

other sectors and regional, state and national workforce systems.

Specifically, a robust IT/DM public-private partnership will leverage resources from several public-private IT sector initiatives and employers' direct in-kind contributions to formally institutionalize a sustainable Innovation Engine powered by six interlocking components: 1) Workforce Innovation Council: a collective strategic leadership infrastructure; 2) Workforce Innovation Management Methodology: a disciplined approach to codifying and integrating new skills, tools and rules into individual, organizational and systems-level practices and processes; 3) Data Lab: a generator for real-time data and analyses that spark creativity and change; 4) Evidence: a rigorous program of evaluating and reporting on processes and outcomes; 5) Workforce Innovation Lab: an intensive innovation incubator that builds the knowledge, skills and drive to innovate among local workforce system providers; and 6) Learning Network: a public engagement strategy to spread knowledge about what works.

The Innovation Council and project partners will conduct and scale pilot projects to test new workforce service delivery practices that are designed to improve outcomes for employers and jobseekers. Pilots will develop local talent through new project-based and alternative training and produce better-defined career pathways that help close the skills gap, especially for residents accessing Universal Services and other WIA-formula funded services through the public workforce system. The project will employ agile development and project management methods in the pilot projects to develop and test real-time responses to workforce system challenges, effectively leveraging the industry's innovative technology solutions to engage multiple and diverse constituencies around information in ways that support a new response to underlying issues and reinvent the way staff work to deliver workforce development services.

Description of Proposed Evaluation Strategy:

The mixed-methods evaluation is expected to be a dynamic component of the TechSF-WIP initiative. While focusing on labor-market outcomes related to wages and employment stability, the evaluation team

expects to develop a durable partnership with OEWD, education and industry partners to collect and analyze evolving information quickly. TechSF-WIP will use OEWD's secure online data tracking system, WorkforceCentral, to ensure timely and complete data collection, while minimizing reporting burden. WorkforceCentral, an online database synced with the state WIA tracking system and deployed through all SF One Stop Centers, will be available to all project partners. Partners will use the database to track all services delivered and milestones achieved at the participant and project levels. TechSF-WIP enhanced features will include data on pilot development cycles, indicators to supplement traditional WIA measures, a user management component for report-due reminders, and the ability for each industry and educational partner collecting data on education, training and job history in their administrative/corporate databases to upload and transfer data electronically with secure FTP technology. A reporting system, including a web-based dashboard and quarterly reports, will allow partners to monitor and the PMT to manage progress on pilots, process and outcome measures.

The evaluation will use qualitative methods (observation, interview, survey) to track process measures. It will measure efficiency by tracking elapsed time between job posting and hiring, for both employers and job-seekers, with a consideration of cost. The evaluator will consult industry partners to capture cost data using new pilot project technologies. Data on certificate/degree attainment, placement, wages, and employment stability will be tracked through OEWD and educational partners' data structures. One approach to measuring long-term skill development outcomes will be formally identifying a matched comparison group to examine, in parallel, jobseekers and students who were similar in measurable ways, but for whom only half received project services.

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