



Outcomes for Opportunity Initiative: A Guide for Partner Onboarding

Developed by JFF

Last Updated May 18, 2021

At a Glance

This resource provides information and guidance to workforce development boards seeking to join the Outcomes for Opportunity Initiative (O4OI). It contains foundational information such as the goals of O4OI, requirements for participation, data use cases, and expectations throughout the onboarding process and beyond. It provides examples of assessments and deliverables, breaks down the components of onboarding modules, and offers a basic roadmap of the first several months as a new partner.

Acknowledgements

About JFF

JFF is a national nonprofit that drives transformation in the American workforce and education systems. For 35 years, JFF has led the way in designing innovative and scalable solutions that create access to economic advancement for all. Join us as we build a future that works. www.jff.org

About Brighthive

Brighthive's mission is to see society's disconnected data be responsibly linked and purposefully used as a force for good that increases efficacy, equity and efficiency.

Our platform and services help networks of organizations increase their impact and value by creating the business, legal and technical framework needed to securely and responsibly link their data.

About O4OI

The Outcomes for Opportunity Initiative (O4OI) is a two-year pilot program that enables workforce development boards and nonprofit job training providers to make better use of outcomes data. Beyond the initial pilot phase, Outcomes for Opportunity (O4O) will increase the availability, accessibility, aggregation, and analysis of data and information as a means of improving economic opportunity for workers nationwide. This people-centric approach will enable workforce professionals to put 'user-needs' at the center of data collection, product development, and system design. Ultimately resulting in co-created data products that solve universal problems for the workforce development and job training field.

Table of Contents

Introduction to O4OI..... 4

 Background and Goals.....4

 Data Use Cases.....5

Onboarding-at-a-Glance.....6

Preboarding Activities.....7

 Future-Focused Behaviors.....7

 O4OI Participation Readiness Assessment.....8

 Outreach from JFF.....8

Subaward Agreements.....9

Site Launch/Kick-Off.....9

O4OI Onboarding Survey.....10

Data Governance.....11

Data Infrastructure.....12

Data Product.....15

Attachments (found on the [Workforce Partner Onboarding Page](#))

1. Sample O4OI Subaward Agreement
2. O4OI Participation Readiness Assessment (Full PDF)
3. Sample Site Launch/Kick-Off Meeting Agenda
4. O4OI Onboarding Survey (Full PDF)
5. O4OI Governance Workgroup Descriptions

Introduction to O4OI

Background and Launch

In 2019, JFF approached Google.org with an idea that sought to modernize the way the public workforce system anticipates and responds to the needs of job seekers, workers, training providers, and businesses at a larger scale. The concept for the [Outcomes for Opportunity Initiative](#) proposed a more sophisticated, standardized, and data-driven approach to workforce development board services through the creation of a national network of boards all contributing common metrics to a centralized data store. JFF's goal was to expand and enable access to critical education and labor market insights for a wide variety of stakeholders that now contribute to advising, supporting, training, and hiring job seekers.

In late 2019, Google.org awarded roughly \$4 million in seed funding to JFF Labs for the launch of O4OI. Working with workforce data technical experts, Brighthive, JFF launched O4OI in early 2020 by recruiting three metropolitan workforce boards to join the first pilot cohort of partners. These boards are **Workforce Solution Greater Dallas** (Dallas, Texas), **Arapahoe/Douglas Works!** (Denver, Colorado), and the **San Diego Workforce Partnership** (San Diego, California). At the time of the creation of this onboarding guide, recruitment for pilot cohort two is underway, with plans to launch a third pilot cohort in late 2021.

Goals of O4OI

Currently, the work of O4OI is driven and designed around two primary goals:

- 1) Build infrastructure for workforce boards to aggregate data points already being collected, that can be seamlessly utilized by all training providers, even those that lack internal data capacity, and to do so in a way that an “Impact Center” can provide data-driven insights on performance outcomes back to training providers; and
- 2) Establish an initial network of workforce boards that will contribute to identifying the “minimum viable data sets” required to more fully demonstrate workforce development outcomes at scale and in a uniform manner across a national network.

Eventually, JFF hopes that the Impact Center will come to demonstrate the value of program data in improving service delivery and outcomes for learners and job seekers and minimize the effort for nonprofit training providers to collect and use this data. The Center will serve as a centralized hub for workforce data leadership. It will coordinate content and technical experts

responsible for analyzing programmatic outcomes data and supporting the adoption of new data technologies (e.g., data dashboards) across the network, with the goal of understanding how and why certain programs are more successful than others.

