

# TOMPKINS WORKFORCE NEW YORK ONE-STOP OPERATOR BUSINESS PLAN

## 1. LEADERSHIP

- A. List the management personnel within the consortium. Explain the role of each including who will exercise primary leadership responsibilities.

The Tompkins County Workforce Investment Board, under their five-year plan, has opted to certify their one-stop center under a consortia arrangement pursuant to the Workforce Investment Act. The consortium consists of three agencies: New York State Department of Labor, Ithaca Office; Tompkins County Office of Employment and Training; and Challenge Industries.

The center management team is comprised of Ms. Julia Barrett Mattick, Director of Employment & Training, and Mr. John Rossi, NYS Department of Labor Manager. They are jointly responsible for the Tompkins Workforce New York One Stop Center. Ms. Julia Barrett Mattick serves as the primary on site manager in consultation with Mr. John Rossi and Ms. Carolyn Hale, Supervising Labor Services Representative, New York State Department of Labor.

This consortium has responsibility to assure the processes within the Center and the System reflect the intent of the Workforce Investment Act, the Tompkins County Workforce Investment Board as agreed upon by the partnership in the Memorandum of Understanding.

Tompkins Workforce New York Organizational Chart is **Attachment A**.

- B. Please explain who will be in charge when management is offsite.

Both partners have a chain of command policy and a senior representative from one of the two organizations will have responsibility for the Center when they are both off-site. They are:

New York State Department of Labor- Ms. Carolyn Hale, Supervising Labor Services Representative

Tompkins County Office of Employment and Training-Mr. Francis Shattuck, Workforce Development Specialist

- C. Describe the leadership's current vision of the organization. How is the vision communicated to the staff, and what specifically does the leadership do to ensure that its values are being implemented in the workplace?

The leadership's vision for the Center and System is to offer a full range of high quality services to both businesses and job seekers. The goals established for these services are:

- Waiting times for on-site customers less than five minutes
- Seamless approach for referral and partner services
- Customers give information one-time
- Electronic connectivity used by all partners

This vision is communicated in a variety of ways including the following:

- Emails
- Consistent theme reinforcing the vision at all partner & staff meetings; system-wide training; presentations; marketing materials; shared identity (name tags, single phone system, marketing materials; etc.)

D. How does the consortium measure the effectiveness of its leadership?

This consortium has developed feedback tools to determine if this leadership approach is the answer, both from the customers and the partners' perspective. These tools ask for feedback on the responsiveness of the leaders to issues and concerns, the improvement of the services offered as measured by surveys and interviews, and the overall effectiveness of the leadership being given. These tools are:

- Agenda items (solicited by Partner Table Chair) at monthly Partners' Table meetings address feedback and solutions. Partners' agree to open and honest discussions
- Feedback survey from customers on service at the Center and from the system may reinforce leadership success or highlight areas of needed improvement.
- Staff feedback is solicited and followed up by management on at least a bi-weekly basis in all-staff and individual meetings.

E. Describe how the consortium sets strategic directions to better define and strengthen itself regarding customers, the environment, financial risks, organizational capacity, and partners' capacity?

The consortium establishes its strategic direction in the following ways:

- Participate actively on the Partners' Table and seek input regarding operational priorities. This will help us better understand our customers and partners.
- Meet individually on a quarterly basis with Partners to better understand their processes, philosophy, and motivations to gain a full understanding of partner needs.
- Meet monthly or, on an as needed basis, with the Workforce Investment Board Executive Director to ensure that operations align with board policy
- Seek input from all staff at monthly Center staff meetings to get their views related to these topics.
- Utilize Partner work teams to help develop strategies to improve processes or to create new processes. E.g.; Performance measurements, business services, core services for job seekers/business customers, workshops
- On-site supervisory meetings monthly to review processes, training issues, etc.
- Seek out best practices from other areas in the state and country

F. Summarize the consortium's goals and objectives and how they are implemented in ways that support the vision and mission of the Tompkins County Workforce Investment Board.

