

Northwest Region Site Report

Introduction

In February 2011, the Kaiser Group, Inc. was hired by the Arkansas Workforce Investment Board and the Arkansas Department of Workforce Services to conduct an evaluation of the workforce investment system in Arkansas. The evaluation was designed to be a process review rather than a data or compliance review.

There were three primary components to the project:

- Regional site visits and Regional Site Reports
- A Workforce System Report
- A Workforce System Certification Process Review

This Site Report for the Northwest Region is intended to be used in conjunction with the Workforce System Report and the Workforce System Certification Process Review.

It is the hope of the Kaiser Group, Inc. that this report will be used as part of an active planning and continuous improvement process that will help further define and more completely implement the vision for the Arkansas Workforce System. We encourage the readers of this report to discuss these findings, pick and prioritize topical areas, and work together to improve services and outcomes for the customers of the Arkansas Workforce Centers.

The Kaiser Group, Inc. would like to thank all of the staff in the Northwest Region for their assistance in arranging and participating in the interviews and focus group that were part of the research in this project.

Overview

In the Northwest Local Workforce Investment Area (LWIA), Northwest Arkansas Economic Development District, Inc. is the Administrative Entity. The Local Workforce Investment Board (LWIB) selected a consortium of providers including the Northwest Arkansas Certified Development Company, Inc. (NWACDC), Department of Workforce Services (DWS), and North Arkansas College (NAC) to take the lead role as the LWIA One Stop Operator.

In this region, visits were made to the Comprehensive Center in Harrison and the Satellite Center in Fayetteville (this site is currently completing an application to become a Comprehensive Center). There are nine counties in this LWIA and other Satellite Centers are located in Mountain Home, Rogers, and Siloam Springs (all Centers will be certified as Comprehensive Centers by June 2011). This site visit occurred April 4-7, 2011.

Organizations with full time partners at the Comprehensive Center in Harrison include: NWACDC, DWS, North Arkansas Transit Services, and NW Arkansas Economic Development District. All required services are provided including Workforce Investment Act (WIA), Transitional Employment Assistance (TEA), Work Pays, Resource Room coordination, Business Services, Employment Services (Wagner-Peyser) and WIA registration in Arkansas Job Link (AJL), Unemployment Insurance (UI), and Veteran's Services. All of the central elements to fulfilling the requirements for WIA are present.

Organizations with full time partners at the Satellite Center in Fayetteville include: NWACDC, DWS, and Experience Works. All required services are provided. All of the central elements to fulfilling the requirements for WIA are present.

A total of twenty four interviews were conducted and included the LWIB staff and Board Members, the Area Operations Chief (AOC), the Center Manager, DWS Managers, WIA Supervisors, TEA Supervisor, UI Supervisors, Veteran's Representatives, WIA case managers, TEA case managers, Resource Room staff, and Partner Agency staff. In addition, one focus group was held at the Harrison Center with Center Staff.

Organizational Structure

Findings

The management structure in the Harrison Workforce Center includes Brenda Still, WIA Operations Manager, and Jana Kindall, DWS Manager. The Harrison Center is also the administrative site for NWACDC Executive Director, Susan Sangren and other administrative functions of the WIA Title I Operator. Ms. Sangren meets quarterly with all management staff of the Workforce Centers.

It is evident that there is a solid working relationship between the leadership of the Harrison Center. Ms. Kindall and Ms. Still are viewed as the leaders in the organization and they impart a strong “customer first” attitude with staff.

At the Fayetteville Center, unlike Harrison where there was a feeling of co-management, the DWS Manager, Terry Jaggears, was viewed by most staff as the Office Manager/Leader. However, it was verbalized by some that there was a co-management of the center by Mr. Jaggears and Susan Daniel, NWACDC WIA Manager. The organizational chart does not clearly indicate the existence of either a “Center Manager” or “Co-Manager” roles.

The LWIB has responsibility for developing the Business Plan. LWIB staff and the consortium work together on the Certification process. The consortium designates a lead to coordinate input on the Business Plan from various partner staff. The LWIB review is conducted and is scheduled for approval by the full Board. Once approved, the Certification document is then submitted to DWS for approval.

