Third Sector & MassHire Learning Community
Technical Assistance Details & Invitation to Participate

October 11, 2019

COHORT BACKGROUND & GOALS

Third Sector Capital Partners, Inc. (Third Sector), a nonprofit advisory firm, is convening a Learning Community of up to four MassHire teams (to be formed by Board and/or by Region) to utilize outcomes-based strategies to enhance and align funding, programs, policies, and data to drive improved workforce development and economic mobility outcomes for a defined population.

Background

Workforce and human services agencies across the United States are exploring how to achieve improved workforce development and economic mobility outcomes for those they serve by transitioning procurement, contracting, and continuous improvement systems to an outcomes-oriented approach. Outcomes-oriented (or "pay-for performance") approaches balance flexibility and accountability by prioritizing the achievement of outcomes goals over prescriptive service delivery and compliance reporting. Outcomes-oriented approaches rigorously track priority outcomes, promote continuous improvement and learning, and leverage financial and nonfinancial incentives to improve the impact of services.

Workforce Boards have found outcomes-oriented approaches to be a tool to focus on a previously underserved population, drive collaboration and data-sharing across partners, improve coordination and referrals, promote service customization for a defined population, and align stakeholders on shared goals. Many partners in the MassHire system are already implementing aspects of outcomes-orientation and seek to build on this foundation to advance their Board and Regional goals.

Goals

Teams in the Third Sector & MassHire Learning Community will receive technical assistance (TA), peer learning opportunities, and one-on-one capacity building support from Third Sector to:

- Learn about best practices for implementing outcomes-based approaches
- Design and launch local demonstration projects focused on a defined population and/or in service of an existing initiative or goal
- Increase the utilization of data-driven feedback loops and application of continuous improvement structures
- Build towards new outcomes-based funding and contracting approaches to shift incentives

Ultimately, the goals of the Learning Community are to improve workforce development and economic mobility outcomes and to advance Board, Regional, and Statewide goals.

THE OPPORTUNITY

Third Sector will provide MassHire teams with four months (January- April 2020) of in person-convenings, homework exercises, and one-on-one technical assistance in order to:

- Develop goals for a demonstration project
- Refine the demonstration project's hypothesis
- Design implementation plans
- Engage stakeholders and leverage data in both design and implementation

Outcomes-Oriented Project Hypothesis Components

Stakeholder Engagement	All components are developed in close collaboration with a community of agencies, funders, providers, and service recipients
Goals	The funder and provider identify goals they collectively want to achieve for a defined population
Metrics	Both the funder and the provider will measure progress against quantifiable metrics
Data sharing & evaluation	The funder and provider collect and share data on those metrics during the contract period (and afterwards) to ensure accountability
Continuous improvement process	The funder will give providers flexibility to access and learn from data, innovate, and continually improve outcomes
Incentive structures	The funder will reward providers that meet or exceed outcomes goals & measurably improve lives through both financial & non-financial incentives

Specifically, participating teams will benefit from:

In-Person Convenings: Aligned with MassHire Partners Meetings and Massachusetts Workforce Association (MWA) Meetings, Third Sector will host a series of four monthly interactive in-person convenings that are designed to increase knowledge of and the capacity to leverage outcomes-oriented contracting strategies. These in-person convenings will include facilitated activities and dedicated team-based working time, as well as opportunities to share best practices and work through common challenges with the rest of the Learning Community.

Homework Exercises: Building from the content delivered during in-person convenings, homework exercises will be shared with teams to complete with their local stakeholders in order to advance project hypotheses and customize concepts to team-specific context and goals.

One-on-One Technical Assistance: On a bi-weekly basis between in-person convenings, Third Sector will conduct one-on-one touchpoints with each team, which may include check-in calls, onsite meetings, and stakeholder engagement sessions aimed at advancing the goals of the team's project hypothesis.

Technical Assistance Details

In support of developing a project hypothesis and implementation plan, Third Sector and each team will pursue a relevant combination of the following activities based on the specific context and needs of each team:

Define Shared Vision and Outcomes

- **Shared Vision**: Depending on where teams are starting, this could include bringing together Board and Regional leadership, as well as Career Center and other provider partners to define a shared vision and goals for collaborative efforts.
- **Population Analysis:** This includes analyzing the Board or Region's population data to identify priority sub-populations, better understand their needs and goals, and design appropriate referral pathways to promote access to services.
- **Outcomes:** In collaboration with stakeholders, including provider organizations, teams will establish key outcomes and associated outcome metrics that align program components to the goals of the prioritized population.

Design Program Enhancements and Performance Measurement Plans

- **Program Review**: Using the population analysis and in collaboration with stakeholders, teams will assess current program components against the proposed outcomes to identify gaps in programming and/or disconnects between supports and identify and design high-potential program enhancements to address those gaps.
- **Data, Metrics, and Evaluation**: Teams will review the data needed to track the achievement of outcomes against currently accessible data sources and identify/establish data sharing pathways to measure program impact. This will also include developing baselines for specific populations and identifying appropriate methodologies for evaluating the achievement of outcome targets.
- **Continuous Improvement**: This includes designing mechanisms to facilitate engagement with key stakeholders (including providers and partner agencies) to share and review data on an ongoing basis to support continuous improvement and to identify best practices for supporting the prioritized population.