O4OI Data Use Cases

Data collection and analysis for O4OI centers around three primary use cases that seek to support and inform the goals of the Impact Center and the participating workforce boards:



Program Search and Discovery

What education and training programs are available in my community?



Regional Education and Training Outcomes

What are the employment and wage outcomes of training programs offered within my community?



Benchmarking Program Outcomes

How can I benchmark the programs in my community against programs offered elsewhere?

JFF and Brighthouse are working closely with participating pilot sites to identify 1) the minimum viable data needed to inform the use cases, 2) the ways in which having these data could inform decision-making across key stakeholder audiences and help improve job-seeker outcomes, and 3) what is needed (e.g., agreements, security, capacity) to access and analyze data that may not be owned by the workforce boards.

O4OI Onboarding-At-A-Glance

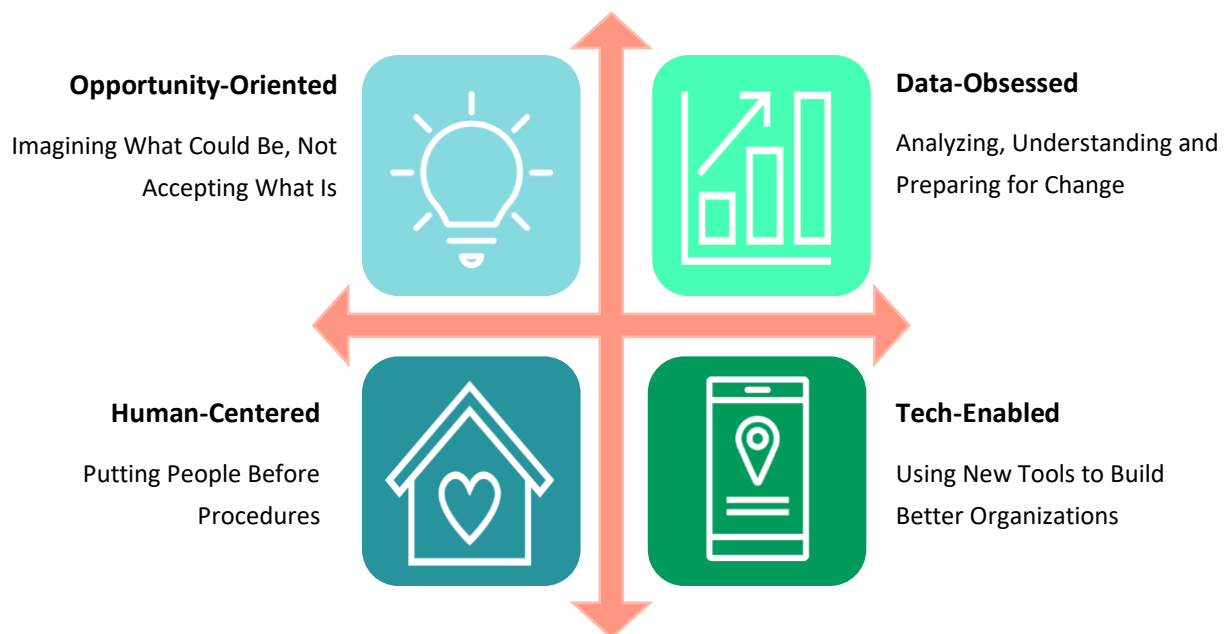
The graphic below breaks down the O4OI onboarding process into a series of concrete activities and deliverables.

