

BENCHMARKING ONE-STOP CENTERS

Understanding Keys to Success



A project partnership with:

The Workforce Board of Northern Cook County

The Chicago Workforce Board

Crossroads Workforce Investment Board

Central Illinois Workforce Development Board

Benchmarking One-Stop Centers

FINAL REPORT – APRIL 2002

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Prepared By

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WORKFORCE**
Ann Arbor, Michigan



In Partnership With

LEADERS IN EXCELLENCE
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How to Use This Report

This report is structured to provide state and local policy makers and practitioners with information about Critical Success Factors in the implementation and operation of one-stop centers based upon a study of 20 centers overseen by 12 Workforce Boards across the country. Among the contents are:

- **Critical Success Factors** - The report contains the preliminary factors that the four Workforce Boards leading this project identified as the ones they believed were most important to examine. The report is organized into chapters for each category of success they identified - services to employers, services to job seekers and one-stop center design and management. The conclusion contains proposed modifications to those factors. One caution: the authors do not believe that all of these factors are relevant at every site. Local context is critical; these represent a solid starting point based on considerable nationwide experience.
- **Data Matrices** - The research teams compiled considerable data during its site visits. Each chapter contains a summary chart that shows at a quick read the distribution on each factor among the sites studied. More detailed matrices showing site-by-site information can be found in the Appendix to this report. The reader will find the sites identified only by number, reflecting the commitment made to provide anonymity to the sites consistent with benchmarking ethics.
- **Key Learnings** - Some patterns emerged through the study tour; those are captured as key learnings, which build from the critical success factors.

Executive Summary

The Workforce Board of Northern Cook County, the Chicago Workforce Board, Crossroads Workforce Investment Board, and the Central Illinois Workforce Development Board joined in partnership to think creatively about how to meet the state’s vision for a “high quality, employer-driven, innovative, proactive workforce development system that supports economic development and offers universal access to skill development opportunities.” The four workforce boards obtained a technical assistance grant from the Illinois Department of Employment Security, Job Training Division, to benchmark other one-stop centers nationally to identify critical success factors, approaches and practices that would help achieve the state’s vision.

Corporation for a Skilled Workforce (CSW), an Ann Arbor, Michigan-based not-for-profit organization that specializes in workforce policy and implementation questions in communities nationwide, in partnership with Leaders in Excellence, Inc., was engaged to facilitate and manage a one-stop center benchmarking project to tackle this national research initiative. The specific goals of the project were outlined as:

- Identify and explore critical success factors of one-stops;
- Examine other centers to understand how they serve customers and manage operations;
- Define appropriate expectations for the one-stops in meeting critical success factors;
- Establish a benchmarking process that other boards and one-stops can replicate; and
- Advance the dialogue about one-stop across Illinois as well as nationally.

Methodology

The four workforce boards conducting this research defined several categories of potential critical success factors for one-stop excellence, including services to employers, services to job seekers, and one-stop management and design. The research team focused on examining the choices made by various centers regarding those factors, and on looking at which factors appeared to have had the greatest impact on each center’s success as identified locally.

Seven study teams were deployed across the country. The teams included a mix of Workforce Board members, Board staff, state agency senior managers, and one-stop partners spanning the Department of Employment Security, Workforce Investment Act funded organizations, Department of Human Services (DHS) – Division of Community Operations, DHS - Office of Rehabilitation Services, and community colleges. Two researchers from Corporation for a Skilled Workforce and Leaders in Excellence led each group to manage the complicated logistics, facilitate and focus the discussion, compile the information obtained, and collect supporting materials that were later organized into an inventory. All together, the field study involved 20 different centers and 12 different Workforce Boards.

Critical Success Factors

As a result of the research, the following emerged as 10 critical success factors that Workforce Boards and one-stop operators can use as a framework for considering what they will use as local criteria for defining expectations from one-stop centers. It is important to stress that the

research indicated the importance of local context, and these factors should be weighed in that light.

Critical Success Factors for Employer Services

Critical Success Factor 1: Satisfying Employers

Indicators to consider –

Does the one-stop center:

- Measure at center level, not program level;
- Measure satisfaction both with processes and outcomes;
- Disaggregate satisfaction data;
- Consult with employers about the critical success factors for the one-stop center; and
- Use customer behavior as an indicator of satisfaction.

Critical Success Factor 2: Managing Employer Services

Indicators to consider –

Does the one-stop center:

- Make employer services a priority;
- Manage employer services as a unified activity;
- Maintain a database to track contacts, delivery of services, and outcomes;
- Build a quality team;
- Become knowledgeable about key industries;
- Define the one-stop center's market niche in the community;
- Establish one-on-one relationships with employers; and
- Use customer satisfaction trends to make changes.

Critical Success Factor 3: Delivering Quality Services to Employers

Indicators to consider –

Does the one-stop center:

- Operate with a “never say no” attitude;
- Work in “real time” with a sense of urgency;
- Develop fee-for-service activities to meet employer needs;
- View other public intermediaries as partners, not as competitors; and
- Design services based upon customer requirements.

Critical Success Factors for Job Seeker Services

Critical Success Factor 4: Satisfying Job Seekers

Indicator to consider –

Does the one-stop center:

- Measure satisfaction with the center as a whole;

- Examine variations in satisfaction among types of customers;
- Measure process as well as outcomes;
- Seek input from job seekers about critical features; and
- Compare the center's customer satisfaction level with that of other operations.

Critical Success Factor 5: Managing Job Seeker Services

Indicators to consider -

Does the one-stop center:

- Establish a professional appearance;
- Expedite customer flow;
- Manage peak loads;
- Avoid creating barriers such as waiting chairs or lines;
- Measure its results; and
- Modify services and delivery strategies based on market needs and customer demands.

Critical Success Factor 6: Delivering Quality Services to Job Seekers

Indicators to consider -

Does the one-stop center:

- Make the resource room the focal point of the center;
- Provide customers with comprehensive access to training and education services; and
- Obtain additional resources to meet customer needs.

Critical Success Factors in Design and Management

Critical Success Factor 7: Leadership

Indicators to consider -

Does the one-stop center:

- Have strong Workforce Board leadership; and
- Have one-stop operator leadership.

Critical Success Factor 8: Management

Indicators to consider -

Does the one-stop center:

- Have a neutral center manager;
- Provide staff development;
- Manage continuous quality improvement; and
- Use technology effectively.

Critical Success Factor 9: Measurement

Indicators to consider -

Does the one-stop center:

- Use center wide measures; and
- Operate using integrated information systems.

Critical Success Factor 10: Marketing

Indicators to consider -

Does the one-stop center:

- Build clear brand identity; and
- Identify and strategically pursue service niches.

Following the research, a member of the CSW team met with each of the four sponsoring Workforce Boards as well as their local one-stop partners. Together, they reviewed the data and triggered a process of self-assessment against it that was appropriate to the state of development of their one-stop centers and partnerships.

CSW is also developing a process for Workforce Boards to continually monitor their progress in systematically moving local one-stop centers toward adopted levels of excellence. This process is based on the outcomes of this benchmarking project and other quality assurance and continuous improvement models used in both private and public sector organizations.

Key Learnings

As the research team considered the patterns that persisted across sites, a series of factors emerged that informed the defining of critical success factors and the implementation of quality one-stop centers.

Leadership matters

- Local Leadership is crucial to one-stop center success.
- Local Workforce Boards can play a pivotal role in one-stop center quality.
- One-stop operators and partners make strategic decisions jointly and provide solid leadership at high quality centers.
- States can accelerate – or slow down – innovation.

Management matters

- Center Managers responsible for the full operation provide crucial direction.
- Investments in management tools are essential.
- Neutral sites become stars faster than old agency offices do.
- Staffed, quality resource rooms are centerpieces in thriving centers.
- Center design flexibility is enhanced if unemployment compensation benefits are not managed on site.

Employer Services are reinvented

- Centers enhance employer services by creating unified teams of account representatives.
- Centers need to strategically decide on which employers to focus their attention.

Creating a market identity is hard but matters

- Brand building requires time and resources.
- Ensuring the new identity is associated with quality is essential.

One-Stop Center Measurement is just beginning

- Center wide measures are just now being created.

Next Steps

CSW and the four sponsoring Workforce Boards are collaborating to share the results widely, both within Illinois and nationally. We believe that the information compiled through this project and summarized in this report is the nation's first significant baseline about critical success factors for one-stop centers. Our hope is that this effort can serve as an important first step toward building a common understanding across the nation about what contributes to one-stop excellence, and what should therefore be expected from and measured of centers.

Introduction

Overview

In the fall of 2000, the chair of the Workforce Board of Northern Cook County, Illinois asked the Board and its staff whether benchmarking one-stop centers might give the Board some insights about the quality of their local centers and where to encourage them to focus and to improve. His idea led to leaders from four Workforce Boards across Illinois joining in partnership to think creatively about how to meet the state's vision for a "high quality, employer-driven, innovative, proactive workforce development system that supports economic development and offers universal access to skill development opportunities." What would a system look like that fulfilled that vision? What approaches and practices would be most likely to take us there? What yardstick could be best used to determine whether the vision was attained?

The Workforce Board of Northern Cook County, the Chicago Workforce Board, Crossroads Workforce Investment Board, and the Central Illinois Workforce Development Board decided to investigate these questions, and obtained a technical assistance grant from the Illinois Department of Employment Security, Workforce Development Division, to support that work. The four Workforce Boards engaged the Corporation for a Skilled Workforce (CSW), an Ann Arbor, Michigan-based not-for-profit organization that specializes in working policy and implementation questions in communities nationwide, in partnership with Leaders in Excellence, Inc., to facilitate and manage a one-stop center benchmarking project to tackle this national research initiative. The specific goals of the project were to:

- Identify and explore critical success factors of one-stops;
- Examine other centers to understand how they serve customers and manage operations;
- Define appropriate expectations for the one-stops in meeting critical success factors;
- Establish a benchmarking process that other Boards and one-stops can replicate; and
- Advance the dialogue about one-stop quality nationally as well as across Illinois.

While several types of benchmarking can be undertaken, benchmarking is not to be confused with "best practices." Best practice case studies are *vertical* research projects that examine a practice or set of practices at a given locale in depth. Benchmarking, on the other hand, looks at pre-identified factors across several sites. It is *horizontal* research that compares a wide variety of practices related to a single factor of success. Is there a relationship, for example, between the approach one-stops use to market services to employers and the growth of job openings posted through the center? Is there a relationship between scope of services provided to job seekers and the degree to which the center can attract workers who are already employed but seeking to upgrade their education or employment?

Many times the project partners wrestled with defining "excellence" in a one-stop center. Although the Workforce Investment Act of 1998 just recently formalized the concept of one-stops in law, the idea was not new. Many states and localities have experimented with one-stops for as much as 15 years. The U.S. Department of Labor provided planning and implementation grants to states between 1994-1999 as well as funding "learning labs" around the country. Workforce Boards in many states have adopted certification or "chartering" frameworks to recognize excellence and identify opportunities for continuous improvement. After so many years, so much money, and so much experience, the question remains: what

distinguishes a “good” one-stop from one that is mediocre? How have one-stops risen above program silos to become something greater than a sum of the parts?

What we found during this project is that states, Workforce Boards, and one-stop operators generally lack quantitative information to measure the success of centers. In part because funding still comes through discrete programs which carry their own performance measurement systems, the investment to build center wide measures and data has been slow to emerge. There are only bare beginnings of efforts to develop meaningful center wide measurement systems.

The one-stop system is not alone in this dilemma. The American Society for Training and Development (ASTD) noted that “Lack of industry data and the absence of standard measurements have frustrated people hoping to make decisions about training by comparing proven results...Without those hard facts, training has little ammunition to defend itself against budget cuts and assaults on its value.” ASTD was referring to training divisions within private industry, but the observation is appropriate. If indeed “what gets measured gets managed,” local Workforce Boards and one-stop operators are now managing performance by individual program measures, while making center wide decisions with limited or no supporting information systems.

This project is a step toward filling that gap. The four Workforce Boards conducting this research defined several categories of potential critical success factors for one-stop excellence, including services to employers, services to job seekers, and one-stop management and design. The research team focused on examining the choices made by various centers regarding those factors, and on looking at which factors appeared to have had the greatest impact on each center’s success as identified locally.

We believe that the information compiled through this project and summarized in this report is the nation’s first significant baseline about critical success factors for one-stop centers. Our hope is that this effort can serve as an important first step toward building a common understanding across the nation about what contributes to one-stop excellence, and what should therefore be expected from and measured of centers.

One caution is worth making at the outset. While some factors of quality should have consistency at a national or state level, one-stop design and management choices must be grounded in the realities of the community within which the center operates. A one-stop that is successful in its current environment might not be successful if picked up and moved intact to another site. There is no perfect approach that can be emulated in all locales; only thoughtful, strategic approaches that make sense in their local contexts.

Methodology

The project design was based upon doing field research, primarily site visits to a diverse set of one-stops around the country, using a common analytic process focused around critical success factors. The project was conducted in three major phases.

Phase 1: Planning and Protocol Development

The planning phase included:

- **Establishing an Advisory Team** – The directors and other key staff of the four sponsoring Workforce Boards, as well as state stakeholders, met with CSW several times to frame the project and to make key design and implementation decisions at appropriate points.
- **Researching Models** – CSW gathered information from various national sources, states, and other local Workforce Boards both on benchmarking practices and on performance measures and criteria being used. Additionally, CSW examined quality improvement programs that identify strategies and processes that define high performance organizations such as the Malcolm Baldrige National Quality Award, the Workforce Excellence Network, and the Illinois’ state quality council, the Lincoln Foundation.
- **Identifying Critical Success Factors** – The most important part of the planning phase was identifying the critical success factors that would form the basis for field work. An ad hoc committee of private sector members from the four Workforce Boards framed the factors they believed were most important to understand. Their priorities were turned into an initial framework of potential critical success factors grouped into three categories: services to employers, services to job seekers, and one-stop design and management.
- **Convening a National Advisory Group** – The four sponsoring Workforce Boards and CSW convened a group of national advisors from organizations ranging from the U.S. Department of Labor to national associations representing business, labor, states, Workforce Boards, and others. The panel provided feedback on the critical success factors framework and helped identify centers that exemplify various approaches to those success factors.
- **Identifying Sites for Study** – The 20 centers visited and studied during this project were chosen based upon CSW’s knowledge of one-stop centers around the country and input from the National Advisory Group. Those chosen were not assumed to be the “best” across all critical success factors; rather, those sites were selected based on how they could individually contribute to the study team’s knowledge of services to employers, services to job seekers, and one-stop design and management. An effort was also made to ensure the sites visited included a representative range of state policy environments and host agencies. The 20 sites are overseen by 12 Workforce Boards, are geographically diverse, and vary widely in size.

Phase 2: Field Studies

Activities in the field study phase included:

- **Designing a Baseline Review and Self-Assessment Process** – Each site completed a baseline review that collected standard information across all sites. The baseline provided consistent comparative data and helped the study teams understand the environment they would be visiting. The self-assessment allowed study teams to understand where the one-stop center operators saw their own strengths and weaknesses so that the researchers could focus their inquiry during the limited time available during the site visits.
- **Conducting Site Visits** – Seven study teams were deployed across the country. The teams included a mix of Workforce Board members, Board staff, state agency senior managers, and one-stop partners spanning the Department of Employment Security (DES), Workforce Investment Act funded organizations, Department of Human Services (DHS) – Division of Community Operations, DHS - Office of Rehabilitation Services, and community colleges. Two researchers from Corporation for a Skilled Workforce and Leaders in Excellence led each group to manage the complicated logistics, facilitate and focus the discussion, compile

the information obtained, and collect supporting materials. All together, the field study involved 20 different centers and 12 different Workforce Boards. The practices examined reflect those at another 30 centers operating in the 12 communities that were not visited because of time limits and site leadership feedback that those centers would be very similar to those studied. A debriefing session was held at the end of each visit for the study team to review key observations.

Phase 3: Analysis and Use of Results

The analysis phase included:

- **Synthesizing the Learnings with the Advisory Team** - CSW's project team met with the four sponsoring Workforce Board directors and key staff in November 2001 to identify and articulate key observations across the entire study tour. The framework for this report was determined during that meeting as well.
- **Asking the Sites to Review Their Own Data** - The report contains a great deal of detailed information about practices and choices at the sites. Each was offered an opportunity to review the information compiled about them for accuracy.
- **Obtaining Report Review by the National Advisory Group** - This report was provided to members of the National Advisory Group for their comments prior to finalization.
- **Defining Key Findings** - The project team, working with the four Workforce Boards, developed a framework of 10 key findings about one-stop excellence that emerged from the research. Those learnings are detailed in this report.
- **Developing a Fixed Set of Criteria** - One project objective was to be able to craft a prototype fixed set of criteria that Workforce Boards and one-stop operators could use to gauge their own success, strengths and areas to improve upon. Those criteria are also found in the Key Findings section of this report.
- **Putting the Information to Use Locally** - Following the research, a member of the CSW team met with each of the four sponsoring Workforce Boards as well as their local one-stop partners to review the data and to trigger a process of self-assessment against it that was appropriate to the state of development of their one-stop centers and partnerships.
- **Disseminating the Results** - CSW and the four sponsoring Workforce Boards are collaborating to share the results widely, both within Illinois and nationally. Findings were presented at the Illinois Governor's Workforce Development Conference in October 2001, as well as to the Illinois Workforce Partnership in December 2001 and to Illinois' Local Workforce Investment Board Chairs organization in February 2002. CSW and the Workforce Board directors presented the results at the National Association of Workforce Boards conference in March 2002 and at the National Association of Workforce Development Professionals conference in May 2002. Copies of this report will be made available widely, both in hard copy and electronically.
- **Developing an Ongoing Evaluation Process and Replication Strategy** - CSW is developing a process for Workforce Boards to continually monitor their progress in systematically moving local one-stop centers toward adopted levels of excellence. This process is based on the outcomes of this benchmarking project and other quality assurance and continuous improvement models used in both private and public sector organizations. A summary of this process appears later in this report.

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Site Anonymity

While one-stops in all the above areas were visited, the report does not identify which site yielded which findings. This report is not about sites; it is about approaches and practices across sites. The “Benchmarking Code of Conduct” published by the American Productivity and Quality Center includes:

- Treat benchmarking interchange as confidential to the individuals and companies involved.
- The use or communication of a benchmarking partner’s name with the data obtained or practices observed requires prior permission of that partner.
- Avoid communicating a contact’s name in an open forum without the contact’s prior permission.

There is no relationship between the order in which the sites are listed above and the order in which sites are listed for comparison information across critical success factors in the matrices found in the Appendix.

Also, while the study teams visited 20 sites, the results are grouped into 14 data sets, reflecting that some of the sites within a region operate on the same model and operational choices.

Services To Employers

Defining Critical Success Factors for Employer Services

Determining what factors are critical to the success of services to employers was of primary interest to the private sector Workforce Board members who helped frame the issues to be studied. Their belief was that the ultimate success of their one-stop centers was inextricably linked with their service delivery to and credibility with employers. Based on the perspectives and feedback from those employers, the study team came up with the following potential critical success factors to examine regarding business services along with some of the possible indicators about those factors.

Potential Critical Success Factors and Indicators Used to Organize the Study

Satisfying Employers

- Increasing employer satisfaction;
- Differentiating employer satisfaction by company size and industry;
- Using a variety of employer satisfaction measures;
- Measuring sample of employers or all;
- Improving the one-stop's image with employers;
- Crafting and using a satisfaction strategy;
- Increasing the number of new and repeat business customers;
- Increasing the quantity of services purchased by business customers;
- Achieving an increase in job openings posted; and
- Increasing the level of job openings posted with the one-stop center by employers.

Managing Employer Services

- Choosing a specific management model – where business services are positioned;
- Managing with a business perspective;
- Developing and using a business plan;
- Obtaining non-federal funds to support business services;
- Expanding scope of services by engaging additional partners;
- Whether external providers use own names or one-stop or operator name;
- Using existing staff to develop and deliver business services;
- Defining clear market niche strategies;
- Targeting specific industries;
- Using a tracking and reporting system designed to support employer services;
- Reporting to Workforce Board regarding business services;
- Integrating employer services among one-stop partners; and

- The average number of employer customers per month.

Delivering Services to Employers

- Providing candidate recruitment, matching, screening, and assessment;
- Providing training services;
- Conducting background checks, skill and aptitude testing;
- Providing business services such as planning, staff development, career mapping, and grant writing;
- How income from fee-based services is used;
- Employers can post job orders over the Internet;
- Brokering services to employers;
- Marketing “no cost” and “for fee” services in same marketing materials; and
- Market identity.

Measuring Success

- Workforce Board requires business focus;
- Workforce Board sets targets/ priorities for type of industries;
- Workforce Board sets performance criteria for business services;
- Workforce Board requires fee for service;
- Operator sets measures for success; and
- Measuring market penetration.

Business Services Approaches

In studying business services, the research team met with employer customers of one-stops at many sites, as well as interviewing both Workforce Board members and staff and one-stop operators and staff delivering services to business customers. Across the sites studied, the researchers found a variety of approaches being pursued for how to focus and deliver services to employers.

In some instances, the Workforce Board directly delivers services to employers with its own staff. In others, the one-stop partners form a joint team across agencies to do so. In still others, this function is managed by one of the partners, such as the employment service staff or the Workforce Investment Act funded organization. The evidence did not point to one of these approaches being clearly critical in determining the success of business services. Typically, the Workforce Boards and/or one-stop partners in the communities studied selected their approach based upon factors important within their local context, including:

- State or local policy or policy vacuums;
- Relative strength of the board, operator, and service providers;
- Philosophical considerations about appropriate positioning of services;
- Unique competitors or lack thereof in the community;
- Budgeting or cost allocation issues;

- History of relationships among partners or between providers and the Board;
- Level of maturity of one-stop system development; and
- Staff capacity.

