OFCCP Community-Based Organization Outreach Evaluation: Results from the Needs Assessment and Feedback Survey

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List of Acronyms and Abbreviations

OFCCP/The Office   Office of Federal Contract Compliance Programs

DOL/The Department   The United States Department of Labor

NA/F   Needs Assessment and Feedback

OMB   Office of Management and Budget

PRA   Paperwork Reduction Act

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Executive Summary

The mission of the Office of Federal Contract Compliance Programs (OFCCP) is "to enforce, for the benefit of job seekers and wage earners, the contractual promise of affirmative action and equal employment opportunity required of those who do business with the Federal government." Accordingly, OFCCP is dedicated to promoting diversity and protecting workers, ensuring that workers are treated fairly and equitably in their current jobs and that those seeking employment do not face discrimination in the hiring process.[1] Specific goals of OFCCP's include increasing the access of hard-to-reach populations to employment opportunities with federal contractors, providing mechanisms to inform workers of their rights, increasing awareness of violations of these rights, and enforcing compliance with federal contractor regulations.

Since FY2012, OFCCP's strategic plan has called for expanding engagement with community-based organizations as stakeholders to support the Office's mission. In this capacity they could potentially serve as channels of communication to reach protected classes as well as partners in activities that increase the likelihood of contract compliance and employment opportunities. The evolution of this community stakeholder strategy gave rise to a number of questions about the current state of the effort as well as the organizational challenges facing OFCCP in solidifying its business model. In 2014, the U.S. Department of Labor (DOL) contracted with Abt Associates to gather and analyze data to address several research questions:

1. What is the current status of communication and outreach between OFCCP and target stakeholders?

2. What is the current nature and scope of partnerships between OFCCP and target stakeholders?

3. What is the association between the level of OFCCP's current communication and outreach on stakeholders' (1) awareness, (2) knowledge, (3) partnership engagement, and (4) level of satisfaction with OFCCP?

4. To what extent has a carefully designed demonstration been effective in increasing (1) the reach of OFCCP's communication, (2) CBOs' awareness and knowledge of OFCCP, (3) their beliefs about participating in partnership actions, and (4) their intention to participate?[2]

One of the first tasks under the contract was to design, administer, and analyze the results of a Needs Assessment and Feedback (NA/F) Survey to explore the first three research questions. That is, how well these stakeholders currently are positioned to support the mission and efforts of OFCCP. The survey revealed two distinct groups of stakeholders: 1) A larger group that is actively engaged with OFCCP and poised to strengthen that partnership moving forward and; 2) a smaller but still

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[1] The Office's enforcement authority covers Executive Order 11246, as amended; Section 503 of the Rehabilitation Act of 1973, as amended and the affirmative action provisions (Section 4212) of the Vietnam Era Veterans' Readjustment Assistance Act, as amended.

[2] A demonstration was implemented subsequent to the completion of this report, and an accompanying report summarizing its results was published alongside this report at the completion of this contract.

significantly sized group that is not fully familiar with OFCCP and has yet to form a solid relationship with the Office. Developing and piloting strategies for working with one or both of these groups of stakeholders will comprise the next phase of the research.

Profile of Survey Respondents

Using a sample of stakeholder organizations provided by OFCCP, Abt and Abt SRBI fielded a web-based questionnaire in early 2015, resulting in 326 respondents. Among the responding stakeholders, a number of characteristics are particularly noteworthy and provide important context for their input:

- Among the 326 stakeholders interviewed, 10 percent reported that they were not familiar with OFCCP. They were screened out and not asked the remaining questions on the survey.

- Among the 292 who were familiar with OFCCP, another 9 percent reported that they had "not yet formed a relationship with OFCCP." They were also screened out and not asked the remaining questions.

- Over two-thirds of the responding stakeholder organizations with a relationship with OFCCP have been in operation over 25 years, and only 2 percent were founded less than three years ago.

- Nearly 30 percent of respondents consider themselves either national or multi-state organizations; nearly half (47 percent) are state-level or multi-city/county organizations.

- Survey respondents reported a strong and clear focus on their service populations. Nearly 90 percent of respondents reported that they primarily serve at least one key target population, the most common being racial, ethnic, and religious minorities; individuals with disabilities; women; and veterans.

- Nearly half (46%) of those stakeholders who were familiar with OFCCP had formed a relationship more than two years ago.

Exhibit 1: Among stakeholders that are familiar with OFCCP, when did they establish a relationship with OFCCP?
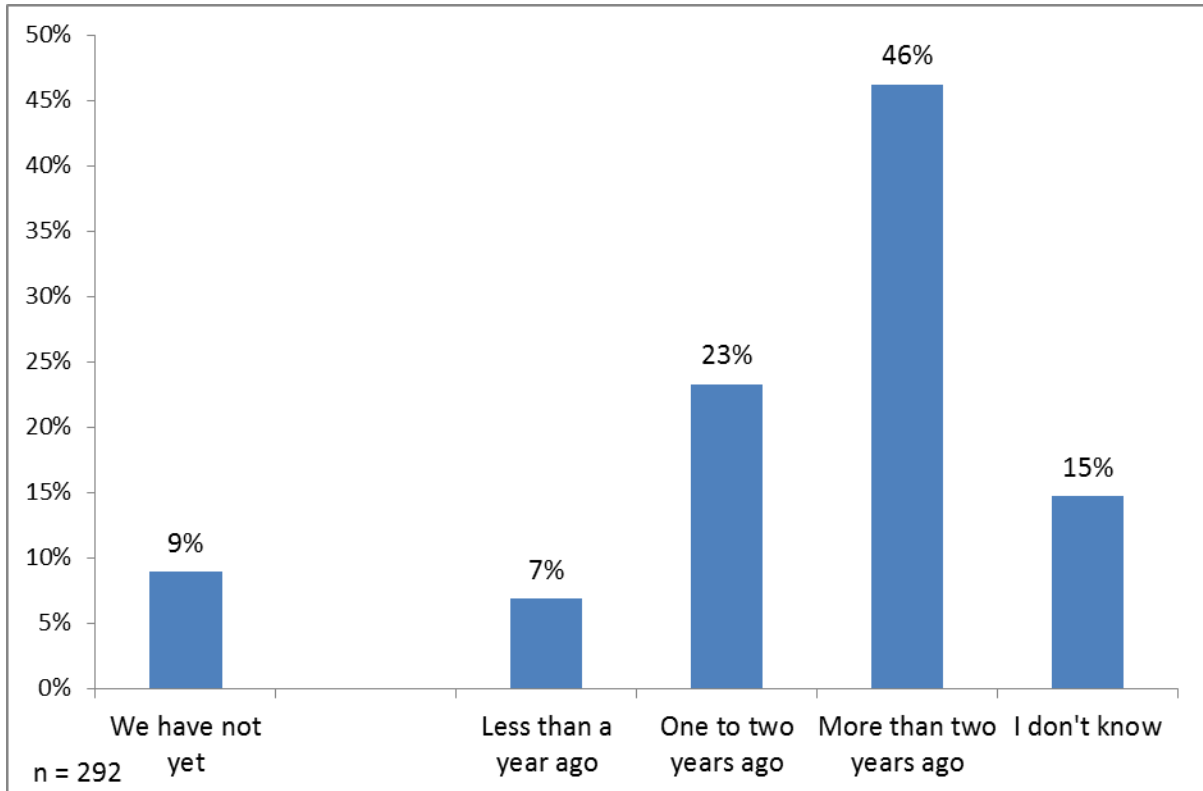
Breadth of Stakeholder Relationship with OFCCP

Several survey questions shed light on whether these relationships have achieved some degree of organizational "breadth." Specifically, respondents were asked how many representatives of their organization currently have relationships with OFCCP and, with how many people at OFCCP does the respondent personally have a connection? Responses, summarized in Exhibit 2, show the following:

- Nearly half (45%) of the respondents report that their organization's relationship with OFFCP extends beyond a single representative from the organization.

- When asked "how many OFCCP staff people do you personally have a relationship with," nearly 40 percent reported either "zero" or "don't know."

Exhibit 2: Degree of Organizational "Breadth" Among Responding Organizations
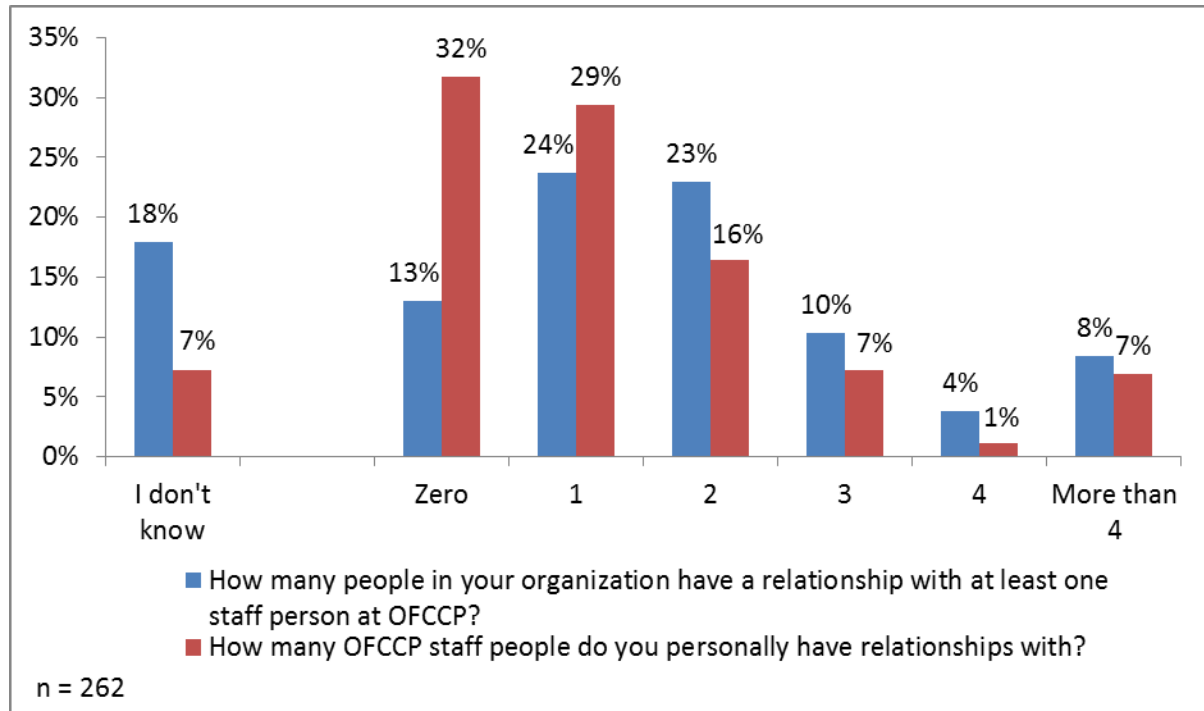
Combining these two measures, the analysis reveals that approximately one-quarter of the stakeholders meet both criteria for breadth of relationship with OFCCP. That is, the stakeholder organization has more than a single individual with contacts at OFCCP as well as a survey respondent with multiple contacts at OFCCP.

Depth of Stakeholder Engagement with OFCCP

The survey explored the 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.

Cluster A: Activities that directly support stakeholders' service population

- Helped people we serve file complaints with OFCCP

- Conducted workshops to prepare the populations that we serve for Mega Project job opportunities

- Consulted OFCCP on employment-related matters

- Worked with OFCCP to connect people we serve to employment opportunities with federal contractors

- Distributed materials about OFCCP services and/or workers' rights to people we serve

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 the people we serve

- 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, the analysis revealed the following:

- 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.

- At the same time, about 30 percent reported that they had not engaged in any of these activities.

- The most prominent area of engagement was among activities that directly support the stakeholders' service population (Cluster A), with close to half reporting that they either informed individuals about OFCCP services, workers' rights, and/or actual employment opportunities with federal contractors.

- Responding stakeholders were somewhat less active but still engaged (about 40%) in a set of activities that served to foster collaboration with their organization and OFCCP (Cluster B).

- Only a very small proportion (approximately 15%) of stakeholders was actually engaged in some type of collaborative activity with OFCCP (Cluster C).

To provide insight into the potential for future activity, the survey also asked respondents to identify their organization's willingness to engage in these same activities over the next 12 months. Among those stakeholders who did not engage in an activity in the past year, about 30 to 50 percent reported being "willing" this coming year. The three activities with the largest potential change are the following:

1. Working with OFCCP to connect people we serve to employment opportunities with federal contractors (55% of inactive stakeholders are willing to engage in this over the next year)

2. Distributing materials about OFCCP services and/or workers' rights to people we serve (53%)

3. Referring OFCCP to other organizations or resources that can help OFCCP achieve its mission (52%)

Among those stakeholders who did engage in a particular activity in the past year, the vast majority (80–96%) were willing to sustain their engagement in the coming year.

The willingness to engage in each activity allows us to estimate the projected "depth of engagement" among stakeholders over the coming 12 months. Using the same definitions discussed above, we anticipate a significant shift toward more activity. Exhibit 3 presents both the level of engagement in

the last year and the reported levels of willingness to engage with OFCCP in the next year. This projection suggests that the share of respondents who may engage in over four interactions with OFCCP could double over the coming year (32% to 64%). However, nearly one-quarter of the stakeholders reported that they were either unwilling or uncertain of their willingness to engage in any specific activity with OFCCP over the next 12 months.[2]

Exhibit 3: How many types of interactions were reported as engaged in the last year and willing to engage in the next year?

n = 266
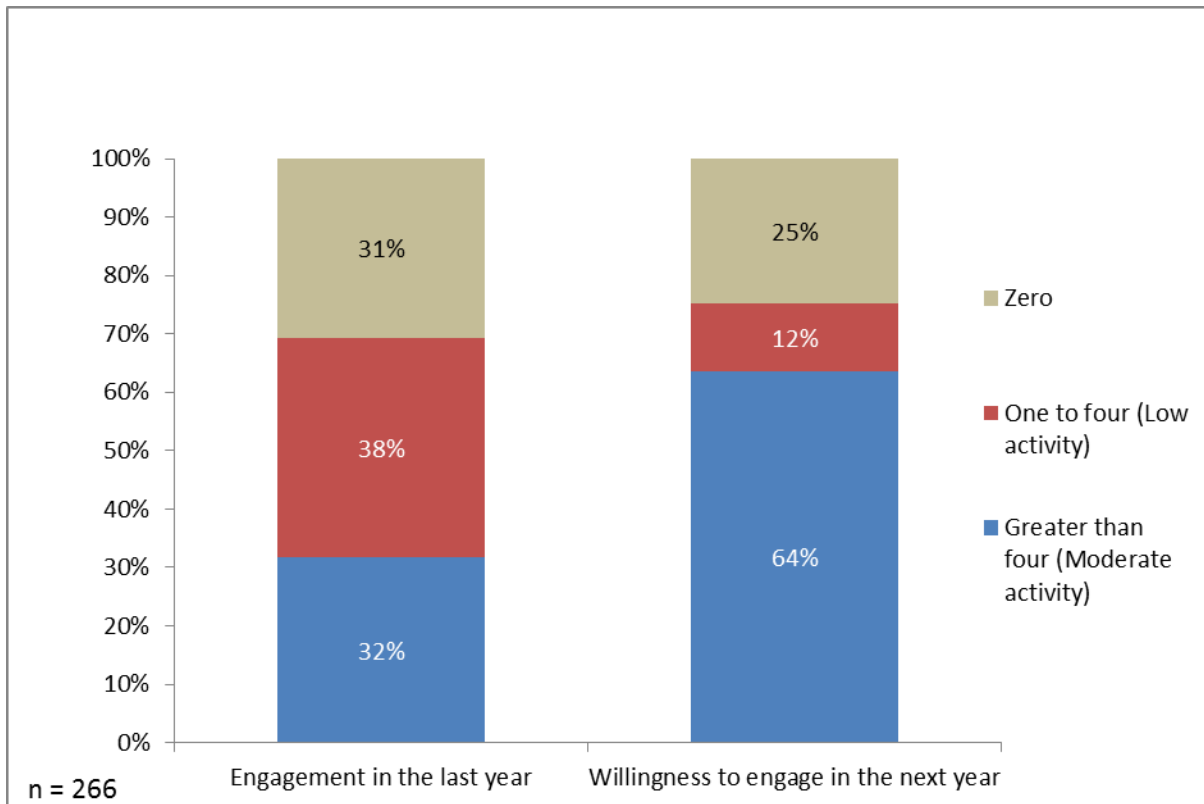
Communication Between OFCCP and Stakeholders

Effective communication helps foster and grow partnerships among stakeholders. In examining frequency of communication over the past year, the survey asked respondents about various "touch-points" that can be broadly classified as follows:

- **Receipt of information from OFCCP**: This entails receiving brochures, e-mails, or press releases for instance. The largest share (40%) of respondents reported infrequent receipt of communication, approximately once or twice for the whole year. An additional one in five respondents (18%) reported no contact in this manner.

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2   As discussed in more detail below, the subset of stakeholders that did not report a willingness to engage next year is comprised of both those that were unsure or nonresponsive about their willingness to engage and those that explicitly reported an unwillingness to engage in the next year. The majority of this group fell into the former category, unsure or unresponsive about willingness to engage.

- **Exchange of information**: This entails talking with OFCCP staff either in person, over the phone or through e-mail. Approximately one-quarter of stakeholders reported that they have not talked with OFCCP in the last year, and over one-third report contact one to three times per year. [3]

- **Active pursuit of existing information**: This entails the respondent's checking of OFCCP's website or DOL's Facebook page or Twitter account. The data reveals that stakeholders access OFCCP's website with far greater frequency than they do social media resources.

Based on their varying opportunities to communicate with OFCCP, a majority of respondents acknowledge that OFCCP has established a solid foundation of communication that is both clear and accessible ("easy for me to get in touch"). However, the opinions of the quality and effectiveness of more specific types of communications (e.g., those regarding upcoming activities or new laws) were more tempered, with positive ratings offered by slightly less than 40 percent of respondents.

To help shape OFCCP's future communication strategies, stakeholders were asked to express their preferences regarding the communications that might be <u>initiated by OFCCP</u>.

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

- Respondents very rarely prefer to receive flyers, press releases, or social media updates (less than 2%).

- More traditional and formal modes of communication (letters, in-person meetings, phone calls) were more regularly noted as a preference when responding to a formal complaint (between 10 and 20%).

When asked about various scenarios in which <u>stakeholders may initiate contact</u> with OFCCP, respondents expressed a similar preference. This included a similar emphasis on e-mail, very little preference for social media, and a fluctuating minority that prefer letters, in-person meetings, or phone calls.

Concluding Observations

The survey data broadly point to the presence of two groups of stakeholders:

- Those who have yet to form a solid relationship with OFCCP;

- Those who are engaged with OFCCP and poised to strengthen that partnership moving forward.

In structuring a demonstration or pilot intervention, OFCCP has the flexibility to focus its initial efforts on either or both of these two groups. Regardless of DOL's emphasis moving forward, the survey confirms that OFCCP is generally operating from a position of credibility and respect. In addition to specific questions about the relationship, the survey asked stakeholders about their overall perceptions of OFCCP as an organization. While some stakeholders did not yet feel qualified to make this judgement (28%, on average, answered "does not apply"), those that did make a judgement fully agree with the following statements:

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[3]   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 organization has.

- OFCCP has the ability to accomplish its goals (69%)

- I am proud to have a relationship with OFCCP (71%)

- I would recommend OFCCP to my colleagues (71%)

- OFCCP is committed to making our collaboration a success (73%)

- My organization is committed to building a relationship with OFCCP (81%)

Collectively, these perceptions provide a solid foundation that will support OFCCP's sustained effort to grow and strengthen its network of community stakeholders.

1. Introduction

The mission of the Office of Federal Contract Compliance Programs (OFCCP) is "to enforce, for the benefit of job seekers and wage earners, the contractual promise of affirmative action and equal employment opportunity required of those who do business with the Federal government." Accordingly, OFCCP is dedicated to promoting diversity and protecting workers, ensuring that workers are treated fairly and equitably in their current jobs and that those seeking employment do not face discrimination in the hiring process.[4] Specific goals of OFCCP's include increasing the access of hard-to-reach populations to employment opportunities with federal contractors, providing mechanisms to inform workers of their rights, increasing awareness of violations of these rights, and enforcing compliance with federal contractor regulations.

1.1 OFCCP's formation of a stakeholder network of CBOs

To achieve its goals, OFCCP increasingly relies on community-based organizations (CBOs) to act as intermediaries and avenues for reaching protected classes. In this capacity they could potentially serve as channels of communication to reach protected classes as well as partners in activities that increase the likelihood of contract compliance and employment opportunities. This is a comparatively new strategy that formally took hold in FY 2012, when OFCCP began prioritizing the development of strategic relationships with an array of stakeholders as a way to help advance their mission. This emerging network of stakeholders include, but are not limited to, CBOs, advocacy groups, employee resource groups, job placement providers, unions, and state and local government and intergovernmental agencies.

OFCCP believes that by partnering with CBOs, it can develop, maintain, and grow channels of communication (direct or indirect) with targeted populations. These partnerships are expected to provide a mechanism for disseminating information on workers' rights and/or 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, 2000; Gajda, 2004; Rondinelli & London, 2003; Todeva & Knoke, 2005; Wohlsterret, Smith, & Malloy, 2005) has confirmed that this is a reasonable expectation by demonstrating the value of such partnerships in achieving shared interests.

In engaging these prospective partners, OFCCP used the following definitions:

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

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 have a strong impact on individuals and/or a specific target audience.

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[4] The Office's enforcement authority covers Executive Order 11246, as amended; Section 503 of the Rehabilitation Act of 1973, as amended and the affirmative action provisions (Section 4212) of the Vietnam Era Veterans' Readjustment Assistance Act, as amended.

Each of the six OFCCP Regional Outreach Coordinators (ROCs) and District Directors was responsible for reaching out into the community and developing their own evolving network of stakeholders. The types of organizations they targeted generally included the following:

- Advocacy/policy organizations

- Employee resource groups/affinity groups

- Labor and unions

- Job placement providers

- Civil and worker rights organizations

- Faith-based groups

- Industry organizations

- Schools, universities, and training centers

- Tribal Employment Rights Organizations (TEROs)

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 preliminarily identified.

1.2   OFCCP's research objectives

This evolving community strategy and initial stakeholder recruitment 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 this type of feedback, OFCCP contracted with an external consultant to qualitatively explore how these partnerships are evolving as well as how OFCCP is perceived by CBOs. In addition, this preliminary research identified interim measures that could eventually be used to gauge the evolution and effectiveness of this partnership-based strategy (Applied Research and Consulting, 2013). Based on the blueprint provided by this design contract, OFCCP felt it was important to immediately transition to the more systematic examination of their community stakeholder initiative.

In 2013, OFCCP, working with DOL's Chief Evaluation Office, contracted with Abt Associates to undertake this research. The overarching objective of the effort is to increase OFCCP's understanding of their partnerships with CBOs and their potential for informing workers of their rights, increasing awareness of violations of these rights, and enforcing compliance with federal contractor regulations. To this end, DOL specified a series of research questions:

- What is the current status of communication and outreach between OFCCP and target CBOs?

- What is the current nature and scope of partnership between OFCCP and target CBOs?

- What is the association between the level of OFCCP's current communication and outreach on CBOs' (1) awareness, (2) knowledge, (3) partnership engagement, and (4) level of satisfaction with OFCCP?

- To what extent has a carefully designed demonstration been effective in increasing (1) the reach of OFCCP's communication, (2) CBOs' awareness and knowledge of OFCCP, (3) their beliefs about participating in partnership actions, and (4) their intention to participate?

To address the first three questions, the research team designed and implemented the Needs Assessment and Feedback survey to gather first-hand feedback from stakeholder organizations. The survey measures awareness and knowledge of OFCCP, perceptions about the value of participating in partnership with OFCCP, and future intentions to participate in partnerships with OFCCP. The results of the NA/F Survey will then be used to shape the second phase of the research, which is to design, implement, and evaluate a demonstration or pilot intervention that is explicitly intended to increase awareness about, and familiarity with OFCCP and to further engage community stakeholders. The insight gained from this second phase addresses the fourth research question (above).

The chapter that follows summarizes the research design and methodology that was put in place to field the NA/F Survey.

2.   Survey Design and Analytic Approach

This chapter reviews the various design, methodological and data collection issues that support the research findings presented in this document. Section 2.1 discusses the population the study targeted for the NA/F Survey and the origins of the sample. Section 2.2 provides a brief summary of the development and testing of the survey instrument. This is followed in Section 2.3 by an overview of the data collection process and the final rates of response. Section 2.4 reviews our approach to analyzing the survey results, and Section 2.5 cautions the reader with a reminder about several study limitations.

2.1   Sampling Frame

OFCCP's Regional Outreach Coordinators and District Directors were given the responsibility of assembling and forwarding their list of stakeholder organizations to the national office. The ROCs were instructed to prioritize stakeholders that were considered the most influential in their communities. Nonetheless, these regional lists of stakeholder organizations are "living" documents, continually being updated and expanded as OFCCP continues its outreach efforts with organizations that share constituencies. Consequently, the lists contained organizations with an existing relationship with OFCCP as well as some that had only been identified recently.

Based on the collective efforts of the regional offices, OFCCP assembled a list of approximately 700 organizations that had been identified through December, 2014. Abt SRBI refined and prepared the list for use in conducting the survey. Working with OFCCP, the research team removed duplicate entries and excluded some organizations that were not considered appropriate to contact as part of this research. This included, for example, elected officials, government agencies, and media organizations.

