Success Factors for America's Promise Grantees

These success factors identify key areas that America's Promise grantees can focus on to be successful. The success factors will guide technical assistance efforts, and grantees can use them for self-assessment. They are aligned with the Federal Opportunity Announcement (FOA) and Core Monitoring Guide (CMG) and were developed by the Department of Labor, and High Impact Partners in consultation with our America's Promise TA coaches.

Six Success Factors

The factors are equal in importance and not listed by rank.

1. Strong Organizational Management
   a. Secure highly qualified management and staff:
      i. On-boarding process and communications
      ii. Succession and continuity planning
   b. Implement regular communication channels.
   c. Translate federal grant expectations to all partners.
   d. Develop consortium/team management plans (if needed).
   e. Employ effective project management tools.

2. Strong Operational Systems
   a. Employ data-driven decision making.
   b. Conduct program evaluation and implement continuous improvement.
   c. Data collection tools:
      i. Fully understand the reporting requirements.
      ii. Dedicate resources in reliable data system and staff to administer.
      iii. Employ a strong data collection process to ensure grantee is fully equipped to manage the reporting and tracking component.

3. Sustainability Thinking
   a. Understand the current and emerging goals of organization and key partners.
   b. Engage these organization and partner leaders as champions.
   c. Explain how the grant program helps meet those goals – find ways to regularly demonstrate progress and "Tell Your Story" to stakeholders.
   d. Develop a sustainability plan using tools provided.
   e. Align state programs and resources with sector strategy.

4. Effective Employer Engagement
    a. Engage multiple employers in a sector to design career pathway programs with stackable credentials, and/or apprenticeship programs.
    b. Know the needs and goals of employer and other partners and be able to articulate how the program helps partners meet their goals
    c. Leverage employer partners' resources and abilities at deepening levels.
    d. Use advisory councils to review curriculum and training outcomes.
    e. Recruit employers to offer hands-on experiences (shadowing, internships, mock interviews, other work-based learning opportunities).
    f. Engage employers to work directly with faculty to develop courses and/or to serve as instructors.
    g. Obtain support from employers for tuition, hiring commitments, equipment, or other in-kind donations.

5. Effective Partner Engagement
    a. Engage in regular communication with all partners, with special attention to regional/sectoral partners that are the focus of America's Promise grants, to demonstrate how the program helps achieve regional workforce goals.
    b. Leverage partners' resources and abilities.
    c. Recruit new partners as needed.
    d. Systemize and coordinate partner activities.

6. Effective Participant Engagement Along a Career Pathway
    a. Conduct effective outreach and recruitment:
        i. Understand participants' needs, challenges, and characteristics.
        ii. Use outreach best practices for the targeted participant.
        iii. Employ effective assessment to match individuals with employer needs and suitability for targeted career pathways.
    b. Develop on-boarding processes and vetting for participants into the program.
    c. Develop a case management approach.
    d. Provide quality training services aligned with regional and sector-based labor-market needs:
        i. Know and utilize best practices for the types of training.
        ii. Use Customer-Centered Design (Human-Centered Design) and create a feedback loop, using data to improve services.
    e. Evaluate training design and services.
    f. Match participants to jobs:
        i. Find employment opportunities for grantee participants.
        ii. Support job placement.
    g. Provide appropriate supportive services to address challenges.
    h. Connect program message and value to individual participants.
    i. Stay in touch throughout to gather outcome data more readily.
    j. Monitor for continuous improvement.