Staff indicated that they do some of what’s in the Business Plan. Their reaction is that it has become a cumbersome process and would like to see a more meaningful approach. The DWS manager has had input into the Plan and thinks it’s a good resource because it lays out exactly who handles what and outlines each partner’s expectations and responsibilities. There are differing opinions of the Plan and most would like to see it incorporated more directly with staff at all levels.

Per the Area Operations Chief, “we take the Business Plan very seriously”. Supervisors are aware of the Plan but the Plan is not shared with staff. The Plan is used by managers and supervisors in daily operations to clarify processes.

The referral process is consistent with the process listed in the MOU and evident from staff interviews. Many of the internal referrals are made by walking the customer to the referral agency and introducing the job seeker to the staff person.

There is no consolidated Center budget. There are cost sharing agreements for space and common areas. Costs are based on the number of staff and a percentage of space used is charged for square footage. NWACDC and DWS have separate copiers and codes are used to track usage and charge back to respective agencies. Supplies are purchased by each agency for their respective program staff.

There are no written Workforce Center policies and procedures in place that are followed by all partners. Some agencies have written policies (DWS) and others do not (NWACDC). Some of the non-DWS partners indicated that they follow the DWS policies and procedures.

At both Centers, the customer is the central focus. There is a genuine commitment by staff to go the extra mile to meet the needs of the customer. Some additional highlights include:

- Thirteen (13) WIA staff obtained the National Association of Workforce Development Professionals (NAWDP) Certified Workforce Development Professional (CWDP) designation. Certification is promoted among staff and monetary incentives are offered to those being awarded the designation. This certification provides staff a broad knowledge of the workforce development industry.
- Center leadership in Harrison are involved with other One Stop operators and with the LWIB in regional (four states) service strategies. H411 maps the region's competitiveness and pinpoints challenges that need solutions. The effort builds coalitions of businesses in targeted, high-growth sectors for a strong workforce and designs pathways to train and advance local workers to grow in their careers and earning power.

Challenges

At the Harrison Center, the single most prevalent challenge is the division between DWS and WIA. There is no single person that provides direction or oversight. While a consortium affords the opportunity to get several minds involved in the decision making process, it also creates the opportunity for opposing opinions and judgments. In this case, there are three partners in the consortium and only two of the three partners are on site (North Arkansas College is not on site). Since DWS is viewed as the major partner and ultimately the funding source, DWS is relied on for direction and leadership.

There is significant confusion regarding the management structure of the Centers. Various organizational charts exist by agency but no one consolidated organizational chart exists. The One Stop Operator role is not clearly defined or understood.

No written policies and procedures or Standard Operating Procedures (SOP) exists for the operation of the One Stop centers. Most decisions default to the state policies and procedures policy manual.

There appears to be some duplication of expenditures for things such as multiple phone lines, copiers, supplies, etc.

There are no mechanisms in place for gathering and reporting consolidated internal Center performance goals for all programs offered in the region. Each program has goals and outcomes but there is nothing in place to report out and share with all staff in the region.



Recommendations

- While there are three partners in the consortium (DWS, NWACDC, and North Arkansas College), there needs to be a defined Lead role that coordinates the operations of the Workforce Centers in the region. The current co-leadership promotes the feeling of division and “us” vs. “them”. Create a clear functional leadership structure and communicate the structure to all staff and partners. Support the functional leadership approach from the top down.
- Create a consolidated organizational chart that clarifies the structure of the One Stop system and communicates the organizational structure to staff while clarifying roles.
- Create a Center-wide policies and procedures manual that address professional attire, professional workspace appearances, professional behaviors in the workplace, safety, and a mutual code of professional ethics and practices for all partners. All functional leaders should embrace and enforce the Center policies.
- Develop a region-wide “performance scorecard” that collects and highlights performance goals and outcomes. Share with staff on a monthly basis and embrace a “shared fate” mind-set.

Service Integration and Collaboration



Findings

A strong and consistent theme of dedication to the customer and collaboration to help obtain necessary services for the customer is evident in both Centers. Customer service is focused on being results oriented in the sense that meeting customer's needs is of utmost importance. Accessing collaborative partnerships to assist customers in meeting their needs, i.e. WIA pays for a uniform, Career Pathways pays for gas, WIA pays for state boards and Career Pathways pays for the review test, is an example of this type of collaboration.

