

4. CREATING AN EFFECTIVE ONE-STOP INFORMATION INFRASTRUCTURE

GOAL 1. IMPROVE COMMUNICATIONS LINKAGES AMONG ONE-STOP PARTNERS	4-2
Strategy 1. Facilitate Day-to-Day Communication Among Co-Located Staff Within One-Stop Centers	4-3
Strategy 2. Create Information Systems to Connect Partners from Multiple Sites Within Local One-Stop Networks	4-4
Strategy 3. Support Communication Among State and Local One-Stop Partners	4-5
GOAL 2. PROVIDE CUSTOMERS USER-FRIENDLY ACCESS TO AUTOMATED INFORMATION AND SERVICES	4-6
Strategy 1. Make Information Services and Products Accessible to Customers at a Distance Using A Variety of Information Technologies	4-7
Strategy 2. Offer Automated Self-Registration as a Gateway to Additional Services	4-9
GOAL 3. SUPPORT THE DELIVERY OF COORDINATED AND CONSOLIDATED SERVICES TO ONE-STOP CUSTOMERS.....	4-11
Strategy 1. Develop Information Systems to Support Integrated Intake and Eligibility Determination.....	4-12
Strategy 2. Develop Information Systems to Support Integrated Service Planning and Case Management for Individual Customers	4-14
Strategy 3. Develop Information Systems to Support Integrated Service Planning and Case Management for Employer Services	4-15
GOAL 4. SUPPORT ACCOUNTABILITY FOR OVERALL ONE-STOP SYSTEM ACCOMPLISHMENTS.....	4-16
Strategy 1. Build on Existing Program-Based Accountability Systems	4-16
Strategy 2. Collect New Information to Address System-Wide Accountability Measures	4-17
RESOURCES.....	4-19

4. CREATING AN EFFECTIVE ONE-STOP INFORMATION INFRASTRUCTURE

INTRODUCTION

Effective use of new information technologies is viewed by most states as key both to the delivery of seamless One-Stop services and the coordinated management of One-Stop systems. Several initial implementation grant states have described information technology as the “linchpin” that holds the One-Stop initiative together, at least as important as co-locating staff or creating integrated physical One-Stop facilities.

First, most One-Stop systems depend on user-friendly automated information products to deliver high-quality information—about labor markets, careers, education and training opportunities, jobs, and available workers—that will prepare businesses and individuals to make good decisions about their futures. Many states and local areas depend on the availability of electronic networks to make these automated information products readily accessible to customers at a variety of locations, including One-Stop centers, schools, community agencies, shopping centers, libraries, and, via remote computer access, from home and from work.

Second, automated information systems are essential tools for managers to use in coordinating the efforts of multiple agencies offering workforce development services. To achieve integrated service systems, One-Stop agency partners need to share labor market information upon which to base coordinated plans and service designs. In addition, coordinated One-Stop service delivery depends on the ability of participating agencies to share information about the services they have available, to coordinate services to the customers they have in common, and to share information about customer outcomes.

One interesting feature of One-Stop information systems being developed in a number of sites is that the distinction between information systems as *vehicles to deliver customer services* and as *program management tools* is beginning to disappear. Increasingly, customers are being invited to manage their own service delivery process by interacting with automated information systems. As part of this process, customers are asked to enter information about their needs, interests, and service preferences, as well as their level of satisfaction with the services they receive. Providing this

information enables customers to obtain appropriate self-access services and to learn about additional community services relevant to their needs and interests. In a number of sites, it also provides the basis for the initiation of a client-level case record and case management file that can be used to guide the subsequent delivery of staffed services to a customer as well as to document services received and outcomes over time. When it is time to assess system-level and individual customer-level accomplishments and identify needed system improvements, information from integrated information systems is compiled and analyzed to describe customers, review service utilization patterns, and identify how services could be adapted to better meet customer needs.

In this chapter of the Practitioners' Guide, we describe the different strategies used by states and local areas to develop a shared technology and information infrastructure that will further the following goals:

- Improve coordination linkages among One-Stop partners.
- Provide customers user-friendly access to automated information and services.
- Support the delivery of coordinated and consolidated services to One-Stop customers.
- Support accountability for overall One-Stop system accomplishments.

