

**PROPOSED EVALUATION DESIGN FOR THE
OFFICE OF FEDERAL CONTRACT COMPLIANCE PROGRAMS**

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Applied Research and Consulting, LLC

TABLE OF CONTENTS

Executive Summary	3
Introduction	4
Background Research	5
Annotated Preliminary CBO Questionnaire	7
Questionnaire Development and Next Steps	16
Questionnaire Distribution	18
Analysis Plan	20
Conclusion	21
Literature Cited	22
Appendix A: Preliminary CBO Questionnaire	23
Appendix B: Sample Screen Shots of the Preliminary CBO Questionnaire	32

Executive Summary

This report provides an overview of an approach for evaluating the cooperative relationship between the Office of Federal Contract Compliance Programs (OFCCP) and community-based organizations (CBOs).

The current research effort began with a review of documents provided by the OFCCP; a follow-up conference call with members of the OFCCP's national office and the Department of Labor Chief Evaluation Office revealed CBOs to be a critical part of OFCCP's mission, enhancing their ability to reach their organizational goals. Applied Research & Consulting (ARC), in collaboration with OFCCP and the Department of Labor (DOL) Chief Evaluation Office, determined that a combination of a needs assessment and a process evaluation focused on the existing relationship between the OFCCP and CBOs would be of high utility.

Three semi-structured group interviews were then conducted with OFCCP personnel. One group interview was conducted with OFCCP personnel from the national office, one with OFCCP Regional Outreach Coordinators, and one with OFCCP District Directors. In addition to providing information on the best ways to distribute the questionnaire, the calls confirmed the importance of the CBOs to the OFCCP's success. As one District Director noted, "They can be our eyes and ears for the vulnerable populations, the immigrant population, there are some populations who are not forthcoming to the government, they [CBOs] can be our [OFCCP] connectors to the public." The semi-structured interviews also confirmed the need for the proposed survey. One OFCCP employee passionately expressed the need to know what the OFCCP is doing well and what the OFCCP is not doing well. All interview participants agreed that there is a dearth of knowledge concerning the relationship between the CBOs and the OFCCP. As one OFCCP employee noted, "We hope this survey will give us a blueprint so we can circle back and engage and build better relationships." Upon completion of the semi-structured group interviews, another review of the academic literature was conducted.

Following the discussions with OFCCP personnel and a review of challenges faced by similar organizations, a list of key issues was readily evident. A questionnaire (see Appendix A), most heavily guided by the semi-structured interviews, was created. This instrument inquires about CBOs' perceptions of the OFCCP as a relational partner, OFCCP's communication behavior, and OFCCP's mission and services. The questionnaire also includes items assessing how the OFCCP can improve their relational behavior, means for improving OFCCP's communication and outreach, and whether the OFCCP's expectations of CBOs' capabilities are in line with what CBOs can provide.

The preliminary research also informed the development of procedures for refinement of the CBO questionnaire as well as its implementation—both are outlined in detail in the report. In general, the CBO questionnaire included in Appendix A is intended to serve as an initial draft to be refined via feedback from OFCCP personnel and the DOL Evaluation Office. Moreover, the report recommends the penultimate version be subjected to pilot testing with a small sample of CBOs prior to being finalized. In terms of implementation, the report recommends that once a final version is available it be programmed for online delivery and distributed to a sample of CBOs identified and recruited by the OFCCP.

Introduction

A review of OFCCP documents, complimented by extensive conversation with OFCCP employees at various levels and locations, revealed that the OFCCP strategic plan for outreach relies heavily on developing, maintaining, and growing relationships with targeted populations through CBOs. Community-Based Organizations serve as intermediaries partnering with the OFCCP to meet mutually-beneficial outcomes such as, increasing hard-to-reach populations' access to employment opportunities with federal contractors, providing an effective mechanism to inform workers of their rights, increasing awareness of violations of these rights, and enforcing compliance with federal employer regulations. This recently devised strategy forms a core guiding principle in the OFCCP logic model developed by the OFCCP national office, and has heavily influenced the approaches taken by OFCCP Regional Outreach Coordinators (ROCs) and OFCCP District Directors.

As collaboration with CBOs is a rather new strategic approach for the OFCCP, a systematic examination of the functioning OFCCP-CBO partnerships is both timely and critical in order to maximize the value of the overall outreach strategy. In time, an overall evaluation of the program providing information on every step outlined in the OFCCP logic model would be required; however, an initial step is the examination of the very first link in the model—characteristics of the partnership between the OFCCP and CBOs. Such an evaluation has the support of OFCCP offices at national, regional, and local levels and is also in line with a growing body of research by organizational scholars into what has been variously termed “inter-organizational partnerships” (Brinkerhoff, 2002; Eilbert & LaFronza, 2005), “organized collaborations” (Kain et al., 2003), or “strategic alliances” (Cravens, Piercy, & Cravens, 2004; Rondinelli & London, 2003; Todeva & Knoke, 2005). The central concern is how partnerships between two organizations may be maximized to achieve synergistic ends.

This report proposes a needs assessment—complete with instrumentation and evaluation procedures—designed to assess OFCCP-CBO partnerships. The goal of the proposed formative evaluation is to explore the nature of the communication between OFCCP and CBOs. The specific goals of the project resulting in this proposal were to: 1) conduct meetings with the OFCCP to determine the evaluation approach that would be the most useful (i.e., a needs assessment and process evaluation of CBOs), 2) create a potential path ahead for implementing the chosen evaluation approach, 3) create a preliminary survey for conducting the CBO needs assessment. This report is the culmination of these activities.

Following an initial summary of the preliminary research undertaken by ARC to develop this proposal, the report presents a rationale for a focus on OFCCP-CBO relational and communication characteristics. This preliminary material sets the stage for the core contribution of this report: a detailed summary of a CBO Questionnaire. Key variables included in the questionnaire are explicated and sample items provided. The remainder of the document focuses on procedures for questionnaire refinement, survey implementation, and possible analyses.

Background Research

Applied Research and Consulting (ARC), an independent contractor, conducted an initial review of internal documents selected and provided by the OFCCP. These documents outlined the OFCCP's overall strategic plan for outreach and included a logic model delineating the centrality of CBOs in the plan. For example, at the national office of the OFCCP, the following was noted: "In FY 2012 OFCCP made a concerted effort to focus on community based organizations...OFCCP knew they could not reach everyone, and so thought CBOs would be the ideal groups to engage because they can reach hard to reach workers."