Staff from the Harrison Center share responsibilities on a rotating basis to attend the monthly Boone County Resource Council meeting. This community organization was formed to help plan for and develop resources necessary to improve the health, recreational and social services in Boone County. This meeting is attended by 35-40 community organizations and provides a networking opportunity for the Workforce Center. It gives the One Stop a forum to share information about the programs and services offered at the Center and also provides an opportunity to learn more about services being offered by community agencies.

Staff are also eager to make the extra effort to learn more about program services on their own to provide the job seeking customer the best possible experience in not only finding employment, but to also address other needs to help improve their customer's living situation.

The Fayetteville TEA program staff transition proceeded rather slowly initially, but over time, the TEA staff feel fully integrated into the center and collaborate well with their partners. They are eager to access the services offered within the Center for their customers. However, there is still a feeling of disconnectedness from the Department of Human Services (DHS) and the eligibility determination of TEA. Plans are underway to transition this function from DHS to DWS.

The size of the Harrison Center allows immediate referrals to other partner agencies in the Center. There is an informal process that gives staff the ability to walk customers from one part of the facility to the other to make introductions to the referral agency. Customers are not getting lost in the referral shuffle, get expedited services, and don't have to travel to another location.

The Northwest region is involved in a regional collaboration with three other states: Kansas, Missouri, and Oklahoma. One of their objectives is to look for ways to seek additional funding for the region since the four states share borders, residents and services.

 **Challenges**

While the relationship between the partners is strong in both Centers, there is still a division (clearly stated as “our side” and “their side”) that goes beyond the division created by physical walls. At the Harrison Center, the existence of two separate phone lines, two resource rooms, separate break room areas, and separate copiers are just some of the examples of this division.

Programming and services are very “siloeed”. It is evident that true integration of services does not exist. Staff are very focused on their programs, outcomes, and their specific customers. Formal cross-training amongst partners has occurred in the past (about two years ago in Harrison), but does not occur on a regular basis.

While the management staff of the region meets on a quarterly basis, frequent, planned communication for information sharing for all internal One Stop Center staff is inconsistent. Communication with staff and all partners is limited to time available before regularly scheduled work hours or during normal business hours when not all staff can attend. Opportunities to gather all staff and partners are limited. Communication regarding policy, procedures, or information is shared via e-mail, which is an ineffective way to deliver these types of messages.

It appears that DWS staff feel “confined/limited” by what they perceive as restrictions imposed by Little Rock. Real or not, it seems that these restrictions limit any local flexibility to make decisions related to day-to-day needs in the workforce center. One example cited indicated that there were only limited times to schedule staff meetings. At that site, staff were required to arrive at 7:45 AM for a 15 minute meeting to share information from the quarterly management meeting. When asked if they ever considered opening the office one hour later one day a week, the response was that Little Rock would not approve. There may be more flexibility than is currently understood.

Per the DWS Manager, all of the DWS staff are cross trained. However, this cross training appears to be one way – to assist in meeting the UI demand. TEA can take job orders, and cover the front desk. All DWS staff have had basic UI claims training.

In Harrison, the TEA program is considered the “stepchild”. The added benefit of the integration of the TEA program has not been fully realized. The real benefit of added services for the customer is a missed opportunity in this location.



Recommendations

- Consider opening the Centers one hour later on a regular basis to afford time for an all staff meeting of partners. The one hour can be used for training, information sharing, program performance reviews or departmental meetings. It serves a two-fold opportunity to cross-train staff and also provides an opportunity to gel as an integrated team. Invite Arkansas Vocational Rehabilitation, Experience Works, and other partner agency staff to attend.
- Raise customer service to another level by more formally cross training staff. Provide an opportunity for staff to more strategically “job shadow” subject matter experts to learn more about other programs and services. Example: DWS staff can learn resume and cover letter writing. WIA Staff can learn job order entry and how to properly screen jobseekers for minimum requirements.
- Develop a formal training process/system that teaches practical application of teamwork, collaboration, and integration of services.

