Reflecting on Program Successes and Opportunities

Economic Mobility - Program Scaling and Expansion

Help Develop New Loan Opportunities: Join the RIIF Focus Group!

November 5th at 11:30AM PDT

REDF Impact Investing Fund (RIIF) is thrilled to introduce its upcoming **Growth & Mobility Fund** – an initiative that will offer new, flexible loan opportunities just for CA RISE participants.

Join us for an interactive virtual working session hosted by the RIIF team. We will use the time to learn about your capital needs and how these new loan opportunities can support your growth.
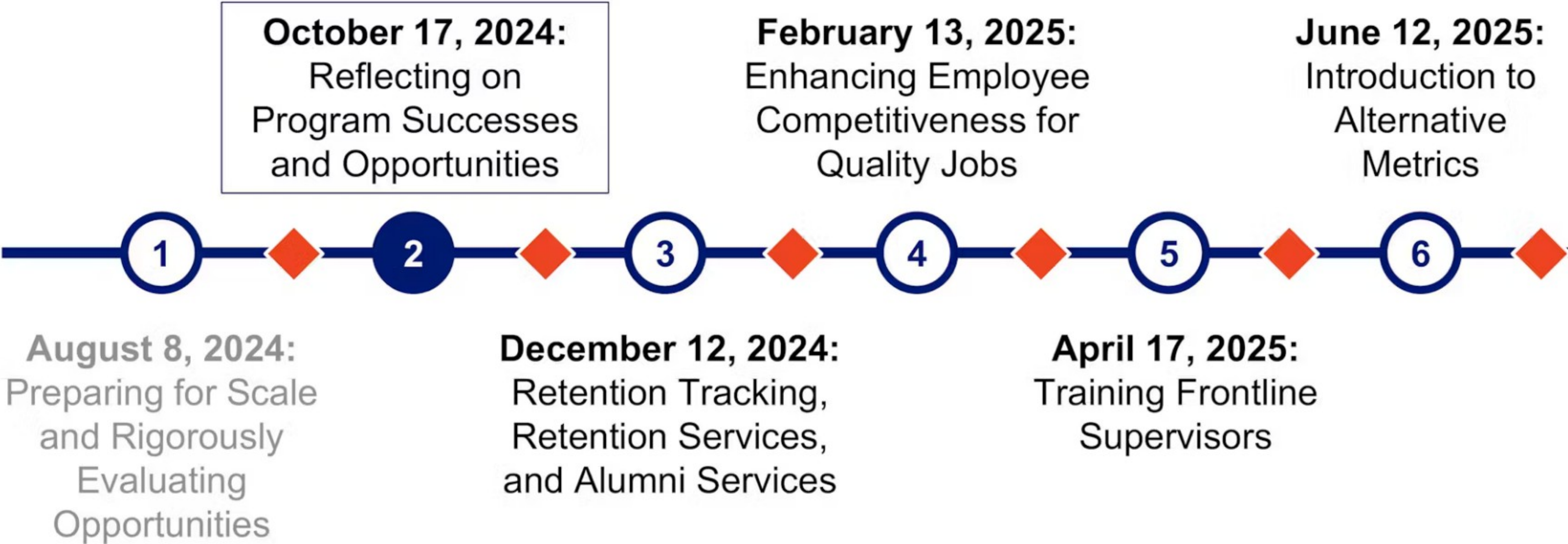
Your feedback will help shape the future of this initiative!

IMPACT INVESTING FUND

REDF

Register here:

Reminder of your cohort!

Center for Employment Opportunities

Goodwill SAN FRANCISCO BAY

JUMA

CHRYSALIS
a nonprofit organization Changing Lives Through Jobs

HOMEBOY RECYCLING

PLANTING PJ JUSTICE

SGVCC

SAN JOSE CONSERVATION CORPS + CHARTER SCHOOL

HOMEBRIDGE

SAN JOSE CONSERVATION CORPS CHARTER SCHOOL

THE UC THEATRE

Homeward Bound OF MARIN

goodwill central coast

HUMANMADE

Visión y Compromiso™

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Community Standards

- **Stay engaged**

- **Listen to understand**

- **Take space, make space**

- **Nobody knows everything, but together we know a lot**

- **Challenge assumptions**

- **Expect and accept non-closure**

- **Center Participant Workers**

- **Embrace Diversity in All of its Forms**

- **Create a Safer Space for Sharing / Refrain from Attribution**

THE WHY: ESEs are key to building economic power & economic mobility

Our Working Definition

Economic power is the access, knowledge, resources, and freedom to build wealth and exercise control over one's life and well-being