The consortium has set goals and objectives to make the Center and System stronger in customer service and enhance choices for customers in specific response to the vision and mission and the boards strategic planning.

- To assure the One-Stop Operating System is being utilized by all partners (enhance connectivity and seamless entry by customers)
- Initiate a consistent assessment process to facilitate customer access to partner agencies and programs.
- Additional workshops added to the system service (better variety for customers) i.e., financial aid, earned tax credits, work values 101, working in a difficult job
- Provide an increased number of opportunities for businesses to use the one stop center including employer recruitment opportunities.
- Continue extended hours at the Center (serving a larger customer base by being accessible to the already employed). Thursdays 4-7PM.
- Continue implementing and establishing business services available at the Center to include a single point of contact (enhance business services and build relationships for better service utilizing industry targeted account representatives.) This will enhance the seamless goal for the business customers.
- Continue to cross-inform and cross-train staff throughout the system paying particular attention to areas with a high degree of staff turnover.
- Provide continued accessibility to all customers by expanding upon the information available at the one-stop and partner sites, providing materials and services in multiple formats as appropriate and reasonable (electronic, physical accessibility, multi-language written materials, providing interpreters, etc.), and by instituting an aggressive marketing campaign
- Design and implement a common system orientation at the one-stop center and partner locations. The orientation could be any or all of the following; video; written materials; power point; or in person.
- Work toward standardizing interagency processes, where appropriate and reasonable

G. Describe how top leadership uses customer data.

The consortium uses customer data obtained from the Center in assessing processes and services offered and their need for improvement.

- Traffic is being counted on both floors to determine staffing requirements and customers served
- Customers registered in OSOS are reviewed to determine which services need to be expanded or decreased.
- Customer feedback is gathered to determine customer service and which services or procedures need corrective action. This feedback is communicated to the entire Center and partnership as appropriate.
- Partner data, received from staff meetings and other feedback is used in the decision making process.

- Business activity data is gathered and reviewed with board management for alignment with board priorities.

## **2. STRATEGIC PLANNING**

### **A. Describe the strategic planning process for the consortium.**

Strategic planning by the consortium is intended to reflect the vision, mission, and goals of the Workforce Investment Board. The consortium will continue to look at local needs and trends and in conjunction with the board and partners, consider changes. The planning timeline will continue on a 12 to 18 month basis.

The consortium will continue to respond to new information and an ever-changing economy with constant review and adjustment of the business plan. The primary considerations for the consortium leadership to determine priorities are the following:

- The Workforce Investment Act and regulations
- Economic Factors; e.g. large layoff or company relocation
- The priorities and policies established by the board and its committees via regular and special meetings and annual board strategic planning sessions
- Input from Partners received at monthly Partner meetings, quarterly individual partner meetings, and ongoing communication (e-mail, phone, other meetings, etc.)
- Input from staff at monthly center staff meetings, through assigned work teams, and ongoing daily communication
- Analysis of outcomes (performance measures, customer satisfaction surveys, etc.) that may indicate that a shift in priorities is necessary.
- Shortages in local industries such as healthcare, skilled trades and high tech.

### **B. Describe how leadership aligns internal processes to accomplish the goals of the consortium.**

The consortium will continue to use data that is generated at the First Stop as the first measure in evaluating First Stop processes. This data is shared with the Workforce Investment Board and partners. Recent issues related to consistent staffing of the First Stop will be addressed in the following ways:

- Cross training will continue
- Partners will be asked to continue shared staffing
- In addition to shared staffing, the consortium, partners, and board will develop a more consistent staffing solution. This can include increased, dedicated staff hours at the First Stop.

