



**SOUTH FLORIDA WORKFORCE INVESTMENT BOARD**

**WORKFORCE SYSTEMS IMPROVEMENT (WSI) COMMITTEE**

**Thursday, February 18, 2010  
8:00 A.M.**

Doubletree Miami Mart/Airport Hotel and Exhibition Center  
711 NW 72<sup>nd</sup> Avenue  
Palm Room  
Miami, Florida 33126

**AGENDA**

1. Call to Order and Introductions
2. Approval of Workforce Systems Improvement Meeting Minutes
  - A. June 18, 2009
  - B. August 20, 2009
  - C. October 15, 2009
  - D. December 17, 2009
3. Information – SFWIB-Monster Government Solutions (Monster.com) Contract
4. Discussion – First Quarter (July 1, 2009 through September 30, 2009) and Second Quarter (July 1, 2009 through December 31, 2009) Balanced Scorecard Update
5. Information – SFWIB Customer Service Initiatives
6. Information - Bradner Consulting Group Assessment of Career Center Services

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2.A

**SFWIB – Workforce Systems Improvement Committee**

*February 18, 2010*

**Minutes of SFWIB Workforce Systems Improvement Committee Meeting June 18, 2009**

South Florida Workforce Investment Board  
 Workforce Systems Improvement Committee Meeting  
 June 18, 2009, at 8:00 A.M.  
 Doubletree Miami Mart/Airport Hotel and Exhibition Center  
 711 NW 72<sup>nd</sup> Avenue, Miami, FL 33126

<b>COMMITTEE MEMBERS IN ATTENDANCE</b>	<b>COMMITTEE MEMBERS NOT IN ATTENDANCE</b>	<b>SFW STAFF</b>
1. Fils-Aime, Sr., Daniel 2. DuBois, Victoria 3. Harder, Jackie 4. Manning, Anne 5. Socorro, Ivonne	6. Acosta, Jose 7. Gaber, Cynthia 8. Huston, Albert 9. Piedra, Obdulio 10. Roberts, Alvin	Hernandez, Juan Howard, Lori Parodi, Silvio Polow, Edward Smith, Marian Soto, Roxanne  <b>OTHER ATTENDEES</b>

Agenda items are displayed in the order they were discussed.

**1. Call to Order and Introductions**

Mr. Daniel Fils-Aime, Sr., Committee Chairperson called the meeting to order at 8:15 A.M. and noted that there was no quorum.

Mr. Fils-Aime, Sr. noted that since there was no quorum the meeting would get started with the first presentation.

Ms. Maria Batista, Principal Planner, Miami-Dade Transit, introduced herself and stated that she came to explain the Transit Development Plan (TDP) and how SFWIB can help Miami-Dade County with the requirement of TDP. Ms. Batista explained that all transit projects are required to be included annually in a TDP with a ten year horizon to be eligible for state block grants.

Ms. Batista stated that there was a detailed report of all transit activities, bus routes etc. for calendar year 2007. Ms. Batista also stated that the 2008 plan is an administrative update. Ms. Batista added that the 2009 should be finished by the end of the year and that the 2009 TDP is a major update which requires community involvement. Ms. Batista pointed out that there was a consistency analysis table included in the report.

Ms. Batista reiterated that transit is seeking recommended changes for improvement for the next 10 years. She also noted that comments from the Regional Workforce Board are required, particularly as it relates to participants of the regions' welfare program.

Ms. Batista pointed out that all possible projects, funded and not funded are included in case additional funding is identified.

Ms. Batista referred the committee members to the second page of the executive summary of the TDP, and encouraged all to participate in this years' 2009 plan, and she asked that the committee members provide their recommendations or comments through Mr. Beasley or Mr. Fils- ime.

Ending her presentation, Ms. Batista stated that she represents transit and is soliciting the Board's input.

Ms. Jackie Harder asked whether the program included the American Coach routes that come from Miami-Dade to Monroe County. Ms. Batista stated that yes it touches on all the services transit provides.

Ms. Harder asked whether transit's development plan seeks to improve the frequency or number of bus/metro to improve the commute time to reduce the commute time. Ms. Batista answered in the negative and stated that the bus travels a certain amount of time at a certain speed and must include stopping time and cannot compete with cars. Ms. Batista stated that transit has done a comparison in Kendall twice and transit won but that commute time depends on which corridor you are traveling on.

Ms. Harder asked whether there are plans to increase the metro rail. Ms. Batista answered that there are studies for the north corridor and the east west corridor. The plan has some information on all corridors, however, funding is very low right now and unless we find other sources of funding she does not think it's going to happen. She added that the dedicated bus way works well to the south Miami-Dade area.

Ms. Harder stated that there is a correlation between employment and transportation, and stressed the importance of a short commute time. Ms. Harder asked whether there was any stimulus money available for these types of improvements. Ms. Batista stated that stimulus money plans will be included in the TDP for 2009 and encouraged members to provide comments on the utilization of the stimulus funding.

#### **4. Informational – Balanced Scorecard Presentation**

Mr. Juan Hernandez presented the informational item.

Ms. Harder asked about the Monroe Career Center and questioned whether red, (in the report for Monroe) is a bad thing. Mr. Hernandez answered that red means that they did not meet the measure, and further explained that each measure equals a monetary sum in the contract and that if the career center did not meet the measure the contractor did not meet the pay point. He added that this is part of the 2.5% holdback in the contract.

Mr. Hernandez concluded the Balanced Scorecard presentation and asked whether there were any questions.

Mr. Fils-Aime, Sr. also asked whether there were any questions and noted that there were none.

#### **3. Informational – Stimulus Update**

With the Chair's permission Ms. Marian Smith, SFWIB Director of Administration, introduced Ms. Lori Howard who has been hired to handle the SFWIB Stimulus Program.

Mr. Juan Hernandez presented the informational item which included the:

- Community Workforce Program
- Apprenticeship Program and, the
- Career Exploration and Career Pathway Initiative.

Ms. Harder questioned whether there were any programs to be stimulus funded in Monroe County, and how would Monroe County going spend the stimulus money. Mr. Hernandez answered that he would take that comment back to the stimulus program manager and the workgroup.

**5. Informational – Youth Co-Op Refugee Employment & Training (RET) Program**

Mr. Juan Hernandez presented the informational item and noted that Youth Co-Op, Inc had advised SFWIB staff that during their internal monitoring process of their Refugee Employment & Training (RET) program identified nineteen (19) part-time placements, which did not appear as having registered with Miami-Dade County Public Schools and Miami Dade College as required.

Youth Co-Op, Inc has requested the deduction of \$12,855.00 paid for these placements from their June 2009, invoice.

Youth Co-Op, Inc. has advised staff that the employees involved have been terminated, and they have advised staff that they are conducting monitoring on a monthly basis and will be providing training to all refugee staff to ensure that this issue does not occur in the future.

SFWIB staff is implementing its own investigation as a follow-up to this incident.

**6. Recommendation as to Career Center Services Standardization Consultant**

Ms. Marian Smith presented the item and noted that SFWIB staff recommends the selection of the Bradner Consulting Group to review, assess and standardize the Region's workforce service delivery systems at the Career Centers for an amount not to exceed \$11,000.00.

Ms. Jackie Harder questioned why there was such huge difference between the bids of Bradner Consulting Group and the Corporation for a Skilled Workforce and whether quality is compromised by the equivalent dollar amount.

Ms. Smith answered that Bradner Consulting Group has done the same type of consulting with other workforce regions and although there is a differentiation in costs, staff looked at the experience as well.

Mr. Fils-Aime, Sr. stated that the gap is pretty large and whether there could be a two or three month trial.

Ms. Smith stated that the consultant would be working closely with staff and that staff reviewed the services and experience of the firm.

Mr. Fils-Aime, Sr. requested a report from staff at the end of the first three (3) months.

There being no quorum it was the consensus of the Members present to forward this item to the Full Board.

**7. Recommendation as to Renewal of Current Workforce Services Contractors for Program Year 2009-2010 (corresponds to item #7)**

Mr. Juan Hernandez presented the item. Mr. Hernandez stated that the finance committee was looking at an item that indicated that the SER-Jobs for Progress, Inc. was in breach of contract and that the outcome of that item may affect this item.

Ms. Anne Manning asked why SER-Jobs for Progress, Inc. information was included in this item for approval.

Ms. Harder, reading the item, asked about the letter that is mentioned in the full board item. Mr. Hernandez stated that this is in the full board package as well.

Mr. Hernandez pointed out that information regarding the financial status of SER-Jobs for Progress, Inc. was in the full board package.

Ms. Harder stated that the item would be to renew everyone except for Ser-Jobs for Progress, Inc. and asked what is their SER-Jobs for Progress, Inc. annual funding.

There being no quorum it was the consensus of the Members present to forward this item to the Full Board requesting approval to renew of all contracts listed, except for SER-Jobs for Progress, Inc.

**8. Recommendation as to Approval to Authorize Staff to Draft and Release a Request for Proposals for Refugee Employment and Training Services**

Mr. Hernandez presented the item.

There being no quorum it was the consensus of the Members present to forward this item to the Full Board.

Mr. Fils-Aime, Sr. asked whether there were any other questions, and seeing none he thanked the Members and the meeting adjourned at 9:05 A.M.



**2.B**

**SFWIB – Workforce Systems Improvement Committee**

**February 18, 2010**

**Minutes of SFWIB Workforce Systems Improvement Committee Meeting August 20, 2009**

South Florida Workforce Investment Board  
 Workforce Systems Improvement Committee Meeting  
 August 20, 2009, at 8:00 A.M.  
 Miami Dade College North Campus  
 11380 NW 27th Avenue, Miami, FL

<p><b>COMMITTEE MEMBERS IN ATTENDANCE</b></p> <ol style="list-style-type: none"> <li>1. Fils-Aime, Sr., Daniel</li> <li>2. Dubois, Victoria</li> <li>3. Gaber, Cynthia</li> <li>4. Manning, Anne</li> <li>5. Socorro, Ivonne</li> </ol> <p><b>COMMITTEE MEMBERS NOT IN ATTENDANCE</b></p> <ol style="list-style-type: none"> <li>6. Acosta, Jose</li> <li>7. Harder, Jackie</li> <li>8. Huston, Albert</li> <li>9. Piedra, Obdulio</li> <li>10. Roberts, Alvin</li> </ol>	<p><b>SFW STAFF</b></p> <p>Beasley, Rick          Clarke, Richard          Hernandez, Juan</p> <p><b>OTHER ATTENDEES</b></p> <p>Zeno, Miriam – <i>SER-Jobs for Progress, Inc.</i>          Farinas, Irene – <i>A.M.O.</i>          Milian, Dalia – <i>City of Hialeah</i>          Milian, Delia – <i>City of Hialeah</i>          Marti, Sergio – <i>Miami-Dade County Public Schools</i>          Von Werne, Elizabeth – <i>Community Partnership for the Homeless</i>          Caparros, Gaby – <i>A.M.O.</i>          Scarello, Eduardo - <i>A.M.O.</i>          Someillan, Elsa – <i>Community Coalition</i></p>
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Agenda items are displayed in the order they were discussed.

**1. Call to Order and Introductions**

Mr. Daniel Fils-Aime, Sr., Committee Chairperson called the meeting to order at 8:20 A.M. and noted that there was no quorum.

**3. Work Readiness RFP Recommendations**

Mr. Richard Clarke, SFWIB Public Information Officer, noted that the RFPs were advertised in the Miami Herald. Ms. Anne Manning asked where the RFPs are advertised, and whether SFWIB members are notified.

Mr. Juan Hernandez, SFWIB Programs Director, presented the informational item.

Cynthia Gaber moved to approve negotiating for the Work Readiness Services with the respondent with a score of 80 points and higher as set forth in Table 1 and to give staff the authority to re-release the Work Readiness RFP. The motion was seconded and the motion carried.

**2. Approval of Workforce Systems Improvement Meeting Minutes of June 18, 2009**

Anne Manning moved approval of the minutes of the June 18, 2009 meeting. The motion was seconded by Victoria DuBois and approved.

**4. Refugee Employment and Training Recommendations**

Mr. Hernandez presented the item.

Anne Manning moved to approve reissue the Refugee Employment and Training RFP, extend the contracts for 3 months and to award the contract to Youth Co-op which did meet the standards. The motion was seconded by Cynthia Gaber and approved.

**5. Recommendation as to Approval to Contract with Gulf Coast Community Care for the Non Custodial Parent Employment Program (NCPEP)**

Anne Manning moved approval to grant staff the authority to enter into a contractual agreement with Gulf Coast Community Care for the Non Custodial Parent Employment Program (NCPEP) for an amount not to exceed \$620,511.00, as set forth in the item. The motion was seconded by Cynthia Gaber and approved.

**6. Designated Targeted Area System Demonstration**

Richard Clarke presented the information on the Designated Targeted Areas (DTA), and noted that Accelerate South Florida targets Designated Targeted Area (DTA) residents for services. And SFWIB staff has developed a database system that enables individuals to be correctly identified as a resident of a DTA. Career Centers are designated as hubs.

Mr. Fils-Aime requested to be informed when the calendars are set.

**7. Career Assistance Program (CAP) Error Rate Matrix**

Mr. Doug Howard, SFWIB Quality Assurance Coordinator, presented the item and noted that SFWIB staff monitors the Service Providers quality assurance process for the various programs. He gave an overview of the Career Assistance Program (CAP) Error Rate Matrix.

Ms. Manning asked for prior year data, from March or April of 2008.

Ms. Socorro requested that an item on the Senior Program be added to the next agenda.

