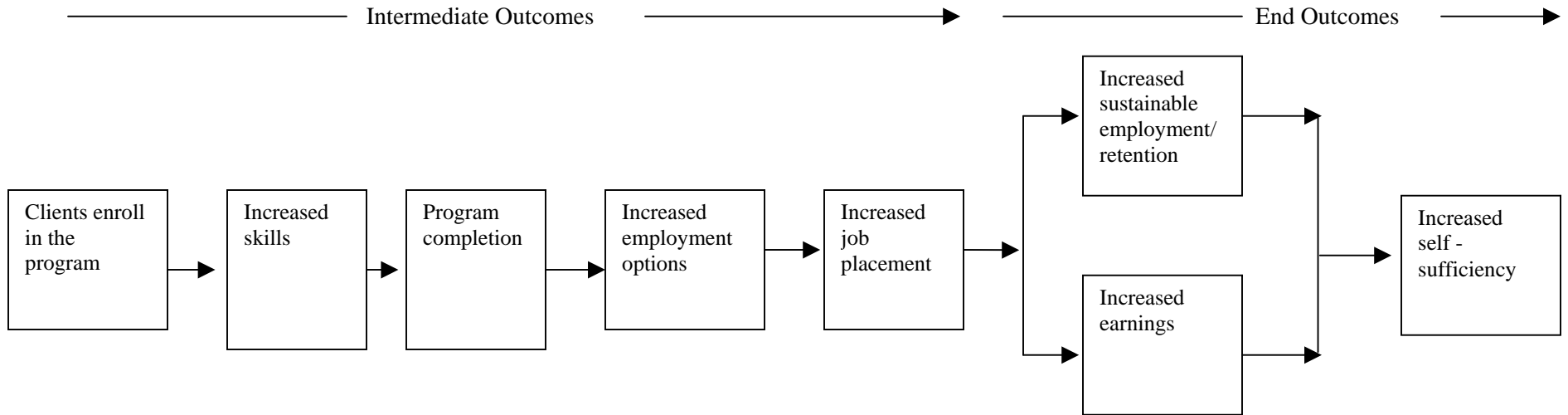
### **Suggestions and Limitations for Use of the Materials**

- Involve others in deciding which outcomes and indicators to track. Obtain input from staff, board members, and clients. As an early step, prepare your own version of an outcome sequence chart—one that you believe fits the needs of your program.
- Review the project report for additional ideas on relevant indicators and additional resources: *Building a Common Framework to Measure Nonprofit Performance.*
- Tabulate the outcome information by various categories of clients to see if outcomes are different for different clients (e.g., gender, age group, income level, handicap level, and race/ethnicity). Use that information to help better target your efforts.
- Start with a small number of the indicators, especially if you have had only very little experience with such data collection and have very limited resources. Add more outcomes and indicators to the performance measurement system later, as you find that information is likely to be useful.
- Outcome information seldom, if ever, tells *why* the outcomes have occurred. Many internal and external factors can contribute to any outcome. Instead, use the outcome data to identify *what* works well and what does not. Use the data to determine for which *categories of clients* your procedures and policies are working well and for which they are not working well. To the extent that the program is not working as well as expected, then attempt to find out the reasons. This investigation process leads to continuous learning and program improvement.

## Employment Training/Workforce Development Program Description

Program Description: To increase sustainable employment and self-sufficiency by providing professional development, job training, and access to employment. This program area does not include community college programs.

### Outcomes Sequence Chart



### Indicators

1. Number and percent of clients enrolling for the training program.

2. Number and percent of clients still enrolled after the first week of training.

3. Number and percent of clients passing job skill competency exams or assessments, on initial attempt after completing course.

4. Number of supplemental support hours spent per client (on coaching, counseling).

5. Number and percent of clients who complete the training.

6. Number of job interviews per client.

7. Number of job offers per client within the first 3 months of program completion.

8. Number and percent of clients who accept a job offer.

9. Number of employer partners; percent of employer partners offering jobs to clients.

10. Number of repeat hires by employer partners.

11. Number and percent of population type X placed in jobs.

12. Number and percent of clients placed in X jobs.

13. Number and percent of clients in same job after X months of being placed.

14. Number and percent of clients still working after 12 months.

15. Average hourly wage of clients who became employed after training.

16. Number and percent of clients receiving health care benefits, as part of their wage package.

17. Number and percent of clients who attain economic stability within 12 months, 2 years of training.

Client satisfaction

Satisfaction with program services is an outcome that occurs within almost every program area, yet does not necessarily have a sequential placement. The indicator may be: Number and percent of clients satisfied with services of employment training courses/organization.