Key Design Considerations

Across the strategies chosen, five key design factors emerged:

- **Operating with a “never say no” attitude.** Invariably, when the researchers visited a highly active business services operator, the team found a passion for resolving the employer’s need. These operators try to never say they can’t help the customer; rather they go to extraordinary lengths to find or develop the help needed. Some of the operators of these services take great pride in their skill in brokering a wide array of business services, including ones that veer far away from job matching and training. They do this in the belief that excellent service brokering builds a long-term customer relationship with the business in question.
- **Creating a unified team of account representatives.** Business customer satisfaction with services appeared to be consistently stronger when a single, unified team worked cohesively to provide that service rather than when several organizations provided their own services to employers in isolation. Whether done by employees of a single service provider, such as the Workforce Board or a single agency, or done by an integrated team involving staff from several partners, the key business rule is that a single account representative is authorized to work with the employer on behalf of the entire one-stop center or system. The work of those representatives is typically supported by a contact management information system used by all involved in the function.
- **Strategically choosing businesses served.** A recurring realization among many people crafting these services is that traditional public agency approaches to business services have frequently amounted to serving the easiest customers to obtain (such as large, low-wage employers). A number of sites visited are determining clear niches of focus, often connecting to industry clusters and/or economic development priorities in the community. One-stop centers have finite resources; using them where the impact and leverage can be the greatest appears to be a key to success.
- **Using fee-supported services as a tool in the service mix.** Several of the sites studied are using a fee-for-service strategy as a component of their service mix. In a few, this is becoming a major element of their approach, generating \$100,000 or more per year. Sites select fee-for-service strategies for two reasons: to broaden their ability to provide services to businesses and to engage in transactions that employers value sufficiently to purchase – a real world test of validity in the marketplace. Perspectives on this factor vary greatly. While several sites saw fee-supported work as a natural diversification technique, a number of others concluded that their community did not include a market for fee-based services at a scale that would produce significant revenue to justify the effort, while others saw this as counter to their mission.
- **Engaging customers directly in service design** – Several of the sites studied chose to actively use business customers as advisors in their design. These could be Workforce Board members, focus group participants, center advisory committees, chamber of commerce leaders, or others. These sites could speak with great confidence that their

strategic choices have been built from a customer perspective rather than an operator viewpoint.

Choices: Who Operates Business Services?

As noted earlier in this chapter, the areas studied chose several service designs customized to their local circumstances. Many if not all of the five critical success factors are being used regardless of model, as these three examples indicate.

Model 1: Workforce Board Staff

One region chose to drive business services from the Workforce Board level. The employees doing this work were selected and hired by the Board, report directly to the Board, and are on the Board staff payroll. However, these staff members work at the one-stop centers to organize employer contacts and to respond to employer needs. One “business strategist” is assigned to each one-stop office in the region and works full time out of that office. A key staff person at the Board level convenes the strategists on a regular basis, provides direction, facilitates interaction, and conveys Board goals and priorities. The strategists coordinate with the one-stop operators and their job developers to minimize duplication. They act as a team at the local level. Since the region has multiple operators for its many one-stops, driving employer services through Board staff achieves consistency that might not otherwise be possible and minimizes competition among the sites for employer customers.

Model 2: Single Entity One-Stop Operator

In this community, the Workforce Board required a focus on employer services, but gave no further direction to the competitively procured operator about how that was to be operationally accomplished. The single-entity operator, which oversees one-stops throughout the region, used this opportunity to create its own business services division. This division has its own budget and dedicated staff. Under strong leadership from a former private sector entrepreneur, this division coordinates traditional “no fee” services into packages with “for fee” services that address employer needs not otherwise possible within the constraints of the system. This division uses private partners from the community to fill in the gaps for services for which it does not currently possess expertise, but is striving to reduce its dependence on subcontractors. This division also brokers services to others while maintaining its position as a focal point for developing responses to employer needs.

Model 3: Multi-Partner One-Stop Operator

In this region, several partners banded together to form a collaborative to manage the one-stop centers. Each of the region’s two comprehensive centers has a unified management team with a jointly funded center manager. Business service teams comprised of staff from several partner agencies work in unison under a single team manager at both centers. The teams are focusing their efforts on working with businesses that are growing and are seeking higher skilled workers as a key strategy.

Choices: The Pros and Cons of Fee for Service

- **No fee**

A wide range of “no fee” services are possible in regions where allocations of federal program funds are sufficiently large to meet demand. Boards and operator staff in these regions express a preference for delivering the maximum variety of services possible without charging fees, although they admit they may be driven to fees in the future if funding becomes an issue. One Workforce Board felt there was enough to be done to improve the quality of existing services without expending time and energy on the development of “for fee” services. Another area that already had quality services simply didn’t think there was any reason to pursue fee-based services except as a last resort.

➤ ***Fee-based Services***

One area that has aggressively pursued fee-based services has done so for several reasons. First and foremost is meeting employer needs that were not being met in the community. As such, the services enhance the range of options available to employers to increase their productivity. It is an economic development strategy. Secondly, the effort establishes credibility with the employers. Since the operator can offer services for a fee and broker or subcontract for what they can not deliver themselves, they never have to say “no” or “we can’t do that” to an employer. Further, employers tend to value more highly what they pay for. In the long run, the fee-based approach is also aimed at sustainability of the one-stops and, to a greater degree, sustainability of the private non-profit organization that operates the centers.

Choices: Managing Employer Services With Account Representatives and Contact Management Systems

All regions where employer services were considered a key to success locally operate with unified account representative systems, supported by their own employer contact tracking systems. The account representatives are organized in various ways, including mixes of geographic and industry specialists. They are sometimes located centrally and other times at one-stop centers. The site appears irrelevant typically because most employer contacts are made either at the firm’s offices or by telephone or electronic communication. It is clear that these representatives are positioned as relationship managers, acting as a key liaison and ombudsman for their employer clients. One of the single most valuable aspects of this model is that the one-stop center can assure employers they’ll have a single point of contact for services and won’t have to fend off multiple agencies seeking the same relationship.

This system demands a good and well-used contact management tool. These databases are relatively recent in origin and are not connected to state data gathering and reporting systems. Partners are enabled and encouraged to read or add to the data, with the expectation that shared information will improve customer service and reduce duplicated efforts. The tracking systems cover such items as company name, address, phone and fax numbers; contact person name and e-mail address; federal identification number, standard industrial code; contact history including contact type, subject, date, location, name of contactor, case notes, and projected date of next contact; WARN data including date of WARN notice, number of affected workers, targeted lay-off date, Trade Adjustment Assistance/NAFTA eligibility; and willingness to participate in various school-to-work activities or work-based learning activities. The region that is heavily targeting fee-based services uses its database to track contracts for services, payments, and delivery of scheduled services.

Measures of Success

Among those providing services at no cost to employers, formal measures of success are confined to employer satisfaction measures as required by the Workforce Investment Act. On an informal, non-quantified basis, success is measured in terms of anecdotes and stories that reflect an increasingly higher regard for the one-stop system. Employers with whom researchers spoke indicated that the staff were much more responsive, more customer-oriented, more attuned to their needs, and less bureaucratic.

The operator which is heavily invested in fee-based services measures success on the basis of number of new customers, number of repeat customers, increased dollar volume of sales, increased job orders (from employers who use fee-based services), and higher level (skill and wage) of jobs posted.

One region has developed crosscutting measures for services to employers, although has not yet implemented them:

- Appropriateness and timeliness of referrals for job openings;
- Retention of employees hired;
- Appropriateness of education and training to local labor demand;
- Degree of business market penetration;
- Degree of business-customer retention;
- Reduction of duration of unemployment insurance payments;
- Services needed versus services available.

Measurement instruments and methods envisioned by this region include:

- Customer satisfaction surveys;
- Business focus groups;
- Management information system data;
- 52-week retention data;
- Staff feedback; and
- Customer service records/files.

Reframing the Critical Success Factors

Based on the research, a reframing of the original critical success factors and indicators incorporates the key learnings across the varied models and sites.

Critical Success Factor 1: Satisfying Employers

Indicators to consider -

Does the one-stop center:

- **Measure at center level, not program level.** Measure employer satisfaction for the center as a whole and document trends over time.
- **Measure satisfaction both with processes and outcomes.** Measure employer satisfaction in terms of processes (e.g., ease of use of web-based services) as well as outcomes.

- **Disaggregate satisfaction data.** Differentiate satisfaction among industries and employer size to determine relative success in order to better target marketing and services and/or to determine the one-stop's most appropriate niche in the community.
- **Consult with employers about the critical success factors for the one-stop center.** Become clear as to what is mission critical for a business services team and focus efforts based upon customer feedback.
- **Use customer behavior as an indicator of satisfaction.** Quantify and track image perception changes by examining the volume of repeat usage, new customers, increased level of job postings (pay and skill/education requirements), and focus group responses.

Critical Success Factor 2: Managing Employer Services

Indicators to consider –

Does the one-stop center:

- **Make employer services a priority.** Devote significant resources to serving employers and measure success partly in terms of business services.
- **Manage employer services as a unified activity.** Create a team of account representatives whose time is dedicated to serving employers and are empowered to represent the system as a whole. Define the roles of partners in employer contacts and manage contacts and satisfaction as a center rather than program by program.
- **Maintain a database to track contacts, delivery of services, and outcomes.** Use the database as a tool to connect partners, with each contributing to and using the contact management system as a common mechanism.
- **Build a quality team.** Ensure account representatives enter with or acquire the skills and knowledge required to excel at serving employers.
- **Become knowledgeable about key industries.** Focus on building knowledge about industries that are key in the community, whether because they are large employers now or because they are growing, or because they are being nurtured for future growth.
- **Define the one-stop's market niche in the community.** Use market analysis, economic development information, and strategic relationships to determine the most opportune niche for the one-stop's services to employers.
- **Establish one-on-one relationships with employers.** Account representatives maintain regular contact with their accounts and provide those employers with a single contact person or point.
- **Use customer satisfaction trends to make changes.** Modify management processes and services to reflect feedback from customers.

Critical Success Factor 3: Delivering Quality Services to Employers

Indicators to consider –

Does the one-stop center:

- **Operate with a "never say no" attitude.** Find community resources to work on or solve an employer's issues when they go beyond the one-stop center's competencies. Nurture partnerships with other providers, both public and private, who can provide other needed services.

- **Work in “real time” with sense of urgency.** Employers don’t have time for bureaucracy and will use speed of response as an indicator of service quality.
- **Develop fee-for-service activities to:**
 - ◆ Meet employer needs that are not possible with its existing resources;
 - ◆ Meet employer needs that are not being met by other providers in the community;
 - ◆ Increase credibility of the center; and
 - ◆ Fill gaps rather than to compete with private sector intermediaries.
- **View other public intermediaries as partners,** not as competitors.
- **Design services based upon customer requirements.** Establish the menu of employer services based on what employers need and want, rather than what the center wants to provide or is funded to provide.

Services to Employers – Site Summary

The following chart aggregates the mix of practice found across the sites studied. The appendices contain more detailed matrices that include site-by-site answers.

Satisfying Employers	
Documented increase in employer satisfaction	3 No 2 In process 9 Unknown/ Unavailable
Differentiates employer satisfaction by company size and industry	3 Yes 11 No
Uses variety of employer satisfaction measures	9 Yes 5 No Tools used (where designated): 4 Written surveys 4 Verbal survey/ interview 4 Focus groups 4 Phone surveys
Measures sample of employers or all	4 All 10 Sample
Evidence of image change	9 Yes 3 Image linked to host agency 2 Unknown/NA
Satisfaction strategy	6 Building personal relationships with customers 4 Yes 2 "Never tell employers we can't help them" 1 "Not promising what can't be delivered" 1 Unknown
Documented increase in new and repeat business clients	2 Yes 1 No 9 Unknown/ Unavailable 2 Unclear
Documented increase in purchased services	1 Yes 3 No 7 No/ few fee supported services 2 Varies from year to year 1 Unknown
Documented increase in job openings posted	7 Yes 7 Unknown
Documented increase in level of job openings received	1 Yes 2 No 11 Unknown
Managing Employer Services	
Management Model: positioning of business services	5 Separate Business Services unit/ team 4 Operator level 2 High priority 2 Low priority 1 Anthropologic/ opportunistic approach
Business perspective	4 Yes 4 Community focused 2 Relationship building focused 2 Market as providing "Workforce Solutions" 1 Fee based services used to gain credibility, not money

Develops and uses a business plan	13 Yes 1 No
Receives non-federal funds to support business services	4 Yes 10 No
Uses external partners to expand scope of services	10 Yes 4 No
External providers use own names or one-stop or operator name	9 Own name 1 One-Stop name 4 Unknown/NA
Used existing staff to develop and deliver business services	10 Yes 1 No 2 Both existing and new 1 Unknown
Market niche strategies	5 None 2 Entry level workers/ firms 2 In process 1 Small companies and not-for-profits 1 Local firms in small county 1 Local occupations 2 Unknown
Targets specific industries	5 Yes 6 No 2 Targets identified at Board level but not being enacted by One-Stop 1 Unknown
Uses a tracking and reporting system specific to employer services.	6 Yes 8 No
Reports to Workforce Board	14 Yes. Most common frequency (when given) was monthly.
Integrates employer services among one-stop partners	8 Yes 5 No 1 Other
Average number of employer customers per month	3 Less than 100 5 Greater than 100 2 Greater than 1000 4 Unknown
Delivering Services to Employers	
Candidate recruitment, matching, screening, assessment	14 Yes
Training Services	12 Yes 2 Unknown
Background checks, skill and aptitude testing	6 Yes 3 No 4 Skill and aptitude testing only 1 Aptitude testing only
Business Services such as planning, staff development, career mapping; grant writing	8 Yes 6 No
Use of income from fee-based services	5 Center services 1 Job Seeker services 1 "All income is program income that belongs to the Workforce Board" 7 NA
Employers can post job orders over the internet	14 Yes
Brokering of services to employers by the one-stop center	10 Yes 4 No

Markets “no cost” and for fee in same marketing materials	5 Yes 4 No 5 NA
Market Identity	6 Center/ Operator identity 3 Statewide brand identity 2 Network brand identity 3 Other
Measuring Success	
Workforce Board requires business focus	12 Yes 2 No
Workforce Board sets targets/ priorities for type of industries	8 Yes 5 No 1 In process
Workforce Board sets performance criteria for business services.	5 Yes 8 No 1 Other
Workforce Board requires fee for service	5 Yes 9 No
Operator sets measures for success	8 Yes 6 No
Measures market penetration	1 Yes 8 No 2 In process 3 Unknown

Services To Job Seekers

Defining Critical Success Factors for Job Seeker Services

The second category of critical success factors studied was how one-stop centers provide job seeker services. The study team developed the following potential critical success factors to examine regarding job seeker services along with some of the possible indicators about those factors.

Potential Critical Success Factors and Indicators Used to Organize the Study

Satisfying Job Seekers

- Increasing customer satisfaction;
- Differentiating satisfaction among customer types;
- Measuring satisfaction by center, rather than by program;
- Using a variety of customer satisfaction measures and tools;
- Measuring a sample of customers or all;
- Seeking customer input on measures;
- Changing the image of the center;
- Using a satisfaction strategy;
- Increasing new and repeat customers;
- Attracting a diverse array of customers in terms of education and experience; and
- Creating a professional appearance/image of the center, including such features as: greeter not behind a desk, common reception point, space for group services, clearly posted hours of operation, expanded hours, signage/brand name, clear internal signage, staff wearing name tags, menu of services displayed, vision/mission displayed.

Managing Job Seeker Services

- Choosing a specific management model for job seeker services;
- Customer flow;
- Scope of services;
- Serving universal population: evidence of broadening of customer base;
- Offering post-employment services;
- Managing quality through a strategy for building customer relationships; and
- Sharing data across partners.

Delivering Services to Job Seekers

- Making resource center a focal point for customers;
- Making self-help services readily available;
- Making computers available;

- Offering web-based services and managing center website;
- Average number of job seekers per month;
- Stationing staff full time in the resource area;
- Providing information through a wide array of media;
- Providing customers access to telephone, fax, photocopier, printer, Internet;
- Offering resume preparation;
- Assessing skills;
- Providing aptitude testing;
- Providing career/ interest assessments;
- Offering job search skill training;
- Offering on-site education or skill training (ABE/GED, literacy, computer classes);
- Offering fee-based services;
- Crafting and using a service recovery strategy;
- Offering a job matching system;
- Measuring performance at a center or system level rather than program;
- Using State or Local Workforce Board developed measures/standards;
- Using “indicators” to determine if the center is on track to meet outcomes; and
- Measuring staff satisfaction.

Job Seeker Services Approaches

Despite widely varying locations, some elements of job seeker service delivery are strikingly the same or similar across the sites studied. Resource rooms tend to be attractively designed and be positioned somewhere near the entry into the center. A standard basic menu of services is offered, with variation provided by adding services that go beyond a basic set of offerings required under the Workforce Investment Act. Most centers studied are either operating or striving to operate a unified customer flow process and tracking system, rather than staying with traditional agency-based processes. Services provided by staff are organized in many different ways, although functional teams organized around specific types of service are becoming common, based upon what was observed during the site visits.

Key Design Considerations

Of all the design choices examined during study team visits to 20 centers, two appeared to offer the most dramatic impact – the resource room and moving unemployment claims out of the one-stop center.

- **Staffed, quality resource rooms are integral to success.** The study teams consistently found extensive resource areas in the centers visited. Almost always, the resource area was located so it is the first thing a customer sees upon entering the center. The professional look and feel of the resource room appears to be crucial; the teams encountered sites that attributed customer volume and satisfaction in part to the design of the resource room. A crucial part of the strength of many resource rooms studied was the deployment of

professional staff in the area to provide customers with assistance as they needed it. The team saw very busy rooms, with up to three staff at a time fully engaged in customer assistance.

- **Centers look and feel different when unemployment claims are not managed there.** In many centers, Unemployment Insurance (UI) is no longer present. Removing unemployment claims filing from the center appears to be the single biggest lever of change in service focus and community image. UI drives a bureaucratic client flow, complete with ropes, lines, number systems, and waiting chairs. Removing UI from the center allows the resource room to be the center of attention, and changes the atmosphere from one of compliance to one of voluntary job search and career development. One often stated fear about taking UI out of centers is that it will result in a drastically reduced flow of customers. The centers the study teams visited in states where UI is operated through call centers and the Internet dispelled that fear. They've found the ability to attract equally large customer volumes, in part because they can market their services more clearly as being about job seeking and career planning when they aren't seen as the "unemployment office."

Choices: Organizing the Staff

The centers studied take three primary approaches to staffing when organizing service delivery to job seekers: organizing staff as specialists, as generalists, or in functional or customer management teams. Every center has some staff who only provide specialized services, such as vocational rehabilitation counselors who work with a targeted set of clients at an intensive level. The comparison here is on the overall direction of the staffing strategy for the center.

Model 1: Specialist Approach

In the specialist approach, center employees have unique service or program positions within the one-stop. Staff may be dedicated to working in the resource area. There may be individuals who work consistently as counselors or as intake specialists, or on behalf of a single program such as Title I of the Workforce Investment Act, Welfare-to-Work, or Wagner-Peyser (employment service). The specialist approach may be the approach preferred when state policies inhibit multi-agency cost allocation. This approach tends to be the least integrated customer service model, with staff staying within their traditional agency work assignments.

Model 2: Generalist Approach

The generalist approach allows staff to follow a job seeker from resource room, to assessment, to enrollment in one or more programs, to follow-through in program activities and beyond. The generalist approach requires rotation of staff through various functional positions in the center and the ability to account for time as required. Advantages include:

- Personal one-on-one relationship with customers. Fewer customers "get lost;"
- Less staff burn-out;
- Shared accountability for program outcomes, resulting in better integration; and
- More seamless service delivery from the customer's perspective.

Model 3: Team Approach

At least two types of team approaches are being used. *Functional teams* are comprised of staff from multiple one-stop partners who work as teams based on a specific service component at the center. Such functional teams may be focused on assessment, resource room customer support, job search assistance, or other functions. Implementing this model appears to be a crucial step for centers that want to integrate their work across partners.

A second type of team approach is a *case management team*. In this approach, patterned after medical care, services are provided to customers by staff teams, representing different agencies, expertise and services. Several staff may share responsibility for a single customer, with each providing the services in which they specialize as needed by the customer. The service team typically compares and builds common case notes. This approach allows customers to access a wide range of expertise and for several staff to collaborate on meeting customer needs. However, this can be a very labor-intensive model, working best with smaller numbers of customers than many centers have.

Choices: Organizing the Center's "Front Door"

The centers visited handle the questions of attracting customers and then managing the initial entry of first-time customers in several different ways. A common theme is the importance of the resource room as a key part of that initial service mix. Centers vary widely as to whether they mandate an orientation to the center's services, and no clear pattern emerged on this point. Some of the operators visited have found that putting mini-centers close to employer sites, such as industrial parks, increases their ability to attract job seekers who are looking for positions with those firms.

In centers where unemployment insurance claim taking is still present, claimants represent a key point of entry for other services. Finally, many centers are using web sites and telephone systems to provide both marketing and customer service to job seekers.

Choices: Connecting Job Seekers to Broader Service Range

Centers are trying a variety of strategies to link their services to job seekers with other related and often crucial services.

➤ **Making community college connections**

Centers that are located at or have strong relationships with community colleges typically connect job seekers more readily to education and training opportunities, often offered just down the hall from the one-stop center. A number of centers visited are brokering multiple resources to help customers find funding needed to support their training and education.

➤ **Connecting customers to key supportive services**

Some of the centers studied provide extensive information and connections with child care and transportation assistance for center customers needing linkages to those and other support services.

➤ **Linking with economic development**

Centers that emphasize services to employers are more connected to economic development. These centers believe that by meeting the needs of employers, the needs of

job seekers will also be met. Job seekers are then connected directly to both job leads and career advising tied to economic development priorities and to contacts with expanding firms. In one area, the business representatives of the one-stop centers call upon employers along with representatives of the economic development organization as a unified team. They are trying to portray to customers that workforce and economic development are two sides of the same coin.

Choices: The Pros and Cons of Fee-based Services to Job Seekers

Although some centers have embarked on fee for service strategies with employers, there is considerably more reluctance to charge fees to job seekers. A few centers that do advertise a fee for a given service generally also find a way to finance the cost for the job seeker through a “scholarship” or grant. The advertised fee mostly serves to remind the job seekers that they are indeed receiving a valuable service.

