



**WORKFORCE INVESTMENT BOARD
REGIONAL ONE-STOP SYSTEM COMMITTEE**

12/17/10

8:30 – 10:00 a.m.

Worksystems, Inc.

111 SW 5th Ave., Suite 1150

Mission:

The mission of the organization is to coordinate a regional workforce system that supports individual prosperity and business competitiveness.

- I. Introductions
- II. Update on Center Review/Certification Timeline/Work Plan
- III. Overview of Center Review Process
- IV. Major Findings of the Center Review
- V. Recommendations
- VI. Committee Input: What do we present to the full Board
Meeting on 12/14/2011?
- VII. Work Plan for Moving Forward

NEXT Meeting

~~March 13, 2011~~

March 17, 2011

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WorkSource Portland Metro Center Review PY10

Presentation to One-Stop Committee

2010–2012 Strategic Plan Goals and Outcomes

The workforce system serves business by developing qualified employees and giving current and future workers the skills and support they need to successfully engage, advance and succeed in the labor market

Goal 1 What do we want to accomplish? Enhance the effectiveness of the public workforce system by aligning and coordinating resources/services, engaging partners, and connecting job seekers to high-demand, high-growth jobs.	Goal 2 What do we want to accomplish? Ensure that youth and the emergent workforce have the academic and core competencies required by employers	Goal 3 What do we want to accomplish? Position the workforce system to support and align with regional business retention, expansion and job creation efforts.
Committee: Regional One-Stop System	Committee: Youth Education & Training	Committee: Regional Competitiveness
Focus: Quality assurance and continuous improvement of the regional public workforce system	Focus: Work-based learning opportunities and post secondary transitions and persistence for disconnected youth	Focus: Workforce and economic development alignment in support of regional job creation efforts
2010-2012 Outcomes Deliverables: <ul style="list-style-type: none"> Establish core metrics and a review tool for evaluating the quality of services provided by the public workforce system Implement a comprehensive review of services offered through the public workforce system Certify the quality and effectiveness of all regional WorkSource centers 	2010-2012 Outcomes Deliverables: <ul style="list-style-type: none"> A long term regional plan for the sustainability of best practice models SummerWorks is established as an ongoing program BizConnect is established as an ongoing program 	2010-2012 Outcomes Deliverables: <ul style="list-style-type: none"> Identify gaps, overlap and opportunities for improving alignment and synergy Create clear roles and responsibilities of workforce and economic development partners Develop workforce development strategies that support regional economic development efforts

Purpose of Center Review

- Review Quality of Service Delivery
- Ensure Integrity to Integration Model
- Continuous Improvement
- Pilot a Tool for Use in Certification
 - No certification this year
 - Collection of baseline data

Methodology

- Review Tool has 75 Indicators
- Comparison of an Agreed Upon Model against Reality on the Ground
- Focus on Products/Services
 - Interviews with Management Team/Staff
 - Observation of Workshops
 - Checklist to Ensure WSPM Standard Roles, Responsibilities, and Procedures Followed
 - Review of I-Trac and Survey Data

Process

- Review Conducted October-December 2010
- Each Center Reviewed by Team of 5
- 40 Workshops and Advising Sessions Observed
- Over 100 hours

Areas for Review

- Facility/Technology
- Welcome
- Integrated Service Delivery
- Jobseeker Services
- Center Leadership and Staff

Summary of Findings

WSPM Center	Indicators Met	Indicators Partially Met	Indicators Not Met	Percent Met
East	75	0	0	100%
SE	71	2	2	97%
Central	67	5	3	96%
Beaverton-Hillsboro	70	3	2	97%
Tualatin	67	4	4	95%

Facility/Technology

- 5 Centers: 3 in Multnomah & 2 in Washington County (2 Express Centers excluded from review)
- Center Resource Rooms Provide Customer Access to Technology

Reviewers interviewed staff, observed customers in Resource Room, and inventoried technology.