2.2   Instrument Development

The actual NA/F Survey instrument was designed by Abt Associates, in consultation with OFCCP and Abt SRBI. The instrument drew on many of the strategic interests and measurement constructs identified in the design document prepared the previous year. Ultimately, the instrument consisted of approximately 70 questions that used closed-ended response scales. The closed-ended questions were supplemented by four open-ended questions. The questions were organized as follows:

• Section 1: Awareness of OFCCP

• Section 2: Relationship with OFCCP

• Section 3: Communication with OFCCP

• Section 4: Stakeholder satisfaction with OFCCP

• Section 5: Background information

See Appendix A for a copy of the survey. The instrument was approved by the Office of Management and Budget (OMB) in October, 2014 under the Paperwork Reduction Act (PRA), using an expedited clearance option available to DOL.

The instrument was field tested and revised before administration. Pretesting was conducted with organizations from the OFCCP sample that were willing to volunteer their time. These organizations were contacted by e-mail and sent a PDF version of the questionnaire and a letter explaining the goals of the pretest. We purposefully selected the nine respondents to ensure representation across regions and organizational type. We contacted the respondents after they completed the draft questionnaire to schedule a telephone debriefing. The debriefing was scheduled to take approximately one hour and reviewed an array of issues including the relevance of key questions as well as the organization, wording, clarity, flow, and timing of the instrument. A total of seven full debriefings were conducted resulting in only minor changes in wording and question order.

The pretesting process also alerted the research team to the need to further verify contact information before the survey could be confidently fielded. Abt and Abt SRBI conducted web searches and made calls to the entire list in an attempt to verify that the listed respondents' names and contact information was accurate and up to date. We were able to verify contact information for 75 percent of the organizations on the list. The remaining 25 percent were still recruited for the survey, despite our not being able to verify their contact information beforehand.

2.3 Survey Administration and Response

The survey was fielded from February 12, 2015, through May 13, 2015. Appendix A presents the details of the full data collection schedule including all mailings, e-mails, and contact attempts. Exhibit 4 provides the final size of the stakeholder sample and their response rate.

Exhibit 4: NA/F Survey Response

Number and percent of stakeholders	(Percent)	Number
Total survey sample	–	502
Respondents (Response rate)	(65%)	326
Non-respondents	–	176

We examined the extent to which the characteristics of stakeholders who responded to the survey differ systematically from those who did not. If responding stakeholders do not differ from non-respondents, this would suggest that survey responses are representative of all surveyed stakeholders. If, however, respondents differ systematically from non-respondents, then survey findings may need to be interpreted with caution.

We compared the regional distribution of respondents and non-respondents. As discussed in Appendix A, differences between the distributions were not statistically significant. The regions that contributed the most sample (Northeast and Pacific) also comprised the larger shares of total non-respondents.

OFCCP categorized each stakeholder in the sample according to a five-point scale that captures their current level of organizational partnership, from nascent relationships to full partnerships. A chi-square test identified a statistically significant difference between the distributions of these categorizations for respondents and non-respondents. As discussed in Appendix A, respondents were more likely to have been categorized in the end of the scale that corresponds with more engaged, partnering relationships.

2.4   Analytic Strategy

For categorical variables, we report unweighted percentages. For questions with a continuous response, we report summary statistics and present histograms to summarize distributions. To test for significant differences in responses among subgroups of respondents, we report the results of t-tests when comparing two proportions and chi-square tests for independence when comparing sets of categories among specified subgroups. Where the expected values for a category were less than five, we report the results of Fisher's exact test for independence. An asterisk indicates the statistical significance of these tests at the 5 percent level.

Throughout this report, the number of observations included in the analysis varies based on the number of respondents who answered the particular survey question. The reported number of observations is included with each exhibit and does not include those who did not answer the question. To maximize the available sample, the analysis includes all respondents who provided data for the relevant data item(s), even if they did not complete the whole survey.

2.5   Study Limitations

The study has several limitations. First, the analysis is descriptive, and the results should not be interpreted to provide information on causal relationships. However, these results may be used to formulate causal hypotheses that inform the development of a demonstration or pilot option to be evaluated in the next phase of this project.

Note that these results are applicable only to the time when respondents were surveyed, and the evolving nature of OFCCP's relationships with its stakeholder network suggests that some of these findings may change in the future. Moreover, the results are limited to the respondents' knowledge and recall and only reflect the perceptions of the individual respondents. As discussed in Chapter 3, we have some information about respondents' tenure and position within their organizations, and this suggests that most respondents should have been well-positioned to complete the survey.

Finally, the response rate for the survey was 65 percent; it is possible that the survey results were affected by non-response bias, as discussed in Appendix A. In reporting these results, we specify throughout the report that they only apply to the set of interviewed respondents.

3.   Stakeholder and Respondent Profile

This chapter profiles select characteristics of stakeholder organizations that completed the survey.[5] Section 3.1 profiles various characteristics of the stakeholder organizations while section 3.2 focuses on the individual respondents. Collectively, these background characteristics provide a backdrop for examining and interpreting the remaining survey responses. These characteristics also will help shape decisions about the feasibility and practicality of various demonstration options moving forward.

3.1   Organizational Characteristics

Exhibit 5 indicates that the vast majority of stakeholder organizations are solidly established, having been founded, on average, over 40 years ago. Over two-thirds have been in operation for over 25 years, and only 3 percent were founded less than five years ago.

Exhibit 5: Number of Years Since Founding of Organizations with a Relationship with OFCCP
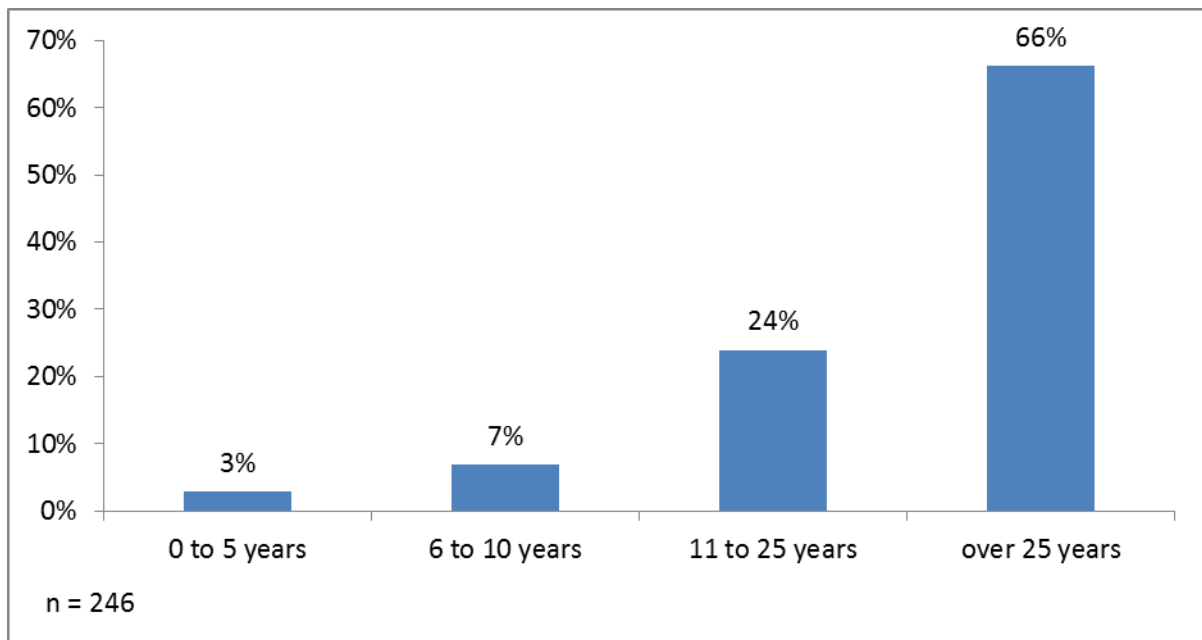
This longevity is noteworthy since it suggests that these organizations generally have had time to develop the presence and credibility in their communities necessary to support a working partnership with OFCCP. In addition to being well-established, these stakeholders commonly serve sizable geographic areas. While broadly characterized as "community" organizations, the vast majority described their geographic reach more broadly. Exhibit 6 indicates that nearly 30 percent consider themselves either national or multi-state organizations; nearly half (47%) are state-level or multi-city/county organizations. Only one-quarter identified themselves as local, city-based organizations.

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[5]   Only those respondents who were not screened out of the survey were asked information about their organization's characteristics, such as age, size, and service populations. The information summarized in this chapter excludes any stakeholders that were screened-out of the survey.

Exhibit 6: Geographic Reach of Stakeholders with Existing Relationships with OFCCP
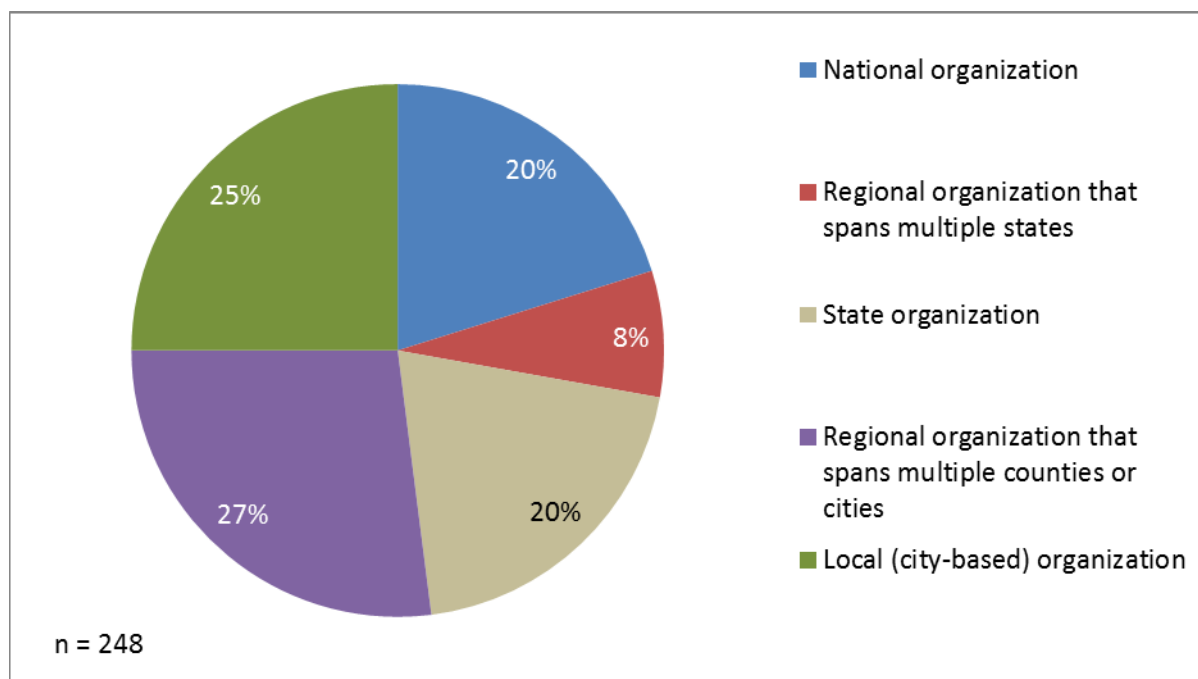
Stakeholders were not only diverse in terms of their geographic scope, but they also serve a broad and expansive population of customers. Respondents were asked to identify each of the primary populations that their organization serves. The vast majority (90%) report that they target at least one service population. About 60 percent serve more than one population. Exhibit 7 displays stakeholder organizations' service populations in order of frequency cited.

Exhibit 7: Share of Stakeholders that Serve Identified Target Populations

Population group	Percent of stakeholders
Racial, ethnic, and religious minorities	50%
People with disabilities	47%
Women	45%
Veterans	42%
Formerly incarcerated	34%
Construction/Non-traditional occupations	32%
LGBT communities	28%
Other	14%

n = 266

In addition to those included as options in the survey, respondents were given the opportunity to write in "other" service populations (Exhibit 7). Those cited included the homeless, youth, farmworkers, immigrants, and low-income individuals.

3.2   Respondent Characteristics

In an effort to provide additional interpretive context to the survey results, respondents were asked to provide limited information about responsibilities and tenure with their organization. In providing this information, respondents were reminded not to provide any personally identifiable information.

Upon completing the survey, the respondent was asked to record his/her "title" within his/her organization. To summarize these responses, we categorized each title into one of three types of positions (Exhibit 8):

- Senior Executive Leadership have direct authority over, and responsibility for, their organization's (1) overall mission, (2) general approach, or market strategy for accomplishing that mission, and (3) internal organization. Examples include Executive Director, President, CEO, VP, and Founder.

- Program Directors and Other Management oversee the implementation of tasks and programs in support of the organization's mission and monitor performance of non-managerial staff. Examples include Program Directors, Project Managers, and Supervisors.

- Non-Managerial Staff aid in execution of the organization's day-to-day programs and tasks, but do not oversee the performance of other employees. Examples include Employment Services Specialist, Program Coordinator or Analyst, and Secretary.

Exhibit 8: Distribution of Respondents' Position of Employment
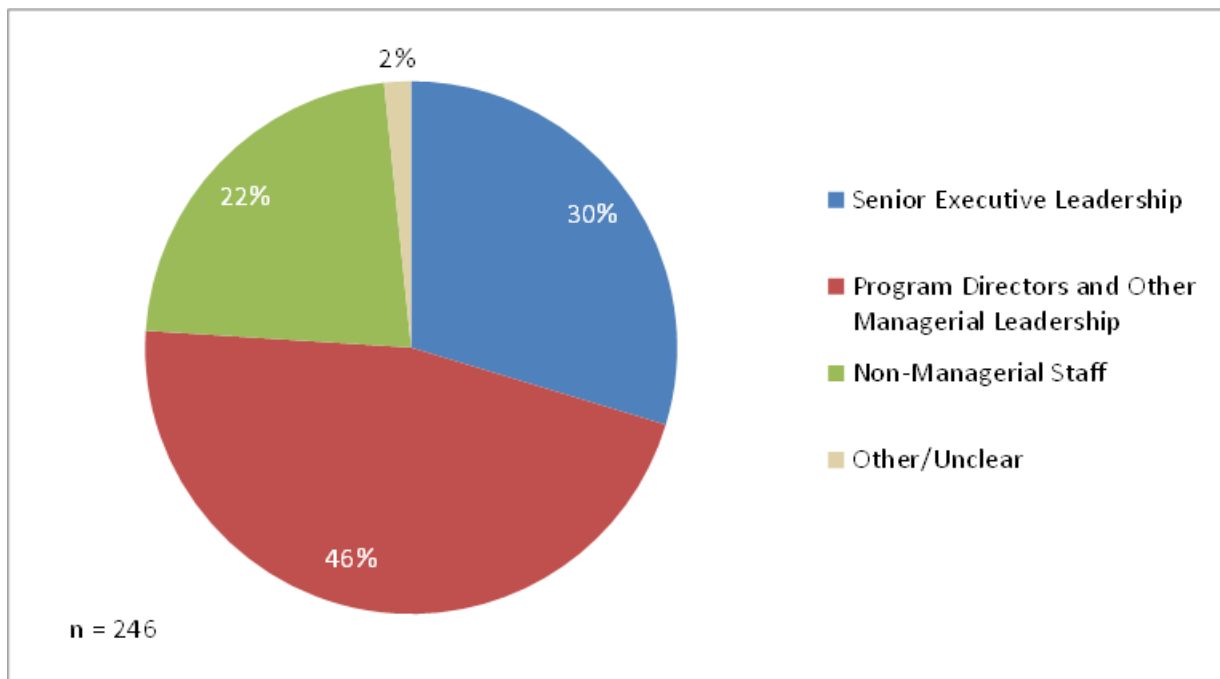
We fully recognize that similar titles may not necessarily mean comparable responsibilities. Nonetheless, these broad categories can serve as a proxy indicator for the breadth of vision and organizational understanding that the respondents bring to the survey responses. The mix of positions represented is summarized in Exhibit 8 and indicates that over three-quarters of the actual

respondents reported that they were in some type of senior executive, director, or managerial position. Slightly over one-fifth (22%) were in non-management positions and likely brought a valuable operational perspective to their responses.

With regard to tenure in their current position, Exhibit 9 below indicates that just over half of respondents had been employed in their current position for more than five years. Approximately one-third reported over 10 years of tenure.

Exhibit 9: Respondents' Tenure in their Present Position (in Years)

n = 243
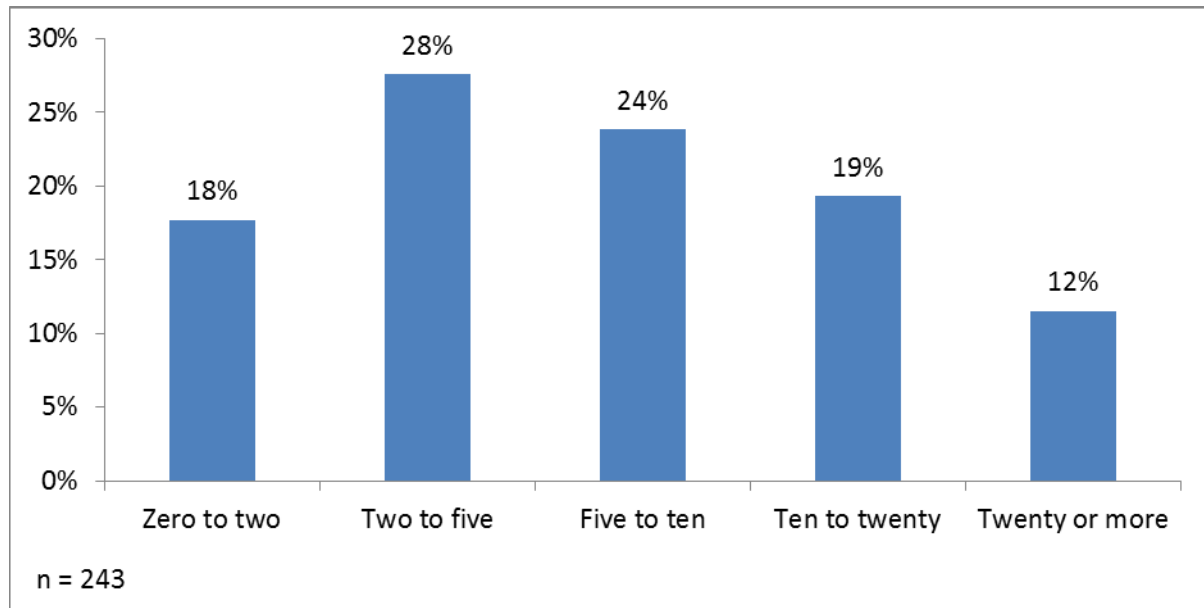
In reviewing these data, we should emphasize that respondents were only asked to report on the time they have spent in their current position, not the organization as a whole. As such, these figures may understate the respondent's level of experience with the organization. Particularly in light of this caveat, these data suggest that the vast majority of individual respondents have accrued a solid base of experience within their organizations and are likely well positioned to discuss their relationship with OFCCP.

Exhibit 10 describes the amount of tenure held by respondents categorized into each of the levels of leadership described above. Predictably, the exhibit shows a gradual increase in average tenure across increasing levels of organizational responsibility. More importantly, however, the data indicate that all respondents, regardless of their level of responsibility bring considerable experience to their responses to the survey.

Exhibit 10: Average Tenure in Current Position by Position of Employment

Employment Category	Average Tenure in Current Position
Senior Executive Leadership	9.8 years
Program Directors and other Management	8.8 years
Non-Managerial Staff	7.3 years
Other/Unclear	6.4 years

n = 243

4. Stakeholder Relationships

OFCCP is seeking to advance its mission through greater community awareness, support, and integration. To this end, the Office is seeking to establish a collaborative partnership with organizations that may share a common constituency. These are non-profits or faith based organizations that seek to advance the interests of those individuals whose employment rights OFCCP is seeking to protect and advance. This chapter of the analysis offers insight into these partnerships. The discussion begins by identifying organizations that report either having or not having a relationship or history with OFCCP. Section 4.1 traces the history of the relationships in terms of length, while section 4.2 offers insight into the breadth of the relationship.

4.1 Identifying Organizations with a Relationship with OFCCP

As discussed in Chapter 2, the survey was distributed to organizations that OFCCP staff believed to have a connection with OFCCP. This initial determination was based on the judgement of the Office's Regional Outreach Coordinators and District Directors as they assessed their network of existing relationships. Since the content of the survey was devoted to examining these partnerships in depth, it was critical that the instrument first determine if respondents were positioned to fully address the entirety of the survey. This was done through two preliminary questions.

The first was based on when the responding organization "first learned about OFCCP". Exhibit 11 profiles the distribution of these responses. As shown below, 10 percent of the responding organizations reported that they were "not familiar" with OFCCP and were asked no further questions. However, the majority of the stakeholders (51%) report that they have known of OFCCP for more than two years. A very small minority (6%) have only recently become aware of OFCCP, while a slightly larger proportion was not certain (15% unknown).

Exhibit 11: When Respondents First Learned of OFCCP
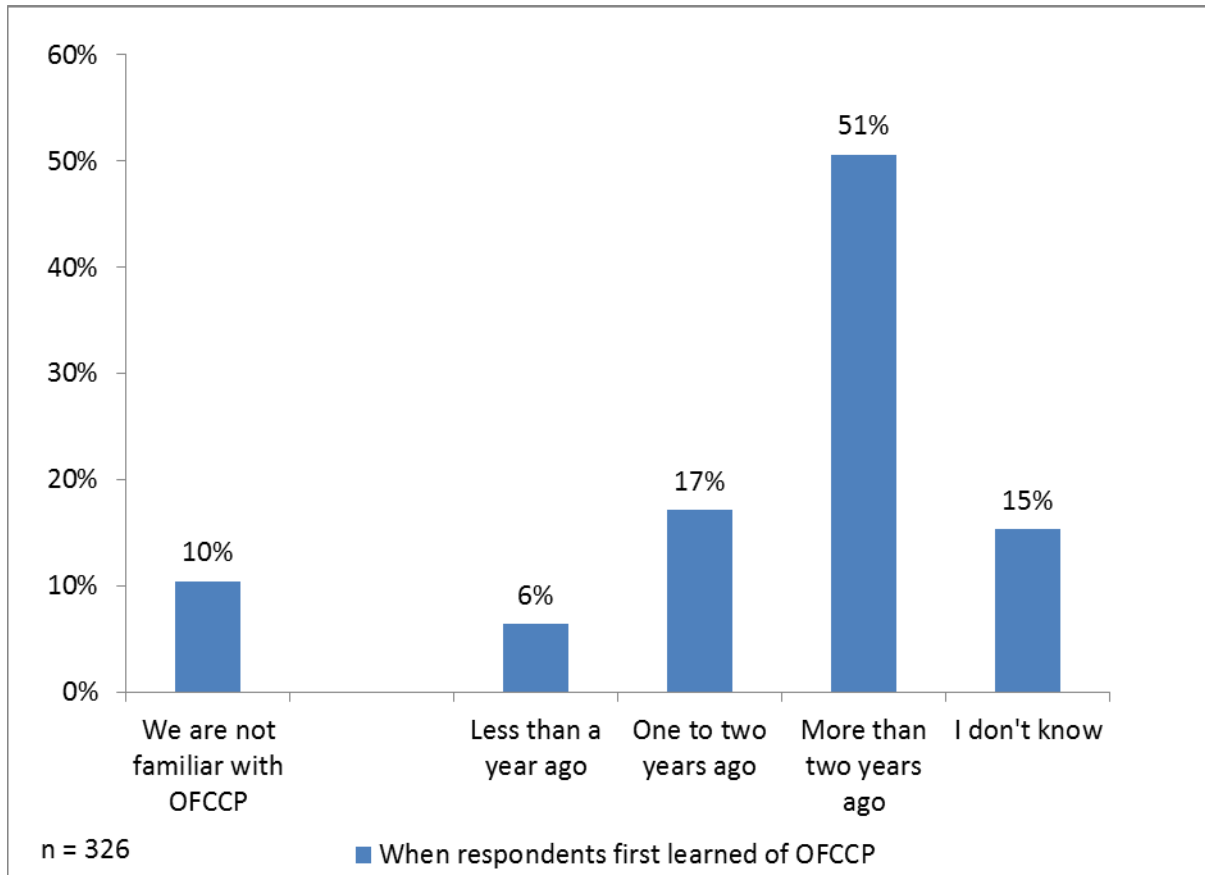
The second screen sought to determine if the confirmed "familiarity" with OFCCP was actually perceived to be a "relationship." Exhibit 12 summarizes these responses in terms of length. When asked when their organization formed a "relationship" with OFCCP, about 9 percent reported that "we haven't yet." These organizations were also screened out and asked no additional questions. Of the remaining organizations, most reported that they had established a relationship over two years ago. About 30 percent established a relationship less than two years ago, and 15 percent did not know.[6] Stakeholders who report a relationship with OFCCP comprise the sub-sample of stakeholders who completed the remainder of the questionnaire and whose responses comprise the analysis in this report.

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[6] It is important to note that other individuals affiliated with the targeted stakeholders may be aware of their organization's connection with OFCCP even though the specific respondent was not.

