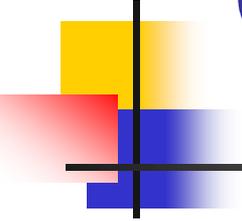


EXITS AND

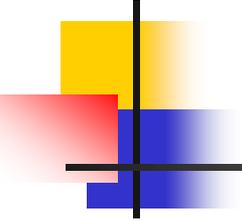
FOLLOW-UPS

[when the IEP has worked]

Meeting Your Common Measures Goals Require:

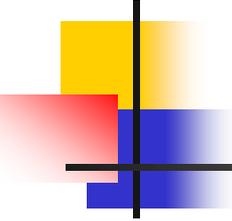


- Maintaining full enrollment throughout the program year
 - Good practice: begin the PY overenrolled
- Developing good partnerships with host agencies and employers
 - Good practice: minimum same # of HA's as participants
 - Small businesses for OJE potential
- Strategic planning of all placement activity as well as other "non-positive" placements
- Reconsidering when and how follow-up occurs
 - All follow-up revolves around placement activity
 - Reflection of timing and quality of placement

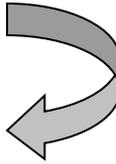


Management Implications:

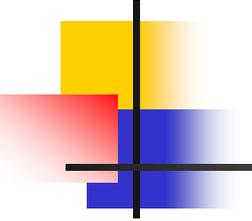
- Timely reporting
- Frequent team meetings
- Monthly performance analysis (quarterly is too late)



Subgrantee-Level Management

- Uncertainties abound when projects are “people driven” and outcomes are defined by “people results”
- Manage proactively: project managers who wait for things to happen most often get into trouble. You need to know 
 - What to look for
 - When to look
 - How and when to intervene
 - Staying on top of all follow-up activity

Analyzing the Outcome Information



- Monthly, quarterly, and year-to-date performance data should be compared to benchmarks
 - Last year's data from the same time period
 - Targets established for the time period

- Substantial differences between latest data and benchmarks should be flagged for later consideration and possible action

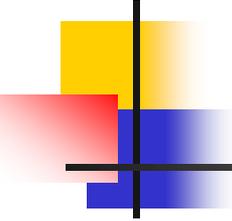
- Identify unusual outcomes on each performance goal
 - Seek Explanations for Unusually High or Low Outcomes

- Don't forget to bear in mind rolling performance measures --- outcomes credited in current program year occurred up to four quarters previous to the current one
 - Follow-up is KEY!

Service Delivery

Implications:

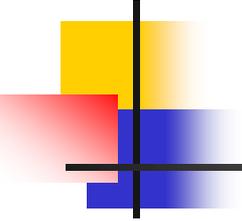
- Timing of placements
- Resource allocation
- Recruitment
- Job Development
- Follow-up



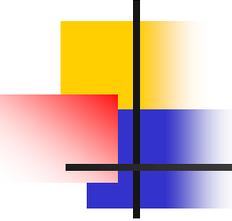
Service Delivery Implications

- Timing of placements
 - Ideally at the end of quarters
 - OJE the easiest means to manage quarter-end placements
 - Host agency hires also easier to manage
 - Job development activity heightened during the final month of each quarter
- Need to manage other exiters to control the “divisor”
 - Do you pay for job search?
 - Do not exit until participant obtains a job (leave without pay while job searching)
 - Watch/handle judiciously IEP terminations
- This doesn't mean to ignore the job-ready

Resource allocation: Recruitment, Job Development and Follow-Up

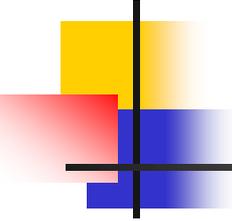


- Trend analysis will tell you when to focus all staff on a particular task
 - If placements are tracking at quarter's end, recruitment must be a focus of the beginning of each quarter
 - OJE – employer development and intensive job development if placements are not keeping pace
 - First and Third quarters are the magic quarters ... all hands on deck for placement
 - Fourth quarter ... all-out recruitment push to ensure the next PY starts overenrolled



Timing & Quality of Follow-up

- What triggers follow-up?
- When do you do it?
- Who does it?
- Who do you follow-up with?
- What do you want to know?
- How will you elicit the information?
- Do you have any alternatives?
- What will you do with this information?



Figuring Out the Follow-Up Case Load

- Minimum of 4 contacts with each positively exited participant over a 12-16 month post-exit period
 - This is if all goes perfectly and the placement “sticks” ... *and* you are able to successfully combine data gathering
 - More common pattern will be 8 + contacts per exiter over a 1 year period
 - Possibly additional contact if support services or further job development are required—or if you “lose” the participant

Exit Quarter

July 2007						
S	M	T	W	T	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

August 2007						
S	M	T	W	T	F	S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

September 2007						
S	M	T	W	T	F	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30						

Still working?