Mr. Fils-Aime, Sr. asked whether there were any other questions, and seeing none he thanked the Members and the meeting adjourned at 9:25 A.M.



2.C

**SFWIB – Workforce Systems Improvement Committee**

*February 18, 2010*

**Minutes of SFWIB Workforce Systems Improvement Committee Meeting October 15, 2009**

South Florida Workforce Investment Board  
 Workforce Systems Improvement Committee Meeting  
 October 15, 2009, at 8:00 A.M  
 Doubletree Miami Mart/Airport Hotel & Exhibition Center  
 711 NW 72<sup>nd</sup> Avenue, Palm Room  
 Miami, FL 33126

<p><b>COMMITTEE MEMBERS IN ATTENDANCE</b></p> <p>11. Fils-Aime, Sr., Daniel          12. DuBois, Victoria          13. Gaber, Cynthia          14. Manning, Anne          15. Roberts, Alvin</p> <p><b>COMMITTEE MEMBERS NOT IN ATTENDANCE</b></p> <p>16. Acosta, Jose          17. Arboleda, Carlos          18. Huston, Albert          19. Rodriguez, Pedro          20. Socorro, Ivonne</p>	<p><b>SFW STAFF</b></p> <p>Beasley, Rick          Hernandez, Juan          Howard, Lori</p> <p><b>OTHER ATTENDEES</b></p> <p>Arian-Guzman, Susanna – <i>Miami-Dade Transit</i>          Batista, Maria – <i>Miami-Dade Transit</i>          Gaviria-Lopez, Beatrice – <i>SER Jobs for Progress.</i>          Lafferty, John - <i>PB</i>          Milian, Delia – <i>City of Hialeah</i>          Perez, Julio – <i>Transition, Inc.</i>          Rodriguez, Maria – <i>Youth Co-Op, Inc.</i>          Someillan, Ana – <i>Adult Mankind Organization</i></p>
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Agenda items are displayed in the order they were discussed.

**1. Call to Order and Introductions**

Mr. Daniel Fils-Aime, Sr., Committee Chairperson called the meeting to order at 8:15 A.M. and noted that there was no quorum.

[Mr. Alvin Roberts arrived]

**4. Presentation: Miami-Dade Transit Development Plan**

Mr. Fils-Aime introduced Maria Batista, representing Miami-Dade Transit. Ms. Batista thanked the Committee for the opportunity to present the draft Miami-Dade Transit Development Plan.

Ms. Batista introduced John Lafferty and Susanna Arian-Guzman of Miami-Dade Transit.

Mr. Lafferty described the draft Miami-Dade Transit Development Plan (TDP) for Fiscal Year (FY) 2010-2019. This will be the Strategic Development and operational guide for public transportation used by Miami-Dade Transit (MDT) for the next 10 year planning horizon. The TDP includes an

update of existing services, demographic and travel characteristics overview, a summary of local transit policies within the region, the development of proposed transit enhancements, and the preparation of a ten-year implementation plan that provides guidance for future MDT planning.

The State of Florida Public Transit Block Grant Program was enacted by the Florida Legislature to provide a stable source of state funding for public transportation. The Block Grant Program requires public transit service providers to develop and adopt a TDP. TDP updates must be submitted to the Florida Department of Transportation (FDOT) by September 1<sup>st</sup> of each year. A major update is required every five years

MDT is mandated to provide the plan for review to local entities such as the South Florida Workforce. SFWIB is one of the TDP review agencies required by the State to be solicited for comments to ensure local workforce transportation needs are adequately met by the local transportation services. The final plan will be presented to the Board of County Commissioners on November 3, 2009 for adoption.

The Committee Members were encouraged to go to MDT's website to review the full plan and provide comments/suggestions.

Mr. Alvin Roberts wanted to suggest that bus drivers take additional customer service training, on several occasions he has witnessed a bus driver keep driving and not stop to pick up a disabled customer.

Sussana Arean –Guzman informed Mr. Roberts on the steps he could take to file a formal complaint.

Ms. Anne Manning asked if there were stimulus funds available for the project. Ms. Arean-Guzman responded that they were working on several different projects, inclusive of ADA improvements, not all of them will use stimulus funds, but perhaps others will.

The Committee had a few questions that were addressed by representatives of MDT.

## **6. Discussion Item – Mystery Shopper Update**

Mr. Juan Hernandez, SFWIB Programs Director provided an update on the items that are being implemented to address the deficiencies in the Mystery Shopper Report as a result of the discussions held at the Board's August 20, 2009 meeting.

Staff reported that new staff members were requested to visit the One-Stops as customers to assess issues of deficiency that need to be addressed.

The following items are being implemented to address the deficiencies in the Mystery Shopper Report:

- The consultant will begin the customer flow assessment and process design on November 1, 2009.
- Based on the Mystery Shopper results, SFWIB Staff in consultation with the service providers will implement and host a series of customer service and service enhancement workshops. The workshops are intended to enhance Career Center staff skills, as well as, improve customer satisfaction.

Mr. Fils-Aime stated that he has visited some of the Centers and before SFWIB takes action on any center deficiencies, that we assess any needs the centers have, which needs might be the reason of the deficiency. Mr. Fils-Aime requested to be informed on when the workshops are scheduled so that he can attend and assess progress.

## **5. Discussion Item – Balance Scorecard Performance Update**

Mr. Hernandez presented and described the Region's Balanced Scorecard for the period July 1, 2009 – September 30, 2009 which measures the Service Partners performance.

[Mr. Rick Beasley arrived at the meeting]

### **3. Recommendation as to the Approval of SFWIB WIA Two Year Plan**

Mr. Hernandez described SFWIB staff recommendation that the WSI Committee recommends to the Board the approval of the SFWIB WIA Two-Year Plan.

The Agency for Workforce Innovation (AWI) has notified all Regional Workforce Investment Boards of the requirement to submit the 2009-2010, Two-Year Workforce Plan. The State in the planning instructions advised the Regions rather than a total rewrite of the local plan, they were requiring the following:

- A modification of the current plan to reflect only those changes the RWB finds necessary to describe any organizational changes, new or modified strategies to respond to changes in the local economy and/or occasioned by the additional ARRA funding.
- Completed Board Membership form as required by law for the certification of RWB membership.
- A “stand-alone” document to be attached as an addendum that responds to the questions outlined in these instructions related to ARRA efforts.

Mr. Beasley clarified that only five members were present and the Quorum is 6. If the Committee chooses to do so it can forward items to the full Board under consensus.

### **7. Refugee Employment and Training (RET) July 16, 2009, RFP Informal Resolution Conference Recommendations**

Mr. Hernandez described the SFWIB Informal Resolution Conference Panel recommendation approving the results of the Informal Resolution Conferences described below.

The SFWIB Appeal Rules require Service Providers not awarded funding an opportunity to appeal funding decisions. The first level of the appeal process is the required Informal Resolution Conference. Any resolution resulting from an Informal Resolution Conference must be approved by SFWIB in order to be effective. In the event the SFWIB does not approve the proposed informal resolution, then the agency’s appeal shall be heard by the Appeals Panel.

The attached chart set forth the Refugee Employment and Training (RET) July 16, 2009, RFP Informal Resolution Conferences held on October 8, 2009 that requires action by the Workforce Systems Improvement Committee.

The SFWIB Informal Resolution Conference Panel recommends approval for the results of the Informal Resolution Conferences. Only one of the Providers, the City of Hialeah was recommended by the Informal Resolution Panel to be awarded RET funding based on the scores attained.

Although there was no quorum, it was the consensus of the Members present to forward this item to the full Board for consideration.

### **8. Work Readiness WR-2009-2 RFP Recommendations**

Mr. Hernandez described SFWIB staff recommendation that the WSI Committee recommends to the Board the approval to authorize staff to negotiate for the Work Readiness Services with the Respondent with a score of 80 points and higher as set forth in Table 1.

The Board at its August 20, 2009 meeting authorized staff to re-release the Work Readiness RFP. On September 18, 2009, a Request for Proposals (RFP) for Work Readiness was released to the community, soliciting proposals from organizations capable of providing Work Readiness within Region 23. A total of three (3) agencies responded to the Work Readiness WS2009-2 RFP.

Staff reviewed the submissions based on the criteria detailed in the RFP. A publicly noticed Proposal Review Session was held on October 9, 2009. The reviewers provided their scores per respondent. Table 1 displays the results of the public review session

Historically, 80 points was the minimum score for consideration for funding.

Based on the results of the proposal review session, SFWIB staff recommends authorizing staff to negotiate for the Work Readiness Services with the Respondent with a score of 80 points and higher as set forth in Table 1.

Respondents that failed to meet the due diligence requirement and scoring criteria have the option to appeal. If the Respondent is successful as a result of the appeal process the Respondent would be eligible for funding consideration.

Although there was no quorum, it was the consensus of the Members present to forward this item to the full Board for consideration.

#### **9. Refugee Employment and Training (RET), RET-2009-02 RFP Recommendations**

Mr. Hernandez described SFWIB staff recommendation that the WSI Committee recommends to the Board the approval to authorize staff to negotiate for the Refugee Employment and Training Services with Respondent with a score of 80 points and higher as set forth in Table 1.

The Board at its August 20, 2009 meeting authorized staff to re-release the Refugee Employment and Training RFP. On September 18, 2009, a Request for Proposals (RFP) was released to the community, soliciting proposals from organizations capable of providing Refugee Employment and Training services for refugees residing within Miami-Dade County of Region 23. A total of ten (10) agencies responded to the Refugee Employment and Training (RET) RFP.

Staff reviewed the submissions based on the criteria detailed in the RFP. A publicly noticed Proposal Review Session was held on October 9, 2009. The reviewers provided their scores per respondent. Table 1 displays the results of the public review session.

Historically, 80 points was the minimum score for consideration for funding.

Based on the results of the proposal review session, SFWIB staff recommends authorizing staff to negotiate for the Refugee Employment and Training Services with Respondent with a score of 80 points and higher as set forth in Table 1.

Respondents that did not meet the scoring criteria have the option to appeal. If the Respondent is successful as a result of the appeal process the Respondent would be eligible for funding consideration.

Although there was no quorum, it was the consensus of the Members present to forward this item to the full Board for consideration.

#### **10. Recommendation as to the Allocation of TANF Surplus Funds to Provide Enhanced Services to the Refugee Eligible TANF Participants**

Mr. Hernandez described the recommendation to be forwarded to the full Board the approval to authorize staff to allocate TANF surplus funds to retain the staff that is currently servicing the refugee/TANF population, as set forth below.

SFWIB will utilize \$545,000 TANF surplus funds to provide enhanced services to Refugee eligible TANF participants. This enhancement will support the long-term employment of refugees in addition to assisting in meeting the TANF participation rate. In order to enhance the services SFWIB will:

1. Retain (10) temporary staff and assign to Career Centers by caseload needs to assist and support the case managers serving the Refugee eligible TANF caseload,
2. Retain five (5) temporary staff and assign to Career Centers on a rotating schedule for the development of Refugee Specific Orientation and Workshops that meet countable work activities for this population, and
3. Retain two (2) in house job developers to work with the Employer Services Unit to support the development of community services work opportunities for refugee clients, particularly on expanding opportunities for individuals who speak little or no English.

SFWIB staff recommends approval to allocate \$545,000 of TANF surplus funds as set forth above.

Although there was no quorum, it was the consensus of the Members present to forward this item to the full Board for consideration.

## **2. Approval of Workforce Systems Improvement Meeting Minutes**

### **A. June 18, 2009**

### **B. August 20, 2009**

Mr. Fils-Aime noted that due to lack of a quorum, the minutes could not be approved.

Mr. Fils-Aime stated that he would speak to the Executive Director in reference to the quorum/non-quorum issue to ensure a quorum for the next meeting.

Mr. Fils-Aime asked whether there were any other questions, and hearing none he thanked the Members and the meeting adjourned at 9:20 A.M.



2.D

**SFWIB - Workforce Systems Improvement (WSI) Committee**

*February 17, 2010*

**Minutes of SFWIB Workforce Systems Improvement Committee Meeting December 17, 2009**

South Florida Workforce Investment Board  
 Workforce Systems Improvement Committee Meeting  
 December 17, 2009, at 8:00 A.M  
 Doubletree Miami Mart/Airport Hotel & Exhibition Center  
 711 NW 72<sup>nd</sup> Avenue, Palm Room  
 Miami, FL 33126

<p><b>COMMITTEE MEMBERS IN ATTENDANCE</b></p> <p>21. Fils-Aime, Sr., Daniel          22. Gaber, Cynthia</p> <p><b>COMMITTEE MEMBERS NOT IN ATTENDANCE</b></p> <p>23. Acosta, Jose          24. Arboleda, Carlos          25. DuBois, Victoria          26. Huston, Albert          27. Manning, Anne          28. Roberts, Alvin          29. Rodriguez, Pedro          30. Socorro, Ivonne</p>	<p><b>SFW STAFF</b></p> <p>Hernandez, Juan          Howard, Doug          Howard, Lori</p> <p><b>OTHER ATTENDEES</b></p> <p>Gaviria-Lopez, Beatrice – <i>SER Jobs for Progress.</i>          Perez, Julio – <i>Transition, Inc.</i>          Zeno, Miriam – <i>SER Jobs for Progress, Inc.</i></p>
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Agenda items are displayed in the order they were discussed.

**1. Call to Order and Introductions**

Mr. Daniel Fils-Aime, Sr., Committee Chairperson called the meeting to order at 8:15 A.M. and noted that there was no quorum.

**2. Approval of Workforce Systems Improvement Meeting Minutes**

- A. June 18, 2009
- B. August 20, 2009
- C. October 15, 2009

Mr. Fils-Aime noted that due to lack of a quorum, the minutes could not be approved.