Key Drivers	Dignified Work	Sound Financial Resources	Quality Standard of Living
How Each Driver Advances Economic Power	**Building wealth** Participating in dignified work allows those who have faced barriers to employment to receive a predictable and family sustaining income	**Building wealth** Access and knowledge of how to use sound financial services allows individuals to participate in formal wealth-building services, including savings and investment accounts	**Building wealth** Having a quality standard of living, including living in a stable, affordable, healthy, and safe environment, enables individuals to engage fully in wealth-building activities
	Control over one's life and well-being Participating in dignified work offers opportunities for career advancement, predictable hours, PTO, benefits, voice in the workplace, and freedom from harassment	*Control over one's life and well-being* Access and knowledge of how to use sound financial services allows individuals to adequately prepare for and withstand economic shock and plan for important purchases	*Control over one's life and well-being* Having a quality standard of living provides the financial freedom, in-demand skills, and access to social resources that empower individuals to reduce stress, improve health, & make informed decisions about their lives

About FareStart Consulting

FareStart Consulting has collaborated with over **300** nonprofit organizations and their employment partners in over **158** communities and in **46** states across the country.
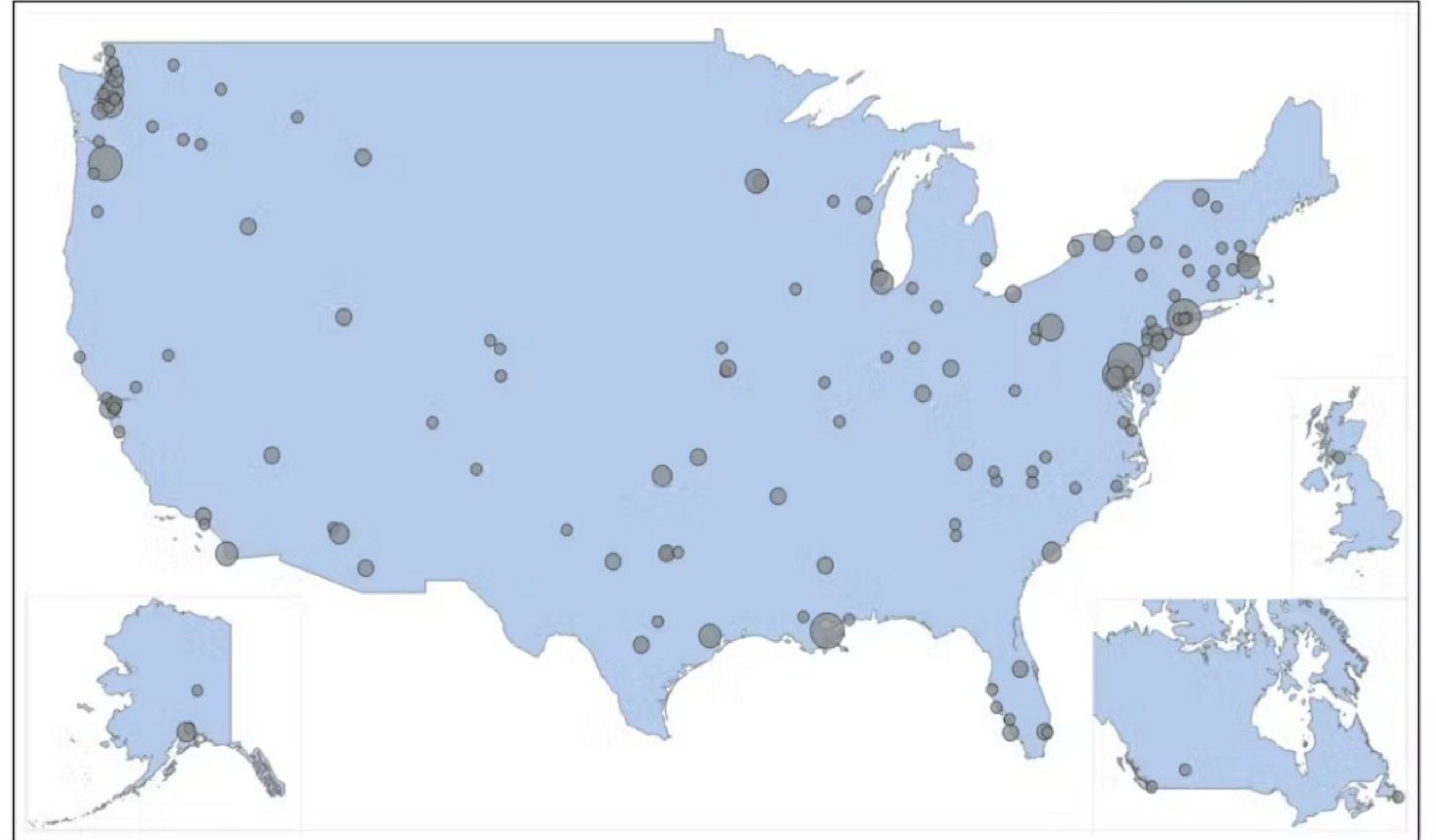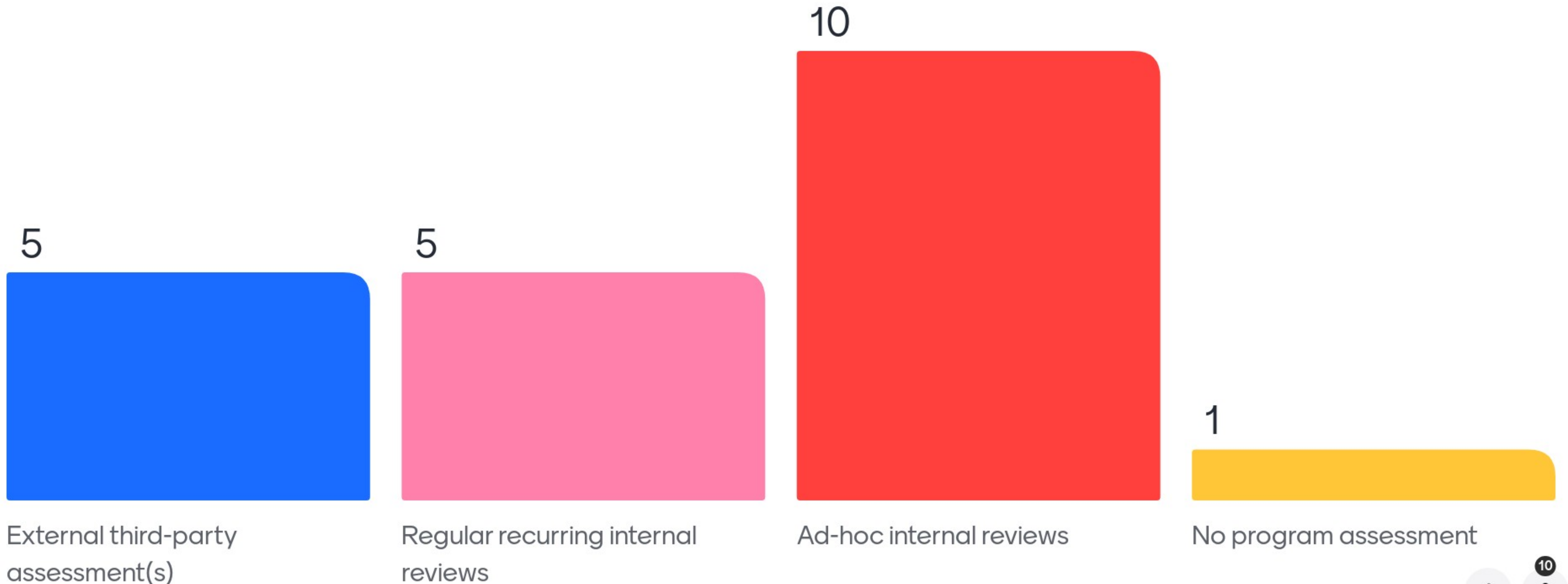
Session Agenda & Objectives

