



**Communications
and Outreach
Demonstration
Final Report**

**OFCCP
Community-Based
Organization
Outreach
Evaluation**

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Executive Summary

The Office of Federal Contract Compliance Programs (OFCCP) in the U.S. Department of Labor (DOL) serves to “protect workers, promote diversity and enforce the law.”¹ Accordingly, OFCCP is dedicated to ensuring that federal contractors and subcontractors comply with their responsibility to take affirmative action and offer equal employment opportunity to job seekers and wage earners. Through its compliance efforts, OFCCP seeks to expand access among hard-to-reach populations to employment opportunities with federal contractors, inform workers of their rights, increase awareness of violations of these rights, and facilitate compliance with federal contractor regulations.

Since fiscal year 2012, OFCCP has expanded engagement with community-based organizations as stakeholders to support the agency’s mission. In this capacity those stakeholders potentially could serve as channels of communication to reach protected classes, as well as partners in activities to increase the likelihood of contract compliance and employment opportunities.

In 2014, DOL contracted with Abt Associates to (1) examine the current status of the stakeholder network by conducting a **Needs Assessment and Feedback (NA/F) Survey**, (2) identify potential opportunities to strengthen the network through enhanced communication, and (3) develop, implement, and evaluate the effectiveness of a **communications and outreach demonstration**.

This report provides an overview of the initial phases of the project and provides the detailed results of the communications and outreach demonstration. More detailed information on the survey can be found in the *OFCCP Community-Based Organization Outreach Evaluation: Results from the Needs Assessment and Feedback Survey* report.

Baseline from the Needs Assessment and Feedback Survey

The needs assessment was a web-based survey distributed to a sample of over 500 representatives from community organizations identified by OFCCP’s Regional Outreach Coordinators (ROCs). Feedback from these organizations suggested that OFCCP should feel both challenged and encouraged. On the one hand, only 15 percent of the organizations reported that they were engaged in some type of active collaboration with OFCCP (e.g., helping to identify non-compliant contractors or identifying affected class members). On the other hand, the vast majority had a very favorable opinion of OFCCP and reported a willingness to engage with the agency around these types of activities.

OFCCP Mission

OFCCP administers and enforces three equal employment opportunity laws: Executive Order 11246, as amended (Executive Order); Section 503 of the Rehabilitation Act of 1973, as amended, 29 U.S.C. 793 (Section 503); and the Vietnam Era Veterans’ Readjustment Assistance Act of 1974, as amended, 38 U.S.C. 4212 (VEVRAA). Collectively, these laws make it illegal for contractors and subcontractors doing business with the federal government to discriminate in employment because of race, color, religion, sex, sexual orientation, gender identity, national origin, disability or status as a protected veteran. In addition, contractors and subcontractors are prohibited from discriminating against applicants or employees because they inquire about, discuss, or disclose their compensation or that of others, subject to certain limitations.

¹ For more information about OFCCP, visit <https://www.dol.gov/ofccp/aboutof.html>

Designing the Communications and Outreach Demonstration

The findings from the Needs Assessment and Feedback Survey pointed to piloting a communications and outreach demonstration that aimed to (1) increase stakeholders’ exposure to OFCCP’s mission and materials, (2) increase the frequency and regularity of communication between OFCCP and these stakeholders, and (3) provide guidance on engagement with OFCCP.

Based on these broad goals, we designed a communications campaign branded “**Opening Doors of Opportunity.**” The cornerstone of the campaign was monthly “eblasts” (mass emails) sent via the GovDelivery platform that highlighted specific OFCCP mission objectives and/or resources (Exhibit ES.1).² Each of the five eblasts to community stakeholders contained a link to a newly designed “Opening Doors” landing page. Each eblast also incorporated a monthly experiment that tested various marketing and behavioral economics principles. Half of each month’s eblast recipients received emails containing the experimental alternation. These recipients were selected at random.

Exhibit ES.1. Topic, purpose, and types of materials linked to each email

	Email Topic	Purpose	Call to Action / Links	Delivery Date
1	Introducing the “Opening Doors of Opportunity” Demonstration	Introduces the targeted communications effort to establish a connection between OFCCP and community-based organizations	Download Opening Doors poster using hyperlink to OFCCP website	6/14/2016
2	Understanding Workers’ Employment Rights	Focuses on how OFCCP helps educate contractors (or businesses or organizations) and thier constituents on what they need to know about their rights	Download Worker Fact Sheets: <ul style="list-style-type: none"> • Workplace rights • Disability rights • Sexual orientation and gender identity • Veterans • Pregnancy and childbearing discrimination 	7/13/2016
3	Connecting Workers to Employment Opportunities	Illustrates how OFCCP helps contractors (or businesses or organizations) identify employment opportunities for their constituents	<ul style="list-style-type: none"> • Visit “Employment Resources Referral Directory” website 	8/9/2016
4	How to File a Discrimination Complaint	Explains that OFCCP can help to file a complaint against a federal contractor or subcontractor who is or was discriminating against workers	<ul style="list-style-type: none"> • Visit “How to File a Complaint” website 	9/13/2016
5	Locating Affected Class Members	Explains that OFCCP can assist applicants and workers who may be entitled to back wages and consideration for job opportunities under OFCCP settlement agreements	<ul style="list-style-type: none"> • Visit DOL’s “Class Member Locator” website 	10/11/2016

² In February 2017, the GovDelivery service changed its name to Granicus. This occurred after completion of the demonstration, so throughout this report, we continue to use the GovDelivery name as it appeared in the demonstration itself. Any hyperlinks to GovDelivery content use the updated website name.

The demonstration targeted the same group of over 500 community stakeholders targeted in the NA/F Survey, plus about 2,000 representatives of American Job Centers (AJCs), which OFCCP viewed as potential partners in building its community network—yielding a total of 2,633 participants.³

Measuring the Success of the Demonstration

Using metrics available through the GovDelivery platform, the Abt team gauged the effectiveness of the demonstration based on the extent to which emails reached the target audience and the extent to which recipients engaged with the content. The core metrics that supported the analysis are defined below:

- **Delivery rate:** Percentage of total emails sent that were delivered successfully
- **Unique open rate:** Percentage of successfully delivered emails that are opened at least once
- **Unique click-through rate:** Percentage of unique opens that result in at least one click on a link
- **Opening frequency:** Average number of times each email is opened
- **90-day engagement rate:** Percentage of email recipients who open an email over a 90 day period

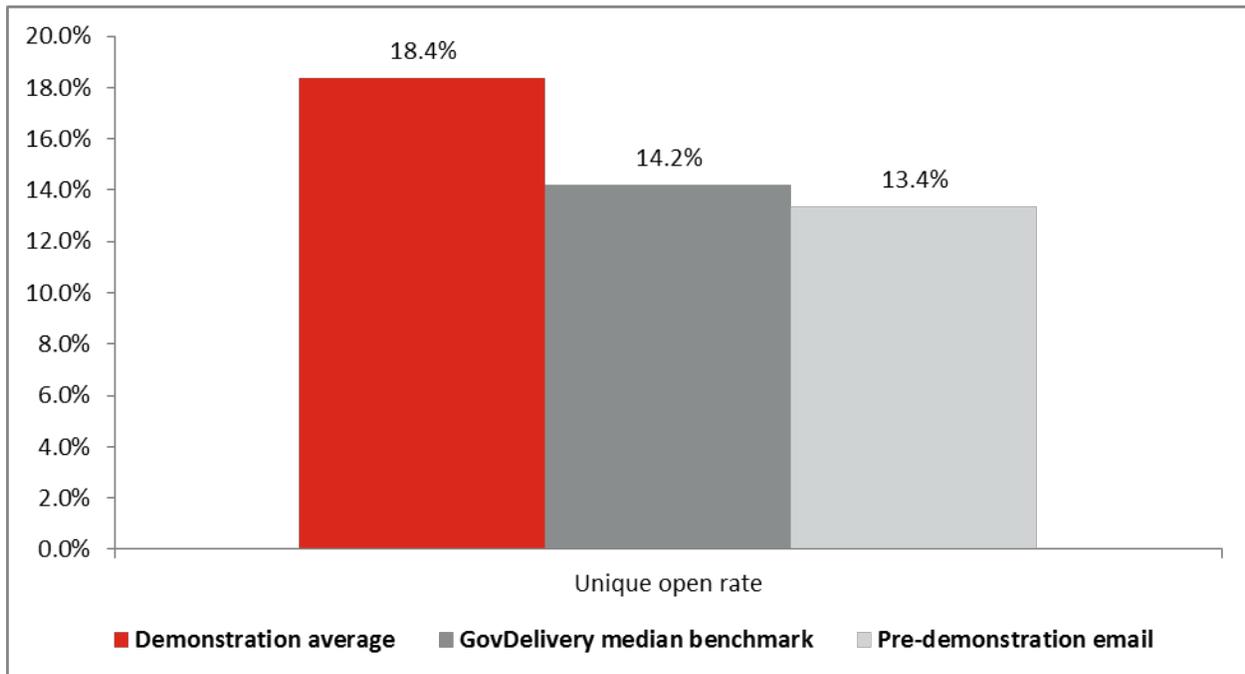
The metrics were supplemented with data collected through Google Analytics capturing traffic on a select number of OFCCP web pages. These data allowed for further examination of the time that stakeholders spent on these pages after navigating to them from the monthly eblasts.

Key Findings: Unique Open and Click-through Rates

Over the five-month course of the demonstration, about four out of every five participating organizations received all five of the monthly eblasts, confirming that the network is consistently “reachable.”

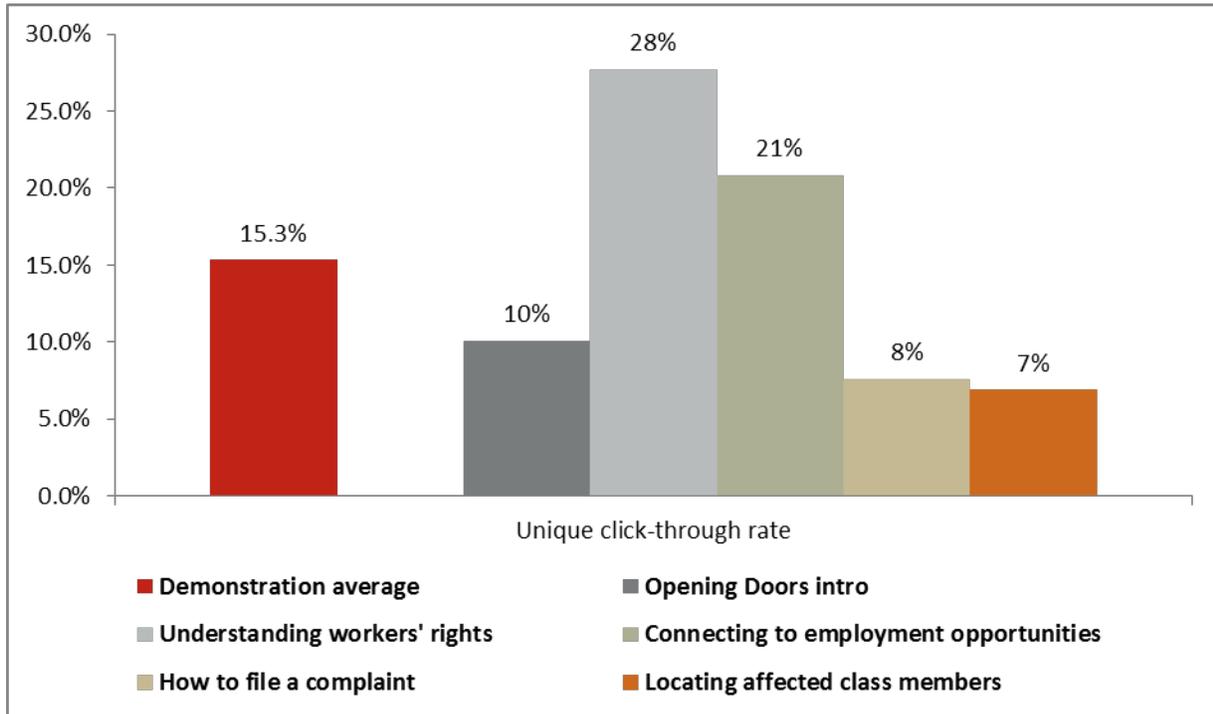
Once the eblasts were delivered, the likelihood that recipients open the emails was consistently strong. As shown in Exhibit ES.2, on average, the five eblasts generated a unique open rate that exceeded two important comparisons. The first is a benchmark median open rate (14.2 percent) established by GovDelivery based on the aggregation of emails sent over a one-year period by all federal public sector agencies using this platform. The second is a pre-demonstration open rate (13.4 percent) established using the results from an eblast sent to demonstration participants prior to the start of the demonstration.

³ The American Job Centers were generally not included as part of OFCCP’s existing stakeholder network. Only one of the over 2,000 AJC representatives targeted by the demonstration had also been included among the roughly 500 community stakeholders targeted by the NA/F Survey.

Exhibit ES.2. Unique open rate: Overall demonstration average versus GovDelivery benchmark and pre-demonstration email open rate

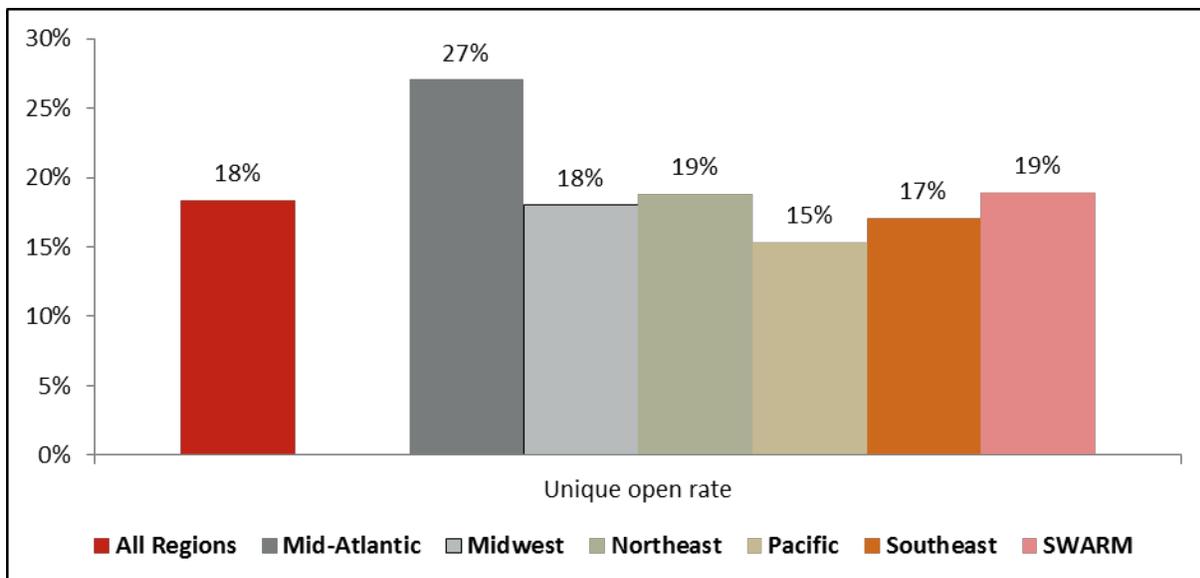
The likelihood of recipients clicking through to one of the highlighted resources offered in the eblasts varied from month to month. Exhibit ES.3 indicates that recipients had a particularly strong inclination to explore the materials offered in month two (Understanding Workers' Employment Rights) and month three (Connecting Workers to Employment Opportunities). Though some of these monthly click-through rates exceeded the median click-through benchmark set by GovDelivery (14.5 percent), every monthly rate exceeded OFCCP's pre-demonstration email click-through rate (reported separately as 5.4 percent).

Exhibit ES.3. Unique click-through rate: Overall demonstration average and monthly (ordered chronologically)



Finally, the GovDelivery results also revealed considerable variation in engagement across geographical regions. Of all the regions, the Mid-Atlantic generated considerably higher unique open rates (Exhibit ES.4) and marginally higher click-through rates (not shown). The Pacific region consistently yielded one of the lowest open rates in every month.

Exhibit ES.4. Unique open rate: Average, by region⁴



⁴ SWARM = Southwest and Rocky Mountain

Key Findings: Monthly Experimentation

To explore opportunities to fine-tune future email communications, the demonstration team developed and tested two versions of each monthly eblast, each incorporating different messaging or design strategies. These internal experiments were based on guidance drawn from the marketing and behavioral economics disciplines, with each experiment customized to best match that month’s topic. Exhibit ES.5 summarizes the messaging experiments tested.

Exhibit ES.5. Monthly eblast experimentation content

Month	Email Topic	Message Experimentation	Treatment Groups
1	Introducing the “Opening Doors of Opportunity” Demonstration	Variation in theme of subject line	“Civil rights” subject line vs “Community outreach” subject line
2	Understanding Workers’ Employment Rights	Request to share content “	“Please forward” message included vs not included
3	Connecting Workers to Employment Opportunities	Personalization of content	Personalized sender and writing style vs neutral
4	How to File a Discrimination Complaint	Use of “social influence” messaging	Social influence content vs neutral content
5	Locating Affected Class Members	Use of “loss aversion” messaging	Loss aversion content vs neutral content

To implement these monthly experiments, the full sample of stakeholder organizations and AJCs were stratified by the six OFCCP regions and then randomly assigned to one of two “treatment” groups. One of the two alternative versions of each eblast was delivered to each treatment group each month. Most of the experiments yielded inconclusive results and will require continued refinement and experimentation. But two of the messaging strategies yielded significant impacts:

- Instructions in the subject line to “please forward” generated higher open rates;
- Use of a highly personalized writing style and a person’s name as sender (compared with a more neutral style and “OFCCP” as sender) generated significantly higher open and click-through rates.

Key Findings: Linking NA/F Survey Responses to Eblast Engagement

Of the 2,633 participants included in the demonstration, 452 community stakeholders had completed the NA/F Survey during an earlier stage of this project.⁵ By matching each stakeholder’s engagement with the demonstration’s emails to his or her earlier survey responses, we were able to examine possible links between the two.

For instance, we hypothesized that prior contact with OFCCP would encourage demonstration participants to open and engage with the eblasts’ content. As shown below, the data show some support for this hypothesis, confirming the value of ongoing “touch points” between OFCCP and the stakeholder network. Specifically, the survey respondents who answered yes to questions about talking with OFCCP

⁵ Not all of the 452 survey participants answered every question, nor did they necessarily receive every eblast. Thus, the number of stakeholders for whom we have data related both to survey response and to eblast engagement varies from month to month and from survey question to question, but was never more than 243 and not less than 182.

in the last year, attending OFCCP events, and having a contact person were more likely to have opened a demonstration email.

Exhibit ES.6. Five-month average demonstration open rates, by NA/F Survey response (Q3.1, 3.5, and 3.7)

	Open Rate Among Survey Respondents Who Answered: Yes	Open Rate Among Survey Respondents Who Answered: No	Open Rate Among Survey Respondents Who Answered: I don't know
Have you talked with OFCCP in the last year? (Q3.1) ^a	22%	17%	18%
Have you attended an OFCCP event in the last year? (Q3.5) ^a	23%	17%	N/A ^b
Do you have a specific contact person(s) at OFCCP? (Q3.7)	22%	20%	11%

^a Phrasing of actual item called for a quantity: responses of 1 or more were converted to yes; response of 0 was converted to no.

^b This response option was not offered in question 3.5.

The NA/F Survey results also provided feedback on stakeholders who expressed a willingness to engage with OFCCP around various tasks that support its broader mission (e.g., distribute materials, assist with filing complaints, help locate affected class members). As shown in Exhibit ES.7, click-through rates were notably higher among respondents who previously expressed this willingness to engage. This provides important confirmation that those organizations committed to supporting OFCCP’s mission are more inclined to follow through at least as far as exploring their communication sent from DOL.

Exhibit ES.7. Overall demonstration click-through rates, by NA/F Survey response (Q2.4)

Willingness to:	Click-through Rate among Respondents Who Answered: Yes	Click-through Rate among Respondents Who Answered: No	Click-through Rate among Respondents Who Answered: I don't know
Distribute materials about OFCCP services to their constituents (Q2.4b)	16%	0%	10%
Help their constituents file complaints with OFCCP (Q2.4e)	15%	8%	14%
Assist OFCCP in locating affected class members (Q2.4g)	18%	10%	10%
Help connect their constituents to employment opportunities with federal contractors (Q2.4h)	14%	7%	16%

Implications

The results of the demonstration must be interpreted cautiously since the analysis relies on outcome measures that are very preliminary indicators of stakeholder engagement. Moreover, our capacity to form a true control group was limited by the demonstration’s goal of widely disseminating OFCCP’s message and the need to measure outcomes using data only available through GovDelivery. Excluding any stakeholder from the eblasts (so as to form a control group) meant that we would not have data on their outcomes. Interpretation of these outcomes required the use of alternative points of comparison, such as industry benchmarks and a pre-demonstration mailing to the same target population. While these provided valuable reference points, it is important to point out that they provide less than perfect comparisons since the focus and intent of the comparison emails did not fully match that of our demonstration.

Nonetheless, the findings of the communications and outreach demonstration suggest that progress has been made in identifying and solidifying the foundation of a network of community stakeholders. This network has proven to be consistently reachable, with organizations exceeding key benchmarks in engaging with targeted correspondence from OFCCP. Given this context, the following implications emerged:

- **Messaging strategies.** The findings from the demonstration highlight the importance of continued research to refine the demonstration’s messaging strategies, including exploring (1) opportunities to further segment the stakeholder population, (2) determinants of variation in levels of engagement across the regions, (3) opportunities to further refine experimental messaging strategies that yielded inconclusive effects, and (4) characteristics of organizations that consistently did not engage with the demonstration.
- **Stakeholder network.** Both the NA/F and the demonstration findings suggest that a solid foundation for this network has already been laid. OFCCP could further capitalize on investments to date and the momentum it has generated by continuing to grow, maintain, and formalize the stakeholder network.
- **GovDelivery-based outreach.** Relative to industry benchmarks, GovDelivery has proven to be an effective and efficient communication platform through which to engage the stakeholder network. Our study indicated that continuing to rely on GovDelivery-based outreach as part of a diverse and integrated communication strategy could be beneficial. Moreover, the purchase of GovDelivery’s Advanced Package for Communications Cloud could enhance the system’s capacity to efficiently replicate the demonstration’s approach to messaging and experimentation.
- **American Job Centers.** The demonstration indicated that the AJCs are as interested in, and engaged with the monthly eblasts as are other stakeholder organizations. The AJCs could be partners in continuing to build the community stakeholder network.
- **Workplace factsheets.** Given the significant interest in the fact sheets, OFCCP could consider using them as an anchor for additional communication and strategically packaging other messages and materials with these links in order to capitalize on the high level of interest.
- **Contact between OFCCP and the network of stakeholders.** The demonstration suggests that recent contact is associated with a higher likelihood of engaging with this type of email-based outreach.
- **Brand awareness and recognition.** Based primarily on feedback obtained from stakeholders during a pre-testing phase, the demonstration found no evidence that the opportunity-themed branding required immediate refinement.
- **Writing style and formatting.** Monthly experimentation indicated that correspondence should consider regularly including the use of a highly personalized writing style, use of a personal “From” mailing address, and instructions to “please forward” in the subject line. However, these findings may warrant replication, and other messaging strategies should continue to be tested.
- **Updated survey results.** This project began by establishing a baseline set of metrics nearly two years ago. To document progress and the challenges that remain in building an engaged network of community stakeholders, OFCCP could consider administering a second wave of the NA/F Survey.
- **Directions for future research.** While the demonstration reported on outcomes like open and click-through rates, additional research could be conducted to confirm the extent to which engaging with OFCCP communications (e.g., opening and clicking on resource links) is linked to more mission driven outcomes (e.g., identifying affected class members or employers who are out of compliance). This research could explore the mechanism by which outreach translates into outcomes that extend beyond the communication-related behaviors the current demonstration examined.

1. Introduction

The Office of Federal Contract Compliance Programs (OFCCP) in the U.S. Department of Labor (DOL) serves to “protect workers, promote diversity and enforce the law.”⁶ Accordingly, OFCCP is dedicated to ensuring that federal contractors and subcontractors comply with their responsibility to take affirmative action and offer equal employment opportunity to job seekers and wage earners. Through its compliance efforts, OFCCP seeks to expand access among hard-to-reach populations to employment opportunities with federal contractors, inform workers of their rights, increase awareness of violations of these rights, and facilitate compliance with federal contractor regulations.

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1.1 Engaging the Support of Community Stakeholders

To achieve its goals, over the past few years, OFCCP has relied on engaging the support of community-based organizations and other stakeholders to act as intermediaries between the agency, job seekers and workers, and employers. By partnering with local stakeholders, OFCCP developed, maintained, and grew the agency’s relationships with targeted populations. These partnerships provide a mechanism for disseminating information on workers’ rights and employers’ obligations and for mitigating workers’ concerns about retaliation. Research by organizational scholars on “inter-organizational partnerships” (Brinkerhoff, 2002; Eilbert & LaFronza, 2005; Israel, Schulz, Parker, & Becker, 1998), “organized collaborations” (Kain et al., 2003), and “strategic alliances” (Austin, 2000; Cravens, Piercy, & Cravens, 2004; Gajda, 2004; Rondinelli & London, 2003; Todeva & Knoke, 2005; Wohlstetter, Smith, & Malloy, 2005) has confirmed that this is a reasonable expectation by demonstrating the value of the partnerships in achieving shared interests.

OFCCP seeks to use community stakeholders as possible channels of communication to reach protected classes of workers, as well as partners in activities to increase the likelihood of compliance by federal contractors and to increase employment opportunities. This is a comparatively new strategy that formally took hold in fiscal year 2012, when OFCCP began prioritizing the development of strategic relationships with an array of organizations as a way to help advance its mission. In engaging these prospective partners, OFCCP uses the following definitions:

- **Stakeholders:** A person, group, or organization that has interest in or concern with OFCCP. Stakeholders can affect or be affected by OFCCP’s actions, objectives, and policies.

⁶ For more information about OFCCP, visit: <https://www.dol.gov/ofccp/aboutof.html>

- **Key influencers:** Stakeholders who help to shape the attitudes and opinions of people in their communities. They are experts in their field. They are not always the person at the top of an organization, but they have a strong impact on individuals and/or a specific target audience.

In a two-year effort to increase engagement, each of the six OFCCP Regional Outreach Coordinators (ROCs) and District Directors was responsible for reaching out into the local community and developing an evolving network of stakeholders and key influencers. The types of organizations they targeted included the following:

- Advocacy/policy organizations
- Employee resource groups/affinity groups
- Labor unions
- Job placement providers
- Civil and worker rights organizations
- Faith-based groups
- Industry organizations
- Schools, universities, and training centers
- Tribal Employment Rights Organizations

Regions were instructed to tie the development of their network to their outreach goals, and they were encouraged to target both new and existing stakeholders, as appropriate. When setting a plan to engage this evolving network, each region prioritized those stakeholders identified as key influencers. Over the two years devoted to this effort, a prospective network of nearly 700 organizations had been identified.

This evolving community strategy and initial stakeholder engagement effort gave rise to a number of early questions about the current state of the effort as well as the organizational challenges facing OFCCP in solidifying this business model. To develop an approach for gathering such feedback, OFCCP contracted with an external consultant to qualitatively explore how these partnerships were evolving as well as how OFCCP was perceived by stakeholders. This preliminary research also identified measures that eventually could be used to gauge the evolution and effectiveness of OFCCP's partnership-based strategy (Applied Research and Consulting, 2013). Based on the blueprint provided by the consultant, OFCCP decided it was important to transition to a systematic examination of its community stakeholder initiative.

1.2 Assessing Progress Building a Network of Stakeholders

In 2014, DOL's Chief Evaluation Office (CEO), in partnership with OFCCP, contracted with Abt Associates to conduct the recommended evaluation. The project's objectives were to increase OFCCP's understanding of its partnerships with stakeholders. OFCCP hypothesizes that partnership with stakeholders is an effective strategy for informing workers of their rights, increasing awareness of violations of these rights, and enforcing compliance with federal contractor regulations. To thoroughly examine this hypothesis and identify ways to enhance the synergy between OFCCP and its partner stakeholders, DOL sought to answer the following high-priority research questions:

1. What is the current status of communication and outreach between OFCCP and its stakeholders?
2. What is the current nature and scope of partnership between OFCCP and its stakeholders?
3. What does the current level of OFCCP's communication and outreach mean for stakeholders' (a) awareness of, (b) knowledge of, (c) partnership engagement with, and (d) satisfaction with OFCCP?