Following the document review, ARC held phone meetings with OFCCP team members to: clarify any issues raised during the review process; conduct a detailed discussion of CBO involvement; discuss available resources and determine appropriate project parameters; and discuss variables and processes perceived as being central to CBO recruitment, retention, and successful CBO utilization. Three OFCCP groups were identified and one meeting was held with each group: OFCCP officials at the national office, Regional Outreach Coordinators, and District Directors. Applied Research and Consulting conducted each meeting as a semi-structured group interview with extensive notes taken during the meeting. The content of these notes directly informed both the procedures of the proposed study as well as the content of the proposed questionnaire.

The call with *OFCCP personnel from the national office* lasted approximately 75 minutes. There were eight participants on the call including five OFCCP personnel, one member from the Chief Evaluation Office, and the two principals from ARC. The main outcomes of the call included a detailed overview of the OFCCP outreach logic model, a clear understanding of OFCCP expectations for the OFCCP-CBO relationship, a concern for greater knowledge regarding relationship quality, assessing the current state of CBO knowledge regarding OFCCP capabilities, and improving OFCCP-CBO communication. As one official noted: "The OFCCP is not really listening to the needs of the CBOs and other stakeholders as far as what is going on in the community. It would be useful to have a report card of what they are doing well and what is not being done so well. Also, ideally, OFCCP would be working with the CBOs to establish goals..."

The call with *OFCCP ROCs* lasted approximately 60 minutes. There were six participants on the call including three OFCCP ROCs, one member from the Chief Evaluation Office, and the two principals from ARC. The main outcomes of the call included a clearer understanding of ROC's expectations for the OFCCP-CBO relationship, increased awareness of the challenges of building positive relationships with CBOs, possible variables in need of assessment, and recommended processes for collecting data from CBOs. As the ROCs noted: "The CBOs tell us where the infractions are occurring, they raise awareness of the population so people who are subjected to infractions under the regulations can make us aware of it, or the CBO can make us aware. The best way for us gaining their respect would be by helping them out..." and "If workers are afraid to come forth, they rely on the CBOs to come forward for them. To the degree that the government is seen as a more cooperative and more friendly organization that is there to help out in the assist and help out in the advocacy, I think it will improve our effectiveness." A regional director described the CBO role as follows: "The CBOs are our eyes and ears, they were instrumental in having people come and file complaints with our office where they would not

have done so on their own. In short, it is a newly-established strategy that has seen broad buy-in across the OFCCP as an effective way to carry out OFCCP's mission.”

The call with *OFCCP District Directors* lasted approximately 60 minutes. There were six participants on the call including three OFCCP District Directors, one member from the Chief Evaluation Office, and the two principals from ARC. The central outcomes of the call included: a clearer understanding of local collaborations with CBOs, a more detailed understanding of possible benefits that CBOs derive from working with the OFCCP, detailed examples of local OFCCP-CBO partnerships, possible variables to include in a questionnaire, and recommended processes for collecting CBO feedback. As the District Directors noted: “...there are some populations who are not forthcoming to the government; they [CBOs] can be our connectors to the public. We are limited to the number of people we can reach out to directly and they are out there. They can do outreach for us...” and “...most folks do not even know or have never heard of us. When we meet these groups, it takes a while for them to understand the breadth and depth of what OFCCP does.”

The background research and conversations with OFCCP employees pointed to the critical importance played by the CBOs in regards to OFCCP's mission. For example, one regional director noted that the CBOs are integral to the entire process of building relationships with the CBOs and desired the creation of partnerships. A district manager noted that the CBOs would ideally be OFCCP's eyes and ears for vulnerable populations; another district manager noted that CBOs are instrumental in getting people to come in and file complaints with the OFCCP. The CBOs were also noted as being integral to the OFCCP's ability to communicate with the workers they hope to serve, particularly when seeking to reach populations with limited English proficiency. The CBOs are also a source of information for the OFCCP regarding the businesses that have committed infractions, and the CBOs were noted as ideally speaking for the OFCCP as much as the OFCCP speaks for itself.

The importance of good relationships with the CBOs was clear; the OFCCP's perception of its level of success in this regard was nebulous. The OFCCP was uncertain as to how their agency was perceived by the CBOs. The OFCCP was unaware of the CBOs' perception of the relationship they currently have with the OFCCP, whether CBOs believe a relationship with OFCCP is useful, and how OFCCP can improve the quality of their relationships. The need for improvement in this area was often expressed by the OFCCP. A district manager noted the importance of trust, but whether the OFCCP is trusted by CBOs is unknown. In the words of an OFCCP employee, “We hope this survey will give us a blueprint so we can circle back and engage and build greater relationship.”

As a result of the background information and the phone calls conducted with the OFCCP, and after consultation with the Chief Evaluation Office, a decision was made to focus on CBOs' perceptions of, and experiences with, the OFCCP.

Annotated Preliminary CBO Questionnaire

The list of variables to be assessed via the CBO Questionnaire (see Appendix A) was derived from two key sources: the three semi-structured telephone interviews with groups of OFCCP personnel and a subsequent review of the relevant organizational literature. The OFCCP interviews were invaluable in delineating the variables to be assessed given the goal at hand. A number of key groupings of variables emerged from these discussions. Once key variables were identified via the semi-structured interviews, ARC undertook a review of the relevant published organizational research literature.

Length of OFCCP-CBO relationship. The survey begins with items inquiring about the length of time the survey respondent has been in a relationship with the OFCCP. This question is an ideal first question because it will confirm the purpose of the survey and provide a question that is easy to answer. Also, it is likely that people with a long-term relationship will have different views than people who recently started working with the OFCCP. From a data analysis viewpoint, this question allows the responses received by CBOs to take into account the length of the relationship receiving commentary.

OFCCP as a relational partner. A common theme that arose frequently was the need to get a better understanding of how OFCCP is perceived by the CBOs. One ROC noted the need to have the hard questions put forth; for example, “What is it that you do not like about OFCCP? What is it you do not know about OFCCP?” One OFCCP employee noted that it would be useful to have a report card of what the OFCCP is doing well and what is not being done so well. On a more specific level, there was some concern about whether follow-up was occurring on the part of the OFCCP. There was also concern expressed regarding whether two-way communication was occurring between the OFCCP and CBOs. A ROC saw utility in asking the CBOs specific questions about their experience working with the OFCCP: “Did you get a referral and was it the proper referral? Did they help them, what happened once you made that call, did you file a complaint, what type of service were we able to provide, did you call and really have a question, were you referred to the right agency, and has your quality of life increased?” A District Director suggested an item that assessed the amount of face-to-face time that has occurred between the OFCCP and the CBOs.