AGENDA:

1) Outcomes & Key Metrics

2) Participant Worker Experience

Break Out #1

3) Organizational Culture & Equity

4) Partnerships

Break out #2

5) Assessment in Action

OBJECTIVES:

☐ Clear understanding of your strengths and priority opportunities to work on

☐ Share best practices on program evaluation processes

☐ Utilize tools to assess your program

Warm Up: What type of program assessment(s) have you done at your organization?

External third-party assessment(s)	Regular recurring internal reviews	Ad-hoc internal reviews	No program assessment
5	5	10	1

I. Outcomes & Key Metrics

Common Metrics

Recruitment

Enrollment or hires

Retention

Program retention

Program completion

Job Retention (3, 6, 12 months)

Advancement

Job Placement

Wage Progression

Metrics Dashboard

Purpose:

1. Main source of truth for reporting on key metrics and organizational priorities.

2. To build greater transparency and trust across the organization.

3. To visually track progress to monthly and annual goals.

4. To pivot quickly or make planned changes.

5. To understand seasonality and trends to inform KPIs for next year.

	Job Placements			
	Annual Goal	YTD Goal	Actual YTD	YTD to Goal
Example Program #1	120	20	21	105%
Example Program #2	50	11	10	91%
Example Program #3	60	15	13	87%
Example Program #4	20	8	5	63%
Total All Programs	**250**	**54**	**49**	91%

Sample data for illustrative purposes only

Survey: What key program metrics do you measure?

Job Readiness Assessments	Job placements	Case notes and anecdotal stories	Participation in program
Job placement after exit	Successful completion/certification	Banked with direct deposit	Credentials achieved

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Survey: What key program metrics do you measure?

