

**Northwest Georgia One-Stop System
Operator's Report - Level II**

Operator(s): Northwest Georgia Regional Workforce Consortia
Chairman: Dr. Ray Brooks, Northwestern Technical College
Person Submitting Information: Dr. Ray Brooks, Chairman
Date Submitted: May 16, 2007

Note: regular type 2003 response; **bold type** 2004 response; **blue type** 2005 response; **red type** PY 2006 response

I. Leadership

A. Clear Sense of Mission

Are all employees in the system oriented to the one-stop mission? Do all employees understand the mission?

During 2002 and 2003 the Operators established Information Sharing and Staff Development as a priority for the One-Stop System. Fact Sheets and PowerPoint presentations were made available to educate all staff about the agencies and services available in the system. The Fact Sheets and PowerPoint presentations are posted on the CareerDepot web site.

In 2004 the Operators built on the accomplishments of the previous year. A brochure has been prepared for each partner that will assist other partners in becoming familiar with each program eligibility requirements. This will assist agencies in making "smart" referrals to each other.

As the system moves toward the business centered model, training and informational materials will be made available to partners and staff.

The Operators' mission statement has been modified. It reads - *The mission of the Region I Northwest Workforce Consortia is to: promote and provide assessment, rehabilitation, training, and employment opportunities to the citizens of the Northwest Georgia area and to align with and be of value to our business community.* The revised statement which now includes reference to business will be distributed to all employees of the system.

Same as above plus: CareerDepot.org is produced on a quarterly basis and the Business Informer is produced three times per year. The newsletters are provided to all managers to share with their staffs. They also are distributed to other interested parties. One of the purposes is for partners and other agencies to remain informed about the system.

B. Leadership

Do the managers of the one-stop centers and all partners have a copy of the Operators' Memorandum of Understanding and the Partners' Memorandum of Understanding with the WIB/CCEO?

The Documents have been provided to the one-stop centers and to the partners; they are also posted on the CareerDepot web site. Many of the partners' agency managers and staff attend the Operators and the WIB/CCEO meetings to stay abreast of One-Stop System activities.

No change from previous report.

No change from September 2004 report.

No change.

C. Partnerships

Identify the linkages that the One-Stop system has with additional community partners including communications, cross referral processes, and the expertise and services that they bring to the Consortium.

This information is included in the One-Stop System Plan. Each area "cluster" has regularly scheduled meetings that are open to all system and community partners to exchange information. The partners regularly invite additional community organizations to participate in the meetings.

No change from previous report. The meetings are still being help with multiple community organizations participating.

The information has been updated for the Program Year 2005 - 2007 Plan.

The information has been updated for the Program Year 2007 - 2008 Plan. In addition three more comprehensive one-stop centers will be added July 1, 2007. All centers have partners on-site at their facilities.

D. Communications

1. *Do the Operators hold regularly scheduled meetings?*

Yes, the Operators hold regularly scheduled meetings.

The Operators continue to hold regularly scheduled meetings. The meeting includes discussions of planning priorities as well as day-to-day operations.

No change from last report.

The Operators continue to hold regularly scheduled meetings. The workforce system managers and employees continue to attend the meeting.

No change from last report.

2. *Indicate any other means communication occurs among partners and associates to ensure all interested parties remain informed of issues affecting one-stop system activities.*

As noted above, each area "cluster" has regularly scheduled meetings that are open to all system and community partners to exchange information. The partners regularly invite additional community organizations to participate in the meetings. The *CareerDepot* newsletter has an extensive mailing list and includes information of interest to the Northwest

Georgia community.

In addition to the above, the *Business Informer* began publication in 2004. It is sent to all area businesses that employ 10 or more employees and to all partners, community organizations, and governments in the Northwest Georgia region. It has the dual purpose of informing employers of the business services available through the WIB and its partners and of educating partners/associates. We have received increased input from the community and partners for articles to include in the *Informer*.

The area continues to issue the CareerDepot.org and the Business Informer newsletters. Since the September 2004 report, a temporary employee has been working with Coosa Valley RDC. He is focusing on one-stop system services and optimizing the use of technology to improve the level of communications within the system. All of the colleges issue publications and materials for their individual and business customers. The Georgia Department of Labor and Rehabilitation Services have newsletters that are distributed to their respective staff members.

