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REPORT OF THE

JOB TRAINING WORKING GROUP

TO THE

JOINT STANDING COMMITTEE

ON

APPROPRIATIONS AND FINANCIAL AFFAIRS

March 25, 1996

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EXECUTIVE SUMMARY

- “Job Training” means different things to different constituencies. The Job Training Working Group (JTWG) understands job training to be one component of a broader array of training and educational services generally referred to as “workforce development.” Further evaluation by the JTWG is also needed to define “job training” which would then be proposed to policy makers for budget evaluation purposes;
- The managers and staffs of the various job training programs are committed to accountability and efficiency;
- The programs are best understood when they develop performance measures that reflect the program’s mission, goals and objectives and, then the relative success of one program’s achievements are compared and contrasted to another. Since this approach was not feasible at this point in time, individual job training programs are compared and contrasted to those job training programs having a similar or comparable orientation. To that end the JTWG organized job training programs into three “sub-groups”:
 - (1) Business-oriented programs;
 - (2) In-School/Youth-oriented programs; and
 - (3) Client-oriented programs;
- Each “sub-group” and ASPIRE has proposed a set of performance measures (i.e., input, output, efficiency and/or outcome measures) that either are available now or can be developed in the short term;
- In the changing milieu of federal funding/reorganization efforts, and changing state budgeting practices, the Legislature should refrain from prescribing statutory performance measures. The JTWG believes statutory solutions could hamper each program’s ability to respond to these changes;
- The Performance Budgeting methodology, whereby measurable outcomes will be developed, budgeted and evaluated, is well-suited for job training programs but to implement performance budgeting for job training on an interdepartmental, “policy area” basis ahead of the rest of state government is not realistic;
- All efforts on data collection and reporting, development of strategic plans and implementation of performance budgeting should be on a “go forward” basis (eg. 7/1/96).
- The JTWG, as an informal body, presents this information as a status report; this effort is very much a work in progress. The JTWG should continue to meet in order to define terms, further refine the performance measures and help coordinate performance budgeting.

BACKGROUND

PL 1995, c. 368, Part OO directed the Commissioners of the Departments of Education, Human Services, Labor, Economic and Community Development, and the President of the Maine Technical College System to "study the effectiveness of current job training programs." The group's report, which was submitted to the Appropriations Committee on 2/5/96, provided a comprehensive review of the existing job training programs. The Job Training Working Group was formed, at the direction of the Joint Standing Committee on Appropriations and Financial Affairs, to continue the work that the commissioners and the president began.

The working group specifically was charged by the Appropriations Committee to:

- develop statutory minimum standards that could be used to evaluate the effectiveness of all job training programs using Representative Kerr's February 8, 1996 memo of 15 proposed standards; and
- assess the feasibility of moving "job training" programs to a performance budgeting methodology, as requested by Senator Hanley, as soon as possible.

The Job Training Working Group, which was facilitated by staff from the Office of Fiscal and Program Review, included representatives from the Departments of Education, Labor, Human Services, Mental Health and Mental Retardation and Economic and Community Development. Independent agency representatives included staff from the Maine Technical College System, Job's for Maine's Graduates, Maine Centers for Women, Work and Community and Maine Adult Education Association. Staff of the Governor's Office, Bureau of the Budget and the State Planning Office also participated as members of the group. Appendix A includes the working group's membership as well as others who participated in the process.

Resolving data collection, performance budgeting and program evaluation for "job training" requires a common understanding of the terminology. Appendix B provides examples of the subtle, but important, distinctions about developing a common definition of "job training."

PROCESS

The full working group met seven times between February 20 and March 19, 1996. A number of sub-group meetings also occurred during this period. The JTWG attempted to reach all decisions by consensus. The findings and recommendations included here represent those issues upon which the membership could agree thus far, given the time constraints under which the working group operated.

The working group decided at its earliest meetings that it was important to compare similar programs in the development of either efficiency standards or performance measures. For comparative purposes, three sub-groups, encompassing "client-oriented", "business-oriented" and "in-school/youth-oriented" programs were developed. Sub-groups, and the programs the JTWG included in them, can be found in Appendix C. An exception to the sub-grouping was DHS' ASPIRE program, which did not seem to fit into any of the sub-groups. The composition of sub-groups will continue to be a discussion point.

Using Representative Kerr's proposed "standards", surveys were completed by each job training program concerning the data that might be already available at the program level. Matrices were developed for each sub-group indicating the type of data which was currently available, current program requirements, as well as what data was not collected, available or applicable. Final versions of the matrices are included in this report as Appendix D.

As a step toward developing standards for each program area, working group members met as sub-groups to determine which of the proposed standards were applicable to, and the data obtainable for, their programs. The JTWG drew a distinction between "standards", as requested by Representative Kerr, and "performance measures." The recommendations of each sub-group reflect performance measures that allow for comparability among sub-group programs. Each sub-group has developed a draft reporting format which provides general program information and specific performance measures. Copies of each sub-group "performance measures" are included in Appendix E.

FINDINGS

- The current network of job training programs makes the adoption of "systemic" or "uniform" policy changes difficult as each change impacts the individual programs uniquely.
- It is important to examine similar components or "sub-groups" of job training as opposed to examining job training as a whole.
- There are many proposals at the federal level that have the potential to mandate changes that could conflict with a reorganization's implemented at the state level in advance of final Congressional action. The term of art at the federal level is "workforce development".
- Which "job training" programs need to be included in data collection, reporting and policy area performance budgeting is an open question. The JTWG finds that it will be important to work with their respective policy committees.
- Legislative changes should minimize any impact on job training programs that would increase administrative costs or costs associated with data collection, information systems, etc.
- "Return on investment" data will be useful but must be specifically developed to capture the socio-economic values of each program. An accurate return on investment can only be achieved with specific data at the point of entry of an enrollee and some programs may not be able to capture that information.
- It is important to include or develop performance measures at the sub-group level that are common among all programs in that sub-group.

RECOMMENDATIONS

Development of Performance Measures

- The measures that have been developed within the sub-groups (see Appendix E) are a starting point; they could be applied to all programs within the sub-group once fully developed but should be applied on a “go forward” basis. (As the definition of job training is more fully developed it is possible that some programs will no longer “fit” as job training programs). Retroactive data collection could be costly for those programs which have not collected it previously.
- The Legislature should not prescribe specific performance measures in statute given the movement toward a system of performance budgeting.

Performance Budgeting

- To the extent possible, within the subgroup framework, agency heads with “job training” programs will request that their State funded program be a “pilot project” selected by each state agency for the performance budgeting requirements proposed in LD 1790;
- The implementation of performance budgeting on an interdepartmental policy area basis will require a level of skill and knowledge that program managers have not yet attained; it will require a lot of work and consequently can not be done ahead of the schedules proposed in LD 1790.

Other

- The JTWG should continue to meet, at both the full and sub-group level, to continue its work on refining, standardizing and implementing performance measures in concert with the policy committees of jurisdiction.