## EMPLOYMENT TRAINING/WORKFORCE DEVELOPMENT

**Program Description:** To increase sustainable employment and self-sufficiency by providing professional development, job training, and access to employment. This program area does not include community college programs.

|    | Common Outcome                      | Program Specific Outcome                   | Indicator  | Data Collection Strategy                            | Note        | Outcome Stage    |
|----|-------------------------------------|--|--|---|-------------|------------------|
| 1  | Increased Access to Services        | Clients enroll in the program              | Number and percent of clients enrolling for the training program                                 | Internal program records                            |             | Intermediate     |
| 2  | Increased Participation/ Attendance | Clients enroll in the program              | Number and percent of clients still enrolled after the first week of training                    | Internal program records                            |             | Intermediate     |
| 3  | Build Skills/ Knowledge             | Increased skills                           | Percent of clients passing job skill competency exams on initial attempt after completing course | Internal program records                            | See Note #1 | Intermediate     |
| 4  | Build Skills/ Knowledge             | Increased skills                           | Number of supplemental support hours utilized per client (on coaching, counseling)               | Internal program records                            | See Note #1 | Intermediate     |
| 5  | Program Completion                  | Increase program completion rate           | Number and percent of clients who complete the training  | Internal program records                            |             |                  |
| 6  | Increased Employment                | Increased employment options               | Number of job interviews per client  | Internal program records/Survey of clients          |             | Intermediate     |
| 7  | Increased Employment                | Increased employment Options               | Number of job offers per client within the first 3 months of program completion                  | Survey of clients                                   |             | Intermediate     |
| 8  | Increased Employment                | Increased employment options               | Number and percent of clients who accept a job offer   | Survey of clients                                   |             | Intermediate     |
| 9  | Increased Employment                | Increased employment options               | Number of employer partners; percent of employer partners offering jobs to clients               | Survey of clients                                   | See Note #2 | Intermediate     |
| 10 | Increased Employment                | Increased employment options               | Number of repeat hires by employer partners  |   |             | Intermediate     |
| 11 | Increased Employment                | Increased job placement                    | Number and percent of population type X placed in jobs   | Survey of clients                                   | See Note #3 | Intermediate     |
| 12 | Increased Employment                | Increased job placement                    | Percent of clients placed in X jobs  | Survey of clients after program completion          |             | Intermediate     |
| 13 | Increased Employment                | Increased sustainable employment/retention | Number and percent of clients in same job after X months of being placed                         | Survey of clients after program completion          | See Note #4 | Intermediate/End |
| 14 | Increased Employment                | Increased sustainable employment/retention | Percent of past clients still working after 12 months  | Survey of clients employed after program completion | See Note #5 | Intermediate/End |
| 15 | Economically Empower Individuals    | Increased earnings                         | Average hourly wage of clients who became employed after training                                | Survey of clients employed after program completion |             | End              |
| 16 | Economically Empower Individuals    | Increased earnings                         | Number and percent of clients receiving health care benefits, as part of their wage package      | Survey of clients employed after program completion |             | End              |

## EMPLOYMENT TRAINING/WORKFORCE DEVELOPMENT

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|    | Common Outcome                   | Program Specific Outcome   | Indicator   | Data Collection Strategy                            | Note        | Outcome Stage |
|----|----------------------------------|----------------------------|---|---|-------------|---------------|
| 17 | Economically Empower Individuals | Increased self-sufficiency | Number and percent of clients who attain economic stability within 12 months, 2 years of training                     | Survey of clients employed after program completion | See Note #6 | End           |
|    | Client Satisfaction              | Client satisfaction        | Number and percent of clients reporting being satisfied with the services of employment training courses/organization | Survey of clients employed after program completion |             |               |
|    | Client Satisfaction              | Client satisfaction        | Number and percent of clients reporting being satisfied with the job at X months                                      | Survey of clients employed after program completion |             |               |
|    | Client Satisfaction              | Client satisfaction        | Number and percent of clients attributing the training to their ability to find work                                  | Survey of clients employed after program completion |             |               |

Note #1: Note: Hard skills are testable skills (eg) math skills, factory assembly skills etc. Soft skills are job readiness or transferable skills. Supplemental support is generally related to soft skills.

Note #2: Employer partners are typically local businesses or organizations that the workforce development program has a relationship with. The relationship will depend on the organization, but may include site visits to gain an understanding of the job skills needed, so the program can offer clients the appropriate set of skills to both obtain a job with the partner organization and to retain it.

Note #3: Population types may include: minority groups, ex-offenders, low income bracket, low-skilled, low-education level, limited prior work experience.

Note #4: The time-frame for X months may be 1, 3, 6, 12, depending on the tracking system and the funder requirements.

Note #5: The graduates may be in different jobs during the time period

Note #6: Economic stability is defined as the ability to support themselves and family without government subsidy. This may also be defined as the ability to open and maintain a savings account, rather than living from paycheck to paycheck.

Sources Consulted: Center for Employment Training, US Department of Labor Employment and Training Administration, 2003 performance report, Chicago Jobs Council, Youth Job Center of Evanston, STRIVE National