Job placement and longevity.	Program dose (complete portfolio)Skill development Wellness/mentality before and after	Completion of trainings	Retention
Training retention	Job readiness, understanding of the training, job placement, and barrier's mitigated	job placements, certifications, retention, pre and post surveys	drop in recidivism

2   16

Survey: What key program metrics do you measure?

Training completion, training assessments/skills attained, retention, performance, advancement

Enrollments, job placements, retention milestones, attendance on transitional work and vocational appointments, advanced training enrollments, customer satisfaction through surveys

Job creation

Job quality

Hours worked, workshops attended, performance ratings

Job placement within 3-6 months Information absorptionNuanced understanding of skillsParticipation in all Workshops /80%

Referrals

staff compensation

2

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2. Participant
Worker
Experience

Participant Worker Experience

Core Competencies	• Is your program competency based?
Progression of Learning	• Clear progression of learning through multiple phases with increasing skill levels
Credentials	• Recognized credentials that improve hire/advancement outcomes
Transferrable Skills	• Covers durable skills sought by employers
Hands-On Work Experience	• On-the-job-training in applied work environment (>70% of total training hours)

Participant Worker Experience

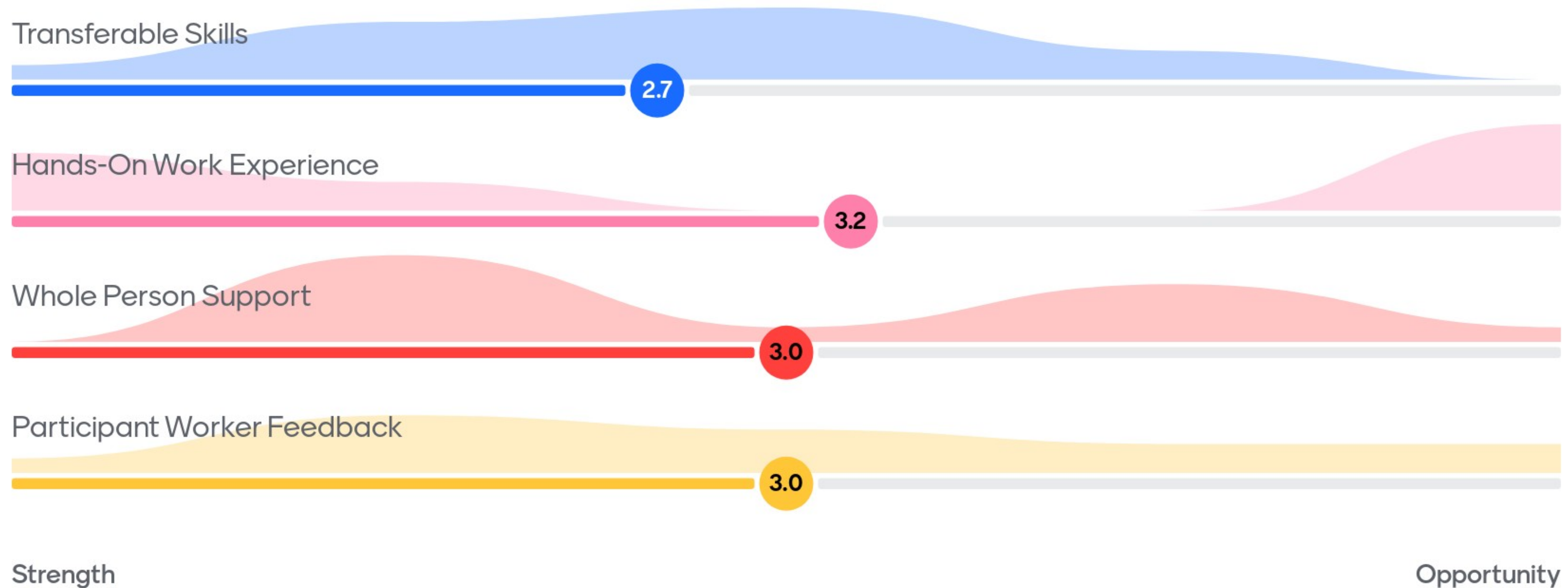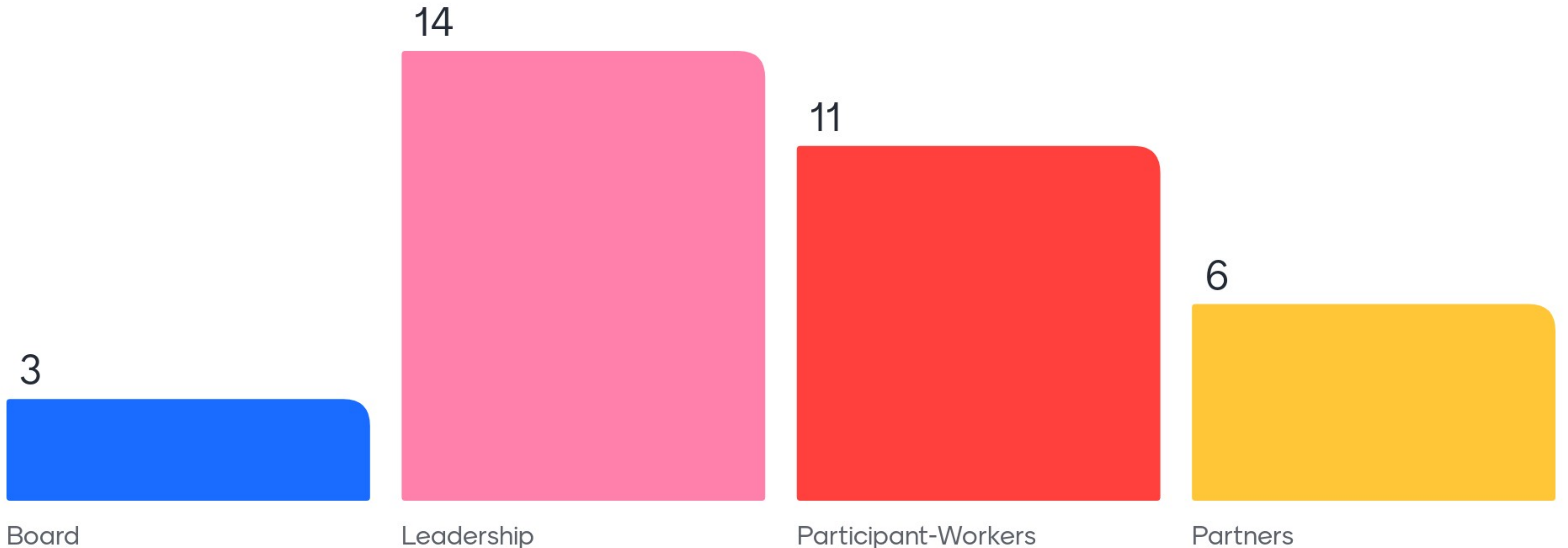|	
Evaluations	• Training effectiveness is evaluated through students' demonstration of industry skills • Asset based
Whole person support	• Access to social services as needed either in-house or via partners, during program and up to at least 12 months after. • Participant Workers compensated via wages or stipends. • Participant Workers linked directly to employers and employment opportunities.
Participant worker feedback	• At least 3 points in the training program when Participant Worker input is sought. Participant workers have feedback channels open to them and receive update on how their feedback was used. • Participant Workers and alumni feedback is consistently analyzed and integrated.