GOALS AND STRATEGIES TO CREATE AN EFFECTIVE INFORMATION TECHNOLOGY INFRASTRUCTURE

GOAL 1. IMPROVE COMMUNICATIONS LINKAGES AMONG ONE-STOP PARTNERS

One of the most basic applications of information technology to improve the effectiveness of One-Stop interagency partnerships is the facilitation of day-to-day communications between and among staff from different agencies. A number of One-Stop states and local areas have benefited from the development of systems to support regular communication between on-site partners, as well as between coordinating partners located at multiple service sites within local One-Stop networks and between staff participating in One-Stop system-building efforts at the state and local level.

Strategy 1. Facilitate Day-to-Day Communication Among Co-Located Staff Within One-Stop Centers

After relocating to a shared facility, staff from different agencies usually find it important to communicate frequently on topics of mutual interest. These conversations are essential for several reasons. First, staff from different agencies need to become familiar with the staff and services associated with all the programs available within the One-Stop center. Second, staff need to communicate on a case-by-case basis about issues associated with the shared facility and coordination of service to common clients. Finally, regular communication among on-site partners about a wide range of topics is essential for building a common One-Stop “team” identity.

A number of One-Stop center partners have found that the investment in an integrated telephone system and a shared computer-based electronic mail system improves the frequency and quality of communications among co-located staff from different agencies. Respondents from one One-Stop center that had not yet created improved tools for communication among staff from different on-site agencies said that the absence of a shared communication system had hampered the development of a sense of a common identity and shared purpose among all One-Stop center staff.

Example of Developing a System to Promote Communication Among On-Site Partners

Installing a Shared PC-Based Scheduling and Electronic Mail System.

After moving to a new facility that houses staff from nine different agencies, partners in the Waukesha County Workforce Development Center invested in personal computers for all on-site staff and installed a personal computer-based communications network that included a common electronic mail system and an on-line scheduling system. To accomplish this, agencies that still used mainframe-based MIS systems arranged to equip their staff with personal computers that can emulate “dumb terminals” when accessing their agency’s mainframe computer.

Using the on-line scheduling system, staff can access each others' daily schedules and reserve specific times for planned activities in shared meeting rooms and classrooms. This communications system, respondents said, has helped staff "act and feel like they belong to one organization." **Pewaukee, Wisconsin**

Strategy 2. Create Information Systems to Connect Partners from Multiple Sites Within Local One-Stop Networks

Another communication and information-exchange challenge that local One-Stop partners face is the need to support communications among staff in different One-Stop service delivery sites within the same local One-Stop network. Different service delivery sites that would benefit from improved information-exchange linkages might include several "full-service" One-Stop centers or a combination of One-Stop centers and additional "satellite" service locations maintained by one or more partner agencies.

The need for frequent communication among staff within local One-Stop networks has been addressed in a variety of different ways. Agencies in some local sites have undertaken the development of a new county-wide or region-wide information network that links all One-Stop service centers as well as local administrators and policy board staff. A fully-developed local information network has made it possible for some sites to give staff from all local One-Stop partners access to a shared database on One-Stop clients and services on a need-to-know basis, subject to procedures to ensure adequate safeguarding of client confidentiality.

Other sites have decided to undertake less ambitious approaches to improve communication among local One-Stop partners not housed in the same facility. Examples of more limited information system improvements include the development of shared client-scheduling systems, so that staff from any local service site can schedule customers for available service appointments at any other site, and electronic networks to allow staff and customers to access automated One-Stop information services from remote locations.

