Appendix C: Protocols

Grantee and Partner Administrative Staff
Initial (Year 1) Interview Protocol

This interview is being conducted for the evaluation of the second round of the Tribal Health Profession Opportunity Grants (HPOG) Program. The HPOG Program is administered by the Administration for Children and Families (ACF), an agency within the U.S. Department of Health and Human Services. ACF funded 32 five-year demonstration projects to provide education and training to Temporary Assistance for Needy Families (TANF) recipients and other low-income individuals for healthcare occupations. Five of the 32 demonstration projects were awarded to Tribal Organizations and Tribal Colleges to develop culturally-informed training programs. The Tribal HPOG Evaluation is a comprehensive evaluation of the design, implementation, and outcomes of the five Tribal HPOG programs. The interview questions will focus on your perceptions of the Tribal HPOG program, including the program design and curriculum, partnerships, recruitment, supportive services, family engagement, the quality of instruction, educational attainment and employment outcomes of participants, implementation barriers and facilitators, and overall satisfaction. The interview will take about 60 minutes to complete. Your participation is voluntary, but it is very important because your responses will help us to improve the program. We will keep information about you private and you will not be identified in any report or publication of this study or its results. You may decline to answer any question you wish. If you have any questions, please let me know.

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. The OMB number for this information collection is 0970-0462 and the expiration date is 6/30/2020.

*Note: This interview protocol will be tailored based on the specific role of an individual. All sections will not be applicable to every individual. No one individual will be asked all questions in this protocol.*

**Background**

1. Please describe your agency or organization.
   a. What are the range of services and programs provided? To what degree was the grantee serving similar populations with similar programs prior to receiving HPOG funding?
2. What is your role in the organization/agency? How long have you been in this role? How long have you been with the organization?
3. What is your role and responsibilities for the [HPOG program]?
   a. Tell us how you became involved in the [HPOG program].
   b. Briefly describe your educational and professional background as it relates to your role on the [HPOG program]. Have you worked with Tribal populations before? If yes, describe.

Planning

4. [Partners only] How was your agency invited to participate in the [HPOG program] by [HPOG grantee]?

5. [HPOG Grantee Staff only] Tell me about your agency’s decision to apply for the Tribal HPOG Program. What did you expect or hope for (e.g., opportunity to work with partners, interest in health professions focus of the program)?

6. Were you involved in planning for the program? YES NO
   If no, skip to the next section.
   If yes, continue with the questions below.

7. What was your role in planning for the program?

8. How were different viewpoints incorporated into program planning? Probe: whose viewpoints were considered/incorporated, e.g., employers, partners, students, community members, etc.

9. What issues were addressed? Were there challenges that required a compromise? Explain.

Program Structures

Program Design

10. What is the administrative structure of the [HPOG program]?
   a. What organizations are responsible for each of the program components (e.g., academic instruction, recruitment, provision of supportive services, etc.)?
   b. What partnerships have been formed to deliver training or program services?

11. How is the [HPOG program] integrated into the overall structure of the [HPOG grantee]?
   a. Were there staffing changes made to implement the [HPOG program]?
   b. Are all positions filled? Were there any challenges in staffing the program?

12. How are program implementation and design decisions made?
   a. What community factors influence the design and implementation of the program (e.g., tribal or regional economic conditions or opportunities, economic development, effects of the recession, tribal or organizational priorities)? Please describe.

13. What, if any, resources have been leveraged to support this program?

14. Have any HPOG funds been used to make changes improvements to existing facilities or been used to purchase equipment for the [HPOG program] (e.g., lab equipment or supplies, equipment for distance learning)?
15. Is the program administered through multiple implementation sites? If so, are there differences in program design or implementation by site?

16. Did the [HPOG grantee] request a waiver for any required program elements per the funding opportunity announcement (e.g., apprenticeship, other)?

**Partnerships**

*Lead organization only*

17. What partnerships have been formed to deliver training or program services? Which partners are tribal vs. non-tribal? Specifically, what, if any, is the role of:
   a. Public human service agencies (e.g., TANF, housing, substance abuse, disability and other agencies)
   b. Public workforce investment system (e.g., Workforce Investment Act programs)
   c. Unions
   d. Employer and employment agencies
   e. Education and training institutions
   f. Faith-based and community-initiatives
   g. Other service providers?

18. Describe your partnerships with employers? Formal or informal?

19. Have you worked with any of the [HPOG program] partners before?
   a. Describe recruitment and outreach to project partners, including potential education institutions and employers.

20. What strategies are used for collaboration and coordination across all project partners?
   How are they established (formal and informal)?
   a. How is the partnership functioning? Are partners meeting their obligations (per the MOU, if applicable)?
   b. Have you run into any challenges? If yes, please describe.
   c. Have you had any successes? If yes, please describe.

21. Are community engagement strategies used to inform project planning and implementation? If yes, what kinds (e.g. advisory boards, council of elders, open community meetings/gatherings)?

*Partners only*

22. Describe your relationship with the [HPOG grantee].
   a. Have you worked with this organization before?
   b. How is the partnership functioning? Have you run into any challenges? If yes, please describe.

23. Aside from [HPOG grantee] do you work closely with any of the other organizations working with [HPOG Grantee] on the [HPOG program]? If yes:
   a. Have you worked with this organization before?
   b. How is the partnership functioning? Have you run into any challenges? If yes, please describe.
   c. Have you had any successes? If yes, please describe.
Curriculum

24. What academic or training programs are offered by [HPOG grantee]? What is the program curriculum (e.g. academic lectures, field practicum training manual)?

25. How did [HPOG grantee] decide to offer trainings for these occupations (e.g., based on labor market information and local demand)?
   a. Were tribal and/or local (i.e., off-reservation, surrounding area) workforce needs assessed? If so, how?
   b. Were other sources of information/data were used to determine the fit between the training program and local industry needs? If so, what?

26. We understand your instructional models are [types of instructional models being used]. How did you decide to use this model(s)? What is the evidence base for the strategy or model? Are there any other instructional models or strategies used? In your opinion, which seem to be associated with positive outcomes?
   a. PROBE: accelerated learning approaches: Modularized learning; I-BEST; Contextualized learning; Team teaching; Self-paced learning; Prior learning assessments; other?
   b. PROBE: Simulations; Assessment; Distance learning/on-line learning; Real time on-line instruction; other?

27. Was the strategy or model adapted? Was the strategy or model adapted in any way to be culturally relevant? If yes, please describe.

28. Describe the elements of the training program(s) and its curriculum/curricula. [Repeat for each program. If detail made available in other program materials, skip specifics below.]
   a. Competencies to be developed (e.g., skill requirements of the target occupation)
   b. Pre-requisites
   c. Duration of training program
   d. Who provides training
   e. Program location
      i. Convenience
      ii. Accessibility

29. Why was this curriculum/approach chosen? Was it adapted to fit your community or to make it more culturally-relevant? If yes, please describe.

30. Were adaptations or modifications made to the training program(s) based on local conditions or preferences? Based on partner input? If yes, please describe.

31. Does [HPOG program] expose students to information about workplace culture, including industry attendance policies and on-the-job behavioral norms? If yes, how so?

32. What is your impression of the quality of instruction?
Implementation Staff Qualifications, Orientation and Retention

33. How were staff responsible for implementing the program curriculum recruited and/or selected?
   a. What are the qualifications that you considered?
   b. Were you able to hire staff that met these qualifications?
   c. Does staff have experience working with tribal populations?
   d. Did you face any challenges in finding staff with the qualifications that you are looking for?

34. Describe the training for staff responsible for implementing the program curriculum. How were they oriented to the program?

35. Describe the process for supervision and communication with program implementation staff. Are these staff mentored?

36. Has there been any implementation staff turnover? If yes, how was this handled? Do you think this had an effect on program implementation?

Contextual Factors

37. Does [HPOG grantee], tribe, or local community have any economic development activities related to healthcare? Please describe.

38. What community characteristics shape participants’ employment opportunities? (To include general labor market conditions in the area, the extent and nature of job opportunities, and industry skill initiatives).

39. Describe any challenges or barriers to education/training and employment for population served. These might include:
   a. Socio-cultural barriers, including language and communication differences; practices that differ from their own beliefs and traditions; fear and mistrust of institutions, and a lack of knowledge about how to navigate the system; or,
   b. Other economic or social barriers, including childcare, housing, transportation, health, mental health, substance abuse, domestic violence, GED, training, adult basic education, English language learning.

Use of Program Data

[Lead organization only]

40. How are data entered in PAGES? Who is responsible for keeping participant records current?

41. Do other administrative data systems support HPOG programming? If so, what kinds? Who operates those systems and for what purposes?

42. Do organizations/staff share information about program participants? What protocols are in place to share this information?

43. Do you share these data with partners? Stakeholders? Participants?

44. Are data used for program management decisions, performance monitoring, or program correction? If so, please explain.

45. Are there any challenges to collecting and using the program data? If so, please explain.

46. Have you had successes collecting and using the program data? If so, please explain.
Program Processes

Supportive Services

47. What supportive services are offered by the [HPOG program], partner organizations, or others and how are they incorporated?
   a. Academic services (e.g., mentoring, tutoring)
   b. Social services (e.g., food assistance, childcare, transportation)
   c. Employment related services (e.g., job development and placement, resume development, mock interviews, soft skills training, career transitional)

48. Who provides the supportive services (e.g., the grantee, a partner organization, etc.)?
   a. What internal partnerships or relationships have been formed to implement the supportive service?
   b. What external partnerships have been formed to provide the supportive services?

49. For each new type of supportive service provided (academic, social, employment-related), have any resources been leveraged?

50. What assessments were conducted to determine needs (of participant and/or family)? Are needs re-assessed over time and if so, how and how often?

51. How is participant eligibility for supportive services determined? If multiple implementation sites, are the eligibility criteria for supportive services the same across implementation sites?

52. How do participants know about/are participants made aware of the supportive services that are available?

53. Are any supportive services culturally-based? If so, please describe.

54. How are supportive services sequenced and coordinated? Are they designed to address participants’ needs and unique barriers to employment? If yes, how so?

