

Key Questions and Considerations

Program Phases	Considerations	Key Questions
Pre-Launch	Fit, Mission Alignment, and Capacity	<p>Fit and Mission Alignment</p> <ul style="list-style-type: none"> • Is the Google Career Cert coursework aligned with our organization’s mission, strategic priorities, and goals? • Do we have buy-in and support from key organizational leaders to implement the Google Career Certificates? <p>Organizational Capacity</p> <ul style="list-style-type: none"> • Have we identified the Key Performance Indicators (KPIs) for this initiative? Do we have the capacity to track and report results of this program over time? • Do we have access to equipment and materials to run the program effectively (e.g., adequate internet access, computers, tablets, etc.)? • Do we have staff experienced in supporting learners enrolled in online courses? If not, how fast can our current staff be trained to provide these types of supports? • Do we have staff with enough knowledge/interest in IT and Learning Management Systems to guide our learners on the Coursera platform? If not, how fast can we get our current staff trained? • If a national network with local affiliates, which of our affiliates are best positioned to implement the Google Career Certs coursework? Do we have a process in place to identify and support our affiliates? • If an affiliate of a national network, what supports can we expect from our national office? • What funding sources can we draw from to launch and sustain Google Career Cert training?
	Program Design	<p>Employers/Labor Market</p> <ul style="list-style-type: none"> • Is there demand for IT training/Google Career Certs in our region? What labor market information (LMI) data do we have access to in order to corroborate that info? • Have we reached out to employers in our region? What do we know about the availability and growth of IT jobs and demand by employers for IT workers as well as the resources employers have to offer training providers to build an IT talent pipeline? Which Google Certs will we offer to our participants? <p>Target Population and Support Services</p> <ul style="list-style-type: none"> • Do we know the typical profile of our target population in terms of level of education, social/emotional and support needs, and career aspirations? • Do we have a plan in place for outreach and recruitment of our target population and how to help them learn about IT careers? • What is our enrollment strategy: open enrollment, where learners can enroll at any time, or cohort-based design, where there are specific start-stop dates? • The Google Cert coursework is offered online via the Coursera platform. What format will we use to support our learners (i.e., online, hybrid, face-to-face, or all of the above)? Which one(s) are we best positioned to deliver to make sure our learners get what they need to be successful?

		<ul style="list-style-type: none"> Do we have the right resources to not just support learners to complete the training but also to get a job and thrive at work?
Implementation	Best Practices and Continuous Improvement	<p>Data Tracking and Reporting and Continuous Improvement</p> <ul style="list-style-type: none"> Are we tracking key leading indicators to help us assess if we are on track to meet our goals, to make sure we have enough resources to support our learners, to raise red flags, etc.? Are we capturing key lessons (including opportunities and challenges) we are learning during implementation? Are those lessons being discussed openly with frontline staff and leadership and used to inform continuous improvement of the program? <p>Post Program Supports</p> <ul style="list-style-type: none"> Are we engaging employers and working with them to prepare our learners for the world of work, to offer internships, work-based learning opportunities, pre-apprenticeship, and Registered Apprenticeships, to vet labor market information, to provide mentoring, mock interviews, etc.? Are we leveraging Google resources for certificate completers such as Career Circle? Are we engaging program alumna to make sure they are employed and are thriving at work and to provide mentoring, help them build their professional networks, and to leverage their success to help our program recruit learners?
Scale/ Sustainability	Funding	<ul style="list-style-type: none"> Do we know what it costs to run the Google Career Cert program, including cost per learner and outcome? Do we know what type of local/national philanthropic and public funding is available to tap into to support this work?
	Communications and Advocacy	<ul style="list-style-type: none"> What do we know about the policy environment including local/state/federal policies we can leverage to sustain/scale the program? Have we developed a compelling communications and advocacy plan to share the results of this work? Have we identified key audiences to share the results with? How do we want to message this work and its impact on our mission, our economy, and our society?