Identify and Begin to Implement New Practices

- **Program Economics and Incentives**: Depending on where teams are starting and their interest in working towards incentive structures, teams may review demand and supply considerations surrounding the program and identify potential financial and/or non-financial incentives for providers to support the attainment of outcome goals.

SELECTION OF PARTICIPATING TEAMS

The lead applicant for teams must be a MassHire Workforce Board that allocates public funding and holds contracts with providers. Other team members may include: MassHire Career Centers, other partner providers, and/or other Workforce Boards in the same region.

To confirm your team's interest and commitment to participating in the cohort, Third Sector asks that each team responds to the following five questions by or before Wednesday, October 30, 2019. (Submit only one set of responses per team, please.) The responses to these questions will allow Third Sector to

better understand the team's capacity and commitment to make use of the technical assistance, as well as begin to set the agenda for the Learning Community based on common goals and interests across participating teams.

QUESTION 1: What is your team's goal and vision of success for leveraging outcomes-based approaches to improve workforce development and economic mobility outcomes? How will this TA opportunity support or build off of existing efforts? [300-word limit]

- Based on the technical assistance details provided above, please outline a clear vision for how that assistance will advance your goals. Please include how your vision connects to current stated goals or strategic priorities for your Board or Region.
- Describe how the technical assistance will support reaching stated goals or strategic plans by identifying specific opportunities where it might have the largest impact on a chosen population.

QUESTION 2: Which partners and policies do you have in place that will support your efforts to achieve stated goals and vision? [150-word limit]

- Please cite any policies, programs, leadership, and other conditions at the organizational, regional, and/or state levels that support program enhancement and the implementation of outcomes-focused projects for workforce. Additionally, provide any context or background that demonstrates a strong and consistent track record of collaboration between Workforce Boards, Career Centers, providers, and other workforce organizations. For new partners you hope to enlist, please share who and how you plan to engage them (for example, program participants).

QUESTION 3: What program do you envision enhancing? What are the program's focus areas and current impact? [300-word limit]

- Please describe the program to be enhanced under the TA, including the population served, the program components, and mode of delivery. Provide any evidence of the program's impact to date and the outcomes achieved/intended (e.g., credentialing, job placement, etc.). Outline the ecosystem (policy(ies) and systems) within which the program sits (including the funding source(s), and government and delivery partners).
- Describes the agency's experience with collecting and utilizing high-quality program and administrative data to measure progress and outcomes, the current data infrastructure related to the program, and the commitment to utilizing data to strengthen performance.

QUESTION 4: What level of resources—staff capacity, time, and leadership—are you prepared to commit to successfully leveraging this TA? [200-word limit]

- Please outline specific plans for allocating 4-6 staff across partner organizations to a project team that holds decision-making authority for program design and contract management. This should include:
    - The name and contact information for (1) a project champion who will oversee and provide strategic direction for the project and (2) a dedicated project manager who will serve as the main point of contact and will lead project development and coordination. These roles are estimated to require 8 and 10-16 hours per month, respectively, including in-person convening time.
    - Additionally, identify at least two other project team members who, ideally, should include program, policy, research and data, finance/accounting, and legal and procurement staff (with a preference for one person for each of these areas). Each member is estimated to spend 4-10 hours per month on the project.

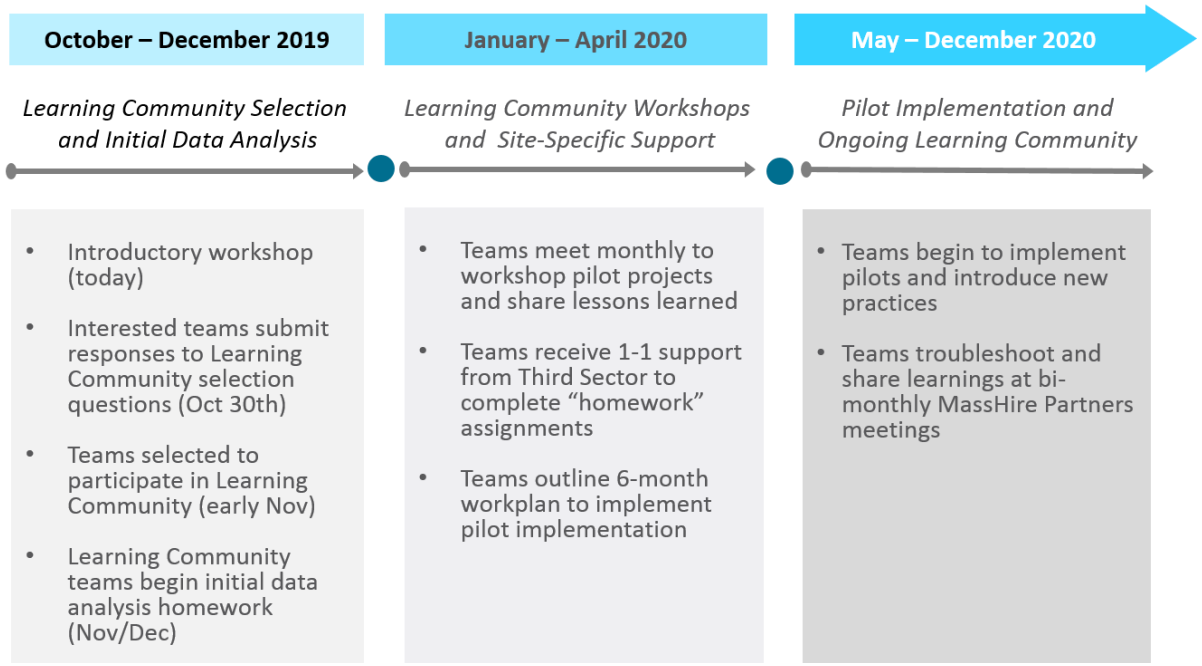
QUESTION 5: What, if any, risks do you anticipate with successfully leveraging this TA, and what plans do you have for managing them? [150-word limit]