Examples of Connecting Staff From Multiple Sites Within a Local One-Stop System

Example #1—Developing a County-Wide Information Network to Support One-Stop Operations. To facilitate regular communication between and among service staff, administrators, and policy board staff associated with the network of seven full-service One-Stop centers in Tarrant County, Texas, One-Stop partners used local One-Stop implementation grant funds to develop a county-wide information network. During the first year of One-Stop implementation, information project staff identified available computers, configured individual computers, and installed networking equipment to create linkages among all One-Stop sites. These linkages will make it possible to share information across partner agencies and sites, and to provide all partners access to a shared client database. **Arlington, Texas**

Example #2—Developing an Automated Scheduling Network Linking Local Service Sites. Communication among local partners and across multiple service sites was identified as an important system-level need in the City of Baltimore's Career Center Network. To address this need, local partners used most of their local One-Stop planning grant to develop an automated scheduling network linking different service sites. This network enables staff at any networked site to dial in to the scheduling bulletin board at any other site, pull up the schedule for group workshops and training sessions, and schedule a customer for an available time slot. **Baltimore, Maryland**

Example #3—Developing Electronic Linkages to Allow Off-Site Partners to Access Automated Services and Make Client Referrals. The Wood County, Ohio, Employment Resource Center plans to develop electronic linkages between off-site partners and the One-Stop center so staff from off-site partners can dial in to make client referrals and access automated services on behalf of their clients. **Bowling Green, Ohio**

Strategy 3. Support Communication Among State and Local One-Stop Partners

Some One-Stop implementation states are pursuing the development of ambitious statewide information systems that will support staff-to-staff communication between and among state and local One-Stop staff as well as supporting the delivery of automated information services to One-Stop customers throughout the state. A number of the planned systems will eventually support integrated client information systems as well. The development of a comprehensive electronic state information-exchange network is usually an expensive multi-year project.

More limited communication systems have been developed in some states on an interim basis to facilitate staff-to-staff communication among One-Stop career centers statewide.

Example of Statewide Communications Linkages Among One-Stop Partners

Example 1—Using a Wide-Area Network to Support Electronic Mail Across State Centers. At the time of the evaluation site visit, all One-Stop center staff could exchange e-mail within centers, across centers and with the state One-Stop office using a wide area network. By the end of 1996, all staff were scheduled to have electronic mail and data transfer capabilities through the Internet. **State of Connecticut**

Example 2—Developing a Statewide Electronic Network. The state of Massachusetts has introduced a \$2.7 million state bond measure that will help pay for the development of electronic linkages between regional employment boards, career centers, and the state career center office. **State of Massachusetts**

GOAL 2. PROVIDE CUSTOMERS USER-FRIENDLY ACCESS TO AUTOMATED INFORMATION AND SERVICES

Independent of One-Stop implementation efforts, a number of states have already made substantial progress in developing automated labor market information, career information, and job listings for direct use by customers. The One-Stop initiative

offers many states and local areas the occasion for reviewing these products, planning product enhancements, filling gaps, and developing a number of different technology platforms from which these products can be made available to One-Stop customers.

As part of their One-Stop service planning, a number of states have developed interactive information products designed to meet the distinct needs of job-seekers, students, and employers. Within each “user cluster,” database linkages enable customers to move back and forth between related databases to find information relevant to their needs. For example, a “student information cluster” might be designed to allow a high-school student to complete an automated career interest assessment and then push a button to be linked to information about careers they might like—based on the assessment results—and information on the education and training needed for each of these career fields. As another example of user-friendly information services, a “job-seeker information cluster” might permit customers to view information about available jobs that meet certain specifications entered by the customer (e.g., such as job openings in a particular geographic area, with wages that exceed a certain level, and/or with skill requirements above or below a certain level).

In Chapters 9 on *Providing One-Stop Services to Individuals* and Chapter 10 on *Providing One-Stop Services to Employers*, we describe the content of the automated information services that are being developed for self-access by individual One-Stop customers and firms. Automated information products can be clustered into several categories, including information about careers; information about local labor markets and current job openings; and information about the existence and quality of employment and training resources available throughout the state or in the local community. Additional products under development in some states include self-assessment tools and on-line community service directories.