The meetings and publications as noted still continue. The RDC no longer has a temporary employee working on technology needs.

3. *Do the Consortium partners communicate plans to employees at all levels.*

Yes. In fact, as noted above, many partner employees attend the Operators' and WIB/CCEO meetings.

No change. Partner staff continue to attend the Operators' and WIB/CCEO meetings.

No change since September 2004 report.

Operators' employees continue to attend the Consortia and WIB/CCEO Meetings.

II. Information and Analysis

A. *Management Information System (MIS)*

Is the MIS capable of producing customized reports for the local workforce development community?

The FOCUS system that generated reports is improving but problems still exist with the system. For example, it is frequently down and produces reports with conflicting information. A state-wide committee is working on the issues. A major problem exists because not all agencies are utilizing the same MIS, and it is not possible to generate comprehensive reports that include all entities.

The FOCUS reports have greatly improved in the part year. In the coming year the Department of Labor and, possibly, Rehabilitation Services will have access to FOCUS reports as part of the Common Measures implementation. However, it is still a problem that all agencies are not utilizing the same MIS. Clients must continue to provide duplicative information, and comprehensive reports cannot be generated.

The FOCUS system continues to be improved. WIA staff have been trained on the upgraded FOCUS system which allows for more personalized reporting and projections. Georgia Department of Labor will soon be training Employment Services staff on FOCUS as well as continuing the training for WIA staff. A performance issue we have encountered in WIA is

that it takes up to a year or longer before full performance for a Program Year is known. The FOCUS system can now assist with projecting performance which may assist managers in their decision making.

A WIA staff member is on two State Common Measures committees. Progress is being made toward meeting all of the USDOL Common Measures requirements. The process is slow because any changes must be extensively tested to ensure conflicts do not occur among the various data tables. Vocational Rehabilitation and TAA are being brought into the DOL MIS.

B. Performance

1. *Indicate the comparative data utilized for the one-stop system.*

The one-stop system can compare its performance with that of all other regions in the state. WIA tracks 16 performance measures. Each agency can compare its performance to like agencies throughout the state based on its individual system measures. Nationwide performance standards will be applied to all employment and training entities within the next couple of years.

In addition to comparison with other regions in the State, we can now compare our region to other regions throughout the US. With the implementation of the Common Measures, we will be able to compare performance across programs. However, doing so will require careful evaluation since the program participants and services provided vary greatly.

With the March 2004 release of WIADAPT (<http://www.ubalt.edu/jfi/adare/wiadapt.htm>), WIA can benchmark performance in terms of customer characteristics, program services, and local economic conditions. We can compare the influence of these factors on the performance of our region to the State, Region, and national levels. We also have the ability to determine the relative influence of particular factors on performance. Within a year or two, Employment Services will have this capability as well. All agencies continue to benchmark their performance against like agencies within the state.

No changes except progress with Common Measures as noted above.

2. *List the other organizations the system benchmarks against and the criteria utilized.*

The system benchmarks against other One-Stop systems (WIA Regions), Department of Labor offices, Family and Children Services Offices, Rehabilitation Services Offices, and Department of Technical and Adult Education and Regents' Colleges, as appropriate. Criteria includes individuals employed, individuals who retain employment, wages, certification attainment, etc.

No changes. Benchmarking will increase with the implementation of the Common Measures.

With the release of the WIA Diagnostic and Planning Tools (WIADAPT) and National Emergency Grant Tools (NEGTools), we now have historic information that is applicable to most levels of the workforce system. Region 1 will now have the capability to measure itself against all regions in the county if we so choose. Within the next couple of years other employment and training agency programs administered

by U. S. DOL will be included in the results. This will enable system-wide, nation-wide benchmarking. Common measures will be partially implemented July 1, 2005 and, if new legislation passes, should be fully implemented by July 1, 2006.

The requirements for Common Measures performance have been implemented by USDOL. As noted previously, the State MIS changes are a work in process.