How would you rate your program on each of these categories?

Transferable Skills — 2.7

Hands-On Work Experience — 3.2

Whole Person Support — 3.0

Participant Worker Feedback — 3.0

Strength   Opportunity

Whose perspectives are you including in your assessments?

Board	Leadership	Participant-Workers	Partners
3	14	11	6

Share back how you center the voices of participant workers when you evaluate your program?

advisory boards

Texting service to capture feedback of participants

We have a mechanism for convening focus groups to give feedback on specific projects, initiatives etc.

text surveys, customized to moment in program (e.g. how was your first day of work?)

Our Corpsmember Council participated in Strategy Managemebt Meetings and twice a year they present on their thoughts on what we can do better. We then discuss as a group and come up with projects

Having a council group consisting of participant workers to represent them in leadership or managers meetings

Former participant on board of directors

We try to make sure to not just consider our participants feedback but utilize it to help us steer future participants experience.

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Share back how you center the voices of participant workers when you evaluate your program?

Pre and post surveysFocus GroupsJunior Leadership Committee

Break

# 3. Organizational Culture & Equity

Organizational Culture & Equity

| Communication & Alignment	• Healthy, open communication. • Training and operations staff are aligned around participant worker development.
Staff Satisfaction & Retention	• Frontline staff members feel satisfied with their work with participant workers and the organization's accomplishments. • Staff retention meets internal goals.
Staff Compensation	• Employee compensation meets internal goals. (Ex. Staff earning living wage) • Conducts compensation equity analysis, disaggregated by race/gender.
Staff Training & Development	• A structured onboarding process with on-the-job training for all roles within the company • Provide all employees with ongoing training to support equity and advancement
Lived Experience	• Management, leadership, and board include individuals with lived experience reflecting those you train and employ.
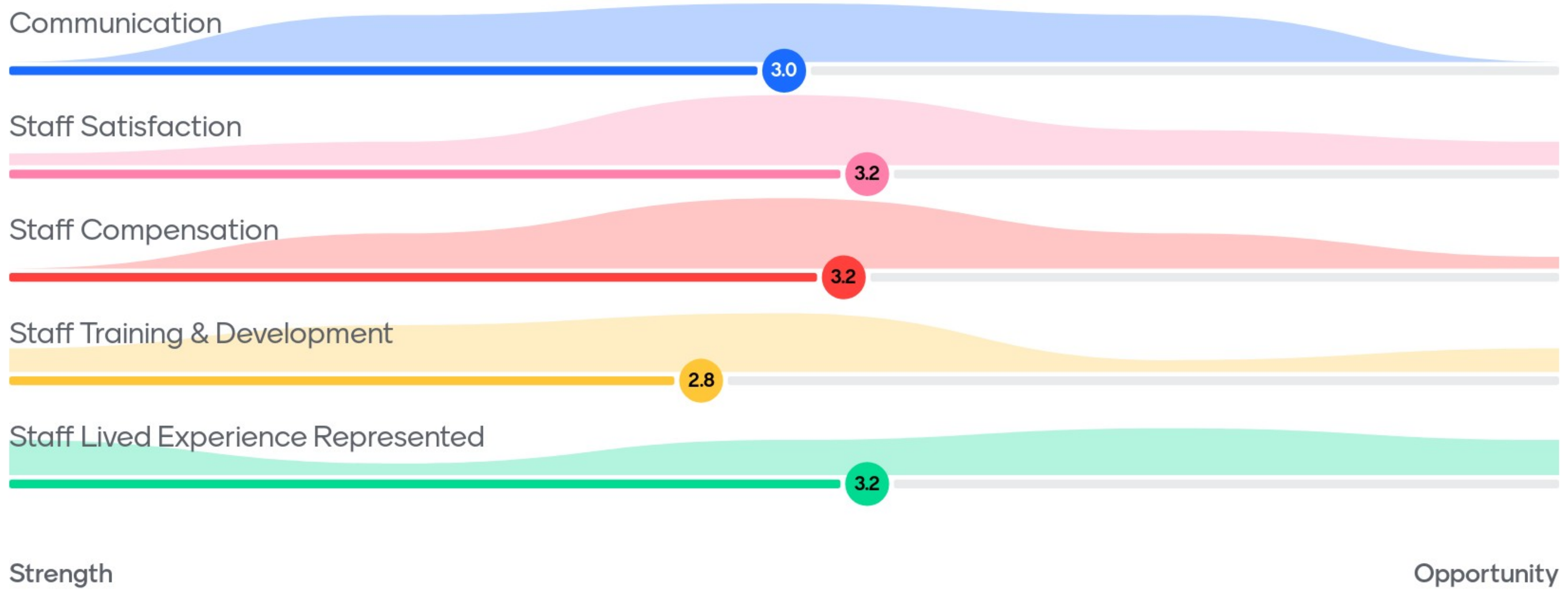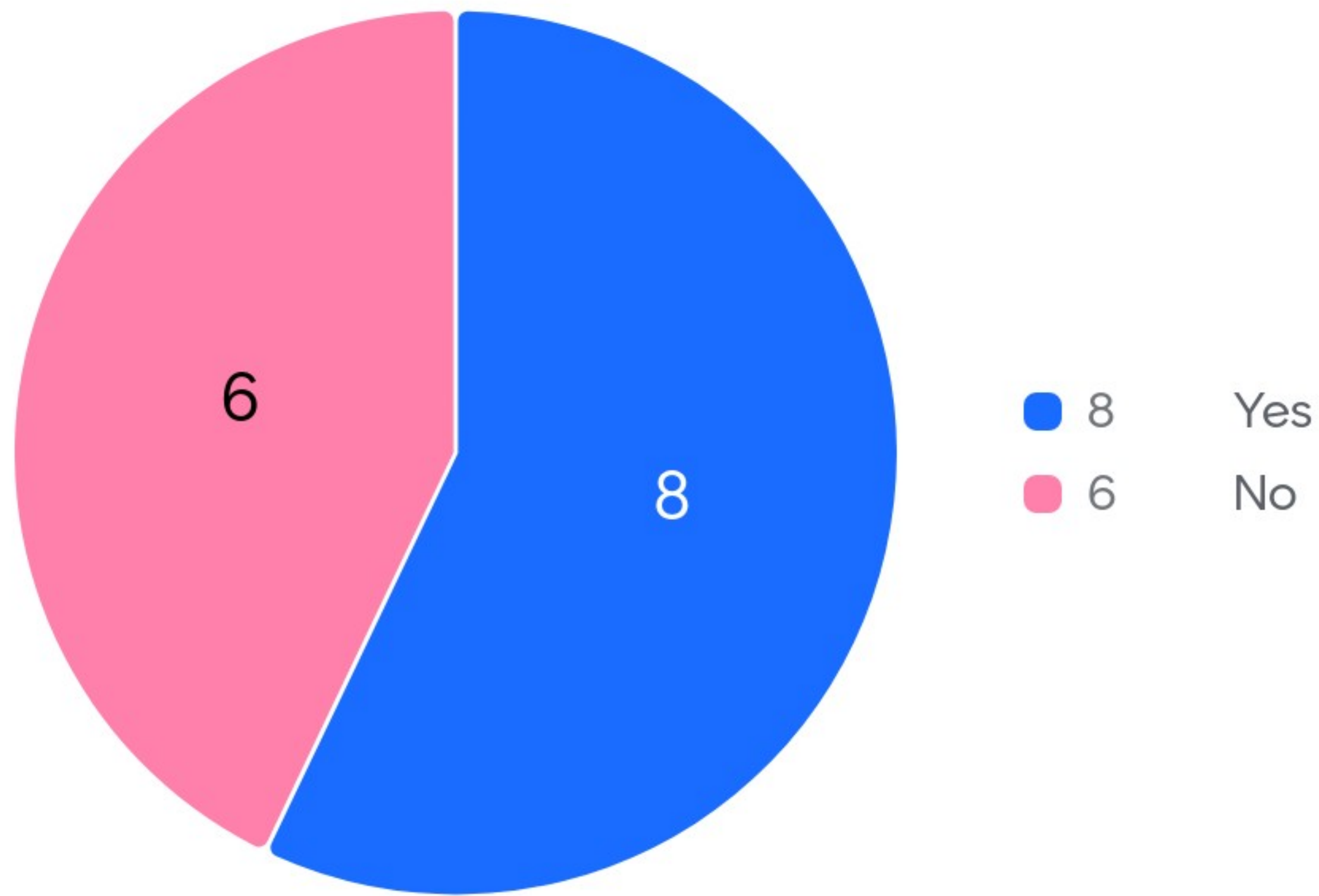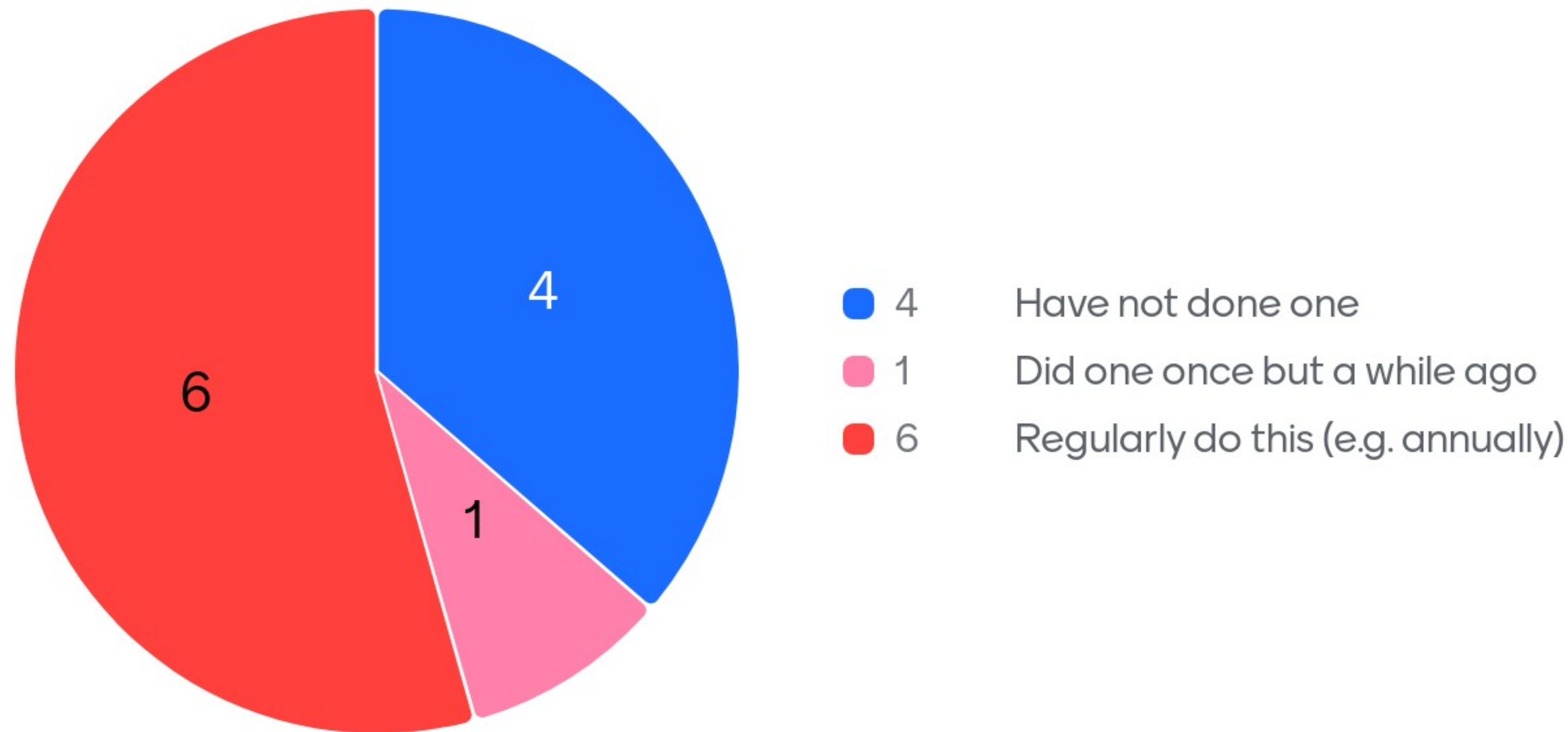
4. Partnerships