Tracking Job Seeker Services

Tracking job seeker services for the center as a whole represents a problem for everyone, and is a stumbling block for developing center-wide performance measures. Connecting information housed in several databases supporting the various agency partners remains a challenge in most locations. One growing trend that can make tracking easier and more timely is the deployment of membership cards encoded with key customer information. In the several centers visited that use these “swipe card” systems, the card readers allow the one-stop operator to gather accurate, timely information about the services customers used and other key information. The cards also allow centers to build long-term relationships and identity with customers by creating a growing pool of members or cardholders. The card readers can be used as a primary input into a center customer information system used to measure center wide activities and outcomes.

Measures of Success

No center visited had implemented a unified, center wide measurement of success. The study teams did encounter some Workforce Boards and one-stop center operators who are developing measures. Typically, they are focusing on crafting a handful of critical success factors and key indicators of those approaches, consistent with the purpose of this project.

The major barrier that appears to have slowed the development of center wide measures is the absence of unified or smoothly communicating databases between the various state and local service entities. One Workforce Board the study teams visited recently invested substantial funding to build an initial version of a unified data collection system, but has not yet gone far beyond program measures in the implementation phase. One region visited has defined but not yet implemented system measures, including:

- Appropriateness and timeliness of referrals for job openings;
- Long-term employability;
- Economic self-sufficiency;
- Reduced dependence on welfare and/or Unemployment Insurance;

- Removal of barriers to employment;
- Incentives for public assistance recipients to go to work;
- Appropriateness of education and training to obtain and retain employment;
- Achievement of training and/or employment goals;
- Reduced duration of unemployment period; and
- Services needed versus services available.

The proposed measuring instruments/methods are:

- Customer satisfaction surveys;
- Customer focus groups;
- Management Information System data;
- Customer follow-up data; and
- Customer services records/files.

Note that not all the above can be quantified through technology. Some of the measures are more qualitative, yet are important to determining “success.”

Reframing the Critical Success Factors

Based on the research, a reframing of the original critical success factors and indicators incorporates the key learnings across the varied models and sites.

Critical Success Factor 4: Satisfying Job Seekers

Indicators to consider -

Does the one-stop center:

- **Measure satisfaction with the center as a whole** rather than only by program.
- **Examine variations in satisfaction among types of customers** to determine its effectiveness and appeal to dislocated workers, welfare mothers, youth, professionals, immigrants, etc. to better customize its services and marketing efforts.
- **Measure process as well as outcomes.** The center measures the satisfaction of customers with individual processes (intake, counseling, etc.) rather than just outcomes so corrective action can be targeted appropriately.
- **Seek input from job seekers about critical features** that determine their overall satisfaction level with the center, so the center can measure the appropriate indicators.
- **Compare customer satisfaction level.** The center compares its level of customer satisfaction with that of other service entities in the community.

Critical Success Factor 5: Managing Job Seeker Services

Indicators to consider -

Does the one-stop center:

- **Establish a professional appearance** that will be attractive to customers.

- **Expedite customer flow.** The center makes it easy for customers to find and obtain the services they seek. If unemployment claims are taken in the center, the design avoids that function dominating the appearance of the center and the customer flow.
- **Manage peak loads.** The center ensures there are contingency plans for providing good service when large customer volumes occur.
- **Avoid creating barriers.** The center avoids the use of waiting chairs, number pulls, or lines. All customers are engaged in activity.
- **Measure its results.** The center (and the Workforce Board) operates with center wide measures. A data system exists that permits timely access to information by all who need it.
- **Modify services and delivery strategies based on market needs and customer demands.** The center is agile in its responsiveness to new needs and opportunities. The center brings in new services when customers would value them. The center has a culture of embracing continuous improvement.

Critical Success Factor 6: Delivering Quality Services to Job Seekers

Indicators to consider -

Does the one-stop center:

- **Make the resource room the focal point of the center.** It is visible upon entry and easily accessed and used by customers. Customers can obtain staff help quickly when they need it. The room is large enough, designed for customer comfort, and equipped with both up to date computers and materials. Resources are freely accessible and do not require staff intervention to log onto a computer, read a book or periodical, or sign up for a class.
- **Provide customers with comprehensive access to training and education services.** The center maximizes the training services that are accessible to customers through partnerships with education institutions and training providers. It maintains up to date databases about course availability, cost, and location. Staff use this information in advising customers.
- **Obtain additional resources to meet customer needs.** The center goes beyond base funding to acquire resources needed to deliver services that are important to its customers.

Services to Job Seekers – Site Summary

The following chart aggregates the mix of practice found across the sites studied. The appendices contain more detailed matrices that include site-by-site answers.

Satisfying Job Seekers	
Documented increase in customer satisfaction	1 Yes 1 No 3 In process 8 Unknown/ unavailable 1 Consistently High
Differentiates satisfaction among customer types	11 No 3 Unknown
Measures satisfaction by center, not by program	10 Yes 1 No 1 Both 2 Measures satisfaction based on services, not programs or center
Uses a variety of customer satisfaction measures and tools	12 Yes 2 No Tools reported: 11 Paper surveys 4 Phone surveys 4 Interviews 4 Mystery shoppers 3 Focus groups 2 Unknown
Measures sample of customers or all	4 Sample 3 All 3 All, time sampling 4 Varies
Seeks customer input on measures	9 Yes 5 No
There is evidence of image change	10 Yes 3 Unknown 1 Other
Satisfaction strategy	6 Yes 2 Customer focused/ relationship building 2 Employer-first focus. 1 In process 3 Unknown
Documented increase in new and repeat customers	3 Yes 3 No 2 Operator must meet workforce board specified annual numbers 6 Unknown/ unavailable
Documented increase in “level” of customer (education and experience)	5 Yes 3 No 6 Unknown/ unavailable

Appearance/Image of Center:	Greeter Not Behind Desk: 8 Y, 3 N, 1 U, 1 V, 1 No greeter Common Reception Point: 12 Y, 1N, 2 U Space for Group Services: 12 Y, 2 U, 1 V Clearly Posts Hours of Operation: 11 Y, 2 U, 1 V Expanded Hours: 10 Y, 3 N, 1 V Signage/ Brand Name: 9 Y, 2 N, 1 U, 2 V Clear Internal Signage: 13 Y, 1 U Staff Wear Name Tags: 10 Y, 2 N, 2 U Menu of Services Displayed: 9 Y, 2 N, 2 U, 1 V Vision/ Mission Displayed: 6 Y, 4 N, 3 U, 1 V KEY: Y=Yes, N=No, U=Unknown/ Unavailable, V=Varies
Managing Job Seeker Services	
Management Model: positioning of job seeker services	5 Strong emphasis/ focus of center 5 Self-serve employment services are "front door" 3 Staff greet and direct job seekers 1 Emphasis on providing multiple points access points into system
Customer Flow	7 No lines or waiting chairs 3 "Well designed" 1 Business service model drives flow 1 Flow managed as part of customer service model 1 Waiting lines and seating area present
Scope of services	All offered a wide variety of services, see Appendix C for specific details.
Serving Universal Population: Evidence of change in customer base	8 Yes 2 No 4 Unknown/ Unavailable
Post employment services	3 Customer Satisfaction work 1 No specific services, but employed individuals come to center to utilize existing services 1 Variety of services offered, both for retention and skill building 1 None apparent 7 Unknown
Managing Quality: Written strategy for building customer relationships	3 Yes 3 No 2 Using marketing as a strategy for building relationships 1 Performance objectives only 1 Customer service training provided to all, did not see specific written strategy on building customer relationships 1 In process 3 Unknown
Data sharing Across Partners	4 Yes 7 Limited/ some 3 Unknown
Delivering Services to Job Seekers	
Resource center is focal point	11 Yes 3 Off to one side, but still a focal point
Self-help services readily available	14 Yes
Computers available	14 Yes. Where reported, number varied from 3-22.
Web-based services	All offer at least some services.

Management of website	7 Local 5 State 2 Both State and Local
Average number of job seekers per month	5 At least 500 7 At least 1000 1 Unknown/ unavailable
Staff stationed full time in the resource area	13 Yes 1 No
Information available in wide array of media	13 Yes 1 Primarily print media
Customers have access to telephone, fax, photocopier, printer, internet	All provided access.
Resume preparation	10 Yes 4 Self help and staff assisted.
Skill Assessment	13 Yes 1 No
Aptitude Testing	14 Yes
Career/Interest assessment	14 Yes
Job Search Skill Training	12 Yes 2 No
On-Site Education or skill training (ABE/GED, literacy, computer classes)	10 Yes 3 No 1 Training provided by other organizations located in the same building on different floors
Fee-based services	7 Yes 7 No
Service Recovery Strategy	6 Yes 4 No 4 Unknown
Job Matching System	All offered. System Used (where specified): 3 State 1 Local 3 State and local
Measuring Success	
Performance measures across the system	8 Yes 4 No 1 In process 1 Program based measures only, but Workforce Board is focused on overall system
State or local Workforce Board developed measures/standards	5 Yes 2 No 2 Local 3 Both state and local 2 Unknown
Center uses "indicators" to determine if it is on track to meet outcomes	12 Yes 2 No
Center measures staff satisfaction	8 Yes 4 No 2 Unknown

One-Stop Center Design And Management

Defining Critical Success Factors for Design and Management

The final category of critical success factors studied was how the design and management choices made in one-stop centers impact their success. The study team developed the following potential critical success factors to examine regarding design and management choices, along with some of the possible indicators about those factors.

Potential Critical Success Factors and Indicators Used to Organize the Study

Governance/Leadership

- State role in policy and operations;
- Local Workforce Board role in leadership;
- Decision-making process defined among partners;
- Common goal and vision building among partners;
- Communication facilitated among partners;
- Partners taking a joint venture approach;
- Defined process for bringing new partners into the one-stop; and
- Establishment of relationships between comprehensive and affiliate centers.

Management

- Operator is competitively procured;
- Operator entity is a consortium;
- Center has a single manager/coordinator with described authorities for managing the center;
- Center manager/coordinator is funded by more than one funding source;
- Clarity about to whom the center manager is accountable;
- Center has a business plan;
- Programs are integrated, not just co-located;
- Cost sharing across agencies exists;
- Common culture is fostered among partners;
- Partners can identify levers that accelerate change;
- Cross training, career paths, and development of common skills among staff is done jointly by all partners;
- Staffing; and
- Revenue generation strategies/ role of fee-for-service.

Measurement

- One-stop measures versus program measures;

- Measuring success of one-stops; and
- Creating and using shared databases.

Marketing

- Center has a brand identity that's well known; and
- Clarity about market and product niches on which it is focusing.

Governance and Leadership: State Role

As the study teams visited one-stop centers in seven states with widely differing political leadership and policy environments, a topic of particular interest was whether the approach and level of commitment by the state significantly impacted the development of the centers. Each community's Workforce Board and one-stop center leadership could identify situations where the state had either been a help or a hindrance. But it was striking to find no evidence that the policy and operational choices made by state agencies had been pivotal in one-stop center development. The strength and constancy of local leadership about one-stop centers appears to be far more crucial in their development.

Having said that, it was abundantly clear that the type and level of engagement by the state can either accelerate innovation significantly or slow it down. Across the seven states, we found three models of the approach being taken by states to steer one-stop center development and improvement.

Model 1: Micromanagement

Some states have attempted to manage one-stop center development very centrally, issuing mandates and directives from the state capitol. The logic of this approach is one of command and control. If the one-stop system is tightly managed from the state level it is far easier to ensure consistency of quality at all locations. Also, state agency partners in many places live within departments or commissions that manage through directives and seek relative uniformity of offices and of service delivery.

In reality, what results most often under this approach is mediocrity. Micromanagement suppresses risk taking and entrepreneurial behavior. States that try to ensure quality centers by voluminous policy and oversight generally wind up ensuring that although no center is dreadful, no center has the freedom to excel.

Model 2: Leaving a Policy Vacuum

The study teams visited multiple states in which workforce development in general and one-stop centers in particular are not a high priority for the Governor. What has happened in those states typically has been the growth of policy vacuums, in which Local Workforce Boards and one-stop operators rarely receive direction or guidance from the state.

What occurs when the state leaves a vacuum is that the quality of the development of one-stop centers is then almost entirely locally determined. In that environment, those with a strong local vision of what they're operating may do very well in their one-stop centers while those without that vision are much less likely to innovate. Over time these states end up with a bipolar distribution: excellent centers and poor centers with no basis for consistency. However, the policy vacuum also means that some centers will excel far beyond what any state entity

could have envisioned. Successful centers are those that respond to their uniquely local needs, and states generally can't craft policy that contemplates and accommodates all local conditions.

Model 3: Clear State Policy with Local Flexibility

The middle ground for state policy between the two extremes just discussed is a strong state-local partnership. In these situations, states set a broad but clear sense of direction for what is expected from one-stop centers and the workforce boards overseeing the centers. For example, in one of the states studied, the State Workforce Board outlined its basic direction for one-stop centers through a series of vision elements. The State Workforce Board then turned to the Local Workforce Boards to define locally relevant measures and priorities. This approach led to a very rich and open period of innovation as the local workforce boards in many parts of this state allowed and encouraged the one-stop partners to innovate.

This is a condition that is not often found, but when it is, one-stop centers tend to develop faster and with greater innovation.

Governance and Leadership: Local Role

The strongest critical success factor repeated at nearly every site visited by the study teams was local leadership. There is no substitute for strong leadership in one-stop centers that are growing and thriving. In several cases the research teams could identify a key person or group who kept the center moving ahead when barriers arose and kept enthusiasm up over time. Typically, that leadership has two components – a small number of extraordinary leaders around whom others rally and a team of such leaders who share a consistent vision and have built long-term relationships. They describe themselves as friends away from work, and as people who've worked together successfully for many years.

The other key is that the leadership is local. Thriving centers are firmly grounded in the needs and politics of the community in which they operate. This approach requires champions from within the community.

Local Workforce Boards: Crucial Leadership Role

The researchers visited a number of sites in which it was extremely clear that the Local Workforce Board was playing a pivotal role in defining center expectations and accountability, encouraging continuous improvement, and acting as external champions for the one-stop centers. Major levers used by Local Workforce Boards include:

- **Chartering** – Several of the Local Workforce Boards involved in this study charter each center, often based upon a quality-based framework, such as the Malcolm Baldrige National Quality Award Criteria. Typically, those boards use chartering to make very clear what they consider crucial for quality one-stop centers. In some instances, the center is not allowed to operate without a Local Workforce Board charter. Typically, this process was seen as a very positive tool, allowing the Local Workforce Board and the One-Stop Operators to come to a mutual agreement about what represents high quality services and results and the path to be taken to reach that shared goal. Some of the Local Workforce Boards involved spent time in serious conflict with operators until agreement on improvements could be reached.

- **Business Plans** – Many of the Local Workforce Boards studied require centers to prepare business plans at startup and to then revise those plans every 1-3 years. Those Boards and centers generally found the tool a very positive and helpful one. The one-stop center partners usually develop the business plan collaboratively. The tool steers them toward thinking about the markets for services, operational requirements and management issues for the entire center, not just for their own agency and programs.
- **Center liaison within the Board's staff** – Someone from the Board's staff plays a consistent and regular role in working with the one-stop center operators. At some locations, that appears to be a key element of successful Board-center relationships; the staff person facilitates communication and keeps the Board's expectations in view on a regular basis. The balancing act is for the board staff involved to stay at the oversight level and to avoid plunging into trying to directly manage the center.
- **Competitively procuring one-stop operators** – Another tool being used by some of the Boards studied is the competitive procurement of center operators. Several examples were seen of this approach being used to stimulate new partnerships and fresh approaches to service delivery.
- **Workforce Board as external champion** -- At the same time, some of the same Local Workforce Boards also became strong external champions of the one-stop centers; encouraging their use and helping them acquire funding along the way. These Boards encourage and sponsor innovation by operators.

One-Stop Operators and Partners: Crucial Leadership Roles

A sure sign of a solid center is evidence of a true joint venture among the organizations partnering to operate it. At several sites, the study teams found long-standing and deep relationships among the partners, including a strong commitment to a meaningful joint venture. Those partners make key decisions together, such as budgets, selection of center managers, staffing mix and levels, and service strategies. As a result, when sticky issues arise, the partners have a basis for working them through successfully.

Partnerships with this level of trust and commitment are the best candidates for truly integrated delivery of services. In several of the sites studied, the strength of the joint venture commitment among two or more key partners was the dominant factor in the success of the center's development. Elements of joint venture strength that were observed include:

- **Strong, articulated shared vision and commitment to the joint venture** – At sites with strong partnerships, agency leaders could easily describe the mutual commitments among the partners and the shared vision of excellence for which they jointly are striving. Interestingly, these partners often used their own tools to document their agreements and didn't find federally mandated memoranda of understanding to be particularly helpful.
- **Sharing costs** – Cross-partner sharing of common costs appears to be an accelerator in developing strong one-stop centers through a joint venture. At one site visited, shared costs include the salary of the center manager, along with expenses for staff development and marketing, as well as administrative expenses.
- **Regular leadership team meetings** – A crucial tool for maintaining momentum is the consistency of the partner organizations' senior leaders meeting and making strategic decisions. Without that steady nurturing of the joint venture, centers have found it

perilously easy for the partners to each be pulled back into their own organization's needs and culture and losing sight of the needs and culture of the one-stop center.

- **Site selection** – Researchers witnessed a consistent pattern about the development of centers that had the advantage of starting in a new location – a site that is neutral of pre-existing agency identity – versus those formed in the offices of a single partner. Invariably, the neutral site locations advanced much faster. First, partnerships formed over negotiating the service strategy, staffing, funding, design and location of the new site. That forced them to go into greater depth of relationship and joint venturing than would otherwise have been required. Second, the neutral site centers weren't forced to undo years of public identity in the site's former life. Third, staff paradigms shifted much faster in neutral sites, where no one could assume a context without change. By contrast, the host agency staff in a pre-existing site come with a culture that is often hard to transition into a new, shared environment.
- **Developing and implementing a comprehensive strategy for locations** – Several of the sites visited are working with well-conceived strategies for ensuring close availability of services to customers. They employ a mix of a limited number of comprehensive centers with a broad array of services in combination with a larger number of affiliated mini-centers that connect various niches of customers to their regional one-stop system. Mini-centers may be neighborhood based, or aimed at a particular segment of customers, such as businesses in an industrial park.
- **Site design** – Several of the locations visited have put a great deal of thought and investment into the layout and furnishings of the center. Leaders at those sites point to various design choices made as greatly helping with center image and customer perceptions and flows.
- **Involving employee unions** – At sites involving union-represented employees, involving the union in the design appears to be vital. One location visited has employees from both county and state unions working together. Center leadership met regularly with union leadership during the design phase to develop commitment to the vision and to work through clarifications of what changes were possible within collective bargaining agreements. In a number of instances, perceived barriers to integrated services turned out to be matters of interpretation and not of contract language and were possible to overcome.

Management

Another key dimension of one-stop center design is the management structure selected and how that is then implemented. First, the centers studied all have managers. Researchers could readily identify who they are and how they are positioned. Some of the sites visited have integrated management teams, in which front-line managers from among the partner agencies lead the various functions of the center.

Other management issues that contribute to one-stop center success include staffing, staff development, continuous improvement activities, and technology deployment.

Center Managers

The sites visited chose managers in a variety of manners. For several, the manager from the hosting partner assumed that role. In others, there is a lead organization among the operators who provides the manager. Others are using management teams to lead the center.

Without question, the most powerful model seen is when the partners employ a full time center manager with no other duties. That manager becomes someone constantly focused on the growth, culture and success of the center as an enterprise, and isn't being forced to juggle that with managing the detail of individual programs. One model observed has the center manager jointly selected and funded by the partners. The position was posted and advertised, and was open to anyone interested, whether currently working for a partner agency or not. That site found the selected managers gained neutrality of focus and legitimacy as speaking for the center at all times with no confusion about whether individual partner agendas were behind the manager's actions or comments.

Staff Selection and Development

At some of the sites visited, a process for selecting the staff that would work in the center was employed, rather than agencies simply assigning the staff to work there. The advantage that was identified was that closer attention was paid from the outset as to the expectations of working in the one-stop center and whether that was a good fit for the potential staff member. This model could not be employed in many instances because of pre-existing partner staff members who needed to be transitioned into the new centers. In the latter cases, partners often put a lot of work into resolving issues with staff that fail to buy into the culture and direction of the one-stop center.

Staff development is a key one-stop center improvement strategy, particularly when done across partners and not within the parent agencies. Many of the centers studied do forms of cross-training, customer service training, development of specific skills needed, and team building.

Continuous Quality Improvement

Many of the centers studied have used continuous improvement strategies and tools to great advantage in their development. Often, a significant investment was made at the outset to ensure the center's management and staff developed strong command of the possible methodologies. Many centers have developed and are implementing a continuous improvement plan, making excellent use of customer feedback and staff ideas to adjust service delivery quickly and effectively.

Technology

Effective investment in and deployment of technology is an important element in building strong one-stop centers. A wide variation of success at this was witnessed among the sites visited. Those that perceive they have strong technological tools credit the automation with greatly assisting their ability to deliver top quality services. The study found a mix of state-managed systems and locally managed systems. Overall, this topic was one of great frustration at many sites because of their belief that they lack the right tools to manage services effectively.

Measurement

One of the crucial things learned during the study was that none of the sites examined have implemented center wide or system measures that are meaningful, beyond some basic customer satisfaction measures. Even centers that have been in operation at a high level for 15 years list this as a good idea that they haven't been able to put into practice. The lack of integrated databases across agencies, the lack of common definitions, and the national struggles at defining common measures have vexed these sites just as much as many others nationwide.

This doesn't mean the sites don't believe that effective measurement is not a critical success factor. Rather, it more strongly reflects their lack of data tools and lack of agreement as to what constitutes meaningful measures on a center wide level. At a few of the sites, some promising work is beginning between the Workforce Board and the one-stop operator to develop a simple set of key measures that could be tracked and used. This is an element likely to accelerate during the near future.

Marketing

The quality of the branding of the centers varied widely. The research team did find a few locations in which strong brands have been developed and are embraced widely. Those brands are punchy and well known, and have become a major asset in attracting customers. If these are statewide brands, they have worked because of two factors: a strong state-local partnership in deciding the brand and its protocols, and a significant investment in brand building that is sustained over time.

