



Kentucky One-Stop Certification: Final Report on Visits to One-Stop Centers



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INTRODUCTION: Background and Statewide Summary

As part of its facilitation of the development of a One-Stop Certification System in Kentucky, a Maher & Maher team representative visited a One-Stop Career Center in each of Kentucky's ten workforce areas between December 2010 and March 2011. An interim report with summary impressions and six site visit reports was submitted to the Kentucky Department of Workforce Services in January 2011. This is the final report, including the original six site visit report as well as the remaining four site visit reports.

The objectives of the site visits were:

- To enable Maher staff to understand how Kentucky's One-Stop system operates;
- To get a feel for how the Centers operate; and
- To gather advice from local managers and staff about a Statewide certification process

The following chart summarizes the site visit activity:

Workforce Area	One-Stop Career Center	Date of Visit	Maher & Maher Representative
Barren River	Glasgow	March 24, 2011	Robin Gwathney
Bluegrass	Georgetown	December 2, 2010	Robin Gwathney
Cumberlands	Somerset	December 2, 2010	Gretchen Sullivan
EKCEP	Hazard	December 1, 2010	Gretchen Sullivan
Greater Louisville	Louisville – Nia Center	January 13, 2011	Gretchen Sullivan
Green River	Owensboro	January 13, 2011	Ronnie Kauder
Lincoln Trail	Elizabethtown	December 1, 2010	Robin Gwathney
Northern Kentucky	Covington	December 1, 2010	Ronnie Kauder
TENCO	Maysville	December 2, 2010	Ronnie Kauder
Western Kentucky	Madisonville	January 13, 2011	Robin Gwathney

Each visit consisted of:

- ***An initial meeting*** with local One-Stop Center partners, and in many cases, representatives of other One-Stop Centers in the workforce area. At each meeting, the Maher & Maher representative presented information about the One-Stop Certification project and invited input from all in attendance on such issues as:
 - What is the ideal role for the State in setting up a One-Stop Certification process?
 - What is the ideal role for the local WIB in the Certification process?
 - How might full-service centers be certified differently from affiliate or satellite centers?
 - What are some important characteristics of a One-Stop Certification system?
 - What are some potential challenges in developing and implementing a statewide Certification process?
- ***A walk-through of the facility***, allowing observations about its reception area, organization, signage, size and condition.
- ***Individual staff interviews*** that focused on how services are provided to employers and job seekers.
- ***Interviews with managers***, including the manager of the particular Career Center, the WIB Director and the OET Regional Manager.

These visits confirmed that Kentucky is a diverse state, with urban and rural workforce areas; larger and smaller workforce areas; widely different economic drivers and histories; and even different time zones. As an indication of this diversity, each area's workforce system operates quite differently. The chart below is a "snapshot" of the workforce areas, their populations, natures and current One-Stop Center configurations.

Workforce Area	Population	Nature of Area	# Comprehensive One-Stop Centers	# Affiliate/Satellite/Other Centers
Barren River	284,195	Mostly rural	2	0
Bluegrass	753,025	Urban, suburban, rural	5	2
Cumberlands	207,256	Rural	4	6
EKCEP (JobSight)	489,000	Rural	3	6
Greater Louisville (Kentuckiana Works)	959,091	Mostly Urban	3	5
Green River	211,362	Mostly rural	1	5
Lincoln Trail	256,251	Urban, suburban, rural	3	1
Northern Kentucky	426,163	Urban, suburban, rural	2	4
TENCO	206,559	Rural	3	1
Western Kentucky	415,798	Mostly rural	4	4

The remainder of this report is organized as follows:

- A. Feedback from the Centers and WIBs on the Certification process in general.
- B. Opinions of Center and WIB staff on the ideal role for the State in the Certification process.
- C. Opinions and feelings of Center and WIB staff on the ideal role for the local Workforce Investment Boards in the Certification process.
- D. Current One-Stop issues as expressed by Center staff.
- E. Maher team observations.

It should be noted that Parts A-D reflect the opinions of management and staff in the Centers, whereas Part E reflects the summarized perceptions of the consulting staff.

The Appendix includes all ten site visit reports, with the four completed most recently appearing first.

A. The Certification Process in General

Most area staff understood the need for a level of consistency in One-Stop services across the state and they were generally supportive of the goals of the One-Stop Certification process. They offered the following general opinions on what a One-Stop Certification system should be:

- **Flexible and allow for local/regional differences.** This was expressed in a number of ways. Some said it was important to “respect the diverse nature of Kentucky” and others said the process needed to “appreciate the differences among local areas.” Still others said that a “one size fits all” approach will not work for Kentucky and that the framework needs to be flexible and adaptable for local conditions and needs. Many staff wanted different criteria for full service vs. affiliate vs. access points.

The smaller population and rural workforce areas had more concerns about this issue than some of the larger areas. The concern was that standards might be imposed that might not be practical or feasible for smaller or rural areas due to geography and resource limitations. One local area thought that the Certification system should account for the minimal staffing levels now in existence at many One-Stop Centers.

- **Simple and streamlined.** This was uniformly recommended throughout the state. It was expressed in terms such as, “the Certification process needs to be succinct, not difficult or onerous.” Center and WIB staff feel that they have a lot to accomplish with limited resources and they do not want the Certification process to demand staff time that would diminish services to customers.
- **Supportive and add value for the One-Stop system.** Local One-Stops want:
 - To feel understood and supported by the State as they undergo this process;
 - Rewards and possibly additional resources built into the system;
 - The Certification system to be system-focused and support all One-Stop partners; and
 - The Certification system to encourage partner co-location and sharing of resources, and enhance system integration.
- **Achievable.** This was a key concern, especially for the rural, smaller areas. Local One-Stop and WIB staff does not want to be seen as failing to live up to the certification standards. They think that benchmarks should be achievable and affordable.
- **Forward thinking and relevant over time.** It should promote best practices and sharing of best practices. It should improve the customer experience.

- **Focused on customer service.** Several One-Stop Centers felt that reviewing and addressing One-Stops' customer feedback should be a critical component of the certification development effort.
- **Implemented gradually.** One area suggested that the Certification instrument should be field tested before being put into general use. Others suggested that the process should include a self-assessment phase.

B. Role of the State in the Certification Process

There were many ideas for the ideal role for the State in certification. Both large and small, urban and rural areas had similar feelings. The State should:

- Set the Framework and Support Local Areas
 - The State should set the Certification framework but not prescribe operational details. Local areas do not want to be told "how to do things."
 - The State should not be the certifying body or conduct the certification review. This should be a peer-to-peer process.
 - The State must adequately support local areas through the One-Stop certification process through technical assistance, self-assessment tools, financial support, etc.
- Strongly Foster Partnership
 - The state should foster state-level agency "buy-in" to partnership and integrated service. The state must model partnership through its actions. There needs to be buy-in at the State level from the agencies that operate programs at the One-Stop Centers.
 - There should be training and team building to support the State's vision and reduce territoriality and divisiveness, and more opportunities for peer-to-peer networking and training.
 - The State should exert its influence to help to get mandated One-Stop partners to the table to share costs and coordinate service delivery across program and funding stream "silos."
- Improve Technology and Infrastructure
 - Several areas suggested that there should be a single database system that all partners can access. Others suggested a common case management system and a common intake form among programs and agencies.

- Some Centers suggested that the State needs to update technology in use in the Centers and consider how technology could be better utilized to reach more remote rural areas.
- Some suggested that the State should make sure that technology (e.g. on-line unemployment insurance system) is customer-friendly and operates effectively.

C. Role of the WIB in the Certification Process

It was uniformly felt that the local WIB should be the official certifying body. One WIB strongly felt that One-Stop oversight, service delivery and certification are clearly under the local WIB's authority and control. WIBs currently certify One-Stops as comprehensive, affiliate or satellite. Another WIB said that it was very clear that certifying One-Stop Centers is the role of the local WIB. There appears to be pride in ownership of this role. One WIB suggested that someone from the Maher team meet with all of the local boards together, perhaps at an already-scheduled meeting of the WIBs.

This reaction raises an issue. The Workforce Investment Act (WIA) uses the words "certify" and "designate" interchangeably to describe the WIB's role in relation to One-Stop Centers. In some states, this is commonly referred to as "designating" One-Stop Centers but in Kentucky, many appear to use the word "certification" to refer to this function. This creates a problem in the current One-Stop Certification process, as the terms become confusing.

North Carolina refers to its process as "chartering." Ohio calls it the "Gold Standard Continuous Improvement Program." In discussions at the Core Team meeting in May, it was suggested that this new Certification process in Kentucky be seen as affording some "premium" or "blue ribbon" status to Centers. Perhaps it could be tied to displaying the new "brand."

It should be noted that in many state Certification systems the WIB is the certifying authority but the State still plays a role in the Certification process.

D. Current One-Stop Issues and Promising Practices

The Maher team visited the One-Stop Centers during a period of stress in the workforce system. Due to high unemployment and unemployment benefit extensions, most of the Centers with a significant Office of Employment and Training (OET) presence were overwhelmed with customer volume. It was estimated at one Center that 90% of the job seeker visits were related to unemployment insurance issues, including initial application, compliance with work search requirements and benefit extensions.

In 2009- 2010, many Centers received a resource boost in the form of additional staff funded through the American Recovery and Reinvestment Act (ARRA), but these resources had been exhausted by August 2010 while the volume of customers had not diminished. Similarly, WIA resources for training, which also had increased under ARRA, had been exhausted in all areas visited by the time of the visits, halfway through the program year. Added to this, State employees were being required to take unpaid furlough days. It is fair to say that the demand for services was high at a time when resources were diminishing and the system was feeling very stressed.

This section presents both the current One-Stop issues as well as some strengths and promising practices as expressed and described by the staff on the visits.