Customer Satisfaction



Findings

While in both Centers there is a strong emphasis and dedication to customer service and efforts to meet the needs of the job seeking customer is considered the priority, there is no formal process in place that measures customer satisfaction.

It is assumed that the customer is satisfied with the services received based on e-mails, cards and letters of thanks received by staff and supervisors. Some supervisors commented that when customer satisfaction surveys were distributed in the past, the only customers completing the surveys were those that were dissatisfied for one reason or another.



Challenges

Currently, no customer satisfaction surveys are being collected and analyzed. There is no systematic approach to evaluate if customers are satisfied with the services being provided since there is no way to provide feedback other than a formal complaint.



Recommendations

- Most of the feedback on good customer satisfaction is anecdotal. Develop a consistent approach to more formally and routinely collect customer satisfaction data at all Centers in the region. There are many tools available to accomplish this task. One example is an electronic comment card system from Long Range Systems that collects the information from either the job seeking customer or employers in a consistent manner anonymously. Reports are generated to the local office on a daily basis and can be compiled nearly real-time. See Appendix A for more information on this unique approach.
- To address the needs of the internal customer, consider implementing a climate survey on an annual basis to gather feedback from staff. The survey results will help pinpoint areas needing improvement and will provide an opportunity for all staff and partners to anonymously offer suggestions and ideas on improving the Workforce System. Models of climate surveys used in Workforce Centers can be provided upon request.

Performance Management

Findings

Each program has specific performance goals. Those goals are understood only by those who work within that particular program. There are no consolidated, Center-wide performance goals that are gathered and reviewed by Center management. Staff indicated that in their mind, the most important Center goals are getting customers employed and having them keep jobs. Good customer service was also cited as an important local goal.

WIA programs are monitored regularly by Board Staff with dedicated responsibilities to monitor programs. The Board has developed a schedule of monitoring events planned throughout the year. The program operator has complied with all corrective actions noted in monitoring reports on a timely basis. While the region is meeting and exceeding all WIA performance at this time, continuing to meet the high levels of performance will continue to be a challenge.

The One Stop Operator Consortium Team supplies the LWIB with information regarding WIA performance on a routine basis. Management staff attends LWIB meetings to answer questions and respond to concerns. A Workforce Center report focusing on WIA is given at each LWIB meeting highlighting performance outcomes.

The LWIB employs a full time monitoring staff person who conducts quarterly reviews on WIA programs which adds a layer of compliance scrutiny.

Challenges

There are no consolidated, Center-wide performance goals that are gathered and reviewed by Center management.

Center staff are only aware of their own programmatic performance goals. The challenge is not only to understand each other's programmatic goals, but to also actively work to help each other achieve those goals.



Recommendations

- Develop a regional profile that captures the performance goals of all center programs and additional system performance goals for the local area. See Appendix B for a regional profile example.
- Create a mechanism to capture all resource room and center activity. Capture the number of customers entering the center as well as the services received. Also track recruiting events, including the number of employers and job seekers attending the events, the number of workshops offered and number of attendees, and any other activities occurring in the center that would be of interest to the One Stop Operator Consortium, the LWIB, and DWS.
- Share programmatic goals of partners with all staff and provide monthly reports at staff meetings with progress on achieving goals. Discuss strategies on how staff can work together to achieve these goals.

The AWC Brand

Findings

The AWC brand continues to improve throughout the community as people learn about the different services offered at the Workforce Centers. However, it was a common theme that most people still think of the One Stop as the “unemployment office”. It’s a work in progress, a long-term project.

Most staff have embraced the AWC brand. In Fayetteville, most staff wore branded name tags. A smaller percentage did so at the Harrison location.

To market the AWC brand, staff attend job fairs, community events, school events, chamber meetings, and business after hours events using AWC brand materials (i.e. bags, pens, hand sanitizers). They also run free articles in the newspaper. In the past, DWS had provided additional funds exclusively for marketing purposes.

Challenges

The AWC brand is not used consistently throughout the One Stop system or by staff responsible for contacting employers. Business cards utilize the DWS logo and not the AWC brand. The DWS brand is displayed more frequently throughout the Centers than the AWC brand. The two incoming phone lines are not answered identifying the AWC.