One crucial point to consider about building a new identity for one-stop centers is, when customers sample services at the center after being attracted, they need to encounter high quality if the brand is to be helpful. One private sector Workforce Board member within the study team noted that when his company acquires another one it takes two-three years to phase the acquired facilities into the culture of his firm. The acquiring firm's name is not used on the acquired facilities until that transition is completed. Some Workforce Boards use their chartering processes to be the brand protection: no charter, no use of the brand.

Reframing the Critical Success Factors

Based on the research, a reframing of the original critical success factors and indicators incorporate the key learnings across the varied models and sites.

Critical Success Factor 7: Leadership

Indicators to consider -

Does the one-stop center:

- **Have Strong Workforce Board Leadership.** The Workforce Board provides clear direction for the center and encourages its development, using tools such as chartering, business plans, and competitive procurement.
- **Have One-Stop Operator Leadership.** The one-stop partnership is a joint venture, with shared costs, common vision and joint decision-making. The leadership team demonstrates an ongoing commitment to the joint venture, including meeting regularly and making strategic decisions when required.

Critical Success Factor 8: Management

Indicators to consider -

Does the one-stop center:

- **Have a neutral center manager.** The one-stop center has a manager totally dedicated to that role. That manager is jointly selected by the partners and accountable to the partnership as opposed to just one agency.
- **Provide staff development.** The center has a well-conceived and executed strategy for building the staff skills and culture needed for success.
- **Manage continuous quality improvement.** The center has a clear and implemented strategy for managing for ongoing improvement, including making effective use of customer feedback.
- **Use technology effectively.** The center has strong technological supports for its work. It has a credible plan for the advancement of that technology.

Critical Success Factor 9: Measurement

Indicators to consider -

Does the one-stop center:

- **Use center wide measures.** The Workforce Board and the one-stop operators use center-level measures rather than program-based measures for assessing center results.
- **Operate using integrated information systems.** The center has a means to acquire needed measurement information in a timely manner across the partners' programs.

Critical Success Factor 10: Marketing

Indicators to consider -

Does the one-stop center:

- **Build clear brand identity.** The one-stop center has a well-known, identifiable identity. It has a credible strategy for building one.
- **Identify service niches.** The one-stop center leadership and management are clear on customer and service niches that they are best positioned to support.

One-Stop Design and Management – Site Summary

The following chart aggregates the mix of practice found across the sites studied. The appendices contain more detailed matrices that include site-by-site answers.

Governance/Leadership	
State level entity role in policy and operations	5 Minimal 4 State provides broad policy direction, leaves Board and Operator lots of flexibility in application 3 Strong State/local relationship 2 Strong initially, but limited in recent years
Local Workforce Board role in leadership	7 Strong/ very strong 4 Board chartering required to operate Center 2 Workforce Board selects operators via competitive bid 1 Regional council has responsibility for creating workforce services plan for region
Decision-making process defined among partners	11 Yes 2 No 1 Varies by site
Common goal and vision building	12 Yes 1 No 1 Varies by site
Communication facilitated among partners	11 Yes 1 No 2 Minimal
Joint venture approach	8 Yes 4 No 2 Friendly, but driven by lead partner
There is a defined process for bringing new partners into the one-stop	6 Yes 4 No 1 Varies by site 3 Unknown
Comprehensive vs. affiliate relationships	9 Comprehensive Only 5 Comprehensive/affiliate site mix If affiliates: 3 Operator runs affiliate sites 2 Neighborhood groups operate
Management	
Operator was competitively procured	7 Yes 7 No
Operator entity is a consortium	7 Yes 7 No
Center has a single manager/coordinator with described authorities for managing the center	9 Yes 5 No
Center manager/coordinator is funded by more than one funding source	9 Yes 2 No 1 Varies by site 1 NA 1 Unknown

Center manager is accountable to...	4 Workforce Board 2 State agency 5 Operator Consortium 1 Community College President 1 Partnership and Board Director 1 NA
Center has a business plan	11 Yes 3 No
Programs are integrated, not just co-located	7 Yes 4 No 3 Most are integrated
Cost sharing across agencies	8 Yes 4 No 2 Unknown
Common culture is fostered among partners	11 Yes 2 No 1 Varies by site
Levers that accelerate change	3 Workforce Board 2 Strong emphasis on employer services 2 Dynamic individuals, not documented strategy 1 Formalized training 1 Being opportunistic 1 Meeting with partners early in process 1 Trust among partners 2 Unknown
Cross training, career paths, development of common skills among staff of all partners	11 Yes 1 No 2 Unknown
Staffing	See Appendix for details.
Revenue Strategies/role of fee for service	6 Key activity/ committed to developing 5 Fees not planned/ discouraged 3 Minimal role
Measurement	
One-stop measures vs. program measures	6 Both 5 Program only beyond customer satisfaction 2 Program only 1 Program only, but workforce board is focused on overall system
Measuring success of one-stops	6 Customer satisfaction 2 Increased volume 2 Workforce Investment Act measures 2 Chartering Criteria 1 Successful referrals 1 Web site/ resource room usage 3 Unknown
Shared databases	5 No 3 Yes 3 Same 1 Using State system 2 Unknown

Marketing	
Brand identity	<p>12 Yes</p> <p>1 Marketing includes information about all partners</p> <p>1 Does not do much marketing, already at full capacity</p> <p>For those with a brand identity:</p> <p>5 Statewide brand</p> <p>7 Local brand</p>
Product/market niche	<p>2 Customer Service</p> <p>2 Community Focus</p> <p>1 Individual centers known for certain services</p> <p>1 Serve a range of job seekers and employers</p> <p>1 Consultant to business</p> <p>1 Information brokers</p> <p>1 Excellence in job matching</p> <p>2 Working on developing marketing strategy/ niche</p> <p>2 Unknown</p>

Conclusions

Key Learnings

Leadership matters

➤ **Local Leadership is crucial to one-stop center success.**

As the study team looked at what factors held across sites, regardless of context, it was the existence of identifiable leadership from within the community that was strong, visionary and constant over time.

➤ **Local Workforce Boards can play a pivotal role in one-stop center quality.**

Local Workforce Boards play an active role in setting standards, encouraging one-stop center development, and then holding centers accountable at many of the sites studied. Those interviewed pointed to the Workforce Board's role as vital in many instances to the quality of their centers. Chartering and requiring business plans are the two most frequently cited tools that Workforce Boards are successfully using to guide centers.

➤ **Local Elected Officials can also play a vital role in one-stop center success.**

The engagement of mayors, county commissioners and other local elected officials can be an essential link in forging a first-rate one-stop center. The study teams visited sites where the commitment of the elected officials took various forms: help in acquiring facilities, assistance with finding discretionary funding, and support for non-traditional approaches to service. Some of the greatest champions of one-stop centers the study teams found were local elected officials who saw the opportunity presented and engaged in taking advantage of it.

➤ **One-Stop Operators and Partners provide solid leadership at high quality centers.**

One of the axioms of continuous quality improvement ventures is that little meaningful will occur without a strong commitment by senior management. One-Stop Centers illustrate the point. At many of the centers studied the organizations involved have formed joint ventures, in which they have committed to a common vision, joint decision-making on strategic issues, sharing of costs, center wide management and integration of services.

➤ **States can Accelerate - or Slow Down - Innovation.**

The researchers studied centers in widely varying state policy and program management environments. What became clear is that where states play a strong but thoughtful role in encouraging one-stop center development, the support helps local operators improve their centers much more rapidly. The optimum model cited and demonstrated involved the state setting a clear policy framework and leaving details of implementation to the Local Workforce Boards and one-stop partners. A positive state leadership role often includes engaging various departments to commit to working as part of the one-stop centers and system, and providing local managers with authority to jointly make key decisions with their partners.

Management matters

➤ **Center Managers responsible for the full operation provide crucial direction.**

Sites that have full time, dedicated center managers or coordinators, responsible only for the growth and development of the one-stop center, gain a sense of direction, culture and focus lacking in those without that asset. A “mall manager” concept in which the manager only coordinates separate partners within a real estate setting does not appear to have nearly the impact that a stronger manager has. One of the sites studied jointly funds and hires the center managers; all involved thought that decision had been pivotal in the advancement of their centers.

➤ **Well-managed centers engage front-line staff in center design and decision-making.**

Centers that are seeking excellence manage by engaging the entire staff in decision-making, from the design phase through service delivery. One of the keys to effective service is the ability of a staff person to, in most cases, resolve a customer’s issue without being required to seek approval from a superior.

➤ **Investments in management tools are essential.**

Developing one-stop centers is slow, hard work. Centers that invest in staff development, technology and continuous quality improvement processes find they gain a solid return on that investment in terms of the quality of service delivery and building of center culture.

Site decisions can help set the environment for success

➤ **Neutral sites become stars faster than old agency offices do.**

Researchers witnessed a consistent pattern about the development of centers that had the advantage of starting in a new location – a site that is neutral of pre-existing agency identity – versus those formed in the offices of a single partner. Invariably, the neutral site locations advanced much faster. First, partnerships formed over negotiating the service strategy, staffing, funding, design and location of the new site. Second, the neutral site centers weren’t forced to undo years of public identity in the site’s former life. Third, staff paradigms shifted much faster in neutral sites, where no one could assume a context without change.

➤ **Staffed, quality resource rooms are centerpieces in thriving centers.**

It was unmistakable to the researchers that excellent resource rooms are a mandatory element of a first-rate one-stop center. The pattern is clear: the resource room is the first thing the customer sees. They are typically located either along a front wall or at the center of the site. They look professional, and have comfortable furnishings. They are designed for ease of customer use. They have ample computers and materials for customers to use. Most important, they are staffed by counselors, case managers, and other staff who can answer customer questions, assist their information searches and decision processes, and connect them to services. In a medium to large center, the team typically saw two or more staff working in the resource room at any time.

➤ **Center design flexibility is enhanced if unemployment compensation benefits are not managed on site.**

Another stark contrast is between centers operating with on-site filing for unemployment benefits and those in states where claimants file either by telephone or the Internet. The

researchers saw several cases in which the shift of benefits management provoked a reinvention of the one-stop centers. Typically, centers without unemployment claims have much larger resource rooms, more meeting and training spaces, and a much more inviting customer flow, since a key need for waiting queues and counters vanishes. This change shifts the focus of one-stop centers from benefits to being fully on employment and education issues.

Employer Services are reinvented

➤ **Centers enhance employer services by creating unified teams of account representatives.**

At the centers studied that have made employer services a top priority, all have chosen some form of unified contact management system, with dedicated employer account representatives – often cutting across agency lines. Those account representatives manage some combination of geographic and industry territory, and use common databases to keep track of their work.

➤ **Centers need to strategically decide on which employers to focus their attention.**

One breakthrough point observed by some of the centers with strong employer service teams was a realization that they needed a carefully thought through strategy about employers on which to concentrate. No one-stop center can serve everyone well, just because of resource limitations. What some have realized is focusing on economic development targeted industries or on other strategically selected firms may result in greater impact.

Creating a market identity is hard but matters

➤ **Brand building requires time and resources.**

The sites visited that have established greater market identity have done so with a substantial investment of resources over time, including advertising. The strongest brands are found in states in which a common statewide brand is used that was developed by and is embraced by both state and local leaders.

➤ **Ensuring the new identity is associated with quality is essential.**

Effort and money expended on building a new brand identity will be wasted if customers who visit the one-stop centers perceive them to not provide a quality experience. States, Workforce Boards and one-stop operators all need to work diligently to ensure the new brand is only used where it reflects quality. Some Workforce Boards tie the authority to use the brand to approval of the center's charter.

One-Stop Center measurement is just beginning

➤ **Center wide measures are just now being created.**

None of the centers visited by the research team has implemented center wide measurement systems that diverge from program performance measures. Several of the Workforce Boards studied are in the process of establishing their frameworks for measurement, which appear to be heading toward using a few key indicators of performance through tools such as balanced scorecards.

Revised Critical Success Factors

The following summarizes the revised critical success factors proposed throughout this report. The intent of presenting these factors is to offer Workforce Boards and one-stop operators a solid starting point in determining which matter in their community context.

Critical Success Factors for Employer Services

Critical Success Factor 1: Satisfying Employers

Indicators to consider -

Does the one-stop center:

- Measure at center level, not program level;
- Measure satisfaction both with processes and outcomes;
- Disaggregate satisfaction data;
- Consult with employers about the critical success factors for the one-stop center; and
- Use customer behavior as an indicator of satisfaction.

Critical Success Factor 2: Managing Employer Services

Indicators to consider -

Does the one-stop center:

- Make employer services a priority;
- Manage employer services as a unified activity;
- Maintain a database to track contacts, delivery of services, and outcomes;
- Build a quality team;
- Become knowledgeable about key industries;
- Define the one-stop center's market niche in the community;
- Establish one-on-one relationships with employers; and
- Use customer satisfaction trends to make changes.

Critical Success Factor 3: Delivering Quality Services to Employers

Indicators to consider -

Does the one-stop center:

- Operate with a "never say no" attitude;
- Work in "real time" with a sense of urgency;
- Develop fee-for-service activities to meet employer needs;
- View other public intermediaries as partners, not as competitors; and
- Design services based upon customer requirements.

Critical Success Factors for Job Seeker Services

Critical Success Factor 4: Satisfying Job Seekers

Indicators to consider -

Does the one-stop center:

- Measure satisfaction with the center as a whole;
- Examine variations in satisfaction among types of customers;
- Measure process as well as outcomes;
- Seek input from job seekers about critical features; and
- Compare the center's customer satisfaction level with that of other operations.

Critical Success Factor 5: Managing Job Seeker Services

Indicators to consider -

Does the one-stop center:

- Establish a professional appearance;
- Expedite customer flow;
- Manage peak loads;
- Avoid creating barriers such as waiting chairs or lines;
- Measure its results; and
- Modify services and delivery strategies based on market needs and customer demands.

Critical Success Factor 6: Delivering Quality Services to Job Seekers

Indicators to consider -

Does the one-stop center:

- Make the resource room the focal point of the center;
- Provide customers with comprehensive access to training and education services; and
- Obtain additional resources to meet customer needs.

Critical Success Factors in Design and Management

Critical Success Factor 7: Leadership

Indicators to consider -

Does the one-stop center:

- Have strong Workforce Board leadership;
- Have one-stop operator leadership; and
- Have support of Local Elected Officials.

Critical Success Factor 8: Management

Indicators to consider -

Does the one-stop center:

- Have a neutral center manager;

- Provide staff development;
- Manage continuous quality improvement; and
- Utilize technology effectively.

Critical Success Factor 9: Measurement

Indicators to consider -

Does the one-stop center:

- Use center wide measures; and
- Support integrated information systems.

Critical Success Factor 10: Marketing

Indicators to consider -

Does the one-stop center:

- Build clear brand identity; and
- Identify and strategically pursue service niches.

On-Going Evaluation and Replication

The findings of the Benchmarking project will not have value unless they are applied at the local level – and applied periodically as part of a continuous improvement process. It was patently clear that the excellent one-stop operators and staff visited during this project never feel as though they have already done everything they can to serve customers. Despite the exemplary progress they have made, they are constantly engaged in assessing themselves against the market and the “best in class.” Most participated in this project to help their own improvement, and were anxious for feedback from the research teams about what the visitors saw that could be improved. It is that kind of spirit and commitment that creates world-class one-stops.

Workforce Investment Boards must also be actively involved. The Board cannot interpret its oversight role as only a monitoring function. A superior Board promotes quality in services through:

- Crafting a vision of excellence, and involving the community in the vision.
- Maintaining an on-going dialogue with the one-stop operator about quality, not just about numbers and outcomes.
- Providing technical assistance to the operator in business planning, team development, and enhancing partnerships.
- Supporting innovation for learning, not just end results.
- Using the Critical Success Factors assessment as a review tool.

Process Steps

What follows is a process that could be used by workforce boards and one-stop operators to engage in employing the findings of this study to assess strengths, weaknesses, and opportunities for improvement. This process can serve as the basis for center chartering by the workforce board.

1. Vision

The Workforce Board convenes key members of the community to develop a vision for one-stop excellence customized to their community. The Critical Success Factors self-assessment tool should be used as the baseline to define the criteria for “meeting” a factor. The Critical Success Factors will remain the same; but the specific criteria for determining whether a factor is met may vary. The end product will be a customized self-assessment tool.

2. Self-Assessment

The one-stop operator completes the self-assessment tool and submits it to the Workforce Board along with background documents, including:

- Floor plan
- Organizational chart
- Customer flow chart
- Memoranda of Understanding

- Marketing materials
- Most recent full year's performance outcomes and most current performance to-date
- Business plan for the center, strategic plan, if any
- Most recent minutes of any internal workgroups or committees
- Customer satisfaction survey tools

3. On-site Assessment Protocol

The Workforce Board should designate a committee of non-conflicted members to review the self-assessment and perform the on-site review. A suggested protocol for that review includes:

- Meet the one-stop management team and contractor/Board members;
- Identify individual and group expectations and assumptions about the evaluation;
- Briefly tour facility to gain a sense of the basic layout and general flow of activity. Observe customers actions, how often they are idle, the relative age and gender ranges, body language, opportunities to interact with staff, etc.;
- Simulate an experience as a job seeker customer and as an employer customer. Make staff aware this is a simulated experience, but to act as they normally would. Remind them that this is to educate you, not to personally critique them. Create a "persona" for yourself as a customer. Make note of time for each step, paperwork that must be completed (collect copies of each) and handouts. Ask questions and query staff people throughout.
- Use management's completed self-assessment to talk through their processes and gain understanding of their future intent.

4. Complete the Critical Success Factors Report Card

Based on the self-assessment, supporting documents, and on-site observation and discussion, the Workforce Board completes the CSF Report Card and discusses the results with the one-stop operator.

5. Development of Action Plan

Operator management develops action plan to design and implement improvements.

6. Repeat Benchmark Cycle

Boards share report cards and identify one-stops that rate "excellent" on factors most important to their own system development. Each Board creates a team of members and operator management to make on-site visits to those one-stops.

Appendices

Services to Employers Site Matrices

Satisfying Employers

	<i>Documented increase in employer satisfaction</i>	<i>Differentiates employer satisfaction by company size and industry</i>	<i>Uses variety of employer satisfaction measures</i>	<i>Measures sample of employers or all</i>
SITE 1	Use repeat business as measure, rather than assessing satisfaction directly. Also track whether employers heard about their services from other employers.	No.	Yes. Written survey at time of service and post- service, verbal survey at time of service and post-service, and testimonials.	All.
SITE 2	Currently conducting employer satisfaction survey. Results will be available over next few months.	No.	Yes. Employer roundtables, focus groups, and telephone surveys (after all services have been rendered).	All.
SITE 3	No quantified measures. Employer comments have been increasingly positive, however.	No.	Few. Written survey after completion of all services (state survey) and group forums.	Random (state survey).
SITE 4	Unknown.	Yes	No. Uses only verbal survey at time of service.	Random sample. State does statewide random survey twice a year.
SITE 5	Did not see any customer satisfaction results. Board is involved in conducting customer interviews and looks closely at the feedback.	No clear differentiation by customer size and industry.	Currently using customer interviews to gather feedback about satisfaction with services.	Measuring a sample of customers.
SITE 6	Did not see any customer satisfaction results.	Yes.	Yes. Uses a written survey at the time of service. Uses a written and phone survey after the completion of services. Convenes group forums.	Does a random sampling of employers 6 times per year.
SITE 7	Unknown.	No.	Yes.	Sample.
SITE 8	Cannot get these measures at this time.	No.	Yes.	All.
SITE 9	Standard rating is 9.0; rating achieved in 2000 was 8.99.	No.	Yes. Written survey at the time of service and verbal (phone) survey after completion of services.	Conducts random time sampling for all employers every 6 months.
SITE 10	No.	Yes.	No. Uses only verbal survey at time of service.	Random sample. State does statewide random survey twice a year.
SITE 11	No.	No.	No.	Random sample. State does statewide random survey twice a year.
SITE 12	Unknown; does feedback surveys.	No.	No.	Random sample. State does statewide random survey twice a year.
SITE 13	Unknown.	No.	Yes.	Sample.
SITE 14	Currently conducting employer satisfaction survey. Results will be available over next few months.	No.	Yes. Employer roundtables, focus groups, and telephone surveys (after all services have been rendered).	All.

Satisfying Employers

	<i>Evidence of image change</i>	<i>Satisfaction strategy</i>
SITE 1	Economic developer testimony: does not think of entity as “low end” anymore, but equates to other private entities brought in to “pitch” to economic prospects.	Not promising what can’t be delivered; i.e., not promising screened or qualified applicants at no cost.
SITE 2	Strategies for improving image includes network-wide branding and co-branding website with a major local television station.	New strategy is to “never tell employers we can’t help them.” Address immediate needs and build long-term relationships. Working to position selves as intermediary and broker.
SITE 3	Response to employer satisfaction surveys indicate that employers who previously used Employment Services only for unskilled labor are finding that they can find all kinds of employees through the one-stop.	Business Liaisons develop personal relationships with employers. See 7-8 employers per day. Very plugged into community groups. Act in a consulting role and as a broker to meet employer needs.
SITE 4	Image linked to community college since center is inside main building. Employers report they choose the one-stop over the employment service office due to more personal services and perception that it is less rigid.	Personal attention. Center will do follow-up with its placements to help people keep their jobs. Will even go to house to see what issues are if a person isn’t coming in to work.
SITE 5	No discussion of image change.	Building relationships with customers to ensure satisfaction with services.
SITE 6	Yes. Competitive cooperation among local one-stops has improved the image of the center.	Building relationships with employers to ensure individualized or customized services are provided.
SITE 7	Yes.	Yes.
SITE 8	Yes.	Yes.
SITE 9	Yes.	Yes.
SITE 10	Image linked to community college since center is inside main building. Employers report they choose the one-stop over the employment service office due to more personal services and perception that it is less rigid.	Personal attention. Center will do follow-up with its placements to help people keep their jobs. Will even go to house to see what issues are if a person isn’t coming in to work.
SITE 11	Image of one-stop equates to image of employment service, which houses and manages the site. Interviewed employers very positive about the center. New facility at launch helped with image.	Personal relationships with local employers. Active Job Service Employer Committee advises center; strong informal relationships key.
SITE 12	Center is in a large human services facility; no pre-existing image.	Unknown.
SITE 13	Yes.	Yes.
SITE 14	Strategies for improving image includes network-wide branding and co-branding website with a major local television station	New strategy is to “never tell employers we can’t help them.” Address immediate needs and build long-term relationships. Working to position selves as intermediary and broker.

