# Department of Labor – Across Agencies
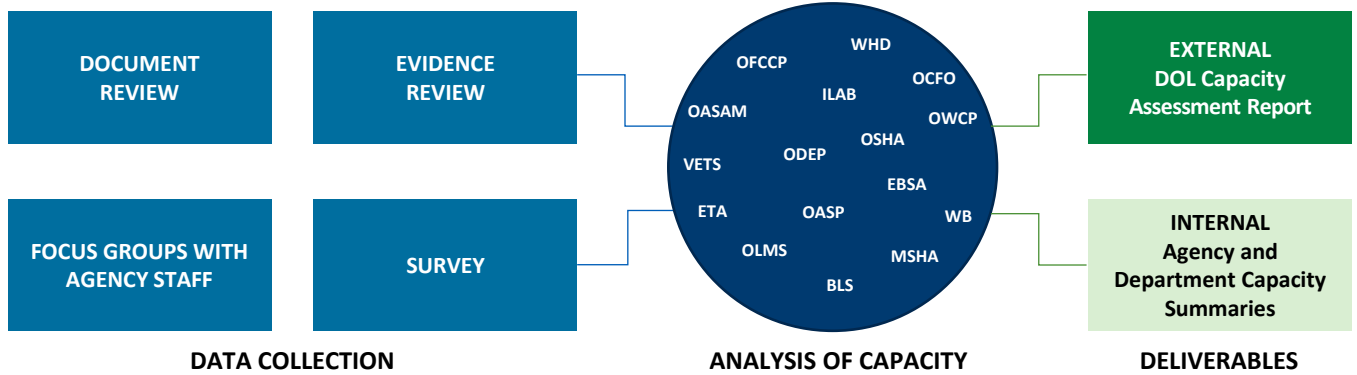## EVIDENCE CAPACITY SUMMARY

**April 2022**

## INTRODUCTION & PURPOSE

As part of the U.S. Department of Labor's (DOL) commitment to use and produce evidence and data to improve its policies, programs, and operations, the Chief Evaluation Office (CEO) contracted with the American Institutes for Research (AIR) to conduct an independent baseline assessment of the capacity for evidence activities at the Department and 16 agencies. As shown below, the approach to the capacity assessment draws on four sources of data collection.

## CAPACITY ASSESSMENT APPROACH

| DOCUMENT REVIEW | EVIDENCE REVIEW | | EXTERNAL DOL Capacity Assessment Report |
|---|---|---|---|
| FOCUS GROUPS WITH AGENCY STAFF | SURVEY | WHD OFCCP OCFO ILAB OWCP OASAM OSHA VETS ODEP EBSA ETA OASP WB OLMS MSHA BLS | INTERNAL Agency and Department Capacity Summaries |
| **DATA COLLECTION** | | **ANALYSIS OF CAPACITY** | **DELIVERABLES** |

### CONDUCTED BY CONTRACTOR (AIR)

## WHAT'S IN THIS MEMO?

This **Evidence Capacity Summary** is designed to facilitate conversation and inform actions that staff across agencies may wish to pursue to further strengthen their capacity to use and to produce evidence. The findings presented here summarize insights from 16 agency staff focus groups and the DOL-wide capacity assessment survey. Please note that the findings are from a limited sample of staff and may not represent the opinions of all staff. The survey response rate across all agencies was 24.8% (among the 3,446 staff surveyed, there were 647 completes and 206 partial completes). Findings for the Department and agency type are presented in the Appendix.

# BASELINE FINDINGS OF STRENGTHS, CHALLENGES, VISION, AND SUPPORTS FOR IMPROVEMENT

In this section, we share survey and focus group findings from across agencies about strengths, challenges, vision for evidence use, and supports that are needed to improve how they use and produce of evidence.

## What are staff perceptions of agencies' strengths?

| | | | |
|---|---|---|---|
| Increased sharing of reporting tools and data visualization techniques due to strengthened relation-ships across the Department. | Creation of and hiring for new positions that require strong technical skills. | Increased collaboration among agencies' program and data teams so staff truly understand the data and need for it. | Establishment of the CDO enabled agencies to improve how they present, visualize, work with, and analyze their own data. |

**Strong foundation for focusing evidence activities**: Most survey respondents reported that could describe their agency's mission (95%) and strategic goals (76%).

**Support from leadership:** Almost three quarters of survey respondents felt supported by their supervisor (74%) and their agency (72%) in using evidence.

*"That team has had a lot of opportunity for relationship building and networking across the Department of Labor and even with other agencies – they also did a great job of building capacity before the team was as big as it is."*

## What are staff perceptions of agencies' challenges?

| | | | |
|---|---|---|---|
| Evidence/findings are not always presented in user-friendly formats appropriate for diverse audiences. | Lack of data on sub-populations makes it challenging to make informed decisions on policies and programs. | Linking data from across disparate datasets for analysis can be time-consuming and burdensome. | Limited access to evidence that is relevant and specific to agencies' programs, practices, or strategies. |

**Limited access to:**
- Relevant and timely training
- Raw data generated outside the Department
- Analytical software such as Tableau
- Databases that support analyses and/or allow for new data/variables

*"We have a lot of evidence at our disposal but lack the tools and technology to make anything meaningful from it."*

# What is the staff vision for evidence use and production?

- Establish data-sharing agreements with other agencies and between relevant offices to facilitate timely access and use of evidence.

- Increased capacity to conduct research in-house.

- Better access to actionable data (e.g., peer-reviewed journals, data disaggregated by subgroups, best practices from other agencies).

- A more intentional learning agenda with clearly defined (short-, medium-, and long-term) goals that help staff better understand their agencies' research priorities and how evidence will inform decisions.

- Trainings offered on accessing, understanding, and sharing quality data.

> *"We are reliant on contractors and sister agencies for the original research and data collection…Would like to have ability to conduct basic social science research in house."*

# What do staff need to improve evidence use and production?

## PROFESSIONAL DEVELOPMENT/ TRAINING

- 68% need it for using evidence.

- 69% need it for producing evidence.

- Examples of staff-requested training topics:
  - Identifying appropriate sources of information
  - Program evaluation
  - Data analysis and analytics
  - Using data software and tools
  - Interpreting evidence

## TIME

- 54% need time to review and use evidence.

- 53% need time to produce evidence.

- Staff need designated time specifically for exploring data, including:
  - Cleaning data and doing quality checks reviewing evidence
  - Linking datasets across sources

## USABLE AND RELEVANT DATA

- 45% need usable and relevant data for using evidence.

- 40% need usable and relevant for producing evidence.

- Establish/improve accessible data management tools and platforms.

- Subscription/access to external databases and journal articles.

## TOOLS

- 50% need tools for using evidence.

- 53% need tools for producing evidence.

- Improvements to software and hardware tools to help the staff better organize and sort through existing data.

- Specific needs included computer hardware and analytical software appropriate for data analysis.

> *"I think one limitation I personally have is not having enough time to gather all the evidence that could be out there that could be used to inform our work.*
> *(…) unless evidence is already available and sitting there waiting for me to use it."*

# BASELINE FINDINGS OF EVIDENCE USE, ACCESS, AND CAPACITY

In this section, we share survey and focus group findings that speak more specifically to the context of how and when staff use and produce evidence. These findings include the types of activities where staff most often apply evidence, the frequency of evidence use, access to evidence, and findings on individual and team capacity.

