

# Universal Assessment for At-Risk Youth:

An Approach to Ensuring  
Participant and Agency Success

# Introducing the ROI core group:

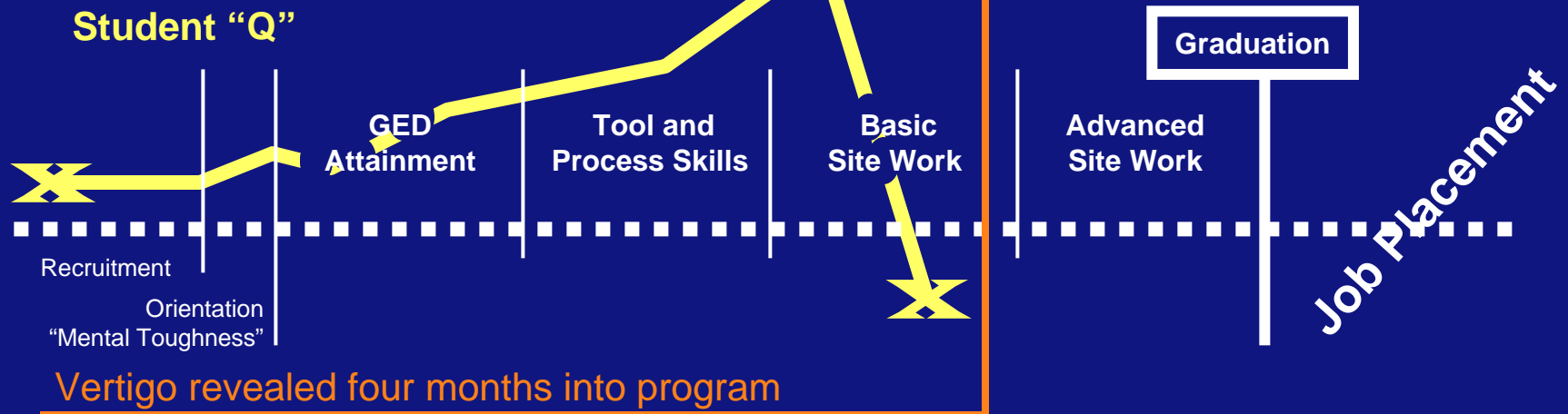
- Roca
  - Molly Baldwin, Executive Director
  - Anisha Chablani, Deputy Director
- YouthBuild Boston
  - Ken Smith, Executive Director
  - Jim Hartman, Director of Development
- Year Up
  - Casey Recupero, Executive Director
  - Kailey Cartwright, Americorps VISTA Special Assistant to the Director
- JFYNetWorks
  - Gary Kaplan, Executive Director
  - Paula Paris, Deputy Director
- United Way of Massachusetts Bay & Merrimack Valley
  - Annie Chin-Louie, Director of Community Impact
  - Ephriam Weisstein, Educational Consultant

# The problem

The cost of participant attrition or failure is unacceptably high, especially in terms of time.

- Loss of success momentum for the participant
- Temporary loss of slot/outcome impact
- Need to re-orient and refer

## YouthBuild Boston Example



# A possible solution

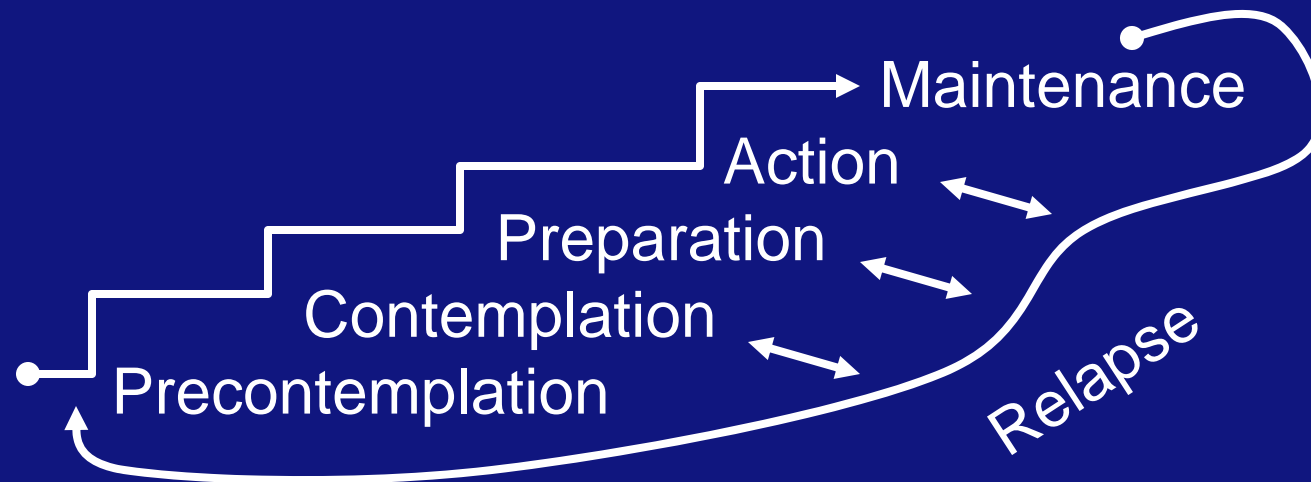
- Test thoroughly and sensibly for all known factors impacting probability of participant success (defined as program completion)
- When doing so, it stands to reason that:
  - We are developing a minimum acceptable standard for our organization
  - We recognize and understand the appropriate indicators for our organization
  - We would use, to the highest degree possible, available standardized tests
  - We may need to develop subjective evaluations pertinent to our organization
- So if as an example we now accurately predict 90% of our successful program participants, it begs several questions:
  - What happens to the client who does not successfully qualify?
  - Don't we have a duty to the client and other organizations to continue to use the data we've created?
  - What is the simplest way to help these clients and other organizations?