Exhibit 12: Among stakeholders that are familiar with OFCCP, when did they establish a relationship with OFCCP?

n = 292
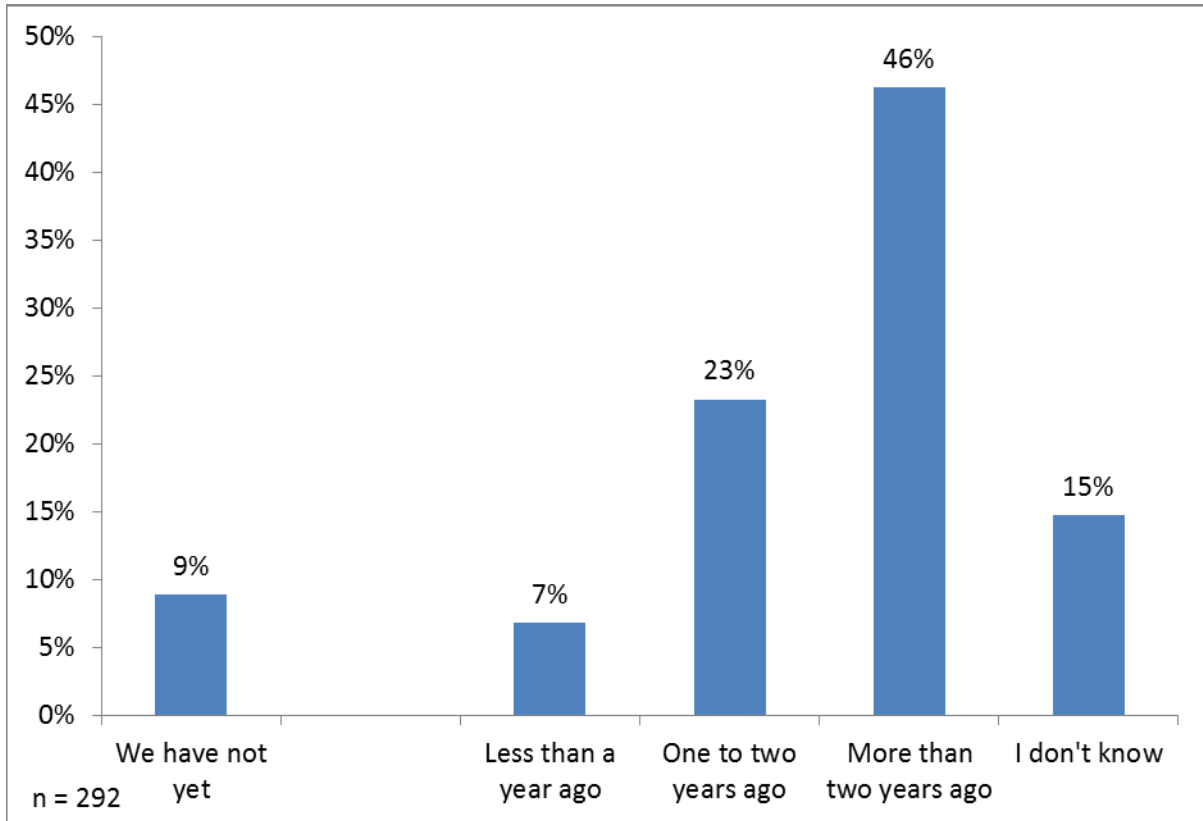
While these questions were used initially as a screen to engage the appropriate sample of respondents, they also provide insight into a time dimension of relationship formation. Exhibit 13 suggests that the longer an organization has been familiar with OFCCP, the greater the likelihood of having established a relationship. Less than three-fourths (71%) of the organizations that became aware of OFCCP within the last year report an established relationship. This rises to 92 percent among organizations that first heard of OFCCP more than two years ago. So, while relationship formation increased with time, it seems that most stakeholders take less than a year to form one.

Exhibit 13: Share of Stakeholders with a Relationship with OFCCP

n = 242
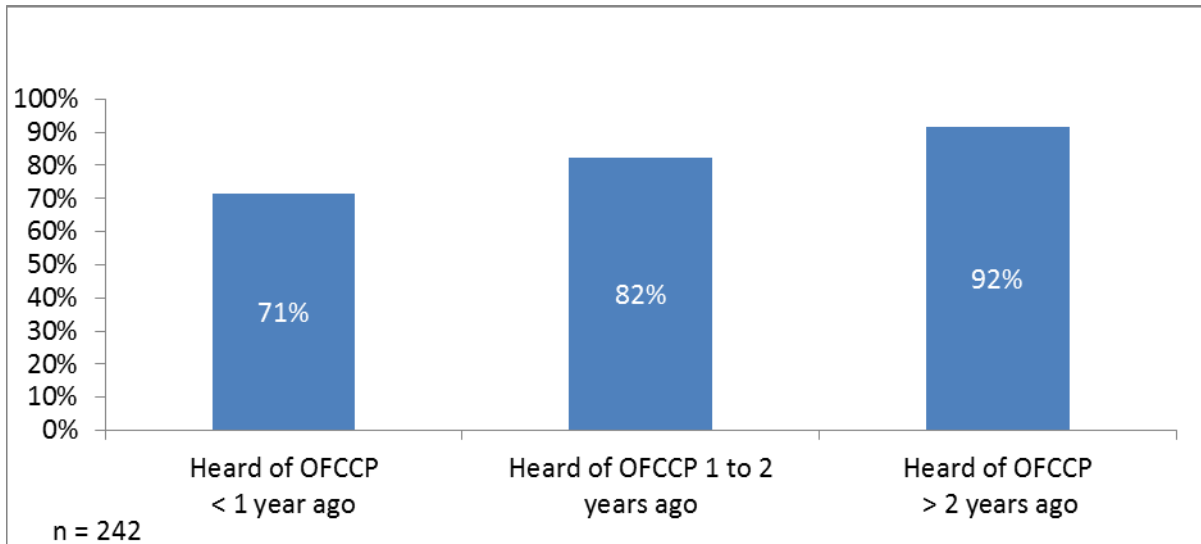
4.2   Organizational Breadth of the Relationship with OFCCP

The previous questions focused primarily on the time dimension associated with formation of a relationship with OFCCP. A set of subsequent questions sought to determine whether these relationships have achieved some organizational "breadth." Specifically stakeholders were asked how many representatives of their organization currently have relationships with OFCCP and, conversely, with how many people at OFCCP does the respondent personally have a relationship.

First, respondents were asked to identify how broadly their organization's relationship with OFCCP extends within their own organization. About one-quarter of respondents report that one person at their organization has a relationship with OFCCP, and almost half (45%) report that the relationship currently extends beyond a single representative. The data also reveal some degree of turnover and change as 13 percent reported that no one at their organization <u>currently</u> has a relationship with at least one OFCCP staff member. These may be instances in which a former point of contact left the organization. Alternatively, the respondent may simply perceive that the relationship exists more on an organizational level and is not associated with one or more individuals.

Second, respondents were asked to report on the breadth of their own connections with OFCCP's representatives. Specifically, they were asked how many representatives at OFCCP with whom they have a relationship. The responses are divided about evenly across those who maintain a relationship with zero, one, or more than one contact at OFCCP. About 30 percent have extended this relationship to two or more contacts at OFCCP, and another 30 percent maintain a relationship with only one contact at the Office. The survey also revealed that 30 percent do not have any personal relationship with OFCCP, suggesting that they were responding to the survey on behalf of their organization and may not maintain a relationship with OFFCP themselves. The remaining respondents did not know how many personal relationships they maintain.

Exhibit 14: Degree of Organizational "Breadth" Among Responding Organizations

To further explore this issue of "breadth," we examined these two questions in tandem. This was done by isolating those stakeholders that have extended their connections with OFCCP beyond a single individual both within their organization and at OFCCP. The most restrictive definition is met when a stakeholder organization has more than a single individual with contacts at OFCCP as well as a survey respondent with multiple contacts at OFCCP. This definition is met by 26 percent of all stakeholders. A less restrictive definition of breadth also was examined. In these instances the stakeholder organization was characterized as having either more than a single individual with contacts at OFCCP or a survey respondent with multiple contacts at OFCCP. This is met by just over half (51%) of all stakeholders.

While the survey confirms that the majority of stakeholders meet these basic definitions of "breadth," it may actually understate how many do. That is, in some cases the breadth of relationships using these definitions may be strictly a function of the responding organization's size, which may limit the possibility of multiple interpersonal relationships. In fact, among the 51 percent of organizations that met the either-or definition of breadth above, just over half (55%) employed over 25 full-time employees, but among the 49 percent of organizations that did not meet the either-or definition of breadth above, less than half (44%) employed over 25 full-time employees. To some extent, smaller organizations were less likely to have more staff relationships with OFCCP across multiple points of contact, perhaps simply because these organizations have smaller numbers of employees.

5.   Depth of Stakeholder Engagement

This chapter explores the depth of stakeholders' engagement by examining the number of specific interactions with OFCCP over the past 12 months. Section 5.1 provides a backdrop for examining stakeholder engagement by reviewing their self-reported familiarity with OFCCP's functions. This level of familiarity no doubt shapes stakeholders' awareness of possible points of engagement and the extent to which they are pursued. This is followed in Section 5.2 by a review of those activities in which stakeholders have engaged that broadly support the mission and efforts of OFCCP. In Section 5.3, we review stakeholders' responses about whether they anticipate they will sustain their level of engagement over the upcoming 12 months.

5.1   Familiarity with OFCCP Services

As part of the interview, stakeholders were informed that OFCCP is "hoping to learn about its stakeholders' familiarity with the services that OFCCP staff provide." With this prompt, respondents were then asked to list services that "you believe OFCCP provides." The responses to this open-ended question thus offer "unaided" insight into those services with which respondents are familiar "top of mind" or can confidently conjecture about.

Before examining the actual responses, we first review the broad response pattern summarized in Exhibit 15.

Exhibit 15: Number of OFCCP Services Identified by Respondents

n = 266
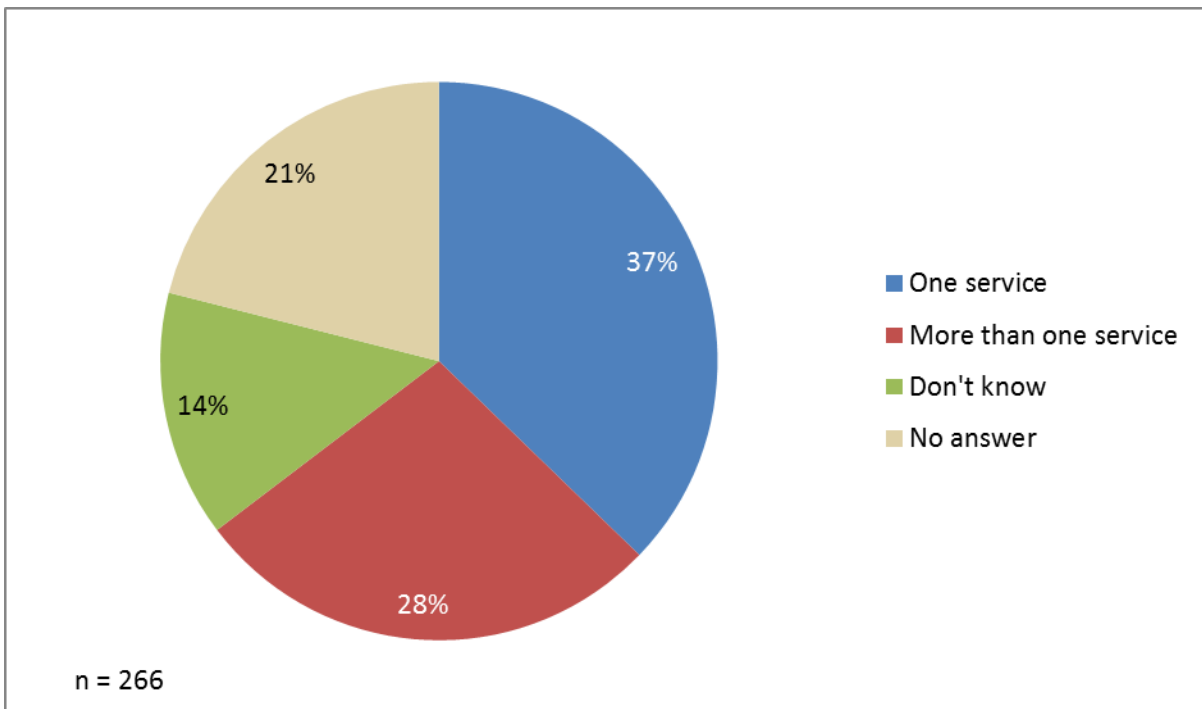
Several points are worthy of note:

- Many respondents (65%) were willing to share their understanding of OFCCP's role and services, answering with knowledge about at least one service. At the same time a sizeable share (35%) acknowledges they "don't know" or did not answer, likely because they don't know.

- Among those offering a response, many were familiar with (and took the time to cite) more than one OFCCP service or activity.

In reporting their familiarity with OFCCP services and activities, the stakeholders expressed themselves in different ways and in varying levels of detail. Their responses fell into four categories, which are presented below based on the relative frequency with which they were mentioned.

- **Conducting compliance audits and enforcement:** Respondents recognize that OFCCP is the agency responsible for ensuring federal contractors' compliance with federal equal opportunity orders. Eighty organizations described at least one type of service related to this topic, including completing audits and compliance reviews (50), enforcing federal regulations (32), negotiating settlement agreements (2), providing information to workers and community-based organizations on contractor violations (11), and helping workers file complaints (4).

- **Providing support for federal contractors:** Many respondents also described OFCCP's role in helping federal contractors stay in compliance with federal regulations by providing advice and training directly to contractors. Approximately 60 organizations mentioned these services.

- **Educating workers and community-based organizations:** Stakeholders were less likely to describe OFCCP's efforts to inform workers about OFCCP services, federal policies, or their rights—either through direct education of workers or through education of community-based organizations that serve protected workers. Only about 10 percent of surveyed stakeholders (30 organizations) described these activities in their responses.

- **Connecting contractors and CBOs to facilitate worker hiring:** Another roughly 10 percent of surveyed stakeholders also described OFCCP's work connecting contractors and community-based organizations to facilitate the recruitment and hiring of protected workers.

In examining the full array of responses, they can generally be considered accurate. While there was no effort made to formally "grade" the responses for accuracy, those willing to respond clearly have at least a rudimentary command of OFCCP's mission, services, and activities. Also, a review of responses according to respondents' "length of relationship" with OFCCP yielded a predictable pattern. That is, stakeholders with more than one year of relationship seemed to have a deeper familiarity with OFCCP services, listing multiple services with more specificity in their descriptions.

5.2   Recent Level of Activity

Clearly, stakeholders' level of familiarity with OFCCP's services and activities contributes to their level of engagement with OFCCP's mission. Exhibit 16 presents the prevalence with which stakeholders engaged in various activities during the past year. In very broad terms, the responses suggest that stakeholder activity was clustered into three broad groupings defined along thematic lines.

Activities that directly support stakeholders' service population

    A.   Distribute materials about OFCCP services and/or workers' rights to people we serve

    B.   Work with OFCCP to connect people we serve to employment opportunities with federal contractors

    C.   Consult OFCCP on employment-related matters

    D.   Conduct workshops to prepare the populations that we serve for Mega Project job opportunities

    E.   Help people we serve file complaints with OFCCP

Activities that support partnership and mission-building with OFCCP

    F.   Refer OFCCP to other organizations or resources that can help OFCCP to achieve its mission

    G.   Conduct outreach activities to help build trust between OFCCP and the people we serve

    H.   Offer or provide resources to aid OFCCP in its mission

Activities that reflect active and committed collaboration with OFCCP

    I.   Assist OFCCP in locating affected class members and/or potential witnesses for case investigations

    J.   Participate in a Mega Project EEO Committee meeting

    K.   Participate in OFCCP's rulemaking process

    L.   Inform OFCCP about potential bad-acting contractors

Exhibit 16 illustrates stakeholder engagement in various activities during the past year. The general clustering and distribution appears to mirror a predictable progression that prioritizes activities that directly support the immediate interests of their constituency.

Exhibit 16: Prevalence of Interactions with OFCCP in the Past 12 Months

n = 248
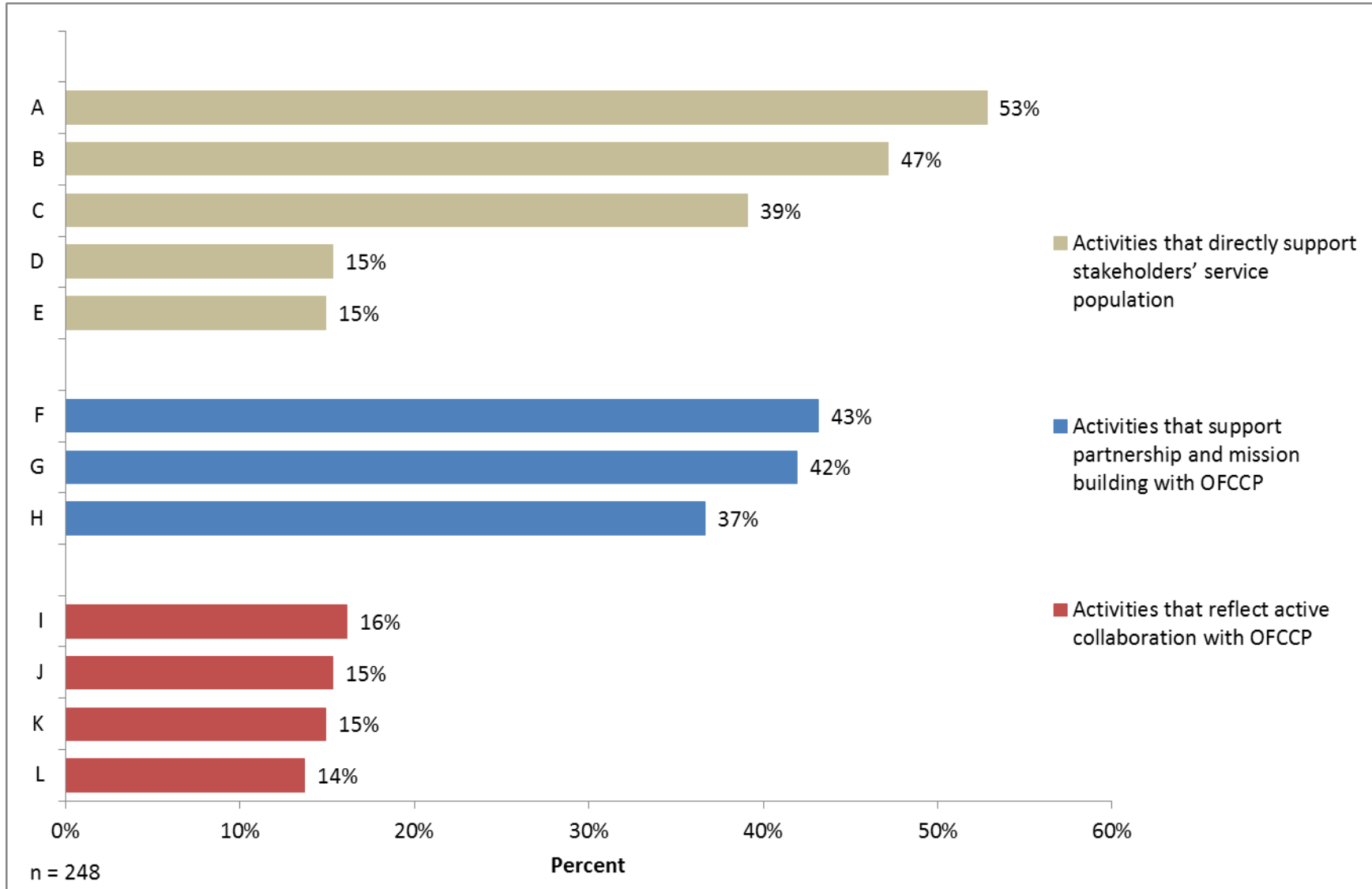
As can be seen above, the most widely reported activities are those that directly support stakeholders' service population. Most noteworthy are stakeholders' active involvement in informing individuals about workers' rights and/or employment opportunities with federal contractors.

Respondents were somewhat less active but still engaged in activities that foster their organization's collaboration with OFCCP. These engagements involved community outreach to help build trust in OFCCP as well as referring OFCCP to other community resources and stakeholders and providing resources to aid OFCCP in its mission.

The exhibit also confirms that only a small proportion (approximately 15%) of the stakeholders surveyed were actually engaged in collaborative activity with OFCCP during the last 12 months. While their aim is to identify affected class members or bad-acting employers, only one in six stakeholders report working in this capacity in the past 12 months.

In addition to the overall prevalence and mix of these activities, we also explored the "depth of engagement" or the number of interactions between each stakeholder and OFCCP over the last 12 months. As shown in exhibit 17 below, nearly one-third (31%) did not report any interactions in the last 12 months. A similar proportion (32%) was considerably more engaged, reporting their involvement in four or more activities.

Exhibit 17: How many types of interactions with OFCCP were reported by each stakeholder?
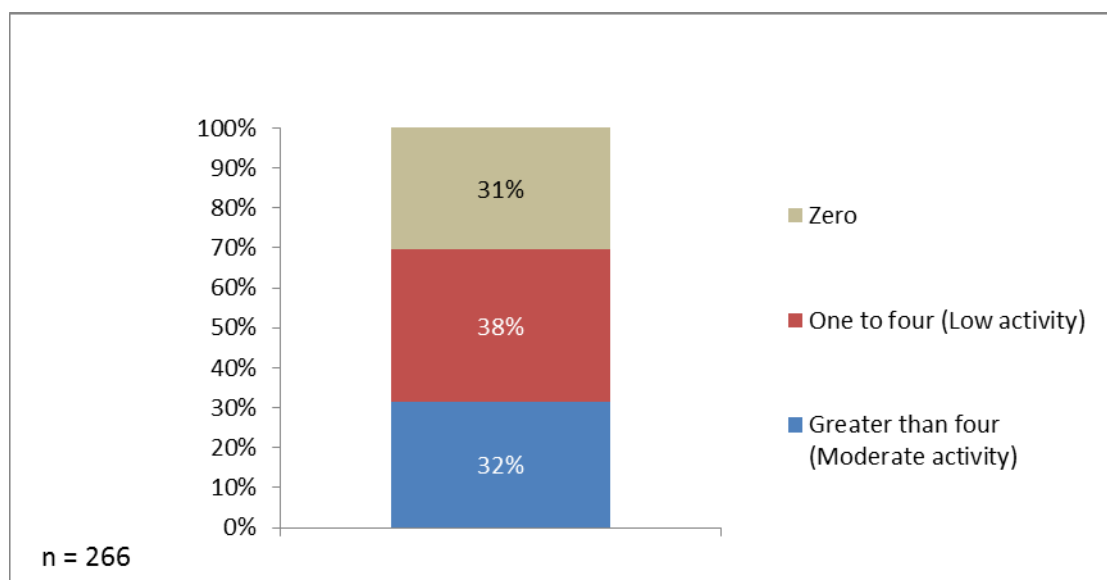
We hypothesized that an association exists between reported activity in the last 12 months and the length of a respondent's relationship with OFCCP. The results were not the same for all activities. For 7 of the 12 activities listed above, we found a significant association between engagement in the given activity and the length of the relationship with the Office.[7]

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[7]   Significant differences in engagement in each activity were identified by chi-square tests for independence ($p<0.05$).

The seven activities for which we identified significant associations are listed in this section as activities A, C, E, H, I, K, and L. In each of those cases, the stakeholders with longer relationships—over two years—were more likely to have been active in the last year. This exercise suggests that longer relationships are sometimes associated with a stakeholder's level of activity.

5.3　Expected Level of Activity in the Next Twelve Months

To provide some insight into the potential for future activity, the survey also asked respondents to identify their organization's willingness to engage in these same activities over the next 12 months. As shown in Exhibit 18, this anticipated willingness to engage represents a consistent jump across the board compared to the past 12 months, with the largest potential growth in engagement coming from informing OFCCP about potential bad-acting contractors (38 percentage points).

Exhibit 18: Willingness to Engage in Activities with OFCCP in the Next 12 Months

A   75% (22 pp)

B   71% (24 pp)

C   67% (28 pp)

D   42% (27 pp)

E   47% (32 pp)

F   68% (25 pp)

G   65% (23 pp)

H   52% (16 pp)

I   38% (22 pp)

J   41% (26 pp)

K   50% (35 pp)

L   52% (38 pp)

■ Activities that directly support stakeholders' service population

■ Activities that support partnership and mission building with OFCCP

■ Activities that reflect active collaboration with OFCCP

0% 10% 20% 30% 40% 50% 60% 70% 80%

n = 242-244   NOTE: Parentheticals list the percentage point difference between willingness and actual engagement, from Exhibit 16.

The anticipated shift in activities likely reflects a combination of changes. Some stakeholders who were previously inactive in a particular area may now report a willingness to engage over the coming 12 months. Conversely, some previously active stakeholders may now anticipate being unwilling to engage in that activity in the future. We explored this dynamic further.