	Preboarding	Contracting	Project Launch	Data Infrastructure	Data Product	Data Governance
Objective	Through self-assessment and independent research, site learns more about O4OI and determines if they are prepared to be successful as a participant	Execute contract with JFF to establish site as an active O4OI participant	Establish site as O4OI participant through formal project launch, determine approach to the work, and initiate data infrastructure activities.	Identify the depth and breadth of data metrics owned or accessed by the site and which metrics are critical to answering initial use cases	Identify and understand the kind of data impact and stories the sites would like to share about the work they do in their communities	Site participation in O4OI working groups established to facilitate shared oversight of O4OI activities and strategic direction
Activities	<ul style="list-style-type: none"> ◇ Review Future-Focused Behaviors ◇ Review O4OI Onboarding Guide ◇ Complete O4OI Participation Readiness Assessment ◇ Contact JFF 	<ul style="list-style-type: none"> ◇ Review proposed scope of work ◇ Develop budget and staffing plan ◇ Coordinate with JFF to sign MOU 	<ul style="list-style-type: none"> ◇ Kick-off meeting ◇ Complete O4OI Onboarding Survey 	<ul style="list-style-type: none"> ◇ Data discovery ◇ Data mapping 	<ul style="list-style-type: none"> ◇ User group interviews ◇ Story design and workshops 	<ul style="list-style-type: none"> ◇ Review working groups' purpose and activities ◇ Designate staff members to participate in appropriate working groups
Deliverables	<ul style="list-style-type: none"> ◇ Readiness Assessment outcomes report 	<ul style="list-style-type: none"> ◇ Fully executed contract 	<ul style="list-style-type: none"> ◇ Proposed work plan ◇ Meeting cadence established ◇ Onboarding survey outcomes 	<ul style="list-style-type: none"> ◇ Data dependency graph ◇ Minimum viable dataset 	<ul style="list-style-type: none"> ◇ Data stories ◇ Design mockups 	<ul style="list-style-type: none"> ◇ Attend and contribute to working group meetings and deliverables

Preboarding Activities

AWAKE Future-Focused Behavior Assessment

Prior to the launch of O4OI, JFF's [AWAKE](#) (Advanced Workforce Analytics and Knowledge Exchange) team worked to identify a set of [Future-Focused Behaviors](#) that set leading workforce boards apart from their peers. These four behaviors were derived from the core characteristics and principles of workforce boards that have proven their commitment to putting people first through their adoption of new technologies, data-driven approaches, and expansive thinking that pushes the envelope of what is possible through the public workforce system. The four Future-Focused Behaviors are:



One of the first steps workforce boards should take when considering joining O4OI is to carefully review the common practices and characteristics associated with these four [Future-Focused Behaviors](#) and consider whether your organization is exhibiting these behaviors consistently. The *outcomes* of this internal examination of your organization's behaviors are less important than the *process* of identifying and acknowledging areas where your organization is excelling versus areas that need improvement. The Impact Center at JFF is dedicated to elevating and scaling emerging workforce board trends and behaviors that are helping to drive change and improve the effectiveness of service delivery. As such, it is our goal that all O4OI participants consistently model these behaviors or actively work toward greater adoption of these behaviors as an example to others in the field.

O4OI Participation Readiness Survey

The [O4OI Participation Readiness Assessment](#) is another, more in-depth activity that will help you determine if your workforce board is prepared to participate in the initiative. It is highly recommended you complete this assessment prior to beginning initial conversations with JFF about joining O4OI.

The purpose of this Readiness Assessment is to help you identify your organization's data maturity in terms of the following:

- 1) How much data you have access to,
- 2) Your data sharing capabilities and methods,
- 3) The quality and reliability of the data you currently use,
- 4) How you store and protect your data, and
- 5) The capacity of your data and analytics personnel.

While these subjects are explored at a very basic level in this assessment, the outcomes are a good indicator of your organization's preparedness to join O4OI. The outcomes of this assessment will be explored during early conversations with JFF about potential participation in O4OI.

Due to the open accessibility of the assessment tool, you are unable to save your progress and return to finish later. Therefore, **it is highly recommended you review all assessment questions ahead of time and come prepared to complete the entire assessment in one sitting.** To view a PDF of the assessment prior to completing it online, please see the [Workforce Partner Onboarding Page](#).

Outreach from JFF

Upon completion of the Participation Readiness Assessment, JFF will reach out to your organization to begin initial conversations about potential participation in O4OI. These early conversations will primarily focus on providing further details about the Outcomes for Opportunity Initiative, reviewing the outcomes of preboarding activities, assessing site capacity to participate in O4OI, and a timeline of potential next steps.

Subaward Agreements

Once a workforce board and JFF have reached a mutual decision for the board to join O4OI, JFF will initiate the subaward agreement process. A sample O4OI subaward agreement is provided on the [Workforce Partner Onboarding Page](#). All agreements include the following core components, which will vary slightly from site to site as specific site terms, assets, and needs are determined:

Typical O4OI Subaward Agreement Components	Background	Brief overview of the goals of O4OI and the subgrantee's role in this initiative.
	Objectives	Description of the subgrantee's overarching objectives as a participant in O4OI
	Milestones (phases of the project)	Description of the three key milestones (or phases) of the scope of work (Engagement, Exploratory, and Implementation) with corresponding objectives and deliverables
	Key Personnel	Identification of key workforce board personnel that will be engaged in O4OI
	Schedule of Disbursements	Schedule of the amount of dollars to be distributed to the subgrantee upon completion of identified benchmarks
	Key Terms and Definitions	List of key terms and relative definitions found throughout the contract

JFF's O4OI team will work with key program personnel at the WDB to develop a scope of work and project budget. Upon completion of the scope of work, JFF contract staff will initiate the signatory process. All signatures must be provided electronically for security purposes.