Based on the comments put forth during the three semi-structured group interviews, and guided by prior evaluations seeking to explore how one organization perceives another (Eilbert & LaFronza, 2005), we focus on three relational components: satisfaction, trust, and commitment.

Satisfaction. This can be considered one of the key outcomes of the evaluation. Simply, are CBOs satisfied with their relationship with the OFCCP? To assess satisfaction, survey respondents will be asked the extent to which they disagree or agree with the following items, many derived from the semi-structured interviews, some from academic literature.

The OFCCP takes care of my organization’s needs.

My organization is satisfied with the results of its relationship with the OFCCP.

The partnership between the OFCCP and my organization is characterized by mutual respect.

I would recommend the OFCCP to my colleagues.

I feel involved with the OFCCP.

I am satisfied with the relationship that my organization has with the OFCCP.

I would like to have a closer relationship with the OFCCP.

The partnership between the OFCCP and my organization is characterized by personal friendship.

I am proud to have a relationship with the OFCCP.

Trust. If the CBOs do not trust the OFCCP, a true partnership will never be created. As such, we included numerous items asking about whether the CBOs trust the OFCCP. Some of the items were adapted from prior measures (Caceres & Paparoidamis, 2005) and others were created exclusively for the current effort.

The OFCCP treats my organization fairly.

The OFCCP keeps its promises.

The OFCCP has the ability to accomplish the goals it sets.

I trust the OFCCP.

The OFCCP is committed to making our collaboration a success.

The OFCCP is trustworthy.

My clients have no reason to fear OFCCP.

The partnership between the OFCCP and my organization is characterized by mutual trust.

Relational Commitment. In talking with the OFCCP, there was agreement that an ideal scenario would be a situation where all CBOs were highly committed to creating and maintaining partnerships with the OFCCP. In the organizational context, commitment exists when one relational partner perceives the relationship to be so important that it warrants maximum efforts to ensure the relationship is successful (Morgan & Hunt, 1994).

My organization is committed to building a relationship with the OFCCP.

My organization would put forth effort to maintain its relationship with the OFCCP.

My organization perceives our relationship with the OFCCP as a priority.

I have defended the OFCCP in front of other colleagues.

My organization's relationship with the OFCCP has helped my company enhance its existing capabilities.

In addition, to further understand respondents' perceptions of their relationship with OFCCP, they will be asked to identify where they fall on the relationship continuum provided by OFCCP.

OFCCP communication quality. As with relationship quality, communication quality is a construct brought up in all three of the semi-structured interviews conducted with OFCCP personnel. It is also an important element noted in the organizational literature that has held theoretical significance and received empirical support (Grunig, 2002; Sarkar, Echambadi, Tamer Cavusgil, & Aulakh, 2001).

The OFCCP employees expressed a common desire to know the success of their current communication and outreach efforts. To this end, there was a request for information such as whether the CBOs are receiving information from the OFCCP, the number of different people that have made contact with the CBO, and whether the CBO has a main contact at the OFCCP. Some of the selected items were created specifically for this research endeavor. Others are adapted from Heide and John's (1992) scale of bilateral information exchange.

This set of items is intentionally placed before the items referring to the CBO's awareness of OFCCP's mission and practices. The items addressing OFCCP's mission will likely communicate aspects of the OFCCP's goals that are not known to the CBOs. Once that occurs, the CBOs' perception of OFCCP's communication abilities are likely to be influenced.

If I called my OFCCP contact, I am confident I would receive a quick response.

If I called my OFCCP contact, I am confident I would receive the information that I need.

The OFCCP provides clear information concerning the capabilities of their organization.

There is frequent communication between my organization and OFCCP (e.g., visits to each other's offices, meetings, written information and telephone communications).

It is easy for me to get in touch with someone from the OFCCP.

The OFCCP follows-up, if needed, when I make contact.

The OFCCP does a good job of keeping my organization informed of their workshops.

The OFCCP does a good job of keeping my organization informed of their events.

The OFCCP does a good job of communicating with my CBO when new laws are passed that influence the populations we serve.

CBOs awareness of OFCCP's mission and services. One concern voiced by multiple participants in the semi-structured OFCCP interviews was that many CBOs did not fully understand what the OFCCP does. It is therefore important to assess CBOs' awareness of the OFCCP both broadly and more specifically. Lack of knowledge regarding the OFCCP was a concern raised at the national level and echoed at the regional and district levels. An OFCCP ROC spoke of the need to educate the CBOs such that they become aware of OFCCP's goals and mission. Outreach was perceived as a key element in changing CBOs' awareness of the OFCCP; but the level of current success in this regard was unknown. A ROC noted that the CBOs perceive the OFCCP as powerful relational partners, but there was a consensus that more information was needed in this regard. One ROC suggested the inclusion of items such as, "What do you know about OFCCP when it comes to protecting worker rights? Do you know the message and mantra of OFCCP? What do you know about OFCCP when it comes to promoting diversity? What do you know about the laws they enforce?" A District Director suggested the following item: "Were you aware of the OFCCP prior to their first contact with you?" while another emphasized that "...most folks do not even know or have never heard of us."

Getting a clear assessment of the survey respondent's view of the OFCCP's mission is difficult in that a poorly worded question can accidentally provide information to the respondent, thus invalidating the response. For example, if the questionnaire inquires as to whether the CBO was aware of one particular service that the OFCCP provides, and it seems like a service that seems in the spirit of the organization, the respondent will falsely believe they always knew that particular service was available. To avoid this potential issue, this section will begin with two open-ended questions. At the analysis stage, these responses will be coded to provide an unsullied view of the CBOs' perception of the OFCCP's mission and the services that the OFCCP provides. If one particular service of OFCCP comes up in a vast majority of answers, and another does not, a clear picture will be provided.

To begin, please, in your own words, describe your perception of OFCCP's mission.

Next, please list the different services that you believe the OFCCP provides. Please try to list as many as possible.

The next set of questions will provide a further assessment of the CBOs' awareness of the OFCCP's activities. This will be accomplished by providing the survey respondent with a comprehensive list of services provided by OFCCP and asking the CBO respondent to indicate

how unaware or aware they are about each service listed. The questionnaire has a list of 16 different components of OFCCP's mission. Three are listed below. The complete list, which was derived from the three semi-structured group interviews conducted with OFCCP employees, can be found in Appendix A.