Among those stakeholders who did not report engaging in an activity in the past year, about 30 to 50 percent reported being "willing" this coming year. As can be seen in Exhibit 19 the three activities with the largest potential change are the following:

1. Work with OFCCP to connect people we serve to employment opportunities with federal contractors (55% of inactive stakeholders are willing to be active next year)

2. Distribute materials about OFCCP services and/or workers' rights to people we serve (53%)

3. Refer OFCCP to other organizations or resources that can help OFCCP achieve its mission (52%)

Exhibit 19: Willingness to Engage in the Next Year, Among Those Who Were Not Engaged in the Previous Year

	Number not engaged or unsure of engagement in each activity in the last year	Share who are willing to engage in each activity in the next year
Work with OFCCP to connect people we serve to employment opportunities with federal contractors	128	55%
Distribute materials about OFCCP services and/or workers' rights to people we serve	115	53%
Refer OFCCP to other organizations or resources that can help OFCCP to achieve its mission	137	52%
Consult OFCCP on employment-related matters	146	50%
Inform OFCCP about potential bad-acting contractors	208	45%
Participate in OFCCP's rulemaking process	206	43%
Conduct outreach activities to help build trust between OFCCP and the people we serve	140	42%
Help people we serve file complaints with OFCCP	205	40%
Offer or provide resources to aid OFCCP in its mission	152	35%
Participate in a Mega Project EEO Committee meeting	207	34%
Conduct workshops to prepare the populations we serve for Mega Project job opportunities	205	34%
Assist OFCCP in locating affected class members and/or potential witnesses for case investigations	202	30%

Among those stakeholders who did engage in a particular activity in the past year, the vast majority (80% to 96%) were willing to sustain their engagement in the coming year. The three activities in which active stakeholders were comparatively less likely to continue their engagement are the following:

1. Assist OFCCP in locating affected class members and/or witnesses for case investigations (80% of active stakeholders are willing to be active this coming year)

2. Offer or provide resources to aid OFCCP in its mission (81%)

3. Participate in a Mega Project EEO committee meeting (83%)

Exhibit 20: Willingness to Engage in the Next Year, Among Those Who Were Engaged in the Last Year

	Share who engaged in each activity in the last year	Share who are willing to engage in each activity in the next year
Conduct outreach activities to help build trust between OFCCP and the people we serve	104	96%
Distribute materials about OFCCP services and/or workers' rights to people we serve	129	95%
Consult OFCCP on employment-related matters	96	93%
Participate in OFCCP's rulemaking process	36	92%
Inform OFCCP about potential bad-acting contractors	34	91%
Work with OFCCP to connect people we serve to employment opportunities with federal contractors	114	89%
Conduct workshops to prepare the populations we serve for Mega Project job opportunities	37	89%
Refer OFCCP to other organizations or resources that can help OFCCP to achieve its mission	106	89%
Help people we serve file complaints with OFCCP	37	86%
Participate in a Mega Project EEO Committee meeting	35	83%
Offered or provide resources to aid OFCCP in its mission	91	81%
Assist OFCCP in locating affected class members and/or potential witnesses for case investigations	40	80%

Respondents' reported willingness to engage in each activity allows us to estimate the projected "depth of engagement" among stakeholders over the coming 12 months. Using the same definitions discussed above in Exhibit 20, we anticipate a significant shift toward more activity. Exhibit 21 presents both the level of engagement in the last year and the reported levels of willingness to engage with OFCCP in the next year. This proxy projection suggests that the share of respondents who may engage in over four interactions with OFCCP could potentially double over the coming year (32% to 64%).

Exhibit 21: How many types of interactions were reported as taken last year and willing to engage in the next year?
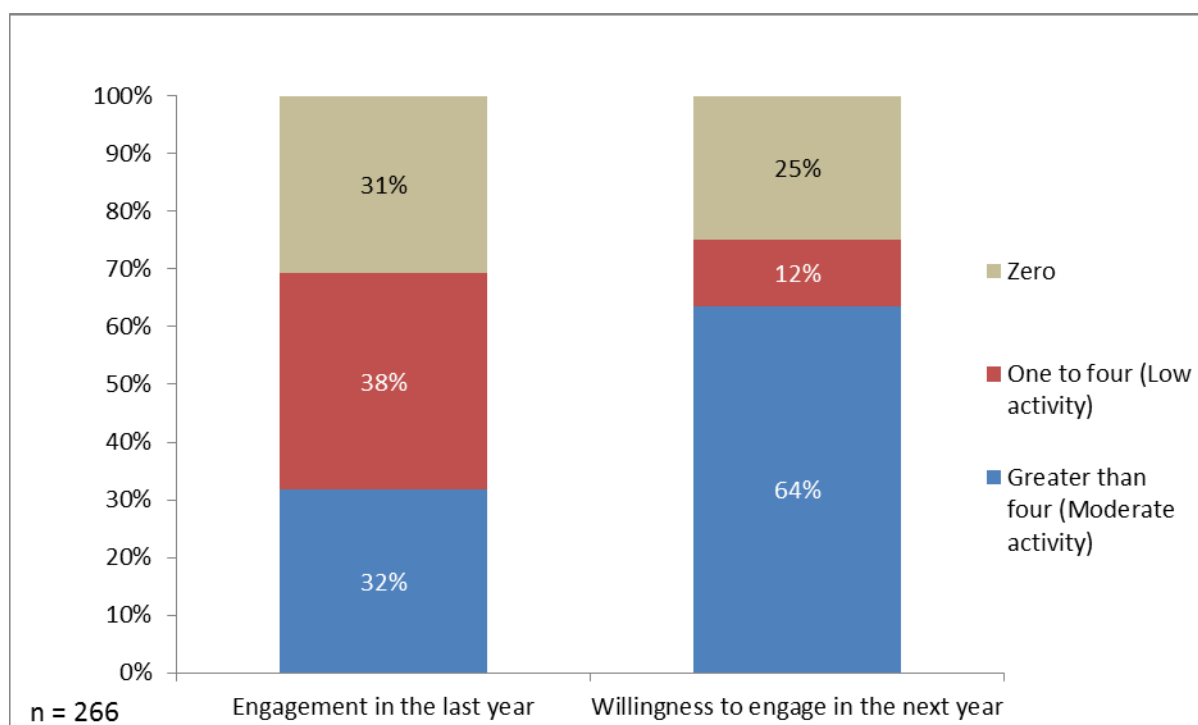
For each of these groups of stakeholders, we examined the connection between current level of activity and willingness to be active going forward. These projected trends are summarized in Exhibit 22. Here the data indicate that those currently engaged at a low or moderate level are largely willing to sustain their engagement. For instance, the exhibit notes that 94 percent of stakeholders that reported moderate activity in the last year are willing to maintain at least that level of engagement and activity in the year. Similarly, about 70 percent who engaged in only a few activities ("low activity") in the last year were willing to be more active in the next year.

A more challenging group for future engagement is the 31 percent of stakeholders who did not report activity in the last year. Of this group, nearly two-thirds (65%) reported that they were either unwilling or uncertain of their willingness to engage in any activity in the next year.[8]

While the underlying dynamics are not entirely clear, it appears that this group of stakeholders may require a more focused or concerted effort to reach and engage them. Some of these stakeholders may be in the formative stages of relationship building while others may not fully understand OFCCP's value proposition and the importance of further engagement. Alternatively, some organizations simply may not have the capacity or resources to consider any additional level of engagement.

Exhibit 22: Willingness to be Active in the Next Year, by Current Level of Activity

n = 266
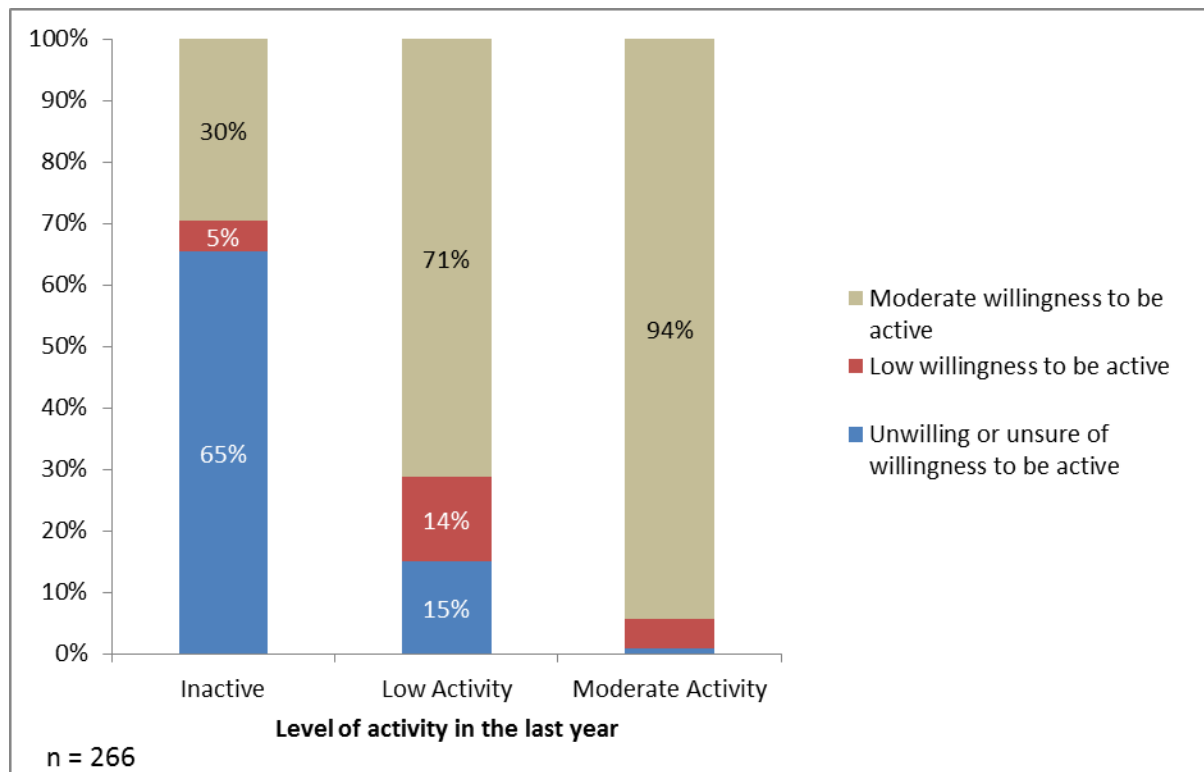
In comparing the last year's levels of activity to the upcoming year's willingness to engage in an activity, it is important to note that responses reflect two factors: the opportunity to engage in each activity and the willingness to take up that opportunity. The fact that willingness to engage in future activities generally exceeds recent levels of activity suggests that, given the opportunity to engage in with OFCCP, responding stakeholders should be more active going forward.

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[8]   This uncertainty is reflected in the 86 percent of respondents who either did not respond or answered "I don't know" to a majority of the questions that asked for their willingness to engage in a given activity in the next year.

6.   Communication Patterns and Preferences

Communication is widely understood to be a critical ingredient in fostering and growing partnerships among organizations. Simply put, frequent and mutual communication is an indicator of an active and engaged relationship. The analysis begins in section 6.1 with a snapshot of the past 12 months and a review of the frequency with which stakeholders engaged in standard communications with OFCCP. This is followed by an assessment in section 6.2 of the perceived quality, reliability, and value of the various communications exchanged. Section 6.3 explores the value of having a specific contact person in greater detail. Section 6.4 explores respondents' overall patterns and perceptions of communication and how they relate to stakeholders' level of activity and engagement with OFCCP. Finally, section 6.5 looks ahead and asks about preferred methods of communication that potentially support activities or inquiries that reflect mutual interest.

6.1   Communication over the Past 12 Months

In examining communication over the past year, the survey asked respondents about various "touch-points" that can be classified as follows:

- Passive receipt of information: This entails the receipt of, for instance, brochures, e-mails, or press releases

- Dialog/exchange of information: This entails talking with OFCCP staff either in person, over the phone, or through e-mail

- Active pursuit of existing information: This entails the respondent's checking of OFCCP's website or DOL's Facebook page or Twitter account

With respect to the **passive receipt of communications**, Exhibit 23 shows that well over half (58%) of respondents report either no or infrequent communication with OFCCP over the past 12 months. Coupled with the 13 percent who "don't know," this leaves 38 percent who report receiving some type of passive communication at least once per month.

Exhibit 23: Frequency of Passive Receipt of Communication over the Last 12 Months

- Never — 18%
- Once or twice — 40%
- Approximately once a month — 19%
- A few times a month — 8%
- Almost every week — 2%
- I don't know — 13%

n = 256
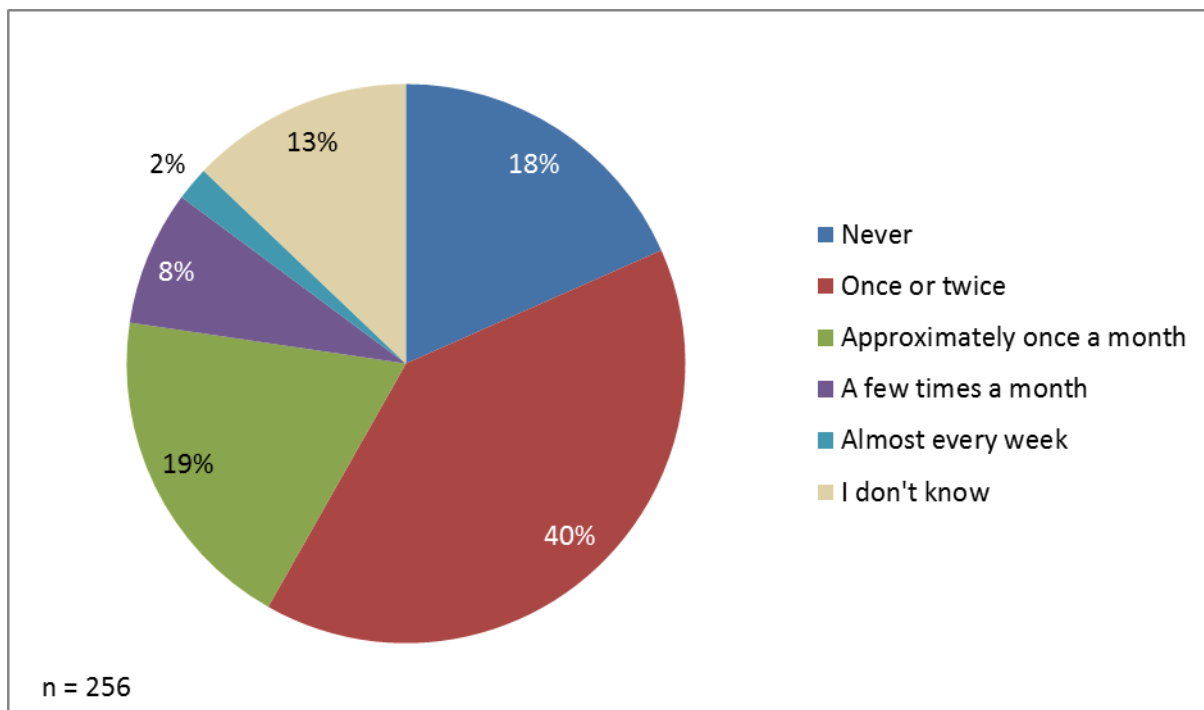
With regard to any type of dialogue or **exchange of information**, Exhibit 24 shows that one-quarter of respondents reported that they have not talked with OFCCP in the last year. Conversely, approximately one-third report contact one to three times per year. [9]

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[9] Given the wording of the survey questions, the respondent may not have personally talked with someone at OFCCP in the last year but someone else at the organization may have.

Exhibit 24: Frequency of Dialogue with OFCCP Over the Last 12 Months
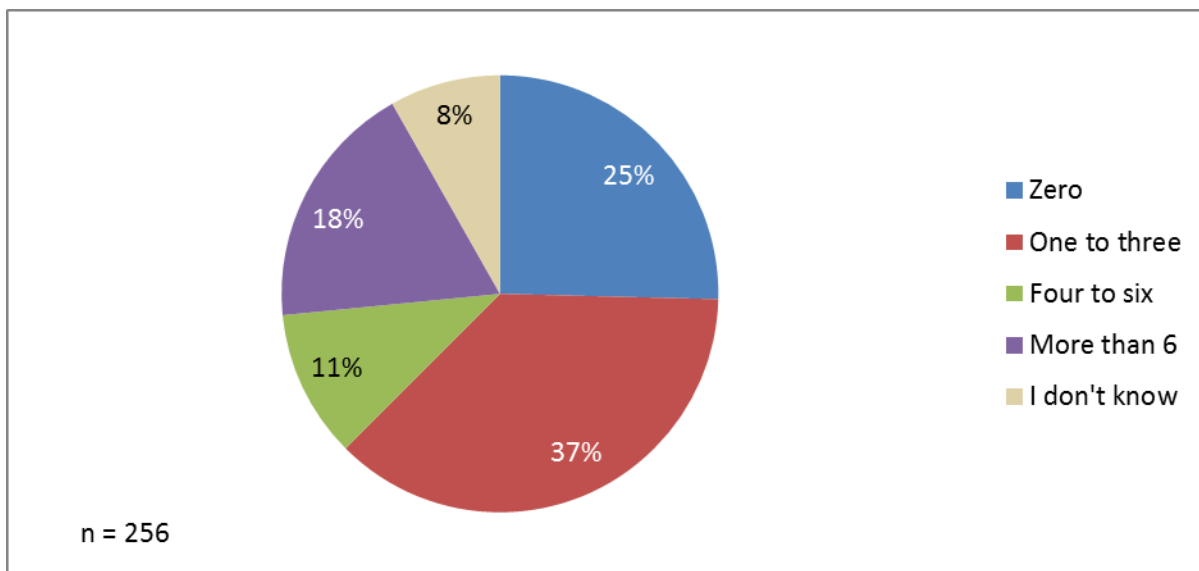
Unlike the passive receipt of information, this type of mutual exchange of information may evolve over time. To examine this relationship, we compared the communication frequency for two groups of respondents: those with relationships of less than two years and those with relationships of two or more years. We did not find a significant association between length of the relationship and frequency with which organizations talk with OFCCP staff. The two pie charts in Exhibit 25 are not statistically different from one another.

Exhibit 25: Frequency of Communication with OFCCP Staff in the Last Year, by Length of the Organization's Relationship
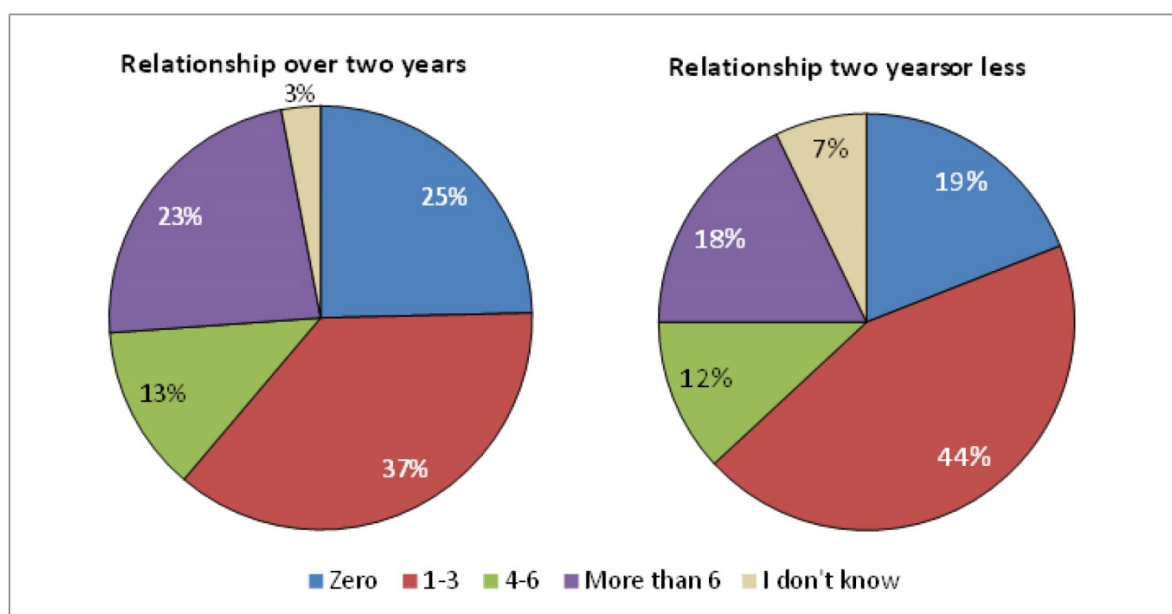
When it comes to more **active pursuit of existing information,** the survey indicates that communication frequency is quite modest. Exhibit 26 emphasizes that while fewer than half of the stakeholders regularly access OFCCP's website, they access the website considerably more often than they engage with DOL's social media resources. For instance, the data reveal that nine out of ten stakeholders report "never" looking at the DOL Twitter feed.

Exhibit 26: Frequency with Which Users of Electronic and Social Media Access Each Resource[10]

n = 253-255
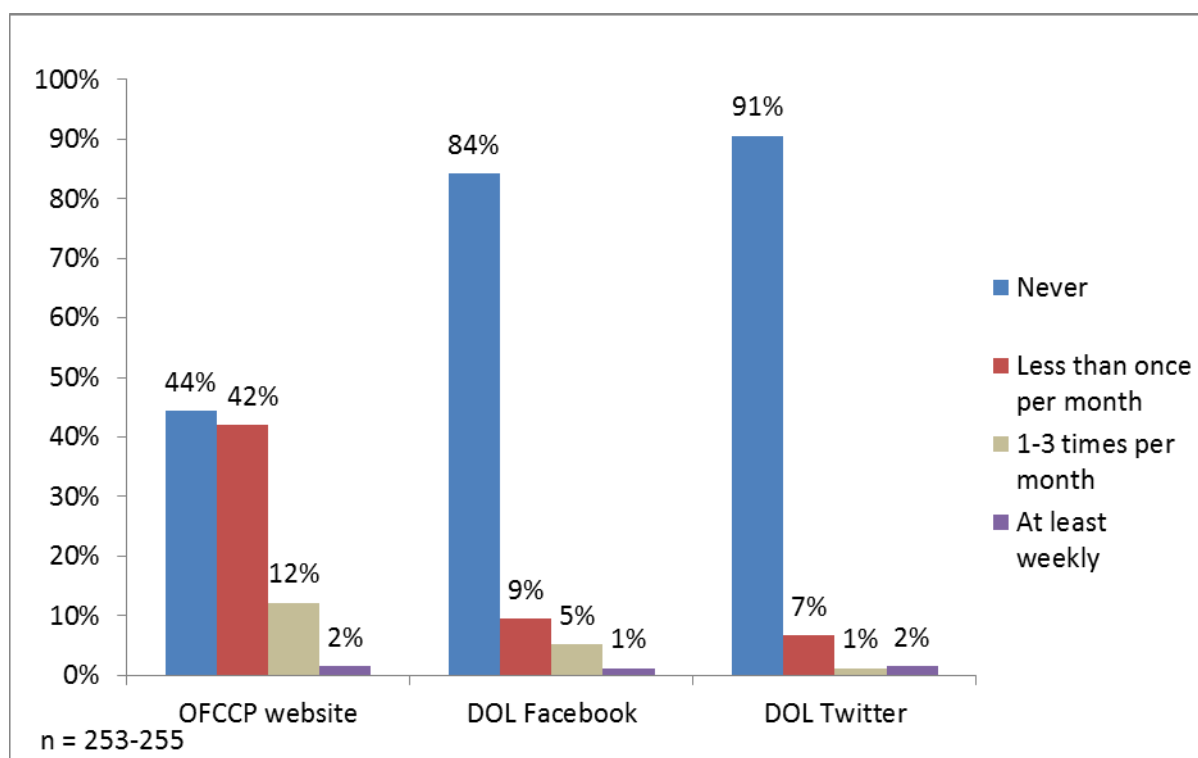
6.2 Perceived Quality and Effectiveness of OFCCP Communication

The survey provides additional insight into the perceived quality and effectiveness of OFCCP's overall efforts to remain connected. These responses are summarized in Exhibit 27 below.

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[10]   We report a range for the number of observations in this and other exhibits. Responses from multiple questions were used to generate these exhibits, and the number of missing observations differ for each question.

Exhibit 27: Stakeholders' Perceptions of OFCCP's Existing Communications

	Agree or Strongly Agree	Neutral	Disagree or Strongly Disagree
OFCCP provides clear information concerning its services	54%	35%	11%
It is easy for me to get in touch with someone from OFCCP	57%	36%	7%
OFCCP does a good job of keeping my organization informed of OFCCP workshops and other events	38%	42%	19%
OFCCP does a good job of communicating with my organization when new laws are passed and new polices are issued that affect the people or workers we serve	38%	44%	18%
OFCCP does a good job of communicating updates that are relevant to my organization	38%	44%	18%

n = 252

The pattern of responses highlights several key issues. First, it appears that perceptions of OFCCP communications appear to be in a non-comital stage, with roughly 40 percent of stakeholders offering a "neutral" response. Nonetheless, it appears that a majority (over 50%) acknowledge that OFCCP has established a solid foundation of communication that is both clear and accessible ("easy for me to get in touch"). Perceptions of the quality and effectiveness of more specific types of communications (e.g., upcoming activities, new laws) were rated positively by slightly over a third of respondents.

In response to an open-ended question about what OFCCP "does well," over one in five respondents praised the Office's approach to and style of communication. These individuals broadly praised OFCCP's timeliness in responding to their requests for assistance, the proactive way OFCCP communicates with their organizations, and the clarity with which staff describe OFCCP's goals and mission. Stakeholders also praised OFCCP for communicating in a manner that demonstrated dignity and respect for their service population regardless of whether the circumstances involved a single complaint or the interests of many. Several verbatim comments in the box below illustrate this general sentiment.

Respondents view OFCCP's communications as timely and proactive

- *"[We] communicate by e-mails and telephone. We filed a complaint and the OFCCP got back to me within a few minutes. I like the OFCCP representative because everything is taken care of within a matter of minutes.*

- *"[The Office] provides timely information and interacts with our member businesses in a non-threatening manner."*

- *"[The Office is] proactive and initiated the contact with our organization."*

- *"OFCCP is easily approachable in communications."*

- *"Staff have been very responsive to contact attempts and always willing to provide training and consultation services when requested."*

- *"The Office continues to respond positively to our concerns, especially when it relates to Mega Projects funded in part by federal agencies."*

Respondents' perceptions of quality may not always reflect thorough familiarity with the communication. Rather, the findings discussed above may be more impressionistic in nature. To explore this issue, we tested for a relationship between reading received communications and reported perceptions of quality and effectiveness. Respondents who have received communications such as brochures, press releases, or e-mail updates were asked to identify how thoroughly they read these communications. As discussed above, about 18 percent of respondents had not received any communication in the last year. The other 82 percent of respondents were then asked how often they read their received communications. As shown in Exhibit 28, about 30 percent answered "never" or "sometimes" while about 70 percent answered "usually" or "always".

