



**SOUTH FLORIDA WORKFORCE INVESTMENT BOARD
WORKFORCE SYSTEMS IMPROVEMENT (WSI) COMMITTEE**

Thursday, June 20, 2013

8:00 A.M.

Doubletree Hotel – Convention Center
711 NW 72nd Avenue, 2nd Floor
Miami, Florida 33126

AGENDA

1. Call to Order and Introductions
2. Approval of Workforce Systems Improvement Committee Meeting Minutes
 - A. April 18, 2013
3. Information – Workforce Services Contractors Performance Overview
4. Information – Workforce Services Balanced Scorecard Update
5. Information – Refugee Employment and Training Contractors Performance Overview
6. Information – Refugee Employment and Training Program Balanced Scorecard Update
7. Information – Mystery Shopper Services Report
8. Recommendation as to Approval to Renew Existing Workforce Services Provider Contracts for Program Year 2013-2014

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WORKFORCE SYSTEMS IMPROVEMENT (WSI) COMMITTEE

AGENDA ITEM NUMBER: 2A

DATE: June 20, 2013, 8:00AM

AGENDA ITEM SUBJECT: MEETING MINUTES

April 18, 2013 at 8:00am
 Doubletree by Hilton Miami Airport
 Convention Center, 2nd Floor
 711 NW 72nd Avenue
 Miami, Florida 33126

COMMITTEE MEMBERS IN ATTENDANCE	COMMITTEE MEMBERS NOT IN ATTENDANCE	OTHER ATTENDEES
1. Fils-Aime, Sr., Daniel– <i>Chair</i> 2. Huston, Albert	3. Arboleda, Carlos 4. DuBois, Victoria 5. Manning, Anne 6. Socorro, Ivonne SFW STAFF Almagro, Olivia Hernandez, Juan	Battle, Jorge - <i>Arbor</i> Gavira, Beatriz – <i>SER Jobs for Progress, Inc.</i> Gonzalez, Ana M. – <i>City of Hialeah</i> Martin, Rose – <i>Miami-Dade County Public Schools (M-DCPS)</i> Mitchell, Carlana – <i>Miami-Dade County Public Schools (M-DCPS)</i> Someillan, Ana – <i>Adult Mankind Organization (AMO)</i> Someillan, Elsa – <i>Community Coalition</i> St. Jean, Donard – <i>Dade Institute of Technology (DIOT)</i>

Agenda items are displayed in the order they were discussed.

1. Call to Order and Introductions

Committee Chairman Daniel Fils-Aime called the meeting to order at 8:21am, welcomed all those present, asked the members to introduce themselves and noted that a quorum had not been achieved.

3. Information– Workforce Services Contractors Performance Overview

SFWIB Programs Manager Juan Hernandez presented the item and read the following stats into record:

For Program Year (PY) 2012-2013 (July 1, 2012 – February 28, 2013), the Workforce Services Contractors assisted the placement of 29,136 job seekers into employment.

The performance statistics covering the period of July 1, 2012 through December 31, 2012 on the State's Monthly Management Report (MMR) for the Workforce Services Contractors reveal the following:

- Wagner-Peyser (WP) Program: - WP Entered Employment Rate (EER) is slightly over 40% which resulted in this region ranking eleventh place out of the 24 Regional Workforce Boards in the State.
- Veterans Program: - EER is slightly over 54%, resulting in fourth place ranking in this category out of the 24 Regional Workforce Boards in the State.
- Career Advancement Program (CAP) / Welfare Transition (WT) Program: the performance statistics for the Workforce Services Contractors revealed the following:
 - The Region is slightly over 45% in the All Family Participation Rate, resulting in seventh place ranking out of the 24 Regional Workforce Board in the State in this performance category.
 - The Region is at 60% in the Two-Parent Participation Rate resulting in seventh place ranking out of the 24 Regional Workforce Board in the State in this performance category.

Mr. Huston had questions regarding this region's ranking as he was concerned that the current ranking seems to be very low for the above period. Mr. Hernandez explained.

4. Information– Workforce Services Balanced Scorecard Update

Mr. Hernandez presented the region's Balanced Scorecard for the period of July 1, 2012, through February 28, 2013. He noted that eleven (11) of the twelve (12) Workforce Services Contractors were at least meeting 50% of the PY '12-'13 Balanced Scorecard Performance Measurement standards. He additionally reviewed with the Committee the Workforce Services Contractors Performance Summary table provided in the agenda.

No further questions or discussions.

5. Information- Refugee Employment and Training Contractors Performance Overview

Mr. Hernandez presented the item and noted that a total of 2,532 refugee job seekers received placement services during the period of October 1, 2011, through January 31, 2013. He also read the following stats into record:

- 3,940 refugee job seekers have been enrolled in the RET program;
- 1,430 refugees placed in employment are still working after 90 days of hire;
- 1,262 refugees placed in employment are still working after 180 days of hire; and
- 997 refugees placed in employment are also receiving health benefits through the employer.

Mr. Huston requested staff track the services provided to the refugee population as he wanted to ensure there is a well balanced group being served within Miami-Dade County due to County being very culturally diverse.

6. Information- Refugee Employment and Training Program Balanced Scorecard Update

Mr. Hernandez presented the item and noted from October 1, 2012 through February 28, 2013, eight (8) of the (10) RET Services Contractors were meeting or exceeding 50% of the PY '12-'13 Performance Measures standards. He additionally reviewed with the Committee the RET Services Contractors Performance Summary table provided in the agenda.

No further questions or discussions.

7. Information – On-the-Job Training (OJT) Projects Funded with Refugee Employment and Training Program Dollars

Mr. Hernandez presented the item.

Mr. Huston requested staff ensure the entire funds are expended on refugee employment and training. Mr. Hernandez provided further details explaining this would be done.

8. Recommendations as to Approval of a RET Hospitality Short Term Training Program

Mr. Hernandez presented and read the item into record noting staff's recommendation for the Committee's approval to recommend to the Board to apply up to \$150,000.00 in Refugee Employment & Training Program (RET) funds to purchase a cohort at Miami Dade College (MDC) to train up to 363 RET participants in Hospitality Management.

Mr. Fils-Aime inquired about marketing plans to ensure this program is properly being advertised throughout Miami-Dade County. Mr. Huston recommended staff reach out to the various radio stations.

This item was recommended to the Board by consensus of the member present.

9. Recommendations as to Approval of a RET Automotive Technician Short Term Training Program

Mr. Hernandez presented and read the item into record noting staff's recommendation for the Board's approval to apply up to \$150,000 in Refugee Employment & Training Program (RET) funds to purchase a cohort at Miami-Dade County Public Schools (M-DCPS) to train up to 361 RET participants as Automotive Technicians.

This item was recommended to the Board by consensus of the members present.

10. Recommendations as to Approval to Authorize Staff to Draft and Release a Request for Proposal (RFP) for Refugee Employment & training Program Services

Mr. Hernandez presented the item and read it into record noting staff's recommendation for the Committee's approval to recommend to the Board authorization for staff to draft and release a Request for Proposal (RFP) for Refugee Employment and Training (RET) services to increase assistance to the Haitian refugee population in Miami-Dade County.

This item was recommended to the Board by consensus of the members present.

11. Recommendation as to Approval of Contractors for PY 2012-13 Workforce Services

Mr. Hernandez presented this item and read it in to record noting staff's recommendation for the Committee's approval of contractors for PY 2012-13 Workforce Services.

This item was recommended to the Board by consensus of the members present.

12. Recommendations as to Approval to Allocate TANF Noncustodial Carry-forward Funds to Gulf coast Jewish Family and Community Services, Inc.

Mr. Hernandez presented the item and read it into record noting staff's recommendation for the Committee's approval to allocate TANF Non-Custodial Cary-Forward Funds to Gulfcoast Jewish Family & Community Services, Inc.

This item was recommended to the Board by consensus of the members present.

13. Recommendations as to Approval to Re-allocate Refugee Employment and Training Program Funds among Existing Providers

Mr. Hernandez presented the item and read it into record noting staff's recommendation for the Board's approval to re-allocate RET funds. He additionally reviewed with the committee the Refugee Program Provider Re-Allocation report provided in the agenda.

Mr. Fils-Aime requested staff ensure the funds are properly allocated.

Mr. Fils-Aime requested feedback from the audience and feedback was given.

This item was recommended to the Board by consensus of the members present.

2. Approval of Workforce Systems Improvement Meeting Minutes for February 22, 2013

Deferred due to lack of quorum

There being no further business to come before the Committee, the meeting was adjourned at 8:53am.



SFWIB WORKFORCE SYSTEMS IMPROVEMENT COMMITTEE

DATE: 6/20/2013

AGENDA ITEM NUMBER: 3

AGENDA ITEM SUBJECT: WORKFORCE SERVICES CONTRACTORS PERFORMANCE OVERVIEW

AGENDA ITEM TYPE: INFORMATION

RECOMMENDATION: N/A

STRATEGIC GOAL:

- (1) Premier National Provider of Employment and Career Training
- (2) Strong, Timely Reporting Standards for End User Customers and Providers of Services

STRATEGIC PROJECT: Raise the Bar One-Stop Performance and Consistency

BACKGROUND:

For Program Year (PY) 2012-2013, the Workforce Services Contractors, from July 1, 2012, through April 30, 2013, assisted in placing into employment a total of 35,163 job seekers.

The performance statistics covering the period of July 1, 2012 through April 30, 2013 on the State's Monthly Management Report (MMR) for the Workforce Services Contractors reveal the following:

- The region's WP Entered Employment Rate (EER) is at 36.8 percent. In this category, the region is ranked 12th out of the 24 Regional Workforce Boards in the State.
- The region's Veterans Program EER is at 52.6 percent. In this category, the region is ranked 5th out of the 24 Regional Workforce Boards in the State.
- The Career Advancement Program (CAP) / Welfare Transition (WT) Program All Family Participation Rate is at 45.3 percent. In this category, the region is ranked 13th out of the 24 Regional Workforce Boards in the State.
- The Career Advancement Program (CAP) / Welfare Transition (WT) Program Two-Parent Participation Rate is at 60.9 percent. In this category, the region is ranked 5th out of the 24 Regional Workforce Boards in the State.