October 2007						
S	M	T	W	T	F	S
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

If no, JSA

November 2007						
S	M	T	W	T	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	

Working?

December 2007						
S	M	T	W	T	F	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

Still working?

January 2008						
S	M	T	W	T	F	S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

If no, JSA

February 2008						
S	M	T	W	T	F	S
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	

Working?

March 2008						
S	M	T	W	T	F	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

Still working?

April 2008						
S	M	T	W	T	F	S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30		

If no, JSA

May 2008						
S	M	T	W	T	F	S
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

Working?

June 2008						
S	M	T	W	T	F	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

Still working?

July 2008						
S	M	T	W	T	F	S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

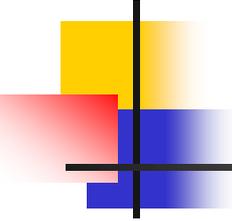
If no, JSA

August 2008						
S	M	T	W	T	F	S
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

Working?

September 2008						
S	M	T	W	T	F	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					





For all participants listed in the Entered Employment row, ask:

- WHEN: _____ earliest-1st month following the exit quarter
- WHO: participant and supervisor
- WHAT: Participant ... still working? job satisfaction; any difficulties, training or support service needs. Supervisor ... satisfaction with placement; issues project can help resolve to ensure placement success; customer satisfaction survey ... Both: reminder of continuing contact
- HOW: on-site visit best; telephone with follow-up mailed survey
- USE OF INFORMATION: to job developer if no longer working; to case manager if support services needed

Exit Quarter

July 2007							August 2007							September 2007						
S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S
1	2	3	4	5	6	7				1	2	3	4							1
8	9	10	11	12	13	14	5	6	7	8	9	10	11	2	3	4	5	6	7	8
15	16	17	18	19	20	21	12	13	14	15	16	17	18	9	10	11	12	13	14	15
22	23	24	25	26	27	28	19	20	21	22	23	24	25	16	17	18	19	20	21	22
29	30	31					26	27	28	29	30	31		23	24	25	26	27	28	29
														30						

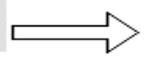
Entered Employment Quarter

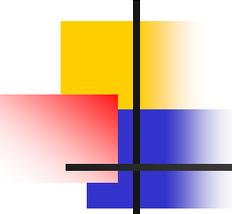
October 2007							November 2007							December 2007						
S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S
	1	2	3	4	5	6														1
7	8	9	10	11	12	13	4	5	6	7	8	9	10	2	3	4	5	6	7	8
14	15	16	17	18	19	20	11	12	13	14	15	16	17	9	10	11	12	13	14	15
21	22	23	24	25	26	27	18	19	20	21	22	23	24	16	17	18	19	20	21	22
28	29	30	31				25	26	27	28	29	30		23	24	25	26	27	28	29
														30	31					

Retention Quarters

January 2008							February 2008							March 2008						
S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S
		1	2	3	4	5						1	2							1
6	7	8	9	10	11	12	3	4	5	6	7	8	9	2	3	4	5	6	7	8
13	14	15	16	17	18	19	10	11	12	13	14	15	16	9	10	11	12	13	14	15
20	21	22	23	24	25	26	17	18	19	20	21	22	23	16	17	18	19	20	21	22
27	28	29	30	31			24	25	26	27	28	29		23	24	25	26	27	28	29
														30	31					

July 2008							August 2008							September 2008						
S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S
		1	2	3	4	5						1	2		1	2	3	4	5	6
6	7	8	9	10	11	12	3	4	5	6	7	8	9	7	8	9	10	11	12	13
13	14	15	16	17	18	19	10	11	12	13	14	15	16	14	15	16	17	18	19	20
20	21	22	23	24	25	26	17	18	19	20	21	22	23	21	22	23	24	25	26	27
27	28	29	30	31			24	25	26	27	28	29	30	28	29	30				
							31													





For all participants listed in the Retention rows, ask:

- WHEN: The first month of both the second and third quarters after the exit quarter
- WHO: participant and supervisor
- WHAT: Participant ... Are you still working? Did you earn any income this month? job satisfaction; any difficulties, training or support service needs. Supervisor ... satisfaction with placement; issues project can help resolve to ensure placement success; 2nd retention quarter wage data for 1st retention quarter ... Both: reminder of continuing contact
- HOW: Telephone; fax or email for wage data
- USE OF INFORMATION: to job developer if no longer working; to case manager if support services needed