55. For any of the supportive services described, including [list of supportive services offered by grantee], are they provided to participants during the training period only? Does the intensity of support decrease with the length of enrollment? Are “bridge programs” (i.e., post-training or intervention supportive services) provided when a student completes the course of study to facilitate his/her transition to further education or employment?

56. Describe any challenges experienced in providing supportive services. What strategies are used to overcome the challenge(s) noted?

57. Describe any successes experienced in providing supportive services.

58. In your opinion, which supportive services, if any, have been most effective at enabling students to participate in and complete the program?

59. Does your organization provide supportive services to help parents and their children succeed? Or elders? Or extended family?
   a. What types of family supportive services are provided to HPOG participants?
   b. Does the [HPOG program] partner with any child-focused programs?

PROBE: Child/dependent care; transportation; flexible scheduling; tuition reimbursement; other? Is the program tracking any child-related outcomes?
Implementation Facilitators and Challenges

60. What kinds of things helped with implementing of the [HPOG program]? 
61. Is the [HPOG program] being implemented as intended (e.g., the proposed number of training sessions are being delivered)? 
62. Have you experienced any start-up challenges? If yes, please describe. 
63. What have you found to be helpful when starting-up the program? 
64. Have you experienced any implementation challenges? If yes, please describe. 
65. What have you found to be helpful when implementing the program? 
66. [For returning HPOG 1.0 grantees only] How did your experience in HPOG 1.0 influence your implementation of HPOG 2.0? 
   a. In what ways, if any, is your agency implementing HPOG 2.0 differently than HPOG 1.0? Why? 
   b. Are any of these experiences different than what you experienced in HPOG 1.0? Why do you think that is? 

Program Outcomes

Educational Attainment

67. As of [date], [insert number] students have completed training and [insert number] students did not complete training. In general, do you think students are progressing well in completing trainings? 
68. Do you have a sense for why some students dropped out the program? 
69. Have you found that generally participants who complete a training obtain a professional or industry recognized certificate or licensure? 
70. Have you found that generally students complete a second training or advanced to another level of training or degree program? If students enroll in a second training, is there a pattern to the way most students move from one training to the next (e.g., are they employed while completing the second training, do they enter the workforce and then return to the program for continued training, do they go straight from a first training to a second training without working in between, etc.)? 
71. Did the [HPOG program] recognize the accomplishments of participants? If yes, how so (e.g., graduation)? Are there other ways in which you recognized or celebrated success? Did you involve participants’ families in these activities? 

Employment

72. In your opinion, how effective has the [HPOG program] been in helping participants find employment? 
73. After completing training, are participants generally employed: 
   a. Full time 
   b. Part time 
   c. Internship (i.e., unpaid position) 
   d. Unemployed
74. Are participants generally finding employment in health professions or other industries? What types of jobs do participants have after completing training? Provide examples. Are any participants supervised or mentored by employers while on the job/practicum site?

75. Who are the major employers that have hired program participants? Where are these employers located (i.e., on reservation, off reservation, surrounding area, or not in the surrounding area)?
   a. Health professions? (Healthcare center, pharmacy, etc.?)
   b. Tribal employers?
   c. Non-tribal employers?

76. Do any of the employers have tribal hiring preferences and polices?

77. In your opinion do you think there are challenges that program participants will face in finding employment in a tribal community or other community? If so, what would these challenges be?

78. Do you have a process in place to track whether or not participants are receiving TANF or other benefits after they complete the program? Can you describe this process? Do you have any information about how many participants are no longer receiving services? Or still receiving services?
   a. If yes, can you provide us with this information?

79. Have you observed any changes in students’ goal setting and/or optimism about their future after completing the program? Can you share any examples?

80. What other outcomes or examples of participant success do you think participants achieved? PROBE: increased life skills, self-efficacy, confidence, proactive decision-making, reduced use of income supports, role modeling for their children or others, etc.

**Health Professions Workforce Capacity Building**

81. Of the following topics, has the [HPOG program] helped build capacity in any of the following areas?
   a. Developing sustainable curricula and learning modalities?
   b. Increasing instructional capacity?
   c. Obtaining equipment or facility upgrades?
   d. Expanding a network of supportive service providers or a referral system?
   e. Changing or expanding transfer or articulation agreements?
   f. Developing community college or workforce organization partnerships?
   g. Developing employer/industry partnerships or alliances?
   h. Creating a strategic alignment with public workforce investment system?
   i. Generating revenue?
   j. Growing or replicating programs?
   k. Are there any other areas that we haven’t included on this list?
Program Satisfaction

[Lead organization only]

82. In your opinion, are stakeholders satisfied with the [HPOG program]? Please explain.
   a. Administrative staff and program implementation staff?
   b. Partners?
   c. Employers?
   d. Participants?
   e. Tribal leadership and community members?

[Partner organization only]

83. Are you satisfied with the [HPOG program]? Why or why not?
84. Do you think other stakeholders are satisfied with the program? Please explain.
   a. Administrative staff and program implementation staff?
   b. Other Partners?
   c. Employers?
   d. Participants?
   e. Tribal leadership and community members?

[Lead and partner organizations]

85. In your opinion, what have been some of the key benefits for participants served through
   the [HPOG program]? For employers? Partners? For your organization?
86. Is there anything that you would change about the program that could be helpful to future
   participants? Employers? Partners? For your organization?

Conclusion

87. Is there anything you would like to add before concluding the interview?

Thank you for your participation.
Grantee and Partner Administrative Staff
Follow up Interview Protocol

This interview is being conducted for the evaluation of the second round of the Tribal Health Professions Opportunity Grants (HPOG) Program. The HPOG Program is administered by the Administration for Children and Families (ACF), an agency within the U.S. Department of Health and Human Services. ACF funded 32 five-year demonstration projects to provide education and training to Temporary Assistance for Needy Families (TANF) recipients and other low-income individuals for healthcare occupations. Five of the 32 demonstration projects were awarded to Tribal Organizations and Tribal Colleges to develop culturally-informed training programs. The Tribal HPOG Evaluation is a comprehensive evaluation of the design, implementation, and outcomes of the five Tribal HPOG programs. The interview questions will focus on your perceptions of the Tribal HPOG program, including the program design and curriculum, partnerships, recruitment, supportive services, family engagement, the quality of instruction, educational attainment and employment outcomes of participants, implementation barriers and facilitators, and overall satisfaction. The interview will take about 60 minutes to complete. Your participation is voluntary, but it is very important because your responses will help us to improve the program. We will keep information about you private and you will not be identified in any report or publication of this study or its results. You may decline to answer any question you wish. If you have any questions, please let me know.

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Note: This interview protocol will be tailored based on the specific role of an individual. All sections will not be applicable to every individual. No one individual will be asked all questions in this protocol.

Background

1. Please describe your agency or organization.
   a. What are the range of services and programs provided? To what degree was the grantee serving similar populations with similar programs prior to receiving HPOG funding?

2. What is your role in the organization/agency? How long have you been in this role? How long have you been with the organization?

3. What is your role and responsibilities for the [HPOG program]?
   a. Tell us how you became involved in the [HPOG program].
   b. Briefly describe your educational and professional background as it relates to your role on the [HPOG program]. Have you worked with Tribal populations before? If yes, describe.
Program Structures

Program Design

4. Are you aware of any changes to the program structure or partnerships since we last spoke?

5. How is the [HPOG program] integrated into the overall structure of the [HPOG grantee]?
   a. Are all positions filled? Were there any challenges in staffing the program?

6. How are program implementation and design decisions made?
   a. What community factors influence the design and implementation of the program (e.g., tribal or regional economic conditions or opportunities, economic development, effects of the recession, tribal or organizational priorities)? Please describe.

7. What, if any, resources have been leveraged to support this program?

8. Have any HPOG funds been used to make changes improvements to existing facilities or been used to purchase equipment for the [HPOG program] (e.g., lab equipment or supplies, equipment for distance learning)?

9. Is the program administered through multiple implementation sites? If so, are there differences in program design or implementation by site?

Partnerships

[Lead organization only]

10. Are you aware of any changes to the partnerships have been formed to deliver training or program services? Which partners are tribal vs. non-tribal? Specifically, what, if any, is the role of:
   a. Public human service agencies (e.g., TANF, housing, substance abuse, disability and other agencies)
   b. Public workforce investment system (e.g., Workforce Investment Act programs)
   c. Unions
   d. Employer and employment agencies
   e. Education and training institutions
   f. Faith-based and community-initiatives
   g. Other service providers?

11. Describe your partnerships with employers? Formal or informal?

12. What strategies are used for collaboration and coordination across all project partners? How are they established (formal and informal)?
   a. How is the partnership functioning? Are partners meeting their obligations (per the MOU, if applicable)?
   b. Have you run into any challenges? If yes, please describe.
   c. Have you had any successes? If yes, please describe.

13. Are community engagement strategies used to inform project planning and implementation? If yes, what kinds (e.g. advisory boards, council of elders, open community meetings/gatherings)?
[Partners only]

14. Describe your relationship with the [HPOG grantee].
   a. Have you worked with this organization before?
   b. How is the partnership functioning? Have you run into any challenges? If yes, please describe.

15. Aside from [HPOG grantee] do you work closely with any of the other organizations working with [HPOG Grantee] on the [HPOG program]? If yes:
   a. Have you worked with this organization before?
   b. How is the partnership functioning? Have you run into any challenges? If yes, please describe.
   c. Have you had any successes? If yes, please describe.

Curriculum

16. Are you aware of any changes to the program curriculum since the last time we spoke (or beginning of the program if new respondent)? If yes, please describe.

17. Are you aware of any changes to the instructional models being used since the last time we spoke? What is the evidence base for the strategy or model? Are there any other instructional models or strategies used? In your opinion, which seem to be associated with positive outcomes?
   a. PROBE: accelerated learning approaches: Modularized learning; I-BEST; Contextualized learning; Team teaching; Self-paced learning; Prior learning assessments; other?
   b. PROBE: Simulations; Assessment; Distance learning/on-line learning; Real time on-line instruction; other?

18. Was the strategy or model adapted? Was the strategy or model adapted in any way to be culturally relevant? If yes, please describe.