The region's Workforce Services Contractors and SFWIB staff worked diligently through the efforts of the various Performance Improvement Teams to enhance the quality of the Workforce Services delivery system.

FUNDING: N/A

PERFORMANCE: N/A

NO ATTACHMENT



SFWIB WORKFORCE SYTEMS IMPROVEMENT COMMITTEE

DATE: 6/20/2013

AGENDA ITEM NUMBER: 4

AGENDA ITEM SUBJECT: WORKFORCE SERVICES BALANCED SCORECARD UPDATE

AGENDA ITEM TYPE: INFORMATION

RECOMMENDATION: N/A

STRATEGIC GOAL: Strong, Timely Reporting Standards for End User Customers and Providers of Services

STRATEGIC PROJECT: Raise the Bar One-Stop Performance and Consistency

BACKGROUND:

The region's Balanced Scorecard measures the performance of Service Partners and is attached for the period of July 1, 2012 through April 30, 2013.

A performance summary of the Workforce Services Contractors for the same period is attached. The summary indicates that 11 of the 12 Workforce Services locations met at least 50 percent of the PY 2012-13 Balanced Scorecard measures.

FUNDING: N/A

PERFORMANCE: N/A

ATTACHMENT

SFWIB Balanced Scorecard Report

Report Date: 7/1/2012 To 4/30/2013

Regional

Regional			
	Measure	Standard	Region
1	Level of Services	89.94 %	100.00 %
2	Level of Services for Special Groups	89.94 %	100.00 %
3	Training Completion Rate	70 %	91.26 %
4	Training Completion Placement Rate	70 %	88.51 %
5	Training Related Placements	70 %	93.07 %
6	Employment WIA	1,333	1,761
7	Net Economic Benefit	\$25,143.00	\$25,584.11
8	Employment After Services (EAS)	12,049	8,853
9	EAS within 90 Days	5,749	4,240
10	Cost Per Placement	\$3,251.00	\$4,684.40
11	Increase Self-Sufficiency Placement	1,233	1,051
12	Job Order Index	7,153	8,584
13	Job Order Index 28% of \$14 and above	2,345	4,080

Regional			
	Measure	Standard	Region
15	Jobs Openings Filled Rate	62 %	68.52 %
16	WP Entered Employment Rate	40 %	38.62 %
17	WIA Adult EER	97 %	98.88 %
18	WIA Dislocated Worker EER	94 %	97.34 %
19	WIA Emp Worker Outcome	95 %	96.00 %
20	CAP Entered Employment Rate	35 %	29.56 %
21	CAP Participation Rate	55 %	45.30 %
22	CAP Two-Family Participation Rate	90 %	60.87 %
23	Short-Term Veterans EER	40 %	49.58 %
24	SNAP EER	20 %	27.99 %

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SFWIB Balanced Scorecard Report

Report Date: 7/1/2012 To 4/30/2013

Arbor

Carol City Career Center

Per Center			
	Measure	Standard	Center
1	Level of Services	6.52 %	7.44 %
2	Level of Services for Special Groups	6.52 %	7.90 %
3	Training Completion Rate	70 %	93.55 %
4	Training Completion Placement Rate	70 %	93.10 %
5	Training Related Placements	70 %	96.30 %
6	Employment WIA	87	162
7	Net Economic Benefit	\$18,319.00	\$20,863.40
8	Employment After Services (EAS)	730	459
9	EAS within 90 Days	298	85
10	Cost Per Placement	\$4,109.00	\$6,541.43
11	Increase Self-Sufficiency Placement	64	69
12	Job Order Index	434	439
13	Job Order Index 28% of \$14 and above	122	162

Regional & Per Center				
	Measure	Standard	Region	Center
15	Jobs Openings Filled Rate	62 %	68.52 %	70.43 %
16	WP Entered Employment Rate	40 %	38.62 %	34.97 %
17	WIA Adult EER	97 %	98.88 %	100.00 %
18	WIA Dislocated Worker EER	94 %	97.34 %	100.00 %
19	WIA Emp Worker Outcome	95 %	96.00 %	100.00 %
20	CAP Entered Employment Rate	35 %	29.56 %	21.37 %
21	CAP Participation Rate	55 %	45.30 %	42.16 %
22	CAP Two-Family Participation Rate	90 %	60.87 %	45.71 %
23	Short-Term Veterans EER	40 %	49.58 %	61.54 %
24	SNAP EER	20 %	27.99 %	28.00 %

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SFWIB Balanced Scorecard Report

Report Date: 7/1/2012 To 4/30/2013

Arbor

Hialeah Gardens Career Center

Per Center			
	Measure	Standard	Center
1	Level of Services	5.66 %	7.41 %
2	Level of Services for Special Groups	5.66 %	6.11 %
3	Training Completion Rate	70 %	97.37 %
4	Training Completion Placement Rate	70 %	100.00 %
5	Training Related Placements	70 %	94.59 %
6	Employment WIA	80	144
7	Net Economic Benefit	\$20,186.00	\$18,825.74
8	Employment After Services (EAS)	656	582
9	EAS within 90 Days	378	217
10	Cost Per Placement	\$3,650.00	\$4,482.47
11	Increase Self-Sufficiency Placement	81	62
12	Job Order Index	390	660
13	Job Order Index 28% of \$14 and above	184	316

Regional & Per Center				
	Measure	Standard	Region	Center
15	Jobs Openings Filled Rate	62 %	68.52 %	67.59 %
16	WP Entered Employment Rate	40 %	38.62 %	32.67 %
17	WIA Adult EER	97 %	98.88 %	100.00 %
18	WIA Dislocated Worker EER	94 %	97.34 %	100.00 %
19	WIA Emp Worker Outcome	95 %	96.00 %	ND
20	CAP Entered Employment Rate	35 %	29.56 %	37.16 %
21	CAP Participation Rate	55 %	45.30 %	65.01 %
22	CAP Two-Family Participation Rate	90 %	60.87 %	87.06 %
23	Short-Term Veterans EER	40 %	49.58 %	45.10 %
24	SNAP EER	20 %	27.99 %	34.21 %

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SFWIB Balanced Scorecard Report

Report Date: 7/1/2012 To 4/30/2013

City of Hialeah

Hialeah Downtown Career Center

Per Center			
	Measure	Standard	Center
1	Level of Services	7.59 %	7.67 %
2	Level of Services for Special Groups	7.59 %	8.12 %
3	Training Completion Rate	70 %	100.00 %
4	Training Completion Placement Rate	70 %	100.00 %
5	Training Related Placements	70 %	88.89 %
6	Employment WIA	144	76
7	Net Economic Benefit	\$27,796.00	\$27,714.36
8	Employment After Services (EAS)	650	479
9	EAS within 90 Days	311	176
10	Cost Per Placement	\$5,036.00	\$7,305.79
11	Increase Self-Sufficiency Placement	67	37
12	Job Order Index	387	876
13	Job Order Index 28% of \$14 and above	245	533

Regional & Per Center				
	Measure	Standard	Region	Center
15	Jobs Openings Filled Rate	62 %	68.52 %	66.30 %
16	WP Entered Employment Rate	40 %	38.62 %	40.18 %
17	WIA Adult EER	97 %	98.88 %	100.00 %
18	WIA Dislocated Worker EER	94 %	97.34 %	100.00 %
19	WIA Emp Worker Outcome	95 %	96.00 %	100.00 %
20	CAP Entered Employment Rate	35 %	29.56 %	41.85 %
21	CAP Participation Rate	55 %	45.30 %	59.06 %
22	CAP Two-Family Participation Rate	90 %	60.87 %	78.20 %
23	Short-Term Veterans EER	40 %	49.58 %	57.80 %
24	SNAP EER	20 %	27.99 %	37.29 %

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SFWIB Balanced Scorecard Report

Report Date: 7/1/2012 To 4/30/2013

City of Miami

City of Miami

Per Center			
	Measure	Standard	Center
1	Level of Services	4.60 %	ND
2	Level of Services for Special Groups	4.60 %	ND
3	Training Completion Rate	70 %	ND
4	Training Completion Placement Rate	70 %	ND
5	Training Related Placements	70 %	ND
6	Employment WIA		ND
7	Net Economic Benefit		ND
8	Employment After Services (EAS)		81
9	EAS within 90 Days	52	7
10	Cost Per Placement		\$26,213.62
11	Increase Self-Sufficiency Placement	11	9
12	Job Order Index		58
13	Job Order Index 28% of \$14 and above	16	19

Regional & Per Center				
	Measure	Standard	Region	Center
15	Jobs Openings Filled Rate	62 %	68.52 %	17.86 %
16	WP Entered Employment Rate	40 %	38.62 %	66.67 %
17	WIA Adult EER	97 %	98.88 %	ND
18	WIA Dislocated Worker EER	94 %	97.34 %	ND
19	WIA Emp Worker Outcome	95 %	96.00 %	ND
20	CAP Entered Employment Rate	35 %	29.56 %	22.73 %
21	CAP Participation Rate	55 %	45.30 %	16.06 %
22	CAP Two-Family Participation Rate	90 %	60.87 %	ND
23	Short-Term Veterans EER	40 %	49.58 %	ND
24	SNAP EER	20 %	27.99 %	ND

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SFWIB Balanced Scorecard Report