- Please describe any anticipated challenges, limitations, or barriers (e.g., political, legal, financial, technical) to implementing the project successfully—particularly with making program, policy, and systems changes—and propose appropriate and reasonable strategies to overcoming these.
- Describes any risks with project team availability and with stakeholder engagement, and identify appropriate contingencies.

TIMELINE AND KEY DATES

To confirm your team's interest and commitment to participating in the cohort, please respond by **Wednesday, October 30, 2019 at 5:00 pm ET** via email to H. Kay Howard (hhoward@thirdsectorcap.org) with your responses to the questions above in a Word document.

Timeline and Key Dates for the Third Sector & MassHire Learning Community



ABOUT THIRD SECTOR

Third Sector is a 501(c)3 organization that has worked with more than 40 communities to deploy more than $800 million of government resources toward outcomes. Our mission is to accelerate the transition to a more performance-driven social sector. We use public funding and data as levers to impact how governments, service providers, and their partners work with and improve the lives of the people they serve. We take a collaborative and customized approach to co-create practices that advance community-specific goals. To learn more, visit our website: www.thirdsectorcap.org.

Maximizing Results in Workforce Programs through Outcomes-oriented Approaches

MassHire Workforce Partners Meeting

October 9, 2019

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Purpose

- Build workforce organizations' knowledge and capacity to implement outcomes-based approaches
- Provide examples of Third Sector's partnerships with workforce agencies across the country to implement outcomes-based contracting
- Discuss the upcoming MassHire cohort opportunity and identify potential project goals

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Introductions (15 minutes)

Why implement an outcomes-based approach? (30 minutes)

Case studies of workforce projects (15 minutes)

Selecting outcomes-based project activities (40 minutes)

Next steps (20 minutes)

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Today's Presenters

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Third Sector is a nonprofit advisory firm that helps communities align policy, dollars, data, and services around improved outcomes

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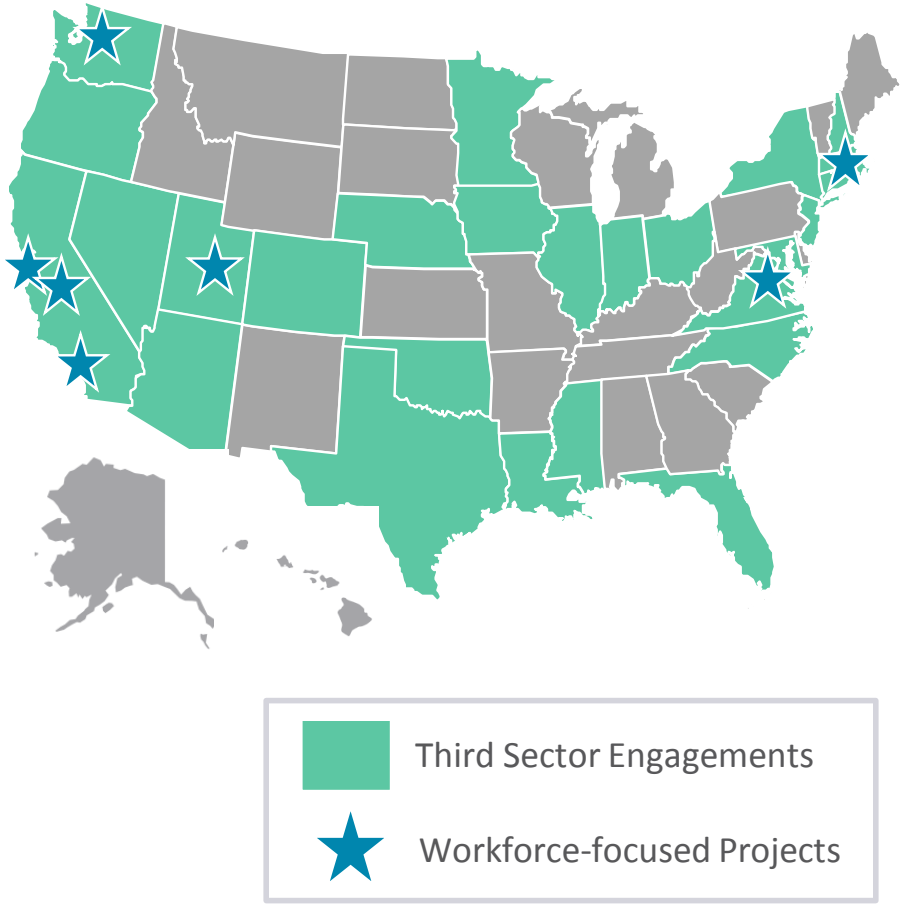
Third Sector has supported state and local agencies to deploy $806M in public funding via outcomes contracts