Exhibit 28: Frequency with Which Respondents Read Passive Communications
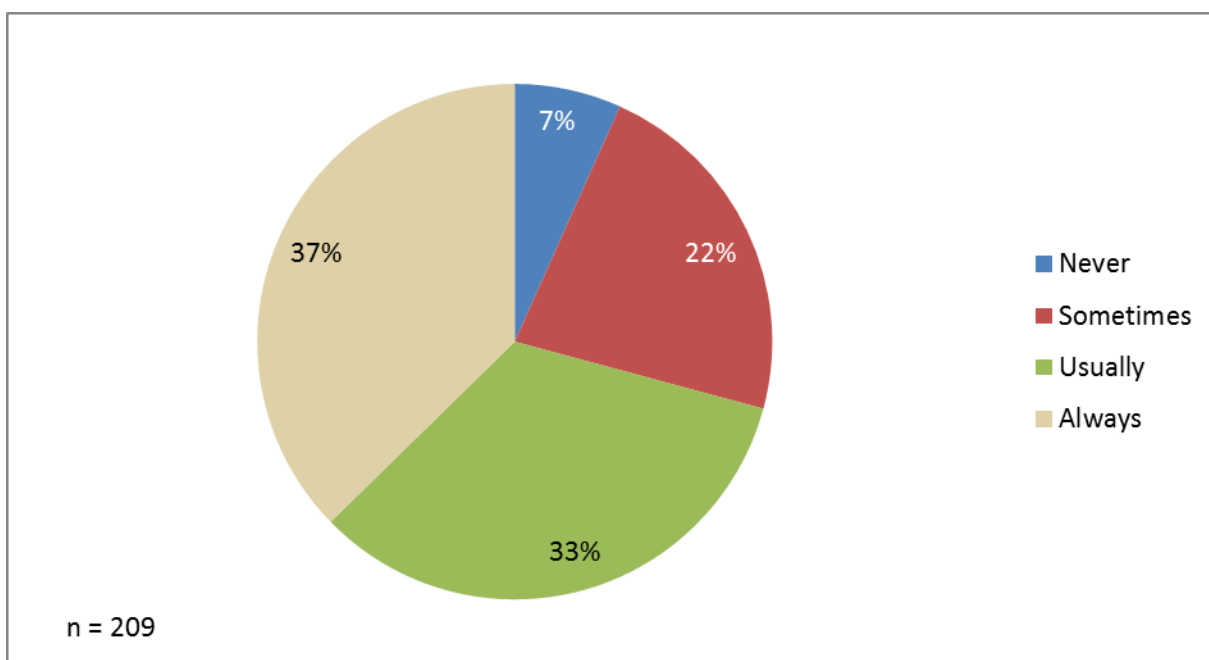
Respondents were then asked if they agreed or disagreed with a collection of statements regarding the quality and effectiveness of OFCCP's communication. For each statement, we tested for differences in perceptions of quality and effectiveness among those respondents who "never" or "sometimes" read their communications and those who "usually" or "always" do. Across the full series of questions, Exhibit 29 shows that there was a strong association between more frequently reading OFCCP's communications and the perceived quality and effectiveness of OFCCP communication broadly. Respondents who never or sometimes read OFCCP's communications generally offered less positive quality ratings than those who usually or always read them, and those differences were statistically significant.

Exhibit 29: Agreement with Statements of Quality and Effectiveness of OFCCP Communication, by Regularity of Reading Received Communications in the Last Year

Statements of quality and effectiveness	Usually or always read communications Percent who agree or strongly agree	Never or sometimes read communications Percent who agree or strongly agree	Difference (pp)
OFCCP provides clear information concerning its services	73%	28%	46*
It is easy for me to get in touch with someone from OFCCP	73%	36%	37*
OFCCP does a good job of keeping my organization informed of OFCCP workshops and other events	56%	20%	36*
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	55%	20%	35*
OFCCP does a good job of communicating updates that are relevant to my organization	56%	18%	38*

n = 208
Note: For each statement, a t-test rejected the null hypothesis of equality between the proportion of respondents who agreed or strongly agreed with each statement. Asterisks indicate statistically significant differences ($p < 0.05$).

We conducted a similar exploration of those who actively engage with OFCCP through its website. We purposefully omitted engagement with social media accounts, like Facebook and Twitter, because overall engagement was so low. Still, for every statement in Exhibit 30, there was a significant association between checking OFCCP's website and perceptions of quality and effectiveness. More engaged respondents (i.e., those who checked the website at least once in the last 12 months) were more likely to report positive perceptions of the quality and effectiveness of OFCCP's communications than those who never check the Office's website. Collectively, these data suggest that OFCCP's communication is seen as quite informative and the challenge is in more widely engaging the "readership" so more can benefit.

Exhibit 30: Agreement with Statements of Quality and Effectiveness of OFCCP Communication, by Frequency of Checking the OFCCP Website in the Last Year

Statements of quality and effectiveness	Check the website at least once Percent who agree or strongly agree	Never check the website Percent who agree or strongly agree	Difference (pp)
OFCCP provides clear information concerning its services	70%	35%	36*
It is easy for me to get in touch with someone from OFCCP	72%	38%	33*
OFCCP does a good job of keeping my organization informed of OFCCP workshops and other events	56%	16%	40*
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	54%	18%	36*
OFCCP does a good job of communicating updates that are relevant to my organization	54%	18%	36*

n = 208
Note: For each statement, a t-test rejected the null hypothesis of equality between the proportion of respondents who agreed or strongly agreed with each statement. Asterisks indicate statistically significant differences ($p<0.05$).

6.3 Perceived Value of a Designated OFCCP Contact

To further explore the dynamics of communications, stakeholders were asked if they had a "specific contact person" at OFCCP. Approximately half (56%) of the stakeholders reported that they did and were particularly confident about the value of this contact. Exhibit 31 shows that the vast majority of these respondents agree that they would get a "prompt response" (82%) and "the information I need" (84%) from their contact person.

Exhibit 31: Confidence When Reaching Out to Specific Contact Person at OFCCP
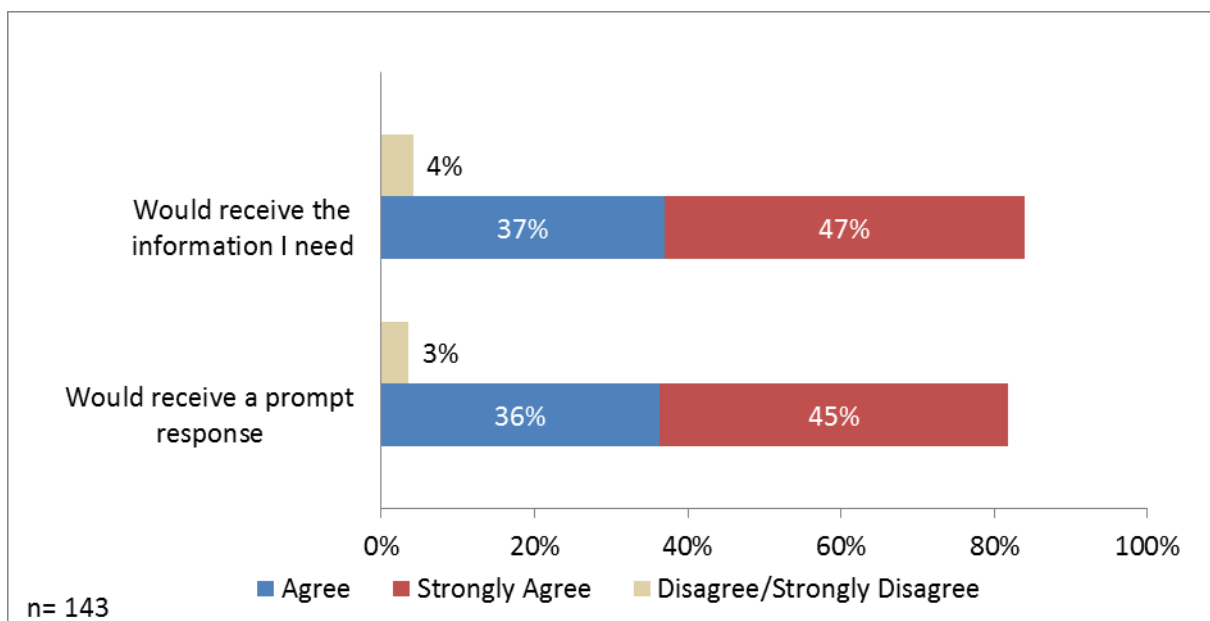
Given the perceived responsiveness of these contacts (above), the significant association between having a specific contact at OFCCP and perceptions of quality and effectives of the Office's communications was unsurprising. This relationship is highlighted in Exhibit 32, and is consistently reported across the full range of quality attributes. While it is not explicitly highlighted in Exhibit 32, the absence of a specific contact at OFCCP is primarily associated with neutral rather than negative communications rating.

Exhibit 32: Agreement with Statements of Quality and Effectiveness of OFCCP Communication, by Having a Specific Contact Person at OFCCP

Statements of quality and effectiveness	Has a specific contact Percent who agree or strongly agree	Does not have or is unsure of specific contact Percent who agree or strongly agree	Difference (pp)
OFCCP provides clear information concerning its services	71%	32%	40*
It is easy for me to get in touch with someone from OFCCP	83%	24%	59*
OFCCP does a good job of keeping my organization informed of OFCCP workshops and other events	54%	18%	36*
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	52%	20%	32*
OFCCP does a good job of communicating updates that are relevant to my organization	55%	15%	40*

n = 208
Note: For each statement, a t-test rejected the null hypothesis of equality between the proportion of respondents who agreed or strongly agreed with each statement. Asterisks indicate statistically significant differences (p<0.05).

In response to an open-ended question about what OFCCP "does well," about one in four respondents praised OFCCP's staff. In many instances their response singled out an individual by name, confirming that these contacts are not only valued but have emerged as "top of mind" resources that have personalized their relationship with OFCCP. In commenting on the strengths and contributions of OFCCP staff, stakeholders emphasized several important attributes that are directly linked to the perceived effectiveness of the communications function. Stakeholders specifically praised staff's responsiveness to their questions and requests, their dependability, and the enthusiasm and professionalism they bring to their interactions with workers and employers. These are important observations because they reflect a broader organizational culture that shapes communications with stakeholders and exists over and above the subject matter at hand. Several illustrative comments are highlighted in the box below.

Respondents praise OFCCP staff members for dependability, enthusiasm, and professionalism

- *"Everyone from the [OFCCP] team is amazing and responsive to our community and employer needs!! So, with WIOA [Workforce Innovation Opportunity Act] coming on board July 1, I would like to continue to offer employer briefs and allow them to ask questions. Staff members from OFCCP are ALWAYS there when I need them. They provide input and guidance to a lot of the questions I've had in the past. They do a wonderful job connecting us with federal contractors that will hire people with disabilities. They participate in our events [and] they do a good job of partnering in events with us to bring information to employers about OFCCP's rules and regulations."*

- *"[Our assigned OFCCP staff member] is an exceptional person. She is very responsive and enthusiastic, always wanting to improve trainings and services to meet the goal of increasing opportunities for employment for people with developmental disabilities. She has given our agency local referrals to help with our employment goals [and] has participated in an employment event that our agency hosted. [OFCCP] staff are extremely approachable, responsive, fair-minded, and respectful. I believe they exceed at building relationships and trust where a less collegial approach would be detrimental to the goal of effecting culture change within the workplace of federal contractors."*

- *"The office staff that I have had the pleasure of working with were pleasant, responded promptly, had the information requested, and were very good organizers."*

Stakeholders also praised OFCCP staff's content knowledge. They valued the fact that OFCCP staff members are "informed" on a wide variety of highly relevant topics. Topics most commonly mentioned were familiarity with OFCCP regulations and new laws, strategies for protecting the civil rights of workers, and general compliance requirements. However, the breadth of the content listed by stakeholders suggests that they value OFCCP staff for their range of expertise rather than a depth of knowledge in a particular support area (e.g., compliance). Several illustrative comments are highlighted in the box below.

Respondents value OFFCP staff's knowledge of regulations, compliance rules, and best practices

- *"Respond to general inquires and follow up with us about compliance reviews. Staff appear to be very knowledgeable about OFCCP regulations."*

- *"[OFCCP] Keeps [our organization] well informed regarding OFCCP affairs, new federal laws, compliance matters, etc."*

- *"They are very supportive of our requests . . . with updates, trends, Q&A. They also are fantastic when they participate on our Diversity Employment Day round tables with employers and community-based organizations"*

- *"They do a good job working with us on our Mega Project, assisting us with getting the sub-contractors to work with us and [ensuring] they are following the hiring guidelines. [They also do a good job of] keeping us in formed and meeting with us regularly."*

- *"Whenever I have a question or a training need they always help me in getting what I need answered and give me ways to achieve our goals."*

6.4   Future Communication Preferences

To help shape OFCCP's future communication strategies, stakeholders were asked to express their preferences regarding the communication mode that best supports various actions that could comprise their partnership with OFCCP. Exhibit 33 examines stakeholders' preferences with respect to the types of communications that are likely to be initiated by OFCCP, which are specified as follows:

- Respondents' expressed a strong preference for e-mail, regardless of the reason for communication.

- Stakeholders expressed no preference for communication mainstays, such as press releases, while simultaneously failing to embrace more technically forward options, such as social media updates.

- More traditional and formal modes of communications (letters, in-person meetings, phone calls) were more regularly noted as a preference when responding to a formal complaint.

Exhibit 33: Preferences for Type of Communication Initiated by OFCCP

	In-Person Meeting	Phone Call	E-mail	Letter	Flyers	Press Releases	Social Media
To respond to complaints filed by your organization	11%	20%	57%	11%	0%	0%	0%
To invite your organization to participate in OFCCP-sponsored events (either as an attendee or as a panel member)	2%	8%	81%	7%	0%	0%	0%
To ask your organization for assistance in locating class members impacted by discrimination	3%	18%	66%	10%	2%	0%	1%
To ask your organization to assist federal contractors with their outreach and recruitment efforts	8%	11%	69%	9%	2%	0%	1%
To share updates on regulations or decisions impacting workers	2%	4%	78%	10%	2%	2%	2%
To ask your organization for information on workers' conditions and employment concerns	5%	10%	73%	10%	1%	0%	1%
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	4%	12%	76%	7%	1%	0%	1%

n = 244-246

When asked about various scenarios in which stakeholders may initiate contact with OFCCP, stakeholders expressed a consistent mix of preferences, including a similar emphasis on e-mail, very little inclination towards social media, and a fluctuating minority that prefer letters, in-person meetings, or phone calls.

Exhibit 34: Preferences for Type of Communication Initiated by Stakeholder

	In-Person Meeting	Phone Call	E-mail	Letter	Social Media
To invite OFCCP to participate in one of your events	4%	21%	70%	4%	0%
To inform OFCCP about a new program or service your organization will be offering to the community	6%	10%	77%	6%	1%
To obtain OFCCP materials (e.g., brochures or posters) to distribute to the people your organization serves	4%	12%	78%	5%	1%
To learn more about OFCCP's laws and services	13%	6%	74%	5%	3%

n = 247

7.   Overall Perceptions of Relationship with OFCCP

All the dimensions of the partnership discussed in the previous chapters contribute to an overall perception of the relationship between stakeholder organizations and OFCCP. This chapter attempts to characterize these perceptions from several different perspectives. Using a common set of descriptors, Section 7.1 examines perceptions of the partnership by comparing the stakeholders' characterizations of themselves to an in-house characterization made by OFCCP staff before the survey was fielded. This is followed in Section 7.2 by stakeholders' perceptions of OFCCP as a trusted and dedicated organization. Sections 7.3 and 7.4 draw on qualitative feedback to open-ended questions to review stakeholders' perceptions of OFCCP services and activities they value and where they feel that improvement is warranted moving forward.

7.1   Overview of the OFCCP/Stakeholder Partnership: Two Perspectives

To characterize its relationships with its network of stakeholders, OFCCP adapted a spectrum of relational categories for use in the NA/F Survey.[11] The spectrum comprises five broad descriptors that reflect evolving levels of organizational engagement and partnership commitment. These include the following, in order of increasing levels of engagement:

- **NETWORKING:** Engaging in brief introductions to potentially identify common interests and goals

- **COORDINATING:** Following up after initial contact to share additional supportive information

- **COOPERATING:** Actively examining each side's goals and mission to align activities, following OFCCP's lead

- **COLLABORATING:** Shared planning and action to identify issues of joint interest and implement solutions

- **PARTNERING:** Working as ongoing partners to accomplish mutual long-term goals, sharing in ownership of outcomes

Using this set of descriptors, OFCCP staff collectively characterized their group of stakeholders as shown in Exhibit 35.

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[11]   (Eilbert & Lafronza, 2005; Himmelman, 2001)

Exhibit 35: Distribution of OFCCP's Pre-Survey Categorization of Stakeholders
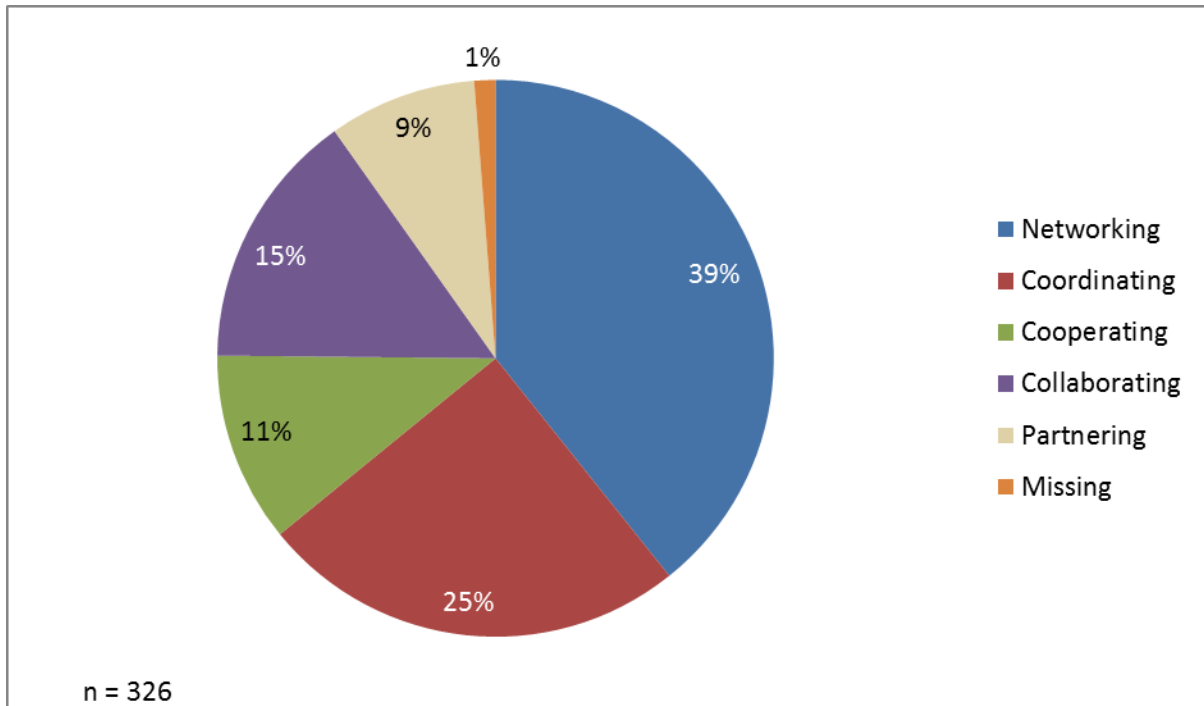
The distribution leans towards the developmental end of the spectrum, with nearly two-thirds of all relationships categorized as either networking or coordinating in nature.

By adopting the same scale, the NA/F Survey gave stakeholder organizations the opportunity to characterize their own perceptions of their relationship with OFCCP. A comparison of the two provides an opportunity to examine the consistency of the two views (i.e., OFCCP and the stakeholder) of their relationship. Exhibit 36 summarizes the respondents' characterization of their relationship with OFCCP along with the (pre-survey) distribution provided by DOL.

Exhibit 36: Distribution of Respondents' Categorization of Stakeholder Relationships

1%
16%
32%
39%
9% 14%
7%
15%
9%
11%
21%
25%

- Networking
- Coordinating
- Cooperating
- Collaborating
- Partnering
- I don't know

n = 254
Note: Percentages surrounding the chart correspond to the distribution of OFCCP's pre-survey categorizations presented in Exhibit 35
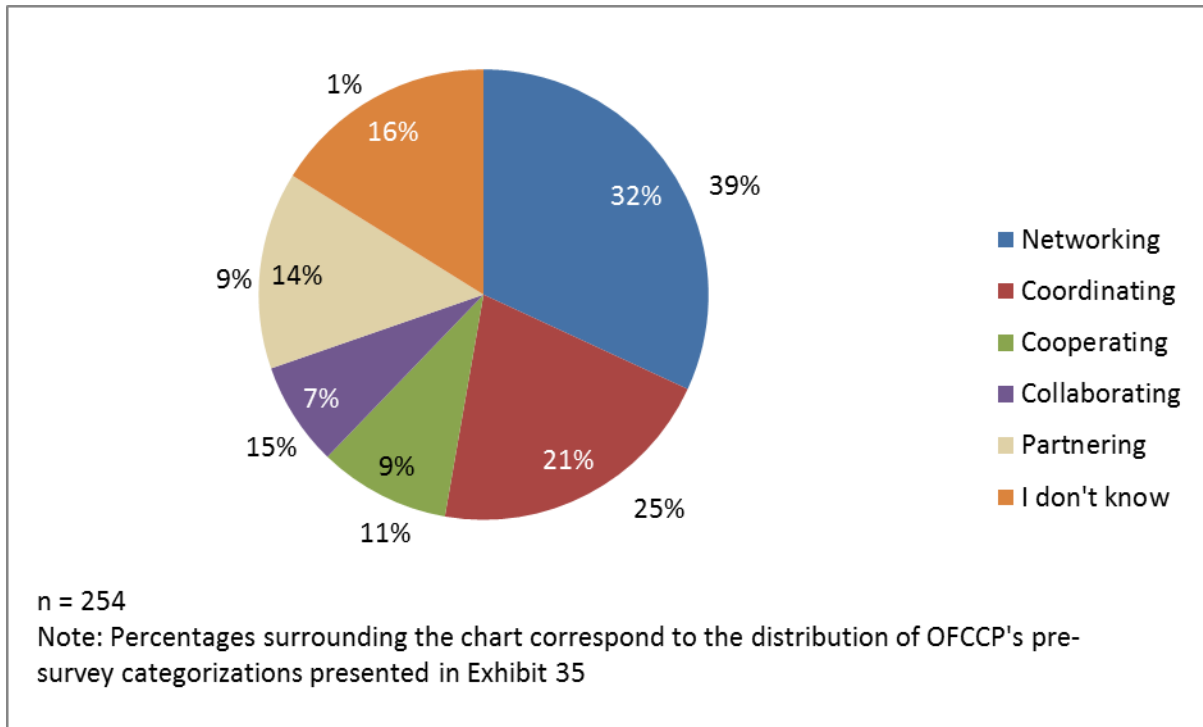
While the overall distributions are similar, further examination reveals what underlies this general pattern. There are 200 stakeholders for whom we know both OFCCP's categorization and the stakeholder's self-categorization. A comparison of the two, as shown in Exhibit 37, provides an opportunity to examine their consistency.

Exhibit 37: Cross-Tabulation of Respondents' Categorization and OFFCP's Pre-Survey Categorization of Stakeholder Relationships

		Respondents' self-categorization					
		Partnering	Collaborating	Cooperating	Coordinating	Networking	Total
OFCCP's pre-survey categorization	Partnering	7	2	2	5	4	20
	Collaborating	11	1	4	10	12	38
	Cooperating	5	2	3	8	8	26
	Coordinating	7	6	7	12	21	53
	Networking	4	7	8	11	33	63
	Total	34	18	24	46	78	200

Note: Blue areas represent instances in which OFCCP categorized a relationship at a higher level than the respondent did. Red areas represent instances in which both OFCCP and the respondent categorized a relationship in the same way. Green areas represent instances in which OFCCP categorized a relationship at a lower level than the respondent did.

Of the 200 stakeholders for whom we have both the OFCCP categorization and the stakeholder's self-categorization, just over a quarter (28 percent) are consistent. These matching assessments by OFCCP are highlighted in the diagonal, red band in Exhibit 37. For the remainder of the stakeholder organizations, OFCCP either over-estimated (upper blue shaded section) or under-estimated (lower green shaded section) stakeholders' opinions their relationship with OFCCP. The highlights of these comparisons are summarized below:

- **Matching** (OFCCP accurately gauges stakeholders perception of their relationship): 28 percent

- **Overestimate** (OFCCP reported a stronger relationship than perceived by the stakeholder): 38 percent

- **Underestimate** (OFCCP reported a weaker relationship than perceived by the stakeholder): 34 percent

As would be expected, OFCCP's categorizations were more accurate at either end of the relationship spectrum. Just over half of those relationships identified as "networking" by OFCCP were accurate (33 out of 63). Just over one-third of those relationships identified as "partnering" by OFCCP were also accurate (7 out of 20). However, for the remaining three classifications, OFCCP's categorization was accurate only 14 percent of the time.

While identical scales were used by both OFCCP and respondents when making this assessment, the interpretation and assignment of these categorizations can be subjective and open to interpretation.

However alignment in perceptions is not an "end" in itself. More important is an indication that stakeholders with longer-standing relationships with OFCCP are more likely to perceive those relationships as closer and more active (Exhibit 38). The categorizations were significantly different when comparing organizations with relationships more than two years old to organizations with shorter-term relationships with OFCCP. Organizations with longer relationships placed themselves at the more intensive end of the relationship spectrum. However, using the Office's pre-survey categorization, we observed no significant association between relationship status and the length of the relationship.

