



# WORKFORCE DEVELOPMENT

## OUTCOMES MEASUREMENT MANAGEMENT SUMMARY

*2021*

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Outcomes Measurement is a management tool used to take an annual look at the efficiency, effectiveness, and level of accessibility of each of the programs serving people with disabilities accredited by CARF. This management tool also measures the satisfaction of people served, and stakeholders. The data tracked and reported is used to evaluate performance and make data driven decisions on areas of improvement while also celebrating those areas where the programs are successfully achieving objectives.

**COMMUNITY EMPLOYMENT INITIATIVES (CEI)** continued to offer JET (Job Education & Training) and JET Certified as the primary services to improve job skills and employment preparation. Services are offered in Marion and Citrus County through the primary referral source, the Division of Vocational Rehabilitation (DVR). Current business host sites, established through relationships with community employers, include the following: Blue Highway, a pizzeria; SpringHill Suites by Marriott, MOJOs Food Handlers, Holiday Inn Express, Crumps Landing, Burlington Retail, World Equestrian Center, and Goodwill Ocala Superstore. While on-site, students receive coaching, hard and soft skills building, along with industry specific occupational skills training.

Entering into its 3rd year, JET offers paid on the job (OJT) training opportunities to those looking for skill building and work experience. JET typically runs 1 – 2.5 weeks and Summer JET sessions typically runs 2- 3 weeks in duration. The JET After School program was not offered during 2021 due to COVID. This year, the JET program focused on four areas that guided the curriculum called the “Continuum of Emphasis.” The four areas of emphasis are 1) learning to start, 2) seeking responsibility, 3) prioritizing and 4) independent execution. When JET After School is offered in the upcoming program year, each school quarter will focus on an in-depth review of one of the four areas of emphasis targeting specific activities. These activities will promote an employability foundation and prepare students for transition from school to work. Students will also be educated on the best “next step” as they move closer to transitioning to the workforce or a transition program similar to JET Certified or Project SEARCH.



*Above student participating in classroom curriculum that leads to earning a workforce credential .*

With the conscious internal decision and demand from DVR Counselors to keep programming on a smaller scale, JET provided services to 4 participants in the summer months of 2021. Students out of school for the summer were able to take advantage of learning and working in retail and/or a hospitality environment. Participants consisted of 1 female (25%) and 3 males (75%) and all participants were between the ages of 16 – 34. All participants, referred by DVR in Marion County, had a diagnosed disability: 2 participants (50%) had a neurological disability and 2 participants (50%) had a developmental disability other than autism. Similar to ethnicity trends in previous years, 2 participants were Caucasian (50%) and 2 participants (50%) were African American. The program had a 100% program completion rate. Host sites included: Burlington Retail; Blue Highway, a pizzeria; and SpringHill Suites. CEI is excited to announce that the original JET program will fully return, offering services over the upcoming summer in Marion and Citrus counties.

JET Certified wrapped up its 2nd year in operation and utilized much of the same concepts as JET in terms of on the job experience. JET Certified differentiates itself by offering workforce credentials and targets specific needs. The JET Certified program offers industry recognized workforce credentialing in the following industries: Retail Fundamentals, Hospitality (Front Desk, Guest Services, Guestroom Attendant and maintenance professional), Fork Lift operation, and Food Handlers. Each enrollee begins their 10-week program with orientation followed by approximately 1-2 weeks of classroom curriculum that leads to earning an industry recognized workforce credential. JET Certified typically takes place in a host site, and was



revised this program year by extending from 2-3 weeks to 8-10 weeks. In addition, an employment preparation meeting was completed at the end of the OJT portion of the program.

JET Certified provided services to 23 participants in 2021. CEI recognized a large decrease in referrals compared to the prior program year of 38 participants. With the pandemic persisting for more than a year, DVR experienced a large decrease in caseloads in 2021. Throughout 2021, participants consisted largely of young adults with only three over the age 24. The program had an outstanding participant success rate of 100% earning a credential from their program of choice. While three individuals elected not to complete their paid OJT, those participants earned a credential from the classroom portion of the program. Eight (8) JET Certified graduates received employment offers, compared to the 6 graduates in 2020. While DVR voiced concern of not having standalone placement services in the previous year's survey, CEI is proud to have an increased rate of placements in JET Certified in 2021.