1. Key Issues:

- **Insufficient resources.** This was the #1 issue expressed by One-Stop and WIB staff during the visits.
- **“We’re under the same roof, but we don’t know what’s in our house.”** This sentiment was expressed in more than one Center, the sense that even though partners are co-located in the same building, there is a “disconnect,” in that staff of the different agencies do not know what each partner has to offer.
- **Who’s responsible?** In some cases, no one entity or person provides day-to-day management and oversight for the entire Center, and there is a feeling in some centers that there should be an overall site manager or coordinator, or a site management team.
- **“First Impressions.”** In many areas, Center staff feels that the way people are greeted and treated is a major issue. The level of staff support for the reception function varied widely, from no reception at all; to older worker program volunteers staffing the function; to separate receptionists for different programs. In a number of Centers, people visiting with unemployment insurance-related issues were literally given a number, often making them feel “like a number.”
- **Partner commitment of resources.** Center and WIB managers feel that partners need to commit more resources to the One-Stop system. Many One-Stop managers

feel frustrated that OET and WIA resources must shoulder the burden. Some felt that all mandated partners should be required to be on-site and that the State should “force partnerships” if necessary. Other pointed out that funding streams/pools stand in the way of comprehensive service, e.g. funds that target only veterans or only residents of a particular county when the One-Stop serves multiple counties.

A related issue is key partners missing from the One-Stop Center. Many staff felt that customers could not access the full range of services that should be available at every One-Stop. Certain services are available at certain Centers, and this can create confusion and require multiple visits for customers.

2. Expressed Strengths and Promising Practices:

- Center staff is committed to serving customers
- Partner relationships are valued, though varied
- Many workforce areas have adopted sector strategies as an approach with partners and the business community.
- One or more Centers have adopted innovative practices, such as:
 - Mobile Career Center
 - Onsite employer interviews
 - Strong relationships with Adult Education
 - Career development mindset
 - Professional development requirements, such as requiring that all case managers become certified as Career Development Facilitators
 - One-on-one resume assistance for the general job seeking population
 - Annual staff training retreat
 - Additional grants secured for sector-specific and other activities

E. Maher Team Observations and Implications for Development of the Certification System

The Maher & Maher representatives found visiting the One-Stop Centers and meeting with staff around the state to be a productive and mutually-beneficial experience that resulted in greater understanding. All staff and managers were interested in the Certification process and very forthcoming about their concerns and recommendations.

Our overarching impression from the visits is the level of diversity around the State and the degree to which this diversity is reflected in program designs and approaches. The scope of the visits did not include assessing the relative productivity of the different approaches, but our sense is that some of the latitude permitted results in greater productivity; while in other cases, the lack of uniformity is a drawback. A primary objective of a statewide certification system is to establish standards of service, management and facilities that all Centers must meet. Given the diversity, and while the standards should establish expectations for high levels of service, we feel that:

- The certification system should clearly establish expectations of *what* will be done, and to what levels, but should not dictate *how* Centers should achieve the standards; and
- The State should expect widely varying time frames for different Centers to be able to meet the standards, the variance of which might be reduced by providing focused technical assistance.

Additional specific observations follow below.

Facilities/Location: Some of the One-Stop facilities were very pleasant, well laid out and in convenient locations; some had significant physical problems. In addition, some locations could only be reached with private transportation.

External and signage: We note that at a number of centers, some signs read “unemployment insurance” or “unemployment office.” This is understandable because this remains the primary reason that many people visit the Centers. However, it gives the message that this is the purpose of the Centers.

Reception: In at least five of the ten areas visited, the greeter or reception function was being performed by an Experience Works (older worker program) participant. In two other areas, there were separate receptionists for different programs, i.e. OET and WIA; OET/WIA and Vocational Rehabilitation. In another two areas, there was no receptionist on entry. In a number of Centers, people visiting with unemployment insurance-related issues were literally given a number, often making them feel “like a number.” While this situation can be dealt with to some extent in the certification standards, reception is such a critical

(and often overlooked) function at One-Stop Centers that ensuring its continuous quality requires constant management vigilance.

Business Services: In general, the Business Services function was not robust at the Centers visited.

Partner Presence and Staff Integration: In most centers with fully co-located partners present, there is a lack of functional integration. Certain functions are performed by OET staff, others by WIA staff, others by Vocational Rehabilitation staff, etc. Partners help each other out, but this is by request rather than as a standard way of operating.

At the time of the visits, three of the centers had minimal OET presence, e.g. the NIA center in Louisville, the Perry County (Hazard) Center, and the Madisonville Center. We understand that OET has moved into the Hazard Center since the visit in December. In the others, the current arrangements meet the letter of the law for a comprehensive center, but not the spirit of the One-Stop concept.

Unemployment Services and the Lack of Resources: It is our understanding that resources – the #1 issue raised by the Centers – are not likely to increase in the near future. At the same time, we observed that the vast majority of staff resources (especially of OET) at present are going into services related to unemployment insurance: helping customers apply for benefits, monitoring compliance with work search requirements, troubleshooting claims; etc.

At the same time, staff complain about customers who are forced to be there but do not want to work until their claims are exhausted. As the staff point out, this way of operating leaves little time and resources for working with customers who want to find jobs and improve their marketability. It also leaves little time for working with employers; it does nothing to alter the perception of the system as being the “unemployment office”; and has a general negative effect on staff (and customer) morale.

In summary, the volume of work related to unemployment benefits left little time for job search and career development activities or for business services functions. Staff would prefer to focus on employment services, but feel they have no choice but to attend to the problems and issues that people present when they visit the center. They are concerned about what will happen to many job seekers when their unemployment benefits are exhausted.

We understand that the State of Kentucky is in the process of responding to this issue by additional functionality in the on-line UI system that will include some on-line work search compliance, and is also moving towards call centers to assist customers with applying for benefits and troubleshooting claim problems.

The Maher & Maher Team is optimistic that, especially with the actions the State is taking related to the UI system, branding, sector strategies and other issue areas, the process of

developing a One-Stop Certification system can address most of the issues that are within the control of local Centers, and that issues outside the control of One-Stop Centers will be identified and raised as issues for the State level.

APPENDIX

Glasgow Area Career Center Site Visit Report



One-Stop: Glasgow Area Career Center

Workforce Development Barren River

Region:

Date of Site Visit: Thursday, 3/24/2011

Contact: Debbie McCarty-WIA Director

(name, title, Email, phone) 117 Graham Ave.

Bowling Green Ky. 42101

(Work)270-781-2381

debbie@bradd.org

Vickie Wade-OET Regional Manager

Work cell- 270-282-3617

vickie.wade@ky.gov

Maher Representative: Robin Gwathney

List of Interviewees: Debbie McCarty, WIA Director

Vickie Wade, OET Regional Manager

Rita Pierce, Career Center Manager

I. Local Workforce Area Background

A. *Population demographics, economic drivers and economic issues*

The Barren River region spans eight Kentucky counties in the southwest region of the State, including Allen, Barren, Butler, Edmonson, Hart, Logan, Metcalfe, Monroe, Simpson, and Warren. The region, which is mostly rural, has a population of 284,195¹, with a per capita income of \$23,348², and a current unemployment rate of 16%³.

The turmoil in the nation's automotive industry negatively impacted the region. Barren and Warren counties have the largest populations. Barren County is nicknamed the dairy county. The city of Glasgow is located in Barren County, and has a population of 14,200⁴ and a per capita income of \$18,697.5⁵. Warren County claims the lowest unemployment rate of the region at 9.5%. The City of Bowling Green is located in Warren County, which is also home to a General Motors plant that builds all the Chevrolet Corvettes since 1981.

According to the American Community Survey 2005-2009, most residents have a high school diploma (68%), and are employed in manufacturing; educational services; health care and social assistance.

B. *Local WIB – size, chair, staff*

The Barren River Workforce Investment Board is a 26-member advisory board that includes representatives from all eight counties of the Barren River Area Development District and 10 One-Stop partner members. The WIB Director is the only paid staff member. The WIB Board meets quarterly.

The One-Stop Partner members include:

1. OET
2. Department for the Blind
3. Experience Works, Inc.
4. Department for Community Based Services

¹ U.S. Census 2010

² American Community Survey, U.S. Census 2005-2009

³ Workforce Kentucky Labor Force Statistics, October 2010

⁴ U.S. Census 2000 (data not released for 2010)

⁵ U.S. Census 2000 (data not released for 2010)

5. Department of Vocational Rehabilitation
6. KY Farmworkers Program, Inc.
7. Community & Technical College System
8. Great Onyx Job Corp Center
9. Department of Adult Education and Literacy
10. Community Action of Southern Kentucky, Inc.

C. *One-Stops -- comprehensive, satellites, locations*

The Barren River region claims two one-stop career centers, one each in Glasgow and Bowling Green. The region does not provide satellite sites. The WIB conducted a survey to determine the viability of satellite sites and determined that the operational costs and customer volume would not support establishing such sites.

D. *How One-Stop operators were designated/selected*

One-Stops were designated based on existing investments from the JTPA program.

E. *WIB priorities for area, WIB activities/involvement in supporting quality one-stop system*

The WIB created a One-Stop Committee to review One-Stop Activities and determine the best supports for the system. A report or analysis had not been issued at the time of the site visit.

The WIB Director indicated the priorities are vendor accountability, expanding partnerships and youth services.

Vendor Accountability – The WIB is focused on the healthcare and manufacturing sectors, and want vendors to document customer/participant certifications and degrees earned, employment, and whether secured employment aligns with training received.

Expanding Partnerships – Partnerships will be developed to support and expand customer services. Besides the mandated partners, the WIB wants to include more community based organizations and business affinity groups. The WIB created a Business and Industry Committee to support the business service team by “staying in touch with business,” and providing value added services (e.g., accurate LMI, skill gap analysis).

Youth Services – The Career Center is extending its presence to youth by being present at school and community sponsored youth events. Additionally, business has indicated that youth lack the desired soft skills for employment and Career Center representatives are assisting with developing and/or presenting workshops.

F. Current issues facing local workforce area

The WIB Director and OET Regional manager agreed that politics at all levels (local, county and state) overwhelmingly influences the process for delivering services.

G. Business Plan Requirements, e.g. type of annual or bi-annual plan prepared

The Business Plan is updated annually.

