



## Success Factors for Sustainability

Identifying success factors for your grant program is an effective means of monitoring the operation of the grant and determining which grant elements to sustain. Instituting strong organizational management systems and operational systems at the start of the grant help establish a foundation for development and growth. Timely implementation of additional success factors during the life of the grant can inform action plans to ensure program goals and outcomes are achieved.

Success factors can be used to help the grant management team evaluate the progress of the program and take corrective actions where necessary. They can be used for ongoing self-assessment throughout the grant's life cycle (semi-annually, annually, or mid-grant) using various formats. Self-assessments can be beneficial in the following ways:

- ★ Help summarize the status of the grant and identify what success factors are being managed, are functioning effectively, need improvement/realignment, and/or require major adjustments.
- ★ Create an action plan to address areas of concern using suggested promising practices.
- ★ Serve as the framework for team delegation of priorities and timelines for improvement.
- ★ Assist your team in determining what parts of your program might be sustained.

### Success Factors in Action

The six success factors identified for the America's Promise grant can be useful for any workforce development program to gain a deeper understanding of your program's operations by allowing you to objectively evaluate individual elements of the program. This objective evaluation can inform your decisions and actions while you implement grant activities, especially during sustainability planning. These factors are not in any particular order and must be viewed holistically to identify any areas that may be impacting program performance. You may also want to develop additional success factors that are unique to your program model. Consistent program assessment and evaluation throughout the grant life cycle, with the assistance of the success factors, can lead to strong systems that last beyond the grant period.

Success Factors	Use of Success Factors in Grant Management
<p><b>Strong Organizational Management Systems</b></p> <p><i><b>Definition:</b> Understanding what is required for grant success and developing the leadership systems to achieve those goals and objectives.</i></p>	<p>As grants move into different phases, it is crucial to review, re-evaluate, and restructure the existing organizational systems to achieve success.</p> <p><b>Practical Application:</b> After the mid-grant assessment, grantee Illinois Manufacturing Excellence Center (IMEC) realized that there were gaps in organizational systems and developed a corrective action plan which led to clearer communications, more consistent protocols and improved accountability.</p>

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<p><b>Strong Operational Systems</b></p> <p><b><u>Definition:</u></b> <i>Developing policies, procedures, and protocols for implementation of programs and day-to-day means of providing services. Determining how informed decisions will be made using accurate data.</i></p>	<p>Developing strong policies, procedures, and a data collection system is the foundation for efficient and effective day-to-day operations. Evaluating the structure, requirements, budget, and people involved in program management is a prerequisite for determining the customized systems that advance stated goals.</p> <p><b>Practical Application:</b> After realizing that a large amount of time was spent gathering data and creating reports, IMEC decided to invest in a cost effective and efficient system which allowed multiple users and produced accurate, timely reports.</p>
<p><b>Sustainability Thinking</b></p> <p><b><u>Definition:</u></b> <i>Understanding the current and emerging goals of organizations and key partners to develop a sustainability plan.</i></p>	<p>Sustainability requires understanding and learning from the past, awareness of the present, and preparing for the future. Decisions on what program elements to sustain could be based on local economic, political, technology, labor and/or education data.</p> <p><b>Practical Application:</b> City University of New York realized that user interface and user experience (UI/UX) was a trending and valued technology program in its labor market and decided to sustain that offering within its programming.</p>
<p><b>Effective Employer Engagement</b></p> <p><b><u>Definition:</u></b> <i>The approach and strategy to cultivate long-term relationships with employer partners.</i></p>	<p>Employer partnerships should be re-evaluated as grants transition through different phases. This evaluation process could include providing employers with information about the partnership which demonstrates their return on investment (ROI), the impact in the community, and/or participant employment success stories.</p> <p><b>Practical Application:</b> Multiple workforce boards that are part of the Midwest Urban Strategies consortium expressed challenges with executing partnerships with a nationwide employer. Working together the consortium was able to bring the boards and the representatives from the employer together to discuss what was happening in the regions. An outcome from the meeting was a shared process that would alleviate the challenges that partners were experiencing and meeting the needs of employer.</p>

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<p><b>Effective Partner Engagement</b></p> <p><i><b>Definition:</b> Success is finding partners with congruent mission or objectives and/or serving similar populations and effectively managing those relationships towards sustainability.</i></p>	<p>Effective partner engagement should be an ongoing priority throughout the grant life cycle, including in sustainability planning. People and organizations like doing business with people they know and with time-proven successful relationships. Grantees often partner with community-based organizations (CBOs) and workforce boards they have previously collaborated with in responding to funding announcements.</p> <p><b>Practical Application:</b> United Way of Central Iowa (UWCI) used this success factor to establish long-lasting relationships with CBOs with a vested interest in their diverse participant populations. Continuous referrals from these CBOs led to an abundance of participants for UWCI.</p>
<p><b>Effective Participant Engagement Along a Career Pathway</b></p> <p><i><b>Definition:</b> Understanding participants' needs, challenges, and characteristics in order to provide quality training services aligned with regional and sector-based labor-market needs.</i></p>	<p>The most effective means of engaging participants along a career pathway is by mapping the career pathway, and then understanding the participants' possible challenges along that pathway and providing supportive services to help overcome those obstacles.</p> <p><b>Practical Application:</b> UWCI became aware that many students that completed the licensed practical nurse (LPN) were not continuing along the career pathway to earn a registered nursing (RN) degree. The program determined that the biggest indicator of continuing education was having a mentor. As a result, they implemented a program so more students would be matched with a mentor.</p>



## ADDITIONAL RESOURCES

### America's Promise Success Factors

This document introduces the success factors that grantees can focus on to be successful. The success factors guide technical assistance efforts, and grantees can use them for self-assessment. They are aligned with the Federal Opportunity Announcement (FOA) and Core Monitoring Guide. <https://h1bap.workforcegps.org/resources/2018/11/28/19/10/America-s-Promise-Success-Factors>

### Success Factors for America's Promise Grantees Webinar

This webinar introduced grantees to the success factors which were used to help the grantees gauge their progress as well as inform technical assistance products. Grantees learned about how and why the success factors were developed and how they would be used. <https://h1bap.workforcegps.org/resources/2018/12/21/18/25/Success-Factors-for-America-s-Promise-Grantees>

## **H-1B Grantee Conference: Success Factors: What to Work on in Year 4?**

Facilitators helped grantees create a list of action items related to their challenges to help them achieve their goals in the final year of the grant during the 2019 H-1B Grantee Conference.

<https://h1bap.workforcegps.org/resources/2019/11/19/20/09/H-1B-Grantee-Conference-Success-Factors>