# The goals of Universal Assessment

- To the highest degree possible, ensure the success of the participant which we define here as program completion.
- Understand the minimum candidate requirements for successful program completion, and understand that it is beyond the scope of the process to try to in any way predict an individual's performance beyond program completion.
- On a program-by-program basis, create a self-governing, “open source” network for incoming and outgoing referrals.
- Keep the entire process as simple as possible.

# Reading between the lines to collaborate more effectively

- Every organization focuses on a specific set of objectives which can be overlaid with the “stages of change” model



- The continuum also represents a holistic stages of change model in which each agency must know its role respectively

# Reading between the lines to collaborate more effectively

- At the most basic-workforce-skills associated portion of the continuum, referrals may be primarily incoming but should be well qualified using this method
  - Agencies making incoming referrals should make a special effort to optimize the inter-agency relationship
  - Program capabilities and strategies should be reviewed together annually, at a minimum
- At the most advanced-workforce-skills associated portion of the continuum, referrals will be primarily outgoing but should be well qualified using this method
  - Agencies making incoming referrals should make a special effort to optimize the inter-agency relationship
  - Program capabilities and strategies should be reviewed together annually, at a minimum

# Representing an organization's profile of entry requirements: YouthBuild Boston

## Entry Requirement

- 8<sup>th</sup> grade reading level
- 6<sup>th</sup> grade math level
- Interest in sector
- Validation of interest in sector
- Mechanical skills aptitude
- Tools Knowledge/Safety
- Interests, motivations, learning styles, work environment preferences, leadership and supervision preferences
- Digital literacy
- Basic life skills
- Barriers to sector identification

## Test (in use v. under acquisition/development)

- TABE
- TABE
- Interview
- DOL O\*Net Interest Profiler
- ASVAB (Mechanical Portion)
- OSHA 10 / OSHA 30
- Motivational Appraisal of Personal Potential
  
- University of Washington Survey
- References, sponsor testimony
- Survey for phobia/other

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- Interview
- DOL O\*Net Interest Profiler
- ASVAB (Mechanical Portion)
- OSHA 10 / OSHA 30
- Motivational Appraisal of Personal Potential
- A solid referral contains these components
- University of Washington Survey
- References, sponsor testimony
- Survey for phobia/other

# What is the value of accurately predicting participant success?

- What is the daily cost of a slot in your organization, calculated as overall expense per year (include general/admin), divided by total capacity (not enrollment), divided by total days in operation for that year? This is the **Daily Slot Cost**.
- What is the **Cost of Attrition**, the annual cost associated with students who have started but not completed the program? Divide this cost across count of participant attrition to get the cost per default or **Default Cost**.

Daily Slot Cost = \$106

Default Cost      Assume fixed attrition at 8 weeks (40 days)  

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= \$4,240

Cost of Attrition      Assume 20% attrition across 100 participants  

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= \$84,000

# What is the value of accurately predicting participant success?

- **Minimum value** for one enrolled participant can be calculated as Daily Slot Cost multiplied times actual Days in Program multiplied times 2
- **Minimum value** for one candidate can be calculated as Daily Slot Cost multiplied by average Days in Program for a single attrition multiplied times 2
- Other variables/intangibles include threshold period, individual's momentum & self esteem, median performance level, staff momentum, etc.

Daily Slot Cost	\$106
X	X
Days in Program	40
X	X
2	2
(to account for loss + replacement costs)	
	<hr/>
	= \$8,480

Does not account for threshold period.

# What is the value of a high-success-probability referral to another organization?

- The value can be calculated as **minimum value** plus the referring organization's **default cost**

Daily Slot Cost	\$106
X	X
Average Days in Program	40
X	X
2	2
Minimum Value	\$8,480
Their Default Cost	+\$5,000

Outgoing Referral Value	=\$13,480
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# What is the value of a high-success-probability referral to another organization?