Strategy 1. Make Information Services and Products Accessible to Customers at a Distance Using A Variety of Information Technologies

To multiply the number of different access points and modes through which customers can access information services, case study states and local sites may want to develop one or more of the following electronic delivery systems:

- Access to self-service information via individual computer workstations and multi-media laboratories within One-Stop centers. One-Stop centers may provide an on-site resource librarian, resource specialist, or

an automated or written training manual to help customers use technology-based products within the center.

- Access to self-service information provided by a local One-Stop partner at a “satellite” service site. A local One-Stop partner might or might not make a staff member available to assist customers in using automated information products.
- Unstaffed information kiosks with touch-screen access to a variety of databases. Kiosks may be located in high-traffic areas at shopping malls, discount stores, libraries, departments of motor vehicles offices, and secondary and post-secondary schools.
- Electronic bulletin boards with toll-free phone numbers that employers or individual customers can dial up to access automated information services and products.
- World Wide Web sites on the Internet created by individual One-Stop centers, local networks, or states, with linkages to a variety of other automated services also available on the Internet, including America’s Job Bank and America’s Talent Bank.
- Telephone request lines through which interested employers can request faxes of labor market information.
- On-line publication of periodic labor market information reports with up-to-date state and local information.
- Electronic linkages to schools to make labor market information and career information resources available to students.
- Teleconferencing linkages that make it possible to provide staffed services or distance learning opportunities to customers in remote sites.

One-Stop states and local sites that have used different electronic delivery systems to increase customer access to automated information services have found that One-Stop customers respond quite positively to these different service options. Individual customers feel “in charge” using these service delivery modes, because they have a number of choices about the time and place for receiving information services.

However, some sites have experienced difficulties providing information to customers using information kiosks in public places such as shopping malls, due to the vulnerability of the kiosks to vandalism and inappropriate use. Some sites that have experimented with kiosks have also found that it is time consuming to ensure that kiosks are supplied with constantly updated information.

Examples of Using Different Information Technologies to Make Information Services Accessible from a Variety of Locations

Example #1—Using Multiple Information Linkages to Support the Delivery of Automated Information Services. In Connecticut, automated labor market and occupational information services are available on the state's public access network via computer workstations at individual career center offices. In addition, customers can access these services as well as the state's automated job listing service via a *Connecticut Works* Web site on the Internet. Finally, the state has arranged for kiosks containing labor market, occupation, and job information to be installed in state libraries and department of motor vehicles offices. **State of Connecticut**

Example #2—Shifting from a Mainframe Computer Linkage to Local Area Networks. Initial arrangements to make the state's CareerNet software available to all local One-Stop sites linked local workstations directly to a mainframe computer in the state agency office. Early technical difficulties resulted in frequent interruptions to customer information sessions. During the second year of One-Stop implementation, the state planned to install local area networks, as well as developing Internet and other remote access features, to provide smoother customer access to the CareerNet software. **State of Maryland**

Example #3—Use of an Electronic Bulletin Board. In Iowa, workforce development centers are envisioned as having multiple electronic points of access for customer information and services at libraries, secondary schools, community colleges, and universities. As one element of that delivery system, individuals and firms can use computers to dial in to a state "Data Center" electronic bulletin board where they can obtain up-to-date labor market and job information.

Example #4—Allowing Employers a Remote Service Option for Posting Job Openings and Requesting Labor Market Information. Indiana has developed a process by which employers can request that labor market materials to be faxed to them. **State of Indiana**

Strategy 2. Offer Automated Self-Registration as a Gateway to Additional Services

Some One-Stop centers require customers to complete an automated self-registration process as the first step in accessing a variety of other services. An increasing number of centers offer self-registration as one way to secure access to subsequent services. These self-registration activities often fulfill dual functions of offering convenient customer access to services and recording information needed for program-based accountability and reporting.

Examples of the types of self-registration procedures that some states offer include the following:

- Completion by customers of their own UI benefits applications in person or through remote access, including voice-activated telephone claims-taking for initial UI benefits or continuing benefits.
- Automated self-registration for employment services (ES).
- Self-registration as a user of the state or local automated One-Stop information and labor exchange system.
- Direct posting of jobs by employers at a distance using electronic linkages.
- Self-registration by job-seekers in “talent bank” information systems.
- Self-registration in classes by One-Stop customers interested in education and training classes.