Exhibit 38: Distribution of Respondents' Self-Categorization of Their Relationship with OFCCP, by Length of the Relationship

Relationship of two years or less

- 39%
- 6%
- 10%
- 8%
- 5%
- 32%

Relationship greater than two years*

- 27%
- 11%
- 20%
- 9%
- 15%
- 18%

Legend:
- Networking
- Coordinating
- Cooperating
- Collaborating
- Partnering
- I don't know
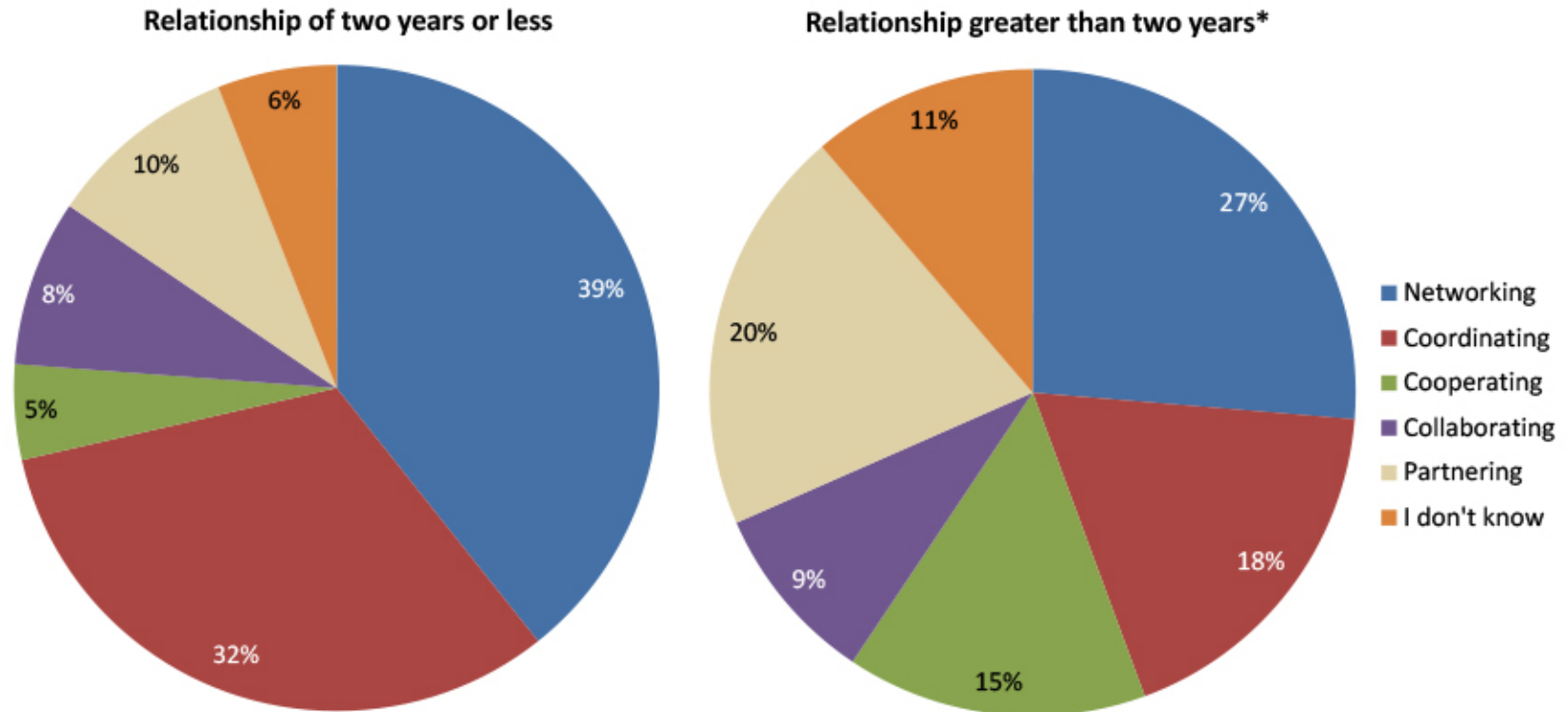
n = 217
* - Asterisk indicates differences between the distributions were statisticlaly significant (p<0.05)

7.2   Perceptions of Organizational Qualities

The pace and effort needed to build these relationships over time is in part dependent on stakeholders' perceptions of and confidence in OFCCP as an organization. It is informative to understand how these stakeholders currently view OFCCP. To gauge this, respondents were asked to agree or disagree (using a 5-point scale) with a series of statements about OFCCP and the relationship. These statements fall into these three broad categories:

- Organizational Integrity statements that reflect broad trust and faith in OFCCP

    - OFFCP keeps its promises

    - OFFCP has the ability to accomplish its goals

- Importance of Mission statements that reflect OFCCP's capacity to inspire action by, or a positive feeling among, its stakeholders

    - I would recommend OFCCP to my colleagues

    - I have defended OFCCP in front of colleagues

    - I am proud to have a relationship with OFCCP

    - My organization is committed to building a relationship with OFCCP

- Commitment to Mutuality statements that reflect the perceived balance of the relationship and pursuit of common interests

    - OFCCP is committed to making our collaboration a success

    - The relationship is characterized by mutual respect

    - The relationship is characterized by mutual trust

    - My organization's relationship with OFCCP has helped enhance our existing organizational capabilities

Using these three broad principles, the responses to these questions are summarized in Exhibit 39.

Exhibit 39: Perceptions of OFCCP and the Value of the Stakeholder's Relationship

	Agree/Strongly Agree	Disagree/Strongly Disagree	Does Not Apply
Organizational Integrity: Statements that reflect broad trust and faith in OFCCP			
OFFCP keeps its promises	65%	4%	31%
OFFCP has the ability to accomplish its goals	69%	6%	25%
Importance of Mission: Statements that reflect OFCCP's capacity to inspire action by, or a positive feeling among, its stakeholders			
I would recommend OFCCP to my colleagues	71%	5%	24%
I have defended OFCCP in front of colleagues	31%	8%	61%

	Agree/Strongly Agree	Disagree/Strongly Disagree	Does Not Apply
I am proud to have a relationship with OFCCP	71%	4%	25%
My organization is committed to building a relationship with OFCCP	81%	4%	15%
Commitment to Mutuality: Statements that reflect the perceived balance of the relationship and pursuit of common interests			
OFCCP is committed to making our collaboration a success	73%	6%	21%
The relationship is characterized by mutual respect	73%	3%	23%
The relationship is characterized by mutual trust	69%	4%	26%
My organization's relationship with OFCCP has helped enhance our existing organizational capabilities	58%	11%	31%

n = 251-252

When rating OFCCP, stakeholders were offered the opportunity to make use of a "Does Not Apply" response option. Respondents may have selected this option when the statements in the question simply were not relevant to their particular circumstances or had not yet arisen. This option was used in between 20 and 30 percent of responses to each statement. This suggests that OFCCP's relationships with many of its stakeholders still may be in a formative stage. In these instances, respondents may not yet feel comfortable or qualified to assess OFFCCP to this level of specificity.

Nonetheless, a solid majority of stakeholders felt that they could appropriately apply these ratings to various aspects of their relationship with OFCCP. Exhibit 4 focuses exclusively on this subset of respondents and confirms that perceptions of OFCCP among those who felt qualified to respond were quite positive. The large majority of respondents identified positively with each statement, demonstrating a very strong sense of value and mutual appreciation for their relationship with OFCCP.

Exhibit 40: Agreement with Perceptions of OFCCP, Among Applicable Respondents

	% Agree, Strongly Agree, among applicable
Organizational Integrity : Statements that reflect broad trust and faith in OFCCP	93%
OFFCP keeps its promises	94%
OFFCP has the ability to accomplish its goals	92%
Importance of Mission: Statements that reflect OFCCP's capacity to inspire action by, or a positive feeling among, its stakeholders	92%
I would recommend OFCCP to my colleagues	94%
I have defended OFCCP in front of colleagues	79%
I am proud to have a relationship with OFCCP	95%
My organization is committed to building a relationship with OFCCP	95%

	% Agree, Strongly Agree, among applicable
Commitment to Mutuality: Statements that reflect the perceived balance of the relationship and pursuit of common interests	**92%**
OFCCP is committed to making our collaboration a success	92%
The relationship is characterized by mutual respect	96%
The relationship is characterized by mutual trust	94%
My organization's relationship with OFCCP has helped enhance our existing organizational capabilities	84%

n = 99-214

With a couple of exceptions, respondents agreed or strongly agreed with each statement with little variation. When respondents felt that a given statement was applicable to them, their response was highly positive. Only two statements were met with less than 90 percent agreement: 1) having defended OFCCP in front of colleagues and 2) feeling that their organization's relationship with OFCCP has helped or enhanced existing organizational capabilities.

7.3   Perceptions of Current Strengths and Future Priorities

This section and the next draw extensively on stakeholders' comments to various open-ended questions designed to elicit more detailed feedback on their relationship with OFCCP. The discussion begins by reviewing stakeholders' responses to a question about the specific OFCCP services and activities that they consider the "most valuable."

When given the opportunity to comment on what they perceive as the most valuable services or activities, approximately half of the stakeholders offered an opinion. While the feedback overlapped considerably, three general themes emerged, which are summarized below:

- Helping stakeholders understand federal guidelines and regulations

  Some stakeholders specifically described appreciating the information that OFCCP provides on laws and regulations. For example, one respondent said he found that "the most valuable information is learning more about new programs and laws and regulations." Another respondent said she valued "clarifying current rules and policies and how they apply to employers." In addition, a few stakeholders mentioned the importance of OFCCP's efforts to educate workers on their rights.

  Stakeholders also described the value they see in OFCCP's outreach work—to federal contractors, to community-based organizations, and to workers. Many of these stakeholder comments described a general appreciation for OFCCP's "communication," "community outreach," and "technical assistance" activities without specifying the content of the communication. Nevertheless, it is reasonable to assume that these individuals were describing OFCCP's outreach related to employment laws, workers' rights, and hiring practices in support of diversity in the workplace. A few specific comments related to the value of employer-focused outreach. One stakeholder said she appreciated "educating businesses on the importance of

developing relationships and partnerships to create opportunities for individuals with disabilities." Another said he valued OFCCP's "keeping women and minority-owned businesses in the know."

- Ensuring contractor compliance with these regulations

  Stakeholders value OFCCP's auditing and enforcement activities. As one respondent put it, "[they most value] the knowledge that they [OFCCP] are on the case in the fight to end employment discrimination against people with criminal records." Most other comments provided broad statements that indicated a general appreciation for OFCCP's enforcement activities. For example, one respondent said OFCCP's most valuable activity is "managing and ensuring that the federal contractors are meeting their hiring targets." A small number of respondents also specifically highlighted the importance of helping workers file complaints in support of the enforcement process.

- Cultivating hiring opportunities that emerge out of compliance efforts

  As part of its compliance activities, OFCCP identifies contractors that need to improve their hiring or employment practices. Stakeholders described finding value in OFCCP's providing lists of out-of-compliance contractors, as well as newly awarded federal contractors that potentially represent employment opportunities for their service population. In support of this broader function, two additional respondents spoke to the value of OFCCP staff's participation in community adviorys boards and meetings. One individual said he valued OFCCP's serving on the "advisory board and working with our career center." Another said "I would like to continue to have your input during the. community meetings. Your information and input is very helpful."

7.4   Future Priorities for the Office

Against this positive and supportive backdrop, stakeholders were able to provide constructive feedback with regard to what they see as priorities for OFCCP moving forward. In addressing an open-ended question about products, services, or activities that stakeholders would like to see OFCCP "develop or improve" over the coming year, several distinct themes emerged:

- **More technical assistance to their own organizations**
  Survey respondents expressed a clear need for information for their organizations. Some of these requests were for updates on existing knowledge, others were for additional training, and a few stakeholders requested better communication overall.

- I**mproved education and information for CBOs**
  Stakeholders requested updates on laws and regulations related to equal opportunity employment. As one stakeholder put it, "[We would appreciate] regular and consistent distribution of employment law regulations and posters." They also requested information about upcoming meetings where they could learn about OFCCP's services. Finally, stakeholders frequently requested lists of federal contractors—both those recently awarded and those found to be out of compliance. For example, one stakeholder asked for a "one-stop shop directory for non-compliant companies with current hiring needs" and another asked for "more information about what companies receive federal contacts for job development opportunities for clients and graduates."

- **Enhanced training**
  A number of stakeholders mentioned training in their responses to this question. Interestingly, the kinds of training requested varied widely. A few stakeholders asked OFCCP to continue their trainings. For example, "the trainings are good, keep them coming," and "continue working with the tribes and the training sessions so everyone will know about new jobs." Other respondents asked OFCCP to provide more training, both generally and on new content such as "provide training and information about how to establish the grounds for a complaint and file a complaint." Finally, other stakeholders suggested improvements to OFCCP's existing trainings. The first said, "We would like OFFCP to work with us to develop a popular education version of their basic training. The PowerPoints are little dense and could provide more interaction with the workers." Two other stakeholders asked for interactive training, either in person or web-based, on services provided by OFCCP. One of these comments focused on requesting customized responses to questions asked during training sessions, expressing concern that, during previous trainings, questions were answered by "reading from a script."

- **General improvement in communications with stakeholders**
  In conveying these general technical assistance needs, several respondents also commented on the importance of improved communications with stakeholders. Cited in particular was greater frequency, proactivity, and follow up. One stakeholder noted, "I would like the staff at OFCCP communicate with us more often" and "[we would like] monthly updates about [OFCCP's] work via e-mail." Related to increased proactive communication, one stakeholder said "One thing that would be helpful is if OFCCP would contact us once an employer in our area receives a federal contract so that our business services team could reach out to them and provide services." A few respondents also asked OFCCP to translate its materials into the languages of their constituents.

In addition to asking for OFCCP assistance for their organizations, stakeholders requested that OFCCP work with federal contractors. These requests fell into two groups: (1) increasing outreach to contractors to explain federal regulations and help them know how to comply and (2) increasing monitoring and enforcement activities to ensure that contractor compliance is occurring.

- **Outreach to federal contractors**
  Stakeholders requested that OFCCP develop new outreach materials for federal contractors and that they increase the presentations and workshops where this information might be presented. This sentiment was expressed by a number of stakeholders that each had somewhat different perspectives:

  - "[Prepare] straightforward checklists on hiring practices, particularly for Veterans and Individuals with Disabilities"

  - "Create a toolkit to assist federal contractors with complying with 503 of the Rehabilitation Act"

  - "[Provide] faster approval of presentations that contain REAL and RELEVANT and DETAILED information that federal contractors need to hear . . . and not just a script that they must read—that makes for a horrible keynote session."

- – "I really think there is still a large group of recruiters, new and seasoned, who are fearful of hiring individuals with disabilities. I think collaborative employer training events are very appreciated and valued [in our area]"

- – "[Sponsor] more HOW TO workshops in conjunction with local professional organizations"

- **Improved monitoring and enforcement**
  Stakeholders also asked OFCCP to increase its monitoring of federal projects on a regular basis, particularly in the construction industry. A number of individuals requested "real-time reporting from contractors regarding federal compliance goals" and "updates on who's in/out of compliance locally." One stakeholder also provided a specific compliance-related request, "We would like the OFCCP to work with state/county/city enforcement agencies more to design partnerships or share work agreements that would allow local enforcement offices such as the Office of Labor Standards and Enforcement to share audit information [and] joint investigatory power so that 11246 can be triggered by local jurisdictions. EEOC has similar relationships with local enforcement authorities." One stakeholder sought to simplify this sentiment by requesting that OFCCP "hold contractors accountable to see real results and not just "best efforts." Another simply implored OFCCP to "enforce the law!"

Finally, and perhaps most importantly, stakeholders requested that OFCCP ramp up their bridge-building role. Comments reflect stakeholder hopes that OFCCP would help to cultivate more and more productive connections with contractors, community-based organizations, and workers.

- **Connecting employers and CBOs/workers**
  Over 50 stakeholders requested that OFCCP work to connect workers and federal contractors. Though framed in different ways, the emphasis was on connecting federal contractors and the community-based organizations representing diverse worker populations. Below are a few illustrative quotes:

  - – "Connect workforce development non-profits and organization and their program graduates with contractors needing assistance to meet hiring goals."

  - – "We need OFCCP to help connect us with hiring decision makers who would otherwise be unaware of, or uninterested in, us."

  - – "Let us know about employers in our area looking for potential candidates for employment."

  - – "More linkage between contractors and employment service organizations, such as ours, who have as their mission to support people with disabilities in gaining and sustaining meaningful employment"

  - – "Continue working with the tribes and the training sessions so everyone will know about new jobs."

In the same spirit, a number of stakeholders also mentioned a desire for in-person events where CBOs, workers, and employers could meet and coordinate. As one stakeholder put it, "[We need] more community presentations and workshops to bring employers and the unemployed together." Most of these requests conveyed the same message with slightly different wording.

- **Directly collaborating with stakeholder organizations**
There were many requests for collaboration between OFCCP and the stakeholders themselves. Some stakeholders requested a new/renewed relationship with OFCCP (e.g., "We request an ongoing consistent relationship to be most helpful for positive input and change to understand if contractors working with federal funds are in compliance") and others asked to partner with OFCCP on meetings and events. The meeting requests seemed to focus on information sharing (e.g., "We would like to attend meetings with OFCCP staff to receive updates and [learn] how we can work together"); the event requests were focused on outreach to workers and contractors (e.g., "Increased partnership with community events" and "Co-sponsor another informational/educational seminar").

- **Cultivating partnerships with other local organizations**
Stakeholders also suggested strategic partnerships in their communities that they thought OFCCP might cultivate in support of workers' rights. These partnerships included relationships with state apprenticeship programs, state/county/city enforcement agencies, farm worker organizations, the local presence of the Veterans Administration, and professional organizations in which federal contractors are likely to participate.

8.   Concluding Observations

The primary objective of the Needs Assessment and Feedback Survey is to help OFCCP establish a baseline understanding of its stakeholder network as a foundation for future planning. Specifically, OFCCP has expressed interest in designing and testing a communications intervention aimed at either expanding or strengthening its network of stakeholders. In examining the survey results across all of the variables, the data very broadly suggest that two groups of stakeholders have emerged:

- Those who are not fully familiar with and have yet to form a solid relationship with OFCCP. While not a precisely defined group, the presence of these stakeholders is reflected in several empirical findings from the survey:

  - The 10 percent of respondents who were not at all familiar with OFCCP

  - The 9 percent of respondents familiar with OFFCP who claimed to have no relationship with the Office

  - Specifically, among those who have a relationship with the Office:

    o   The 35 percent who responded "don't know" or did not answer, when asked about what services OFCCP provides

    o   The 31 percent that have not engaged in any activities that directly or indirectly support the mission of OFCCP

    o   The 7 percent who receive communications from OFCCP that report they never read them

- Those who are engaged with OFCCP and poised to strengthen that partnership moving forward. While not a precisely defined group, the presence of these stakeholders is reflected in several empirical findings from the survey:

  - The 26 percent who met the most restrictive definition of partnership "breadth"

  - The 64 percent who state a willingness to engage in over four activities in the coming year that directly or indirectly support the mission of OFCCP

  - The 29 percent who report that they engage in some type of active dialogue with OFCCP more than four times a year

  - The 37 percent of those who receive communications from OFCCP that report they always read them

Working with the first group would suggest an intervention that relies on tailored communications to provide these stakeholders with general information about OFCCP and build their awareness. As importantly, the focus would need to be on communicating a "value proposition" that indicates how OFCCP can help their service populations. Since the survey revealed that nearly half of the stakeholders have a state-wide (or broader) reach, a demonstration may have to account for extra "layers" of communication to effectively build awareness.

Working with the second group would suggest an intervention strategy that builds breadth and/or depth into the partnership. Currently, stakeholders are engaged in mostly low-effort/low-cost

behaviors that directly benefitted their organization or service population (such as distributing OFCCP material to constituents or connecting constituents to job opportunities). Stakeholders were least likely to engage in high-effort/high-cost behaviors that more directly benefitted their partnership with OFCCP or its mission (such as assisting OFCCP in locating affected class members and/or potential witnesses for case investigations). A future demonstration could, for instance, focus on moving stakeholders to a "next level' of engagement. This could entail moving those already engaged to higher-effort/higher-cost activities or engaging stakeholders for the first time.

Most importantly, the survey results confirm that OFCCP is generally perceived as operating from a position of credibility and respect. Particularly, those stakeholders who are currently familiar with OFCCP offer a strong integrity rating and are "proud" of their relationship with the Office. Collectively, these perceptions provide a solid foundation that will support OFCCP's pending efforts to grow and strengthen its network of community stakeholders.

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Appendix A

Non-response Analysis

This non-response analysis examines the extent to which the characteristics of survey respondents differ systematically from those of non-respondents. Limited data are available to examine the differences between survey respondents and non-respondents. Using chi-square tests, we examine whether respondents are representative of the total survey sample with regard to geography and their pre-survey relationship status, as determined by OFCCP. If they are not, then findings based on survey data should be interpreted with caution.

Each region contributed at least 50 stakeholders to the overall sample list of 502 stakeholders. Exhibit 41 below includes the contributions, along with the amount and percentages of non-respondents. Regions that contributed the most sample (Northeast and Pacific) also comprised the larger shares of total non-respondents – 23% and 20% respectively. Differences between the regional distributions of respondents and non-respondents were not statistically significant.

Exhibit 41: Sample Contribution and Non-response, by Region

Region	Sample Contribution (n)	Percentage of Total Sample	Non-respondents (n)	Percent of Region Non-respondents	Percent of Total Non-respondents
Mid-Atlantic	79	16%	34	44%	16%
Midwest	80	16%	24	34%	16%
Northeast	116	23%	47	43%	23%
Pacific	100	20%	36	39%	20%
Southeast	72	14%	19	26%	14%
SWARM	55	11%	16	31%	11%
Total	502	100%	176	(n/a)	100%

Notes: Variation in response rate by region is not statistically significant at the 10 percent level (p=0.26).
SWARM = Southwest and Rocky Mountain.

To characterize its relationships with its network of stakeholders, OFCCP adapted a spectrum of relational categories for use in the NA/F Survey. The spectrum is comprised of five broad descriptors that reflect a set of evolving levels of organizational engagement and partnership commitment. (For detailed definition of each category, please see Exhibit 61.) OFCCP categorized each stakeholder in the sample according to their current relationship with the Office.

A chi-square test identified a statistically significant difference between the distributions of relationship categorizations for respondents and non-respondents as presented in the figures below (p<0.01). Respondents were more likely to have been categorized in the "collaborating" and "partnering" levels. Given the description of these two levels in Exhibit 61, we would expect a higher level of interest in the survey from such stakeholders.

We did not weight the results for unit non-response. It was determined that weighting would be potentially unreliable without more information about non-respondents. As discussed above, the non-response analysis did not identify significant differences between survey respondents and non-respondents with regard to the stakeholders' geographic region. While the analysis did identify statistically significant differences between respondents and non-respondents with regard to OFCCP's perceptions of their current relationship, further examination of this variable, as discussed in chapter 7 of the report, suggested that this characteristic may not be a reliable measure for weighting survey results. Nonetheless, findings based on survey results should be interpreted with caution.

Exhibit 42: Non-Respondents, by OFCCP's Current Relationship Categorization
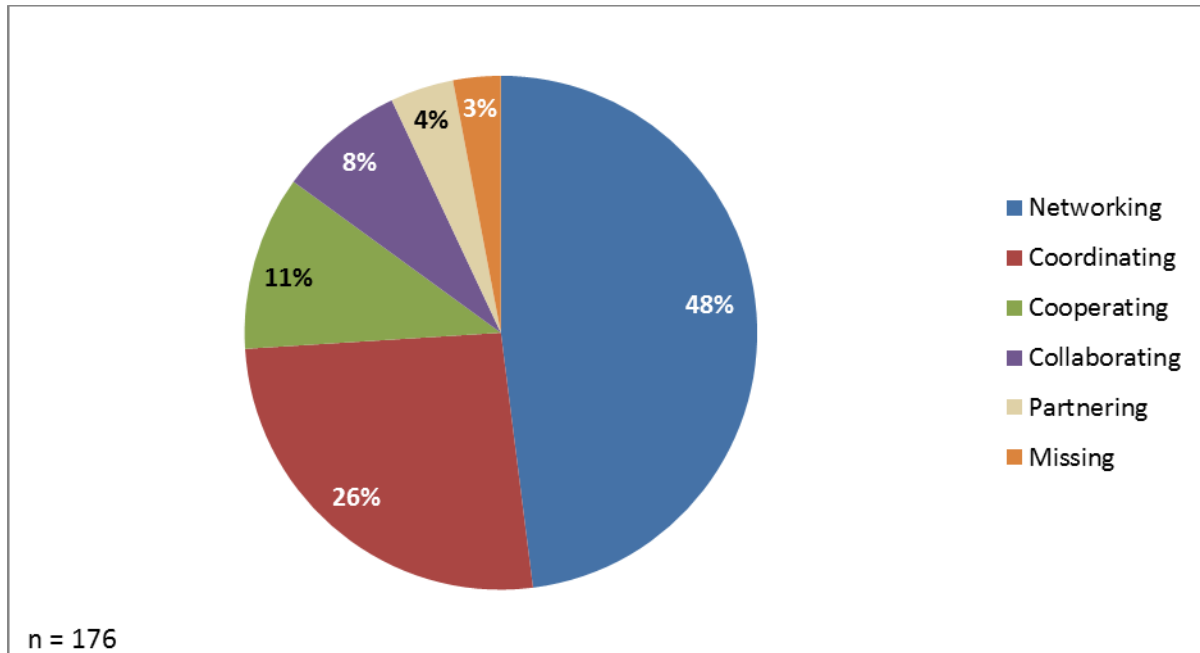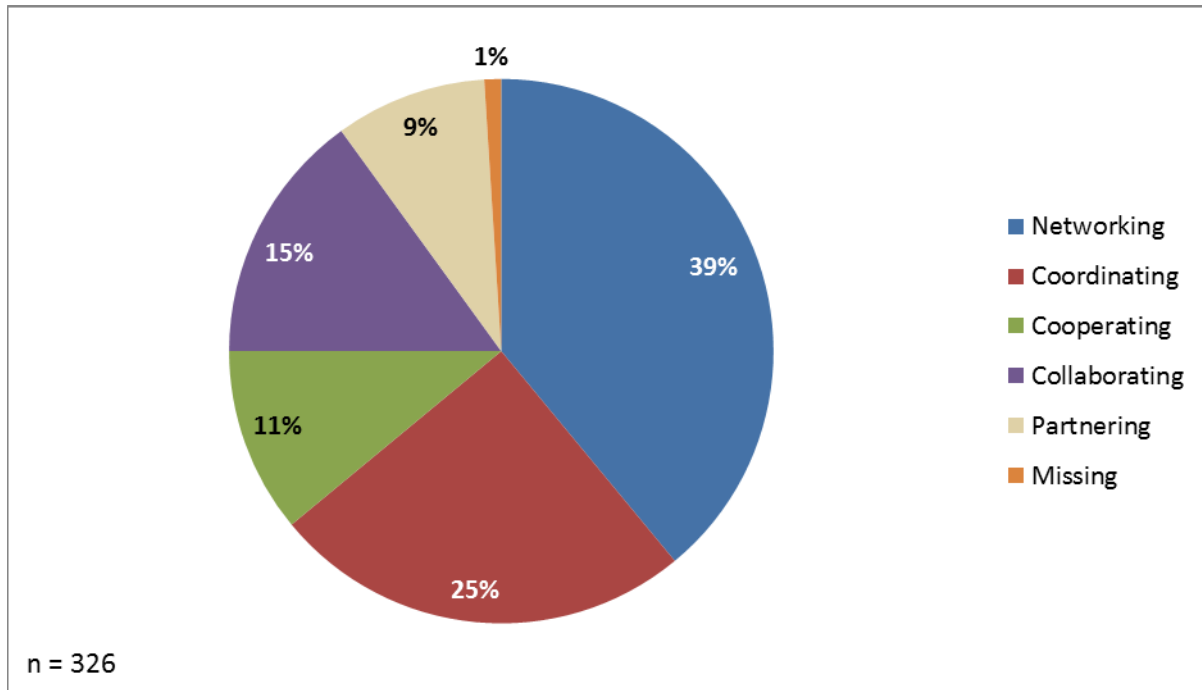
Exhibit 43: Respondents, by OFCCP's Current Relationship Categorization

n = 326

Survey Appendix

Data Collection Protocol

Exhibit 44 displays the data collection efforts by date. We began the data collection effort by mailing an advance letter to all stakeholders with an address (492) informing them of the upcoming survey (Exhibit 48). We followed the letter with an email from Director Shiu (Exhibit 49) to all stakeholders with an email address (485) requesting their participation. Following OFCCP's email, we sent out an email invitation (Exhibit 50) with a link to enter and complete the survey.