### **C. Describe what mechanisms are in place for staff to communicate among agencies. Describe how corrections are made when services and processes are found to be misaligned across agencies.**

Communication among agencies will occur in a number of ways:

- Full implementation of the \* One Stop Operating System (OSOS) throughout the partnership to ensure single data entry and to provide a vehicle for partners to monitor participant progress throughout the system.
- Monthly Center Staff Meetings
- Ensure staff are trained to properly use the OSOS system to result in consistency of use
- Email distribution lists of system staff has been created to allow for timely dissemination and exchange of information
- Posting of appropriate information on the workforce website

When services and processes are found to be misaligned across agencies, the following will occur:

- The consortium management team will meet with partners individually and/or at staff meetings to assess duplication of services, realign processes where possible, and determine which partner agency can assist in providing funding and/or services where gaps exist.
- Placing appropriate issues on the agenda of the monthly Partners' meetings
- When necessary, create work teams to develop common solutions and processes
- Current funding arrangements for the First Stop are tentative and not able to be supported by some partners. The consortium, partners, and board will develop an approach to funding the current level of activity or will determine what level of activity is financially sustainable.

### **3. CUSTOMER AND MARKET FOCUS**

A. Describe the methods used to collect, analyze and use customer satisfaction data. Identify the key elements customers measure, i.e., timeliness, outcomes, environment, etc. What is the current satisfaction rate against these key elements? Please provide historical data since the initial certification, if available.

- Customer Satisfaction Surveys are available throughout the center and feedback is solicited from customers to assess customer satisfaction in areas of responsiveness, services received, sufficient hours and environment. Survey results are shared with center staff, partners and the Workforce Investment Board.
- The swipe card system implemented in August 2003 also solicits feedback from customers based on three questions that are required by the Workforce Investment Act for measure of customer satisfaction. At predetermined intervals customers are asked upon swiping their card questions regarding their satisfaction.
- Partners report to the Consortium leadership any feedback from customers for corrective measures to be taken. Feedback could be in the form of written complaints, agency survey results, telephone or email comments; etc. Partners are transmitting these either in summation at

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\* The One-Stop Operating System is a USDOL web-based shared database that has the capacity to host a comprehensive database of jobs and jobseekers, provide on-line job matching, and a common case-management system for all partners to have access to at varying levels as determined by the local Security Coordinator (Board Director). This system supports the concept of single point of entry for jobs and jobseekers.

the monthly Partners' Table or by immediate contact with the consortium leadership team.

- Board staff provides reports on customer satisfaction survey outcomes by collecting the surveys, inputting data into an Excel database (created by a Cornell graduate student in 1999) and determining the index for each question and transmitting all comments. The exception would be negative comments regarding a specific staff member. These will be handled discreetly by eliminating the identifying information from the public report and speaking directly with the staff person or supervisor if the staff member is not an employee that answers directly to the consortium leadership team.
- Survey results are shared with center staff, partners and partner staff, and the Workforce Investment Board staff.
- Customer Focus Groups (both business and jobseeker) will be conducted at least two times per year with the goal of soliciting feedback on products, services and customer satisfaction.

B. Describe how customer flow has developed to ensure reduced and more accurate referrals between agencies, reduced redundancies in data collection among agencies, and how customers access all services.

- Customer flow continues to be monitored via surveys and solicited customer feedback to assure prompt assessment of individual needs and efficient response to those needs. In addition, customer focus groups and partner feedback will play a major role in monitoring customer flow issues.
- A consistent process for initial assessment of individuals is being re-evaluated in order to direct job seekers to appropriate services the first time within a reasonable response time. This assessment will allow staff to determine the appropriate level of service and appropriate referrals that each customer is likely to require.
- Customers will register in OSOS once to eliminate redundancies.
- Customers can access services at the center the following ways:
  - Walk-in or by appointment
  - Telephone
  - Email
  - Web site
  - Referral by Partner

C. Provide the most recent information on employer satisfaction with the applicants referred and with those hired.

New York State is currently surveying employers for customer satisfaction using a state level contractor to conduct the surveys. The Consortium will continue to work with the board in 2005 to implement local employer customer satisfaction surveys across partner agencies.

