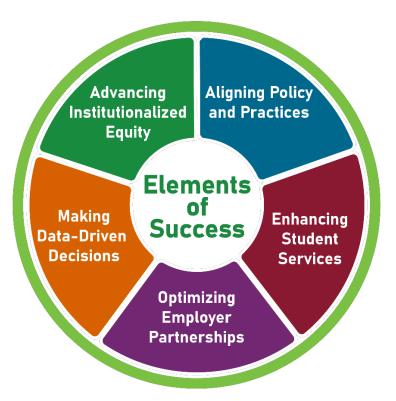# How to Use the Success Factor Self-Assessment Tool

The following elements of success are key ingredients for improving performance on equity outcomes and building a foundation for sustainable impact. The five elements of success work as components of a comprehensive system; they are not meant to be viewed in silos. The image below illustrates how the five factors integrate and reinforce one another to produce outcomes.

The self-assessment dashboard is a tool to help you determine how effectively your program is implementing the elements of success. Each column lists core indicators for each element of success. As a self-assessment exercise, indicate the rating score for your program on each indicator on a scale of 1 to 3 (3 indicating the element is currently in place). It is recommended that multiple individuals on your team take the assessment and come together to discuss findings. Upon completion of the assessment, consider the following questions:

- What areas represent our strengths? Why?
- What areas represent learning opportunities?
- Is there important work that we are not doing? If so, what?
- Do we have different points of view within our organization about our self-assessment scoring?
- What are our priorities moving forward?

Advancing Institutionalized Equity: Develop tools and strategies that identify and address equity gaps that directly or indirectly impact labor market access and outcomes for underrepresented and marginalized populations.

Aligning Policy & Practices: Align, apply, and connect with business policies and initiatives to better support student/job seeker/incumbent worker and employer conditions that support improved longer-term outcomes.

Optimizing Employer Partnerships: Engage employers in providing insights into industry and workforce needs; collaborate on design, implementation, and investment of resources; provide value added connections and resources; apply and provide feedback on equitable programs, strategies, and practices; and develop longer-term relationships that go beyond customer to strategic partner.

Enhancing Student Services: Design and employ an interconnected continuum of processes and services that enables effective recruitment of targeted populations; assesses the needs of each individual; delivers training to prepare participants for work in quality jobs; coordinate job development and job placement services to match the skills of participants with the requirements of employers; and, collaborate with a range of partners to provide supportive services to address barriers to job retention and advancement.

Making Data-Driven Decisions: Effectively utilize disaggregated data related to labor market, industry and occupational trends, program assessment and learner outcomes to inform and guide key decisions regarding program investments, planning, implementation, and improvements.

ALIGNING POLICIES & PRACTICES

Does your program align, apply, and connect with business policies and initiatives such as greater transparency in recruitment and hiring or creating policies and practices informed by worker voice to better student/jobseeker/incumbent worker and employer conditions that support and improve longer-term outcomes?

ACE-UP Programs that rate as a "3" will have the following qualities in place:	RATING (check one) 1 =We do not have this at all 2 =We have some of this sometimes 3 =We have this in place now	We are interested in learning more about strategies in this area:	We have Promising Practices to share in the following areas:
We have identified best or promising practices to help our employer partners recruit and retain a skilled, diverse workforce.	1 ☐ 2 ☐ 3 ☐ *Describe rating briefly:*	*Briefly describe:*	*Briefly describe:*
We have identified best or promising employer initiatives which, when implemented, lead to improved, long-term outcomes for current and future workers.	1 ☐ 2 ☐ 3 ☐ *Describe rating briefly:*	*Briefly describe:*	*Briefly describe:*
We have worked with employer partners to recommend best practice and policy examples which if applied could lead to improved longer-term outcomes for current and future workers.	1 ☐ 2 ☐ 3 ☐ *Describe rating briefly:*	*Briefly describe:*	*Briefly describe:*

OPTIMIZING EMPLOYER PARTNERSHIPS

Does your program engage employers in providing insights into industry and workforce needs; collaborate on design, implementation, and investment of resources; provide value via added connections and resources; apply and provide feedback on equitable programs, strategies, and practices; and develop longer-term relationships that go beyond customer to strategic partner?