**5. SFWIB Program Quality Assurance Report**

Doug Howard, SFWIB Quality Assurance Coordinator described the Program Quality Assurance Report on the following:

- 1. AWI Program Year 2008 Data Element Validation Review  
 Taking Place December 17 – 18, 2009

Reviewing Workforce Investment Act (WIA) Trade Adjustment Act (TAA) and National Emergency Grant (NEG)

2. AWI Quality Assurance Programmatic Review

Taking place January 11 – 15, 2010

Reviewing all Programs

3. SWIB Post-Expo Individual Training Account (ITA) Monitoring and Follow-up

On-Going

Verifying Training Expo voucher recipient eligibility data contained in on-Line Hercules reports, SAMS, as well as Work Number quarterly reports to monitor and analyze the following data:

- ITA student enrollment
- ITA student dropout occurrences
- ITA student completion rates
- ITA student certification rates
- ITA student placement rates

4. Employment Verification Strategies

On a Quarterly basis, SFWIB staff will extensively review Employment Verification Data using Employ Florida, The Work Number and State Unemployment Insurance (UI) wage data.

**4. SFWIB Training Expo Update**

Mr. Juan Hernandez, SFWIB Programs Director provided an update on the Training Expo that took place on October 29, 2009 as follows:

1,720 attendees were served

327 are from designated target areas (DTA), low-income, economically depressed neighborhoods receiving heightened career services.

SFWIB staff administered 520 education and training vouchers to eligible attendees and conducted 2,500 job referrals on Employ Florida Marketplace (EFM), Florida's state-run online job-matching service.

<b>411</b> Regular (Non-DTA) Vouchers	\$2,307,645
<b>109</b> (DTA) Vouchers for a total of	<u>\$578,297</u>
<b>520</b> Total Vouchers for a total of	\$2,885,942

**11. SFWIB Waiver Requests**

Mr. Hernandez described the SFWIB Waiver requests made to the Agency for Workforce Innovation (AWI).

As the Committee may remember, in response to the American Recovery and Reinvestment Act, the Board, at its February 26, 2009, meeting approved waiver recommendations to the Workforce Investment Act. The waiver recommendations aim to provide flexibility in SFWIB's response to Region 23's current workforce and economic development issues. Specifically, the waiver recommendations are intended to promote the following initiatives:

- Expand on-the-job training assistance;
- Provide for limited financial assistance to small business enterprises;
- Allow for public service employment; and

- Expand availability of services for the region's youth.

The Agency for Workforce Innovation (AWI) provided SFWIB staff of USDOL's response to the submitted waivers requests, which were depicted within the agenda item.

#### **6. First Quarter Program Year (PY) 2009 through 2010 Balanced Scorecard Update**

Mr. Hernandez presented and described the Region's Balanced Scorecard for the period July 1, 2009 – September 30, 2009, which measures the Service Partners performance. In addition, Mr. Hernandez presented the Region's Performance Payment Summary, which is based on the Balance Scorecard for the First Quarter.

#### **3. Recommendation as to the Approval of Informal Resolution Conference Results**

Mr. Hernandez described the SFWIB Informal Resolution Conference Panel results of the Informal Resolution Conferences held on December 3, 2009, under the Refugee Employment and Training (RET) RFP #-2009-02 and Work Readiness RFP #2009-2 as follows:

##### Recommended Approval

Cuban American National Council, Inc. (RET)

Unidad of Miami Beach (RET)

##### Uphold the Non-Funding Recommendation

ADGAM, Inc. (RET)

Work America, Inc. (Work Readiness)

SFWIB's Service Provider Appeal Rules permit Service Providers who are not awarded funding an opportunity to challenge the denial. The first step of the appeal process is an Informal Resolution Conference conducted by an Informal Resolution Panel. Any resolution from the Informal Resolution Conference shall be in writing and signed by the Executive Director and Service Provider. No resolution is effective until approved by SFWIB. In the event there is no resolution as a result of the Informal Resolution Conference or the SFWIB does not approve the proposed informal resolution, then the appeal shall be heard by an Appeal Panel at an appeal hearing. Both the Informal Resolution Conference and the appeal hearing must be held in accord with Florida Public Meetings Law.

There being no quorum, it was the consensus of the Members present to forward SFWIB Informal Resolution Conference Panel results of the Informal Resolution Conferences held on December 3, 2009, under the Refugee Employment and Training (RET) RFP #-2009-02 and Work Readiness RFP #2009-2 to the full Board for consideration.

#### **Adjournment**

Mr. Fils-Aime asked whether there were any other questions, and hearing none he thanked the Members and the meeting adjourned at 8:40 A.M.



3.

**SFWIB - Workforce Systems Improvement  
(WSI) Committee**

***February 17, 2010***

**Information – A SFWIB-Monster.com  
Contract**

## **Information Item**

### **BACKGROUND**

Workforce Florida Inc., the State's Workforce Investment Board, has entered into a partnership with Monster.com, to assist local workforce boards meet the challenges facing the state. Workforce Investment Boards (WIBs) and One-Stops are facing unprecedented difficulties in helping job seekers to find employment. WIBs and One-Stops are working with people who never expected to be searching for a new job, who have not searched for a job in a decade or more, and who need help in transferring their skills to new careers.

Monster Public Sector & Education is focused on helping job seekers navigate through this economic storm. Power Job Seeker Workshops get job seekers back to work faster with better jobs, helping to rebuild the workforce. By leveraging Monster solutions, WIBs and One-Stop can enhance the range of services they provide by customizing Monster's workshop offerings to meet very specific needs. Monster provides the foundation and supports the One-Stop staff as they create custom offerings.

In an effort to diversify SFWIB's employment services, SFWIB staff proposes to enter into a sole source contract with Monster.com, the globally popular internet job search portal. During the proposed contract term, representatives from Monster.com will conduct 10 Power Seeker Workshops throughout Region 23 . The Workshops are designed to give job seekers an opportunity to meet with career experts and explore strategies to aid them develop skills to successfully navigate Monster.com and other internet job search portals. Career experts will ensure that job seekers become adept at applying Monster.com's interactive career management tools. Moreover, Monster.com career experts will furnish specific resume-building techniques so job seekers can stand out in today's uniquely rough job market.

Today, February 18, 2010, the proposed contract will be discussed as an action item before the Finance Committee. SFWIB staff recommends that the Finance Committee recommend to the Board the approval to authorize staff to execute a contract with SFWIB-Monster Government Solutions (Monster.com).



**4.**

**SFWIB - Workforce Systems Improvement  
(WSI) Committee**

***February 17, 2010***

**First and Second Quarters Balanced  
Scorecard Update**

**Discussion Item**

**BACKGROUND**

The Region's Balanced Scorecard, which measures the performance of Service Partners, is attached for the periods of July 1, 2009 through September 30, 2009 and July 1, 2009 through December 31, 2009 for the members of the WSI Committee to review. Additionally, the Region's Performance Payments Summary, which is based on the Balanced Scorecard for the First and Second Quarters, is presented attached to the members of the WSI Committee.

*Attachment*

## SFWIB Balanced Scorecard Report

Report Dates: 7/1/2009 To 9/30/2009

		1		2		3		3.A		3.B	
		Level of Services		Level of Services for Special Customer Groups		Service Outcome Rate		Service Outcome Rate		Service Outcome Rate	
		Measure	Standard	Measure	Standard	Over All	Standard	Core	Standard	Staff Assisted	Standard
Arbor	Carol City Career Center	7.91%	7.11%	8.30%	6.70%	5.07%	15%	0.42%	20%	3.31%	14%
	Hialeah Gardens Career Center	9.13%	5.74%	7.15%	5.40%	6.40%	15%	2.21%	20%	6.75%	14%
City of Hialeah	Hialeah Downtown Career Center	9.21%	7.52%	8.66%	7.08%	4.80%	15%	7.42%	20%	3.33%	14%
Ser Jobs	North Miami Beach Career Center	12.06%	8.36%	12.32%	7.87%	7.93%	15%	6.93%	20%	7.68%	14%
Transition	Transition Offender Service Center	1.60%	1.56%	2.14%	1.46%	17.85%	15%	58.33%	20%	17.18%	14%
Unidad of Miami Beach	Miami Beach Career Center	4.48%	5.72%	5.87%	5.38%	8.91%	15%	9.14%	20%	8.23%	14%
Youth Co-op	Homestead Career Center	6.50%	4.80%	6.54%	4.52%	19.82%	15%	53.07%	20%	13.86%	14%
Youth Co-Op	Florida Keys Career Center	2.21%	4.38%	4.97%	4.12%	9.51%	15%	49.06%	20%	8.48%	14%
	Little Havana Career Center	9.08%	9.15%	7.27%	8.62%	8.56%	15%	12.18%	20%	8.73%	14%
	Northside Career Center	13.73%	12.51%	14.97%	11.78%	9.91%	15%	10.87%	20%	8.83%	14%
	Perrine Career Center	9.59%	8.06%	10.21%	7.58%	7.79%	15%	14.22%	20%	7.18%	14%
	West Dade Career Center	14.50%	10.02%	11.61%	9.43%	7.80%	15%	8.33%	20%	8.90%	14%
<b>Total For Region</b>		<b>100.00%</b>	<b>84.94%</b>	<b>100.00%</b>	<b>79.944%</b>	<b>8.97%</b>	<b>15%</b>	<b>15.40%</b>	<b>20%</b>	<b>8.17%</b>	<b>14%</b>

Report Dates: 7/1/2009 To 9/30/2009

		3.C		3.D		4		5		6		7	
		Service Outcome Rate		Service Outcome Rate		Training Completion Rate		Training Related Placements		Employment After Services		WIA Employment Gateway	
		Intensive	Standard	Training	Standard	Measure	Standard	Measure	Standard	Measure	Standard	Measure	Standard
Arbor	Carol City Career Center	8.79%	11%	91.67%	61%	73.08%	75%	ND	60%	400	448	33	42
	Hiialeah Gardens Career Center	5.89%	11%	93.75%	61%	100.00%	75%	ND	60%	329	456	60	64
City of Hialeah	Hiialeah Downtown Career Center	7.21%	11%	55.00%	61%	93.33%	75%	ND	60%	188	389	2	43
Ser Jobs	North Miami Beach Career Center	8.47%	11%	92.31%	61%	77.50%	75%	ND	60%	928	549	43	56
Transition	Transition Offender Service Center	28.85%	11%	66.67%	61%	ND	75%	ND	60%	185	159	ND	
Unidad of Miami Beach	Miami Beach Career Center	9.43%	11%	81.25%	61%	74.51%	75%	ND	60%	403	255	71	66
Youth Co-op	Homestead Career Center	25.90%	11%	54.55%	61%	93.75%	75%	ND	60%	343	808	42	38
	Florida Keys Career Center	7.89%	11%	75.00%	61%	100.00%	75%	ND	60%	209	132	23	19
	Little Havana Career Center	7.49%	11%	71.43%	61%	85.19%	75%	ND	60%	521	594	44	97
Youth Co-Op	Northside Career Center	10.66%	11%	84.06%	61%	93.33%	75%	ND	60%	1327	1076	64	98
	Perrine Career Center	7.46%	11%	76.92%	61%	100.00%	75%	ND	60%	614	636	81	59
	West Dade Career Center	4.76%	11%	96.77%	61%	90.48%	75%	ND	60%	593	647	66	73
		Service Outcome Rate		Service Outcome Rate		Training Completion Rate		Training Related Placements		Employment After Services		WIA Employment Gateway	
		Intensive	Standard	Training	Standard	Measure	Standard	Measure	Standard	Measure	Standard	Measure	Standard
Total For Region		9.18%	11%	80.44%	61%	86.55%	75%	ND	60%	6040	6149	529	655

Report Dates: 7/1/2009 To 9/30/2009

		8		9		10		11		14		15	
		Increase in Professional Placements		Increase Self-Sufficiency Placement		Job Order Index		Job Order Index above \$13		Jobs Openings Filled Rate		WP EER	
		Measure	Standard	Measure	Standard	Measure	Standard	Measure	Standard	Measure	Standard	Measure	Standard
Arbor	Carol City Career Center	13	37	54	100	220	205	93	77	63.16%	62%	12.16%	28%
	Hiialeah Gardens Career Center	7	77	28	82	247	296	45	86	26.33%	62%	15.67%	28%
City of Hialeah	Hiialeah Downtown Career Center	4	37	21	47	454	454	167	158	34.85%	62%	12.72%	28%
Ser Jobs	North Miami Beach Career Center	17	52	215	232	432	424	95	151	70.40%	62%	16.53%	28%
Transition	Transition Offender Service Center	1	5	1	46	80	82	4	28	82.29%	62%	23.53%	28%
Unidad of Miami Beach	Miami Beach Career Center	13	24	109	100	160	225	29	56	65.70%	62%	15.81%	28%
Youth Co-op	Homestead Career Center	24	31	57	85	172	147	66	60	63.99%	62%	28.29%	28%
Youth Co-Op	Florida Keys Career Center	5	9	54	52	153	129	56	53	70.81%	62%	11.67%	28%
	Little Havana Career Center	16	68	55	130	453	448	88	158	51.12%	62%	19.49%	28%
	Northside Career Center	10	77	56	331	540	532	203	189	39.25%	62%	13.91%	28%
	Perrine Career Center	16	70	68	153	319	280	107	111	56.35%	62%	15.31%	28%
	West Dade Career Center	41	117	157	148	524	485	187	183	41.21%	62%	12.33%	28%
<b>Total For Region</b>		<b>167</b>	<b>604</b>	<b>875</b>	<b>1506</b>	<b>3756</b>	<b>3707</b>	<b>1142</b>	<b>1310</b>	<b>53.55%</b>	<b>62%</b>	<b>16.10%</b>	<b>28%</b>