- The value can be calculated as **minimum value** plus the referring organization's **default cost** plus the receiving organization's **default cost**
- Both defaults are included to conservatively estimate the value of intangibles

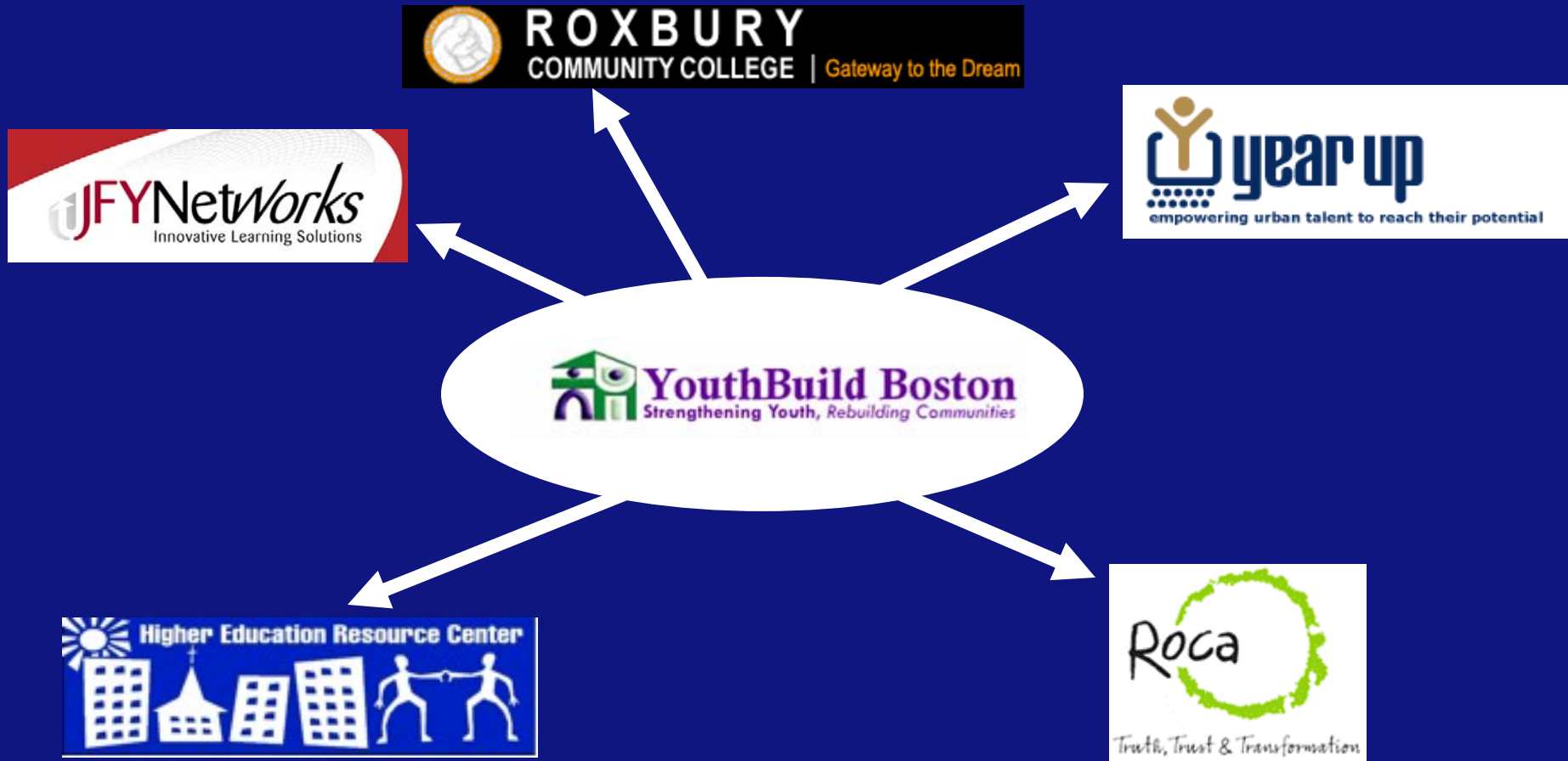
Daily Slot Cost	\$106
X	X
Average Days in Program	40
X	X
2	2
Minimum Value	\$8,480
Their Default	\$5,000
My Default	\$4,240

Outgoing Referral Value = \$17,480

# The referral methodology

- Organizations use only the tests that are pertinent to them
- Organizations each use their own test palette to create a minimum standard for their organization
  - Candidates of sub-standard probability for success are referred to best fit organizations
  - Candidates with skills-based probability of success but low interest-based probability of success are referred to best fit organizations
  - Organizations refer up, down, and laterally along the continuum

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- Organizations each use their own test palette to create a minimum standard for their organization
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  - Organizations refer vertically and horizontally along the continuum
- Organizations self evaluate to create their own profile and then share their profile with agencies in their geography
  - For purposes of making referrals
  - **For purposes of receiving referrals**

# Piloting the process

1. Indicate your interest on the signup sheet
2. Begin making a list of organizations which are geographically appropriate for you to refer to
  - those you currently refer to
  - those you would like to or ought to refer to
3. Begin making a list of organizations which are geographically appropriate for you to receive referrals from
  - those you currently refer to
  - those you would like to or ought to refer to
4. Begin to quantify your own assessment process
5. Hear from us within 4 weeks to
  - begin development of “portal” website
  - begin capturing network maps and sharing best practices
  - Consider future involvement in the ROI process

# Thank you!

- Primary contact for pilot: Jim Hartman, YouthBuild Boston
- Summary sheet of presentation at resource table
- Contact information for all panelists at resource table
- Sign up for pilot process at resource table

## Additional Questions?