Findings: Facility/Technology

CRITERIA	East	SE	Central	B-H	Tualatin
Center clearly identified through signage	Yes	No	Yes*	Yes*	Yes
Center is businesslike	Yes	Yes	Yes	Yes	Yes
Center is clean	Yes	Yes	Yes	Yes	Yes
Phone in resource room	Yes	Yes	Yes	Yes	Yes
Internet in resource room	Yes	Yes	Yes	Yes	Yes
Printer in resource room	Yes	Yes	Yes	Yes	Yes
Fax in resource room	Yes	Yes	Yes	Yes	Yes
Copier in resource room	Yes	Yes	Yes	Yes	Yes
Printed materials in resource room	Yes	Yes	Yes	Yes	Yes
Access to reasonable accommodations	Yes	Yes	Yes	Yes	Yes
Materials in different languages	Yes	Yes	Yes	Yes	Yes
Call-in customers can reach live person	Yes	Yes	Yes	Yes	Yes
Private meeting space available	Yes	Yes	Yes*	Yes*	Yes*

Yes* = criteria not met in all cases observed

Analysis: Facility/Technology

Strengths

- Professional, well-maintained sites
- All Centers have created Open Skills Labs for customers

Areas for Improvement

- Not all external signage is prominently displayed
- Customer privacy lacking in some Center spaces
- Staff need more training in use of assistive technology

Welcome

- Registration
- Initial Skills Review
- iMatchSkills
- Debrief & Next Steps

Reviewers observed Welcome Process and sat in on customer debriefs by Career Specialists.

Findings: Welcome

CRITERIA	East	SE	Central	B-H	Tualatin
Greeter present	Yes	Yes	Yes	Yes	Yes
Customer visit reason determined	Yes	Yes	Yes	Yes	Yes
UI customers identified	Yes	Yes	Yes	Yes	Yes
UI phone available	Yes	Yes	Yes	Yes	Yes
Customer given estimate of wait	Yes	Yes	Yes	Yes	Yes
Welcome hours meet standard	Yes	No	Yes	Yes	Yes
New customers complete common intake	Yes	Yes	Yes	Yes	Yes
Staff review imatch profile	Yes	Yes	Yes	Yes	Yes
Staff promotes Individual Skills Review	Yes	Yes	Yes	Yes	Yes

Findings: Welcome

CRITERIA	East	SE	Central	B-H	Tualatin
Job Readiness Checklist provided	Yes	Yes	Yes*	No	No
Staff review ISR results	Yes	Yes	Yes*	Yes	Yes
Staff promote NCRC	Yes	Yes	Yes	Yes	Yes
Staff reviews completed Job Readiness Checklist	Yes	Yes	Yes*	No	No
Staff uses Checklist and WIN scores to promote Next Steps	Yes	Yes	No	Yes*	No
Staff refers to 1:1 imatch	Yes	Yes	Yes	Yes	Yes
Staff demonstrate job matching	Yes	Yes	Yes	Yes	Yes
Labor market information provided	Yes	Yes	Yes	Yes	Yes
Staff promote workshops and menu of services	Yes	Yes	Yes	Yes	Yes
Welcome completed in 2 hours or less	Yes	Yes*	Yes	Yes	Yes

Yes* = criteria not met in all cases observed

Analysis: Welcome

Strengths

- Staff managing higher volume of customers
- Strong promotion of WSPM products
- High Customer Satisfaction
 - Staff professionalism rated 3.8/4 across the Region

Areas for Improvement

- Inconsistent implementation of Job Readiness Tool
- Inconsistent coverage of debrief elements

Integrated Service Delivery

- Focus on Common Customer
- Functional Teams: Welcome, Skills, and Employment
- Common Customer Flow, Policies, and Procedures



Reviewers interviewed managers and staff, and collected documentation.