3. *Indicate the correlation and relationships between all performance measures (benchmarks).*

The system is now focusing on long-range benefit to customers. For example, self-sufficiency and ability to retain employment and increase wages is considered to be of more benefit to individuals and the community than simply obtaining a job. The performance measures, taken together, provide a more comprehensive picture of the system benefit to individuals.

In addition to the above, during the past year the region has increasingly focused on services to business. Employer satisfaction is measured throughout the one-stop system; however, the measurement primarily includes only the Department of Labor and WIA. WIA staff continue to send a Customer Satisfaction survey to participants twice per year. In addition, staff are surveying on-the-job training employers to gauge their level of satisfaction with services being offered.

The region continues to focus on long-range benefit to customers and services to business. We are also working with sectors that have great impact upon the region's economy. Currently these sectors include health care, and we are in the beginning stages of working with the carpet industries. More sectors may be added in the future as discussions with chambers of commerce, economic development agencies, employers committees and business continue.

Since January 2006, we have been involved in a workforce / economic development initiative with Northeast Alabama and Southeast Tennessee. The regions' signed a memorandum creating the Tri-State Regional Workforce Alliance. The formation of the Alliance will result in the coordination of efforts over a natural economic region rather than a region based solely on political lines.

III. Strategic Planning

A. Strategic Plan

1. *Do the Operators have a one-year operational plan that includes a system for planning day-to-day operations that furthers the stated goals and objectives?*

As noted previously, the Operators have established priorities for the One-Stop System in the areas of Information Sharing (for clients and for partners), Staff Development, Referrals, Documentation, and Adding Addition One-Stop Sites. The priorities include steps to be taken to achieve desired outcomes.

Substantial progress has been made in the established priorities. The Operators' priorities have been included as part of the WIB's Strategic Plan. The region now has three full-service one-stop centers, and the WIA Director has arranged for the Project IDEAS Certified Development Facilitator training program to be provided in the Northwest Georgia region. All agency staff who wish may participate in the training.

The Operators' plan is included in the WIB Strategic Plan. The goals and objectives continue to be considered in all operational plans and decisions. The Career Development Facilitator training in this region has ended, however the program is offered in other areas and staff will continue to be encouraged to attend. CVRDC staff has attended training in Performance Management. In the future, all agencies receiving federal funding will be required to implement Performance Management/the Performance Logic Model into their planning. This model helps day-to-day and long-term management of programs as well as continuous improvement. The region has two additional entities that have submitting requests to the WIB and CCEO's to become full-service one-stop centers effective July 1, 2005. The requests have been approved.

The Workforce Development 2007-2008 Unified Plan was submitted to the State April 2007. A separate document was submitted in March 2007 in which the region provided information on (a) regional workforce development / economic development / educational activities and initiatives, (b) local and regional sector strategies where there is a focus on a growth industry or cluster of industries, and (c) local efforts for developing entrepreneurship. Northwest Georgia will have three more comprehensive one-stop centers July 1, 2007.

2. Do the Operators regularly review performance against the plan?

Yes, Operators regularly review performance against the priorities/plan.

The Operators are provided copies of the performance reports submitted to the WIB/CCEOs. The Operators' meetings regularly include discussion of progress on meeting priorities and plans for moving forward.

The Operators regularly review performance against the federal required plan and the local strategic plan.

The Operators receive regular reports about performance. An annual report is provided to them and the WIB/CCEOs providing overall, detailed information about agency specific services.

3. Do the Operators have defined strategies that are used to achieve each goal and objective?

Yes, the strategies to achieve each goal and objective have been defined.

The priorities and strategies are now included as part of the WIB Strategic Plan. The Strategic Plan is available on CareerDepot.org.

The priorities and strategies are part of the WIB Strategic Plan which is available on CareerDepot.org.

As previously noted, an updated Unified Plan and a supplemental report were submitted to the State in April. These documents included the Operators' strategies.

4. Are the Operators proactive in planning how meeting the goals and objectives will change the one-stop system's position in the marketplace over the next five years? If yes, explain

how?