> *"We do four things with the same data… It all comes from the same database. We have tools we put together to enable data analyses of the performance data and the roles we enforce."*

## Where do staff most often use evidence?

Survey respondents identified areas where they use evidence. The topics that were selected by less than half of the respondents highlight where evidence use may potentially merit scaling. It may also reflect that a lower proportion of staff are involved in these areas of work/decision making. Survey respondents reported widespread evidence use, with only one area selected by fewer than a third of respondents.

**AREAS SELECTED BY HALF OR MORE THAN HALF OF RESPONDENTS**

- **59%** Program strategy and goals
- **53**% Operating plans
- **53%** Process improvements
- **53%** Policy coordination/communication with stakeholders
- **52%** Program development or updates to programs
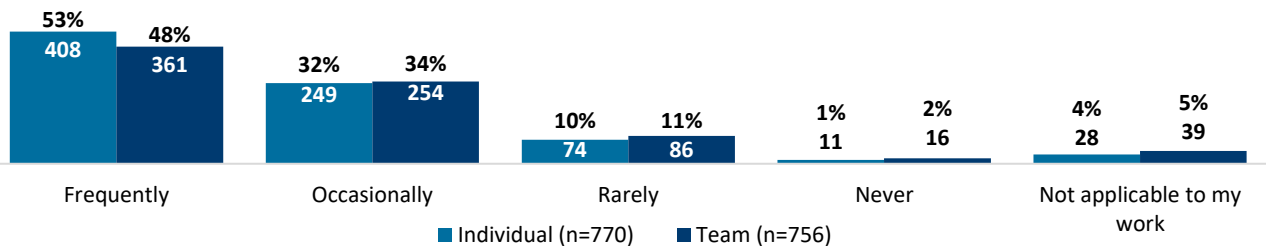- **50%** Corrective action to solve problems

**AREAS SELECTED BY LESS THAN HALF OF RESPONDENTS**

- **44%** Policy development or updates to policy
- **44%** Response to oversight inquiries (Congressional, OMB, GAO/OIG)
- **43%** Management coordination/communication with stakeholders
- **39%** Resource allocation
- **34%** Service improvements
- **33%** Research agendas or research questions
- **29%** Agency budget recommendations

## How often do staff use evidence?

More than half the survey respondents reported frequent **individual** use of statistics, research, or analyses; just over a third reported frequent individual use of evaluations. Close to half reported frequent **team** use of statistics, research, or analyses, with just over a third reporting frequent team use of evaluations.

**Use STATISTICS, RESEARCH, OR ANALYSES (such as data analytics, trend analyses, or literature and document reviews) on specific programs or policy issues**

| | Frequently | Occasionally | Rarely | Never | Not applicable to my work |
|---|---|---|---|---|---|
| Individual (n=770) | 53% / 408 | 32% / 249 | 10% / 74 | 1% / 11 | 4% / 28 |
| Team (n=756) | 48% / 361 | 34% / 254 | 11% / 86 | 2% / 16 | 5% / 39 |

**Use EVALUATIONS that provide formal assessment of a program's, policy's, or organization's implementation, impact, effectiveness, or efficiency**

| | Frequently | Occasionally | Rarely | Never | Not applicable to my work |
|---|---|---|---|---|---|
| Individual (n=770) | 34% / 258 | 38% / 292 | 18% / 137 | 4% / 32 | 7% / 51 |
| Team (n=756) | 34% / 254 | 38% / 291 | 16% / 124 | 5% / 38 | 6% / 49 |
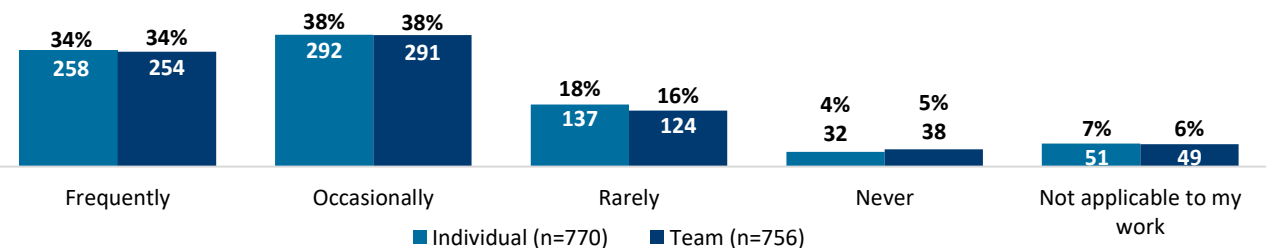
# How often do staff produce evidence?

Staff reported higher levels of frequent production of statistics, research, or analyses than evaluation. This emerged with both **individual production** (40% vs. 25%) and **team production** (40% vs. 30%).

## Produce STATISTICS, RESEARCH, OR ANALYSES (such as data analytics, trend analyses, or literature and document reviews) on specific programs or policy issues
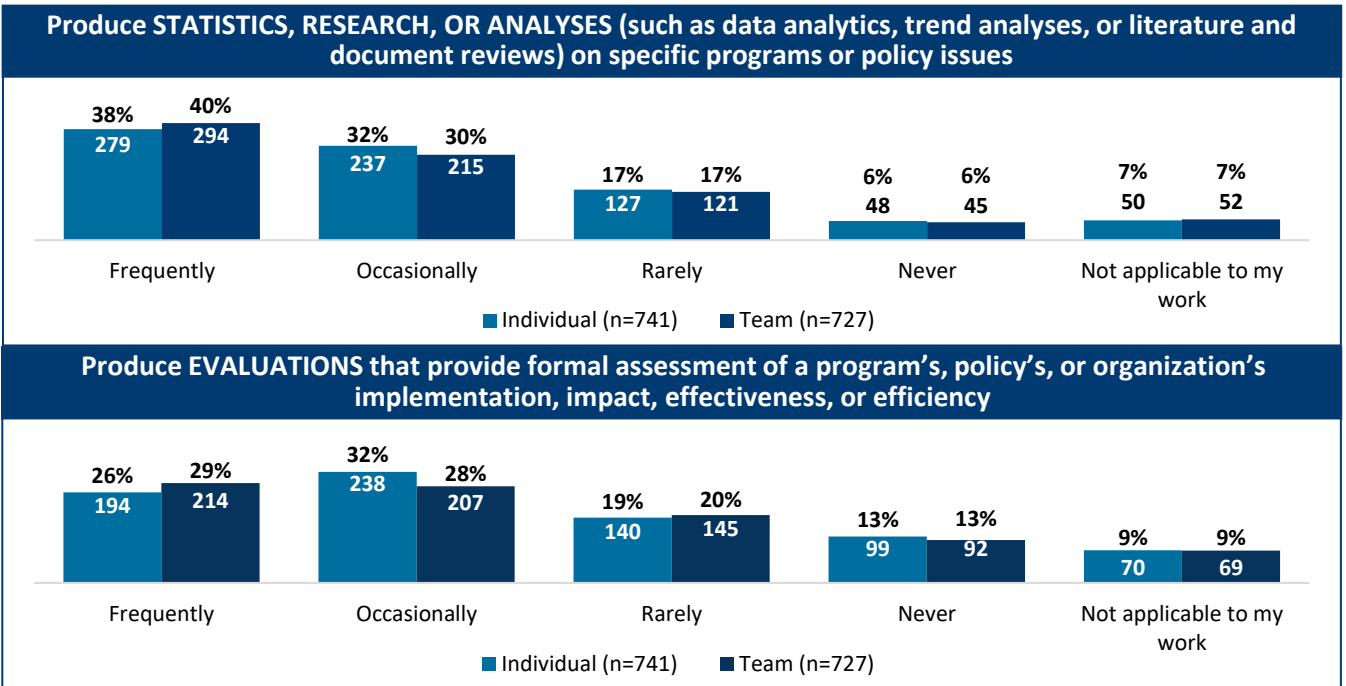
| | Frequently | Occasionally | Rarely | Never | Not applicable to my work |
|---|---|---|---|---|---|
| Individual (n=741) | 38% / 279 | 32% / 237 | 17% / 127 | 6% / 48 | 7% / 50 |
| Team (n=727) | 40% / 294 | 30% / 215 | 17% / 121 | 6% / 45 | 7% / 52 |

