Nurturing Diversity and Increasing Trust through Youth Employment

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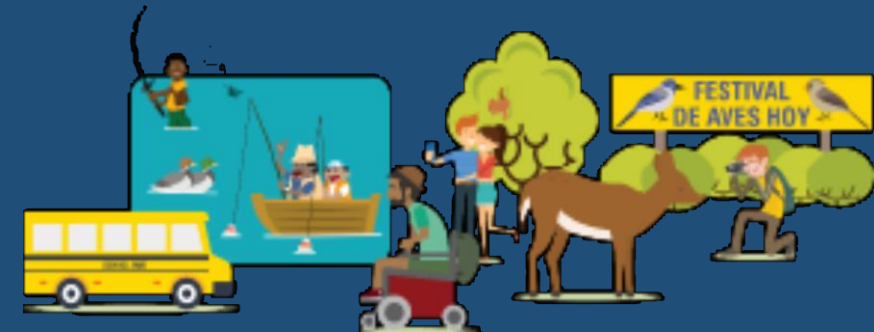# We strive to connect with new communities in new ways for long-term relationships.

Welcome all to Refuges

Serve people in neighborhoods

Collaborate with coalitions

Here's a link to Sarah Williams-Brown and Jared Strawderman's presentation about our work from MBN 2021.

Adaptively Managed Program
How do we know what's working?

Measurable Outcomes

Results-based Decision Making

Culture of Learning

Transparency

THE SEVEN BIG OUTCOMES

Internal and External Outcomes			External Target Audience Outcomes			
1	**2**	**3**	**4**	**5**	**6**	**7**
Improve Excellence	**Reduce Barriers**	**Increase Diversity**	**Increase Reach**	**Increase Awareness**	**Inspire Issue Action**	**Increase Trust**

In the chat – Which of these outcomes most resonates with you and the work you are doing?

Internal and External Outcomes			External Target Audience Outcomes			
1 **Improve Excellence**	**2** **Reduce Barriers**	**3** **Increase Diversity**	**4** **Increase Reach**	**5** **Increase Awareness**	**6** **Inspire Issue Action**	**7** **Increase Trust**

Youth Employment Program (YEP)

A **community leader** inspired this program model.

We recruit participants directly from our **local area.**

Participants are paid a **living wage.**

YEP centers the **participant experience.**

YEP Program Logic

NEAR-TERM

If we...

REDUCE BARRIERS

...to employment for youth from local, historically excluded communities;

and...

IMPROVE EXCELLENCE & INCREASE TRUST

...by addressing the social, emotional, and developmental needs of program participants;

we will...

INCREASE AWARENESS

...among participants about future career paths and employment options;

LONG-TERM

resulting in...

INCREASED DIVERSITY

...among who holds permanent positions in the conservation community;

and...

INCREASED TRUST

...from community partners that the FWS is delivering equitable benefits to local, historically excluded communities.

How do you **measure trust**?

Meet **Kiandra Rajala**, one of our **internal collaborators**!

Trust Ecology - Stern & Baird, 2015; Stern & Coleman, 2015

Dispositional Trust – The extent to which the trustor has a general predisposition to trusting or distrusting.

Rational Trust – The extent to which the trustor believes that the actions of the trustee will benefit them.

Affinitive Trust – The extent to which the trustor feels affinity/kinship with the trustee.

Procedural Trust – The extent to which the trustor has confidence in the rules/systems/procedures that guide interactions between the trustor and the trustee.

Value (near-term results)

Measure: **Trust**	**Exemplary**	**Accomplished**	**Developing**	**Beginning**
	3	**2**	**1**	**0**
Trust Ecology The extent to which YEP participants experience a change in their trust level with the PVURP during the course of their employment in the program. Trust measures will come from the concept of Trust Ecology, which defines four areas of trust: • Dispositional Trust • Rational Trust • Affinitive Trust • System-based/Procedural Trust	100% of participants experience an overall increase in trust with the PVURP over the course of their employment in the program.	50%-99% of participants experience an overall increase in trust with the PVURP over the course of their employment in the program.	1%-49% of participants experience an increase in overall trust with the PVURP over the course of their employment in the program.	No participants experience an overall increase in trust with the PVURP over the course of their employment in the program.

Value Measures

Value (near-term results)

Measure: **Trust**	Exemplary	Accomplished	Developing	Beginning
	3	2	1	0
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(Row label on left side: Value Measures)

Quantitative Tools:
Pre-program survey to establish baseline
Post-program survey to measure change

Qualitative Tools:
Onboarding Interview
Weekly participant journals
Monthly supervisor check-ins
Exit Interview

Value (Long-term results)

Measure	Exemplary	Accomplished	Developing	Beginning
	3	**2**	**1**	**0**
Program Participant Diversity The extent to which the FWS is successful in recruiting program participants from historically excluded communities	100% of YEP participants identify as having lived experience as part of a historically excluded community.	80%-99% of YEP participants identify as having lived experience as part of a historically excluded community.	50%-79% of YEP participants identify as having lived experience as part of a historically excluded community.	Fewer than 50% of YEP participants identify as having lived experience as part of a historically excluded community.
Conservation Professional Diversity The extent to which YEP participants from historically excluded communities successfully find subsequent employment in the conservation field.	50% or more of YEP participants successfully find work in the conservation field within 2 years of completing the program	25%-49% of YEP participants successfully find work in the conservation field within 2 years of completing the program	10%-25% of YEP participants successfully find work in the conservation field within 2 years of completing the program	Less than 10% of YEP participants successfully find work in the conservation field within 2 years of completing the program
Community Partner Trust The extent to which community partners who engaged with the YEP increase their trust with the PVURP.	100% of partners who engaged with YEP experience an overall increase in trust with the PVURP.	50%-99% of partners who engaged with YEP experience an overall increase in trust with the PVURP.	1%-49% of partners who engaged with YEP experience an overall increase in trust with the PVURP.	No partners who engaged with YEP experience an overall increase in trust with the PVURP.

Value Measures

After seeing the trust ecology framework:

What **thoughts** are emerging for you?

How could the trust ecology framework **inform** your work?

What are my thoughts and questions?

Will we be able to **get the data we need** to evaluate the program?

Will our **trust indicators be helpful** to us?

How can we continue to **involve partners** in monitoring and evaluation?

What have we learned so far?

- Monitoring and evaluation is worth the time it takes.

- A monitoring and evaluation plan is a helpful program planning tool.

- We're trying to be intentional to determine who needs to know what, when, and for what purpose.

- There seems to be interest in measuring trust in across the Service.

- I find myself subconsciously referencing the trust ecology framework in my interactions with others.

Questions?

Many Thanks!

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