The focus of the goals and objectives is to achieve desired outcomes through continuous improvement. The Operators were involved in the development of the WIB/CCEO Five-Year Strategic Plan. A consideration in all goals and objectives and in the Strategic Plan is "will this benefit the customer."

As above. The system is actively seeking to improve the information and competency levels of staff and expand services to individual and business customers.

As discussed previously, the implementation of the Performance Management methodology will enhance our planning, services, and continuous improvement efforts. In the coming year, training will be provided to partners' staff.

The Operators have had three more comprehensive one-stop centers approved by the WIB / CCEOs. The region has expanded its efforts to have workforce development and economic development work together to benefit the region. The efforts have been expanded to include 26 counties in three states. The collaborative efforts are receiving notice at both the state and national levels.

IV. Human Resource Utilization

A. Staff Competencies

Have competency levels been established for all one-stop positions?

The One-Stop System utilizes partner staff, and each partner agency has established competencies for its staff positions.

There is no change in their area. However, one-stop and partner staff are being encouraged to participate in the Certified Development Facilitator training to increase their competency.

Yes, each agency has established competencies for its staff positions. Several staff have participated in the Career Development Facilitator training and those who have not will continue to be encouraged to do so. In addition, the members attending collaborative meetings continue to exchange programmatic information which increases the knowledge and capabilities of staff. The Floyd County area staff have visited each others office so they can become more familiar with the services available throughout the system. In addition, the region will be offering training opportunities for staff in the coming years.

All WIA Career Counselors are required to participate in Career Development Facilitator training. Other partner agencies are also providing opportunities for their staff to participate. The Operators are discussing hiring a consultant to review and suggest improvements for the one-stop system as a whole.

B. Training

Describe the training needs you have determined are needed by the system's employees and partnering agencies. Indicate how just in time training will meet the training needs.

The priority goals and objectives established by the Operators identified training needs for staff and means to go about providing the training. For example, the Operators' determined that staff were in need of more information about the services provided by partner agencies; and Fact Sheets and PowerPoint presentations were prepared and posted on the CareerDepot web site.

The Operators determined that additional information was needed to help partner staff make "smart" referrals to each other. Thus, the individual brochures mentioned previously were developed. Again, as previously mentioned, CDF training will be provided in our region starting in September. The Operators have brought and are considering bringing other training to the region that will increase overall staff competencies. For example, a two-day Business Services workshop was conducted Spring 2004.

Continuous cross-informing about one another's services is essential in order to have all staff up-to-date and to train new staff. This is in addition to training necessary to remain up-to-date with their own agency's policies and procedures. Staff require training on Performance Management methodology. If new workforce legislation passes this year as anticipated, training will be necessary to implement the rules and regulations. The region has requested assistance from GDL on Youth One-Stop Centers. The Operators will be bringing additional training opportunities to the region for the WIB, CCEOs, and system staff.

Again, turnover requires continuous training opportunities for all staff for them to be familiar with the services available through the system. New regulations have not been passed and there is some conflict between USDOL and Congressional system design. Regardless, during the past two years the Operators have been engaged in initiatives they believe will benefit the region.

C. Rewards and Recognition

Are notices regularly sent to media to recognize employee/site/system performance and achievements?

Each partner agency has a system for sending media notices. In addition, the *CareerDepot* Newsletter includes information about partnering agencies and staff accomplishments.

In addition to the above, the *Business Informer* is used to recognize specific successful performance and achievements of individuals, agencies, and the system.

All partner agencies send agency specific media notices to the local media. In addition the *CareerDepot.org* and the *Business Informer* are forwarded to local media. Blue Ridge is requesting assistance from the local TV channel to film workshops. The workshops will be burned to DVDs and made available to all one-stop centers in the region to utilize in customer training. This method will be particularly beneficial to the one-stops that have staff vacancies and, therefore, cannot provide workshops at the levels they desire. The workshops will also be available "on-demand" to customers at the sites and available to check out to view at home. The local channels will be asked to broadcast the workshops as a public service.

Arrangements were not completed to have workshops video taped. However, that continues to be a promising possibility. The one-stop centers are hosting Business

Services Open Houses in which partners and agency units come together to provide information about the services available to businesses through the one-stop system. Operators are also reviewing the printed and other media resource materials available through the one-stop centers and will be updating the resources.

