



Measuring Results – Evaluations for E&T Output, Outcomes, and Impact

Kristin Pratt, Goodwill Industries International

Jenny Taylor, Goodwill of North Georgia

Dr. Jill Pentimonti, University of Notre Dame

Introductions



Kristin Pratt

Senior Director
Grant Operations

Goodwill Industries
International



Jenny Taylor

Vice President
Career Services

Goodwill of
North Georgia



Dr. Jill Pentimonti

Director of Research
Advancement

University of
Notre Dame

Output, Outcomes, and Impact



Fix It, Kill It, or Grow It

Data drives decision-making for mission programming. 3rd party-evaluations and CPA metrics audits validate impact.



Storytelling All the Time

Intentional strategy and comprehensive, omni-channel communication campaigns for telling mission story.



WILSON SHEEHAN
LAB FOR ECONOMIC
OPPORTUNITIES

3rd Party Evaluation

Overview of Research
Impact Evaluation



Incentivize the Right Thing

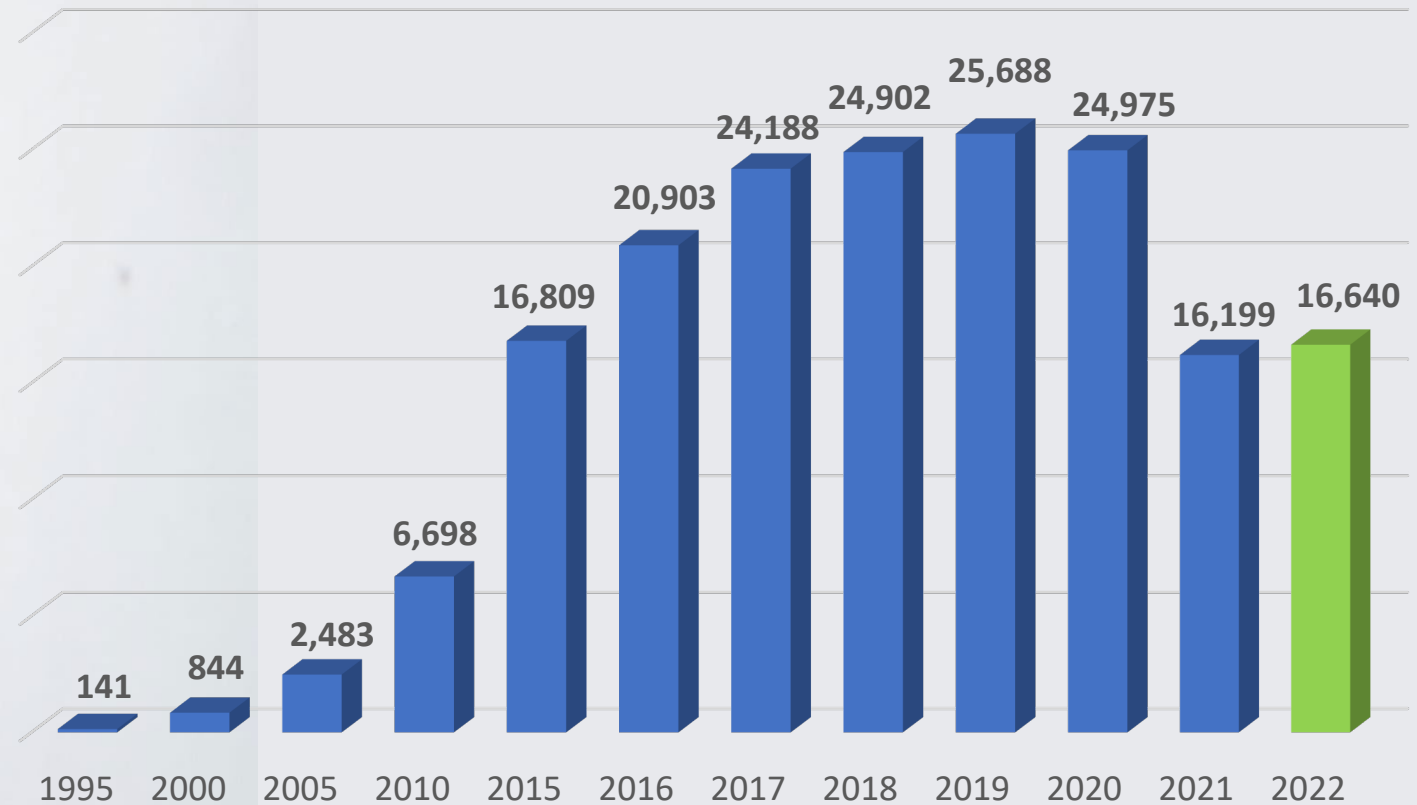
Individual Merit
tied to MISSION Outcomes