Although the option of self-registering for different services increases customer choices about when and how to access services, most One-Stop centers have tried to limit the amount of information they request from self-service customers, to make sure the information requests do not discourage customers from using the available services. One local One-Stop center that is particularly sensitive to this issue provides each One-Stop customer with a “membership card” that has the customer’s identity coded in an electronic strip on the back of the card. Every time customers access a given service, they are asked to “swipe” their membership cards through a card reader to create an automated record of service usage without creating a data-entry burden for the customers.

Examples of Offering Automated Self-Registration Services

Example #1—Offering Automated UI Claims Taking and ES Registration to Job-Seekers and Self-Registration of Job Listings to Employers. The state of Connecticut has introduced voice-activated telephone claims-taking for continuing UI benefits, as well as job-seeker self-registration for ES services via on-site computer workstations or remote access from off-site computers. (Registration for ES services is required before One-Stop customers may use job search supports within *Connecticut Works* career services centers, including phone banks and fax services.)

In addition, Connecticut allows employers to post new job listings electronically, through remote access to the state's automated job listing service. **State of Connecticut**

Example #2—Creating Automated Records of Services Used with Electronically-Coded Customer Membership Cards. As they enter the FutureWorks Career Center, customers (referred to as "members") pass their membership cards through a reader and punch in a code to indicate the nature of their visit that day. The bar code/swipe system allows the center to track overall aggregate center usage and, through software developed internally, feeds this aggregate information into the individual case files of center members. Using this system, FutureWorks can also track the demand for the various services it offers, as well as the overall traffic in the center. **Springfield, Massachusetts**

GOAL 3. SUPPORT THE DELIVERY OF COORDINATED AND CONSOLIDATED SERVICES TO ONE-STOP CUSTOMERS

Integrated information systems are also needed to support coordinated or consolidated customer services across One-Stop partner agencies and programs. A number of states and local areas implementing One-Stop systems are in the process of developing the information infrastructure and management information systems to support integrated processes for (1) customer intake and enrollment and (2) coordinated

management of service delivery to individuals who participate in services funded by more than one program or agency.

States and local areas developing integrated client-level information systems have to ensure that client confidentiality safeguards will be maintained. Although client confidentiality issues are a major concern in the initial discussions about information-sharing across One-Stop partner agencies in most states and local areas, they appear to be resolvable in many sites through the development of formal information-sharing agreements among state and local One-Stop agencies. One principle that has been developed in some One-Stop states to guide interagency information sharing is the notion of a “need to know.” If information collected and maintained by one partner agency is necessary for staff from another agency to know in carrying out the second agency’s appropriate service function, then the information exchange can take place, provided procedures to safeguard the confidentiality of client data are in place at all partner agencies. To protect particularly sensitive information, agencies can construct “fire walls” in shared information systems to protect data elements that they do not want to share with unauthorized staff.

Strategy 1. Develop Information Systems to Support Integrated Intake and Eligibility Determination

A number of states are working to simplify customer access to public workforce development services by designing a consolidated intake and enrollment process for use by all One-Stop customers. These common intake systems are intended to determine initial eligibility and provide access to all One-Stop services. To achieve a unified intake process, states or local sites must develop coordinated procedures for information collection, storage, retrieval, and exchange.

Some states have decided to develop comprehensive statewide integrated client-level information systems for customers of all workforce development services, one function of which will be to support a consolidated One-Stop intake process. A multi-state consortium that includes Minnesota and Iowa has received a grant from America’s Labor Market Information System (ALMIS) to develop a common access and intake information prototype for One-Stop systems. The prototype developed by this consortium will be shared with other interested states. Other states are pursuing the development of integrated client information systems independently. However, whether it is undertaken as part of a consortium or independently, the development of a

comprehensive integrated One-Stop information system is generally a time-consuming and expensive undertaking.