H. The One-Stop Certification Process

II. Local views on One-Stop Certification Process

Participants of the discussion were familiar with the State’s one-stop certification process; however, Center staff was not as aware of the specifics or totality of the process. Still, everyone interviewed agreed that consistency of services across the system (and the state) would benefit the customer and the system’s image.

A. Knowledge of process State is undertaking

See above.

B. Views on ideal role for the State in setting up a One-Stop Certification process

Participants interviewed identified:

- Training and team building supports should/could be provided to support achievement of the State’s vision.
- State agencies should fully embrace partnerships, which would allow local representatives to cooperate in “good faith.”
- Establish a database system that all partners can access.

C. *Views on ideal role for the Local WIB in Certification process*

Participants agreed that the local WIB should define the specifics of implementation regarding services and oversight.

D. *Ideas on how full-service One-Stop Centers might be treated differently from affiliate centers in a certification process.*

Participants interviewed agreed that there should be a distinction between full service sites and affiliates; however, Barren River region does not operate affiliate or satellite sites.

III. Onsite Services

A. *Partner presence, co-location, service availability/referral requirements*

B. *Which partners are on-site, extent of partner co-location*

OET and WIA services are provided daily at the Glasgow Career Center, while other partner services may be offered weekly (adult education) or monthly (Job Corps). Other partner services (e.g. Department for the Blind) are available only by appointment.

The Career Center utilizes EKOS and a Microsoft Access database to document customer partner referrals. While staff is familiar with partner service offerings, they only provide direct service and detailed information for their own program.

Onsite partners include:

Partner Agency	Staff
OET	7
WIA	2
Voc. Rehab.	3 (1 P/T)
Experience Works	1

Additionally, the following partner organizations have/will have staff present intermittently: Migrant Farm Workers, Job Corps (monthly), and Adult Education (weekly).

C. Organization of staff within the center

Staff offices are organized by funding stream, but also consider customer confidentiality in establishing private areas.

D. Hours of operation

The Glasgow Career Center operates Monday thru Friday, 8 AM – 4:30 PM.

E. Physical Infrastructure

The Glasgow Career Center is housed in a single floor building, in an open floor plan. The Center is parceled into cubicles that line the exterior walls, with a meeting room, staff lounge/kitchen area, and staff restroom. The reception area is centered to both entryways, one of which includes a ramp.

F. Career Resource Room

The resource area is located parallel to the receptionist desk and the cubicles aligned on the interior wall. The computers are positioned back-to-back, and allow for assistance from available staff. The receptionist, OET and WIA staff support customers working on computers. Only OET staff replies to customers w/unemployment issues.

G. Accessibility

The Center is located on a single level and is readily accessible for customers with physical challenges and wheelchairs. The Center has a ramp entry, and does not require customers to navigate through corridors.

IV. Functional Staff and Service Integration

A. Use of intake forms and processes

Customers arriving to the Career Center are welcomed by a greeter, which is usually an Experience Works client. Customers enter their name and reason for business at the Center via a computer keyboard that populates a Microsoft Access database visible by all staff. If new to the Center, the

individual is directed to computers in the resource area to input their personal data via the EKOS system.

B. Customer orientations

C. Staff self-identification

Career Center staff has nameplates attached to their cubicles without agency affiliation.

D. Customer Flow: Business and Individual customers

The Career Center Manager indicated that customer flow is heaviest on Mondays, averaging 100-150 customers. Customers are provided a brochure of all partner services.

The WIB established a Business and Industry Committee to be in touch with business and survey their needs. The WIB Director indicated that many business leaders have her cell number and use her as a resource for problem solving and navigating through various government bureaucracies.

E. Staff Development and Employee Recognition

Both OET and WIA have activities that recognize staff and support staff development; however these activities are not co-sponsored and tend to focus on personal rather than professional matters. Recognition activities include birthday acknowledgements, newsletter highlights, gift cards (OET) and food treats. Staff development is facilitated through in-house trainings and state sponsored trainings.

Additionally, business is recognized at the Annual Workforce meeting, through industrial associations and via the local Chamber of Commerce.

V. Quality Management

A. How performance goals are developed and measured, and corrective actions determined and implemented

Performance goals are developed and measured specific to funding stream. The Career Center does not have specific performance goals, other than to

improve services and assess activities identified in the monthly Crystal reports.

B. Customer Feedback and Satisfaction

C. Collection of customer feedback – job seekers, employers, at which points

D. Analysis and response to customer feedback

Customer feedback for OET is collected via the internet. Participants interviewed indicated that customers will advise when they are not satisfied more readily than when they are satisfied. A standard vehicle for surveying job seeking customers is being reviewed. The WIB established a Business and Industry Committee to regularly survey and assess the needs of business. The WIB Director is in constant contact with business, gauging their needs and supporting their endeavors when possible.

E. Determination of customer value

Customer value is determined by repeat business customers and no negative news regarding interaction with business.

Staff indicated that customers that forward notes of appreciation by email, phone messages or written correspondence reinforces the value the Center provides to customers. To illustrate the tenacity of Center staff, the Career Center Director shared a story of a homeless couple that had relocated to Glasgow from another county. The couple was invited to Glasgow by friends, after the husband was released by his employer. Using the last bit of their available funds, they moved to Glasgow. They arrived at the Career Center within a week of their arrival, seeking employment. Staff assisted with securing housing, employment and other support services.

Staff is most proud of “doing [their] job to the best of [their] ability.” The OET Regional Manager applauded the quality work of all staff, given the working conditions by which their duties are performed.

KentuckianaWorks One-Stop Career Center at the Nia Center Site Visit Report



One-Stop:	KentuckianaWorks One-Stop Career Center at the Nia Center Louisville, Kentucky
Workforce Development Region:	Greater Louisville (KentuckianaWorks Local Workforce Investment Board)
Date of Site Visit:	Thursday, January 13, 2011
Contact: (name, title, email, phone)	Tom Traughber Program Manager KentuckianaWorks One-Stop 2900 W. Broadway, Ste. 100 Louisville, KY 40211 502.574.1173 502.574.1197 (fax) tom.traughber@kentuckianaworks.org
Maher Representative:	Gretchen Sullivan
List of Interviewees:	Tom Traughber, Program Manager, KentuckianaWorks One-Stop (Nia Center) Wilhemina Cornish, Regional Manager, Kentucky Office of Employment and Training (OET) Charles Puckett, Kentucky Office of Vocational Rehabilitation Rob Jordan, Supervisor, KentuckianaWorks One-Stop (Nia Center) Rhonda Marcum, KentuckianaWorks One-Stop (OET/6 th and Cedar) Annette Jones, Native American Employment and Training Angela Wells Vareb, Program Manager, KentuckianaWorks Erin Hahn, KentuckianaWorks One-Stop (Bullitt County) Tiffany Jones, KentuckianaWorks One-Stop (Nia Center) John Greenwell, Workforce Services Coordinator, Jefferson County Public Schools (JCPS), Adult Education Arthur Dietz, JCPS, Adult Education Kila Macklin, OET staff at the KentuckianaWorks One-Stop (Nia Center)

I. Local Workforce Area Background

A. *Population demographics, economic drivers, and economic issues*

The Greater Louisville/KentuckianaWorks area includes the seven counties of Jefferson, Bullitt, Henry, Oldham, Spencer, Shelby, and Trimble (though because this area of Kentucky borders Indiana, One-Stops also serve Southern Indiana customers from across the Ohio River). Louisville is the county seat of Jefferson County, and is also the largest city in Kentucky. The estimated population of the Louisville Metropolitan Statistical Area (MSA), which includes four counties in southern Indiana, is 1,261,213 (2010). The total civilian labor force for the MSA as of 2010 was 634,511, and the unemployment rate as of September 2010 was 9.8% (62,313 individuals). Louisville MSA per capita income is \$26,110; median household income is \$48,731; and average household income \$63,946.

Given its geographical assets, the greater Louisville area is a major hub for transportation, distribution, and logistics (for example, it's the international hub for UPS). Healthcare and medical sciences research and commercialization are also key economic sectors (Humana is headquartered in Louisville). Other critical industries include advanced manufacturing, automotive (Ford and GE have a strong presence), construction, and information technology. Enterprise development and research-to-commercialization ventures are also strongly fostered in the area. And while progress has been made in this arena over the last decade, low secondary and post-secondary educational attainment continues to be a challenge in the region, particularly among already-disadvantaged populations, and as related to the metro area's efforts to grow innovation-based economic sectors. Roughly 13% of the workforce area's adult residents lack a high school degree, and another 33% have only a high school degree, meaning that nearly half of the adult workforce in the region lacks the skills required to compete for jobs that are projected to grow, most of which require at least some post-secondary education.

B. *Local WIB – size, chair, staff*

The KentuckianaWorks Board is made up of 30 members. Louisville attorney James C. Worthington, owner of the Worthington Law Firm, is the Chair of the Board. Senior staff to the Board include Michael Gritton, Executive Director, and Rider Rodriguez, Deputy Director. KentuckianaWorks Board staff are employees of the city of Louisville.

C. One-Stops – comprehensive, satellites, locations

There are eight Centers throughout the region, including three comprehensive Centers. In Jefferson County, Centers are located in Louisville, Jeffersontown, and Fairdale. The Bullitt County Center is located in Shepherdsville, and the Shelby County Center is located in Shelbyville. In addition, KentuckianaWorks oversees two Youth Career Centers (Louisville and Shepherdsville), a College Access Center (Louisville), a Construction One-Stop Career Center (Louisville), and three “Power of Work” Centers for Temporary Assistance for Needy Families (TANF) customers (Louisville, Shepherdsville, and Shelbyville).

D. How One-Stop operators were designated/selected

The Jefferson Community and Technical College (JCTC) is the One-Stop operator for KentuckianaWorks, and has been since 2007. JCTC was selected by KentuckianaWorks through a competitive contracting process.