We Serve All SNAP Recipients



But we focus on priority populations with high barriers to employment

Results -Driven: Quantity

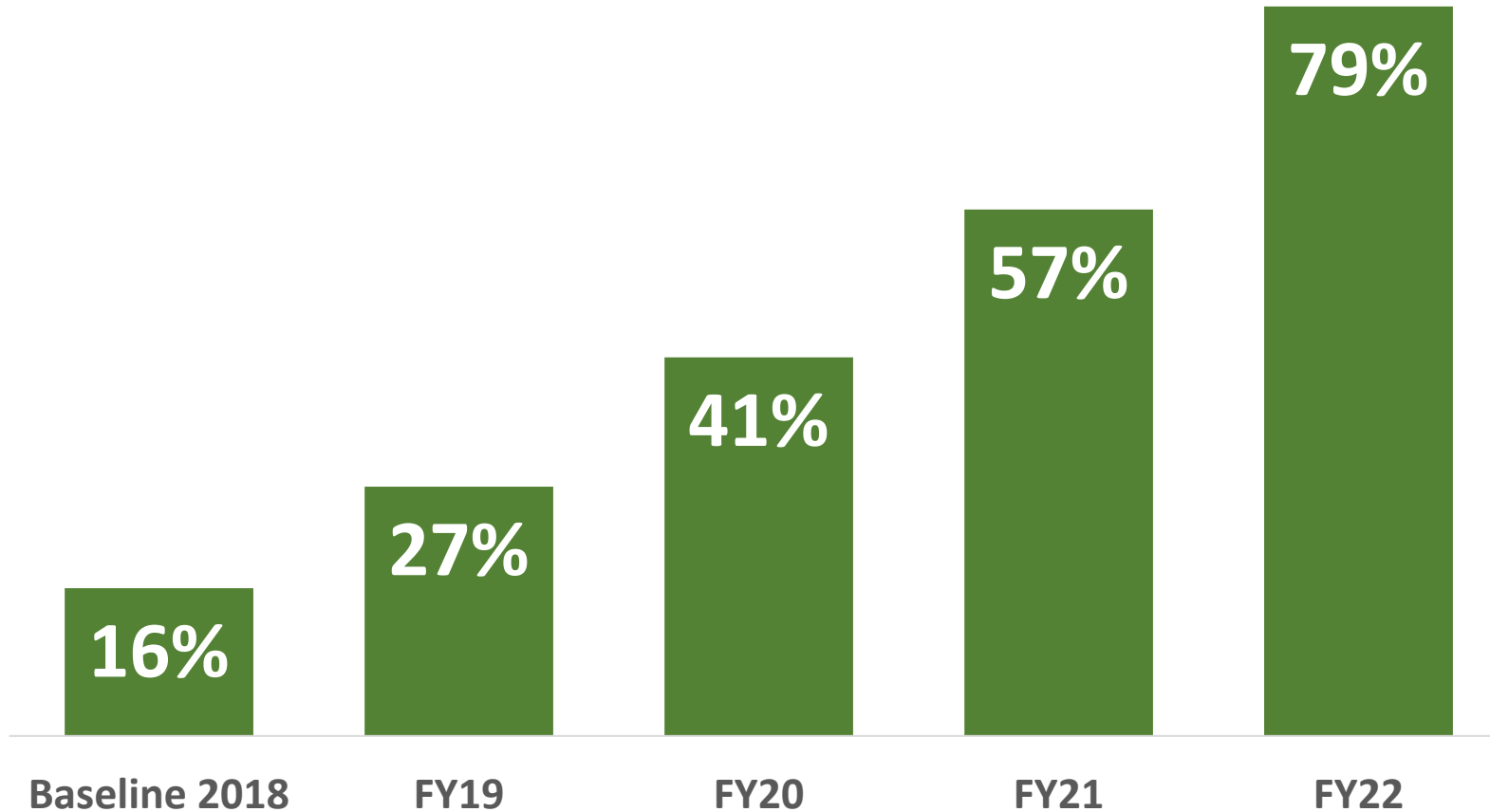


We put people to work.

AND Quality to Move People Out of Poverty: ABCs

A first job
a **B**etter job
a **C**areer.

% of Persons Employed in Jobs with Family -Sustaining Wages



% of job placements over
MIT Living Wage Calculator for Georgia



Middle Class+



Working Class +

Fix it. Kill it. Or Grow it.



Data drives decision-making

- 3rd party evaluations of mission programming validate impact and identify areas to focus on.
- Annual CPA metrics audits validate integrity of data
- Quarterly leadership review of metrics:
 1. By Program
 2. By Population
 3. By Funder
 4. By Location