Report Dates: 7/1/2009 To 9/30/2009

		16		17		18		19		20		21	
		WIA Adult EER		WIA Dislocated Worker EER		WIA Adult Employed Worker Outcome Rate		CAP EER		CAP Participation Rate		CAP Two Parent Participation Rate	
		Measure	Standard	Measure	Standard	Measure	Standard	Measure	Standard	Measure	Standard	Measure	Standard
Arbor	Carol City Career Center	96%	92%	100%	92%	ND	95%	22.91%	38%	64.49%	52%	67.19%	90%
	Hialeah Gardens Career Center	100.00%	92%	100%	92%	66.67%	95%	39.03%	38%	75.99%	52%	71.00%	90%
City of Hialeah	Hialeah Downtown Career Center	100.00%	93%	100%	92%	100.00%	95%	33.49%	38%	51.73%	52%	57.14%	90%
Ser Jobs	North Miami Beach Career Center	100.00%	93%	100%	92%	100.00%	95%	24.27%	38%	51.98%	52%	48.44%	90%
Transition	Transition Offender Service Center	ND		ND		ND	95%	15.12%	38%	58.58%	52%	33.33%	90%
Unidad of Miami Beach	Miami Beach Career Center	100.00%	93%	100%	92%	100.00%	95%	28.85%	38%	64.08%	52%	78.57%	90%
Youth Co-op	Homestead Career Center	100.00%	93%	100%	92%	100.00%	95%	21.89%	38%	84.75%	52%	82.72%	90%
Youth Co-Op	Florida Keys Career Center	100.00%	93%	100%	92%	100.00%	95%	21.88%	38%	12.12%	52%	0.00%	90%
	Little Havana Career Center	100.00%	93%	100%	92%	100.00%	95%	31.52%	38%	65.41%	52%	82.72%	90%
	Northside Career Center	98.75%	93%	100%	92%	100.00%	95%	16.92%	38%	61.86%	52%	82.78%	90%
	Perrine Career Center	100.00%	93%	100%	92%	100.00%	95%	24.07%	38%	78.97%	52%	87.96%	90%
	West Dade Career Center	100.00%	93%	100%	92%	100.00%	95%	35.99%	38%	72.60%	52%	76.34%	90%
		WIA Adult EER		WIA Dislocated Worker EER		WIA Adult Employed Worker Outcome Rate		CAP EER		CAP Participation Rate		CAP Two Parent Participation Rate	
		Measure	Standard	Measure	Standard	Measure	Standard	Measure	Standard	Measure	Standard	Measure	Standard
Total For Region		100.00%	93%	100%	92%	98.15%	95%	26.85%	38%	63.48%	52%	72.67%	90%

71.36

**Report Dates: 7/1/2009 To 9/30/2009**

		22		23	
		Short-Term Veterans EER		FSET EER	
		Measure	Standard	Measure	Standard
	Carol City Career Center	<b>22.67%</b>	35%	<b>8.32%</b>	20%
Arbor	Hialeah Gardens Career Center	<b>25.00%</b>	35%	<b>9.77%</b>	20%
City of Hialeah	Hialeah Downtown Career Center	<b>25.00%</b>	35%	<b>6.04%</b>	20%
Ser Jobs	North Miami Beach Career Center	<b>19.81%</b>	35%	<b>6.01%</b>	20%
Transition	Transition Offender Service Center	<b>10.00%</b>	35%	<b>12.89%</b>	20%
Unidad of Miami Beach	Miami Beach Career Center	<b>17.86%</b>	35%	<b>17.62%</b>	20%
Youth Co-op	Homestead Career Center	<b>14.81%</b>	35%	<b>12.66%</b>	20%
	Florida Keys Career Center	<b>8.79%</b>	35%	<b>28.28%</b>	20%
	Little Havana Career Center	<b>17.86%</b>	35%	<b>0.61%</b>	20%
Youth Co-Op	Northside Career Center	<b>10.81%</b>	35%	<b>13.83%</b>	20%
	Perrine Career Center	<b>12.33%</b>	35%	<b>10.05%</b>	20%
	West Dade Career Center	<b>9.93%</b>	35%	<b>3.82%</b>	20%
		Short-Term Veterans EER		FSET EER	
		Measure	Standard	Measure	Standard
<b>Total For Region</b>		<b>15.30%</b>	35%	<b>10.69%</b>	20%

## SFWIB Balanced Scorecard Report

Report Dates: 7/1/2009 To 12/31/2009

		1		2		3		3.A		3.B	
		Level of Services		Level of Services for Special Customer Groups		Service Outcome Rate		Service Outcome Rate		Service Outcome Rate	
		Measure	Standard	Measure	Standard	Over All	Standard	Core	Standard	Staff Assisted	Standard
Arbor	Carol City Career Center	7.99%	7.12%	8.69%	6.70%	5.83%	15.00%	0.41%	20.00%	3.17%	14.00%
	Hialeah Gardens Career Center	9.14%	5.74%	6.51%	5.40%	6.74%	15.00%	2.17%	20.00%	6.48%	14.00%
City of Hialeah	Hialeah Downtown Career Center	8.48%	7.52%	7.86%	7.08%	4.95%	15.00%	7.42%	20.00%	3.34%	14.00%
Ser Jobs	North Miami Beach Career Center	12.00%	8.36%	12.46%	7.87%	8.21%	15.00%	6.88%	20.00%	7.45%	14.00%
Transition	Transition Offender Service Center	1.65%	1.56%	2.48%	1.46%	18.08%	15.00%	53.85%	20.00%	16.96%	14.00%
Unidad of Miami Beach	Miami Beach Career Center	4.82%	5.72%	6.60%	5.38%	8.98%	15.00%	8.74%	20.00%	7.84%	14.00%
Youth Co-op	Homestead Career Center	6.91%	4.80%	6.60%	4.52%	19.65%	15.00%	52.27%	20.00%	13.65%	14.00%
Youth Co-Op	Florida Keys Career Center	2.15%	9.15%	4.94%	4.12%	9.98%	15.00%	50.00%	20.00%	8.76%	14.00%
	Little Havana Career Center	9.17%	12.51%	7.19%	8.62%	8.64%	15.00%	11.73%	20.00%	8.49%	14.00%
	Northside Career Center	13.05%	8.05%	14.25%	11.78%	11.03%	15.00%	10.73%	20.00%	9.19%	14.00%
	Perrine Career Center	9.87%	8.06%	10.75%	7.58%	8.14%	15.00%	13.98%	20.00%	6.98%	14.00%
	West Dade Career Center	14.77%	10.02%	11.67%	9.43%	7.79%	15.00%	8.25%	20.00%	8.57%	14.00%
		Level of Services		Level of Services for Special Customer Groups		Service Outcome Rate		Service Outcome Rate		Service Outcome Rate	
		Measure	Standard	Measure	Standard	Over All	Standard	Core	Standard	Staff Assisted	Standard
Total For Region		100.00%	84.94%	100.00%	79.944%	9.30%	15.0%	15.176%	20.0%	8.042%	14.0%

Report Dates: 7/1/2009 To 12/31/2009

		3.C		3.D		4		5		6		7	
		Service Outcome Rate		Service Outcome Rate		Training Completion Rate		Training Related Placements		Employment After Services		WIA Employment Gateway	
		Intensive	Standard	Training	Standard	Measure	Standard	Measure	Standard	Measure	Standard	Measure	Standard
Arbor	Carol City Career Center	11.54%	11.00%	88.46%	61.00%	73.08%	75.00%	ND	60.00%	644	897	61	83
	Hialeah Gardens Career Center	7.34%	11.00%	91.43%	61.00%	100.00%	75.00%	ND	60.00%	565	913	100	128
City of Hialeah	Hialeah Downtown Career Center	7.69%	11.00%	57.50%	61.00%	93.33%	75.00%	ND	60.00%	336	778	5	85
Ser Jobs	North Miami Beach Career Center	9.77%	11.00%	92.59%	61.00%	77.50%	75.00%	ND	60.00%	1,495	1,098	103	111
Transition	Transition Offender Service Center	28.42%	11.00%	75.00%	61.00%	ND		ND	60.00%	362	318	ND	
Unidad of Miami Beach	Miami Beach Career Center	10.40%	11.00%	75.00%	61.00%	74.00%	75.00%	ND	60.00%	862	510	133	132
Youth Co-op	Homestead Career Center	26.13%	11.00%	50.00%	61.00%	93.75%	75.00%	ND	60.00%	1,825	1,617	82	75
Youth Co-Op	Florida Keys Career Center	8.91%	11.00%	75.00%	61.00%	100.00%	75.00%	ND	60.00%	457	264	35	37
	Little Havana Career Center	8.62%	11.00%	69.44%	61.00%	85.19%	75.00%	ND	60.00%	891	1,189	101	194
	Northside Career Center	13.48%	11.00%	80.52%	61.00%	93.33%	75.00%	ND	60.00%	1,978	2,153	121	196
	Perrine Career Center	9.78%	11.00%	76.92%	61.00%	100.00%	75.00%	ND	60.00%	1,356	1,272	122	117
	West Dade Career Center	5.83%	11.00%	96.77%	61.00%	90.48%	75.00%	ND	60.00%	1,355	1,294	128	146
		Service Outcome Rate		Service Outcome Rate		Training Completion Rate		Training Related Placements		Employment After Services		WIA Employment Gateway	
		Intensive	Standard	Training	Standard	Measure	Standard	Measure	Standard	Measure	Standard	Measure	Standard
Total For Region		10.792%	11.0%	78.824%	61.0%	86.486%	75.0%	#NUM	60.0%	12,126	12,303	991	1,304

Report Dates: 7/1/2009 To 12/31/2009

		8		9		10		11		14		15	
		Increase in Professional Placements		Increase Self-Sufficiency Placement		Job Order Index		Job Order Index above \$13		Jobs Openings Filled Rate		WP EER	
		Measure	Standard	Measure	Standard	Measure	Standard	Measure	Standard	Measure	Standard	Measure	Standard
Arbor	Carol City Career Center	20	74	87	161	424	410	153	148	55.41%	62.00%	12.27%	28.00%
	Hialeah Gardens Career Center	12	154	51	141	612	592	119	214	24.71%	62.00%	14.73%	28.00%
City of Hialeah	Hialeah Downtown Career Center	4	73	28	84	914	908	297	319	18.47%	62.00%	13.74%	28.00%
Ser Jobs	North Miami Beach Career Center	28	105	258	373	842	848	187	294	67.49%	62.00%	20.11%	28.00%
Transition	Transition Offender Service Center	1	10	7	90	188	164	9	65	95.27%	62.00%	21.18%	28.00%
Unidad of Miami Beach	Miami Beach Career Center	41	48	292	215	428	450	121	149	48.19%	62.00%	16.14%	28.00%
Youth Co-op	Homestead Career Center	26	63	77	456	326	294	116	114	66.97%	62.00%	21.56%	28.00%
Youth Co-Op	Florida Keys Career Center	11	19	107	114	306	258	107	107	76.14%	62.00%	11.01%	28.00%
	Little Havana Career Center	27	137	98	222	851	896	180	297	47.44%	62.00%	17.70%	28.00%
	Northside Career Center	17	154	75	494	1,084	1064	418	379	35.20%	62.00%	12.39%	28.00%
	Perrine Career Center	23	141	114	339	579	560	203	202	68.04%	62.00%	13.90%	28.00%
	West Dade Career Center	128	235	341	338	986	970	378	345	48.79%	62.00%	13.15%	28.00%
<b>Total For Region</b>		<b>338</b>	<b>1212</b>	<b>1,535</b>	<b>3,027</b>	<b>7,540</b>	<b>7,414</b>	<b>2,290</b>	<b>2,634</b>	<b>52.89%</b>	<b>62.00%</b>	<b>15.34%</b>	<b>28.00%</b>

Report Dates: 7/1/2009 To 12/31/2009

		16		17		18		19		20		21	
		WIA Adult EER		WIA Dislocated Worker EER		WIA Adult Employed Worker Outcome Rate		CAP EER		CAP Participation Rate		CAP Two Parent Participation Rate	
		Measure	Standard	Measure	Standard	Measure	Standard	Measure	Standard	Measure	Standard	Measure	Standard
Arbor	Carol City Career Center	98.08%	93.00%	100.00%	92.00%	100.00%	95.00%	22.09%	38.00%	64.49%	52.00%	67.19%	90.00%
	Hialeah Gardens Career Center	100.00%	93.00%	100.00%	92.00%	75.00%	95.00%	37.40%	38.00%	75.99%	52.00%	71.00%	90.00%
City of Hialeah	Hialeah Downtown Career Center	100.00%	93.00%	100.00%	92.00%	100.00%	95.00%	30.87%	38.00%	51.73%	52.00%	57.14%	90.00%
Ser Jobs	North Miami Beach Career Center	100.00%	93.00%	100.00%	92.00%	100.00%	95.00%	21.69%	38.00%	51.98%	52.00%	48.44%	90.00%
Transition	Transition Offender Service Center	100.00%	93.00%	ND		ND		15.25%	38.00%	58.58%	52.00%	33.33%	90.00%
Unidad of Miami Beach	Miami Beach Career Center	100.00%	93.00%	98.36%	92.00%	77.78%	95.00%	27.27%	38.00%	64.08%	52.00%	78.57%	90.00%
Youth Co-op	Homestead Career Center	100.00%	93.00%	100.00%	92.00%	100.00%	95.00%	22.30%	38.00%	84.75%	52.00%	82.72%	90.00%
Youth Co-Op	Florida Keys Career Center	100.00%	93.00%	100.00%	92.00%	100.00%	95.00%	21.62%	38.00%	12.12%	52.00%	0.00%	90.00%
	Little Havana Career Center	100.00%	93.00%	100.00%	92.00%	100.00%	95.00%	32.05%	38.00%	65.41%	52.00%	76.27%	90.00%
	Northside Career Center	99.36%	93.00%	100.00%	92.00%	89.19%	95.00%	17.17%	38.00%	61.86%	52.00%	82.78%	90.00%
	Perrine Career Center	100.00%	93.00%	100.00%	92.00%	100.00%	95.00%	27.12%	38.00%	78.97%	52.00%	87.96%	90.00%
	West Dade Career Center	100.00%	93.00%	100.00%	92.00%	100.00%	95.00%	34.15%	38.00%	72.60%	52.00%	76.34%	90.00%
Total For Region		99.70%	93.00%	99.38%	92.00%	92.22%	95.00%	26.52%	38.00%	63.48%	52.00%	71.36%	90.00%