We sent a series of six (6) email reminders to all stakeholders who had not completed the survey (Exhibit 51-54). After the first email reminder, our Research Interviewers (RIs) began telephone reminders to all stakeholders who had not completed the survey. Our RIs attempted to call non-respondents a total of 5 times leaving a voice mail message on the 1st, 3rd and 5th attempt. Using the phone protocol (Exhibit 58), our RIs also attempted to locate the respondent most familiar with OFCCP (if the listed respondent was either incorrect or no longer with the organization). We made reminder calls Monday – Friday from 9 AM – 5 PM EST. We continued to send email reminders while telephone reminders were in progress.

In an effort to increase the response rate, we sent letters (Exhibit 57) via USPS Priority Mail to all of the non-respondents with whom our interviewers had spoken with while making reminder calls (70). Further, we sent the above referenced letter to an additional (57) non-respondents where our interviewers left a voice mail message while making reminder calls.

Abt Associates, along with Abt SRBI, made telephone calls throughout the study to encourage non-respondents to complete the survey and/or to identify the appropriate respondent most familiar with

OFCCP. In addition, we also sent a special email to respondents who partially completed the survey (Exhibit 56).

Exhibit 44: Data Collection Efforts, by Date

Date	Effort
February 12, 2015	Advance letter mailed
February 19, 2015	OFCCP email request for participation
February 19, 2015	Email invitation sent
February 25, 2015	Email reminder 1sent
March 2, 2015	CATI reminder calls begin
March 17, 2015 March 19, 2015 March 31, 2015	Email reminder 2 sent to non-respondents who received 5 CATI reminders /CATI reminder calls continue
April 3, 2015	CATI reminder calls end
April 7, 2015	Email reminder 3 sent
April 10, 2015	Non-response letter sent to 70 stakeholders
April 17, 2015	Email reminder 4 sent
April 22, 2015	Email reminder 5 sent
April 23, 2015	Non-response letter sent to 57 stakeholders
April 29, 2015	Email reminder 6 sent
May 7, 2015	Final email reminder/Email reminder to partial completes sent
May 13, 2015	Survey closes

Research Interviewer Training

Project staff remotely trained supervisors and Research Interviewers to make reminder calls to the non-respondents. All interviewers who work for Abt SRBI are trained both in general interviewing procedures and specific study protocol. For the reminder calls, we trained the interviewers on the purpose and goals of the study, how to answer the frequently asked questions (FAQs – Exhibit 59) and how to probe for additional information when the listed respondent was not the correct respondent.

Supervision and Monitoring

Project staff along with shift supervisors monitored the reminder calls during the first day of calling. We monitored for professionalism, overall performance and an adherence to the call protocol. The shift supervisor also monitored the interviewer's recording of information – in this study that consisted of updates to the list sample.

Exhibit 45: Instrument

Welcome to the OFFCCP Needs Assessment and Feedback Survey!

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 [ORG_NAME]. We thank you in advance for your time and thoughts.

For a list of Frequently Asked Questions (FAQs), click here.

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 (that is, before 2013)

❑ I don't know

❑ We are not familiar with OFCCP ➔ Terminate – Go to exit page

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 (that is, before 2013)

❑ I don't know

❑ We haven't yet ➔ Terminate – Go to exit page

As part of this survey, OFFCP 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.

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.	❑	❑	❑	❑	❑
b.	OFCCP has the ability to accomplish its goals.	❑	❑	❑	❑	❑
c.	I would recommend OFCCP to my colleagues.	❑	❑	❑	❑	❑
d.	I have defended OFCCP in front of other colleagues.	❑	❑	❑	❑	❑
e.	I am proud to have a relationship with OFCCP.	❑	❑	❑	❑	❑
f.	OFCCP is committed to making our collaboration a success.	❑	❑	❑	❑	❑
g.	The relationship is characterized by mutual respect.	❑	❑	❑	❑	❑
h.	The relationship is characterized by mutual trust.	❑	❑	❑	❑	❑
i.	My organization's relationship with OFCCP has helped enhance our existing organizational capabilities.	❑	❑	❑	❑	❑
j.	My organization is committed to building a relationship with OFCCP.	❑	❑	❑	❑	❑

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).	❏	❏	❏
b.	We have distributed materials about OFCCP services and/or workers' rights to people we serve	❏	❏	❏
c.	We have referred OFCCP to other organizations or resources that can help OFCCP to achieve its mission.	❏	❏	❏
d.	We have offered or provided resources to aid OFCCP in its mission (e.g. developed public-service announcements, provided interpretive services).	❏	❏	❏
e.	We have helped people we serve file complaints with OFCCP.	❏	❏	❏
f.	We have informed OFCCP about potential bad acting contractors.	❏	❏	❏
g.	We have assisted OFCCP in locating affected class members and/or potential witnesses for case investigations.	❏	❏	❏
h.	We have worked with OFCCP to connect people we serve to employment opportunities with federal contractors.	❏	❏	❏
i.	We have participated in a MEGA project[12] EEO Committee meeting.[13]	❏	❏	❏
j.	We have conducted workshops to prepare the populations that we serve for MEGA Project job opportunities.	❏	❏	❏
k.	We have consulted OFCCP on employment-related matters.	❏	❏	❏
l.	We have participated in OFCCP's rulemaking process (e.g., commenting on proposed regulations, participating in focus groups).	❏	❏	❏

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[12] *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.*

[13] 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).	❑	❑	❑
b.	Distribute materials about OFCCP services and/or workers' rights to people we serve.	❑	❑	❑
c.	Refer OFCCP to other organizations or resources that can help OFCCP to achieve its mission.	❑	❑	❑
d.	Offer or provide resources to aid OFCCP in its mission (e.g. develop public-service announcements, provide interpretive services).	❑	❑	❑
e.	Help people we serve file complaints with OFCCP.	❑	❑	❑
f.	Inform OFCCP about potential bad acting contractors.	❑	❑	❑
g.	Assist OFCCP in locating affected class members and/or potential witnesses for case investigations.	❑	❑	❑
h.	Work with OFCCP to connect people we serve to employment opportunities with federal contractors.	❑	❑	❑
i.	Participate in a MEGA project EEO Committee meeting. [14]	❑	❑	❑
j.	Conduct workshops to prepare the population that we serve for MEGA Project job opportunities.	❑	❑	❑
k.	Consult OFCCP on employment-related matters.	❑	❑	❑
l.	Participate in OFCCP's rulemaking process (e.g., commenting on proposed regulations, participating in focus groups).	❑	❑	❑

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[14] 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)

❑ **Limited Contact:** OFCCP and [ORG_NAME] have exchanged **brief introductions** about our missions, policies, programs and services in order to potentially identify our common interests and goals.

❑ **Emerging Interest:** OFCCP and [ORG_NAME] **followed up after initial contact** to **share information** that promotes and/or supports the other organization's mission, policies, programs and services.

❑ **Strong Interest:** OFCCP and [ORG_NAME] actively examine each other's 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.**

❑ **Active Collaboration:** OFCCP and [ORG_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.**

❑ **Full Partnership:** OFCCP and [ORG_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 [ORG_NAME] may be referred to as long-term partners.**

❑ I do not know

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 you received communications, such as brochures, press releases, email updates, from OFCCP?**

(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	❑	❑	❑	❑	❑
The DOL Facebook page	❑	❑	❑	❑	❑
The DOL Twitter account	❑	❑	❑	❑	❑

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 <u>jointly hosted</u> 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➔ **Go to question 3.8, randomized response choices a-g and allow one answer per row.**

    ❑ No ➔ **SKIP TO 3.8c, exclude response choices a and b, randomize response choices c-g and allow one answer per row**

    ❑ I don't know ➔ **SKIP TO 3.8c, exclude response choices a and b, randomize response choices c-g and allow one answer per row**

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	Agree	Strongly Agree
a. I am confident I would receive a prompt response if I reached out to my contact at OFCCP.	❏	❏	❏	❏	❏
b. I am confident I would receive the information that I need if I reached out to my contact at OFCCP.	❏	❏	❏	❏	❏
c. OFCCP provides clear information concerning its services.	❏	❏	❏	❏	❏
d. It is easy for me to get in touch with someone from OFCCP.	❏	❏	❏	❏	❏
e. OFCCP does a good job of keeping my organization informed of OFCCP workshops and other events.	❏	❏	❏	❏	❏
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.	❏	❏	❏	❏	❏
g. OFCCP does a good job of communicating updates that are relevant to my organization.	❏	❏	❏	❏	❏

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.**

	PURPOSE OF COMMUNICATION	PREFERRED MODE OF COMMUNICATION *(Please check one for each item)*						
		IN-PERSON MEETING	PHONE CALL	EMAIL	LETTER	FLYERS	PRESS RELEASES	SOCIAL MEDIA
a.	To respond to complaints filed by your organization.	❑	❑	❑	❑	❑	❑	❑
b.	To invite your organization to participate in OFCCP-sponsored events (either as an attendee or as a panel member/presenter).	❑	❑	❑	❑	❑	❑	❑
c.	To ask your organization for assistance in locating class members impacted by discrimination.	❑	❑	❑	❑	❑	❑	❑
d.	To ask your organization to assist Federal contractors with their outreach and recruitment efforts.	❑	❑	❑	❑	❑	❑	❑
e.	To share updates on regulations or decisions impacting workers.	❑	❑	❑	❑	❑	❑	❑
f.	To ask your organization for information on worker conditions and employment concerns.	❑	❑	❑	❑	❑	❑	❑
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.	❑	❑	❑	❑	❑	❑	❑

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 *(Please check one for each item)*				
		IN-PERSON MEETING	PHONE CALL	EMAIL	LETTER	SOCIAL MEDIA
a.	To invite OFCCP to participate in one of your events.	❑	❑	❑	❑	❑
b.	To inform OFCCP about a new program or service your organization will be offering to the community.	❑	❑	❑	❑	❑
c.	To obtain OFCCP materials e.g., brochures or posters to distribute to the people your organization serves.	❑	❑	❑	❑	❑
d.	To learn more about OFCCP's laws and services.	❑	❑	❑	❑	❑
e.	Other _____	❑	❑	❑	❑	❑

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?**

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. Allresponses 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)

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

```



```

Screen-out Page

Thank you for taking the time to complete this survey! At this time, we are looking to learn from organizations familiar with OFCCP and/or that have established a relationship with OFCCP.

To learn more about OFCCP, please visit us at: http://www.dol.gov/ofccp/aboutof.html

Exhibit 46: Pretest Letter

December 18, 2014

Dear Leader_Contact_1:

The U.S. Department of Labor's Office of Federal Contract Compliance Programs (OFCCP) is conducting a self-evaluation. OFCCP has engaged the research firm Abt Associates to independently evaluate how well OFCCP is serving your organization and to identify ways to provide better service. We are seeking your input because your organization has a working relationship with OFCCP, and we need your help to ensure that we make this evaluation a success. We have enclosed a copy of the survey questionnaire that we plan to field nationally in January. Today we are looking for your feedback on the survey, and we would greatly appreciate it if you could take a few minutes to complete this questionnaire. We would also appreciate your input about the questions we are asking and your experience in taking the survey.

After you have completed the survey, we would appreciate talking with you briefly about your experience. We have a few quick questions about your experience taking the survey overall and we will follow-up on some specific survey items. It would be very helpful if you had a copy of the survey with you when we have that call. Your participation is <u>voluntary</u>, but it is important that you participate, if possible, *because only you can tell us about your unique experience*. Your name or organization's name will not be shared with the U.S. Department of Labor, nor will your decision to participate in this research affect your relationship with the U.S. Department of Labor.

We will also mail you a hardcopy of this letter and the survey along with a postage paid envelope. If you choose, you can complete the paper version of the survey and return it to us.

If you have any questions, please call me at 312-529-9703. We appreciate the time that you will take out of your schedule to speak with us.

Sincerely,

Kelly Daley, Ph.D.
Principal Investigator

Public reporting burden of this collection of information is estimated to average one hour and has been approved by the Office of Management and Budget under control number 1235-0088. An agency may not conduct or sponsor, and a person is not required to respond to a collection of information unless it displays a currently valid OMB control number. Send comments regarding this burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden to:

U.S. Department of Labor
Office of the Chief Information Officer
Attention: Departmental Clearance Officer
200 Constitution Avenue, N.W., Room N 1301
Washington, DC 20210
or email: DOL_PRA_PUBLIC@dol.gov

Exhibit 47: Pretest Debrief Guide

1. Was the letter/invitation engaging?

2. If you received this "blind" would you take it?

3. Is there anything in the wording of the letter that would motivate you to complete the survey?

4. How long did it take you to complete the survey?

5. A series of questions about mode of administration, email

6. Were there any categories that didn't make sense to you?
    a. Was question 1.3 hard to answer?
    b. Would it cause you to stop/make you hesitant to continue taking the rest of the survey?
    c. What do you think was meant by questions 2.2? In particular A, C, and D
    d. Was question 2.5 hard to answer? Why/why not? Did you understand the difference between items 4 and 5?

7. Were there any questions you could NOT answer yourself?

8. Did you have to consult with others to complete any questions – how many? Why?
    a. Specifically 3.5 and 3.6

9. What if anything DIDN'T we ask that would be important for us to ask, why?

Exhibit 48: Advance Letter

[INSERT DATE]

Dear «LEADER_CONTACT_1»:

The U.S. Department of Labor (DOL) is conducting an evaluation of the service provided by its Office of Federal Contract Compliance Programs (OFCCP). The purpose of the study is to gather your perceptions on how well OFCCP is serving your organization, as well as to identify opportunities for strengthening the ties. The study is being conducted by Abt Associates, an independent research firm. The Department of Labor is particularly interested in your feedback because your organization already has a working relationship with OFCCP. In the coming week, you will receive an email from Abt Associates inviting you to complete a survey about your experiences interacting with OFCCP. On behalf of DOL, we would greatly appreciate your participation!

To complete the survey now, type: «TI_URL» into your browser.
The survey should take approximately 20 minutes to complete.

Your participation in this survey is <u>voluntary</u>, and your responses will be kept confidential. All responses will be presented at a summary level only, and DOL will not be able to identify any individual responses. DOL genuinely values your feedback as to the value of the services and information offered through the OFCCP. Should you decide, however, not to complete the survey, this choice will not negatively affect you or your organization's relationship with DOL.

Please feel free to call us if you need any assistance with completing the survey or if you have any questions. You may call our toll free number 1-(866)-898-5283 and give the reference number 30083 and your unique PIN: («PIN»). You may also send questions and comments to OFCCP_Survey@srbi.com.

Thank you for supporting this important evaluation!

Sincerely,

Kelly Daley, Ph.D.
Principal Investigator

Public reporting burden of this collection of information is estimated to average 20 minutes and has been approved by the Office of Management and Budget under control number 1235-0088. An agency may not conduct or sponsor, and a person is not required to respond to a collection of information unless it displays a currently valid OMB control number. Send comments regarding this burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden to:

U.S. Department of Labor
Office of the Chief Information Officer
Attention: Departmental Clearance Officer
200 Constitution Avenue, N.W., Room N 1301
Washington, DC 20210
or email: DOL_PRA_PUBLIC@dol.gov

Exhibit 49: OFCCP Email

Request for your participation

The U.S. Department of Labor's (DOL) 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 your constituents as we pursue our mission to enforce, for the benefit of all job seekers and wage earners, the contractual promise of affirmative action and equal employment opportunity required by those who do business with the Federal government. OFCCP is committed to working with organizations like yours to educate and empower workers so that they can make informed decisions about exercising their employment rights, and ultimately drive positive workplace change for workers. We are particularly interested in your feedback because your organization already has a working relationship with our office.

Abt Associates, an independent research firm, is conducting the study. Later today, you will receive an email from Abt Associates inviting you to complete a survey about your experience interacting with OFCCP. We encourage you to take a moment to complete this very important survey.

Please note that your participation is voluntary and your responses will be kept confidential. All responses will be presented at a summary level only, and OFCCP will not receive any individual responses. We look forward to our continued relationship and thank you for giving our request due consideration.

We genuinely value your feedback and hope that you will agree to complete the brief questionnaire. If you have any questions about either the study or the questionnaire itself, please send them directly to Abt Associates at OFCCP_Survey@srbi.com or call the toll free number 1-866-898-5283 and give the reference number 30083.

Thank you in advance for your time and thoughts,

Patricia A. Shiu

PATRICIA A. SHIU

Director

Exhibit 50: Email Invitation

From: Kelly Daley
Subject Line: Dept. of Labor – OFCCP Stakeholder Survey
Reply to: OFCCP_Survey@srbi.com

Dear «LEADER_CONTACT_1»:

The U.S. Department of Labor (DOL) is conducting an evaluation of the service provided by its Office of Federal Contract Compliance Programs (OFCCP). The purpose of the study is to gather your perceptions on how well OFCCP is serving your organization, as well as to identify opportunities for strengthening the ties. The study is being conducted by Abt Associates, an independent research firm. The Department of Labor is particularly interested in your feedback because your organization already has a working relationship with OFCCP. On behalf of DOL, we would greatly appreciate your participation in our survey on behalf of «ORG_NAME». You may access the survey by clicking the link below:

«TI_URL»

The survey should take approximately twenty minutes to complete. Your participation in this survey is voluntary, and your responses will be kept confidential. All responses will be presented at a summary level only, and DOL will not be able to identify any individual responses. DOL genuinely values your feedback as to the value of the services and information offered through the OFCCP. Should you decide not to complete the survey, this choice will not negatively affect you, nor will it affect your organization's relationship with DOL.

Please feel free to call us if you need any assistance with completing the survey or if you have any questions. You may call our toll free number 1-(866)-898-5283 and give the reference number 30083 and your unique PIN «PIN». You may also send questions and comments to OFCCP_Survey@srbi.com.

Thank you for supporting this important evaluation!

Sincerely,

Kelly Daley, Ph.D.
Principal Investigator

Public reporting burden of this collection of information is estimated to average 20 minutes and has been approved by the Office of Management and Budget under control number 1235-0088. An agency may not conduct or sponsor, and a person is not required to respond to a collection of information unless it displays a currently valid OMB control number. Send comments regarding this burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden to:

U.S. Department of Labor
Office of the Chief Information Officer
Attention: Departmental Clearance Officer
200 Constitution Avenue, N.W., Room N 1301
Washington, DC 20210
or email: DOL_PRA_PUBLIC@dol.gov

Exhibit 51: Email Reminder 1

From: Kelly Daley
Subject Line: Dept. of Labor – OFCCP: We Need Your Feedback
Reply to: OFCCP_Survey@srbi.com

Dear «LEADER_CONTACT_1»:

The U.S. Department of Labor (DOL) is conducting an evaluation to learn how the Office of Federal Contract Compliance Programs (OFCCP) can become a better resource and partner for you and your organization.

One week ago, we sent you a survey link and invited you to share your perspective on how well OFCCP is serving your organization. DOL is particularly interested in your feedback because your organization already has a working relationship with OFCCP.

Please click the link below to access the survey. If you have started the survey but not completed it, clicking on the link will take you back to the first page of the survey from which point you can navigate forward to the survey question where you left off. If you have any technical difficulties or other questions, please email us at OFCCP_Survey@srbi.com   or call us at 1- (866)-898-5283.

<div align="center">

«TI_URL»

</div>

If you think you are not the right individual at your organization to complete this survey, please let us know who would be a better contact by replying to this message. If we have not received a completed survey from you by March 1, we will follow-up with a phone call to make sure that we are reaching out to the correct person.

Thank you in advance for your time and cooperation!

Sincerely,

Kelly Daley, Ph.D.
Principal Investigator

Exhibit 52: Email Reminder 2

From: Kelly Daley
Subject Line: Dept. of Labor – OFCCP Survey: Don't wait!
Reply to: OFCCP_Survey@srbi.com

Dear «LEADER_CONTACT_1»:

The U.S. Department of Labor (DOL) genuinely values your feedback on the value of the services and information offered through its Office of Federal Contract Compliance Programs (OFCCP). On behalf of DOL, please complete the survey below by clicking on the link. Your feedback will help OFCCP become a better resource and partner for you and your organization.

«TI_URL»

If you think you are not the right individual at your organization to complete this survey, please let us know who would be a better contact by replying to this message.

Your participation in this survey is <u>voluntary</u>, and your responses will be kept confidential. All responses will be presented at a summary level only, and DOL will not be able to identify any individual responses.

Please feel free to call us if you need any assistance with completing the survey or if you have any questions. You may call our toll free number 1-(866)-898-5283 and give the reference number 30083 and your unique PIN «PIN». You may also send questions and comments to OFCCP_Survey@srbi.com.

Thank you in advance for your cooperation with this important evaluation.

Sincerely,

Kelly Daley, Ph.D.
Principal Investigator

Exhibit 53: Email Reminder 3-4

From: Kelly Daley
Subject Line: Dept. of Labor: It's Not Too Late – Please complete the OFCCP survey
Reply to: OFCCP_Survey@srbi.com

Dear «LEADER_CONTACT_1»:

Don't wait! The U.S. Department of Labor (DOL) is conducting an evaluation to learn how the Office of Federal Contract Compliance Programs (OFCCP) can become a better resource and partner for you and «ORG_NAME». The survey should take approximately twenty minutes to complete.

To take the survey, please click here: «TI_URL»

- *If you think you are not the right individual at your organization to complete this survey, please let us know who would be a better contact by replying to this message.*

- *If your organization has not established a relationship with OFCCP, we ask that you please enter the survey and answer the first few questions.*

Please feel free to call us if you need any assistance with completing the survey or if you have any questions. You may call our toll free number 1-(866)-898-5283 and give the reference number 30083 and your unique PIN «PIN». You may also send questions and comments to OFCCP_Survey@srbi.com.

Your participation in this survey is voluntary and your responses will be kept confidential. All responses will be presented at a summary level only, and OFCCP will not receive any individual responses.

On behalf of the U.S. Department of Labor, we would greatly appreciate your participation!

Sincerely,

Kelly Daley, Ph.D.
Principal Investigator

Exhibit 54: Email Reminder 5-6

From: Kelly Daley
Subject Line: Dept. of Labor: Please complete the OFCCP survey
Reply to: OFCCP_Survey@srbi.com

Dear «LEADER_CONTACT_1»:

On behalf of the U.S. Department of Labor (DOL), we would greatly appreciate your feedback on how well its Office of Federal Contract Compliance Programs (OFCCP) serves your organization. This web survey is part of a self-evaluation that will help OFCCP become a better partner and resource for you and «ORG_NAME».

To take the survey, please click here: «TI_URL»

- *If you think you are not the right individual at your organization to complete this survey, please let us know who would be a better contact by replying to this message.*

- *If your organization has not established a relationship with OFCCP, we ask that you please enter the survey and answer the first few questions.*

Your participation in this survey is <u>voluntary</u> and your responses will be kept confidential. 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.

Thank you in advance for your participation!

