

A framework for using data to
develop, implement, and
sustain robust work-based
learning programs

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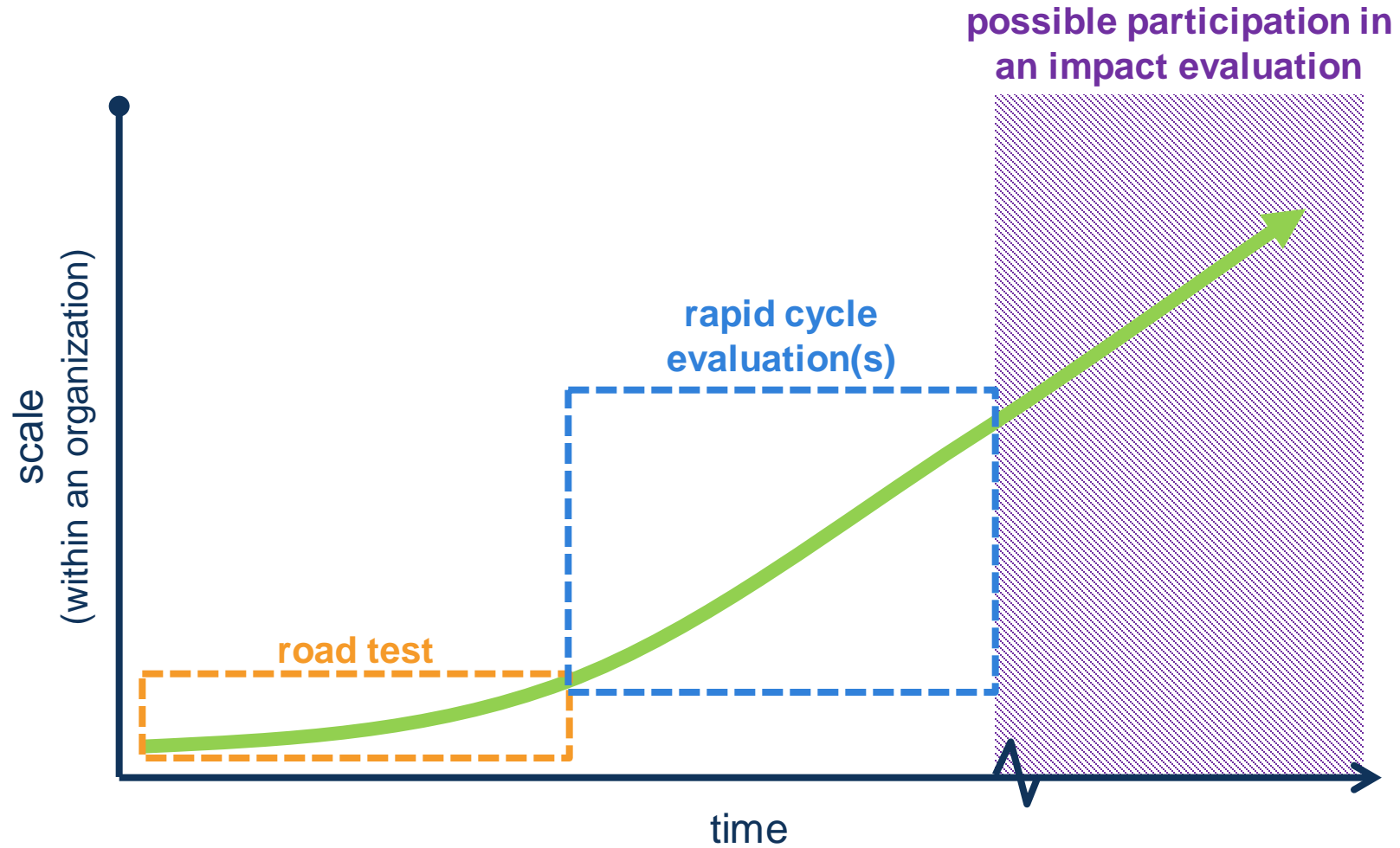
Why use data?

- **Systematic:** Using a defined, replicable process can help us identify what job seekers and employers need and how to meet those needs
- **Credible:** It can help turn our gut instincts on what works into evidence for funders and policy makers
- **Repeatable:** Once we set up a data collection and analysis, it is straightforward to repeat, allowing us to track over time
- **Efficient:** In many cases, we have to collect it for outside stakeholders, so we might as well use it to benefit ourselves too!