Report Dates: 7/1/2009 To 12/31/2009

		22		23	
		Short-Term Veterans EER		FSET EER	
		Measure	Standard	Measure	Standard
Arbor	Carol City Career Center	20.18%	35.00%	7.30%	20.00%
	Hialeah Gardens Career Center	25.64%	35.00%	6.71%	20.00%
City of Hialeah	Hialeah Downtown Career Center	28.21%	35.00%	4.24%	20.00%
Ser Jobs	North Miami Beach Career Center	22.50%	35.00%	6.80%	20.00%
Transition	Transition Offender Service Center	5.88%	35.00%	10.34%	20.00%
Unidad of Miami Beach	Miami Beach Career Center	15.31%	35.00%	16.44%	20.00%
Youth Co-op	Homestead Career Center	11.63%	35.00%	10.32%	20.00%
	Florida Keys Career Center	5.92%	35.00%	21.63%	20.00%
Youth Co-Op	Little Havana Career Center	17.31%	35.00%	2.60%	20.00%
	Northside Career Center	12.21%	35.00%	9.58%	20.00%
	Perrine Career Center	12.50%	35.00%	11.17%	20.00%
	West Dade Career Center	9.70%	35.00%	3.49%	20.00%
		Short-Term Veterans EER		FSET EER	
		Measure	Standard	Measure	Standard
Total For Region		14.38%	35.00%	8.72%	20.00%

<b>Regional Summary - Performance Payments 1st Qtr. REVISED</b>				
	<b>Performance At Risk July 09 - Sept 09</b>	<b>Performance Payment July-Sept</b>	<b>% of Performance Payment</b>	<b>Difference</b>
<b>Carol City</b>	\$ 11,762	\$ 4,381	37.25%	\$ (588.12)
<b>Hialeah Gardens</b>	\$ 9,945	\$ 3,207	32.25%	\$ (596.69)
<b>North Miami Beach (SER)</b>	\$ 14,493	\$ 6,558	45.25%	\$ 724.65
<b>Miami Beach (UNIDAD)</b>	\$ 9,800	\$ 3,455	35.25%	\$ 392.01
<b>Homestead</b>	\$ 7,955	\$ 3,699	46.50%	\$ (576.74)
<b>Florida Keys</b>	\$ 6,118	\$ 2,845	46.50%	\$ 244.70
<b>Little Havana</b>	\$ 15,556	\$ 3,928	25.25%	\$ (777.79)
<b>Northside</b>	\$ 23,485	\$ 10,627	45.25%	\$ (2,583.30)
<b>Perrine</b>	\$ 14,275	\$ 5,746	40.25%	\$ -
<b>West Dade</b>	\$ 14,295	\$ 7,183	50.25%	\$ -
<b>Transition</b>	\$ 3,784	\$ 1,324	35.00%	\$ 614.87
<b>Totals</b>	<b>\$ 131,468</b>	<b>\$ 52,953</b>	<b>40.28%</b>	<b>\$ (3,146)</b>

<b>Regional Summary - Performance Payments 2nd Qtr.</b>			
	<b>Performance At Risk July 09 - Dec. 09</b>	<b>Performance Payment July 09 - Dec. 09</b>	<b>% of Performance Payment</b>
Carol City	\$ 11,762	\$ 4,881	41.50%
Hialeah Gardens	\$ 9,945	\$ 3,704	37.25%
North Miami Beach (SER)	\$ 14,493	\$ 4,384	30.25%
Miami Beach (UNIDAD)	\$ 9,800	\$ 3,161	32.25%
Homestead	\$ 7,955	\$ 4,495	56.50%
Florida Keys	\$ 6,118	\$ 1,927	31.50%
Little Havana	\$ 15,556	\$ 3,150	20.25%
Northside	\$ 23,485	\$ 10,216	43.50%
Perrine	\$ 14,275	\$ 9,315	65.25%
West Dade	\$ 14,295	\$ 7,183	50.25%
Transition	\$ 3,784	\$ 1,514	40.00%
<b>Totals</b>	<b>\$ 131,468</b>	<b>\$ 53,929</b>	<b>41.02%</b>



5.

**SFWIB – Workforce Systems Improvement (WSI) Committee**

***February 17, 2010***

**Information – SFWIB Customer Service Initiatives**

## **Informational Item**

### **BACKGROUND**

As part of its efforts to improve providers' customer service, SFWIB Office of Continuous Improvement staff performed inspections of 10 Career Centers and four Refugee Centers in the region. Objectives of the review were to evaluate the facilities and assess performance of center staff from the customer's point of view. The review methodology consisted of applying a Mystery Shopper Standardized Monitoring Tool to record observations at the sites. The SFWIB 2009 Mystery Shopper review results aligned with recent State performance measures, corroborating the Region's need to implement several customer service improvement initiatives.

A customer service training program was the first initiative that was implemented. SFWIB completed a successful region-wide Customer Service Training Program on February 12, 2010. Greater than 500 Career Center, Refugee Center and Youth Center staff received a one-day training session from Mary Ann Lawrence and her staff from the Center for Workforce Learning. The training focused on the following five topics: Commitment to Service Excellence, Stress Management, Communication, Time Management, and Sensitivity. Each training session consisted of interactive lectures and group activities designed to stimulate the audience and provoke maximum participation.

The attached post-training participant survey data highlights the quality and effectiveness of the Customer Service Training Program.

Another important method to improving providers' customer service is Performance Improvement Teams (PIT). SFWIB's PIT is designed to improve operational collaboration amongst service providers and SFWIB staff. A PIT has been organized for the following programs: WIA, Wagner-Peyser, Career Advancement Program (CAP), and Performance. During PIT meetings, methods to improve employment and training service delivery to job seekers and employers are discussed. The PIT process has resulted in an environment where service providers' individual best practices are identified and shared.

The focus last month for the PIT Wagner-Peyser and WIA was the implementation of processes and methods to standardize the Region's workforce service delivery systems. As unemployment rates reach record highs, SFWIB Career Centers are operating at maximum capacity, necessitating standardized procedures to ensure effective, efficient, and measurable service delivery.

PITs in partnership with SFWIB program staff are charged with the development of customer service delivery standards. The customer service standards will be the benchmarks utilized throughout the SFW Career Center system. A deadline of March 31, 2010, has been established for the completion of the customer service standards. Once completed the standards will be presented to the WSI Committee.

<b>Customer Service Training Program Evaluation</b>								
	<b>Strongly Agree</b>	<b>Agree</b>	<b>Disagree</b>	<b>Strongly Disagree</b>	<b>Strongly Agree</b>	<b>Agree</b>	<b>Disagree</b>	<b>Strongly Disagree</b>
<b>The facility was a good place to hold the session.</b>	204	75	3	0	72%	27%	1%	0%
<b>Workbook materials are or will be helpful.</b>	211	70	1	0	75%	25%	0%	0%
<b>The session content was appropriate.</b>	214	67	1	0	76%	24%	0%	0%
<b>The trainer did a good job.</b>	248	33	1	0	88%	12%	0%	0%
<b>The time I spent was worthwhile.</b>	195	79	6	2	69%	28%	2%	1%
<b>I would recommend others to attend a like session.</b>	191	87	2	2	68%	31%	1%	1%



6.

**SFWIB - Workforce Systems Improvement (WSI) Committee**

***February 17, 2010***

**Information – Bradner Consulting Group  
Assessment of Career Center Services**

**Informational Item**

**BACKGROUND**

At the February 2009 Workforce Systems Improvement (WSI) Committee meeting, a recommendation was made to the SFWIB that a consultant be procured to review and assess the Region's service delivery systems within the Career Centers. The consultant would focus on ways to standardize the Career Centers' workforce services delivery systems and to improve the quality of the workforce overall. The consultant's final report would assist SFWIB staff to gain awareness of the organization's procedures and analyze current processes to identify sources of errors, defects, and inefficiencies. This initiative was designed to provide an in-depth understanding of Career Center strengths and weaknesses that could then be used to develop improvements.

Mr. Bob Bradner of Bradner Consulting Group was chosen to perform the work described above. On January 19, 2010, Mr. Bradner submitted his final report, entitled *Study on the Assessment and Standardization of Career Center Services*, to SFWIB staff. The report, attached below, highlight key areas in which Region 23 should focus attention to better standardize and improve workforce delivery systems.

*Attachments*



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# Report to the South Florida Workforce Investment Board

## Study on the Assessment and Standardization of Career Center Services

January 19, 2010



Report to the South Florida Workforce Investment Board  
Study on the Assessment and Standardization of Career Center Services

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## Introduction

The value of any workforce development program is ultimately determined not by the program's effectiveness during periods of low unemployment but by the program's effectiveness during economic downturns that result in high levels of unemployment.

Data released by the Labor Market Statistics Center within the Florida Agency for Workforce Innovation indicated an unemployment rate in Miami-Dade County of 10.5% in the month of November 2009. The unemployment rate for Florida in the month of November 2009 was 11.5%.

Unemployment Annual Rate	Miami-Dade County	Florida
2007	4.4%	4.1%
2008	5.5%	6.2%
2009 (through November)	9.9%	10.4%

Miami-Dade County has faced a significant increase in the level of unemployment over the past three years. Accordingly the ten Career Centers operated within the area served by the South Florida Workforce Investment Board (SFWIB) have experienced a significant and rapid increase in their workloads.

The effectiveness of any Career Center is determined in large part by whether or not the service delivery processes in place can successfully accommodate a high volume of workload and diverse customer requirements while continuing to identify and respond in a timely manner to the needs of individual job seekers and businesses.

History has established that it takes more than good intentions to operate an effective Career Center particularly during periods of high unemployment when the demand for services significantly increases and customers often are experiencing a greater level of anxiety. An effective Career Center requires a well thought out and flexible service delivery design, staff that are knowledgeable about the services available and who have good people skills, and a coordinated effort that focuses on clearly understood customer outcomes.

The Career Centers are not always able to accomplish the desired outcome of placing a job seeker in gainful employment or providing a business with a qualified applicant to fill a job vacancy. However in all cases the Career Centers should strive to have in place a service delivery system that will make the customer contact with the Career Center a positive experience.

Any realistic service delivery design must take into consideration customer needs, program regulations, and available resources. The challenge is to design and deploy a customer service delivery system within the Career Centers that brings these three constraints into a harmonious balance. A focus on one of the constraints, rather than an appropriate balance among all three, will likely undermine the sustainability of any service delivery design.

## **Methodology**

The review conducted by Bradner Consulting Group for the South Florida Workforce Investment Board examined the manner in which services were provided in the Career Centers within Miami-Dade County to identify potential opportunities for improvement with a focus on identifying potential areas for standardization.

The review included walk-through sessions and in-person interviews with key personnel within the Career Centers. The first step in the review was a discussion with the Career Center Manager regarding the characteristics and needs of the customer base primarily served by the Career Center.

All of the Career Centers offer the same basic programs and serve job seekers ranging from those who are seeking entry level positions to those that are seeking professional level positions. All the Career Center also serve employers in a variety of different occupations. However, the percentage of customers seeking entry level or professional positions and the background of customers varies somewhat between different Career Centers.

The second step in the review was to clarify the service delivery design currently in place within the Career Centers. It is very difficult to identify opportunities for improvement without a clear understanding of the existing service delivery design. For purposes of this review the service delivery design is defined as the sequence of events in place in the career centers that build on each other to produce the desired outcome of either placing a job seeker in gainful employment or enabling a business to fill a job opening with a qualified worker.

Program supervisors or lead staff members for the individual programs included in the scope of the review were asked to describe in detail from the customer's point of view the steps in the service delivery design.

In any service delivery process in any organization, there is a tendency overtime to modify the manner in which services are provided to meet the needs of those providing the services to the detriment of the customer. As a result a program process review that focuses on the manner in which services are provided from the customer's perspective often yields invaluable clues about unmet customer needs that provide opportunities for improving the customer experience.

## **Narrative Technique**

The narrative technique utilized in the review to obtain information regarding the program areas is an effective means to understand the existing program design since it requires those who directly provide services to think through and articulate the flow of work and sequence of events through the eyes of the customer. The process of doing this almost always results in the immediate identification of opportunities for improvement in the service delivery system.

The following programs were included in the review:

- Wagner-Peyser (universal customer)
- Workforce Investment Act (WIA) Adult and Dislocated Worker
- WIA Youth Services
- Welfare Transition (Career Advancement Program)
- Professional Services
- Business and Employer Services
- Veteran Services

The narrative approach utilized also helps to point out whether the focus of a program within a Career Center is on processing customers rather than providing a value added service. When the volume of people served is high as it is now, or when the number of hard to serve customers increases, there is a tendency to confuse processing with customer service which can create a very bureaucratic, rigid, and impersonal service delivery system.