APPENDIX A

Job Training Working Group Membership

JOB TRAINING WORKING GROUP

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APPENDIX B

Sampling of Job Training Definitions

DRAFT MEMBER DEFINITIONS

OF JOB TRAINING/WORKFORCE DEVELOPMENT*

Job Training

- Information, knowledge or skills imparted to an individual (employee) which will enable them to perform a specific job for which they were hired, or be promoted to a new position.
- Any level of specific assistance the goal of which is to allow an individual to obtain or retain employment or advance in their employment. Job training can be either privately offered by an organization to a targeted population (usually its own employees) or publicly offered by organizations providing public subsidies to a targeted population or for a targeted employer.
- Preparation of individuals with job readiness skills and/or occupational skills of less than a year for immediate entrance into unsubsidized employment.
- Time-limited training which imparts specific skills for a specific job or occupation.
- Short-term employment-related skill development programs for adults (provided or brokered by One-Stop Career Centers or a variety of other agencies), representing one category of workforce employment services within the framework of a comprehensive workforce development system; typically includes career, workplace, industrial, cluster, occupational, or job-specific skill development, usually coordinated with - but distinct from- basic academic competency development for adults (i.e., adult education), on the one hand, and career counseling, job search assistance, and support services (i.e., non-training employment services), on the other.
- A program is “job training” in nature if its primary purpose is to teach occupational or job skills; if the majority of its activities involve “hard” or job-specific skills; and if its success is measured in part by placement in jobs with skills similar to those that have been taught.

Workforce Development

- A broad array of training and educational services which develop basic educational levels, personal capacity-building, decision-making competence, specific job proficiency and job retention.

* No one definition was adopted. The JTWG recommends against the Legislature adopting any one of these definitions until the JTWG considers this area further.

APPENDIX C

Programs; by “Sub-group”

Job Training Working Group

3/22/1996 (Updated)

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JOB TRAINING PROGRAMS, BY "SUB-GROUP": GUIDE TO THE COLLATED MATRICES

<u>Job Training "Subgroup"</u>	<u>Sponsoring Dept./Agency</u>	<u>Job Training Program</u>	<u>Abbreviation</u>
> In-School/Youth-oriented	Education	1. Jobs for Maine's Graduates	JMG
	Education	2. Applied Technology	AT
	MTCS	3. Maine Career Advantage	MCA
> Business-oriented	MTCS	4. Maine Quality Centers	MQC
	DECD/DOL	5. State Contingent Account	SCA
> Client-oriented	MCWWC/DOL	6. Displaced Homemakers Program	DHP
	DOL	7. Job training Partnership Act	JTPA
	DOL	8. Maine Training Initiative	MTI
	DOL	9. Strategic Training for Accelerated Re-employment	STAR
	Education	10. Adult Education	AE
	Education	11. Rehabilitation Services	RS
	DMH/MR	12. Supported Employment	SE
>"All-of-the-above"	DHS	13. Additional Support for Retraining & Employment (ASPIRE); Job Opportunity & Skills Training Program (JOBS)	ASPIRE/JOBS

APPENDIX D

Sub-group “Matrices” Concerning Effectiveness Data Collection

Job Training Working Group

3/16/96 (Updated)

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1. Program

2. Sponsoring Dept./Agency

3. Job Training Subgroup

(School-oriented; Business-oriented; or Client-oriented)

#	Proposed Standard	Data Collected	Who Requires this Data to be Collected Now	Specific Programs	Program Collection Point	Program Collection Methodology	Additional Comments
1.	Number of Participants	JMG: Yes AT: Yes MCA: Yes	JMG: JAG; JMG; Federal AT: State and Federal MCA: State	JMG: STW; OAP; REACH AT: Occ. Prep; Coop Educ. MCA: Career & Summer In- ternships; Career Prep	JMG: Site AT: Applied Tech. Regions & Centers MCA: Technical Colleges	JMG: Standard Forms AT: EF-V-116 Student Information Forms MCA: Regional staff track student enrollments	
2.	Types of services, assistance and training activities	JMG: Yes AT: Yes MCA: Yes	JMG: JAG; JMG; Federal AT: State MCA: State	JMG: STW; OAP; REACH AT: Occ. Prep; Coop Educ. MCA: Career Prep; Training for Teachers and Business	JMG: Site AT: Applied Tech. Regions & Centers MCA: Technical Colleges and Center for Career Development	JMG: Standard Forms AT: EF-V-121 Program Data Fact Sheet MCA: Regional staff track student participation Center tracks partic. in training at regional sites	JMG: Detailed Records at Site
3.	Cost Per Participant	JMG: Yes AT: Yes MCA: Yes	JMG: JMG AT: State MCA: State	JMG: All AT: Aggregate data only	JMG: JMG Central Office AT: Applied Tech Regions & Centers; local SAU's MCA: Center for Career Development	JMG: Calculation AT: EF-V-116 Student Inform. forms, EF-V-120 Student Work Agreements MCA: Develop FTE Count for all services and divide into state appropriation	AT: Could be calculated by dividing total voc. program costs by total enrollment

#	Proposed Standard	Data Collected	Who Requires this Data to be Collected Now	Specific Programs	Program Collection Point	Program Collection Methodology	Additional Comments
4.	Types of Jobs provided to participants	JMG: Yes AT: Yes MCA: Yes	JMG: JAG; JMG; Federal AT: State MCA: State	JMG: STW AT: Cooperative Education MCA: Career & Summer Internships	JMG: Site AT: Applied Tech Regions & Centers; Cooperative Education satellite sites MCA: Technical Colleges	JMG: Standard Forms AT: EF-V-116 Student Inform. forms, EF-M-45 Finan. Report of Publ. Schools MCA: Regional staff track student enrollments	JMG: Collected, not collapsed
5.	Average wage to be paid to participants during training	JMG: Yes AT: Yes MCA: Yes	JMG: JAG; JMG; Federal AT: State MCA: Part of program structure	JMG: STW AT: Cooperative Education MCA: Career & Summer Internships	JMG: Site AT: Applied Tech Regions & Centers; Cooperative Education satellite sites MCA: Center for Career Development	JMG: Standard Forms AT: EF-V-120 Student Work Agreement MCA: Stipends are established for programs by Center	
6.	Skills required for participants in an occupational area	JMG: Yes AT: Yes MCA: Yes	JMG: JMG (Part of curriculum) AT: State MCA: Part of program structure	JMG: STW AT: Approx. 40 MCA: Career Internships	JMG: Student Individual Files AT: DOE; MTCS MCA: Center for Career Development	JMG: JMG reporting plus worksheet in student file AT: Competency profiles for occupational prep. prog. areas; skill standards for indiv. career internship programs MCA: Businesses submit 3 progress reports per student to evaluate progress	AT: Skill standards being developed for MCA programs but MDOE recommends use as applicable for all STW programs

#	Proposed Standard	Data Collected	Who Requires this Data to be Collected Now	Specific Programs	Program Collection Point	Program Collection Methodology	Additional Comments
7.	Administrative Costs of each program	JMG: Yes AT: No MCA: Yes for total program	JMG: STW; OAP; REACH	JMG: Central Office	JMG: Calculation MCA: Center for Career Development	MCA: Central non-program costs at Center for Career Devel. divided by total budget	AT: No program specific data for pure admin costs at this time; some info. on admin. costs of public educ. by Div. Mgmt Info
8.	Net training costs per participant	JMG: No AT: No MCA: No					AT: No program specific data for pure admin costs at this time; some info. on admin. costs of public educ. by Div. Mgmt Info
9.	Participants obtaining in-state and out-of state employment	JMG: Yes AT: Not State-wide MDA: No	JMG: JAG; JMG	JMG: STW	JMG: Site	JMG: Standard Forms	JMG: Collected, not collapsed AT: Core measures call for information on successful entry into appro. employment
10.	Number and Percentage of participants who do not complete the program after enrollment	JMG: Yes AT: Yes MCA: Yes	JMG: JAG; JMG AT: State	JMG: STW; OAP AT: Occ. Prep; Coop Educ. MCA: Career Interns	JMG: Site AT: Applied Tech regions & centers; Cooperative ed. satellite sites MCA: Technical Colleges	JMG: Standard Forms AT: EF-V-116 Student Information Forms MCA: Regional staff collect information on student enrollments quarterly	