Measuring
Return on
Investment:
Goodwill[®]
Job Training
Programs

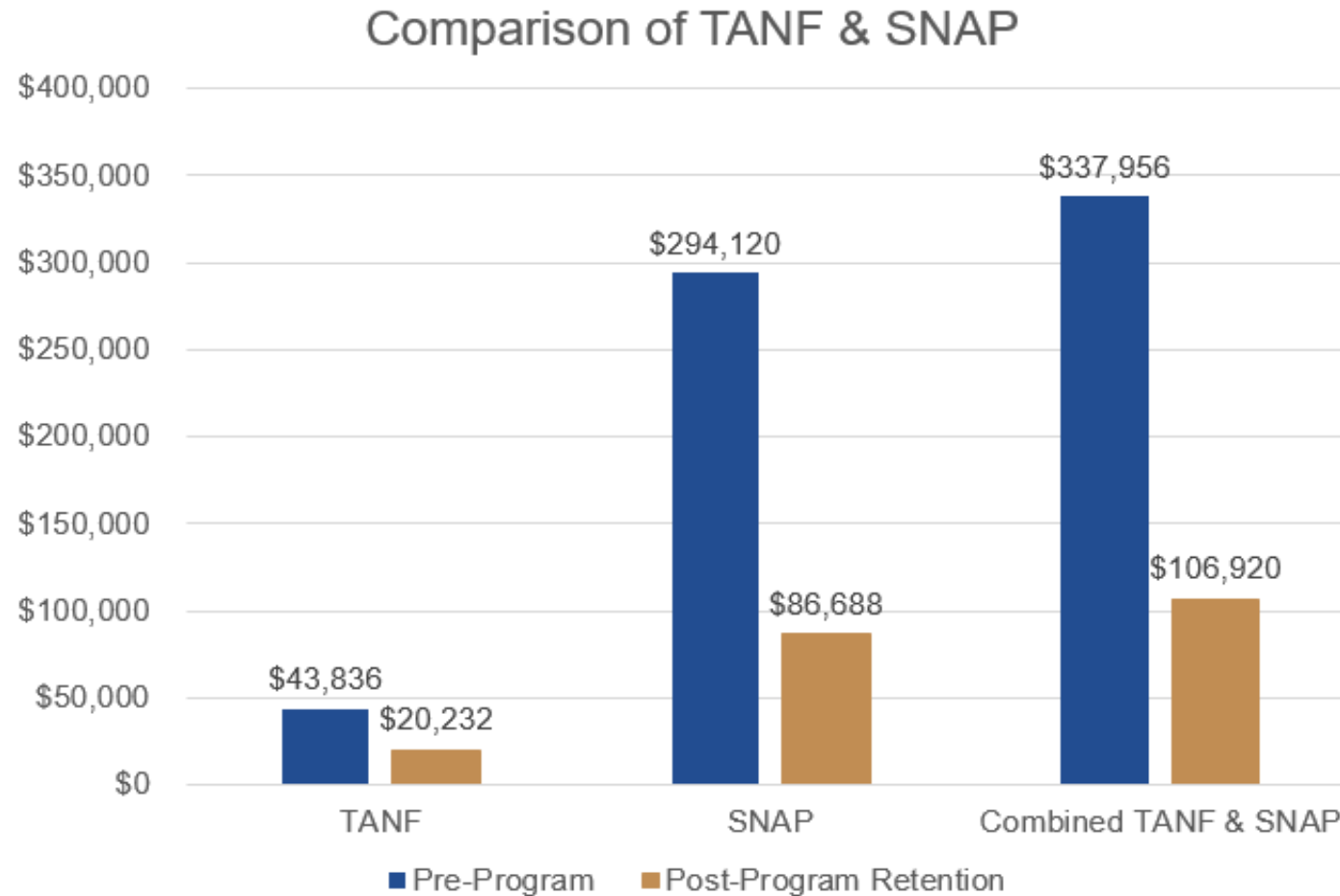


Benefits to People Served and Benefits to Society **Return on Investment**



Link: [http://atlantacareerrise.org/documents/acr job training programs report 2018.pdf](http://atlantacareerrise.org/documents/acr_job_training_programs_report_2018.pdf)

3rd Party Evaluation: Public Assistance Outcomes



68%↓

Total Benefits Received
(SNAP & TANF)

\$231,036

SAVINGS

(for just 203
individuals)

Storytelling All the Time



Intentional, Comprehensive Campaigns **Success stories are just the beginning.**

Mission Impact Reports

Talking Points for staff at every level to share mission impact

Presentation templates

Videos for multiple channels & audiences

Signage and messaging in all facilities

Paid Advertising

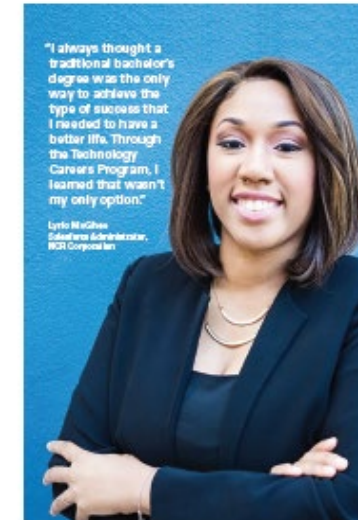


Goodwill® Career Services

2020/2021 | Mission Impact Report



A first job, a Better job, and a Career | Career Pathways ABCs
At Goodwill of North Georgia, our mission is to put people to work. Last year, we connected more than 27,000 individuals with jobs. Learn about our North Georgia neighbors who we helped get the tools they wanted for the jobs they needed.



Technology Careers Program (TCP)

PROGRAM

Offered in partnership with TechBridge, the TCP program trains individuals for high-paying jobs in the technology sector. Coursework includes database administration, web development, and SCRUM.



Success Rate
Graduates Placed

68%



Graduates Still Employed
after 8 months

88%



Program Start to
Industry Career (in days)

110



Placements into Full-Time,
Living Wage Careers

108



Average Starting Wage
for Graduates (per hour)

\$25.79



Wages Earned by Program
Graduates Last Year

\$5.8m

For more information, call 844-344-WORK (9876) | email CareerServices@ging.org | visit goodwilling.org