## Produce EVALUATIONS that provide formal assessment of a program's, policy's, or organization's implementation, impact, effectiveness, or efficiency

| | Frequently | Occasionally | Rarely | Never | Not applicable to my work |
|---|---|---|---|---|---|
| Individual (n=741) | 26% / 194 | 32% / 238 | 19% / 140 | 13% / 99 | 9% / 70 |
| Team (n=727) | 29% / 214 | 28% / 207 | 20% / 145 | 13% / 92 | 9% / 69 |

# How satisfied are staff with their access to evidence that was high quality, independent, and used appropriate methods?

Roughly half of survey respondents are satisfied with their access to evidence that was high quality, independent, and used appropriate methods.

**53%** SATISFIED OR VERY SATISFIED WITH ACCESS TO EVIDENCE THAT WAS **HIGH QUALITY**

**49%** SATISFIED OR VERY SATISFIED WITH ACCESS TO EVIDENCE THAT WAS **APPROPRIATE IN USE OF RIGOROUS APPROACHES**

**49%** SATISFIED OR VERY SATISFIED WITH ACCESS TO EVIDENCE THAT WAS **INDEPENDENT**

*"The ability to extract the data the way it was extracted before is not there—I have to go to somebody else to help get the data, or make sure it's correct, vs. being able to do it myself."*

# What are indicators of staff capacity to use and produce evidence?

**INDIVIDUAL**

- **62%** are able to keep up on research that is relevant to their work.
- **52%** have experience creating logic models.
- Low familiarity with the Clearinghouse for Labor Evaluation and Research (CLEAR)
  - ➤ Only **21%** were comfortable using CLEAR.
  - ➤ **66%** were unfamiliar with CLEAR.

# What are staff perceptions of team capacity to use and produce evidence?

**TEAM**

- **78%** of survey respondents believe their team has the capacity to use evidence.
- **69%** believe their team has the capacity to produce evidence.
- **78%** believe their team spends an appropriate amount of time using and producing evidence.

> *"A lot of us are new. Part of the contributing factors has been hiring more people to ramp up the use/production of evidence."*

# How familiar are staff with program evaluation and data analytics?

| Degree of Familiarity with Program Evaluation (N=652) | Degree of Familiarity with Data Analytics (N=649) |
|---|---|
| 176 — 27% | 120 — 18% |
| 308 — 47% | 362 — 56% |
| 168 — 26% | 167 — 26% |

■ Very familiar   ■ Familiar, but can benefit from a refresher   ■ Not familiar
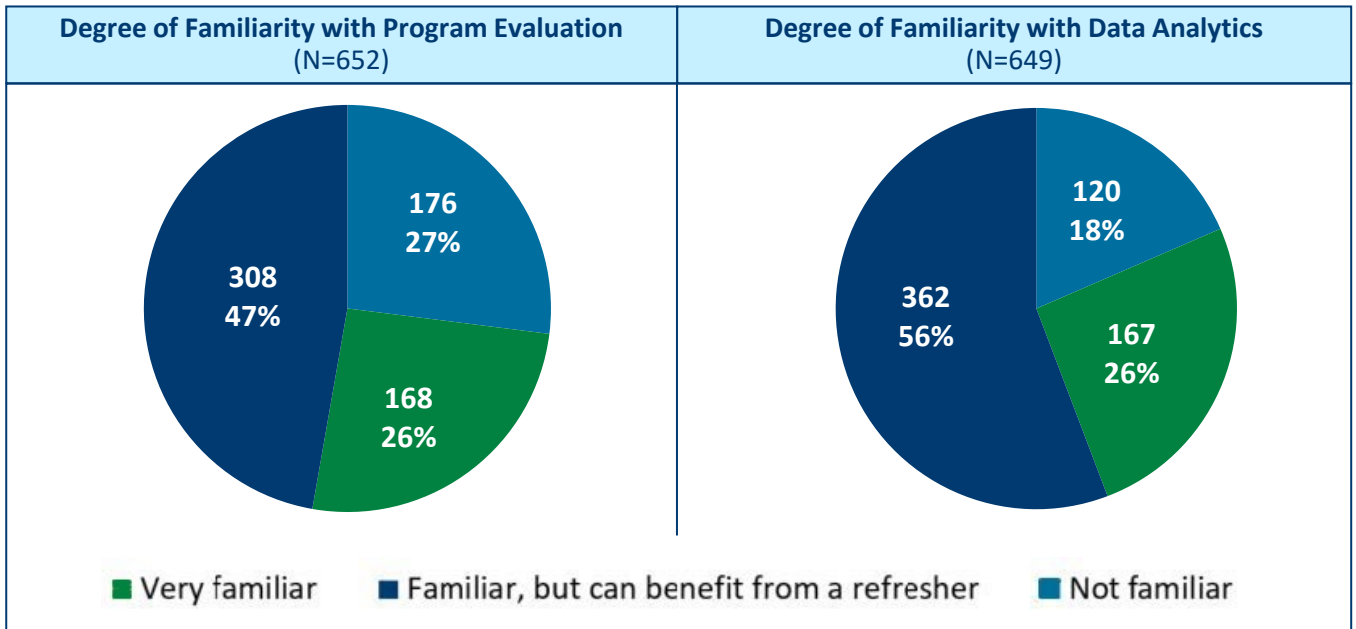
AS SHOWN ABOVE, AROUND **50%** OF SURVEY RESPONDENTS **COULD USE A REFRESHER ON PROGRAM EVALUATION** AND/OR **DATA ANALYTICS**.

# Ideas for Improving Capacity to Use and Produce Evidence

In this section, we share ideas for potential next steps to improve Departmental capacity to use and produce evidence in the short term, drawing on insights shared by staff.

Support the development and presentation of evidence/findings in user-friendly formats appropriate for diverse audiences.

Share reminders and updates about the availability of the CLEAR website.