E. WIB priorities for area, WIB activities/involvement in supporting quality One-Stop system

The WIB is focused in three strategic areas:

- Raising the educational attainment levels of citizens across the board – from GEDs to PhDs.
 - Expand awareness of One-Stop Career Center services and enroll more customers in training.
 - Create strong linkages between the One-Stop Career Center and the U.S. Department of Education-funded College Access Center.
 - Produce a yearly report card on the region’s progress, called the Human Capital Scorecard, to track and measure the region’s educational attainment levels against its 15 key metro area “competitors.”
- Creating a responsive workforce system that meets the needs of employers and economic development professionals.
 - Provide accurate labor market information about jobs projected to grow in the region through the biennial KentuckianaWorks Occupational Outlook.
 - Through the Construction Pipeline Project and the Construction One-Stop Career Center, recruit and prepare new entrants – particularly minorities, women, and ex-offenders – for careers in the skilled trades.

- Provide incumbent worker training to advance Licensed Practical Nurses (LPNs) to the bachelor's degree Registered Nurse (RN) level.
- Aiming for and achieving quantum change, not just incremental progress, to move the Greater Louisville area into a new competitive position compared to its main competitors.

F. Current issues facing local workforce area

Staff interviewed mentioned a few challenges in particular:

- The local area has run out of Workforce Investment Act (WIA) training funding, so customers are unable to enroll in education and training. Staff would like to see more WIA customers coming into the One-Stop.
- While One-Stop partners feel that, in general, they try to collaborate well, they also feel that partner collaboration and communication could still be improved. They feel that there needs to be increased awareness of partners' services and resources ("we're under the same roof, but we don't know what's in our house") and more staff cross-training. They also expressed a desire to reduce duplication in service delivery. Staff indicated that there used to be a One-Stop partner liaison position, which was very beneficial; the position no longer exists, but partners feel there is a need to bring it back.
- Customer flow could be improved to enhance customers' experience. In particular, there is frustration that confidentiality rules prohibit robust sharing of customers' information across programs and funding streams, creating burden for customers.
- WIA staff indicated that employer engagement is a challenge, and feel that the WIA law and regulations limit their ability to do employer outreach and engagement.
- There is some sense that the Eligible Training Provider process/framework does not hold vendors/training providers sufficiently accountable for high-quality outcomes.
- With high unemployment, the customer base is changing significantly to include mid-career, "middle manager" types.
- Customers cannot access all partners' services at all One-Stops throughout the workforce area; certain services are only available at certain Centers, which can create confusion and require multiple visits for customers.

G. Business Plan Requirements, e.g. type of annual or bi-annual plan prepared

Business plan requirements were not discussed. However, the Board's Local Area Plan was reviewed and is available at <http://www.kentuckianaworks.org/Portals/0/PDFs/Local%20Workforce%20Investment%20Area%20Plan.pdf>.

II. Local Views on One-Stop Certification Process

A. Knowledge of process State is undertaking

Some staff members interviewed had some basic knowledge about the process, but in general, most staff did not appear to be very familiar with it. Staff was quite interested in understanding where the effort “came from” and started. One individual was actually involved with the certification effort pursued in the late 1990s, and shared her hope that the current certification effort isn't “for naught,” as the previous effort is perceived to have been.

B. Views on ideal role for the State in setting up a One-Stop Certification process

The local area appears generally supportive of the process, so long as the process takes into consideration the following feedback:

- The certification framework and process needs to be supportive and add value.
- It should be “systems-focused” and support all One-Stop partners.
- “One size fits all” will not work; the certification framework needs to be flexible and adaptable for local conditions and needs.
- The system needs to be designed to be relevant over time.
- The system should support seamlessness and transparency for One-Stop customers.
- The certification framework should look at “internal” customers – One-Stop partners and employees – in addition to job seeker and employer customers.

- Staff hope that the certification system for local One-Stops will be aligned with both state and federal policy and strategic directions (put more simply, they don't want a certification model that the Employment and Training Administration wouldn't like).
- The system should not be onerous for One-Stops.
- The state will need to support and assist One-Stops in the process.
- The system should reflect what the local areas feel are the critical baseline, common success measures.
- It would be helpful if the certification system could provide Centers with a gauge and a "snapshot" of where they are relative to the standards and relative to other Centers across the state.
- Frontline staff input into the certification system is crucial.

C. Views on ideal role for the Local WIB in Certification process

As noted above, the local area seems generally supportive of the effort. They do, however, feel strongly that local autonomy in the process is important, and that the certification system should allow for local flexibility and adaptability. Several individuals interviewed liked the notion of local area being able to add customized local criteria to the state's general framework.

And while it was not discussed extensively, the local area does seem to feel that the local Board should have some significant role in certifying One-Stops. Currently, as is common, KentuckianaWorks certifies Centers as "comprehensive" or "satellite."

D. Ideas on how full-service One-Stop Centers might be treated differently from affiliate or satellite centers in a certification process

Not discussed extensively. However, in general, the certification system should have different elements and requirements for comprehensive vs. satellite Centers.

III. Onsite Services

A. Partner Presence, Co-Location, Service availability, Organization

B. Which partners are on-site, extent of partner co-location and service provision/referral arrangements

Full-time on-site partners include WIA staff (KentuckianaWorks/JCTC), OET (one unemployment insurance staff person), Adult Education/JCPS, and Job Corps. Part-time on-site partners include Vocational Rehabilitation, Veterans Employment and Training, and Native American Employment and Training. WIA and OET staff is located on the main floor; Adult Education has space in the basement level and on the second floor; and Job Corps is on the second floor.

Partners indicate that they do their best to avoid “blind” referrals. They work collaboratively to recruit and refer their individual customers to partners’ programs and services in a facilitated fashion.

C. Organization of staff within the center – functional, by agency, other

For the most part, staff organization is by agency, not by function. The “main” portion of the One-Stop is the greeting area and the resource room. In this area of the Center, the OET staff person has a station located off the front portion of the resource room, so WIA and OET staff are essentially co-located in that regard. This room, essentially, is where “core” services are delivered. Staff indicated that “intensive” and “training” services are delivered in a separate area on the main floor of the building, outside of the One-Stop proper; the decision to move this portion of service delivery was made because resource room traffic was heavy and was perceived to impede the delivery of WIA intensive and training services.

As noted above, Adult Education and Job Corp services are delivered from agency-based offices located on separate floors in the building housing the One-Stop office.

The OET/UI staff person interviewed indicated that customer flow is a challenge because of these divisions not only between agencies, but also between particular aspects of service delivery that fall under the aegis of one agency.

D. Hours/days of operation

Monday – Thursday, 8:30 AM – 5:00 PM; Friday 8:30 AM – 2:00 PM.

E. *Physical infrastructure and attractiveness of center*

The One-Stop, which is located at the Nia Center, a multi-use community learning and resource center, is very attractive and welcoming. It appears professional and well organized, with vibrant and consistent signage throughout partners' areas indicating that they are under the larger KentuckianaWorks One-Stop "umbrella." The greeting and resource room areas are welcoming and well equipped, with encouraging and informative signage.

- **Waiting area**

There really is not a waiting area in the One-Stop; customers come in, go to the greeter desk, sign in, and then proceed to the UI staff person or into the resource area. It was refreshing not to see a huge (and heavily-populated) waiting area. However, if more OET staff were located at the Center, unemployment insurance customer volume would likely create a need for a waiting area.

- **Career Resource Room**

See notes above, in sub-section D.

F. *Accessibility*

The Center is accessible to persons with disabilities via a wheelchair lift from the street level at the front entrance, and the building has elevators. The Center is also located at a major public bus transportation hub; it appears many Center clients need and use this transportation.

IV. Functional Staff and Service Integration

A. *"Intake" process*

According to staff, the greeter function in KentuckianaWorks One-Stops is very important and also strong. Greeters perform a "basic" needs assessment of customers to direct them to the appropriate staff, and program specialist staff perform a more in-depth assessment.

The sign-in process in the Nia Center One-Stop, however, appears cumbersome (and was noted as such by one staff person interviewed). Individuals must first sign in on a paper registration sheet, providing their personal information and indicating which program and/or service they are

there for (the “menu” customers can choose from includes program/funding stream “silos,” but also includes a variety of services that multiple programs could provide). Customers must then enter duplicate information on a computer located across from the greeter desk. If a first-time customer then needs to proceed to staff-assisted services (rather than proceeding to the computers in the resource area), such as UI claims filing or WIA-funded services, they will have to go through an additional program-specific intake process.

Center management staff indicated that customers are required to sign-in both on paper and on the computer system as a “just in case” measure, in the event that the computer system is down or damaged or paper records are lost or destroyed. While that motivation is easily understood, it does add burden from the customer’s perspective. One staff member noted that customers frequently complain about having to register both on paper and on the computer, and then go through an additional, program-specific registration. Customers don’t understand why they can’t just register once and move on to accessing services.

B. Customer orientations

Not discussed at length; however, it appears that customer orientation is largely a one-on-one effort between the customer and his/her program case manager.

C. Staff self-identification

Staff working in the Center wear nametags that display their names and identify them as part of the KentuckianaWorks One-Stop.

D. Customer Flow: Business and Individual customers

As noted previously, staff feels that employer engagement is a challenge, and perceive that WIA limits the ability to serve employer customers. Apparently, OET staff, rather than KentuckianaWorks staff, performs the majority of business services. KentuckianaWorks staff, however, indicated that they are working to enhance business connections and connect worker supply and employer demand through enhancing the partnership between One-Stops and community colleges’ workforce solutions teams/centers.

In terms of individual customer flow, customers register at the greeter desk and on the computer system. They can next proceed to the resource area, to

the OWT/UI staff person, or to other program staff (e.g. Adult Education, WIA, Vocational Rehabilitation, etc.) for services.

The staffing model for WIA service delivery appears potentially cumbersome for individual customers. Rather than having a single point of contact for the entire WIA service continuum, customers see different kinds of WIA “specialists” at various points in time, depending upon what services they are receiving in the WIA “sequence of services” (which, it should be noted, appears in Kentucky to be interpreted and applied quite rigidly). First, customers see a career specialist for assessment-related services; if they enter training, they next work with a training specialist; and, for job placement-related services, they next work with an employment specialist. In addition to the sequence of service concerns this staffing model raises, it also raises questions related to the efficient use and application of staff resources, particularly when no new customers are being enrolled in training (customers who entered training before that funding was exhausted, however, are still receiving follow-up services from training specialist staff).