4. To what extent has a carefully designed demonstration been effective in (a) increasing the reach of OFCCP’s communication, (b) improving stakeholder awareness and knowledge of OFCCP, and (c) prompting stakeholders to seek out additional information on OFCCP resources and offerings?

As shown in Exhibit 1.1, the project comprises three core elements intended to address these research questions:

- Needs Assessment and Feedback Survey (NA/F Survey) to understand the level of partnership between OFCCP and stakeholders, as well as stakeholders’ view of OFCCP’s current outreach strategies;
- Design and implementation of a communications and outreach demonstration;
- Formative evaluation of the likely effectiveness of the demonstration.

Exhibit 1.1. Research model characterizing each component of the project and its objective



The next sections describe each element briefly.

1.2.1 Needs Assessment and Feedback Survey

Abt’s first major task under the contract was to design, administer, and analyze the results of the NA/F Survey of over 500 community stakeholders to explore the first three research questions. Namely, the survey was designed to (1) describe and assess the success of communications and outreach activities currently used by OFCCP, (2) determine the nature and degree of partnership between OFCCP and the community-based organizations, and (3) provide information needed to design an improved and innovative outreach strategy to encourage partnerships.

The survey results offered a rich set of data on stakeholder relationships with OFCCP. In sum, about 18 percent of respondents reported that they did not have a relationship with OFCCP. Of the remaining respondents, only 15 percent reported being engaged in some type of active collaboration with OFCCP (e.g., helping to identify non-compliant contractors or identifying affected class members). However, most of these organizations reported that they would be willing to engage in the activities in the future, and the vast majority (about 70%) had a favorable opinion of OFCCP.

1.2.2 Communications and Outreach Demonstration

Building on findings from the survey, as well as subsequent input from OFCCP and its ROCs, the second major task of the project was to develop a tailored communications and outreach strategy to help OFCCP strengthen its community partnerships. The communications and outreach demonstration comprised a multi-component informational email campaign to OFCCP community stakeholders implemented over a five-month period. Each outgoing email communication was carefully tailored to elicit a behavioral response (such as a click-through to additional content). Email topics were selected as important to OFCCP’s mission and to its stakeholders.

1.2.3 Evaluating the Communications and Outreach Demonstration

The third major task under the contract was to evaluate the effectiveness of the Communications and Outreach Demonstration. The purpose of the evaluation was, in part, to address the fourth research question and determine the extent to which the demonstration had increased OFCCP's communications reach and the community-based organizations' awareness and knowledge of OFCCP.

1.3 Purpose and Organization of the Report

The purpose of this final report of the Communications and Outreach Demonstration is to capture the full scope of the OFCCP Community-Based Evaluation project. To provide that holistic view requires revisiting for context the Needs Assessment and Feedback Survey results, reported fully in an earlier project report (Epstein, Minzner, & Schneider, 2015). Following this introduction is an overview of those survey results, which formed the basis for the Demonstration's design and methods.

- *Chapter 2* also describes the objectives and key features of the communications and outreach demonstration design itself.

Findings from the evaluation of the demonstration are presented in Chapters 3-6:

- *Chapter 3* reports the network characteristics and reach of the email campaign.
- *Chapter 4* reports basic email readership activity.
- *Chapter 5* examines select subsamples of email readers.
- *Chapter 6* discusses the experimental messaging strategies tested as part of the demonstration.

Finally, we report our conclusions and implications in *Chapter 7*.

2. Overview of the Communications and Outreach Demonstration

The outreach and communications demonstration highlighted in this report was informed by the results of the OFCCP stakeholder feedback gathered under the first phase of the project. In 2015, Abt designed and implemented a web-based Needs Assessment and Feedback (NA/F) Survey targeting a sample of stakeholders identified by OFCCP's ROCs. The survey had two purposes: (1) determine stakeholders' familiarity with OFCCP and the self-described nature of their partnership and (2) identify opportunities to improve and strengthen the partnership, moving forward. (Results of the survey were reported in detail in Epstein, Minzner, & Schneider, 2015.)

This chapter begins with a brief review of the findings of the NA/F Survey. This is followed by a discussion of the process by which the findings shaped the overall design of the demonstration. The final sections of the chapter examine the various steps involved in completing the design of the demonstration, including the development and testing of messaging content.

2.1 Overview of Findings from the Needs Assessment and Feedback Survey

The survey was administered to a network of community stakeholders assembled by OFCCP's Regional Outreach Coordinators. In all, about 500 representatives of organizations across the country were asked to complete the web-based survey, and 326 responded with information about their relationship with and perceptions of the agency. Below we highlight the key findings from the survey that helped shape the development of the demonstration that followed.

2.1.1 Familiarity with OFCCP

Of the 326 stakeholders who responded to the NA/F Survey, 10 percent reported that they were not familiar with OFCCP. Among those that were familiar with the agency, 9 percent of stakeholders reported that they had "not yet formed a relationship with OFCCP." Of those that had formed a relationship, 30 percent had developed their relationship with OFCCP only within the last two years.

2.1.2 Breadth of Relationship with OFCCP

The majority of organizations that OFCCP considered as community stakeholders were only narrowly connected to OFCCP, leaving considerable opportunity to grow the partnership.

Several survey questions were dedicated to identifying the organizational "breadth" of each stakeholder's relationship with OFCCP. The survey asked how many representatives of the stakeholder organization currently had a relationship with OFCCP, and with how many people at OFCCP did the respondent personally have a connection. Combining these two measures, about one-quarter of the stakeholders demonstrated any significant breadth of relationship with OFCCP. That is, the stakeholder organization had more than one representative with contacts at OFCCP *and* the survey respondent personally had more than one contact at OFCCP.

2.1.3 Depth of Relationship with OFCCP

The survey revealed that stakeholders were most prominently engaged in activities that directly supported their service population by informing them about OFCCP services. They were less prominently engaged in activities that reflected active collaboration with OFCCP.

The survey explored this "depth" of stakeholders' engagement by examining specific interactions with OFCCP over the past 12 months. Stakeholder engagement was defined and analyzed around three clusters of possible activities as shown in Exhibit 2.1.

Exhibit 2.1. Activity clusters used to measure “depth” of stakeholder relationship with OFCCP**Cluster A: Activities that directly support stakeholders’ service population**

- ✓ Helped constituents file complaints with OFCCP
- ✓ Conducted workshops to prepare constituents for Mega Project job opportunities
- ✓ Consulted OFCCP on employment-related matters
- ✓ Worked with OFCCP to connect constituents to employment opportunities with Federal contractors
- ✓ Distributed materials about OFCCP services and/or workers' rights to constituents

Cluster B: Activities that support partnership and mission building with OFCCP

- ✓ Offered or provided resources to aid OFCCP in its mission
- ✓ Conducted outreach activities to help build trust between OFCCP and stakeholder's constituents
- ✓ Referred OFCCP to other organizations or resources that can help OFCCP to achieve its mission

Cluster C: Activities that reflect active collaboration with OFCCP

- ✓ Informed OFCCP about potential bad-acting contractors
- ✓ Assisted OFCCP in locating affected class members and/or potential witnesses for case investigations
- ✓ Participated in a Mega Project Equal Employment Opportunity (EEO) committee meeting
- ✓ Participated in OFCCP's rulemaking process

When asked about their engagement in these activities:

- On average, respondents reported that they had engaged in approximately three of these activities over the past 12 months, with nearly one-third pursuing more than four activities.
- The most prominent area of engagement was among activities in Cluster A, with about half of stakeholders reporting that they informed their constituents about OFCCP services, workers’ rights, and/or actual employment opportunities with federal contractors.

Fewer stakeholders (about 40 percent) were engaged in activities in Cluster B. Only a very small proportion (about 15 percent) of stakeholders actively collaborated with OFCCP (Cluster C).

2.1.4 Willingness to Engage in Future Activities with OFCCP

Stakeholder organizations were generally willing to engage in partnership activities in the future, even if they had not done so in the past 12 months. However, they may need guidance to do so.

To provide insight into the potential for future activity, the survey asked stakeholders to identify their organization’s willingness to engage in the activities highlighted above in Exhibit 2.1 in the next 12 months. Among those stakeholders that had not engaged in an activity with OFCCP in the past year, between about 30 and 50 percent reported being willing to engage in the coming year.⁷

The three activities with the most potential for the future were the following:

- Working with OFCCP to connect constituents to employment opportunities with federal contractors (55 percent);
- Distributing materials about OFCCP services and/or workers’ rights to constituents (53 percent);
- Referring OFCCP to other organizations or resources that can help OFCCP achieve its mission (52 percent).

⁷ Respondents were asked to report their willingness to engage in multiple activities. We report the range of the percent willing here.

Among those stakeholders that had engaged in an activity in the past year, the vast majority (80 to 96 percent) were willing to sustain their engagement in the coming year.

2.1.5 Perceptions of OFCCP

The survey confirmed that OFCCP generally was operating from a position of credibility and respect.

In addition to specific questions about their relationship with OFCCP, the survey asked stakeholders about their overall perceptions of the agency. Some stakeholders did not feel qualified to make this judgement (28 percent, on average, answered “does not apply”). However, those that did make a judgement agreed with the following statements:

- My organization is committed to building a relationship with OFCCP (81 percent);
- OFCCP is committed to making our collaboration a success (73 percent);
- I am proud to have a relationship with OFCCP (71 percent);
- I would recommend OFCCP to my colleagues (71 percent).

2.1.6 Communication with OFCCP

Stakeholders reported that they did not receive information from OFCCP on a regular basis. Additionally, they expressed a strong preference for receiving information by email and were open to searching for additional information on the OFCCP website.

- The largest share (40 percent) of stakeholders reported receiving communication from OFCCP *infrequently*, defined as once or twice over the entire year. Another fifth (18 percent) reported no communication.
- Approximately one-quarter of stakeholders reported not having talked with an OFCCP representative over the last year; more than one-third reported one to three times over the year.⁸
- Stakeholders were considerably more inclined to gather information from OFCCP’s website than from DOL’s social media accounts.

Respondents expressed a strong preference (60-80 percent) for email, regardless of the reason for communication but particularly for invitations to meetings, updates on regulations, or information about employment concerns and opportunities.

2.2 Shaping the Demonstration from the Survey Findings

The primary objective of the Needs Assessment and Feedback Survey was to help OFCCP establish a baseline understanding of its stakeholder network as a foundation for designing and testing a communications intervention aimed at improving its relationships with stakeholders. With that objective in mind, the survey revealed that:

- Familiarity with OFCCP was not yet universal among stakeholders, with many in the early stages of forming a relationship.
- Many stakeholders were already engaging in certain partnership activities (particularly Cluster A and B), and many more stakeholders were willing to engage in these activities in the future to assist

⁸ Given the wording of the survey questions, it is possible that the respondent may not have personally talked with someone at OFCCP in the last year, but someone else at the stakeholder organization may have.

OFCCP with its mission. This demonstrates interest in working with OFCCP in mutually beneficial partnership activities.

- Routine contact between OFCCP and stakeholder organizations was generally quite limited.
- Stakeholders held a favorable perception of OFCCP, offering a foundation for those future partnership activities.

Collectively, these findings suggested a communications and outreach demonstration that would have two objectives: (1) increase the familiarity and contact with OFCCP, while further motivating those organizations already inclined toward engagement with OFCCP’s mission and resources and (2) motivate active collaboration with OFCCP.

The Abt project team decided that the demonstration did not need to focus on trying to improve OFCCP’s reputation, as the survey indicated that respondents generally held positive perceptions. Meanwhile, the survey recognized that communication between OFCCP and community stakeholders was fairly infrequent, with these stakeholders generally preferring to receive updates via email rather than letters, flyers, phone calls, in-person meetings, or messages through social and digital media. From this, the Abt project team began to envision an outreach and communications demonstration that was primarily an informational campaign with its communication delivered in mass emails (“eblasts”). Furthermore, it would be carefully designed to motivate stakeholders to seek information on the OFCCP website and promote partnership activities aligned with both OFCCP’s and the community stakeholder’s missions.

2.3 Interviews with Regional Outreach Coordinators

In order to further develop the demonstration concept and design, the Abt team interviewed six Regional Outreach Coordinators representing the large, multi-state OFCCP regions. These 30- to 60-minute phone calls were led by senior Abt communications and evaluation staff and focused on the ROCs’ experiences in seeking to engage community organizations in their geographic area. While their feedback was not intended to be representative of all OFCCP staff, it did provide for more nuanced insight into the dynamics of field level communications between OFCCP and its stakeholders. Below is a synopsis of major themes from these interviews.

ROCs acknowledged that building partnerships with OFCCP was not always a priority of community organizations. Many of the ROCs spoke to the difficulty of engaging stakeholders that were unfamiliar with OFCCP. They believed that, in this context, OFCCP’s focus was on education and outreach, rather than more tangible or immediate benefits for stakeholders (e.g., employment opportunities for their constituents). Some ROCs also mentioned that OFCCP was a relatively small, lesser-known office, relative to other government agencies working in employment standards, such as the Equal Employment Opportunity Commission or the Department of Justice.

ROCs informally echoed the NA/F Survey research by broadly referencing two major groups of stakeholders. Many of the ROCs made a distinction between “key stakeholders,” defined as those closely engaged with OFCCP, in frequent contact with district offices, and whose missions align with the national office, and “other stakeholders,” who may have less frequent contact or awareness and with whom it is more difficult to build lasting relationships. ROCs also observed that their stakeholder lists were somewhat fluid, given those organizations’ turnover, instability, and resource limitations. One ROC noted that the regional office could do more to check in with stakeholders to keep its list up to date.

ROCs offered mixed opinions regarding both the availability and perceived quality of existing outreach materials. ROCs were mixed in their opinions of what specific tools were most effective

and would “move the needle” among stakeholders. Many appreciated the work of the national office to provide materials on new or updated laws and rules, in addition to the multilingual and tailored presentations, facts sheets, pamphlets, and other materials on the OFCCP website. At the same time, not all ROCs appeared to be equally aware of the materials that were available (particularly those items that were readily available for download and immediate use). Others expressed some frustration with the lack of variety of presentation materials. At a minimum, they suggested more frequent updates to provide new content to audiences who may have heard the sample presentations previously.

ROCs recognized the potential of GovDelivery to support their outreach efforts. All of the regions reported being trained on the GovDelivery platform, and a few were already using the tool. It was noted that email addresses and contact information had been uploaded into the GovDelivery tool for key stakeholders in most regions, which were sometimes divided by issue area (e.g., LGBT, veterans, women in construction). However, it appeared there was considerable untapped potential as ROCs gain additional facility with the platform.

ROCs agreed that partnerships with stakeholders can be fragile and “fluid” as a result of limited resources. The ROCs mentioned that, on the stakeholder end, many organizations do not endure, making it difficult to build lasting, trusting relationships. On OFCCP’s side, ROCs reported often lacking the time and resources for more aggressive or personalized outreach.

Overall, these interviews shed additional light on the NA/F Survey findings, especially on the rather fluid and evolving relationships between OFCCP and stakeholder organizations. Ultimately, this pointed to a demonstration project that could help to strengthen partnerships by either introducing or re-introducing stakeholders to core OFCCP resources and services.

2.4 Design of the OFCCP Demonstration

Based on these inputs, the Abt team, with feedback from DOL, developed a demonstration project that would operate under the brand “Opening Doors of Opportunity.” With guidance, assistance, and oversight by CEO and OFCCP, Abt developed an email campaign under this brand to be implemented using the GovDelivery platform. Already being used selectively within OFCCP, as well as more broadly throughout the Department of Labor, GovDelivery is a message delivery system. The tool lets users disseminate messages to an entire distribution list, manage new and opt-out email addresses, and generates various metrics that can be analyzed to determine performance of each outgoing email message.

The project team determined that regular communication at predictable intervals was the best approach to communicate with stakeholders. In deference to Abt’s contract parameters, the duration of the demonstration was capped at five monthly mailings. The outreach and communications demonstration primarily targeted the 577 stakeholders that were previously included as part of the NA/F Survey.

In addition, the team made a decision to include the 2,056 American Job Centers as part of the demonstration. The data base of AJCs was provided by DOL’s Employment and Training Administration (ETA) and, to our knowledge, represented the universe of physical service delivery centers (i.e., excluding virtual AJCs) set up under Workforce Innovation and Opportunity Act (WIOA). Though these legislatively established entities are not directly being engaged by OFCCP, they are a natural community partner that often serve similar constituencies and proactively advance the employment mission of the Department of Labor.

The biggest design challenge was to create and prioritize the five individual monthly messages to be distributed. To help determine the array of possible monthly messages and content links, Abt first conducted a thorough environmental scan of the OFCCP website to identify all resources and materials that were available for use in the demonstration project. Additionally, we reviewed the history of previous outreach and correspondence by OFCCP to stakeholders to avoid redundancy or inconsistency. The results of this environmental scan were reviewed with DOL and led to the development of five distinct monthly mailings that each served a separate purpose and highlighted key OFCCP tools and resources. In Exhibit 2.2 below, we describe the topic, purpose, and types of materials linked to each email.

Exhibit 2.2. Topic, purpose, and types of materials linked to each email

	Email Topic	Purpose	Call to Action / Links	Delivery Date
1	Introducing the “Opening Doors of Opportunity” Demonstration	Introduces the targeted communications effort to establish a connection between OFCCP and community-based organizations	Download Opening Doors poster using hyperlink to OFCCP website	6/14/2016
2	Understanding Workers’ Employment Rights	Focuses on how OFCCP helps educate contractors (or businesses or organizations) and their constituents on what they need to know about their rights	Download Worker Fact Sheets: <ul style="list-style-type: none"> • Workplace rights • Disability rights • Sexual orientation and gender identity • Veterans • Pregnancy and childbearing discrimination 	7/13/2016
3	Connecting Workers to Employment Opportunities	Illustrates how OFCCP helps contractors (or businesses or organizations) identify employment opportunities for their constituents	<ul style="list-style-type: none"> • Visit “Employment Resources Referral Directory” website 	8/9/2016
4	How to File a Discrimination Complaint	Explains that OFCCP can help to file a complaint against a federal contractor or subcontractor who is or was discriminating against workers	<ul style="list-style-type: none"> • Visit “How to File a Complaint” website 	9/13/2016
5	Locating Affected Class Members	Explains that OFCCP can assist applicants and workers who may be entitled to back wages and consideration for job opportunities under OFCCP settlement agreements	<ul style="list-style-type: none"> • Visit DOL’s “Class Member Locator” website 	10/11/2016

The content of each monthly message was developed through an iterative design and review process with OFCCP. The Abt project team drafted examples of each message, and multiple members of OFCCP’s staff provided feedback, citing the agency’s preferred wording, calls to action, tone, and resource links. After multiple rounds of edits, Abt finalized the content of each eblast and inserted the language and imagery into a final mock-up.⁹

A similar process was used to develop two new web pages that were launched on OFCCP’s website prior to the start of the demonstration. These pages were both public and accessible to all visitors to OFCCP’s

⁹ Copies of each of the five eblasts are included in Appendix A.

website. The first of these pages, referred to as the “landing page,” was developed to welcome community stakeholders to the agency’s website. In addition, it directed them to the resources and topics of interest highlighted in the various eblasts. At the end of the demonstration period, the landing page included links to multiple workplace rights fact sheets, employment-related resources, how to file a discrimination complaint, and locating affected class members. A second page listed all of the ROCs’ contact information.¹⁰

Based on the five topics above and in continued collaboration with CEO and OFCCP, Abt sent the fully-formatted set of email messages, with accompanying layout and photo images, to members of a Technical Working Group (TWG) composed of representatives from OFCCP’s stakeholder network.¹¹ In May and June 2016, the Abt team interviewed six TWG members to pre-test the Opening Doors of Opportunity email campaign materials to ensure their relatability, relevance, and clarity with the target audience prior to launch. The goal of these interviews was to solicit feedback on the content and distribution of the draft materials and inform any necessary revisions.

Overall, the feedback was favorable, with limited but consistent requests for changes. All interviewees reported that they liked the overall look and feel of the eblasts. They also consistently appreciated that they could click directly on a resource within the eblast, preferred shorter text that used more bullet points, and favored content related to job opportunities for their constituents more so than others.

In addition to disseminating outreach materials, the demonstration design also allowed for an examination of the relative effectiveness of different messaging strategies using *behavioral economics* principles (see Thaler & Sunstein, 2008). Messaging strategies predicted to increase open rates or prompt engagement with key information were developed and tested against standard messages using an experimental design. In advance of each monthly eblast, the Abt project team proposed options for behavioral experiments. These options were developed through an informal review of the communications literature, with an emphasis on email optimization, and Abt’s familiarity with standard behavioral marketing techniques. Priority was given to options that either fit within OFCCP’s unique interests (e.g., testing a civil rights vs community outreach subject) or could be readily implemented in future eblast development (e.g., a forwarding message or personalized writing style). With OFCCP’s input and approval, we created two separate versions of each monthly eblast and tested different behavioral prompts for their impact on key short-term outcomes. These internal “experiments” are summarized in Exhibit 2.3 and are described in greater detail in Chapter 6.

The project team finalized the monthly emails and the landing page and began sending the eblasts in late June 2016. Copies of the final eblasts delivered in each month are included in Appendix A, and images of the demonstration’s landing page and ROC contact web page are included in Appendix B.

¹⁰ Screen shots of both web pages are included in Appendix B.

¹¹ The TWG members were assembled in 2014. The Abt team provided CEO and OFCCP with criteria for selection, and OFCCP suggested specific stakeholders for inclusion.

Exhibit 2.3 Messaging strategy employed by each eblast experiment

Month	Messaging Strategy	Objective
eblast 1	Subject Line Message	Test relative interest in civil rights vs. community outreach – focused subject line message on each topic
eblast 2	"Please Forward" Message	Test increase in open rates and opening frequency – request reader to forward the eblast
eblast 3	Personalization	Test personalization of sender and message – use first-person perspective to build a relationship with the recipient
eblast 4	Social Influence	Test social influence messaging – use persuasion by society, peers, or a person of influence to affect recipient's decisions and actions
eblast 5	Loss Aversion	Test loss aversion messaging – use tendency to prefer avoiding losses to achieving equal-sized gains

3. Methodology, Network Characteristics, and Limitations

This chapter provides detail on the methods and metrics used to assess the performance of the demonstration as well as the limitations of that assessment. It follows with a discussion of the composition of the demonstration’s participants. Throughout this chapter and the remainder of the report, we refer to the sample in its entirety (i.e., “demonstration participants”), as well as to its two major components, the stakeholder network from OFCCP and the American Job Centers. These terms are defined in the sidebar.

Understanding the demonstration’s content and exactly who the demonstration targeted and successfully reached provides the necessary context for subsequent interpretation of stakeholders’ patterns of engagement with the demonstration’s content and materials.

TERMS

Stakeholder network 

A collection of organizations identified by OFCCP for communications and outreach

American Job Centers (AJCs) 

The service delivery outposts of the public workforce investment system

Demonstration participants 

The combined group of OFCCP’s stakeholder network and the AJCs, all of which were included in the demonstration

3.1 Analytic Metrics, Methods, and Limitations

Given that the demonstration would last only five months, the evaluation design was assessing the campaign’s reach and the short term information-seeking behavior of stakeholder organizations. Specifically, the Abt team evaluated the demonstration by examining the following questions:

- Are OFCCP Opening Doors emails reaching stakeholder organizations? If not, which groups are not being reached?
- Are certain stakeholders more likely to open the Opening Doors emails? If so, which groups?
- Are stakeholder organizations seeking out information based on the email content?
- Is there increased traffic to the Opening Doors landing page? If so, is this traffic increasing over time? Decreasing over time?
- In which materials are stakeholder groups most interested?

3.1.1 Performance Metrics

These questions were addressed using data available through GovDelivery to track performance of individual emails and from Google Analytics to track traffic to the DOL website. GovDelivery provided standard email metrics to determine reach and engagement. Google Analytics provided web metrics including pageviews, bounce rate, and average time spent on the Opening Doors landing page. All these metrics and others are defined here.

GovDelivery tracks three primary metrics of email activity. It first identifies whether an email was delivered successfully (*unique open rate*), and if not, it reports on the reason for delivery failure. Second, it identifies how many times a given email was opened after delivery (*opening frequency*), regardless of who opened it.¹² Finally, the system tracks the number of clicks on each hyperlink embedded in the email (*unique click-through rate*), again without regard to who clicks on a given link.

From these basic data elements, we report on the following eblast metrics:¹³

- *Unique open rate* and *unique click-through rate* are the most commonly cited measures of interaction with the ebcasts, simply identifying the rate at which recipients open the message and click on the content.
- *90-day engagement rates* were also reported. Whereas the unique open rate examines how many recipients open an eblast in a given month, the *90-day engagement rate* extends the timeframe over which we report on interaction with the eblast. This is accomplished by calculating the proportion of recipients who open at least one eblast in a three month period. The 90-day measure acknowledges that any monthly unique open rate alone may not capture the size of the total pool of recipients who open and click on content over the course of the multiple eblast deliveries.¹⁴
- The *opening frequency* allows for differentiation between those emails that were opened once by each recipient and those that were opened repeatedly, perhaps by recipients who chose to re-visit the content. Also, in the event that a recipient forwards the eblast to a colleague, the opening frequency would include the number of times that the colleague opens the forwarded message.

For each eblast, we limited our data collection period to one week after delivery, which captures the overwhelming majority of recorded activity and provides a consistent reporting period throughout. Most monthly eblast statistics, including the unique open and click rates, were calculated based on data collected during each one week period after delivery. The 90-day engagement rate, however, incorporates

Delivery rate 
Percentage of total emails sent that were delivered successfully

Unique open rate 
Percentage of successfully delivered emails that are opened at least once

Unique click-through rate 
Percentage of unique opens that results in at least one click on a link

90-day engagement rate 
Percentage of email recipients who open an email over a period of 90 days

Opening frequency 
Average number of times each email is opened

¹² The system cannot identify who opened the email, only that someone did open it. In the event that a recipient forwards the email to a colleague, who in turn opens the message, the GovDelivery system could not differentiate between the two separate readers.

¹³ Complete definitions of all metrics included in this report can be found in a glossary in Appendix C.

¹⁴ For example, assume that the open rates in months 1, 2, and 3 were all 10 percent. If exactly the same group of recipients opened all three ebcasts, then the 90-day engagement rate for that period would also be 10 percent. However, if different sets of recipients opened each of the 3 corresponding ebcasts, then the combined level of engagement over the 90-day period would exceed 10 percent, and could reach as high as 30 percent, if the collections of individuals opening each of the three ebcasts did not overlap at all. In such cases, the 90-day engagement rate would be a truer reflection of the total proportion of respondents opening their email over the course of the demonstration than the unique open rate.

and aggregates information collected during each of the three one-week periods that followed the three eblasts delivered during a 90-day period.

Google Analytics were also used by the project team to track various metrics related to web traffic. For this demonstration, our goal was to monitor activity on a select number of OFCCP web pages to which eblast recipients were directed. To that end, we identified the following metrics:

- *Pageviews* identifies one of the simplest measures of interaction with OFCCP’s web site, allowing us to gauge the extent to which the demonstration increased traffic on a given page.
- *Average time on page* and *bounce rate* extend that measure of traffic to include the duration and depth of any traffic generated by the demonstration. Longer lengths of time spent on a web page could reflect a heightened level of interest generated by the demonstration’s content, and a lower bounce rate would capture the extent to which the visitor navigated deeper into additional pages on OFCCP’s website after initially navigating to a page from the demonstration.
- All of these metrics are identified by the *origin source* of the web traffic, allowing us to separately measure traffic originating directly from the demonstration eblasts as opposed to traffic originating from non-eblast sources, such as navigating from a search engine.