Report Date: 7/1/2012 To 4/30/2013

Ser Jobs

North Miami Beach Career Center

Per Center			
	Measure	Standard	Center
1	Level of Services	8.35 %	13.30 %
2	Level of Services for Special Groups	8.35 %	11.63 %
3	Training Completion Rate	70 %	95.45 %
4	Training Completion Placement Rate	70 %	80.95 %
5	Training Related Placements	70 %	82.35 %
6	Employment WIA	117	167
7	Net Economic Benefit	\$22,536.00	\$24,514.80
8	Employment After Services (EAS)	1,293	1,007
9	EAS within 90 Days	654	440
10	Cost Per Placement	\$2,741.00	\$3,822.15
11	Increase Self-Sufficiency Placement	140	81
12	Job Order Index	767	829
13	Job Order Index 28% of \$14 and above	232	380

Regional & Per Center				
	Measure	Standard	Region	Center
15	Jobs Openings Filled Rate	62 %	68.52 %	79.40 %
16	WP Entered Employment Rate	40 %	38.62 %	56.13 %
17	WIA Adult EER	97 %	98.88 %	100.00 %
18	WIA Dislocated Worker EER	94 %	97.34 %	100.00 %
19	WIA Emp Worker Outcome	95 %	96.00 %	100.00 %
20	CAP Entered Employment Rate	35 %	29.56 %	30.61 %
21	CAP Participation Rate	55 %	45.30 %	51.53 %
22	CAP Two-Family Participation Rate	90 %	60.87 %	42.86 %
23	Short-Term Veterans EER	40 %	49.58 %	42.97 %
24	SNAP EER	20 %	27.99 %	26.09 %

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SFWIB Balanced Scorecard Report

Report Date: 7/1/2012 To 4/30/2013

Transition

Transition Offender Service Center

Per Center			
	Measure	Standard	Center
1	Level of Services	2.41 %	1.40 %
2	Level of Services for Special Groups	2.41 %	1.98 %
3	Training Completion Rate	70 %	83.33 %
4	Training Completion Placement Rate	70 %	70.00 %
5	Training Related Placements	70 %	100.00 %
6	Employment WIA	64	70
7	Net Economic Benefit	\$22,829.00	\$18,555.51
8	Employment After Services (EAS)	380	299
9	EAS within 90 Days	194	157
10	Cost Per Placement	\$2,863.00	\$3,729.03
11	Increase Self-Sufficiency Placement	41	36
12	Job Order Index	224	222
13	Job Order Index 28% of \$14 and above	62	41

Regional & Per Center				
	Measure	Standard	Region	Center
15	Jobs Openings Filled Rate	62 %	68.52 %	61.39 %
16	WP Entered Employment Rate	40 %	38.62 %	45.67 %
17	WIA Adult EER	97 %	98.88 %	100.00 %
18	WIA Dislocated Worker EER	94 %	97.34 %	100.00 %
19	WIA Emp Worker Outcome	95 %	96.00 %	0.00 %
20	CAP Entered Employment Rate	35 %	29.56 %	19.55 %
21	CAP Participation Rate	55 %	45.30 %	31.03 %
22	CAP Two-Family Participation Rate	90 %	60.87 %	47.37 %
23	Short-Term Veterans EER	40 %	49.58 %	52.94 %
24	SNAP EER	20 %	27.99 %	ND

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SFWIB Balanced Scorecard Report

Report Date: 7/1/2012 To 4/30/2013

Unidad of Miami Beach

Miami Beach Career Center

Per Center			
	Measure	Standard	Center
1	Level of Services	5.07 %	6.93 %
2	Level of Services for Special Groups	5.07 %	8.34 %
3	Training Completion Rate	70 %	77.27 %
4	Training Completion Placement Rate	70 %	82.35 %
5	Training Related Placements	70 %	100.00 %
6	Employment WIA	110	118
7	Net Economic Benefit	\$22,009.00	\$22,057.54
8	Employment After Services (EAS)	683	419
9	EAS within 90 Days	272	204
10	Cost Per Placement	\$3,544.00	\$5,581.21
11	Increase Self-Sufficiency Placement	58	65
12	Job Order Index	404	417
13	Job Order Index 28% of \$14 and above	116	194

Regional & Per Center				
	Measure	Standard	Region	Center
15	Jobs Openings Filled Rate	62 %	68.52 %	62.63 %
16	WP Entered Employment Rate	40 %	38.62 %	30.45 %
17	WIA Adult EER	97 %	98.88 %	100.00 %
18	WIA Dislocated Worker EER	94 %	97.34 %	100.00 %
19	WIA Emp Worker Outcome	95 %	96.00 %	100.00 %
20	CAP Entered Employment Rate	35 %	29.56 %	49.25 %
21	CAP Participation Rate	55 %	45.30 %	64.52 %
22	CAP Two-Family Participation Rate	90 %	60.87 %	81.25 %
23	Short-Term Veterans EER	40 %	49.58 %	56.56 %
24	SNAP EER	20 %	27.99 %	39.00 %

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SFWIB Balanced Scorecard Report

Report Date: 7/1/2012 To 4/30/2013

Youth Co-Op

Florida Keys Career Center

Per Center			
	Measure	Standard	Center
1	Level of Services	5.66 %	1.62 %
2	Level of Services for Special Groups	5.66 %	2.83 %
3	Training Completion Rate	70 %	50.00 %
4	Training Completion Placement Rate	70 %	0.00 %
5	Training Related Placements	70 %	0.00 %
6	Employment WIA	120	110
7	Net Economic Benefit	\$19,378.00	\$0.00
8	Employment After Services (EAS)	493	489
9	EAS within 90 Days	317	357
10	Cost Per Placement	\$5,877.00	\$5,335.19
11	Increase Self-Sufficiency Placement	68	73
12	Job Order Index	294	501
13	Job Order Index 28% of \$14 and above	140	194

Regional & Per Center				
	Measure	Standard	Region	Center
15	Jobs Openings Filled Rate	62 %	68.52 %	66.92 %
16	WP Entered Employment Rate	40 %	38.62 %	45.18 %
17	WIA Adult EER	97 %	98.88 %	99.02 %
18	WIA Dislocated Worker EER	94 %	97.34 %	100.00 %
19	WIA Emp Worker Outcome	95 %	96.00 %	100.00 %
20	CAP Entered Employment Rate	35 %	29.56 %	38.89 %
21	CAP Participation Rate	55 %	45.30 %	22.22 %
22	CAP Two-Family Participation Rate	90 %	60.87 %	ND
23	Short-Term Veterans EER	40 %	49.58 %	39.10 %
24	SNAP EER	20 %	27.99 %	68.00 %

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SFWIB Balanced Scorecard Report

Report Date: 7/1/2012 To 4/30/2013

Youth Co-Op

Homestead Career Center

Per Center			
	Measure	Standard	Center
1	Level of Services	5.13 %	6.14 %
2	Level of Services for Special Groups	5.13 %	6.29 %
3	Training Completion Rate	70 %	85.71 %
4	Training Completion Placement Rate	70 %	75.00 %
5	Training Related Placements	70 %	88.89 %
6	Employment WIA	60	117
7	Net Economic Benefit	\$36,082.00	\$36,971.75
8	Employment After Services (EAS)	1,796	1,699
9	EAS within 90 Days	1,104	1,308
10	Cost Per Placement	\$1,212.00	\$1,393.15
11	Increase Self-Sufficiency Placement	237	59
12	Job Order Index	1,067	468
13	Job Order Index 28% of \$14 and above	131	135

Regional & Per Center				
	Measure	Standard	Region	Center
15	Jobs Openings Filled Rate	62 %	68.52 %	80.53 %
16	WP Entered Employment Rate	40 %	38.62 %	39.21 %
17	WIA Adult EER	97 %	98.88 %	98.85 %
18	WIA Dislocated Worker EER	94 %	97.34 %	94.92 %
19	WIA Emp Worker Outcome	95 %	96.00 %	ND
20	CAP Entered Employment Rate	35 %	29.56 %	30.77 %
21	CAP Participation Rate	55 %	45.30 %	57.15 %
22	CAP Two-Family Participation Rate	90 %	60.87 %	64.04 %
23	Short-Term Veterans EER	40 %	49.58 %	41.06 %
24	SNAP EER	20 %	27.99 %	23.26 %

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SFWIB Balanced Scorecard Report

Report Date: 7/1/2012 To 4/30/2013

Youth Co-Op

Little Havana Career Center

Per Center			
	Measure	Standard	Center
1	Level of Services	9.00 %	10.19 %
2	Level of Services for Special Groups	9.00 %	10.56 %
3	Training Completion Rate	70 %	96.77 %
4	Training Completion Placement Rate	70 %	96.67 %
5	Training Related Placements	70 %	96.55 %
6	Employment WIA	147	168
7	Net Economic Benefit	\$30,448.00	\$33,788.51
8	Employment After Services (EAS)	966	551
9	EAS within 90 Days	358	131
10	Cost Per Placement	\$4,477.00	\$7,531.51
11	Increase Self-Sufficiency Placement	77	87
12	Job Order Index	574	1,248
13	Job Order Index 28% of \$14 and above	349	732

Regional & Per Center				
	Measure	Standard	Region	Center
15	Jobs Openings Filled Rate	62 %	68.52 %	46.09 %
16	WP Entered Employment Rate	40 %	38.62 %	33.67 %
17	WIA Adult EER	97 %	98.88 %	97.52 %
18	WIA Dislocated Worker EER	94 %	97.34 %	95.95 %
19	WIA Emp Worker Outcome	95 %	96.00 %	100.00 %
20	CAP Entered Employment Rate	35 %	29.56 %	34.51 %
21	CAP Participation Rate	55 %	45.30 %	46.29 %
22	CAP Two-Family Participation Rate	90 %	60.87 %	56.08 %
23	Short-Term Veterans EER	40 %	49.58 %	41.28 %
24	SNAP EER	20 %	27.99 %	30.51 %

ND = No Data

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SFWIB Balanced Scorecard Report