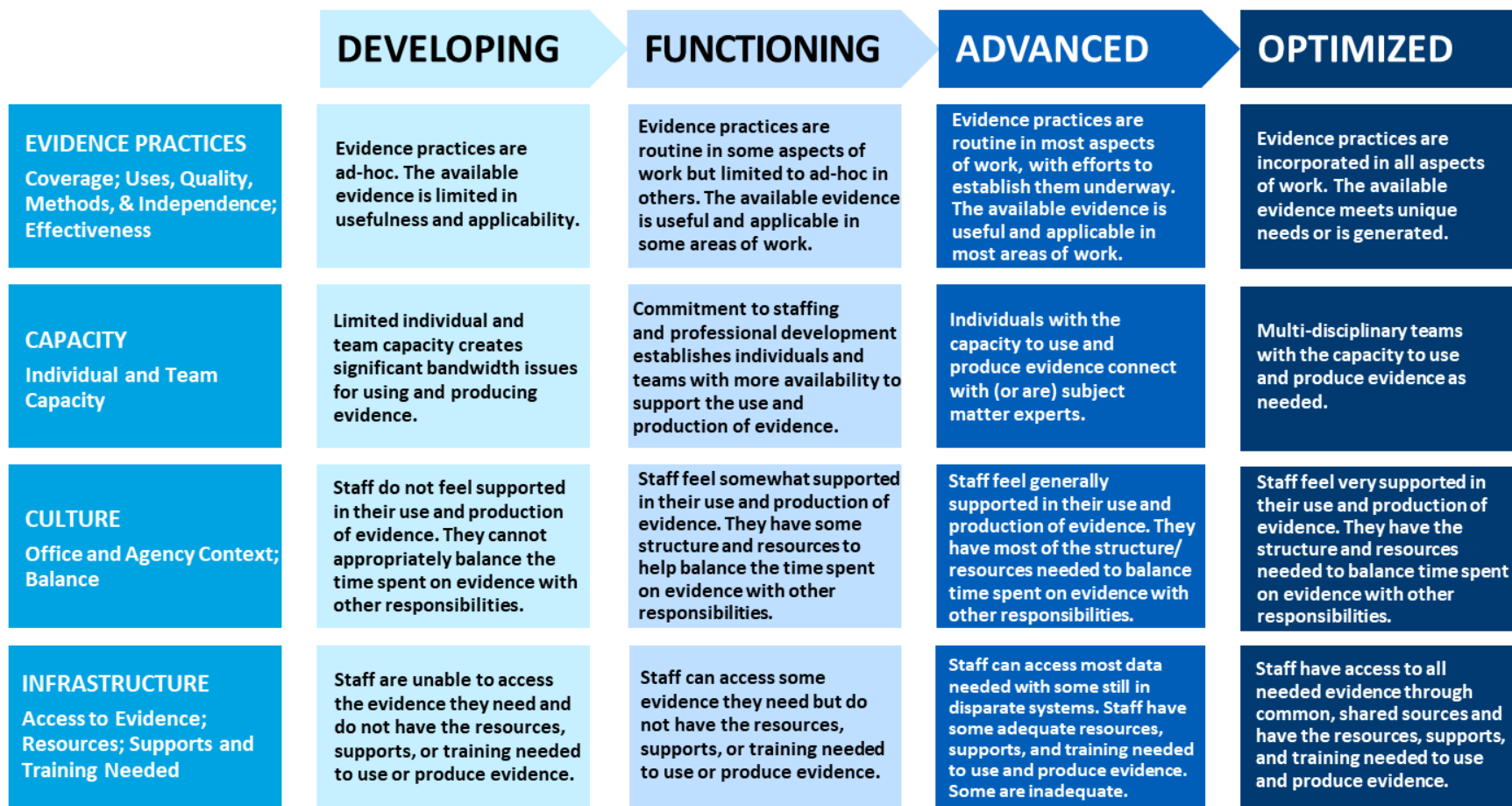Offer professional support and training opportunities including refreshers on program evaluation and data analytics.

Make enhancements to data infrastructure to help staff better organize and analyze existing data.

# PLANNING TOOL: EVIDENCE MATURITY FRAMEWORK

## Maturity Model Framework

This maturity model is presented, along with discussion questions, for use by Department leadership when planning next steps and investment of resources into expanding production and use of evidence in its programs, policies and operations.

| | DEVELOPING | FUNCTIONING | ADVANCED | OPTIMIZED |
|---|---|---|---|---|
| **EVIDENCE PRACTICES** Coverage; Uses, Quality, Methods, & Independence; Effectiveness | Evidence practices are ad-hoc. The available evidence is limited in usefulness and applicability. | Evidence practices are routine in some aspects of work but limited to ad-hoc in others. The available evidence is useful and applicable in some areas of work. | Evidence practices are routine in most aspects of work, with efforts to establish them underway. The available evidence is useful and applicable in most areas of work. | Evidence practices are incorporated in all aspects of work. The available evidence meets unique needs or is generated. |
| **CAPACITY** Individual and Team Capacity | Limited individual and team capacity creates significant bandwidth issues for using and producing evidence. | Commitment to staffing and professional development establishes individuals and teams with more availability to support the use and production of evidence. | Individuals with the capacity to use and produce evidence connect with (or are) subject matter experts. | Multi-disciplinary teams with the capacity to use and produce evidence as needed. |
| **CULTURE** Office and Agency Context; Balance | Staff do not feel supported in their use and production of evidence. They cannot appropriately balance the time spent on evidence with other responsibilities. | Staff feel somewhat supported in their use and production of evidence. They have some structure and resources to help balance the time spent on evidence with other responsibilities. | Staff feel generally supported in their use and production of evidence. They have most of the structure/ resources needed to balance time spent on evidence with other responsibilities. | Staff feel very supported in their use and production of evidence. They have the structure and resources needed to balance time spent on evidence with other responsibilities. |
| **INFRASTRUCTURE** Access to Evidence; Resources; Supports and Training Needed | Staff are unable to access the evidence they need and do not have the resources, supports, or training needed to use or produce evidence. | Staff can access some evidence they need but do not have the resources, supports, or training needed to use or produce evidence. | Staff can access most data needed with some still in disparate systems. Staff have some adequate resources, supports, and training needed to use and produce evidence. Some are inadequate. | Staff have access to all needed evidence through common, shared sources and have the resources, supports, and training needed to use and produce evidence. |

# Maturity Model Discussion Questions

The questions presented below can be used to help facilitate discussions around where the Department may fall within the maturity model across the areas of evidence practices, capacity, culture, and infrastructure. Findings from this summary may help to inform these discussions.

## EVIDENCE PRACTICES

1. Has the Department identified the types of evidence needed to adequately inform programs, policies, or operations to achieve the Department's mission?
2. To what extent are evidence practices incorporated into the day-to-day work of staff?
3. What are the gaps in available evidence that need to be addressed in order to meet the needs of staff?

## CAPACITY

1. Is the Department able to produce or use the evidence needed to advance the Department's mission?
2. To what extent do staff have the knowledge, skills, and abilities to use and produce evidence needed?
3. Is the Department committed to establishing the training supports to address skill gaps for using and producing evidence?
4. Are the staff with the skills to use and produce evidence distributed across the Department effectively and/or available to support other staff as needed?

## CULTURE

1. Do staff feel supported by their supervisors and the Department in their use and production of evidence?
2. Are staff able to balance the time needed to use and produce evidence with their other work responsibilities?

## INFRASTRUCTURE

1. Are staff able to easily and efficiently access the evidence they need to support the Department's mission? If no, why not?
2. Do staff have efficient access to integrated data systems that allow for effective decision making?
3. Are the current supports for using and producing evidence provided to staff meeting their intended needs? If no, why not?
4. What training supports and resource needs do staff have to support their use and production of evidence? Do they have unmet needs? If yes, what are those needs?

# Appendix
# Comparison Data and Confidence Interval Supplement

# DOL Comparison Data and Confidence Interval Supplement

This summary supplement includes the complete set of point estimates and confidence intervals for the survey statistics referenced in the Internal Evidence Capacity Summary. Survey data is broken out by agency-type results and DOL-wide results. These tables provide 95% confidence intervals.[1] Confidence intervals indicate our level of uncertainty about a given estimate. The narrower the confidence interval, the more certain we are about a particular estimate.