METRICS

- Pageviews** Number of viewings of a web page, this captures any and all instances in which the page is loaded by the visitor’s browser
- Average time on page** Average amount of time that visitors spend viewing a specified page
- Bounce rate** Percentage of single-page visits (i.e., occasions when the visitor left the web page without interacting with it)
- Origin source** The source of the website traffic. (e.g., the demonstration eblast links)

3.1.2 Methods and Limitations

In the analyses that follow, we primarily present descriptive analyses of the demonstration’s outcomes discussed above. When possible, we disaggregate the results by participant characteristics (e.g., NA/F Survey response) or design parameters (i.e., month of mailing) to further examine the results.. However, given the size of the demonstration’s network of participants, we avoided constructing subgroups defined at very fine levels of detail (e.g., stakeholder type, by region, by month).

These descriptive findings must be interpreted cautiously since the design did not allow for the formation of a true control group for two reasons. First, OFCCP did not want to exclude any organization from the demonstration’s content and messaging.¹⁵ Secondly, the short term outcomes of interest were specific to GovDelivery and thus would not have been available for a control group excluded from all email delivery. Without an experimentally constructed control group, the design limits our capacity to make any causal claims about the demonstration’s ability to engage the stakeholder network, relative to no communication. In lieu of an experimentally constructed control group, we assessed the demonstration’s

¹⁵ A priority objective for the demonstration was to familiarize stakeholders with OFCCP. Given the results of the NA/F survey, we knew that many stakeholders were not as familiar with OFCCP as was expected. Therefore, excluding stakeholders from the demonstration’s eblasts altogether would have been too costly, since we would miss out on opportunities to establish or deepen those relationships.

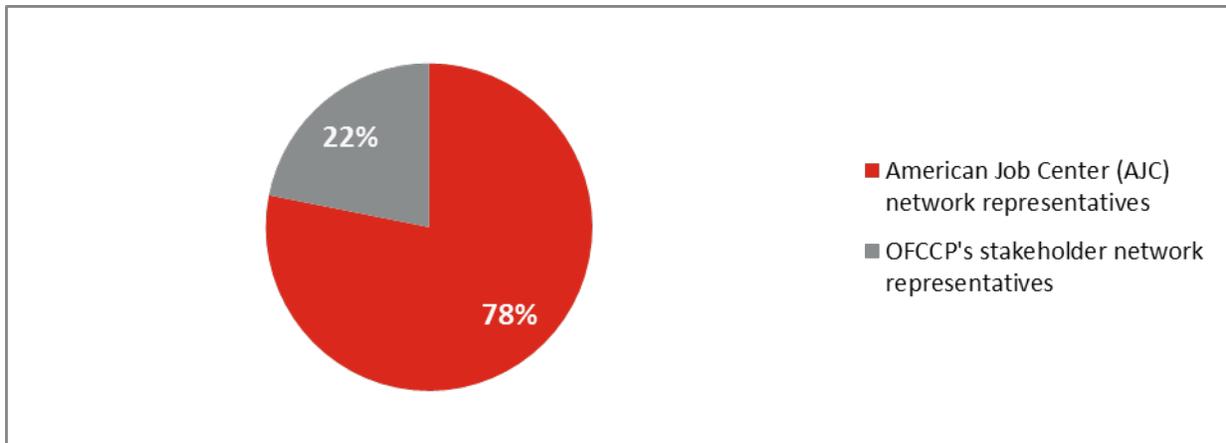
performance against two point of comparison: a set of industry benchmarks and the outcomes generated by our demonstration participants when delivered a pre-demonstration eblast. While these provided valuable reference points, it is important to point out that they provide less than perfect comparisons since the focus and intent of the messaging was somewhat different in each case.

The project team did include an experimental component to the demonstration’s design. As noted above, we tested two alternative messaging strategies in each monthly eblast. To implement these monthly experiments, the full sample of 2,633 participants was stratified by region and randomly assigned to one of two “treatment” groups. These strata (a total of 10) were then loaded as separate mailing lists in the GovDelivery system. The two alternative versions of each eblast were delivered based on the random assignment status of each participant. While this design allowed for a preliminary comparison of alternative messaging strategies, it is important to point out the limitations of the methodology. First, when comparing the results for a given month’s experiment, we cannot account for the possible effects of different eblasts delivered in the previous months. Second, the limited sample sizes in each of the two treatment groups limited our capacity to confidently detect anything but the largest of differences. The results of these monthly experiments are discussed in detail in Chapter 6.

3.2 Characteristics of the Demonstration Participants

The list of *demonstration participants* was created by combining two pre-existing lists. First, we included those organizations identified by OFCCP’s ROCs and included in the NA/F Survey. At the time of the creation of the survey sample, each regional office contributed at least 50 stakeholders, defining a stakeholder network of 502. However, the list is a living document, continually updated and expanded as OFCCP continues its outreach efforts. In fact, between completion of the survey and the state of the demonstration, OFCCP altered and expanded the list, bringing the number of stakeholders included in the demonstration to 577. Second, we supplemented the stakeholders with a list of 2,056 representatives from the AJC network, provided by DOL’s ETA.¹⁶ This yielded a total of 2,663 (see Exhibit 3.1).¹⁷

Exhibit 3.1. Split in demonstration participants between AJCs and OFCCP’s stakeholder network



¹⁶ The AJC network identifies virtual and in-person publicly funded workforce development services as part of a single nationwide network (DOL, 2012).

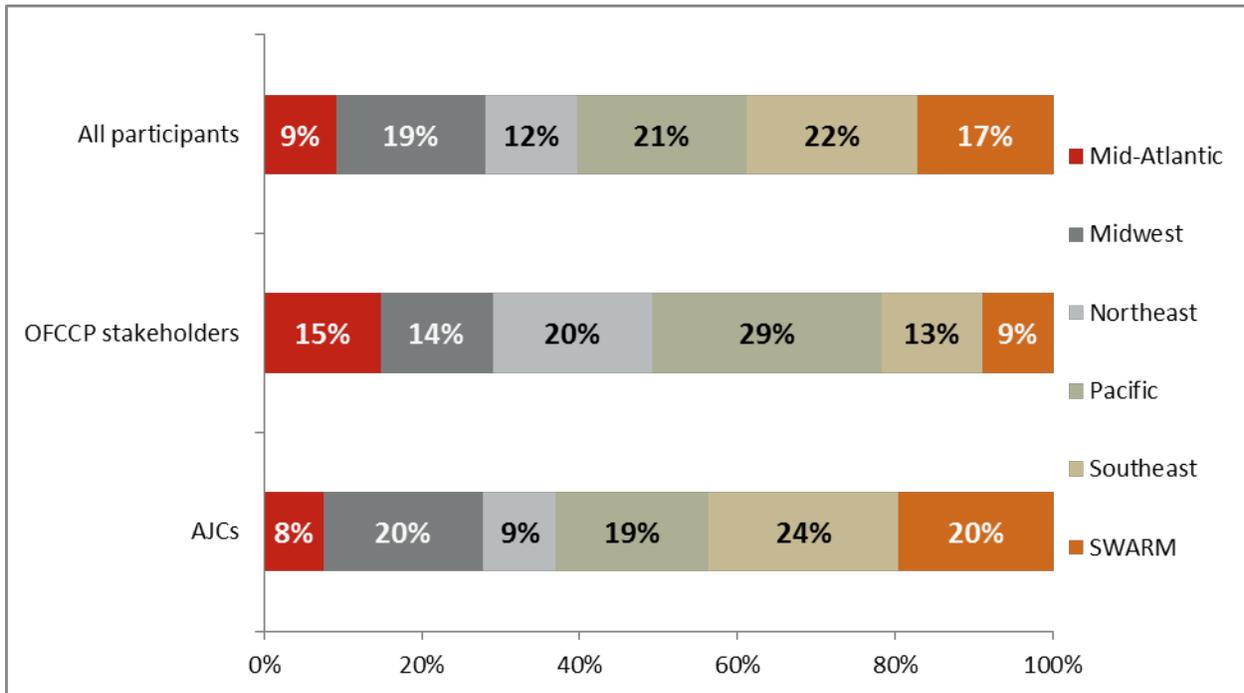
¹⁷ A small number of participants had appeared on both pre-existing lists. For the purposes of the analysis, each was included only once and categorized solely as a member of the stakeholder network.

Using OFCCP’s existing regional structure, we assigned each of the AJCs to one of the six regions. Exhibit 3.2 displays the regional distribution of the entire demonstration sample and the two subsamples. Each has a different distribution, resulting in the majority of the demonstration sample (60 percent) being concentrated in three regions—Midwest, Pacific, and Southeast.

The distribution of the AJCs is largely fixed and reflects the distribution of WIOA formula funds. The distribution of the stakeholder network is more likely a reflection of the extent to which ROCs have been able to identify outreach opportunities within their own region. Exhibit 3.2 also illustrates that the OFCCP stakeholder network is most concentrated in the Pacific and Northeast regions, followed by the Mid-Atlantic.

Though AJCs are a large component of the demonstration sample (78 percent), OFCCP’s stakeholders warrant more analytic attention because the agency is actively looking to establish, grow, and stabilize this network. The sections that follow take a closer look at this subset of organizations.

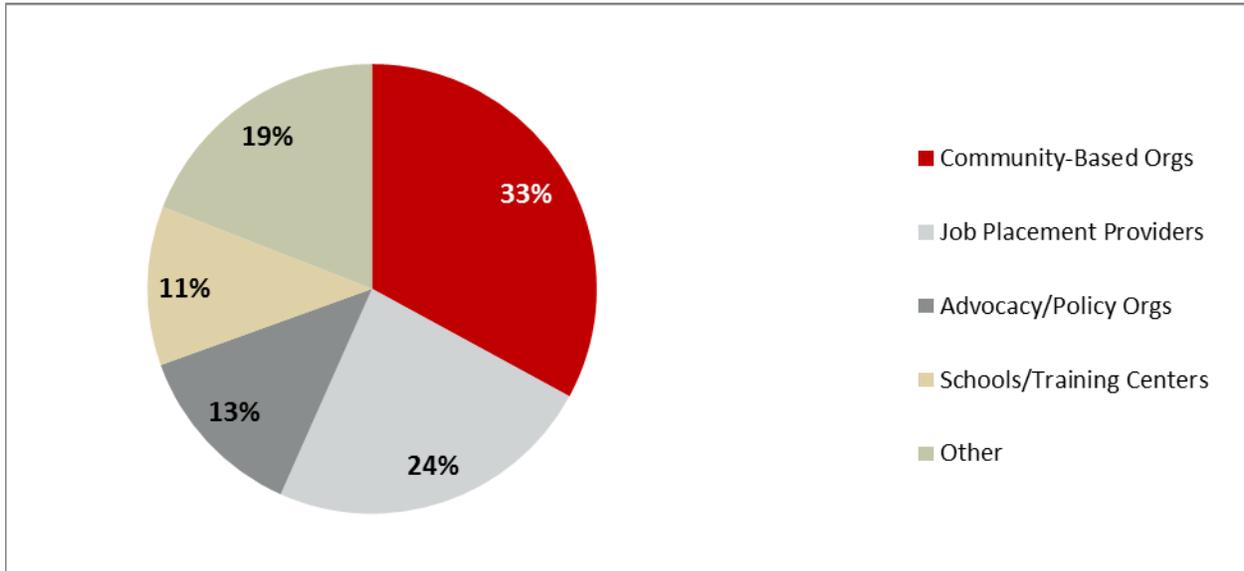
Exhibit 3.2. Regional distribution of demonstration participants, OFCCP’s stakeholder network, and AJCs



3.2.1 A Closer Look at OFCCP’s Stakeholder Network: Type of Stakeholder and Constituent Focus

When OFCCP’s ROCs assembled their lists of stakeholders to be included in the agency’s outreach network, they also categorized each organization into different types. This is not always a straightforward exercise since organizations can have multiple missions and serve a variety of constituencies. Using this set of organizational classifications, Exhibit 3.3 describes this diverse network.

Exhibit 3.3. Distribution of OFCCP stakeholder organizations by type



The largest category (Community-Based Organizations; 33 percent) is also one of the broadest in scope. This suggests that many of the agency’s stakeholders may be difficult to categorize, and their missions may be broadly defined by the provision of general services to a local community. Another third (35 percent) of the stakeholders share a commitment to serving the interests of their constituents directly, through education (Schools/Training Centers; 11 percent) or employment assistance (Job Placement Providers; 24 percent). Another sizable portion comprises organizations that might be most concerned with their constituents’ civil rights and labor market protections (Advocacy/Policy Organizations; 13 percent). Overall, we see the list as somewhat concentrated among stakeholders with a community-oriented or employment-focused mission. In the chapters below, we discuss how these categorizations might explain the responsiveness to different messages and materials included in the demonstration.

Exhibit 3.4 disaggregates the distribution of stakeholders included in Exhibit 3.3 by region. Recognizing that the regions are small in number, it appears that there may be some differences in their composition. For example, the Northeast and SWARM regions contain larger shares of the broadly-defined Community-Based Organizations while the Midwest contains the largest share of Job Placement Providers.

Exhibit 3.4. Distribution of OFCCP stakeholder organizations by type, by region

Region	Community-Based Organizations	Job Placement Providers	Advocacy/Policy Organizations	Schools/Training Centers	Other	Number of Organizations
Mid Atlantic	40%	9%	11%	20%	20%	85
Midwest	26%	46%	11%	7%	10%	82
Northeast	56%	19%	13%	5%	7%	117
Pacific	14%	24%	11%	16%	36%	168
Southeast	22%	30%	26%	10%	12%	73
SWARM	58%	13%	8%	6%	15%	52
All Regions	33%	24%	13%	11%	19%	577

OFCCP also classified each member of its stakeholder network by constituency or constituencies served (many serve more than one).¹⁸ These “focus areas” include all of the protected classes covered by OFCCP’s enforcement authority, as well as other relevant groups. Exhibit 3.4 presents this distribution.

Exhibit 3.5. Distribution of OFCCP stakeholder organizations by primary constituents served

Constituent Group	Percentage of Stakeholders ^a
Racial, ethnic, and religious minorities	50%
Persons with a disability	28%
Veterans	20%
Women	19%
Construction	13%
LGBT	9%
Formerly incarcerated	3%
Unspecified/Other	16%

^a The total percentage exceeds 100 percent because each stakeholder could serve multiple constituent groups.

According to OFCCP’s data, half of these stakeholders focus on a constituency that is broadly defined as “Racial, ethnic, and religious minorities” (50 percent). A sizable share also target particular subgroups, including persons with a disability (28 percent), veterans (20 percent), and women (19 percent). In deference to this broad constituency base, most of the content communicated as part of the demonstration was designed to be generically applicable to all organizations regardless of their constituent focus.

3.2.2 A Closer Look at OFCCP’s Stakeholder Network: Pre-Demonstration Levels of Awareness and Engagement

A majority (452 out of 577, or 78 percent) of OFCCP’s stakeholder network included in the demonstration were also included in the sample for the NA/F Survey conducted during the first phase of the project. In this section, we draw on their survey responses to examine their perceptions of OFCCP, priorities for engagement, and preferences for communication.¹⁹

Though these 452 organizations were all included in the communications demonstration, in their response to the NA/F Survey, only half reported that they had heard of OFCCP. This may serve to temper expectations regarding the extent to which a communications demonstration can generate interest and action among stakeholder organizations. That is, it may take more sustained communication and contact to engage organizations that, despite being targeted as stakeholders, report not having heard of OFCCP.

¹⁸ The AJCs included in the demonstration were not categorized by constituency served as they are required by law to deliver public services to everyone who requests them.

¹⁹ As discussed above, 502 stakeholders were included in the NA/F Survey. At the time that the stakeholder list was uploaded into the GovDelivery system for the demonstration, some email addresses were excluded, because the address had previously been unsubscribed from the service or was determined to be undeliverable. For this reason, only 452 stakeholder email addresses were identified as having been included in both the survey and demonstration.

Among the half that did report at least some familiarity with OFCCP, the NA/F Survey results provide a mix of modest to promising expectations for the outreach demonstration. For example, approximately half of these organizations reported that they had checked the OFCCP website at least once in the last year. Sixty percent were willing to conduct outreach activities to help build trust for OFCCP. And among those who reported having received some form of communication in the last year—including emails, press releases, or brochures—nearly all (99%) reported that they read them.

Understanding the stakeholder network at this level allows us to further explore whether these self-reported levels of engagement can be corroborated during the communications demonstration. That is, are stakeholders that report a willingness to engage with OFCCP more inclined to explore GovDelivery communications links than their counterparts who are not.

4. Demonstration Outcomes: Aggregate and Monthly Findings

This chapter begins with a review of the extent to which OFCCP succeeded in assembling a stable sample of stakeholders and was able to consistently deliver email-based content to them via GovDelivery. Next, the analysis that follows examines the crucial next step in the communication process: whether stakeholders receiving the email engage with the content and resources that the demonstration features each month. All of the data reviewed in this chapter were collected from the two sources reviewed in the previous chapter. Stakeholders' interactions with the emails themselves were tracked by the GovDelivery email system. Any subsequent activity on OFCCP's website was tracked using Google Analytics.

These data allow us to establish the typical pattern of stakeholder engagement with either the demonstration's eblasts or the OFCCP website. For instance, once an email is successfully delivered, the recipient could be expected to open it, read it, and click on one or more of the links embedded in its content. GovDelivery tracked the number of times that a given email was opened and the number of clicks on each of its embedded links; Google Analytics monitored traffic on select OFCCP web pages where the recipient landed.²⁰

In this way, these outcomes are considered "upstream metrics." That is, they capture an email recipient's activity that is a precursor to more mission-oriented ("downstream") outcomes such as an employee referral (eblast 3) or the identification of additional class members (eblast 5). Specifically, these results describe the extent to which the demonstration can generate readership and interaction with OFCCP's messaging and content, which can be considered a preliminary step toward fully engaging stakeholders in achieving the agency's mission objectives.

4.1 Demonstration Results: Reaching the Demonstration Participants

Successful implementation of the demonstration, and ultimately the successful establishment of an engaged network of stakeholders, depends on OFCCP being able to electronically communicate with them. In practical terms, this means assembling and updating an accurate list of email contacts. During the demonstration, the accuracy and stability of this list was determined by systematically reviewing the delivery status for each email. Using metrics available through GovDelivery, we were able to identify whether a given email was a successful delivery, a failed delivery, or not attempted (i.e., email address was missing from the list to be sent). A successful delivery is one that has the potential to be opened and read by the recipient. A failed delivery never reaches the intended recipient, perhaps due to an inaccurate or disabled email address. In the event that a participant unsubscribes from the mailing, future eblasts would be identified as "not attempted" to that address.

Exhibit 4.1 illustrates four hypothetical examples of the delivery statuses for each of five eblasts sent to different participants. For the first stakeholder, each eblast is delivered successfully; for the second, the eblast fails to be delivered each month. For the third stakeholder, there was no attempt to deliver any of the eblasts, because that address was not included in each month's list of addresses to be contacted; the reasons why this occurs are discussed below. Finally, the fourth and fifth stakeholders successfully

²⁰ Data collected from GovDelivery are available at the level of the participant, allowing us to identify each recipient's interaction with the eblast content. The data collected from Google Analytics are aggregated and not identifiable at the individual level.

receive the first few eblasts, but the last two either are not attempted or fail to be delivered. Using these hypothetical patterns of delivery, we categorize the 2,633 stakeholders included in the demonstration into five categories. Exhibit 4.2 below provides the result of that categorization by type of stakeholder.

Exhibit 4.1. Hypothetical delivery statuses for four stakeholders

	Eblast 1	Eblast 2	Eblast 3	Eblast 4	Eblast 5
Stakeholder 1	Delivered	Delivered	Delivered	Delivered	Delivered
Stakeholder 2	Delivery failed	Delivery failed	Delivery failed	Delivery failed	Delivery failed
Stakeholder 3	Not attempted	Not attempted	Not attempted	Not attempted	Not attempted
Stakeholder 4	Delivered	Delivered	Delivered	Delivery failed	Delivery failed
Stakeholder 5	Delivered	Delivered	Delivered	Not attempted	Not attempted

First, those participants to whom delivery of the eblast is successful each month are classified in the “consistently delivered” category. Encouragingly, the majority of participants (79 percent) are categorized as such. Predictably, somewhat more of the AJCs are in this “consistently delivered” category (82 percent) than are the community organizations (68 percent). This confirms that the AJCs are already an established network with which DOL frequently communicates on many subjects. Ultimately, however, a majority of both groups were consistently receiving their GovDelivery eblasts and were well positioned to engage with the demonstration’s content.

Exhibit 4.2. Patterns of eblast delivery for demonstration participants

Category	All Participants	OFCCP Stakeholder Network	AJCs
All eblasts consistently delivered	2,073 (79%)	391 (68%)	1,682 (82%)
All eblasts never delivered	397 (15%)	140 (24%)	257 (13%)
Partial delivery (likely unsubscribed)	89 (3%)	18 (3%)	71 (3%)
Partial delivery (likely went invalid)	20 (1%)	7 (1%)	13 (1%)
Other ^a	54 (2%)	21 (4%)	33 (2%)
Total	2,633 (100%)	577 (100%)	2,056 (100%)

^a Includes those participants whose pattern of delivery was inexplicably inconsistent. For example, a participant who successfully received the first and third eblasts but did not receive the second, perhaps because the individual's email inbox was full, would be included in this category.

The second group included in Exhibit 4.2 above includes those stakeholders to whom the demonstration eblasts were never attempted and so never delivered. By identifying those stakeholders, we have a rough measure of the accuracy of the lists from OFCCP’s ROCs and from ETA. As shown in the table, GovDelivery did not attempt to deliver the eblasts to 15 percent of the 2,633 email addresses included in the demonstration. The decision to exclude these addresses was made automatically by the GovDelivery system, and it would have occurred at the time that we attempted to upload these addresses into GovDelivery.

GovDelivery would not attempt to deliver an email to a given address for two primary reasons. First, if the system identifies the address as having already unsubscribed from the service, the system will automatically exclude the address from subsequent delivery attempts. Similarly, if GovDelivery has

previously identified an address as invalid during an attempt to deliver an older email to that address, it would automatically exclude it from future attempts.²¹

The third, fourth, and fifth groups included in Exhibit 3.6 above (labeled “likely unsubscribed,” “likely went invalid,” and “other”) represent a natural degree of instability in such lists. Those addresses categorized as “likely unsubscribed” are identified as having successfully received at least the first monthly eblast, but during the course of the five-month demonstration, GovDelivery stopped attempting to deliver to them (e.g., Stakeholder 5 in Exhibit 4.1). As we understand it, the most likely explanation is that these participants chose to unsubscribe from future GovDelivery emails at some point during the demonstration period. Some 3 percent of all participants were in this category.

Those addresses categorized as “likely went invalid” are identified as having successfully received at least the first monthly eblast, but during the course of the five-month demonstration, GovDelivery failed in its attempt to deliver to the address (e.g., Stakeholder 4 in Exhibit 4.1). There are many possible explanations for a delivery failure, including an email was flagged as spam, the recipient’s inbox was full, or the recipient’s email address was terminated. Some 1 percent of all participants were in this category.

Finally, addresses categorized as “other” were those we could not fit into any one of the scenarios above. In many cases, these participants may have successfully received most of the demonstration’s eblasts, but for unpredictable reasons, a single month’s eblast failed to be delivered. This might have been because the recipient’s inbox was full; or perhaps a participant successfully received the first eblast, unsubscribed from the demonstration, did not receive the next month’s eblast, but subsequently re-subscribed to future emails again. We identified about 2 percent of all participants in this category.²²

The low levels of instability in the demonstration’s list of stakeholders as reflected in these third, fourth, and fifth groups suggest that OFCCP should not expect rapid or dramatic deterioration in the accuracy and validity of its stakeholder network. Failure to routinely maintain the list’s contact information would eventually lead to inaccuracies, however.

4.2 Demonstration Results: Overall Assessment

Over the course of the five-month demonstration, a full 95 percent of the emails sent were successfully delivered, for a total of 10,794 delivered emails. Of those delivered, nearly 2,000 were opened at least once, generating a unique open rate of 18.4 percent. Among those recipients who opened an email, 15.3 percent clicked on at least one of the links embedded in the email content.²³

²¹ Based on limited information available from the uploading of email addresses to GovDelivery, we found that at least 20 percent of the 397 email addresses not attempted had previously unsubscribed from the GovDelivery service; another 40 percent of them had previously failed delivery and were not attempted again. For the remaining 40 percent, we are unable to determine why these addresses were not attempted.

²² For each eblast, only participants to whom the eblast message was successfully delivered were incorporated into subsequent analyses. If a participant’s message was not delivered for any of the reasons described above, they were dropped from the total count and from the summary calculations for that month. Treating unsuccessful deliveries in this way was necessary to avoid under-reporting rates of engagement. It also meant that the number of stakeholders included in each eblast’s summary statistics varied slightly from month to month. These small fluctuations did not raise serious concerns over the comparability of each month’s summary statistics.

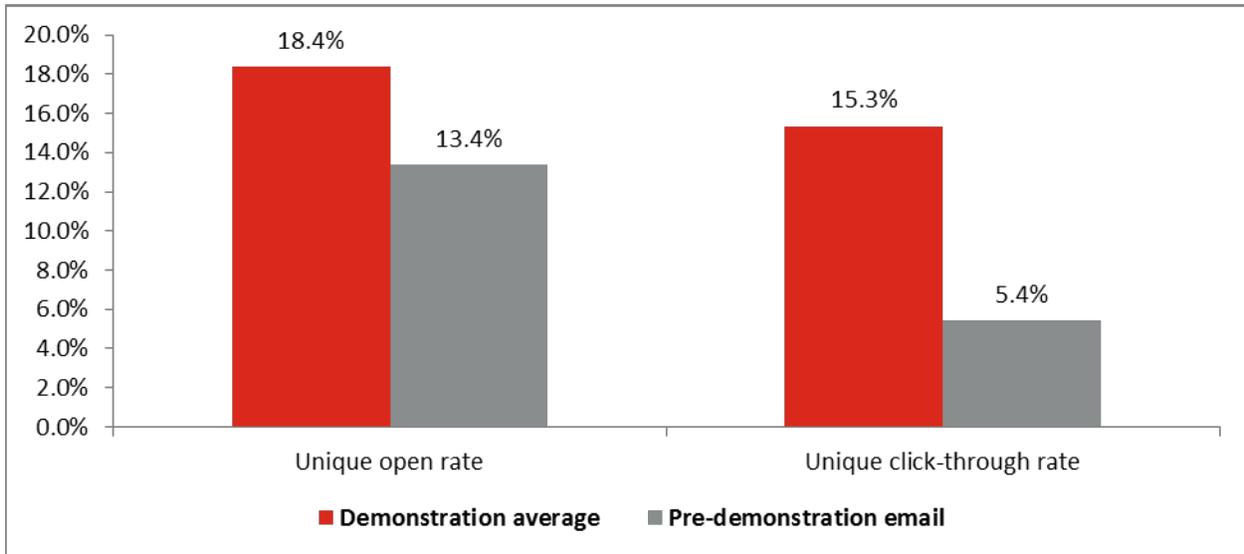
²³ Detailed results from each monthly eblast are included in Appendix D.

4.2.1 Pre-Demonstration eBlast

Before the first demonstration email was delivered in June 2016, we requested that OFCCP include all of the demonstration’s anticipated participants on one of its previously scheduled eblast announcement sent through GovDelivery.²⁴ By doing so, we were able to approximate a pre-demonstration level of response among our demonstration’s participants to OFCCP’s standard type of communication.

In Exhibit 4.3, we compare the results of the demonstration with the open and click-through rates generated by the pre-demonstration eblast. On both metrics, the demonstration’s average rates exceeded the pre-demonstration rate. However, the pre-demonstration email is not a perfect comparison for the demonstration. It contained fewer content links than the typical eblast, and the subject matter differed from the demonstration’s message. Also, due to the timing of the development of the demonstration, we were only able to generate pre-demonstration results from a single email rather than an average across multiple messages. Nonetheless, these comparisons preliminarily indicate that more content-rich demonstration emails garner more attention from stakeholders than do more routine communications from OFCCP.

Exhibit 4.3. Open rate and click-through rate comparison: overall demonstration average versus pre-demonstration eblast



4.2.2 Comparison with Industry Benchmarks

To provide additional context for interpretation, Exhibit 4.4 compares the demonstration’s results with federal public sector industry benchmarks (set by GovDelivery for the first time in 2016²⁵). These

²⁴ This eblast was delivered to over 60,000 subscribers to OFCCP announcements, but we were able to isolate the results from our demonstration participants. A copy of this pre-demonstration eblast and a detailed comparison of the pre-demonstration eblast versus each of the monthly eblast results is included in Appendix E.