Other states and local areas have decided to focus initially on integrating the “front-end” information needed for common intake. These procedures are often intended to be temporary supports for integrated intake services, until such time as comprehensive statewide integrated information systems are ready for use. For example, partners at one local One-Stop career center—in a state that is pursuing the development of a comprehensive integrated client-level information system—developed a single three-page application form that they used during the first year of One-Stop implementation as an ad hoc information collection tool to guide consolidated One-Stop intake and preliminary eligibility determination. In another state that is developing its own integrated statewide information system, One-Stop partners in one local area purchased their own “off-the-shelf” automated intake and pre-assessment modules as an interim measure.

Examples of Using Integrated Information Systems to Support Common Intake

Example #1—Offering a Self-Service Intake and Eligibility

Determination Process. As the first step in a long-term plan to achieve integrated intake and customer access to services, Indiana has implemented an automated self-service single intake process in all 26 service sites that are or will become One-Stop career centers. The information provided by customers during the automated intake process is placed in automated customer case files, which staff from any participating program can access. These automated case files have replaced “traveling paper files” as the means for sharing eligibility and client information across agency partners. In both local sites visited, the common intake process was being used by ES, UI, and JTPA partners. In one local site, it was being considered for use by the welfare agency. **State of Indiana**

Example #2—Providing Preliminary Eligibility Information as Part of Automated Self-Registration in the State’s One-Stop Information System.

Part of the initial self-registration process for all customers using Maryland’s CareerNet automated system is a screen that asks the customer to enter personal information that is used to help determine what categorical programs, if any, the customer will qualify for. A number of different public education and workforce development programs are covered in this initial eligibility assessment. **State of Maryland**

Example #3—Using an Automated “Menu of Services” to Allow Customers to Review Available Services and Indicate Programs In Which They are Interested.

Under the One-Stop initiative, Wisconsin is planning an automated “menu of services” that can be tailored to the needs of each One-Stop center. Customers entering the center for the first time will be able to review, select, and automatically register for the local services they desire. The system will also perform an initial review of customer eligibility for some services. **State of Wisconsin**

Strategy 2. Develop Information Systems to Support Integrated Service Planning and Case Management for Individual Customers

Coordinated procedures for the collection, storage, retrieval, and sharing of information on individual assessment results, service plans, services received, program funds expended, and customer outcomes are essential for the support of coordinated or consolidated service planning and case management services.

In some sites, automated case management information systems enable One-Stop partners to coordinate services provided by separate and distinct programs. Under this scenario, case management information systems allow One-Stop partners to share information about customers receiving services from more than one program. Staff from the individual partner agencies can use this information to address service coordination needs.

In other sites, automated case management information systems enable One-Stop partners to develop integrated service plans for the delivery of services from several

different programs. For example, several agencies might agree to provide discrete services simultaneously or sequentially to further a unified service plan. Alternatively, an integrated interagency service team might provide assessment, career counseling, pre-employment training, or job search supports to customers eligible for and enrolled in a number of different categorical programs. In providing integrated case management services, One-Stop partners tend to draw together resources from a variety of different programs as needed to meet individual needs and interests. Under this scenario, integrated case management information systems both facilitate the cross-program blending of services and resources and ensure that individual program expenditure and reporting requirements are met.

Integrated information systems to support One-Stop service planning and case management may be designed at either the state or local level. Some states are participating in the “George” consortium, funded by ALMIS to develop a prototype case management system that can be used to schedule client services, share case notes, support customer work plans, and document the delivery of transition services. In other states, the responsibility for developing information systems to support integrated case management services has been delegated to local One-Stop partnerships.

Examples of Using Information Systems to Support Integrated Service Planning and Case Management

Example #1—Planning a Statewide Integrated Case Management System.

Following the recommendations of a consultant, the state of Iowa designed three phases in developing an integrated management information system. The third stage (after establishing data linkages among existing program information systems and developing a common intake system) is the creation of a fully-integrated case management and case tracking system.

State of Iowa

Example #2—Developing Information Systems to Support Coordinated Case Management at the Local Level.

