

A blue-tinted photograph of two men in a workshop. One man is seated and working on a bicycle, while the other stands beside him, pointing at the work. The background shows shelves with various items, suggesting a repair shop or workshop environment.

# Scaling RFA's State and Local Workforce Fellowship

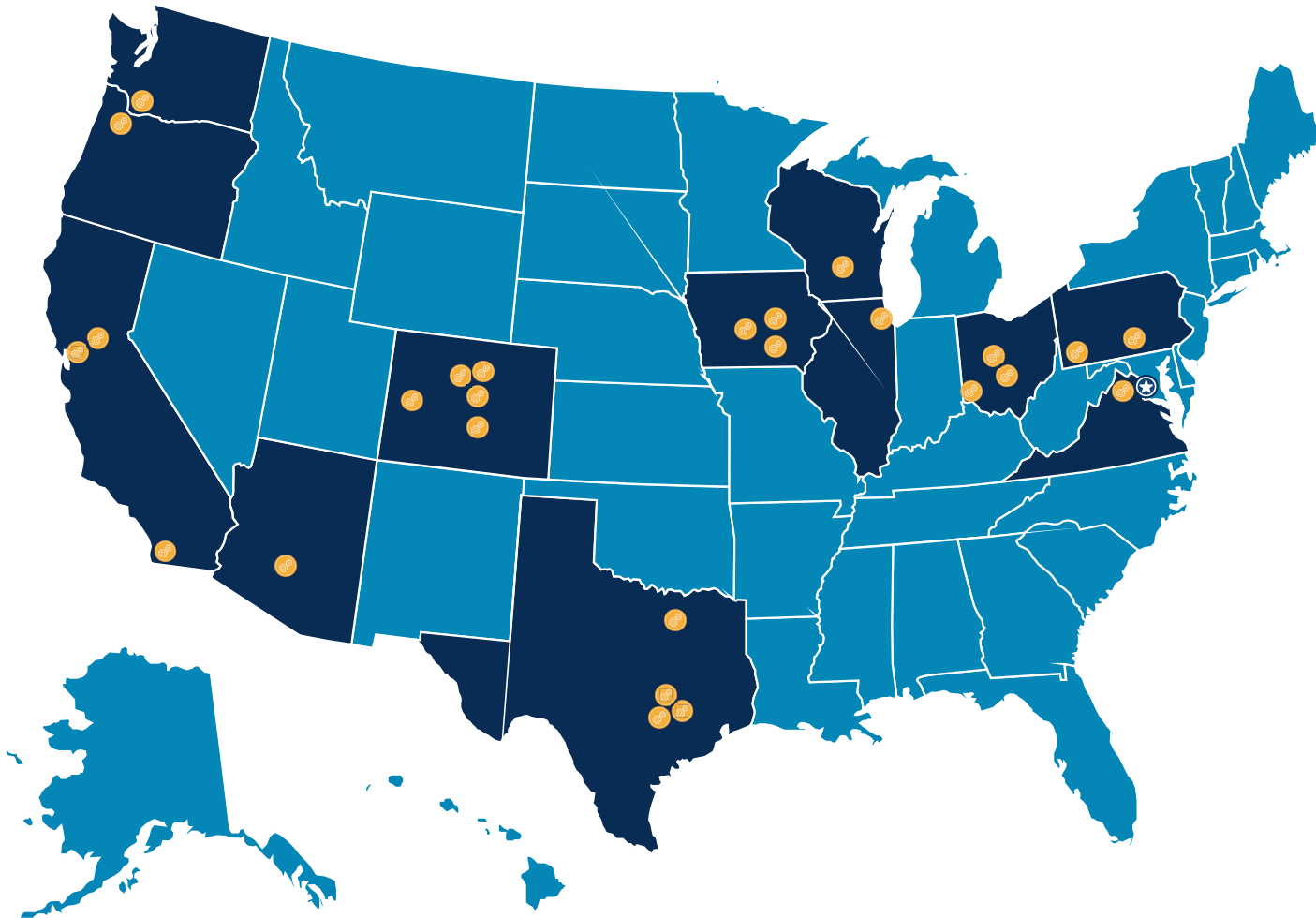
## Advancements in Evidence-Based Workforce

April 2023

# Workforce Fellowship Phase III: Scaling

(2022-2023)

- 2 concurrent cohorts
- 75 Fellows
- 17 Teams
- 12 states (+ DC)



# RFA's Workforce Program Activities

## STATE & LOCAL WORKFORCE FELLOWSHIP

Since 2019, RFA's Workforce Fellowship works to:

1. Advance job quality for all workers through evidence-based strategies.
2. Improve workforce outcomes through evidence-based workforce spending

Fellows have access to:

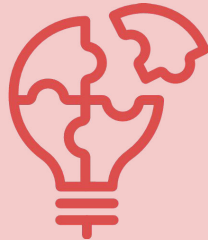
- A peer network of leading workforce officials.
- Expert technical assistance to implement evidence-based solutions.
- Resources to spotlight successes and continue to build momentum.