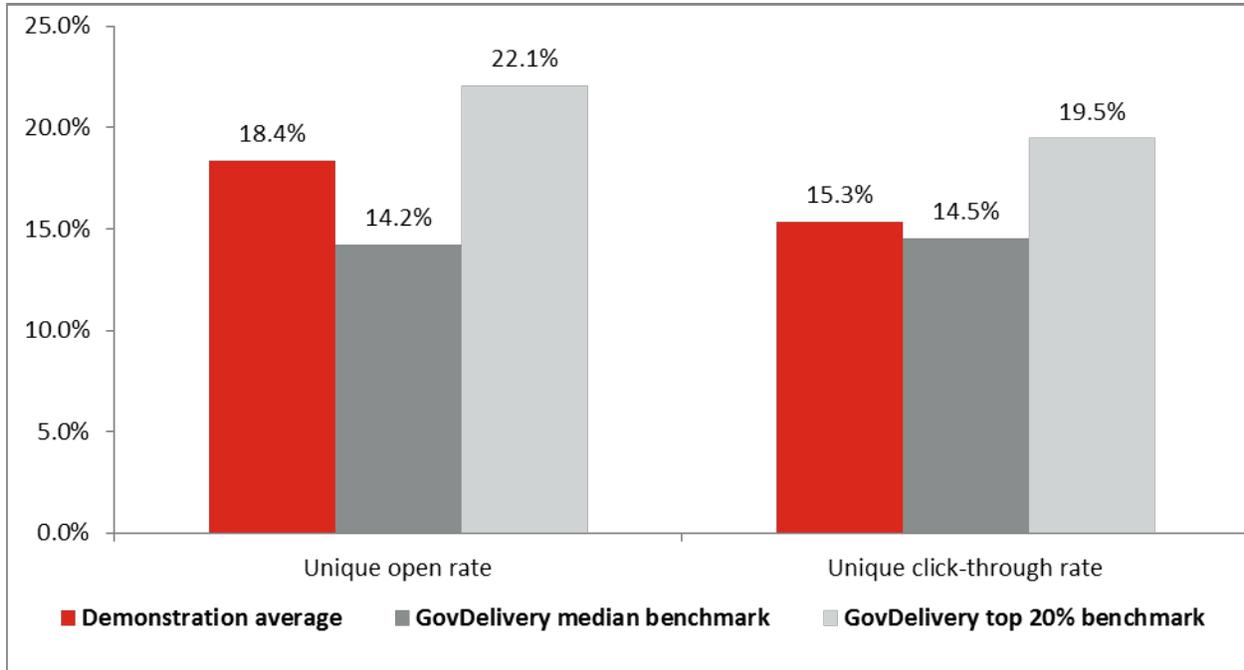
²⁵ *Digital Communications in the Public Sector: Improving Metrics that Matter*, http://www.granicus.com/pdfs/guide_2016_benchmark_report.pdf.

published benchmarks are based on the aggregation of emails sent over a one-year period by all federal public sector agencies using this platform.²⁶

Unique open, unique click-through

For both the open rate and the click-through rate, GovDelivery provides two different benchmarks; the first identifies the median standard, and the second identifies the performance of the top 20 percent of all eblasts sent using GovDelivery.

Exhibit 4.4. Open rate and click-through rate comparison: overall demonstration average versus GovDelivery federal sector benchmarks



Against these benchmarks, the emails sent during our five-month demonstration performed quite favorably, with both unique open and unique click-through rates exceeding the median benchmarks. The unique open rate in particular was well above the median; and the demonstration’s open rate was only slightly less robust than the rate for the benchmark top quintile (18.4 percent vs. 22.1 percent).

Though the unique open and unique click-through metrics are often the first to be cited in reviews of eblast performance, they tell only a portion of the story. When calculated for a single month, the rates reflect only the recipients’ interaction with the eblast for that month; and when calculated for a series of eblasts, these rates reflect an average monthly rate. The two measures do not reflect the extent to which different eblast recipients may engage with a series of eblasts over time.

Consider the following example. Let’s assume that the open rate for a single eblast is 15 percent. If we deliver a series of eblasts, we could imagine two different scenarios. In the first scenario, the same group

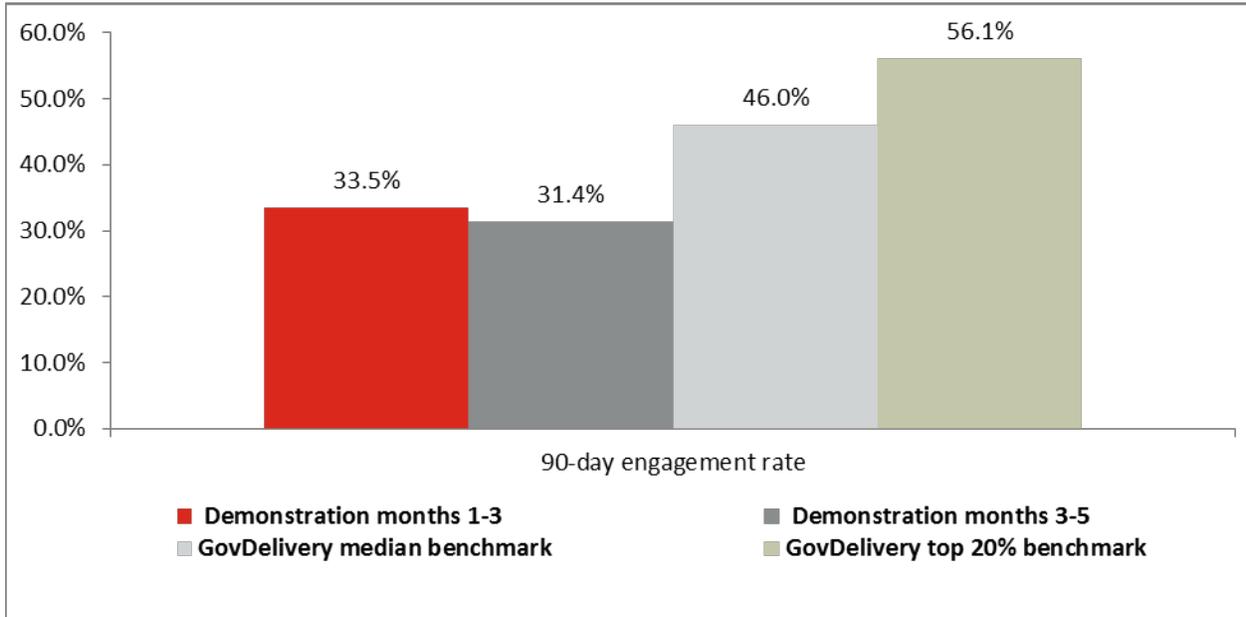
²⁶ We acknowledge that this benchmark is not a perfect point of comparison to the demonstration’s results, because the benchmark is based on eblasts sent to a much broader audience. It also does not differentiate between types of eblast content, but nonetheless, it provides an initial basis for comparison.

of stakeholders open every eblast, generating a consistent 15 percent open rate for each eblast. In the second scenario, a different group of stakeholders open each eblast, but the number who opens each individual eblast is still a consistent 15 percent. In the first scenario, the eblasts’ messages are reaching the same set of stakeholders over time, which represents a constant share of the recipient pool over time. However, in the second scenario, a different set of recipients open each message, so those eblasts reach a comparatively larger share of the recipient pool over time. For this reason, we explore an additional metric – the 90-day engagement rate – below.

90-day engagement

GovDelivery defines a 90-day engagement rate that measures the share of eblast recipients that open any eblast sent through GovDelivery during a 90-day period. Across these rolling 90-day time periods, GovDelivery calculated that, at the median, 46 percent of eblast recipients engaged with eblasts delivered to them during a 90-day period. With this national benchmark in mind, we calculated 90-day engagement rates for the OFCCP demonstration. Since the demonstration spanned five months, a total of three 90-day periods could be examined. Two of those 90-day periods are highlighted here, so as to establish a range for the demonstration engagement rate. In Exhibit 4.5, the 90-day engagement rates for the periods spanning demonstration months 1-3 (33.5 percent) and months 3-5 (31.4 percent) both fell short of the national benchmark median of 46 percent and at the top-quintile (56 percent). The 90-day engagement rate corresponding to months 2-4 is not shown but falls approximately within this range.

Exhibit 4.5. 90-day engagement rate comparison: overall demonstration average versus GovDelivery public sector benchmarks



This analysis demonstrates that though the demonstration’s open and click-through rates are comparatively strong, they are being generated by a comparatively narrow slice of the demonstration’s 2,633 participants. It further suggests that there remains considerable untapped potential among stakeholder organizations that have yet to engage with OFCCP’s communications and materials.

4.3 Demonstration Results: Month-by-Month Comparison

Each of the five monthly eblasts sought to engage organizations around a different OFCCP message, priority, and resources. As such, a month-by-month comparison of unique open and click-through rates offers a preliminary indication of the stakeholders' relative interest in and willingness to engage with that monthly content. Monthly comparisons must be made with caution, however, as other temporal factors can influence open and click-through rates. For instance, an email sent during a known vacation period (e.g., July or December) may yield lower open and click-through rates regardless of its content. Similarly, interest in an email from a given sender might lag if that email is sent with several others by the same sender at the same time.

4.3.1 Open Rates and Opening Frequencies

To structure this analysis, the demonstration team divided the factors driving a recipient's initial decision to open an email into two parts: (1) the topic presented in the subject line, and (2) the name of the sender. It is with those two components in mind that we review the monthly open rates and opening frequencies presented below.

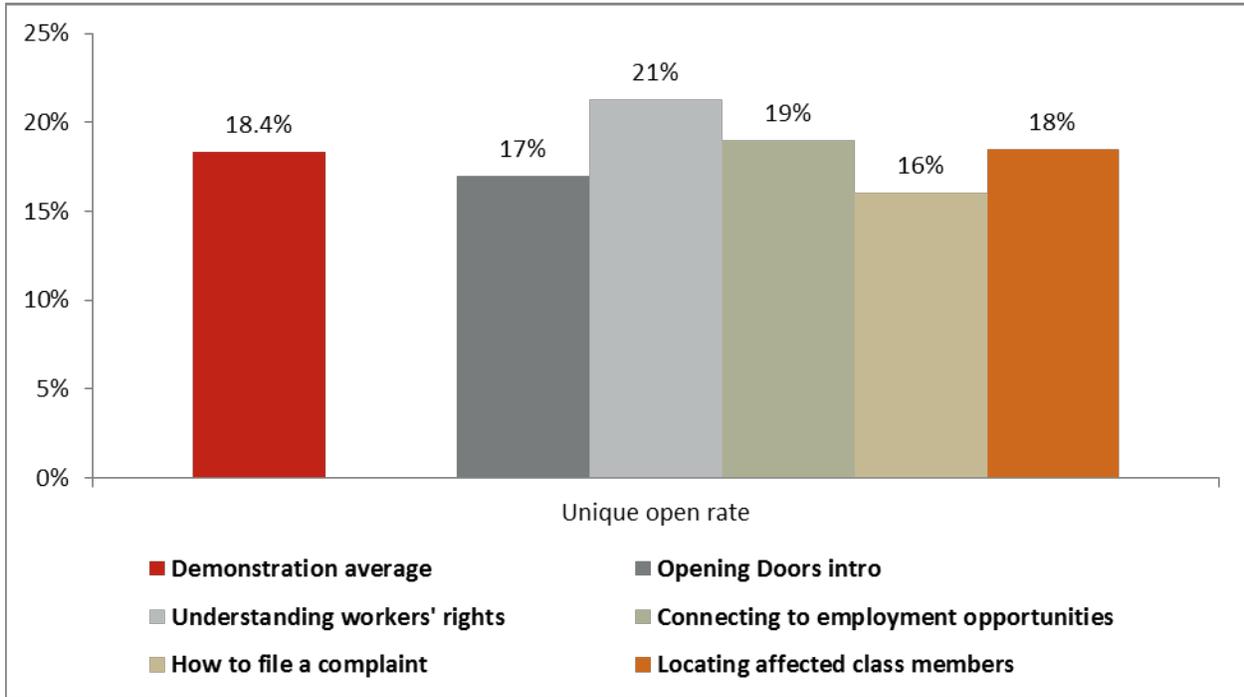
Subject line

As presented in Exhibit 4.6, across the full demonstration, the monthly open rate was quite stable, falling between 16 and 19 percent in four of the five months.²⁷ The second eblast was a slight outlier, at 21 percent, possibly suggesting a broader appeal for its subject matter (workers' rights) relative to more narrowly targeted subjects covered in other months.

Ultimately, the open rates across the entire demonstration period can be viewed as quite stable, with each month exceeding the national median benchmark of 14.2 percent. At the same time, there was no evidence that the five-month demonstration generated either cumulative "momentum" or "fatigue" among stakeholders. Though not definitive, the relative stability of the open rate, without an upward or downward trend over time, may indicate that each email is being considered (and opened or not) on its own merits. On the other hand, this result, when coupled with the relatively low 90-day engagement rate reported above, could be interpreted as an indication that roughly the same group of eblast recipients tend to open OFCCP messages each month, regardless of the message's subject line.

²⁷ For GovDelivery to have detected that an email had been opened, the recipient's email client (e.g., Microsoft Outlook) must have downloaded the email's embedded pictures. If an email recipient did not download these pictures, then GovDelivery would not have reported the message as having been opened, even if the recipient read the email's text. As a result, monthly open rates reported in this section may understate actual open rates.

Exhibit 4.6. Demonstration open rate, overall and by month



A related indicator of initial engagement is *opening frequency*, which captures the extent to which a given eblast is opened multiple times, either repeatedly by the initial recipient or additionally by another person to whom the initial email was forwarded.²⁸ An opening frequency greater than one implies multiple or repeated openings. Unlike the unique open rate, opening frequency is more of a cumulative measure of initial engagement.

Exhibit 4.7 below profiles the opening frequency generated for each of the monthly eblasts. Across the five months, the GovDelivery data revealed an opening frequency of 2.8, meaning that the typical email delivered during the demonstration was opened 2.8 times on average. Because there is no GovDelivery or past OFCCP email benchmark for this measure, it is best examined in relative terms across the five blasts, as well as in conjunction with their open rates.

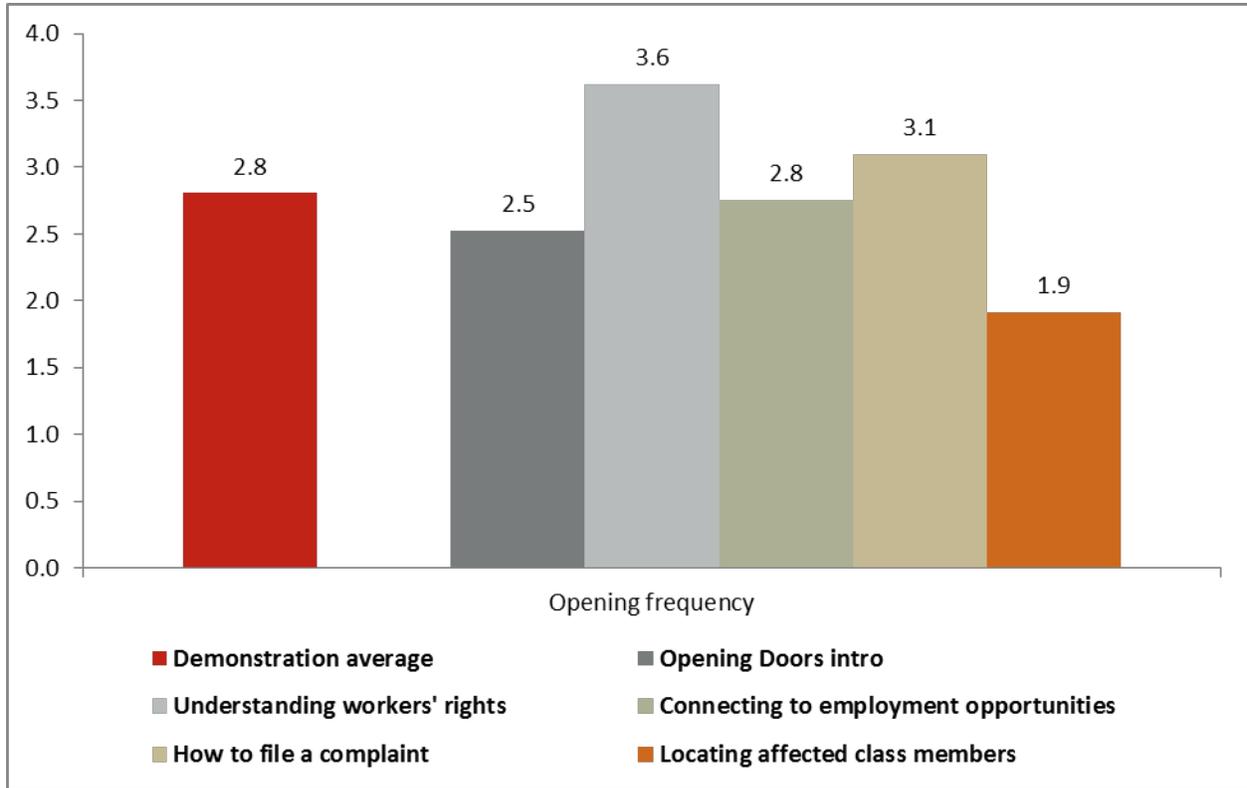
Again, eblast 2 was more engaging, with an opening frequency notably higher than its counterparts throughout the demonstration. Taken together, these metrics indicate that the content of eblast 2 had comparatively wide appeal, resulting in strong initial opens, as well as strong subsequent opens and/or active forwarding. Eblast 4 (instructions for filing a discrimination complaint) yielded a slightly different pattern. Its open rate suggested a comparatively lower level of initial interest (16 percent, the lowest rate of the demonstration). However, this limited group of recipients generated a comparatively strong level of

²⁸ GovDelivery’s message tracking service detects when an email has been opened after being forwarded to an additional reader. Any opens by the recipient of the forwarded message are counted towards the total opens recorded for the original recipient. For example, if recipient A opened an eblast 1 time and forwarded it to a recipient B, who also then opened the message 1 time, recipient A would be counted as having an open frequency of 2.

repeat opens (an opening frequency of 3.1), suggesting that other recipients may want to at least consider the initial exploratory step of filing a complaint.

In contrast, eblast 5 (locating affected class members) had an initial open rate that was comparable to the others, but it generated only limited repeat opens (1.9, the lowest frequency of the demonstration). Recipients who opened the initial email may have determined that it was a more narrowly targeted resource, meant to support a precise set of circumstances. As such, it did not necessarily lend itself to repeat opens or forwarding, as a more broadly targeted eblast might have.

Exhibit 4.7. Demonstration opening frequency, overall and by month



Sender

We also considered the extent to which the sender of the email would affect the recipient’s decision to open it. For the demonstration, we used two accounts belonging to DOL that would have appeared as the sender. The emails delivered in months 1 and 4 were sent from a generic account that would have appeared in the sender line as “United States Department of Labor.” Those delivered in months 2 and 5 were sent from the OFCCP Director’s account that would have appeared in the sender line as “Pat Shiu, OFCCP, U.S. Department of Labor.” As discussed in more detail in Chapter 6, half of the emails in month 3 were sent from each account.

Over demonstration period, 5,444 emails were sent from the generic DOL account, and 5,350 emails were sent from the Director’s account. Exhibit 4.8 presents the open rate and opening frequency for these two sets of emails. Recognizing that a number of other factors vary between these two groups of emails, we note that those sent from the Director’s account were opened at a higher rate than those sent from the generic DOL account. The difference in opening frequency is not dramatic but nonetheless points to the potential impact of personalization on interaction with an eblast, an issue explored further in Chapter 6.

Exhibit 4.8. Open rate and opening frequency comparison, by “sender” account

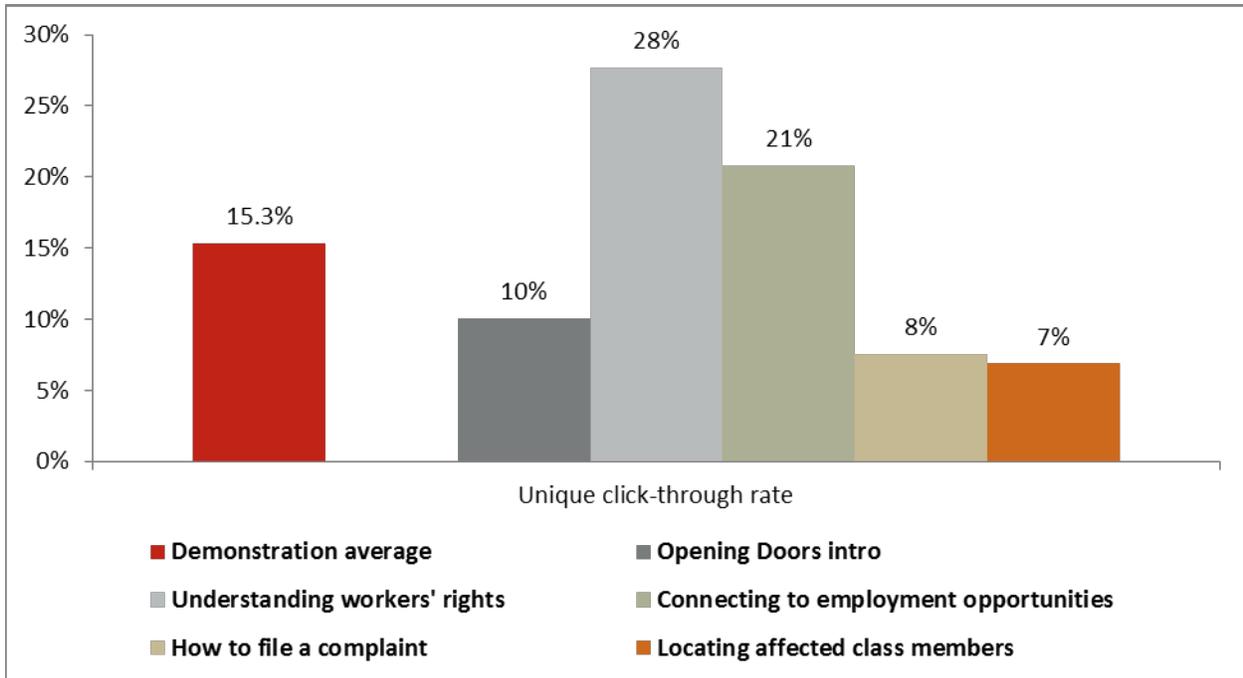
Account of delivery	Open rate	Opening frequency
OFCCP Director's account	20%	2.9
Generic DOL account	17%	2.7

4.3.2 Unique Click-Through Rates and Total Clicks

Once an email has been opened, the recipient is able to engage with the message content through one or more embedded links directing the reader to additional information and resources. This level of engagement is captured by counting clicks on these links. Thus, the monthly *unique click-through rate* is defined as the percentage of uniquely opened emails that result in at least one click on a link.

Exhibit 4.9 below indicates that the overall click-through rate for the demonstration was 15.3 percent. This compares quite favorably with the median benchmark set by GovDelivery of 14.5 percent.²⁹ In contrast to the relative stability of the demonstration’s monthly open rates, its monthly click-through rates reported in Exhibit 4.9 were more variable. The overall click-driven engagement with the demonstration is attributable to strong click-through rates in month 2 (28 percent) and month 3 (21 percent). In these months, eblast recipients were accessing OFCCP’s collection of fact sheets and information about employment opportunities (i.e., Employment Resource Referral Directory or ERRD), respectively. By comparison, the click-through rates in months 1, 4, and 5 were quite modest, with all three falling below the national benchmark.

Exhibit 4.9. Monthly click-through rate



²⁹ We calculate click-through rate slightly differently from GovDelivery. It divides the number of unique clicks by the total number of recipients, whereas we divide unique clicks by unique opens.

Unique click-through rate is a broad measure of interest and initial engagement, but it is also important to examine the volume and distribution of total clicks. Because each email typically contains multiple links, this metric provides additional feedback on the recipient’s interest in a particular resource. In exploring these data, it is important to point out that the number of embedded links can contribute to the difference in the unique click-through rates summarized above. In other words, the more links there are in an eblast, the more likely it is that someone will click on one of them. The data in Exhibit 4.10, however, indicate that this may not always be the case.

Exhibit 4.10. Demonstration number of links, total clicks, and click-through rate comparison, by eblast

	Eblast 1	Eblast 2	Eblast 3	Eblast 4	Eblast 5
Number of links included	8	13	9	13	9
Total clicks	62	1,086	142	48	35
Unique click-through rate	10%	28%	21%	8%	7%

One of the two eblasts that included the most links (eblast 2, with 13 links) generated the most clicks (1,086) and the highest unique click-through rate (28 percent). However, this relationship does not hold across the board. For example, eblast 4, which also included 13 links, yielded a relatively low number of total clicks (48) and click-through rate (8 percent). This strongly suggests that total clicks and the click-through rate were driven more by interest in an eblast’s content, rather than the simple number of links included. With this in mind, Exhibit 4.11 lists the links that generated the most clicks across the entire demonstration.

Exhibit 4.11. Demonstration links yielding the most total clicks

Link	Total Clicks	Demonstration Month
Pregnancy and Childbearing Discrimination Fact Sheet	352	2
Disability Rights Fact Sheet	235	2
Workplace Rights Fact Sheet	193	2
Veterans Fact Sheet	163	2
Employment Resource Referral Directory page	126	3
Sexual Orientation and Gender Identity Fact Sheet	114	2
Opening Doors poster	40	1
Complaint of Discrimination form	23	4
Worker Fact Sheets web page	19	2
Demonstration landing page	14	1

The four most commonly clicked links were all fact sheets featured in eblast 2. And though the pregnancy and childbearing discrimination fact sheet outperformed all of the others, all five of the fact sheets linked to in the second eblast yielded over 100 clicks, suggesting some baseline level of interest in fact sheets generally. On the other hand, nearly all of the click-based interaction with eblast 3 was from only one of its nine links, that which directed readers to the Employment Resource Referral Directory.

The composition of the demonstration’s stakeholder audience also points to content-driven interaction with the eblasts. In Chapter 3, we noted that more than one-third of OFCCP’s stakeholder organizations

included in the demonstration were identified as either job placement providers (24 percent) or schools/training centers (12 percent). Combined, these two categories account for the largest share of the OFCCP stakeholder network, and arguably, these two types of organizations should have special interest in services related to obtaining employment. Therefore, it’s possible that this interest in employment-related content could have generated the higher click-through rate and total clicks reported for eblast 3.

4.3.3 Differences in Website Activity

In addition to examining engagement with the eblasts themselves, we were able to extend our analysis to examine stakeholders’ subsequent exploration of certain OFCCP web pages. In this section, we document the volume of traffic generated by the demonstration’s eblasts on those web pages, comparing that traffic with activity on OFCCP’s website not originating from the demonstration’s eblasts.

Just as each demonstration eblast emphasized a particular message and subject related to OFCCP’s mission, each of an eblast’s embedded hyperlinks targeted a particular page on OFCCP’s website. Exhibit 4.12 reports the volume of web traffic to those targeted pages, illustrating the spike in traffic associated with delivery of each eblast. For each page, the table includes the total number of pageviews for three time periods—the week before delivery of the eblast, the first week after delivery, and the second week after delivery.

Exhibit 4.12. Demonstration pageview comparison for targeted OFCCP web pages

Web Page	Demonstration Month	Origin Source ^a	Pageviews Prior Week	Pageviews Week 1	Pageviews Week 2
Demonstration landing page	1	Eblast 1	0	24	4
		Other	0	250	110
Workplace Rights Fact Sheet page	2	Eblast 2	1	38	2
		Other	138	121	138
Employment Resource Referral Directory page	3	Eblast 3	9	173	14
		Other	172	274	171
How to file a complaint page	4	Eblast 4	0	8	1
		Other	784	850	840
Class Member Locator page	5	Eblast 5	0	15	0
		Other	75	77	31

^a “Other” includes referrals from other websites, direct entry of the URL (rather than a click-through), or navigating from a search engine.