19. Describe the elements of the training program(s) and its curriculum/curricula. [Repeat for each program. If detail made available in other program materials, skip specifics below.]
   a. Competencies to be developed (e.g., skill requirements of the target occupation)
   b. Pre-requisites
   c. Duration of training program
   d. Who provides training
   e. Program location
      i. Convenience
      ii. Accessibility

20. Why was this curriculum/approach chosen? Was it adapted to fit your community or to make it more culturally-relevant? If yes, please describe.

21. Were adaptations or modifications made to the training program(s) based on local conditions or preferences? Based on partner input? If yes, please describe.
22. Does the [HPOG program] expose students to information about workplace culture, including industry attendance policies and on-the-job behavioral norms? If yes, how so?

23. What is your impression of the quality of instruction?

Implementation Staff Qualifications, Orientation and Retention

24. Are you aware of any changes to the staff responsible for implementing [HPOG program]? Did you face any challenges in finding staff with the qualifications that you are looking for?

25. Describe the training for staff responsible for implementing the program curriculum. How were they oriented to the program?

26. Describe the process for supervision and communication with program implementation staff. Are these staff mentored?

27. Has there been any implementation staff turnover? If yes, how was this handled? Do you think this had an effect on program implementation?

Contextual Factors

28. Does the [HPOG grantee], tribe, or local community have any economic development activities related to healthcare? Please describe.

29. What community characteristics shape participants’ employment opportunities? (To include general labor market conditions in the area, the extent and nature of job opportunities, and industry skill initiatives).

30. Describe any challenges or barriers to education/training and employment for population served. These might include:
   a. Socio-cultural barriers, including language and communication differences; practices that differ from their own beliefs and traditions; fear and mistrust of institutions, and a lack of knowledge about how to navigate the system; or,
   b. Other economic or social barriers, including childcare, housing, transportation, health, mental health, substance abuse, domestic violence, GED, training, adult basic education, English language learning.

Use of Program Data

[Lead organization only]

31. How are data entered in PAGES? Who is responsible for keeping participant records current?

32. Do other administrative data systems support HPOG programming? If so, what kinds? Who operates those systems and for what purposes?

33. Do organizations/staff share information about program participants? What protocols are in place to share this information?

34. Do you share these data with partners? Stakeholders? Participants?

35. Are data used for program management decisions, performance monitoring, or program correction? If so, please explain.

36. Are there any challenges to collecting and using the program data? If so, please explain.

37. Have you had successes collecting and using the program data? If so, please explain.
Program Processes

Supportive Services

38. Are you aware of any changes to the types of supportive services being provided to participants since the last time we spoke (or beginning of the program if new respondent)? If yes, please describe.
   a. Academic services (e.g., mentoring, tutoring)
   b. Social services (e.g., food assistance, childcare, transportation)
   c. Employment related services (e.g., job development and placement, resume development, mock interviews, soft skills training, career transitional)

39. Who provides the supportive services (e.g., the grantee, a partner organization, etc.)?
40. What assessments were conducted to determine needs (of participant and/or family)? Are needs re-assessed over time and if so, how and how often?
41. How is participant eligibility for supportive services determined? If multiple implementation sites, are the eligibility criteria for supportive services the same across implementation sites?
42. For any of the supportive services described, including [list of supportive services offered by grantee], are they provided to participants during the training period only? Does the intensity of support decrease with the length of enrollment? Are “bridge programs” (i.e., post-training or intervention supportive services) provided when a student completes the course of study to facilitate his/her transition to further education or employment?
43. Describe any challenges experienced in providing supportive services. What strategies are used to overcome the challenge(s) noted?
44. Describe any successes experienced in providing supportive services.
45. In your opinion, which supportive services, if any, have been most effective at enabling students to participate in and complete the program?
46. Does your organization provide supportive services to help parents and their children succeed? Or elders? Or extended family?
   a. What types of family supports are provided to HPOG participants? Does the [HPOG program] partner with any child-focused programs?
   
   PROBE: Child/dependent care; transportation; flexible scheduling; tuition reimbursement; other? Is the program tracking any child-related outcomes?

Implementation Facilitators and Challenges

47. Is the program being implemented as intended (e.g., the proposed number of training sessions are being delivered)?
48. Have you experienced any implementation challenges? If yes, please describe.
49. What have you found to be helpful when implementing the program?
50. [For returning HPOG 1.0 grantees only] How did your experience in HPOG 1.0 influence your implementation of HPOG 2.0?
   a. In what ways, if any, is your agency implementing HPOG 2.0 differently than HPOG 1.0? Why?
   b. Are any of these experiences different than what you experienced in HPOG 1.0? Why do you think that is?

Program Outcomes

Educational Attainment

51. As of [date], [insert number] students have completed training and [insert number] students did not complete training. In general, do you think students are progressing well in completing trainings?

52. Do you have a sense for why some students dropped out the program?

53. Have you found that generally participants who complete a training obtain a professional or industry recognized certificate or licensure?

54. Have you found that generally students complete a second training or advanced to another level of training or degree program? If students enroll in a second training, is there a pattern to the way most students move from one training to the next (e.g., are they employed while completing the second training, do they enter the workforce and then return to the program for continued training, do they go straight from a first training to a second training without working in between, etc.)?

55. Did the HPOG program recognize the accomplishments of participants? If yes, how so (e.g., graduation)? Are there other ways in which you recognized or celebrated success? Did you involve participants’ families in these activities?

Employment

56. In your opinion, how effective has the [HPOG program] been in helping participants find employment?

57. After completing training, are participants generally employed
   a. Full time
   b. Part time
   c. Internship (i.e., unpaid position)
   d. Unemployed

58. Are participants generally employed in health professions or other industries? What types of jobs do participants have after completing training? Provide examples. Are any participants supervised or mentored by employers while on the job/practicum site?

59. Who are the major employers that have hired HPOG participants? Where are these employers located (i.e., on reservation, off reservation, surrounding area, or not in the surrounding area)?
   a. Health professions? (Healthcare center, pharmacy, etc.)
   b. Tribal employers?
   c. Non-tribal employers?
60. Do any of the employers have tribal hiring preferences and polices?
61. In your opinion do you think there are challenges that HPOG participants will face in finding employment in a tribal community or other community? If so, what would these challenges be?
62. Do you have a process in place to track whether or not participants are receiving TANF or other benefits after they complete the program? Can you describe this process? Do you have any information about how many participants are no longer receiving services? Or still receiving services?
   a. If yes, can you provide us with this information?
63. Have you observed any changes in students’ goal setting and/or optimism about the future after completing the program? Can you share any examples?
64. What other outcomes or examples of participant success do you think participants achieved? PROBE: increased life skills, self-efficacy, confidence, proactive decision-making, reduced use of income supports, role modeling for their children or others, etc.

Health Professions Workforce Capacity Building
65. Of the following topics, has the [HPOG program] helped build capacity in any of the following areas?
   a. Developing sustainable curricula and learning modalities?
   b. Increasing instructional capacity?
   c. Obtaining equipment or facility upgrades?
   d. Expanding a network of supportive service providers or a referral system?
   e. Changing or expanding transfer or articulation agreements?
   f. Developing community college or workforce organization partnerships?
   g. Developing employer/industry partnerships or alliances?
   h. Creating a strategic alignment with public workforce investment system?
   i. Generating revenue?
   j. Growing or replicating programs?
   k. Are there any other areas that we haven’t included on this list?
66. Do you think the [HPOG program] or something similar will continue beyond the grant period if [HPOG grantee] does not continue to receive HPOG funding? Explain.

Program Satisfaction
[Lead organization only]
67. Do you think stakeholders are satisfied with the program? Please explain.
   a. Administrative staff and program implementation staff?
   b. Partners?
   c. Employers?
   d. Participants?
   e. Tribal leadership and community members?
[Partner organization only]

68. Are you satisfied with the [HPOG program]? Why or why not?
69. Do you think other stakeholders are satisfied with the program? Please explain.
   a. Administrative staff and program implementation staff?
   b. Other Partners?
   c. Employers?
   d. Participants?
   e. Tribal leadership and community members?

[Lead and partner organizations]

70. In your opinion, what have been some of the key benefits for participants served through the [HPOG program]? For employers? Partners? For your organization?
71. Is there anything that you would change about the program that could be helpful to future participants? Employers? Partners? For your organization?

Conclusion

72. Is there anything you would like to add before concluding the interview?

Thank you for your participation.
Program Implementation Staff
Initial (Year 1) Interview Protocol

This interview is being conducted for the evaluation of the second round of the Tribal Health Professions Opportunity Grants (HPOG) Program. The HPOG Program is administered by the Administration for Children and Families (ACF), an agency within the U.S. Department of Health and Human Services. ACF funded 32 five year demonstration projects to provide education and training to Temporary Assistance for Needy Families (TANF) recipients and other low-income individuals for healthcare occupations. Five of the 32 demonstration projects were awarded to Tribal Organizations and Tribal Colleges to develop culturally-informed training programs. The Tribal HPOG Evaluation is a comprehensive evaluation of the design, implementation, and outcomes of the five Tribal HPOG programs. The interview questions will focus on your perceptions of the Tribal HPOG program, including the program design and curriculum, recruitment, orientation, supportive services, family engagement, educational attainment and employment outcomes of participants, implementation barriers and facilitators, and overall satisfaction. The interview will take about 90 minutes to complete. Your participation is voluntary, but it is very important because your responses will help us to improve the program. We will keep information about you private and you will not be identified in any report or publication of this study or its results. You may decline to answer any question you wish. If you have any questions, please let me know.

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. The OMB number for this information collection is 0970-0462 and the expiration date is 6/30/2020.

Note: This interview protocol will be tailored based on the specific role of an individual. All sections may not be applicable to every individual. It is unlikely that any one individual will be asked all questions in this protocol.

Background

1. Please describe your agency or organization.
   a. What are the range of services and programs provided? To what degree was the [HPOG grantee] serving similar populations with similar programs prior to receiving HPOG funding?

2. What is your role in the organization/agency? How long have you been in this role? How long have you been with the [HPOG grantee]?