## THOUGHT LEADERSHIP + COALITION BUILDING

Federal Policy

- WIOA reauthorization
- New federal definition of evidence
- Job quality policies
- TA to federal agencies



## STORYTELLING

- **Strategic communications** (blogs, podcasts, social media, newsletters)
- **Public goods:** Job Quality Playbook, Procurement & Grant Reform Guide, and case studies. Linked to EM Catalog.
- **Partner with practitioners** in government to promote equity, evidence use, and procurement.



# Fellowship Tracks



## Advancing Job Quality Cohort

Advance job quality by developing a [job quality framework](#) to employ evidence-based interventions, ensuring workforce programming invests in programs, partners, and businesses that have or lead to high quality jobs.



## Evidence-Based Workforce Spending Cohort

Use evidence- and outcomes-based grantmaking, contracting, and budgeting to set goals, define performance metrics, develop an [evidence framework](#), link funding to outcomes, support equity and innovation in funding models, and actively manage grants and contracts.

# What does fellowship participation look like?

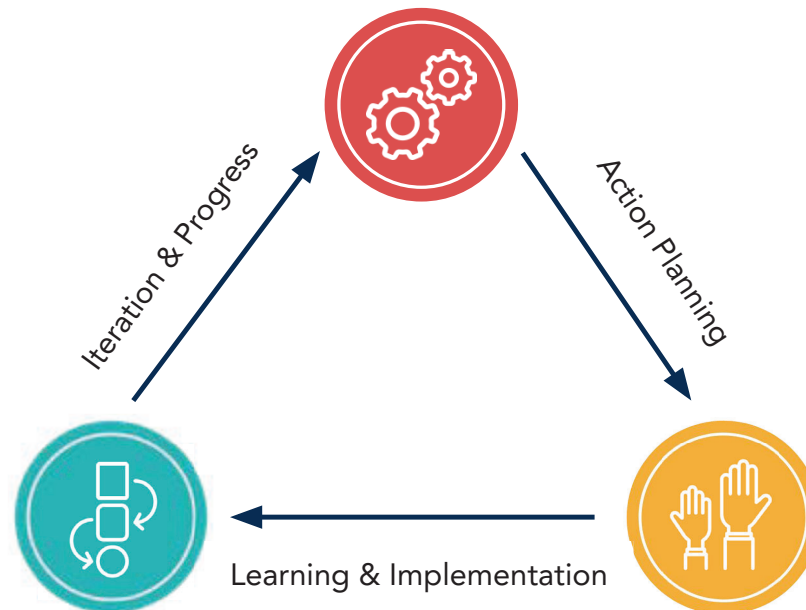
## TEAM PROJECT

When applying for the fellowship, each team identified a collaborative project. The primary goal of the fellowship is for teams to make progress on these projects.

## TRAININGS AND CONVENINGS

Fellows participate in monthly trainings specific to their cohort as well as two cross-cohort convenings.

Trainings and convenings provide additional, tailored resources and opportunities to incorporate external input into team projects.



## COACHING CALLS

Fellows attend a monthly check-in call with their team and RFA and partner staff with expertise in the specific project area.

These conversations spur dialogue and move the team project through an action plan. Team members leave these calls with action items that contribute to project goals.



# FELLOWSHIP TEAMS

## ADVANCING JOB QUALITY

# CALIFORNIA (LOS ANGELES)

## PROJECT DESCRIPTION

- The City of Los Angeles' Office of Workplace Equity is working to improve job quality by raising awareness of the City's existing job quality initiatives and provide resources through MyVoiceLA, a platform for current and former City employees and applicants who are seeking more information about their rights and responsibilities, or looking to prevent, report, and resolve issues.

# COLORADO (PIKES PEAK)

## PROJECT DESCRIPTION

- The Pikes Peak Workforce Center and Colorado Workforce Development Council are focused on improving job quality among employers in the region by partnering with Business Services teams to infuse job quality initiatives into existing career progression programs and core business and workforce services.



# **COLORADO (DEPT. OF LABOR & EMPLOYMENT and RURAL WORKFORCE CONSORTIUM)**



## **PROJECT DESCRIPTION**

- Colorado's Department of Labor & Employment and the Colorado Rural Workforce Consortium are working to create quality jobs in the state's rural communities through strengthening partnerships, identifying challenges to improving job quality in rural regions, and strategies to reduce or eliminate those barriers.

# COLORADO (DENVER)

## PROJECT DESCRIPTION

- Denver Workforce Services is implementing an initiative to improve job quality within the region by developing and leveraging a designation program for employers who meet job quality requirements.

# ILLINOIS (CHICAGO COOK)

## PROJECT DESCRIPTION

- The Chicago Cook Workforce Partnership team is a recent Good Jobs Challenge grant recipient aiming to create a cohesive ecosystem to maximize equity and job quality for people served by the grant. Cross-sector organizational training partners accessing Good Jobs grant funding will be tasked to incorporate worker power into career pathway trainings and support businesses to adopt a job quality framework. The target sectors for this initiative are healthcare, information technology, manufacturing and transportation/distribution/logistics.