In each month, there is a clear spike in web page activity originating from the eblast that dissipates after a week. For example, during the week before delivery of the fifth eblast, there were zero views of the Class Member Locator page among stakeholders who would be receiving the eblast the following week. During the first week after delivery, there were 15 pageviews originating from the eblast, and then pageviews from the eblast dropped back down to zero during the second week after delivery.

Interestingly, pageviews also spiked among visitors originating other than from the eblasts. Coinciding with delivery of the eblast, views of the ERRD page from non-eblast origins rose to 274, up from 172 in the week prior, and then fell back down to 171 during the second week after delivery. Though we cannot be certain in explaining this jump in web traffic, the result points to what might be described as a

“spillover” effect of the eblast. In other words, the eblast may generate activity on targeted web pages through channels that appear unrelated to the eblast itself.³⁰

Exhibit 4.13 presents the pageviews, average time spent on page, and bounce rate for the web pages targeted by each eblast. For each page, we present the web traffic results for a one-week period, beginning with the date that the eblast was delivered, so as to capture the period of peak demonstration-related activity.

Exhibit 4.13. Demonstration web traffic comparison for targeted OFCCP web pages

Web Page	Time Period	Origin ^a	Pageviews	Average Time on Page	Bounce Rate
Demonstration landing page	6/14/16 – 6/20/16	Eblast 1	24	0:04:23	53%
		Other	250	0:01:26	33%
Workplace Rights Fact Sheet page	7/13/16 – 7/19/16	Eblast 2	38	0:01:51	79%
		Other	121	0:01:46	50%
Employment Resource Referral Directory page	8/9/16 – 8/15/16	Eblast 3	173	0:01:49	47%
		Other	274	0:01:02	43%
How to file a complaint page	9/13/16 – 9/19/16	Eblast 4	8	0:00:00	100%
		Other	850	0:03:13	72%
Class Member Locator page	10/11/16 – 10/17/16	Eblast 5	15	0:09:50	91%
		Other	77	0:01:31	54%

^a “Other” includes referrals from other websites, direct entry of the URL (rather than a click-through), or navigating from a search engine.

The table first notes that website visitors originating from the eblast typically spent about as much time on the pages as do visitors who arrive there from another origin.³¹ For example, eblast 2 directed recipients to a page that contained the Workplace Rights Fact Sheet. The average visitor to that page who navigated directly from the link embedded in the eblast spent nearly the same amount of time (1 minute, 51 seconds) on the page as did the average visitor who navigated to the page from other sources (1 minute, 46 seconds).³²

³⁰ In one plausible explanation, eblast recipients may not click on embedded links in the eblast itself but instead choose to search for eblast-related content in a search engine, which then directs them to the targeted page on OFCCP’s website. In this case, Google Analytics would identify the visitor as having navigated from an origin other than the eblast.

³¹ The exception to this trend was eblast 4. The table reports that the average visitor who navigated from the eblast links spent no time on the page. This odd outcome is the product of the approach Google Analytics takes to calculating *average time spent on page*—that is, calculated only among those visitors who do not bounce from the page. So, for any group of visitors with a 100 percent bounce rate, the metric will be reported as zero.

³² Because Google Analytics calculates the *average time on page* metric only for those visitors who do not bounce from the page, any page with a very high bounce rate will have many visitors excluded from the calculation. Thus, we recognize that pages with high bounce rates may also have somewhat less accurate estimates of the time visitors spend on them.

However, the data indicate that eblast recipients were more likely to *bounce* from these web pages, meaning they were more likely to leave them without exploring further and navigating to other pages on the site. Using eblast 2 as an example again, 79 percent of visitors navigating from the eblast to the Workplace Rights Fact Sheet page bounced from the page, but only 50 percent of visitors who had come there from other sources did.

This suggests that those who were directed to the website from the eblast arrive with somewhat more focused interest. They spend approximately the same amount of time on the site as those who originate elsewhere, but eblast visitors are less inclined to explore the site more broadly.

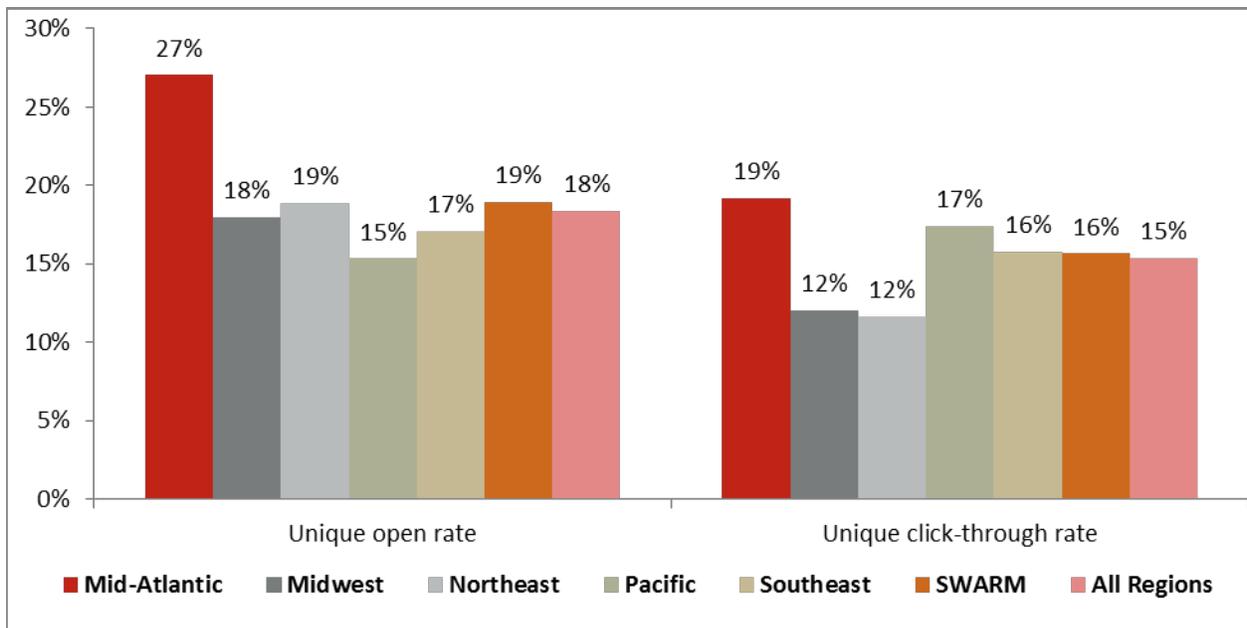
5. Demonstration Outcomes: Subgroup Findings

The chapter begins with a comparison of the demonstration’s outcomes based on OFCCP’s six regions or type of organization. In the last section, we explore the connection between the responses to the NA/F Survey and the demonstration results, allowing us to examine the extent to which stakeholders’ previously expressed perceptions, intentions, or actions are linked to subsequent engagement with the demonstration.³³ These findings inform future efforts to engage with the stakeholders.

5.1 Regions

Like the sample nationally, each regional sample is made up of both AJCs and OFCCP’s stakeholders. Exhibit 5.1 presents open and click-through rates for the entire demonstration, organized by region.

Exhibit 5.1. Demonstration open and click-through rates, by region



Open rates

Compared with all other regions, the Mid-Atlantic generated considerably higher open rates and marginally higher click-through rates. Though it’s unclear why, these finding suggests that the network of stakeholders in this region are more actively engaged with OFCCP than those from other parts of the country for reasons that have yet to be identified. It should be noted that the District of Columbia falls within the Mid-Atlantic, and it is possible that active organizations based in the capitol area are responsible, in part, for driving up its average regional rates.

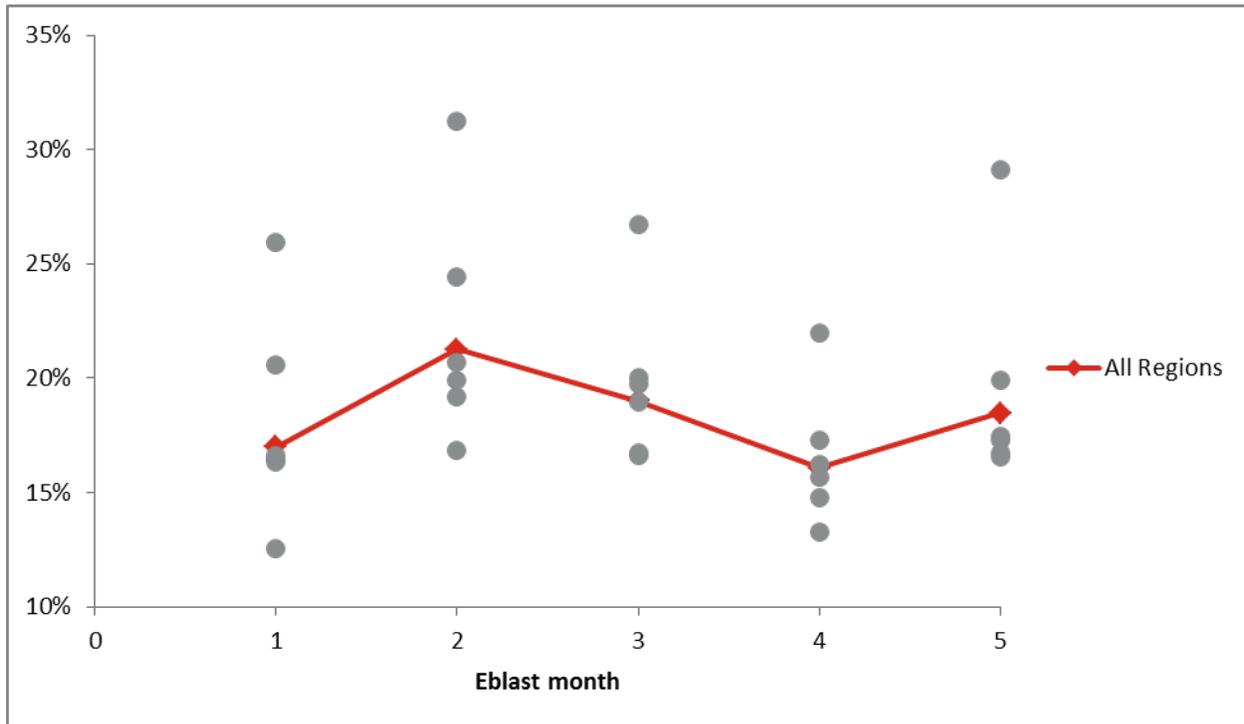
Looking at the detailed monthly data behind these patterns (as both a scatter plot of monthly open rates and the month-by-month detail by region), Exhibit 5.2 below reveals that the Mid-Atlantic region’s higher than average overall open rate was driven not by a spike in any particular month but rather by a

³³ This exploration is conducted exclusively for OFCCP stakeholders, as AJCs were not included in the NA/F Survey. A full copy of the survey is included in Appendix F.

consistently higher rate in every month.³⁴ On the other end of the spectrum, the Pacific region consistently yielded one of the lowest open rates in every month. In some months, the open rate from the Mid-Atlantic region’s stakeholders nearly doubled the open rate from the Pacific region’s.

On a monthly basis, the changes in regional open rates tend to follow a similar pattern. Note that the trend in average open rate for all regions (shown in red) begins with an increase between months 1 and 2, decreases between months 2, 3, and 4, and then increases again between months 4 and 5. The scatter plot of each region’s open rate follows that same trend, even if the regions yield different rates within a given month. This suggests the regions’ relative interest in the materials and messages sent monthly is quite similar, even though their overall level of engagement with the demonstration varies considerably.

Exhibit 5.2. Demonstration monthly open rates, by region



	Opening Doors Intro Eblast 1	Understanding Workers’ Rights Eblast 2	Connecting to Employment Opportunities Eblast	How to File a Complaint Eblast 4	Locating Affected Class Members Eblast 5
Mid-Atlantic	26%	31%	27%	22%	29%
Midwest	16%	21%	19%	17%	17%
Northeast	21%	19%	20%	15%	20%
Pacific	13%	17%	17%	13%	17%
Southeast	16%	20%	17%	16%	17%
SWARM	17%	24%	20%	16%	17%
All Regions	17%	21%	19%	16%	18%

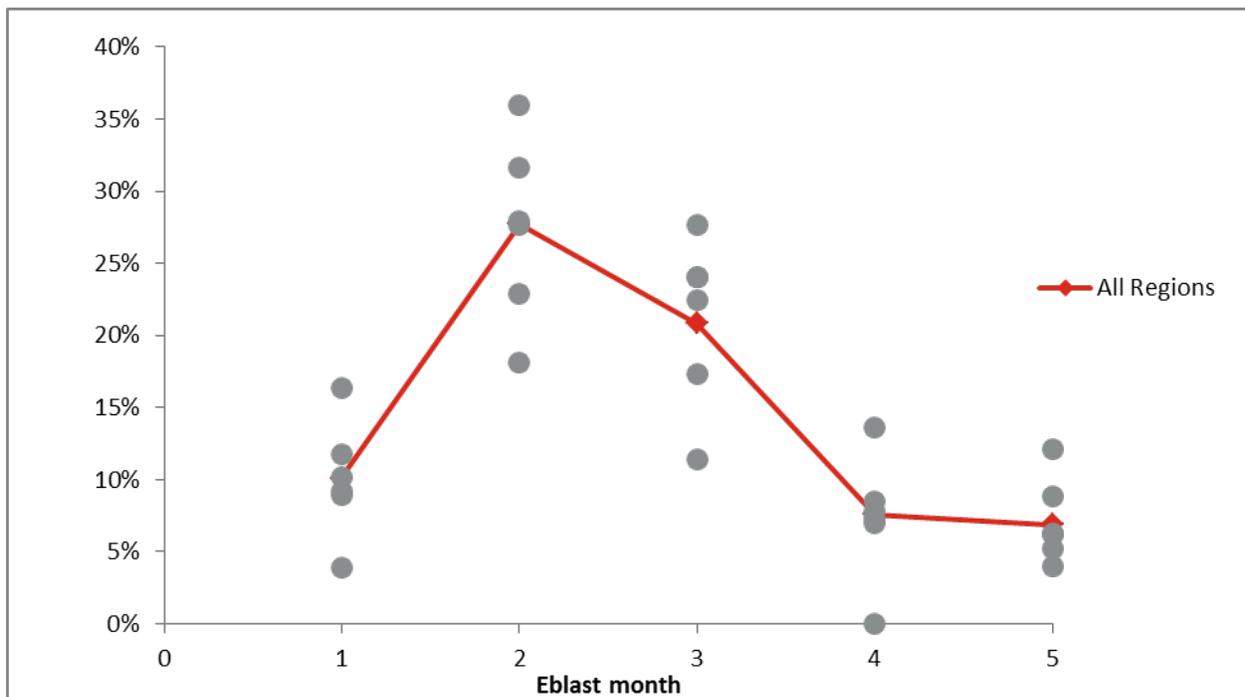
³⁴ The average open rate for the demonstration overall was 18.4 percent (see Exhibit 4.3).

Click-throughs

The regional pattern of click-through activity is even more pronounced, as shown in Exhibit 5.3 below. The scatter plot of regional click-through rates shows all of the regions clustered fairly closely around the all-region average (shown in red). The pattern points to a peak in month 2 (Understanding Workers’ Rights), followed by slightly less engagement with the content of month 3 (Connecting to Employment Opportunities), and a continued decline in months 4 and 5 (How to File a Complaint; Locating Affected Class Members).

Exhibit 5.3 presents both a scatter plot of monthly click-through rates and the month-by-month detail by region. Much like the open rates displayed in Exhibit 5.2, regional click-through rates also vary in similar patterns over time, and the relative ranking of each region showed some consistency. The Mid-Atlantic generated either the highest or second-highest click-through rates in four of the five eblasts. Again, on the other end of the spectrum, the click-through rates generated by the Midwest and Northeast regions were among the lowest in three of the five eblasts.

Exhibit 5.3. Demonstration monthly click-through rates, by region



	Opening Doors Intro Eblast 1	Understanding Workers’ Rights Eblast 2	Connecting to Employment Opportunities Eblast 3	How to File a Complaint Eblast 4	Locating Affected Class Members Eblast 5
Mid-Atlantic	16%	28%	24%	14%	12%
Midwest	9%	18%	17%	7%	6%
Northeast	4%	23%	22%	0%	6%
Pacific	10%	36%	24%	8%	5%
Southeast	9%	28%	28%	7%	4%
SWARM	12%	32%	11%	8%	9%
All Regions	10%	28%	21%	8%	7%

Across both open rates and click-through rates, we observe that some regions do stand out as consistently more likely to engage with each eblast, regardless of the content. However, it's also the case that each region's levels of interest and engagement tended to rise and fall in concert from month to month.

5.2 OFCCP Stakeholders vs. American Job Centers

Though OFCCP's communications and outreach strategy primarily targets its network of local stakeholder organizations, the demonstration also targeted the universe of approximately 2,000 American Job Centers.³⁵ In this section, we disaggregate the overall demonstration results—specifically the open rates and click-through rates—to report separately on each type of organization.

In Chapter 4, we reviewed the overall stability of the list of participant emails included in the demonstration, concluding that the vast majority of the list was stable and received almost every eblast. There we also noted that, compared with the AJC representatives, the OFCCP stakeholders were less likely to have had every eblast delivered successfully to them. In Exhibit 5.4 below, we present the monthly email delivery rates for both types of organizations, noting that in each month, the delivery rate was about seven to nine percentage points lower among the OFCCP stakeholder network. This likely reflects that DOL regularly communicates with the AJCs on a variety of matters and is well positioned to maintain accurate contact information. In contrast, OFCCP's stakeholder network remains an informal collection of (often small and fluid) organizations without fully established lines of communication. Nonetheless, the vast majority of emails were successfully delivered to both groups, even if there appears to be some room for improving the accuracy of OFCCP's stakeholder list.

Exhibit 5.4. Demonstration monthly delivery rate, by type of organization

	Month 1	Month 2	Month 3	Month 4	Month 5	Overall
OFCCP stakeholders	88%	90%	89%	90%	90%	90%
AJCs	97%	97%	97%	97%	97%	97%

Turning to eblast outcomes post-delivery, Exhibit 5.5 below shows no discernable pattern to the differences in open rates between OFCCP's stakeholder network and the AJCs. Across all five ebasts, the open rates for the two groups were within about one percentage point of each other. The only notable difference was in the demonstration's first month, which introduced the demonstration and included an "Opening Doors" poster. In this instance, the OFCCP stakeholders were significantly more likely to open the email than were the AJCs (20 percent vs. 16 percent). The reason for that difference isn't clear, and it may simply reflect the introductory nature of the content. Once the emails began to include links to more substantive content, this difference disappeared.

With regard to click-based engagement with the ebasts, AJC representatives appear more active than OFCCP's stakeholders. Across the five ebasts, the average click-through rate among AJCs (16 percent) significantly exceeded that of the OFCCP stakeholders (11 percent), and this difference was most pronounced in month 2, reaching nearly 10 percentage points. Despite these differences, both groups performed similarly relative to the industry median benchmark (14.5 percent) set by GovDelivery. In months 2 and 3, both groups generated click-through rates higher than the benchmark; in months 1, 4, and 5, both sets of click-through rates fell below that benchmark.

³⁵ As described in Chapter 2, OFCCP viewed the AJCs as potential partners in building its community network.

Exhibit 5.5. Demonstration monthly open rates, by type of organization

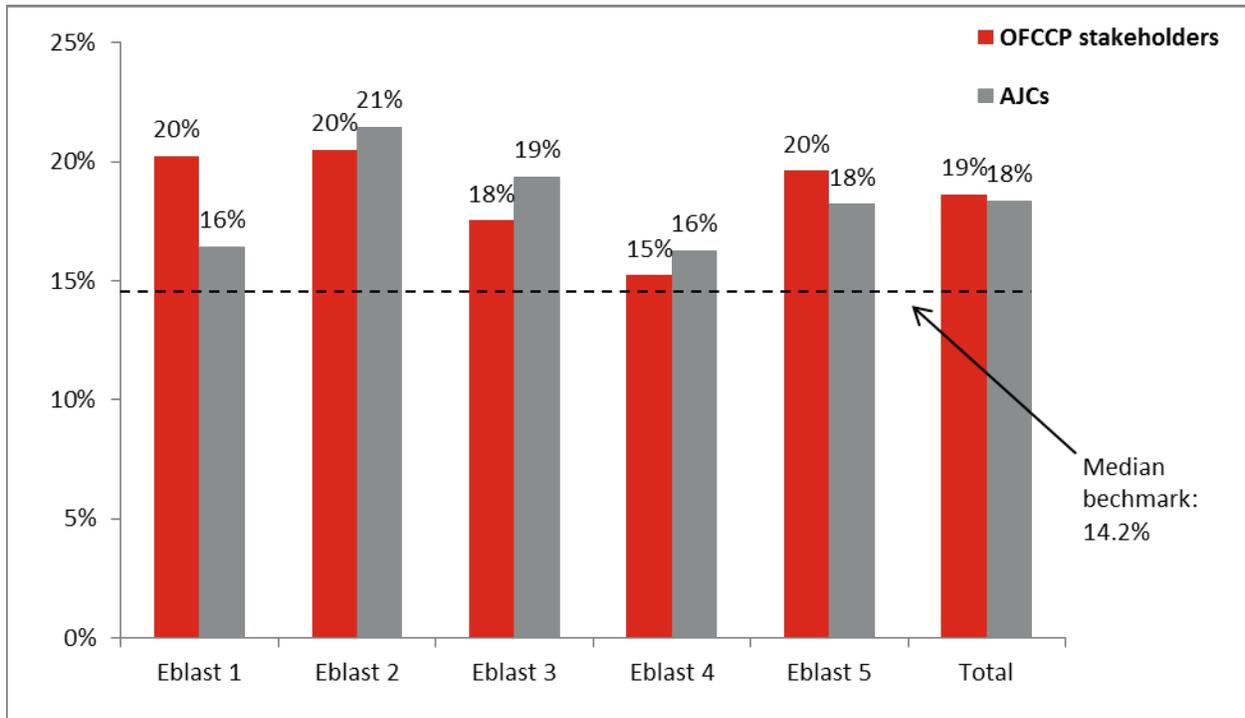
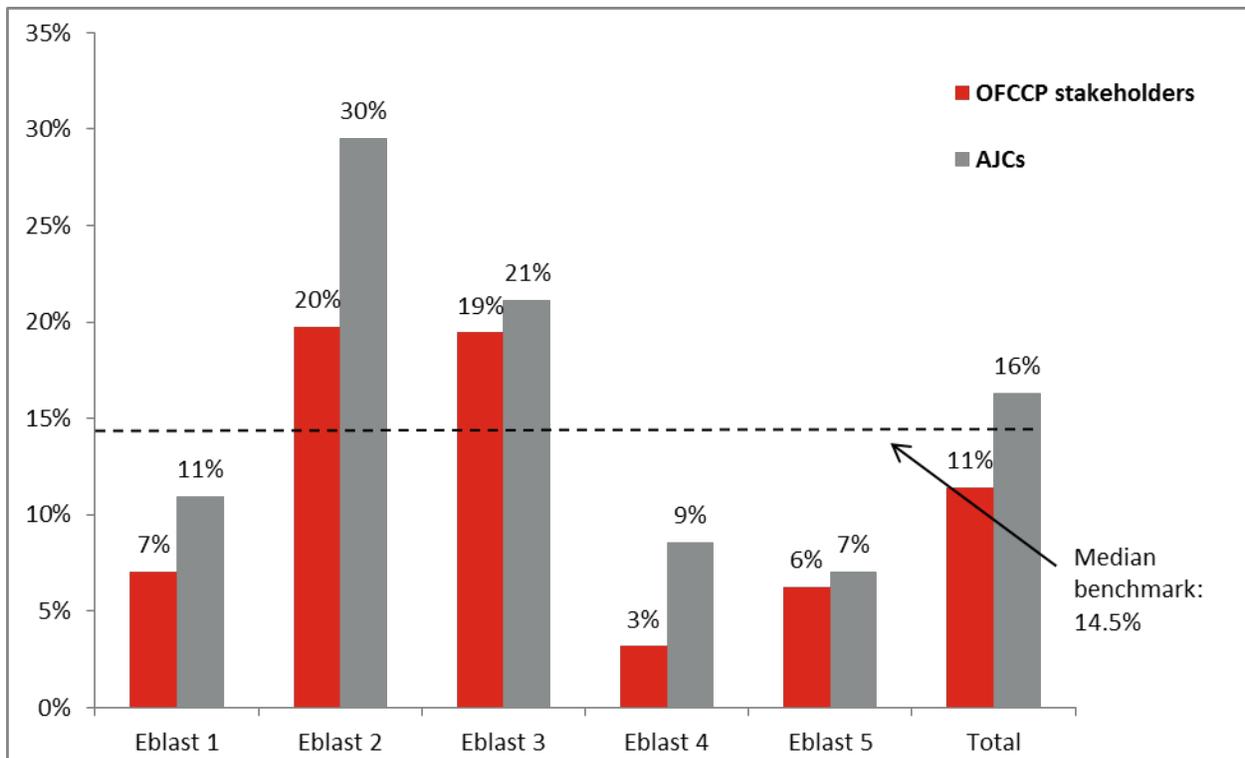


Exhibit 5.6. Demonstration monthly click-through rates, by type of organization



5.3 OFCCP Stakeholder Subgroup Analysis

Of the 2,633 participants included in the demonstration, 577 are in OFCCP’s stakeholder network. From that subset, we were able to look back and match 452 as having been targeted by the NA/F Survey during an earlier stage of this project. By matching each participant’s engagement with the demonstration’s emails to their earlier survey’s responses from the NA/F, we are able to conduct exploratory analysis to examine possible links between the two.³⁶ However, due to the comparatively small number of respondents to the NA/F survey, nearly all of the analyses in this section did not yield statistically significant differences. As such, we refrain from making statistical claims about the findings.

5.3.1 Basic Familiarity and Relationship Status

The first two questions of the NA/F survey asked respondents whether they were familiar with OFCCP (“When did your organization first learn about OFCCP”) and whether they had a relationship with the agency (“When did your organization establish a relationship with OFCCP”). Those not familiar with it were subsequently screened out of the rest of the survey and not asked the second question.

The tables below report demonstration outcomes disaggregated by these initial responses. The sizes of each cell in the table (*n*) refer to the number of emails delivered successfully to each category of survey respondents.³⁷

Exhibit 5.7 first illustrates that the demonstration successfully elicited meaningful readership among those participants who on the survey had reported being unfamiliar with OFCCP. In fact, the open rate among that group (28 percent) exceeded the rate among participants who were familiar with OFCCP (20 percent).³⁸ However, looking only at participants who were asked the second survey question (because they answered yes to question 1.1), we see more predictable behavior. That is, respondents who had said they had a relationship with OFCCP were more likely to open its email (21 percent versus 16 percent).

Exhibit 5.7. Overall demonstration open rates, by NA/F Survey response (Q1.1 and 1.2)

	Overall Open Rate among Respondents Who Answered: Yes	Overall Open Rate among Respondents Who Answered: No	Overall Open Rate among Respondents Who Answered: I don’t know	Overall Open Rate among Respondents Who Answered: Nonresponse
Familiar with OFCCP? (Q1.1) ^a	20% (n = 903)	28% (n = 111)	17% (n = 174)	13% (n = 463)
Have a relationship with OFCCP? (Q1.2) ^a	21% (n = 829)	16% (n = 80)	15% (n = 177)	15% (n = 565)

n = Number of emails delivered successfully.

^a Phrasing of actual item called for a quantity: responses of 1 or more were converted to yes; response of 0 was converted to no.

³⁶ Not all of the 452 participants answered every survey question, nor did they necessarily receive every eblast, so the actual number of stakeholders for whom we have both survey response and eblast engagement data varies from month to month and from survey question to question, but was no more than 243 and no less than 182.

³⁷ For example, in Exhibit 5.7, there were 111 emails sent to demonstration participants who had responded ‘no’ to question 1.1 of the NA/F Survey when it was administered during an earlier stage of this project.

³⁸ While we cannot explain the cause of this difference, it’s possible that exposure to the survey elicited more response to the demonstration’s eblast, including among respondents not familiar with OFCCP. That exposure may have had a larger effect on those who were not familiar with OFCCP.

