

TRANSMITTAL # 6

MEMORANDUM

March 19, 2001

TO: Workforce Development Council

FROM: Roger B. Madsen, Director

SUBJECT: Workforce Investment Act's Continuous Improvement Initiative Awards

ACTION REQUESTED: Recommend approval of the Continuous Improvement Initiative awards to the successful *IdahoWorks* areas

BACKGROUND:

The Workforce Investment Act's budget includes a 10% setaside to support state-level programs. At its August 29, 2000 WDC meeting, the Council agreed to set aside \$60,000 of these funds to support a continuous improvement initiative. For the first year of WIA, the initiative is being utilized to emphasize the importance of incorporating customer feedback into service delivery improvements. The Council agreed that this initiative could cover a wide range of customer feedback including input from employers and that the initiative should be a win-win process for each area. Each local *IdahoWorks* Board is eligible to receive \$10,000 of the funds contingent upon submitting to the Council evidence of successfully implementing this activity in their WIA service delivery.

The Council approved the following process for awarding the continuous improvement funds to the *IdahoWorks* Boards:

- The *IdahoWorks* Boards submit applications by December 31, 2000
- The applications are approximately one-page descriptions of how customer feedback has been incorporated into service delivery
- To be eligible for funding, the local efforts must go beyond just collecting data and must focus on implementing customer input into service delivery efforts
- The Workforce Development Council's Performance Committee will review the applications and develop funding recommendations to the full Council at the Council's next meeting

All six areas submitted applications for the continuous improvement funds. These applications are attached. The Council's Performance Committee will review the applications at its March 19, 2001 meeting and present a funding recommendation to the full Council.

Contact:	Primary	Larry Hertling	(208) 334-6298
	Secondary	Cheryl Brush	(208) 334-6303

Attachments

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Michael White

North Idaho
WORKFORCE INVESTMENT
Board

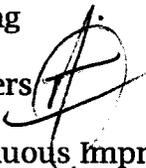
Secretary
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Treasurer
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Administrator
Jim Flowers

Date: January 29, 2001

TO: Larry Hertling

FROM: Jim Flowers 

SUBJECT: Continuous Improvement Initiative / Application

The North Idaho Workforce Investment Board ensures the integration of customer satisfaction information for both WIA funded programs and One-Stop partners. WIA funded programs collect customer satisfaction information through several different methodologies. Some examples include utilizing surveys, focus groups and regular contact with employers and participants. In addition, the WIA MIS system will ideally capture and report customer satisfaction and program performance information on an "as-requested" basis. Thus, providers make programmatic changes as needed to improve overall program performance and customer satisfaction.

The North Idaho Workforce Investment Board and the Regional Collaborative Team/One-Stop Partners meet on a regular basis to discuss continuous improvement strategies to improve the quality of service customers receive through the One-Stop system. To ensure that customers receive necessary program information, the Board and the RCT have developed a referral process. This process includes staff assistance and the distribution of a referral card that lists the referring agency, name of customer, date of referral, and referred to agency. In addition the referral card details pertinent contact information for each agency represented in the One-Stop System.

To improve the customer satisfaction rating of employer-customers, the North Idaho Workforce Investment Board has recently created a separate committee to review overall performance and employer satisfaction. Through surveys, direct customer feedback, center evaluation, and other means the committee will make recommendations to the One-Stop Operator on appropriate and necessary changes. In addition, the North Idaho Workforce Investment Board is creating partnerships with area Chambers' of Commerce and conducting employer outreach marketing as a means to promote One-Stop services to businesses.

The North Idaho Workforce Investment Board through a recognition and reward process will identify "best practices" for incorporating customer satisfaction measures. Information collected on the "best practices" is made available to all area WIA providers and One-Stop center partners. WIA providers and One-Stop partners are then encouraged to incorporate the collected information into their existing programs to reinforce overall customer service.



Region II – Continuous Improvement

The North Central Idaho Workforce Board (NCIWB) uses customer feedback of the Workforce Investment System to enhance the programs offered and to improve the delivery of service to businesses and participants. In doing so, Region II's WIA service provider, Lewiston, Grangeville, Moscow, and Orofino Job Services, apply the WIA standards for obtaining customer feedback.

Clearwater Research performs a random survey of customers (businesses and participants) and submits a report to the service provider. A team then reviews the results of the survey to make changes to service delivery when feasible and appropriate. Each Job Service office makes available to customers comment cards that rate services and the delivery of those services. When a comment card is returned with written concerns, the customer is contacted for additional comments. This information is shared with the team of managers and necessary changes are made when appropriate. The customer who initiates the complaint is informed of the disposition of the complaint and is encouraged to return for continued services.

The One Stop Regional Collaborative Team (RCT), (made up of One Stop partners and affiliates) continues to meet to discuss developments within the One Stop. The most recent need was a customized referral system. The group determined that while the partners are electronically located within the Career Center, it would be most beneficial to the customer to have line staff at the point of service make the referral to the outlying agency. The referral would consist of the customer's appointment date, time, and location of the referred-to-agency. The RCT and the LWIB agree that for continuity of service, the interagency referral form will be used by all partners to ensure that customers receive accurate and appropriate information and referrals to the proper agency(ies). We anticipate fewer missed appointments; less customer confusion (we all know how difficult it can be to maneuver within the "system"); and minimal delay in service delivery, which will ultimately contribute to increased customer satisfaction.