Findings: Integrated Service Delivery

CRITERIA	East	SE	Central	B-H	Tualatin
Staff identifiable as WorkSource	Yes	Yes	No	Yes	Yes
Partners on-site	Yes	Yes	Yes	Yes	Yes
Staff work well across agencies/teams	Yes	Yes*	Yes	Yes	Yes
Shared performance planning	Yes	Yes	Yes	Yes	Yes
Regular Center Manager meetings	Yes	Yes	Yes	Yes	Yes
Regular all-staff meetings	Yes	Yes	Yes	Yes	Yes
Regular functional team meetings	Yes	Yes	Yes	Yes	Yes
Center uses staffing plan/schedule	Yes	Yes	Yes	Yes	Yes
Use of Data for continuous improvement	Yes	Yes	Yes	Yes	Yes

Analysis: Integrated Service Delivery

Strengths

- Staff collaborate and problem-solve across functional teams/agencies
- Centers make effective use of volunteers

Areas for Improvement

- Service/Product load uneven between functional teams
- Common administrative systems lacking
- Use of data for program improvement fragmented and not systematized

Jobseeker Services

Standard WSPM Products

Job-getting Products	Skill Development Products
Resume Workshop	Career Exploration
Interview Workshop	Basic Computers
Job Search Workshop	Workplace Math
Job Club	Workplace ESL
1:1 Assistance	Open Skills Lab
	Training Prep

Reviewers observed standard products at every Center, plus advising sessions, and analyzed product data.

Findings: Job Seeker Services—General

CRITERIA	East	SE	Central	B-H	Tualatin
Required products provided	Yes	Yes	Yes	Yes	Yes*
Products in I-Trac match offerings	Yes	Yes	Yes	Yes	Yes*
1:1 products provided	Yes	Yes	Yes	Yes	Yes
Ad hoc products in I-Trac	Yes	Yes	Yes	Yes	Yes
Customers know how to cancel workshop	Yes	Yes	Yes	Yes	Yes
Customers served just-in-time	Yes	Yes	Yes	Yes	Yes

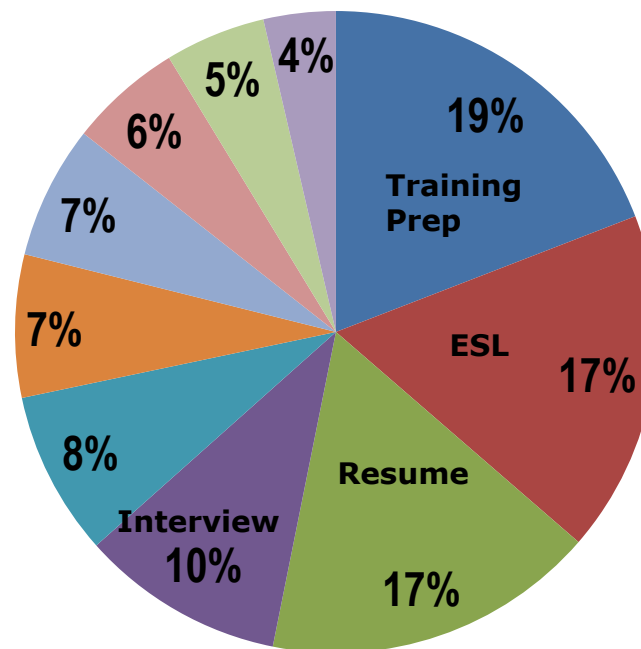
Findings: Job Seeker Services—Individual Products

Example: Resume

CRITERIA	East	SE	Central	B-H	Tualatin
Customers completed Welcome	Yes	Yes	Yes	Yes	Yes
Correct team led workshop	No	Yes	Yes	Yes	No
Customers participated actively	Yes	Yes	Yes	Yes	Yes
Staff presentation clear and organized	Yes	Yes	Yes	No	Yes
Staff determined objective met	Yes	No	No	No	Yes
Staff promoted products	Yes	Yes	Yes	Yes	Yes
Staff scheduled next steps	Yes	Yes	No	Yes	Yes