The responses to these questions also serve to isolate another subgroup of stakeholders whose interaction with the demonstration appears to be different from other survey respondents’. As shown in Exhibit 5.7, those respondents who had answered “I don’t know” to both survey questions were less likely to have opened their demonstration emails, and those survey participants least likely to have opened an email were those who had skipped the questions or did not respond to the survey. This pattern also emerges in subsequent analyses, suggesting that beyond those respondents who said they were unfamiliar or had minimal relationship with OFCCP, another group of uncertain or unengaged stakeholders were even less likely to have been reached by the demonstration and therefore may also require targeted engagement going forward.

Though these results are based on quite small samples, we can conclude that the demonstration communication was not ignored by all recipients who were the least familiar with OFCCP. At the same time, we observed that the perceived strength of the relationship with OFCCP is linked to an increased likelihood to open an email. Exhibit 5.8 below shows that overall open rates increased steadily, if only slightly, along the relationship spectrum included in question 2.5 of the survey.

Exhibit 5.8. Overall demonstration open rates, by NAF Survey response (Q2.5)

	Overall Open Rate among Respondents Who Answered: ^a Limited contact	Overall Open Rate among Respondents Who Answered: ^a Emerging Interest	Overall Open Rate among Respondents Who Answered: ^a Strong Interest	Overall Open Rate among Respondents Who Answered: ^a Active Collaboration	Overall Open Rate among Respondents Who Answered: ^a Full Partnership	Overall Open Rate among Respondents Who Answered: ^a I don't know
Please identify which description best represents your organization's <i>current</i> relationship with OFCCP	20% (n = 284)	21% (n = 187)	23% (n = 87)	25% (n = 80)	26% (n = 144)	12% (n = 145)

n = Number of emails delivered successfully.

^a These categorizations are based on the descriptions included in the survey question itself.

5.3.2 Prior Contact with OFCCP

We hypothesized that prior contact with OFCCP would encourage demonstration participants to open and engage with the eblasts’ content. As shown below, this hypothesis proved reasonable. Survey respondents who had answered yes to questions about talking with OFCCP in the last year, attending OFCCP events, and having a contact person were more likely to have opened a demonstration email.

Exhibit 5.9. Overall demonstration open rates, by NAF Survey response (Q3.1, 3.5, and 3.7)

	Overall Open Rate among Respondents Who Answered: Yes	Overall Open Rate among Respondents Who Answered: No	Overall Open Rate among Respondents Who Answered: I don't know
Over the last 12 months, have you talked with OFCCP staff? (Q3.1) ^a	22% (n = 639)	17% (n = 233)	18% (n = 65)
Over the last 12 months, how many OFCCP-sponsored events have you attended? (Q3.5) ^a	23% (n = 442)	17% (n = 495)	N/A ^b

	Overall Open Rate among Respondents Who Answered: Yes	Overall Open Rate among Respondents Who Answered: No	Overall Open Rate among Respondents Who Answered: I don't know
Do you have a specific contact person at OFCCP? (Q3.7)	22% (n = 564)	20% (n = 233)	11% (n = 140)

n = Number of emails delivered successfully.

^a Phrasing of actual item called for a quantity: responses of 1 or more were converted to yes; response of 0 was converted to no.

^b This response option was not included in question 3.5.

For the third question in the table above—having a contact person—we once again observe a markedly lower open rate among the “I don’t know” respondents, suggesting that unfamiliarity with their contact person or a general indifference to the response was typically associated with lower email open rates.

5.3.3 Willingness to Engage

One of the demonstration’s primary purposes was to encourage eblast recipients to open and engage with the content included in each month’s communication. Though these are relatively low-intensity tasks to expect from the stakeholders, they still require a modest level of effort to read, digest, and act on each message.

The NA/F Survey results provided rich information on the extent to which stakeholders expressed an inclination or willingness to engage with OFCCP around various tasks that support its broader mission. Specifically, the survey asked questions about stakeholders’ willingness to, for instance, distribute materials, assist with filing complaints, help locate affected class members, and identify employment opportunities with federal contractors. The vast majority of survey respondents were willing to engage with OFCCP on these tasks, but the distribution of responses did allow for a comparison of their engagement with the demonstration. In this case, we extend the analysis to include a comparison of both open rates and click-through rates, as click-based activity reflects a deeper level of engagement with an eblast’s content.

Examination showed no consistent pattern in open rates when comparing the “yes” against the “no” groups, but we again found that open rates were always lower among respondents who had answered “I don’t know” to each survey question. With regard to click-through rates, Exhibit 5.10 shows that respondents who had said they were willing to engage with OFCCP were more likely to click on eblast content compared with those who were unwilling to engage. These differences are particularly pronounced for question 2.4b (distribute materials about OFCCP services and/or workers’ rights).

Exhibit 5.10. Overall demonstration click-through rates, by NA/F Survey response (Q2.4, parts b, e, g, and h)

Willingness to:	Overall Click-Through Rate among Respondents Who Answered: Yes	Overall Click-Through Rate among Respondents Who Answered: No	Overall Click-Through Rate among Respondents Who Answered: I don't know
Distribute materials about OFCCP services and/or workers’ rights (Q2.4b)	16% (n = 152)	0% (n = 11)	10% (n = 21)

Willingness to:	Overall Click-Through Rate among Respondents Who Answered: Yes	Overall Click-Through Rate among Respondents Who Answered: No	Overall Click-Through Rate among Respondents Who Answered: I don't know
Help people we serve file complaints with OFCCP (Q2.4e)	15% (n = 110)	8% (n = 38)	14% (n = 35)
Assist OFCCP in locating affected class members (Q2.4g)	18% (n = 85)	10% (n = 40)	10% (n = 58)
Connect people we serve to employment opportunities with federal contractors (Q2.4h)	14% (n = 143)	7% (n = 15)	16% (n = 25)

n = Number of emails delivered successfully.

5.3.4 Communication Perceptions and Preferences

Findings from the 2015 NA/F Survey revealed that stakeholders had rather mixed perceptions about the general quality of OFCCP communication. Slightly more than half (54 percent) of OFCCP’s stakeholders agreed that the agency “provides clear information concerning its services,” whereas somewhat fewer (38 percent) agreed that OFCCP “does a good job of communicating updates that are relevant to my organization.” Sizable shares of stakeholders were neutral on both of these issues, and small minorities (about 10-20 percent) held negative opinions of OFCCP’s communications.

With this diversity of responses in mind, we compared eblast open rates between stakeholders with positive and negative views of OFCCP’s communications. Our preliminary hypothesis was that those survey respondents who had expressed comparatively negative opinions would be more inclined to ignore the demonstration’s eblasts. The results were consistent with this expectation. Exhibit 5.11 shows that emails were more likely to be opened when delivered to participants who had agreed that OFCCP provides clear information and effectively communicates updates.

Exhibit 5.11. Overall demonstration open rates, by NA/F Survey response (Q3.8, parts c and g)

	Overall Open Rate among Respondents Who Answered: Agree or Strongly Agree	Overall Open Rate among Respondents Who Answered: Disagree or Strongly Disagree
OFCCP provides clear information concerning its services (Q3.8c)	22% (n = 639)	17% (n = 233)
OFCCP does a good job of communicating updates that are relevant to my organization (Q3.8g)	23% (n = 442)	17% (n = 495)

n = Number of emails delivered successfully.

The survey then asked stakeholders to state their preferences for communication modes. The survey gave seven options to choose from—in-person meetings, phone calls, emails, letters, flyers, press releases, and social media. Respondents were asked to choose the one mode that they “most preferred” for each situation in which OFCCP might seek to communicate with them.

Three of those situations are particularly relevant to the demonstration’s content: filing complaints, identifying affected class members, and assisting with contractor outreach. In all three instances, a majority (between 50 and 66 percent) of survey respondents had reported their preference for email-based

communication. We then compared the open rates for those NA/F Survey respondents who had expressed a preference for emails with the open rates for respondents who had preferred other modes.

Predictably, emails sent in the demonstration were more likely to be opened by respondents whose preferences were met. Nonetheless, demonstration emails were still opened by those who had preferred other modes of communication, suggesting that email remains the most broadly appropriate mode of communication.

Exhibit 5.12. Overall demonstration open rates, by NA/F Survey response (Q3.9, parts a, c, and d)

Preferred mode of communication for OFCCP to...	Overall Open Rate among Respondents Who Answered: Email	Overall Open Rate among Respondents Who Answered: Other Modes
Respond to complaints filed by your organization (Q3.9a)	22% (n = 525)	20% (n = 373)
Ask your organization for assistance in locating class members impacted by discrimination (Q3.9c)	22% (n = 605)	19% (n = 293)
Ask your organization to assist federal contractors with their outreach and recruitment efforts (Q3.9d)	23% (n = 606)	16% (n = 292)

n = Number of emails delivered successfully.

6. Experimental Messaging Strategies

In an effort to help refine the effectiveness of this outreach and communications effort, we embedded monthly messaging “experiments” throughout the demonstration to test various communications strategies. Specifically, we created two versions of each email, leaving the substance of its message and content unchanged, but adjusting elements of its communication style. Each month, half the participants were sent each version. We measured and compared the differences in open and click-through rates, as well as the readership multiplier. This chapter presents an overview of eblast communications strategies, describes the approaches we tested, and details the results.

6.1 Conceptual Overview of Communications Strategies

To identify appropriate communications strategies to test, we reviewed a wide variety of articles, studies, and industry information on best practices to increase open rates, readership rates, and engagement with email communications. Some ideas originated in commercial and nonprofit email marketing, others from the field of applied behavioral science. Most strategies we reviewed focused on effectively communicating with individuals rather than with organizations, and thus required some adaptation in this context.

6.1.1 Email Communications

Much has been written on how to optimize the results of email communications. In our development of the demonstration emails, to the extent possible, we incorporated email best practices, such as using subject lines of 6-10 words, including the sender’s contact information, and writing shorter messages that includes links to resources.³⁹ Some practices, such as using the recipient’s name in the content of the email, were deemed impractical given our platform.

Several were considered for testing. For example, an industry study found using a question mark in the subject line increased open rates by 44 percent.⁴⁰ Adding “Pls. Forward” to its subject line doubled the circulation of the Association for Interactive Marketing’s newsletter.⁴¹ Writing in a conversational tone makes the content feel more personalized and tailored to the recipient.⁴²

6.1.2 Behavioral Interventions

Behavioral economics is a method of analysis that applies psychological insights to human behavior to explain economic decision-making (Kahneman, 2003; Thaler and Sunstein, 2008). In the private sector, behavioral economics principles are often used to understand and influence consumer behavior. Behavioral economics has also been used in the non-profit and public sector world to assist individuals in following through with their choice and improve program outcomes. For example, the Administration for

³⁹ Sources included the following: “How to Send the (Almost) Perfect Email,” <http://www.dmnews.com/email-marketing/how-to-send-the-almost-perfect-email/article/449482/>. “15 Tips to Optimize Your E-Mail Messages,” <https://www.snpo.org/publications/sendpdf.php?id=1436>. “Why Marketers Should Keep Sending You E-Mails,” <http://mckinsey.com/business-functions/marketing-and-sales/our-insights/why-marketers-should-keep-sending-you-emails>

⁴⁰ “How to Send the (Almost) Perfect Email”

⁴¹ “33 Tips to Maximize Email Marketing Success,” <http://www.campaigner.com/resource-center/getting-started/34-tips-to-maximize-email-marketing-success.aspx>

⁴² “33 Tips to Maximize Email Marketing Success”

Children and Families (ACF) and consultant MDRC created the Behavioral Interventions to Advance Self-Sufficiency (BIAS) project, to use a behavioral economics lens to examine human services programs that serve poor and vulnerable families in the United States (ACF, 2016).

Through 15 randomized controlled trials in child care, child support, and work support programs, BIAS identified seven behavioral concepts to improve the outcomes of social programs. Although aimed at individual decision-makers, these concepts may lend themselves to OFCCP’s programs. Organized by the acronym SIMPLER, they are (ACF, 2016):

- **Social influence.** Persuasion by society, peers, or a person of influence can affect people’s decisions and actions.
- **Implementation prompts.** Implementation prompts, which encourage people to plan the precise steps they will take to complete a task, can help move people from intention to action.
- **Mandated deadlines.** Without a fixed deadline for accomplishing a task, it can be easy for people to procrastinate or assume that they will get around to doing it eventually.
- **Personalization.** Efforts to personalize information or give customers personal assistance through a difficult task can improve outcomes.
- **Loss aversion.** Loss aversion is the tendency to prefer avoiding losses to achieving equal-sized gains, relative to a reference point. Sometimes just rewording a message can lead people to a different outcome.
- **Ease.** Studies in psychology have shown that people can process, absorb, and recall only a limited amount of information at one time. Thus, a central tenet in behavioral design is that making things as easy as possible can increase the likelihood that people will act.
- **Reminders.** Reminders reduce the mental effort required to complete an action by providing a cue that the task still needs to be completed. Studies in behavioral science have found that reminders can spur people to action in many fields, including health, voting, and personal finance.

6.1.3 Communications Strategies for Testing

Drawing guidance from both the marketing and behavioral economics disciplines, we developed five internal messaging tests as part of the demonstration. Each was customized and refined to best match the content of one of the monthly eblasts. Exhibit 6.1 summarizes the focus of the eblasts and the nature of the messaging experiments being tested.

Exhibit 6.1. Monthly eblast experimentation content

Month	Email Topic	Message Experimentation	Treatment Groups
1	Introducing the “Opening Doors of Opportunity” Demonstration	Variation in theme of subject line	“Civil rights” subject line vs “Community outreach” subject line
2	Understanding Workers’ Employment Rights	Request to share content “	“Please forward” message included vs not included
3	Connecting Workers to Employment Opportunities	Personalization of content	Personalized sender and writing style vs neutral
4	How to File a Discrimination Complaint	Use of “social influence” messaging	Social influence content vs neutral content
5	Locating Affected Class Members	Use of “loss aversion” messaging	Loss aversion content vs neutral content

The five eblast messaging strategies and their results are presented in the section below.

6.2 Monthly Experimentation and Findings

In this section, we describe the tested strategy’s objective and explain the differences between the two eblast versions for each monthly test (Appendix A includes copies of all 10 emails). Next, we summarize the results of each test, comparing outcomes across three metrics: unique open rate, opening frequency, and unique click-through rate.⁴³ For the discussion of each eblast below, we identify those differences that were determined to be statistically significant. Tables describe the objectives of each messaging strategy and the two versions.

6.2.1 Eblast 1 – Introducing the “Opening Doors of Opportunity” Demonstration

Our initial eblast focused on introducing the new communications and outreach program. The eblast included a link to download an “Opening Doors” poster and to visit the “Opening Doors of Opportunity” website. In this eblast, we tested whether a general subject line that broadly focused on the new community initiative was more or less compelling than one that focused on the civil rights aspects of OFCCP’s mission.

Exhibit 6.2. Eblast 1 test – Subject line

Objective	Version 1	Version 2
Test relative interest in civil rights vs. community outreach – focused subject line message on each topic	<i>Subject line:</i> “Introducing OFCCP’s Community Outreach Initiative”	<i>Subject line:</i> “Check out USDOL’s New Civil Rights Web site”

We observed no notable differences in the responses to the two versions. Of the 377 unique opens, those participants receiving version 1 opened the eblast at nearly the same rate as those receiving version 2 (both rounded to 17 percent). We also observed little difference in the opening frequency: 2.4 for version 1 and 2.7 for version 2. Across both ebcasts, a total of 27 participants clicked through to download the “Opening Doors” poster. Those receiving version 1 clicked through 11.2 percent of the time compared with 8.9 percent for those receiving version 2. None of these differences rose to the level of statistical significance.

6.2.2 Eblast 2 – Understanding Workers’ Employment Rights

The second eblast focused on increasing awareness of workplace rights and how they are legally protected. The eblast included links to download a general workplace rights fact sheet in addition to fact sheets tailored to veterans and to discrimination around sexual orientation and gender identity, disability status, and pregnancy and childbearing. In this eblast, we tested whether the strategy of specifically asking recipients to forward the email to their colleagues would increase the total readership.

Exhibit 6.3. Eblast 2 test – “Please Forward” messaging

Objective	Version 1	Version 2
Test increase in open rates and opening frequency – request reader to forward the eblast	<i>Subject line:</i> “Help workers know their rights – Please Forward” <i>Content:</i> “Please forward this message to your colleagues”	<i>Subject line:</i> “Help workers know their rights” <i>Content:</i> [none]

⁴³ Tables in Appendix D report on each month’s outcomes in detail, by region and by experimental version.

Recipients of the “please forward” version opened the email at a marginally higher rate than did recipients of the other (23 percent vs. 20 percent).⁴⁴ Recipients of version 1 also seem to have followed through on the request and forwarded the email somewhat more often, resulting in a larger opening frequency (3.8 vs. 3.4), although this difference was not statistically significant. As expected, the click-through rates generated by both versions were similar (28 percent vs. 27 percent), suggesting that the request to forward the eblast encourages more readership, but once the message has been opened, the forwarding request no longer affects the reader’s propensity to click on the eblast’s content.

6.2.3 Eblast 3 – Connecting Workers to Employment Opportunities

The third eblast described how the stakeholder network could use OFCCP’s ERRD to connect workers to job openings. In this eblast, we tested the impact of a behavioral sciences intervention that personalized both the sender and the message. Version 1 of the eblast looked to have been sent from the account of OFCCP Director Pat Shiu; version 2 was sent from the generic USDOL account.

Exhibit 6.4. Eblast 3 test – Personalization

Objective	Version 1	Version 2
Test personalization of sender and message – use first person perspective to build a relationship with the recipient	<i>From line:</i> “Pat Shiu, OFCCP, U.S. Department of Labor” <i>Content:</i> “As Director of the Office of Federal Contract Compliance Programs (OFCCP), I want to ensure that you know about the resources we have available to help you assist job seekers find employment. At OFCCP, we can...”	<i>From line:</i> “United States Department of Labor” <i>Content:</i> “Federal contractors and subcontractors are required to take affirmative steps to ensure a diverse pool of qualified applicants for job opportunities....”

Overall, the personalized message outperformed the alternative on every metric. Version 1 generated a higher unique open rate (21 percent vs. 17 percent), a higher opening frequency (3.0 vs. 2.5), and a higher unique click-through rate (24 percent vs. 16 percent).⁴⁵

6.2.4 Eblast 4 – How to File a Discrimination Complaint

Eblast 4 supplied basic knowledge on how organizations could help their constituents file a discrimination complaint against a federal contractor with OFCCP. It described the three steps in filing a complaint and provided a link to the complaint form. In this eblast, we tested the impact of a social influence message as expressed in the subject line, headline, and content.

⁴⁴ This difference generated for the unique open rate was statistically significant at the .2 level for a two-sided test.

⁴⁵ The differences generated for the unique open rate and unique click-through rates were statistically significant at the .01 level and .05 level, respectively, for a two-sided test.

Exhibit 6.5. Eblast 4 test – Social influence messaging

Objective	Version 1	Version 2
Test social influence messaging – use persuasion by society, peers, or a person of influence to affect decisions and actions	<p><i>Subject line:</i> "Help Others File a Discrimination Complaint"</p> <p><i>Headline:</i> "Help Others File a Discrimination Complaint"</p> <p><i>Content:</i> "If your organization knows job applicants or workers who think that a federal contractor or subcontractor is or was discriminating against them, you can help them file a complaint or file it on their behalf...."</p>	<p><i>Subject line:</i> "Learn How to File a Discrimination Complaint"</p> <p><i>Headline:</i> "Learn How to File a Discrimination Complaint"</p> <p><i>Content:</i> "Job applicants or workers who think that a federal contractor or subcontractor is or was discriminating against them can file a complaint or have one filed on their behalf...."</p>

The unique open rates and click-through rates generated by the two messaging options were quite similar. However, the use of social influence language did result in a notably higher opening frequency (3.7 vs. 2.5), suggesting that the approach did lead to some additional forwarding activity. However, this difference was not statistically significant.

6.2.5 Eblast 5 – Locating Affected Class Members

The fifth eblast described OFCCP’s Class Member Locator (CML), explaining how participants could use it to help their constituents find out whether they are entitled to compensation under a settlement agreement. The message included a link to a video that provided in-depth details of the CML. In this eblast, we tested the impact of a loss aversion message as expressed in the subject line, headline, and content.

Exhibit 6.6. Eblast 5 test – Loss aversion messaging

Objective	Version 1	Version 2
Test loss aversion messaging – use tendency to prefer avoiding losses to achieving equal-sized gains	<p><i>Subject line:</i> "Locate workers who may be entitled to back pay or jobs"</p> <p><i>Headline:</i> "Don't Let Your Constituents Miss Out on Compensation They May be Entitled To!"</p> <p><i>Content:</i> "Our Class Member Locator (CML) provides details on the alleged discriminatory practices of employers and settlements with OFCCP. Without consulting the CML, your constituents may not receive their entitled compensation...."</p>	<p><i>Subject line:</i> "Help potential settlement class members"</p> <p><i>Headline:</i> "Help Employees and Job Applicants Who May be Entitled to Money or a Job"</p> <p><i>Content:</i> "Our Class Member Locator (CML) provides details on the alleged discriminatory practices of employers and settlements with OFCCP. By using the CML, you can help your constituents who may be entitled to compensation...."</p>

Results of the loss aversion test were also mixed and inconclusive. On average, both versions were opened at a similar rate (18 percent vs. 19 percent), and they yielded similar click-through rates (8 percent vs. 6 percent). Though the neutral messaging incidentally yielded a higher opening frequency (2.2 vs. 1.6), this difference was not statistically significant.

7. Summary, Implications, and Future Exploration

The outreach and communications demonstration described in the previous chapters was designed to shed light on the extent to which OFCCP's stakeholder network and the AJCs engaged with email-based communications and content.

Comparing its outcomes against two important standards, the demonstration can be considered a success. Most notably, the demonstration's unique open rate consistently exceeded the benchmark set by GovDelivery for the median open rate among eblasts delivered by federal public sector agencies (18.4 percent vs. 14.2 percent). In fact, the open rate generated by each of the demonstration's five monthly eblasts exceeded this benchmark. Similarly, the demonstration's overall open rate exceeded a pre-demonstration open rate generated by an eblast delivered to the demonstration's target population just prior to launch of the demonstration. For reasons discussed in detail above, we recognize that these comparisons are imperfect, but nonetheless provide some basis for interpreting the findings of the demonstration in a slightly broader context.

We found that this willingness to open emails and engage with their content was approximately the same among the OFCCP's stakeholders and the AJCs. However, the demonstration did reveal some variation across regions, which may reflect (1) a fundamental difference in the composition of stakeholder organizations and/or (2) differences in the approach taken by each Regional Outreach Coordinator when identifying and sustaining his or her local network.

However, the demonstration also revealed that these encouraging findings tended to be generated by the consistent and regular actions of the few, rather than the periodic or occasional engagement of the many. That is, compared with other public sector agencies (as represented in the federal benchmark), the collection of five eblasts delivered through the demonstration engaged a smaller share of the target network overall, even though each monthly eblast itself exceeded the benchmark. This finding was based on a measure of engagement over an extended period (90 days) that fell well below the GovDelivery median 90-day engagement rate benchmark (33.5 percent vs. 46.0 percent). These data suggest that, compared with industry standards, there remains a sizeable subset of network stakeholders that have yet to engage with OFCCP through this communication channel.

By linking individual-level responses from the NA/F Survey (from an earlier stage of this project) to those same stakeholders' subsequent engagement with the demonstration, we reported additional insights. First, the data revealed that a lack of familiarity with OFCCP did not preclude engagement with the demonstration. Those stakeholders who had reported being unfamiliar with OFCCP on the NA/F Survey were just as likely as were other stakeholders to open their demonstration emails. Among those who had reported having a relationship with the agency, our findings emphasize that prior contact with OFCCP is an important determinant of a stakeholder's tendency to open an email now. Those survey respondents who had reported having recent contact with OFCCP or having attended an OFCCP event were consistently more likely to open their demonstration emails. We also learned that this contact will likely need to be initiated by OFCCP, because the stakeholders were not inclined to reach out to their ROC, despite our consistently promoting their availability through the demonstration.

Finally, we learned that those stakeholders who on the survey had expressed a willingness to engage with OFCCP around key activities (e.g., distributing materials or identifying bad-acting contractors) were consistently more likely to engage with the content in the demonstration emails. This inclination to "walk

the walk” underscores the importance of OFCCP’s efforts to foster this willingness to engage by clearly communicating the value of this type of shared engagement.

7.1 Implications

The demonstration suggests that progress has been made in identifying and solidifying the foundation of a network of community stakeholders. This network has proven to be consistently reachable, with organizations exceeding key benchmarks with respect to engaging with targeted correspondence from OFCCP. Given this context, the following implications emerged:

- **Stakeholder network.** A solid foundation for this network has already been laid and the associated costs incurred. As shown above, the many organizations reporting support for OFCCP’s mission when responding to the NA/F Survey seemed to follow through on that support by engaging with the demonstration at a higher rate than other organizations. However, the longer-term benefits will be generated over an extended period of time as awareness, engagement, and commitment grow. This points to a concerted effort by OFCCP and its regional offices to continue to solidify the base by nurturing existing relationships, as well as growing the network to achieve a critical mass of community support that justifies the investment.
- **GovDelivery-based outreach.** GovDelivery has proven to be an effective and cost-efficient communication platform. Though the demonstration revealed some room to improve the rates of successful eblast delivery among OFCCP stakeholders, the system already provides the basis for widespread communication and can easily be customized to support more targeted communications with subgroups of stakeholder organizations. Performance metrics are readily available and can be tracked against both internal comparisons and national benchmarks. Nonetheless, it is important that the platform’s potential not be overstated. OFCCP may continue to use GovDelivery as part of a diverse and integrated communication strategy that is strategically crafted to promote the agency’s strategic objectives.
- **Workplace factsheets.** Relative to other resources, the workplace fact sheets distributed during the second month of the demonstration were the most actively clicked on by demonstration participants. In fact, four of the top five most clicked links directed readers to fact sheets on workplace rights. Given the significant interest in these materials, OFCCP should consider using them as an anchor for additional communication and strategically packaging other messages and materials with these links in order to capitalize on the high level of interest.
- **American Job Centers.** The AJCs are collectively a prominent community resource responsible for advancing DOL’s employment-related mission. In this capacity, they serve many of the same constituents also served by OFCCP’s stakeholder network. Notably, the demonstration clearly indicated that, compared with other organizations, the AJCs are as interested in and likely to engage with the monthly eblasts. This strongly suggests that OFCCP could continue to target the AJCs as part of its ongoing effort to build support for its mission by engaging community stakeholders.
- **Contact between OFCCP and the network of stakeholders.** The demonstration clearly suggests that recent contact is associated with a higher likelihood of stakeholders’ engaging with this type of email-based outreach effort. Though the demonstration’s underlying dynamics (e.g., focus, frequency, method) are not explored in detail, the findings do emphasize the value of periodic “touch points” and how they can help to generate momentum (at least in the short run) toward greater engagement. This effort could prioritize contact with those organizations that were consistently disinclined to open or engage with the demonstration eblasts.

- **The opportunity-themed brand.** Over the five-month demonstration period, traffic to the landing page was rather limited. Nonetheless, Google Analytics data indicate that the site was able to attract visitors from sources other than the monthly eblasts. When considered in conjunction with the strong support for the branding and landing page offered during the pilot testing, the collective feedback suggests that OFCCP may consider maintaining its commitment to these marketing and communication building blocks as it moves forward.
- **Writing style and formatting.** Monthly experimentation incorporating various marketing and behavioral economics concepts provided guidance for refining future email-based communication. At a minimum, OFCCP should consider routinely including the use of a conversational and personalized writing style, use of a personal “From” identity, and instructions to “please forward” in the subject line of future correspondence. In addition, the space in each eblast devoted to encouraging contact with the ROCs may need to be limited.
- **GovDelivery enhancements.** The five monthly emails developed and used for the demonstration have proven to be a solid sequence of communication capable of (re)introducing core OFCCP resources. GovDelivery’s Advanced Package allows for the automatic delivery of a standardized sequence of emails (such as the demonstration’s) to all new subscribers or additions to the stakeholder list, without manual intervention from the user. Moreover, the package includes a built-in “experiments” feature, allowing for comparisons across two versions of an eblast, and it expands the system’s capacity to segment the subscriber list in order to target messages to specific subgroups. OFCCP could weigh the costs against the benefits of purchasing these enhancements.