- Beginning in 2005 business customer focus groups (at least two per year) will be implemented to solicit business feedback on the systems products and services
- The Consortium will follow up with the Workforce Investment Board and the Business Solutions Team to re-look at implementation and protocol for a business customer satisfaction survey.
- All businesses listing job orders are followed up on to ascertain their hires. Hires of referred applicants are a measure of satisfaction and are tracked in the One Stop Monitoring Report.
- Business input via the private sector members of the board, Business Solutions Team member input, and survey results will be used on an on-going basis, to develop or modify services that are better aligned to meet local business needs.

In addition, in 2005, a process will be developed to evaluate training providers. New York State has not completed their evaluation system; however, the Center will conduct more comprehensive interviews of customers who have received training to evaluate this training and measure results such as job placement, retention, and wage increases. In addition, businesses will be interviewed on customized training results and their satisfaction with the various training providers.

D. Describe any targeted outreach and marketing efforts for businesses and jobseekers, including any planned activities for the coming year. Describe how specific targets were determined?

- Specific targets for outreach and activities are determined based on Workforce Investment Board Growth Industry Clusters. In addition, targeted outreach for jobseekers will be determined based on labor market information regarding openings and the stated qualifications of jobseekers. Every effort will be made to target the current gap in skills versus employer needs.
- We are planning a Skilled Trades Career Day to be held in April 2005. This outreach was determined directly from Workforce Investment Board feedback on the scarcity of qualified skilled trades applicants and the continued crisis in the skilled trades.
- The Job Service Employers Committee (J-SEC) has been revitalized to solicit feedback from employers and to market services to businesses.
- We will continue to participate in the I100 Job Fairs and the World of Skills Job Fair to market to both businesses and job seekers attending.

#### **4. INFORMATION AND ANALYSIS**

A. Describe the continuous quality improvement (CQI) methods used in the organization

- The consortium incorporates continuous improvement strategies that are based on the collaborative processes with the staff and partners that will permit us to be agile when identifying and responding to problems and in creating new ways to advance our goals.

- Historical data collected from OSOS and the Swipe Card system reports is reviewed and utilized to determine service and process shortcomings. Supervisors and staff are asked to devise methods of improvement to meet goals provided by the consortium.
- For example, during the year ending June 2004 - 5,682 job seekers were registered for labor exchange, yet only 4,101 job referrals were recorded by workforce staff. Non-DOL partner staff recorded 8% (341) of the system job referrals.

A system goal for the current program year is to record a ratio of at least 1 job referral per new registrant, and boost OSOS recorded non-DOL partner job referrals by at least 20%.

**B. Describe the benchmarking process used**

- The consortium researches best practices from across the state.
- Regional meetings are being held bi-monthly with surrounding counties to determine how information is being gathered and analyzed in the most effective and efficient manner. This sharing of information has led to several new processes being implemented in our system.
- Existing data from New York State Research & Statistics is being analyzed for use in developing services that are sensitive to our labor market.
- Comprehensive data from the program year 7/2003-6/2004 is used to set recent baseline benchmarks to improve from.

**C. Describe how all levels of staff are involved in the CQI process and how improvement data is used from the desk level to the policy level.**

- Monthly One-Stop activity reports have been created and shared with center staff. Data is summarized and discussed with service level staff to provide statistical performance feedback and analysis.
- Center staff meetings are held regularly to review progress and processes, and solicit ideas and observations from all staff.
- Brainstorming sessions are held on center issues to collect staff input and address center challenges.

**5. HUMAN RESOURCE FOCUS**

A. Attach a copy of the agency (or interagency) training plan.

**Attachment B** is a copy of the Center Training Plan.

B. Describe the process for developing and implementing a staff-training plan.

- The Consortium leadership used several different methods to determine training needs:
  - In center meetings staff was asked to provide input into the areas they need further training.
  - Partners were solicited for feedback on what training is needed to accomplish our mission. Based on input received, training ideas were developed and completed in the training plan and additional trainings have been identified and scheduled as needed. This training plan will be updated as additional training needs are identified.
- Procedures are developed to assure new staff coming into the system are trained adequately and consistently. This will continue.
- The consortium have arranged for all shared staff training to be included in the training plan.

C. Identify and describe the organizational structure and how this structure promotes empowering employees and team based problem solving.