Report Date: 7/1/2012 To 4/30/2013

Youth Co-Op

Northside Career Center

Per Center			
	Measure	Standard	Center
1	Level of Services	11.22 %	13.09 %
2	Level of Services for Special Groups	11.22 %	13.55 %
3	Training Completion Rate	70 %	80.95 %
4	Training Completion Placement Rate	70 %	85.29 %
5	Training Related Placements	70 %	96.55 %
6	Employment WIA	154	204
7	Net Economic Benefit	\$22,587.00	\$24,824.93
8	Employment After Services (EAS)	1,186	720
9	EAS within 90 Days	468	130
10	Cost Per Placement	\$4,492.00	\$7,183.74
11	Increase Self-Sufficiency Placement	100	105
12	Job Order Index	704	748
13	Job Order Index 28% of \$14 and above	209	440

Regional & Per Center				
	Measure	Standard	Region	Center
15	Jobs Openings Filled Rate	62 %	68.52 %	62.82 %
16	WP Entered Employment Rate	40 %	38.62 %	26.99 %
17	WIA Adult EER	97 %	98.88 %	98.19 %
18	WIA Dislocated Worker EER	94 %	97.34 %	97.92 %
19	WIA Emp Worker Outcome	95 %	96.00 %	100.00 %
20	CAP Entered Employment Rate	35 %	29.56 %	22.22 %
21	CAP Participation Rate	55 %	45.30 %	33.17 %
22	CAP Two-Family Participation Rate	90 %	60.87 %	43.04 %
23	Short-Term Veterans EER	40 %	49.58 %	49.02 %
24	SNAP EER	20 %	27.99 %	15.50 %

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SFWIB Balanced Scorecard Report

Report Date: 7/1/2012 To 4/30/2013

Youth Co-Op

Perrine Career Center

Per Center			
	Measure	Standard	Center
1	Level of Services	8.13 %	10.96 %
2	Level of Services for Special Groups	8.13 %	11.70 %
3	Training Completion Rate	70 %	97.06 %
4	Training Completion Placement Rate	70 %	84.85 %
5	Training Related Placements	70 %	89.29 %
6	Employment WIA	100	155
7	Net Economic Benefit	\$28,176.00	\$28,718.75
8	Employment After Services (EAS)	1,590	1,093
9	EAS within 90 Days	710	695
10	Cost Per Placement	\$2,152.00	\$3,428.67
11	Increase Self-Sufficiency Placement	153	209
12	Job Order Index	944	946
13	Job Order Index 28% of \$14 and above	264	399

Regional & Per Center				
	Measure	Standard	Region	Center
15	Jobs Openings Filled Rate	62 %	68.52 %	66.31 %
16	WP Entered Employment Rate	40 %	38.62 %	44.90 %
17	WIA Adult EER	97 %	98.88 %	97.78 %
18	WIA Dislocated Worker EER	94 %	97.34 %	96.59 %
19	WIA Emp Worker Outcome	95 %	96.00 %	100.00 %
20	CAP Entered Employment Rate	35 %	29.56 %	30.38 %
21	CAP Participation Rate	55 %	45.30 %	49.44 %
22	CAP Two-Family Participation Rate	90 %	60.87 %	45.98 %
23	Short-Term Veterans EER	40 %	49.58 %	76.88 %
24	SNAP EER	20 %	27.99 %	34.48 %

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SFWIB Balanced Scorecard Report

Report Date: 7/1/2012 To 4/30/2013

Youth Co-Op

West Dade Career Center

Per Center			
	Measure	Standard	Center
1	Level of Services	10.60 %	13.17 %
2	Level of Services for Special Groups	10.60 %	10.48 %
3	Training Completion Rate	70 %	96.55 %
4	Training Completion Placement Rate	70 %	89.29 %
5	Training Related Placements	70 %	88.00 %
6	Employment WIA	150	270
7	Net Economic Benefit	\$24,806.00	\$27,552.30
8	Employment After Services (EAS)	1,626	975
9	EAS within 90 Days	633	333
10	Cost Per Placement	\$2,610.00	\$5,014.29
11	Increase Self-Sufficiency Placement	136	159
12	Job Order Index	964	984
13	Job Order Index 28% of \$14 and above	275	425

Regional & Per Center				
	Measure	Standard	Region	Center
15	Jobs Openings Filled Rate	62 %	68.52 %	61.65 %
16	WP Entered Employment Rate	40 %	38.62 %	41.18 %
17	WIA Adult EER	97 %	98.88 %	97.42 %
18	WIA Dislocated Worker EER	94 %	97.34 %	96.00 %
19	WIA Emp Worker Outcome	95 %	96.00 %	100.00 %
20	CAP Entered Employment Rate	35 %	29.56 %	43.47 %
21	CAP Participation Rate	55 %	45.30 %	63.34 %
22	CAP Two-Family Participation Rate	90 %	60.87 %	72.86 %
23	Short-Term Veterans EER	40 %	49.58 %	40.26 %
24	SNAP EER	20 %	27.99 %	23.81 %

ND = No Data

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SFWIB WORKFORCE SYSTEMS IMPROVEMENT COMMITTEE

DATE: 6/20/2013

AGENDA ITEM NUMBER: 5

AGENDA ITEM SUBJECT: REFUGEE EMPLOYMENT AND TRAINING CONTRACTORS
PERFORMANCE OVERVIEW

AGENDA ITEM TYPE: INFORMATION

RECOMMENDATION: N/A

STRATEGIC GOAL: Strong, Timely Reporting Standards for End User Customers and Providers of Services

STRATEGIC PROJECT: Raise the Bar One-Stop Performance and Consistency

BACKGROUND:

For Program Year (PY) 2012-13, the Refugee Employment and Training (RET) Program Contractors, from October 1, 2012 through April 30, 2013 assisted in placing into employment a total of 3,504 refugee job seekers compared to 3,672 for the same period last Program Year (PY).

For the RET Program, the Year-to-Date (YTD) performance statistics reveal the following:

- 5,404 refugee job seekers enrolled in the RET Program;
- 1,980 refugees are still working after 90 days of hire;
- 1,718 refugees are still working after 180 days of hire; and
- 1,450 refugees are receiving health benefits through the employer.

Overall, the statistics above show the region's performance numbers are about the same compared to the same period last PY. However, the challenge has been meeting this PY's new higher placement levels (standards) set in the RET Program contract by the Department of Children and Families (DCF). The region's Refugee Employment and Training Program Contractors and SFWIB staff continue to work diligently through the efforts of the Performance Improvement Team (PIT) to enhance the quality of services offered to refugee job seekers and improve the overall performance numbers. Attached is a placement report for the month of April 2013.

FUNDING: N/A

PERFORMANCE: N/A

ATTACHMENT

RET SERVICES CONTRACTORS PLACEMENT INCENTIVE LEVELS**Balanced Scorecard PY '12-'13****(Month of April 2013)**

RET Services Contractors	Level 1 Placement Standards	Level 2 Placement Standards	Level 3 Placement Standards	# of Placements	Level of Placement Achieved
Adults Mankind Organization, Inc.	72	87	102	103	3
Arbor E & T, LLC	21	26	30	30	3
Cuban American National Council, Inc.	24	30	35	40	3
Community Coalition, Inc.	15	18	21	24	3
City of Hialeah	5	7	8	4	*
Lutheran Services of Florida, Inc.	72	87	102	89	2
Miami Beach Latin Chamber of Commerce, Inc.	10	13	15	15	3
UNIDAD of Miami Beach, Inc.	9	11	12	12	3
Youth Co-Op, Inc.	104	125	147	154	3
Region	332	483	567	471	1

** Did not meet minimum Level 1 Placement standard*



SFWIB WORKFORCE SYTEMS IMPROVEMENT COMMITTEE

DATE: 6/20/2013

AGENDA ITEM NUMBER: 6

AGENDA ITEM SUBJECT: REFUGEE EMPLOYMENT AND TRAINING PROGRAM BALANCED SCORECARD UPDATE

AGENDA ITEM TYPE: INFORMATION

RECOMMENDATION: N/A

STRATEGIC GOAL: Strong, Timely Reporting Standards for End User Customers and Providers of Services

STRATEGIC PROJECT: Raise the Bar One-Stop Performance and Consistency

BACKGROUND:

The Refugee Employment and Training (RET) Balanced Scorecard measures the performance of RET Service Contractors and is attached for the month of April 30, 2013.

The RET Services Contractors Performance Summary for the same period is attached. The summary shows that 8 of the 9 Contractors are meeting or exceeding 50 percent of the PY 2012-13 performance measures.

FUNDING: N/A

PERFORMANCE: N/A

ATTACHMENT

RET SERVICES CONTRACTORS PERFORMANCE SUMMARY**Balanced Scorecard PY '12-'13
(October 1, 2012 through April 30, 2013)**

RET Services Contractors	# of Performance Measures Standards Met *	# of Performance Measures	% of Performance Measures Standards Met
Adults Mankind Organization, Inc.	6	8	75%
Arbor E & T, LLC	6	8	75%
Cuban American National Council, Inc.	3	8	38%
Community Coalition, Inc.	6	8	75%
City of Hialeah	5	8	63%
Lutheran Services of Florida, Inc. * *	6	9	67%
Miami Beach Latin Chamber of Commerce, Inc.	6	8	75%
UNIDAD of Miami Beach, Inc.	6	8	75%
Youth Co-Op, Inc.	6	8	75%

** Performance is reported as met if Region meets Regional performance standard and RET Service Contractor also meets Regional performance standard (Entered Employment Rate (EER), EER Less Than a Year (LTY), and Health Benefits Performance Measures.*

*** Lutheran Services of Florida, Inc. is the only contractor for Career Laddering (additional performance measure).*



SFWIB WORKFORCE SYTEMS IMPROVEMENT COMMITTEE

DATE: 6/20/2013

AGENDA ITEM NUMBER: 7

AGENDA ITEM SUBJECT: MYSTERY SHOPPER SERVICES REPORT

AGENDA ITEM TYPE: INFORMATION

RECOMMENDATION: N/A

STRATEGIC GOAL: Premier National Provider of Employment and Career Training

STRATEGIC PROJECT: Raise the Bar One-Stop Performance and Consistency

BACKGROUND:

At its December 20, 2012 meeting, the Board approved allocating funding in an amount not to exceed \$50,000.00 to Bell Tower Consulting Goup, LLC to conduct myster shopper services to access the quality and efficacy of the employment and training services delivered through SFWIB's Workforce Services Contractors / Career Center network. The ulitmate goal of mystery shopping is to standardize the Workforce Services delivery system, thereby improving the quality of the services and performance outcomes.