Partnerships

| Community Partners	• Organization builds partnerships with community organizations that represent the population it serves. • Community partners feel partnership brings value to them and the communities they serve. • Meeting an unmet need or filling a gap in your ecosystem. • Engaged with national networks / peer organizations for shared learnings.
Industry Partners	• Training aligned with industry needs (validated with employer partners) • Employer partners feel partnership brings value to them and their business. • Organization engages with local industry through an employer council. • Local industry participates in programs - mock interviews, chef demos, fundraising events. • Preferred employer program incentivizes reduction of barriers to employment
Third Party Credentials	• Program has received third party evaluation and certification, often industry aligned.

How would you rate your program on each of these categories?
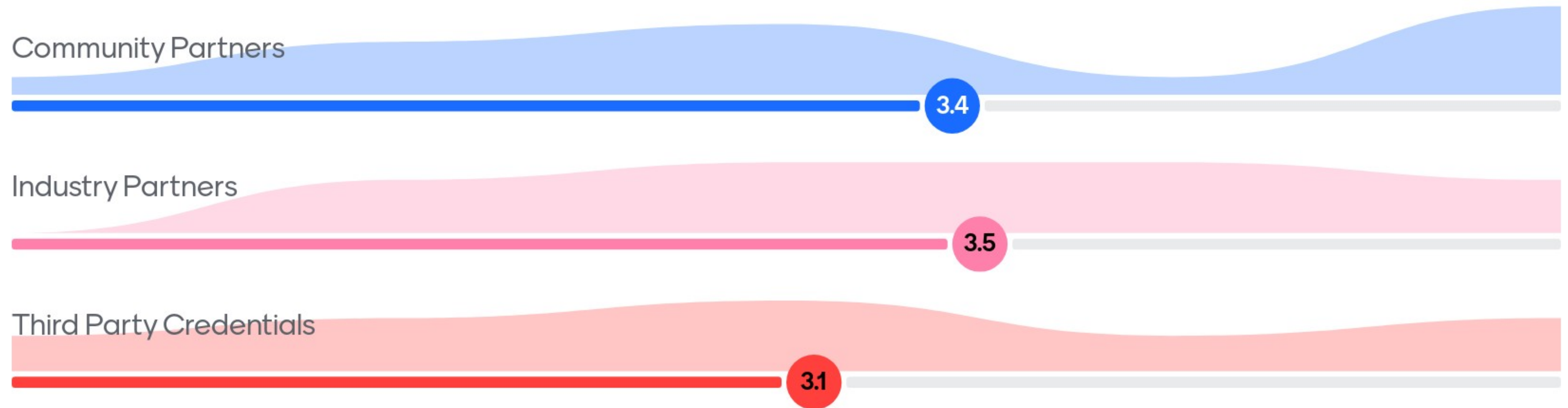
Community Partners

3.4

Industry Partners

3.5

Third Party Credentials

3.1

Strength

Opportunity

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Based on everything you have learned today, what is one commitment you will make?

To continue pushing the organization to layer in feedback and evaluations in an intentional manner and at regular prescribed intervals

Increase feedback from more than just participants

Soliciting more feedback and taking action

More skill building workshops

Focus on program participants post job placement.

Creating more ways simplified ways we can reach our participants. I.e. texting.

To make sure to close the loop after participant feedback

Following up with peers in this group for more direct feedback and information on the opportunities that are in front of Juma. ex- developing employment and placement partners

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Based on everything you have learned today, what is one commitment you will make?

Check to see if we can ask simple/quick participant engagement questions through our payroll system at clock in/out etc.

Sharing info about evaluation with all teams

Increasing the level of formalized participant & staff survey's Sharing best practises

What's next?

- Additional resources will be posted on REDFWorkshop

- Coaching hours will be hosted on Thursday Nov 14th from 11am-12:30 PST

- Make progress on commitments from last slide!

- **Next session will be virtual and is on Thursday December 12th from 11am-12:30pm PST**

Feedback Survey

Please take a few minutes to fill out our Survey on this session.

https://bit.ly/EMTScaleAll

This feedback helps us improve your experience and plan adjustments to make moving forward.