

## APPENDIX A

### SYSTEM INDICATORS

At a recent meeting of the State Workforce Investment Board, members voted to adopt Phase I of the system indicators developed by members of a team commissioned by the Board's Systems Integration Subcommittee. The indicators are intended to measure how well the workforce system is developing, integrating, improving and responding to community needs, beyond the program measures already established by federal agencies. Local WIBs are expected to begin collecting data that will ultimately be submitted to State DOL for analysis and presentation to the State Board. Local Boards should discuss the process for collecting, compiling and reporting the data with their One-Stop Operators since activity generated through the one-stop centers will be the source of most data needed.

The system indicators to be used are described below:

#### 1. **Market Penetration Rate**

The ability to measure the market penetration rate for both business and individual customers is an important basic goal of the system. Furthermore, the development of market penetration measures would require partners to begin sharing customer information in a common database, which in turn would promote integration.

Indicator =

Market Penetration Rate – Business Customer =  

$$\frac{\text{Business Customers}}{\text{Total Number of Businesses}}$$

Market Penetration Rate – Individual Customer =  

$$\frac{\text{Individual Customers}}{\text{Local Civilian Labor Force}}$$

#### Definitions:

- o Business Customers – Total Number of Businesses in the local area that have received a One Stop service/activity in the last three years.
- o Total Number of Businesses – Total number of businesses in the local area that have at least one employee. This includes such businesses that do not pay into the UI system (e.g., Federal government and railroads).
- o Individual Customers – Total number of individuals (unduplicated) that receive core, intensive, and/or training services, and/or have received an employment-related service by a mandated partner.
- o Local Civilian Labor Force – Local civilian labor force reported by the NYSDOL.

#### 2. **Total System Investment**

Total System Investment as a system indicator came out of discussion regarding Return on Investment (ROI) as a system indicator. The outcome of the discussion was that:

- o The methodology and underlying assumptions for computing ROI are highly subjective, and therefore ROI should not be recommended as a system indicator.
- o The ability to measure and assess “system investment” is an important basic

system indicator. It would also require partners to begin sharing “investment” information, which in turn would promote system integration.

- o Focus on examining Total System Investment across business and individual customers.

Indicator Business Customer =

$$\frac{\text{Total System Investment}}{\text{Business Customers}}$$

Indicator Individual Customer =

$$\frac{\text{Total System Investment}}{\text{Individual Customers}}$$

Definitions:

- o Total System Investment – Total amount of funds across all mandated partners only allocated to employment and training activities.

### 3. Business Customer Repeat Usage

Customer Repeat Usage as a recommended system indicator came out of discussion regarding Customer Satisfaction as a system indicator. The outcome of the discussion was that:

- o Customer satisfaction is an important system indicator.
- o Customer satisfaction is meaningfully measured through customer repeat usage, market penetration and referrals, as well as immediate customer feedback.
- o Repeat usage for business customers is a good starting-point indicator for business customer satisfaction. Measuring business customer repeat usage would also require partners to begin sharing business customer information, which in turn would promote system integration.
- o Do not pursue an Individual Customer Repeat Usage system indicator at this time.

Indicator =

$$\frac{\text{Repeat Business Customers}}{\text{Business Customers}}$$

Definitions:

- o Repeat Business Customers – is defined as the total number of business customers that have used the One-Stop System more than one time during a three-year period. Business Customers – Same as defined under Market Penetration Indicator.

## APPENDIX B

### CRITICAL SUCCESS FACTORS

In the fall of 2000, the Corporation for a Skilled Workforce (CSW) was commissioned by the Workforce Board of Northern Cook County, Illinois to benchmark one-stop centers to provide the Board with insights about the quality of their local centers and how to improve them. This led to an expanded national research project led by CSW. Seven study teams were deployed across the country to visit 20 different one-stop centers and 12 different workforce boards. Their findings resulted in the report "Benchmarking One-Stop Centers" which identified Critical Success Factors in three areas: Employer Services, Job Seeker Services, and Design and Management. These critical success factors have been widely adopted by Boards across the country as the benchmark for excellence in one-stop centers.

#### 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
- 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
- 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
- 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 processes as well as outcomes
- Seek input from job seekers about critical features
- 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
- 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
- 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

### **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
- Use technology effectively

### **Critical Success Factor 9: Measurement**

Indicators to Consider –  
Does the One-Stop Center:

- Use center wide measures
- Operate using integrated information systems

**Critical Success Factor 10: Marketing**

Indicators to Consider –  
Does the One-Stop Center:

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