

CHAPTER 8 RESOURCES

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ATTACHMENT 8-A
GOALS OF THE WORKFORCE DEVELOPMENT
SYSTEM AND GUIDING PRINCIPLES FOR SELECTING
MEASURES (1997)

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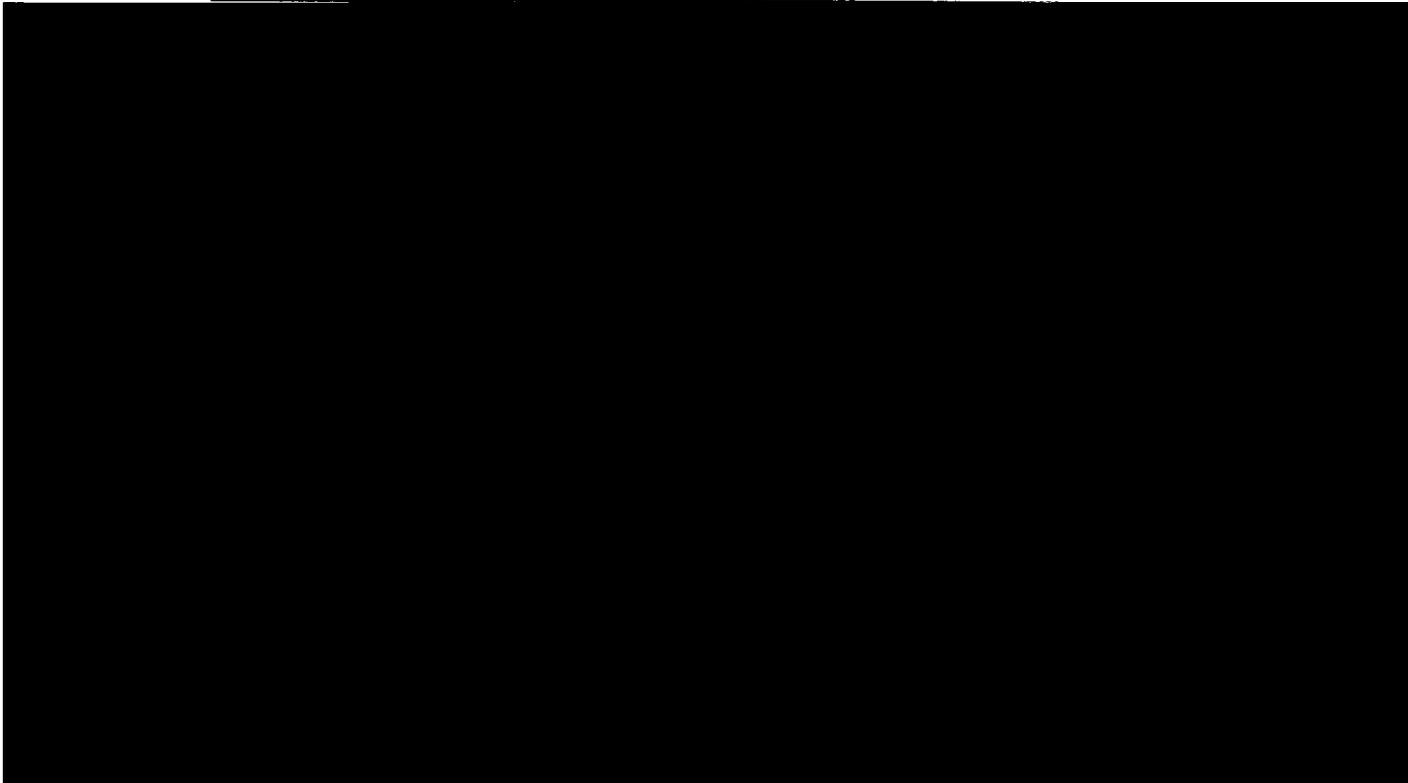
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Exhibit 1
Goals of the Workforce Development System
Adopted by the Policy Committee

Customer Satisfaction	Ensure that the employers and workforce development participants are highly satisfied with workforce development services.
Cost Effectiveness	Ensure that the Workforce Development System continually seeks to maximize the use of available resources in a cost-effective and efficient manner.
Workplace	Provide employers effective support in the development of high performance work organizations that maximize the potential and skills of a diverse workplace.
Self-Sufficiency and Welfare Reduction	Reduce the number of individuals who are dependent on public financial assistance by assisting them in obtaining stable employment and earning a livable wage.
Enhance Link Between Labor Supply and Employer Demand	Ensure that employers, educators and individuals will have labor market information and services that support business growth and a labor exchange that provides the workforce needed to respond to employer requirements.
Universality, Customer Choice, Integration and Outcomes-Oriented	Implement an integrated, results-oriented workforce development system that is based on the needs of customers and ensures individuals equity of access to information, services, and lifelong learning opportunities.
Knowledge/Skill Attainment	Assist individuals in gaining the academic, workplace, and occupational knowledge and skills required for educational advancement or continuing success in meeting the changing demands of the workplace.
Employment	Maximize individual employment potential to obtain and retain employment in first, new, or better jobs.

Exhibit 2
Guiding Principles for Selecting Measures
Adopted by the Policy Committee

System-Focused	Performance measures assess progress toward achieving goals and objectives for the nation's workforce development system.
Consistent with GPRA	Performance measures are consistent with the basic tenets of the Government Performance and Results Act.
Limited	The number of performance measures is limited to focus on the most important indicators of success and to avoid diluting the influence of individual measures.
Understandable	Performance measures are as simple, straightforward, and easy to understand as possible.
Avoid Unintended Consequences	To the extent possible, performance measures avoid unintended consequences.
Cost Effective	Performance measures justify the cost of collecting and retaining data.
Efficient	To the extent possible, performance measures are streamlined to utilize existing data sources, reduce data collection burdens, and avoid asking for information that can be obtained from another source.
Reliable	Performance measures are reliable so that when the same measure is used in the same circumstances, it will obtain the same results.
Valid	Performance measures are valid so that they actually measure what they are supposed to be measuring rather than something else.



Attachment 8-A

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ATTACHMENT 8-B
EXCERPTS FROM MINNESOTA'S QUALITY
ASSESSMENT ANNUAL REPORT (1996) FOR THE
WORKFORCE EXCHANGE BRANCH (ES AND UI)

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To transform the Workforce Exchange Branch into a Total Quality Organization we identify our customers and the products and services we deliver. Initially, customer satisfaction surveys and product/service quality assessment set baselines. Such baselines provide information on past and existing conditions as well as creating a basis for projecting results. After setting baselines, managers set goals to be achieved by predetermined dates and implement action plans. Outcomes are then measured and reported in hard-copy and on an internal WEB.¹

Employer satisfaction survey information is a recent- and crucial -addition to our set of quality measurements. To get a complete picture of some activities one must refer to both the satisfaction and quality parts of this report.

Customer satisfaction and product quality measures have developed over time:

Internal/External Customer Satisfaction	1991	1992	1993	1994	1995
Internal Customer					
Employee Opinion Survey ² (pg 3):	none	none	none	none	YES!
Trainee Satisfaction (pg 5):	none	none	none	none	YES!
Claimant and Applicant Customer Satisfaction					
Creative Job Search (pg 7):	none	none	none	none	YES!
Quality Control Applicant/Claimant (pg 8):	none	none	none	YES!	YES!
Employer Satisfaction Surveys					
Quality Control Employer (pg 11):	none	none	none	none	YES!
Service and Product Quality					
Reemployment Insurance					
RI Payment Defect Rates (pg 16):	YES!	YES!	YES!	YES!	YES!
QC Separation Defect Rates (pg 17):	YES!	YES!	YES!	YES!	YES!
OPI Separation Issues (pg 17):	YES!	YES!	YES!	YES!	YES!
QC Eligibility Defect Rates (pg 17):	YES!	YES!	YES!	YES!	YES!
OPI Eligibility Issues (pg 17):	YES!	YES!	YES!	YES!	YES!
RI Training Effectiveness (pg 18):	none	none	none	none	YES!
Job Service					
Job Orders/Listing Services (pg 19): ³	none	none	none	none	none
Referral/Matching Services (pg 19):	none	none	none	none	none
Informational Brokerage Services (pg 19): ⁴	none	none	none	none	none
Placements Paying 60% of Local Wage (pg 20):	YES!	YES!	YES!	YES!	YES!
Market Penetration (pg 21):	none	none	none	YES!	YES!
Job Service Training Effectiveness (pg 19):	none	none	none	none	none

According to Schmidt and Finnigan in *The Race Without a Finish Line*, "Measurable goals not only serve to keep people accurate in their assessment of success but also serve to energize people through feelings of accomplishment and challenge".⁵

¹ Joyce Lain Kennedy, as the keynote speaker at the Minnesota Career Development Association Spring Conference on 4/5/95 outlined the new world of internet. See *Electronic Job Search Revolution* by Joyce Lain Kennedy. John Wiley and Sons 1995.

² Not every office or work unit completed internal customer surveys in 1995; of all Area Offices as of 2/1/96, Winona was the only Area Office to acknowledge such an effort in the central office, both Reemployment Programs and Budget, Policy, and Planning have completed the internal customer survey/feedback process.

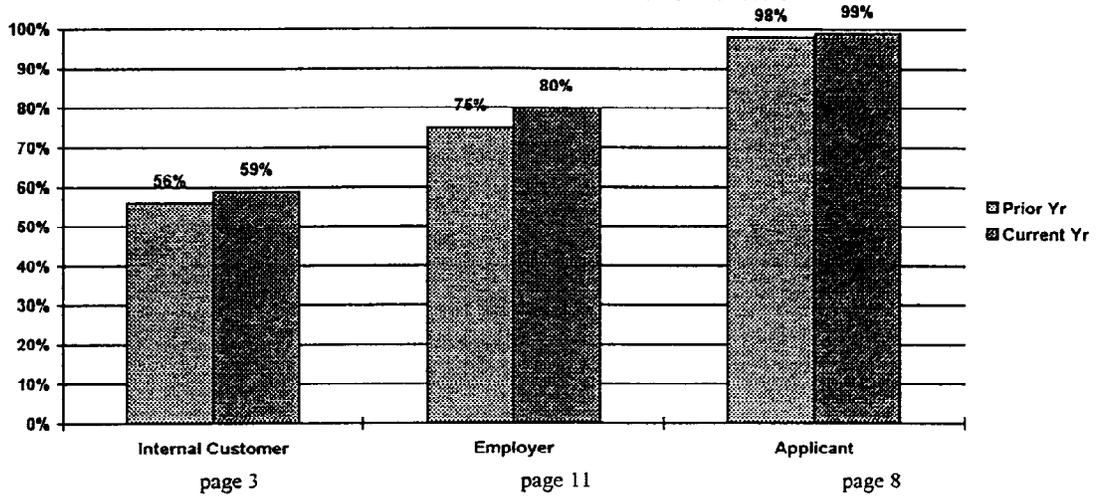
³ Service quality measurements are now being tested in listing services, with referral matching services soon to follow.

⁴ Information Brokerage Services refer to the following items: Creative Job Search and other workshops, LMI seminars, printed and electronic media, and resource centers. No service quality measurements are yet applied in this areas, although some customer satisfaction data is being gathered.