E. Staff Development and Employee Recognition

Employee recognition was not discussed at length. Staff training and development appears to take place largely by program. While staff indicated that they have basic levels of familiarity with other partners’ programs and services, there is no formalized staff cross-training effort, which several interviewees felt would be beneficial to enhancing seamlessness, service delivery, and “no wrong door” access for customers.

V. One-Stop Management

A. How performance goals are developed and measured, and corrective actions determined and implemented

Performance management and related functions are overseen by One-Stop Center management staff and staff to the KentuckianaWorks Board. WIA performance measures were the primary performance measures raised and discussed.

B. Collection of customer feedback – job seekers, employers, at which points

WIA customers are invited to provide feedback following their receipt of services. Customer feedback mechanisms for other partner programs were not discussed.

C. Analysis and response to customer feedback

Center management and staff review customer feedback in order to ensure continuous improvement and make necessary adjustments. Staff interviewed noted that (as is often the case with customer feedback) some feedback is useful and actionable, and some is not. It is unclear whether this is due to challenges with customers' responses, or to the design of the feedback mechanism.

D. Determination of customer value – what do staff feel customers value most?

Interviewees noted a number of elements that they feel their customers value:

- Staff demonstrate respect and empathy for their customers throughout the service delivery process.
- Customers value the “one-on-one” service delivery approach; they don’t “feel like a number” at the Center.
- Staff feel that strong relationships and assisted referrals among Center partners add value for customers and give customers access to a wide range of services.

VI. Successes/What Center Staff are most proud of

In addition to the areas discussed above in sub-section D., Center staff are proud of recent efforts to enhance business connections and connect worker supply and employer demand through enhancing the partnership between One-Stops and community colleges' workforce solutions teams/centers. Area Centers are also working with colleges to enhance the provision of the WorkKeys assessment to customers so that they may obtain the National Career Readiness Certificate (NCRC), a credential that employers value.

Job Net Madisonville Site Visit Report



One-Stop:

Job Net Madisonville

755 Industrial Park Rd.

Madisonville, Ky. 42431

Western Kentucky

Workforce Development

Region:

Date of Site Visit:

Thursday, 1/13/101

Contact:

Craig Holloman

(name, title, Email, phone)

Workforce Investments Manager

P: 270-886-9484

E-mail: craig.holloman@ky.gov

Maher Representative:

Robin Gwathney

List of Interviewees:

- Sheila Clark, Executive Director, Western KY WIB
- Ann Oldham, Business Liaison, Western KY WIB
- Craig Holloman, Workforce Investments Manage, Western KY WIB
- Corinne Rudd, WIA Training Coordinator, Purchase Area Development District (PUADD)
- Dee Taylor, Human Services Director, PUADD
- Vicki Hutcheson, Executive Director, KY Farmworker Programs
- Mona Sims, Employment & Training Specialist, KY Farmworker Programs
- Cris Crawley, Director of Adult Ed, Madisonville Community College
- Bob Simmons, Workforce Solutions, Madisonville Community College
- Sheila B. Goodaker, Receptionist, Pennyryle Area Development District (PADD)
- Karen Wallace, Program Specialist, PADD
- Kim Buckman, Workforce Development Specialist, OET
- Gina T. Johnston, Regional Program Manager, OET
- Roger Phillips, Employment & Training Coordinator, Experience Works

I. Local Workforce Area Background

A. *Population demographics, economic drivers and economic issues*

Madisonville, located in Hopkins County, population 18,971 which is equivalent to 3% of the population in Louisville/Jefferson County. The city is a leading manufacturing hub for western Kentucky because of its proximity to important roadways. Industrial and factory production has revitalized the local post-coal economy.

In 2009, the major industries in Madisonville were educational services, and health care, and social assistance (27%) and manufacturing (14%). Corporations with operations in the region include GE Aviation, Jennmar, Land O' Frost, International Automotive Components Group (IAC), Carhartt and Rexam.

The Regional Medical Center (RMC), built in the '70s, rivals services typically offered in larger metropolitan centers (e.g., helicopter rescue/transport, women's health centers, and comprehensive cancer centers).

B. *Local WIB – size, chair, staff*

The Western KY WIB includes 48 members that span 17 counties in the Pennyryle/Purchase region. The WIB employs a director, Sheila A. Clark. The Pennyryle WIB and PADD employ twenty-two (22) staff that are located at the comprehensive one-stops and satellite offices in the Pennyryle Region. Purchase County is serviced by fifteen staff employed by the Purchase Area Development District with WIA funds.

C. *One-Stops -- comprehensive, satellites, locations*

There are four comprehensive one-stops in Hopkinsville (Pennyryle), Madisonville (Pennyryle), Maysville (Purchase), and Padukah (Purchase) and eight additional satellites scattered throughout the region.

D. *How One-Stop operators were designated/selected*

With the advent of WIA, One-Stops designated based on existing investments from JTPA era, however the WIB Director noted that the defined JTPA groups were realigned into new designations that created challenges for funding and collaboration.

E. *WIB priorities for area, WIB activities/involvement in supporting quality one-stop system*

The WIB is focused on:

- *Dislocated Workers* – by engaging in a five-month process of identifying future economic development targets and aligning workforce programs around those businesses' needs, the WIB will be better able to define and address the gaps in their talent pipeline and how to fill them; and develop specific strategies for the region to expand and recruit companies in tomorrow's high growth sectors
- *Centers as a Resource* – The Career Centers offer valuable information and services for both jobseekers and businesses. The WIB is reviewing opportunities to use the current One-Stop career centers as specialty centers to create jobs and training. The Madisonville One-Stop Career Center can provide space for large motorized equipment for training and demonstration, which can assist businesses that need to train employees or potential employees in a controlled environment at minimal expense.
- *Entrepreneurship* – The Madisonville One-Stop career center is co-located with the Madisonville-Hopkins County Economic Development Corporation (MHCED). The WIB and MHCED have collaborated on previous projects and regularly exchange information to support their respective and joint ventures. The WIB and MHCED package their assets and benefits, to highlight the business opportunities and resources available to business in the region.

F. *Current issues facing local workforce area*

During the various group discussions, staff identified the following issues:

- *Transportation* – lack of public transportation poses a hardship for customers seeking services without personal transportation.
- *Healthcare and access to healthcare* – The coal industry has a significant presence in Western Kentucky, however dislocated workers have been challenged to find affordable healthcare to address their health issues.

G. *Business Plan Requirements, e.g. type of annual or bi-annual plan prepared*

The WIB director advised that business plans are updated annually.

II. The One-Stop Certification Process

A. Local views on One-Stop Certification Process

B. Knowledge of process State is undertaking

All staff had some familiarity of the one-stop certification; however some were very adamant and defensive of the State “taking over” what they had “built together.” The WIB Director and several others shared stories about the failure of previous attempt, which netted zero gain. Everyone agreed that their current collaborative took years to establish through a “delicate balance” of negotiation, compromise and endurance.

C. Views on ideal role for the State in setting up a One-Stop Certification process

Staff indicated:

- *Comprehensive sites should be based on services, not mandated partners.* The State should allow for the delivery of service by reputable organizations if mandated partners won't/don't accommodate. Mandated partner presence does not make a comprehensive one-stop if the respected service is not being offered onsite or sharing resources. The focus should be on a menu of services, rather than partner presence.
- *Common case management system.* The Madisonville JobNet Center has repeatedly attempted, and failed, to secure approval for a common intake form to support the current EKOS system. EKOS does not capture referrals, which doesn't provide staff with the most current client information. A management system that allows staff to access client information based on levels of clearance or security.
- *Increase Staff Awareness and competencies.* The state should provide more opportunities for peer-to-peer networking and training via state conferences. Internal education and capacity building is needed to positively “change the mindset” of staff. Participating staff noted that managers (leadership) would benefit from an orientation or training designed to specifically address the roles and responsibilities of partnership model for the KY workforce system.

- *Embrace Partnership.* Staff noted that at other sites, they recognize an increased level of competitiveness and divisiveness is based on the “fear of job loss.” One staff person used the crabs in a barrel metaphor – “I can’t help you, because you may be rewarded before me.” Many staff commented on the absence of state level agencies “buy in” as an example for a “process setup to fail before it can start.” The State must send a clear message through its actions (partnership) and model the behavior they seek from the “system.”
- *Remove OET name from brand.* The WIB Director expressed that OET has a negative image from employers as the unemployment office; which did all staff echo. Additionally, the State needs to acknowledge that OET sites are not in competition with comprehensive sites. A staff person notes, “the time for operating in a vacuum is over.”
- *Embrace Innovation.* Many staff noted the use of technology is not used to its fullest capacity. In the mid ‘90s, the Madisonville JobNet interviewed customers online via video streaming; however the cost was prohibitive and it was discontinued. Discussion has ensued about reviving that option, however now the challenge is staffing. Staff agreed that this type of activity could alleviate the need for multiple satellite sites in rural areas or those hindered by transportation or health issues. This is the type of innovative thinking the state should incorporate in the certification process as service delivery is discussed and defined.
- *Cost Sharing Allocations Should Be Mandated.* Mandated partners should be required to “pay their fair share” of cost sharing allocations. One-Stop resources are reduced as mandated partners opt out of collocation and the subsequent cost sharing allocation. Staff suggested that those funds should be provided to the system, regardless of collocation; but especially in the absence of collocation.
- Essentially, those mandated partners that won’t provide onsite services would forfeit those funds to the system, which could then define substitute organizations to provide services that would have been provided by the mandate partner. Staff agreed that the State should require the mandated partner Department Directors to support onsite services or forfeit the funding associated with providing those services.

D. Views on ideal role for the Local WIB in Certification process

All staff agreed that the local WIB must have a significant presence in the certification process because the WIB represents the region. Some staff noted that the “WIB understands the service needs of its region” more fully than the State.