SNAP
2022

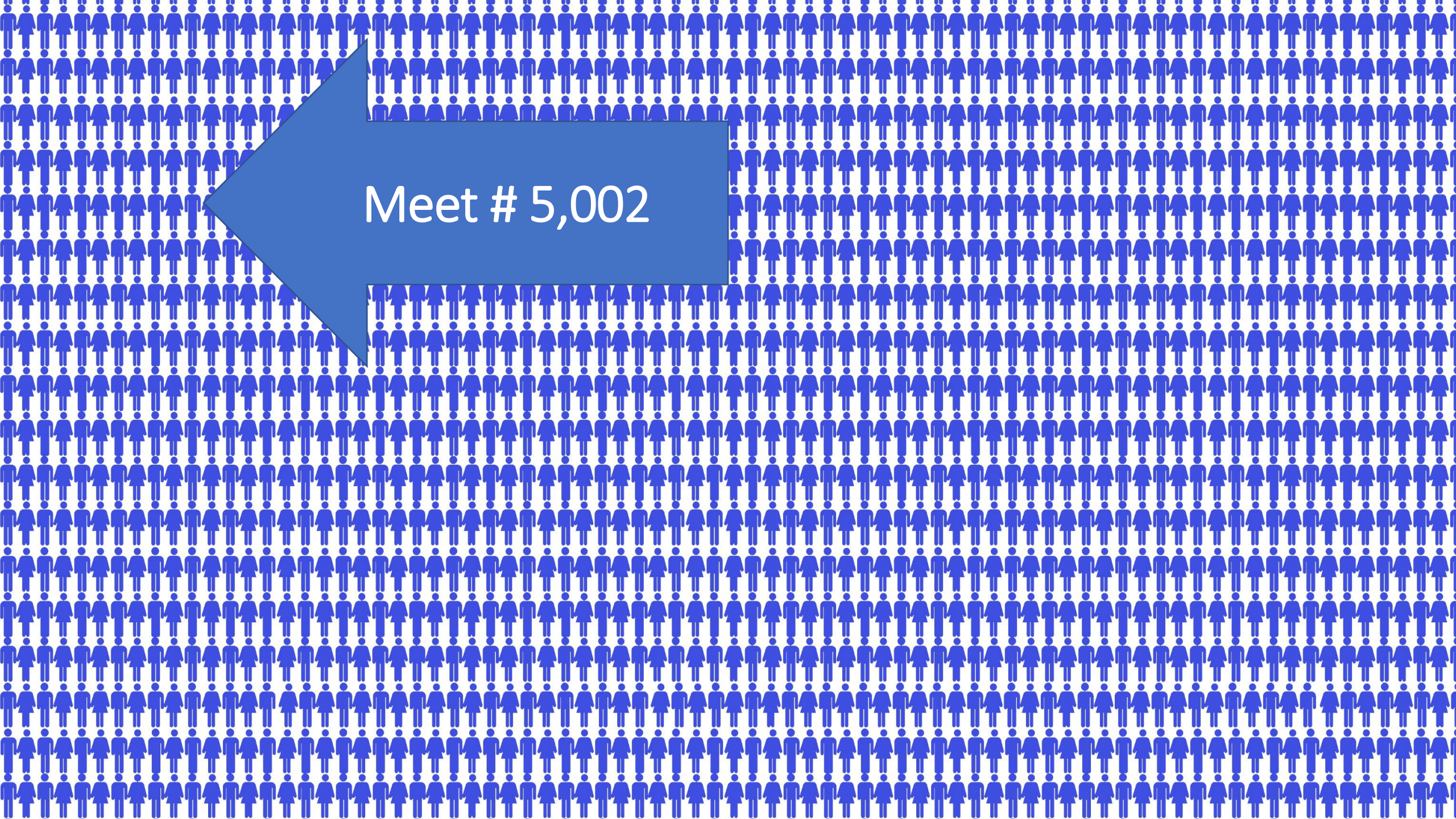
**EMPLOYMENT
& TRAINING
NATIONAL FORUM**

Bring data
to life...
more than
just a number.



We Put 25,688 People to Work in FY19!



The background of the entire image is a dense, repeating pattern of small, blue, stylized human figures. Each figure is composed of a simple circle for the head and a rectangular shape for the body, with some internal details like a dot for an eye and a line for a limb. The figures are arranged in a grid-like fashion, filling the entire frame.

Meet # 5,002

A first job for Lealinda Walker



Lealinda is one of

1,162

People with Disabilities

6,118

People who were SNAP Eligible

served last year.

Table 10: Comparison of SNAP Benefits Received Pre- and Post-Program				SNAP
Indicator	Pre-Program N= 190	Post-Program N= 56	\$ Change	% Change
Monthly	\$24,510	\$7,224	\$17,286	-71%
Annualized	\$294,120	\$86,688	\$207,432	

Table 9: Comparison of TANF Benefits Received Pre- and Post-Program				TANF
Indicator	Pre-Program N= 13	Post-Program N= 6	\$ Change	% Change
Monthly	\$3,653	\$1,686	1,967	-54%
Annualized	\$43,836	\$20,232	23,604	