V. Process Management

A. Operations

1. *Who are the system's internal and external customers and the important customer segments?*

The internal customers include the local, state, and national partner agencies. The partners provide universal service. The important customer segments include dislocated workers, low-income individuals, disabled individuals, highschool dropouts, individuals with low basic skills, and individuals in need of training to become employed.

The Operators are increasingly focusing on Business Services, not to the detriment of the other groups, but to improve and enhance services offered to them. In addition, WIA is being encouraged by the US Department of Labor to become more involved with Economic Development. US DOL recognizes that Workforce Development and Economic Development must work hand-in-hand for a region and it's citizens and businesses to be most successful. The one-stop system will focus on building closer working relationships with Chambers of Commerce and Economic Development agencies in the coming year.

The Operators continue to focus on Business Services and involvement with Chambers of Commerce and Economic Development. It has been slower than we anticipated. In the past many economic development entities have not considered the workforce system to be part of their economic development assets. The region will continue to work on educating the entities as to the positive elements the system brings to the region. In addition to the customer segments mentioned previously – disabled individuals, dislocated workers, low-income individuals, high school dropouts, individuals with low basic skills – the region is increasing efforts to work with mature older workers and veterans. Within the next few weeks, a national guard unit from this area will be deployed to Iraq. We will have opportunities available to the spouses and to the soldiers upon their return.

The efforts noted above continue. The Guard Unit returned from Iraq. The Operators provided packets of information to all of them about services available through the system. Posters were hung to welcome them home and to provide web site and telephone numbers for additional information. The Governor's WorkReady initiative will be available free of charge to all residents of the area. In addition to the Certificates, individuals will have opportunities for free remediation to improve their certification levels.

2. *How has the system prioritized customer needs?*

Each agency has rules and regulations and/or has developed plans, goals, and objectives to establish priorities for customer needs. The partner agency priorities are taken into consideration when prioritizing One-Stop System customer needs.

As the numbers of dislocations continue, we are finding that the individuals affected vary greatly in education and ability. For example, young and middle-aged individuals with college degrees have different training needs that old individuals who lack basic skills and high school diplomas who may have worked for the same company all their lives. As a result, the Operators have, and will continue to, expand services to meet the needs of the individuals.

As noted in the previous report, the Operators continuously review service needs of our customers. We have instituted a priority policy for veterans and have provided English as a second language classes for Latino dislocated workers. Blue Ridge will have basic computer instructions available to all customers. This will meet the needs of both individuals and businesses. LaFayette Career Center noted that they are seeing more older workers come into the Center, and they have designed workshops to meet the specific needs of those customers. The region is working on incumbent worker training with the health industry in order to have a project available for submission when funds become available. Every effort is made to be proactive rather than reactive to customer needs.

Three more comprehensive one-stop centers will be available July 1. The comprehensive centers bring additional services to customers. The initiative with the Tri-State Regional Workforce Alliance is intended to expand employment and training opportunities for individuals and economic benefits to the region which will improve the quality of life for individuals and an improved business climate.

3. *What is the system's product and services, how are they delivered, and what customer needs are being met?*

The system's product and services are primarily education, training, supportive service resources, and assistance in finding employment. The services are delivered through partner agencies and community organizations. Multiple partners and community organizations may be involved in the delivery of services based on assessed customer needs. The ultimate goal is to assist individuals in becoming self-sufficient, productive citizens.

The one-stop system, as noted previously, is moving towards business and industry being an equal, if not the primary, customer of the system. By focusing on meeting the needs of business, participants will benefit through better career counseling and training for well-paying jobs that will be in demand in the future.

The system's products and services for individuals include, but are not limited to education, training, supportive service resources, access to technology and information, assistive technology and services, and assistance in finding employment. Business products include but are not limited to temporary office space, technology, access to information, assistive technology, staff training opportunities, financial incentives, and entrepreneurial assistance.

The Tri-State Regional Workforce Alliance, as previously mentioned, will unite workforce and economic development within the region to benefit individuals and businesses. Business Services Open Houses are being held at comprehensive one-stop centers to increase business awareness of all services provided by the system.