The NCIWB expects to become more involved in customer satisfaction issues in the coming year. The Board is interested in becoming proactive in their efforts to respond to businesses' workforce needs. Because of the makeup of the NCIWB, we've realized stronger ties with business groups and organizations such as Chambers' of Commerce and take this opportunity to gather workforce information from this group of customer.

The NCIWB will review the information more from a qualitative perspective than a quantitative perspective. What the Board wants to learn from customer feedback goes beyond just, "Is the system working?" but more "How does the system work together?" The One Stop interagency referral form is one tool that will demonstrate just how the system works together.

The NCIWB wants to learn more than just how many people are successful under WIA, but what processes aided in that success? What works? What doesn't?

It's an ongoing process and we have much to learn from this, our first year of WIA.



January 31, 2001

Larry Hertling
Idaho Department of Labor
317 W. Main Street
Boise, ID 83735

RE: Continuous Improvement Initiative-Region 3

Dear Larry:

The Region 3 WorkSOURCE Board will ensure continuous improvement and customer satisfaction of services by establishing guidelines for quality improvement activities and distributing them to all employers and participants within the One-Stop System. The Board will identify the major data outcomes that will be used to monitor quality and communicate those expectations to all parties. In addition, the Board will encourage all training providers to develop procedures that will focus on specific outcomes and identify critical factors that will improve performance by utilizing customer feedback. The WorkSOURCE Board supports the State goals to emphasize collaboration, customer choice, and customer satisfaction. The WorkSOURCE Accountability Committee, made up of both private and public partners, shall be responsible for design and oversight of all continuous improvement activities.

The Accountability Committee has been working diligently in developing a customer satisfaction survey to be used for Core A participants. The questions relate directly to how the customer was treated and assisted as soon as they entered the One-Stop Center. Other questions inquire about any problems they encountered with staff, resources, location, etc. Comment cards will be available at the One-Stop Centers as well as available via the Internet. The responses will be shared with the Accountability Committee and also used in the monthly case manager meetings around the region.

In addition, the Committee is in support and is utilizing the information provided by Clearwater Research. The Accountability team reviews the results and makes changes to the service delivery when feasible and appropriate. The WorkSOURCE Compliance Specialist meets with the case managers on a consistent basis to review their files, answer questions, and also to share with them any feedback from the customer satisfaction surveys. This process has been working very well in developing a collaborative partnership and exchanging important information in regards to the One-Stop System.

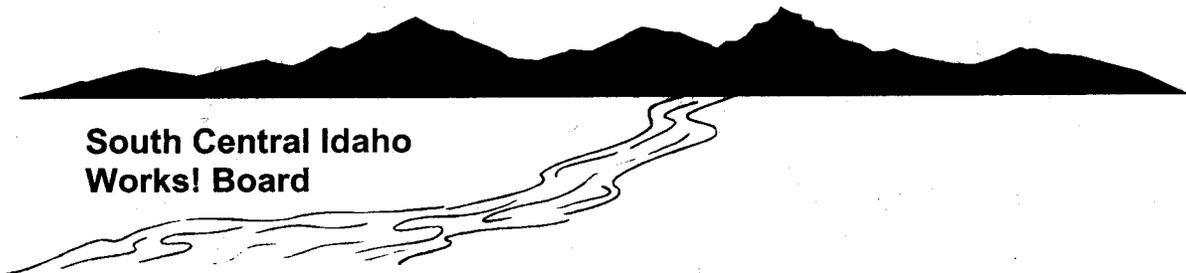
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www.worksourceidaho.com

The WorkSOURCE Board, Board Staff, and the Service Providers take the continuous improvement initiative and ensuring customer satisfaction very seriously and we look forward to building a seamless, world-class workforce system in Southwest Idaho.

Sincerely,



Tanya Dolenz
Deputy Director/WorkSOURCE
WorkSOURCE



**South Central Idaho
Works! Board**

MEMORANDUM

DATE: December 20, 2000
TO: Larry Hertling
FROM: Candy McElfresh *Cm*
RE: Customer Satisfaction/Continuous Improvement

The South Central Idaho Works! Board promotes responding to customer input not only for the WIA funded programs, but for the One-Stop Center and its affiliates as well. The providers of services ask for and collect customer input in a number of ways, including service evaluation forms, usually following activities; and follow-along written surveys and/or phone interviews.

The comments received are used by staff to modify program/project activities or to modify methods used in providing training or services. For instance:

- Comments: "not so much classroom time", "physical or hands on work", "more outside work" -- lead to the next year the amount of time spent on community service project by the youth was increased.
- Comments: "The most helpful were the plant tours." - lead to increasing the number of tour days and increased the number of plants or businesses toured the following year.
- Comments during the summer project for youth lead to the next year working 4-day work weeks rather than 5-day work weeks, allowing youth to enjoy more of the summer.
- Adult participants wanted input into the actual day of the week to meet with perspective employers and more time with them. Staff adjusted their process for setting up these workshops and the workshops were scheduled to meet the days requested and to increase the amount of time the participants had with the employers.
- Comments had been received about the inconvenience of having to meet previously scheduled classroom time and of unavailability of case-managers or instructors when the participant had time. The project scheduled non-traditional hours and off-campus sites to accommodate participants' needs both for courses and individual appointments.