Attached is the final Mystery Shopper report identifying areas of deficiency and suggesting corrective action procedures.

FUNDING: N/A

PERFORMANCE: N/A

ATTACHMENT



Mystery Shopper Final Report

“Developing Communities that Work.”

PRESENTED BY:
BellTower Consulting Group, LLC
June 2013

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South Florida Workforce Investment Board (SFWIB) Background

The South Florida Workforce Investment Board (SFWIB) of Region 23 (Miami-Dade and Monroe Counties) is the largest of the State of Florida's 24 regional workforce boards. Through its 14 Career Centers located across the region, SFWIB serves businesses, job seekers, adults, youth, dislocated workers, refugees and individuals transitioning from welfare to work.

The SFWIB is a governmental agency and instrumentality of both Miami-Dade and Monroe Counties, eligible to exclude income under Section 115 of the U.S. Internal Revenue Code. The Board is composed of volunteers who represent local private sector businesses, educational institutions, economic development agencies, organized labor organizations, veterans' interests, community-based organizations, state and local government agencies. The Board conducts its business in accord with federal and state laws, the Interlocal Agreement Creating the SFWIB for Region 23 of the State of Florida, the By-Laws of the SFWIB and its approved policies.

The following is a list of the Board's strategic goals;

- Premier Florida Provider of Employment and Career Training;
- Strong, Timely Reporting Standards for End User Customer and Providers of Services;
- Improved Digital Literacy;
- Celebrated, Benchmark Leader in Best Practices;
- Dedicated Commitment to Youth Participation in the 21st Century Economy;
- Effective Demand Driven Management Control Tools; and
- State Leader in Collaborative Partnerships

Additional information regarding the Board, its members and approved policies is located on SFWIB's website (www.southfloridaworkforce.com).

Workforce Investment Act Background

The Workforce Investment Act (WIA) of 1998 (Public Law 105-220) is one of the primary sources of funding for workforce development activities in Region 23. The goals of the WIA are to improve the quality of workforce, enhance the region's competitiveness and reduce welfare dependency.

Mystery Shopper Project Background

On October 17, 2012, SFWIB issued Request for Proposal (RFP) for "Mystery Shopper Services" to solicit entities capable of successfully assessing the quality and efficacy of the employment and training services delivered through its Career Center network. On Thursday, December 20, 2012, the bid for Mystery Shopper Services was awarded to BellTower Consulting Group (Agenda Item 9D) during the monthly SFWIB Meeting.

Mystery shopping, also known as secret shopping, involves posing as a regular customer in order to evaluate the goods and services that a business provides. Shoppers' findings are reported back to the client (SFWIB), and used to improve quality of services.

This report is the final report of the Mystery Shopper Project. This report includes information pertinent to customer services, physical conditions of each Career Center and uniformity of service delivery across Career Centers. Finally, this report provides recommendations to assist SFWIB in achieving the ultimate goal of improving Career Center performance and to standardize service delivery techniques.

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Approach and Methodology

The Mystery Shopping Project took place from March 1, 2013 to June 15, 2013. BellTower staff collaborated with SFWIB staff to develop survey tools and identify service standards. The Institute of Inclusion, an affiliate of the University of Massachusetts conducted an overview of Mystery Shopping and Workforce Investment Boards. They found that successful mystery shopper programs recruited shoppers that would typically use workforce services on their own; include a diverse pool of shoppers; collect data between 8-24 hours of the shop; provide a wide range of shops to get a clear assessment; provide quality assurance assessments throughout the project to tweak the process as needed; and collaborate with workforce staff to understand appropriate level of service. These best practices were implemented during this project to measure the quality of service delivery.

Career Centers were assessed at three points of entry. (1) Live: customer walks into a Career Center and seeks services; (2) Phone: customer is provided a scenario and contacts the Career Center via phone to seek services; (3) Website: customer is provided a task and complete on www.southfloridaworkforce.com or one of the affiliate links on the website. In total 144 shops were conducted during this project. 100 “live” shops, 33 “phone” shops and 11 “website” shops were conducted to assess the services at 13 Career Centers. The Career Centers surveyed during this project included;

Name of Site	Location
Carol City	4690 NW 183 Street, Miami
City of Miami	750 NW 20 Street, 4 th Floor, Miami
Hialeah Downtown	240 E 1 Avenue, Suite 222, Hialeah
Hialeah Gardens	2851 W 68 Street, Suite 14, Hialeah
Homestead	140 NE 8 Street, Homestead
Key Largo	103400 Overseas Hwy, Suite 239, Key Largo
Little Havana	701 SW 27 Avenue, Miami
Miami Beach	833 Six Street, 2nd Floor, Miami Beach
North Miami Beach	633 NE 167 Street, Suite 200, N Miami Beach
Northside	7900 NW 27 Avenue, Suite 200, Miami
Perrine	9555 SW 175 Terrace, Miami
West Dade	8485 Bird Road, 2 nd Floor, Miami

Mystery Shopper Profiles

Mystery Shoppers were recruited to reflect the diverse population served by the Career Centers. Shoppers ranged in profile from unemployed individuals seeking employment to business owners seeking to identify ways to grow their business. A total of 63 unduplicated shoppers participated in this project. Of these, 40% had never accessed services at a Career Center.

Overview of Shopper Demographics (self-reported):

Gender

- 42% Male
- 58% Female

Race

- 62% African American (including Haitian Individuals)
- 25% Hispanic
- 12% Caucasian (non-Hispanic)
- 1% Pacific-Islander

Income Level

- 80% \$0-\$20,000
- 15% \$20,000 - \$40,000
- 5% \$40,001 - \$60,000

Level of Education

- 7% Some High School
- 35% High School Grad/GED
- 33% Some College
- 20% College Degree
- 5% Post-Grad Degree

Executive Overview

***“Excellence seeks to discover and develop your
hidden and unused talents.”***

– Dana LaMon, Author “The Excellence Book”

Key Insights for Live Shops

Overall the experience of the shoppers ranged from average to good. A deeper analysis of individual ratings revealed opportunities for improvement in service delivery in order for the SFWIB to reach its goal of being the “Premier Florida Provider of Employment and Career Training”. Items in which 69% or fewer shoppers rated positively will be presented as opportunities for improvement later in this report.

80% or more shoppers rated the Career Centers positively in the following areas:

- Career Centers were easy to find;
- Outside signage was easy to understand;
- Centers were wheelchair accessible;
- Career Centers had adequate ADA facilities;
- Felt treated with respect;
- Felt that the furniture and layout in the computer lab was comfortable;
- Easy to access needed forms;
- Did not have to provide the same information multiple times.

70% - 79% of shoppers rated Career Centers positively in the following areas:

- Felt that their request was understood;
- Received the information that they needed;
- Felt that the representative was knowledgeable;

69% of fewer shoppers rated Career Centers positively in the following areas:

- Felt that someone was readily available to assist them;
- Waited less than 5 minutes;
- Felt that they were greeted in a courteous manner;
- Felt that the range of services available was explained clearly;
- Received general orientation;
- Left knowing what the next step would be;
- Felt that help was readily available in the computer lab/resource rooms
- Felt that inside signs and material was provided in multiple languages;

Overall 59% of live shoppers reported being “satisfied” or “extremely satisfied” with their overall experience. 58% of live shoppers felt that Workforce Services will benefit them. 62% of live shoppers reported that they would refer a friend or family member to the Career Center they visited. These are average to low benchmark scores that were directly impacted by the perception of unprofessional or inattentive customer service. Of the live shoppers that provided additional comments about their experience;

- 43% felt that the Career Center they visited needed to improve customer service.
- 26% commented on the level of services available (wait time, limited staff, etc.)
- 8% made recommendations for improvements to the location (signage, small space, unkempt bathrooms).

Veteran Shoppers

Four (4) shoppers self-identified as Veterans. Veteran describes any individual who served for any length of time in the U.S. Armed Forces. The type of discharge a Veteran receives has a significant impact on his or her eligibility for Veteran Administration (VA) benefits and services.

Veterans were asked to inquire about special programs available to them. Veterans visited the City of Miami, Key Largo and Miami Beach Centers. None of these locations had a Vet Rep. Of the four (4) Veterans that completed a survey;

- 100% of Veterans were seen by a Career Center Representative.
- 1 Veteran was told that he will receive priority of services
- None of the Veterans saw a Vet Rep
- 3 out of 4 Veterans were either told to go to another location or given an appointment to come back for services later.

Career Centers have been compliant in displaying signage promoting services tailored to the Veteran Population. Centers have also been compliant in ensuring that Veterans are seen even when a “Vet Rep” is not present.

Individuals with Disabilities

Three shoppers self-identified as a person with a disability. The Americans with Disabilities Act (ADA) has a three-part definition of disability. Under ADA, an individual with a disability is a person who: (1) has a physical or mental impairment that substantially limits one or more major life activities; OR (2) has a record of such impairment; OR (3) is regarded as having such impairment. The individuals with special needs gave positive responses overall regarding the care received at the Career Centers.

- A shopper with a visual impairment was escorted to a computer with enlarged text; allowing the shopper to complete the task.
- A shopper with a hearing impairment did not feel that the impairment hindered the services received.
- Another shopper stated; “I was assisted quicker than most”.