#	Proposed Standard	Data Collected	Who Requires this Data to be Collected Now	Specific Programs	Program Collection Point	Program Collection Methodology	Additional Comments
11.	Number and percentage of participants who fail to find work upon completing the program	JMG: Yes AT: Not Statewide MCA: Yes	JMG: JAG; JMG	JMG: STW MCA: Career Interns	JMG: Site MCA: Technical Colleges	JMG: Standard Forms MCA: Regional staff collect placement information at program completion	AT: Core measures call for information on successful entry into appro. employment
12.	Length of employment following completion of training	JMG: Yes AT: Not statewide MCA: No	JMG: JAG; JMG	JMG: STW	JMG: Site	JMG: Standard Forms	JMG: Yes, up to 9 months following graduation AT: See #'s 9 & 11, above MCA: Currently developing post-program follow-up for this area
13.	Cost of any state and/or local assistance provided to participants prior to, and during, training	JMG: No AT: N/A MCA: No					AT: Not allowable cost under Carl Perkins or SWT Acts
14.	Average wages at placement	JMG: Yes AT: No MCA: Yes	JMG: JAG; JMG	JMG: STW MCA: Career Interns	JMG: Site MCA: Technical Colleges	JMG: Standard Forms MCA: Regional staff collect placement information at program completion	AT: When AOLIS system implemented will gather "entry wage differential/ adv. placement status"
15.	Return on investment	JMG: No AT: No MCA: No					JMG: Can be calculated

#	Proposed Standard	Data Collected	Who Requires this Data to be Collected Now	Specific Programs	Program Collection Point	Program Collection Methodology	Additional Comments
	Other Data Collection activities required (be specific)						

Job Training Working Group

2/29/96 (updated)

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1. Program

2. Sponsoring Dept./Agency

3. Job Training Subgroup

(School-oriented; Business-oriented; or Client-oriented)

#	Proposed Standard	Data Collected	Who Requires this Data to be Collected Now	Specific Programs	Program Collection Point	Program Collection Methodology	Additional Comments
1.	Number of Participants	MQC: Yes SCA: Yes	MQC: State SCA: Two departments/ sponsors	MQC: Yes SCA: GCATG	MQC: Each technical college SCA: Application completed by employer	MQC: Enrollment form & computer entered SCA: Company completes application to be con- sidered for grant	SCA: Company must state # of new employees to be hired or retrained
2.	Types of services, assistance and training activities	MQC: No SCA: Yes	SCA: Two departments/ sponsors	SCA: GCATG	SCA: Application completed by employer	SCA: Detailed description of training activities and costs are required	
3.	Cost Per Participant	MQC: Yes SCA: Yes	MQC: State SCA: Two departments/ sponsors	MQC: Yes SCA: GCATG	MQC: MTCS System Office SCA: Application completed by employer	MQC: Total project cost divided by total trainees SCA: This information crucial since the grant is a cost-reimbursement program	
4.	Types of Jobs provided to participants	MQC: Yes SCA: Yes	MQC: Program SCA: Sponsor	MQC: Yes SCA: GCATG	MQC: Each technical college SCA: Application completed by employer	MQC: Private sector review of trainee enrollment SCA: Detailed description of jobs being filled are required as part of the application	

#	Proposed Standard	Data Collected	Who Requires this Data to be Collected Now	Specific Programs	Program Collection Point	Program Collection Methodology	Additional Comments
5.	Average wage to be paid to participants during training	MQC: No N/A SCA: Yes	SCA: Sponsor	SCA: GCATG	SCA: Application completed by employer	SCA: This data is asked for in the application	
6.	Skills required for participants in an occupational area	MQC: Yes SCA: Yes	MQC: Program	MQC: Yes	MQC: MTCS System Office SCA: Application completed by employer	MQC: Developed with the private sector & colleges SCA: Companies describe the skills required in each job description	
7.	Administrative Costs of each program	MQC: Yes SCA: N/A	MQC: Program	MQC: N/A	MQC: MTCS System Office	MQC: Total admin. budget divided into total funds available	SCA: The prog. is managed by DECD & DOL with no \$ for admin. costs
8.	Net training costs per participant	MQC: Yes SCA: Yes	MQC: Program	MQC: Yes	MQC: MTCS System Office SCA: Application completed by employer	MQC: Total training budget divided by total # of trainees SCA: A breakdown of training costs is provided on a per employee basis	
9.	Participants obtaining in-state and out-of state employment	MQC: Yes (In-state only) SCA: N/A	MQC: State	MQC: Yes	MQC: Each Technical college	MQC: Hiring reports from the companies	SCA: This program is employer driven - they are the ones hiring or retraining

#	Proposed Standard	Data Collected	Who Requires this Data to be Collected Now	Specific Programs	Program Collection Point	Program Collection Methodology	Additional Comments
10.	Number and Percentage of participants who do not complete the program after enrollment	MQC: Yes SCA: Yes	MQC: Program SCA: Not required - results from tracking the grants the year	MQC: Yes SCA: CGATG	MQC: Each Technical college	MQC: Review of trainees enrollment SCA: End of contract - summary provided by accounting office	SCA: Data is available to track numbers actually being trained
11.	Number and percentage of participants who fail to find work upon completing the program	MQC: Yes SCA: N/A	MQC: Program	MQC: Yes	MQC: Each Technical college		SCA: Employers are creating or retraining jobs. No one is trained without a job
12.	Length of employment following completion of training	MQC: Yes SCA: N/A	MQC: Program	MQC: Yes	MQC: MTCS System Office	MQC: Employee tax returns	SCA: Hard to track. Random samples show most companies retain employees for more than one year or longer
13.	Cost of any state and/or local assistance provided to participants prior to, and during, training	MQC: N/A SCA: N/A					SCA: Business assistance is part of function of both sponsor agencies
14.	Average wages at placement	MQC: Yes SCA: Yes	MQC: Program SCA: Sponsors	MQC: Yes SCA: GCATG	MQC: MTCS System Office SCA: Application information	MQC: Average of total wages in relation to total trainees	SCA: After training wages often greater than during training

#	Proposed Standard	Data Collected	Who Requires this Data to be Collected Now	Specific Programs	Program Collection Point	Program Collection Methodology	Additional Comments
15.	Return on investment	MQC: Yes SCA: Yes	MQC: Program SCA: Not required. The data tracked for accounting purposes would allow computation of ROI	MQC: Yes SCA: When contract expires, or when company draws down all funds	MQC: MTCS System Office SCA: When contract expires, or when company draws down all funds	MQC: Formula created by State Planning Office SCA: Company would need to supply data re: number of new employees and wages paid	

	Other Data Collection activities required (be specific)						
	SCA: Contract funds not used	SCA: Yes	SCA: Accounting office (Bur. of Purchases)		SCA: End of contract	SCA: Contract Balance	SCA: Any funds not utilized under contract revert to General Fund