I am aware that getting qualified workers employed is part of OFCCP's mission.

I am aware that ensuring federal contractors are in compliance with federal regulations is part of OFCCP's mission.

I am aware that helping CBOs advocate successfully for the populations they serve is part of OFCCP's mission.

Measuring the potential for reciprocity. An undoubtedly important aspect of a successful working inter-organizational partnership is the reciprocal nature of the relationship. In the ideal case, the OFCCP can provide worthwhile services and benefits to CBOs and, in turn, CBOs provide valuable services to the OFCCP. It is important to assess the extent to which CBOs perceive both elements to be present to maximize partnership effectiveness. Simply, this set of items will assess whether the CBOs perceive the OFCCP as being capable of being a contributing partner to the relationship. These items will be similar to the ones just asked about the CBOs' awareness of the OFCCP's mission, but these items will assess if the CBO believes the OFCCP is capable of achieving its goals. Also similar to those noted above, three items are listed, the remainder can be found in Appendix A.

The OFCCP is capable of making sure people know how regulations are proposed so they can comment and support through congress or others.

The OFCCP is capable of referring people to other federal agencies for non-Department of Labor issues.

The OFCCP is capable of helping workers file complaints.

Improving the OFCCP as a relational partner. There were numerous requests for information on how to improve the current relationship between the OFCCP and CBOs. These included items such as, "How would you like the OFCCP to assist you?" To obtain information in this regard, survey participants will be provided the same list of services that they were just provided when asked about their awareness of OFCCP's mission. As with the prior set of items, a few examples will be listed, but the complete list of 16 is provided in the Appendix.¹

My organization needs OFCCP's support when it comes to making sure workers receive adequate pay.

¹ As part of the survey development process, this list, like many of the other items, will be improved as a result of feedback from members of the OFCCP.

My organization needs OFCCP's support when it comes to supporting enforcement of federal violations.

My organization needs OFCCP's support when it comes to getting employers to listen to the concerns of the population we serve.

To further inform OFCCP as to how they can increase their relational utility to the CBOs, the semi-structured group interviews included requests by the OFCCP to ask the CBOs. The survey respondent will read the following: “*We would like to know what you think about some services that the OFCCP is thinking of providing to help them reach their goal. For each of the following services listed, please let us know whether the activity would be beneficial.*” This will be followed by a list of services that the OFCCP either currently implements or is considering implementing. Two examples are provided below. The list of services to be assessed was only minimally discussed during the semi-structured group interviews. As such, the OFCCP will be asked to expand on this list during the survey development process. Further, participants will be asked if there is any service that was not listed that they would like to see provided by OFCCP.

Measuring relational success. There was common consensus that certain behaviors were indicative of a good relationship (e.g., OFCCP being asked to speak at events), but there was also agreement that examining a relationship requires more than a pure quantitative assessment. One ROC noted that, “there is a difference between having an event and having a relationship.” The prior items addressed many components of the CBOs’ perceptions of the OFCCP and their relationship. The prior items also informed survey respondents of the breadth of services that the OFCCP provides. The current set of items takes advantage of the survey respondent recently being informed of the near totality of OFCCP’s mission and services. Further, as the items are open-ended, the survey respondent will provide their perceptions of OFCCP in their own words. These questions were taken nearly verbatim from the semi-structured group interviews.

In your own words, what does OFCCP do well as an organization?

In your own words, what does OFCCP not do well as an organization?

What can OFCCP do to create a better relationship between themselves and your organization?

What can OFCCP do to make themselves more useful for your clients? Are there specific services that you would like to see provided?

By this point in the questionnaire, respondents have already responded to items about the OFCCP’s relational capabilities, mission, and services provided. The previously listed open-ended items are likely to require a good portion of the respondent’s mental energy. As such, the questionnaire was ordered such that the remaining items are those that the CBO representative might be most interested in responding to: items focused on how the OFCCP can better serve the CBO.

Improving OFCCP communication and outreach. A need for a deeper and broader understanding of the best means of communicating was another topic of common concern. There was a desire for more information in regards to how the CBOs would prefer the OFCCP to engage in information exchange. There were some specific questions put forth such as, “Would you prefer presentations or one-on-one meetings?”, “What type of ‘forum’ do you find most favorable?”, and “What kinds of communication from the OFCCP would you like?”

The questionnaire includes a series of items addressing preferences for multiple channels either currently in use or for possible use in the future; however, the challenge of asking questions of this sort is that people often have different communication preferences based on the specific topic being communicated. Preferences for communicating about a workshop in three months are likely to be different than preferences about a breaking new legislation with immediate ramifications. To avoid this confound, survey respondents will be provided with the following instructions: “*OFCCP wants to learn about the best ways to communicate with the CBOs. We are going to list several different reasons that the OFCCP might want to communicate with you. For each, please let us know how desirable you perceive each mode of communication for the type of information listed.*” Respondents will then be provided with a specific communication purpose (e.g., responding to complaints) and then asked to state how undesirable or desirable each mode of communication would be for the stated purpose (e.g., in-person meeting, phone call, email, letter, press release).²

Confirming expectations. It is evident that the OFCCP has an internal understanding of how CBOs should function in the OFCCP-CBO partnership, including the specific services that CBOs can provide. It is necessary to assess the extent to which CBOs’ perceptions of their offerings and capabilities match OFCCP expectations. This set of questions was placed toward the end of the survey to avoid the CBO thinking the sole goal of the questionnaire was to figure out how the CBOs can help the OFCCP.

The instructions read as follows: “*As this survey has noted, the OFCCP engages in many different activities. Your organization may be able to help them in some of these. The following questions are intended to inform the OFCCP as to what they should realistically expect (or not expect) from organizations like yours.*”

My organization can help OFCCP communicate with the workers about their rights.

My organization can help OFCCP locate hard to reach populations.

My organization can link federal contractors with qualified workers.

My organization can help promote communication between OFCCP and the community we serve.

² This represents another part of the survey where feedback from the OFCCP during survey development will be critical.

My organization can report back to the OFCCP if we hear about any violations of workers' rights.

My organization can let the OFCCP know about any complaints that our clients have about working conditions.

Categorizing the current relationship. As noted earlier, the OFCCP was interested in the quantity of the relationship, as well as the quality. We also noted earlier that additional quantitative items had yet to be featured. These remaining items are included at this point in the survey. For example, in the first set of items, respondents indicate whether they had sat on a committee with someone from the OFCCP and whether they have visited the OFCCP website. These items are presented here, rather than earlier, because a respondent might initially believe they have a good relationship with OFCCP, but be swayed to believe that is not the case because they have not visited the website or sat on a committee with OFCCP. The list to be will be improved in the survey development stage, but currently includes the following activities.