A shopper with a physical impairment arrived to the City of Miami site towards the end of the work day. Only the “back entrance” was open at this time and the client was forced to walk up a flight of stairs to access the Career Center.

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Key Insights for Phone Shoppers

Overall the experience of the phone shoppers ranged from average to good. Items in which 69% or fewer shoppers rated positively will be presented as opportunities for improvement later in this report.

80% or more shoppers rated the Career Centers positively in the following areas:

- Found the automated system (if applicable) easy to understand;
- Felt that it was easy to talk to a live person;
- Waited less than 2 minutes when placed on hold;
- Felt that accommodations for the disabled were clearly explained.

70% - 79% of shoppers rated Career Centers positively in the following areas:

- Understood their next step;
- Felt that their request for information was understood.

69% or fewer shoppers rated Career Centers positively in the following areas:

- Felt that the representative responsible for answering the question they asked was readily available to assist them;
- Felt that staff explained the range of services available;
- Felt that they received the information that they needed.

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Key Insights for Website Shoppers

Overall the experience of the website shoppers ranged from average to good. Items in which 79% or fewer shoppers rated positively will be presented as opportunities for improvement later in this report.

80% or more shoppers rated the South Florida Workforce Website positively in the following areas:

- Felt that instructions were easy to understand;
- Did not require technical support at any point during the visit;
- Was able to complete their assigned task.

70% - 79% of shoppers rated Career Centers positively in the following areas:

- Felt that the website was easy to navigate;
- Will refer the site to a friend or family member.

69% or fewer shoppers rated Career Centers positively in the following areas:

- Felt that the services will benefit them;
- Is likely to visit the site again in the future.

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Recommendations

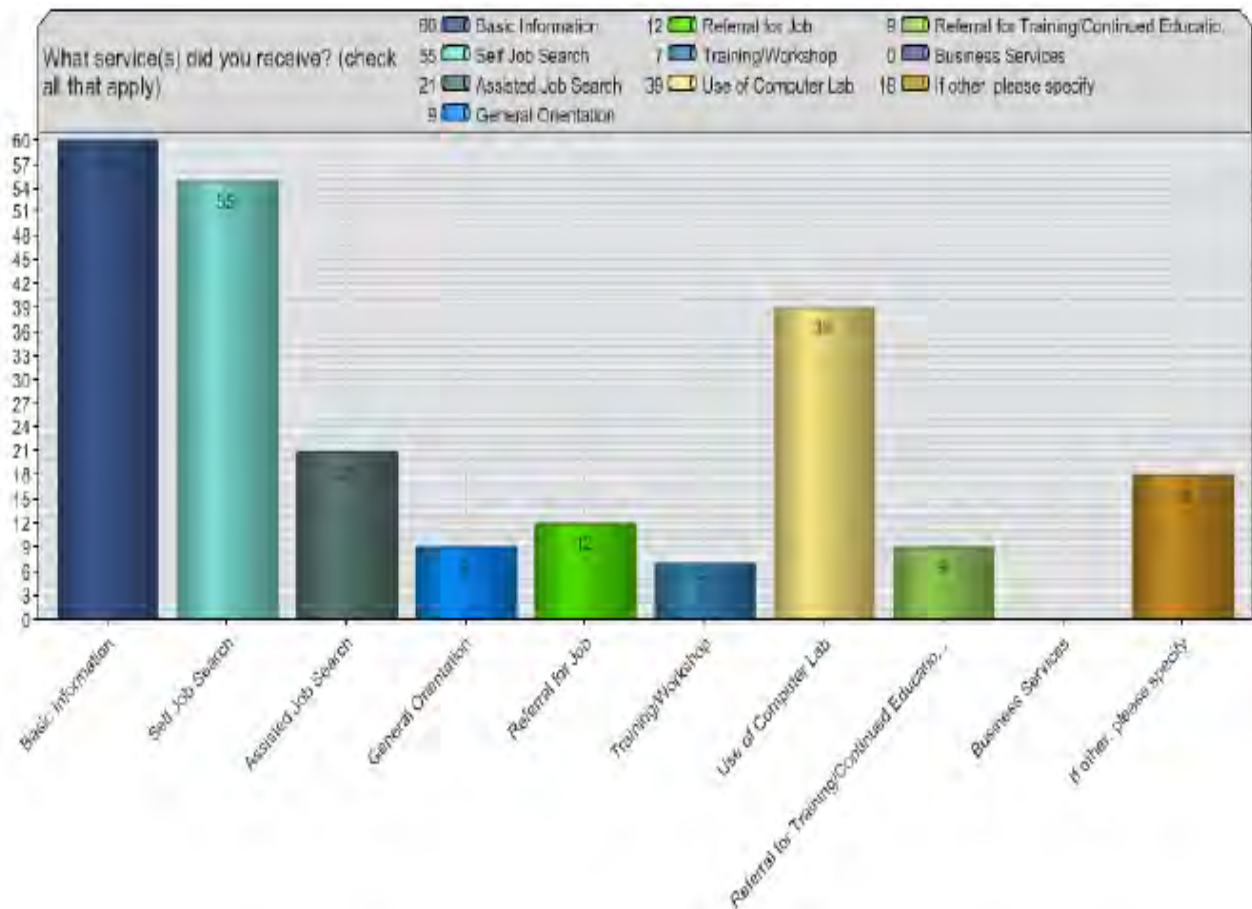
“Organizational mediocrity will stifle Individual excellence.”

– Dana LaMon, Author “The Excellence Book”

Recommendations are based on survey items in which 69% of fewer shoppers rated Career Centers Positively.

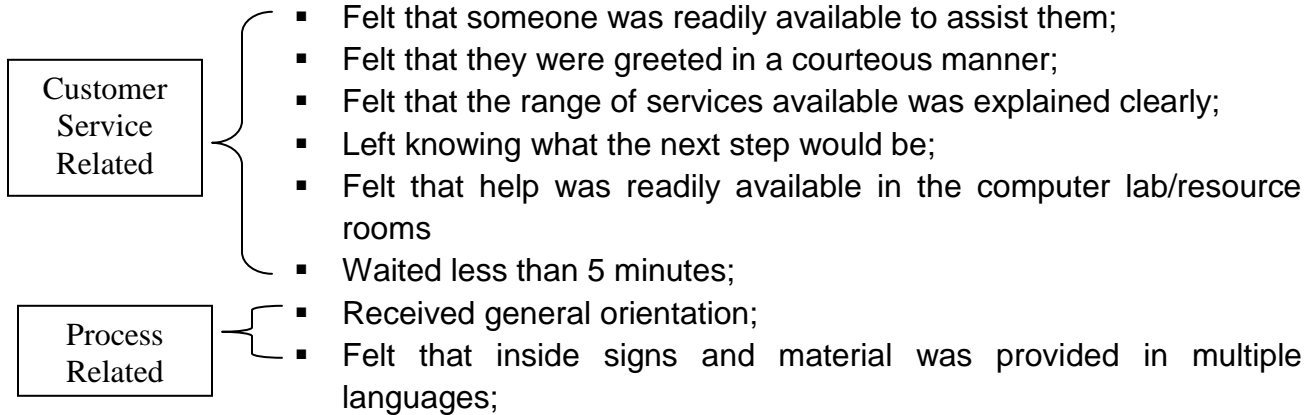
Live shoppers were instructed to visit their assigned Career Center and complete an online survey based on their visit. The visits were “self-directed” in which visitors conducted their own investigation based on a needed service (i.e. job search, trainings/workshops, computer lab) or “assisted search” in which visitors asked Career Center representatives to explain the resources and services available. Figure 1 identifies the services that each shopper received as a result of their visit.

Figure 1



Opportunities for Improvement: Live Experience

For live shopping experience, 69% or fewer shoppers rated Career Centers positively in the following areas:



Shoppers randomly received follow-up phone calls regarding their experience. There was a common narrative that resulted from these calls;

- Representatives were not concerned about the consumers.
- Shoppers that had a professional background received better service once the representative learned of their skill set.
- Volunteers at the Career Centers were inattentive or were not knowledgeable.
- Frequency of workshops were reduced or eliminated at some locations due to budget cuts.
- There was inconsistency in the quality of services received between Career Centers.

Customer Service Related Recommendations

Training and enforcement is recommended in the areas of First Impressions and Information Provided. Representatives will benefit from implementing a proactive approach to customer service. Representatives relied heavily on directing shoppers to utilize the Employ Florida System and engage in self-directed job searches or registrations. Shoppers were required to probe for additional information about the

services available at the Career Centers. For example, when a shopper asked which Career Center has a Vet Rep available, the representative did not have this information readily available. Shoppers also commented that the push to conduct business online and lack of representative support left them to question the relevance of physically going to the Career Center as opposed to visiting the website from home.

“Concept: Customer-focused organizations determine and meet the needs of their internal and external customers. Their focus is to treat everyone with respect and as if they were special.”

Robert W. Lucas, Customer Service; Building Successful Skills for the 21st Century

Customer Service Initiative for Long-Term Commitment

Short-Term Goal: Implement Customer Service Refresher Trainings

It is recommended to host a Customer Service Refresher Course that will also instruct Career Center Administrators on tools and techniques that will allow them to incorporate a customer service component in new hire orientations. Refresher Courses may be conducted annually or as needed to ensure that staff remains aware of the importance of Excellence in Customer Service to the South Florida Workforce Investment Board. It is recommended that staff members and volunteers receive this as a part of their ongoing professional development.

Long-Term Goal: Develop policies that promote Excellence in Customer Service

Implement policies and procedures that reinforce excellence in customer service as a part of daily activities. Examples of this include; incorporating customer service as a job expectation in job descriptions, implement rewards programs related to customer service, ensure the Administrative Teams regularly demonstrate a commitment to quality service, revise employee appraisals to include a customer service component.

“Treat people as if they were what they ought to be, and help them become what they are capable of being.”