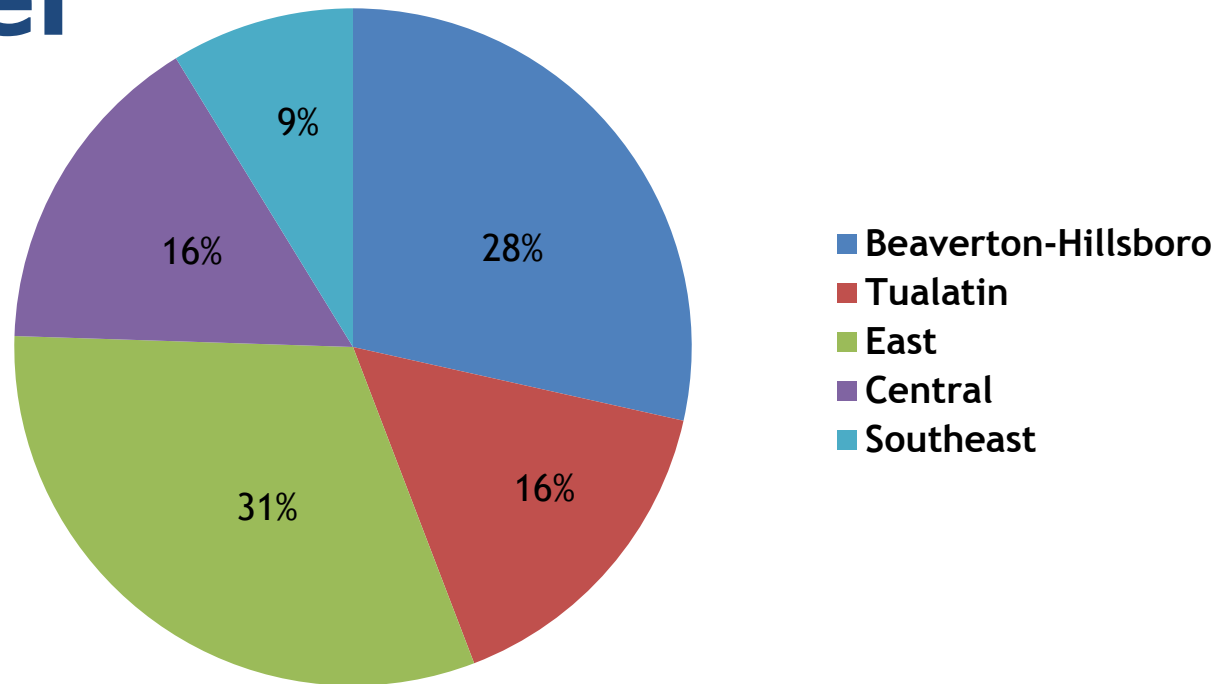
Top 10 WSPM Products

- Training Preparation Workshop
- Workplace English
- Resume Workshop
- Interview Workshop
- Workplace Computer MS Office
- Open Skills Lab
- Job Search Workshop
- Workplace Computer Basic
- High Tech Networking Group
- Advanced Resume Workshop