Job Training Working Group

3/16/1996 (Updated)

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1. Program

2. Sponsoring Dept./Agency

3. Job Training Subgroup

(School-oriented; Business-oriented; or Client-oriented)

#	Proposed Standard	Data Collected	Who Requires this Data to be Collected Now	Specific Programs	Program Collection Point	Program Collection Methodology	Additional Comments
1.	Number of Participants	DHP: Yes RS: Yes JTPA: Yes STAR/MTI: Yes SE: Yes (431) AE: Yes	DHP: Org. initiated MIS for all state & federal fund sources RS: USDOE JTPA: Federal STAR/MTI: State SE: Div. of MH (State) AE: State	DHP: All Prog. RS: VR JTPA/STAR/MTI: All Prog. SE: Sup. Pre-emp. Educ. AE: State funded adult voc. educ.	DHP: Demographic info at intake & enroll. in specif. workshops/courses RS: CO JTPA/STAR/MTI: Upon enrollment SE: Div. of MH AE: Local Adult Ed Programs	DHP: Entered by direct serv./ training staff into MIS and summarized qtrly. RS: Client Info System (CIS) JTPA/STAR/MTI: Data entered into statewide tracking system -CIMS SE: Custom Designed Dbase AE: State Summaries	DHP: Current MIS is static vs. interactive system JTPA/STAR/MTI: Data for Me. Registered Apprenticeship at State level SE: Developed thru Muskie Institute
2.	Types of services, assistance and training activities	DHP: Yes RS: Yes JTPA/STAR/MTI: Yes SE: Yes AE: Yes	DHP: Org. initiated MIS for all state & federal fund sources RS: USDOE JTPA/STAR/MTI: State and Federal SE: Div. of MH (State) AE: State	DHP: All Prog. RS: VR JTPA/STAR/MTI: All Prog. SE: Sup. Pre-emp. Educ. AE: State subs. locally funded voc. ed. progs	DHP: Compiled in "participant file" and collected in aggregate for each service type RS: CO JTPA/STAR/MTI: Becomes part of participant plan. Progress reported SE: Div. of MH AE: Local Adult Ed Programs	DHP: Entered by direct serv./ training staff into MIS and summarized qtrly. RS: Client Info System (CIS) JTPA/STAR/MTI: Data entered into statewide tracking system SE: Custom Designed Dbase AE: State Summaries	DHP: Aggregate totals incl. participants who may receive more than one "type" of service SE: Developed thru Muskie Institute
3.	Cost Per Participant	DHP: Partially RS: Yes JTPA/STAR/MTI: No SE: Yes \$1,705.55 AE: No	DHP: DHS(ASPIRE/JOBS) RS: USDOE SE: Div. of MH (State)	DHP: ASPIRE RS: VR SE: Sup. Pre-emp. Educ.	DHP: Records of individual and group "units of service" RS: CO SE: Div. of MH	DHP: Compiled locally and summarized statewide monthly RS: Calculation SE: Custom Designed Dbase	DHP: Avg. cost could be provided but would not reflect different types and lengths of services SE: Developed thru Muskie Institute AE: This data extrapolated

#	Proposed Standard	Data Collected	Who Requires this Data to be Collected Now	Specific Programs	Program Collection Point	Program Collection Methodology	Additional Comments
4.	Types of Jobs provided to participants	DHP: Yes RS: Yes JTPA/STAR/MTI: Yes SE: Yes AE: N/A	DHP: DOL; DHS; DOE RS: USDOE JTPA/STAR/MTI: Not required for Federal or State reports SE: Div. of MH (State)	DHP: Comp. Career/life; planning; workforce eff; entrepreneur RS: VR JTPA/STAR/MTI: All Prog. SE: Sup. Pre-emp. Educ.	DHP: Placement data on category and type of employment compiled 6 mos. after completion RS: CO JTPA/STAR/MTI: Data collected at placement in job through employer SE: Div. of MH	DHP: Gathered by training staff and inputted into MIS RS: Client Info System (CIS) JTPA/STAR/MTI: Data entered into CIMS - Dictionary of Occupational Titles SE: Custom Designed Dbase	DHP: Additional staff resources are needed for follow-up/data collection JTPA/STAR/MTI: Desired outcome for IIC In-school usually not employment SE: Full range of jobs from min. wage to prof. level
5.	Average wage to be paid to participants during training	DHP: N/A RS: N/A JTPA/STAR/MTI: Yes SE: Yes AE: N/A	JTPA/STAR/MTI: Not required for Federal or State reports SE: Div. of MH (State)	JTPA/STAR/MTI: All Prog. SE: Sup. Pre-emp. Educ.	JTPA/STAR/MTI: Prog. funds pay wages in Work Exp. prog. In OJT program employer pays part SE: Div. of MH	JTPA/STAR/MTI: WE only. For OJT, employer reimbursed 50% of wages for 6 mos. Cost in FMS. SE: Custom Designed Dbase	DHP: Participants are not paid during training (may be receiving UI; AFDC; GA) JTPA/STAR/MTI: Only WE participants paid wages while in training SE: Ave. wage of all indiv. \$5.65/hr. Total \$336,321
6.	Skills required for participants in an occupational area	DHP: N/A RS: N/A JTPA/STAR/MTI: Yes SE: Yes AE: Yes	JTPA/STAR/MTI: Not required for Federal or State reports SE: Div. of MH (State) AE: Part of curriculum development design & eval.	JTPA/STAR/MTI: All Prog. SE: Sup. Pre-emp. Educ.	JTPA/STAR/MTI: Skills needed for a job determined participant assessment in Individual Serv. Strat. SE: Div. of MH	JTPA/STAR/MTI: Data entered locally into CIMS SE: Custom Designed Dbase	DHP: Generic workforce effectiveness and entrepreneurship skills are developed (SCANS) SE: Individualized based on consumer needs

#	Proposed Standard	Data Collected	Who Requires this Data to be Collected Now	Specific Programs	Program Collection Point	Program Collection Methodology	Additional Comments
7.	Administrative Costs of each program	DHP: No RS: Yes JTPA/STAR/MTI: Yes SE: No AE: Indirectly	RS: USDOE JTPA/STAR/MTI: State and Federal SE: Div. of MH (State)	DHP: Shared across all programs RS: VR JTPA/STAR/MTI: All Prog. SE: Sup. Pre-emp. Educ.	DHP: Fiscal accounting and reporting is managed by UMA/UMS RS: CO JTPA/STAR/MTI: Set by law SE: Div. of MH	DHP: Admin. functions are consolidated and centralized. Addl. in-kind contributions by UMA RS: Calculation JTPA/STAR/MTI: Entered into the FMS SE: Custom Designed Dbase	DHP: Difficult to define admin costs among different programs and funding sources SE: Included in fee charged by agency providing the service AE: State and required local participation can be prorated against course activities
8.	Net training costs per participant	DHP: No RS: Yes JTPA/STAR/MTI: Yes SE: Yes AE: No	RS: USDOE JTPA/STAR/MTI: Not required for Federal or State reports SE: Div. of MH (State)	RS: VR JTPA/STAR/MTI: JTPA Title II, MTI, STAR SE: Sup. Pre-emp. Educ.	RS: CO JTPA/STAR/MTI: Maintained by service providers. Fiscal reports enable calculation of net cost per partic. & per place. SE: Div. of MH	RS: Client Info System (CIS) JTPA/STAR/MTI: Entered into and retrieved from the FMS. Cost categories: admin., direct training, related support SE: Custom Designed Dbase	DHP: Would also need to define what is included in "training" JTPA/STAR/MTI: Obligational costs are tracked locally and by SDA SE: See #3 AE: Can't be prorated against participation
9.	Participants obtaining in-state and out-of state employment	DHP: Partially RS: Yes JTPA/STAR/MTI: Yes SE: Yes AE: No	RS: USDOE JTPA/STAR/MTI: Placements required for State and Federal reports SE: Div. of MH (State)	DHP: Comprehensive progs. RS: VR JTPA/STAR/MTI: All Prog. SE: Sup. Pre-emp. Educ.	DHP: Placement data on the # and % of participants obtaining employment is compiled RS: CO JTPA/STAR/MTI: At placement employers are contacted SE: Div. of MH	DHP: Aggregate list of employers. MIS does differentiate between in- and out- of state RS: Client Info System (CIS) JTPA/STAR/MTI: Employer codes and addresses entered into CIMS. SE: Consumer & Service Provider	DHP: Assessment of job placement must consider benefits of integrated system. JTPA/STAR/MTI: Employment rate is performance measure for all programs SE: All participants are employed in State at program entry