QB1 – Thinking about the past year, in what areas does your team typically use statistics, research, analyses, or evaluations to inform your work? Please select all that apply.

| Response Category | Data Type | Employment & Training Agencies | Compliance & Enforcement Agencies | Statistical, Policy, and Management Support Agencies | DOL-wide |
|---|---|---|---|---|---|
| Coordination or communication efforts with stakeholders (POLICY) | Estimate | 62% | 51% | 44% | 53% |
| | Confidence Interval | 55%-68% | 46%-55% | 34%-54% | 49%-56% |
| Program strategy and goals | Estimate | 64% | 58% | 57% | 59% |
| | Confidence Interval | 57%-70% | 53%-62% | 47%-67% | 56%-63% |
| Policy development or updates to policy | Estimate | 56% | 42% | 30% | 44% |
| | Confidence Interval | 49%-62% | 38%-46% | 22%-41% | 41%-48% |
| Research agendas or research questions | Estimate | 44% | 28% | 38% | 33% |
| | Confidence Interval | 38%-51% | 24%-32% | 29%-49% | 30%-37% |
| Program development or updates to programs | Estimate | 64% | 48% | 45% | 52% |
| | Confidence Interval | 57%-70% | 44%-53% | 35%-55% | 49%-56% |
| Process improvements | Estimate | 58% | 48% | 70% | 53% |
| | Confidence Interval | 51%-64% | 43%-52% | 59%-78% | 49%-56% |
| Operating plans | Estimate | 54% | 53% | 56% | 53% |
| | Confidence Interval | 47%-60% | 48%-57% | 46%-66% | 50%-57% |
| | Estimate | 56% | 38% | 47% | 44% |

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[1] We produced confidence intervals at the 95% threshold using the Agresti-Coull method (Agresti-Coull [1998]). The estimates were generated using the proportion_confint function from the statsmodels native Python package.

| | | | | | |
|---|---|---|---|---|---|
| Response to oversight inquiries (Congressional, OMB, GAO/OIG) | Confidence Interval | 49%-62% | 34%-42% | 37%-57% | 40%-47% |
| Coordination or communication efforts with stakeholders (MANAGEMENT) | Estimate | 48% | 41% | 44% | 43% |
| | Confidence Interval | 41%-55% | 37%-45% | 34%-54% | 40%-47% |
| Corrective action to solve problems | Estimate | 56% | 49% | 42% | 50% |
| | Confidence Interval | 50%-63% | 44%-53% | 32%-52% | 47%-54% |
| Resource allocation | Estimate | 35% | 40% | 46% | 39% |
| | Confidence Interval | 29%-42% | 36%-44% | 36%-56% | 36%-43% |
| Agency budget recommendations | Estimate | 36% | 22% | 53% | 29% |
| | Confidence Interval | 30%-43% | 19%-26% | 43%-63% | 26%-33% |
| Service improvements for constituents | Estimate | 36% | 33% | 35% | 34% |
| | Confidence Interval | 29%-42% | 29%-37% | 26%-45% | 31%-37% |
| Other. Please specify: | Estimate | 7% | 11% | 7% | 9% |
| | Confidence Interval | 4%-11% | 9%-14% | 3%-14% | 8%-12% |

QB2a [Individual] – Use statistics, research, or analyses such as data analytics, trend analyses, or literature and document reviews on specific programs or policy issues?

| Response Category | Data Type | Employment & Training Agencies | Compliance & Enforcement Agencies | Statistical, Policy, and Management Support Agencies | DOL-Wide |
|---|---|---|---|---|---|
| Frequently | Estimate | 54% | 52% | 55% | 53% |
| | Confidence Interval | 48%-61% | 48%-57% | 44%-65% | 49%-56% |
| Occasionally | Estimate | 35% | 31% | 32% | 32% |
| | Confidence Interval | 29%-41% | 27%-36% | 23%-42% | 29%-36% |
| Rarely | Estimate | 10% | 10% | 8% | 10% |
| | Confidence Interval | 7%-15% | 7%-13% | 4%-16% | 8%-12% |
| Never | Estimate | 0% | 2% | 1% | 1% |
| | Confidence Interval | 0%-2% | 1%-4% | 0%-7% | 1%-3% |
| | Estimate | 0% | 5% | 5% | 4% |

| | | | | | |
|---|---|---|---|---|---|
| Not applicable to my work | | | | | |
| | Confidence Interval | 0%-3% | 3%-7% | 1%-11% | 3%-5% |

QB3a [Team] – Use statistics, research, or analyses such as data analytics, trend analyses, or literature and document reviews on specific programs or policy issues?

| Response Category | Data Type | Employment & Training Agencies | Compliance & Enforcement Agencies | Statistical, Policy, and Management Support Agencies | DOL-Wide |
|---|---|---|---|---|---|
| Frequently | Estimate | 53% | 46% | 46% | 48% |
| | Confidence Interval | 46%-60% | 41%-50% | 36%-56% | 44%-51% |
| Occasionally | Estimate | 33% | 33% | 37% | 34% |
| | Confidence Interval | 27%-40% | 29%-38% | 27%-47% | 30%-37% |
| Rarely | Estimate | 11% | 11% | 11% | 11% |
| | Confidence Interval | 8%-17% | 9%-15% | 6%-20% | 9%-14% |
| Never | Estimate | 0% | 3% | 1% | 2% |
| | Confidence Interval | 0%-3% | 2%-5% | 0%-7% | 1%-3% |
| Not applicable to my work | Estimate | 2% | 7% | 5% | 5% |
| | Confidence Interval | 1%-5% | 5%-9% | 1%-12% | 4%-7% |

QB2b [Individual] Use evaluations that provided formal assessment of a program, policy, or organization's implementation, impacts, effectiveness or efficiency?

| Response Category | Data Type | Employment & Training Agencies | Compliance & Enforcement Agencies | Statistical, Policy, and Management Support Agencies | DOL-Wide |
|---|---|---|---|---|---|
| Frequently | Estimate | 38% | 32% | 33% | 34% |
| | Confidence Interval | 31%-44% | 28%-36% | 24%-43% | 30%-37% |
| Occasionally | Estimate | 40% | 37% | 39% | 38% |
| | Confidence Interval | 34%-47% | 33%-41% | 29%-49% | 35%-41% |
| Rarely | Estimate | 17% | 18% | 17% | 18% |
| | Confidence Interval | 12%-22% | 15%-22% | 10%-26% | 15%-21% |

| | | | | | |
|---|---|---|---|---|---|
| Never | Estimate | 3% | 4% | 6% | 4% |
| | Confidence Interval | 1%-7% | 3%-6% | 2%-13% | 3%-6% |
| Not applicable to my work | Estimate | 2% | 9% | 6% | 7% |
| | Confidence Interval | 1%-6% | 6%-12% | 2%-13% | 5%-9% |

QB3b [Team] Use evaluations that provided formal assessment of a program, policy, or organization's implementation, impacts, effectiveness or efficiency?

| Response Category | Data Type | Employment & Training Agencies | Compliance & Enforcement Agencies | Statistical, Policy, and Management Support Agencies | DOL-Wide |
|---|---|---|---|---|---|
| Frequently | Estimate | 40% | 31% | 31% | 34% |
| | Confidence Interval | 33%-46% | 27%-36% | 22%-41% | 30%-37% |
| Occasionally | Estimate | 38% | 38% | 44% | 38% |
| | Confidence Interval | 31%-45% | 34%-42% | 34%-54% | 35%-42% |
| Rarely | Estimate | 14% | 17% | 20% | 16% |
| | Confidence Interval | 10%-20% | 14%-20% | 12%-29% | 14%-19% |
| Never | Estimate | 4% | 6% | 3% | 5% |
| | Confidence Interval | 2%-8% | 4%-8% | 1%-10% | 4%-7% |
| Not applicable to my work | Estimate | 4% | 8% | 2% | 6% |
| | Confidence Interval | 2%-7% | 6%-11% | 0%-8% | 5%-8% |