Third Sector's mission is to accelerate the transition to a performance-driven social sector



Sample Outcomes Prioritized in Workforce Contracts

- Improved Educational Functioning Level
- High School Equivalency
- English Language Proficiency
- Measurable Skill Gain
- Nationally-recognized Credential Attainment
- 12+ College Credits
- Job Placement
- Job Retention (30, 90, & 180 days)
- Wages (above minimum wage or Area Median Income)
- Wage growth over time

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Introductions

- Name
- Title
- Organization
- Did you attend the April Workforce Partners meeting and the overview of Pay-for-Performance and Outcomes-based approaches?
- Why did you sign up for today's session? What do you hope to gain from the session?

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Newspaper Headline Activity

If you had to describe outcomes-based approaches or pay-for-performance in a newspaper headline or a Tweet, what would you say?

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What are the common myths about outcomes orientation?

An outcomes orientation is all about contracting

Performance-based contracting and outcomes contracting are the same

Outcomes contracts must have financial incentives or bonuses

Outcomes contracts are developed and implemented without meaningful input from providers and/or other stakeholders

RFPs and contract renewals are the only times to make meaningful changes

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The components of outcomes-oriented projects ensure funding and services are working together to improve long-term life outcomes

What is Outcomes-Orientation?

Stakeholder Engagement	All components are developed in close collaboration with a community of agencies, funders, providers, and service recipients
Goals	The funder and provider identify goals they collectively want to achieve for a defined population
Metrics	Both the funder and the provider will measure progress against quantifiable metrics
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What are the benefits of outcomes-oriented approaches?

Traditional vs. Outcomes-Oriented Approaches

Traditional Approach

Periodic Enrollment

Providers serve clients who walk in the door

Prescriptive Services

Providers funded for delivering specific, prescribed service components

Ad Hoc Data Gathering

Minimal, self-reported data is tracked at the beginning and end of services

Cost Reimbursement

Providers are reimbursed for time and materials

Outcomes-Oriented Approach

Coordination and Outcomes

Partners use data to coordinate proactive recruitment and referrals

Flexibility to Customize Services

Providers have flexibility to adapt evidence-informed services to local context and client needs

Outcomes Tracking & Data Sharing

Education and employment outcomes are tracked in real time and data is shared across agencies