\$231,036

Reduction in public benefits paid

JOB TRAINING PROGRAMS THAT WORK

Goodwill of North Georgia

**A
Better job
for
Nicholas
Green**



Nicholas is one of

2,678

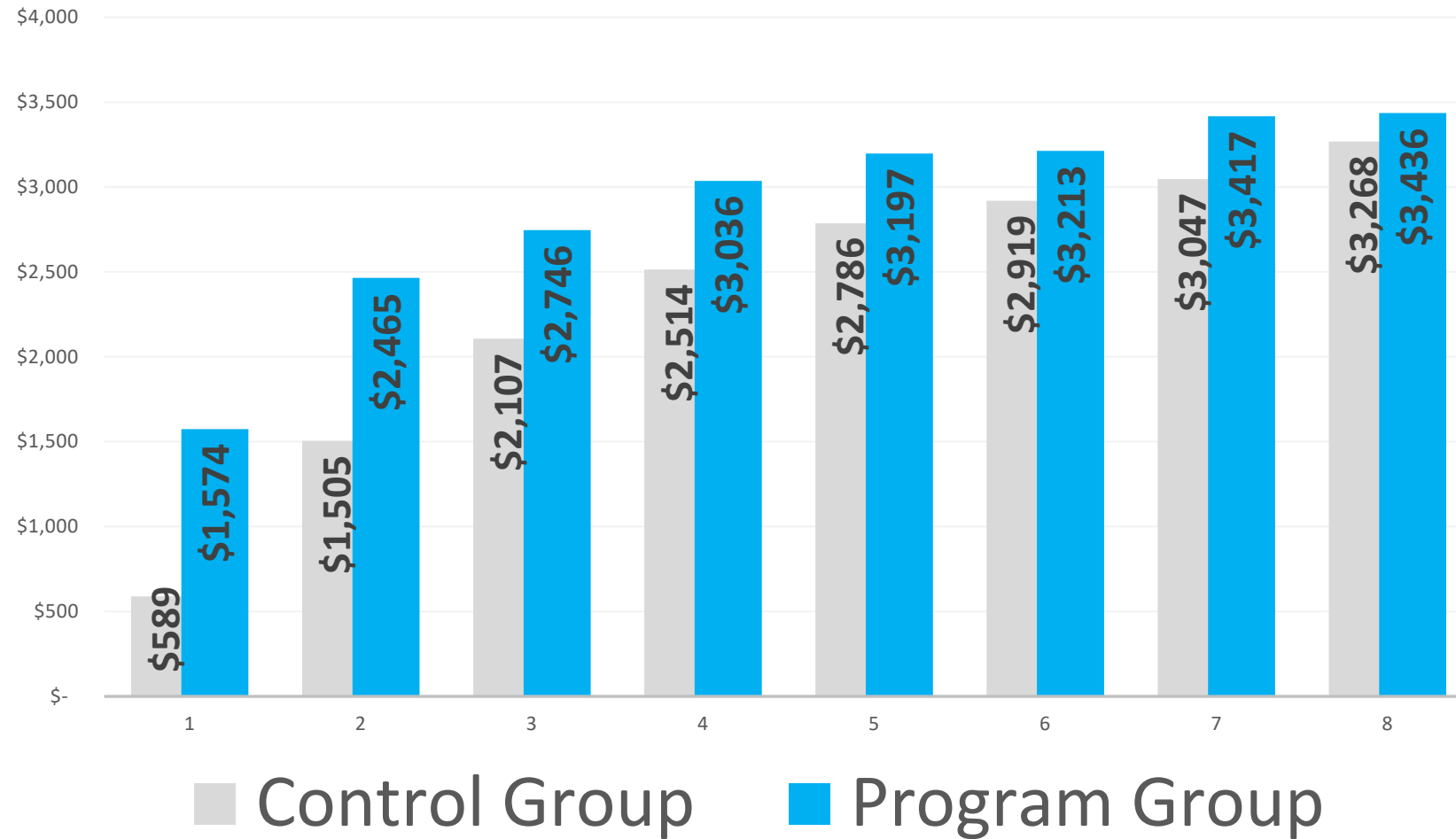
Veterans or military family members

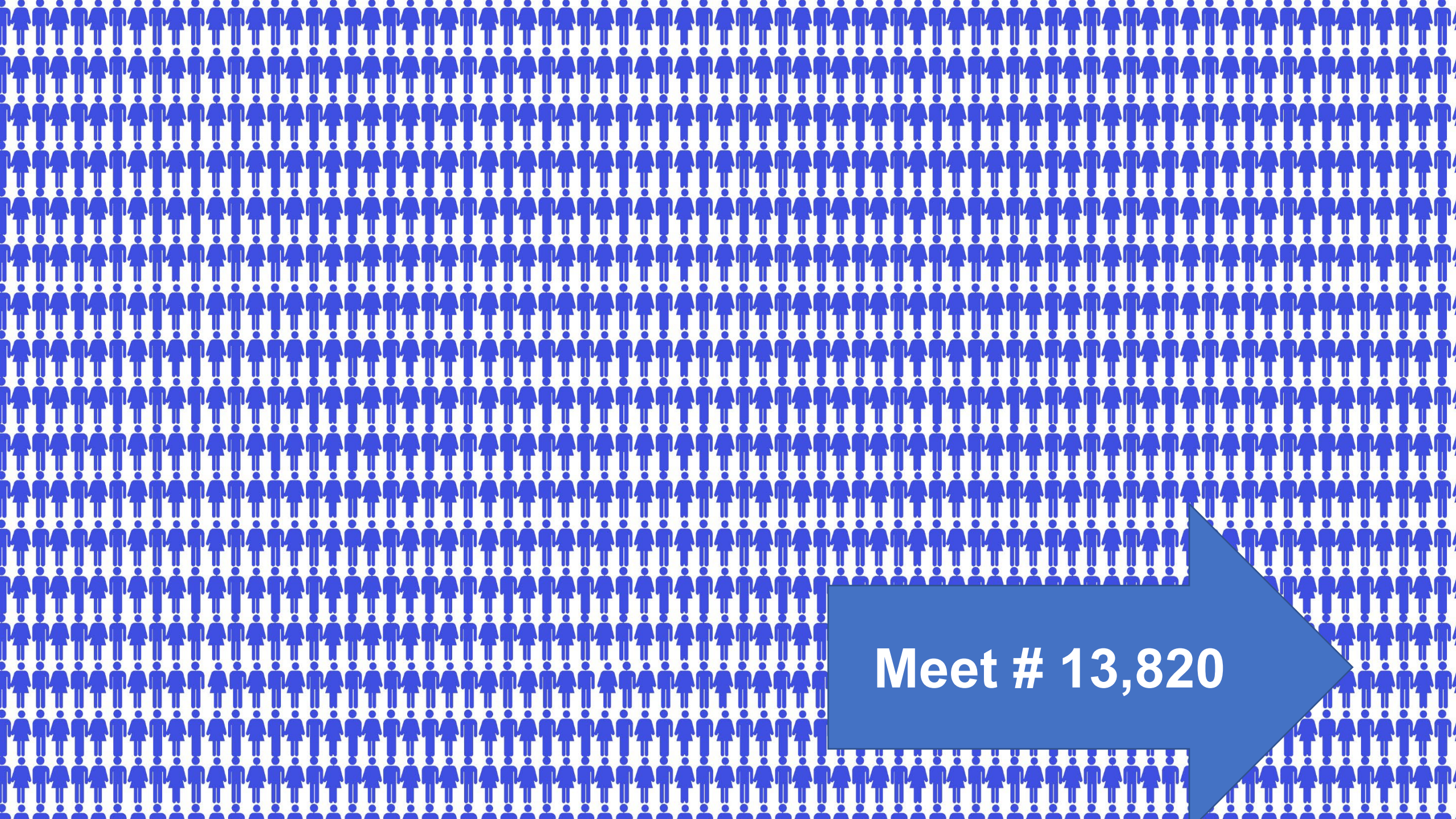
50,023

Unemployed Job -Seekers

served last year.

Monthly Earnings each Quarter after Exit



The background of the entire image is a dense, repeating pattern of small, blue, stylized human figures. Each figure is composed of a circular head and a rectangular body with two short lines for arms and legs. The figures are arranged in a grid-like fashion, filling the entire frame.

Meet # 13,820



**and a
second
chance for
Krystle Ives**

3,408

People with Criminal Backgrounds

State prisons cost about

\$44.56 per inmate per day

or

\$16,264 per year

4.3% decrease in recidivism rates

Impacts on Confirmatory Outcomes		
Earnings (\$)	Child Support Payments ^a (\$)	Criminal Justice Event ^b (%)
<u>10 quarters</u>	<u>10 quarters</u>	<u>12 months</u>
4,866***	1,220***	-4.3*

Criminal Justice Event includes any arrest, conviction, or admission to prison

Preventing 4.3% of
the 3,408 people we served
from going to prison again
saves Georgia taxpayers
\$2,383,391



WILSON SHEEHAN
**LAB FOR ECONOMIC
OPPORTUNITIES**

**Goodwill of North Georgia
Workforce Development and SNAP E&T
Impact Evaluation**

Across America, service providers are doing great work to take on poverty in all its complexity. But we still know too little about what's working and why.

Notre Dame's Lab for Economic Opportunities (LEO) helps service providers apply scientific evaluation methods to better understand and share effective poverty interventions.