7.2 Topics for Continued Exploration

The implications discussed above should be assessed in the context of a number of outstanding research priorities that warrant consideration.

- **Network segmentation.** OFCCP may choose to explore opportunities to further segment the network of stakeholders in order to refine the targeting of messaging and content. Examples include segmentation by core constituency (e.g., veterans, individuals with disabilities) and by core function (e.g., service delivery, advocacy).
- **Regional variation.** The demonstration revealed considerable variation across regions in the extent to which the stakeholder network engaged with the emails and content. OFCCP could carefully examine these dynamics to identify opportunities for ROCs to maximize engagement across regions that may be inherently different.
- **Refined messaging.** The demonstration results provided inconclusive feedback on two important messaging strategies—social influence and loss aversion—that build on core behavioral economics concepts. Given the potential power of these approaches, OFCCP could continue to experiment with alternative messages and points of emphasis before making final judgements about their suitability.
- **Characteristics of the “unengaged.”** The demonstration revealed that, when compared with a benchmark set by GovDelivery, many of the demonstration’s participants remained entirely unengaged with all of the eblasts and their material. It is important that, working through the ROCs, that OFCCP consider further examination of this population in an effort to better understand who they are and how to better attract their attention.
- **Updated survey results.** This project began by establishing a baseline set of metrics nearly two years ago. Since that time, OFCCP has invested in the outreach and communications demonstration

assessed in this report and may follow through with some of the refinements to that demonstration summarized above. In light of this extended commitment and to document progress and the challenges that remain in building an engaged network of community stakeholders, OFCCP could consider administering a second wave of the NA/F Survey. This second survey would update the findings reported in 2015.

- **Mission-oriented outcomes.** While the demonstration reported on outcomes like open and click-through rates, additional research could be conducted to confirm the extent to which engaging with OFCCP communications (e.g., opening and clicking on resource links) is linked to more mission driven outcomes (e.g., identifying affected class members or employers who are out of compliance). This research could explore the mechanism by which outreach translates into outcomes that extend beyond the communication-related behaviors the current demonstration examined.

Collectively, these implications and emerging research topics provide focus for building on the momentum that OFCCP has generated in engaging community stakeholders to help advance its mission.

Appendix A: Monthly eBlasts

Month 1: Topic: Introducing the Opening Doors of Opportunity Demonstration

Version: "Community outreach" subject line

From: United States Department of Labor [<mailto:subscriptions@subscriptions.dol.gov>]
Sent: Tuesday, June 14, 2016 3:04 PM
To:
Subject: Introducing OFCCP's Community Outreach Initiative



Opening Doors of Opportunity

Protecting Workers. Promoting Diversity. Enforcing the Law.



Introducing OFCCP's New Community Outreach Initiative:

Opening Doors of Opportunity

At the Office of Federal Contract Compliance Programs (OFCCP), we work to make sure that good jobs are within everyone's grasp. We protect workers, promote diversity, and enforce the law by:

- holding those who do business with the federal government—contractors and subcontractors—responsible for complying with the legal requirement to take affirmative action and not discriminate because of race, color, religion, sex, sexual orientation, gender identity, national origin, disability, or status as a protected veteran; and
- prohibiting contractors and subcontractors from discharging or otherwise discriminating against applicants or employees because they have inquired about, discussed or disclosed their compensation or that of others, subject to certain limitations.



To learn more about OFCCP, check out our Opening Doors poster that provides an overview of OFCCP's mission and can be displayed in your office.

[DOWNLOAD NOW](#) 

We created this initiative to:

- inform you about OFCCP's laws and services;
- provide access to useful resources that may benefit you and workers served by your organization; and
- provide a local contact should you have questions.

On a monthly basis you will receive an e-mail from us highlighting an employment-related resource. Resources may include brochures, posters, fact sheets, or links to Web sites, etc. We encourage you to share this e-mail and these resources. The OFCCP Regional Outreach Coordinator (ROC) in your area will be available to answer any questions your organization may have.

Month 1: Topic: Introducing the Opening Doors of Opportunity Demonstration

Version: "Civil rights" subject line

From: United States Department of Labor [mailto:subscriptions@subscriptions.dol.gov]
 Sent: Tuesday, June 14, 2016 3:03 PM
 To:
 Subject: Check Out USDOL's New Civil Rights Web site



Opening Doors of Opportunity

Protecting Workers. Promoting Diversity. Enforcing the Law.



Introducing OFCCP's New Community Outreach Initiative:

Opening Doors of Opportunity

At the Office of Federal Contract Compliance Programs (OFCCP), we work to make sure that good jobs are within everyone's grasp. We protect workers, promote diversity, and enforce the law by:

- holding those who do business with the federal government—contractors and subcontractors—responsible for complying with the legal requirement to take affirmative action and not discriminate because of race, color, religion, sex, sexual orientation, gender identity, national origin, disability, or status as a protected veteran; and
- prohibiting contractors and subcontractors from discharging or otherwise discriminating against applicants or employees because they have inquired about, discussed or disclosed their compensation or that of others, subject to certain limitations.

We created this initiative to:

- inform you about OFCCP's laws and services;
- provide access to useful resources that may benefit you and workers served by your organization; and
- provide a local contact should you have questions.

On a monthly basis you will receive an e-mail from us highlighting an employment-related resource. Resources may include brochures, posters, fact sheets, or links to Web sites, etc. We encourage you to share this e-mail and these resources. The OFCCP Regional Outreach Coordinator (ROC) in your area will be available to answer any questions your organization may have.

Visit the [Opening Doors to Opportunity Web site](#) for more resources and information.



We want to hear from you! Contact Us.

Stephen Sunshine

Regional Outreach Coordinator
Sunshine.Stephen@dol.gov
 646-264-3170



To learn more about OFCCP, check out our Opening Doors poster that provides an overview of OFCCP's mission and can be displayed in your office.

DOWNLOAD NOW

Month 2: Topic: Understanding Workers' Employment Rights

Version: "Please forward" message included

From: Pat Shiu, OFCCP, U.S. Department of Labor [<mailto:subscriptions@subscriptions.dol.gov>]
Sent: Wednesday, July 13, 2016 3:02 PM
To:
Subject: Help workers know their rights - Please Forward



Opening Doors of Opportunity

Protecting Workers. Promoting Diversity. Enforcing the Law.





Do workers know how to identify potential discrimination in the workplace?

- The Office of Federal Contract Compliance Programs (OFCCP) enforces laws that make it illegal for federal contractors and subcontractors to discriminate in employment.
- OFCCP has developed a general fact sheet on workplace rights and a series of fact sheets on specific issues workers may face.
- OFCCP encourages you to download, print and distribute copies to your staff, clients and partners, and at events. We also encourage you to link to these fact sheets in your newsletters, listservs, Web sites and Facebook and Twitter posts.

Download these Workplace Fact Sheets:

- [Disability Rights Fact Sheet](#)
- [Sexual Orientation and Gender Identity Fact Sheet](#)
- [Veterans Fact Sheet](#)
- [Pregnancy and Childbearing Discrimination Fact Sheet](#)
- Pay Transparency Fact Sheet – coming soon
- Sex Discrimination Fact Sheet – coming soon



Workplace Rights Fact Sheet

[DOWNLOAD NOW](#) 

The fact sheets are available on OFCCP's [Web site](#) in English, Spanish, and several other languages.

 **Please forward this message to your colleagues**

Visit the [Opening Doors to Opportunity Web site](#) for more resources and information.



We want to hear from you! Contact Us.

Stephen Sunshine
 Regional Outreach Coordinator
Sunshine.Stephen@dol.gov
 646-264-3170

OFCCP enforces Executive Order 11246, Section 503 of the Rehabilitation Act of 1973 and the Vietnam Era Veterans'

Month 2: Topic: Understanding Workers' Employment Rights

Version: No forwarding message

From: Pat Shiu, OFCCP, U.S. Department of Labor [<mailto:subscriptions@subscriptions.dol.gov>]
 Sent: Wednesday, July 13, 2016 3:02 PM
 To:
 Subject: Help workers know their rights



Opening Doors of Opportunity

Protecting Workers. Promoting Diversity. Enforcing the Law.



Do workers know how to identify potential discrimination in the workplace?

- The Office of Federal Contract Compliance Programs (OFCCP) enforces laws that make it illegal for federal contractors and subcontractors to discriminate in employment.
- OFCCP has developed a general fact sheet on workplace rights and a series of fact sheets on specific issues workers may face.
- OFCCP encourages you to download, print and distribute copies to your staff, clients and partners, and at events. We also encourage you to link to these fact sheets in your newsletters, listservs, Web sites and Facebook and Twitter posts.

Download these Workplace Fact Sheets:

- [Disability Rights Fact Sheet](#)
- [Sexual Orientation and Gender Identity Fact Sheet](#)
- [Veterans Fact Sheet](#)
- [Pregnancy and Childbearing Discrimination Fact Sheet](#)
- [Pay Transparency Fact Sheet – coming soon](#)
- [Sex Discrimination Fact Sheet – coming soon](#)



Workplace Rights Fact Sheet

[DOWNLOAD NOW](#) 

The fact sheets are available on OFCCP's [Web site](#) in English, Spanish, and several other languages.

Visit the Opening Doors to Opportunity Web site for more resources and information.



We want to hear from you! Contact Us.

Stephen Sunshine
 Regional Outreach Coordinator
Sunshine.Stephen@dol.gov
 646-264-3170

OFCCP enforces *Executive Order 11246*, *Section 503 of the Rehabilitation Act of 1973* and the *Vietnam Era Veterans' Readjustment Assistance Act of 1974*. These laws, as amended, make it illegal for contractors and subcontractors doing business with the Federal Government to discriminate in employment because of race, color, religion, sex, sexual orientation,

Month 3: Topic: Connecting Workers to Employment Opportunities

Version: Personalized sender and writing style

From: Pat Shiu, OFCCP, U.S. Department of Labor [<mailto:subscriptions@subscriptions.dol.gov>]
Sent: Tuesday, August 09, 2016 3:02 PM
To:
Subject: Help qualified workers find jobs



Opening Doors of Opportunity

Protecting Workers. Promoting Diversity. Enforcing the Law.






Connect Qualified Workers to Employment Opportunities

As Director of the Office of Federal Contract Compliance Programs (OFCCP), I want to ensure that you know about the resources we have available to help you assist job seekers find employment.

- At OFCCP, we can help link organizations that provide employment services and support to job seekers with federal contractors and subcontractors seeking to hire qualified applicants.
- Our [Employment Resource Referral Directory \(ERRD\)](#) lists hundreds of government and non-profit organizations serving veterans, individuals with disabilities, women and people of color. Federal contractors and subcontractors are encouraged to use this Directory to identify candidates with a variety of job skills and capabilities.
- You can click [here](#) to learn how your organization can be listed in the Directory and how to update your listing.



Regards,

Patricia A. Shiu,
Director of OFCCP

I invite you to visit the [Opening Doors to Opportunity Web site](#) for more resources and information.

-✉ Please forward this message to your colleagues



We want to hear from you! Contact Us.

Stephen Sunshine

Regional Outreach Coordinator
Sunshine.Stephen@dol.gov
 646-264-3170

OFCCP enforces [Executive Order 11246](#), [Section 503 of the Rehabilitation Act of 1973](#) and the [Vietnam Era Veterans' Readjustment Assistance Act of 1974](#). Collectively, these three laws make it illegal for contractors and subcontractors doing business with the federal government to discriminate in employment on the basis of race, color, religion, sex, sexual orientation, gender identity, national origin, disability or status as a protected veteran. In addition, contractors and subcontractors are prohibited from discharging or otherwise discriminating against applicants or employees who inquire about, discuss or disclose their compensation or that of others.

Month 3: Topic: Connecting Workers to Employment Opportunities

Version: Neutral

From: United States Department of Labor (<mailto:subscriptions@subscriptions.dol.gov>)
 Sent: Tuesday, August 09, 2016 3:01 PM
 To:
 Subject: Help qualified workers find jobs



Connect Qualified Workers to Employment Opportunities

- Federal contractors and subcontractors are required to take affirmative steps to ensure a diverse pool of qualified applicants for job opportunities.
- The Office of Federal Contract Compliance Programs (OFCCP) can help link organizations that provide employment services and support to job seekers with federal contractors and subcontractors seeking to hire qualified applicants.
- OFCCP's [Employment Resource Referral Directory \(ERRD\)](#) lists hundreds of government and non-profit organizations serving veterans, individuals with disabilities, women and people of color. Federal contractors and subcontractors are encouraged to use this Directory to identify candidates with a variety of job skills and capabilities.
- Click [here](#) to learn how your organization can be listed in the Directory and how to update your listing.



-✉ Please forward this message to your colleagues

Visit [Opening Doors of Opportunity Web site](#) for more resources and information.



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Month 4: Topic: How to File a Discrimination Complaint

Version: Use “social influence” messaging

From: United States Department of Labor [<mailto:subscriptions@subscriptions.dol.gov>]
 Sent: Tuesday, September 13, 2016 3:01 PM
 To:
 Subject: Help Others File a Discrimination Complaint



Help Others File a Discrimination Complaint

If your organization knows job applicants or workers who think that a federal contractor or subcontractor is or was discriminating against them, you can help them file a complaint or file it on their behalf. Organizations like yours routinely file complaints on behalf of others.

Three Steps in Filing a Complaint

1. File within the time limits:

- a. 180 days if the discrimination is based on the individual's race, color, religion, sex, sexual orientation, gender identity or national origin.
- b. 300 days if the discrimination is based on the individual's disability or protected veteran status.



2. Download and complete the [complaint form](#) that is available on the OFCCP Web site in English, Spanish and [several other languages](#). The completed form should:

- a. Describe the alleged discrimination in as much detail as possible.
- b. Be signed by the individual or the party filing on behalf of the individual.

3. Submit the form by e-mail, mail or fax to the [regional office](#) nearest to the location where the alleged discrimination occurred. In-person complaints should be made at the nearest [district or area office](#).

What if I don't know if the employer is a federal contractor?

You do not need to know with certainty that the employer is a federal contractor or subcontractor to file a complaint. OFCCP will make this determination for you once it has received the complaint.

[Click here](#) for more information about how organizations like yours can file complaints on behalf of applicants and workers. If you have questions about the process or want to discuss a complaint, please call or visit any [OFCCP District or Area office](#).

Visit the Opening Doors to Opportunity Web site for more resources and information.

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Stephen Sunshine

Regional Outreach Coordinator
Sunshine.Stephen@dol.gov

Month 4: Topic: How to File a Discrimination Complaint

Version: Neutral

From: United States Department of Labor [<mailto:subscriptions@subscriptions.dol.gov>]
Sent: Tuesday, September 13, 2016 3:01 PM
To:
Subject: Learn How to File a Discrimination Complaint



Learn How to File a Discrimination Complaint

Job applicants or workers who think that a federal contractor or subcontractor is or was discriminating against them can file a complaint or have one filed on their behalf.

Three Steps in Filing a Complaint

1. File within the time limits:

- a. 180 days if the discrimination is based on the individual's race, color, religion, sex, sexual orientation, gender identity or national origin.
- b. 300 days if the discrimination is based on the individual's disability or protected veteran status.

2. Download and complete the [complaint form](#) that is available on the OFCCP Web site in English, Spanish and [several other languages](#). The completed form should:

- a. Describe the alleged discrimination in as much detail as possible.
- b. Be signed by the individual or the party filing on behalf of the individual.



3. Submit the form by e-mail, mail or fax to the [regional office](#) nearest to the location where the alleged discrimination occurred. In-person complaints should be made at the nearest [district or area office](#).

What if I don't know if the employer is a federal contractor?

You do not need to know with certainty that the employer is a federal contractor or subcontractor to file a complaint. OFCCP will make this determination for you once it has received the complaint.

[Click here](#) for more information about filing a complaint. If you have questions about the process or want to discuss a complaint, please call or visit any [OFCCP District or Area office](#).

Visit the [Opening Doors to Opportunity Web site](#) for more resources and information.

 Please forward this message to your colleagues



We want to hear from you! Contact Us.

Stephen Sunshine

Regional Outreach Coordinator
Sunshine.Stephen@dol.gov
 646-264-3170

Month 5: Topic: Locating Affected Class Members

Version: Use “loss aversion” messaging

From: Pat Shiu, OFCCP, U.S. Department of Labor [<mailto:subscriptions@subscriptions.dol.gov>]
Sent: Tuesday, October 11, 2016 3:02 PM
To:
Subject: Locate workers who may be entitled to back pay or jobs



Opening Doors of Opportunity

Protecting Workers. Promoting Diversity. Enforcing the Law.






**Don't Let Your Constituents Miss Out on Compensation
They May be Entitled To!**

At OFCCP, we try to find applicants and workers who may be entitled to back wages and consideration for job opportunities under OFCCP settlement agreements.

Federal contractors and subcontractors may resolve OFCCP findings of employment discrimination by entering into agreements that compensate victims of discrimination and prevent unlawful employment practices. In fact, last year we recovered \$5.9 million dollars in back pay and 530 job opportunities for victims of discrimination.

Our Class Member Locator (CML) provides details on the alleged discriminatory practices of employers and settlements with OFCCP. **Without consulting the CML, your constituents may not receive their entitled compensation.**

Contact OFCCP if you know anyone who applied for a job or worked at a facility during the time period listed in the CML.



Watch this video to learn more about the Class Member Locator. For more information, consult our [Frequently Asked Questions \(FAQs\)](#) or contact your Regional Outreach Coordinator below.

Visit the Opening Doors to Opportunity Web site for more resources and information.

-✉ Please forward this message to your colleagues



We want to hear from you! Contact Us.

Stephen Sunshine

Month 5: Topic: Locating Affected Class Members

Version: Neutral

From: Pat Shiu, OFCCP, U.S. Department of Labor [<mailto:subscriptions@subscriptions.dol.gov>]
 Sent: Tuesday, October 11, 2016 3:01 PM
 To:
 Subject: Help potential settlement class members



Opening Doors of Opportunity

Protecting Workers. Promoting Diversity. Enforcing the Law.



Help Employees and Job Applicants Who May be Entitled to Money or a Job

At OFCCP, we try to find applicants and workers who may be entitled to back wages and consideration for job opportunities under OFCCP settlement agreements.

Federal contractors and subcontractors may resolve OFCCP findings of employment discrimination by entering into agreements that compensate victims of discrimination and prevent unlawful employment practices.

Our Class Member Locator (CML) provides details on the alleged discriminatory practices of employers and settlements with OFCCP. **By using the CML, you can help your constituents who may be entitled to compensation.**

Contact OFCCP if you know anyone who applied for a job or worked at a facility during the time period listed in the CML.



Watch this video to learn more about the Class Member Locator. For more information, consult our [Frequently Asked Questions \(FAQs\)](#) or contact your Regional Outreach Coordinator below.

Visit the Opening Doors to Opportunity Web site for more resources and information.

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Appendix B: Demonstration Landing Pages

Demonstration Landing Page


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OFFICE OF FEDERAL CONTRACT COMPLIANCE PROGRAMS
OFCCP
U.S. DEPARTMENT OF LABOR

Opening Doors of Opportunity

OFCCP's Community Outreach



At the Office of Federal Contract Compliance Programs (OFCCP), we work to make sure that good jobs are within everyone's grasp. In response to a nationwide survey of community-based organizations, we created this initiative to:

- inform you about OFCCP's laws and services;
- provide access to useful resources that may benefit you and workers served by your organization; and
- provide a local contact should you have questions.

We encourage you to share the resources found on this Website with the workers you serve. Be sure to stay connected by subscribing to receive [OFCCP Updates](#).

OFCCP'S MISSION

At the Office of Federal Contract Compliance Programs (OFCCP), we protect workers, promote diversity and enforce the law. OFCCP holds those who do business with the federal government—contractors and subcontractors—responsible for complying with the legal requirement to take affirmative action and not discriminate on the basis of race, color, sex, sexual orientation, gender identity, religion, national origin, disability, or status as a protected veteran. In addition, contractors and subcontractors are prohibited from discharging or otherwise discriminating against applicants or employees who inquire about, discuss or disclose their compensation or that of others, subject to certain limitations.



To learn more about OFCCP, download our [Opening Doors Poster](#) that provides an overview of OFCCP's mission and can be displayed in your office.

CONTACT YOUR REGIONAL OUTREACH COORDINATOR

Click on the U.S. map below to find your [Regional Outreach Coordinator](#).



Abt Associates

OFCCP Community-Based Outreach Evaluation: Final Report | pg. 72

 **WORKER FACTSHEETS**



Educate Workers

Your organization can help workers identify discrimination in the workplace. We've prepared a series of fact sheets you can use to educate workers.

[View Worker Factsheets](#)

 **FILE A COMPLAINT**



Learn How to File

Is your organization aware of workers who feel that they are being discriminated against and their employer is a covered federal contractor or subcontractor?

[File a Complaint](#)

 **EMPLOYMENT RESOURCES REFERRAL DIRECTORY (ERRD)**



Connect with Employers

If your organization offers employment services and support for job seekers, OFCCP can help connect you with employers looking to hire qualified applicants.

[View ERRD Resources](#)

 **CLASS MEMBER LOCATOR**



Help Workers Get Remedies

Applicants and workers who are impacted by discrimination may be entitled to back wages and/or consideration for job opportunities. Help OFCCP locate these individuals.

[View Class Member Locator](#)



**UNITED STATES
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Demonstration Landing Page: ROC Contact Page


UNITED STATES
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Office of Federal Contract Compliance Programs

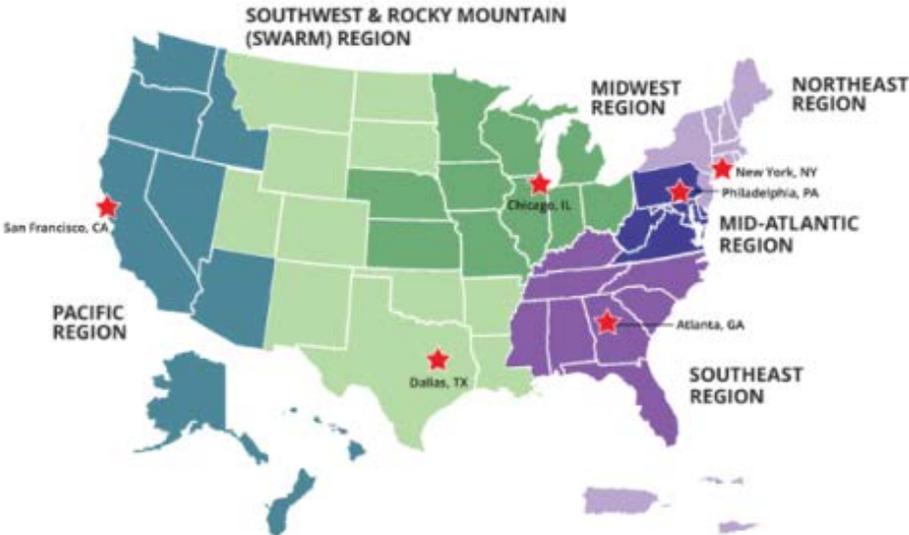
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[Go back to CBO Home Page](#)

REGIONAL OUTREACH COORDINATOR

OFCCP values two way communication. We want your input on how we can help community-based organizations achieve their goals. Contact your local Regional Outreach Coordinator (ROC) to ask questions and learn about upcoming events being held in your area.

Use the U.S. map below to click on the region in which your organization is located to find your Regional Outreach Coordinator.



MID-ATLANTIC REGION

Delaware, District of Columbia, Maryland, Pennsylvania, Virginia, West Virginia



Donna Felder
 215-861-5750
Felder.Donna@dol.gov

[Return to map](#)

MIDWEST REGION

Illinois, Indiana, Iowa, Kansas, Michigan, Minnesota, Missouri, Nebraska, Ohio, Wisconsin



Carmen Navarro
312-596-7010
Navarro.Carmen@dol.gov

[Return to map](#)

NORTHEAST REGION

New Jersey, New York, Puerto Rico, Virgin Islands, Connecticut, Maine, Massachusetts, New Hampshire, Rhode Island, Vermont



Stephen Sunshine
646-264-3170
Sunshine.Stephen@dol.gov

[Return to map](#)

PACIFIC REGION

Alaska, Arizona, California, Guam, Hawaii, Idaho, Nevada, Oregon, Washington



Leigh Jones
206-504-5013
Jones.Leigh@dol.gov

[Return to map](#)

SOUTHEAST REGION

Alabama, Florida, Georgia, Kentucky, Mississippi, North Carolina, South Carolina, Tennessee



Tina Williams
404-893-4554
Williams.Tina.T@dol.gov

[Return to map](#)

SOUTHWEST & ROCKY MOUNTAIN REGION

Arkansas, Colorado, Louisiana, Montana, New Mexico, North Dakota, Oklahoma, South Dakota, Texas, Utah, Wyoming



Allen Boyd
 972-850-2577
Boyd.Allen@dol.gov

[Return to map](#)



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Appendix C: Glossary

Term	Definition
90-day engagement rate	Percentage of email recipients who open an email over a period of 90 days
Average clicks per read	Total clicks divided by total opens
Average time on page	Average amount of time users spent viewing a specified page or screen
Bounce rate	Percentage of single-page visits (i.e., visits in which the person left your site from the entrance page without interacting with the page)
Delivery rate	Percentage of total emails sent that were delivered successfully
Number delivered	Number of successfully delivered emails
Opening frequency	Average number of times each email is opened
Origin	The source of the website traffic. "Other" includes referrals from other websites, direct entry of the URL, or navigating from a search engine
Pageviews	Total number of pages viewed. Repeated views of a single page are counted
Total clicks	Number of clicks across all links (Table 1) or all emails (Table 2)
Total click-through rate	Total clicks divided by total opens (i.e., average number of clicks per open)
Total opens	Number of times an email was opened. Also interpreted as total "reads" of an email
Unique clicks	Number of unique opens for which there was also a click on a link
Unique click-through rate	Percentage of unique opens that result in a click on a link
Unique open rate	Percentage of successfully delivered emails that are opened at least once
Unique opens	Number of recipients who open each email at least once
Unique users	Number of unique users who have viewed this page

Appendix D: Monthly eBlast Results

Month 1 Results

Region	Message	Number delivered	Delivery rate	Total opens ("reads")	Unique opens	Unique open rate	Open frequency	Total clicks	Average clicks per "read"	Unique clicks	Unique click-through rate
Mid-Atlantic	Civil Rights	111	98%	66	28	25%	2.4	12	0.18	7	25%
	Community Outreach	101	95%	40	27	27%	1.5	2	0.05	2	7%
	Total	212	97%	106	55	26%	1.9	14	0.13	9	16%
Midwest	Civil Rights	203	93%	59	39	19%	1.5	7	0.12	5	13%
	Community Outreach	205	92%	44	28	14%	1.6	1	0.02	1	4%
	Total	408	93%	103	67	16%	1.5	8	0.08	6	9%
Northeast	Civil Rights	126	97%	74	29	23%	2.6	1	0.01	1	3%
	Community Outreach	127	96%	84	23	18%	3.7	1	0.01	1	4%
	Total	253	97%	158	52	21%	3.0	2	0.01	2	4%
Pacific	Civil Rights	240	94%	140	32	13%	4.4	12	0.09	3	9%
	Community Outreach	231	94%	53	27	12%	2.0	8	0.15	3	11%
	Total	471	94%	193	59	13%	3.3	20	0.10	6	10%
Southeast	Civil Rights	235	94%	71	31	13%	2.3	5	0.07	3	10%
	Community Outreach	230	94%	82	45	20%	1.8	5	0.06	4	9%
	Total	465	94%	153	76	16%	2.0	10	0.07	7	9%
Southwest	Civil Rights	204	98%	36	29	14%	1.2	2	0.06	2	7%
	Community Outreach	205	97%	203	39	19%	5.2	6	0.03	6	15%
	Total	409	98%	239	68	17%	3.5	8	0.03	8	12%
All Regions	Civil Rights	1,119	95%	446	188	17%	2.4	39	0.09	21	11%
	Community Outreach	1,099	95%	506	189	17%	2.7	23	0.05	17	9%
	Total	2,218	95%	952	377	17%	2.5	62	0.07	38	10%