In Indiana, local service delivery areas have adapted existing automated case management systems. The product selected by most local sites uses the information obtained through the state’s single intake process to create individual case records that are used to track subsequent customer services and outcomes. **State of Indiana**

Strategy 3. Develop Information Systems to Support Integrated Service Planning and Case Management for Employer Services

Some states have found that the development of a shared information system on local employers and employer contacts is extremely helpful in coordinating the delivery of employer services by different One-Stop partner agencies. Such systems can be used to analyze the patterns of service utilization by specific employers as an input to coordinated service planning for key local employers. Employer information systems can also be used to coordinate employer contacts by employer services representatives from several different One-Stop partner agencies.

Examples of Using Information Systems to Support Coordinated Services to Employers

Example #1—Developing a State-Level Employer Account Management Information System. The state of Massachusetts developed an “account management information system” to track employers’ use of One-Stop career centers. The state gave local career center operators the option of using the state system or developing one of their own. **State of Massachusetts**

Example #2—Developing a Shared Employer Database At the Local Level. Local staff at the Waukesha County Workforce Development Center in Wisconsin developed their own common database on local employers to facilitate shared case management of employer contacts. With the help of this system, the partner agencies developed an informal account representative system across all partners that identifies a primary staff liaison for each employer. **Pewaukee, Wisconsin**

GOAL 4. SUPPORT ACCOUNTABILITY FOR OVERALL ONE-STOP SYSTEM ACCOMPLISHMENTS

To measure One-Stop system-level accomplishments, states and local areas have to design and maintain information systems that are comprehensive enough to encompass all participating One-Stop programs, customers, and services. Most states

and local areas are still in the early stages of designing system-wide accountability measures and developing information systems to support the selected measures.

Strategy #1. Build on Existing Program-Based Accountability Systems

Because of the continued need to meet the specific reporting requirements imposed by different categorical programs—and because they do not want to lose their substantial investments in the hardware and software for their current information systems—a number of states have decided to build on existing program-based management information systems, rather than developing totally new accountability systems. Even states and local areas that are designing new consolidated information systems for their integrated workforce development systems usually choose “open architecture” formats for their integrated information systems that can extract information from and provide information to a wide variety of linked program-based systems. Thus, rather than starting from scratch, most states are designing ways to link and establish a common user interface for existing program-based information systems. The development of One-Stop system-wide accountability is best served, at least for the present, by a “just-in-time” data extraction approach that ties together existing program-based information systems and “puts a unified face on them.”

However, the compilation of data from different categorical program-based systems brings with it certain challenges. One of these is the problem of how to combine information from program-based information systems based on different definitions (e.g., of a participant, of what constitutes employment), and different reporting measures (e.g., when outcome information is collected, for whom, and to what it is compared). Where programs collect different measures or collect similar measures differently, summary findings obtained by merging information across multiple program-based information systems will be both less detailed and less accurate than the original accountability measures. Resolution of these differences is beyond the ability of states or local areas: it depends upon achieving conformance of definitions and accountability measures across different categorical programs at the federal level.

Strategy #2. Collect New Information to Address System-Wide Accountability Measures

Some states have chosen to develop their own system-wide One-Stop accountability measures, while other states are waiting for further clarification of a

planned “menu of measures” being developed by an interagency Workforce Development Performance Measures work group at the federal level.

In the absence of integrated statewide information systems and accountability measures, some local One-Stop centers and systems have developed their own measures and their own integrated reporting systems to summarize center-wide or local system-wide accomplishments.

Examples of Developing Information Systems to Account for One-Stop System Accomplishments

Example #1—Linking the ES, UI, and JTPA Information Systems at the State Level. One-Stop customer information will be integrated by creating an expert front-end that links the information maintained by ES, UI, and JTPA. Ultimately, an integrated “record of service” system will be created, which will reduce the need for duplicate data entry and facilitate information sharing across programs. **State of Ohio**

Example #2—Combining Aggregate Program Statistics at the Local Level. The One-Stop network in Baltimore is using aggregate statistics generated by each partner agency—on the number of units of service provided and the number of customers served—to assess performance against integrated production goals established for One-Stop centers. Local partners are measuring the following outcomes for center customers on a monthly and annual basis: (1) the number of job placements for all customers as well as the number of job placements for JTPA customers; (2) the daily traffic flow through the Center; (3) the number of enrollments in the automated Job Bank; (4) the number of individuals attending a JTPA employment preparation seminar, participating in self-paced training in the local resource laboratory, or participating in GED training or a skills brush-up class. Production statistics are reviewed monthly as part of a center performance review, which compares performance against goals.