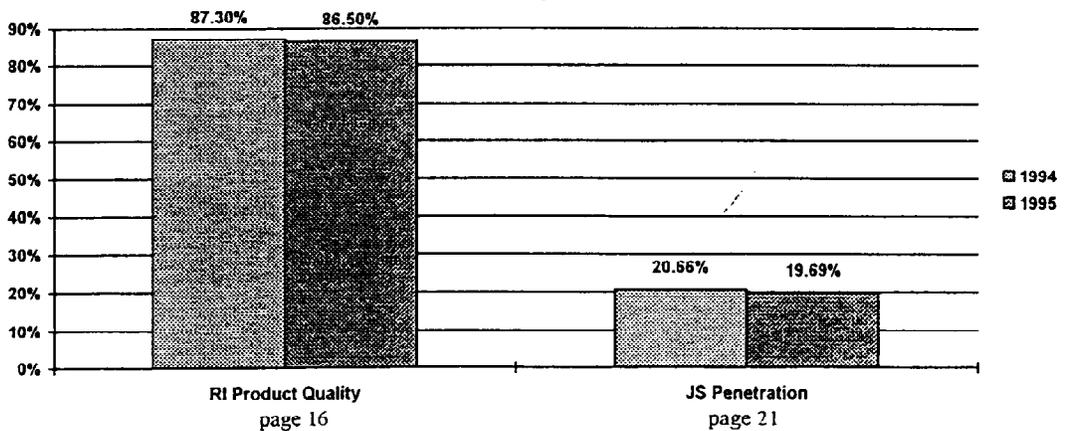


Customer Satisfaction & Total Quality Assessment ANNUAL REPORT

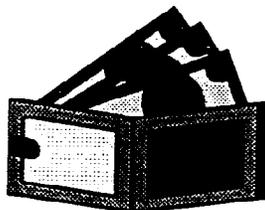
Internal and External Customer Satisfaction



Product Quality Assessment



Minnesota Department of Economic Security- Budget, Policy, and Planning- June 1st, 1996



JOB SERVICE: Placement Quality- Placements Paying 60% of Local Wage

The established goal is that applicants be placed in jobs that pay at least 60% of the community standard wage. The following information is for the year ending 6/30/95¹⁶:

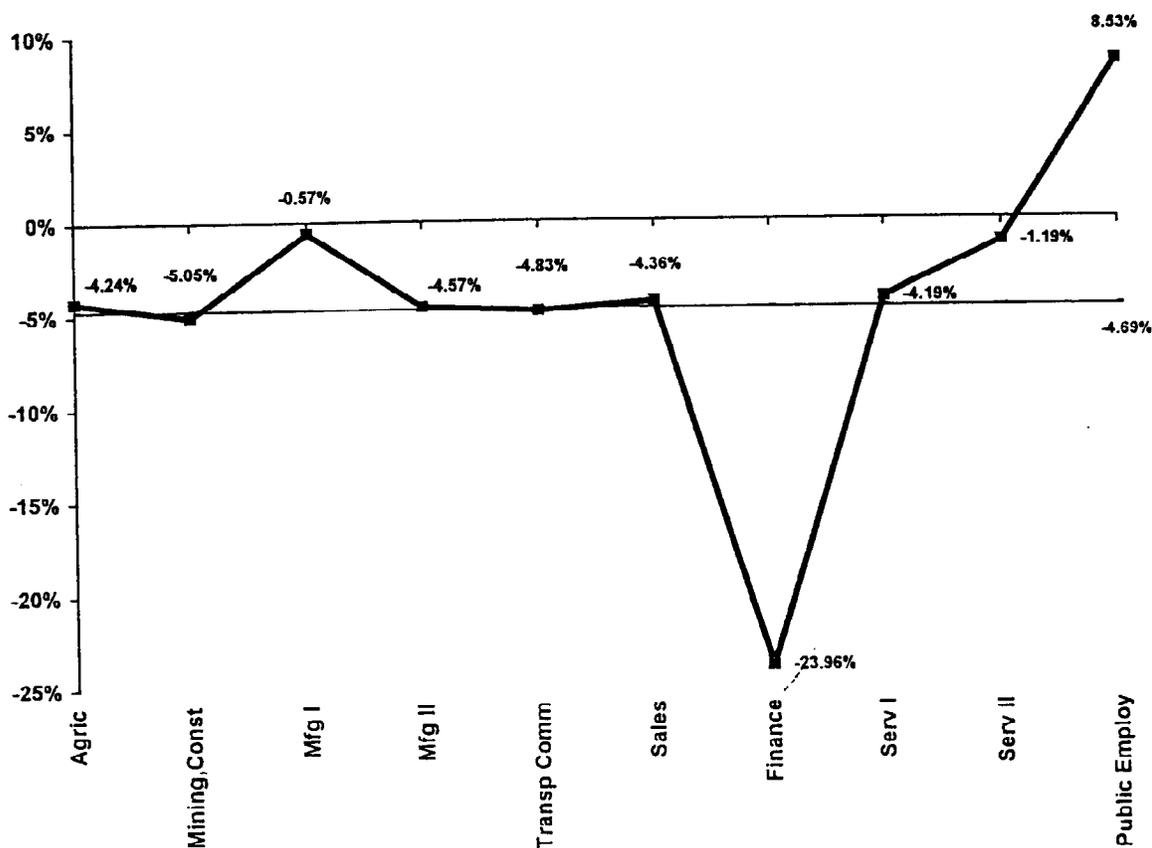
<i>Area Office:</i>	<i>Placement Wage %:</i>	<i>Area Office:</i>	<i>Placement Wage %:</i>
Duluth	60.9%	Mankato	73.4%
Virginia	68.4	Mpls South	61.2
Thief River	71.7	Mpls North	40.1
Fergus Falls	75.0	Bloomington	64.3
Brainerd	73.9	Minnetonka	67.6
Marshall	83.4	Brooklyn Park	65.7
Willmar	73.4	St Paul	56.9
Mora	86.4	No St Paul	56.4
St Cloud	76.6	W St Paul	62.8
Rochester	64.9	Blaine	62.8
Winona	77.5	TOTAL AVE:	57.6%

¹⁶ Data for the year ending 6/30/96 is not yet available.

JOB SERVICE: Market Penetration Report

Market penetration is the percentage of the employer population listing job orders with the Job Service. It is a marketing measurement. For this reason it belongs in a budgetary report rather than a product quality report. It shows how much the Job Service has penetrated the employer community in terms of job order activity and is not affiliated necessary with the quality of job orders. The 1994 program year baseline for employer market penetration and comparable data for 1995 is included below. The analysis includes all liable MN employers with 10 more workers (39,585 in 1995). Of these, 19.69% listed job orders compared with 20.66% in 1994. The change represents a 4.84% decrease in overall market penetration.¹⁷

The % of penetration change from 1994 to 1995 is shown below. The average for all industries is -4.69%, shown in magenta. Notice the increased penetration in public employment of 8.53%:



¹⁷ The first action plan to increase penetration was implemented on 7/1/95. The 19.69% market penetration figure was for the program year ending 6/30/95. Data for the 1996 program year ending 6/30/96 will be available later this year.

ATTACHMENT 8-C
MINNESOTA WORKFORCE DEVELOPMENT SYSTEM
STRATEGIC FRAMEWORK (1997)

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Minnesota Department of Economic Security

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Office of the Commissioner

To: MDES Management Team
MnJTPA Association Directors
MDES Leadership Team
February 19 Chaska Participants

From: R. Jane Brown 

Subject: Workforce Center System Strategic Framework

March 26, 1997

The following summarizes the status of the strategic framework I intend to use to complete the successful implementation of the Workforce Center System throughout Minnesota. I appreciate the comments and suggestions we have received from the Issues Team, the Chaska quarterly meeting and the Leadership Team. Modifications have been made based on those discussions, and with the exception of the "Continuous Improvement Measures," I am comfortable proceeding to use the statements to guide our future development. The final proposed form of the statements are as follows:

Vision: A World Class Workforce through Customer Focused Service

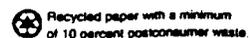
Comments: Several people commented on the need to further define phrases like "world class" and "customer focused service", etc. Others commented on the need to spend time with staff discussing the meaning of the vision statement to ensure we provide a consistent understanding of the vision. "World Class Workforce" means we are able to compete successfully in an increasingly global economy, having a workforce with the skills and knowledge needed for today, and the future. "Customer focused service" means that service design and delivery is driven by the expressed requirements of employers, job seekers and all other customers; we systematically ask customers to evaluate our products and services and their satisfaction.

Mission: Serving the Dynamic Workforce Needs of Employers and Job Seekers

Comments: The original statement read "Bring Job Seekers and Employers Together." Although this is the outcome desired for the majority of our customers, it was recommended that the statement be modified to reflect the broad scope of employer and job seeker services and information available throughout the Workforce Center System. The statement has been revised to recognize the ever changing nature of the workplace and that we serve multiple needs of our employer and job seeker customers.

Values: Customer Success—Our customers receive the diverse services they want/need for growth and independence.

• *Helping Minnesotans help themselves achieve economic security* •



Trust—We achieve the highest integrity and greatest return on the public investment through partnerships and efficient use of resources.

Excellence—We practice and recognize continuous learning, process improvement and management by fact.

Professionalism—We take pride in the creative contribution, leadership and diverse expertise of our staff, their commitment to the customer and to personal and professional development.

Comments: The first value was initially titled "Successful Customers." This was changed to "Customer Success," a better value heading. It was also recommended that discussions begin with the values, and then move to the vision, mission, etc. as values would give perspective to the vision and other strategic elements. The term "diverse" used in both the first and last value reflect the breadth of services and staff expertise necessary to achieve customer success.

- Strategic Goals:
1. Increase customer satisfaction
 2. Reduce the time it takes to fill employer job orders with a qualified job seeker.
 3. Reduce the time it takes to place job seekers in appropriate employment.
 4. Increase system-wide access to job opportunities.
 5. Increase size and skill diversity of job seeker pool.
 6. Increase system responsiveness and capacity by increasing the percentage of customers who "self serve" at least some portion of their service.
 7. Improve responsiveness to field/internal customer requests.

Comments: It was recommended that the term "customer satisfaction" be defined. Customer satisfaction is a measurement of the degree to which we are successful in providing the information, service and/or product desired in a timely and respectful manner. Customer satisfaction may be based on information our customers volunteer through complaints or expressions of appreciation, formal surveys, focus groups, etc. Goal number 6 was rewritten based on your comments, and a recognition that it is highly likely we will experience decreases in resources while at the same time experiencing an increase in customers. We hope to be able to find ways of more efficiently serving people without decreasing the value of the services offered. These strategic goals apply to the Workforce Center System as a whole; they are not intended to

address a particular service or population group. The goals are designed to promote service improvements in the system across both funding streams and all population groups.

Strategic Drivers: -**Cycle Time Reduction**
 -**Success Rate**
 -**Customer Satisfaction (Delighted) Levels**
 -**Productivity**

Comments: Strategic drivers are cross-cutting improvement tactics, applied across a wide range of activities and processes. Several people commented on the need to add resources as a strategic driver. Increasing resources would more appropriately be a strategic goal rather than a strategic driver. Current efforts to establish and effectively operate the Workforce Center System are ultimately an effort to retain current resources and to the extent possible, add to them.

Continuous Improvement Measures:

Systemwide Measures

1. Percent Satisfied Employers
2. Percent Satisfied Job Seekers
3. Number of Weeks to Fill a Job Order
4. Number of Weeks to Employment
5. Percent of Employers Accessing Workforce Center System
6. Average Wage at Placement
7. Job Retention Follow-up Rate (6 months)
8. Percent Satisfied Internal Customers

Customer Groups

- Employers
- Job Seekers, Public
- Employers
- Job Seekers, Public
- Employers, Job Seekers & Public
- Job Seekers, Public
- Employers, Job Seekers
- Employers, Job Seekers & Employees

Comments: The measures will let us know how well we are meeting goals. We need, however, to further define the terms and ensure we have accurate processes for collecting the data. Al St. Martin is facilitating a Department measurement group. This group will refine the proposed continuous improvement measures for discussion at a future Issues Team meeting. The notes and newsprint summary of small group discussion in Chaska regarding the Continuous Improvement Measures will be distributed to the members of this measurement group as background for development of this component. As is the case with the strategic drivers and the strategic goals, measures need to be looked at as a package rather than isolating individual measures.

The strategic process will be tested in 2 or 3 pilot areas this spring and summer, and based on that experience there may be a need to further refine the strategic framework.

Local Continuous Improvement Measures

Comments: The model proposed by the Carlson School of Management includes the option of

identifying local strategic goals and continuous improvement measures to be used in conjunction with statewide system measures. Questions regarding this component can be directed to Mike Ryan (612-643-8395) or Rick Hokanson (612-297-2934) for further details.