QB4a [Individual] – Produce statistics, research, or analyses such as data analytics, trend analyses, or literature and document reviews on specific programs or policy issues?

| Response Category | Data Type | Employment & Training Agencies | Compliance & Enforcement Agencies | Statistical, Policy, and Management Support Agencies | DOL-Wide |
|---|---|---|---|---|---|
| Frequently | Estimate | 39% | 35% | 47% | 38% |
| | Confidence Interval | 32%-45% | 31%-40% | 37%-58% | 34%-41% |
| Occasionally | Estimate | 35% | 33% | 20% | 32% |
| | Confidence Interval | 29%-42% | 29%-37% | 13%-30% | 29%-35% |
| Rarely | Estimate | 18% | 16% | 22% | 17% |
| | Confidence Interval | 13%-24% | 13%-19% | 15%-32% | 15%-20% |

| | | | | | |
|---|---|---|---|---|---|
| Never | Estimate | 5% | 7% | 6% | 6% |
| | Confidence Interval | 3%-9% | 5%-10% | 2%-13% | 5%-8% |
| Not applicable to my work | Estimate | 3% | 9% | 5% | 7% |
| | Confidence Interval | 2%-7% | 6%-12% | 1%-12% | 5%-9% |

QB5a [Team] – Produce statistics, research, or analyses such as data analytics, trend analyses, or literature and document reviews on specific programs or policy issues?

| Response Category | Data Type | Employment & Training Agencies | Compliance & Enforcement Agencies | Statistical, Policy, and Management Support Agencies | DOL-Wide |
|---|---|---|---|---|---|
| Frequently | Estimate | 45% | 37% | 49% | 40% |
| | Confidence Interval | 39%-52% | 32%-41% | 39%-60% | 37%-44% |
| Occasionally | Estimate | 31% | 29% | 30% | 30% |
| | Confidence Interval | 25%-38% | 25%-33% | 21%-41% | 26%-33% |
| Rarely | Estimate | 15% | 18% | 11% | 17% |
| | Confidence Interval | 11%-21% | 15%-22% | 6%-20% | 14%-20% |
| Never | Estimate | 5% | 7% | 5% | 6% |
| | Confidence Interval | 3%-9% | 5%-10% | 2%-12% | 5%-8% |
| Not applicable to my work | Estimate | 3% | 9% | 5% | 7% |
| | Confidence Interval | 2%-7% | 7%-12% | 2%-12% | 5%-9% |

QB4b [Individual] – Produce evaluations that provided formal assessment of a program, policy, or organization's implementation, impacts, effectiveness or efficiency?

| Response Category | Data Type | Employment & Training Agencies | Compliance & Enforcement Agencies | Statistical, Policy, and Management Support Agencies | DOL-Wide |
|---|---|---|---|---|---|
| Frequently | Estimate | 26% | 26% | 28% | 26% |
| | Confidence Interval | 21%-32% | 22%-30% | 20%-39% | 23%-29% |
| Occasionally | Estimate | 26% | 35% | 29% | 32% |
| | Confidence Interval | 21%-32% | 31%-40% | 21%-40% | 29%-36% |
| Rarely | Estimate | 20% | 19% | 15% | 19% |
| | Confidence Interval | 15%-26% | 16%-23% | 9%-25% | 16%-22% |

| | | | | | |
|---|---|---|---|---|---|
| Never | Estimate | 19% | 10% | 18% | 13% |
| | Confidence Interval | 14%-25% | 7%-13% | 11%-27% | 11%-16% |
| Not applicable to my work | Estimate | 8% | 10% | 9% | 9% |
| | Confidence Interval | 5%-13% | 8%-13% | 5%-18% | 8%-12% |

QB5b [Team] – Produce evaluations that provided formal assessment of a program, policy, or organization's implementation, impacts, effectiveness or efficiency?

| Response Category | Data Type | Employment & Training Agencies | Compliance & Enforcement Agencies | Statistical, Policy, and Management Support Agencies | DOL-Wide |
|---|---|---|---|---|---|
| Frequently | Estimate | 33% | 27% | 35% | 29% |
| | Confidence Interval | 26%-39% | 23%-31% | 26%-46% | 26%-33% |
| Occasionally | Estimate | 26% | 30% | 28% | 28% |
| | Confidence Interval | 21%-33% | 26%-34% | 19%-38% | 25%-32% |
| Rarely | Estimate | 19% | 22% | 14% | 20% |
| | Confidence Interval | 14%-25% | 18%-26% | 8%-24% | 17%-23% |
| Never | Estimate | 14% | 12% | 14% | 13% |
| | Confidence Interval | 10%-20% | 9%-15% | 8%-24% | 10%-15% |
| Not applicable to my work | Estimate | 8% | 10% | 8% | 9% |
| | Confidence Interval | 5%-13% | 8%-13% | 4%-17% | 8%-12% |

QB6ba2 – Thinking about the past year and your job responsibilities, how satisfied were you with your access to evidence that was… **High quality (credible and objective)?**

| Response Category | Data Type | Employment & Training Agencies | Compliance & Enforcement Agencies | Statistical, Policy, and Management Support Agencies | DOL-Wide |
|---|---|---|---|---|---|
| **Very Satisfied or Satisfied** | Estimate | 56% | 51% | 56% | 53% |
| | Confidence Interval | 49%-63% | 46%-56% | 45%-67% | 49%-57% |
| Very Satisfied | Estimate | 16% | 13% | 23% | 15% |
| | Confidence Interval | 12%-22% | 10%-16% | 15%-34% | 12%-18% |
| Satisfied | Estimate | 40% | 38% | 33% | 38% |
| | Confidence Interval | 33%-47% | 34%-43% | 24%-44% | 35%-42% |

| | | | | | |
|---|---|---|---|---|---|
| Somewhat Satisfied | Estimate | 23% | 23% | 22% | 23% |
| | Confidence Interval | 18%-29% | 19%-27% | 14%-32% | 20%-26% |
| Not Satisfied | Estimate | 10% | 12% | 9% | 11% |
| | Confidence Interval | 7%-15% | 9%-15% | 4%-18% | 9%-14% |
| Don't know | Estimate | 7% | 9% | 8% | 8% |
| | Confidence Interval | 4%-11% | 7%-12% | 3%-16% | 6%-10% |
| Not applicable to my work | Estimate | 5% | 5% | 5% | 5% |
| | Confidence Interval | 2%-9% | 3%-7% | 2%-13% | 3%-7% |

QB6ba3 – Thinking about the past year and your job responsibilities, how satisfied were you with your access to evidence that was… **Appropriate in their use of rigorous methodological approaches?**

| Response Category | Data Type | Employment & Training Agencies | Compliance & Enforcement Agencies | Statistical, Policy, and Management Support Agencies | DOL-Wide |
|---|---|---|---|---|---|
| Very Satisfied or Satisfied | Estimate | 53% | 46% | 54% | 49% |
| | Confidence Interval | 46%-60% | 42%-51% | 43%-64% | 45%-53% |
| Very Satisfied | Estimate | 14% | 13% | 21% | 14% |
| | Confidence Interval | 10%-20% | 10%-16% | 13%-31% | 12%-17% |
| Satisfied | Estimate | 39% | 34% | 33% | 35% |
| | Confidence Interval | 32%-46% | 29%-38% | 24%-44% | 32%-39% |
| Somewhat Satisfied | Estimate | 20% | 22% | 19% | 21% |
| | Confidence Interval | 15%-26% | 18%-26% | 12%-29% | 18%-24% |
| Not Satisfied | Estimate | 11% | 11% | 6% | 11% |
| | Confidence Interval | 7%-16% | 9%-15% | 2%-14% | 9%-13% |
| Don't know | Estimate | 12% | 14% | 14% | 13% |
| | Confidence Interval | 8%-17% | 11%-17% | 8%-24% | 11%-16% |
| Not applicable to my work | Estimate | 5% | 7% | 6% | 6% |
| | Confidence Interval | 2%-9% | 5%-10% | 2%-14% | 5%-8% |