Satisfying Employers

	<i>Documented increase in new and repeat business clients</i>	<i>Documented increase in purchased services</i>
SITE 1	Baseline: 400 Year 1: 440 new; 814 repeat Year 2: 302 new; 2,685 repeat	Yes Baseline: zero Year 1: \$60,440 Year 2: \$105,500
SITE 2	Repeat documented through employer tracking software. New Employers: Baseline: ('00-'01): 1,000 Actual ('00-'01): 896	No. Still developing strategies in this area.
SITE 3	50% increase in 1 st year when Business Liaison model was implemented.	Would go to fees reluctantly if financially necessary. Only current fee activity is job profiling for Work Keys, an activity shared with the community college.
SITE 4	Unknown.	Not looking at doing any fee-for-service. (And employers indicated they would not pay for any current services).
SITE 5	No discussion of new and repeat business clients.	No discussion of an increase in purchased services.
SITE 6	No. A system decline from 2000 to 2001.	Yes. Gradually building a portfolio of fee-for-service products and services.
SITE 7	Unknown.	Purchased services have varied from year to year. It is still a very small percentage of total budget.
SITE 8	Information not available yet.	No. Purchased services have not been a high priority. Consortium operator is currently considering priority to give purchased services in the future.
SITE 9	Not able to track these data using the state's system.	The only purchased service that is available is aptitude testing.
SITE 10	Unknown.	Not looking at doing any fee-for-service. (And employers indicated they would not pay for any current services).
SITE 11	Unknown.	No fee-supported services.
SITE 12	Unknown.	No fee-supported services.
SITE 13	Unknown.	Purchased services have varied from year to year. Highest amount was two years ago - \$74,000.
SITE 14	Repeat documented through employer tracking software. New Employers: Baseline: ('00-'01): 1,000 Actual ('00-'01): 896	No. Still developing strategies in this area.

Satisfying Employers

	<i>Documented increase in job openings posted</i>	<i>Documented increase in level of job openings received</i>
SITE 1	Yes, for locally developed system used by corp. entity. Baseline: 1,548 Year 1: 6,155, Year 2: 22,175	Yes, for operator corporate entity only, not for one-stop. Baseline: \$9.62 Year 1: \$10.53, Year 2: \$11.58
SITE 2	Yes (for locally-developed system) Baseline ('00-'01): 4,000 Actual ('00-'01): 7,918 Additional postings on website: 2,898	No increase or decrease, but 2000-2001 job openings posted averaged \$11.05 per hour.
SITE 3	Yes. Number increased 50% in the first year of doing one-stop, integrated programming.	Unknown.
SITE 4	Indicates an increase, but no numbers obtained.	Unknown. A major employer customer is a telemarketing firm. However, community college attracts higher wage job openings due to graduate pool.
SITE 5	No data on job openings.	No data on job openings.
SITE 6	Yes. A system increase from 4,012 to 6,122.	No data on level of job openings obtained.
SITE 7	Unknown.	Unknown.
SITE 8	The Center uses the state's system and as of the date of the visit the state system was not yet able to provide such information.	Unknown.
SITE 9	Not able to track these data using the state's system.	Not able to track these data using the state's system.
SITE 10	Indicates an increase, but no numbers obtained.	Unknown. A major employer customer is a low-wage telemarketing firm. However, community college attracts higher wage job openings due to graduate pool.
SITE 11	Unknown.	Unknown.
SITE 12	Unknown.	Unknown.
SITE 13	Unknown.	Unknown.
SITE 14	Yes (for locally-developed system) Baseline ('00-'01): 4,000 Actual ('00-'01): 7,918 Additional postings on website: 2,898	No increase or decrease, but 2000-2001 job openings posted averaged \$11.05 per hour.

Managing Employer Services

	<i>Management Model: positioning of business services</i>	<i>Business perspective</i>
SITE 1	Separate business services unit directed by corp. VP reporting to president.	Fee-based services intended to gain credibility, not “make money.”
SITE 2	Completed restructuring to bring three separate staffs together as one “Strategic Alliances Team.” Team now reports to one director who reports to CEO of the Board, not the one-stop operators.	Marketing the one-stop network, Board, and youth programs as “workforce solutions.”
SITE 3	Workforce Board is operator. Considered keeping the 7 business liaisons at operator level, but happy they put it in the integrated request for proposals because they feel the liaisons work more as a team with a shared purpose with the one-stop staff. There is a perception of shared accountability.	Very community-focused. Employer services are part of developing the community which is why they are reluctant to charge fees.
SITE 4	Operator level. One individual acts as the employer liaison. Trying to develop an employer services unit.	Community-focused. Employers want to hire locally so the employees have ties to the community. Looks at how placements <i>keep</i> working; large transportation budget and initiated a transportation vendor that pro rates costs among many partners.
SITE 5	Taking an anthropological approach to studying and understanding the needs of businesses. Focused on conducting site visits to employers to build relationships and engage potential Board members. Being very opportunistic in responding to needs.	Focused on building relationships with about 12 companies. Board membership is not at the CEO level; rather they require Board members to work. Board members define the work of the Board and then do it using task-based processes adopted from local employers.
SITE 6	Center has an employer services group that is focused on developing the portfolio of services offered to business and industry.	Building relationships with employers to ensure individualized or customized services are provided.
SITE 7	Business services are a high priority for the Workforce Board and the one- stop operator.	Yes.
SITE 8	Business services have not been as high a priority as job seeker services. It is anticipated to become a higher priority in the future.	Yes.
SITE 9	Business services have not been as high a priority as job seeker services.	Yes. Annual strategic planning stakeholder survey is conducted with businesses.
SITE 10	Operator level. One individual acts as the employer liaison. Trying to develop an employer services unit.	Community-focused. Employers want to hire locally so the employees have ties to the community. Looks at how placements <i>keep</i> working; large transportation budget and initiated a transportation vendor that pro rates costs among many partners.
SITE 11	Done by employment services staff, lead partner at center. See a dedicated employer services unit as a luxury, but looking into improved interagency coordination of employer contacts.	Community-focused. Building and managing relationships is key; trust is essential to credibility.
SITE 12	Managed by workforce development coordinator. Done by mix of staff from employment service and other partners. Using a Business Advisory Council to steer.	Unknown.
SITE 13	Business services is a high priority for the Workforce Board and the one- stop operator. Operator is closely aligned with community’s economic development effort.	Yes.
SITE 14	Completed restructuring to bring three separate staffs together as one “Strategic Alliances Team.” Team now reports to one director who reports to CEO of the Board, not the one-stop operators.	Marketing the one-stop network, Board, and youth programs as “workforce solutions.”

Managing Employer Services

	<i>Develops and uses a business plan</i>	<i>Receives non-federal funds to support business services</i>	<i>Uses external partners to expand scope of services</i>	<i>External providers use own names or one-stop or operator name</i>
SITE 1	Yes.	No.	Yes. Uses for-profit and non-profit entities. Baseline: 2 partners. Year 1: 16, Year 2: 19	External providers use their own names. Operator acts as broker.
SITE 2	Yes.	Not currently.	Yes. Uses community colleges, community-based organizations, employment & training providers, and faith-based organizations.	External providers use their own name.
SITE 3	No.	No.	Yes. Uses community college, community-based organizations, state agencies and other partners.	Use their own name
SITE 4	Yes.	No.	No. Community college is operator itself. Job orders placed with college are not automatically shared with partners.	Not available.
SITE 5	Looking at asking teams for business plans for particular service strategies to improve decision-making around service development and delivery.	Incorporation allows foundation money, grant money, and contracts with business to provide alternative sources of revenue.	Partners with business and industry associations to conduct employer interviews.	External partners use own names.
SITE 6	Yes.	Yes.	Yes.	External partners use own names.
SITE 7	Yes.	Yes. Receives state legislature general fund appropriation for the one-stop system for the area.	Yes.	Own name.
SITE 8	Yes.	No.	Yes	Own name.
SITE 9	Yes. Business plan was developed initially. Strategic planning occurs annually.	No.	Yes.	One-stop name.
SITE 10	Yes.	No.	No. Community college is operator itself. Job orders placed with college are not automatically shared with partners.	N/A.
SITE 11	Yes.	No.	No.	Not applicable.
SITE 12	Yes.	No, but county supplements employment service funds to pay for additional staff on site.	No.	Not applicable.
SITE 13	Yes.	Yes. Receives state legislative general fund appropriations of the one-stop system for the area.	Yes.	Own name.
SITE 14	Yes.	Not currently.	Yes. Uses community colleges, community-based organizations, employment & training providers, and faith-based organizations.	External providers use their own name.

Managing Employer Services

	<i>Used existing staff to develop and deliver business services</i>	<i>Market niche strategies</i>
SITE 1	No. Hired new staff with business backgrounds.	Filled market niche as a “head hunter” for entry-level workers. Focused geographically on empowerment zone and industrial park. Business services people assigned zip code areas for which they are responsible.
SITE 2	Both (new and existing staff).	Working and struggling to develop market niche that is both regional and industry driven. Geographic area and business locations have made it difficult, but not impossible.
SITE 3	Yes.	Not defined.
SITE 4	Yes.	
SITE 5	Employer development agents provide a higher level of service to employers. A business liaison team works with employers to provide rapid response services.	Receive money from the state to gather data and information about local occupations. Using rapid response funds to support the sector based work.
SITE 6	Yes.	Doing market research sporadically. Unclear about the position of employer services in the market.
SITE 7	The one-stop operator for the center was competitively procured by the Workforce Board and all staff for the center hired by the operator.	No.
SITE 8	Center is operated by a consortium, which uses staff of the partners to operate the center.	No.
SITE 9	Existing partner staff are designated as employer representative staff.	No.
SITE 10	Yes.	Unknown.
SITE 11	Yes.	Local firms; facilities in small county.
SITE 12	Yes.	Firms hiring at level of job seeker customer readiness; often entry-level or close.
SITE 13	The one-stop operator, a new not-for-profit created by five organizations, was competitively procured by the Workforce Board and all center staff then hired by this operator. The staff who provide business services were selected because of their human resources backgrounds.	Yes. Small companies and not-for-profits.
SITE 14	Both (new and existing staff).	Working and struggling to develop market niche that is both regional and industry driven. Geographic area and business locations have made it difficult, but not impossible.

Managing Employer Services

	<i>Targets specific industries</i>	<i>Uses a tracking and reporting system specific to employer services.</i>	<i>Reports to workforce board</i>
SITE 1	No.	Yes. Developed Access database.	Monthly data provided to workforce board.
SITE 2	Industry cluster reports developed at the Workforce Board level, but not evident that this has resulted in targeted practice at one-stop level.	Yes. Developed special database.	Monthly reports on goals.
SITE 3	Business liaisons have A, B, and C lists of employers. "A list" employers have best jobs and best pay. Liaisons prioritize A list employers for developing relationships.	Yes. Locally created Access database to track employer contacts.	Workforce Board is operator
SITE 4	Planning that the operator will handle small employers and employment service (which still maintains separate office and identity) will handle larger ones.	No.	Meets monthly with Workforce Board steering committee.
SITE 5	Currently focused on the health care and communication technology sectors.	Using a proprietary database to gather information about different companies. Not using specific tracking or reporting system.	Workforce Board members are engaged in getting feedback from businesses and in helping to development specific strategies for addressing employer needs.
SITE 6	Yes. Trying to respond to changes at the airport. Also looking at targeting specific industry needs.	No.	Yes. Board staff meets monthly with the center manager.
SITE 7	No.	Yes. Has it's own system plus uses and connects to the State's system.	Yes.
SITE 8	No. May in the future since the region has designated certain industries for growth.	No. Uses the state's system. Is considering obtaining it's own system which would link to the State's system.	Yes.
SITE 9	No. The Workforce Board is more focused on targeting specific industries than the center.	No. Use the state's system that does not allow them to track these data.	Yes. The Workforce Board is very engaged in economic development activities and other business related work.
SITE 10	In the future, planning that the operator will handle small employers and employment service (which still maintains separate office and identity) will handle larger ones.	No.	Reports at every Workforce Board meeting. Local steering committee meets monthly.
SITE 11	Unknown.	No.	Yes; reports to Workforce Board oversight committee; uses statewide reporting format.
SITE 12	No.	No.	Yes; Workforce Board committee does oversight, including quality assurance program plus chartering.
SITE 13	Yes. See above.	Yes. Has its own system plus also uses and connects its system to the state's system.	Yes.
SITE 14	Industry cluster reports developed at Workforce Board level, but not evident that this has resulted in targeted practice at one-stop level.	Yes. Developed special database.	Monthly reports on goals.

Managing Employer Services

	<i>Integrates employer services among one-stop partners</i>	<i>Average number of employer customers per month</i>
SITE 1	No. Services are marketed and delivered under operator's corporate name only.	831 active
SITE 2	Yes. Example: Coordinates large layoff "Rapid Response" services with several partner organizations. Working towards more collaboration.	115-130
SITE 3	Yes. Visits to new employers are done jointly with economic development representatives. Liaisons make "cold calls" and then "broker" services to "specialists" like vocational rehabilitation or a community college as required by employer need. Partners have access to database.	1,097
SITE 4	None evident.	50
SITE 5	Looking to build tighter connections between job seeker and employer services.	No data about the average number of employer customers.
SITE 6	Yes.	2,000 per year for the system.
SITE 7	Yes.	900 per year. About 10% are temporary agencies.
SITE 8	Yes.	Approximately 80/month and 963/year (new customers).
SITE 9	Yes. Integrated functional team provides employer services.	Not able to track these data using the state's system.
SITE 10	None evident. Working on integrated employer services unit.	50
SITE 11	Employment Service shares unsuppressed job listings with staff from partners at the center.	Unknown.
SITE 12	Yes. Good employment service cooperation with other partners on site.	Unknown.
SITE 13	The Operator has multiple funding sources so its staff provides employer services.	688 annually.
SITE 14	Yes. Example: Coordinates large layoff "Rapid Response" services with several partner organizations. Working towards more collaboration.	115-130

Delivering Services to Employers			
	<i>Candidate recruitment, matching, screening, assessment</i>	<i>Training Services</i>	<i>Background checks, skill and aptitude testing</i>
SITE 1	Yes. Recruitment and referral: no cost. Screening and assessment: for fee.	Yes. For Fee.	Yes. For fee.
SITE 2	Yes. Provided by center staff, partners, and Board staff at no cost.	Yes. No fee.	Yes. Provided by center staff and partners at no cost to customers.
SITE 3	Yes. No fee.	Yes. No fee.	No background checks. Yes on skill and aptitude testing. No fee.
SITE 4	Yes.	Yes. Operator is also a community college and adult basic education provider.	No.
SITE 5	Yes.	Yes.	Yes.
SITE 6	Yes.	Yes.	Yes.
SITE 7	Yes.	Unknown.	Skill and Aptitude testing.
SITE 8	Yes.	Unknown.	Skill and Aptitude testing.
SITE 9	Matching, screening, and interviewing.	Yes.	Aptitude testing.
SITE 10	Yes.	Yes. Operator is also a community college and adult basic education provider.	Yes, center has done prehire skill and aptitude testing for several new employers.
SITE 11	Yes.	Yes. Community college is a partner and handles training assistance requests.	No.
SITE 12	Yes.	Yes. Community college is a partner and handles training assistance requests.	No.
SITE 13	Yes.	Yes.	Skill and aptitude testing.
SITE 14	Yes. Provided by center staff, partners, and Board staff at no cost.	Yes. No fee.	Yes. Provided by center staff and partners at no cost to customers.

Delivering Services to Employers			
	<i>Business Services such as planning, staff development, career mapping; grant writing</i>	<i>Use of income from fee-based services</i>	<i>Employers can post job orders over the internet</i>
SITE 1	Yes, for fee.	All income is "program income" that belongs to the Workforce Board.	Yes.
SITE 2	Yes (for internal work mostly). No fees.	Not applicable. Fee for service not encouraged, but board policy is that 5% of revenue be sent to the Workforce Board. One center sent in its 5% from a job fair and it was returned because the Board was not yet prepared to deal with it.	Yes
SITE 3	Yes, no fees.	Not applicable.	Yes.
SITE 4	No.	Not applicable.	Yes.
SITE 5	Yes	Back into center services.	Yes.
SITE 6	Yes.	Back into services for job seekers.	Yes.
SITE 7	Yes	Put into Center services.	Yes.
SITE 8	No.	Put into Center services.	Yes.
SITE 9	No.	Put into Center services.	Yes.
SITE 10	No.	Not applicable.	Yes.
SITE 11	No.	Not applicable.	Yes.
SITE 12	No.	Not applicable.	Yes, center runs county-specific site in addition to statewide system.
SITE 13	Yes.	Put into Center services.	Yes.
SITE 14	Yes (for internal work mostly). No fees.	Not applicable. Fee-for-service not encouraged, but Board policy is that 5% of revenue be sent to the Workforce Board. One center sent in its 5% from a job fair and it was returned because the Board was not yet prepared to deal with it.	Yes.

Delivering Services to Employers			
	<i>Brokering of services to employers by the one-stop center</i>	<i>Markets "no cost" and for fee in same marketing materials</i>	<i>Market Identity</i>
SITE 1	No. Brokering is done by the operator under the corporate name, not by the one-stop.	Yes.	Uses corporate name of operator and markets as a private company. Does not market as "public" and does not use a collective one-stop name.
SITE 2	Yes.	Not currently.	Branded as [NAME] One-Stop Career Center Network, although brand names do not now appear on buildings nor individual one-stop marketing materials. Board is developing strategies around brand identity.
SITE 3	Yes.	Not applicable.	Strong brand identity used statewide. All centers prominently use name on buildings and marketing materials.
SITE 4	No.	Not applicable.	Strong brand identity used statewide.
SITE 5	Yes.	Yes.	Creatively meeting the needs of employers in the region.
SITE 6	Yes.	Yes.	Center identity is strong, but no identity as part of a system.
SITE 7	Yes.	Yes.	Yes. Center Name.
SITE 8	Yes.	No.	Yes. Center Name.
SITE 9	Yes.	No.	Yes. Center Name.
SITE 10	No.	Not applicable.	Strong brand identity used statewide.
SITE 11	No.	Not applicable.	Two conflicting identities: strong one-stop brand plus strong employment service brand; both are used. Employers interviewed said that locally one-stop is seen as being identical to employment service.
SITE 12	Yes. Center sees its role with both employer and individual customers as brokering what they need.	Not applicable.	Center has strong identity tied to human service base and emphasis in the overall building; very high quality look and feel and service approach.
SITE 13	Yes.	Yes.	Yes. Operator/center name.
SITE 14	Yes.	Not currently.	Branded as [NAME] One-Stop Career Center Network, although brand names do not now appear on buildings nor individual one-stop marketing materials. Board is developing strategies around brand identity.

Measuring Success

	<i>Workforce Board requires business focus</i>	<i>Workforce Board sets targets/ priorities for type of industries</i>	<i>Workforce Board sets performance criteria for business services.</i>
SITE 1	Yes.	Mayor's office has priorities for sector development. Operator's business strategy is not aligned.	No.
SITE 2	Yes.	Yes, through Regional Strategic Planning Committee (although has not filtered down into action at one-stop level)	No.
SITE 3	Yes, through request for proposal requirements.	No.	No.
SITE 4	No.	No.	No.
SITE 5	Yes.	Focused on building relationships with about 12 companies.	Board members are engaged in getting feedback from businesses and in helping to develop specific strategies for addressing employer needs.
SITE 6	Yes.	Workforce Board is working with specific industries, but not setting priorities for the centers.	Yes.
SITE 7	Yes.	Workforce Board has identified target industries for the region.	Yes.
SITE 8	Yes.	Workforce Board is doing so now.	Yes.
SITE 9	Yes.	Workforce Board is working on it.	No.
SITE 10	No.	No.	No.
SITE 11	Yes.	No.	No.
SITE 12	Yes.	No.	Yes.
SITE 13	Yes.	Workforce Board has identified target industries for the region.	Yes.
SITE 14	Yes.	Yes, through Regional Strategic Planning Committee (although has not filtered down into action at one-stop level).	No.

Measuring Success			
	<i>Workforce Board requires fee for service</i>	<i>Operator sets measures for success</i>	<i>Measures market penetration</i>
SITE 1	No.	No. Still struggling with measures: what to collect, what and how to report.	No hard data and not for entire region.
SITE 2	No.	Yes.	In the process of doing this now with branding and employer satisfaction surveys.
SITE 3	No.	No. Have conceptually outlined system evaluation indicators, but have not made further progress.	No. Haven't been able to figure out a good way to measure market penetration in terms of number of job opening.
SITE 4	No.	No.	No.
SITE 5	Yes; key component of their revenue generation strategy.	No.	No.
SITE 6	Yes.	Yes.	No.
SITE 7	Yes.	Yes, in addition to the Workforce Board's measures.	Unknown.
SITE 8	Yes.	Yes, in addition to the Workforce Board's measures.	Unknown.
SITE 9	No.	Yes.	Yes.
SITE 10	No.	No.	No.
SITE 11	No.	No.	No.
SITE 12	No.	Yes.	No.
SITE 13	Yes.	Yes, in addition to Workforce Board's measures.	Unknown.
SITE 14	No.	Yes.	In the process of doing this now with branding and employer satisfaction surveys.