E. *Ideas on how full-service One-Stop Centers might be treated differently from affiliate centers in a certification process*

Some staff wanted to eliminate affiliate and satellite sites, noting the drain on resources. Still, other staff noted that some satellite sites provide more services than some comprehensive one-stop designees. All agreed that some demarcation is necessary to define the difference between comprehensive and affiliate/satellite sites.

III. Onsite Services

A. *Partner presence, co-location, service availability/referral requirements*

The Madisonville Job Net Career Center is located in a city owned building designed to collocate organizations that support economic development.

B. *Which partners are on-site, extent of partner co-location*

Onsite partners include the Madisonville-Hopkins County Economic Development Corporation (MHCED), Kentucky Farmworker Programs, Madisonville Community College (Adult Ed), Experience Works, and PADD staff.

C. *Organization of staff within the center*

While staff office assignments were not discussed; however, assignments seem to be grouped by function. The Kentucky Farmworker representative is next door to the Participant Services Specialist.

D. *Hours of operation*

The Madisonville Job Net Career Center operates Monday thru Friday, from 8 AM – 4:30 PM.

E. *Physical Infrastructure*

The One-Stop occupies a one-story building that was designed for organizations that support economic development. The site includes space with a reinforced concrete floor to support heavy machinery for business

demonstrations and trainings. The building is located in the industrial section of Madisonville that is home to many major employers in the region including McCoy & McCoy Laboratories, Inc.; Hibbs Electromechanical Inc.; International Automotive Components; Lear Corp.; and AZDEL.

The building is relatively new, about ten years old, and does not look like the “traditional” one-stop usually housed in dated buildings that evoke sentiments of institutionalism and “business as usual.” The décor is both aesthetically appealing and comfortable.

The lack of a front desk for the One-Stop creates confusion for customers on their first visit to the One-Stop. Western Kentucky University occupies administrative office space and is usually the first point of contact for customers. The site offers extensive and expansive space for meetings, mass trainings and testing.

F. Career Resource Room

The resource room is the hub of activity for customers. It is usually the first point of contact for new customers or customers arriving for scheduled appointments because a formal reception desk or greeter designated for the One-Stop is absent. A full time employee serves as the “front desk” receptionist and resource room support. Experience Works employees provide additional support.

The room includes multiple computers and tables to spread out and review materials on a vast array of services and opportunities including entrepreneurship, training and support services.

G. Accessibility

The One-Stop is accessible to people with physical challenges; however, the lack of public transportation prohibits access to those without personal transportation.

IV. Functional Staff and Service Integration

A. Use of intake forms and processes

The resource room is the primary point of entry for customers. New customers that are not registered are encouraged to register online via the EKOS system. The resource room assistant and support staff (Experienced

Works) provide basic triage and assist with routing customers to the appropriate staff.

Formal cross training occurs with staff identifying various eligibility requirements and program opportunities. This process originated upon arrival to the new building as a method of agency/organization awareness to foster partnership and collaboration. All staff is familiar with EKOS and the appropriate referral forms for coordinating services.

B. Customer orientations

Customer orientation workshops occur on Wednesdays and span 2.5 hours, and include an overview of services and direct employment support services (e.g., employment applications, résumé prep, cover letters and interview techniques).

C. Staff self-identification

Common JobNet nametags are used. Staff generally identifies themselves to customers by offering their name and title. The participating onsite partners and organizations agreed to a common nametag based on their common marketing theme of JobNet as a resource center.

D. Customer Flow: Business and Individual customers

Staff indicated that individual customer flow is light compared to the other one-stops and their affiliates because they don't handle the volume of individual customers as sites with OET staff onsite.

Cultivation of business partnerships is a steady focus for staff. The Business liaison is the former executive director of the United Way with extensive contacts in the business community. The day of the site visit, she advised that an out-of-state "major employer" wanted to use their services to recruit potential employees for their new operations site in the region.

E. Staff Development and Employee Recognition

The Madisonville One-Stop utilizes a private intranet for partner organizations to share relevant information, including training opportunities. The intranet has been operational for seven years. Staff within the PADD region utilizes online trainings (e.g., Workforce3one) to aid staff development. Noting the distance between the two area development districts, full staff meetings are often conducted via an online platform GoToMeeting.

V. Quality Management

A. *How performance goals are developed and measured, and corrective actions determined and implemented*

Onsite partners have their respective performance goals. Management decisions are made by consensus without an onsite manager.

B. *Customer Feedback and Satisfaction*

C. *Collection of customer feedback – job seekers, employers, at which points*

D. *Analysis and response to customer feedback*

Some onsite partners collect customer feedback (e.g., Farmworkers, Experience Works), but the “system” does not. The WIB Director noted that surveys are not necessarily the most accurate barometer of success, but recognizes the value of customer feedback to determine the agenda for customer orientations. The business liaison devotes time soliciting feedback from business customers.

E. *Determination of customer value*

The WIB Director and staff believe that “performance determines value.” Customer acknowledgements, referrals and comments provide some validation of customer value. The PADD website provides a comment feature for customers to provide feedback.

VI. Successes/Promising Practices

- Right Choice

Program funded with WIA Adult Worker funding. The program works with clients/customers with court-mandated work supports triggered by child support arrears.

- Technology Usage

Online meeting platforms; opportunity to revive video interviews for customers.

- Collaborative Process

Partners strive for service integration, noting the value of the services offered vs. the number of onsite partners. The onsite partners assess their capabilities and resources to target service opportunities.

Owensboro Site Visit Report



One-Stop: Owensboro

Workforce Investment Region: Green River

Date of Site Visit: Wednesday, January 13, 2011

Contact: (name, title, Email, phone) Tonya Logsdon, Associate Director for Workforce Development, Green River Area Development District, tonyalogsdon@gradd.com, (270) 926-4433, www.gradd.com

Maher Representative: Ronnie Kauder

List of Attendees at meeting: *Karen Dueker, Regional Manager, OET
 *Individual interviews also conducted Jason Cole, OVR, Owensboro
 *Michelle Drake, Business Services Manager, GRADD
 Carol Nugent, Hancock County
 Michael Nall, Ohio County Career Center
 Steve Wedding, OVR, Owensboro
 Darlena Smith, Office for the Blind
 Don Howerton, Associate for Program Support, KY Adult Education
 Roger Phillips, Employment & Training Coordinator, Experience Works
 Janet Austin, Operations Administrator, OET
 *Tonya Logsdon, GRADD
 *Jamie Rhoads, Employment Specialist, GRADD
 Vicki Boyd, Director, Adult Education Services, Owensboro Community & Technical College
 Pam Wilson, Henderson County
 Rhonda Bowles, Manager, OET, Henderson, KY
 Malinda Davis, Vocational Rehabilitation

I. Local Workforce Area Background

A. *Population demographics, economic drivers, and economic issues*

The Green River workforce area covers the Green River Area Development District (GRADD), which consists of seven counties – Daviess, Hancock, Henderson, McLean, Ohio, Union and Webster. The total population of the area as of 2009 was 211,362 or about 5% of Kentucky’s population. It is a mix of small cities and rural areas. The main population centers are Owensboro in Daviess County (pop: 95,394) and Henderson in Henderson County (pop: 45,496). The remaining areas are rural.

The more populated parts of the area are across the Ohio River from Indiana, and the larger city of Evansville, IN. Evansville very close to Henderson, and many people commute back and forth. Bowling Green (KY) is an hour or less from parts of the Green River area.

The area is home to the West Kentucky coalfields and a fair amount of manufacturing, especially around the Hancock area. This is partly due to inexpensive power, which is related to the proximity of the coalfields. In addition, there is a strong agriculture base, growing mainly corn and soybeans. Tonya Logsdon said that the economy “tanked” in the recent recession.

B. *Local WIB – size, chair, staff*

The WIB has 28 members and currently has several vacancies. Tonya Logsdon reported that there have been a lot of new member appointments within the last two years. The full WIB meets quarterly; the Executive Committee meets more often. The WIB chair is Allen Kennedy, recently retired from Aleris, an aluminum manufacturer in Hancock County. The main staff person to the WIB is Tonya Logsdon, although other GRADD staff members help out.

C. *One-Stops – comprehensive, satellites, locations*

The Green River area is unique in the configuration and financial arrangements for its career centers. The only full service/ comprehensive One-Stop Career Center is in Owensboro; there are five satellite centers: in

Henderson (Green River Area One-Stop), Hawesville (Hancock County Career Center), Calhoun (McLean County One-Stop), Hartford (Ohio County Career Center) and Morganfield (Union County Career Center at Paul Herron Technology Center). One unique feature of this arrangement is that three of the career centers (Hancock, Ohio and McLean Counties) are county-based in that they are housed in county buildings and are staffed by county-funded staff. (“Everything is paid for by the fiscal court.”) This feature gives the workforce area a greater capacity and flexibility than many other areas.

D. How One-Stop operators were designated/selected

The Owensboro One-Stop Career Center was the first in Kentucky, dating back to before the passage of the Workforce Investment Act (WIA). At that time, Kentucky received a One-Stop Innovation grant. The Green River ADD issued an application at that time setting forth criteria for One-Stop designation. The process for designating or certifying One-Stop Centers was developed at that time.

E. WIB priorities for area, WIB activities/involvement in supporting quality One-Stop system

The WIB has designated five sectors that it believes are the key drivers of the economy in the area. They are: health, advanced manufacturing, STEM, skilled trades and energy. The area is a major coal-producing area. It also has a significant amount of manufacturing, especially around Hancock. There are many automotive suppliers and aluminum manufacturers.

In addition, the WIB prioritizes accessibility and customer service. Each One-Stop Center sets its own hours, and not every partner is present during all hours. At present, there is a major issue with lack of funding. Adult and Dislocated Worker training funds are exhausted. The only source of funds remaining for training is Trade Act. There are a lot of trade-impacted lay-offs.