No local marketing plan is in place since DWS is undertaking an effort to develop a statewide marketing plan. Some of the local Northwest staff are participating on this workgroup with DWS.

At the Harrison location, the center describes its set of products as a menu of services to the public in the form of a poster upon entry to the facility. However, the eye-catching menu of services which would encourage customer choice was not observed in the Employment Services Resource Room or throughout key areas of the Workforce Center. The menu of services is also not consistent throughout the Center areas.

While searching on the Internet for the Arkansas Workforce Centers in this region, you may be directed to a number of links, including Workforce Connection and Arkansas Department of Workforce Services. There is no easy way to find a website for the Centers in this region. The current regional website has a conflicting brand, “Workforce Connection” rather than the AWC brand.



Recommendations

- Develop a written menu of services that is branded with the logo and includes all partner services that is clearly visible at the entrance and is available in a take home version.
- Create a single point of access by having one main phone line instead of one for each program. Establish a phone script for voicemail and answering phones for all staff within the center using the AWC brand as the identifier.
- Encourage all Center staff to use business cards, letterhead, envelopes, flyers, and brochures with the AWC brand.
- Ensure that the AWC brand is used on all internal and external communications.
- Explore website options that are more consistent with the AWC brand identity. There are existing models nationally that provide interactive access to local Workforce Center services under a brand identity. One example is the Brevard Workforce website (<http://www.brevardjoblink.org/>).

Business Services/Services to Employers

Findings

Business Services activities do exist at both locations. For the most part, the Veteran's Representatives and management staff serve as the primary contact with the business community. There is no formal team per se with a Business Services Manager to direct the day-to-day activities. The Veteran's Representatives in both locations visit with at minimum five (5) new employers each week. In the past, a local Employer Advisory Committee helped drive the activities of Business Services. They met once per quarter. Due to budget cuts, the group was disbanded. The LWIB serves as a loosely defined advisory group.

Two (2) large job fairs are held each year in spring and fall which draws significant attendance from employers as well as job seekers.

Along with the Community College, Center staff are working to develop and identify demand occupations using census data and employment figures. There is currently no demand occupation list. DWS is also working on a sector strategy on a state level.

The CRC is being marketed to employers and is increasing in popularity.

Challenges

A unified strategy has not been communicated to market employer services. There is no coordinated script to market the system to employers. The employer focus is not as strong as the jobseeker focus. There are limited staff available for outreach activities.

Recommendations

- Identify a coordinator for Business Services outreach. Define roles and responsibilities and identify other members that will be contributing to team activities.
- Develop a local marketing approach for business outreach. Identify products and services available and develop a script to use with employer customers. Rather than marketing individual programmatic services, ensure that the AWC brand and all Center services are marketed.
- Create uniform marketing materials to be used by all team members that are doing Business Services outreach.

Customer Flow, Facilities, and Resource Rooms

Findings

All staff at both Centers recognized customer service and staff depth of knowledge of their specific programs as their centers' strength. Interviews confirm the experience and knowledge of staff as Center strengths. Professional, friendly staff who have a genuine concern for serving customers is an additional strength.

In Harrison, the WIA Resource Rooms are filled with all the necessary elements. The materials are neat, have a professional appearance, are AWC branded and are well stocked. The Resource Rooms are bright, clean, open and are conducive to job searching.

Challenges

Harrison Center

Center services layout may be confusing and inconvenient for customers. The facility in Harrison supports the division between WIA and DWS programs and services which promotes the separation. Two points of entry, lack of a clear reception area (triage area or information desk) and the existence of two Resource Rooms further creates division amongst the job seeking customers as well as staff. It is not conducive to teamwork in its existing form.

The customer flow process and the placement of the UI services center immediately upon entry presents an "unemployment office" that has other services, rather than the other way around. In addition, the customer flow chart is not consistent with the actual layout.

The DWS Resource Room lacks space and privacy. Resource Room staff have identified additional services that customers need, but need assistance and ideas on how to create new services.

The presence of two Resource Rooms puts a strain on staff and resources. There are different materials in the two Resource Rooms. The UI customer materials are of poor print quality and did not contain branding of any kind.