Site Launch/Kick-Off

Upon signature of the subaward agreement, the O4OI team at JFF will organize and schedule a project launch meeting that kicks off the early activities and information gathering processes.

The kick-off meeting, which is preferably conducted on site at the workforce board, is designed to run several hours and cover a variety of basic information, key personnel, activities and processes, and establish collaboration norms for the team moving forward. **Due to safety and travel restrictions in place due to COVID-19, these meetings will be conducted virtually and will be limited to 2 hours until it is deemed safe to resume in-person convenings. The team may find that additional time is needed if not all agenda topics are covered in the initial meeting.** A sample agenda for an O4OI Project Kick-Off meeting is included on the [Workforce Partner Onboarding Page](#).

Workforce boards are expected to include all key personnel in this launch meeting as the group collaborates to identify what success looks like for this work, what strengths, barriers, and gaps exist, and how the team can best work together to achieve our shared objectives.

O4OI Onboarding Survey

After the contracting process is complete, either before the kick-off meeting or shortly thereafter, you (or an appropriate staff person of your choosing) will be asked to complete the **O4OI Onboarding Survey**. Completion of this survey requires expertise in a variety of disciplines specific to data management, sharing, analysis, and capacity. It is intended to provide the O4OI project team with the following critical information:

- Contact information and roles/responsibilities of key data personnel at your workforce board,
- The range of programs and partners for which you gather and analyze data,
- The depth and breadth of data sets and data metrics you currently have access to and use on a consistent basis, and
- Your organization's data sharing abilities and processes.

It's extremely important that this survey be completed thoroughly and accurately to ensure the O4OI team has full awareness of your workforce board's current data maturity and any gaps that must be addressed. If necessary, O4OI staff are available to provide guidance and assistance in completing the survey. To preview questions, please see the [Workforce Partner Onboarding Page](#) for a PDF of the full O4OI Onboarding Survey.

Data Governance

Data governance is a critical piece of an effective data infrastructure. Typically, a data governance body (i.e., Data Governance Boards, Data Councils, or Data Strategy Teams) has authority and oversight over the management of agency data assets. This body establishes policies, procedures, and roles for developing, overseeing, and coordinating data management policy and helps prioritize data resource allocations to answer agency key questions and meet stakeholder needs.

In order to support this work and ensure the needs and perspectives of local workforce boards, program and service providers, and job and credential seekers are considered at all steps along the way, JFF seeks to create a three-tiered governance structure in order to provide critical input to inform the Outcomes for Opportunity Initiative’s journey and vision for long-term sustainability. Each tier of this governance structure is briefly described below. A more detailed description of these workgroups is provided on the [Workforce Partner Onboarding Page](#).

Outcomes for Opportunity Advisory Committee

A standing committee providing strategic direction for O4OI. This group weighs in on JFF’s strategic direction and long-term vision, which are critical for the long-term success and sustainability of O4OI. Members of this committee are nominated by members of the Impact Measures and Data Development Workgroup and confirmed by JFF.

Impact Measures and Data Development Workgroup

A standing workgroup consisting of data and/or technical experts from each O4OI pilot site. This workgroup provides JFF and their technical partners with workforce data and system expertise required to ensure O4OI’s near and long-term success.

Ad-hoc User Experience, Data, and Technical Subgroups

As data product development progresses and diversifies, the need for ad-hoc, topical subgroups may be identified by O4OI project partners. These subgroups will have a narrow focus such as dashboard design or user experience. The Impact Measures and Data Development Workgroup will identify appropriate individuals to participate in these subgroups.

Currently, the Outcomes for Opportunity Advisory Committee is slated to launch in conjunction with the planned launch of “go-live” O4OI data products in late 2021. Initially, it will consist of top-level representatives from each of the seven pilot workforce board sites, as well as at least one training provider representative, and at least one state and/or local government representative. In the future this committee will also include associations representing employers and state job boards.

As a participating member of O4OI, your board will be expected to participate in these governance groups as outlined above to ensure equal representation across pilot sites and that the long-term success of O4OI is shaped by the unique and diverse needs of its members.