ACE-UP Programs that rate as a "3" will have the following qualities in place:	RATING (check one) 1 =We do not have this at all 2 =We have some of this sometimes 3 =We have this in place now	We are interested in learning more about strategies in the following success factor areas:	We have Promising Practices to share in the following areas:
We actively communicate back-and-forth with our employer partners, including checking to see if their training-related needs are being met, assessing needs, and exploring opportunities to solidify and expand career pathways for the un- /underemployed, incumbent workers.	1 ☐ 2 ☐ 3 ☐ *Describe rating briefly:*	*Briefly describe:*	*Briefly describe:*
We collaborate with employer partners on program design, implementation, evaluation, continuous improvement, and strategic investment of resources.	1 ☐ 2 ☐ 3 ☐ *Describe rating briefly:*	*Briefly describe:*	*Briefly describe:*

Employers articulate needed skills and competencies and drive the design of curriculum and assessments with our programs. We also have specific vehicles for engaging in two-way feedback on equitable programs, strategies, and practices.	1☐ 2☐ 3☐ *Describe rating briefly:*	*Briefly describe:*	*Briefly describe:*
We are able to easily identify and convene key decision-makers (CEOs, hiring managers, HR leadership) from large and small employers within a given sector, and leverage industry associations or intermediaries to deepen impact and achieve scale.	1☐ 2☐ 3☐ *Describe rating briefly:*	*Briefly describe:*	*Briefly describe:*
We are able to proactively work with employer partners to identify and address hiring and workplace policies that might be contributing to disparate outcomes for current and future workers of a certain race, ethnicity, gender, socioeconomic or special population status.	1☐ 2☐ 3☐ *Describe rating briefly:*	*Briefly describe:*	*Briefly describe:*
We have, and support the development of, employer champions who are willing to speak about the value of our programs formally and informally with other employers.	1☐ 2☐ 3☐ *Describe rating briefly:*	*Briefly describe:*	*Briefly describe:*

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ENHANCING STUDENT SERVICES

Does your program/institution engage with community-based organizations to assist with learner outreach and recruitment; provide a case management approach to student services; offer career advising and job placement support; provide for academic assistance such as referrals to tutoring; offer flexible training options (work-based, online, hybrid); engage in ongoing dialog with employers on ways to support learners and increase retention?

ACE-UP *Programs that rate as a "3" will have the following qualities in place:*	RATING (check one) 1=We do not have this at all 2=We have some of this sometimes 3=We have this in place now	We are interested in learning more about strategies in the following success factor areas:	We have Promising Practices to share in the following areas:
We have identified strategies and developed outreach materials to engage populations that are traditionally underrepresented (people of color, veterans, individuals with disabilities, and others) in the sectors in which we are focused.	1 ☐ 2 ☐ 3 ☐ *Describe rating briefly:*	*Briefly describe:*	*Briefly describe:*
We assess the needs of each individual program participant and work with employers, partners, and training providers to ensure that training is customized for the target occupation and addresses any barriers individuals may have.	1 ☐ 2 ☐ 3 ☐ *Describe rating briefly:*	*Briefly describe:*	*Briefly describe:*
We engage in specific dialogue with our employer partners about their overall diversity/inclusion strategy and how their programs are connected to that strategy.	1 ☐ 2 ☐ 3 ☐ *Describe rating briefly:*	*Briefly describe:*	*Briefly describe:*