3. What is your role and responsibilities for the [HPOG program]?
   a. Tell us how you became involved in the [HPOG program].
   b. Briefly describe your educational and professional background as it relates to your role on the [HPOG program]. Have you worked with Tribal populations before?
Planning

4. Were you involved in planning for the program? YES NO
   If no, skip to the next section.
   If yes, continue with the questions below.

5. What was your role in planning for the program?

6. In your opinion, were different viewpoints regarding the program considered during the planning process? If yes, how so? Can you tell me more about what the different viewpoints were? Probe: whose viewpoints were considered/ incorporated, e.g., employers, partners, students, community members, etc.

7. Were there challenges that required a compromise? Explain.

Program Structures

Program Design and Partnerships

8. What is the administrative structure of the [HPOG program]?
   a. What organizations are responsible for each of the program components (e.g., academic instruction, recruitment, provision of supportive services, etc.)?
   b. What partnerships have been formed to deliver training or program services?
   c. Do you work with any of the partners directly as part of your role on the [HPOG program]? If so, have you experienced any challenges or success working with those partners?

9. How is the [HPOG program] integrated into the overall structure of the [HPOG grantee]?
   a. Were there staffing changes made to implement the [HPOG program]?
   b. Are all positions filled? Were there any challenges in staffing the program?

10. How are implementation and design decisions made?
    a. What tribal or regional economic conditions or opportunities affect the design of the [HPOG program]? What community factors influence the design and implementation of the program (e.g., economic development, effects of the recession, tribal or organizational priorities)? Please describe.

11. What, if any, resources have been leveraged to support this program?

12. Have any HPOG funds been used to make changes improvements to existing facilities or been used to purchase equipment for the [HPOG program] (e.g., lab equipment or supplies, equipment for distance learning)?

13. Is the program administered through multiple implementation sites? If so, are there differences in program design or implementation by site?

Curriculum

14. What academic or training programs are offered by the [HPOG program]? What is the program curriculum (e.g. academic lectures, field practicum training manual)?

15. How did your organization decide to offer trainings for these occupations (e.g., based on labor market information and local demand)?

16. Were you involved in curriculum development? What did you do?
17. We understand your instructional models are [types of instructional models being used]. How did you decide to use these models? Are there any other instructional models or strategies used? What is the evidence base for the strategy or model? In your opinion, which seem to be associated with positive outcomes? Please explain.
   
   a. **PROBE: accelerated learning approaches:** Modularized learning; I-BEST; Contextualized learning; Team teaching; Self-paced learning; Prior learning assessments; other?
   
   b. **PROBE: Simulations; Assessment; Distance learning/on-line learning; Real time on-line instruction; other?**

18. Was the strategy or model adapted? Was the strategy or model adapted in any way to be culturally relevant? If yes, please describe.

19. Were adaptations or modifications made to the training program(s) based on local conditions or preferences?

20. Does the [HPOG program] expose students to information about workplace culture, including industry attendance policies and on-the-job behavioral norms? If yes, how so?

21. **If program instructor** Do you have previous experience teaching this curriculum to American Indian or Alaska Native students? If not, did you do anything to prepare for teaching this curriculum to this population? Please describe.

22. **For respondents who are not program instructors, if applicable** What is your impression of the quality of instruction?

**Contextual Factors**

23. Describe any challenges or barriers to education/training and employment for population served. These might include

   a. **Socio-cultural barriers, including language and communication differences; practices that differ from their own beliefs and traditions; fear and mistrust of institutions, and a lack of knowledge about how to navigate the system; or,**

   b. **Other economic or social barriers, including childcare, housing, transportation, health, mental health, substance abuse, domestic violence, GED, training, adult basic education, English language learning.**

24. Does the [HPOG grantee], tribe, or local community have any economic development activities related to healthcare? Please describe.

**Use of Program Data**

25. Who all is responsible on your team for keeping participant records current? What is your process for entering data into PAGES?

26. Do other administrative data systems support HPOG programming? If so, what kinds? Who operates those systems and for what purposes?

27. How does organizations/staff share information about program participants? What protocols are in place to share this information?

28. How do you share these data with partners? Stakeholders? Participants?

29. How are data used for program management decisions, performance monitoring, or program correction? If so, please explain.
30. Are there any challenges to collecting and using the program data? If so, please explain.
31. Have there been any successes to collecting and using the program data? If so, please explain.

**Program Processes**

**Recruitment**

32. What recruitment methods are used? In your opinion are these methods effective? Explain. Which method seemed to be most effective? Least effective?
   a. How are participants identified/targeted for the program?
   b. What are the referral sources?
33. What are the enrollment requirements?
34. What assessments are conducted, including academic, employability, personality, or other assessments? How are they used?
35. Did you have more/fewer participants than anticipated?
   a. If more, was a wait list developed?
   b. If fewer, what are you doing to encourage interest?
36. Did you experience any challenges in recruiting participants? If so, describe. Are you still experiencing these challenges?

**Orientation**

37. How are students welcomed/oriented to the program?
   a. In your opinion, did some orientation strategies facilitate program participation and completion more than others?
38. Who participates in welcoming and orienting participants to the program?
   a. *PROBE: What are their different roles?*
39. *If applicable* Do you have a program orientation agenda that you can share with us?
40. Following orientation, is there a training plan developed for each participant? Can you tell us what you do?
41. Have you experienced any challenges in conducting your orientation for program participants? And if so, how have you dealt with them?

**Supportive Services**

42. What supportive services are offered by the [HPOG program], partner organizations, or others and how are they incorporated?
   a. Academic services (e.g., mentoring, tutoring)
   b. Social services (e.g., food assistance, childcare, transportation)
   c. Employment related services (e.g., job development and placement, resume development, mock interviews, soft skills training, career transitional)
43. Who provides the services (e.g., the [HPOG program], the [HPOG grantee], a partner organization, etc.)?
   a. What internal partnerships or relationships have been formed to implement the supportive service?
   b. What external partnerships have been formed to provide this supportive service?
44. For each new type of supportive service provided (academic, social, employment related) have any resources been leveraged?
45. What assessments were conducted to determine needs (of participant and/or family)? Are needs re-assessed over time and if so, how and how often?
46. How is participant eligibility for supportive services determined? If multiple implementation sites, are the eligibility criteria for supportive services the same across implementation sites?
47. How do participants know about/are participants made aware of the supportive services that are available?
48. Are supportive services culturally-based? If so, please describe.
49. How are supportive services sequenced and coordinated? Are they designed to address participants’ needs and unique barriers to employment? If yes, how so?
50. For any of the supportive services described, including [list of supportive services offered by grantee], are they provided to participants during the training period only? What services were provided by the grantee and which were provided by the partner? Does the intensity of support decrease with the length of enrollment? Are “bridge programs” (i.e., post-training or intervention services or supports) provided when a student completes the course of study to facilitate his/her transition to further education or employment?
51. Describe any challenges experienced in providing supportive services. What strategies are used to overcome the challenge(s) noted?
52. Describe any successes experiences in providing supportive services.
53. In your opinion, which supportive services, if any, have been most effective at enabling students to participate in and complete the program? Please explain.
54. Does your organization provide supportive services to help parents and their children succeed? Or elders? Or extended family?
   a. If yes, what types of family supportive services are provided to HPOG participants? Does the [HPOG program] partner with any child-focused programs?

   PROBE: Child/dependent care; transportation; flexible scheduling; tuition reimbursement; other? Is the program tracking any child-related outcomes?
Implementation Facilitators and Challenges
55. Is the program being implemented as intended (e.g., the proposed number of training sessions are being delivered)?
56. Have you experienced any start-up challenges? If yes, please describe.
57. What have you found to be helpful when starting-up the program?
58. Have you experienced any implementation challenges? If yes, please describe.
59. What have you found to be helpful when implementing the program? Did you receive any training for your position? If yes, describe. Did the training help you effectively implement the program? What aspect(s) were most helpful?
60. Do you receive mentorship from program leadership and/or your peers?
61. [For returning HPOG 1.0 grantees only] Are any of these experiences different than what you experienced in HPOG 1.0? Why do you think that is?

Program Outcomes

Educational Attainment
62. As of [date], [insert number] students have completed training and [insert number] students did not complete training. In general, do you think students are progressing well in completing trainings? Do you have a sense for why some students dropped out the program? Have you found that generally participants who complete a training obtain a professional or industry recognized certificate or licensure?
63. Have you found that generally students complete a second training or advanced to another level of training or degree program? If students enroll in a second training, is there a pattern to the way most students move from one training to the next (e.g., are they employed while completing the second training, do they enter the workforce and then return to the program for continued training, do they go straight from a first training to a second training without working in between, etc.)?
64. Did the [HPOG program] recognize the accomplishments of participants? If yes, how so (e.g., graduation)? Are there other ways in which you recognized or celebrated success? Did you involve participants’ families in these activities?

Employment
65. In your opinion, how effective has the [HPOG program] been in helping participants find employment?
66. After completing training, are participants generally employed:
   a. Full time
   b. Part time
   c. Internship (i.e., unpaid position)
   d. Unemployed
67. Are they employed in health professions or other industries? What types of jobs do participants have after completing training? Provide examples. Are participants supervised or mentored while on the job/practicum site?
68. Who are the major employers that have hired program participants? Where are these employers located (i.e., on reservation, off reservation, surrounding area, or not in the surrounding area)?
   a. Health professions? (Healthcare center, pharmacy, etc.)?
   b. Tribal employers?
   c. Non-tribal employers?

Do any of the employers have tribal hiring preferences and polices?

69. In your opinion, do you think there are challenges that program participants will face in finding employment in a tribal community or other community? If so, what would these challenges be?

70. Do you have a process in place to track whether or not participants are receiving TANF or other benefits after they complete the program? Can you describe this process? Do you have any information about how many participants are no longer receiving services? Or still receiving services?
   a. If yes, can you provide us with this information?

71. Have you observed any changes in students’ goal setting and/or optimism about the future after completing the program? Can you share any examples?

72. What other outcomes or examples of participant success do you think participants achieved (e.g., increased life skills, self-efficacy, confidence, proactive decision-making, reduced use of income supports, role modeling for their children or others, etc.)?