Johann Wolfgang von Goethe, Writer, Artist and Civil Servant

Volunteer Management

Proper training and planning is essential to the effective development of volunteers. This is especially important when volunteers serve as the frontline staff of Career Centers. It is recommended to develop a detailed volunteer handbook. This handbook may include, but not be limited to;

- Organizational policies and procedures
- Mission and Vision
- Customer Service Expectations
- Career Center Programs
- Job descriptions
- Important contacts
- Disciplinary policies

Ideally, Career Centers will have a designated staff person to train and manage volunteers; however, staffing limitations will pose a barrier. To overcome this barrier, volunteer should receive the same form of new hire training that employees receive. Volunteers should also be held to the same standards of employees in providing Excellence in Customer Service. Volunteers benefit from work experience opportunities that provide supervision and guidance as well as feedback. This includes developing a Volunteer Recognition Program that rewards excellent customer service and dedicated service.

“Honor to the soldier and sailor everywhere, who bravely bears his country's cause. Honor, also, to the citizen who cares for his brother in the field and serves, as he best can, the same cause.”

Abraham Lincoln, 16th President of the United States of America

Veteran Services

According to Elizabeth J. Clark, PhD, ACSW, MPH, CEO of NASW, “In addition to the invisible wounds such as PTSD [Post Traumatic Stress Disorder] and TBI [Traumatic Brain Injury], which affect approximately one in six of our troops returning from Iraq and Afghanistan, service members and veterans have a heightened risk of substance abuse, unemployment, homelessness, and suicide.” (Social Work Today, Vol. 13, No.2, pg. 12). It is recommended to train all staff members to provide high quality, culturally competent care to Veterans and military families. This may include;

- Sensitivity Training;
- Continued education to remain current on benefits, services and resources for Military Families.
- Mental Health Functioning

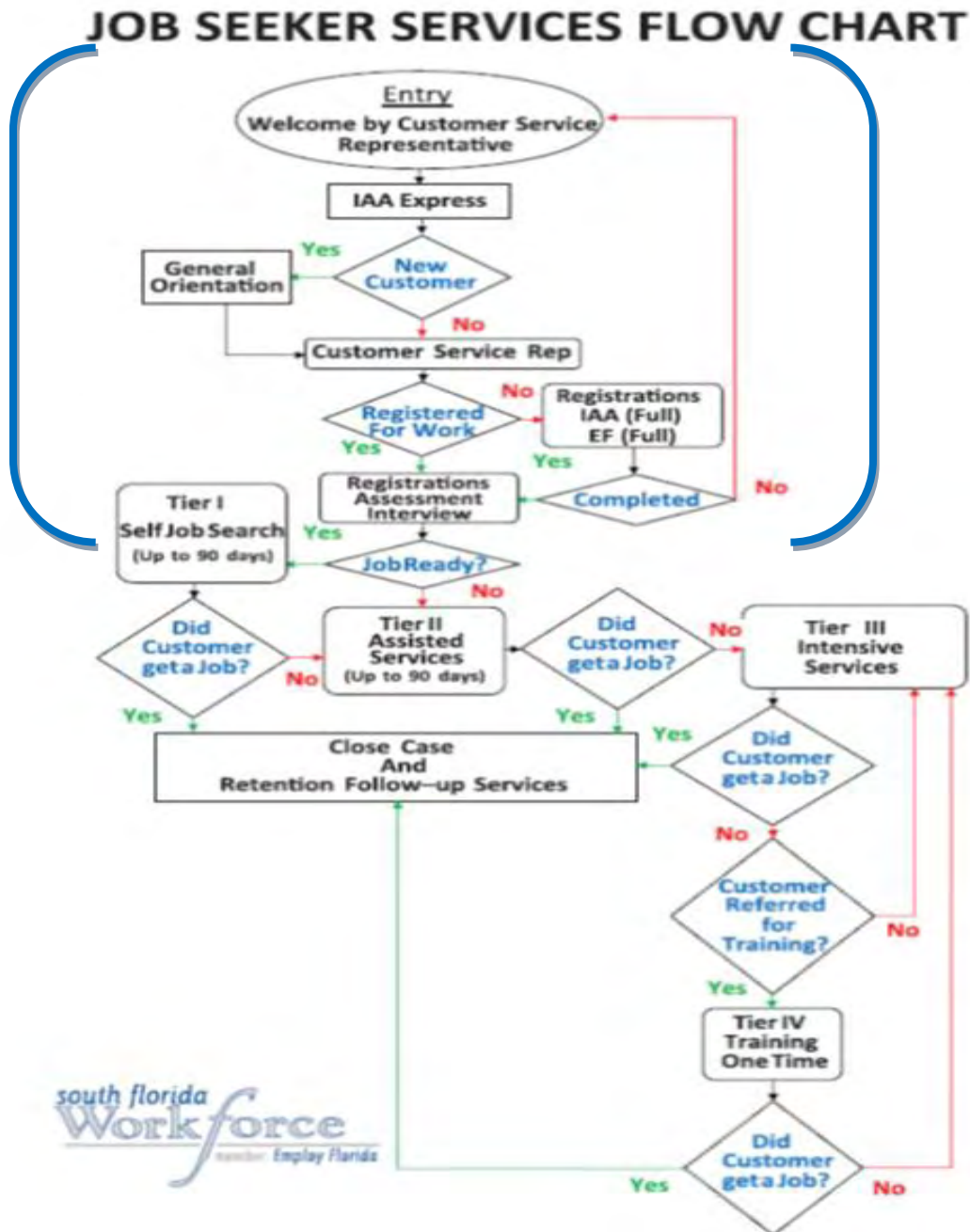
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Process Related Recommendations

The survey completed by shoppers was designed to assess how well Career Centers followed the Service Flowchart. The majority of shoppers assessed the process from Entry to Tier I: Self Job Search (Figure 2).

Figure

2



Shopper surveys revealed that there was inconsistency in general practices between Career Centers. On the questions regarding signage and printed material being available in multiple languages, shoppers commented about the absence of Haitian-Creole literature in some locations, while other shoppers commented that everything was in English only. It is recommended that all sites have tri-lingual material posted and available for the purpose of consistency.

Several Career Centers provided new clients with written instructions for registering with Employ Florida and gave participants the option to use the computer lab to register or register from home. Shoppers found this document helpful in understanding the SFWIB process. This would be beneficial for all Career Centers.

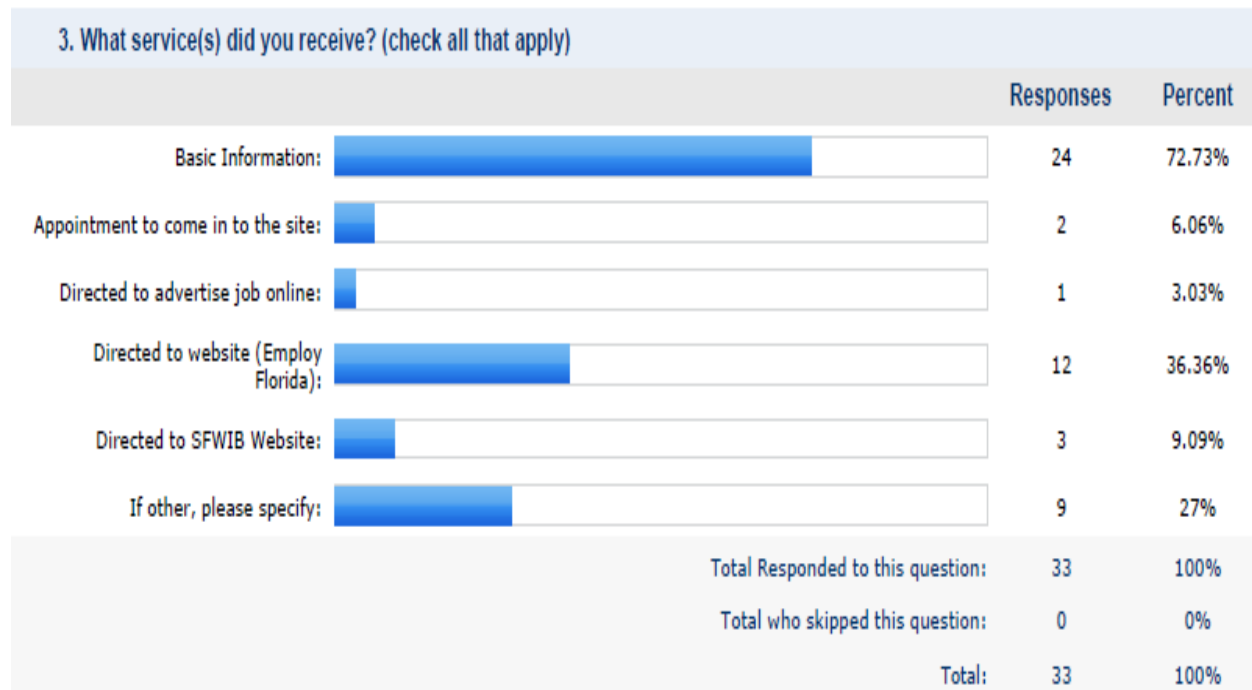
Shoppers were unclear about whether or not they received general orientations or signed in using IAA Express. Some shoppers reported having someone explain services one-on-one while other shoppers identified the opening training for Employ Florida as their general orientation. Only 29% of participants reported that they received general orientation. Likewise 33% of shoppers reported that they were asked to sign in IAA Express. It is possible that shoppers completed the general orientation and were signed in using IAA Express without realizing that they were going through the SFWIB process. It is recommended that each center provides a uniformed general orientation and sign in process. This is also an opportunity for representatives to provide proactive communication; navigating new clients through the process.

The majority of participants expressed satisfaction with the self-job search experience. Shoppers felt that the job bank had a wealth of job opportunities and provided contact information about employers. One shopper that was not computer savvy had difficulty with the online process. A directory with hard copies of job orders would be beneficial for individuals that are not comfortable with the computer. Additionally, these will be ideal candidates for computer skills training if offered by the Career Center of another community agency.