Fayetteville Center

Serving the people from the Marshall Islands that speak Marshallese is a big challenge. Interpreters are necessary for them as well as the Hispanic population. Although there are some bi-lingual staff, if translation is needed, it takes them away from their case management duties.

To assist with the influx of UI customers during peak times of unemployment as well as during quarter change, the DWS Office Manager sees UI customers daily. Carrying out the responsibilities of both office manager and having an ongoing UI caseload presents significant issues related to availability and day-to-day management of the Center.

The office appearance in this Center lacks professionalism. Many of the cubicles are cluttered with personal items that are not conducive to a productive work environment and distract from the professional image that the AWS brand attempts to promote.

Recommendations

Harrison

- Pool program resources to afford dedicated front desk “welcome staff” to triage customers and make appropriate referrals. Create a common welcoming reception area and focal point of entry.
- To promote easy access to services, customer choice and to achieve a true One Stop feel, reconfigure the Harrison Center to create a more functional approach to providing streamlined service delivery. Combine the Resource Rooms and make the Resource Room the focal point so services are not segmented by program. Stock the Resource Room with resources regarding all services offered, mandatory partner information included. Combined Resource Rooms will also address the lack of customer privacy and space issues that staff identified. Develop a style guide and protocol for all printed materials in the Resource Room.
- Review the customer flow chart and make necessary corrections and clarifications.
- Explore the opportunity to place some signage prominently adjacent to the street to make finding the One Stop Center easier for those unfamiliar with the area.
- Supplement the menu of services posters with AWC brochures throughout the Center. To further facilitate customer choice, create neat and professional looking menus and make them available for the customer to take at their first point of entry into the Center.
- Create Workshops or develop comprehensive materials that address interviewing, job search methods, resumes, etc. Seek community agencies for information regarding helping special populations such as ex-offenders conduct job search efforts.

Fayetteville

- Establish a streamlined intake process and promote easy access to services (eliminate unnecessary customer wait times) by creating a common, welcoming, reception area and focal point of entry so that in the One Stop, the first point of contact can be someone who can direct the customer where they need to go. Example: to promote easy access to services, provide bold signage with arrows to direct customers. “To find a job → this way, and “for unemployment services” → this way.
- Increase youth material offerings in the Resource Room.
- Create guidelines or office appearance standards that address the clutter in workstations/cubicles.
- Increase staffing for UI to reduce workload on the DWS Office Manager.
- Enhance accommodations for people with disabilities and improve access to the language interpretation line.

Harrison Basic Facility Review

Facility Feature	Yes	No
Located on public transportation (n/a if not available)	x	
Common Reception Point <i>A common reception area for customer intake will promote easy access to services.</i>		x
Space for group services	x	
Private space for personal discussion	x	
Space for itinerant or part-time services	x	
Space to expand to add new partners		x
Clearly posts hours of operation	x	
Expanded hours when warranted	x	
Adequate general parking and handicap parking	x	
Visible and prominent external signage <i>There is no exterior street level signage. It is difficult to find the Workforce Center since the signage is off of the street and closer to the building. Since there are 2 doors and 1 entrance to the Workforce Center, better signage is needed to distinguish the Workforce Center and the Economic Development Corporation.</i>		x
Clean exterior, free of trash and weeds	x	
Clear and professional internal signage <i>Restroom signage needs to be improved.</i>		x
Staff wear name tags	x	
Staff use common logo for stationery and cards	x	
Site has been ADA reviewed <i>The center lacks equipment to adequately serve people with disabilities who would like to conduct a job search.</i>		x
Has adequate computers available for use by general public	x	
Restrooms are clean and adequately supplied	x	
Menu of services is displayed <i>A common menu of services or brochure on both sides of the Center (not just the point of entry) will help tie the spaces together.</i>	x	
Vision and mission are displayed		x
Information about center performance is displayed or readily accessible		x