Month 2 Results

Region	Message	Number delivered	Delivery rate	Total opens ("reads")	Unique opens	Unique open rate	Open frequency	Total clicks	Average clicks per "read"	Unique clicks	Unique click-through rate
Mid-Atlantic	Forward	99	95%	124	34	34%	3.6	130	1.05	7	21%
	No Forward	109	96%	117	31	28%	3.8	111	0.95	11	35%
	Total	208	96%	241	65	31%	3.7	241	1.00	18	28%
Midwest	Forward	202	91%	100	43	21%	2.3	58	0.58	8	19%
	No Forward	199	94%	115	40	20%	2.9	55	0.48	7	18%
	Total	401	93%	215	83	21%	2.6	113	0.53	15	18%
Northeast	Forward	125	96%	84	26	21%	3.2	20	0.24	5	19%
	No Forward	125	97%	43	22	18%	2.0	29	0.67	6	27%
	Total	250	97%	127	48	19%	2.6	49	0.39	11	23%
Pacific	Forward	220	96%	358	46	21%	7.8	108	0.30	15	33%
	No Forward	226	93%	290	29	13%	10.0	99	0.34	12	41%
	Total	446	94%	648	75	17%	8.6	207	0.32	27	36%
Southeast	Forward	230	95%	144	45	20%	3.2	251	1.74	16	36%
	No Forward	237	96%	94	48	20%	2.0	48	0.51	10	21%
	Total	467	96%	238	93	20%	2.6	299	1.26	26	28%
Southwest	Forward	199	97%	121	49	25%	2.5	93	0.77	17	35%
	No Forward	202	99%	82	49	24%	1.7	84	1.02	14	29%
	Total	401	98%	203	98	24%	2.1	177	0.87	31	32%
All Regions	Forward	1,075	95%	931	243	23%	3.8	660	0.71	68	28%
	No Forward	1,098	96%	741	219	20%	3.4	426	0.57	60	27%
	Total	2,173	95%	1,672	462	21%	3.6	1,086	0.65	128	28%

Month 3 Results

Region	Message	Number delivered	Delivery rate	Total opens ("reads")	Unique opens	Unique open rate	Open frequency	Total clicks	Average clicks per "read"	Unique clicks	Unique click-through rate
Mid-Atlantic	Neutral	108	97%	102	28	26%	3.6	14	0.14	7	25%
	Personalized	94	94%	43	26	28%	1.7	9	0.21	6	23%
	Total	202	96%	145	54	27%	2.7	23	0.16	13	24%
Midwest	Neutral	196	94%	66	34	17%	1.9	6	0.09	5	15%
	Personalized	200	92%	73	41	21%	1.8	8	0.11	8	20%
	Total	396	93%	139	75	19%	1.9	14	0.10	13	17%
Northeast	Neutral	125	98%	44	23	18%	1.9	4	0.09	2	9%
	Personalized	123	96%	109	26	21%	4.2	12	0.11	9	35%
	Total	248	97%	153	49	20%	3.1	16	0.10	11	22%
Pacific	Neutral	231	96%	68	29	13%	2.3	6	0.09	6	21%
	Personalized	218	95%	244	46	21%	5.3	26	0.11	12	26%
	Total	449	96%	312	75	17%	4.2	32	0.10	18	24%
Southeast	Neutral	231	95%	105	33	14%	3.2	8	0.08	6	18%
	Personalized	226	95%	114	43	19%	2.7	34	0.30	15	35%
	Total	457	95%	219	76	17%	2.9	42	0.19	21	28%
Southwest	Neutral	200	98%	62	36	18%	1.7	6	0.10	4	11%
	Personalized	195	96%	94	43	22%	2.2	7	0.07	5	12%
	Total	395	97%	156	79	20%	2.0	13	0.08	9	11%
All Regions	Neutral	1,091	96%	447	183	17%	2.4	44	0.10	30	16%
	Personalized	1,056	94%	677	225	21%	3.0	96	0.14	55	24%
	Total	2,147	95%	1,124	408	19%	2.8	140	0.12	85	21%

Month 4 Results

Region	Message	Number delivered	Delivery rate	Total opens ("reads")	Unique opens	Unique open rate	Open frequency	Total clicks	Average clicks per "read"	Unique clicks	Unique click-through rate
Mid-Atlantic	Neutral	95	95%	60	23	24%	2.6	10	0.17	5	22%
	Social influence	105	96%	38	21	20%	1.8	1	0.03	1	5%
	Total	200	96%	98	44	22%	2.2	11	0.11	6	14%
Midwest	Neutral	199	91%	166	35	18%	4.7	3	0.02	1	3%
	Social influence	194	95%	193	33	17%	5.8	4	0.02	4	12%
	Total	393	93%	359	68	17%	5.3	7	0.02	5	7%
Northeast	Neutral	121	95%	57	15	12%	3.8	0	0.00	0	0%
	Social influence	123	97%	30	21	17%	1.4	0	0.00	0	0%
	Total	244	96%	87	36	15%	2.4	0	0.00	0	0%
Pacific	Neutral	218	96%	93	28	13%	3.3	2	0.02	2	7%
	Social influence	227	95%	71	31	14%	2.3	3	0.04	3	10%
	Total	445	96%	164	59	13%	2.8	5	0.03	5	8%
Southeast	Neutral	228	95%	130	39	17%	3.3	4	0.03	3	8%
	Social influence	231	96%	39	33	14%	1.2	9	0.23	2	6%
	Total	459	96%	169	72	16%	2.3	13	0.08	5	7%
Southwest	Neutral	196	97%	126	33	17%	3.8	7	0.06	2	6%
	Social influence	198	99%	58	31	16%	1.9	5	0.09	3	10%
	Total	394	98%	184	64	16%	2.9	12	0.07	5	8%
All Regions	Neutral	1,057	95%	632	173	16%	3.7	26	0.04	13	8%
	Social influence	1,078	96%	429	170	16%	2.5	22	0.05	13	8%
	Total	2,135	96%	1,061	343	16%	3.1	48	0.05	26	8%

Month 5 Results

Region	Message	Number delivered	Delivery rate	Total opens ("reads")	Unique opens	Unique open rate	Open frequency	Total clicks	Average clicks per "read"	Unique clicks	Unique click-through rate
Mid-Atlantic	Loss aversion	95	95%	31	26	27%	1.2	5	0.16	3	12%
	Neutral	104	96%	66	32	31%	2.1	7	0.11	4	13%
	Total	199	96%	97	58	29%	1.7	12	0.12	7	12%
Midwest	Loss aversion	198	91%	45	28	14%	1.6	1	0.02	1	4%
	Neutral	194	95%	63	37	19%	1.7	3	0.05	3	8%
	Total	392	93%	108	65	17%	1.7	4	0.04	4	6%
Northeast	Loss aversion	119	94%	47	21	18%	2.2	2	0.04	2	10%
	Neutral	122	97%	92	27	22%	3.4	2	0.02	1	4%
	Total	241	95%	139	48	20%	2.9	4	0.03	3	6%
Pacific	Loss aversion	216	96%	75	39	18%	1.9	5	0.07	4	10%
	Neutral	225	96%	66	38	17%	1.7	0	0.00	0	0%
	Total	441	96%	141	77	17%	1.8	5	0.04	4	5%
Southeast	Loss aversion	225	95%	63	39	17%	1.6	1	0.02	1	3%
	Neutral	229	96%	106	37	16%	2.9	2	0.02	2	5%
	Total	454	95%	169	76	17%	2.2	3	0.02	3	4%
Southwest	Loss aversion	196	98%	42	36	18%	1.2	5	0.12	4	11%
	Neutral	198	99%	53	32	16%	1.7	2	0.04	2	6%
	Total	394	98%	95	68	17%	1.4	7	0.07	6	9%
All Regions	Loss aversion	1,049	95%	303	189	18%	1.6	19	0.06	15	8%
	Neutral	1,072	96%	446	203	19%	2.2	16	0.04	12	6%
	Total	2,121	95%	749	392	18%	1.9	35	0.05	27	7%

Appendix E: Pre-Demonstration eBlast and Detailed Comparison

From: United States Department of Labor [<mailto:subscriptions@subscriptions.dol.gov>]
Sent: Wednesday, May 11, 2016 12:13 PM
To:
Subject: OFCCP Settles with Gordon Food Service to Resolve Findings of Gender Discrimination

In a settlement with OFCCP, Gordon Food Service Inc. will pay \$1.85M to female applicants to remedy gender-based hiring discrimination for entry-level warehouse laborer jobs at its Michigan, Kentucky, and Wisconsin locations. Gordon Food Service has also agreed to extend jobs to 37 female applicants and to stop using a strength test to discriminate against women. For more information, check out the press release available [online](#).

News Release from OFCCP

Having trouble viewing this email? [View it as a Web page.](#)



News Release from OFCCP

U.S. Department of Labor | May 11, 2016

Federal food service contractor settles charges of gender-based hiring discrimination for entry-level Michigan, Kentucky, Wisconsin warehouse jobs

Gordon Food Service Inc. to pay women \$1.85M in back wages, benefits

WYOMING, Mich. – For a second time, the U.S. Department of Labor’s [Office of Federal Contract Compliance Programs](#) has determined that a Michigan-based, federal food service contractor systematically discriminated against 926 qualified women seeking entry-level warehouse laborer jobs.

In agreements with the department, Gordon Food Service, Inc. of Wyoming will pay a total of \$1.85 million to female applicants, hire 37 female applicants and stop using a strength test that OFCCP found to be discriminatory.

An OFCCP investigation of GFS, which has not admitted liability, found that the company systematically eliminated qualified women from the hiring process through various discriminatory means, including the unlawful use of the strength test. The women had applied for laborer positions at four warehouses in Brighton and Grand Rapids, Michigan; Kenosha, Wisconsin; and Shepherdsville, Kentucky. Investigators determined the company’s discriminatory hiring practices resulted in the hiring of only six females while GFS hired nearly 300 males throughout the investigation period.

GFS, which provides products to the U.S. Departments of Defense and Agriculture and to the Federal Prison System, has entered into three conciliation agreements to resolve the discrimination findings. The women affected by the alleged discrimination reside primarily in Illinois, Indiana, Kentucky, Michigan and Wisconsin.

“Too often we find ‘tests’ like the one used in this case that exclude workers from jobs that they can in fact perform,” said [Patricia A. Shiu](#), director of the U.S. Department of Labor’s Office of Federal Contract Compliance Programs. “In this case, women were denied good-paying jobs. We are making sure that these women are compensated and that some are able to get the work they sought when positions become available.”

In 2007, GFS settled charges of sex discrimination in hiring for similar entry-level labor jobs at its Grand Rapids and Brighton warehouses. In that case, the company provided \$450,000 in back pay and interest to the affected women.

Since 2010, GFS has won nearly \$4.5 million in federal contracts to provide perishable and non-perishable foods. GFS is one of North America’s largest food distribution companies with more than 170 U.S. locations. In addition to its government contracts, the company supplies restaurants, schools, universities and hospitals.

OFCCP enforces [Executive Order 11246](#), [Section 503 of the Rehabilitation Act of 1973](#), and the [Vietnam Era Veterans’ Readjustment Assistance Act of 1974](#). Collectively, these laws make it illegal for contractors and subcontractors doing business with the federal government to discriminate in employment on the basis of race, color, religion, sex, sexual orientation, gender identity, national origin, disability or status as a protected veteran. In addition, contractors and subcontractors are prohibited from discharging or discriminating against applicants or employees who inquire about, discuss or disclose their compensation or that of others, subject to certain limitations. For more information, visit <http://www.dol.gov/ofccp/>.

In this appendix, we include the results of statistical tests for differences between the pre-demonstration eblast and each of the five monthly demonstration eblasts. These tests look for statistically significant differences in key measures of engagement with the eblast that may have resulted from changes in outreach and communications strategies implemented through the demonstration. These measures include the unique open rate and unique click-through rate.

Pairwise comparisons were performed between the pre-demonstration eblast and those from each of the five eblasts. Differences between the pre-demonstration and demonstration measures were tested using paired *t*-tests. The results of all five analyses are summarized in the exhibits below.

For each comparison, only those stakeholders who received both the pre-demonstration eblast and the monthly eblast under analysis were included. Additionally, because the click-through rate was defined as a proportion of respondents who opened each email, all comparisons of the click-through rates included only those stakeholders who *opened* both the pre-demonstration email and the respective monthly eblast. Restricting comparison groups in this way ensured that the tests would detect differences in stakeholder behavior, rather than changes in the composition of groups receiving or opening each eblast. Therefore, mean open and click-through rates reported for each analysis may differ somewhat from those included in the body of the report, because the comparisons included in this appendix relied on restricted subgroups of the stakeholder population.

Pre-Demonstration eBlast to Eblast 1 Comparison

Measure	Eblast Mean	Pre-demo Mean	Mean Difference
Unique open rate**	17.0%	13.3%	3.7%
Unique click-through rate**	6.8%	2.0%	4.7%

Note:

N for the open rate test is 2,159

* Indicates significance at the < .05 level

N for the click-through rate test is 148.

** Indicates significance at the < .025 level

Pre-Demonstration eBlast to Eblast 2 Comparison

Measure	Eblast Mean	Pre-demo Mean	Mean Diff
Unique open rate**	21.5%	13.3%	8.2%
Unique click-through rate**	12.8%	3.2%	9.6%

Note:

N for the open rate test is 2,118

* Indicates significance at the < .05 level

N for the click-through rate test is 156.

** Indicates significance at the < .025 level

Pre-Demonstration eBlast to Eblast 3 Comparison

Measure	Eblast Mean	Pre-demo Mean	Mean Diff
Unique open rate**	19.0%	13.4%	5.6%
Unique click-through rate**	11.1%	3.0%	8.1%

Note:

N for the open rate test is 2,097.

* Indicates significance at the < .05 level

N for the click-through rate test is 135.

** Indicates significance at the < .025 level

Pre-Demonstration eBlast to Eblast 4 Comparison

Measure	Eblast Mean	Pre-demo Mean	Mean Diff
Unique open rate**	16.1%	13.5%	2.5%
Unique click-through rate*	4.8%	0.8%	4.0%

Note:

N for the open rate test is 2,082.

* Indicates significance at the < .05 level

N for the click-through rate test is 125.

** Indicates significance at the < .025 level

Pre-Demonstration eBlast to Eblast 5 Comparison

Measure	Eblast Mean	Pre-demo Mean	Mean Diff
Unique open rate**	18.5%	13.5%	5.0%
Unique click-through rate**	7.4%	1.5%	5.9%

Note:

N for the open rate test is 2,068.

* Indicates significance at the < .05 level

N for the click-through rate test is 135.

** Indicates significance at the < .025 level

Appendix F: Needs Assessment and Feedback Survey



INTRODUCTION

The U.S. Department of Labor’s Office of Federal Contract Compliance Programs (OFCCP) is conducting a self-evaluation. The goal is to learn how well OFCCP is serving your organization and to identify ways we can provide better service. We are seeking your input because your organization has a working relationship with OFCCP.

Your participation in this survey is voluntary and very important to the success of OFCCP self-evaluation. The survey should take approximately twenty minutes to complete. All responses will be presented at a summary level only, and OFCCP will not receive any individual responses. Please do not place any personal identifiers (e.g. your name, organization or address) in your survey responses.

OFCCP is committed to becoming a better resource and partner for you and your organization. It is with this in mind that we ask for your assistance. Please answer the questions as best you can for [INSERT ORGANIZATION NAME]. We thank you in advance for your time and thoughts.

This information collection meets the requirements of 44 U.S.C. § 3507, as amended by section 2 of the Paperwork Reduction Act of 1995. According to the Paperwork Reduction Act of 1995, an agency may not conduct or sponsor, and a person is not required to respond to a collection of information unless it displays a valid OMB control number. The valid OMB control number for this information collection is 1225-0088 (expires on 08/31/2017). The time required to complete this information collection is estimated to average 20 minutes per response. If you have any comments concerning the accuracy of time estimates or suggestions for improving this form, please contact: Celeste Richie. U.S. Department of Labor 200 Constitution Avenue NW Room S2218 Washington, DC 20210 202-693-5076

SECTION 1: AWARENESS OF OFCCP⁴⁶

Thank you for agreeing to take this survey. Your participation is greatly appreciated.

1.1 When did your organization first learn about OFCCP?

(Check one)

- Less than a year ago
- One to two years ago
- More than two years ago (i.e., before [INSERT MONTH/YEAR THAT IS TWO YEARS PRIOR TO SURVEY START DATE])
- I don't know
- We are not familiar with OFCCP → Terminate

⁴⁶ Survey text shown in CAPS and Blue text will not be visible to the survey respondents. The survey headings, in particular, are included to help OFCCP and TWG members understand the intent behind each section.

1.2 When did your organization establish a relationship with OFCCP?

(Check one)

- Less than a year ago
- One to two years ago
- More than two years ago (i.e., before [INSERT MONTH/YEAR THAT IS TWO YEARS PRIOR TO SURVEY START DATE])
- I don't know
- We haven't yet → Terminate

As part of this survey, OFCCP is hoping to learn about its stakeholders' familiarity with the services OFCCP staff provide.

1.3 With this in mind, please list the different services that you believe OFCCP provides.

SECTION 2: RELATIONSHIP WITH OFCCP

2.1 The next set of questions inquires about the relationships between the staff at your organization and the staff at OFCCP.

a. How many people in your organization have a relationship with at least one staff person from OFCCP? Less than a year ago

- Zero
- 1
- 2
- 3
- 4
- More than 4
- I don't know

b. How many OFCCP staff people do you personally have relationships with?

- Zero
- 1
- 2
- 3
- 4
- More than 4
- I don't know

2.2 This set of statements asks about your perceptions of OFCCP. For each item listed, please indicate how much you disagree or agree with each. If there are statements that are not applicable to you, please select the option, “Does Not Apply”.

(Check one for each statement)

	STRONGLY DISAGREE	DISAGREE	NEUTRAL	STRONGLY AGREE	DOES NOT APPLY
a. OFCCP keeps its promises.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. OFCCP has the ability to accomplish its goals.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. I would recommend OFCCP to my colleagues.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. I have defended OFCCP in front of other colleagues.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. I am proud to have a relationship with OFCCP.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f. OFCCP is committed to making our collaboration a success.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
g. The relationship is characterized by mutual respect.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
h. The relationship is characterized by mutual trust.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
i. My organization’s relationship with OFCCP has helped enhance our existing organizational capabilities.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
j. My organization is committed to building a relationship with OFCCP.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

2.3 The next items are statements about interactions your organization may have had with OFCCP. Please tell us whether each has occurred in the past 12 months.

(Check one for each statement)

	YES	No	I DON'T KNOW
a. We have conducted outreach activities to help build trust between OFCCP and the people we serve (e.g., held an event to educate workers about their employment rights).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. We have distributed materials about OFCCP services and/or workers' rights to people we serve	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. We have referred OFCCP to other organizations or resources that can help OFCCP to achieve its mission.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. We have offered or provided resources to aid OFCCP in its mission (e.g. developed public-service announcements, provided interpretive services).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. We have helped people we serve file complaints with OFCCP.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f. We have informed OFCCP about potential bad acting contractors.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
g. We have assisted OFCCP in locating affected class members and/or potential witnesses for case investigations.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
h. We have worked with OFCCP to connect people we serve to employment opportunities with Federal contractors.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
i. We have participated in a MEGA project ⁴⁷ EEO Committee meeting. ⁴⁸	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

⁴⁷ [We will insert a hyperlink on the phrase “Mega Project” that will read: *A Mega Project is a construction project which: 1) is directly Federally-funded or Federally-assisted; 2) has a contract value of \$50 million or more; 3) is expected to have significant economic and/or employment impact on a community; and 4) will last more than one year.* This definition was taken from http://www.dol.gov/ofccp/arra_data/arra_faqs.htm.]

⁴⁸ EEO Committees involve all the relevant stakeholders, including those from the community, in discussing and supporting EEO compliance by contractors and subcontractors participating in an OFCCP-Selected Mega Construction Project.

2.4 Thinking forward, please indicate whether your organization will be willing to take such an action in the next 12 months.

(Check one for each statement)

	YES	No	I DON'T KNOW
a. Conduct outreach activities to help build trust between OFCCP and the people we serve (e.g., hold an event to educate workers about their employment rights).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Distribute materials about OFCCP services and/or workers' rights to people we serve.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Refer OFCCP to other organizations or resources that can help OFCCP to achieve its mission.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Offer or provide resources to aid OFCCP in its mission (e.g. develop public-service announcements, provide interpretive services).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. Help people we serve file complaints with OFCCP.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f. Inform OFCCP about potential bad acting contractors.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
g. Assist OFCCP in locating affected class members and/or potential witnesses for case investigations.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
h. Work with OFCCP to connect people we serve to employment opportunities with Federal contractors.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
i. Participate in a MEGA project EEO Committee meeting. ⁴⁹	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
j. Conduct workshops to prepare the population that we serve for MEGA Project job opportunities.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
k. Consult OFCCP on employment-related matters.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
l. Participate in OFCCP's rulemaking process (e.g., commenting on proposed regulations, participating in focus groups).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

⁴⁹ EEO Committees involve all the relevant stakeholders, including those from the community, in discussing and supporting EEO compliance by contractors and subcontractors participating in an OFCCP-Selected Mega Construction Project.

2.5 Some organizations work very closely with OFCCP, others work less closely. Below, we describe five types of relationships an organization might have with OFCCP. Please identify which description best represents your organization's current relationship with OFCCP.

(Check one)

- OFCCP and [FILL ORGANIZATION NAME] have exchanged brief introductions about our missions, policies, programs and services in order to potentially identify our common interests and goals.
- OFCCP and [FILL ORGANIZATION NAME] followed up after initial contact to share information that promotes and/or supports the other organization's mission, policies, programs and services.
- OFCCP and [FILL ORGANIZATION NAME] actively examine each other organization's goals and objectives in order to align activities in support of solutions related to the concerns of workers. Both entities may provide input into possible solutions, but OFCCP leads coordinating efforts.
- OFCCP and [FILL ORGANIZATION NAME] plan and act together to identify or analyze issues of joint interest, and develop alternatives and implement the preferred solution. Staff from OFCCP and our organization share in the planning, tracking, and carrying out/managing overall outcomes.
- OFCCP and [FILL ORGANIZATION NAME] work as ongoing partners towards accomplishing mutually agreed upon long-term goals. Staff from OFCCP and our organization help identify concerns and implement solutions, and share ownership of the outcomes. OFCCP and [FILL ORGANIZATION NAME] may be referred to as long-term partners.
- I do not know

SECTION 3: COMMUNICATION WITH OFCCP

Now we are going to ask a series of questions about your communications and engagement with OFCCP.

3.1 Over the last 12 months, how often would you estimate that have you talked with OFCCP staff, either in person, over the phone, or through email?

(Check one)

- Zero
- 1-3
- 4-6
- More than 6
- I don't know

3.2 Over the last 12 months, how often would you estimate that you received communications, such as brochures, press releases, email updates, from OFCCP?

(Check one)

- Never → **SKIP TO 3.4**
- Once or twice
- Approximately once a month
- A few times a month
- Almost every week
- I don't know

3.3 Do you typically read these communications?

(Check one)

- Never
- Sometimes
- Usually
- Always

3.4 Over the last 12 months, how often have you checked the following electronic media sources for information about OFCCP?

	NEVER	LESS THAN ONCE PER MONTH	1-3 TIMES PER MONTH	WEEKLY	DAILY
The OFCCP website	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The DOL Facebook page	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The DOL Twitter account	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

3.5 Over the last 12 months, approximately how many OFCCP-sponsored events have you or someone else from your organization attended?

(Check one)

- Zero
- 1-2
- 3-5
- More than 5

3.6 Over the last 12 months, how many events has your organization jointly hosted with OFCCP staff?

(Check one)

- Zero
- 1-2
- 3-5
- More than 5
- I don't know

3.7 Do you have a specific contact person(s) at OFCCP?

(Check one)

- Yes
- No → **SKIP TO 3.8c**
- I don't know → **SKIP TO 3.8c**

3.8 Next, we'd like your assessments on the items listed below. For each, please indicate how much you disagree or agree with each statement.

(Check one for each question)

	STRONGLY DISAGREE	DISAGREE	NEUTRAL	STRONGLY AGREE	DOES NOT APPLY
a. I am confident I would receive a prompt response if I reached out to my contact at OFCCP.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. I am confident I would receive the information that I need if I reached out to my contact at OFCCP.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. OFCCP provides clear information concerning its services.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. It is easy for me to get in touch with someone from OFCCP.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. OFCCP does a good job of keeping my organization informed of OFCCP workshops and other events	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f. OFCCP does a good job of communicating with my organization when new laws are passed and new policies are issued that affect the people or workers we serve.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
g. OFCCP does a good job of communicating updates that are relevant to my organization.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Next, OFCCP wants to learn about the best ways to communicate with organizations such as yours.

3.9 We have listed several different reasons that OFCCP might want to communicate with you. For each reason, please indicate your most preferred mode of communication from OFCCP. Please select only one mode of communication.

		PREFERRED MODE OF COMMUNICATION						
		<i>(Please check one for each item)</i>						
PURPOSE OF COMMUNICATION		IN- PERSON MEETING	PHONE CALL	EMAIL	LETTER	FLYERS	PRESS RELEASES	SOCIAL MEDIA
a.	To respond to complaints filed by your organization.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b.	To invite your organization to participate in OFCCP-sponsored events (either as an attendee or as a panel member/presenter).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c.	To ask your organization for assistance in locating class members impacted by discrimination.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d.	To ask your organization to assist Federal contractors with their outreach and recruitment efforts.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e.	To share updates on regulations or decisions impacting workers.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f.	To ask your organization for information on worker conditions and employment concerns.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
g.	To follow up to see if there were any referrals or hires made as a result of attending an OFCCP event or assisting a Federal contractor with their outreach and recruitment efforts.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

3.10 Listed below are reasons that organizations contact OFCCP. If you were to contact OFFCP for the reasons listed, please indicate which mode or modes of communication you would likely use.

PURPOSE OF COMMUNICATION	PREFERRED MODE OF COMMUNICATION				
	IN-PERSON MEETING	PHONE CALL	EMAIL	LETTER	SOCIAL MEDIA
a. To invite OFCCP to participate in one of your events.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. To inform OFCCP about a new program or service your organization will be offering to the community.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. To obtain OFCCP materials e.g., brochures or posters to distribute to the people your organization serves.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. To learn more about OFCCP's laws and services.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. Other _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

SECTION 4: STAKEHOLDERS' SATISFACTION WITH OFCCP

The next several questions will ask you what you like about your OFCCP office and its staff, what you do not like, what have the staff done well for you and what they can do better.

4.1 In your own words, what does your OFCCP office and its staff do well?

4.2 What is the one product, service, or activity your organization would most like to see OFCCP develop or improve in the coming year?

4.3 From your organization’s perspective, what is the most valuable product, service, activity or information provided by OFCCP?

SECTION 5: BACKGROUND INFORMATION

The following questions gather more information about your organization and the role you play there. These data will help us better understand how stakeholder relationships with OFCCP may vary at different types of organizations and for different types of organizational representatives. All responses will be kept private to the extent permitted by law and will be presented at a summary level.

5.1 How would you describe the primary population(s) that your organization serves?

(Check all that apply)

- Women
- Veterans
- People with disabilities
- Racial, ethnic and religious minorities (e.g., white, Hispanic, Native Americans, Asian-American and Pacific Islander)
- Lesbian, Gay, Bisexual, Transgender (LGBT) communities
- Formerly incarcerated
- Construction/Non-traditional Occupations
- Other: _____

5.2 Please indicate which of the following best describes your organization.

(Check one)

- A national organization
- A regional organization that spans multiple states
- A state organization
- A regional organization that spans multiple counties or cities
- A local (city-based) organization

5.3 Approximately, how many full-time employees work for your organization?

(Check one)

- None
- 1-3
- 4-6
- 7-10
- 10-25
- More than 25

5.4 What year was your organization founded?

(If you don't know exactly, please give us your best guess)

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5.5 What is your title?

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

_____ Years _____ Months

WE THANK YOU FOR COMPLETING THIS SURVEY!

Thank you for agreeing to take part in this survey. Your responses will be invaluable as OFCCP improves its outreach program.

As noted earlier, your responses will remain private to the extent permitted by law and the data from this survey will only be presented in aggregated form (e.g., “Overall, stakeholders perceive OFCCP....”).

If you have any comments about your relationship with OFCCP, the services provided by 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.

Comments

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