Performance Payments

Providers can earn outcomes payments for measureable results

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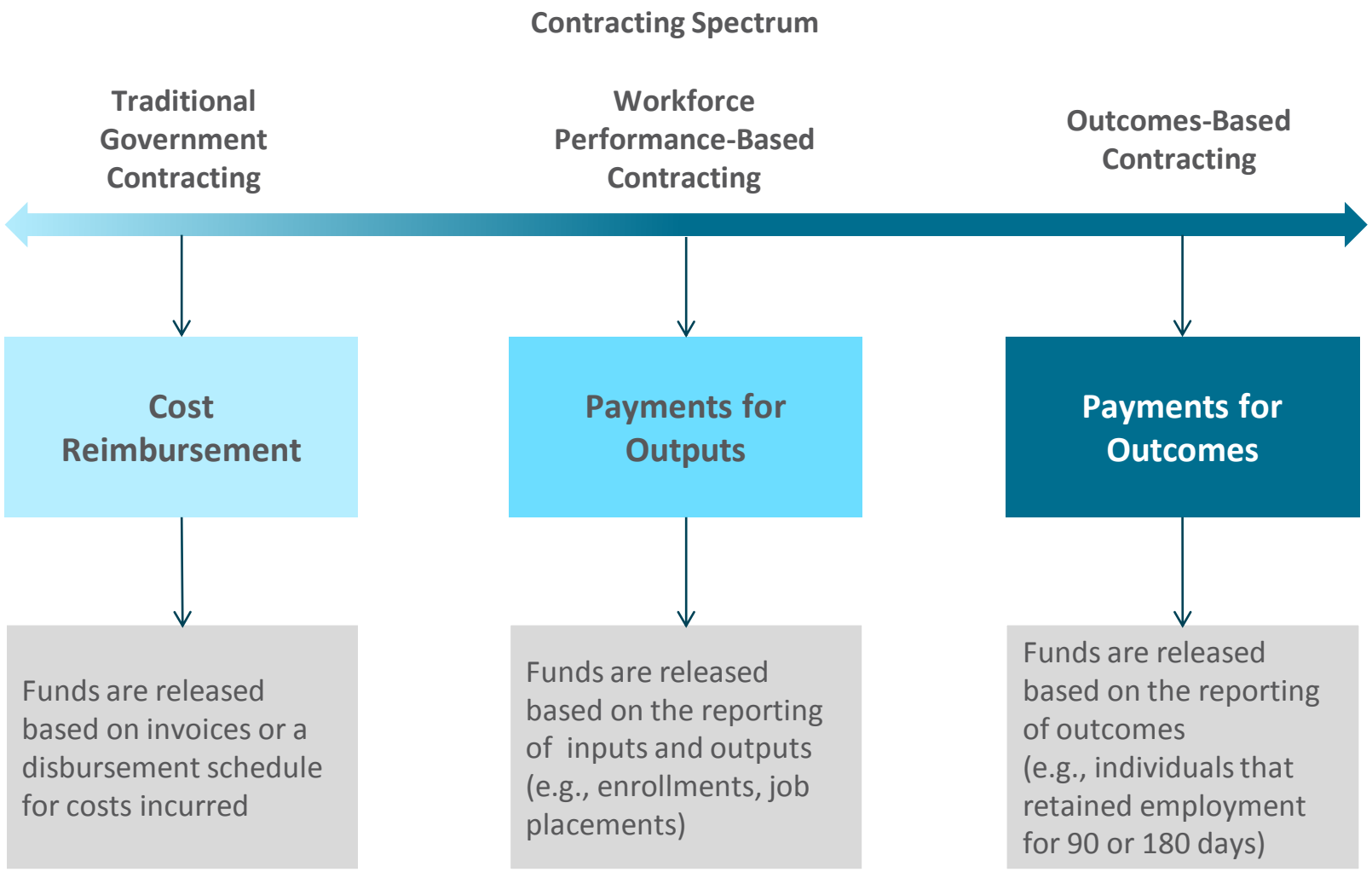
Outcomes-based contracting builds off of performance-based contracting by paying for longer-term outcomes achievement



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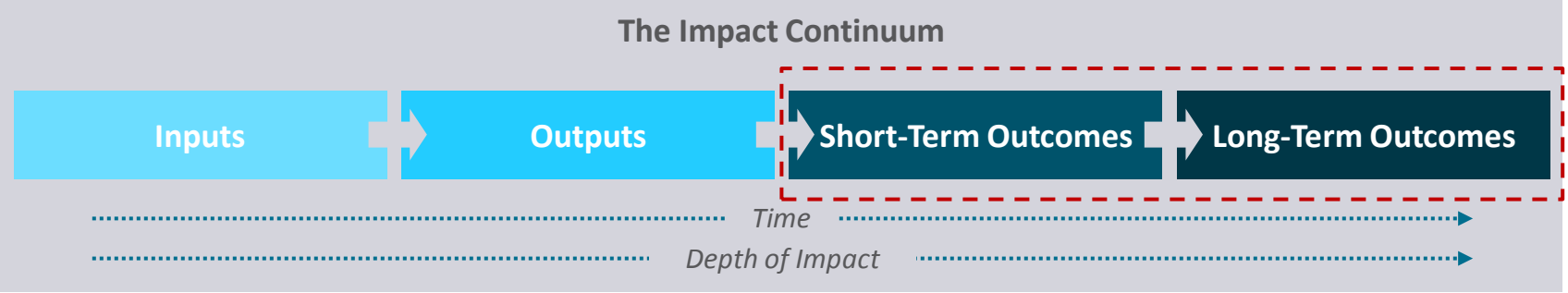
Outcomes orientation encourages selecting longer-term, cross-system performance measures that demonstrate meaningful life change



Definitions

The resources used to deliver a program	The measures of the key activities resulting from a program	The near-term changes that result from a program	The secondary or persistent changes that result from a program, often realized after the programs' services end

WIOA Examples

• Staff • Training • Overhead	• Number of individuals served • Effectiveness in serving employers*	• Credential attainment* • Measurable skill gains*	• Employment rate 2nd/4th quarter after exit* • Median earnings 2nd quarter after exit*

* WIOA Common Measure

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Outcomes-based contracts include customized payment and process incentives to support program goals

Payment Incentives

Incentives related to financial terms and payments within contract(s) tied to meeting performance targets

Dollars

- Contingent bonus payments
- Contingent cost coverage
- Contract renewal / expansion
- Payment terms
- Contract size / term

Process Incentives

Incentives created as a result of undertaking/participating in the outcomes contracting process

Data

- Outcomes data access
- Performance feedback loop

Services

- Flexible program delivery
- Population focus
- Reduced reporting burden

Policy

- Preferred vendor list
- Technical assistance / training

Stakeholder Engagement

- Brand recognition
- Collaboration

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Outcomes-based contracting components complement WIOA approaches