**Health Professions Workforce Capacity Building**

73. Of the following topics, has the [HPOG program] helped build capacity in any of the following areas?
   a. Developing sustainable curricula and learning modalities?
   b. Increasing instructional capacity?
   c. Obtaining equipment or facility upgrades?
   d. Expanding a network of supportive service providers or a referral system?
   e. Changing or expanding transfer or articulation agreements?
   f. Developing community college or workforce organization partnerships?
   g. Developing employer/industry partnerships or alliances?
   h. Creating a strategic alignment with public workforce investment system?
   i. Generating revenue?
   j. Growing or replicating programs?
   k. Are there any other areas that we haven’t included on this list?
Program Satisfaction

74. In your opinion, are stakeholders satisfied with the program? Please explain.
   a. Administrative staff and program implementation staff?
   b. Partners?
   c. Employers?
   d. Participants?
   e. Tribal leadership and community members?

75. In your opinion, what have been some of the key benefits for participants served through the [HPOG program]? For employer? For partners? For your organization?

76. Is there anything that you would change about the program that could be helpful to future participants? Employers? Partners? Your organization?

Conclusion

77. Is there anything you would like to add before concluding the interview?

*Thank you for your participation.*
Program Implementation Staff
Follow up Interview Protocol

This interview is being conducted for the evaluation of the second round of the Tribal Health Professions Opportunity Grants (HPOG) Program. The HPOG Program is administered by the Administration for Children and Families (ACF), an agency within the U.S. Department of Health and Human Services. ACF funded 32 five year demonstration projects to provide education and training to Temporary Assistance for Needy Families (TANF) recipients and other low-income individuals for healthcare occupations. Five of the 32 demonstration projects were awarded to Tribal Organizations and Tribal Colleges to develop culturally-informed training programs. The Tribal HPOG Evaluation is a comprehensive evaluation of the design, implementation, and outcomes of the five Tribal HPOG programs. The interview questions will focus on your perceptions of the Tribal HPOG program, including the program design and curriculum, recruitment, orientation, supportive services, family engagement, educational attainment and employment outcomes of participants, implementation barriers and facilitators, and overall satisfaction. The interview will take about 90 minutes to complete. Your participation is voluntary, but it is very important because your responses will help us to improve the program. We will keep information about you private and you will not be identified in any report or publication of this study or its results. You may decline to answer any question you wish. If you have any questions, please let me know.

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. The OMB number for this information collection is 0970-0462 and the expiration date is 6/30/2020.

Note: This interview protocol will be tailored based on the specific role of an individual. All sections may not be applicable to every individual. It is unlikely that any one individual will be asked all questions in this protocol.

Background

1. Please describe your agency or organization.
   a. What are the range of services and programs provided? To what degree was the [HPOG grantee] serving similar populations with similar programs prior to receiving HPOG funding?

2. What is your role in the organization/agency? How long have you been in this role? How long have you been with the [HPOG grantee]?

3. What is your role and responsibilities for the [HPOG program]?
   a. Tell us how you became involved in the [HPOG program].
   b. Briefly describe your educational and professional background as it relates to your role on the [HPOG program]. Have you worked with Tribal populations before?
Program Structures

Program Design and Partnerships

4. Are you aware of any changes to the program structure or partnerships since we last spoke?
   a. Do you work with any of the partners directly as part of your role on the [HPOG program]? If so, have you experienced any challenges or success working with those partners?

5. How is the [HPOG program] integrated into the overall structure of the [HPOG grantee]?
   a. Are all positions filled? Were there any challenges in staffing the [HPOG program]?

6. How are implementation and design decisions made?
7. What, if any, resources have been leveraged to support this program?
8. Have any HPOG funds been used to make changes improvements to existing facilities or been used to purchase equipment for the [HPOG program] (e.g., lab equipment or supplies, equipment for distance learning)?
9. Is the program administered through multiple implementation sites? If so, are there differences in program design or implementation by site?
10. What tribal or regional economic conditions or opportunities affect the design of the [HPOG program]? What community factors influence the design and implementation of the program (e.g., economic development, effects of the recession, tribal or organizational priorities)? Please describe.

Curriculum

11. Are you aware of any changes to the program curriculum since the last time we spoke (or beginning of the program if new respondent)? If yes, please describe.
12. Are you aware of any changes to the instructional models being used since the last time we spoke? Are there any other instructional models or strategies used? What is the evidence base for the strategy or model? In your opinion, which seem to be associated with positive outcomes? Please explain.
   a. **PROBE**: accelerated learning approaches: Modularized learning; I-BEST; Contextualized learning; Team teaching; Self-paced learning; Prior learning assessments; other?
   b. **PROBE**: Simulations; Assessment; Distance learning/on-line learning; Real time on-line instruction; other?

13. Was the strategy or model adapted? Was the strategy or model adapted in any way to be culturally relevant? If yes, please describe.
14. Were adaptations or modifications made to the training program(s) based on local conditions or preferences?
15. Does the [HPOG program] expose students to information about workplace culture, including industry attendance policies and on-the-job behavioral norms? If yes, how so?
16. [If program instructor] Do you have previous experience teaching this curriculum to American Indian or Alaska Native students? If not, did you do anything to prepare for teaching this curriculum to this population? Please describe.

17. [For respondents who are not program instructors, if applicable] What is your impression of the quality of instruction?

**Contextual Factors**

18. Describe any challenges or barriers to education/training and employment for population served. These might include:
   a. *Socio-cultural barriers include language and communication differences; practices that differ from their own beliefs and traditions; fear and mistrust of institutions, and a lack of knowledge about how to navigate the system.*
   b. *Other economic or social barriers include childcare, housing, transportation, health, mental health, substance abuse, domestic violence, GED, training, adult basic education, English language learning.*

19. Does the [HPOG grantee], tribe, or local community have any economic development activities related to healthcare? Please describe.

**Use of Program Data**

20. Who all is responsible on your team for keeping participant records current? What is your process for entering data into PAGES?

21. Do other administrative data systems support HPOG programming? If so, what kinds? Who operates those systems and for what purposes?

22. How does organizations/staff share information about program participants? What protocols are in place to share this information?

23. How do you share these data with partners? Stakeholders? Participants?

24. How are data used for program management decisions, performance monitoring, or program correction? If so, please explain.

25. Are there any challenges to collecting and using the program data? If so, please explain.

26. Have there been any successes to collecting and using the program data? If so, please explain.

**Program Processes**

**Recruitment**

27. Are you aware of any changes to recruitment methods since we last spoke (or beginning of the program if new respondent)? In your opinion are the methods used effective? Explain. Which method seemed to be most effective? Least effective?
   a. How are participants identified/targeted for the program?
   b. What are the referral sources?

28. What are the enrollment requirements?

29. What assessments are conducted, including academic, employability, personality, or other assessments? How are they used?
30. Did you have more/fewer participants than anticipated?
   a. If more, was a wait list developed?
   b. If fewer, what are you doing to encourage interest?

31. Did you experience any challenges in recruiting participants? If so, describe. Are you still experiencing these challenges?

Orientation

32. Are you aware of any changes to orientation since we last spoke (or beginning of the program if new respondent)?
   a. In your opinion, did some orientation strategies facilitate program participation and completion more than others?

33. Who participates in welcoming and orienting participants to the program?
   a. PROBE: What are their different roles?

34. [If applicable] Do you have a program orientation agenda that you can share with us?

35. Following orientation, is there a training plan developed for each participant? Can you tell us what you do?

36. Have you experienced any challenges in conducting your orientation for program participants? And if so, how have you dealt with them?

Supportive Services

37. Are you aware of any changes to the types of supportive services being provided to participants since the last time we spoke (or beginning of the program if new respondent)? If yes, please describe.
   a. Academic services (e.g., mentoring, tutoring)
   b. Social services (e.g., food assistance, childcare, transportation)
   c. Employment related services (e.g., job development and placement, resume development, mock interviews, soft skills training, career transitional)

38. Who provides the services (e.g., the [HPOG program], the [HPOG grantee], a partner organization, etc.)?

39. What assessments were conducted to determine needs (of participant and/or family)? Are needs re-assessed over time and if so, how and how often?

40. How is participant eligibility for supportive services determined? If multiple implementation sites, are the eligibility criteria for supportive services the same across implementation sites?

41. Have students utilized these services? Which services/group of services have been utilized most frequently?

42. For any of the supportive services described, including [list of supportive services offered by grantee], are they provided to participants during the training period only? What services were provided by the grantee and which were provided by the partner? Does the intensity of support decrease with the length of enrollment? Are “bridge programs” (i.e., post-training or intervention services or supports) provided when a student completes the course of study to facilitate his/her transition to further education or employment?
43. Describe any challenges experienced in providing supportive services. What strategies are used to overcome the challenge(s) noted?
44. Describe any successes experiences in providing supportive services.
45. In your opinion, which supportive services, if any, have been most effective at enabling students to participate in and complete the program? Please explain.
46. Does your organization provide supportive services to help parents and their children succeed? Or elders? Or extended family?
   a. If yes, what types of family supportive services are provided to HPOG participants? Does the program partner with any child-focused programs?
   PROBE: Child/dependent care; transportation; flexible scheduling; tuition reimbursement; other? Is the program tracking any child-related outcomes?

Implementation Facilitators and Challenges
47. Is the program being implemented as intended (e.g., the proposed number of training sessions are being delivered)?
48. Have you experienced any implementation challenges? If yes, please describe.
49. What have you found to be helpful when implementing the program?
50. Did you receive any training for your position? If yes, describe. Did the training help you effectively implement the program? What aspect(s) were most helpful?
51. Do you receive mentorship from program leadership and/or your peers?
52. [For returning HPOG 1.0 grantees only] Are any of these experiences different than what you experienced in HPOG 1.0? Why do you think that is?