Conclusion:

I look forward to working with the Carlson School of Management and the specialists they have assembled to help bring Workforce Center System to its full potential. Our CommTeam and others will be working on communication strategies to ensure timely information reaches all partners. Your leadership and encouragement in this effort is absolutely essential to our success. Let me know if I can be of assistance, especially through attendance at staff meetings or other local events.

Thank you.

ATTACHMENT 8-D
WISCONSIN'S SELF-ASSESSMENT/MONITORING TOOL
FOR ACHIEVING A "UNIFIED EMPLOYER RELATIONS
FUNCTION" (1996)

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Employer Relations

SDA/Job Center: _____ **Date:** _____ **Reviewer:** _____

PURPOSE

A unified employer relations function ensures that employers have access to all qualified job seekers registered with the system, regardless of which agency initially enrolled the applicant, and ensures that job seekers gain maximum exposure to all job openings in the local system for which they are qualified. Jointly planned and executed employer contacts maximize the generation of new job orders by identifying employers yet to be contacted, minimizing the duplicative contacts and the employer's cost of using services, and pooling employer feedback about local employment and training services. A unified employer relations function also prioritizes the use of, and targets appropriate employers for locally available assistance (e.g., hiring/training incentives). It ensures that the partnership of employment and training agencies can assist a community in retaining or expanding its employment base.

PRIMARY CONCERNS

- Standard menu of employer services
- Joint marketing approaches
- Non-duplicative employer contacts
- Inter-agency information sharing
- Pool of job listings
- Links to economic development

DESK REVIEW

Items to Review:

- CCD
- CCD Update/One Stop Plan
- Automated Systems (AMS) Agreement (if available)
- 25 Job Orders (if AMS is used as part of Job Center Employer Relations system)
- Available marketing materials/menus of service (to be sent by SDA in advance)

Other Desk Review Activities:

- 3 Employer Interviews (phone survey of local employers using Job Center system)
- Review of information from other evaluation/monitoring activities (e.g., JTPA Employer Questionnaire, Job Service Employer surveys/critical indicators, One Stop Customer Satisfaction project data)

Employer Relations

SDA/Job Center: _____ **Date:** _____ **Reviewer:** _____

Standard 16 - Menu of Employer Services: Employers are exposed to a standardized "menu of services" that describes all of the locally-available services, regardless of their point of contact with the employment and training partner agencies.

SDA Self Assessment:

Fully Met Partly Met Not Met at All Plan to Meet No Plan to Meet

Description of how standard is met:

What is plan/date to meet/enhance standard?

Reviewer's Assessment:

Fully Met Partly Met Not Met at All Plan to Meet No Plan to Meet

Description of how standard is met:

Observations/Recommendations:

Employer Relations

SDA/Job Center: _____ **Date:** _____ **Reviewer:** _____

Standard 17 - Marketing: Participating local programs and agencies jointly market to employers a multi-program/multi-agency package of locally-available employment and training services.

SDA Self Assessment:

Fully Met Partly Met Not Met at All Plan to Meet No Plan to Meet

Description of how standard is met:

What is plan/date to meet/enhance standard?

Reviewer's Assessment:

Fully Met Partly Met Not Met at All Plan to Meet No Plan to Meet

Description of how standard is met:

Observations/Recommendations:

Employer Relations

SDA/Job Center: _____ **Date:** _____ **Reviewer:** _____

Standard 18 - Non-Duplicative Employer Contact: Employers receive non-duplicative contacts from the local employment and training partner agencies.

SDA Self Assessment:

Fully Met Partly Met Not Met at All Plan to Meet No Plan to Meet

Description of how standard is met:

What is plan/date to meet/enhance standard?

Reviewer's Assessment:

Fully Met Partly Met Not Met at All Plan to Meet No Plan to Meet

Description of how standard is met:

Observations/Recommendations:

Employer Relations

SDA/Job Center: _____ **Date:** _____ **Reviewer:** _____

Standard 19 - Inter-Agency Information Sharing: Service providers share information on employer contacts.

SDA Self Assessment:

Fully Met Partly Met Not Met at All Plan to Meet No Plan to Meet

Description of how standard is met:

What is plan/date to meet/enhance standard?

Reviewer's Assessment:

Fully Met Partly Met Not Met at All Plan to Meet No Plan to Meet

Description of how standard is met:

Observations/Recommendations:

Employer Relations

SDA/Job Center: _____ **Date:** _____ **Reviewer:** _____

Standard 20 - Pool of Job Listings: Employers can expose their job listings to the maximum number of job seekers in a given local area through a single, convenient process.

SDA Self Assessment:

Fully Met Partly Met Not Met at All Plan to Meet No Plan to Meet

Description of how standard is met:

What is plan/date to meet/enhance standard?

Reviewer's Assessment:

Fully Met Partly Met Not Met at All Plan to Meet No Plan to Meet

Description of how standard is met:

Observations/Recommendations:

Employer Relations

SDA/Job Center: _____ **Date:** _____ **Reviewer:** _____

Standard 21 - Links to Economic Development: Economic development organizations are informed of, and are able to gain the assistance available from, the full array of employment and training agencies in a non-duplicative manner.

SDA Self Assessment:

Fully Met Partly Met Not Met at All Plan to Meet No Plan to Meet

Description of how standard is met:

What is plan/date to meet/enhance standard?

Reviewer's Assessment:

Fully Met Partly Met Not Met at All Plan to Meet No Plan to Meet

Description of how standard is met:

Observations/Recommendations:

Employer Relations

SDA/Job Center: _____ **Date:** _____ **Reviewer:** _____

Summary of Planned Actions/Activities not described under Standards 16-21 above

-

-

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One Stop Grant Project Plans

Describe any One Stop project plans that relate to the employer relations function. What are timeframes for implementation. What products/items/materials should be available/evident on-site?

Desk Review Analysis and Conclusions

Is there evidence of a comprehensive employer relations system, or plan that will lead to an integration of this function? Yes No

What should be completed by the time of the on-site visit?

Any items or concerns that need to be reviewed on-site?

Employer Relations

ON-SITE REVIEW

Purpose

The purpose of this section is to collect information to determine if the SDA's self-assessment of attainment status in meeting Job Center functional standards corresponds to the activities and services available and observed on-site. The review is to verify that the actions/activities described in the CCD and CCD Update/One Stop plans are being carried out. Progress on One Stop Grant budgeted projects relating to the Employer Relations function will also be reviewed.

The on-site visit will consist primarily of staff interviews and review of any file items pertinent to the SDA's employer relations system.

STAFF INTERVIEW

Partner Agency Staff Interviewed/Title:

Interviewer: _____ Date: _____

1. What agencies participate in the employer relations system? How many people are involved in this function?

2. What role do each of the Job Center core partners (Job Service, PIC, WTCS, JOBS) play in the employer relations function. What other local organizations are key players? What other local organizations do you hope to involve in the future?

3. What are your links with economic development? Are your linkages effective? Ways they could be improved?

4. What group provides oversight (sets the vision and the parameters) for the employer relations function in the SDA (LCPT, Job Center Management Team, etc.)? Describe relationship of oversight group to the staff providing services.

Employer Relations

5. How are employer relations activities coordinated? Is there a lead agency or an employer relations team?

6. If a team exists, how often does it meet?

7. What topics are covered at team meetings?

8. How are various responsibilities (job order taking, marketing, special recruitments, etc.) shared?

9. Is there an account representative system, where a company has a primary point of contact with a particular staff person or agency? If so, describe how it functions.

10. How do you make employers aware of the services available to them? What tools and processes do you use to market to employers?

11. If I were an employer that had never used the Job Center, and I called needing to recruit employees, how and what would I learn about services available to me (how would the call be routed, what "menu" options would I be told about, how would a staff person help me determine which options best suited my needs, and what follow up would there be)?

12. How are employer contacts documented? (Computer or paper-based system?)

13. How is job opening information shared with partner agencies (e.g., have AMS access and job board or JobNet)? With job seekers?

Employer Relations

- 13a. Are job orders held for any time period for any target group or by any agency before put on JobNet?

14. How do you monitor job orders (quality, make sure they're up to date, well written, are getting response by applicants, etc.)? How often do you follow up with employers?

15. Do you have written policies/procedures?

16. How do you deal with specialized employer needs (special or mass recruitment, downsizing or layoff, customized training needs)?

17. Are there issues with the duplication of systems (e.g., AMS vs. WTCS system)

18. How do you evaluate if your employer relations system is effective?

19. If I called an employer who has recently used services for the first time, what would the response be?

20. What labor market information tools do you use (find of value). What additional LMI tools, if any, do you need?

21. What training have staff received? Who has done training?

22. What systems (computer, policy/procedure) do you need to improve your ability to serve employer community? What training is needed by staff?

Employer Relations

23. What have been your biggest obstacles to this point?

24. What have been your greatest accomplishments? Any innovations or practices you think have been particularly effective?

25. What changes/enhancements, if any, are planned?

26. What state-level assistance, if any, would be of most value to you?

DOCUMENTATION REVIEW

One Stop Project Plans

What items/materials are evident/available as a result of the One Stop grant? _____

Items to Collect/Review:

- Menu of employer services
- Marketing materials
- Operations manuals or descriptions of policy/procedures

SUMMARY OF DESK AND ON-SITE REVIEW

1. Menu of Employer Services (Standard 16)

- a. There a standardized menu of employer services? Yes No
- b. In what format does it exist? Oral Printed Video TV
 Other _____
- c. It promotes a single point of contact? Yes No
- d. The menu meets the intent of standard? Yes No

-12-

Employer Relations

e. Observations/Recommendations: _____

2. Marketing (Standard 17)

- a. An employer marketing plan been developed? Yes No
- b. What up-to-date marketing items are available? Menu of service
 Brochure Packet/folder Video Other _____
- c. The marketing plan/materials meet the intent of standard? Yes No
- d. Observations/Recommendations: _____

3. Non-Duplicative Employer Contact/Inter-Agency Information Sharing (Standards 18/19)

- a. There a non-duplicative employer contact system in place? Yes No
- b. Staff recognize this system and can describe how it functions? Yes No
- c. Information on employer contacts is shared among agencies? Yes No
- c. The system established meets the intent of standard? Yes No
- d. Observations/Recommendations: _____

4. Pool of Job Listings (Standard 20)

- a. There is a multi-agency process to pool job openings? Yes No
- b. Employer Interviews confirm there is a single, convenient process?
 Yes No
- c. Are there DILHR AMS Access Agreements in this SDA? Yes No
- d. Which partners (beyond Job Service) have AMS Access? _____

- e. Does review of job orders show partner use of AMS? Yes No
- f. What other system (if not AMS) is used? _____
- g. The system established meets the intent of standard? Yes No
- g. Observations/Recommendations: _____

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ATTACHMENT 8-E
STATISTICS ON RESOURCE AREA USAGE AT THE
ANOKA COUNTY, MINNESOTA, WORKFORCE CENTER
(1996)

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RESOURCE AREA USAGE

Personal Computer Lab - YTD through August 1996

The Personal Computer Lab contains fourteen personal computer work stations available for job search, career exploration, resumes, and cover letters. The Personal Computer Lab has staff available to assist with computer questions.

1996	General Public	Program Specific	Total
August	440	57	497
July	461	76	538
June	412	120	532
May	411	102	515
April	383	107	492
March	398	177	575
February	331	159	490
January	311	120	450
Total	3,147	918	4,089

Job Search Area - YTD through August 1996

The Job Search Area is dedicated to assisting job seekers obtain job leads. There are nine Applicant Friendly Job Search computers available to access local, statewide, and nationwide jobs. Newspapers, job postings, and SkillsNet (a resume scanning program for job matching) are also available.