The narrative approach also helped to identify whether linkages existed between different program operating areas within Career Centers or whether program operating areas operated in isolation. An input-output process type matrix was used when conducting program interviews within the Career Centers. This made it fairly easy to determine the extent to which there were referrals between program areas.

A similar approach was used to ascertain the amount of interaction between staff in the Career Centers that work primarily with job seekers (job placement specialists) and the staff located within the Career Centers that are responsible for working with the business community (employer consultants). The focus in this case was on determining if there were systematic processes to ensure that the appropriate exchange of information occurred.

Information was also obtained about the job bank or job input process in place within each of the Career Centers to ascertain the extent to which systematic processes exist relative to assignment of employer accounts, employer registrations, job order entry, and job order maintenance.

### **Career Center Directors and Program Supervisors**

All the Career Center Directors interviewed were very responsive and cooperative to all requests for information. All appeared to be very knowledgeable, professional, and capable of providing the level of leadership needed within a Career Center to secure and sustain a successful customer focused operation.

The program supervisors or lead workers interviewed were all eager to talk about the service delivery systems in place in their respective programs. All were able to clearly articulate the steps in the service delivery process and most provided input regarding potential opportunities for improvement.

As would be expected, everyone wanted to portray the services they provided in the best possible light. The biggest challenge in terms of utilizing the narrative approach was keeping the focus of the review on how services were provided rather than on general statements regarding what services were provided.

Every effort was made during the interviews to obtain an accurate picture of the steps within the service delivery process. This meant making distinctions between whether or not a particular step in the delivery of services was done only occasionally or if it was something that was done on a consistent and continual basis.

Career Center Directors and program supervisors were also asked to identify their major challenges and priorities and to identify a theme that they would like for everyone in their operating area to focus on and rally around over the next three months. This was done to gain additional insight into perceived barriers that might impact opportunities for improving the service delivery design and the customer experience within the Career Centers.

It was clear from a visual inspection that some of the Career Centers face the challenge of serving a high volume of customers within less than the desired amount of space. The slow response time of the computer system is also a real concern and one that will probably get worse as dependence on internet based systems increases. The issues of office space and computer response time are likely tied to available resources and therefore may not be resolvable in the near future.

One of the key challenges statewide in the operation of Career Centers is to strike an appropriate balance between time devoted to the delivery of services while also ensuring that appropriate controls are in place through reporting and other checks and balances to ensure program accountability and adherence to required rules and regulations.

## **Approach**

After conducting the walk through sessions and the interviews with key staff members in the Career Centers it became clear that the most effective way to accomplish the stated objectives of the review was to identify key customer process points within each of the operating programs included in the scope of the review. This approach also ensured that there would be recommendations pertaining to both the job seeker and business customer groups.

For purposes of this study, a key customer process point is defined as a tangible and identifiable point in the design of the service delivery process applicable to all the Career Centers that is highly likely to impact the attainment of the desired customer outcome of a job seeker finding suitable employment and/or a business finding a qualified employee to fill a job opening.

In addition, a key customer process point includes those tangible places in the service delivery process within any Career Center where the level of assistance provided or interaction with the customer is highly likely to determine if the customer views their contact with the Career Center as a positive experience.

The key customer process points are in effect the pulse of the activity within the Career Centers from a customer point of view. Being served in a timely and accurate manner is an important aspect of the service delivery system but that by itself will not result in the desired level of customer service. Customers want to feel that the staff in the Career Centers are committed to helping them and will provide help above and beyond mere processing.

Once identified, the key customer process points for each program were the focus points for recommendations for standardization or the development of guidelines that would apply across Career Centers. The key customer process points are aspects of the service delivery design that should exist in every Career Center to help ensure that the desired program performance outcomes are achieved, that the customer views the experience in the Career Center in a positive manner, and that there is an appropriate degree of consistency in the level of services provided among all Career Centers.

The concept of identifying key customer process points serves to accomplish the following:

- When people use the same words with the same meaning, it enhances communication within and between Career Centers. They communicate more effectively, minimize misunderstandings, and gain the sense of being on the same page, even while grappling with significant differences in issues.
- There is a tension between creating value in the short term and creating it in the long term. When people focus only on the short term they lose sight of what needs to be done to create long term value. The key customer process points include steps in the service delivery process in the Career Centers that create a focus on long term value.
- It breaks the overall service delivery system down into manageable process segments making it easier to identify and implement process improvements.
- Customer processing is the most basic stage of customer interaction. Customers want the processing to be accurate and well organized but they don't want it to be the sum of their relationship with the Career Center. Key customer process points ensure a more personalized service delivery design by ensuring assistance at critical points in the service delivery system beyond mere processing.
- Great customer service in Career Centers is directly related to the concept of personal accountability. Identifying key customer process points helps to clarify

service delivery expectations and reinforces a desired standard of excellence within and between Career Centers.

## **Identification Of Key Customer Process Points And Recommendations By Program Area**

### **Wagner Peyser – Universal Job Seeker**

1. The customer should be greeted at the front reception area and directed to the appropriate area
  - Staff should triage customer's at the front reception area to identify initial customer needs
  - Every effort should be made to quickly determine if the customer is registered in EFM and if the IAA assessment has been completed.
  - Two staff should be at the front reception area if possible.
  - If feasible the telephone calls coming into the Career Centers should be answered by someone other than the staff manning the front reception area particularly at high volume times during the day.
  - Staff at the front reception area should be fully trained and knowledgeable regarding the scope of activities available in the Career Center. They should be briefed on any special programs offered and how to direct customers
  - A process should be in place in each Career Center to help ensure that customers are served on a first come first serve basis with the exception of those who have appointments.
  - The initial contact with the customer is important and can set the pace for everything that follows. Little things make a big difference in the level of customer service provided at the front reception area. A smile, looking directly at the customer, a greeting etc.
  - A plan should be in place to try to mobilize (redirect) staff as feasible to minimize wait time when workload backs up in the front lobby. This also applies to the period of time when the Career Centers first open in the morning.
  - The front area should be neat and not cluttered. Required posters should be displayed in an organized and professional fashion. The front entry sets the pace for the entire Career Center experience. The front lobby space, or lack of it, that is available in some of the Career Centers makes this a real challenge.
  - Adequate seating should be available in the front lobby area.

- Staff coming to the lobby area to bring a customer back for an interview or meeting should call the customer's name in a professional manner, greet the customer by name, and walk with the customer back to the place where the customer will be interviewed
2. The customer should be referred to the resource room or to a dedicated group of computers to complete the EFM registration and complete the IAA if they are not already registered in EFM and have not already completed the IAA.
- A staff member should be available in the area to answer questions and provide the customer with assistance in entering the required information into EFM and the IAA
  - Consider some sort of brief but informative computer based orientation at this point for anyone who is utilizing the services for the first time.
3. The customer utilizes the resource room to look for job openings.
- A staff member should be available in the resource room area to answer questions and provide assistance. At least two staff members should be available in the resource room to assist customers.
  - When possible, customers who are not familiar with the use of the computer system should be given the opportunity to have a one-on-one session with a job placement specialist or other staff member well versed in EFM. In larger offices another option is to set aside a separate room to be used to assist the customers who need additional resource room type assistance in searching for employment in EFM.
  - The staff that are available in resource room should be well trained, computer savvy, and aware of the various programs available in the Career Center.
  - Consider posting a list of new or "hot" jobs either in the resource room or someplace that can be easily seen by the customers.
  - The process the customer needs to follow to obtain a job referral or an in-person interview with a job placement specialist should be clear and easily understood.
  - A staff member should be available to make a "quick referral" if the customer's qualifications are known from past visits
  - A system should be in place to ensure that customers are referred to a job placement specialist in an equitable and fair order

- Consider implementation of a process that will result in an interview for the purpose of identifying potential barriers or for possible referral to workshops for those job seekers who have received a prescribed number of referrals (50 to 100) without securing employment.

4. The customer has a seated interview with the Job Placement Specialist to receive a job referral or for employment counseling

- Consider development of a special technical assistance training based on best practices in place among job placement specialists.
- Provide intensive job search assistance for universal customers who need additional job search assistance
- Develop a checklist that can be used as a guide relative to the things that a job placement specialist should consider covering in any seated interview. Develop questions that the job placement specialist can use to determine whether or not a job seeker is not only job ready but motivated to return to work. The checklist could include questions that help to identify barriers to employment and could include reminders relative to making appropriate customers aware of the activities available through the professional placement network and general workshops that are offered. This would be of particular value to inexperienced job placement specialists.
- Allow job seekers to make appointments with job placement specialists. This can take place during the later part of the week or at other times when workload is not generally heavy.

5. Interesting and well thought out workshops are available to help the universal customer find gainful employment

- Workshops should be available that will be viewed as value added by the universal customer.
- Workshop schedules should be posted in a clearly accessible area. This should include the resource room.
- Staff members should refer customers to the workshops based on their needs
- A core set of workshops should be developed and utilized in all Career Centers. Additional workshops could be developed within individual Career Centers based on special customer needs.
- One workshop should be a resume workshop. Other workshops should be developed based on the overall needs of customers.

- Develop a standard workshop curriculum for the core workshops given in the Career Centers

## 6. Follow-Up

- Have a process in place to systematically follow-up with customers regarding the outcome of job referrals. When doing the follow-up encourage the customer to continue to utilize the services provided in the Career Center if the job seeker customer has not found gainful employment.
- Enter placements as well as obtained employments (service code 880) into EFM.

## 7. Reverse Job Matching

- A systematic process should be in place within the Career Center that provides for the job openings that have been listed by employers with SFWIB in EFM to be matched with the population of job seekers registered with SFWIB in EFM to find suitable matches. At a minimum this should be done for job listings over a certain wage rate.
- The goal is to find qualified applicants for the job openings that employers have listed with SFWIB. A employer who receives qualified referrals from SFWIB will be much more likely to continue to list job openings than an employer who does not receive any qualified referrals.
- A list of new job openings posted in EFM should be sent out via e-mail daily to everyone in the Career Center involved in working with job seekers so that they will keep abreast of existing job orders. This might also include a list of job orders that are above a certain wage rate.
- Job Placement staff and Business Representatives should view the recruitment/identification of job seekers to fill the job orders listed in EFM with SFWIB as a function that they proactively pursue on an on-going basis.

## 8. A linkage should exist between staff in the Career Center who deal primarily with job seekers and staff who deal primarily with the business customers.

- A systematic “job matching” meeting is recommended within Career Centers. During this meeting key individuals who work primarily with job seekers and the key individuals who work primarily with the business community discuss any new job listings and try to find matches between job seekers and job openings. This meeting also creates a forum for communication and discussion of any process related issues that may arise relating to the job placement function or special recruiting events.

- This bi-weekly type meeting should last no more than an hour and should be very focused. It can be lead by the Career Center Manager, the individual over Business Services, or the individual over Wagner Peyser. In addition to Wagner Peyser staff, this meeting can include a representative from the Welfare Transition and WIA programs who would be prepared to provide specifics regarding a few of the individuals they are case managing that are job ready and motivated to return to work.

#### 9. Case Management by Job Placement Specialists

- Job Placement Specialists that work with the universal customer group should systematically keep lists or copies of resumes of job ready workers who are motivated and actively seek to find job openings for them for which they qualify. Contact can be made through e-mail as appropriate to help with time demands.
- The volume of workload relative to the universal job seeker customer is probably not feasible to case manage every individual who comes into the Career Center seeking employment. However, that should not preclude some degree of case management of those universal job seekers who are particularly qualified and motivated and are likely to be a good fit for the job openings that will be listed in the future. Some on-going effort to case manage job seekers provides an additional means to help them find suitable employment and to fill the job openings that employers list with SFWIB in EFM. The focus in this instance is on identifying and following up and maintaining some on-going contact with job ready workers who are motivated to go back to work.

### **Wagner Peyser – Business and Employer Services**

#### 1. Core business customers should be identified.

- Core business customers are those who regularly list all or almost all of their job openings and who value the services provided by South Florida Workforce Board. Occasional business customers are those who list a job every now and then.
- Core business customers use SFWIB as a primary source of filling their job openings. Occasional business customers rarely use SFWIB to fill a job opening.
- Once the core business customers are identified the next step is to ask them what it is that they value about doing business with SFWIB. That information will prove to be a valuable tool in marketing to other employers and in identifying other employers who do not currently use the services of SFWIB that are similar in nature to the Core business customers.

#### 2. Demand vs. Supply Driven System

- In a demand driven business services system the focus is on the business customer. The focus is on helping employers in the community fill their job openings with qualified applicants.
- In a supply driven system the focus is on the job seeker customer. The focus is on finding employment for the job seekers who come into the Career Center to register. The potential problem with a supply driven focus is that it can result in a business services approach that is only geared toward obtaining job listings from the business community that meet the qualifications of the job seekers coming into the Career Center. This can be problematic overtime because it can result in a focus on only entry level jobs that match the needs of the job seeker customers who have traditionally been the main users of the Career Centers statewide.
- The jobs listings obtained should also reflect the needs of the local business community. When the scope of the job listings received by SFWIB also includes higher wage positions then job seekers who qualify for these positions will be much more likely to also actively utilize the services of the Career Centers. Any business services approach that does not include an appropriate focus on obtaining job orders for professional level positions will ultimately tend to reinforce the image that the Career Centers can't assist professional job seekers or businesses who seek to fill professional or technical positions.
- In reality, the business services component of the SFWIB should seek to both secure jobs that are aligned with the needs of the job seeker customers who utilize the Career Centers to find employment as well as seek listings from the business community that have not traditionally been filled by job seekers who regularly visit the Career Centers. To successfully fill higher wage rate positions the Career Centers must actively search the data base of workers registered in EFM and not limit their search to just those job seekers who come into the Career Centers. The Career Center must also look for creative ways to work with other entities that might be able to help identify qualified workers for those job openings that SFWIB is having difficulty filling. This is particularly true for the professional and technical level positions. The business community will not list their professional and technical high wage jobs unless they believe there is good chance that they will be referred qualified applicants for those positions.