QB6a4 – Thinking about the past year and your job responsibilities, how satisfied were you with your access to evidence that was… **Independent (free from bias)?**

| Response Category | Data Type | Employment & Training Agencies | Compliance & Enforcement Agencies | Statistical, Policy, and Management Support Agencies | DOL-Wide |
|---|---|---|---|---|---|
| **Very Satisfied or Satisfied** | Estimate | 52% | 46% | 58% | 49% |
| | Confidence Interval | 45%-59% | 42%-51% | 47%-68% | 46%-53% |
| Very Satisfied | Estimate | 17% | 15% | 28% | 17% |
| | Confidence Interval | 13%-23% | 12%-19% | 19%-39% | 14%-20% |
| Satisfied | Estimate | 35% | 31% | 29% | 32% |
| | Confidence Interval | 29%-42% | 27%-36% | 20%-40% | 29%-36% |
| Somewhat Satisfied | Estimate | 22% | 22% | 12% | 21% |
| | Confidence Interval | 17%-28% | 19%-27% | 6%-21% | 18%-24% |
| Not Satisfied | Estimate | 9% | 12% | 8% | 10% |
| | Confidence Interval | 6%-14% | 9%-15% | 3%-16% | 8%-13% |
| Don't know | Estimate | 13% | 12% | 17% | 13% |
| | Confidence Interval | 9%-18% | 9%-16% | 10%-27% | 11%-16% |
| Not applicable to my work | Estimate | 4% | 7% | 6% | 6% |
| | Confidence Interval | 2%-8% | 5%-10% | 2%-14% | 5%-8% |

QC2 - I can keep up on research that is relevant to my work as much as I would like.

| Response Category | Data Type | Employment & Training Agencies | Compliance & Enforcement Agencies | Statistical, Policy, and Management Support Agencies | DOL-Wide |
|---|---|---|---|---|---|
| **Agree or Strongly Agree** | Estimate | 59% | 63% | 62% | 62% |
| | Confidence Interval | 52%-66% | 58%-67% | 51%-72% | 58%-65% |
| Strongly Agree | Estimate | 14% | 12% | 17% | 14% |
| | Confidence Interval | 10%-20% | 10%-16% | 10%-27% | 11%-16% |
| Agree | Estimate | 45% | 50% | 45% | 48% |
| | Confidence Interval | 38%-52% | 46%-55% | 34%-56% | 45%-52% |
| Disagree | Estimate | 27% | 25% | 32% | 26% |
| | Confidence Interval | 21%-34% | 21%-30% | 22%-43% | 23%-30% |

| | Estimate | 9% | 5% | 3% | 6% |
|---|---|---|---|---|---|
| Strongly Disagree | Confidence Interval | 5%-14% | 3%-8% | 0%-10% | 4%-8% |
| | Estimate | 5% | 7% | 4% | 6% |
| Not Applicable | Confidence Interval | 2%-9% | 5%-10% | 1%-11% | 4%-8% |

QC1 - I have experience creating logic models that describe key inputs, activities, outputs, and outcomes for a program.

| Response Category | Data Type | Employment & Training Agencies | Compliance & Enforcement Agencies | Statistical, Policy, and Management Support Agencies | DOL-Wide |
|---|---|---|---|---|---|
| **Agree or Strongly Agree** | Estimate | 61% | 46% | 63% | 52% |
| | Confidence Interval | 54%-68% | 41%-51% | 52%-73% | 49%-56% |
| | Estimate | 22% | 14% | 21% | 17% |
| Strongly Agree | Confidence Interval | 16%-28% | 11%-18% | 13%-32% | 14%-20% |
| | Estimate | 39% | 32% | 42% | 35% |
| Agree | Confidence Interval | 33%-46% | 28%-37% | 32%-53% | 32%-39% |
| | Estimate | 14% | 24% | 12% | 20% |
| Disagree | Confidence Interval | 10%-20% | 21%-29% | 6%-21% | 17%-23% |
| Strongly Disagree | Estimate | 6% | 5% | 8% | 5% |
| | Confidence Interval | 3%-10% | 3%-7% | 3%-16% | 4%-7% |
| | Estimate | 19% | 24% | 17% | 22% |
| Not Applicable | Confidence Interval | 14%-25% | 21%-29% | 10%-27% | 19%-25% |

QC3 – I am comfortable using the Department of Labor Clearinghouse for Labor and Employment Research (CLEAR) website to determine whether a given practice, policy, or program has evidence of effectiveness.

| Response Category | Data Type | Employment & Training Agencies | Compliance & Enforcement Agencies | Statistical, Policy, and Management Support Agencies | DOL-Wide |
|---|---|---|---|---|---|
| **Comfortable with CLEAR (Agree + Strongly Agree)** | Estimate | 33% | 14% | 29% | 21% |
| | Confidence Interval | 27%-40% | 11%-18% | 20%-40% | 19%-25% |
| Strongly Agree | Estimate | 6% | 3% | 9% | 4% |

| Response Category | Data Type | | | | |
|---|---|---|---|---|---|
| | Confidence Interval | 3%-10% | 1%-5% | 4%-18% | 3%-6% |
| Agree | Estimate | 28% | 12% | 20% | 17% |
| | Confidence Interval | 22%-34% | 9%-15% | 12%-30% | 15%-20% |
| Disagree | Estimate | 14% | 9% | 5% | 10% |
| | Confidence Interval | 10%-19% | 7%-12% | 2%-13% | 8%-12% |
| Strongly Disagree | Estimate | 1% | 3% | 4% | 2% |
| | Confidence Interval | 0%-3% | 2%-5% | 1%-11% | 2%-4% |
| I am not familiar with CLEAR | Estimate | 52% | 73% | 62% | 66% |
| | Confidence Interval | 45%-59% | 69%-77% | 51%-72% | 62%-69% |

QE2 – My team has the capacity to use statistics, research, analyses, or evaluations to improve programs, policy or operations.

| Response Category | Data Type | Employment & Training Agencies | Compliance & Enforcement Agencies | Statistical, Policy, and Management Support Agencies | DOL-Wide |
|---|---|---|---|---|---|
| **Agree or Strongly Agree** | Estimate | 76% | 78% | 84% | 78% |
| | Confidence Interval | 69%-81% | 74%-82% | 74%-91% | 75%-81% |
| Strongly Agree | Estimate | 18% | 18% | 30% | 20% |
| | Confidence Interval | 14%-25% | 15%-22% | 21%-41% | 17%-23% |
| Agree | Estimate | 57% | 60% | 54% | 58% |
| | Confidence Interval | 50%-64% | 55%-64% | 43%-65% | 55%-62% |
| Disagree | Estimate | 16% | 11% | 12% | 13% |
| | Confidence Interval | 11%-22% | 8%-15% | 6%-21% | 10%-15% |
| Strongly Disagree | Estimate | 4% | 3% | 3% | 4% |
| | Confidence Interval | 2%-8% | 2%-6% | 0%-10% | 2%-5% |
| Not Applicable | Estimate | 4% | 7% | 1% | 6% |
| | Confidence Interval | 2%-8% | 5%-10% | 0%-8% | 4%-8% |