In addition to the governance structure described above, JFF and workforce boards may also enter into a data sharing Memorandum of Understanding (MOU) that outlines the data to be shared, how it may be used, stored, and protected, and who may gain access to it and for what purposes. This MOU will ensure all partners understand their role in providing, protecting, and using the data being shared to support this work.

Data Infrastructure

After the kick-off meeting and completion of the Onboarding Survey, JFF and Brighthouse will begin connecting with data experts at your workforce board on a consistent basis. Meeting cadence will be determined at the kick-off meeting. These meetings will focus on collecting additional information to inform O4OI data products.

Initial data sharing efforts will focus primarily on the **O4OI Core Impact Measures**. These measures have been selected from data sets that are readily available and should be common to all O4OI pilot sites. They can be broken down into seven main categories:



Education, Training, & Skill-Building Programs: The unit of analysis for these metrics will be training programs offered in your region and will include both measures of program characteristics as well as impact metrics such as likelihood of employment in the intended field.



Learning Outcomes: The unit of analysis for these metrics will be the training programs and will include both WIOA metrics related to employment and median wages.



Program Participants: These metrics capture descriptive statistics related to the characteristics and demographics of program participants.



Community Economic Health: these metrics capture descriptive statistics related to the various economic indicators at the community level such as cost of living, unemployment rate, average hourly wage, median home cost, etc.



Equity Outcomes: These metrics build off of the learning outcome metrics to ensure that outcomes are equitable across various socio-demographic subpopulations within your workforce region.

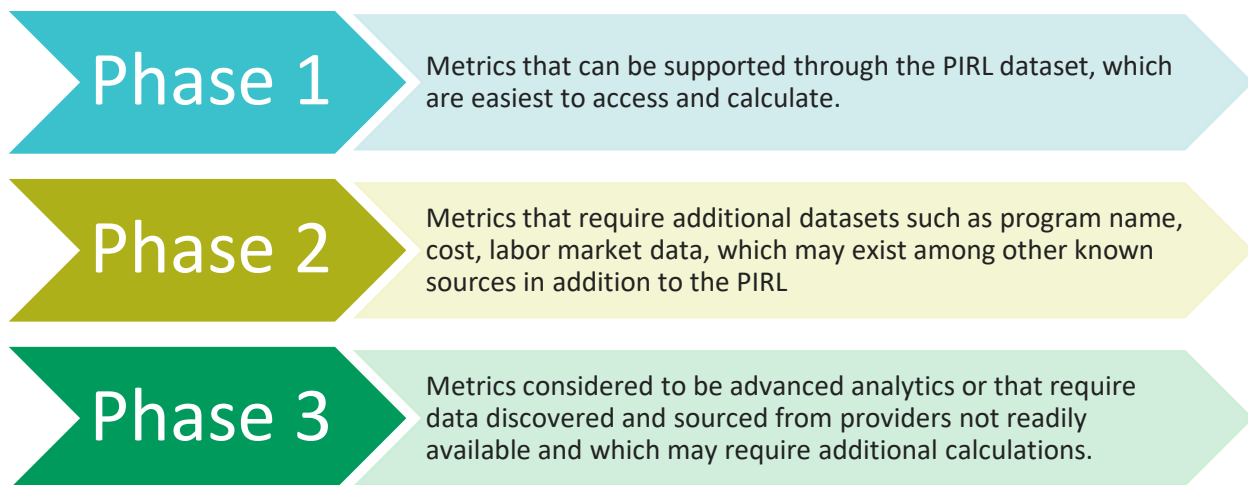


Internal Performance: These metrics capture measures of performance at the workforce board level and include things like revenue as well as satisfaction of employees, clients, and employers.



Market Outcomes: The goal of these metrics is to capture the relevance of programs within labor market demand.