Sincerely,

Kelly Daley, Ph.D.
Principal Investigator

Exhibit 55: Final Email Reminder

From: Kelly Daley
Subject Line: We Need Your Feedback on OFCCP
Reply to: OFCCP_Survey@srbi.com

Dear «LEADER_CONTACT_1»:

We have been trying to contact you to share your organization's perspective on how well the Office of Federal Contract Compliance Programs (OFCCP) serves «ORG_NAME».

This is the **final reminder**. The survey will close at **7pm EST on May 13, 2015.**

To access the survey, please click the link: **«TI_URL»**

If you think you are not the right individual at your organization to complete this survey, please let us know who would be a better contact by replying to this message.

Your participation in this survey is <u>voluntary</u> and your responses will be kept confidential. We encourage you to participate because OFCCP genuinely values your feedback and is committed to becoming a better resource and partner for you and your organization.

Thank you in advance for your time and cooperation with this evaluation!

Sincerely,

Kelly Daley, Ph.D.
Principal Investigator

Exhibit 56: Email Reminder – Partial Completes

From: Kelly Daley
Subject Line: There's Time to Finish Your Survey
Reply to: OFCCP_Survey@srbi.com

Dear «LEADER_CONTACT_1»:

A few weeks ago you started the OFCCP survey, and we've noticed you only have a few questions left to answer before your survey is complete!

The link below can take you to where you left off in the survey, or you can use the attached, fillable PDF to answer the remaining questions.

«TI_URL»

If you've experienced any technical problems while trying to complete the web survey, please give us a call at 1-(866)-898-5283 or email us at OFCCP_Survey@srbi.com.

On behalf of the U.S. Department of Labor, we greatly appreciate your time and participation!

Sincerely,

Kelly Daley, Ph.D.
Principal Investigator

Exhibit 57: Non-respondent Letter

[INSERT DATE]

Dear «LEADER_CONTACT_1»:

Thank you for taking the time to speak with our staff. As we mentioned on the phone, the U.S. Department of Labor (DOL) has identified your organization as a key stakeholder, or potential stakeholder, for its Office of Federal Contractor Compliance Programs (OFCCP). On behalf of DOL, we are requesting your feedback on how well OFCCP is currently serving your organization and how OFCCP may provide better service in the future. Our records indicate that we have not received a completed survey from your organization. We are writing to let you know that it is **not too late to participate!**

OFCCP is committed to working with organizations like yours to educate and empower workers so that they can make informed decisions about exercising their employment rights, and ultimately drive positive workplace change for workers. **If you think we have contacted your organization in error, please enter the survey and let us know this by answering the first two questions.** You can access the survey by typing the following address in your web browser:

«TINY_URL»

Please call us if you need any assistance with completing the survey or if you have any questions. You may call our toll free number 1-(866)-898-5283 and give the reference number 30083 and your unique PIN «PIN». You may also send questions and comments to OFCCP_Survey@srbi.com.

We hope that you will choose to participate and thank you for giving our request due consideration.

Sincerely,

Kelly Daley, Ph.D.
Principal Investigator

Exhibit 58: CATI Script

> **30083 – Department of Labor, Office of Federal Contract Compliance Programs (OFCCP)**

[SAMPLING: 5 call attempts; Voicemail on 1ˢᵗ, 3ʳᵈ and 5ᵗʰ attempts]

REQUIRED READ INS:

\<LEADCON_1\>	[LEADER CONTACT 1]
\<EMAIL1\>	[PRIMARY EMAIL]
\<PHONE1\>	[PHONE NUMBER]
\<ORG_NAME\>	[ORGANIZATION NAME]
\<S_MSD\>	[SYSTEM VARIABLE FOR LAST EMAIL SEND DATE]
\<SRBIKEY\>	[SRBIKEY]
\<TI_URL\>	[UNIQUE WEBSITE URL]

TIER1. [THIS IS THE STANDARD DEFAULT CALL DISPOSITION SCREEN]
CONTACT ATTEMPT: \<CATI_ATTEMPT\>
[IF CONTACT ATTEMPT = 1ˢᵗ, 3ʳᵈ OR 5ᵗʰ, DISPLAY: INTERVIEWER, LEAVE VOICE MAIL IF THIS CONTACT ATTEMPT RESULTS IN NO RESPONDENT CONTACT.**]**

Hello, may I speak to \<LEADCON_1\>?
\<ORG_NAME\>

1. Proceed to interview / RESP NO LONGER WITH ORGANIZATION / CONTACT DOES NOT KNOW RESP / SPOKE TO GATEKEEPER **[GOTO INTRO1.T]**
2. Hard Callback (Specified Time/Date) **[USES STANDARD MODULE]**
3. Soft Callback (Unspecified) **[USES STANDARD MODULE]**
4. Hang-up/Refusals **[USES STANDARD MODULE]**
5. All Other Contacts/RESP NOT AT NUMBER **[USES STANDARD MODULE]**
6. Answering Device/Voicemail **[USES STANDARD MODULE*]**
7. All Other Non-Contact **[USES STANDARD MODULE]**
8. Business to Business **[USES STANDARD MODULE]**

*VOICE MAIL MSG [TIER1=6 "Answering Device/Voicemail"]
Hello, my name is (INTERVIEWER) and I am calling on behalf of the Department of Labor. We recently sent you an email with a link to complete the OFCCP evaluation. We've noticed that you have not yet completed the survey. I am calling you today just to remind you that your input into this evaluation is very important and greatly appreciated. If you need us to send the link again, or if you have any questions or need help completing the evaluation, please give us a call at 1-(866) 898-5283 or email us at OFCCP_Survey@srbi.com.

INTRO1.T [TRANSITIONAL INTRO SCREEN TO ACCOMMODATE CUSTOM CALL PROCEDURES]

INTERVIEWER PLEASE SELECT APPROPRIATE RESPONSE FROM LIST BELOW TO
CONTINUE

   1. CONTINUE WITH RESPONDENT ON PHONE   **[GOTO RTE_INTRO]**
   2. RESPONDENT NO LONGER WITH ORGANIZATION   **[GOTO UPDATE2]**
   3. CONTACT DOES NOT KNOW RESPONDENT   **[GOTO UPDATE3]**
   4. SPOKE TO GATEKEEPER   **[GOTO GATEKP1A]**

UPDATE2. Your organization has been identified by the Department of Labor as a key stakeholder
organization. I need to speak to the person who works with the OFCCP. Could I please have this
person's name and phone number?

   1. RESP ON THE PHONE IS PERSON TO SPEAK TO   **[GOTO INTRO3.1]**
   2. NEW NAME AND PHONE NUMBER GIVEN   **[UPDATE NAME**
                                                   AND PHONE
                                                   SCHEDULE
                                                    CALLBACK]
   3. THIS ORG DOES NOT WORK WITH DOL   **[GOTO Q1.1]**
   4.   NO NAME AND PHONE NUMBER GIVEN   **[DISPO AS SOFT**
REFUSAL]

UPDATE3. I need to speak to the person who works with the Department of Labor. According to
our records, <LEADCON_1> is this person for your organization. Could I please have the name and
phone number of the person who works with OFCCP?

   1. RESP ON THE PHONE IS PERSON TO SPEAK TO   **[GOTO INTRO3.1]**
   2. NEW NAME AND PHONE NUMBER GIVEN   **[UPDATE NAME**
                                                    AND PHONE
                                                   SCHEDULE
                                                    CALLBACK]
   3. WE'VE NEVER WORKED WITH DOL   **[GOTO Q1.1]**
   4. NOT SAMPLED ORGANIZATIONS PHONE NUMBER   **[DISPO AS WRONG**
NUMBER]
   8. DON'T KNOW   **[DISPO AS SOFT**
REFUSAL]
   9. REFUSED   **[DISPO AS SOFT**
REFUSAL]

GATEKP1A. May I ask whom I am speaking to?
[RECORD NAME]   **[GOTO**
GATEKP2A]

GATEKP2A. I really do need to speak to <LEADCON_1>. When is the best time to call him/her back? [IF NEEDED: Do you have access to his/her calendar? If so, can I schedule an appointment to call back?]
[SCHEDULE CALLBACK]

RTE_INTRO. **[NOT DISPLAYED TO INTERVIEWER]**
    GOTO INTRO1.1
INTRO1.1. My name is (INTERVIEWER) and I am calling on behalf of the Department of Labor. We recently sent you an email with a link to complete the evaluation – did you receive the email?

    1. YES   **[GOTO YES1A]**
    2. NO   **[GOTO EMAIL1A]**
    3. NOT SURE/DON'T REMEMBER   **[GOTO EMAIL5B]**
    4. ALREADY COMPLETED THE SURVEY   **[GOTO CLARIFY1A]**
    5. RESP NEVER HEARD OF DOL   **[GOTO INT31]**
    9. REFUSED   **[DISPO AS HARD REFUSAL]**

YES1A. This is just a friendly reminder that the Department of Labor values your feedback and wants to learn about your organizational needs and assess how satisfied your organization is with the DOL. We hope you'll be able to complete the survey within the next week. There's information in the email on how to contact us if you have any questions. Thank you.
[SCHEDULE CALLBACK FOR 7 DAYS]

INTRO2.1. My name is (INTERVIEWER) and I am calling on behalf of the Department of Labor. We are contacting you because the DOL identified your organization as a key stakeholder organization, and we would like to get your opinion. Our records indicate that you have not yet completed the survey. We sent you an email on <S_MSD> with the link to the survey. Do you remember receiving the email?

    1. YES   **[GOTO YES1B]**
    2. NO   **[GOTO EMAIL1A]**
    3. NOT SURE/DON'T REMEMBER   **[GOTO EMAIL5B]**
    4. ALREADY COMPLETED THE SURVEY   **[GOTO CLARIFY1A]**
    5. RESP NEVER HEARD OF DOL   **[GOTO INT31]**
    9. REFUSED   **[DISPO AS HARD REFUSAL]**

YES1B. Great! We would like to learn about your organizational needs and assess how satisfied your organization is with DOL. The study is coming to a close and your participation is very important. Would you be willing to take it over the phone right now?

    1. YES   **[GOTO CONSENT]**
    2. NOT NOW/NOT TODAY   **[GOTO EMAIL3B]**
    3. ALREADY COMPLETED THE SURVEY   **[GOTO CLARIFY1A]**
    9. REFUSED   **[DISPO AS SOFT REFUSAL]**

CLARIFY1A. We will double-check our records to make sure we have your completed survey. We may end up calling you back. Thank you for your time.
[SCHEDULE CALLBACK FOR 3 DAYS – IF 3 DAYS RESULTS IN A WEEKEND DATE, SCHEDULE CALLBACK FOR NEXT BUSINESS DAY]

EMAIL1A. I am sorry you did not receive the email. The email we have on file is <EMAIL1>. Is this your correct email address?

    1. YES   **[GOTO SEMAIL1]**
    2. NO   **[GOTO EMAIL2A]**
    9. REFUSED   **[DISPO AS HARD REFUSAL]**

EMAIL2A. Can you please give me an email?

    1. YES   **[GOTO UEMAIL1]**
    2. NO   **[GOTO UPDATE2]**

UEMAIL1. CONFIRM EMAIL ADDRESS BY READING IT BACK TO THE RESPONDENT VERBATIM
[UPDATE <EMAIL1> **FROM UEMAIL1]**   **[GOTO SEMAIL1]**

SEMAIL1. [SEND E-MAIL INVITE TO <EMAIL1>**]**   **[GOTO ACCESS1]**

ACCESS1. Do you have access to a computer now? We'd like to verify that you received the email with the link.

    1. YES   **[GOTO WEB1A]**
    2. NO   **[GOTO WEB3A]**
    3. NOT SURE/DON'T REMEMBER   **[GOTO WEB2A]**
    4. ALREADY COMPLETED THE SURVEY   **[GOTO CLARIFY1]**
    9. REFUSED   **[DISPO AS SOFT REFUSAL]**

WEB1A. Please let me know when you receive the email, but do not click on the link.

[INTERVIEWER: IF RESPONDENT VERIFIES THAT THEY RECEIVED THE EMAIL SAY: "Great! With your permission I can end the call now so you can take part in the survey via the web link, but please wait until I hang up."**]**

1. WORKED   **[SET CB FOR 7 DAYS]**
2. DID NOT WORK   **[GOTO WEB2A]**

WEB2A. Please write down the following information to access the web survey, at your convenience: When you open your web browser, type in the address <TI_URL>. This will take you right to the survey. If you have any problems accessing the survey or you need help completing the survey, please give us a call at: 1-(866) 898-5283 or email us at OFCCP_Survey@srbi.com.
[SCHEDULE CALLBACK FOR 7 DAYS]

WEB3A. When you are able to access your email, please hit reply and send. That way we'll know you have received the link.
[SCHEDULE CALLBACK FOR 7 DAYS]

Exhibit 59: Frequently Asked Questions (FAQs)

Frequently Asked Questions (FAQs) about the OFCCP Needs Assessment and Feedback Survey

1. **Why is this survey important?**

   Information from this survey will help OFCCP understand how to become a better resource and partner for you and your organization.

2. **What am I expected to do?**

   Please answer the questions as completely and honestly as you can. Please complete the survey as soon as possible.

3. **What kind of support will be available for completing the survey or to ask about my participation in the survey?**

   You may email the OFCCP survey team at OFCCP_Survey@srbi.com or call the toll-free number (866) 898-5283 if you have any questions.

4. **How did you get my contact information?**

   Your regional OFCCP office gave us your contact information and identified your organization as a key stakeholder organization.

5. **I have never heard of OFCCP. Why should I fill out this survey?**

   If you have never heard of OFCCP, please tell us this by responding to the first question on the survey. If you don't think you are the right individual at your organization to complete this survey, please let us know who would be a better contact by emailing the OFCCP survey team at OFCCP_Survey@srbi.com or calling the toll-free number (866) 898-5283.

6. **What does the survey ask about?**

   The Needs Assessment and Feedback survey asks about your organization's experience interacting with OFCCP.

7. **How long does it take to complete the survey?**

   The survey will take no longer than 20 minutes to complete.

8. **Who will see my responses?**

   Your responses will remain private to the extent permitted by law and the data from this survey will only be presented in aggregated form. Information you provide will not be shared with other staff at your organization or firm. Only the survey team will have access to the responses you provide. Your name or organization will not be listed in any reports published, and comments will not be attributed to you.

9. **Does this survey have human subjects review clearance?**

   Yes. This data collection has been approved by the Office of Management and Budget (OMB # 1225-0088, expiration date 8/31/2017).

10. Is there an incentive for survey completion?

No, but OFCCP greatly values your responses.

11. What happens if I don't complete the survey?

Your decision to participate is voluntary. Refusing to participate will not negatively affect you, or your relationship with OFCCP. If you choose to participate, you can also decide to skip certain questions or stop answering questions at any time.

Exhibit 60: List Development Guidelines

**FY2014 Regional Stakeholder List Development
Guidance**

Identifying the stakeholders who need to be engaged is one of the most difficult and important parts of the outreach planning process and likely to be the key to the overall success of engagement. When used in conjunction with your Regional Assessment and Goal Development document, this guidance document will help you to identify the specific stakeholders and key influencers you will target in FY2014 to achieve your regional goals.

This stakeholder list development exercise builds upon the previous outreach deliverable and training series, including this week's training, "How to ID Key Stakeholders." For each regional goal, determine which existing relationships can best help you achieve your region's goals. Then consider where the gaps exist in your goals. Based on your stated goals and thinking beyond the scope of community-based organizations, what new stakeholders will help you achieve your goals and enhance OFCCP's enforcement, policy and outreach efforts in ways not addressed by current relationships? Once identified, prioritize your list of stakeholders to determine those key influencers who have influence, resources, or other valued assets to help you meet and exceed your goals.

For this project, it is important to note the following definitions. See Outreach Stakeholder Explanations[1] for full list of terms and definitions.

- **Stakeholders:** A person, group or organization that has interest or concern in OFCCP. Stakeholders can affect or be affected by OFCCP's actions, objectives and policies.
- **Key Influencers:** Stakeholders who help to shape the attitudes and opinions of people in their communities. They are experts in their field, are not always the person at the top of an organization, but have a strong impact on individuals and/or a specific target audience.

Your region's stakeholder list should consider at a minimum Sections A and B listed below (Review Goals and Identify Potential Stakeholders and Prioritize the Stakeholder List). Be sure to tie stakeholder selection/assessment to the goals outlined in your Regional Assessment and Goal Development document. Should you have questions or need clarification, please contact Deputy Director Les Jin or Acting Outreach Unit Director Kelley Smith.

A. Review Goals and Identify Potential Stakeholders
There are no absolute rules for identifying stakeholders for potential engagement. Your regional outreach goals and what ultimate impact you want to occur should be at the forefront.

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[1] Outreach Stakeholder Explanations can be found on the Intranet (http://esa/ofccp/outreach/) under the Relationship Tools.

i.   Review your Regional Assessment and Goal Development document. The priority goals identified there will help you identify relevant stakeholders you want to target. For example, if your region has several ongoing discrimination cases both open/closed with Hispanic class members, you will want to include stakeholders on your list who can help you meet this goal (i.e., Hispanic-focused media, worker centers, faith-based organizations, etc).

ii.   To assist in the process of generating your stakeholder list, consider both existing and new stakeholders.

    a.   Internally, you may wish to collect and review data from the relationship building tab of the Outreach Bi-weekly tool and other internal stakeholder lists already in existence, such as area, district and regional office contact lists.

    b.   Externally, consider other types of stakeholders (see bullet A.iv. below) to engage. You may wish to conduct a Google search, ask existing stakeholders who they have been working with and who else they think you should engage, or solicit ideas from National Office resources, such as the Indian and Native American Employment Rights Program (INAERP). As a reminder, you may wish to refer to the "How to ID Key Stakeholders" webinar, as Phil Tom, Theresa Lujan and Donna Lenhoff offered suggestions on potential stakeholders to engage.

    c.   To help you with the stakeholder identification process, you may wish to utilize the optional *Worksheet #1: Identifying Your Key Stakeholders*. This worksheet is helpful for group participation because it allows staff to research stakeholders individually, use the criterion to support their selection and discuss proposed stakeholders with the group prior to final regional selection. Recognizing that many stakeholders may be new, the criterion used in Worksheet #1 should be based on known or perceived information. The worksheet is provided in Word and Excel format. Please note that your Final Stakeholder List must be submitted in Excel.

iii. At a minimum, consider the following questions to select stakeholders for your list:

    a.   What individuals or groups have a stake in engagement? Who will potentially be impacted by the outcomes?

    b.   Who will contribute resources, experience or knowledge critical to successful outreach delivery and implementation? Who has their ear to the ground?

    c.   Whose voices need to be heard or are underrepresented or missing? Consider national and regional key populations and harder to reach populations, such as those with limited English proficiency or limited technology access.

iv.   To ensure that your list is comprehensive and inclusive of a wide range of stakeholders, your final stakeholder list must contain at least **50** stakeholders. Further, these stakeholders should represent a range of stakeholder types, including those listed in the FY2014
Operating Plan:

    a.   Advocacy/Policy Organizations   d.   Labor and Unions

    b.   Employee Resource Groups/Affinity   e.   Government Agencies
       Groups   (Federal/State/Local)

    c.   Job Placement Providers   f.   Elected Officials & Legislative
                     Staffers

Other types of stakeholders worth considering, include, but are not limited to civil and worker rights organizations; faith-based groups; industry organizations; local media; schools, universities and training centers; Tribal Employment Rights Organizations (TEROs); and other community-based organizations. The goal here is to diversify your stakeholder list to ensure representation is not concentrated in one or two areas.

B. Prioritize The Stakeholder List

The process of identifying a list of relevant stakeholders may result in many more than you can possibly engage due to time, resources, or other constraints. For this reason, it is important to prioritize stakeholders and determine the key influencers among your stakeholder list by mapping and assessing their level of influence and interest or contribution. The purpose of identifying key influencers is similar to why regions identified priority CBOs in FY 2013. While your region may have a ton of relationships with organizations that serve certain populations, of those, which organizations are the few "key" ones that are most important to your region? It's important to know who the few are and why they are most important.

i.   While prioritizing your identified stakeholders, consider questions such as:

        a.   What stake or interest does the stakeholder have in OFCCP policies, services, or outreach projects?

        b.   How will the stakeholder be impacted by the region's outreach objectives?

        c.   What influence does the stakeholder have to advance the region's outreach objectives and activities? OFCCP policy and services?

        d.   What is the existing relationship with the stakeholder like?

ii.   To help you prioritize your identified stakeholders, you may wish to utilize the optional ***Worksheet #2: Stakeholder Analysis Tool.*** This tool allows you to determine the stakeholders with low interest and low influence versus those with high interest and high influence (Key Influencers = Quadrant #4). Map each stakeholder onto a quadrant reflecting their level of influence and interest. Recognizing that many stakeholders may be new, you should apply the criterion in Worksheet #2 based on known or perceived information. Worksheet #2 is provided in Word and Excel format, but your Final Stakeholder List must be submitted in Excel.

Format: For this exercise, regions are required to submit an Excel spreadsheet of their final list of stakeholders and update their goal summary submission from Deliverable #1 (see Section IV (Summary) of your Regional Assessment and Goal Development document) . Specifically, regions are to:

I. Finalize The Stakeholder List

    a.   After completing the mapping exercise, select your final stakeholders and note any key influencers. For each stakeholder/key influencer, assign a "desirable" relationship level that represents the level of engagement you aspire to ultimately reach.[2] Your region's final stakeholder list should be submitted as an Excel spreadsheet using ***Template #1: Final Stakeholder List***. A quality stakeholder list is expected to consider the items mentioned in Sections I and II above, and should include all fields in the Excel document.

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2   The desirable goal does not have to be achieved within FY2014.

II. Update Summary Table

    b. Update the summary table provided in Deliverable #1 (see Section IV (Summary) of your Regional Assessment and Goal Development document). The updated table must include an additional column, "Stakeholders & Key Influencers", and list each stakeholder to be engaged for each priority. The updated table should be submitted in Excel as a separate worksheet from the final stakeholder list and should clearly indicate key influencers and stakeholders for each priority area.

Priority #	Goal	Desired Outcome	Stakeholders & Key Influencers
1	*Ex. To increase job opportunities for workers.*	• *Increase number of workers hired* • *Increase number of linkages* o *Track number of referrals that result in hire*	Stakeholders: • *Southern California ILG* • *Just Jobs Worker Center* Key Influencers: • *California State Employment Service* • *San Diego Chamber of Commerce*

Requirements: This exercise should involve at a minimum the Regional Director, Regional Outreach Coordinator, and appropriate representation from district offices. Regional Directors should review and approve the stakeholder list and summary before submission. Regions should adhere to the file formats mentioned above. Note that the worksheets and tools provided are here to assist you and are optional.

Due Date: Wednesday, February 19, 2014. Please note that the final list is a living document and should be updated on a regular basis.

Next Steps: This list building exercise is intended to be an interactive process in consultation with the National Office. After submission of your final stakeholder list, the National Office will schedule a phone conference with each region to review your list and discuss ideas for additional contacts that may be even more effective.

Exhibit 61: Updated Relationship Continuum Assessment Tool

Relationship Level	Type of Engagement	Explanation	Example Methods
Networking	Sharing Information	**Objective:** To share accurate, timely, relevant and easy to understand information with CBOs regarding OFCCP policies, programs and services that are or will be implemented. • May include dissemination of information such as OFCCP posters, brochures, toolkits, or face to face meetings with groups to share information and answer questions; may include a two-way exchange of information wherein community chooses to share information with OFCCP. • This level is the primary form of relationship; on its own it does not guarantee further commitment but it is **the foundation of all other levels and is necessary for successive levels of relationship**.	• Sharing of brochures, newsletters, and posters to be displayed in public places • Sharing of Outreach Toolkits • Letters, flyers or mail-outs • Press releases for local radio and television • Advertisements, notifications or articles in local newspaper or electronic media • Referrals to OFCCP's Website • Face to face meetings
Coordinating	Consultation	**Objective:** To actively seek and obtain community response, views and opinions on possible solutions related to the concerns of workers. • Response may be received in the form of written correspondence such as email or orally such as via phone interviews and face-to-face public or stakeholder meetings. • OFCCP will report back where appropriate on how community feedback is used and outline next steps of action in addressing views, opinions and/or concerns. **Continuous and ongoing follow-up is critical and required beginning at this level and for successive levels of relationship.**	• Structured one to one interviews (face to face / telephone) • Surveys, feedback forms or questionnaires • Focus groups • Documents and position papers • Stakeholder meetings • Public meetings or forums • Roundtable discussions

Relationship Level	Type of Engagement	Explanation	Example Methods
Cooperating	Planning Together	**Objective:** To collaborate or partner with the community in identifying or analyzing issues, developing alternatives and identifying the preferred solution. Communities provide input into possible solutions, but responsibility for coordinating efforts is retained by OFCCP. • May involve short-term collaboration or the forming of more permanent partnerships. A reporting mechanism is established so that people can monitor to what extent their contributions are reflected in outcomes.	• Stakeholder meetings • Seminars or workshops • In-depth interviews and discussions • Visioning
Collaborating	Acting Together	**Objective:** To collaborate or partner with the community in identifying or analyzing issues, developing alternatives and implementing the preferred solution. Communities share in the planning and evaluation of programs or services, and share responsibility for carrying out /managing overall outcomes. • May involve short-term collaboration or the forming of more permanent partnerships A reporting mechanism is established so that people can monitor to what extent their contributions are reflected in outcomes. May also involve sharing resources to implement action plans.	• Advisory committees, area councils, or steering committees • Taskforces or planning groups • Strategic alliances or formal agreements
Partnering	Community Directed	**Objective:** To support or enable the community to identify concerns and solutions, and take ownership of the outcomes achieved. Community may be referred to as a long-term OFCCP partner. • Includes providing a framework to enable all stakeholders to plan, manage, deliver and evaluate their own accomplishments when addressing their own community issues.	• Community development • Coalitions • Community facilitators