*Participants completing their OJT portion of program participant at Springhill Suites*

In the upcoming year, programs will be offered at the renowned World Equestrian Center in Ocala. This state-of-the-art facility has many restaurants that have committed to collaborate in offering the Food Handlers certification for JET and a credentialed Kitchen Cook Program for JET Certified. Another exciting partnership includes one with HDG Hotel Management Group that has led to requests to operate services in the New Port Richey area. CEI anticipates that the upcoming program year will have a strong JET response in referrals of students who want summer and after school opportunities. An anticipated variable that may affect the attendance of some referred participants will be the cost of travel for families supporting their youth due to the escalating cost of gasoline.

**Effectiveness:**

- 100% of the people served in JET Certified earned a workforce credential.
- 89% of individuals referred to JET/JET Certified completed their training period.
- 27 referrals were received.
- 3 business host sites were utilized
- 100% number of people served increased earning potential.

**Efficiency:**

- Operated at 154% Expense to Revenue compared to CEI's 104% Expense to Revenue in 2020.
- On average, 88% of those referred began program less than 30 days after receipt of their referral.

**Satisfaction:**

- 33% of completed consumer input/satisfaction surveys were obtained.
- 100% of persons served indicated satisfaction with their programs.
- 80% of stakeholders indicate satisfaction with the program.
- 57% of community partners provided satisfaction feedback.

**Accessibility:**

- 100% of the people referred were accepted into the program.
- Geographic trends identified 100% of participants were from Marion County.

**RECOMMENDATIONS: Community Employment Initiatives** Goodwill Suncoast's CEI continues to provide employment services that addresses the needs of the community, schools and the current and future job seeker. By creating and building partnerships with employers and targeting nationally accredited workforce certifications, CEI succeeds in preparing these young job seekers with skills that are valued in the local labor market.

**1) Effectiveness:**

24/27 individuals referred to either JET or JET Certified completed their training. CEI is pleased with the 89% completion rate in 2021. To control non-completions in the future, staff will more closely review referral documents to evaluate the likelihood of completion.

In the upcoming 2022 year we will closely watch the target goal of referrals and consider lowering the target number to more accurately reflect the JET Certified programs projections.

With 8 sites available, we operated programs at only 3 sites. It should be noted that the number of business partnerships were adequate to the need in 2021. This was a direct response to limited referrals and interests specifically being in food services, retail, and hospitality.

**2) Efficiency:**

The reduction in program referrals due to COVID has significantly impacted the program revenue. With the reopening of programs, revenues should exceed 2020 revenue. In addition, expanding programs will expand staff payroll allocation across departments.

With 37/42 starting their program within 30 days, the cases exceeding this time frame were due to advanced referral by DVR in anticipation of actual program start. Announcing program start dates to DVR counselors and families well in advance is an essential component of recruiting and customer care. This objective will be reviewed for appropriateness prior to next year's measurement.

**3) Satisfaction:**

Survey Monkey was utilized on the participant's last day of program, however, it is limited to one time per participant. In cases where we had repeat attenders, their information was not captured in addition to those who chose not to respond. Moving forward, Survey Monkey will be utilized and a checklist will be completed by staff to increase survey completion. With 9 persons served surveys returned, 9 responded with overall satisfaction of their JET Program and service received while attending.

With 4/7 stakeholder surveys returned, 3 responded with overall satisfaction. The one respondent that was not overall satisfied replied with discontent about the decision to discontinue many of the services due to lack of sufficient referrals and funding.

**4) Accessibility:**

The bulk of services remains higher in Marion County. Services in Citrus were discontinued due to limited resources during the pandemic. Until we have resources in Citrus, we will not achieve our service objectives. We will continue to focus on Marion County in the next year.

Over the next year, CEI will continue to provide longer program durations for JET and JET Certified. Allowing time in program development and referral partnerships to mature within Citrus County will increase the number of referrals received. With the new partnerships HDG Hotel Management Group in New Port Richey and World Equestrian Center in Ocala, CEI will likely receive more referrals. In line with Goodwill Suncoast's strategic goal to pursue opportunities to increase community impact through services to individuals and families, we have begun effort to secure a State of Florida Independent Educators license. It is the vision of CEI to establish a vocational training program in which participants from many referral sources can receive industry credentials and support setting up transition plans into employment.