Outcomes-based Contract Component	WIOA Approach
Stakeholder Engagement	**Demand-Driven Workforce System:** Creating a system that is responsive to the needs of employers and the labor market
Goals	**State and Local Plans:** Goals and/or priority populations outlined in approved WIOA plans
Metrics	**Common measures:** Employment 2nd/4th quarter after exit, credential attainment, median earnings 2nd quarter after exit, etc.
Data sharing & evaluation	**Data reporting:** Regular data collection and reporting up to state and local Workforce Development Boards and U.S. DOL
Continuous improvement process	The funder will give providers flexibility to access and learn from data, innovate, and continually improve outcomes
Incentive structures	The funder will reward providers that meet or exceed outcomes goals & measurably improve lives through both financial & non-financial incentives

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WIOA legislation incentivizes agencies to structure outcomes-oriented "P4P" contracts to achieve longer-term program outcomes

WIOA Pay for Performance (P4P) Provisions

Traditional Workforce Contracts	WIOA Pay-for-Performance
Ties payments to **costs**, or, if performance-based, **inputs, outputs or short-term outcomes** like job placement	Payments tied to **long-term outcomes** like education attainment, long-term employment, and wage growth
2-year funding cycle requires short contract periods; no time for course correction	**10% "no-year" set-aside** of WIOA formula funds can be spent well beyond the 2-year funding cycle
Most workforce contracts are actually just **cost-reimbursement** with no link to performance at all	**P4P contracting strategy is** required. Includes **evaluation**, 3rd party data checks, and project cost-modeling

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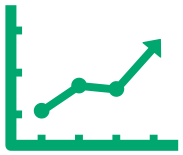
While we await DOL's Training and Employment Guidance Letter (TEGL) on P4P, we can make initial steps towards outcomes orientation

Opportunities to work towards P4P

The only limitation currently presented by the lack of guidance is payments for outcomes in the long term that won't occur during the WIOA 2-year funding cycle

So long as outcomes are tracked and paid for within the 2-year funding cycle, there have been no restrictions indicated by the DOL to date



12 months of data is available to all workforce development boards; Can begin working towards tracking and gaining access to longer-term data

Other funding sources, such as state funds or philanthropy, can also be introduced for longer-term outcomes

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Questions on the structure and benefits of an outcomes-oriented approach?

Key Components

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Northern Virginia saw outcomes orientation as an opportunity to reach more underserved youth and better meet their unique needs

Northern Virginia Workforce Project

Traditional Contracting

Periodic Enrollment

Under 10 foster care and justice-involved youth enrolled per year

Ad Hoc Data Gathering

Outcomes not tracked for foster care and justice-involved youth

Cost-Reimbursement

Provider reimbursed for time and materials

Outcomes-Based Contracting

Coordination and Outcreach

100 foster care and justice-involved youth served over three years

Outcomes Tracking

Employment and academic outcomes **tracked quarterly**

Performance Payments

Up to **$150K** in payments for program outcomes during and after intervention period

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Northern Virginia's outcomes-oriented contract incentivizes improved education and employment outcomes for underserved youth

Northern Virginia Workforce Project

Traditional Contracting

Periodic Enrollment

Under 10 foster care and justice-involved youth enrolled per year

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Outcomes not tracked for foster care and justice-involved youth

Cost-Reimbursement

Provider reimbursed for time and materials

Outcomes-Based Contracting

Coordination and Outreach

100 foster care and justice-involved youth served over three years

Outcomes Tracking

Employment and academic outcomes **tracked quarterly**

Performance Payments

Planned for **$150K** in bonus payments for outcomes during and after intervention period

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Northern Virginia explored incentivizing a mix of inputs, outputs, and outcomes to promote enrollment of harder-to-serve youth

	Inputs	Outputs	Short-Term Outcomes	Long-Term Outcomes
Cost Reimb.	Program costs for three years			
Payment Outcomes			• Measurable skill gains during program • Youth placed in employment, training, or education 2Q after exit	• Attainment of degree or certificate 4Q after exit • Youth placed in employment, training, or education 4Q after exit
Other Priority Outcomes		Increased enrollment of previously underserved justice and foster care youth	• Increased stakeholder collaboration • Increased data sharing • Lessons learned on an underserved population leading to service improvements	• Reduction in recidivism rates and time spent incarcerated • Decrease in use of TANF, SNAP, and Medicaid

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A focus on outcomes created increased outreach and collaboration among referral partners

Trainings: Conduct bi-annual on-site staff trainings at referral partner organizations' staff meetings on NVTI Program, eligibility criteria, and referral process

Reporting: Referral partners complete monthly reports on number of eligible youth currently in services and NVTI lead follows up and provides updates on program enrollment and performance

Coordination: Referral partners reach out to DFS case manager directly when there is a referral prospect

Meetings: Quarterly referral partners meeting to track progress and coordinate/improve efforts to strengthen referral process and continuous collaboration and improvement of joint programming

One-Stop Service Initiation: DFS Case Manager initiates WIOA enrollment services at individual referral partner facilities

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DTA decided to leverage upcoming reprocurements to prioritize outcomes goals and align incentives to results, rather than service models

DTA Employment Services Programs Transitioned to an Outcomes Orientation

Young Parents Program (YPP)	Competitive Integrated Employment Services (CIES)
2018 RFR	**2019 RFR**
$4M/year of education and employment programming	**$8M/year** of job skills, job search, and job retention support
Serves **500+ pregnant or parenting young adults**, ages 14-24, who receive TAFDC and have disengaged from education	Serves **1,000+ TAFDC recipients** who are unemployed or underemployed with the goal of placing them on a sustainable career pathway

"We don't buy services. We buy outcomes."