The collecting of customer input and implementing changes and modifications based on it has become second-nature to our workforce development programs and our WIA funded projects, as well as most of the partner agencies/programs in South Central Idaho.

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February 1, 2001

To: Larry Hertling

From: Bob Perky

Subj: Region V Continuous Improvement

The Southeast *IdahoWorks* Board seeks to continuously improve services and programs in Region V by using customer feedback at the service provider level and by keeping the service provider informed of the interests and concerns of the regional business community acquired through private sector board members.

The Pocatello Job Service One Stop Career Center incorporates customer feedback gained from comment cards made available to job seeking and business customers. The cards may be returned to receptacles in the office or mailed. Positive and negative comments are actively solicited and are read during general office staff meetings. Many improvements have been integrated into the delivery of services and facility as a result of the customer comments, including privacy partitions between customer PC workstations, naming conference rooms to make them easy to find, and Internet hookups in private interview rooms for business customers.

Additionally, the Center holds Information Meetings for interested applicants no less than monthly. All attendees are requested to complete a customer feedback form, a process initially begun following the JTPA amendments. The comments are kept separate from the applicants' information sheets, so feedback is confidential and anonymous, putting customers at ease. This feedback has changed how and what information is provided during the Information Meeting. Changes incorporated included the format and content of the presentation.

The current customer feedback process was initiated following the 1997 Melanie Arthur Customer Satisfaction Training delivered to Job Service staff throughout Idaho. The form emulates the form/format/feedback scale recommended by Melanie Arthur. Following the training, a local Customer Satisfaction team was created. This team collected information and brainstormed ideas to incorporate process improvement within the office.

Clearwater Research, Inc. conducted a job order satisfaction survey in 1999. Results and recommendations were provided to the 24 Job Service offices in Idaho. A local Employer Marketing Team was formed to address areas that needed improvement. This team has recommended changes, such as how employer follow-up is conducted, that have been incorporated with positive feedback from business customers. Feedback is solicited on an ongoing basis from our business customers. The Employer Marketing Team provides a means to continually evaluate processes and procedures that impact our customers. Comments are shared with staff and appropriate action taken or assistance provided to the customer. Input from the Job Service Employer Committee (JSEC) has been solicited as well.

The Southeast *IdahoWorks* Board is researching regional business strategic issues and continuous improvement systems, training, and products, most notably the Baldrige criteria. In the coming months, we expect continuous improvement itself to continuously improve.

EAST-CENTRAL IDAHO WORKS! BOARD

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ECIWIB – Continuous Improvement

The East-Central Idaho Workforce Board (ECIWIB) uses customer feedback of the Workforce Investment System to enhance the programs offered and to improve the delivery of service to businesses and participants. The one stop career center in Idaho Falls, and the job service affiliate sites located in Rexburg and Salmon apply the WIA standards for obtaining customer feedback. During the development of the One Stop Career Center, The regional collaborative team also hired a consultant to conduct a series of focus groups to help us to determine how our one stop career centers could best meet the needs of our communities.

Clearwater research also performs a random survey of customers (businesses and participants) and submits a report to the service provider. A team then reviews the results of the survey to make changes to service delivery when feasible and appropriate. Each Job Service Office makes comment cards available to their clients that rate service and the delivery of those services. When a comment card is returned with written concerns, the customer is contacted for additional comments. This information is shared with the team of managers and necessary changes are made when appropriated. The customer who initiates the complaint is informed of the disposition of the complaint and is encouraged to return for continued service.

The One Stop Subcommittee of the Region VI Workforce Investment Board continues to meet and develop a closer working relationship between center partners in the One Stop Career Center. Currently the Office On Aging, the Idaho Department of Vocational Rehabilitation, and Job Corp have a physical presence in the Center. This is not only a result of the one stop initiative, but is also an attempt to meet some of the common complaints of our customers such as ease of accessing multiple services.

The representative from the Office on Aging requested and received training in the Job Service application process. She also found, through customer feedback, that it was more productive for her to work next to the reception point in the office. Based on this feedback, we moved her to a new location in the office, which seems to be meeting her needs and the needs of her clients in a more efficient manner. She meets and assesses those customers specific for her program. Appointments are scheduled for the case manager of Vocational Rehabilitation by Job Service staff. She then meets with her applicants at the Job Service site.

The ECIWIB expects to become more involved in customer satisfaction issues in the coming year. The board is interested in becoming proactive in their efforts to respond to business groups and organizations such as local chambers of commerce and take this opportunity to gather workforce information for this group of customers. We will be addressing various groups about our efforts, and are also looking at conducting focus groups made up of current or past one-stop clients to determine what we are doing well and what we can improve.