B. Functional Resource Center

1. Does each one-stop center have a universally accessible resource area?

Yes.

All Department of Labor offices and colleges have resource areas. However, Rehabilitation Services, Coosa Valley RDC, and some Family and Children Services offices do not have room for a resource area.

No change since the September report. Every effort is made to have up-to date technology and information available to customers. As noted previously, we are seeking ways to have more workshop opportunities available to customers. As noted previously, CVRDC, Rehabilitation Services, and several Family and Children Services facilities do not have space for resource rooms. However, if they believe that customers could benefit from access to such services, they are directed to local, convenient facilities that are outfitted with the necessary equipment and services.

No change in this area. Technology and materials are periodically updated.

2. Do all resource areas have Internet connectivity and video telecommunications capability?

Yes.

No change in this area.

Yes, the resource areas have internet connectivity and video telecommunications capability (which, however, is underutilized). CVRDC WIA now has a part-time staff person who is working on improving communication capabilities throughout the one-stop system.

All resource areas have internet connectivity. Video telecommunications is available but has never been utilized to demonstrate its benefits. Overcoming different systems capacity and firewalls proved to be quite difficult. WIA no longer has staff focusing on communications.

3. Do all resource areas have multiple media resources available? Do they have materials explaining the services, locations, and contact information for all partnering and affiliated agencies?

Yes.

No change in this area.

Yes, the resource rooms have multiple media resources available and materials explaining the services, locations, and contact information for all partnering and affiliated agencies.

No change in this area. Many of the materials are available via the Internet and can be viewed or printed.

4. Do all resource areas offer job search, self-improvement, life skills materials, and computer

program applications.

Yes.

No change in this area.

Yes, all resource areas offer job search, self-improvement, life skills materials, and computer program applications. As noted previously, workshops burned to DVDs will be available within the next few months. The Operators will continue to seek means to expand the services and materials available to customers.

There are no changes in the availability of materials.

5. Do all resources area have up-to-date computers and office programs? If not, do you have plans to upgrade?

Yes. Computers and office programs are periodically upgraded.

No change in this area.

Yes, computers and office programs are regularly upgraded. WIA funds may be utilized on a limited basis when necessary to supplement the resources available to individual agencies and offices.

Computers and programs are periodically upgraded.

C. Services

Describe the array of services and linkages which afford customer choice in selecting options that meet their employment and educational goals.

The array of services and linkages are included in the One-Stop System Plan which was updated Spring 2003.

As above. In addition, Agreements have been signed with additional Individual Training Account (ITA) providers which expands the training services available to individuals. Special classes for Dislocated Workers have been arranged with local colleges when the number desiring the same program have been sufficient.

The One-Stop System Plan is in the process of being updated for Program Years 2005 - 2007. The array of services and a description of the services will be included in the Plan. Beginning July 1, 2005, we anticipate having five full service one-stop centers and will work towards adding additional centers in the next two years. With cut backs in staff and funding, we will investigate and implement the use of technology to improve upon and increase services.

The Plan for Program Years 2007 - 2008 have been submitted to the State. The Plan includes the array of services availability. In addition, all current and three future full-service one-stop centers renewed their MOUs including the array of services offered through the system. Three new full-service centers will be available July 1, 2007.

D. Design

Describe the identified support processes that are based on the needs and requirements of customers. Is emphasis placed on the most important processes?

The support processes include TANF, Food Stamps, specialized assistance for disabled individuals, On-the-Job Training, financial assistance for training, stipends for transportation and childcare. Other supportive services are detailed in the One-Stop System Plan. If support is not available through the One-Stop System, referrals are made to community organizations that can meet the needs. Support is based on the individual needs of customers including those most important in aiding them to self-sufficiency.

No change in this area.

No change since the September 2004 report. Staff continue to seek to expand the availability of community services to meet the needs and requirements of customers.

The Operators continue to focus on ways and means to meet the support assistance needs of customers.