Harrison Basic Resource Center Review

Resource Center Feature	Yes	No
Resource area is the focal point of the center and draws customers in		x
Self-help materials are readily available	x	
Materials are available in alternative formats for the disabled or non-English speaking	x	
Staff are stationed in the resource area and readily available to customers	x	
Resources are available for employers as well as job seekers	x	
Information is available in a wide array of media, including video, audio, books, periodicals, and software	x	
The area has appropriate signage to guide customers to resources	x	
The area includes capacity for customers to photocopy, print, telephone, fax, and access the internet	x	
There are materials appropriate for youth to use in career exploration, postsecondary selection, and financial aid assistance	x	
Labor market information is easily understandable and accessible	x	
There are tools for customers to self-assess their skills and develop resumes	x	

Fayetteville Basic Facility Review

Facility Feature	Yes	No
Located on public transportation (n/a if not available)	x	
Common Reception Point		x
Space for group services	x	
Private space for personal discussion	x	
Space for itinerant or part-time services	x	
Space to expand to add new partners	x	
Clearly posts hours of operation	x	
Expanded hours when warranted	x	
Adequate general parking and handicap parking		x
Visible and prominent external signage	x	
Clean exterior, free of trash and weeds	x	
Clear and professional internal signage (see note under opportunities)		
Staff wear name tags	x	
Staff use common logo for stationery and cards	x	
Site has been ADA reviewed (reference checklist cited on page 10)		x
Has adequate computers available for use by general public	x	
Restrooms are clean and adequately supplied	x	
Menu of services is displayed	x	
Vision and mission are displayed		x
Information about center performance is displayed or readily accessible		x

Fayetteville Basic Resource Center Review

Resource Center Feature	Yes	No
Resource area is the focal point of the center and draws customers in		x
Self-help materials are readily available	x	
Materials are available in alternative formats for the disabled or non-English speaking	x	
Staff are stationed in the resource area and readily available to customers	x	
Resources are available for employers as well as job seekers		x
Information is available in a wide array of media, including video, audio, books, periodicals, and software	x	
The area has appropriate signage to guide customers to resources	x	
The area includes capacity for customers to photocopy, print, telephone, fax, and access the internet	x	
There are materials appropriate for youth to use in career exploration, postsecondary selection, and financial aid assistance	x	
Labor market information is easily understandable and accessible	x	
There are tools for customers to self-assess their skills and develop resumes	x	

Appendix

Appendix A – Long Range System

Long Range Systems (LRS) is a company that produces an electronic comment card system. This comment card system is called “The Informant” and is used in restaurants, hospitals, stores, etc.

The technology helps ensure ongoing quality to customers and provides the ability to recognize trends and act on feedback from customers immediately. “The Informant” allows you to survey all customers regarding their visit each time they visit a Workforce Center. The system provides the opportunity to review reports on a daily basis by staff person, by department and by location.

The following excerpt explains how this system is being used in a Workforce Center in Kansas.

How “The Informant” works

There are four (4) different surveys loaded into “The Informant” targeted at various audiences we want to survey. The surveys are:

- 1.) Job Seeker
- 2.) Employer
- 3.) Youth
- 4.) Other (i.e. job fairs, rapid response events, workshops)

Each set of survey questions is unique to the audience being surveyed. Following each visit, please ask your customer to take 2-3 minutes to complete the short survey (approx. 7-8 questions). The survey asks questions related to their visit that day. All responses are anonymous and downloaded via a computer connection.

A picture of “The Informant” is shown below.



For more detailed information about this system, go to: <http://www.pager.net/Long-Range-Systems/ECC-Video.html>

Appendix B – Regional Profile Example

Regional Profile

Program/Measure	Goal	Actual	Outcome
Workforce Investment Act (WIA)			
Adult entered employment rate			
Adult retention rate			
Adult average earnings			
Dislocated Worker entered employment rate			
Dislocated Worker retention rate			
Dislocated Worker average earnings			
Youth placement in education or employment			
Youth attainment of degree or certificate			
Youth literacy or numeracy gains			
Transitional Employment Assistance (TEA)			
Percentage of participants placed in jobs			
Retention			
Initial wage at placement			
Employment related closures			
Unemployment Insurance (UI)			
Number of applicants for UI			
Employment Security (ES)			
Entered employment rate			
Employment retention rate			
Average earnings			
Number of new job orders entered			
Career Readiness Certification (CRC)			
Number of certificates received	N/A		