1996	General Public	Program Specific	Total
August	688	147	835
July	691	170	861
June	599	133	732
May	665	150	815
April	708	190	898
March	719	212	931
February	869	198	1,067
January	943	185	1,128
Total	5,882	1,385	7,267

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ATTACHMENT 8-F
EARLY STATISTICS ON UTILIZATION OF THE
WAUKESHA COUNTY, WISCONSIN, WORKFORCE
DEVELOPMENT CENTER (1995)

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WORKFORCE DEVELOPMENT CENTER
- Utilization Rates -

**Do you know that, from January 1995 through
October 31, 1995,**

... 9,433 people used the Workforce Development Center in
this 10-month period?

...7,234 people secured employment after receiving some type
of service from the Center during this 10-month period?

...5,019 visits were made to the Career Center since March 1995?

...2,541 visits were made to the Job Search Network Room Sessions?

...employers averaged placing 80 Job Orders per week via the JobNet
System?

...3,930 Job Orders were received by Employment Opportunity
Center?

Do you know that

...The JobNet System has approximately 1,000 Active Job Orders
at any given time?

...approximately 450 people access the Job Information Center
each week?

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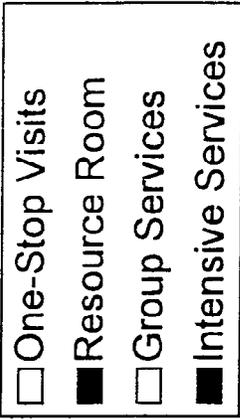
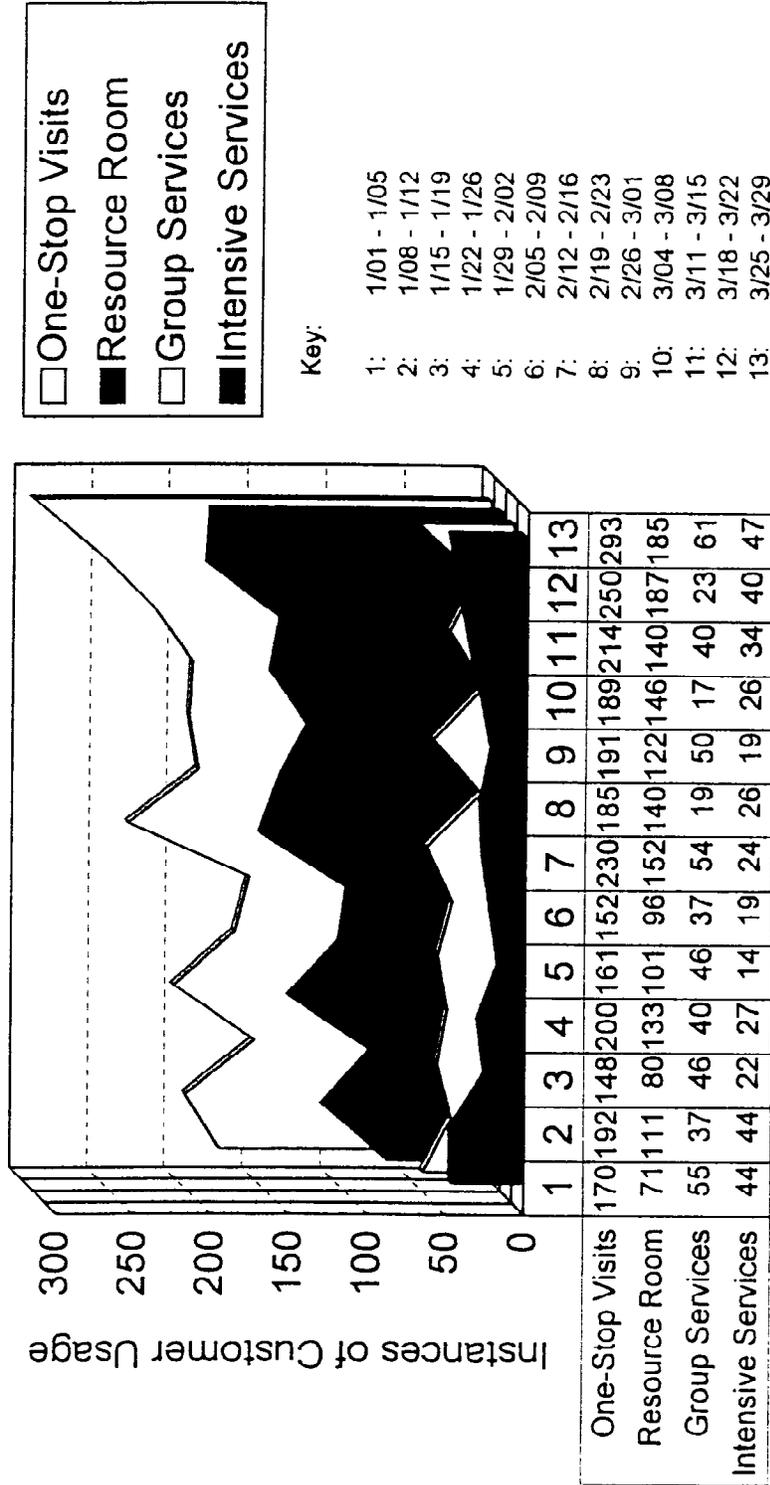
ATTACHMENT 8-G
WEEKLY ONE-STOP CLIENT FLOW AT THE
ARLINGTON, TEXAS, CAREER CENTER (1996)

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Arlington Career Center

Weekly One-Stop Client Flow (January 1 - March 31, 1996)



Key:

- 1: 1/01 - 1/05
- 2: 1/08 - 1/12
- 3: 1/15 - 1/19
- 4: 1/22 - 1/26
- 5: 1/29 - 2/02
- 6: 2/05 - 2/09
- 7: 2/12 - 2/16
- 8: 2/19 - 2/23
- 9: 2/26 - 3/01
- 10: 3/04 - 3/08
- 11: 3/11 - 3/15
- 12: 3/18 - 3/22
- 13: 3/25 - 3/29

Week No.

Total number of self-reported services: 2575

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**ATTACHMENT 8-H
CUSTOMER SATISFACTION MATERIALS FROM
MINNESOTA**

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Department of
Economic Security
Employee Opinion

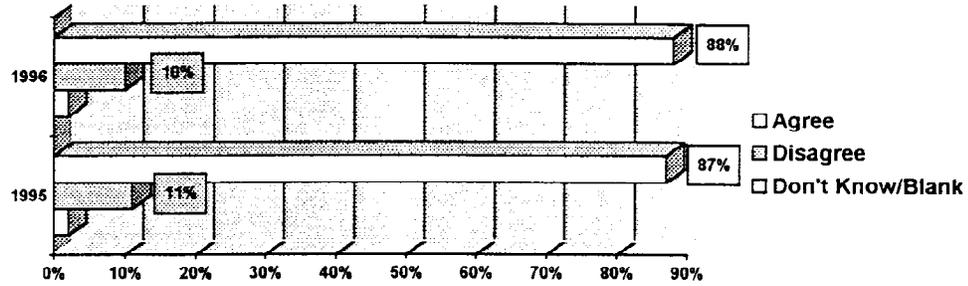
Internal Customer Survey Report

June, 1996

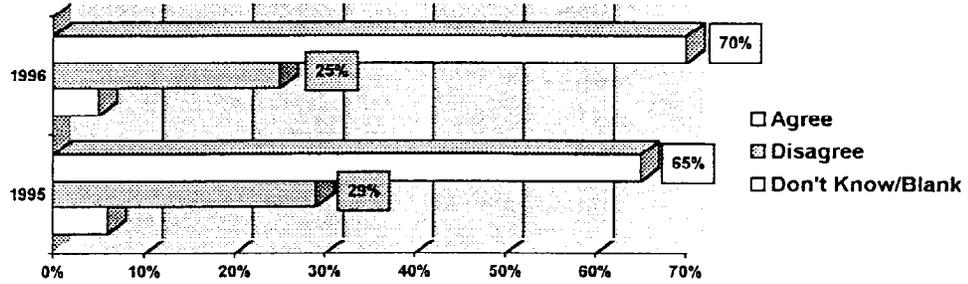
Customer Focus

Three customer focus questions made up the first part of the survey. Overall, respondents agreed to some extent with the customer focus related questions 82% of the time in 1996 and 79% of the time in 1995:

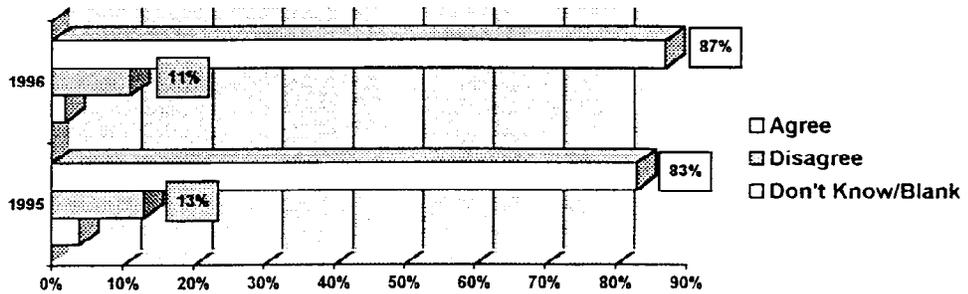
I understand customer expectations:



My office has an effective process for resolving customer complaints:



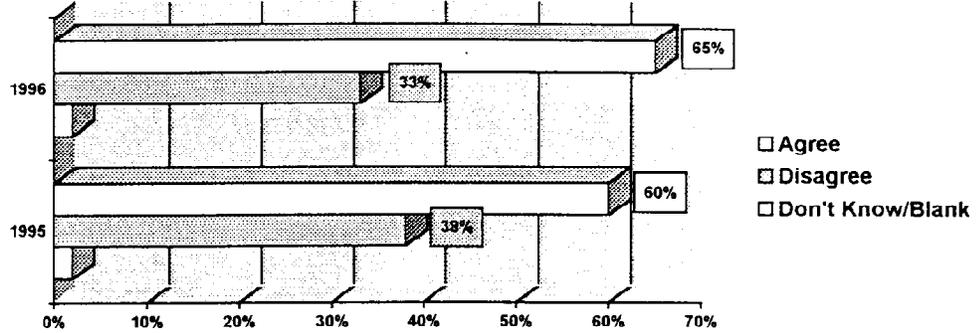
I use customer feedback to improve the quality of my services:



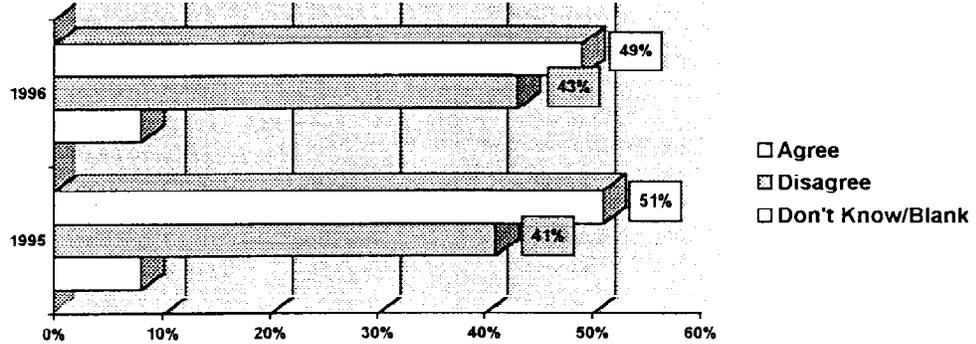
Teamwork

Overall, respondents agreed to some extent with the teamwork related questions 56% of the time in 1996 and 48% of the time in 1995:

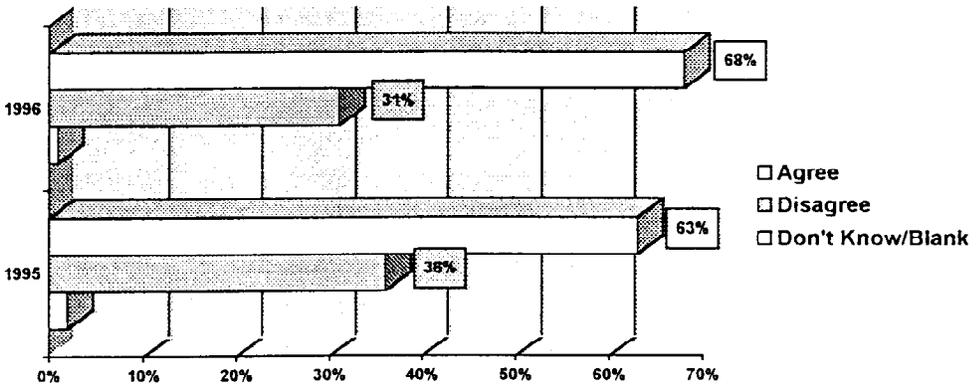
Employees in my office have been trained, have needed tools:



Quality improvement teams have been formed/implemented in my office:



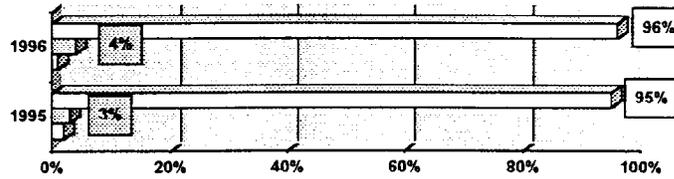
In my office employees interact/cooperate to meet common goals:



Continuous Improvement

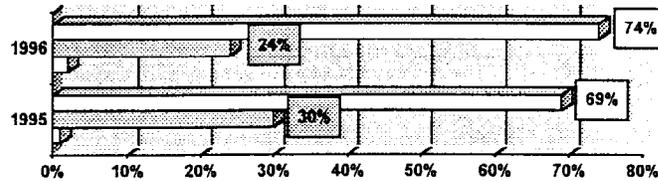
Four customer focus questions made up this part of the survey in 1995. In 1996, the "Progress has been made to eliminate fear" question was shifted to the Human Resource Utilization section. For the purposes of comparison, it was shifted back to this section for this report. Overall, respondents agreed to some extent with the continuous improvement related questions 69% of the time in 1996 and 67% of the time in 1995:

I believe services can be improved:



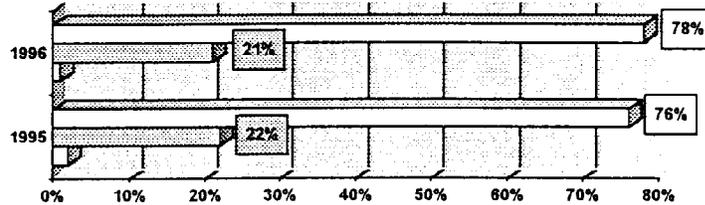
- Agree
- Disagree
- Don't Know/Blank

In my office we continually build quality in:



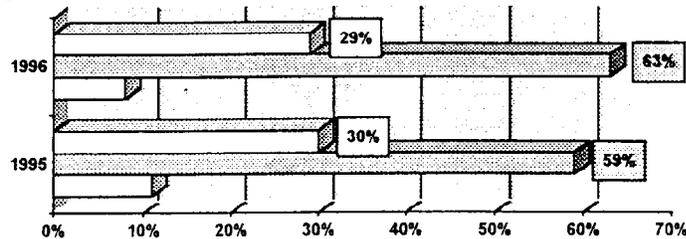
- Agree
- Disagree
- Don't Know/Blank

I use training to develop job skills:



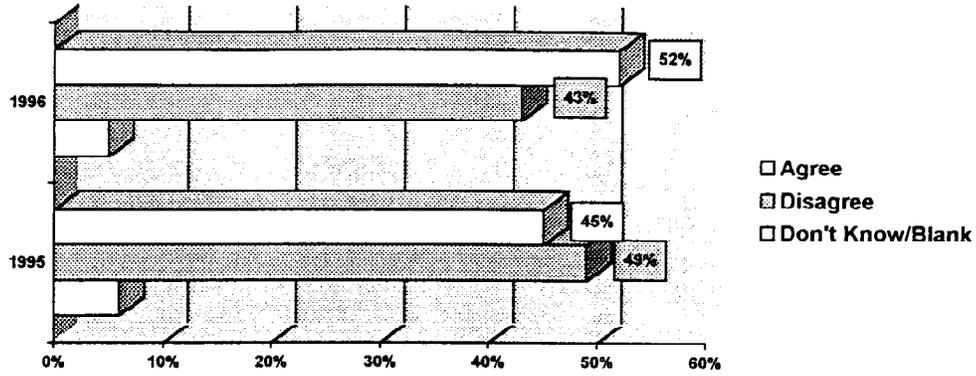
- Agree
- Disagree
- Don't Know/Blank

Progress has been made to eliminate fear:

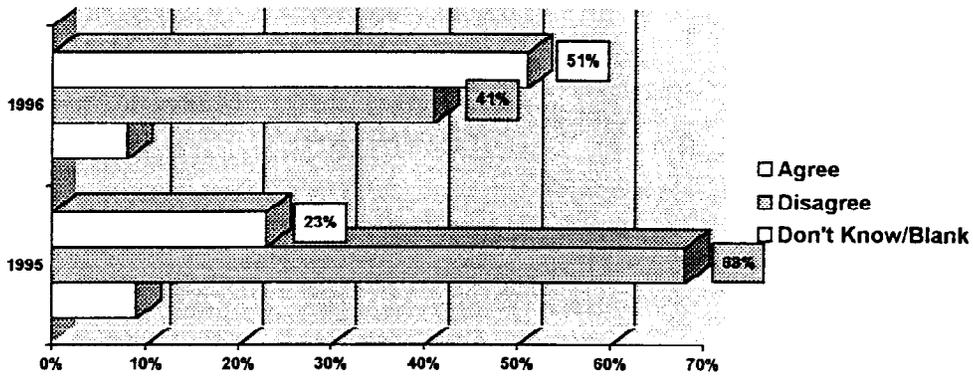


- Agree
- Disagree
- Don't Know/Blank

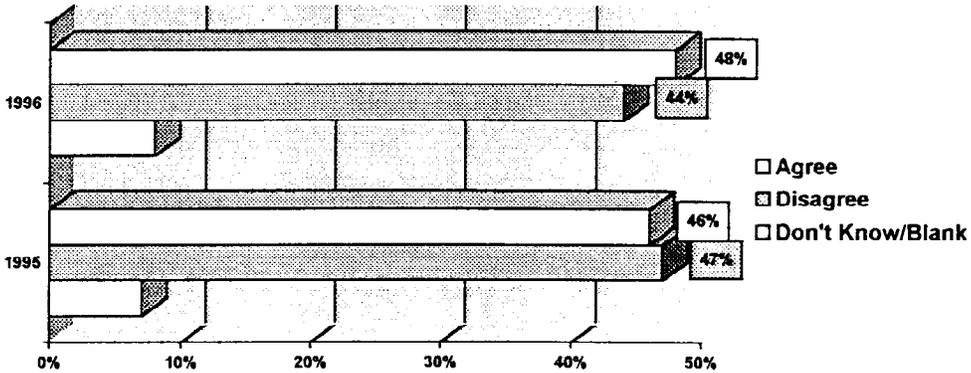
In my office, conflict is resolved through problem solving:



Teams are helping my office serve customers:



Teams are helping my office improve our workplace:



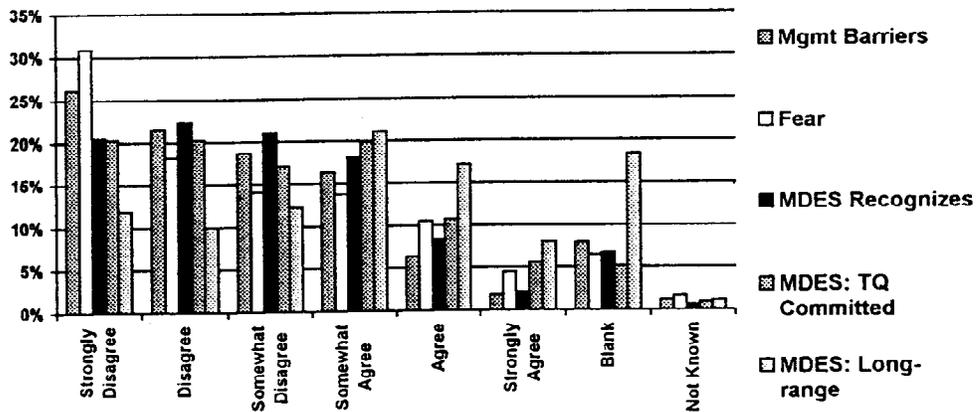
Summary

With the exception of two questions, agreement increased from 1995 to 1996. The contrast between years can be seen in the magnitude of agreement (in descending 1996 order):

Magnitude of Responses by Section and Question Number	Agree '95	Agree '96	Change%
I believe that our products or services can always be improved (II,1)	95%	96%	+1%
I have a clear understanding of the expectations of my customers (I,1)	87	88	+1
I use feedback info from my customers to improve my service quality (I,3)	83	87	+5
I am committed to the achievement of "Total Quality" throughout MDES (III,3)	86	86	+0
My work unit has a reputation for providing high-quality service (VII,6)	75	79	+5
I attend education and training to develop my job skills (II,3)	76	78	+3
Services provided by my work unit meet customer requirements (VII,2)	73	76	+4
In MDES there is a cont. effort to build quality into service design/delivery (II,2)	69	74	+7
I have been provided with the information I need to do my job properly (VI,3)	67	72	+7
I am regularly involved in solving problems that affect the quality of my work (IV,1)	69	70	+1
In my work unit, employees consistently meet the standards of their job (VII,4)	64	70	+9
MDES has an effective process for resolving customer complaints and problems (I,2)	65	70	+8
In my work unit employees interact and cooperate effectively (V,3)	63	68	+8
My supervisor is committed to achieving "Total Quality" throughout the work unit	60	65	+8
Employees in my work unit have been trained and have the tools available to make	60	65	+8
I believe that customers of my work unit are more satisfied with our products and	62	64	+3
My work unit is reducing the level of waste and rework (VII,3)	58	61	+5
Quality standards have been established for the products and services produced in my	53	60	+13
My supervisor provides encouragement, recognition and rewards for quality	51	59	+16
In my work unit there is an effective process for regularly obtaining employees'	50	55	+10
MDES has a reputation for providing high-quality service (VII,5)	45	54	+20
In my work unit conflict is resolved through problem-solving (V,4)	45	52	+16
Teams are helping my work unit serve customers (V,5)	23	51	+122
Communication in my work unit is frank, open and honest at all levels (VI,1)	42	49	+17
Quality improvement teams have been formed/implemented in my work unit (V,2)	51	49	-4
Teams are helping my work unit improve our workplace (V,6)	46	48	+4
MDES mgmt. shares quality-related info with all employees (VI,2)	46	47	+2
In my work unit there is an effective process for resolving employee complaints and	41	47	+15
The focus in MDES is long-range rather than short-term (III,5)	42	46	+10
MDES mgmt. is committed to achieving "Total Quality" throughout org.(III,1)	33	36	+10
MDES employees are recognized for continuous quality improvement (IV,3)	24	29	+21
Significant progress has been made to eliminate fear on the job (II,4)	30	29	-3
MDES mgmt. has broken down barriers to cont. quality improvement (III,6)	23	24	+4

Recommendations

- 1) Overall, with 70% of the responses agreeing with questions presented in the survey, **MDES staff has a positive view about their work, the Total Quality process, customers, and other aspects of their jobs. 91% of the 1996 questions had more affirmative responses than in 1995.**
- 2) This positive self-assessment sends the message that the Department should keep doing what it has been doing, that it continues to be on the right track, especially with its customer focus, continuous improvement, and quality results.
- 3) Special efforts can be directed where agreement rates are lowest:
 - A) Help management breakdown barriers to continuous quality improvement (see Management and Leadership section).
 - B) Eliminate fear on the job. Fear is not defined in this question, so that responses may be referring to differing causes of fear (see Continuous Improvement section).
 - C) Recognize MDES employees for continuous quality improvement. Celebrate the successes we have found and recognize the people responsible (see Human Resource Utilization section)
 - D) Make sure MDES management is committed to achieving Total Quality throughout the organization and are modeling TQ behaviors (see Management and Leadership section).
 - E) MDES needs to focus on a consistent long-term plan rather than short-term or ever-changing plans (see Management and Leadership section)



The contents of this report, including the recommendations, are based solely on the collected data. If you have feedback that would improve the quality assessment process please contact Chris at 296-6717 with your ideas.