QE3 – My team has the capacity to produce statistics, research, analyses, or evaluations to improve programs, policy or operations.

| Response Category | Data Type | Employment & Training Agencies | Compliance & Enforcement Agencies | Statistical, Policy, and Management Support Agencies | DOL-Wide |
|---|---|---|---|---|---|
| **Agree or Strongly Agree** | Estimate | 63% | 69% | 79% | 69% |
| | Confidence Interval | 56%-69% | 65%-74% | 68%-87% | 65%-72% |
| Strongly Agree | Estimate | 19% | 16% | 32% | 18% |
| | Confidence Interval | 14%-25% | 13%-20% | 22%-43% | 16%-22% |
| Agree | Estimate | 44% | 54% | 47% | 50% |
| | Confidence Interval | 37%-51% | 49%-58% | 37%-58% | 46%-54% |
| Disagree | Estimate | 24% | 16% | 14% | 18% |
| | Confidence Interval | 18%-30% | 13%-20% | 8%-24% | 15%-21% |
| Strongly Disagree | Estimate | 6% | 3% | 4% | 4% |
| | Confidence Interval | 4%-11% | 1%-5% | 1%-11% | 3%-6% |
| Not Applicable | Estimate | 7% | 12% | 3% | 10% |
| | Confidence Interval | 4%-12% | 9%-16% | 0%-10% | 8%-12% |

QB7 – My team spends the appropriate amount of time using and producing evidence needed to carry out the work of our office given our other responsibilities.

| Response Category | Data Type | Employment & Training Agencies | Compliance & Enforcement Agencies | Statistical, Policy, and Management Support Agencies | DOL-Wide |
|---|---|---|---|---|---|
| **Agree or Strongly Agree** | Estimate | 74% | 80% | 79% | 78% |
| | Confidence Interval | 67%-80% | 76%-84% | 68%-87% | 75%-81% |
| Strongly Agree | Estimate | 22% | 22% | 33% | 23% |
| | Confidence Interval | 17%-28% | 18%-26% | 23%-44% | 20%-27% |
| Agree | Estimate | 52% | 58% | 46% | 55% |
| | Confidence Interval | 45%-59% | 53%-63% | 35%-57% | 51%-59% |
| Disagree | Estimate | 16% | 11% | 14% | 13% |
| | Confidence Interval | 11%-22% | 9%-15% | 8%-24% | 11%-16% |
| | Estimate | 6% | 2% | 1% | 3% |

| Strongly Disagree | Confidence Interval | 3%-10% | 1%-4% | 0%-8% | 2%-5% |
|---|---|---|---|---|---|
| Not Applicable | Estimate | 5% | 6% | 5% | 5% |
| | Confidence Interval | 2%-9% | 4%-9% | 2%-13% | 4%-7% |

QF2 – How familiar are you with program evaluation? Program evaluation refers to the planning, execution, and use of research on the implementation and impacts of DOL-funded initiatives and policies.

| Response Category | Data Type | Employment & Training Agencies | Compliance & Enforcement Agencies | Statistical, Policy, and Management Support Agencies | DOL-Wide |
|---|---|---|---|---|---|
| Very Familiar | Estimate | 39% | 19% | 29% | 26% |
| | Confidence Interval | 32%-46% | 15%-23% | 20%-40% | 23%-29% |
| Familiar, but can benefit from a refresher on specific topics | Estimate | 45% | 49% | 44% | 47% |
| | Confidence Interval | 38%-52% | 44%-54% | 33%-55% | 43%-51% |
| Not Familiar | Estimate | 16% | 32% | 27% | 27% |
| | Confidence Interval | 12%-22% | 28%-37% | 18%-38% | 24%-31% |

QF4 – How familiar are you with data analytics? Data analytics refers to the processing, analyses, and presentation of data.

| Response Category | Data Type | Employment & Training Agencies | Compliance & Enforcement Agencies | Statistical, Policy, and Management Support Agencies | DOL-Wide |
|---|---|---|---|---|---|
| Very Familiar | Estimate | 34% | 20% | 36% | 26% |
| | Confidence Interval | 28%-42% | 16%-24% | 26%-47% | 23%-29% |
| Familiar, but can benefit from a refresher on specific topics | Estimate | 52% | 58% | 53% | 56% |
| | Confidence Interval | 45%-59% | 53%-63% | 42%-64% | 52%-60% |
| Not Familiar | Estimate | 14% | 22% | 11% | 18% |
| | Confidence Interval | 9%-19% | 18%-27% | 5%-20% | 16%-22% |

QE4/QE5 – My team's ability to use statistics, research, analyses, or evaluations could be most improved by providing: **Professional development/Training**

| Professional development/Training | Data Type | Employment & Training Agencies | Compliance & Enforcement Agencies | Statistical, Policy, and Management Support Agencies | DOL-Wide |
|---|---|---|---|---|---|
| Use evidence | Estimate | 68% | 66% | 74% | 68% |
| | Confidence Interval | 61%-75% | 61%-70% | 63%-82% | 64%-71% |
| Produce evidence | Estimate | 70% | 69% | 68% | 69% |
| | Confidence Interval | 63%-76% | 64%-73% | 57%-78% | 66%-73% |

QE4/QE5 – My team's ability to **use/produce** statistics, research, analyses, or evaluations could be most improved by providing: **Usable or relevant data**

| Usable or Relevant Data | Data Type | Employment & Training Agencies | Compliance & Enforcement Agencies | Statistical, Policy, and Management Support Agencies | DOL-Wide |
|---|---|---|---|---|---|
| Use evidence | Estimate | 51% | 42% | 53% | 45% |
| | Confidence Interval | 44%-58% | 37%-47% | 42%-63% | 42%-49% |
| Produce evidence | Estimate | 43% | 38% | 39% | 40% |
| | Confidence Interval | 36%-50% | 34%-43% | 29%-51% | 36%-44% |

QE4 /QE5 – My team's ability to **use/produce** statistics, research, analyses, or evaluations could be most improved by providing: **Time**

| Time to use/produce evidence | Data Type | Employment & Training Agencies | Compliance & Enforcement Agencies | Statistical, Policy, and Management Support Agencies | DOL-Wide |
|---|---|---|---|---|---|
| Use evidence | Estimate | 65% | 47% | 59% | 54% |
| | Confidence Interval | 58%-72% | 43%-52% | 48%-70% | 50%-58% |
| Produce evidence | Estimate | 61% | 47% | 61% | 53% |
| | Confidence Interval | 54%-68% | 42%-52% | 49%-71% | 49%-56% |

QE4/QE5 – My team's ability to **use/produce** statistics, research, analyses, or evaluations could be most improved by providing: **Software and/or hardware**

| Software and/or hardware | Data Type | Employment & Training Agencies | Compliance & Enforcement Agencies | Statistical, Policy, and Management Support Agencies | DOL-Wide |
|---|---|---|---|---|---|
| Use evidence | Estimate | 49% | 52% | 41% | 50% |
| | Confidence Interval | 42%-56% | 47%-57% | 30%-52% | 46%-54% |
| Produce evidence | Estimate | 55% | 54% | 47% | 53% |
| | Confidence Interval | 47%-62% | 49%-59% | 37%-58% | 50%-57% |

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