Program Outcomes

Educational Attainment
53. As of [date], [insert number] students have completed training and [insert number] students did not complete training. In general, do you think students are progressing well in completing trainings?
54. Do you have a sense for why some students dropped out the program?
55. Have you found that generally participants who complete a training obtain a professional or industry recognized certificate or licensure?
56. Have you found that generally students complete a second training or advanced to another level of training or degree program? If students enroll in a second training, is there a pattern to the way most students move from one training to the next (e.g., are they employed while completing the second training, do they enter the workforce and then return to the program for continued training, do they go straight from a first training to a second training without working in between, etc.)?
57. Did the HPOG program recognize the accomplishments of participants? If yes, how so (e.g., graduation)? Are there other ways in which you recognized or celebrated success? Did you involve participants’ families in these activities?
Employment

58. In your opinion, how effective has the [HPOG program] been in helping participants find employment?

59. After completing training, are participants generally employed
   a. Full time
   b. Part time
   c. Internship (i.e., unpaid position)
   d. Unemployed

60. Are they employed in health professions or other industries? What types of jobs do participants have after completing training? Provide examples. Are participants supervised or mentored while on the job/practicum site?

61. Who are the major employers that have hired program participants? Where are these employers located (i.e., on reservation, off reservation, surrounding area, or not in the surrounding area)?
   a. Health professions? (Healthcare center, pharmacy, etc.)?
   b. Tribal employers?
   c. Non-tribal employers?

Do any of the employers have tribal hiring preferences and polices?

62. In your opinion do you think there are challenges that program participants will face in finding employment in a tribal community or other community? If so, what would these challenges be?

63. Do you have a process in place to track whether or not participants are receiving TANF or other benefits after they complete the program? Can you describe this process? Do you have any information about how many participants are no longer receiving services? Or still receiving services?
   a. If yes, can you provide us with this information?

64. Have you observed any changes in students’ goal setting and/or optimism about the future after completing the program? Can you share any examples?

65. What other outcomes or examples of participant success do you think participants achieved (e.g., increased life skills, self-efficacy, confidence, proactive decision-making, reduced use of income supports, role modeling for their children or others, etc.)?
Health Professions Workforce Capacity Building

66. Of the following topics, has the [HPOG program] helped build capacity in any of the following areas?
   a. Developing sustainable curricula and learning modalities?
   b. Increasing instructional capacity?
   c. Obtaining equipment or facility upgrades?
   d. Expanding a network of supportive service providers or a referral system?
   e. Changing or expanding transfer or articulation agreements?
   f. Developing community college or workforce organization partnerships?
   g. Developing employer/industry partnerships or alliances?
   h. Creating a strategic alignment with public workforce investment system?
   i. Generating revenue?
   j. Growing or replicating programs?
   k. Are there any other areas that we haven’t included on this list?

67. Do you think the [HPOG program] or something similar will continue beyond the grant period if the [HPOG grantee] does not continue to receive HPOG funding? Explain.

Program Satisfaction

68. In your opinion, are stakeholders satisfied with the program? Please explain.
   a. Administrative staff and program implementation staff?
   b. Partners?
   c. Employers?
   d. Participants?
   e. Tribal leadership and community members?

69. In your opinion, what have been some of the key benefits for participants served through the [HPOG program]? For employer? Partners? For your institution/organization/tribal college?

70. Is there anything that you would change about the program that could be helpful to future participants? Employers? For partners? Your organization?

Conclusion

71. Is there anything you would like to add before concluding the interview?

Thank you for your participation.
Employer Interview Protocol
Initial and Follow up Site Visits

This interview is being conducted for the evaluation of the second round of the Tribal Health Profession Opportunity Grants (HPOG) Program. The HPOG Program is administered by the Administration for Children and Families (ACF), an agency within the U.S. Department of Health and Human Services. ACF funded 32 five-year demonstration projects to provide education and training to Temporary Assistance for Needy Families (TANF) recipients and other low-income individuals for healthcare occupations. Five of the 32 demonstration projects were awarded to Tribal Organizations and Tribal Colleges to develop culturally-informed training programs. The Tribal HPOG Evaluation is a comprehensive evaluation of the design, implementation, and outcomes of the five Tribal HPOG programs. The interview questions will focus on your perceptions of the Tribal HPOG program, including the program design and curriculum, partnerships, the local healthcare labor market, supportive services, educational attainment and employment outcomes of participants, implementation barriers and facilitators, and overall satisfaction. The interview will take about 45 minutes to complete. Your participation is voluntary, but it is very important because your responses will help us to improve the program. We will keep information about you private and you will not be identified in any report or publication of this study or its results. You may decline to answer any question you wish. If you have any questions, please let me know.

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Note: This interview protocol will be tailored based on the employer’s role in the HPOG program. All sections may not be applicable to every employer.

Background

1. Please tell us about your organization.
   a. How long has it been in existence? What is its history?
   b. What types of services or products does it provide?
   c. What is your organization’s service area?
   d. Does your organization serve tribal populations?

2. What is your role in the organization?

Partnership

We are now going to ask a series of questions about the [HPOG program]. [HPOG program] is a program at [HPOG grantee] that is training individuals for careers in the health professions.

3. How did you become involved with the [HPOG program]? Please describe.
4. Is your organization’s relationship to the [HPOG program] a formal one (i.e. with MOU) or informal? Describe your relationship with the [HPOG grantee].
5. What are your roles and responsibilities for the [HPOG program]?

6. Have you worked with [HPOG grantee] before?
   a. *Other than [HPOG grantee] do you work closely with any of the other organizations that are working with [HPOG grantee] on the [HPOG program]?* If yes, please describe.

7. How is the partnership with [HPOG grantee] working out? Have you run into any challenges? If yes, please describe.
   a. Have you had any successes so far? If yes, please describe.

**Local Healthcare Labor Market**

8. How would you describe the local or regional economic context at this time?
   a. Are there any areas of job growth or decline?

9. Who are the major employers in this area/region? Who are the major healthcare employers in this area/region? How far are these employers from the [HPOG grantee] site and/or where the program participants reside (e.g., on reservation, surrounding area)?

10. In your opinion, what are the needs of healthcare employers in this area/region?
    a. What are the local labor market conditions for [HPOG program]? In particular, what is the demand for entry- and mid-level positions in your industry?
    b. Are there other local or regional training opportunities in the local healthcare industry? What educational opportunities are in place for low-income workers in vocational training?
        i. *PROBE: What do you know about local healthcare industry training opportunities for low-income populations that existed prior to the [HPOG program]? Did they expand or change under the [HPOG program]?*

11. From your perspective, what is the rationale and need for offering training in these occupations?

12. Do you know why [HPOG grantee] decided to offer training for these occupations? If yes, please explain.

**Planning**

13. Was your organization involved in planning for the program? YES NO
   
   *If no, skip to the next section.*
   
   *If yes, continue with the questions below.*

14. As an employer, did you or others from your organization collaborate or consult on the grant application and/or program design? If so, what did you do?
   
   *PROBE: Develop program design; Identify and map needed knowledge and skills for healthcare jobs; Identify career pathways and credentials; Review and develop curricula.*

15. Will your organization be involved in program planning/updates/decision-making throughout the program period?
   a. If yes, in what ways?
Employer Connections

16. As an employer, are you involved in the [HPOG program] operations or training? If yes, in what ways?
   
   **PROBE:** Serve on the [HPOG program] leadership team; Participate in Advisory Boards or Committees; Provide resources to support education and training (equipment, facilities); Serve as instructors; Mentor students; Participate in presentations, career fairs, or mock interviews; Commit to hire program graduates.

17. Has your organization or other local employers developed an incumbent worker program for the [HPOG program]? If so, please describe. **PROBE:** Incumbent worker training; Flexible schedules; Tuition reimbursement, other.

18. Is your organization involved in the planning, designing or implementation of any of the following strategies?
   
   a. Apprenticeships
   b. Work-study placements
   c. Internships
   d. Visits to local employers
   e. Job shadowing
   f. Other work-based learning experiences
   g. **For each activity identified, ask these questions:** For which occupations is it available? How do participants gain access? How is each activity or placement structured (duration, hours per week, etc.)? Does the activity lead to a credential?

19. Does your organization work with the [HPOG program] to provide employment development services or activities? Are any of the following services or activities provided by your organization?
   
   a. Individual and group job search and placement assistance, workplace skills training and counseling, job retention and advancement training and counseling?
   b. **For each activity:** What is its content and structure? Is it voluntary or mandatory? Who provides the service?

Funding and Leveraged Resources

20. Does your organization provide any in-kind resources for the [HPOG program]?

21. Did your organization assist with any changes or improvement to the [HPOG program] facilities? Or provide equipment?
Program Design

22. Were you involved in advising, designing, or developing any program components and curricula for the [HPOG program]?
   a. If yes, what did you do? [role]
   b. Describe your understanding of the [HPOG program]:
      PROBE:
   c. Are you aware of the strategies or instructional model(s) used to deliver instruction in the targeted healthcare profession (e.g., accelerated learning models/interventions, technology-enabled learning)?
   d. Was the strategy or model adapted? Was the strategy or model adapted in any way to be culturally relevant?
   e. Why was this curriculum/model/approach chosen? Were other curricula/models/approaches considered? If so, which ones?
   f. Did the evidence for this curriculum/model/approach show relative advantage over other programs?

23. How do the goals of the [HPOG program] and trainings offered by the [HPOG program] relate to your organization and its work?

24. [Follow up site visits only] Are you aware of any changes to the program since the last time we spoke [or beginning of the program]?

25. How does the focus on career pathways[^1] in the [HPOG program] relate to your organization and its work? In other words, are there opportunities for employees to advance at your organization? Is additional training required for advancement at your organization? If yes, do you support this additional training (e.g., financially, etc.)?

Outreach and Recruitment

26. Is your organization involved in outreach or recruitment of participants for the [HPOG program]? If yes, what do you do?

27. What have you found to be successful marketing strategies?

28. Do you or your organization play a role in assessing participant skills? If yes, please describe.

Supportive Services

29. Do you know about any services or incentives that are being provided to program participants?
   a. Academic services (e.g., mentoring, tutoring)
   b. Social services (e.g., food assistance, childcare, transportation)
   c. Employment related services (e.g., job development and placement, resume development, mock interviews, soft skills training, career transitional)

[^1]: A career pathway is a sequence of steps by which a worker can progress to more demanding, higher-paying jobs.
30. **[If knowledgeable]**, do you think these services make a difference for program participants? If so, how?