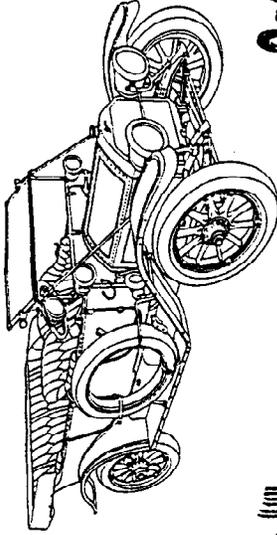
8. Please list any other type of labor market information that you would like to see developed by this office.

9. Any other comments on how we could improve our products and/or services will be appreciated.

Thanks for your help!

The label above tells us if you have responded, we won't contact you if you have. All of your individual responses will be kept strictly confidential and will only be used to produce summary results.

Customer Satisfaction Survey



Putting You in the Driver's Seat

conducted by
The Minnesota Department of Economic Security's
Research and Statistics Office
funded by The Education and Employment Transition System Grant



**Minnesota Department of
Economic Security**

390 North Robert Street • St. Paul, Minnesota 55101
(612) 296-5632 • TTY/TDD (612) 292-5090 • FAX (612) 292-5429

Research and Statistics Office

Dear Customer:

I am writing to ask for your help. Would you take a few minutes to let us know how we are doing? You have been identified as one of our valued customers who uses labor market information (LMI), and we would welcome your appraisal on how we do our job in serving you. We intend to use your responses as guidelines to improve and re-focus our publications and services to serve you better in the future.

We are sending the attached survey to a limited number of people who have used our publications or services. Every response we receive is significant, and the results will be studied carefully. Your reply is very important to us, and your answers will be completely confidential.

Please complete the questionnaire, and return it in the enclosed, postage-paid envelope. I will be contacting you again if I do not receive your survey within two weeks. Should you have any questions or comments, please call Dana at (612) 296-5632. Thank you for your assistance in our efforts to improve.

Our mailing address is:

Minnesota Department of Economic Security
Research and Statistics Office
ATTN: Dana Ferrazzo
390 N. Robert Street, Fifth Floor
St. Paul, MN 55101

1. The last time you contacted the Research and Statistics Office, how satisfied were you with our response? Please rate the following statements:

	Strongly Disagree	Strongly Agree
My call was answered promptly.	1 2 3 4 5 6	
My call was directed to the person most able to help.	1 2 3 4 5 6	
My request for information was handled in a professional manner.	1 2 3 4 5 6	
My request was handled in a timely way.	1 2 3 4 5 6	
Staff was knowledgeable.	1 2 3 4 5 6	
Staff was courteous.	1 2 3 4 5 6	
Comments:		

2. How satisfied are you with the quality of information you receive from the Research and Statistics Office? Please rate the following:

	Strongly Disagree	Strongly Agree
Current information is provided in a timely manner.	1 2 3 4 5 6	
The information is consistently accurate.	1 2 3 4 5 6	
The products/services address my needs.	1 2 3 4 5 6	
The information is well organized.	1 2 3 4 5 6	
The information is easy to use.	1 2 3 4 5 6	
Comments:		

Skip those items you do not use.

Labor Market Information	How important to you?		How satisfied are you?		Comments
	Not at all Important	Extremely Important	Not at all Satisfied	Extremely Satisfied	
Publications:					
<input type="checkbox"/> MN Labor Market Review (monthly)	1 2 3 4 5 6	1 2 3 4 5 6	1 2 3 4 5 6	1 2 3 4 5 6	
<input type="checkbox"/> MN Economic Trends (quarterly)	1 2 3 4 5 6	1 2 3 4 5 6	1 2 3 4 5 6	1 2 3 4 5 6	
<input type="checkbox"/> MN Employment Outlook	1 2 3 4 5 6	1 2 3 4 5 6	1 2 3 4 5 6	1 2 3 4 5 6	
<input type="checkbox"/> MN Regional Employment Outlook	1 2 3 4 5 6	1 2 3 4 5 6	1 2 3 4 5 6	1 2 3 4 5 6	
<input type="checkbox"/> MN Salary Survey by Area	1 2 3 4 5 6	1 2 3 4 5 6	1 2 3 4 5 6	1 2 3 4 5 6	
<input type="checkbox"/> MN Salaries by Industry & By Size of Firm	1 2 3 4 5 6	1 2 3 4 5 6	1 2 3 4 5 6	1 2 3 4 5 6	
<input type="checkbox"/> MN Careers	1 2 3 4 5 6	1 2 3 4 5 6	1 2 3 4 5 6	1 2 3 4 5 6	
<input type="checkbox"/> MN Career Focus	1 2 3 4 5 6	1 2 3 4 5 6	1 2 3 4 5 6	1 2 3 4 5 6	
<input type="checkbox"/> Occupational Employment Statistics	1 2 3 4 5 6	1 2 3 4 5 6	1 2 3 4 5 6	1 2 3 4 5 6	
<input type="checkbox"/> Employment, Hours & Earnings by State	1 2 3 4 5 6	1 2 3 4 5 6	1 2 3 4 5 6	1 2 3 4 5 6	
<input type="checkbox"/> Employment, Hours & Earnings by Minneapolis-St. Paul Area	1 2 3 4 5 6	1 2 3 4 5 6	1 2 3 4 5 6	1 2 3 4 5 6	
<input type="checkbox"/> Employment & Wages by Economic Region and County (Quarterly Report)	1 2 3 4 5 6	1 2 3 4 5 6	1 2 3 4 5 6	1 2 3 4 5 6	
<input type="checkbox"/> Employment & Wages by Economic Region and County (Annual Report)	1 2 3 4 5 6	1 2 3 4 5 6	1 2 3 4 5 6	1 2 3 4 5 6	
Services:					
<input type="checkbox"/> Affirmative Action Data	1 2 3 4 5 6	1 2 3 4 5 6	1 2 3 4 5 6	1 2 3 4 5 6	
<input type="checkbox"/> Informational Seminars and Special Requests/Projects	1 2 3 4 5 6	1 2 3 4 5 6	1 2 3 4 5 6	1 2 3 4 5 6	
<input type="checkbox"/> Consumer Price Indexes (CPI's)	1 2 3 4 5 6	1 2 3 4 5 6	1 2 3 4 5 6	1 2 3 4 5 6	

Enclosed with this survey please find a copy of *Going in Circles Looking for Information?* which includes a description of the above publications and services.

4. How satisfied are you with the layout of information in the products? Please rate the following:

	Strongly Disagree	1	2	3	4	5	6	Strongly Agree
The tables are easy to understand.		1	2	3	4	5	6	
The graphs are easy to understand.		1	2	3	4	5	6	
The media (paper, disk, electronic) that the information is presented in meets my needs.		1	2	3	4	5	6	

Comments:

5. LMI products and information are located on the Internet at <http://peter.itsc.state.md.us:81/>. If you have visited this site, please rate the following:

	Strongly Disagree	1	2	3	4	5	6	Strongly Agree
The information is easy to access.		1	2	3	4	5	6	
Current information is provided in a timely manner.		1	2	3	4	5	6	
I would like the option of using a search engine.		1	2	3	4	5	6	
I would like to be able to download the information in another format.		1	2	3	4	5	6	

Comments:

6. How satisfied are you with the content of information in the products? Please rate the following:

	Strongly Disagree	1	2	3	4	5	6	Strongly Agree
There is too much detail provided in the products.		1	2	3	4	5	6	
There is too little detail provided in the products.		1	2	3	4	5	6	
The analysis of information is of high quality.		1	2	3	4	5	6	
The information provided meets my needs.		1	2	3	4	5	6	

Comments:

7. In order for us to know a little more about you and your needs as an LMI customer, please answer the following questions.

- A. What is your job title? _____
- B. Please the which best describes your frequency of use of LMI products or services.
- 1 to 5 times per year
 - 6 to 10 times per year
 - 11 to 15 times per year
 - 16 to 20 times per year
 - over 20 times per year
- C. If questions arise concerning your survey, whom should we contact?

Name: _____

Telephone No.: _____

CUSTOMER SATISFACTION SURVEY

Date _____

Thank you for agreeing to complete our Customer Satisfaction Survey. The survey is voluntary, anonymous, and confidential. The information will be used to improve services to customers. If you choose not to complete the survey, services provided to you will not be affected.

1. Please check the service/s you were seeking when you came here today. (Check all that apply.)

- | | | |
|--|---|---|
| <input type="checkbox"/> Job Leads | <input type="checkbox"/> Employment Counseling | <input type="checkbox"/> Resource Center |
| <input type="checkbox"/> Resume | <input type="checkbox"/> Job Club | <input type="checkbox"/> General Job Information |
| <input type="checkbox"/> Child Care | <input type="checkbox"/> Financial Aid for School | <input type="checkbox"/> Testing |
| <input type="checkbox"/> Job Search | <input type="checkbox"/> Automated Job Match | <input type="checkbox"/> Training Options |
| <input type="checkbox"/> Reemployment (Unemployment Insurance) | | <input type="checkbox"/> Adjustment to Disability |
| <input type="checkbox"/> Other | | |

If other, please explain:

2. Is this your first time here? Yes No

3. Please rate each of the following aspects of service based on your experience.

<u>How would you rate the extent to which:</u>	Poor	Okay	Good	Very Good
the service was prompt?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
the employees were friendly/polite?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
the employees were helpful?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
the hours were convenient?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
you received personal attention?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
your questions were answered?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
the employees were knowledgeable?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

- OVER -

4. Please answer these questions based on your overall experience using the services.

<u>How would you rate:</u>	Poor	Okay	Good	Very Good
the value of the services to you?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
how well the services met your expectations?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
the overall quality of the services?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

5. Please describe any services that you believe are missing but should be available.

6. If you could make one suggestion that would improve your satisfaction, what would it be?

Provide Name and Address information only if you want a personal reply.

Name: _____

Phone Number: _____

THANK YOU FOR COMPLETING OUR CUSTOMER SATISFACTION SURVEY.

YOUR INPUT IS IMPORTANT TO US.

IT WILL ENABLE US TO SERVE YOU BETTER.

WHAT CUSTOMERS ARE SAYING ABOUT THE
MINNESOTA WORKFORCE CENTER-ANOKA COUNTY

"What a great change! I'm not even embarrassed to be here! This is a wonderful, professional service-I bet you will see a great improvement in attitudes among your clients."

"I really appreciate the opportunity to use this service-it is very helpful to have resources available-it is also nice to be treated with respect and dignity."

"I got the job I wanted due to the wonderful help with my resume and the fact I was totally prepared for my interview. I am very grateful for all the help and information I received."

"Received an immediate job from a company. First visit-very impressed."

"Keep up the great team work-it is nice to come here and be treated in a friendly respectful manner."

"All the employees are friendly and supportive."

"The employees were friendly/polite? Very!!" "The employees were helpful? Very!!"

"Although rating 'very good' in all areas seems unusual, I truly feel the experiences I have had here during my past several visits have been 'very good'."

"I got the job I wanted due to the wonderful help with my resume and the fact that I was totally prepared for my interview. I am grateful for all of the help and information I received."

"Everyone in the Blaine office is doing a wonderful job! Keep up the good work!! You are appreciated by many."

"I received more information and assistance than I expected."

"All the employees are friendly and supportive."