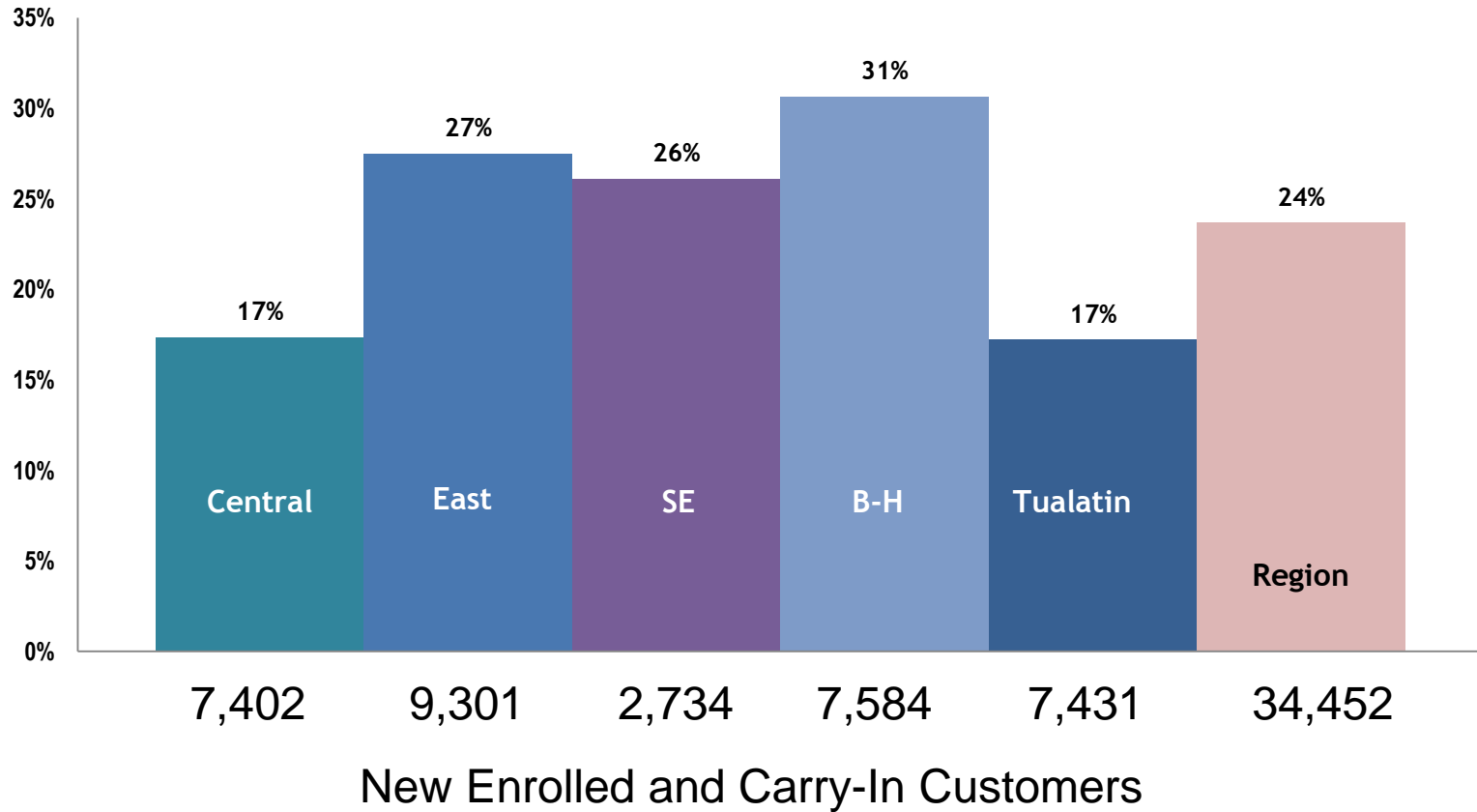
Attendance at workshops was 9,308 for the first 5 months of Program Year 2010 (July-November)

Workshop Distribution by Center



In Washington County, 63% of all Workshop attendance occurs at Beaverton-Hillsboro. In Multnomah, 56% of all Workshop attendance occurs at East.

Workshop Participation by Center



Analysis: Jobseeker Services

Strengths

- Every Center has effective workshop presenters
- Just-in-time advising and 1:1 assistance available in all Centers
- High quality of standardized services/products

Areas for Improvement

- Resume and Job Search Workshops have no standardized curricula and quality varies widely
- High rate of “learning goal not met” (23%) in Foundational Skills Computer Workshops

Findings: Center Leadership and Staff

CRITERIA	East	SE	Central	B-H	Tualatin
Staff have skills to serve diverse customers	Yes	Yes	Yes	Yes	Yes
Staff knowledgeable about products	Yes	Yes	Yes	Yes	Yes
Staff are professional and friendly	Yes	Yes	Yes	Yes	Yes
Work is designed and managed to promote empowered staff	Yes	Yes	Yes	Yes	Yes