Opportunities for Improvement: Phone Experience

Phone shoppers were instructed provided with scenarios and were asked to call their assigned Career Center and complete an online survey based after the call. Figure 3 identifies the services that each shopper received as a result of their visit.

Figure 3



For phone shopping experience, 69% or fewer shoppers rated Career Centers positively in the following areas:

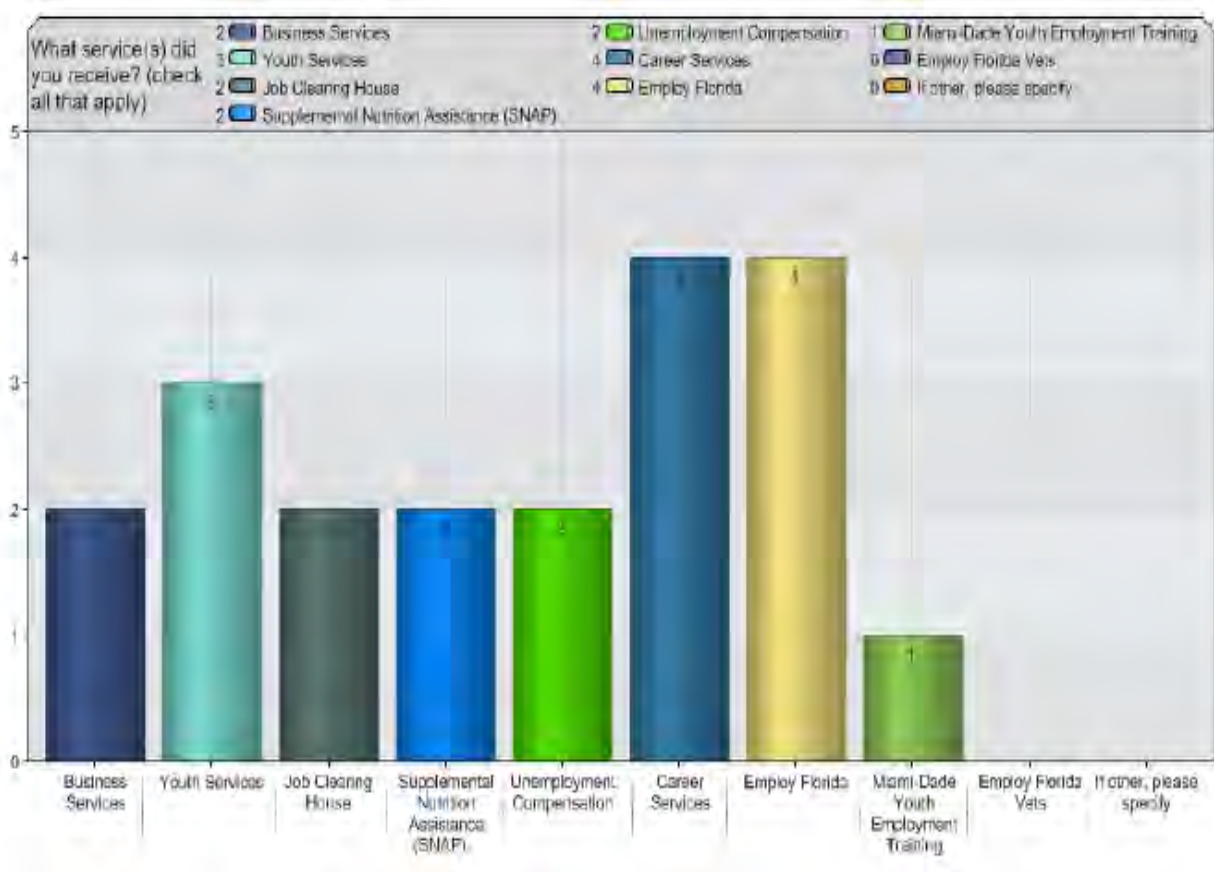
- Felt that the representative responsible for answering the question they asked was readily available to assist them;
- Felt that staff explained the range of services available;
- Felt that they received the information that they needed.

As with the recommendations for the live shopping experiences, it is recommended that frontline staff receive more training about the array of services available at each Career Center. Additionally, the majority of callers that were transferred to a staff member for further assistance had to leave a message for the representative to call them back.

Opportunities for Improvement: Website Experience

Website shoppers were provided with scenarios and instructed to complete an online survey based after the website experience. Figure 4 identifies the services that each shopper received as a result of their visit.

Figure 4



For website shopping experience, 79% or fewer shoppers rated the South Florida Workforce positively in the following areas:

- Felt that the website was easy to navigate;
- Will refer the site to a friend or family member.
- Felt that the services will benefit them;
- Is likely to visit the site again in the future.

Website shoppers were pleased with the services and activities available for youth via the website. Shoppers found it difficult to navigate the website requiring them to read through the website more than once before recognizing where they needed to go to complete their assigned task. Shoppers also felt that the Employ Florida registration process tedious and some questions were unnecessary.

It is recommended that a more detailed study be conducted, possibly in a focus group setting, in order to identify techniques to improve the website. The South Florida Workforce Website targets more than one population, separate tabs may be created to guide visitors to access the services specific to their needs. For example, creating a “Job-Seekers”; “Employers”; “Contractors”; and “Stakeholders” tab. When the “Job-Seeker” tab is selected, the person visiting the site will only see items related to that sub-category (i.e. Employ Florida, Calendar of Job Fairs/Events, Links to helpful websites, etc.).

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Conclusions

***“The peak of performance today is the point of reference for
excellence tomorrow.”***

– Dana LaMon, Author “The Excellence Book”

Overall strong points in service delivery are:

- Centers were easy to find and accessible;
- Resources were plentiful (job bank, brochures, etc.)
- Career Center advisors were knowledgeable.

Weaker points have been determined as follows:

- Inconsistent experiences across Centers;
- Lack of proactivity among staff;
- Frontline staff was not knowledgeable of services;
- Inconsistent customer services practices.

“Quick Win” Action Steps

The following provides a list of some the possible “quick win” solutions and initiatives that could be deployed fairly swiftly with a focused approach:

- Share results with Center Administrators and discuss positive and negative points;
- Provide brief staff trainings encouraging more proactive dialogue with customers;
- Provide brief refresher training/material to staff and volunteers about customer services expectations;
- Have all Centers review their site to ensure that posters and signs are in good condition and available in all three languages (English, Spanish, Haitian Creole).

“Long Term” Action Steps

The following initiatives could be implemented over a longer period of time to improve service delivery and sustain the level of services at each Center.

- Develop a consistent process across all centers instructing Administrators on how to comply with the adopted service flowchart;
- Develop an online training platform to allow all clients to access Workforce Workshops;
- Develop an online platform that will provide new hire trainings and refresher trainings when live trainings are not feasible;
- Implement an Excellence in Customer Service Campaign to reinforce the importance of providing positive customer experiences;
- Implement a consistent Veteran Service Process;
- Implement an Employee and Volunteer Recognition program.



“Developing Communities that Work.”

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SFWIB WORKFORCE SYTEMS IMPROVEMENT COMMITTEE

DATE: 6/20/2013

AGENDA ITEM NUMBER: 8

AGENDA ITEM SUBJECT: APPROVAL TO RENEW EXISTING WORKFORCE SERVICES PROVIDER CONTRACTS FOR PROGRAM YEAR 2013-2014

AGENDA ITEM TYPE: APPROVAL

RECOMMENDATION: SFWIB staff recommends that the WSI Committee recommend to the Board the approval to authorize staff to renew the existing Workforce Services contracts for Program Year (PY) 2013 to 2014 as set forth below:

STRATEGIC GOAL: Strong, Timely Reporting Standards for End User Customers and Providers of Services

STRATEGIC PROJECT: Raise the Bar One-Stop Performance and Consistency

BACKGROUND:

The current Workforce Services Providers were competitively procured to provide Workforce Services in Region 23 for PY 2011/ 2012. The second year of this contract will expire on June 30, 2013, but may be renewed for one more program year pursuant to certain contract language allowing renewal contingent on availability of funds.

SFWIB staff conducted a performance review of the current Workforce Services Providers throughout PY 12-13 (July 1, 2012 through April 30, 2013) and a summary is attached. Based on the results of that review, SFWIB staff recommends that the WSI Committee recommend to the Board the approval to authorize staff to renew the existing Workforce Services contracts for Program Year (PY) 2013 to 2014.

FUNDING: N/A

PERFORMANCE: N/A

ATTACHMENT

WORKFORCE SERVICES CONTRACTORS PERFORMANCE SUMMARY

Balanced Scorecard PY '12-'13 (July 1, 2012 through April 30, 2013)

Workforce Services Contractors	Workforce Services Locations	# of Performance Measures Standards Met	# of Performance Measures ****	% of Performance Measures Standards Met
Arbor E&T, LLC	Carol City Career Center	16	22	73%
	Hialeah Gardens Career Center	14	22	64%
City of Hialeah	Hialeah Downtown Career Center	13	22	59%
Ser Jobs for Progress, Inc.	North Miami Beach Career Center	15	22	68%
Transition, Inc.	Transition ** Offender Service Center	8	17	47%
UNIDAD of Miami Beach, Inc.	Miami Beach Career Center	16	22	73%
Youth Co-Op, Inc.	Florida Keys *** Career Center	9	16	56%
	Homestead Career Center	14	22	64%
	Little Havana Career Center	15	22	68%
	Northside Career Center	15	22	68%
	Perrine Career Center	16	22	73%
	West Dade Career Center	14	22	64%
Region	All	15	22	68%

** Transition Inc. does not provide services for CAP and SNAP (not included)

*** Florida Keys does not have an active Training Vendor; therefore the Training Performance Measures and Level of Servicess (due to required funding allocation) are not included

**** The EAS within 90 Days performance measure is waived for all (not included)