31. Does your organization provide supportive services to help program participants employed at your organization who are parents provide for or support their children or extended family? If yes, what do you do?

   **PROBE:** Child/dependent care; transportation; flexible scheduling; tuition reimbursement; other?

**Facilitators and Challenges**

32. What kinds of things have been helping with implementation of the [HPOG program]?

33. What challenges have been experienced? Were they resolved? If so, how?

**Employment Outcomes**

34. Do you currently employ any [HPOG program] participants? Yes or No.
   a. If no, what are your reasons for not doing so?
   b. If yes, how many do you currently employ and in what positions?

35. Do you expect to employ any [HPOG program] participants in the future? Yes or No.
   a. If yes, in what positions? How many?
   b. If no, what are your reasons for not planning to in the future?

36. **[Ask only if they have hired]** What are your impressions of program graduates?
   a. Do the employee(s) have the skill set needed for the job?
   b. Approximately how much do these employee(s) earn? **PROBE:** Wage, salary. Do employee(s) receive any additional benefits (e.g., healthcare coverage)?
   c. Do you think these [HPOG program] participants will be able to advance in your organization or in another health field with higher pay? What do you think is needed to realize this potential? Is additional training required? If so, would you refer your employees back to the [HPOG program]?
   d. Were some positions grant funded? If yes, how many and which ones?

37. **[Ask if employer is directly involved with or knowledgeable of hiring]** Did or will the [HPOG program] help to fill vacancies in the Tribal health workforce? Are participants serving Tribal populations?
   a. In your opinion do you think there are challenges that [HPOG program] participants will face in finding employment in a tribal community or other community? If so, what would these challenges be?
   b. Do you know if other employers are aware of the [HPOG program]?
Program Satisfaction

38. Does the [HPOG program] benefit your organization? If yes, how so? *Examples are skilled workers, reduced turnover, productivity, less need for recruitment, career pathways, and diversity.*

39. In your opinion, what have been some of the key benefits for participants from the [HPOG program]?

40. Is there anything that you would change about the [HPOG program] that could be helpful to:
   a. Future participants?
   b. The [HPOG grantee]?
   c. Other employers?

Conclusion

41. Is there anything you would like to add before concluding the interview?

*Thank you for your participation.*
Participant Focus Group for Current HPOG Students

Good morning/afternoon. My name is [insert name] and I work for NORC at the University of Chicago. NORC has been contracted by the Administration for Children and Families to evaluate the Tribal Health Profession Opportunity Grants (HPOG) Program. The [HPOG program] you participated in through [HPOG grantee] is part of the Tribal HPOG Program.

The Tribal HPOG Evaluation is a comprehensive evaluation of the design, implementation, and outcomes of the Tribal HPOG Program. The focus group questions will focus on your perceptions of the [HPOG program], including the program design and curriculum, recruitment, orientation, supportive services, family engagement, the quality of instruction, educational attainment and employment outcomes, and overall satisfaction. The focus group will take about 90 minutes. Your participation is voluntary, but it is very important because your responses will help us to improve the program. We will keep information about you private and you will not be identified in any report or publication of this study or its results. You may decline to answer any question you wish. If you have any questions, please let me know.

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1. Please tell us your first name and what academic/training program you are enrolled in.
2. What about the [HPOG program] interested you? Why did you decide to participate?
   a. What are your career goals?
3. How did you learn about the [HPOG program]? Describe the recruitment or referral process.
4. How did you decide which academic/training program to enroll in?
   a. Did you talk with any staff or school counselors?
   b. Why did you choose that particular program?
   c. Did you have any concerns about participating? If yes, please describe.

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2 The Focus Group occurs once a year during the evaluation team’s annual site visit.
5. Before or after enrollment, did you talk about any academic or non-academic concerns that would affect completion of the program with a staff, counselor or case manager?
   a. What are some of the needs of students in [HPOG program]?
   b. Does the [HPOG program] ask students their family’s needs? *Probe for children needs, elder needs, extended family needs.*
   c. What kinds of needs can [HPOG program] help students with? What types of supports does the [HPOG program] provide?
      i. Mentoring, tutoring (Academic services)
      ii. Childcare, transportation, counseling, financial management (Social support)
      iii. Resume and cover letter preparation, mock interviews, communication skills, dress codes, time management, workplace culture, career transitional (Job readiness).
   d. What kinds of needs is the [HPOG program] helping you with? What services or supports do you receive? Which, if any, are most helpful? Please provide an example.
   e. How often are these needs re-assessed?
   f. Do family or friends help address these needs? Please provide an example.
   g. Have you connected to other services that the academic/training program may offer?

6. Once enrolled, were you welcomed or oriented to the [HPOG program]?
   a. If yes, describe the orientation process.
   b. If yes, was this helpful?
   c. If no, do you think orientation would have been helpful? What types of information would you have wanted to be included in orientation?

7. Tell us about the academic/training program you are enrolled in. We want to know more about the instructional process.
   a. Is it classroom-based or distance learning? Or both? Please describe the program.
      i. How is this instruction different from other training or education programs you have taken?
   b. What worked well for you and what did not work well for you? *NOTE to staff: Students may describe and classify in the analysis: accelerated learning models/interventions, including: modularized learning; stacked and latticed credentials; Integrated Basic Education and Skills training (I-BEST); contextualized learning; team teaching; self-paced learning; prior learning assessments.*

8. In addition to your class time, do you participate in training at a job site through job shadowing, internship or apprenticeship clinicals or practicums, or in a lab where work situations are simulated? If yes, describe this experience.

9. Does the [HPOG program] hold a job fair? If yes, please describe.
10. Does the [HPOG program] provide a job readiness class? If yes, please describe.
11. Can you describe your relationship with the [HPOG program] staff (e.g. career navigator, case manager, etc.)? **Probe: do you feel comfortable talking with them? Are they helpful?**
12. How are values and culture incorporated in the [HPOG program]?
13. Does the [HPOG program] provide any cultural activities for the students?
14. Does your family take part in any social or cultural activities that are related to the [HPOG program]? Examples are a welcoming ceremony or orientation, family night, presentations for students at local schools, job fairs, special events, graduation activities or ceremonies.
   a. If yes, what types of activities do they take part in? Is this helpful to you? Why or why not? Are there other activities that would be helpful to you and your family? Please describe.
   b. If no, in what ways would you like your family to be involved in your academic or training program?
   c. Have you experienced any challenges to participating in the [HPOG program]?
      **PROBE: Socio-cultural barriers include language and communication differences; navigating personal independence and collective responsibility or traditional authority; practices that differ from your beliefs and traditions; fear or mistrust of institutions; lack of knowledge about how to navigate the system. Other barriers include childcare, housing, transportation, health, mental health, substance abuse, domestic violence, GED, training, adult basic education, English language learning.**
   d. Have you experienced conflicting/competing demands between academic commitments and non-academic commitments?
15. Does the [HPOG program] help students find a job in your field once you complete the program? If yes, how? **Probe for internship opportunities, referrals to local employers, job search services, or referrals to job search services.**
   a. Do you have a sense of how easy/hard it will be to find a job in your field once you graduate?
16. Are you satisfied with the education and training you are receiving from the [HPOG program]?
   a. What is your impression of the quality of instruction? Are the teachers good? Is the training content good?
   b. Does this type of training work for you? Please explain.
17. Did the [HPOG grantee] recognize your accomplishments? If yes, how so (e.g. completion of certificate program, graduation)? Are there other ways in which you celebrated success? Was your family involved or engaged in these activities?
18. Based on your experience, what do you think are the best features of the [HPOG program]?
19. How could the [HPOG program] be improved to better serve students?
20. Some HPOG programs follow a career pathway model\(^3\), where students take training and receive a certificate or license, get a job, and then come back to get more training to advance in their field. Does the [HPOG program] follow this model? Please describe it.
   a. Are you working on a career pathway?
      i. If yes, how is it working out for you? What are your next steps?
      ii. If no, why not?
   b. For students that are following a career pathway and are employed:
      i. Are you enrolled in a second training? For which certificate or degree?
      ii. Are you taking time away from work to concentrate on this training? Or combining work and training at the same time? How is this working for you?

21. What are the next steps for you in the [HPOG program]?
   a. What are your education and employment goals? Where are you now in meeting these goals?
   b. Is the training you’re currently enrolled in your first training with the [HPOG program]?
      i. If no, what other training did you complete? Why did you decide to come back for additional training? Did you work in between your trainings or go directly from the first training to the second?
      ii. If yes, do you think you would come back to the [HPOG program] for additional training in the future?
   c. Do you have any concerns about the next steps in your career? This could include qualifications, employment opportunities, transportation, family life, or any other concerns.

22. What would you say about the [HPOG program] if you were asked by an interested family member or friend?

23. Before we wrap-up, is there anything else you would like to say?

   Thank you for your participation.

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\(^3\) A career pathway is a sequence of steps by which a worker can progress to more demanding, higher-paying jobs.
Program Completer Interview Protocol

Good morning/afternoon. My name is [insert name] and I work for NORC at the University of Chicago. NORC has been contracted by the Administration for Children and Families to evaluate the Tribal Health Profession Opportunity Grants (HPOG) Program. The [HPOG program] you participated in through [HPOG grantee] is part of the Tribal HPOG Program.

The Tribal HPOG Evaluation is a comprehensive evaluation of the design, implementation, and outcomes of the Tribal HPOG Program. The interview questions will focus on your perceptions of the [HPOG program], including the program design and curriculum, recruitment, orientation, supportive services, family engagement, the quality of instruction, educational attainment and employment outcomes, and overall satisfaction. The interview will take about 60 minutes to complete. Your participation is voluntary, but it is very important because your responses will help us to improve the program. We will keep information about you private and you will not be identified in any report or publication of this study or its results. You may decline to answer any question you wish. If you have any questions, please let me know.

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Program Structure

Program Design and Curriculum

24. What academic or training program did you enroll in?
25. Is this your first academic or training program at the [HPOG grantee]?
   a. If yes, do you plan to enroll in future trainings at the [HPOG grantee]? Explain.
   b. If no, what other trainings did you previously enroll in at the [HPOG grantee]?
      What made you decide to enroll in a second training? Did you work in between
      the two trainings or enter the second training immediately after finishing the first?
26. Why did you choose this program? (Probe: the skills to be developed, the pre-requisites needed, the start and end dates, convenience and accessibility of the training)
27. Did you find the [HPOG program] to be relevant to your culture? Please describe.