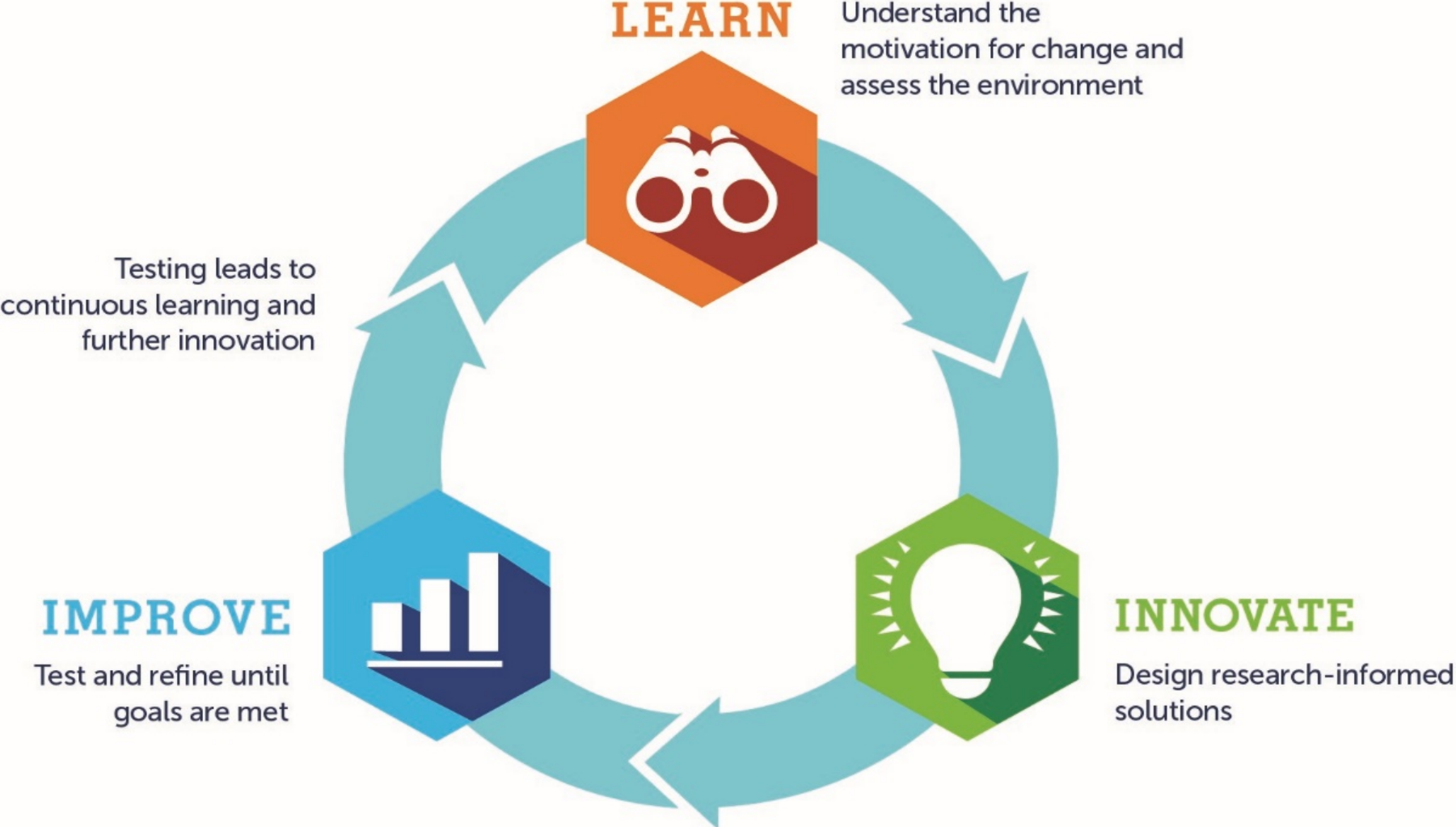
But...

- **Data are not a magic bullet**
- **We have to know what we are looking for**
 - What question are we trying to answer?
 - What problem are we trying to solve?
- **We have to know where to look**
 - Data useful for evaluating effectiveness are not necessarily useful for addressing implementation challenges
- **Some data we think are going to be helpful are not!**
 - Example of integrating TANF-WIOA-Adult Education in one large county

Data use trajectory of a new program



A framework: Learn, Innovate, Improve



Learn: What is the purpose of the data collection?