– Commissioner Jeff McCue, MA DTA

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In support of this transformation, DTA focused on achieving three goals across employment services and programs

DTA Reprocurement Goals

Goals	What does this look like?
Provide individualized, client-centered services	• Promote a **2Gen approach** that prioritizes outcomes for both parents and their children • Tie allowable activities directly to research-based **career readiness indicators**
Pay for outcomes achievement	• Maintain **high expectations** for participants, provide **flexibility** on their path • Maintain **high expectations** for providers, provide **flexibility** on path towards achieving expected outcomes
Build a workforce pipeline in high-demand and growth industries	• Link education and training opportunities to **local labor market**

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Outcomes prioritized for CIES shifted program expectations to include assessment, sustaining wage job placement, and retention services

DTA CIES Before and After

Traditional Contracting

Prescriptive Services for Individual's Needs

Prescriptive program model for soft skills training, job search, and job training

Program Ends at Job Placement

Providers were not incentivized to continue to work with clients once they were placed in any job

Payments for Service Models Delivered

Providers paid based on "Service Model" of program client completed

Outcomes-Based Contracting

Flexibility for a Family-Centered Approach

Providers have increased flexibility and tools to meet clients where they are and to consider whole-family needs

Incentives for Retention & Higher Wages

Providers receive outcomes payments for job retention at 90 and 180 days and retention in jobs paying ≥$16.25/hour

Payments for Client Performance

Providers can earn up to six outcomes payments, tied to a mix of measureable inputs, outputs, and outcomes

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Workshops for CIES generated a payment structure based on client customization and outcomes, not service models

CIES Outcomes-based Compensation Structure

Old CIES

- 8 payment points
- Payments for initiation and completion of 4 different "service components"
- 2 payment tracks for "level of service model"

Outcomes-Based CIES

- 6 payment points
- Front-loaded payment for assessment and goal-setting
- Larger payments tied to certificate attainment, sustaining wage job placement, and job retention

Payment Metrics

- Completion of assessment and goal-setting
- Engagement in job preparation and search activities
- Nationally-recognized certificate attainment
- 30 day job retention
- 90 day job retention (higher payment if wages ≥$16.25/hr)
- 180 day job retention (higher payment if wages ≥$16.25/hr)

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Northern Virginia and Massachusetts DTA each had tangible gains from using an outcomes-based approach

	Northern Virginia	Massachusetts
Improved coordination among stakeholders	The Workforce Development Board **established partnerships with justice and child welfare agencies across 3 counties to increase recruitment** of underserved youth populations.	DTA's focus on 2gen approaches to help individuals succeed in the workplace encourages providers to **create community partnerships to provide wrap-around supports** for participants.
Reconfigured service models supporting outcomes achievement	The provider purchased a van for case workers to do **mobile case management where youth were receiving other social services** to better meet youth where they were.	CIES providers can **tailor service strategies to individual needs** rather than a prescribed service delivery model.
Potential for providers to earn outcomes incentives	The Workforce Development Board explored a **set aside of $150K for bonus payments** for outcomes attainment.	CIES providers can **earn nearly $5,000 more under an outcomes-based contract** than in the previous service-based contracting model.

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Outcomes-oriented projects begin by engaging stakeholders around key goals for a specific population

Outcomes-Oriented Project Hypothesis Components

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Today we will work towards identifying a goal for a potential project that you can share with local stakeholders for feedback

Outcomes-Oriented Project Hypothesis Goal Component

Goals	The funder and provider identify goals they collectively want to achieve for a defined population

Sample Goal Statements

Fairfax County Department of Family Services

SKILLSOURCE GROUP
Northern Virginia Workforce System

Improve outreach and education and employment outcomes for underserved youth involved in the justice system or aging out of foster care

dta

Provide individualized, client-centered services to unemployed and underemployed individuals to promote long-term self-sufficiency and economic mobility

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Workforce Partners can take initial steps to embed an outcomes-oriented approach to accelerate existing goals and priorities

	Questions to Consider
1 **Adopt Continuous Improvement Strategies**	• What **existing data could be shared and discussed with providers** in real-time in pursuit of ongoing learning and improvement?
2 **Engage Multi-Level and Multi-Agency Stakeholders**	• What **agency or state-wide goals** could be advanced with this approach? • How do **providers and participants define success** for the program?
3 **Understand Where to Target Efforts**	• Are there **subpopulations** not being served or facing challenges achieving outcomes? • Are there **particular targets** we are not meeting?
4 **Review Funding Streams**	• Are there program areas that are not meeting desired outcomes or are **ripe for a re-bid**? • Are there any **upcoming procurements**?