Services to Job Seekers Site Matrices

Satisfying Job Seekers

	<i>Documented increase in customer satisfaction</i>	<i>Differentiates satisfaction among customer types</i>	<i>Measures satisfaction by center, not by program</i>
SITE 1	Consistently high customer satisfaction rankings.	No.	No.
SITE 2	Unknown.	No.	Yes.
SITE 3	No satisfaction surveys prior to implementation of one-stop system, so no increase can be documented.	No.	Yes.
SITE 4	Did not see any customer satisfaction results. Board looks closely at the customer survey results and expects the management team to address issues on a continuous basis.	Formally surveying customers annually, including job seekers, employers, and staff.	Measures satisfaction based on one-stop services, not programs.
SITE 5	Did not see any customer satisfaction results. Board is involved in conducting customer interviews and looks closely at the feedback.	No clear differentiation among customer types.	Satisfaction is being measured based on services, not programs.
SITE 6	Did not see any customer satisfaction results.	The one-stop measures job seeker satisfaction by program as well as for the center as a whole.	The one-stop measures job seeker satisfaction by program as well as for the center as a whole.
SITE 7	Referred to survey recently finished for the Workforce Board that gave site an 83.7% satisfaction rating by job seekers.	No.	Yes.
SITE 8	Not available at this time. Will be available in the near future.	No.	Yes.
SITE 9	Standard rating is 9.0; rating achieved in 2000 was 8.99.	Measure customer satisfaction by the services delivered.	Yes, the center measures customer satisfaction for the center as a whole.
SITE 10	Yes.	Unknown.	Yes.
SITE 11	Unknown.	Unknown.	Yes.
SITE 12	Unknown.	Unknown.	Yes.
SITE 13	Unknown.	No.	Yes.
SITE 14	Beginning stages of gathering data	No.	Yes.

Satisfying Job Seekers

	<i>Uses a variety of customer satisfaction measures and tools</i>	<i>Measures sample of customers or all</i>	<i>Seeks customer input on measures</i>
SITE 1	Yes. Paper surveys after completion of all services; paper surveys after workshops; mystery shopper.	All customers at certain times (time sampling).	No.
SITE 2	Yes. Written and phone surveys.	Varies. Sometimes all; sometimes sample.	No.
SITE 3	A Few: Written survey at time of service and mystery shopper.	All.	No.
SITE 4	Relies primarily on an annual customer survey. An additional survey for supportive services for customers is conducted for those using intensive services.	Measures a sample of customers.	Attempted to establish what was really important to customers as part of the baseline survey.
SITE 5	Currently using customer interviews to gather feedback about satisfaction with services.	Measures a sample of customers.	Using customer interviews to gather input regarding the need for specific services.
SITE 6	Yes. Uses a written survey at the time of service. Uses a written and phone survey after the completion of services. Convenes group forums. Conducts an informal mystery shopper assessment.	The customer sample varies by tool. Surveying all customers and a random sample of customers 6 times per year.	Yes. Center has a strategy for obtaining customer input, including conducting surveys and focus groups or customer forums.
SITE 7	Yes. Satisfaction measures include written surveys at time of service; verbal surveys at time of service; verbal surveys via phone calls after service completion, focus groups, and mystery shoppers.	Sample.	Yes.
SITE 8	Yes.	All.	Yes.
SITE 9	Use a written and verbal survey at the time of service.	All customers are measured for some of the services. Services conduct surveys on a 3-wk rotation to avoid over-surveying.	Yes; center has a strategy for obtaining input from customers on their expectations for services and outcomes.
SITE 10	Yes; written and verbal surveys; group forums.	All customers.	Yes.
SITE 11	Yes; written survey after completion of all services; state follow up survey of customers.	All customers, random time sampling.	No.
SITE 12	Yes; written survey at time of service; state follow up survey of customers.	All customers, two-week period each quarter.	Yes.
SITE 13	Yes.	Sample.	Yes.
SITE 14	Yes. Written and phone surveys.	Varies. Sometimes all; sometimes sample.	No.

Satisfying Job Seekers

	<i>There is evidence of image change</i>	<i>Satisfaction strategy</i>	<i>Documented increase in new and repeat customers</i>
SITE 1	Significant spikes in usage of the operator website occurred when articles were published in local business magazine and city paper.	Employer-first focus. Believes it can best serve all its clients, including job seekers, by being able to respond to the job and skill needs of employers.	Customer visits rose 12% over one year. New customers were up 87% from the previous year.
SITE 2	Customers interviewed commented on positive change.	Unknown.	No.
SITE 3	Lots of anecdotal evidence and positive response by job seekers. Wider variety of people using services now – professionals, younger and older, wider variety of education and experience backgrounds.	Focus on the customer rather than on the program. Staff are accountable for multiple program outcomes rather than just Workforce Investment Act, or just Welfare to Work or Temporary Assistance to Needy Families (TANF), etc., so staff look at customer's needs rather than on program's needs.	No documentation, but lots of informal evidence. Far wider variety of people using the center. Many people come in on a regular basis, weekly or even daily.
SITE 4	Staff greeting customers at the front door. Expanding work station space up front. Job connection rooms are getting bigger and more out front. Culture change after UI claims became centralized through a call center. Fewer people are bringing kids into the center; sense that the business is different.	Business service model drives the customer flow.	Increase in job seeker use of one-stop.
SITE 5	No discussion of image change.	Building relationships with customers to ensure satisfaction with services.	No discussion of the number of customers.
SITE 6	No discussion of image change.	Center has a strategy for building customer relationships to ensure satisfaction with services.	System volume of new customers was down negligibly from last year (from 7,636 to 7,478 or 2%).
SITE 7	Yes. Attractive facility for one-stop center that was obtained on community college site at the time site was competitively procured to be the one-stop operator.	Yes.	Operator must meet customer numbers specified by the Workforce Board on an annual basis.
SITE 8	Yes.	Yes.	Not available at this time. Will be available in the near future.
SITE 9	No discussion of image change.	Currently developing a strategy for building and strengthening customer relationships.	Don't differentiate between new and repeat customers.
SITE 10	Yes.	Yes.	Unknown.
SITE 11	Yes.	Unknown.	Unknown.
SITE 12	Yes.	Yes.	Unknown.
SITE 13	Yes. Facility for the one-stop was obtained after the operator was competitively procured several years ago.	Yes.	Operator must meet customer numbers specified by the Workforce Board on an annual basis. Project #s for FY2001 will significantly increase for job seekers – 14,000 vs. 9,000.
SITE 14	Customers interviewed commented on positive change.	Unknown.	No.

Satisfying Job Seekers		
	<i>Documented increase in "level" of customer (education and experience)</i>	<i>Appearance/Image of Center: Greeter not behind a desk, Common reception point, Space for group services, Clearly posts hours of operation, Expanded hours, Signage/Brand Name, Clear internal signage, Staff wear name tags, Menu of services displayed, Vision/mission displayed</i>
SITE 1	Center in industrial park attracts more employed individuals.	Greeter behind a desk. Common reception point. Space for group services. Hours of operation posted. Expanded hours of 8:30 to 6:00 on Monday and Tuesday. One name; name belongs to competitively procured operator entity. Internal signage is clear. Employees wear nametags, including logo wear. No menu of services displayed; vision/mission displayed.
SITE 2	"Level" of customer varies from site to site; however, no documentation of increase was provided.	Greeter not behind a desk. Common reception point. Space for group services. Posting of hours of operation varies by site. Expanded hours varies by site; one location had no expanded hours, another offered Tuesday and Wednesday until 7 p.m. Workforce Board strategy is to have common branding of sites, but currently inconsistently deployed. Internal signage is clear. Employees wear nametags. Display of menu of services varies by site. Display of vision/mission varies by site.
SITE 3	Through employer satisfaction surveys, they learned that employers used to think of Employment Services as just a place to get unskilled labor, now they can find all kinds of employees.	Greeter not behind a desk. Common reception point. Space for group services. Hours of operation posted. Evening hours for specific services only. One name for services under the aegis of the Workforce Board. Clear internal signage. Employees wear nametags. Menu of services displayed. Vision/mission not displayed.
SITE 4	Marketing more professional type jobs. Seeing customers at all levels of the economic strata.	Information specialists meet customers at the front door. Some space is available for group services. Hours of operation are clearly posted. No expanded hours. External signage is clear; common with other one-stops. Internal signage is clear. Employees wear nametags.
SITE 5	Customers are increasingly looking for professional type jobs.	No greeter. A common reception point, but multiple access points to the system. Clearly posted hours of operation. Expanded hours of operation for certain services. Signage was posted both internally and externally. Employees wear nametags. Menu of services is displayed and available in print. Vision/mission is not displayed.
SITE 6	The system has seen an increase in the percent of employed customers being served versus unemployed. In 2000 18% were employed, while in 2001 21% were employed and 79% were unemployed. Gender and age distributions have remained very stable, but there was growth across the system for customers identifying themselves as American Indian (2%) and as Asian (3%).	Greeter not behind a desk. Common reception point. Space for group services. Clearly posts hours of operation. Expanded hours. No external signage. Clear internal signage. Employees do not wear nametags. Menu of services displayed. Vision/mission is not displayed.
SITE 7	Unknown.	Appearance of the Center is very good. All factors noted on list are positive. The Center is open Saturdays from 9 a.m. – 1 p.m. Site is the brand name and has been in place for over five years.
SITE 8	No.	Attractive facility that was obtained to be at the one-stop center site by the Operator Consortium. The facility was not one of the partner's facilities in the past. The center site is located in a former corporate headquarters that is now used by various economic development groups and business services organizations. All factors noted on list are positive. The center has extended hours on Thursdays.

Satisfying Job Seekers

	<i>Documented increase in "level" of customer (education and experience)</i>	<i>Appearance/Image of Center: Greeter not behind a desk, Common reception point, Space for group services, Clearly posts hours of operation, Expanded hours, Signage/Brand Name, Clear internal signage, Staff wear name tags, Menu of services displayed, Vision/mission displayed</i>
SITE 9	Not tracking customer education and experience.	Most greeters choose to sit behind a desk; others choose to stand in front of the desk. Common reception point for all services. Space is available for group services. Expanded hours of service only on a project basis. One market identity appears externally. Clear internal signage. Menu of services is provided in the resource room, but is not displayed. Vision/mission statements displayed.
SITE 10	Unknown.	Greeter behind a desk. No common reception point. Space available for group services. Hours of operation clearly posted. Expanded hours on Tuesday until 8 p.m. Signage reflects statewide branding name. Internal signage is clear. Employees wear nametags. Menu of services displayed. Vision/mission not displayed.
SITE 11	Unknown.	Greeter behind a desk. Common reception point. Space available for group services. Hours of operation clearly posted. No expanded hours. Statewide brand, building has both one-stop center logo and employment services one. Internal signage is clear. Employees do not wear nametags. Menu of services is not displayed. Vision/mission not displayed.
SITE 12	Unknown.	Greeter behind a desk. Common reception point. Space available for group services. Hours of operation clearly posted. Expanded hours on Tuesday until 8 p.m. Statewide brand, signage inside building only – city regulations prohibit external signage. Clear internal signage. Employees wear nametags. Menu of services displayed. Vision/mission not displayed.
SITE 13	Unknown.	Center is attractive, may be a little small for the numbers of customers currently being seen. Center is open until 8:00 p.m. on Thursday and from 9 a.m. – 1 p.m. on Saturdays.
SITE 14	No.	Greeter not behind a desk. Common reception point. Space available for group services. Hours of operation clearly posted. No expanded hours. Workforce Board strategy is to have common brand, but currently inconsistently deployed. Clear internal signage. Employees wear nametags. Menu of services displayed. Vision/mission displayed.

Managing Job Seeker Services

Managing Job Seeker Services	
	<i>Management Model: positioning of job seeker services</i>
SITE 1	In one center, typical self-serve employment services are the “front door.” In a second center located in industrial park, employer services are key; job seeking is targeted to employers in the industrial park area. The latter model is more Workforce Board-driven; the former more state ES-driven.
SITE 2	Typical self-serve employment services are the “front door.”
SITE 3	Workforce Board manages all job seeker services as well as Workforce Investment Act. Staff freely charge to appropriate funding source depending on customer they are working with and activity they engage in. Activity revolves around the resource area.
SITE 4	Job seeker services are the primary service.
SITE 5	Emphasis on providing multiple access points for job seekers into the system.
SITE 6	Employers don't come to the centers so the job seeker is the primary customer at the center. Self-service is the point of entry for all job seekers.
SITE 7	Strong emphasis on job seeker services. There is an orientation/welcome meeting for new customers. A large, well-equipped resource room is available and always staffed by two people. Customer service set up on a customer decides basis. About 20% of customers choose totally self-directed services. About 40% elect to work with an Employer Specialist. A swipe card system is utilized to track customer services. An interactive web site is available for job seeker (as well as employer) use.
SITE 8	Strong emphasis on job seeker services. There is an orientation for new customers to give them an overview of services available. There is a large, well-equipped resource room/area. Various partners who make up the Operator Consortium staff the resource room. There is a lot of self-service but there is always staff on duty who can assist with customer needs. Classes are offered by other organizations on other floors of the building for those that need GED/Adult Education or computer skills. A large number of job seeker workshops are provided at the center by other organizations and open to any job seeker who signs up to attend.
SITE 9	Job seeker services are really the focus for the center.
SITE 10	Multiple entrances to center; staff looks to engage new customers when they arrive.
SITE 11	One customer door; resource room at front of center; reception point sorts whether there for unemployment benefits or for employment services; connects customer with staff.
SITE 12	One customer door; enters from building corridor directly into busy resource room. Staff does initial customer sorting there, many go no further, either by self-help or by staff assistance; appointments made for rest.
SITE 13	Strong emphasis on job seeker services. A well-equipped resource room is available to job seeker customers. Population of the community is almost 50% Hispanic. Half of the Center staff is fluent in Spanish. Main referral source is word of mouth (44%). Individual Training Accounts are a part of center strategy and they are quickly utilized. Center and staff are noting large increases in customers and dealing with capacity issues.
SITE 14	Typical self-serve employment services are the “front door.”

Managing Job Seeker Services

	<i>Customer Flow</i>	<i>Scope of services</i>
SITE 1	Customers are engaged in activities; no lines or waiting chairs (with exception of individual staff assisted employment services at largest center). Unemployment Insurance benefits are not present.	WIA core and intensive; employment services; itinerant Adult Basic Education; full time Vocational Rehabilitation at one site; full time Welfare to Work at one site; full time Community Services Block Grant at one site (part time at another); full time Native American service organization at one site
SITE 2	Customers are engaged in activities; no lines or waiting chairs.	Partners and services vary from site to site. Even workshop materials for same topic are vastly different across sites. Some sites include social services.
SITE 3	Customers are all engaged in activities. No lines or waiting chairs except for small Unemployment Insurance area, which is somewhat set apart and under a separate name. (Unemployment leaving soon). Formal orientation for "work-first" people once a week, but not for general public. Found most people don't want to sit through it and don't benefit. Benefit is in one-on-one assistance in resource area.	Workforce Investment Act core and intensive; employment services; Unemployment Insurance (under separate name and leaving soon); full-time adult education; full-time veterans' services; full-time Migrant Seasonal Farm Worker services; full-time vocational rehabilitation, adjacent and under separate name.
SITE 4	Business service model drives the customer flow.	Full range of services are available in the resource room or through employment teams.
SITE 5	Customer flow challenging due to the location of different services across campus.	Wide range of services available through associated partners.
SITE 6	Customers are engaged in activities; no lines or waiting chairs. Majority of the customers are working within the resource center.	Full range of services are available at no cost and for a fee to the customer.
SITE 7	Well designed.	Comprehensive.
SITE 8	Well designed.	Comprehensive.
SITE 9	Customer flow is managed as part of the customer service model.	Staff assisted resume preparation; resume posting; aptitude testing; career/interest testing; materials; job search skill training through core information session; education or skill training through Individual Training Accounts or subcontracted services.
SITE 10	No lines or waiting queue; customers awaiting staff help are shown to resource room for self-service.	All Workforce Investment Act core and intensive; Unemployment Insurance, Employment Services, Adult Basic Education, Job Corps; Vocational Rehabilitation; Welfare to Work; migrant and seasonal; Food stamp Education and Training; education and training on site within community college.
SITE 11	Can be waiting lines; seating area for those waiting in front; not the resource room.	All Workforce Investment Act core and intensive; Unemployment Insurance, Employment Services, Job Corps; Migrant and Seasonal; Vocational Rehabilitation; Welfare to Work; Temporary Assistance to Needy Families; Food Stamps, Education and Training.
SITE 12	No waiting lines unless entire resource room is full; staff then encourage users who've been at a computer a long time to return another time.	All Workforce Investment Act core and intensive; Unemployment Insurance, Employment Services, Adult Basic Education, Temporary Assistance to Needy Families, other welfare Education and Training.
SITE 13	Well designed.	Comprehensive.
SITE 14	Customers are engaged in activities; no lines or waiting chairs.	Job Banks, Employer profiles, Labor Market Data, Training Program Information, Resume Development, Job Fairs, Computers.

Managing Job Seeker Services

	<i>Serving Universal Population: Evidence of change in customer base</i>	<i>Post employment services</i>
SITE 1	Customer base at site that is targeted to an industrial park area attracts more employed individuals	Counseling and supportive services.
SITE 2	Unknown.	Unknown.
SITE 3	In state job match system, percentage of professionals is rising.	Job retention workshops, regular ongoing communication with employers to target services for specific employees when needed. Many people come to the center to continue improving their basic workplace skills and continue to look for better employment.
SITE 4	The reliance on Temporary Assistance to Needy Families funding positions the welfare population as a primary customer base.	No apparent post employment services are available.
SITE 5	The variety of services is intended to meet the needs of a changing customer base.	No discussion of post employment services, though a number of job seekers are currently employed.
SITE 6	The system has seen an increase in the percent of employed customers being served versus unemployed. In 2000 18% were employed, while in 2001 21% were employed and 79% were unemployed. Gender and age distributions have remained very stable, but there was growth across the system for customers identifying themselves as American Indian (2%) and as Asian (3%). Also, 25% of those served have a college degree.	Specific post employment services are not offered, but a number of employed individuals are coming to the center to utilize existing services.
SITE 7	Yes. They serve employed as well as unemployed customers, although the majority of customers coming to the Center are unemployed. They also have a strong emphasis on youth services which is promoted and backed by the Regional Employment Board/Workforce Board.	Sample customer satisfaction work.
SITE 8	Yes. About 30% of customers are employed and about 70% are unemployed. Racial makeup of customers coming into the Center is 50% white and 50% black. Characteristics of those only using the Workforce Board site is not known.	Customer satisfaction surveys.
SITE 9	Serving entry and mid-level, clerical, manufacturing, and technical.	No discussion of post employment services.
SITE 10	Unknown.	Unknown.
SITE 11	Unknown.	Unknown.
SITE 12	Unknown.	Unknown.
SITE 13	Yes. They serve both employed and unemployed job seekers. Large numbers utilizing the center are Hispanic due to make up of the community; center has significant number of staff who speak Spanish.	Sample customer satisfaction.
SITE 14	No.	Unknown.

Managing Job Seeker Services

	<i>Managing Quality: Written strategy for building customer relationships</i>	<i>Data sharing Across Partners</i>
SITE 1	Performance objectives only.	Some. Workforce Investment Act entity shares its data with partners, but the partners don't always share theirs.
SITE 2	No. But have written marketing plan for each site.	Limited.
SITE 3	No.	Some. State developed integrated Management Information System for Workforce Investment Act, Welfare to Work, displaced homemaker, Wagner-Peyser that includes integrated Individual Service Strategy and case management. Local Workforce Board developed employer database open to all partners for use.
SITE 4	Customer service training is provided to all staff. Did not see any written strategy for building customer relationships.	No specifics on data sharing. Need more information.
SITE 5	Collaborative marketing is the best strategy for building relationships with partners and with customers.	No discussion of data sharing across partners.
SITE 6	Marketing is an important strategy for building relationships with partners and with customers.	No specifics on data sharing across partners.
SITE 7	Yes.	Yes. Site receives via the Workforce Board both Workforce Investment Act and Wagner-Peyser resources as well as Temporary Assistance to Needy Families resources; site is directly overseeing several federal resources as well as State Legislative appropriations for one-stop services.
SITE 8	Yes, as part of business plan.	Yes.
SITE 9	Currently developing a strategy for building customer relationships.	Partners share data from individual MIS systems.
SITE 10	Unknown.	Limited; sharing of unsuppressed job orders from employment service.
SITE 11	Unknown.	Limited; sharing of unsuppressed job orders from employment service.
SITE 12	Unknown.	Limited; sharing of unsuppressed job orders from employment service.
SITE 13	Yes.	Yes. Operator has multiple funding sources so it tracks info for the various funders.
SITE 14	No.	Limited.

Delivering Services to Job Seekers

	<i>Resource center is focal point</i>	<i>Self-help services readily available</i>	<i>Computers available</i>	<i>Web-based services</i>
SITE 1	Yes.	Yes.	15 at comprehensive center.	Posting of office hours/locations/services, resume posting, local labor market information.
SITE 2	Yes.	Yes.	Yes; varies from 15 – 40.	Varies by site, posting of office hours/ locations/ services, employers post job orders, job seekers register for work, resume posting, local labor market information, links to community agencies, Q&A for customers, bulletin board for customers.
SITE 3	Yes.	Yes.	Site a: 16; site b: 14; site c: 3.	Posting of office hours/locations/services, work registration, resume posting, Q&A, local labor market information, community service directory, links to community agencies, staff contact info.
SITE 4	Resource center is off to the side of the main entry, but still is a focal point in customer flow.	Focus is on self-service in the resource room. Only one staff person is available for support.	Approximately 19 computers are available in the resource room.	Currently working to increase the type of job seeker services that are available online as part of state initiative.
SITE 5	Resource center, which is located at the library, is one of the first points of access to system.	Self-help services are readily available.	Computers are available.	Web-based services are available.
SITE 6	Resource center is off to the side of the main entry, but still is a focal point in customer flow.	Yes. Self-service is the primary vehicle for delivery.	Computers are available.	Web-based services are available including: office hours, location, and services menu; resume posting; unemployment insurance application; Q&A service for customers; local labor market information; community service directory; and links to community agencies.
SITE 7	Yes.	Yes.	Yes.	Yes.
SITE 8	Yes.	Yes.	Yes.	Yes.
SITE 9	Yes.	Yes.	18 Internet connected; 4 stand-alone.	Posting resumes; registering for work.
SITE 10	Yes.	Yes.	Yes.	Yes.
SITE 11	Yes.	Yes.	Yes.	Yes.
SITE 12	Yes, very strongly so.	Yes.	Yes.	Yes.
SITE 13	Yes.	Yes.	Yes.	Yes.
SITE 14	Yes.	Yes.	Yes.	Posting of office hours/ locations/ services, employers post job orders, job seekers register for work, resume posting, local labor market information, community service directory, links to community agencies, Q&A for customers, bulletin board for customers.

