

ATTACHMENT E PERFORMANCE IMPROVEMENT PLAN REQUIREMENTS

A Performance Improvement Plan (PIP) is required in the following instances:

- For five measures (community service, entered employment rate, retention, average earnings, and service level), a PIP is required for each measure in which the applicant is projected to achieve less than 100 percent of its PY 2007 goal based on the Quarter Three PY 2007 baseline analysis;
- For the most in need measure, because PY 2007 is a baseline year, a PIP is required if the baseline performance is below 100 percent of the nationwide baseline; and
- For data quality, a PIP is required for any grantee whose rejected record rate for the Quarter Three PY 2007 baseline analysis exceeds 2.5 percent of all records submitted.

The Department will conduct the analysis to determine which grantees must submit PIPs in May 2008 based on the Quarter Three PY 2007 baseline analysis. Applicants must submit PIPs to the Department by June 30, 2008. Federal Project Officers (FPOs) will then formally review and approve the PIPs, which will be incorporated into the PY 2008 grant agreements by September 30, 2008. Grantees that have produced improvement plans as a result of attending the PY 2007 Regional Technical Assistance sessions may update those plans with the approval of their FPO and submit them as PIPs.

Each PIP must start with a diagnosis of the current baseline performance and an explanation for the failure to obtain the expected level of performance. The plan must also describe in detail the action steps that the applicant will take to ensure that it meets its PY 2008 goal for the measure by addressing each of the barriers to good performance identified in the diagnosis section. If an applicant is required to submit a PIP for one or more measures, the applicant must indicate whether data issues are involved and, if so, how it will:

- Eliminate rejected records; and
- Ensure timely and accurate entry of all data into the SCSEP Performance and Results Quarterly Progress Report System (SPARQ) each quarter.

The applicant should address any and all of the following factors that are relevant to its performance on a given measure. For any PIP, grantees may reference specific provisions of their narrative in Attachment B or factors already discussed in a PIP for another measure without repeating the complete text of the

reference. Grantees must also explain how their improvement efforts for a given measure will not have negative consequences for performance on other measures.

Based on a diagnosis of performance, address the following factors that are relevant for each measure, below:

- (1) **Community Service**. Indicate what steps you will take to:
 - (a) Enroll a sufficient number of participants;
 - (b) Assign participants on average to 20 hours of community service per week;
 - (c) Reduce process time between assignments;
 - (d) Limit leaves of absence to those that are necessary and in accordance with grantee policies and ensure that leaves are of no longer duration than is appropriate to the circumstances;
 - (e) Enter leaves of absence into SPARQ; and
 - (f) Enter complete and accurate data on total paid hours into SPARQ each quarter.

- (2) **Entered Employment Rate**. Indicate what steps you will take to:
 - (a) Complete all Follow-up 1s at the start of the reporting quarter;
 - (b) Increase the percent of total exiters exiting for unsubsidized employment. This requires a detailed explanation of:
 - the applicant's approach to assessing the job readiness of participants and their barriers to employment;
 - the drafting and implementation of Individual Employment Plans (IEPs) that focus on helping the participant acquire the needed skills;
 - the initial community service employment assignment;
 - new IEP-driven community service employment assignments as participants acquire needed skills; and
 - the use of additional training, including On-the-Job Experience, to assist participants to become job-ready.
 - (c) Help participants find new jobs within the quarter after the exit quarter if their first job does not last into the quarter after the exit quarter;
 - (d) Track participants who were close to job ready but who exited for other reasons to help them obtain employment during the activity period;
 - (e) Provide active case management follow-up for participants throughout the entire 15-month follow-up period;
 - (f) Develop an employer relations plan that is tied to the regional economy and occupations in demand and that targets those local employers most likely to hire SCSEP participants;

- (g) Recruit host agencies that can offer training assignments that reflect skills in demand in the regional economy;
- (h) Recruit host agencies that can offer a variety of training assignments that addresses the skill needs identified in participants' IEPs;
- (i) Recruit new host agencies that have the potential (budgets and turnover) to hire participants and establish an expectation that they will do so as their budgets permit;
- (j) Make appropriate use of the right of return or re-enrollment within 90 days; and
- (k) Address any other barriers that are affecting performance.

(3) **Retention.** Indicate what steps you will take to:

- (a) Complete all Follow-up 2s at the start of the reporting quarter;
- (b) Provide active case management follow-up for participants throughout the entire 15-month follow-up period;
- (c) Determine whether an employed participant needs supportive services and provide any needed services;
- (d) Ensure that initial placements are appropriate for the participant's skill level, interests, and special needs;
- (e) Help participants find new jobs within the second and third quarters after the exit quarter if their first job does not last into these quarters; and
- (f) Make appropriate use of the right of return or re-enrollment within 90 days.

(4) **Average Earnings.** Indicate what steps you will take to:

- (a) Complete all Follow-up 2s for all relevant employers at the start of the reporting quarter;
- (b) Provide active case management follow-up for participants throughout the entire 15-month follow-up period;
- (c) Determine whether an employed participant needs supportive services and provide any needed services;
- (d) Help participants find new jobs within the second and third quarters after the exit quarter if their first job does not last throughout these quarters;
- (e) Help participants find jobs with higher starting wages or negotiate future wage increases;
- (f) Encourage participants to find full-time work or work with sufficient hours to provide self-sufficiency; and
- (g) Track data on a regular basis to predict likely outcomes. Identify what specific data fields you will track and how you will do so.

(5) **Service Level.** Indicate what steps you will take to:

- (a) Maintain a robust exit rate that is IEP-driven;
- (b) Manage duration in program based on IEPs;
- (c) Develop and implement a written recruitment plan that does not rely on the applicant's traditional sources of recruitment. The recruitment plan must also be tied to the applicant's regional economic overview and specifically to the labor market analysis. New community partnerships and increased program visibility must be addressed. Relevant sections of this application may be specifically referenced and need not be repeated here if adequately covered elsewhere; and
- (d) Maintain a waiting list and reduce the time it takes to fill an open position.

(6) **Most in Need.** Indicate what steps you will take to:

- (a) Regularly determine when a participant has a new waiver factor;
- (b) Regularly review the characteristics of participants to identify where participants are not reflective of the local population or of SCSEP participants nationwide, which ever comparison group is more appropriate;
- (c) Develop and implement a written recruitment plan that focuses on recruiting participants with the priorities of service that will help the applicant meet its goal;
- (d) Maintain a waiting list of participants with barriers to employment; and
- (e) Ensure that participants with barriers to employment are given priority in enrollment.

(7) **Data Collection and Reporting.**

Any applicant that had a rejected record rate of more than 2.5 percent of all records submitted based on the Q3 PY 2007 analysis of baseline performance must submit a plan to reduce its rejection rate to 2.5 percent or less. The plan should address any and all of the following factors that are relevant to the data collection and reporting issue:

- (a) The steps the grantee will take to train grantee and sub-grantee staff in the proper use of the Data Collection Handbook, the SPARQ Users Guide, the Enrollment Data Quality Problems (EDQP) function and the Data Quality Report (DQR) to avoid and detect errors;
- (b) The data accuracy standard that the grantee requires of all of its sub-grantees;
- (c) The steps it is taking to ensure that all sub-grantees achieve that accuracy standard, and the consequences for a sub-grantee that fails to achieve the accuracy standard; and

- (d) For Non-Web Data Collection System (Non-WDCS) users that had a rejected record rate of more than 2.5 percent, the steps that they are taking at the grantee level to ensure quality control of the data submitted to SPARQ.