### 3. Securing new business accounts

- A variety of methods should be utilized to find potential new employer accounts. Sources include newspapers, the Chamber of Commerce, new permits, visual sightings, employer calls to the Career Centers, on-line job data bases, company web sites, and special community events.

### 4. Assignment of business accounts

- A system should be in place to assign business customers, or at least those who do a lot of business with SFWIB, to a specific business representative. The business representative should seek to understand the needs of the business and tailor solutions to the extent feasible to meet those needs.
- Accounts are generally assigned based on an industry breakout. Accounts can also be assigned based on a geographical breakout or some combination of industry and geographical breakout. If a business representative already has a good relationship with an employer then it is reasonable to assign the employer account to that business representative. Not having specific assigned accounts may work in some areas but it generally results in confusion and lack of accountability regarding follow-up with the employer.
- The accounts that warrant and require on-going case management should be assigned to a specific business representative. Others not warranting or wanting case management can be assigned to individuals who perform the job order bank or job order input function. These accounts would receive job order maintenance but not case management. There are a variety of ways to organize this based on the needs of the local business community and the resources available in the Regional Workforce.

#### 5. Employer registration

- Employers can either self register in EFM or SFWIB can register them. The key is to clarify who is going to do this function and the process they are going to follow. This is the point of entry of the employer and provides a good opportunity to begin building a good business relationship. It is also often the best time to make sure the employer is aware of the menu of services available.

#### 6. Job Order Entry

- Employers can enter job orders directly into EFM or SFWIB can enter them. The key is to clarify who is going to do this function and the process they are going to follow.
- A business that seeks to list a job but is unable to easily get in touch with someone for assistance will not utilize the services.

#### 5. Job Order Maintenance

- This involves following up with the business regarding the status of their job orders. The key is to clarify who is going to do this function and what and when they are going to do it. This can be done by a job bank or job order intake unit or it can be done by a business representative. There are several ways to approach this so the key is to explore the different methods, select a process, and clarify to those involved regarding who is going to do what.

- Job orders that remain in the system that have already been filled or expired clutter up the process.
- Job orders that have been fully referred should be identified so that there can be follow-up with the employer.
- Following up on the status of job orders provides a much needed means of communication with the employer.
- It is essential to find out if a job order has been filled.
- Various reports relating to the job order maintenance function should be generated on a systematic basis. For example it is valuable to identify the job orders that have expired without a referral. When a position is listed but there are no referrals it may signal the need for a discussion with the employer about an unrealistic wage rate or changes in the stated requirements.
- Job orders that are about to expire should be systematically identified several days before the expiration date so that the employer is contacted to determine whether the job order should be closed out or extended and whether or not someone who was referred by SFWB was hired.

## 6. Case Management

- Case management is the most important factor in terms of creating long term relationships with the business community. Good case management builds trust with the employer.
- All employers may not need or warrant case management but those who help SFWIB achieve its goals and who desire on-going follow-up should be case managed. Case management can be done in-person by telephone or via e-mail depending upon what the employer prefers.
- Case management is the best on-going method of determining whether or not an employer is satisfied with the level of services provided. Follow-up provides the opportunity to address any issues that the employer might have. Follow-up keeps the lines of communication open.
- Case management should be the responsibility of the business representative assigned the employer account.
- Case management is based on identifying the specific needs of the employer and tailoring solutions to meet those needs.

- Case management is the means by which you can build a relationship with an employer that will result in the employer letting you know who they have hired.

**The following summarizes the key factors that should exist in any business and employer services operation:**

1. A plan of action should be in place to clarify who is going to do what in the following process areas:

General marketing/outreach to the employer community  
 Securing new business accounts  
 Assigning new business accounts  
 Employer registration  
 Job order entry  
 Job order maintenance  
 Case management.

2. A plan of action should be in place to identify the employers who warrant and/or need to be case managed.

3. The focus is on identifying the needs of employers and tailoring solutions to the extent possible to meet those needs. (Specialized job fairs, screening procedures, grants etc)

4. The focus should be on building long term relationships with employers based on trust and on results.

5. Clear and open dialogue should exist between staff who deal primarily with the employer community and staff who deal with job seekers. There should be some short but focused bi-weekly meeting within the Career Centers between business consultants/representatives and job placement specialists. The goal of this meeting is to try to match qualified and motivated job seekers with job openings.

6. A systematic and on-going method of reverse job matching. A proactive attempt to find qualified job seekers for job orders received. The focus in this case is on those professional level job listings or technical positions that may have requirements that make them more difficult to fill. This might also be used for a newly registered employer who stopped listing job openings in the past due to dissatisfaction with the quality of referrals. This could also be used when the potential exists for large numbers of job listings from an employer in the future.

7. Staff that is committed, energetic, excited about making good things happen, and who have good communication skills.

8. Consistent, professional, and timely follow-up with employer accounts as a part of effective case management.

9. A sincere belief exists among those who serve the business community that the organization has something of value to offer every single business.

### **Workforce Investment Act – Adult and Dislocated Workers**

1. Linkages should be in place with other program operating areas (Wagner Peyser, Veterans Services, PREP and REA, and Welfare Transition etc) to refer potentially qualified customers to WIA.
2. A clear, interesting and informative orientation is in place to provide customers with a good understanding about the WIA program.
  - Consideration should be given to adopting one WIA Orientation presentation that would be used in all Career Centers.
3. Pre-screening of potential candidates for WIA Training
  - Recommend development of a pre-screening checklist or pre-screening guidance that would be used in all Career Centers.
4. Eligibility determination
  - Recommend consistent eligibility guidelines or general criteria that would be used in all Career Centers
5. Follow-Up
  - The case management or follow-up performed with WIA Adult and Dislocated Workers has a big impact on performance. There also should be a linkage between the Business Services staff and WIA staff to help with placements where appropriate.
6. Intensive Employment Assistance under the WIA program.
  - There is a need for the development of intensive employment assistance for many job seekers. These customers do not need training but need more of a focused hands-on approach than they would normally be provided as a universal customer under the Wagner Peyser program.
  - Consider developing an intensive employment assistance program offered by WIA staff. Referral criteria could be developed. The goal would be to help those job seekers that are job ready but lack some of the soft skills needed to find a job.

It appears that most of the dollars in the region that are available under the WIA Adult and Dislocated Program have already been obligated for the current fiscal year.

Difficulty in finding individuals that reside in the Designated Target Areas (DTA) was a pretty consistent concern across all of the Career Centers as it related to the WIA programs offered under the American Recovery and Reinvestment Act of 2009 (ARRA). The concerns expressed were not against the concept of helping the neediest but appeared to relate to difficulties in finding sufficient numbers of customers who were interested in the programs offered who resided in a DTA. It is recommended that at some point in time, depending upon the numbers of individuals participating in the WIA related programs under the ARRA, that SFWIB look again at the criteria to see if it should be modified.

### **Welfare Transition (CAP) Program**

#### 1. Work Registration Process

- This process appears to be vary somewhat within the Career Centers but all seem to be following the same general process for work registration.
- The issue of DCF sending alerts over for some customers who have not yet completed work registration appears to warrant further discussion with DCF.

#### 2. Employability Skills Workshop

- Consider development of a curriculum that would be used in all Career Centers.
- The ability of the individual teaching the employability skills classes appears to be a big factor in the degree to which they are successful. The skill and ability of the instructor to motivate customers appears to have a big impact on whether or not the instructor is effective.
- The development of technical assistance that would include the sharing of best practices among those teaching/leading the employability skills workshops might prove to be of value.

#### 3. Activities

- The issue of placing individuals into activities that are meaningful is a challenge in Miami-Dade County and throughout the state. The use of work experience sites appears to be the most effective activity. The development of work sites that can potentially lead to employment is clearly a critical success factor.
- Recommend consideration of modifying any regionally imposed limitations on the job search activity if any are more stringent than those required by State and Federal regulations.

#### 4. Employment Focus

- Providing placement assistance to Welfare Transition (CAP) customers is a potential area of concern. CAP customers currently go to the Job Placement Specialists who also serve the universal customers for job placement assistance. This seems to be the only viable alternative since the case loads of the individuals who manage the CAP customers makes it difficult for them to have the time needed to provide individual job search assistance. However, since the individuals who case manage CAP customers are more familiar with the customer it would appear to be more effective for them to also help the customer find employment through EFM. However, this is likely not a viable option at this time due to the high caseloads individual CAP case managers currently have.
- Another potential option to consider would be having one staff member in the Welfare Transition (CAP) program be responsible for providing job search assistance to the CAP customers instead of carrying a full case load.
- A great deal of concern was expressed regarding the feasibility and practical implications of the apparently recently implemented procedure relating to work sites. Specifically, the part of the procedure that would require CAP case managers to go to the work sites to collect the sheets verifying that the customer was actually participating in the work experience programs as required. It appears that the new procedure was implemented to prevent potential abuse or falsification of participation in the work site activity. As a result, the newly adopted procedure may be the only way to address the problem. However, the issue is that case managers have heavy workloads and that will make it difficult for them to take the time required to go to the sites to pick up the documentation.
- The recommended size of a Welfare Transition (CAP) caseload for an individual case manager is between 75 to 100 cases. However, this may not be possible due to available resources. The total CAP caseload in Miami-Dade appears to be much higher than in other regions.

### **Veterans Services**

The key process points relating to the Wagner Peyser universal job seeker customer also apply to veterans with the exception of the veterans preference requirement.

- It is recommend that the higher volume Career Centers each have a veterans representative instead of having the veterans representatives split their time between two offices. This may be a funding issue with the Agency of Workforce Innovation and therefore may not be something than can be resolved immediately.
- Many employers are motivated to hire veterans. More marketing of veterans to the business community appears to be a potential opportunity for improvement.
- It is recommended that there be greater coordination between the LVER position and the business services function in each Career Center. The LVER position

should be actively involved in communicating and establishing relationships with those employers who have federal contracts or who express an interest in hiring veterans. Certain employer accounts should be assigned to veterans staff to case manage.

- Veterans who come into the Career Centers should be made aware of the opportunity available to them to see a LVER or a DVOP to assist them in their search for employment.
- There should be an active linkage for referrals from the Veterans staff to the WIA program for veterans who might be good candidates for the services offered under the WIA program.

### **Professional Services**

Traditionally professional and technical level job seekers have not utilized Career Centers statewide as a means to find employment. This has changed somewhat due to the high unemployment rate which has impacted many people in professional and technical level positions. In addition, more individuals in professional level positions with years of employment experience are now registered in EFM due to filling for unemployment compensation benefits or due to the opportunity that EFM provides them to register through the internet and search through the job listings without actually coming into a Career Center. Many individuals statewide are registered in EFM without even realizing the connection with Career Centers.

All the Career Centers appear to make a conscientious effort to identify customers who would appear to benefit by involvement with the Professional Placement Network (PPN) services offered by SFWIB. Workshops are offered periodically at various Career Centers that are geared toward professional level employers. The role of the Career Centers at it relates to PPN appears mainly to be to make the professional level job seekers aware of the PPN workshops. All of the Career Centers indicated that the PPN workshops were very professional and apparently well accepted by participants.

- It is recommend that SFWIB consider the establishment of some type of Executive Center that would be geared toward serving professional and technical level job seekers. The Executive Center might be located outside of the existing Career Centers. The focus of the Executive Center would be to provide workshops and placement assistance. The job seekers served by the Executive Center would be case managed and matched against the professional level positions to try to find suitable matches within the employer community.
- The Executive Center would also have responsibility for helping to recruit higher wage job listings from the employer community. A great deal of the follow-up case management with the job seekers served by the Executive Center could be through e-mail. From a resource perspective the establishment of an Executive Center might not be a feasible option for SFWIB.

- It is recommended that each Career Center have a designated person whose duties include helping professional level job seekers find gainful employment. The business services staff member located within the Career Center might be a good staff member to provide this service. Only the professional level job seekers who requested additional assistance would be referred to this person. This might also be done through appointments.
- Some sort of ongoing reverse job matching process (job listings matched with job seekers) could be performed for all job listings above a certain wage. They could also be performed on a systematic basis for the universal job seekers in the Career Center who are being case managed. If the Career Centers hope to successfully place individuals in higher wage positions, it is vital that they make a concentrated effort to try to find individuals who meet the requirements of the positions.

### **WIA Youth Services**

The youth programs offered in the Career Centers and at off site locations in schools all appeared to be very active. Although the programs appeared to differ somewhat in their objectives, they all seem to operate under the same key customer process points.

#### 1. Marketing

- Youth programs should work in partnership with schools, other community organizations that work with the targeted youth groups, and seek internal referrals from other programs within the Career Centers, particularly the Welfare Transition (CAP) program. The target population is already identified and served in other ways by other organizations.

#### 2. Intake

- It is recommended that the youth intake process be made as simple as possible while still securing the required data elements. Parents should be made aware of the objectives of the program to secure their support.

#### 3. Activities and Incentives

- The youth activities should be continually reviewed with an eye on making them value added. The skill of the case managers in communicating and motivating participants has a huge impact on the ability of any youth program to achieve and sustain success. Incentives should be meaningful to the participants and should reinforce the desired behavior.