ATTACHMENT 8-I
CUSTOMER SATISFACTION MATERIALS FROM
WISCONSIN

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Job Center Focus Group Interviews Background Information

Wisconsin has been developing Job Centers since 1988. Federal funding for this effort (a three-year, \$10.5 million grant from the USDOL-ETA) was awarded in November 1994. There are currently 62 Job Centers planned and developing in 17 regions statewide. The Centers' customers are identified as job seekers, employers, and other taxpayers.

The Centers are managed by a team from the agencies which administer many different funding sources, most of which originate at the federal level. Job Service, the Private Industry Councils, local technical colleges, and county social service departments are examples of team members. Some Job Centers also include other agencies, like vocational rehabilitation, United Migrant Opportunities Services, economic development agencies, public school systems, literacy councils, and so on.

The objective of Job Centers is to provide easy access to a wide range of services for both job seekers and employers. A well-developed center will include coordinated intake assessment, case management, employer services, and inter-agency area-wide planning as well as core services such as career information, job listings, labor market data, training programs, testing and assessment, referrals, and job search assistance.

The Department of Industry, Labor and Human Relations contracted with the Wisconsin Survey Research Laboratory to conduct the focus groups reported here. This report summarizes results of a series of ten focus group interviews conducted around Wisconsin in the summer of 1995.

The purpose of the focus groups was to understand the needs and perceptions of One Stop Job Center customers. Since One Stop Job Centers serve two broad customer groups (employers and individuals), we conducted three focus groups of employers and three of job seekers who had used a Job Center. In addition, focus groups were conducted with one group of "general public" participants, plus one group of front line staff, one group of administrators of the Job Centers, and one group of advocates for various persons who need and use Job Center services. This report analyzes each customer group and special participant group separately.

When choosing participants for the focus groups with employers, job seekers, and the general public, care was taken to reflect the geographic diversity of the state. Focus groups with employers were held in Eau Claire, Green Bay and Kenosha. Groups of job seekers were interviewed in Hayward, Fond du Lac and Milwaukee. The participants for the general public group were recruited using telephone calls to random phone numbers of people living in the Dodgeville area. Dodgeville was chosen based on voting patterns in recent elections which indicated that the majority of voters in the area were neither strongly conservative nor liberal.

Because Job Centers are new and not yet fully operational, the responses of employers and job seekers regarding their experiences with the services offered often reflect their experiences with the individual agencies that are now forming Job Center partnerships. Most employers, for example, reference Job Service, not Job Centers, in their remarks.

Executive Summary

Employers told us they want:

- applicants screened
- applicants with good attitudes, who are reliable and willing to learn
- quick service when placing orders
- quick service when getting referrals
- a list of qualified candidates as soon as they place the job order
- good and timely follow-up

Employers are feeling a lot of the stresses of a low unemployment rate and the lack of qualified or committed employees.

Job Seekers told us they want:

- access to the largest possible number of job orders
- an easy system for getting a job
- protection from unfair employer practices
- jobs with benefits, even if the pay is lower
- skills training
- financial assistance
- personal service
- to be treated with respect from the Job Centers and Employers
- up-to-date information on the jobs

Advocates were concerned primarily:

- that their clientele receive personal and compassionate service
- more services for their clients, not a "one size fits all" agency.
- staff need to be well trained to deal with non-English speaking people, people with disabilities, and people in crisis
- the computers, in general, were seen as threatening and a barrier for most of the advocates' clientele
- they would like the Centers to develop a plan for working with the advocates to provide better and more comprehensive service overall.

Taxpayers (the general public) told us they want:

- service which is efficient in time and money
- more information about services available

They also discussed the negative image of the Centers: the Centers are perceived as being tied only to welfare.

Executive Summary (continued)

Front Line Staff understood the needs of the GENERAL PUBLIC to be:

- ease and convenience
- efficiency
- universal access

Front Line Staff understood the needs of the EMPLOYERS to be:

- lots of applicants
- screening of applicants
- personal service
- training

Front Line Staff understood the needs of the JOB SEEKERS to be:

- access to many jobs
- ease of use
- training
- personal service
- financial assistance

Front line staff felt the Centers could best improve by making the job-seeking process more efficient, having well-trained and polite staff, and easing regulations. Areas they would target for improvement were:

- personal service
- one location for all services
- public information and public relations
- reliable funding

Administrators understood the needs of the GENERAL PUBLIC to be:

- efficiency
- clear purpose
- more communication
- to be treated well

Administrators understood the needs of the EMPLOYERS to be:

- to have their business needs understood by staff
- quick and easy service
- knowledgeable staff
- training

Administrators understood the needs of the JOB SEEKERS to be:

- easy and efficient service
- to be treated well
- easy access
- personal service
- access to lots of jobs
- more reliable funding

Administrators recognized that job seekers for the most part liked JobNet, but that staff and employers are less happy with it. They felt staff should be kept informed and included in decision-making.

The top areas Administrators would target for improvement were:

- a clear vision of what the Centers' purposes are
- better follow-through for both employers and job seekers
- more reliable funding

SURVEY OF JOB SEEKERS THROUGH JOBNET
November 6, 1995

1. **In the past 3 months, what services have you used at the Job Center?** (touch all that apply) (*Words with graphic as buttons saying Yes and No*)
- 1 Help figuring out what types of jobs I'm interested in or qualified for
 - 2 Finding a job opening on the JobNet computer
 - 3 Learning job seeking skills, such as preparing for an interview
 - 4 Training for specific job skills or retraining to change my career
 - 5 Getting information about the job market, such as future job demand and wages and skills needed for certain jobs
2. **In the past 3 months, how much contact have you had with staff?** (*Graphic as words with buttons to press*)
- 1 A lot
 - 2 Some
 - 3 Very Little
 - 4 None at all----->SKIP QUESTIONS 3 and 4

How much do you agree or disagree with the following statements:

3. **Staff at the Job Center treated me with respect.**
- Five point happy face scale; with words underneath:
Strongly Agree,
Somewhat Agree,
Neither Agree nor Disagree,
Somewhat Disagree,
Strongly Disagree
4. **The Job Center staff knew how to help me.**
- Five point happy face scale, with same wording mentioned in #3
5. **It was easy to get what I needed at the Job Center.**
- Five point happy face scale, with same wording mentioned in #3
6. **Overall, the Job Center is helpful to me as I look for a job.**
- Five point happy face scale, with the same wording mentioned in #3

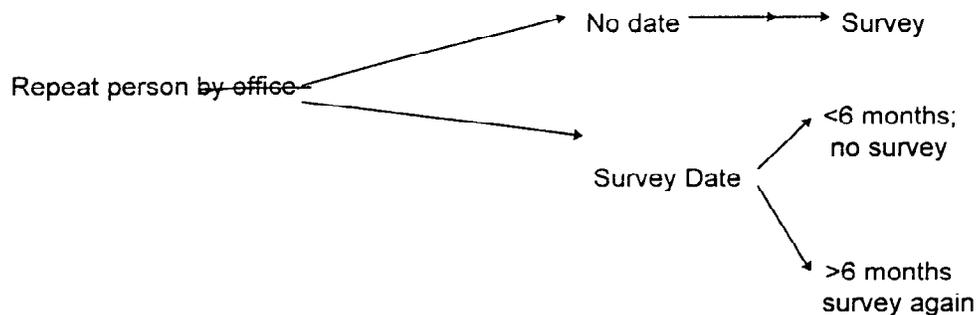
Functional Requirements for One Stop Survey on JobNet (10/3/95)

PROJECT GOAL:

The goal of this project is to use the JobNet system as a vehicle to measure system-oriented customer satisfaction of the broad population of users of employment and training services. Responses to the brief, on-line survey will be linked to demographic and available programmatic data for analysis. Survey answers should be stored on the mainframe transaction file from which a monthly report will be generated. In addition, survey answers should be accessible for download to facilitate PC based analysis.

POPULATION:

Repeat users of JobNet who are at a Job Center will get the survey. (NOTE: Some JobNet machines may be at offices that are not Job Centers. This survey will not be activated at those offices. I have attached the current list of sites.) After completing the survey, they will not be asked to fill it out again until 6 months later. A survey date will have to be assigned to prompt second iterations of the survey:



SPECIFICATIONS:

Survey

The survey will be placed at the first exit from a JobNet function. This could be modifications to the self-registration, use of the directory (menu) of services, use of job search, or any other function.

The questions on the customer survey follow response patterns as described below:

- The majority of the questions will follow the happy-face convention developed for the original JobNet survey. One question will have yes/no response categories, and one will have a four point scale, and include a skip pattern. The survey is attached.
- The introductory screen to the survey should say "Please answer the following quick 6 questions which will help us serve you better!"

Each question will appear alone on the screen, and, once answered, the subsequent question will appear. After all questions have been answered, the customer will be thanked for completing the survey and asked to push the EXIT button. The response will be the menu screen.

All survey responses, including those from incomplete surveys, will be logged. Even if only one survey question (i.e. the first one) is answered, we want it logged because the that question gives an indication of satisfaction with overall services.

Reports

Survey data will be reported monthly. Reports will include break-outs by demographics and veteran status for each question for statewide data. This includes the entire range of information available, including age range, race/ethnic, gender, education level, in-school, veteran status, employment status, limitations (disabled), UC claimant, dislocated worker, migrant worker, and economically disadvantaged. Report formats for all data (including on the SDA and office level), in addition to the media for reporting, will be determined at a later date.

The data should also be downloaded monthly into an ascii file, for further analysis using SPSS.

A pilot, to be developed at a later date, will allow local areas to determine which services customers find most useful by correlating customer satisfaction data elements with the record of services received.

Mainframe Changes

Add a new 8 byte JobNet Survey Date field to the JS-APPLICANT-REC. This field should be checked at JobNet Main Menu sign-on to determine if the applicant should be presented with a survey upon exiting a JobNet function. Since there are only 3 bytes of filler on the JS-APPLICANT-REC, it will have to be enlarged to accommodate the addition of the survey date field.

NOTE: It may be necessary to add a JobNet indicator to the JS-APPLICANT-REC to identify repeat users of JobNet for survey purposes. This should be discussed further in JobNet Design meetings.

In addition, a new applicant transaction will be needed to store the survey data. The new TCDE for the ATRN and VTRN files should be 560. It should generally process like the current 555 TCDE and display 'JOBNET SURVEY' on-line. New ATRN-DATA-AREA redefines on the JS-APP-TRANS-REC will be necessary for the six survey questions shown on the attachment.

JobNet INI File Changes

Since the survey will be not be used in all JobNet locations, a JobNet Survey indicator should be added to the JobNet INI file. The indicator should be displayed on the Office Settings tab card as a Yes/No response.

**Outline of One Stop Customer Research Project Status and Decisions
January - June, 1996**

I. Focus groups with employers who have not used job centers

- A. *Status:* As of December 5th, the seven focus groups will be complete. A report will be submitted by January 8, 1996.
- B. *Decisions:* After reviewing the information gained from these focus groups, the Interagency Guidance Team will want to discuss whether this is a good way to gather information regarding job centers. If we want to conduct more focus groups with employers who have not used job centers, we should start identifying participants in the spring for possible groups in the summer.

II. Taxpayer Survey

- A. *Status:* Calls for the October/November iteration of the taxpayer survey (a.k.a. Wisconsin Opinions, conducted by the Wisconsin Survey Research Lab) were completed last week. Responses for the two month period, plus responses by "standard" demographic characteristics (gender, age, income, etc.) will be available by the end of the week of December 4th. A report will be written and distributed during December.
- B. *Decisions:* The survey is longer than we had originally planned, and we paid \$4000 for the this first, 2-month period. The team will want to discuss and make recommendations whether all the questions are worth repeating in the April/May survey. The questions about the relative importance of services yielded responses that did not vary much. This might be a prime area to cut. Analysis of the October/November data should inform this decision.

III. Employer Survey:

- A. *Status:* The employer survey will be sent the week of December 4th and again the first week in June. Analysis can be completed late in January, allowing at least 5 weeks for responses. Some changes in report programming must be completed in order to analyze the data. These changes will have to happen early in January.