#	Proposed Standard	Data Collected	Who Requires this Data to be Collected Now	Specific Programs	Program Collection Point	Program Collection Methodology	Additional Comments
10.	Number and Percentage of participants who do not complete the program after enrollment	DHP: Partially RS: Yes JTPA/STAR/MTI: Yes SE: Yes AE: No	RS: USDOE JTPA/STAR/MTI: Not required for Federal or State reports SE: Div. of MH (State)	DHP: All Programs RS: VR JTPA/STAR/MTI: All Prog. SE: Sup. Pre-emp. Educ.	DHP: Enrollment and completion data entered for each participant, not available in aggregate RS: CO JTPA/STAR/MTI: At termination SE: Div. of MH	DHP: Entered locally to participant file RS: Client Info System (CIS) JTPA/STAR/MTI: Data entered into and retrieved from CIMS SE: Consumer & Service Provider	DHP: Reasons may include entering employ. and/or medical/family crisis. with reenrollment later JTPA/STAR/MTI: Financial and program disincentives for negative termination SE: This is a supported employment program not training
11.	Number and percentage of participants who fail to find work upon completing the program	DHP: Yes RS: N/A JTPA/STAR/MTI: Yes SE: Yes AE: No	JTPA/STAR/MTI: Not required for Federal or State reports SE: Div. of MH (State)	DHP: Comprehensive progs. JTPA/STAR/MTI: All Prog. SE: Sup. Pre-emp. Educ.	DHP: Follow-up information incl. graduates who are job seeking; entering education/training or starting a business JTPA/STAR/MTI: At termination SE: Div. of MH	DHP: Compiled locally, summarized statewide quarterly JTPA/STAR/MTI: Data entered into and retrieved from CIMS SE: Consumer & Service Provider	DHP: Must also consider factors concerning local/regional economy and job opportunities JTPA/STAR/MTI: Financial and prog. disincentives for negative termination SE: Nobody fails. In order to be in the program you must be employed
12.	Length of employment following completion of training	DHP: Partially RS: No JTPA/STAR/MTI: Yes SE: No AE: N/A	JTPA/STAR/MTI: Required for Title II-A participants only SE: Div. of MH (State)	DHP: Comprehensive progs. JTPA/STAR/MTI: JPTA IIA and IIc, some III SE: Sup. Pre-emp. Educ.	DHP: Placement information compiled 6 months after completion of train. and again 12 mos. later JTPA/STAR/MTI: Follow-up interviews 13 weeks after termination on IIA. SDA determ. Title III. SE: Div. of MH	DHP: Compiled locally, summarized statewide quarterly JTPA/STAR/MTI: Telephone survey. Some data entered into CIMS and available statewide SE: Consumer & Service Provider	DHP: Must also consider factors concerning local/regional economy and job opportunities JTPA/STAR/MTI: Surveys wages, employment terms and type, and customer satisfaction SE: Data hasn't been compiled yet. Working on program to tabulate.

#	Proposed Standard	Data Collected	Who Requires this Data to be Collected Now	Specific Programs	Program Collection Point	Program Collection Methodology	Additional Comments
13.	Cost of any state and/or local assistance provided to participants prior to, and during, training	DHP: No RS: Yes JTPA/STAR/MTI: Yes SE: No AE: No	RS: USDOE JTPA/STAR/MTI: Non-federal stand-in costs req. for federal reports. Support costs pd. with State fund SE: Div. of MH (State)	RS: VR JTPA/STAR MTI: MTI and STAR SE: Sup. Pre-emp. Educ.	DHP: Participants often involved with/referred to other state or community resources RS: CO JTPA/STAR/MTI: Support expenditures (transportation, child care, etc.) report to SDA & state SE: Div. of MH	DHP: Compiled as part of intake assessment but not entered into participant file RS: Client Info System (CIS) JTPA/STAR/MTI: Entered into FMS SE: No	DHP: Although general info. available, specific participant data would be difficult to keep current JTPA/STAR/MTI: Costs incurred by referrals to local non-Job Training agencies not reported SE: Intake form asks if they are receiving any benefit but no \$ amount.
14.	Average wages at placement	DHP: Yes RS: Yes JTPA/STAR/MTI: Yes SE: Yes AE: N/A	DHP: DOL; DOE RS: USDOE JTPA/STAR/MTI: Federal SE: Div. of MH (State)	DHP: Comprehensive progs. RS: VR JTPA/STAR/MTI: All Prog. SE: Sup. Pre-emp. Educ.	DHP: Average wage of employment and % of wage categories compiled at completion of training RS: CO JTPA/STAR/MTI: Collected at placement through contact with employer SE: Div. of MH	DHP: Gathered by training staff and inputted into MIS RS: Client Info System (CIS) JTPA/STAR/MTI: Entered into ant retrieved from CIMS SE: Consumer & Service Provider	DHP: Economy factors must be considered as well as level of employment entered SE: See #5
15.	Return on investment	DHP: No RS: Yes JTPA/STAR/MTI: No SE: Yes AE: No	RS: USDOE/CSAVR SE: Div. of MH (State)	RS: VR SE: Sup. Pre-emp. Educ.	RS: CO/D.C. SE: Div. of MH	RS: Federal Reports	DHP: Not currently able to accurately measure ROI. Criteria for ROI must be broad-based JTPA/STAR/MTI: Issue of methodological debate on choice and duration of measurement SE: MH clients working thru SE reduces hospital and dependency on systems and others

#	Proposed Standard	Data Collected	Who Requires this Data to be Collected Now	Specific Programs	Program Collection Point	Program Collection Methodology	Additional Comments
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	Other Data Collection activities required (be specific)	RS: Yes SE: Yes				SE: Consumer & Service Provider	RS: USDOE RSA-911 provided SE: Program outcomes and consumer satisfaction
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Additional Support for Retraining and Employment (ASPIRE)

1. Program Job Opportunity AND Skills Training PROGRAM (JOBS)2. Sponsor's Dept. Agency DEPARTMENT of HUMAN SERVICES3. Job Training "Subgroup" Not Applicable (School oriented, Business-oriented, or Client oriented)