Program Processes

Recruitment and Retention

28. Thinking back, can you tell us how you learned about [HPOG program]?
   a. Were you referred to the program? By whom?
   b. Were you recruited to participate? By whom?
29. Did you talk to anyone about whether you were a good fit for the program before you enrolled?
30. Did you feel you received enough information about the program before you enrolled?
31. Did you have any concerns about the program? Did program staff address these concerns when you were joining the program or while you were enrolled?
32. Were your needs discussed? This may include needs related to your education, your family, your finances, finding a job or any other social support needs. If yes, with whom?
33. Did the program engage your family in any way?
   a. If yes, how? *(Probe: provided information about the program, participated in orientation or graduation, participated in college activities, provided support for studying, other).*
   b. Did this affect your participation in the program in any way?

Orientation
34. Once enrolled, were you welcomed or oriented to the program?
   a. If yes, what did the program staff do? Please describe.
   b. If yes, was the orientation helpful? Please describe.
   c. If yes, is there any information you felt was missing during orientation that would be helpful to provide to future participants?
   d. If no, do you think orientation would have been helpful? What types of information would you have wanted to be included in orientation?

Supportive Services
35. What kinds of services, if any, were you receiving before joining the program? What kind of services did you start receiving after you joined the program?
   a. Academic services (e.g., mentoring, tutoring)
   b. Social services (e.g., TANF, food assistance, childcare, transportation)
   c. Employment related services (e.g., job development and placement, resume development, mock interviews, soft skills training)
36. How did you learn about the supportive services that were available?
37. Did you receive any services after completing your academic or training program (e.g. additional employment related services or transitional assistance)?
38. Did these services meet your needs and your family’s needs? What additional services would have helped you complete the program? Or find a job?
39. Did you receive tuition assistance while you were in the program?

Strategies or Instructional Models
40. How would you describe the quality of the instruction?
   a. Were you satisfied with the:
      i. Content?
      ii. Training method?
      iii. Ways in which the instructors engaged students?
   b. Do you have any suggestions on ways to improve the instruction?
41. Did your instructors use any technology-based methods (e.g., simulations, distance learning, online learning, or real time online instruction) as part of your coursework?
42. Was the training culturally relevant to you and your community?
43. Do you feel prepared to work in your chosen profession?

Program Outcomes

Educational Attainment

44. Did you complete one or more academic or training programs?
   a. Please specify which program or personal components were important to your success:
      i. Training that allowed you to master the content and skills in your chosen field
      ii. Supportive/cultural services
      iii. Employment related services
      iv. Instructional equipment or facilities
      v. Job training partnerships

45. Did you pursue a state or industry licensure or certificate after completion of the program? Did you receive the licensure or certificate?
   a. If yes, specify which program or personal components were important to your success?
      i. Training that allowed you to master the content and skills in your chosen field
      ii. Supportive/cultural services
      iii. Employment related services
      iv. Instructional equipment or facilities
      v. Job training partnerships
   b. If no, why not? What do you plan to do?

46. Did the [HPOG grantee] recognize your accomplishments? If yes, how so (e.g. graduation)? Are there other ways in which you celebrated success? Was your family involved or engaged in these activities?

47. Do you have plans to continue your education? If yes, please describe.

48. Did your completion of the training have a positive influence on your family, your children, and/or other members of your community? Did others decide to pursue education? If yes, please explain.

Employment Outcomes

49. Did you have a job prior to participating in the program? If yes, were you working in a healthcare field?
50. Are you currently employed? Please indicate whether you are:
   a. Employed full-time
   b. Employed part-time
   c. In an internship or unpaid position

51. If you are employed, what is your job?
   a. How did you find out about the job? Did the program help you find the job?
   b. How far is your job from home?
   c. Did you find a job in your community?
      i. If yes, was it difficult to find?
   d. How long have you been in your position?
   e. Have you advanced in this job (e.g., higher pay, more responsibilities, a promotion)? Do you think you will be able to advance in the future?
   f. Are you working with tribal populations?

Program Satisfaction
52. In what ways has your life changed, since enrolling/completing the program? *Probe: self-sufficient, contribute to family, serve as a role model for others, contribute to community.*
53. How did your family feel about your participation in the program? How has your participation in the program affected your family? *Probe: children.*
54. Have you experienced any challenges or barriers to participating in the HPOG program?
55. Did you meet your goals?
56. Did the program affect your outlook on the future? *Probe: sense of hope or optimism, achieving future career or family goals.*
57. What would you say about the program if you were asked by an interested family member or friend?
58. Is there anything that you would change about the program that could be helpful to future participants?

Conclusion
59. Is there anything you would like to add before concluding the interview?

*Thank you for your participation.*
Program Non-Completer Interview Protocol

Good morning/afternoon. My name is [insert name] and I work for NORC at the University of Chicago. NORC has been contracted by the Administration for Children and Families to evaluate the Tribal Health Profession Opportunity Grants (HPOG) Program. The [HPOG program] you participated in through [HPOG grantee] is part of the Tribal HPOG Program.

The Tribal HPOG Evaluation is a comprehensive evaluation of the design, implementation, and outcomes of the Tribal HPOG Program. The interview questions will focus on your perceptions of the [HPOG program], including the program design and curriculum, recruitment, orientation, supportive services, family engagement, the quality of instruction, educational attainment and employment outcomes, and overall satisfaction. The interview will take about 60 minutes to complete. Your participation is voluntary, but it is very important because your responses will help us to improve the program. We will keep information about you private and you will not be identified in any report or publication of this study or its results. You may decline to answer any question you wish. If you have any questions, please let me know.

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Program Structure

Program Design and Curriculum

60. What academic or training program did you enroll in?
61. Is this your first academic or training program at the [HPOG grantee]?
   a. If yes, do you plan to enroll in future trainings at the [HPOG grantee]? Explain.
   b. If no, what other trainings did you previously enroll in at the [HPOG grantee]? What made you decide to enroll in a second training? Did you work in between the two trainings or enter the second training immediately after finishing the first?
62. Why did you choose this program? (Probe: the skills to be developed, the pre-requisites needed, the start and end dates, convenience and accessibility of the training)
63. Did you find the [HPOG program] to be relevant to your culture? Please describe.
64. You started but did not finish the program. Please tell me about your decision. (Probe: program was not what I wanted/changed my mind, not satisfied with the quality of training/teaching, courses not at the right level, family circumstances, financial hardship, time/workload issues, health problem or disability, other, prefers not to disclose reason)

Program Processes

Recruitment

65. Thinking back, can you tell us how you learned about the [HPOG program]?
   a. Were you referred to the program? By whom?
   b. Were you recruited to participate? By whom?
66. Did you talk to anyone about whether you were a good fit for the program before you enrolled?
67. Did you feel you received enough information about the program before you enrolled?
68. Did you have any concerns about the program? Did program staff address these concerns when you were joining the program?
69. Were your needs discussed? This may include needs related to your education, your family, your finances, finding a job or any other social support needs. If yes, with whom?
70. Did the program engage your family in any way?
   a. If so, how? (Probe: provided information about the program, participated in orientation or graduation, participated in college activities, provided support for studying, other).
   b. Did this affect your participation in the program in any way?
   c. Did this affect your decision to leave the program?

Orientation
71. Once enrolled, were you welcomed or oriented to the program?
   a. If yes, how so? What did the program staff do? Please describe.
   b. If yes, was the orientation helpful? Please describe.
   c. If yes, is there any information you felt was missing during orientation that would be helpful to provide to future participants?
   d. If no, do you think orientation would have been helpful? What types of information would you have wanted to be included in orientation?

Supportive Services
72. What kinds of services, if any, were you receiving before joining the program? What kind of services did you start receiving after you joined the program?
   a. Academic services (e.g., mentoring, tutoring)
   b. Social services (e.g., TANF, food assistance, childcare, transportation)
   c. Employment related services (e.g., job development and placement, resume development, mock interviews, soft skills training)
73. How did you learn about the supportive services that were available?
74. Did these services meet your needs and your family’s needs? What additional services would have helped you complete the program?
75. Did you receive tuition assistance while you were in the program?
76. Did you talk to or seek assistance/counsel from any program or support staff about your decision to leave the program?
77. Did the program provide assistance or supports to encourage you to stay in the program?
Strategies or Instructional Models

78. How would you describe the quality of the instruction?
   a. Were you satisfied with the:
      i. Content?
      ii. Training methods?
      iii. Ways in which the instructors engaged students?

79. Did your instructors use any technology based methods (e.g., simulations, distance learning, online learning, or real time online instruction) as part of your coursework?

80. Was the training culturally relevant to you and your community?

Program Outcomes

Educational Attainment

81. What are your education and career goals? Do you have plans to go back to the [HPOG program]? Or continue your education elsewhere?

Employment Outcomes

82. Did you have a job prior to participating in the program? If yes, were you working in a healthcare field?

83. Are you currently employed? Please indicate whether you are:
   a. Employed full-time
   b. Employed part-time
   c. In an internship or unpaid position

84. If you are employed, what is your job?
   a. How did you find out about the job?
   b. How far is your job from your home?
   c. Did you find a job in your community?
      i. If yes, was it difficult to find?
   d. How long have you been in your position?
   e. Have you advanced in this job (e.g., higher pay, more responsibilities, a promotion)? Do you think you will be able to advance in the future?
   f. Are you working with tribal populations?
Program Satisfaction

85. Although you did not complete the program, were there any benefits to participating?
86. How did your family feel about your participation in the program? Did your participation in the program affect your family in any way? *Probe: children.*
87. Did the program affect your outlook on the future? *Probe: sense of hope or optimism, achieving future career or family goals.*
88. What would you say about the program if you were asked by an interested family member or friend?
89. Is there anything that you would change about the program that could be helpful to future participants?

Conclusion

90. Is there anything you would like to add before concluding the interview?

*Thank you for your participation.*