The OFCCP has invited our organization to take part in one of their events.

We have invited people from the OFCCP to speak at our events.

We have invited people from the OFCCP to speak at our meetings.

We have referred people that we serve to the OFCCP.

The OFCCP has sent us referrals for employment opportunities.

I have visited OFCCP's web site.

I have sat on a committee with OFCCP.

I have received communications about enforcement from OFCCP.

The OFCCP has informed me about their activities.

CBO descriptive data. In order to provide more nuanced data on the OFCCP-CBO relationship, a number of items collect data on the survey respondent, as well as the population served by the CBO. These data may provide additional insight about varied responses that may be, in part, dependent on a respondent's tenure at the CBO, the particular population the CBO serves, etc. For example, one may reasonably expect perceptions of an OFCCP-CBO relationship to be impacted by the length of time that a CBO contact has been employed. Similarly, variations in the populations served by different CBOs may also account for differences in responses to prior questionnaire items.

What is your title?

What are your job duties?

How long have you been employed in your present position at your current place of employment?

How would you describe the population or populations that your organization serves?

What is the name of your organization?

Please indicate which of the following best describes your organization:

It is a national organization

It is a regional organization

It is a state organization

It is a local (city-based) organization

When was your organization founded? _____

What is your gender?

What is your date of birth?

Questionnaire Development and Next Steps

The questionnaire presented above can be found in totality in Appendix A and represents the foundation of what will be distributed to the CBOs. However, input from the OFCCP, as well as a small group of CBOs, is imperative for the survey to result in useful and valid data, thus the proposed process is essential. This process will unfold as follows.

STEP 1: The Chief Evaluation Office will distribute copies of the current questionnaire to representatives of the OFCCP from the national office and to the selected contractor. All parties will review the questionnaire and provide written feedback on the instrument.

STEP 2: The selected contractor will consult with representatives of the OFCCP from the national office as well as personnel from the Chief Evaluation Office to discuss possible changes to the questionnaire based on feedback.

STEP 3: The selected contractor will revise the questionnaire according to the feedback and subsequent discussion. When completed, a new draft questionnaire will be sent to the Chief Evaluation Office and representatives from the OFCCP national office for approval.

STEP 4: The Chief Evaluation Office will distribute copies of the new instrument to a selected group of ROCs as well as a selected group of District Directors.

STEP 5: The selected contractor, together with a representative from the Chief Evaluation Office will lead conference calls with the group of ROCs and the group of District Directors. These calls will be used to clarify the purpose of the study and the rationale underlying questionnaire items.

STEP 6: The group of ROCs and the group of District Directors will provide the selected contractor and the Chief Evaluation Office with written feedback on the questionnaire. The feedback will also be shared with the OFCCP national office and, following discussion with the Chief Evaluation Office, another draft of the questionnaire will be developed.

STEP 7: If satisfied with the questionnaire, the Chief Evaluation Office will approve the latest draft.

STEP 8: The selected contractor will work with the Chief Evaluation Office to develop a protocol for a pilot test of the CBO Questionnaire. The purpose of the pilot test is to ensure that CBO representatives understand, and are able to complete, the questionnaire. It is expected that they will provide feedback that may be helpful in finalizing the questionnaire for implementation.

STEP 9: The Chief Evaluation Office will work with the OFCCP national office, the ROCs and the District Directors in order to identify a sample of no more than nine individuals at CBOs who currently have a relationship with OFCCP. These individuals will be recruited to take part in a pilot test of the questionnaire.

STEP 10: The selected contractor will implement the pilot test, share feedback with the Chief Evaluation office, and revise the CBO Questionnaire per the feedback.

STEP 11: The revised CBO Questionnaire will be reviewed by the Chief Evaluation Office, selected ROCs, and selected District Directors. Final edits will be performed and a final CBO Questionnaire will be approved for implementation.

STEP 12: The final draft of the questionnaire will be programmed for Internet delivery via an online survey system such as Qualtrics.

Questionnaire Distribution

Survey distribution. Numerous survey methodologies were considered prior to the decision to use on-line surveys. The decision to survey CBOs through the use of on-line surveys came as a result of conversations with the OFCCP ROCs and District Directors, as well as personnel from the OFCCP national office. Every survey methodology has both advantages and disadvantages. For example, one suggestion was to conduct the surveys using face-to-face interviews. This approach would have several advantages such as the interviewer asking for additional clarification if a response is unclear. The member of the CBO would also likely feel flattered due to his or her opinion being important enough to warrant a face-to-face meeting. However, this approach would require resources beyond what is available. Phone surveys allow for a more interpersonal interaction without as high an expense, but collecting data one call at a time can make the turnaround problematic.

Online surveys have numerous advantages that coincide with the needs of the OFCCP. On-line surveys can be distributed quickly and to large numbers of people simultaneously. On-line surveys are also inexpensive. There are no paper costs plus the survey taker automatically enters the data. In contrast, data collected from face-to-face interviews would have to be entered by the interviewer after each interview. Also, with on-line surveys, the survey taker from the CBO can start and finish the survey at any time. The survey taker can also be honest without fearing an immediate negative response from the person administering the survey. Please see Appendix B for sample screen shots of what the survey respondent will see when filling out the survey.

Selecting survey respondents. The means of recruitment was discussed as part of semi-structured interviews conducted with OFCCP ROCs and OFCCP District Directors (DD). Several different ideas for recruitment were presented. After some conversation, both the ROCs and the District Directors agreed on a plan that seemed feasible.

STEP 1: The ROC or DD will make contact with the CBOs with which they currently have a relationship. The OFCCP employee will alert the CBO contact to the goal of the on-line survey and ask if the contact would be willing to participate. A general script with bullet points of the survey's goal will be provided to all people making contact with the CBOs.

STEP 2: A list of willing participants will be provided to the contractor. The contractor will be responsible for making email contact with the CBO employee. If resources allow, a written letter of introduction should be mailed from the researcher to the CBO contact. This should be short and should alert the CBO contact that the email survey is on its way and the address from which the email will be sent.

STEP 3: An email, containing the survey link, as well as another short introduction will be sent to the CBO contact.

STEP 4: A reminder will be sent to all the provided CBO contacts that did not start the survey, as well as to people who started the survey but did not complete.