#	Proposed Standard	Data Collected	Who Requires this Data to Be Collected Now	Specific Programs	Program Collection Point	Program Collection # Methodology	Additional Comments
1.	Number of Participants	Yes	Monthly by component for Federal HHS - Funding depends on this data SFY - Unduplicated by component by PROGRAM FOR PROGRAM FFY - MANAGEMENT AND Fiscal Accountability	20 SEPARATE ASPIRE-JOBS components	• CASE MANAGERS IN ALL 16 counties OF MAINE • Clerical data ENTRY	State MAIN FRAME - WELFRE (WE SubPROGRAM)	ASPIRE Collects: • HOURS OF PARTICIPATION by the 20 components • Satisfactory Participation by component • STANDARDS for Satisfactory Participation
2.	Types of services, assistance and training activities AFDC/FS Child Care Transportation Tuition supplies	Yes	Quarterly - Federal HHS Monthly - Federal HHS Monthly AND YEARLY for PROGRAM MANAGEMENT PURPOSES.	20 separate ASPIRE-JOBS components	• CASE MANAGERS IN ALL 16 counties of MAINE • Clerical DATA ENTRY	STATE MAINFRAME - WELFRE (WE) - MFASIS - NECSES	DETERMINED BY FEDERAL LAW, FEDERALLY APPROVED, STATE PLAN AND STATE PROMULGATED RULES ALL ASPIRE-JOBS EXPENDITURES ARE AVAILABLE
3.	Cost per participant	Can Be Calculated	SFY - PROGRAM MANAGEMENT	TOTAL PROGRAM	SEE ABOVE (SAME AS 1+2)	STATE MAIN FRAME - WELFRE (WE) - MFASIS	BY PARTICIPANT, BY ASSISTANCE TYPE INCLUDING AFDC, Food Stamps, Child Care, Tuition, etc. ASPIRE is a "BROKER" of SERVICES

* PROGRAM Collection Methodologies ARE determined By Federal HHS AND ASPIRE-JOBS must comply in ORDER to MAINTAIN FUNDING for ASPIRE-JOBS, AFDC, At-Risk Child Care, IV-A Child Care, TRANSITIONAL Child Care, TRANSITIONAL TRANSPORTATION, All IV-F Support SERVICE, Emergency Assistance, Medicaid

ASPIRE - JOBS

PAGE 2

4	Types of jobs provided to participants	YES	SPY AND Monthly FOR PROGRAM MANAGEMENT - Utilized for MEASURING effectiveness of ASPIRE'S Purchased Job TRAINING SERVICES	5 SEPARATE ASPIRE components	SAME AS #1	STATE MAINFRAME - WELFRE	• ASPIRE TRACKS Relationship between TRAINING AND Type of Employment
5.	Average wage to be paid to participants during training	NO					ASPIRE doesn't pay "WAGES" for TRAINING
6.	Skills required for participants in an occupational area	YES	FUNCTION of Appropriate AND PROFESSIONAL CASE MANAGEMENT	4 SEPARATE ASPIRE-JOBS components	CASE MANAGERS COUNSELING NOTES IN INDIVIDUAL PARTICIPANT RECORDS	CASE FILE MANUALLY	• No Aggregate INFORMATION AVAILABLE • STANDARD OF PROFICIENCY DETERMINED BY SUPERVISORY STAFF • CASE MANAGERS PERFORMANCE APPRAISAL STANDARDS NOT PROGRAM PERFORMANCE STANDARD
7.	Administrative Costs of each program	YES if DEFINED	QUARTERLY Federal HHS Monthly SPY/FFY FOR BUREAU AND PROGRAM MANAGEMENT	ASPIRE HAS TWO FEDERALLY DETERMINED ADMIN FUNDING SOURCES WITH FEDERAL DEFINITIONS	• Case MANAGERS Cost Allocation Timesheets (Federally Approved Cost Allocation Plan) • Regional Administration Allocations BY Federally Approved Cost Allocation Plans	→ Manual → MFASIS	
8.	Net training costs per participant	BASE DATA is COLLECTED BUT CALCULATION NOT COMPLETED	Not REQUIRED/Not Necessary	Not Applicable	• BASE DATA Collected by CASE MANAGER For "Vendor" Payment PURPOSE	MFASIS	• "NET" TRAINING Cost per participant must be defined • ASPIRE "purchases" Job TRAINING SERVICES Therefore "Net" TRAINING Costs different than "Billed" Costs must be provided by SERVICE DELIVERER NOT ASPIRE
9.	Participants obtaining in-state and out-of-state employment	PARTIALLY	SEE #4. ASPIRE DOES NOT HAVE COMPARABLE OUT OF STATE INFORMATION	4 SEPARATE ASPIRE-JOBS components	SAME AS #1	STATE MAINFRAME - WELFRE (WE)	

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ASPIRE JOBS

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10.	Number and percentage of participants who do not complete the program after enrollment	YES by SANCTION INFORMATION	Monthly Federal HHS SFY > PROGRAM MANAGEMENT FFY	All separate 20 components of ASPIRE JOBS	SAME AS #1	STATE MAIN FRAME - WELFRE	<ul style="list-style-type: none"> ASPIRE does NOT have AN "ENROLLMENT" option Not completion of ASPIRE JOBS means the AFDC recipient has been SANCTIONED OFF PUBLIC ASSISTANCE
11.	Number and percentage of participants who fail to find work upon completing the program	IF AN ASPIRE-JOBS PARTICIPANT FAILS TO FIND WORK AFTER TRAINING, THEY WILL BE PLACED IN A PRIVATE NON-PROFIT or Public Agency to Work AS A CONDITION of AFDC RECEIPT.		IN ASPIRE-JOBS, there is NO SUCH thing AS "Completing the Program" WITHOUT WORKING OR NO LONGER RECEIVING PUBLIC ASSISTANCE. THEREFORE, THIS STANDARD DOES NOT APPLY TO ASPIRE-JOBS			
12.	Length of employment following completion of training	PARTIALLY	Monthly, SFY, FFY for PROGRAM MANAGEMENT	6 SEPARATE ASPIRE components	SAME AS #1	SAME AS #1	<ul style="list-style-type: none"> ASPIRE-JOBS complete a 6 week Follow-Up. ASPIRE-JOBS can AND DO yearly CROSS CHECK TO SEE IF RETURNING TO PUBLIC ASSISTANCE NOT "LENGTH OF EMPLOYMENT"
13.	Cost of any state and/or local assistance provided to participants prior to and during training	Yes	Not REQUIRED. STATE LAW ALLOWED DHS TO "TRANSFER" WELFARE (AFDC) SAVINGS FROM ASPIRE-JOBS ACTIVITIES TO ASPIRE ACCOUNT. THEREFORE, CALCULATIONS ARE COMPLETED ON AFDC FOR A DIFFERENT PURPOSE. THIS IS A VERY COMPREHENSIVE QUESTION. DHS could do this but	N/A	-Central OFFICE	SAME AS #2	
14.	Average wages at placement	YES	SAME AS #4	5 SEPARATE ASPIRE component	SAME AS #1	STATE MAINFRAME - WELFRE (WE)	
15.	Return on Investment	NOT "TOTALLY" COLLECTED - SEE # 13 - BASE DATA Available	Not REQUIRED IN TOTAL See # 13	?	SAME AS #1	STATE MAINFRAME - WELFRE - MFASIS	<ul style="list-style-type: none"> THIS WOULD REQUIRE DATA PROCESSING COSTS NEED DEFINITION FOR "RETURN ON INVESTMENT"