The Green River WIB prepares an annual “State of the Workforce Report.” Tonya Logsdon noted that there are a number of strategic plans in existence, led by such partners as the Community College, economic development agencies and others. The WIB works in partnership with these entities. The WIB compiles all strategic plans and identifies consistencies and differences. Its goal is to align with education and economic development plans in the area.

II. Local Views on One-Stop Certification Process

A. *Knowledge of process State is undertaking*

There was some level of knowledge of the various initiatives the KWIB is undertaking. There was general agreement among attendees that there is a need to “brand” the system, as the current situation is confusing to customers, especially to employers.

B. *Views on ideal role for the State in setting up a One-Stop Certification process*

It was felt that the KWIB should foster partner participation and be a convener of this process. Many staff felt that they need more active partners and felt that the State should offer incentives and demonstrate the value for partners to be a part of the One-Stop system. There is a need to pull the partners together and articulate what’s in it for them? There have been a lot of state budget cuts and each partner agency has fewer resources than before. There was a feeling that everyone has to “lean/streamline our operations,” perhaps with the greater use of technology. However, some people mentioned that there have been problems with the UI on-line system, and that they get “system error” messages.

Another role for the State is actually operating many of the key services in the One-Stop, especially OET operating UI and Employment Services. It was felt that there must be buy-in at the State level within the agencies that directly operate programs at the One-Stop Centers.

Another comment was that everyone (every agency) needs to feel a part of the One-Stop Center, that each has a part in it. One person that that “there is a lot of territoriality.”

It was felt that the idea of a One-Stop is to make it convenient for the job seeker customer, so that everything would be “there.”

A representative from Vocational Rehabilitation suggested that all materials available at the One-Stop Center be in language at approximately a 4th grade reading level so that everyone can read and understand it.

C. *Views on ideal role for the Local WIB in Certification process*

It was very clear to local staff that certifying One-Stop Center is the role of the local WIB.

It was suggested that the Maher team meet with all of the local boards together, perhaps at a meeting of the local boards.

D. Ideas on how full-service One-Stop Centers might be treated differently from affiliate or satellite centers in a certification process – not discussed

Staff felt that there needs to be clear definition, i.e. What is a One-Stop? Is it a One-Stop without Adult Ed present?

III. Partner Presence, Co-Location, Service availability, Organization

A. Which partners are on-site, extent of partner co-location and service provision/referral arrangements

Owensboro on-site partners include:

- OET. There are 9 positions assigned to the Owensboro Center, of which 5 are filled. This has created an enormous workload for the 5 staff, especially with the volume of activity related to Unemployment Insurance. The Regional Manager said that the Henderson office has 7 OET staff and that she would like to reallocate staff between the two offices, but at present is not allowed to do this.
- Green River Area Development District (GRADD). There are 7 staff, including one AmeriCorps person. It should be mentioned that there are additional GRADD workforce development staff (case managers) located at the GRADD office in Owensboro, not the One-Stop Center. They were previously located at the One-Stop Center. This may be related to facility problems at the Owensboro One-Stop Center.
- Vocational Rehabilitation – 8-10 staff, on their own floor.
- Office for the Blind – 2 staff
- Experience Works – 3 staff + 3 participants that staff the front desk in the reception area
- Probation and Parole – top floor

One issue raised was that there is no one entity or person that provides day-to-day management and oversight for the entire Center.

As noted earlier, three of the Career Centers in the workforce area are staffed strictly by County staff. The Henderson Center was characterized as an “OET office,” although there are 3 GRADD staff, (1 full-time staff person and 2 AmeriCorps) and an Experience Works person assigned to Henderson. There is also a One-Stop location at the Community College in Henderson, which has no OET staff, but does have GRADD, Adult Ed and OVR staff assigned.

B. Organization of staff within the center – functional, by agency, other

Staff appears to be organized by agency and partly by function. OET staff is generally on the first floor and WIA staff on the second floor, although a few GRADD staff is located on the first floor.

C. Hours/days of operation

Each Center in the region sets its own hours. Even within the One-Stop Career Center in Owensboro, different agencies have different hours.

D. Physical Infrastructure and attractiveness of center

The Owensboro Center is located in the heart of Owensboro in a former department store building with 5-6 floors. It is a downtown location with plenty of space for all partners. It has a lot of potential as a space. There is a multi-level garage next to the building with plenty of free parking. The entry area is large and there are a number of good spaces within the building for group work and individual offices.

However, the building is not in good repair in a number of ways. There is water damage and mold in some parts of the building and the heating and air conditioning are so uneven as to make some areas extremely warm and others freezing cold, whether winter or summer. As an example, on the day of the visit, the computer lab and staff offices at the rear of the building were freezing, while the large OET Resource area was too warm. By all accounts, the landlord is not responsive to complaints and is extremely difficult to deal with. While this was not stated explicitly, these facility problems may be the reason that Tonya Logsdon and several of the GRADD workforce development staff are no longer working in the building, but are instead a short distance away in Owensboro. It may also explain part of the reluctance of some partners that are currently not on site to move in.

Despite the potential of the space, it is not well lit or inviting in the reception area, and the large OET space on the first floor, where most of the participant activity is located, has a crowded feel, due to the volume of activity.

E. *Waiting area*

There are many up-to-date computers in the reception area and in the resource area. The lighting is dim in the reception area.

F. *Career Resource Room*

There are a number of workstations in the entry area and in the large resource area on the first floor. Individuals may use these for job search or to apply on-line for unemployment benefits.

G. *Accessibility*

H. *Not covered explicitly. With Vocational Rehabilitation and the Office for the Blind in the building, it is presumed that the building is accessible.*

IV. Functional Staff and Service Integration

A. *"Intake" process*

At the time of the visit, the reception function was staffed with an Experience Works staff person. When staffing permits, an OET staff person also staffs this desk. Customers are asked the purpose of their visit. If the purpose is related to unemployment insurance, they are given a number on a laminated piece of paper and directed to the resource area. It was felt by staff that consistency at the front desk is extremely important and that the most highly qualified people should staff it. However, this is not the case at present due to resource limitations and the fact that Vocational Rehabilitation says that it is not allowed to staff a common reception area.

It was also felt that reception, and other offices in the building, need to have information about the different organizations in the building and their telephone numbers.

B. *Customer orientations*

C. *One staff member mentioned that there should be an orientation to the services of all partners; at present this is not the case.*

D. *Staff self-identification. Staff people do not wear nametags.*

E. *Customer Flow: Business and Individual customers*

For **job seeker customers**, the vast majority of people visit the Center for unemployment insurance-related reasons. The volume is high. OET staff explained that UI claimants must physically visit a One-Stop Center every 12 weeks during the initial benefit period and every 4 weeks during extension periods (she said this used to be every 2 weeks). Even though they see people in groups, this is very time-consuming. One OET staff person believes that this type of compliance reporting is needed so that claimants are accountable and to diminish fraud. Also, OET staff felt that it helps the One-Stop Center to connect with claimants.

Basic computer skills training is offered by one of the AmeriCorps people in a computer lab in the back of the building (room very cold at time of visit).

In addition, the area has received at least two special grants – one for a building trades pre-apprenticeship program and another for a health careers program. The GRADD staff people that handle these programs are located at the One-Stop Center for recruitment and screening of candidates.

There is a **business services team**. The team is headed by Karen, the Regional OET Manager and has participation from five partners, including the GRADD, Voc Rehab and Experience Works. Karen produced a list of businesses in all seven counties and the list was divided up to make initial contact, including marketing materials. However, GRADD staff mentioned that team members have not been trained to perform this function. They were also concerned that the people assigned to the team may not always be the “right” person in the sense of skills and interest in marketing.

The GRADD employer services staff handle OJT’s, and sit on the local SHRM committee, where they interact with HR people. At this point, there is no more money for any type of training, including OJT. The only source of

training funds available is through Trade Act. The GRADD employer services staff also handles incumbent worker training, which is still available for skill upgrades for current employees.

The GRADD employer services staff coordinates Rapid response, and said that they get “rave reviews” in their customer feedback.

The OET staff is responsible for taking job orders, posting them on EKOS, identifying candidates, screening and referral to job openings. GRADD staff that OET is very “territorial” about these functions made the comment. Although the GRADD staff has access to EKOS, they are not allowed to refer to job openings. They also comments that E3 is not user/customer friendly for employers. Another comment was that there is little post-referral follow-up, presumably due to limited staff resources.

F. Staff Development and Employee Recognition

Local managers would like to be able to reward the “above and beyond” performers among the staff.

V. One-Stop Management

A. How performance goals are developed and measured, and corrective actions determined and implemented

It appears that performance is measured program by program.

B. Collection of customer feedback – job seekers, employers, at which points

The only area of customer feedback mentioned was for Rapid Response sessions.

C. Analysis and response to customer feedback. N/A

D. Determination of customer value – what do staff feel customers value most?

Staff feels that job seekers value:

- Empathy
- Getting the service they want; taking care of what they came in for
- One-on-one attention
- Having all services in one place
- Finding answers for them

They feel that employer customers value:

- Simplicity. Employers have little of no time for paperwork
- Candidates pre-screened for the skills listed
- OJT funds for new workers

VI. Successes/What Center Staff are most proud of

A. Best practices:

Partnering. Tonya Logsdon believes that Green River partners really well. One example is a collaboration with the International Brotherhood of Electrical Workers Local 1701, International Association of Heat and Frost Insulators & Allied Workers Local 37 and the Owensboro Area Building and Construction Trades Council to operate the Green River Pre-Apprenticeship Program (GRPAP), a \$250,000 grant awarded by the Governor with stimulus funds.

Another example is a \$250,000 Recovery Act grant awarded to the GRADD from the Governor's discretionary funds that was awarded for training in health care careers. The program is a partnership among the Owensboro Community & Technical College, the Career Center, Daviess County adult education providers, the Greater Owensboro Economic Development Corporation, Hermitage Care Center and Owensboro Medical Health System.

A third example is a program run last summer with WorkNow Kentucky (TANF program) under which TANF recipients received wages in a program funded through the Recovery Act.

There are also prospects, such as in biotechnology, which is a growing industry in Daviess County.