Example #3—Creating a New State-Level Information System to Extract, Manipulate, and Store Information Collected by Local Career System Operators. Massachusetts is working with an outside consulting firm to develop a state-level information system that can extract,

manipulate, and store information from the local information systems developed by each local career center operator. The state has taken responsibility for creating an interface to communicate with each local data system as well as for creating a consolidated data management system at the state level that will take over the preparation of required program-level reports. **State of Massachusetts**

Example #4—Creating a New Client-Level Tracking System at the Local Level. One-Stop center partners in Waukesha County, Wisconsin are not attempting to design a common MIS to replace individual programs' record-keeping requirements. Instead, they are developing a tracking system that will capture a few common measures that each program collects. These measures will be used to generate broad statistics about participants and the services they use. Initial registration in this system will be accomplished by customers upon arrival at the center. **Pewaukee, Wisconsin**

RESOURCES

The following written materials have been drawn from the nine states included in the national process evaluation. Materials were collected at the time of the evaluation site visits.

MATERIALS ILLUSTRATING THE USE OF INFORMATION TECHNOLOGY TO SUPPORT ONE-STOP SERVICE DELIVERY AND SYSTEM MANAGEMENT

The materials collected at the time of the site visits illustrate systems that are, in some cases, already out of date. Thus, while the attachments reference electronic bulletin board systems and OLMID data systems that link distinct warehouses of labor market information, the most recent generation of labor market information applications has “leap-frogged” over these technologies to embrace Internet-based websites for electronic dissemination and the ALMIS DataBase System, which has a single user interface for access to all labor market information. In Attachment 4-G, we reproduce the fact sheets prepared by DOL to describe the ALMIS automated systems and customer products.

Attachment 4-A. Chart of Indiana’s Integrated Technology Delivery System (1995)

This chart illustrates Indiana’s plan for an integrated information delivery system for the Department of Workforce Development. The customer access tier consists of five modules accessible by individual, business, and external agency customers. Additional tiers include an integrated user access tier that organizes data into databases used for program management and an integrated database access tier that supports the integrated user access tier.

Attachment 4-B. Wisconsin’s Plans to Improve Dissemination of Information to Customers Using Information Technology (1994)

This attachment includes descriptions of eight information technology initiatives designed to improve the dissemination of information to customers. A chart shows how the creation of a central data warehouse known as the Occupational Labor Market Information Database (OLMID) will support five different information delivery systems.

Attachment 4-C. List of Technology Tools Available Through Minnesota’s Workforce Center System

This attachment lists 17 different technology tools available to customers of Minnesota’s One-Stop system.

Attachment 4-D. Massachusetts’ Chart of “Information Technology that Works”

This attachment shows how Massachusetts’ Career Center Network is designed to use technology to deliver information services to employers and individuals.

Attachment 4-E. Brochure Describing Connecticut’s Public Access Labor Information System

Attachment 4-F. Newsletter Article Describing Formation of State Work Team to Address Internet Issues in Minnesota

MATERIALS DESCRIBING THE ALMIS AUTOMATED SYSTEMS AND PRODUCTS

Attachment 4-G. ALMIS Fact Sheets

In Attachment 4-G, we reproduce the fact sheets prepared by DOL to describe the ALMIS automated systems and customer products, including fact sheets on:

America’s Job Bank

America's Talent Bank
America's Training Network
ALMIS DataBase System
One-Stop Technical Standards
O*NET
ALMIS Employer Database
ALMIS Common Intake System
Media Library of Occupations
Long-term Industry Projections
Short-term Forecasts
Occupational Employment Statistics
ALMIS Consumer Reports System