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Activity, Part 1: Brainstorm organizational priorities, areas where outcomes are not being met, and/or a focus on a subpopulation

Questions for Brainstorm Activity

PRIORITIES
What are the organizational or regional priorities that could be supported by an outcomes-based approach?

PERFORMANCE
Is there underperformance for any priority outcomes? Do you have any WIOA Common Metric targets not being met?

POPULATION
What are the underserved populations and/or sub-populations experiencing outcomes disparities?

Activity Instructions:

- Divide into 3 groups.
- Spend 5 minutes brainstorming each question. Write ideas on post-its.
- Rotate when prompted.

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Activity, Part 2: Draft potential goal statements to test with regional stakeholders.

Goal Worksheet

Goals	What do you hope to achieve? For whom?
1	
2	
3	

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Contents

Introductions (15 minutes)

Why implement an outcomes-based approach? (30 minutes)

Case studies of workforce projects (15 minutes)

Selecting outcomes-based project activities (40 minutes)

Next steps (20 minutes)

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By participating in the Learning Community, teams will develop a strong foundation with key stakeholders to implement new pilot efforts

Learning Community Goals & Deliverables

1 **Aligned Goals and Metrics**	• Teams will have engaged various stakeholders and used data to align on clear goals and metrics for a specific population
2 **Focus on Continuous Improvement**	• Teams will have selected data sources to track metrics and identified new ways to use data to support continuous improvement
3 **Clear Project Hypothesis**	• Teams will have developed a clear project hypothesis and outlined a 6-month workplan to implement new practices • This workplan may include steps to build towards incentive structures

All teams will develop a shared understanding of outcomes-oriented approaches and how to apply various strategies to support different program goals.

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Participating teams will benefit from a 4-part workshop series, site-specific technical assistance, and opportunities to collaborate across regions

Learning Community Benefits

In-person convenings	• Four in-person sessions for teams (3-4 people per site) to meet, participate in structured workshops, and compare notes with other teams • "Homework" activities will be provided to guide efforts
Site-specific support	• Between meetings, teams will have support from Third Sector to complete "homework" assignments
Learning Community	• Beyond the workshop series, teams will benefit from a Learning Community structure that will provide ongoing opportunities to share lessons across the state

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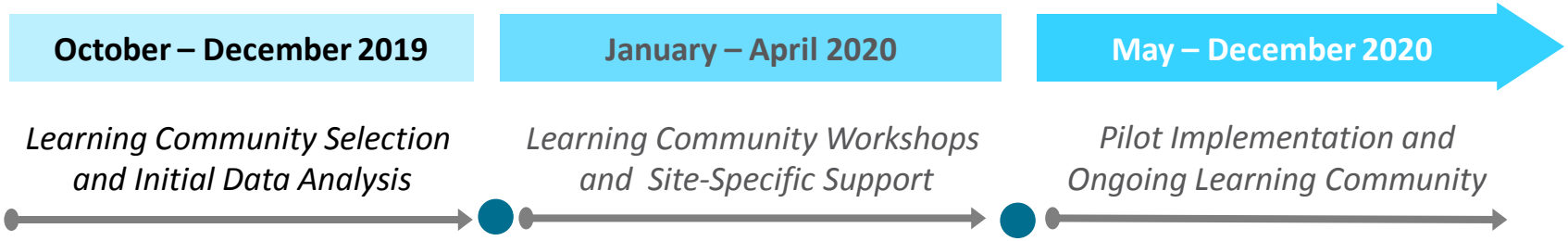
In coordination with EOLWD and MWA, regional teams will be selected this fall and the Learning Community workshop series will begin in early 2020

Timeline Overview



- Introductory workshop (today)
- Interested teams submit responses to Learning Community selection questions (Oct 30th)
- Teams selected to participate in Learning Community (early Nov)
- Learning Community teams begin initial data analysis homework (Nov/Dec)

- Teams meet monthly to workshop pilot projects and share lessons learned
- Teams receive 1-1 support from Third Sector to complete "homework" assignments
- Teams outline 6-month workplan to implement pilot implementation

- Teams begin to implement pilots and introduce new practices
- Teams troubleshoot and share learnings at bi-monthly MassHire Partners meetings

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Interested teams will be asked to articulate their interest in and commitment to the Learning Community by responding to a set of selection questions

Questions Overview

Vision and Goals	What is your team's goal and vision of success? How will this TA opportunity support your efforts?
Population/ Funding Focus	What program do you envision enhancing through a pilot and what are the program's focus population and funding sources?
Existing Efforts	Which partners and efforts do you already have in place that will support your efforts to achieve stated goals and vision?
Capacity & Commitment	What level of resources—staff capacity, time, leadership—is your team prepared to commit to the cohort and Learning Community?

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Next Steps: Identify 3 people you would like to share your draft goal statements (what questions do you have?) and discuss the Learning Community opportunity with

Stakeholder Engagement List

1

2

3

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Any lingering questions?

Thank you for your active participation today!

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