# OHIO (CINCINNATI)



## PROJECT DESCRIPTION

- The City of Cincinnati is working to develop a data-driven and outcomes-based job quality framework to improve the City's Career Pathways youth track to provide youth with high quality opportunities in public service careers by developing a theory of change and outcome measures, identifying support needs, and procuring a single vendor to provide consistency to the program.
- Additionally, the team is planning for a climate assessment to measure job quality for City employees.

# OHIO (CENTRAL OHIO)

## PROJECT DESCRIPTION

- The Workforce Development Board of Central Ohio is developing a job quality framework and partnering with Business Services to develop an employer of choice designation.

# OREGON + WASHINGTON



## PROJECT DESCRIPTION

- This team is comprised of workforce boards that span across the border of Oregon and Washington states. Building from an existing partnership and job quality initiative, these workforce boards will incorporate job quality language into RFPs and develop a Scorecard of Metrics to capture what job quality data is currently collected and what data could be collected over time.

# WISCONSIN (CITY OF MADISON)

## PROJECT DESCRIPTION

- The team from the City of Madison is applying an equity lens and job quality framework to the City's internal workforce with the goal of revising personnel rules for city employees to improve quality jobs and ensure equitable recruitment, hiring, and retention.



## PROJECT DESCRIPTION

- The Skillsource Group Inc. is seeking to create more quality jobs in Northern Virginia, where there are many job vacancies but few quality jobs. Through the fellowship, the team is developing a job quality framework with regional partners and a job quality “pitch” for the Employer Solutions team to engage employers directly.





# FELLOWSHIP TEAMS

## EVIDENCE-BASED PROCUREMENT

# ARIZONA (PHOENIX)

## PROJECT DESCRIPTION

- Re-release of RFPs for WIOA youth contracts with evidence-based and performance-focused lens by considering improved procurement strategies that may improve equity and/or performance, developing an evidence framework and performance metrics, drafting new RFP language to incorporate metrics and evidence framework, and preparing strategies for active, performance-based contract management.

# CALIFORNIA (SAN DIEGO)

## PROJECT DESCRIPTION

- San Diego Workforce Partnership and San Diego Regional Policy Innovation Center (PIC) plans to develop a randomized controlled trial (RCT) to assess the effectiveness of workforce services by identifying potential clients among unemployment insurance applicants and randomly assigning some of them to be recruited to participate in services.

# COLORADO (DENVER)

## PROJECT DESCRIPTION

- Denver Workforce Services is working to expand the use of evidence-based practices in the selection of service providers and educate staff, prospective vendors, and partners about evidence-based practices. The first phase of this project is the release an RFP for American Rescue Plan (ARP) grant funds that incorporates evidence-based language.

# DISTRICT OF COLUMBIA

## PROJECT DESCRIPTION

- The team from DC's Department of Employment Services is working to develop an evidence- and outcome-based approach for the RESEA grant program with the ultimate goal to expand this approach to other grant programs within the District, to include developing an evidence framework and metrics to monitor program outcomes and success, and reviewing funding allocations to determine how more funds can be shifted to evidence-based activities.



## PROJECT DESCRIPTION

- The team is working to identify funding available to support workforce initiatives across state agencies, promoting awareness, familiarity, and accessibility to these funds among rural workforce boards. Through identification of gaps in awareness and access, the team will be able to advocate for the state to adopt a data-informed, equitable funding approach, targeting funds to regions without historical access.

# ILLINOIS (CITY OF CHICAGO)

## PROJECT DESCRIPTION

- The City of Chicago is revising their procurement process to include evidence- and outcomes-based strategies for industry-specific programs.

# OHIO (DEPT. OF JOBS & FAMILY SERVICES)

## PROJECT DESCRIPTION

- Based on RFA's work with Central Ohio in our previous cohort, Ohio's Department of Jobs & Family Services (ODJFS) has launched a \$3M initiative - Improving Workforce Outcomes for Ohioans. This project aims to scale the use of evidence- and outcomes-based procurement and grant strategies.
- Local and regional workforce agencies, Summit & Medina Workforce Area Council of Governments, Greater Ohio Workforce Board, Inc., Ohio Workforce Board, and Ohio Valley Employment Resource, will implement evidence frameworks, link funding to outcomes, and engaging in active contract management.



# PENNSYLVANIA

## PROJECT DESCRIPTION

- Returning fellows from Central Pennsylvania and Pittsburgh plan to develop and strengthen internal evaluative processes to measure outcomes/impact of Workforce Development programming (beyond WIOA measures) and expand on the analysis of performance measures from a 3rd party evaluation. The team plans to draft an Evaluation Plan with data collection goals, methods, barriers, advocacy opportunities.



## PROJECT DESCRIPTION

- Returning fellows from Texas Workforce Commission (TWC), Texas Workforce Investment Council (TWIC), Texas Higher Education Coordinating Board, and the Rural Capital Area Workforce Board plan to expand the use of their evidence framework and evidence-based grantmaking to develop additional evidenced-based RFPs, and build internal capacity through training and identifying new “evidence champions.”