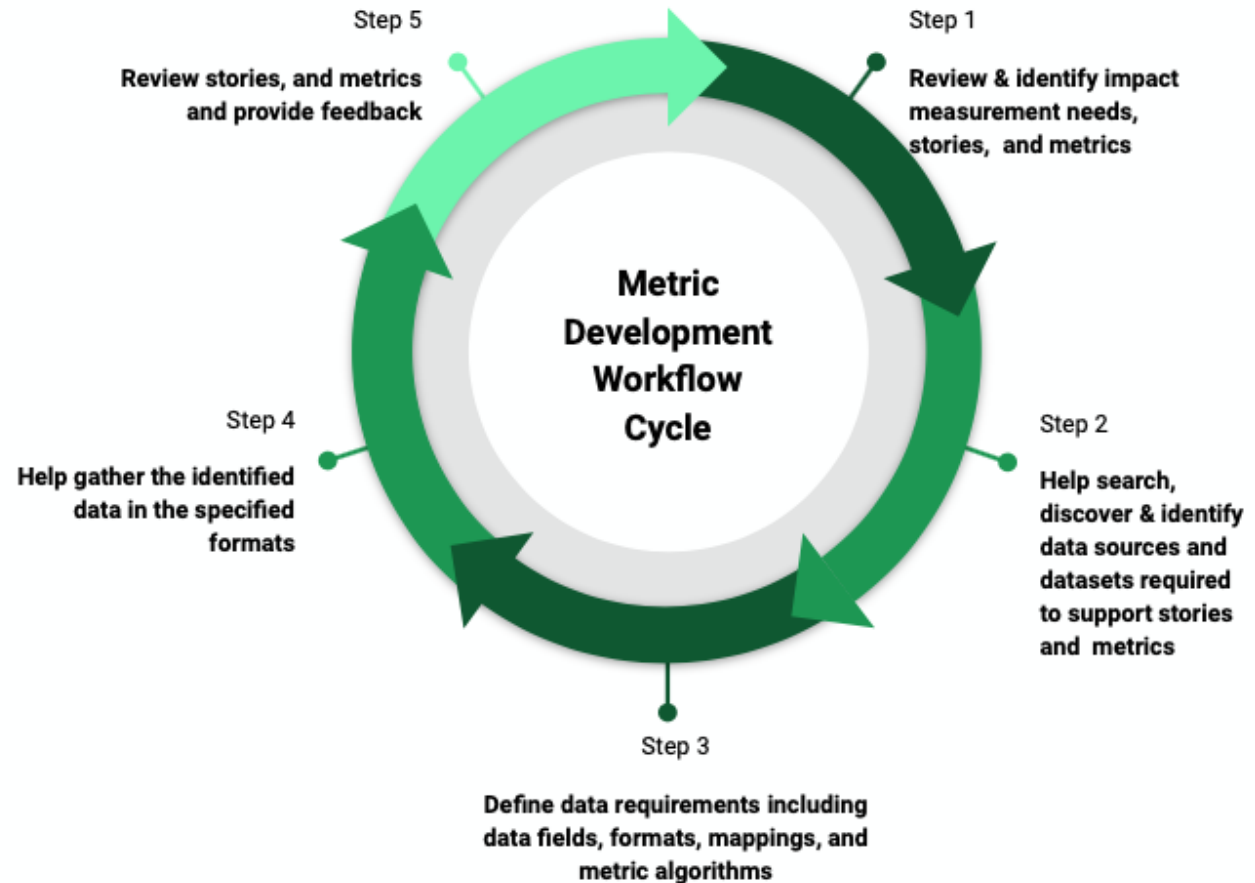
For each partner site, the process of identifying and adopting the core impact measures will be staggered into three phases. These phases represent the perceived complexity of accessing, calculating, and sharing the metrics as part of O4OI:



Phase 2 and Phase 3 data metrics will be identified through an iterative Metric Development Flow process that examines the data needed to calculate the metric, compatibility with current data infrastructure, feasibility, and several other factors that may influence incorporation into the core impact measures. This process will be managed by JFF, Brighthouse, and the Impact Measures, and Data Development Workgroup, as well as other subject matter experts, as needed. This process is outlined below:

The Workgroup will support each step in the process in the following ways, as needed:

- **Step 1:** Assist in reviewing & identifying stories, and metrics
- **Step 2:** Assist in discovering & identifying the data needed
- **Step 3:** Provide data field, formats, and metric algorithms
- **Step 4:** Provide necessary data
- **Step 5:** Review the metrics and provide feedback



Data Product

The process of developing data products will be led by JFF with input and feedback from O4OI pilot site product users. These products may include webpages, visualizations, and data dashboards, among others. Specific products and data stories will be identified based on priority needs and utility across the O4OI sites.

As products are developed, representatives from pilot sites will be asked to participate in ad hoc workgroups to inform the purpose, design and user experience of products as well as any contextual language that may need to accompany the products or visualizations. Members of the Impact Measures and Data Development Workgroup will identify appropriate representatives to serve on these time-limited, ad hoc workgroups as the need arises.