STEP 5: A final reminder will be sent to all CBO contacts alerting them that the survey will be closing and thanking all those that took the time to fill out the survey.

Implementation. The participants will receive an email from the evaluators. The email will have an introduction from the evaluators and a link to the survey. The link will open a new window that has an introduction to the survey. The introduction will assure confidentiality and ask the survey taker from the CBO to consent to taking the survey. Each page of the survey will contain instructions and questions. Survey takers will be asked to sometimes type in responses, or sometimes click on the answer. The survey will be set up such that the survey taker will be reminded if a question is missed.

Data management. As the survey taker clicks to go to the next page of questions, the answers to the prior page will automatically be submitted. The evaluators can then download the data at any point. The dataset will automatically have all the data fields filled in, thus reducing data entry errors. Also, the inclusion of open-ended questions will allow the evaluators to review the responses to assess if the survey was responded to sincerely.

Analysis Plan

The CBO Questionnaire has been designed so as to provide a wide range of analytical approaches to the final data. While the analytic strategies will be developed and finalized by a selected evaluator, we herein outline a number of potential analyses made possible by the items included in the questionnaire.

Qualitative Data: At the broadest level, items have been selected to provide both qualitative and quantitative data. Open-ended items will allow qualitative analyses of responses where respondents are free to use their own words to describe their own experiences. These data often illuminate more than quantitative findings. The qualitative responses may also be subjected to content analysis and coded for the presence of consistent themes. Evaluator experience in coding qualitative data and the use of multi-methods would provide valuable guidance for specific analyses.

Quantitative Data: The quantitative items fall into two sub-categories: categorical and continuous (or scaled). Categorical items are amenable to frequency counts and percentages (e.g., Percentage of CBO respondents that have received referrals for employment opportunities) and may be used to classify CBOs (e.g., CBOs serving largely immigrant populations v. non-immigrant populations) and examine differences due to those classifications. Scaled items will produce means (“averages”) that may be used to compare different CBO types on variables such as Trust, Relational Commitment, etc.

Descriptive Analyses: A basic starting point for any set of analyses is the gross-level description of a sample. The quantitative items in the CBO Questionnaire can be subjected to a frequency analysis where percentages and mean scores are provided for selected variables (e.g. Mean scores on relationship quality, communication quality, trust, commitment, etc.). These may be followed-up with more informative cross-tab analyses where frequencies are arranged by two or more categories (e.g., Mean scores on trust, commitment, etc, by CBO type).

Predictive Models: More complex analyses could involve a predictive approach wherein hypothesized relationships between multiple variables are examined (e.g., To what extent does awareness and knowledge of OFCCCP services impact trust of OFCCCP? Does communication quality play a role in this relationship?). An understanding of communication principles, the role of expectations on subsequent behavior, and inter-organizational partnerships would be valuable in delineating appropriate predictive analyses.

Conclusion

This report describes proposed procedures for evaluating and increasing the cooperative relationship between the Office of Federal Compliance Programs (OFCCP) and community based organizations (CBOs). As previously noted, the specific goal of the proposed formative evaluation is to explore the nature of the relationship between OFCCP and CBOs. A special emphasis is placed on examining communication between the two groups. This is an essential first step towards both understanding the impact of the CBO model on OFCCP goals and maximizing the utility of CBOs.

The proposed approach has been informed by a review of relevant documents, a review of the organizational communication literature on inter-organizational relationships, and, most valuably, a series of instrumental conference calls with OFCCP officials at the national, regional, and district levels. The proposed formative evaluation, accompanying CBO Questionnaire, as well as procedures for refinement and implementation, will provide necessary data on the current nature of the OFCCP-CBO relationship as well as suggest approaches for maximizing this relationship.

Data from the proposed evaluation will provide practically useful answers to a number of key questions addressing the quality of OFCCP-CBO relationships, the quality of OFCCP-CBO communication, CBOs' awareness of OFCCP goals and services, CBOs' expectations for their relationship with the OFCCP, as well as the specific nature of current OFCCP-CBO relationships. Responses to these questions can be examined at a broad level—across the entire sample of CBOs—or at more refined levels by looking at CBO subsets (e.g., those serving different populations, those with a national v. local presence, etc).

Moreover, the evaluation will address these issues using both quantitative and qualitative data as a multi-method approach can provide far richer information than either approach alone. Besides responding to specific scales (many derived from prior research), CBO representatives will be given multiple opportunities to provide their own unstructured feedback in their own words. An evaluator with expertise in multi-method research will be able to combine both data sources into complementary analyses and, guided by knowledge of communication research, will be able to construct predictive models. Many questions may be addressed by such models (e.g., “How do trust, relational commitment, and communication satisfaction interact to impact relationship quality?”, “Does this hold across CBOs serving differing populations?”)

In conclusion, the proposed formative evaluation—in essence a needs assessment of the OFCCP-CBO relationship—is well-suited to providing necessary answers to questions central to the examination and improvement of both the OFCCP and CBO. Importantly, data gathered via the proposed evaluation will directly inform the evaluation of the broader process describing the links between the OFCCP, CBOs, and the ultimate outreach target—the workers themselves.

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APPENDIX A

Preliminary CBO Questionnaire

INTRO PAGE:

The U.S. Department of Labor’s Office of Federal Contract Compliance Programs (OFCCP) is going through a self-evaluation. The goal is to learn how it can better service its constituents. As part of this self-assessment, the OFCCP is examining their current relationships with community-based organizations (CBOs), like yours, and how those relationships can be improved. Your organization was selected to receive this survey because you have an active working relationship with the OFCCP. The survey should take approximately ten minutes to complete and all responses will remain confidential.

In the words of an OFCCP employee, “We hope this survey will give us a blueprint so we can circle back and engage and build greater relationships.” It is with this mission in mind that we ask for your assistance. The pages that follow present a range of questions intended to help the OFCCP understand how they are perceived by CBOs, whether CBOs believe a relationship with OFCCP is useful, and how OFCCP can improve the quality of their relationships.

These questions are all asked with the goal of making OFCCP a better organization, a better resource, and a better partner for you and your organization.

NEW PAGE:

Thank you for agreeing to take this survey. Your participation is greatly appreciated. To begin, we would like to ask you about your current relationship with the OFCCP. (NOTE: This could go later, but it makes for a nice set of warm-up questions).

When did you begin working with the OFFCP?

Drop down: -Winter, Spring, Summer, Fall
 -2013, 2012, 2011, 2010, 2009.....

Did your organization’s relationship with the OFCCP exist before you began working at your current place of employment?