There is an addition →

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	Other Data Collection activities required (be specific)						
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SEE Attached Samples of DATA COLLECTIONS

Other:

Child Care by: Child

- PROVIDER
- PROVIDER Type
- Cost

TRANSPORTATION by Type/Cost

TARGET GROUPS

Expenditure Types

~~Expenditure~~ Type Component #

D.O.B of PARTICIPANTS AND CHILDREN

PATERNITY

Assets

INCOME SOURCESRESIDENCES

Educational Levels

Motor Vehicles Information

UI Benefits

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1. Program Additional Support for People IN Retraining AND Employment (ASPIRE)
Job Exploration AND TRAINING (JET)

2. Sponsor's Dept. Agency DEPARTMENT OF HUMAN SERVICES

3. Job Training "Subgroup" Not APPLICABLE (School oriented, Business-oriented, or Client oriented)

#	Proposed Standard	Data Collected	Who Requires this Data to Be Collected Now	Specific Programs	Program Collection Point	Program Collection Methodology	Additional Comments
1.	Number of Participants	YES	Monthly by component for Federal USDA depends on this data SFY } Unduplicated by component FOR PROGRAM FFY } MANAGEMENT Purposes	5 SEPARATE ASPIRE-JET components	• 5 CASE MANAGERS • 4 H.S. Ad III's	STATE MAINERAME - WELFRE	ASPIRE Colleds unduplicated participants by components
2.	Types of services, assistance and training activities	YES	QUARTERLY - USDA	SAME AS #1	SAME AS #1	SAME AS #1 + MFASIS	SAME AS #2
3.	Cost per participant	CAN Be Calculated	SFY - PROGRAM Management	Total PROGRAM	SAME AS #1	SAME AS #1 + MFASIS	• This included A cost ALLOCATION APPROVED FEDERAL PLAN

ASPIRE-JOBS

PAGE

4	Types of jobs provided to participants	YES	SPY AND MONTHLY FOR PROGRAM MANAGEMENT - Utilized for MEASURING effectiveness of ASPIRE'S PURCHASED Job TRAINING SERVICES	5 SEPARATE ASPIRE components	SAME AS #1	STATE MAINFRAME - WELFRE	• ASPIRE RELATIONS BETWEEN AND TYPE Employ
5.	Average wage to be paid to participants during training	NO					ASPIRE PAY "W" for tra
6.	Skills required for participants in an occupational area	YES	FUNCTION of APPROPRIATE AND PROFESSIONAL CASE MANAGEMENT	7 SEPARATE ASPIRE-JOBS components	CASE MANAGERS COUNSELING NOTES IN INDIVIDUAL PARTICIPANT RECORDS	CASE FILE MANUALLY	• No Agg INFORM AVAILA • STANDAR PROFICIE
7.	Administrative Costs of each program	YES IF DEFINED	QUARTERLY Federal HHS MONTHLY SPY/FFY for BUREAU AND PROGRAM MANAGEMENT	ASPIRE HAS TWO FEDERALLY DETERMINED ADMIN FUNDING SOURCES WITH FEDERAL DEFINITIONS	• Case MANAGERS Cost Allocation TIMES sheets (Federally Approved Cost Allocation Plan) • Regional Administration Allocations BY Federally Approved Cost Allocation Plans	→ Manual → MFASIS	DETERM SUPERSO • CASE IN FORM STANDAR PROGRAM STANDAR
8.	Net training costs per participant	BASE DATA IS COLLECTED BUT CALCULATION NOT COMPLETED	NOT REQUIRED / Not NECESSARY	Not Applicable	• BASE DATA Collected by CASE MANAGER For "Vendor" Payment - PURPOSE	MFASIS	• "NET" T cost per MUST E • ASPIRE Job Train Theres
9.	Participants obtaining in-state and out-of-state employment	PARTIALLY	SEE #4. ASPIRE DOES NOT HAVE COMPARABLE OUT OF STATE INFORMATION	4 SEPARATE ASPIRE-JOBS components	SAME AS #1	STATE MAINFRAME - WELFRE (WE)	TRAIN differe "Billed MUST by Se NOT

ASPIRE-JET

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P02

This is an addition

10.	Number and percentage of participants who do not complete the program <u>after enrollment</u>	YES by Sanction Information	ASPIRE-JET IS A RECIPIENTS PROGRAM	MANDATORY THERE IS	PROGRAM FOR ABLE-BODIED FOOD STAMP	NO ENROLLMENT CHOICE BY THE	
11.	Number and percentage of participants who fail to find work upon completing the program	BASE DATA	NO ONE	6 separate JET components	SAME AS #1	SAME AS #1	*Data Process costs would be INCREASE (\$1,000-\$2,000)
12.	Length of employment following completion of training	NO	NO ONE		SAME AS #1	SAME AS #1	* Would REQUIRE CRO CHECK TO F.S. DATA BASE * DP Costs \$1,000*
13.	Cost of any state and/or local assistance provided to participants prior to and during training	YES	NOT REQUIRED	N/A	N/A	SAME AS #1 + MFAIS	* DHS has a LARGE ARRAY OF STATE/LOU EXPENDITURE FOR PARTICIP - WOULD NEED SPECIFIC INT REQUIRED.
14.	Average wages at placement	YES	SAME AS #1	TOTAL PROGRAM	SAME AS #1	STATE MAINFRAME	
15.	Return on Investment	SEE INFORMATION FROM	ASPIRE-JOBS				

	Other Data Collection activities required (be specific)						
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SEE ASPIRE JOBS.

APPENDIX E

Sub-group “Performance Measures” First Draft

APPROACH

The School-Oriented Program discussion group established these draft performance measures with a few basic assumptions.

1. The measures must reflect, in a general way, program performance.

The higher the specificity of the measures, the lower the possibility of comparability. The level of comparability effected by these proposed measures is enough to warrant gross comparisons only; informed comparisons will require more unique data on each program, and will require judgment-based conclusions, rather than the pure logic of numbers.

2. The review of program performance must proceed from an understanding of the goals of the enabling legislation.

The suggested performance measures can only make sense (and achieve some level of comparability) in the context of the legislature's charge to the program. A program's effectiveness must be measured against an accurate representation of *the task*, as well as outcomes and efficiencies.

3. There is an implied review process accompanying these suggested measures.

Any reasonable review of a program's performance will require an examination of its *major component parts* as well as *how* it achieves its outcomes.

4. The measures must have some relevance to the formal secondary educational setting.

One test of a measure's appropriateness is the degree to which it might represent expectations for the public school process in general.

SECOND DRAFT

Performance Measures for In-School Youth Programs

PROGRAM _____

MISSION:

GOALS:

BRIEF PROGRAM DESCRIPTION:

Total Annual Program Expenditure: \$_____

Performance Measures

1. Number of Students Enrolled _____
Students formally enrolled in the school who are engaged in the program's learning process.
2. Graduation Rate _____
Of all students enrolled, the number of students, who are eligible to do so, who receive a diploma or GED within the program year.