Delivering Services to Job Seekers

	<i>Management of website</i>	<i>Average number of job seekers per month</i>	<i>Staff stationed full time in the resource area</i>	<i>Information available in wide array of media</i>	<i>Customers have access to telephone, fax, photocopier, printer, internet</i>	<i>Resume preparation</i>
SITE 1	Locally managed by operator.	1,000	Yes.	Yes – Videos, newspapers, job books, tech.	Yes.	Self-help and staff-assisted.
SITE 2	Local.	500	Yes.	Yes.	Yes.	Self-help and staff-assisted.
SITE 3	Jointly managed by state and Workforce Board.	Site A: 5,000	Yes. Used to use dedicated staff, moved to rotation method - career advisor moves with individual through the process rather than “referring” them to intensive services. Lose fewer customers that way.	Yes – Videos, newspapers, job books, tech.	Yes.	Self-help and staff assisted.
SITE 4	State manages the web site.	About 1,000 new registrants; 500 eligibility intakes; 10,000 job referrals per month.	Only one staff person is stationed full time in the resource area.	Information is primarily available through print media.	Yes.	Yes.
SITE 5	State agency manages the web site.	No discussion of the number of job seekers.	Two staff people are stationed full time in the resource area.	Yes.	Yes.	Yes.
SITE 6	Both locally and at the State level.	The system served approx. 10,815 customers in 2001.	Yes.	Yes.	Yes.	Yes.
SITE 7	Local.	Annually 7,000 different job seekers are seen. There are 50-60 new people seen per week.	Two are always on duty. Some staff are rotated through the Resource Center.	Yes.	Yes.	Yes.
SITE 8	State.	1,900	Yes.	Yes.	Yes.	Yes.
SITE 9	State.	1,500	Yes.	Yes.	Yes.	Yes.
SITE 10	Local.	1,254	Staff always there; rotates.	Yes.	Yes.	Yes.
SITE 11	State.	917	No.	Yes.	Yes.	Yes.
SITE 12	Local.	1,350	Staff always there; rotates.	Yes.	Yes.	Yes.
SITE 13	Locally managed.	9,000 during FY00. 1st quarter of FY01 saw 3500.	Yes.	Yes.	Yes.	Yes.
SITE 14	Local.	500	Yes.	Yes.	Yes.	Self-help and staff-assisted.

Delivering Services to Job Seekers

	<i>Skill Assessment</i>	<i>Aptitude Testing</i>	<i>Career/ Interest Assessment</i>	<i>Job Search Skill Training</i>	<i>On-Site Education or skill training (ABE/GED, literacy, computer classes)</i>	<i>Fee-based services</i>	<i>Service Recovery Strategy</i>	<i>Job Matching System</i>
SITE 1	Yes.	Yes.	Yes.	Yes.	On-site Adult Basic Education at comprehensive center.	No.	Yes.	Operator developed its own job matching system, but provides access to others.
SITE 2	Yes.	Yes.	Yes.	Yes.	Yes.	Not for Job Seekers.	Unknown.	Duplicate systems – state and locally developed system. Currently no automated integration.
SITE 3	Yes.	Yes.	Yes.	Yes.	Yes. Learning labs at every one-stop offer reading, writing, basic math and algebra, basic computer and keyboarding, word processing, spreadsheet, English as a Second Language, GED at no cost to universal audience.	No.	None.	State system developed with significant local input.
SITE 4	Yes.	Yes.	Yes.	No.	No.	Some assessment services are fee-based; not a serious focus.	No.	State system.
SITE 5	Yes.	Yes.	Yes.	Yes.	Yes.	Yes.	No.	Yes.
SITE 6	Yes.	Yes.	Yes.	Yes.	No.	Yes.	Yes.	Yes.
SITE 7	Yes.	Yes.	Yes.	Yes.	Yes.	Yes (limited).	Yes.	Yes.
SITE 8	Yes.	Yes.	Yes.	Yes.	By other organizations located in same building on different floors. Referral system seems to work well.	Yes. Limited at this time.	Yes.	Yes.
SITE 9	No.	Yes.	Yes.	No.	Yes.	Yes; aptitude testing for non-targeted populations.	No.	Yes; state job matching system.
SITE 10	Yes.	Yes.	Yes.	Yes.	Yes (at community college).	No.	Yes.	Yes.
SITE 11	Yes.	Yes.	Yes.	Yes.	No.	No.	Unknown.	Yes.
SITE 12	Yes.	Yes.	Yes.	Yes.	Yes	No.	Unknown.	Yes – did county specific to complement state system.
SITE 13	Yes.	Yes.	Yes.	Yes.	Yes. Also do referrals.	Yes.	Yes.	Yes.
SITE 14	Yes.	Yes.	Yes.	Yes.	Yes.	Not for Job Seekers.	Yes.	Duplicate systems – state and locally developed system. Currently no automated integration.

Measuring Success

	<i>Performance measures across the system</i>	<i>State or local Workforce Board developed measures/standards</i>	<i>Center uses "indicators" to determine if it is on track to meet outcomes</i>	<i>Center measures staff satisfaction</i>
SITE 1	No. By program only.	State and local Workforce Board established program measures and standards.	Yes, but only for individual programs contracted to operator.	No.
SITE 2	Yes.	Just implementing new Workforce Board level performance measures and incentive policy.	Yes.	Unknown.
SITE 3	No. By program only.	State established system standards for one-stops, but not measures.	Yes, but only for specific programs under the Workforce Board.	No.
SITE 4	State established a set of performance measures that help run the one-stop on a daily basis.	Attempted to establish what was really important to customers as part of the baseline survey.	Looking at developing a scorecard that focuses on key business processes and results.	Formally surveying customers annually, including job seekers, employers, and staff.
SITE 5	System operates under an outcome-based management structure. Employees are paid based on performance and achievement of goals and outcomes. Importance of using data and measuring outcomes to assess progress. Measures are still program based, but the Board is focused on overall system performance.	Local Workforce Board develops the measures/standards.	Supervisors meeting every other week to talk about project outcomes and to track performance.	A workplace satisfaction survey is conducted.
SITE 6	Yes. Looking at the following measures: Customer Volume, Demographics, Outcomes, Services to Employers.	State and local Workforce Boards develop the measures/ standards. Data collected through state system.	Yes. Workforce Board staff meets with center management to review operations reports on a regular basis.	Yes. Measuring satisfaction two times per year.
SITE 7	Yes, for the services directly administered by site.	Yes.	Yes.	Unknown.
SITE 8	Yes for \$s served by Center and for customer satisfaction.	Both.	Yes.	Yes, annually.
SITE 9	Yes; market share and satisfaction measures.	State has established minimum standards; local Workforce Board has developed performance measures.	Yes; market share and satisfaction measures.	No.
SITE 10	No.	No.	Yes.	Yes, informally and continuously.
SITE 11	Just starting to build.	Local Workforce Board developing standards.	No.	Yes, annually.
SITE 12	No.	No.	No.	Yes, in process.
SITE 13	Yes, for funding and programs administered by the operator.	Yes.	Yes.	Yes.
SITE 14	Yes.	Just implementing new Workforce Board level performance measures and incentive policy.	Yes.	No.

One-Stop Design and Management Site Matrices

Governance/Leadership

	<i>State level entity role in policy and operations</i>	<i>Local Workforce Board role in leadership</i>
SITE 1	Minimal. State leaves policy direction for establishment of one-stops, operations, fee-for-service, outcomes, to locals.	Workforce Board set vision at time contract was procured and they continue to be active. Operation utilizes “employer first” focus.
SITE 2	Minimal.	Workforce Board selects operators via competitive bid; focused on negotiating concerns between public and private entities.
SITE 3	Strong state/local relationship. Act as partners in setting direction for system. State set policy criteria with regards to one-stop establishment, processes, operations, but in partnership with local boards. View state as a collaborator, albeit one they don't always agree with.	Very strong. Workforce Board retained role as “operator,” but only as coordinator, not service delivery entity. Governor has telephone relationship with Board chairs. Boards control several resources. Board members evaluate centers by being users.
SITE 4	State encourages consistency in the design of and customer service standards for centers. State-level design team uses a franchise model to create a common look and feel for customers across all one-stops.	Regional councils have responsibility for creating a workforce services plan in each of the regions. Primary responsibility is in determining local training priorities.
SITE 5	State has very little to do with local policy and operations; very little discretionary money available other than Workforce Investment Act. Local government and private sector businesses are critical to providing guidance.	Workforce Board has the lead in deciding what needs to be done locally. Board has a strategic plan that the one-stop used to develop its own plan and how it measures success. Using the plan to engage partners in making commitments to the system. Board is focused on two primary questions: who are our customers and how do we measure results?
SITE 6	State has very little to do with local policy and operations beyond establishing performance measures.	Workforce Board plays the following roles: oversees, measures and monitors the one-stops' implementation, operations, and functions; assesses the performance of the operator against plan and budget; provides technical assistance and capacity building; resolves policy issues
SITE 7	Strong in initial years of one-stop System, but in recent years has been somewhat limited.	Very strong.
SITE 8	State has played a very strong role in setting overall framing for one- stop system for the state. One-stop system throughout the state has a common name.	Strong.
SITE 9	State provides minimum chartering or certification criteria and broad policy direction; local flexibility in center operations.	Local Board charters the one-stop and is very interested in how well the center functions.
SITE 10	State provides broad policy direction; leaves Workforce Boards and operators a lot of flexibility to customize within that frame.	Workforce Board chartering required to operate centers; uses Baldrige based criteria.
SITE 11	State provides broad policy direction; leaves Workforce Boards and operators a lot of flexibility to customize within that frame.	Workforce Board chartering required to operate centers; uses Baldrige based criteria. Customizes expectations to variance among counties in large region.
SITE 12	State provides broad policy direction; leaves Workforce Boards and operators a lot of flexibility to customize within that frame.	Workforce Board chartering required to operate centers; uses Baldrige based criteria. Charters bi-annually; in off years, asks centers to do quality assurance program. Committee works closely with operators for oversight & feedback.
SITE 13	Strong in initial years of one-stop system, but in recent years has been somewhat limited.	Very strong.
SITE 14	Minimal.	Workforce Board selects operators via competitive bid; focused on negotiating concerns between public and private entities.

Governance/Leadership

	<i>Decision-making process defined among partners</i>	<i>Common goal and vision building</i>	<i>Communication facilitated among partners</i>
SITE 1	Team building activities initiated by Workforce Board in Sept 2001.	Team building activities initiated by Workforce Board in Sept 2001.	No.
SITE 2	Varies by site.	Varies by site.	Minimal; joint responsibility of Workforce Board and local operators.
SITE 3	Yes. Management team of 18 meets monthly.	Yes. Considerable effort devoted to joint training and team building.	Yes; frequent partner meetings, excellent relationships.
SITE 4	All of the primary partners are state employees working for the same department. Each of the one-stops has a manager that reports to a regional director. Senior management team (comprised of partners) is responsible for continuous process improvement efforts.	Centralized process for creating the vision and setting the goals. State board is involved in an annual planning process that connects to regional directors. Every team has a planning retreat to connect their work to regional and statewide goals.	Working on communication processes. Created an employee communications team that connects to senior management team. Staff intranet is used to post information. Supervisors connected to each of the teams also facilitate communication.
SITE 5	30 partners involved in the system and each of them has a Memorandum of Understanding. Role in decision-making is related to the importance of the system to their bottom line. Different tiers of partners based on certain operating principles and levels of investment. The partnership has seven core members, including mandated seats for city government and local economic development. Membership votes for the other 5 seats.	Board has a strategic plan that the one-stop used to develop its own plan and how it measures success. Using the plan to engage partners in making commitments to the system.	Focused on getting partners to commit to the system because the partnership adds value to the services they provide. Looking for ways to connect partners with each other, including offering organizational development opportunities for partners.
SITE 6	No.	The Center has a business plan that clearly identifies the vision, mission, business objectives, action steps, timeframes, and revenue needs.	A Workforce Partners Advisory Group meets to inform the activities of the Workforce Board's workforce development committee. A similar network is organized for youth service providers.
SITE 7	Yes.	Yes.	Yes.
SITE 8	Yes.	Yes.	Yes.
SITE 9	Four key operating partners are involved in the decision-making.	Started planning for the center about 4 or 5 years ago with about 30 or more community groups. Core group of 5 people became key partners and developed a common vision and goals for the center.	Operating partners meet on a regular basis.
SITE 10	High collegiality among partners with regular meetings and presumption of working together.	Yes; developed early as foundation for the one-stop creation.	Yes; see "decision-making" comments.
SITE 11	Strong partners committee grew out of a local workforce council for county (one county in multi-county Workforce Board region).	Yes; came out of pre-one-stop local planning among partners.	Yes; see "decision-making" comments.
SITE 12	Strong managing partners group with regular meetings; works at strategic level, leaving day to day decisions to coordinator and staff.	Yes; came out of strong partnership building during formation and continues as a result of regular meetings.	Yes; partners meetings managed by coordinator.
SITE 13	Yes.	Yes.	Yes.
SITE 14	Yes.	Yes.	Minimal; joint response. Workforce Board and local operators.

Governance/Leadership

	<i>Joint venture approach</i>	<i>Defined process for bringing new partners into the one-stop</i>	<i>Comprehensive vs affiliate relationships</i>
SITE 1	No. Workforce Investment Act provides funds, takes the risks.	No.	Operator runs all sites, both comprehensive and smaller offices. There is no affiliate relationship outside of the operator's sites. Employment service and other partners maintain separate offices in addition to one-stop participation, but are not "affiliates" per se.
SITE 2	No. Predominantly funded by Workforce Investment Act with some non-federal funding.	Varies by site.	Each site has its own "mall" operator selected by competitive bid.
SITE 3	Yes. Workforce Board manages wide variety of resources, including Wagner-Peyser. Partners do contribute some resources to joint training. Cost sharing of center is formula based on combination of space and bodies. Partners contribute to resource room in various ways.	No.	Operator (also the Workforce Board in this case) runs all sites, both comprehensive and smaller offices. There is no affiliate relationship outside of the operator's sites. Unemployment Insurance retains name of a separate agency. Vocational Rehabilitation maintains own space and name that is associated with the one-stop, but not an affiliate per se.
SITE 4	Started off as co-located staff, but began to mix the staff within teams to achieve the vision of seamless service. More opportunities to look across funding sources to allocate costs for service provision because of the state agency merger.	No defined process for bringing in new partners. Still working on building partnerships with agencies not collocated at the one-stops.	Some smaller one-stops exist that don't offer all of the services. All are still part of the centralized state system.
SITE 5	Each partner signs a Memorandum of Understanding (MOU) that requires certain information. Revisiting MOUs to address resource sharing issues. Looking for partners to identify what they give to and take from partnership; identify resources they're willing to commit.	No defined process for bringing new partners into the one-stop.	System includes 6 neighborhood self-sufficiency centers and outplacement services at the VA Hospital.
SITE 6	No.	Yes.	No affiliate relationships.
SITE 7	Yes.	Yes	Comprehensive site that has one satellite.
SITE 8	Yes.	Yes.	The Operator Consortium is currently involved in establishing 4 satellite centers that will be located in community organizations in various neighborhoods.
SITE 9	Consortia consisting of government and private not-for-profit.	Yes.	Originally had plans for 4 small regional centers, but resources aren't available for more than one center.
SITE 10	Friendly but driven by lead partner (Community College).	Unknown.	Comprehensive.
SITE 11	Friendly but driven by lead partner (employment service).	Unknown.	Comprehensive.
SITE 12	Yes; interchangeability of staff from several agencies in resource room and doing core services; strong commitment to joint decision-making.	Unknown.	Comprehensive.
SITE 13	Yes.	Yes.	Comprehensive.
SITE 14	No. Funds from Workforce Investment Act, Employment Service, Vocational Rehabilitation, some non-federal funding	Yes.	Site has its own "mall" operator selected by competitive bid.

Management				
	<i>Operator was competitively procured</i>	<i>Operator entity is a consortium</i>	<i>Center has a single manager/coordinator with described authorities for managing the center</i>	<i>Center manager/coordinator is funded by more than one funding source</i>
SITE 1	Yes.	No. Operator is a private, not-for-profit	Individual centers have no on-site managers. Management is centralized at the operator entity level.	N/A.
SITE 2	Yes, some are for-profit, some are public. Central administrative office coordinates site activity and develops area strategy.	No.	Centers have "mall" operators – not one-stop operators.	Varies by site.
SITE 3	Workforce Board is the operator, but it competitively procured a service providing entity.	No (Workforce Board is operator, service providing entity is not a consortium).	No. There are on-site management teams who supervise the staff. Operator (Workforce Board) does no "management," but "facilitates a collegial atmosphere."	Workforce Board controls multiple funding sources, so management/coordination is funded across its resources, plus the management team reflects various partners.
SITE 4	Operator is the state agency.	Operator is the state agency.	Each of the one-stops has a manager that reports to a regional director.	The one-stop manager is a staff member of the state agency that operates the center.
SITE 5	No.	Yes.	A coordinator focuses on building and maintaining the partnership. Overall, trying to be a flat organization that imbeds leadership at all levels.	Not sure.
SITE 6	Yes.	No.	Yes.	Yes.
SITE 7	Yes.	No.	Yes.	Yes.
SITE 8	No.	Yes.	Yes. The Operator Consortium selected the manager via a competitive bid process.	Yes.
SITE 9	No.	Yes, consortia consisting of government and private not-for-profit.	Yes, consortia of operators selected the manager.	No.
SITE 10	No.	Yes.	Yes, lead partner manager	Cost allocated within the lead partner's funding sources.
SITE 11	No.	Yes.	Yes, lead partner manager	Cost allocated within the lead partner's funding sources.
SITE 12	No.	Yes.	Yes, on staff of lead partner with full time one-stop center coordination role	Cost allocated within the lead partner's funding sources.
SITE 13	Yes.	Operator entity was originally set up by five organizations.	Yes.	Yes.
SITE 14	Yes, not-for-profit organization. Central administrative office coordinates site activity and develops area strategy.	No.	No.	Yes.

Management

	<i>Center manager is accountable to...</i>	<i>Center has a business plan</i>	<i>Programs are integrated, not just co-located</i>	<i>Cost sharing across agencies</i>
SITE 1	N/A.	No, Operator has a business plan for its own operations.	No.	None.
SITE 2	Workforce Board.	Yes. Used as the basis for bidding on the operator position.	Yes.	Unknown.
SITE 3	Workforce Board (the operator).	No.	Yes. Simplified by the fact that the board controls multiple resources, including employment service funding. Partners still contact employers, but do it differently. e.g., business liaisons do cold calling, then bring in the appropriate partner depending on the issue.	Workforce Board controls multiple funding sources; separate "agencies" such as Unemployment Insurance pay for their expenses within the center. Partners do contribute to joint training.
SITE 4	The one-stop manager is accountable to the regional director of the state agency.	The center doesn't have a business plan.	Programs are integrated into multi-functional employment teams.	Cost sharing occurs across agencies because of state agency merger. Vocational Rehabilitation is not a partner; tied to Vocational Education.
SITE 5	The partnership and the Board Director.	One-stop has a strategic plan. Focused on being very opportunistic in developing new services for job seekers and employers.	Programs are collocated, but working on integrating services.	Some level of cost sharing exists, but looking to increase partner commitment to the system including resource contribution.
SITE 6	The Workforce Board.	Yes.	Yes.	Yes.
SITE 7	One Stop Center's Board of Directors.	Yes.	Most programs are integrated but some are only co-located.	Yes, but limited with co-located partners.
SITE 8	Operator Consortium.	Yes.	Yes.	Yes.
SITE 9	The Managing Partners (Operator Consortium).	Yes, a strategic plan.	Chose to integrate services, rather than co-locate from the beginning. Model based on a multi-agency cross-functional team that was pulled together early on to serve dislocated workers.	Yes, cost sharing agreement between investor partners.
SITE 10	Community College president.	Yes.	No.	No.
SITE 11	Employment service regional manager.	Yes.	No.	No.
SITE 12	WIA provider management; managing partners.	Yes.	Yes, to limited extent; bounded by state agency limits on integration.	No.
SITE 13	Operator's (which is a 501(c)(3)) Board of Directors, Center Manager is the operator's Executive Director.	Yes.	Most programs are integrated. Some are co-located.	Yes, most of the resources come through the operator which has multiple funding sources.
SITE 14	Workforce Board.	Yes.	Yes.	Unknown.

Management			
	<i>Common culture is fostered among partners</i>	<i>Levers that accelerate change</i>	<i>Cross training, career paths, developed of common skills among staff of all partners</i>
SITE 1	No.	Most change is being driven through the strong emphasis on employer services.	None.
SITE 2	Varies by site.	Most change is being driven by the strength of dynamic individuals at each site location, but not by documented strategy.	Unknown.
SITE 3	Yes. Considerable effort devoted to common culture.	Workforce Board management of Wagner-Peyser and other resources was a turning point for change. Consolidation of funds into one dept. at the state level did more than anything else to help them.	Yes. Planning to do a Work Keys profile on the career advisor position.
SITE 4	Focused on integration of services as an underlying business principle. Customer service standards provide the expectations for staff to achieve "toe to toe" customer service.	Focused on creating a common language through forms. Formalized training around customer service, change management, integration of services, teambuilding, leadership, and continuous improvement. Staff visited centers across the state to talk about customer service with other one-stops.	An 8-week eligibility academy is offered before staff are placed in one-stops; part of the training is on-site. A 6-week employment counselor training is also offered. Customer service training and employee orientation are provided. Starting to look at certification processes and career ladders to address turnover issues. Cross-training on every system as part of technology integration efforts.
SITE 5	Focus is on listening to the voice of the customer and building strategic alliances. This seems to be shared among partners, especially business partners that operate under the same set of principles.	Being opportunistic, doing the very few things that are important to be done, partnering with experts and with competitors, and collaborative marketing.	Require people to change jobs every 2-3 years. Allow people to bid for jobs based on skills and interest. Rely on personnel performance evaluations to articulate what staff should be focused on annually; not using job descriptions.
SITE 6	Yes.	Strong relationship between the Workforce Board and the one-stop operators. Workforce Board is viewed as the biggest fan and supporter of the one-stops.	Yes.
SITE 7	Yes.	Yes.	The one-stop operator's staff runs multiple programs. Cross training, etc, applies to the operator staff and to a more limited degree for other partner staff.
SITE 8	Yes.	Strong emphasis on employer services - "business driven."	Yes.
SITE 9	Yes, established and demonstrated organizational values that help build a common culture.	Convened a meeting early on to negotiate the relationship between state employment service office and the other partners.	Yes, provided a lot of cross-training early on to advance the idea of service integration.
SITE 10	Yes.	Trust among partners; agreeing that every agency's needs are owned by all.	Did extensive investment in cross-training at outset; need to revisit it now.
SITE 11	No.	County workforce council, regional Workforce Board focus.	Did some cross-training.
SITE 12	Yes.	Strong Workforce Board leadership, strong partners leadership, focus of the center on business niche.	Has done a lot of cross-training and information sharing.
SITE 13	Yes.	Yes.	The One Stop Operator's staff run multiple programs. Cross training, etc, applies to operator staff and to a more limited degree for other partner staff.
SITE 14	Yes.	Change is being driven by the strength of dynamic individuals at site locations, not documented strategy.	Unknown.

