Jobs to Careers | Promoting Work-Based Learning for Quality Care.

UNC IOA Institute on Aging

EVALUATION ACTIVITIES FOR GRANTEE TEAMS: EMPLOYER PARTNERS

All program partners have agreed as a condition of this grant to participate in the evaluation as described in the grant agreement with the lead partner.

- As a recipient of a Jobs to Careers implementation grant, your project will be evaluated by our research team from the University of North Carolina.
- In our role as evaluators, our aim is to gather information from your grantee team for use in describing and evaluating both the processes and outcomes of your particular Jobs to Careers project.

What does the Robert Wood Johnson Foundation mean by "evaluation?"

- Evaluation means inquiry that is systematic not just anecdotal. It offers a standard of evidence and a justification for the approach. Evaluation is not "spin" to "prove" something works.
- Evaluation is NOT auditing, spying, or grading you.
- The grantees are accountable to the program officer or national program director for performance. Evaluation is rarely, if ever, a part of that accountability.

Your responsibility as a partner in the program evaluation:

- Participation in evaluation activities, including **site visits, virtual site visits (a set of telephone interviews), the Frontline Worker Survey, the Organizational Profile Survey, and the Jobs to Careers Evaluation Database.**
- We will be evaluating your project three times over the course of the grant, which we label **Time 1, Time 2, and Time 3** (actual dates will vary by project depending on training cycles of participants).
- A table describing each activity, who will be completing the activity and when the activity will be conducted is on page 2.

How will the evaluation help our project and our organization?
The following documents will be produced in collaboration with all partners.

1) ***Formative Memo.*** Shortly following each site visit, a short, 'real-time' memo will be sent to your project team leaders to assist your on-going workforce development efforts. This memo gives you feedback on your progress thus far, including project facilitators and challenges that can assist you with program refinement.
2) ***Summative Report for Individual Projects.*** At the end of your project, a summative memo documenting both your successes and challenges will be provided to your organization. This document will help you communicate about your project and gain recognition among your peer organizations**.** It will likely provide information for you to use to establish the business case for sustainability of your project.
3) ***Synthesis Report.*** As all the sites complete their projects, a final report will be compiled by the evaluation team. It will outline lessons learned using a comparative case approach with each of the grantee projects used as a case. This memo will include a discussion of the policy implications and sustainability issues for the initiative. These lessons learned should aide your team in improving your on-going project as you sustain it beyond the grant period.
4) ***HR tool.*** This will be a document for HR personnel focused on developing workplace policies to support career advancement of frontline health and healthcare workers, such as covering tuition for training or paid time off for classes or studying.

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Table 1. Expected Evaluation Activities for Employer Partners with Participating Frontline Health and Healthcare Workers

Evaluation Activities	Who needs to complete activity	When activity will be completed
Site Visit		
Two members of the evaluation team will visit your organizations to conduct interviews and focus groups. These visits are usually scheduled over a 2-3 day time frame.	In Time 1 and Time 3, interviews will be conducted with key informants including your CEO and HR manager. Focus groups will be conducted with frontline supervisors and frontline workers. In Time 2, in-person site visits will be structured like virtual site visits (described below).	All projects will have a site visit from the evaluation team at Time 1 and Time 3. Two sites will also have a site visit at Time 2.
Virtual Site Visit		
Evaluation team members will conduct interviews over the phone generally within a one week time period.	We will interview some of the key informants again, as well as other key informants that are heavily involved in implementation (up to 10 total). We will interview the instructor for the classes, frontline supervisors and up to two participants.	Virtual site visits will be conducted for sites that are not scheduled for an in-person site visit (see above) during Time 2.
Frontline Worker Survey		
This survey will gather demographic, work environment and job satisfaction information.	The survey will be administered to participating frontline workers and a group of non-participating frontline workers.	The survey will be administered during Time 1, Time 2, and Time 3.
Organizational Profile Survey		
This survey will gather information about the employer partner organization.	The survey will be administered to the most appropriate key informant at your organization.	The survey will be administered during Time 1, Time 2, and Time 3.
Jobs to Careers Evaluation Database		
Program information on contact information, project and career goals of participants will be collected in an online database.	One person, either the project manager for the whole team or an evaluation liaison at your organization, will complete this survey. You will have on-going access to these data to summarize your progress.	This survey will be completed four times per year totaling up to 12 times over your project period.

If you have any questions about this document, please contact the evaluation team at 919-966-6866 or jobs2careers@unc.edu