SECOND DRAFT

3. Positive Outcome Rate _____

An unduplicated count of the total number of students who achieve one of the following outcomes after termination, as a function of the Number of Students Enrolled.

a.) Retention in School _____

Number of students who continued their enrollment in school as of September of the following school year.

b) Enrolled in Post Secondary Education Institution _____

Number of students enrolled in a 1, 2, or 4 year technical college or university program.

c) Enrolled in a Skill Training Program _____

Number of students who enrolled in a skills training program leading to a skills credential.

d) Enrolled in Post Secondary Education and employed _____

Number of students who were simultaneously working and enrolled in post secondary institution.

e) Enrolled in a registered apprenticeship program _____

Number of students enrolled in an approved adult apprenticeship program.

f) Entered the Military _____

Number of students who enlisted in the military.

g) Entered employment _____

Number of students employed in a job within 90 days of termination from the program.

h) Completed Program Component _____

Number of students who began and completed a major, identified program component.

4. Cost Per Student _____

"Cost per student" is the total number of students enrolled in the program for the program year, divided into the total funding from all sources expended for the program (ie. excludes "development" and/or other grants not directly related to the program).

PERFORMANCE MEASURES FOR BUSINESS-ORIENTED PROGRAMS

Maine Quality Centers Governor's Job Training Contingency Account

PROGRAM _____

PROGRAM MISSION:

PROGRAM GOALS:

BRIEF PROGRAM DESCRIPTION:

TOTAL ANNUAL PROGRAM BUDGET: \$ _____

A. PERFORMANCE MEASURES FOR NEW HIRES TRAINING PROGRAM

1. Total number of participants _____

"Participants" are individuals formally enrolled in the program and participating in a defined training activity.

1a. Total Number of Men _____

1b. Total Number of Women _____

Performance Measures for Business-Oriented Programs

Page 2

2. Total number of participants obtaining employment _____

"Obtaining employment" means individuals who, within 120 days of program completion begin employment with the specific company for which the training program was initiated.

3. Average wage at placement \$ _____ per hour

"Average wage at placement" is the average hourly rate for all participants who obtained employment as a result of program participation.

4. Program completion rate _____ %

"Program completion rate" is the percentage of participants who completed the full course of training provided by the program.

5. Return on investment _____

"Return on investment" is determined by calculating how much and how quickly revenue is returned to the state in the form of revenue based on new or increased wages. A formula will be agreed upon by the SPO and program managers.

6. Training cost per participant \$ _____

"Training cost per participant" is total annual program expenditures divided by the total number of trainees.

B. PERFORMANCE MEASURES FOR UPGRADE/RETRAIN PROGRAM

1. Total number of participants _____

"Participants" are individuals formally enrolled in the program and participating in a defined training activity.

1a. Total Number of Men _____

1b. Total Number of Women _____

2. Average wage \$ _____ per hour

"Average wage" is the average hourly rate for all participants who participate in upgrade/retrain activities.

3. Program completion rate _____ %

"Program completion rate" is the percentage of participants who completed the full course of training provided by the program.

4. Return on investment _____

"Return on investment" is determined by calculating how much and how quickly revenue is returned to the state in the form of revenue based on new or increased wages. A formula will be agreed upon by the SPO and program managers.

5. Training cost per participant \$ _____

"Training cost per participant" is total annual program expenditures divided by the total number of trainees.

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Understanding/Concerns of Client-Oriented Programs

The Client-Oriented Programs discussion group developed the attached draft performance measures and definitions with the following concerns.

1. **"Job training" is comprised of specific employment-oriented services within a broader continuum of workforce development activities.**

Some programs included in the client-oriented subgroup provide education and workforce development services which may have other positive outcomes in addition to employment placement (such as enrolled in other education and training programs, subsidized employment, etc.).

2. **Program effectiveness can be best measured by establishing criteria in the performance-based budgeting process.**

Although there are some commonalities among workforce development programs, there is considerable variation in program goals, enabling legislation, eligibility requirements, types of services, data collection procedures, fiscal year, and available resources.

We recommend that draft performance measures provide a framework through the transition period until the performance-based budgeting and review process is in place.

3. **Many workforce development programs serve target populations with multiple internal and external barriers to successful entry and participation in the paid workforce.**

Effectively addressing these barriers requires a comprehensive, longer-term resource investment and service-delivery model.

4. **Resources (both financial and human) are required to gather and input "outcomes" data.**

Most workforce development programs must stretch limited resources to accomplish what can be a difficult task. Issues of confidentiality and "branding" of special target groups are of concern.

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Performance Measures for Client-Oriented Programs

PROGRAM _____

PROGRAM MISSION:

PROGRAM GOALS:

BRIEF PROGRAM DESCRIPTION:

SPECIAL NEEDS OF TARGET POPULATION(S):

TOTAL ANNUAL PROGRAM BUDGET: \$ _____

DRAFT

Performance Measures for Client-Oriented Programs

1. Number of participants receiving services. _____
("Participants" are individuals determined eligible, enrolled, and receiving services over a defined program year.)

2. Number of participants enrolled and receiving employment-related services. _____
("Employment-related" services are training or assistance specifically designed to result in employment.)

3. Number of participants entering employment. _____
(Of individuals receiving employment-related services.)

4. Cost per participant. _____
(Calculated by dividing program year expenditures for services by number of participants in response #1.)

Performance Measures for Work Not Welfare Programs

ASPIRE-Job Opportunities and Basic Skills Training Program(AFDC Recipients)
ASPIRE-Job Exploration and Training Program(Food Stamp Recipients)

PROGRAM: _____

DEPARTMENT MISSION:

PROGRAM'S GOALS:

Federal

State

PROGRAM'S JOB TRAINING GOALS:

BRIEF PROGRAM DESCRIPTION:

Performance Measures for Work Not Welfare Programs

A. INPUT MEASURES

1. Total Number of Work Registrants for the past State Fiscal Year _____
"Work Registrants" are the individuals who are mandatory, willing or volunteer for the program and are receiving public assistance (either AFDC or Food Stamps)

- 1a. Mandatory _____
1b. Willing _____
1c. Voluntary _____

2. Total "All Other" Expenditures for Services for the past State Fiscal Year _____
"Services" are all the services provided to participants including child care, transportation, job training, basic education, etc.

- 1a. Child Care _____
1b. Transitional Child Care _____
1c. Transportation _____
1d. Transitional Transportation _____
1e. High School Completion _____
1f. Job Readiness _____
1g. Job Skills Training _____
1h. Employer Reimbursements _____
1i. Job Search Assistance _____
1j. Other _____

B. OUTPUT INDICATORS

1. Total number of participants for the past State Fiscal Year _____
"Participant" is a work registrant who is participating in an approved component at a minimum of 20 hours per week each week of the month.

- 1a. High School Completion Components _____
1b. Job Readiness Components _____
1c. Job Skills Components _____
1d. Job Search Components _____
1e. Work Components _____

2. Percentage of participants successfully completing each component cluster for the past State Fiscal Year _____

- 2a. High School Completion Components _____
2b. Job Readiness Components _____
2c. Job Skills Components _____
2d. Job Search Components _____
2e. Work Components _____

3. Number of participants entering paid employment for the past State Fiscal Year _____

Performance Measures for Work Not Welfare Programs

C. OUTCOME MEASURES

1. Percentage of participants entering paid employment related to training received

2. Percentage of participants maintaining employment for six months _____
3. Percentage of participants who are mandatory, willing and voluntary _____
 - 3a. Mandatory _____
 - 3b. Willing _____
 - 3c. Voluntary _____