VI. Business Results

A. Service Results

Does the one-stop system have plans to achieve levels of performance that exceed similar organizations? Against what organizations are you benchmarking and what are the levels of performance that you plan to achieve?

The criteria established for the One-Stop System is based on Malcolm Baldrige criteria for Continuous Improvement. The system benchmarks against like agencies throughout the state. The goal of the One-Stop System is to exceed established performance standards.

When the new US Department of Labor reporting system and the Common Measures are implemented, the one-stop system will have ever increasing information with which to measure performance to similar organizations. In addition, information is now available to compare current WIA performance throughout the US. Common Measures will be implemented July 1, 2004. Due to the current law still being in effect for WIA, WIA will be measured on both the old measures and the new Common Measures. For those agencies that have not been performance based in the past, this will be a benchmarking program year. Should the new workforce development legislation be passed as anticipated, all DOL ETA funded programs will be Common Measures performance based July 1, 2006. The region has been successful in meeting and exceeding performance in the past and will continue to work to exceed all performance measures.

The Northwest Georgia One-Stop system is recognized as one of the best in Georgia. All participating system partners consistently meets and/or exceed performance requirements. The system seeks to continuously improve services and opportunities.

B. Market Position

1. *What data has the system collected on customer expectations and goals.*

The System has completed one round of customer satisfaction surveys and two rounds of employer needs surveys. The surveys will be issued periodically. The results were included in the Strategic Plan.

The System is completing the second round of customer satisfaction surveys, and the first round of On-the-Job Training employer surveys. Results will be available Fall 2004. Individual career centers have developed their own systems for surveying customers and gauging their satisfaction with services.

In addition to the information noted above that is collected by WIA staff, each agency has a system in place to gather information from customers. The information is collected, analyzed, and reviewed to determine if customer expectations are being met. Any problems noted are addressed and corrective actions taken.

Individual customers and employers are annually surveyed by the Department of Labor for DOL and WIB customers. Other agencies conduct their own surveys. As noted previously, WIA staff also conducts periodically surveys.

2. *What goals and objectives have the Operators developed to exceed customer expectations, including their perceptions.*

The goals and objectives are included in the One-Stop System Plan and the Strategic Plan.

No change in this area.

As noted above, the goals and objectives are included in the One-Stop System Plan and the Strategic Plan.

The Unified Plan has been updated for 2007-2008.

VII. Customer and Market Focus

A. *Internal and External Customers*

Describe the system that has been developed to continuously evaluate customer requirements and priorities.

A customer satisfaction questionnaire was developed to send to each customer exiting the WIA system. This questionnaires will be issued twice per year. Two surveys of employer needs were issued within the past year. A customer satisfaction survey will be issued to employers twice each year starting this Program Year. Customer requirements and priorities are developed informally through staff feedback.

As above. However, WIA staff are surveying only the on-the-job training employers. Most other employers are not aware that the employees they hire have participated in the one-stop system or in WIA training. A survey of these employers would be burdensome to employers and could be detrimental to customers. When all agencies are utilizing a common data base, this matter will be pursued further.

No changes from September report. As we implement Performance Management methodology, we will have a more systematic means to continuously evaluate customer requirements and priorities and formalize our continuous improvement process.

The quarterly meetings of collaborative entities updates line staff on issues throughout the system. In addition, operators and committees, WIB / CEOs meet periodically to

discuss the system and implement plans for serving customers. The addition of quarterly Tri-State Alliance meetings expands the level of awareness of issues within the natural economic borders.

1. *Is the system proactive or reactive in responding to customer requirements?*

The system is proactive in responding to customer requirements. For example, the system is meeting with employer segments to determine their needs and seeking funding to address these needs. The system is proactive in informing customers about demand occupations not just for today but far into the future.

The area continues to be proactive in responding to customers. Several more ITA providers have signed agreements; the system is becoming more active in addressing the needs of business; health providers, colleges, and WIA staff meet quarterly to address the challenges of medical personnel shortages. With the availability of Incumbent Worker funds, although limited, the system will address the training needs of businesses and their workers. Colleges and Career Centers have employer committees that have regularly scheduled meetings to provide feedback on provided services and future needs.