Management

	<i>Staffing</i>	<i>Revenue Strategies/role of fee for service</i>
SITE 1	At comprehensive site: 6.5 Workforce Investment Act, 2 Wagner-Peyser, 2 part-time Adult Basic Education, 2 Vocational Rehabilitation, 1 CSBG, 1 Native American Services, 6.5 Welfare to Work Competitive Grant.	Fee for service in employer strategies is strong and growing. Revenue will establish operator as sustainable entity regardless of WIA.
SITE 2	Varies by site: Workforce Investment Act - 26 ft. 12ft., Unemployment Insurance 1 ht, Wagner-Peyser P - 8 ft, Adult Basic Education - 3.5 ft 2 ft, Veterans - 2 ft, Job C 1 pt, Vocational Education 1 ht, Vocational Rehabilitation 1 pt, Welfare 1.87 ft, (ft-full time, ht-half, pt-part).	Not seen as key activity.
SITE 3	18 staff charge to Workforce Investment Act, Welfare to Work, Temporary Assistance to Needy Families, Food stamps, Employment and Training, 4 Adult Basic Education, 2 Veterans Representatives, 2 Migrant Seasonal Farm Workers, 16 Vocational Rehabilitation (connected, but set-aside office), 1 Labor Market Information.	Just now starting a little fee for service: Work Keys profiling for employers. Board not eager for fee-based activity.
SITE 4	Information specialists greet customers at the front door and direct customers to appropriate service. Express desks provide immediate access to services. Four multi-functional employment teams can work with customers on all aspects of employment. Teams are comprised of eligibility workers that do the initial intake (specialists); long-term relationships are maintained with employment counselors (generalists). One person staffs the resource room; concern that employment specialists are not skilled with technology.	Some assessment services are fee-based; not a serious focus.
SITE 5	Teams are organized around business services and job seeker services. Staff turnover is relatively low and is attributed to the quality of the people and the challenging work.	Fee-for-service has always been part of the revenue generation because of very little discretionary money. Looking at asking teams for business plans for particular service strategies to improve decision-making around service development and delivery. Incorporation allows foundation money, grant money, and contracts with business to provide alternative sources of revenue.
SITE 6	Staff are organized into functional teams that develop and deliver job seeker and employer services.	The Workforce Board requires a fee-for-service strategy and the one-stops market those services and associated fees to job seekers and employers.
SITE 7	25, 5 of whom are out stationed at the County Welfare office. The one-stop receives Temporary Assistance to Needy Families (TANF) funds and provides workforce services for TANF recipients.	Want to grow fee for service business. Currently constitutes a very small 1% of one-stop operator budget.
SITE 8	43 staff from various partners who make up the Operator Consortium.	Is being developed by the Operator Consortium at this time.
SITE 9	Staff is organized into functional teams that develop and deliver job seeker and employer services. Staff from different agencies work together on these teams, while still maintaining a connection with their employer of record.	Aptitude testing services are available for a fee.
SITE 10	12 full time; several part time.	Fees not planned.
SITE 11	21 full time; 5 part time.	Fees not planned.
SITE 12	39 total; a few full time, most part-time.	Fees not planned.
SITE 13	35 staff.	Committed to fee-for-service strategy. Fees represent a small percentage of the total operator budget, but want to increase in current and future years.
SITE 14	Workforce Investment Act - 26 ft, Adult Basic Education - 3.5 ft, Vocation Education - 1 ht, Welfare 1.87 ft.	No.

Measurement

	<i>One-stop measures vs program measures</i>	<i>Measuring success of one-stops</i>	<i>Shared databases</i>
SITE 1	Program only.	Defined by increase volume, market penetration.	No.
SITE 2	One-stop and program.	Workforce Investment Act measures and incentive program.	Some.
SITE 3	Program only, but have outlined a concept of system measures.	State has defined by volume and satisfaction.	For resources under Workforce Board control.
SITE 4	State established a set of performance measures that help run the one-stop on a daily basis. Looking at developing a scorecard that focuses on key business processes and results.	Formally surveying customers annually, including job seekers, employers, and staff. Attempted to establish what was really important to customers as part of the baseline survey. Board looks closely at the customer survey results.	Did not discuss in detail. Need more information.
SITE 5	The system operates under an outcome-based management structure. Employees are paid based on performance and achievement of goals and outcomes. Importance of using data and measuring outcomes to assess progress. Measures are still program based, but the Board is focused on overall system performance.	Focused on the Board getting to know the customers better. Looking at teams of two Board members to interview customers to find out what went well and what didn't with one-stop services.	No discussion about shared databases.
SITE 6	System measures are in place as well as program measures.	Workforce Board conducts an annual charter review which emphasizes the core areas of: organizational development and center management, service delivery processes and product lines, and performance results.	Using the state system to collect and report data.
SITE 7	Customer satisfaction for job seekers and employers are measured for the center as a whole. Also, customer numbers for job seekers and employers are measured as a whole.	Yes.	Yes.
SITE 8	There are one-stop measures for #s served and customer satisfaction.	Yes.	Yes.
SITE 9	Yes; market share and satisfaction measures.	Customer satisfaction; employers on web site; job seekers on web site; and job seekers in resource room.	No shared databases across partners.
SITE 10	Program measures only beyond statewide customer satisfaction measures.	Customer satisfaction; serving the community.	No.
SITE 11	Program measures only beyond statewide customer satisfaction measures.	Customer satisfaction; Workforce Board review of meeting chartering and business plan goals.	No.
SITE 12	Program measures only beyond statewide customer satisfaction measures; quarterly customer feedback measures; Workforce Board setting quality improvement measures locally.	Successful referrals; "this is not about placement."	No.
SITE 13	Customer satisfaction for job seekers and employers is measured for the center as a whole. Also, customer numbers for job seekers and employers are measured as a whole.	Yes.	Yes.
SITE 14	One-stop and program.	WIA measures and incentive program.	Some.

Marketing

	<i>Brand identity</i>	<i>Product/market niche</i>
SITE 1	No state-prescribed identity. Local identity is name of the competitively procured operator. Workforce Board isn't sure how identity issues will be handled if operator is ever changed in competitive process.	Growing positioning as a consultant to businesses to address their broad workforce issues. Comprehensive site in an empowerment zone positioned more as a supply-side operation.
SITE 2	No state-prescribed identity. Workforce Board has developed marketing strategy for area that includes area branding, however current deployment is very inconsistent.	Unknown.
SITE 3	Yes. Strong state-prescribed identity which the state and locals both market widely. State runs all marketing through the state association committee before it goes out. Unemployment Insurance and Vocational Rehabilitation don't contribute to marketing since they kept their own identities. Most helpful state marketing: a 1-800 number that automatically routes calls to the closest one-stop.	High value placed on collaborative intermediary role. "Facilitating connections between employers and the workforce." Very involved in community, civic events.
SITE 4	Common logos, signage, brochures, and applications are all part of the franchise concept.	Focused on excellent customer service, self-service, and the use of technology to increase market penetration.
SITE 5	Marketing package includes information about all of the partners. New pieces will focus on services, not on who offers them. Two of these will be targeted toward employers and one will be for job seekers.	Attempting to serve a range of job seekers and employers. Job seeker services need to serve a highly technical and professional base of workers as well as a savvy employer market.
SITE 6	One-stop operator name is the brand identity for the system.	Centers are known for providing specific services. Competitive cooperation between operators drives some of the differentiation.
SITE 7	Yes – one-stop operator has a name used for the center and all of its activities.	Yes, but need to increase marketing budget and expand marketing activities was noted by center staff.
SITE 8	Yes. Common name.	Yes. Working on increasing marketing efforts.
SITE 9	Center does not do a lot of marketing because its serving customers at full capacity.	Center knew it needed to serve the entry-level workforce, but not focused exclusively on this population. Currently providing services to an influx of Latinos. All materials are bilingual.
SITE 10	Statewide strong identity.	Customer friendly, quality, integrated services.
SITE 11	Statewide strong identity.	Excellence in job matching, connections to other services.
SITE 12	Statewide strong identity.	Information, brokering of wide range of resources to meet customer needs.
SITE 13	Yes – one-stop operator name is used for the center and all of its activities.	Yes. Very vested in the community and connected to economic development.
SITE 14	No state-prescribed identity. Workforce Board has developed marketing strategy for area that includes area branding; however current deployment is very inconsistent.	Unknown.

One-Stop Assessment Tool

Location _____

Date _____

Critical Success Factors for Employer Services

Satisfying Employers

- The one-stop measures employer satisfaction at the center level, rather than at the program level.

YES

NO

Process Defined (Survey tools and protocol are outlined in writing)		
Process Implemented (The protocol has been put into place; one tool for all programs of the center)		
Results Available (at least one year's worth of data is available)		

- The one-stop measures employer satisfaction with both processes and outcomes.

YES

NO

Measures satisfaction with staff attitudes/behavior		
Measures satisfaction with taking of job orders		
Measures satisfaction with quality of referrals		
Measures satisfaction with follow-up		
Measures satisfaction with labor market information		
Measures satisfaction with workshops targeted to employers		
Measures satisfaction with testing/assessment/screening		

3. The one-stop disaggregates employer satisfaction data.

YES

NO

Can disaggregate employer satisfaction by size.		
Can disaggregate employer satisfaction by industry.		
Can disaggregate employer satisfaction by type of job order (e.g., skilled vs. unskilled, management vs. entry level, etc).		

4. The one-stop consults with employers about the critical success factors for the one-stop center.

YES

NO

Annual consultation		
Bi-annual consultation		
Quarterly consultation		
Consultation through written survey		
Consultation through focus groups		
Consultation through targeted interviews		

5. The one-stop uses customer behavior as an indicator of satisfaction.

YES

NO

Has defined indicators of employer behavior that relate to satisfaction.		
Has a process for tracking and analyzing behaviors.		
Has a process for acting on analysis.		

Managing Employer Services

1. The one-stop makes employer services a priority.

YES

NO

Has a written employer service strategy.		
Budgets resources for employer services.		
Front line staff can articulate leadership's vision for employer services.		

2. The one-stop manages employer services as a unified activity.

YES

NO

Has designated employer services staff.		
Employer services staff represent all programs in the one-stop.		
Multiple resources in the one-stop support the cost of unified employer services.		

3. The one-stop maintains a database to track contacts, delivery of services, and outcomes.

YES

NO

Database is accessible (read-only at a minimum) to all staff.		
Staff keep database up to date with timely entries.		
Database can generate summary reports and track activity trends over time.		
Database can track and report activity by industry sector and/or employer size.		

4. The one-stop builds a quality team

YES

NO

Employer services staff were selected based on their skills and experience with employers.		
Employer services staff received and continue to receive training specific to the skills and knowledge they need for their role.		
Employer services staff spend more than 50% of their time in face to face contact with employers.		
Employer services staff coordinate site calls and activity with economic developers.		

5. The one-stop center is knowledgeable about key industries.
YES NO

Has done a labor market analysis and identified key industries through the analysis.		
Has conferred with and reached agreement with economic developers on key industries.		
Has developed list of employers in the key industries.		
Targets/prioritizes key industries for employer contacts.		

6. The one-stop has defined its market niche in the community.
YES NO

The niche is defined based on data.		
Action strategies are consistent with the defined niche.		

7. The one-stop establishes one-on-one relationships with employers.
YES NO

Employers have an "account executive" from the one-stop that serves as their single point of contact.		
Business services staff have a schedule for maintaining face to face contact with key employers.		

8. The one-stop uses employer customer satisfaction trends to make changes.
YES NO

At least 3 measurement periods of data is available and trends are shown and described.		
There is a defined protocol for analyzing and responding to customer satisfaction trends.		
There is documentation of a change made in response to customer satisfaction findings.		

Delivering Quality Services to Employers

1. The one-stop operates with a “never say no” attitude.

YES

NO

The one-stop maintains partnerships that allow it to arrange for services it can not provide itself.		
Employer satisfaction surveys are structured to confirm that employers feel the one-stop displays this attitude.		
A cost reimbursement process has been implemented to allow delivery of services that can not be provided with current resources.		

2. The one-stop works in “real time” with a sense of urgency.

YES

NO

Employer satisfaction surveys measure satisfaction with timeliness of response.		
Lag time from point of contact to delivery of service is tracked.		
Strategies are developed to reduce lag time.		

3. The one-stop develops fee for service activities to meet employer needs.

YES

NO

A market analysis has been done to determine whether there is a market for a given service and who the potential competitors may be.		
A pricing structure has been developed based on analysis of true costs.		
A marketing strategy has been developed and deployed for for-fee services.		
An accounting system is in place to track revenue versus cost.		
Contracts are used to outline services to be delivered and fees to be paid.		
A cost recovery process is in place in the event an employer does not honor a contract.		

4. The one-stop views other public intermediaries as partners, not as competitors.
 YES NO

MOUs or other agreements are used to outline roles in services to employers.		
Other public intermediaries have been utilized to assist in services that the one-stop could not deliver alone.		
The satisfaction of other public intermediaries with the one-stops partnership attitude is measured through focus groups, interviews, or surveys.		

5. The one-stop designs services based upon customer requirements.
 YES NO

Employer needs are identified through focus groups, interviews, or surveys.		
New services have been developed or existing services modified to meet new customer requirements.		

Critical Success Factors for Job Seeker Services

Satisfying Job Seekers

1. The one-stop measures satisfaction with the center as a whole.
 YES NO

Process Defined (Survey tools and protocol are outlined in writing)		
Process Implemented (The protocol has been put into place; one tool for all programs of the center)		
Results Available (at least one year's worth of data is available)		

2. The one-stop examines variations in satisfaction among types of customers.
 YES NO

Key customer groups have been identified.		
Satisfaction tracking allows for tracking by customer group.		
Trends by customer group are tracked and reported over time.		
A process is defined for analyzing and responding to differences in satisfaction among customer groups.		

3. The one-stop measures satisfaction with processes as well as outcomes.
 YES NO

Satisfaction is measured at various points of contact rather than only one time.		
Satisfaction is measured for the intake process.		
Satisfaction is measured for the resource room.		
Satisfaction is measured for case management services.		
Satisfaction is measured for workshops.		
Satisfaction is measured for job matching and referral processes.		
Satisfaction is measured for training.		

4. The one-stop seeks input from job seekers about critical features.
 YES NO

Annual consultation		
Bi-annual consultation		
Quarterly consultation		
Input through written survey		
Input through focus groups		
Input through targeted interviews		

5. The one-stop compares the centers' customer satisfaction level with that of other operations.

YES

NO

Customer satisfaction measures comparative satisfaction with other public services (e.g., post office).		
Customer satisfaction measures comparative satisfaction with private intermediaries (e.g., temp agencies).		
Center management benchmarks their satisfaction against other operations.		

Managing Job Seeker Services

1. The one-stop establishes a professional appearance.

YES

NO

Staff wear nametags, logo clothing, or other identifiers that they are staff.		
Internal signage is prominent, unambiguous and professionally designed.		
Internal space is well lit, clean, and visually appealing.		
A greeter is used to direct customers and answer questions.		
Furnishings are "matched" (i.e., not a compilation of various ages, colors, and designs).		
Restrooms are clean and well-equipped.		
Plants or wall hangings are used to minimize the bureaucratic look.		

2. The one-stop expedites customer flow. YES NO

Customers do not stand in lines nor sit idle.		
Customers do not need to leave the center (i.e., pass through a lobby shared with non-one-stop entities, or pass through exterior doors) to access any services of the one-stop.		
Customer flow is mapped and analyzed for improvement.		
Floor plans are mapped and analyzed for improvement.		
Back-up plans are in place to ensure key functions are covered when staff of those functions are absent.		

3. The one-stop manages peak loads. YES NO

Trigger points are identified that indicate additional staff resources must be moved to a function experiencing an unexpected high load.		
Peak load times are tracked for trends and strategies are in place to ensure expected peaks don't result in backlogs.		

4. The one-stop avoids creating barriers such as waiting chairs or lines. YES NO

There are no waiting chairs where customers are not able to actively engage in some activity while they wait.		
Appointment times or number systems are used to avoid making customers wait in line.		

5. The one-stop measures its results.

YES

NO

There are <i>system measures</i> that measure outcomes for the combined effort of all programs.		
There are <i>indicators</i> that track input and output data for the center as a whole, that are not used as performance measures, but for identifying potential problems and areas for continuous improvement.		
There is a defined process for analyzing indicators and system measures data on a monthly basis and developing action plans for improvement.		
All staff, including frontline staff from all programs, are aware of the system measures and indicators data and what it means to the center and to their jobs.		

6. The one-stop modifies services and delivery strategies based on market needs and customer demands.

YES

NO

There is a defined process for identifying market needs and customer demands.		
There is a defined process for building action plans based on changes in market needs and customer demands.		
The one-stop has documented at least one instance of modifying services and delivery strategies based on market needs or customer demands.		

Delivering Quality Services to Job Seekers

1. The one-stop makes the resource room the focal point of the center.

YES

NO

Any customer may use the resource room, even on the first visit, without having to complete registration information or ask permission from a staff person.		
Customers do not have to walk through other functional areas to access the resource room.		
There is clear internal signage guiding customers to services within the resource room.		
The resource room is staffed full time to provide assistance to customers using its features.		

2. The one-stop provides customers with comprehensive access to training and education services.

YES

NO

Information is clearly marked, and easily available without staff assistance regarding schools and program and financial resources for education and training.		
Case management practices include developing a "package" that may include resources from multiple one-stop programs, Pell, part time work, and loans.		
Universal customers have access to staff assistance in developing a plan for financing education and training.		

3. The one-stop obtains additional resources to meet customer needs.

YES NO

Discretionary grants are pursued.		
Grant-writing skills are available either through staff or a partnership with another entity.		
There is a center business plan that includes planning for sustainability and growth.		
New partnerships are developed or new partners brought into the center to provide additional resources.		

Critical Success Factors in Design and Management

Leadership

1. The one-stop has strong Workforce Board leadership.

YES NO

The Workforce Board has a clear vision for one-stops that has been communicated to one-stop management.		
The Workforce Board has a standing committee that works consistently with one-stop management on quality and performance issues.		
The Workforce Board requires business planning and/or chartering to promote quality improvement.		
The WIB provides technical assistance in business plan development, developing partnerships, continuous improvement, marketing, etc.		

2. The one-stop has strong one-stop Operator leadership.

YES

NO

One-stop operator management has vision and mission statements that have been communicated to front-line staff		
The Operator actively engages frontline staff of all programs in design of services, action planning, and analysis of indicators and trends.		
The Operator's view of its role includes building a single culture, developing staff capacity, clearly outlining accountabilities, and developing partnerships.		
The Operator measures staff satisfaction.		

Management

1. The one-stop has a neutral center manager.

YES

NO

There is one person responsible for ensuring the overall success of the center.		
The center manager was selected by choice of all programs in the center.		
The center manager has no program responsibilities for any one program.		

2. The one-stop provides staff development.

YES

NO

There is an overall staff development plan that encompasses all staff of the center rather than just one program.		
Staff have individual development plans.		
Staff development costs are paid for by multiple programs.		
Staff development includes training or activities that enhance teamwork among partners.		
Staff development planning is based on the needs of the market and customer demands as well as individual staff needs and compliance issues.		

3. The one-stop manages continuous quality improvement.

YES

NO

The operator has defined and tracks trends for indicators of quality.		
There are clear goals for performance improvement.		
The operator performs a self-assessment at least annually and revises the business plan and action strategies based on the review.		
Frontline staff of all programs are involved in continuous quality improvement; they understand the concept and their own accountabilities for participating.		
The one-stop benchmarks itself against other one-stops.		

4. The one-stop utilizes technology effectively.

YES

NO

All staff have e-mail accounts and access to the internet; all staff are capable of using e-mail and the internet		
The center uses swipe cards or other technology to minimize data entry.		
The center can develop or cause to have developed new databases to track customers, services, and outcomes.		
The center utilizes technology for information dissemination (announcements, newsletters, labor market information, office hours and locations).		
The center uses technology for service delivery (interactive websites, on-line applications, etc).		

Measurement

1. The one-stop uses centerwide measures. YES NO

The operator has developed or uses measures for the center as whole, not just for individual programs.		
The measures have been implemented and data is being gathered.		
There is at least one year’s worth of data available.		
The measures reflect the goals and priorities of the WIB and the community.		

2. The one-stop supports integrated information systems. YES NO

Customers don’t have to duplicate name, birthdate, address, SSN to apply for multiple services.		
Performance data can be tracked for the center as whole		
Staff from different programs can access the integrated information system and enter their own data, which then becomes accessible to staff of other programs.		

Marketing

1. The one-stop builds a clear brand identity. YES NO

All one-stops and satellite sites in a region are clearly marked with the same name and logo		
All staff of the center, regardless of program, use business cards and stationary that includes the same name and logo		
There is a marketing strategy to promote brand identity		
The one-stop measures and documents trends in employer and job seeker awareness of the brand.		

2. The one-stop identifies service niches. YES NO

Data is used to identify where the one-stop has market strengths and weaknesses (e.g., type of industries, types of occupations, levels of wages).		
Workforce development services broadly available in a region have been assessed and service gaps identified.		
The one-stop has identified gaps it can fill or found new partners that can help fill gaps.		
The one-stop builds on its service niche strengths while building new niches.		

BENCHMARKING ONE-STOP CENTERS

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