TURNING THE TIDE

WHY WE EXIST

34 million people in poverty

\$1 trillion spent annually fighting poverty

As little as 1% goes to evidence-based programs

Less than 2% of service agencies have conducted an impact evaluation



TURNING THE TIDE

WHAT WE DO

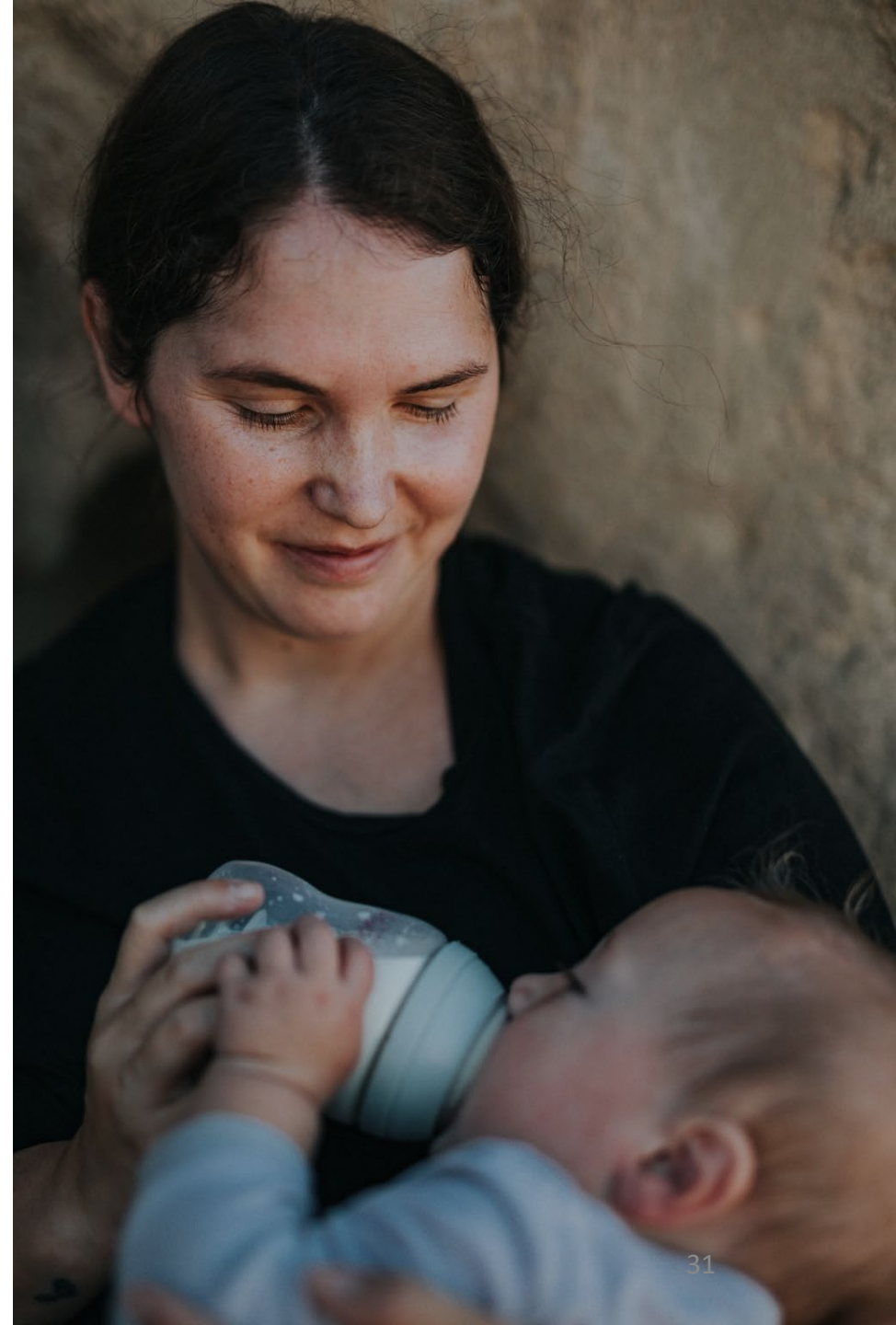
Find the **innovators**

Teach about **impact evaluations**

Overlay research design on anti-poverty programs

Learn & iterate

Share findings & scale



WHY IMPACT EVALUATION



Impact starts with knowing. Evidence-based solutions provide better insight and actionable steps for fighting poverty. The more we know, the better our impact.



More evidence = more money. Today's philanthropists care about impact on people's lives. Being able to prove this impact with evidence helps our partners raise more money to support their poverty-fighting missions.



Third-party validation of impact. Many social service leaders, staff, and supporters welcome independent confirmation of the impact of the agency's work. Third-party validation is critical to creating continuous improvement and attracting future investment.

IMPACT EVALUATION

We would like to know...

What **would have happened** had participants not enrolled in and completed Goodwill's program.

We need a **comparison group**.



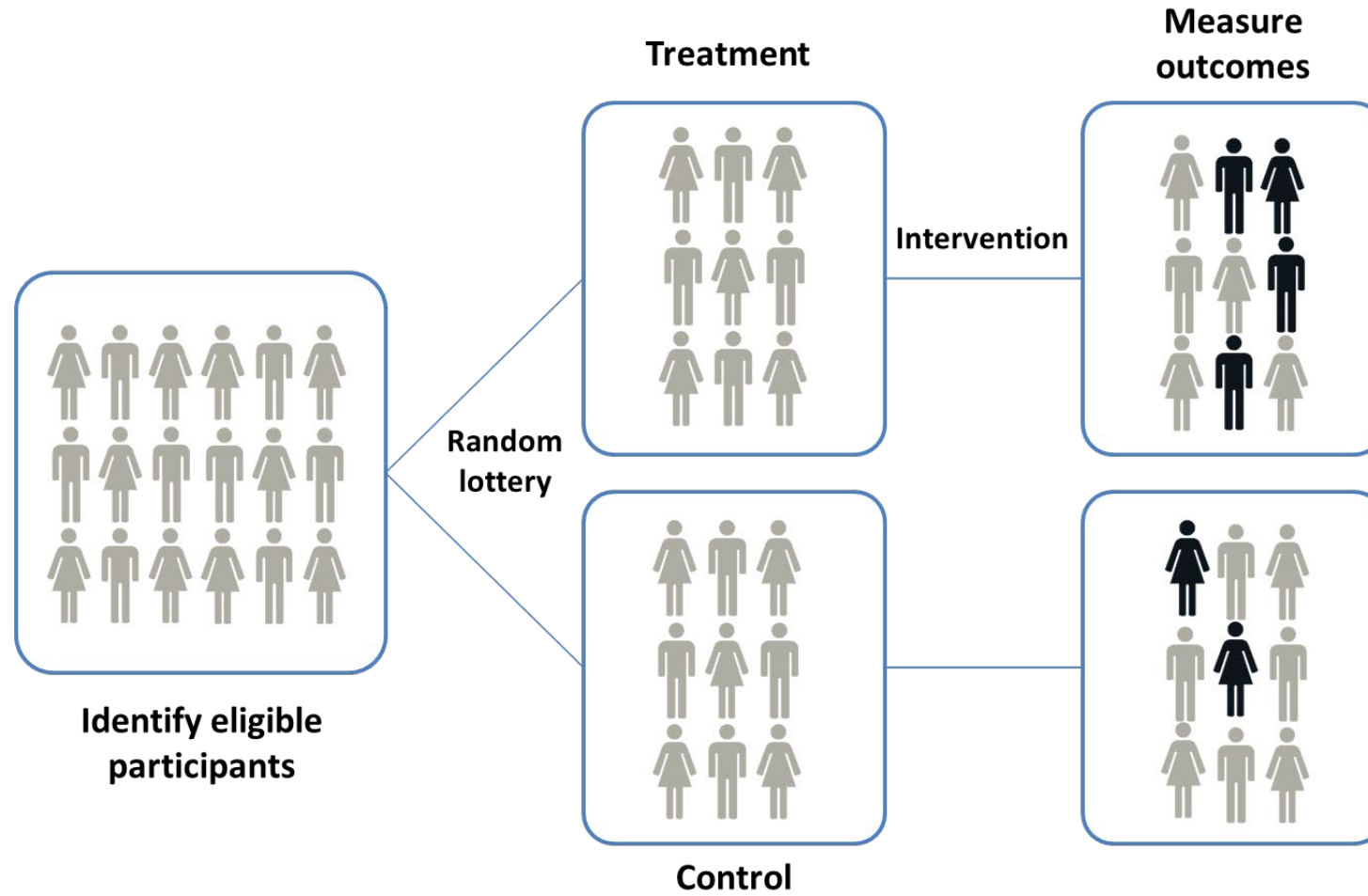
RANDOMIZED CONTROLLED TRIALS

To **attribute differences** in outcomes to the program (and not other factors)...