Yes
 No
 I do not know

NEW PAGE:

Some of the questions, such as the one you just answered, ask you to respond “no” or “yes.” Others will ask you the extent to which you disagree or agree with a statement. The next question, however, asks you to answer the question in your own words. Very often, these responses are the most valuable. The next question is one from this family of questions.

In general, how would you describe the quality of the support provided to you by OFCCP? (NOTE: OPEN ENDED)

NEW PAGE:

Some CBOs work very closely with OFCCP, others work less closely. We are curious about your relationship with your relationship with OFCCP. Below, there are five relational categories, please identify which description best represents the current relationship between OFCCP and yourself.

Relationship Level	Networking	Coordinating	Cooperating	Collaborating	Partnering
Type of Engagement	Introduce	Share	Consult	Involve	Invest Long-term
Objective	OFCCP and CBO exchange brief introductions of each organization's mission, policies, programs and services to potentially identify common interest, goals and/or objectives.	OFCCP and CBO follow up after initial contact to share accurate, timely, relevant and easy to understand information that promotes and/or supports the other organization's mission, policies, programs and services.	OFCCP and CBO actively examine each other organization's goals and objectives in order to align their activities in support of solutions related to the concerns of workers. Both entities may provide input into possible solutions, but responsibility for coordinating efforts is retained by only one of the two organizations.	OFCCP and CBO plan and act together to identify or analyze issues of joint interest, and develop alternatives and implement the preferred solution. OFCCP and CBO share in the planning and evaluation of programs or services, and share responsibility for carrying out/managing overall outcomes.	OFCCP and CBO work as ongoing partners to build upon the assets, strengths and capacities of each and work towards accomplishing mutually agreed upon <i>long-term</i> goals. OFCCP and CBO help identify concerns and implement solutions, and share ownership of the outcomes. The CBO may be referred to as a long-term OFCCP partner.

NEW PAGE:

The next set of questions is going to inquire about your perception of the OFCCP as an organization. Please tell us how much you disagree or agree with each statement.

(NOTE: All of these items will be on a 7-point scale (1- *Strongly Disagree*/7- *Strongly Agree*).

The OFCCP keeps its promises.
 The OFCCP has the ability to accomplish the goals it sets.
 I trust the OFCCP.
 I would recommend the OFCCP to my colleagues.
 I feel involved with the OFCCP.
 I have defended the OFCCP in front of other colleagues
 I am proud to have a relationship with the OFCCP.
 The OFCCP is committed to making our collaboration a success.
 The OFCCP takes care of my organization's needs.
 The OFCCP is capable of helping my organization accomplish its goals.
 I am satisfied with the relationship that my organization has with the OFCCP.
 I would like to have a closer relationship with the OFCCP
 The OFCCP is trustworthy.

NEW PAGE:

Please tell us how much you disagree or agree with each of the following about the partnership between your organization and the OFCCP.
 (NOTE: All of these items will be on a 7-point scale (1- *Strongly Disagree*/7- *Strongly Agree*).

The partnership is characterized by mutual respect.
 The partnership is characterized by mutual trust.
 The partnership is characterized by personal friendship.
 The partnership is characterized by high reciprocity.
 My organization has learned important information from the OFCCP.
 My organization's relationship with the OFCCP has helped my company enhance its existing capabilities.
 My organization is committed to building a relationship with the OFCCP.

NEW PAGE:

Now we are going to ask about your perception of OFCCP's communication practices.
 (NOTE: All of these items will be on a 7-point scale (1- *Strongly Disagree*/7- *Strongly Agree*).

If I called my OFCCP contact, I am confident I would receive an immediate response.
 If I called my OFCCP contact, I am confident I would receive the information that I need.
 The OFCCP provides clear information concerning the capabilities their organization.
 There is frequent communication between my organization and the OFCCP.
 It is easy for me to get in touch with someone from the OFCCP.
 The OFCCP does a good job of keeping my organization informed of their workshops.

The OFCCP does a good job of keeping my organization informed of their events.
 The OFCCP does a good job of communicating with my CBO when new laws are passed that influence the populations we serve.
 The OFCCP does a good job of communicating updates that are relevant to CBO populations.

NEW PAGE:

For this next set of questions, we would like to step away from your relationship with the OFCCP and ask you about your awareness of the different aspects of OFCCP's goals.

To begin, please, in your own words, describe your perception of OFCCP's mission.
 (NOTE: OPEN ENDED)

Next, please list the different services that you believe the OFCCP provides. Please try to list as many as possible.
 (NOTE: OPEN ENDED)

NEW PAGE:

Next, we would like to provide you with the list of goals that OFCCP has set for itself. For each, please let us know if you were aware of each goal. On the next page we will ask you if you think the OFCCP is capable of achieving each of its goals, next, we will ask if you to let us know how valuable you feel that goal to be for your organization (or for the population your organization serves).

To begin, please let us know whether you were aware that each of the following was part of OFCCP's mission.

(NOTE: All of these items will be on a 7-point scale (1- *Strongly Disagree*/7- *Strongly Agree*).

- Getting qualified workers employed
- Supporting enforcement of federal regulations
- Supporting changes in policies to improve worker's rights
- Connecting employers with CBOs to help recruit diverse workers into job openings
- Making sure workers receive adequate pay
- Making sure workers know their rights
- Making sure workers know they have the right to make a complaint
- Encouraging participation in the regulatory development process
- Providing information about any violations of federal employment laws
- Making sure people know how regulations are proposed so they can comment and support through congress or others
- Referring people to other federal agencies for non-Department of Labor issues

Ensuring the populations CBOs serve have an equal opportunity for employment with federal contractors
 Helping CBOs advocate successfully for the populations they serve
 Getting employers to listen to the concerns of the population served by the CBO
 Helping workers file complaints

NEW PAGE:

On the prior page we asked if you were aware of each of the OFCCP goals that were listed. On this page, we would like to know whether you think OFCCP is capable of achieving each of its goals.

For each of the following, please let us know if you disagree or agree that that OFCCP is capable of achieving each of the following.