- B. *Decisions:* None right away. We will want to compare the response rates of December to June. If the December rates are bad (due to the holidays), we will want to modify the dates the survey is sent. (Note: we kept the timing of the survey the same as it has been; but this is open to re-evaluation.)

IV. Job Seeker Survey on JobNet

- A. *Status:* The application is in development and will be tested the last part of December. It will be implemented system-wide in January, with the first reports out in February.
- B. *Decisions:* We will have to consider report formats for the LCPTs. In addition, we will want to consider research questions we can ask of the data, as well as think about how we might be able to get this research done.

V. High Impact Job Seeker Survey

- A. *Status:* In development. The survey instrument is being reviewed and modified. The population is being pulled from JSIS, WIMS, and CARES from new active participants in November, 1995. The survey will be fielded by mid-January.
- B. *Decisions:* We will want to review what we get from the January/February telephone survey prior to the April/May survey being fielded. We will want to look at response rates among different groups (particularly the non-English speakers) and see if modifications in method are needed. Did the questions work? Did we get meaningful information from all the questions? Should some be modified or nuked? Are there research questions to be asked of the data? How might we get that research done? How should the results be reported?

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ATTACHMENT 8-J
CUSTOMER SATISFACTION MATERIALS FROM
CONNECTICUT

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Overall Satisfaction

7. Overall, how courteous was the staff during your visit to the office today? (Fill in one)

- Not at all courteous Slightly courteous Somewhat courteous Moderately courteous Very courteous

8. Overall, how satisfied were you with the services you received in the office today? (Fill in one)

- Not at all satisfied Slightly satisfied Somewhat satisfied Moderately satisfied Very satisfied

Comments or suggestions for improving services:

Please provide us with some additional information about yourself.

(1) Gender: Female Male

(2) Age: (at last birthday)

(3) Race/Ethnic group: (Fill in one)

- Caucasian American Indian or Alaskan Native
 African-American Asian or Pacific Islander
 Hispanic Other

(4) Highest level of education: (Fill in one)

- Less than high school diploma or GED 3 or 4 years education/training post high school
 High school diploma or GED Bachelor's Degree
 1 or 2 years education/training post high school 1 or more years post Bachelor's Degree

(5) Please fill in the circle which best describes your primary field of work: (Fill in one)

- Managerial and Administrative
 Professional, Paraprofessional, and Technical
 Sales and Related fields
 Clerical and Administrative Support
 Service, e.g., cooking, child care, security guard, cosmetology
 Agricultural, Forestry, Fishing, and Related
 Production, Construction, Operating, Maintenance, and Material Handling
 Other (Specify)

(6) Fill in the one circle that best describes your current employment status or unemployment status:

- Working full-time Unemployed with a return-to-work date
 Working part-time Unemployed with no return-to-work date

(7) Are you looking for full-time employment?

- No
 Yes (If Yes, answer (a) below)

→ (a) For how many weeks, including this week, have you been looking for work? weeks

(8) Are you a veteran of the U.S. Armed Forces or the spouse of a disabled or a deceased veteran whose disability (rated at 100%) or death was service-connected? No Yes

Ct. Department of Labor
Performance Measurement Unit

PLEASE DROP COMPLETED SURVEY IN SURVEY BOX.

THANK YOU!

5418



CUSTOMER SURVEY

Would you attend workshops specially designed for participants with limited work history, training and experience?

YES NO

Do you plan to attend the workshops we currently have available?

YES NO

What other types of workshops would you like to attend?

WORKSHOP EVALUATION

WORKSHOP LEADER _____ DATE _____

Please check the workshop attended:

- | | |
|--|--|
| <input type="checkbox"/> RESUME WRITING WORKSHOP | <input type="checkbox"/> JOB LEADS |
| <input type="checkbox"/> INTERVIEWING TECHNIQUES | <input type="checkbox"/> JIST CARD DEVELOPMENT/DIALING FOR DOLLARS |
| <input type="checkbox"/> REBUILDING AFTER JOB LOSS | <input type="checkbox"/> MAINTAINING SELF-ESTEEM |
| <input type="checkbox"/> PLANNING FOR THE FUTURE | <input type="checkbox"/> OTHER _____ |

Please evaluate today's workshop:

1. a) Was the workshop helpful to you? Yes No

b) If yes, please comment on how it was helpful:

2. Was the information presented in a clear, understandable manner? Yes No

Please comment : _____

3. Was the workshop: Too Long Too short Just right

Please comment: _____

4. What would you add or delete from this workshop? _____

5. Other comments or recommendations: _____



Willimantic Office
 1320 Main Street
 18 Tyler Square
 Willimantic, CT. 06226

This survey will help us evaluate how well our training has met your needs and expectations. Please **CIRCLE THE NUMBER** that best represents your opinion on each item.

	STRONGLY AGREE	AGREE	NEUTRAL	DISAGREE	STRONGLY DISAGREE
1. The content will be useful in my job.	5	4	3	2	1
2. The content met stated objectives.	5	4	3	2	1
3. The material was effectively sequenced.	5	4	3	2	1
4. Presenter explained material clearly.	5	4	3	2	1
5. Presenter thoroughly knew material.	5	4	3	2	1
6. I would recommend it to others with my needs	5	4	3	2	1
7. Clarify any answers given above, if necessary. Indicated the item's number. _____					

8. Did anything stand out as particularly helpful? Please specify. _____					

9. Did anything stand out as particularly unhelpful? Please specify _____					

10. Did anything stand out as especially needing to be added/deleted/changed? Please specify. _____					

11. Would you participate in further seminars dealing with employment issues? _____					
12. I would participate in further seminar's on any of the following.					
Interviewing Potential Employees _____					
Americans with Disabilities Act _____					
Wages and Workplace Standards _____					
Affirmative Action/ Equal Opportunities _____					
other _____ suggestions for topics _____					

ATTACHMENT 8-K
CUSTOMER SATISFACTION RESULTS FROM TARRANT
COUNTY (TEXAS) ONE-STOP CENTERS

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TCWEC CUSTOMER SATISFACTION RESULTS

5 PILOT SITES / TARRANT COUNTY ONE-STOP CENTERS

TCWEC SURVEY QUESTIONS	STATE AVERAGE %	TARRANT COUNTY 1-STOP %
1. What was the purpose of your visit to the One-Stop Center today?		
File for UI benefits	12.0%	0.7%
Attend a seminar or workshop	11.6%	11.5%
Use resources such as library	10.8%	17.3%
Take a test	10.5%	0.7%
Other	10.2%	5.8%
Attend an orientation	10.0%	14.4%
Inquire about job training	9.9%	10.1%
Receive eligibility screening	9.8%	3.6%
Receive assistance finding a job	8.8%	18.0%
Receive information on services	6.3%	18.0%
TOTAL	100%	100.0%
2. The wait for service today was...		
Very Reasonable	67.0%	82.1%
Reasonable	25.0%	9.0%
Slightly Reasonable	3.0%	4.5%
Unreasonable	4.0%	0.0%
did not answer	1.0%	4.5%
TOTAL	100.0%	100.0%
3. Did you receive the information you were looking for today?		
Total number that received requested information	94.0%	83.6%
4. Did you receive the services you were looking for today?		
Total number that received requested services	85.0%	88.8%
5. How helpful was the One-Stop Center staff in answering your questions?		
Very Helpful	70.0%	64.2%
Helpful	26.0%	26.9%
Slightly Helpful	2.0%	4.5%
Not Helpful	2.0%	0.0%
did not answer	0.0%	4.5%
TOTAL	100.0%	100.0%
6. How well do you think the One-Stop Center staff understand you needs?		
Completely Understands	51.0%	40.3%
Understands	42.0%	44.8%
Slightly Understands	3.0%	1.0%
Does Not Understand	1.0%	1.5%
did not answer	3.0%	12.4%
TOTAL	100.0%	100.0%
7. How courteous was the One-Stop Center staff during your visit today?		
Very Courteous	75.0%	79.1%
Courteous	22.0%	16.4%
Slightly Courteous	1.0%	0.0%
Not Courteous	0.0%	0.0%
did not answer	2.0%	4.5%
TOTAL	100.0%	100.0%
8. How useful was the information or services you received today in helping you figure out what to do next?		
Very Useful	60.0%	50.7%
Useful	34.0%	34.3%
Slightly Useful	3.0%	7.5%
Not Useful	1.0%	1.5%
did not answer	2.0%	6.0%
TOTAL	100.0%	100.0%
9. Overall, how satisfied were you with the information or service(s) you received today?		
Very Satisfied	61.0%	52.2%
Satisfied	34.0%	34.3%
Slightly Satisfied	3.0%	7.5%
Not Satisfied	1.0%	1.5%
did not answer	1.0%	4.5%
TOTAL	100.0%	100.0%
10. Would you recommend the One-Stop Center to your friends and relatives?		
Yes	97.0%	92.5%

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ATTACHMENT 8-L
INDIANA CUSTOMER SATISFACTION SURVEYS FOR
JOB-SEEKERS AND EMPLOYERS

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CUSTOMER Satisfaction SURVEY

INDIANA
WORKFORCE
DEVELOPMENT



Within the last year, you had contact with a local office of the Department of Workforce Development. Your observations will help us improve the service we provide.

IMPORTANT: Please use a dark pencil or black pen to mark your answers and fill the circles completely. Erase any answers you wish to change. If you had no experience with a particular item, skip to the next question. Thank you.

About how many times have you had contact with the local office of the Department of Workforce Development in the last year?

- Once Twice Three contacts More than three

Thinking about your most recent contact, please indicate your purpose for the contact (mark all that apply).

- To get help finding a job To obtain information about training programs
 Apply for Unemployment Insurance benefits To obtain information about the labor market
 Other _____

Based on your most recent contact, please rate the staff at the local office.

	Poor	Below Average	Average	Above Average	Excellent
Professionalism and knowledge	<input type="radio"/>				
Courtesy and respect	<input type="radio"/>				
Personal attention to my needs	<input type="radio"/>				
Explanation of the process	<input type="radio"/>				
Promptness in providing service	<input type="radio"/>				

Please rate your overall impressions of the local office of the Department of Workforce Development.

	Poor	Below Average	Average	Above Average	Excellent
Overall appearance	<input type="radio"/>				
Overall convenience	<input type="radio"/>				
Overall efficiency of the office	<input type="radio"/>				
Overall satisfaction with the office	<input type="radio"/>				

-over-

Please use the space below to provide us with your comments and suggestions on how we can improve our services.

What did we do well?

What could we do better?

EMPLOYER Satisfaction SURVEY

INDIANA
WORKFORCE
DEVELOPMENT



Within the last year, you had contact with a local office of the Department of Workforce Development. Your observations will help us improve the service we provide.

IMPORTANT: Please use a dark pencil or black pen to mark your answers and fill the circles completely. Erase any answers you wish to change. If you had no experience with a particular item, skip to the next question. Thank you.

About how many times have you had contact with the local office of the Department of Workforce Development in the last year?

- Once
 Twice
 Three contacts
 More than three

Thinking about your most recent contact, please indicate your purpose for the contact (mark all that apply).

- To fill a job vacancy
 Obtain labor market information
 To challenge an Unemployment Insurance claim
 To obtain information about Unemployment Insurance
 To set up a training program
 Other _____

Based on your most recent contact, please rate the staff at the local office.

	Poor	Below Average	Average	Above Average	Excellent
Professionalism and knowledge	<input type="radio"/>				
Courtesy and respect	<input type="radio"/>				
Personal attention to my needs	<input type="radio"/>				
Explanation of the process	<input type="radio"/>				
Promptness in providing service	<input type="radio"/>				

Please rate your overall impressions of the local office of the Department of Workforce Development.

	Poor	Below Average	Average	Above Average	Excellent
Overall appearance	<input type="radio"/>				
Overall convenience	<input type="radio"/>				
Overall efficiency of the office	<input type="radio"/>				
Overall satisfaction with the office	<input type="radio"/>				

-over-

Please use the space below to provide us with your comments and suggestions on how we can improve our services.

What did we do well?

What could we do better?