Analysis: Center Leadership and Staff

Strengths

- High number of bilingual staff
- Centers have systems and culture for generating ideas and implementing solutions developed by staff

Areas for Improvement

- Some Centers are passive toward ensuring integration agreement is fulfilled
- Little to no monitoring of product quality
- Presentation skills of staff assigned to workshops varies

Recommendations

Integrated Service Delivery

- Ensure roles and responsibilities for product delivery are fulfilled
- Develop integrated framework for business services
- Further develop integrated infrastructure around metrics and administrative systems

Recommendations

Quality of Services to Jobseekers

- Develop standard curricula for all Workshops
- Provide professional development opportunities and training for Center staff in product delivery
- Develop ongoing process for continuous improvement of products through WSI and Center monitoring, and collection of customer satisfaction information

Next Steps

- Gather committee feedback on results and review tool
- Determine content of presentation at Board meeting on January 14, 2010
- Develop focus for next year including further iteration of the review tool and workplan



WORKSOURCE PORTLAND METRO CENTER REVIEW TOOL

Reviewer Name: _____

Center: _____

Date of Review: _____

On-Site Center Review

Elements for Review by Service Area	Yes/No	Process Questions/Comments
FACILITY/TECHNOLOGY		
Center is clearly identified as a WorkSource Portland Metro Center through external signage.		
Center environment is businesslike.		
Center is clean and well-maintained.		
Center has the following available in the resource room:		
• Phone		
• Internet access		
• Printer		
• Fax		
• Copier		
• Printed/hard copy resource information		
Center provides access to reasonable accommodations.		What is the process for providing reasonable accommodations to customers who request them?

Elements for Review by Service Area	Yes/No	Process Questions/Comments
Materials are available in multiple languages.		
Call-in customers can efficiently reach a live person when they need to do so.		
The Center has private meeting space(s) to facilitate the sharing of confidential information when needed.		
WELCOME PROCESS		
A greeter is present at the receiving area to greet and direct customers during all customer hours.		
The reason for a customer's visit is determined up front so they can be directed appropriately.		
UI customers are identified during the greeting process.		
UI phone(s) is/are available for customers.		
Customers are given an estimate of the wait.		
The Welcome process is offered from 8:00am-3:30 pm on every weekday except for holidays, inclement weather closures, and designated Limited Service Days.		
All new customers complete common intake.		
Staff provide customer iMatchSkills user ID and password in writing.		

Elements for Review by Service Area	Yes/No	Process Questions/Comments
UI customers are guided to a computer if they would like to pursue online filing of their UI claim.		
If UI customer is having trouble filing claim, staff connect customer to the designated Center staff.		
Greeter identifies customers who need assistance in completing welcome and refers them to 1:1 assistance.		
Staff direct customers to complete or update iMatchSkills profile.		
Staff reviews completed and updated iMatchSkills profiles.		
Staff promotes Initial Skills Review to all customers.		
Staff provides customers with Job Readiness Checklist to complete prior to debrief.		
When participants attend Welcome with a referral form from a partner agency, staff tag the participant's record in itrac with partner agency name.		
Staff reviews Initial Skills Review results with customer.		
Staff promotes Foundational Skills workshops (computer, math, ESL) and/or WIN coursework for customers who struggle with Initial Skills Review or score at a skill level of 1-4.		
Staff promote National Career Readiness Credential.		
Staff reviews completed Job Readiness Checklist.		
Staff uses Job Readiness Checklist responses and Initial Skills		

Elements for Review by Service Area	Yes/No	Process Questions/Comments
Review scores to promote next steps.		
Staff review the customer's iMatchSkills profile for completeness and refer to 1:1 assistance if needed.		
Staff demonstrate iMatchSkills job matching process.		
Labor market and self-employment (SEAP) information is provided to customer.		
Staff actively promote workshops and Regional Menu of Resources and Services at www.WorkSourcePortlandMetro.org		
Staff complete Welcome Registration Form (102A) for new walk-ins and UI claimants and file forms.		
Welcome process is completed in 2 hours or less.		
INTEGRATED SERVICE DELIVERY		
Staff are clearly identifiable as part of the WorkSource Center, rather than separate organizations.		
Staff from additional organizations are available on site based on community needs and the availability of space.		Who are the partners on-site?
Staff have skills to effectively serve diverse communities and customers.		What is your process for promoting staff cultural competencies? Example.