...we must select a group that is **exactly like** the group of participants in all ways but one – their exposure to the program being evaluated.



RANDOMIZED ASSIGNMENT



WHY RANDOMIZE?

Randomization is a way to **fairly** allocate services with **limited funding** or **capacity**.

It is often impossible to serve everyone, and random assignment allows services to be distributed **without bias**.

Put another way, **all eligible participants** will be treated **equally**.



RESEARCH OVERVIEW



GOODWILL OF NORTH GEORGIA WORKFORCE DEVELOPMENT and SNAP E&T

IMPACT EVALUATION

What is the impact of Goodwill employment & training certification programs on:

- Employment and earnings?
- Job retention and credentialing?
- Financial well-being?
- Reliance on public benefit?

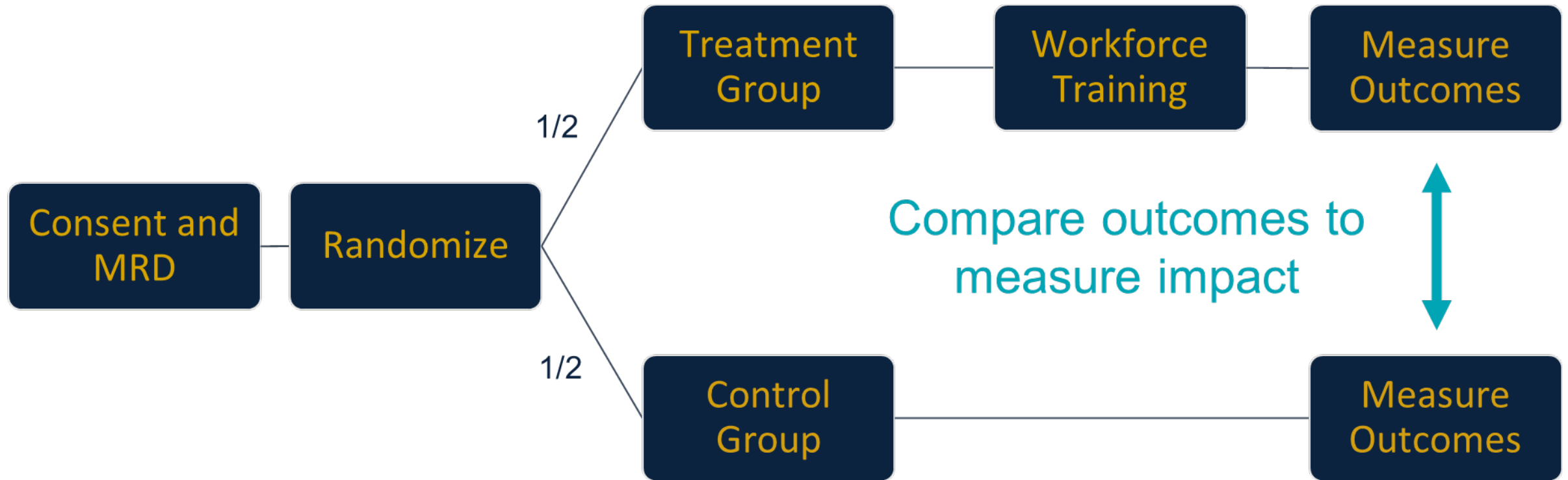
Put differently:

What **would have happened** to a Goodwill applicant **had they not** received the job training and certification?

THE INTERVENTION

Service	Control	Treatment
Basic job preparation and career service (résumé writing, etc.)	Referrals to other orgs	X
Funding for certification programs operated by partner organizations and colleges (e.g. Forklift, Logistics, and Welding)		X
Case management throughout their tenure in the certification program		X
Work Supports (participant reimbursements)		X

EVALUATION STEPS



EVALUATION DETAILS

Include **all 14 sites** across northern Georgia

Enrollment expected to last 2 years, with 800-1000 participants total

- 400-500 in **treatment**
- 400-500 in **control**



OUTCOMES

Credential Attainment

Employment (1 and 2 years post-randomization)

Earnings (1 and 2 years post-randomization)

Employee retention

Reduction in public benefit (SNAP, TANF, etc.)

Increase in taxes paid



EVALUATION TIMELINE

November 2021: Started planning for RCT

May 2022: Staff trained

November 2022: Launched impact evaluation

Summer 2024: Enrollment is completed

Winter 2026: Short-term outcomes (employment & earnings) reported

Interim data updates along the way!



Incentivize (or Celebrate) the Right Thing



Q2s = Quality + Quantity

From the CEO and executive staff to management team to direct service entry-level career coaches:

ALL have success of the people we serve tied to merit increase and Annual Incentive Program (AIP).

If you can't tie raises to performance, be sure to **measure and publicly celebrate the impact data with storytelling.**

This results in keeping everyone focused on mission outcomes & impact.
People First, Mission Always

**Meet your SNAP work requirement.
And start a career.**



First jobs. Next jobs. Careers.



We've got everything you need to find them.







Kristin Pratt

Senior Director, Mission Acceleration

Jenny Taylor

Vice President, Career Services

Dr. Jill Pentimonti

Director of Research Advancement