We continue to seek to be proactive in responding to customer requirements. Additional ITA providers have signed agreements; health providers and colleges continue to meet to address healthcare issues; colleges and career centers employer committees continue to be active; Blue Ridge Career Center is adding computer classes and a small business center to its array of services; LaFayette Career Center is adding additional workshops to meet the needs of its customers; DFCS has one of the lowest error rates in the State; Vocational Rehabilitation works with all high schools in the area in addition to serving adult customers; and colleges continue to evaluate programmatic and instructional offerings.

The system is currently focusing on the business lack of awareness of services available through one-stop centers' open houses. The Business Informer will become a tri-state newsletter. The Operators are supporting the Governor's WorkReady initiative which is expected to benefit individuals and businesses. The system is receptive and responsive to new ideas and initiatives.

2. *What is the system's service standard? Is performance measured against them?*

Customer satisfaction is measured by the Georgia Department of Labor based on ACSI Scores which measures against for-profit businesses nation-wide. The Scores include customers and employers.

As above. In addition, the customers' satisfaction surveys conducted by WIA staff have consistently resulted in very high satisfaction levels. The comments included in the returned surveys highlight potential problem areas as well as programs and staff that provide exemplary service.

While our customer satisfaction surveys show that we exceed the standard, we seek to improve the results. The requirements are annually raised so we are continuously improving.

There are no changes in this area.

VII. Financial

A. Budget

Has the system identified costs for providing individual services? If yes, list services and costs.

The system has not identified costs for providing individual services.

No change in this area. This would be a extremely time-consuming undertaking considering the varying budgetary rules and regulations and services provided by partners.

No, we continue to believe that this would be an extremely time consuming activity given the varying budgetary rules and regulations and services provided by partners. The cost to implement, especially in staff time, would outweigh the benefit.

No. This would be an extremely staff intensive effort and would provide no benefit to the customers. In fact, it would take time away from staff direct services to customers.

IX. Other May 2007

The Tri-State Regional Workforce Alliance was formed January 2006. Intensive work has gone into expanding the membership and awareness of the Alliance. The Alliance was selected to participate in the USDOL's National Business Learning Partnership as a learner. The Alliance is paired with Jacksonville, viewed as being one of the best business services entities in the nation. Part of the focus is gathering demographic and other data on which to make informed decisions about the direction of workforce and economic development in the 3-state region. The Alliance submitted a proposal to USDOL to receive funding through the WIRED initiative. The proposal was endorsed by the governors of the three states.

The one-stop system is hosting Business Services Open Houses to inform businesses about the services available through the system. The open houses have also proven to be beneficial in bringing partners together to network and learn more about services. All eight full-service centers will participate.

CareerDepot.org and the *Business Informer* continue to be periodically published and distributed to agencies and businesses throughout the region. The Business Informer will become a tri-state business newsletter with the next issue.

The region hosted one of twelve forums held across the state in which information was gathered which will be analyzed by the Southern Growth Policy Board. The forum discussed workforce challenges, the Governor's WorkReady Certification initiative, and solutions that will best meet the needs of the region. The Southern Growth Policy Board will be gathering information from across the southeast.

The Coosa Valley and North Georgia Regional Development Centers designated the WIB to be the Strategy Committee for the Comprehensive Economic Development Strategies (CEDs). CEDs is funded by the Economic Development Administration.

Packets of information about the one-stop system were provided to all National Guard members returned from their tours in Iraq. Informational posters were distributed throughout the system.

The Northwest Georgia Region One Consortia received the Spirit of Collaboration Award the 2005 Georgia Workforce Conference.

The WIB/CCEOs submitted a letter of support to become a partner in the Governor's WorkReady initiative. Local technical colleges are providing the testing, remediation, and job analysis components of the initiative.

The WIB was awarded \$50,000 to provide incumbent worker supervisory training for the region's health care entities. Followup information on the participants is still being collected.

The WIB contracted with a consultant to facilitate Business Services Resource Mapping sessions throughout the region. The resulting report noted the successes and gaps in the businesses services system.

Butch Jones, WIB Chairman, was selected to be the chair of the Georgia Workforce Leadership Association (GWLA).