Elements for Review by Service Area	Yes/No	Process Questions/Comments
Center has common policies that clarify how the staff will work together and how problems will be resolved.		How do you ensure that staff work across agencies and functional teams?
Staff are knowledgeable about all products in the Center, regardless of agency or team.		How do you train staff on products and processes, including cross-training? How does staff stay up-to-date on WorkSource procedures and initiatives?
Center has shared performance planning and reporting to assure that all staff are working toward the excellence of the WorkSource Center, as well as their own organizational performance standards.		How do you ensure that services to customers are captured?
Center management holds regularly scheduled, standing meetings:		
<ul style="list-style-type: none"> • Center Manager meetings (1B and OED) 		What is the schedule?
<ul style="list-style-type: none"> • All-staff meetings (1B and OED) 		What is the schedule?
<ul style="list-style-type: none"> • Team meetings (Welcome, Skills, and Employment) 		What is the schedule?
Center management utilizes a staffing plan. (Reviewer should collect copy of staffing plan)		How do you handle peak customer hours?

Elements for Review by Service Area	Yes/No	Process Questions/Comments
Work is designed, organized and managed to promote empowered staff.		How do you engage staff in problem-solving and continuous improvement? Example.
Center uses data for continuous improvement.		How you use data to evaluate the Center and improve performance? Example.
PRODUCTS - CUSTOMER FLOW		
Staff are professional and friendly.		
Staff promote WorkSource products in all interactions with customers.		
Workshops in itrac are up to date and match the Center's actual offerings.		
All required workshops are being provided.		
1-on-1 products are being provided.		
Ad hoc products are in itrac.		
Customers are informed of and know how to cancel a scheduled Next Step/workshop in the event they can't attend.		How do you promote attendance in scheduled products and minimize customer no-shows?

Elements for Review by Service Area	Yes/No	Process Questions/Comments
Customers are provided just-in-time services.		How do you limit the number of customer hand-offs and ensure that referrals will lead to meaningful results for customers?
Center management and staff effectively support the WorkSource Liaison function.		How does the Center work with Liaison to ensure that aligned partner customers are able to access WorkSource services?
OCCUPATIONAL SKILLS TRAINING (OST) DECISION-MAKING PROCESS		
Training review team meets at least once a month for all OST applicants.		
Training review team meets at least twice a month for aligned partner customers.		
Training review team includes Center manager and 2 career specialists.		Who are the members of your review team?
Only applications from customers who are determined ready are forwarded for review (See Training Review Form).		

Elements for Review by Service Area	Yes/No	Process Questions/Comments
Review team uses Training Review Worksheet to consider each OST applicant.		
OED industry liaison or Regional Business Service is consulted when short-term demand information is needed.		
Applicants are scored using team review assessment (See Training Review form).		
Aligned partner customer applications are reviewed separately and prior to review of other customer applications during each review team meeting.		
Priority of service indicator is used to determine who will qualify if applications have same scores and there is insufficient funding.		
Completed Review forms, Worksheets, Requisition Log and accepted applications are filed at the Center.		
Next steps are provided to unsuccessful applicants.		
REGIONAL PRODUCTS		
All regional products are integrated into the Center.		How does the Center support the coordination and delivery of regional products?
Space is available at the Center for Foundational Skills workshops.		

Elements for Review by Service Area	Yes/No	Process Questions/Comments
BUSINESS SERVICES		
Center has a focus on meeting business needs.		How does Center outreach to employer community?