Exit Quarter

July 2007							August 2007							September 2007						
S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S
1	2	3	4	5	6	7				1	2	3	4							1
8	9	10	11	12	13	14	5	6	7	8	9	10	11	2	3	4	5	6	7	8
15	16	17	18	19	20	21	12	13	14	15	16	17	18	9	10	11	12	13	14	15
22	23	24	25	26	27	28	19	20	21	22	23	24	25	16	17	18	19	20	21	22
29	30	31					26	27	28	29	30	31		23	24	25	26	27	28	29
														30						

Entered Employment Quarter

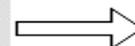
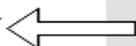
October 2007							November 2007							December 2007								
S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S		
	1	2	3	4	5	6							1	2	3							1
7	8	9	10	11	12	13	4	5	6	7	8	9	10	2	3	4	5	6	7	8		
14	15	16	17	18	19	20	11	12	13	14	15	16	17	9	10	11	12	13	14	15		
21	22	23	24	25	26	27	18	19	20	21	22	23	24	16	17	18	19	20	21	22		
28	29	30	31				25	26	27	28	29	30		23	24	25	26	27	28	29		
														30	31							

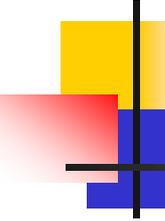
Average Earnings Quarters

January 2008							February 2008							March 2008						
S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S
		1	2	3	4	5						1	2							1
6	7	8	9	10	11	12	3	4	5	6	7	8	9	2	3	4	5	6	7	8
13	14	15	16	17	18	19	10	11	12	13	14	15	16	9	10	11	12	13	14	15
20	21	22	23	24	25	26	17	18	19	20	21	22	23	16	17	18	19	20	21	22
27	28	29	30	31			24	25	26	27	28	29		23	24	25	26	27	28	29
														30	31					

April 2008							May 2008							June 2008						
S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S
		1	2	3	4	5					1	2	3							1
6	7	8	9	10	11	12	4	5	6	7	8	9	10	8	9	10	11	12	13	14
13	14	15	16	17	18	19	11	12	13	14	15	16	17	15	16	17	18	19	20	21
20	21	22	23	24	25	26	18	19	20	21	22	23	24	22	23	24	25	26	27	28
27	28	29	30				25	26	27	28	29	30	31	29	30					

July 2008							August 2008							September 2008						
S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S
		1	2	3	4	5						1	2							1
6	7	8	9	10	11	12	3	4	5	6	7	8	9	7	8	9	10	11	12	13
13	14	15	16	17	18	19	10	11	12	13	14	15	16	14	15	16	17	18	19	20
20	21	22	23	24	25	26	17	18	19	20	21	22	23	21	22	23	24	25	26	27
27	28	29	30	31			24	25	26	27	28	29	30	28	29	30				
							31													





For all participants achieving retention (earning income in both retention quarters) ask:

- WHEN: First month of the 2nd retention quarter and first month of the 4th quarter after the exit quarter
- WHO: Employer or participant
- WHAT: Earnings statement for the 2nd and 3rd quarters after the exit quarter
- HOW: Telephone with fax or email follow-up
- USE OF INFORMATION: Entry into data base

Exit Quarter

July 2007

S	M	T	W	T	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

August 2007

S	M	T	W	T	F	S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

September 2007

S	M	T	W	T	F	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30						

October 2007

S	M	T	W	T	F	S
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

November 2007

S	M	T	W	T	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	

December 2007

S	M	T	W	T	F	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

January 2008

S	M	T	W	T	F	S
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

February 2008

S	M	T	W	T	F	S
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	

March 2008

S	M	T	W	T	F	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

April 2008

S	M	T	W	T	F	S
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30			

May 2008

S	M	T	W	T	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

June 2008

S	M	T	W	T	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30					

July 2008

S	M	T	W	T	F	S
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

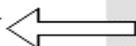
August 2008

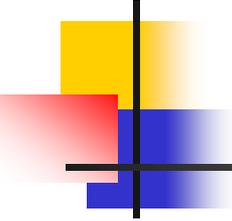
S	M	T	W	T	F	S
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

September 2008

S	M	T	W	T	F	S
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30				

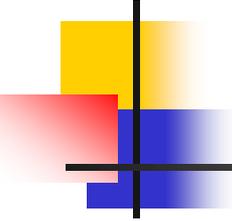
Retention at 1 Year Quarter





Retention At One Year Follow-Up

- TRIGGER: All those who achieved retention for 6 months
- WHEN: the first month of the 4th quarter after the exit quarter
- WHO: Participant
- WHAT: Job satisfaction; any difficulties, training or support service needs
- HOW: Telephone
- USE OF INFORMATION: to job developer if no longer working



Training is Critical

- Follow-up is now a job that is equal in time and importance to job development
- More intricate re: timing, and more complicated re: information to gather and report
- No credit for 4 performance goals if follow-up is missed or only peripherally done