- The physical surroundings of any activities offered should be conducive to a youth activity. Activities that are easily accessible are much more likely to succeed on an on-going basis.

#### 4. Follow-up and Case Management

- Youth should be made aware of the specific goals and objectives set for them under the program. Follow-up relative to their progress toward accomplishing their goals should occur on a regular basis.
- On-going contact and follow-up with the youth enrolled in the programs is essential. End of the year activities that recognize and reward accomplishment add value and encourage continued participation.

### **Analysis By Workforce Development Core Processes**

#### **Outreach/Marketing**

There is an on-going need to market the services of SFWIB to the business community to make them aware of the services available. Statewide, many employers don't utilize the services provided because they are not aware of them. The change at SFWIB to "centralize" a segment of business services appears to be designed to make the business community more aware of the services available and to be more responsive to the needs of the employer community.

#### **Intake**

The Career Centers appear to be registering all customers in EFM and having them complete the IAA process which is unique to the region. At first glance the two processes (EFM and IAA) appear duplicative but upon further review it was found that the IAA process provides information relative to the services provided that might not otherwise be captured.

The information required for work registration in the Welfare Transition Program (CAP) and for assignment of activities and the information required for enrollment in the WIA Adult and Dislocated Programs are being input as required despite a very heavy workload. The input process is made more difficult and frustrating for program staff and for customers due to the slow response time of the computer system.

#### **Eligibility**

The Career Centers have in place adequate processes to determine if customers meet the initial and on-going eligibility requirements for participation in the Welfare Transition Program (CAP), the WIA Adult and Dislocated Worker Program, and the WIA program through the ARRP.

The high volume of workload combined with the rather complex eligibility provisions under the Welfare Transition Program (CAP) requires case managers under the Welfare Transition Program (CAP) to spend most of their time ensuring customer compliance with eligibility requirements rather than spending a lot of time assisting customers obtain employment.

An effective pre-screening process followed by a more detailed final screening process is being utilized relative to the WIA Adult and Dislocated Worker Program as it relates to determining whether or not customers meet the income and other eligibility requirements necessary to receive vouchers to pay for training. The pre-screening process serves the purpose of letting customers know early in the process if they are not eligible for training under the WIA Adult and Dislocated Worker Program.

The Career Centers follow the steps of placing WIA customers in core (unassisted and assisted) and intensive levels of service before becoming potentially eligible to receive funding for training.

The Wagner Peyser program is available to the universal job seeker without any income or other program specific eligibility requirements.

The key “eligibility related” factor for the universal job seeker is whether or not they meet the specific criteria of any job order to which they wish to be referred. Ensuring that a job seeker does meet the referral criteria can be challenging at times because job seekers do not always provide accurate information regarding their qualifications.

However the accuracy of job referrals can be improved in general by ensuring that the information on the job order received from the employer accurately describes the qualifications the employer seeks and by skillful questioning from the job placement specialist to secure information that will help them make an accurate decision regarding the job seekers qualifications. Any improvement in the quality of referrals has to begin with an understanding on the part of the job placement specialist that sending non-qualified applicants to an employer may eventually result in the employer not listing their jobs with SFWIB.

## **Assessment**

A variety of assessment processes exist within the Career Centers. TABE testing is particularly used in the WIA and Welfare Transition (CAP) programs. The IAA provides information about the potential barriers that a job seeker might have. In general the information provided through the assessments does not appear to be used in a systematic way to assist with the case management of a job seeker. The information is available but from a practical standpoint it is not always used.

There does not appear to be any type of written needs assessment document pertaining to the business customer. This is something that might warrant additional consideration

particularly if processes are put in place resulting in more case management of the business customers. .

### **Job Search**

The job search component of any workforce development is vital since placing a job seeker in gainful employment is the desired outcome.

The bulk of work relative to assisting job seekers find employment for all program areas appears to be the responsibility of the job placement specialists who work with the universal customer.

The WIA Adult and Dislocated and the Welfare Transition (CAP) program case managers focus on ensuring that the customers meet the prescribed eligibility requirements.

The key customer process points for the Wagner Peyser universal job seeker are the areas that should be emphasized relative to the job search core process.

### **Case Management**

The case management core process is the area that results in a more focused, personalized, and intensive service delivery system within the Career Centers. As the workload increases, the time spent on case management often decreases somewhat by necessity.

This is an area where there is a real opportunity for meaningful technical assistance as it relates to how to assist customers in finding gainful employment. Some of the case managers who work with the universal customers are very effective while others are still learning.

Case management as it relates to the business community is an area warranting additional focus.

Case management is an area that warrants further examination and study that will likely yield some best practices and processes that can be implemented that would enhance the level of services provided particularly to the universal customer seeking employment assistance.

Case management of some of the universal customer group will also assist in filling job orders. Any effort to obtain additional job listings from the business community must also include an effort to systematically identify and even recruit qualified job candidates.

### **Employer Linkages**

Each program area should have some direct connection or communication with the business services area. This communication is necessary in order to help ensure that the individuals involved in working with the business community are seeking to identify and secure job listings that will help job placement specialists make placements.

This is an area that also warrants further examination and study.

### **Complaint Resolution**

Complaint resolution is included as a core process for all program areas since there should be clearly understood processes in place in all operating areas regarding how complaints will be addressed. The goal is to ensure that processes are in place that will result in customer complaints be handled in a prompt and professional manner. The information learned from the complaint should also be used when appropriate to make modifications in the service delivery process or to identify areas where additional staff training may be needed.

The normal supervisory structure in the Career Center appears to provide a mechanism for resolution of customer complaints. All of the Career Center Managers and Program Supervisors appeared to be very serious about identifying and correcting any potential problem areas.

### **Career Center Structure**

The organizational structure and chain-of-command will need to vary somewhat based on the size of the Career Center and the workforce development programs available in the Career Center. Please note that this review was not designed to result in an in-depth analysis of Career Center organizational structure.

In general, every Career Center should have a Center Director and a supervisor over the Wagner Peyser/ job placement function, WIA Adult and Dislocated Workers program, and Welfare Transition program (CAP) . In smaller offices it might be appropriate to have a lead worker instead of a supervisor over the WIA Adult and Dislocated Worker or Welfare Transition program areas. The program supervisors should report to the Center Director.

The FSET program might warrant a separate supervisor in the very large volume offices but could fall under the supervision of the Welfare Transition (CAP) program. The Refugee program also links to the Welfare Transition (CAP) program.

WIA Youth Programs should have a program supervisor.

The front reception area, the PREP and REA programs, and the job placement specialist function generally should be under the Wagner Peyser/job placement function supervisor.

Each Career Center should have an employer consultant and a veterans services representative. These positions could report to the Career Center Director or be connected to the Wagner Peysen/job placement function program area. It is recommended the largest offices have both a LVER and a DVOP.

Large Career Centers should have a position that functions in a quality assurance/technical assistance capacity that would report to the Career Center Director.

## **Summary**

The Career Centers have faced the challenge of a rapid increase in workload over the past few years. They have successfully completed the often difficult transition period that accompanies the hiring of additional staff to manage the increase in workload and have implemented the new programs offered under the American Recovery and Reinvestment Act of 2009.

The entire State of Florida and the area served by the South Florida Workforce Investment Board will likely continue to experience a high level of workload for the foreseeable future.

Key customer process points are identified in this report by individual workforce programs. Each of the workforce programs is offered in all of the Career Centers. The key customer process points reflect the specific tangible places in the service delivery process within the Career Centers that have the greatest impact on customer service and program performance.

The action taken relative to each key customer process point directly impacts whether or not a job seeker is placed in gainful employment, whether or not a job order listed by an employer is filled with a qualified worker, and whether or not the customer views the experience in the Career Center as a positive one.

It is recommended that the key customer process points identified by program area in this report serve as the focus point for efforts to enhance the delivery of services in the Career Centers and as areas for standardization.

Specific action items are provided relating to each key customer touch point listed for each program area. These action items are presented as process improvements or areas of focus that will enhance performance. In some cases they may already be in place, in others they may not be. Regardless, these are areas that continually warrant a consistent focus in all of the Career Centers.

The basic flow of work in all the Career Centers should be the same with certain modifications likely necessary due to differences in the needs of the customer groups served by each Center, the workload of each Center, and the physical facility in which the services are provided.

It is recommended that the initial focus be on the processes in place pertaining to the delivery of services to the universal job seeker and the processes in place for the delivery of services to the business community. These services are integrated into all the program areas and therefore impact all the program areas. They also are the service processes that have the greatest overall impact on customer service and performance.

### **Bradner Consulting Group**

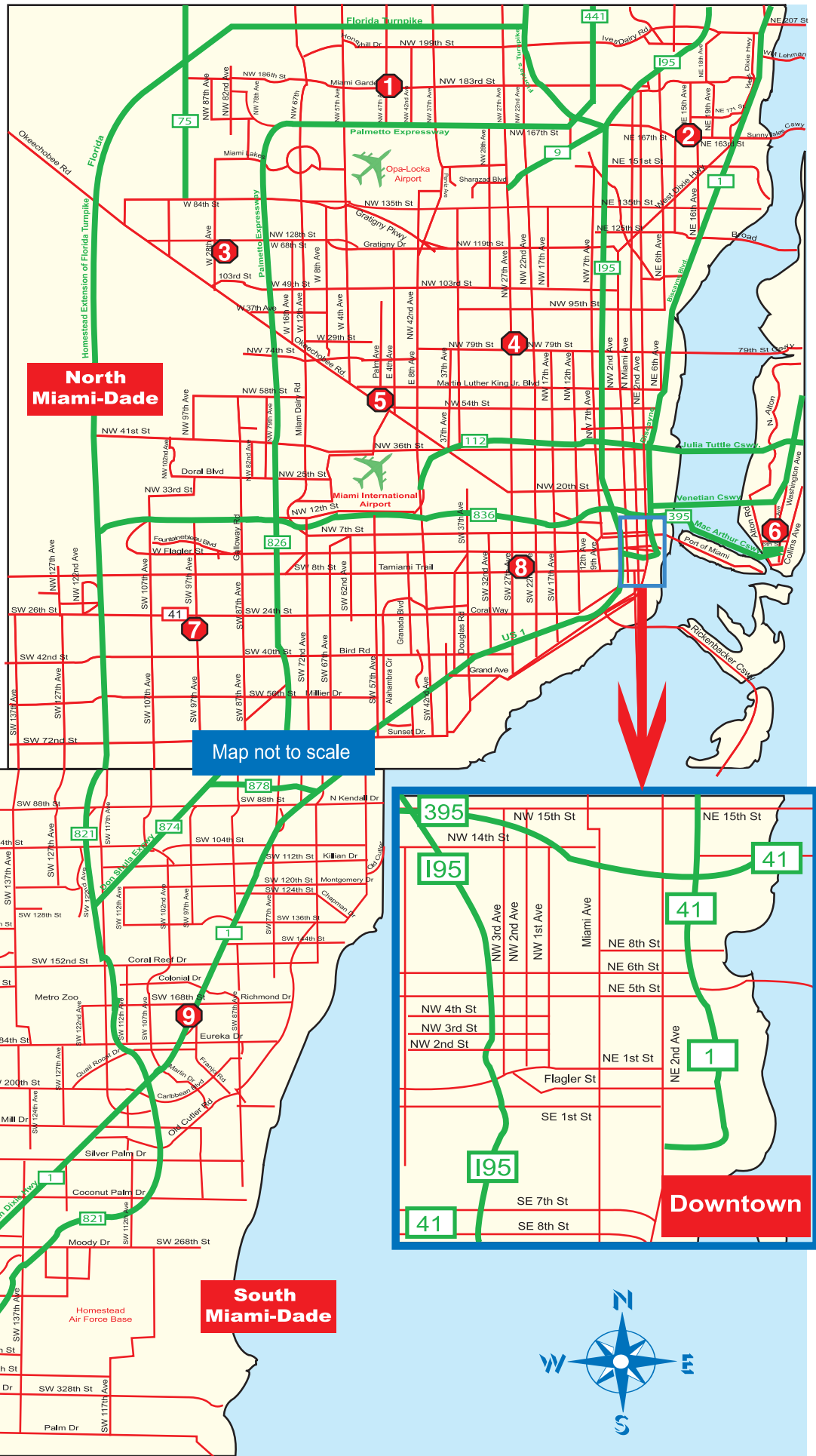
This study was conducted by Robert Bradner of the Bradner Consulting Group. Mr. Bradner has over thirty-five years of successful and progressive experience with workforce development programs at the state and local levels. Mr. Bradner has been actively involved in implementing quality improvement systems for over fifteen years with a focus on process management, performance measurement, strategic planning, customer service, business services, and leadership development.

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3. Hialeah Gardens  
2851 W 68 St., Ste.14  
Ph: 305-826-4011  
TTY: 305-364-3182
4. Northside \*  
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Ph: 305-693-2060  
TTY: 305-693-2079
5. Hialeah Downtown \*  
240 E 1 Ave, Ste 208  
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TTY: 305-805-5191
6. Miami Beach  
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8. Little Havana \*  
701 SW 27 Ave  
Ph: 305-643-3300  
TTY: 305-643-7231
9. Perrine  
9555 SW 175 Terr  
Ph: 305-252-4440  
TTY: 305-234-2232
10. Homestead \*  
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Ph: 305-242-537  
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**Miami-Dade County Career Centers**

for a center near you, call 1-877-877-JOBS (5627) / TTY: 305-470-5529, or visit one of the following Career Centers:



\* Serves Out-of-School Youth