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MAKING DATA-DRIVEN DECISIONS			
Does your program utilize disaggregated data related to labor market, industry and occupational trends, program assessment and learner outcomes to inform and guide key decisions regarding program investments, planning, implementation, and improvements?			
ACE-UP *Programs that rate as a "3" will have the following qualities in place:*	**RATING (check one)** 1=We do not have this at all 2=We have some of this sometimes 3=We have this in place now	**We are interested in learning more about strategies in the following success factor areas:**	**We have Promising Practices to share in the following areas:**
Multiple sources of labor market information are routinely used to inform our decisions about starting, expanding, or modifying programs; employers and other stakeholders verify data we have collected.	1 ☐ 2 ☐ 3 ☐ *Describe rating briefly:*	*Briefly describe:*	*Briefly describe:*
We gather and analyze data, including feedback from both employers and participants, and we use that data to refine programs.	1 ☐ 2 ☐ 3 ☐ *Describe rating briefly:*	*Briefly describe:*	*Briefly describe:*
We disaggregate by race, age, gender, income levels, disability, gender identity, during and after program completion, and we use that data to refine programs.	1 ☐ 2 ☐ 3 ☐ *Describe rating briefly:*	*Briefly describe:*	*Briefly describe:*

ACE-UP *Programs that rate as a "3" will have the following qualities in place:*	RATING (check one) 1=We do not have this at all 2=We have some of this sometimes 3=We have this in place now	We are interested in learning more about strategies in the following success factor areas:	We have Promising Practices to share in the following areas:
We utilize various feedback mechanisms to leverage the unique experience and expertise of students and alumni in program design, implementation, evaluation, and continuous improvement.	1 ☐ 2 ☐ 3 ☐ *Describe rating briefly:*	*Briefly describe:*	*Briefly describe:*
We use a combination of qualitative and quantitative data to actively communicate the value of programs for employers, employees, learners, and other stakeholders.	1 ☐ 2 ☐ 3 ☐ *Describe rating briefly:*	*Briefly describe:*	*Briefly describe:*
We regularly review a range of program data such as number of enrollees, completion rates, and other aspects of program implementation disaggregated by race, age, and sex to ensure program effectiveness. We take corrective action if we identify any issues.	1 ☐ 2 ☐ 3 ☐ *Describe rating briefly:*	*Briefly describe:*	*Briefly describe:*

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ADVANCING INSTITUTIONALIZED EQUITY

Does your program develop tools and strategies that identify and address equity gaps that directly or indirectly impact labor market access and outcomes for underrepresented and marginalized populations?

ACE-UP *Programs that rate as a "3" will have the following qualities in place:*	RATING (check one) 1=We do not have this at all 2=We have some of this sometimes 3=We have this in place now	We are interested in learning more about strategies in the following success factor areas:	We have Promising Practices to share in the following areas:
We have identified institutional or programmatic gaps in training or support services and have leveraged resources to fill those gaps, either within our organizations or through our external partnerships.	1 ☐ 2 ☐ 3 ☐ *Describe rating briefly:*	*Briefly describe:*	*Briefly describe:*
We regularly review and identify institutional policies, practices, and course designs that impact student success and perpetuate inequities in campus life/campus culture.	1 ☐ 2 ☐ 3 ☐ *Describe rating briefly:*	*Briefly describe:*	*Briefly describe:*

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ACE-UP Programs that rate as a "3" will have the following qualities in place:	RATING (check one) 1=We do not have this at all 2=We have some of this sometimes 3=We have this in place now	We are interested in learning more about strategies in the following success factor areas:	We have Promising Practices to share in the following areas:
We utilize those reviews to actively addressing them using equity-minded action plans.	1☐ 2☐ 3☐ *Describe rating briefly:*	*Briefly describe:*	*Briefly describe:*
We have designed the necessary supports for the coordinated and sustained implementation of racial diversity, equity, and inclusion efforts institution wide, including accountability mechanisms.	1☐ 2☐ 3☐ *Describe rating briefly:*	*Briefly describe:*	*Briefly describe:*
We incorporate recruitment, development, and advancement policies and practices for all faculty and staff that demonstrate our commitment to an inclusive and diverse campus culture.	1☐ 2☐ 3☐ *Describe rating briefly:*	*Briefly describe:*	*Briefly describe:*