- The consortium leadership has ultimate responsibility for decisions on operating the Center; however, all staff are trained and empowered to think and respond to customer needs. This is accomplished by the following methods:
  1. Regular solicitation of staff feedback through individual, staff, center staff and consortium meetings held weekly, biweekly and monthly.
  2. Encouraging decision making by staff by supporting ideas and delegating projects.
  3. Commitment to professional staff development
  4. An organizational chart is attached as **Attachment A**.

D. Describe the ethics (i.e., customer choice, customer participation, etc.) promoted by the organization for service delivery. How does staff know these ethical expectations?

The Center management is committed to promoting and reinforcing ethics that are in alignment with the vision, mission and core values of the Workforce Investment Board, through leadership by example and constant reinforcement of those ethics in all contacts with staff. Ethics include:

1. Results Oriented
2. Openness to innovation
3. Customer focused
4. Accountability
5. Honesty
6. Flexibility
7. Customer choice
8. Respect for customers, co-workers and partners
9. Commitment to business and individual customer satisfaction
10. Dedication to serving universal population

## **6. PROCESS MANAGEMENT**

- A. Describe which processes are in place to ensure that customers experience a “one stop” approach to information collection about them, especially pertaining to the basic demographic information that most partners collect. Describe the process improvements that have been made since initial certification to reduce duplication of information gathered from customers.

The One Stop Operating System (OSOS) provides a single database of information for individual and business customers. Although all partners have access to the database, it is used to varying degrees, dependent on the direction provided by their respective state offices, and whether partners are required to utilize another database for reporting requirements to funding source. These issues fall outside the scope and influence of the one-stop operator consortium, however, the consortium continues to reinforce the benefits of OSOS and encourage its consistent use.

- OSOS is fully implemented (all partners have access) and partners have been and continue to be trained for effective use and encouraged to utilize it to the fullest capability.
- Subsequent to the initial certification we have implemented a swipe card system and have taken the opportunity to combine the OSOS application and the Swipe Card Application into one form so that customers are not providing the information more than once.

- B. Describe the communication mechanisms, including technology, used to communicate between agencies and workers about customers, services, and practice.

- OSOS is fully implemented (all partners have access and are utilizing as they become trained).
- Email is used regularly to convey information and communicate regarding customer information
- Telephone and personal visits are used especially if a customer may need to see another partner within the Center.
- Both Center and Resource staff meetings and trainings occur to implement and inform regarding services.
- Calendars with upcoming events and happenings are distributed to partner agencies.

- C. Identify and describe the core services available and the processes used to ensure access by customers. What new services have been added since initial certification and why. Also describe those services that may no longer be provided, or are provided differently, since the initial certification.

- Core services for businesses and jobseekers offered at the Center are attached as **Attachment C**.
- Procedures are in place to quickly assess the customer’s needs to insure they receive appropriate services. Please refer to 3 (B) on page 6
- The Center encourages and accommodates referrals for core services from partner agencies.
- From the time of the initial certification there has been the addition of Employer Recruitment Sessions with Cornell University.

- Challenge Industries a major onsite partner at the One Stop Center will no longer be on site as of December 31, 2004. However, Challenge Industries has continued to demonstrate its commitment to the One Stop Center by remaining a Consortium Member and thereby continuing to provide substantial input into the One Stop Center and System. Challenges changes were due to budget constraints that were out of the One Stop's control. Services will continue to be provided to customers by Challenge staff in the resource room and intensive and training services at the Challenge Industries site. The consortium will continue to research both traditional and non-traditional partners to provide services onsite.
- Businesses and jobseekers increasingly access core services through electronic means. This includes use of the Tompkins Workforce New York website, e-mails to staff, faxes with job orders, as well as other useful websites we have informed them of. This reflects the continued changes in society toward more and more communication through electronic means and reflects the customers desire for convenience.