- **To develop a program that meets local labor market needs?**
- **To monitor implementation of the program and determine what is working well and what isn't?**
- **To determine client and employer satisfaction with the program?**
- **To demonstrate impact or effectiveness?**
- **To inform continuous quality improvement once you have a program in place?**

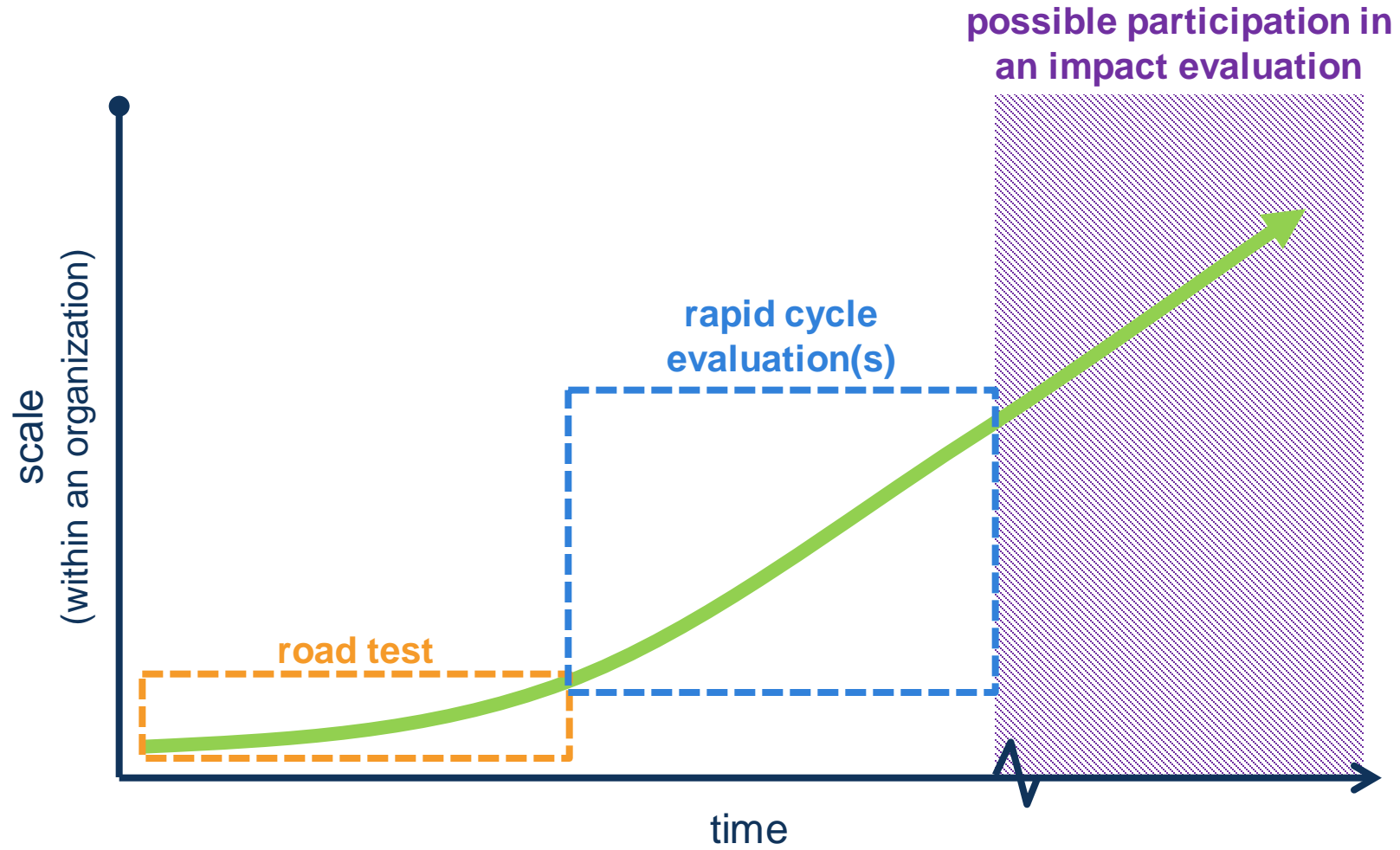
Innovate: Design data collection approaches to meet objectives from Learn phase

- **Original data collection to get attitudes, behaviors, satisfaction**
 - Surveys, observations, interviews
- **Administrative data for service receipt and outcomes**
- **Combinations of both for continuous quality improvement**
- **These need not be expensive or cumbersome**
 - Google forms or SurveyMonkey for surveys
 - Administrative data may be existing and have what you need

Improve: Test out our data collection strategy, on a small scale if possible

- **Road tests: take it for a test drive**
 - Is it really answering our questions of interest? Why not?
 - Refine the approach until we are satisfied that it is working as intended
 - Then scale it up
- **Can do this repeatedly, as a continuous quality improvement process**

Data use trajectory of a new program



Examples

- **Our research has found that organizations training participants for middle and high-skilled jobs highlight employer engagement as a major challenge**
 - Program staff do not have experience “selling” to employers
 - Paperwork for taking on trainees is a burden
- **Participant engagement can also be a problem**
 - Participants can get higher wages in entry-level jobs outside of on-the-job training programs
 - Difficult to place participants who lack relevant work experience in high-growth industries
- **How might our data needs vary depending on which challenge we are trying to address?**