Getting qualified workers employed
 Supporting enforcement of federal regulations
 Supporting changes in policies to improve worker's rights
 Connecting employers with CBOs to help recruit diverse workers in to job openings
 Making sure workers receive adequate pay
 Making sure workers know their rights
 Making sure workers know they have the right to make a complaint
 Encouraging participation in the regulatory development process
 Providing information about any violations of federal employment laws
 Making sure people know how regulations are proposed so they can comment and support through congress or others
 Referring people to other federal agencies for non-Department of Labor issues
 Ensuring the populations CBOs serve have an equal opportunity for employment with federal contractors
 Helping CBOs advocate successfully for the populations they serve
 Getting employers to listen to the concerns of the population served by the CBO
 Helping workers file complaints

NEW PAGE:

For this page, we are curious if your organization needs OFCCP's support in each of the following domain. For each goal listed, please let us know whether you disagree or agree that your organization needs OFCCP's support in each of the following areas.

Getting qualified workers employed
 Supporting enforcement of federal regulations
 Supporting changes in policies to improve worker's rights
 Connecting employers with CBOs to help recruit diverse workers in to job openings
 Making sure workers receive adequate pay
 Making sure workers know their rights

Making sure workers know they have the right to make a complaint
 Encouraging participation in the regulatory development process
 Providing information about any violations of federal employment laws
 Making sure people know how regulations are proposed so they can comment and support through congress or others
 Referring people to other federal agencies for non-Department of Labor issues
 Ensuring the populations CBOs serve have an equal opportunity for employment with federal contractors
 Helping CBOs advocate successfully for the populations they serve
 Getting employers to listen to the concerns of the population served by the CBO
 Helping workers file complaints

NEW PAGE:

The prior pages listed numerous aspects of the OFCCP mission. We would like to know what you think about services that the OFCCP is thinking of providing to help them reach their goal. For each of the following services listed, please let us know whether it would be beneficial if the OFCCP provided the following service.

Bringing together multiple agencies at one time.
 Training for workers on how to file a complaint.
 Emailing CBOs notices of case settlements impacting the populations they serve.
 Networking sessions for CBOs to meet federal contractors that seek applicant referrals.

Are there additional services you would like OFCCP to provide? (NOTE: OPEN ENDED)

NEW PAGE:

Earlier we asked you some questions about your relationship with OFCCP. We would like to return to questions along those lines. As noted earlier, and in the words of an OFCCP regional director, “We hope this survey will give us a blueprint so we can circle back and engage and build greater relationship.” The next several questions will ask you what you like about OFCCP, what you do not like about OFCCP, what they have done well for you and what they can do better (note – we have to be sure we define that “OFCCP” in regards to “this” refers to your local OFCCP representative and their office).

In your own words, what does OFCCP do well as an organization? (NOTE: OPEN ENDED)

In your own words, what does OFCCP not do well as an organization? (NOTE: OPEN ENDED)?

NEW PAGE:

What can OFCCP do to create a better relationship between themselves and your organization? (NOTE: OPEN ENDED)

What can OFCCP do to make themselves more useful for your clients? Are there specific services that you would like to see provided (NOTE: OPEN ENDED)

NEW PAGE:

OFCCP wants to learn about the best ways to communicate with CBOs. We are going to list several different reasons that OFCCP might want to communicate with you. For each, please let us know how undesirable to desirable you perceive each mode of communication for the type of information listed.

(NOTE: All of these items will be on a 7-point scale (1- *Undesirable*/7- *Desirable*).

Modes of Communication:

- In-Person Meeting
- Phone Call
- Email
- Letter
- Flyers
- Press releases
- Social Media

Purpose of communication

- Responding to complaints
- Event invitations
- Assistance in locating class members impacted by discrimination
- Obtaining information on workers referred to specific employer job openings
- Sharing updates on regulations or decisions impacting workers
- Obtaining information on worker conditions and employment concerns

NEW PAGE:

As this survey has noted, OFCCP engages in many different activities. Your organization may be able to help them in some of these. The following items are intended to inform OFCCP as to what they should realistically not expect, or expect, from organizations like yours.

(NOTE: All of these items will be on a 7-point scale (1- *Strongly Disagree*/7- *Strongly Agree*).

My organization can help OFCCP communicate with workers about their rights.

My organization can help OFCCP locate hard to reach populations.

My organization can link OFCCP with our clients.

My organization is willing to refer our clients to federal contractors with job openings.
My organization can help promote communication between OFCCP and the community we serve.

My organization can report back to OFCCP if we hear about any violations of workers' rights.

My organization is willing to let OFCCP know about any complaints that our clients have about working conditions.

My organization can help inform OFCCP as to where infractions are occurring.

NEW PAGE:

Some CBO's have the type of relationship with their OFCCP contact where they are in frequent contact. Some talk only on rare occasion. Some are invited to OFCCP workshops, some invite OFCCP to their workshops. We are curious about the relationship that you currently have with your OFCCP office. The next items ask you about specific interactions or occurrences you have had with the OFCCP. For each, please let us know whether each of the following has occurred.

(NOTE: All of these items will be on a *No/Yes* scale)

The OFCCP has invited our organization to take part in one of their events.

We have invited people from the OFCCP to speak at our meetings.

We have referred people that we serve to the OFCCP.

The OFCCP has helped connect us to employers seeking applicants for employment opportunities.

I have visited OFCCP's web site.

I have sat on a committee with OFCCP.

I have received communications about enforcement from OFCCP.

The OFCCP has informed me about their activities.

NEW PAGE:

In order to provide more nuanced data on the OFCCP-CBO relationship, a number of items collect data on the survey respondent as well as the population served by the CBO. These data may shed additional light on varied responses that may be, in part, dependent on a respondent's tenure at the CBO, the particular population the CBO serves, etc. For example, one may reasonably expect perceptions of an OFCCP-CBO relationship to be impacted by the length of time that a CBO contact has been employed. Similarly, variations in the populations served by different CBOs may also account for differences in responses to prior questionnaire items.

What is the name of your organization?

How would you describe the population or populations that your organization serves?

Please indicate which of the following best describes your organization:

- It is a national organization
- It is a regional organization
- It is a state organization
- It is a local (city-based) organization

When was your organization founded? _____

What is your title?

What are your job duties?

How long have you been employed in your present position at your current place of employment?

What is your gender?

What is your date of birth?

DEBRIEFING PAGE:

Thank you for agreeing to take part in this survey. Your response will be invaluable when it comes to improving OFCCP's ability to help your organization.

As noted earlier, your responses will remain confidential and the data from this survey will only be presented in aggregated form (e.g., "Overall, CBOs perceive the OFCCP....").

If you have any comments about your relationship with the OFCCP, or about this questionnaire, that you did not have the opportunity to put forth during the survey, please feel free to provide such comments in the box below.

APPENDIX B

Sample Screen Shots of the Preliminary CBO Questionnaire For Illustrative Purposes Only