D. Identify and describe the intensive services available and the processes used to ensure access by customers.

- Intensive services offered at the Center are listed in **Attachment C**.
- Center staff effectively assess customer needs and eligibility for intensive services through the initial assessment (explained in 3(B)) and a comprehensive assessment, which may include academic assessment, interest inventories, lifestyle compatibility, and supportive service needs. Once determined, options are explained to the customer in a manner that promotes choice.

E. Describe the processes and tools used to ensure customers are provided access to partners' programs and other community programs.

- Center staff is continually being cross-trained in services and resources available through all partners and community agencies to eliminate duplication of services.
- Packets including all partner agency brochures and description of eligibility have been created by Center staff and are available at the Center. All partner agencies and key places within the community such as the Chamber of Commerce, Tompkins County Area Development, and community agencies are included.
- A system orientation has been developed and will be fully implemented for delivery at the one-stop center and partner locations.

F. Describe the process by which customers are provided accurate, timely consumer reports information to assist them in making choices among service and training providers.

- Training providers are required to be approved by the Workforce Investment Board and a system will be implemented for subsequent approvals based upon provider performance. The exact mechanisms for collecting provider performance data are not yet in place but a system will be designed in 2005..
- Training options and cost comparisons are available on the state eligible training provider website and customers are directed to that information as a component of career and training exploration.
- Provider performance results, once available, will be compiled and accessible for customer review at the Center, both in hard copy and on the website.

## 7. **BUSINESS RESULTS**

A. Describe what outcomes are measured and how? Please provide a chart or table of those outcomes, including any historical data available since the initial certification.

Business service outcomes are measured in the following ways:

- Market penetration
- Business surveys
- Number of new businesses using the system for recruitment
- Repeat business
- Results of customer interviews and surveys
- Number of businesses using services for upgrading employees

The monthly One Stop Monitoring Report, instituted in April 2004 (**Attachment D**), measures business outcomes based on the system measures and provides historical data

B. Please describe any economic, legislative, funding, policy, or organizational influences since the initial certification and how the system responded to it. Describe any anticipated influences and plans for dealing with them.

- Reductions in funding particularly for the Department of Labor partner have resulted in the elimination or reduction to part time of three positions. This has resulted in staff being shared between other Workforce Investment Areas and has caused us to reexamine how we communicate and make decisions. In addition, we have had to increasingly rely on the OET Director as the primary one stop manager with the support of the DOL Manager and Supervisor. Additional partners continue to suffer from funding cuts and we will continue to evaluate ways to provide services efficiently and effectively.
- Workforce Investment Act reauthorization with subsequent changes continues to be a possibility. We will continue to monitor and evaluate potential legislative changes and plan for reauthorization.

C. How do customers (jobseekers and businesses) provide feedback about their expectations and changing needs?

- Surveys available at the One-Stop Center
- Website communication
- Interview by the staff providing services
- Interaction by the staff and management with the customers
- Interaction at community events such as job fairs and presentations
- Partners provide their customers feedback for evaluation
- Facilitated customer focus groups

D. Please describe how customers (jobseekers and businesses) find out about and access center services. Describe how this has changed since initial certification.

- Businesses in the community are presently using the system primarily for recruitment needs. The Business Services Team (BST) will be working to expand this number and increase the awareness of the full range of business services available through the Center.

- The consortium has an excellent strategic alliance with such agencies as the Chamber of Commerce and Tompkins County Area Development (TCAD). These agencies refer businesses to the Center for expansion, start-up or downsizing needs.
- The Board staff, Education, and economic development all respond to business needs and where appropriate, engage the center for delivery of service.
- Businesses seek out center services via telephone, email, personal visit, and through the web-site
- The Business Services Team (BST) has single point of contact account representatives. The goal is to eliminate several agency staff calling on the same business multiple times. BST representatives call on businesses to learn about their workforce needs and offer appropriate one-stop system services/solutions.
- Businesses and jobseekers since the initial certification of the one stop increasingly access center services through electronic means. This includes use of the Tompkins Workforce New York website, e-mails to staff, faxes with job orders, as well as other job search websites we have informed them of. This reflects the continued changes in society toward more and more communication through electronic means and reflects the customers desire for convenience.