Outreach to Underrepresented Populations. Bonna Goode, an Employment Specialist with GRADD, conducts outreach to populations that are underrepresented in the workforce. These include work with the Davis County Detention Center, Light House Recovery (drug/alcohol rehab center) and River Valley Behavioral Health. She offers pre-employment job search skills training in all of these places. The One-Stop Center also has a relationship with Probation, which is housed on the fourth floor of the One-Stop Center in Owensboro.

Outreach to High Schools. The OET Regional Manager, outreaches to high schools and helps students with filling out job applications and improving their interview skills.

Job & Career Fairs. Each year, GRADD conducts a jobs and career fair with the colleges in the area and local employers. There are also occasional regional job fairs. These job fairs feature an employer panel, mainly consisting of company recruiters, which is very popular with students. There is also involvement with the local chapter of the Society for Human Resource Management (SHRM).

- Issues:

Co-located but...Staff reported that even though partners are co-located in the building, there is a “disconnect” among partners. “They’re here but people don’t know what each partner has to offer.” “No one knows that the Career Center has to offer.” Also, there was a feeling that the atmosphere is not welcoming enough.

Vocational Rehabilitation staffing of reception. This may well be a statewide (or nationwide) issue, but Vocational Rehabilitation is in the building but believes it is not allowed to jointly staff the common reception area. Voc Rehab has its own receptionist on its floor (4th floor) but all customers must enter through a common entrance on the first floor.

Phone system. There is an issue surrounding phone contact with the Center. Apparently the phone number for the Office for the Blind is listed first because for alphabetical reasons. However, the Office for the Blind is not connected into the same phone system, so must constantly refer callers to another telephone number.

“Failure to Certify.” There was concern raised about the implication of failing to meet certification standards. They felt that technical assistance must be embedded in the system and should be a source of support; that the process should be a “give and take.”

B. Staff interviewed think that the following is needed in a One-Stop Certification system:

- Flexibility
- Business Services
- Customer-friendly
- Who's responsible? – should include an on-site manager or coordinator
- Customer feedback, especially from business
- Buy-in from all partners
- Local Board input into what the system looks like locally



Covington Site Visit Report

One-Stop: Covington

Workforce Development
Region: Northern Kentucky

Date of Site Visit: Wednesday, December 1, 2010

Contact: Connie Schnell, Regional Program Manager, One-Stop Northern Kentucky,
Covington, KY, Connie.Schnell@ky.gov, 859-292-2633
(name, title, Email,
phone) Barbara Stewart, Director, Northern Kentucky Workforce Investment Board,
Barbara.stewart@nkadd.org, 859-283-188

Maher Representative: Ronnie Kauder

List of Interviewees: Tim Frodge, One-Stop Director, Northern Kentucky Area Development District,
Florence, KY

David Miller, Business Services Liaison, Gateway CTC

JoEllen Mitchell, Adult & Community Education Director, Pendleton County
Schools, Falmouth, KY

Marianne Schmidt Hurtt, Senior Vice President, PNC Bank, Fort Wright KY

Dede Dollar, OET

Mary, Career Connections, Covington (Brighton Center)

Barbara Stewart

Connie Schnell

I. Local Workforce Area Background

A. *Population demographics, economic drivers, and economic issues*

The Northern Kentucky workforce area is contiguous with the Northern Kentucky Area Development District (NKADD), which consists of eight counties -- Boone, Campbell, Carroll, Gallatin, Grant, Kenton, Owen and Pendleton. The total population as of July 1, 2007 was 426,163 or about 10% of Kentucky's population. It is a mix of urban and rural areas. The main population centers are Covington in Kenton County (pop: 156,675) and Florence in Boone County (pop: 112,459). The more populated parts of Northern Kentucky along the Ohio River form part of the Cincinnati labor market area. The workforce area also includes several rural counties. There are 18 school districts in the 8 county-area.

The Northern Kentucky workforce area joined with Southwest Ohio and received a Regional Innovation Grant (RIG) that was awarded by the U.S. Department of Labor in the July 2009-July 2010 Program Year.

B. *Local WIB – size, chair, staff*

Not covered in detail. The main staff person to the WIB is Barbara Stewart.

C. *One-Stops – comprehensive, satellites, locations*

There are two comprehensive One-Stop Centers in Covington and Florence, and affiliate sites in rural Carrollton and Falmouth, and at the Cincinnati/Northern Kentucky airport. There is another site in Williamstown (Grant County) with Gateway Community Technical College.

D. *How One-Stop operators were designated/selected – Not covered in detail.*

This WIB has one person (Tim Frodge) designated as the One-Stop Director for the entire workforce area. He does not have line responsibility for staff, but facilitates communication within and among the One-Stop Centers in the region. He is a staff member of the Northern Kentucky ADD.

E. *WIB priorities for area, WIB activities/involvement in supporting quality One-Stop system*

The WIB has designated six sectors that it believes are the key to the economic health of the area. This sector plan was developed six years ago as part of a WIB strategic planning process. The area's sectors are: advanced manufacturing, healthcare, services, IT, logistics/distribution, and (recent addition) energy. Gateway Community Technical College is a major resource in the area, and operates a Center for Advanced Manufacturing. WIB staff reported that the WIB is a powerful network and has a tremendous impact on the community.

The WIB is particularly interested in what is being done to meet the needs of employers. Marianne Schmidt Hurtt, a local business person, heads the WIB's Business Services Committee, the mission of which is to make sure the One-Stop is focused on the needs of the business community.

As a business person, Ms. Schmidt finds it frustrating that there is no clear way to measure services to business. There are no metrics, and she feels that the biggest challenge is getting the right data. She said, "The employer places an order, the One-Stop makes a referral, but did it meet the needs? Is the person still working? Is the employer satisfied? There is no process for finding out." She added that the accountability issue for employer services is "beyond frustrating." She feels that there is "a ton of data with no information."

II. Local Views on One-Stop Certification Process

A. *Knowledge of process State is undertaking*

There was some level of knowledge of the various initiatives the KWIB is undertaking, among them the One-Stop Certification process. Staff appeared to like the idea of "branding" the system with a statewide logo. It was felt that this would be less confusing for customers.

They felt that it is key that all partners collaborate so that there can be a seamless system. There was some feeling that the state has not "enforced" WIA to make all partners collaborate as they should.

B. *Views on ideal role for the State in setting up a One-Stop Certification process*

Local representatives made a distinction between the KWIB and the "State (Frankfort)." They felt the ideal role for the KWIB is to empower local areas to come up with ideas and "loosen the leash." KWIB should set policy and approve standards.

- In terms of the One-Stop Certification process, KWIB should:
- Establish simple guidelines
- Establish a process that is not too bureaucratic
- Offer additional funding for such things as improving Center layout, location and equipment.

C. *Views on ideal role for the Local WIB in Certification process*

The feeling was very strong that WIA says that local WIBs should certify One-Stop operators.

D. *Ideas on how full-service One-Stop Centers might be treated differently from affiliate or satellite centers in a certification process*

Not discussed

III. Partner Presence, Co-Location, Service availability, Organization

E. *Which partners are on-site, extent of partner co-location and service provision/referral arrangements*

On-site partners include:

- Gateway CTC. This includes both a contracted Employer Services function carried out by David Miller and the provision of TABE testing.
- Northern Kentucky Area Development District. This includes two “point people” who assist job seeker customers, as well as Tim Frodge, who functions on an area-wide basis.
- Brighton Center, the contracted provider of WIA-funded career development services, called Career Connections. Staff on-site in Covington includes a resume specialist, two Career Advisors and a supervisor (Mary).
- Unemployment Insurance tax auditor and appeal referee
- Ohio Valley Goodwill Homeless Veterans program
- OET. This includes three Veterans Reps and six others, overseen by Dede Dollar.
- A technical rep from Pomeroy Computers
- “Ready to Work” participants who offer reception services and answer the telephone, as their work assignments

Dede Dollar provides day-to-day management and oversight for the entire Center. She also oversees two staff – one OET and one NKADD – at the Airport location.

Dede feels that there is a cooperative spirit at the Center, with good people who make it work. She feels they “care about people coming in the door.” They try to provide good customer service, although she reports that computer system issues sometimes do not help in this process.

F. *Organization of staff within the center – functional, by agency, other*

Staff is organized partly by agency and partly by function. OET staff is generally on the first floor and WIA staff on the second floor. NKADD staff is on the first floor. Veterans’ services are organized functionally, with OET Vet Reps and the Homeless Veterans program staff on the second floor.

G. *Hours/days of operation*

Each Center in the region appears to have different hours. The hours of operation in Covington and at the airport are Monday-Friday, 8:00 – 4:30. The Florence Center has longer hours Monday-Thursday and is open from 8:00 -12:00 noon on Friday. The Centers in the rural areas have different hours.

H. *Physical Infrastructure and attractiveness of center*

There is a well-equipped, pleasant workshop room on the second floor, and a computer lab on the second floor with approximately 10 workstations.

However, the physical space, furniture and atmosphere are dated and old-looking. The first sign visible upon entry to the Center is “Unemployment Insurance,” which is on the first floor, and is the reason most people visit the Center. Given the volume of people who visit the Center, the space has a cramped feel. Staff mentioned that there has been discussion of moving to another facility.

I. *Waiting area*

There is a waiting area with chairs facing in one direction in the “Unemployment Insurance” area on the first floor. On the day of the visit, there was high volume at the Center, possibly having to do with the need to apply for Unemployment Insurance extensions, and some problems with the on-line system in accomplishing this.

J. *Career Resource Room*

There are several workstations (approximately 6) in the center of the first floor, arranged in a circle. Individuals may use these for job search or to apply on-line for unemployment benefits.

K. *Accessibility*

Not covered.

IV. Functional Staff and Service Integration

A. *“Intake” process*

The Center attempts to find out why the individual has visited the Center and to get them the service they need as quickly as possible. In addition to the receptionists from the “Ready to Work” program, there are two “point” people who field walk-ins.

B. *Customer orientations*

There is an orientation packet entitled “Career Connections” that describes the services available through the One-Stop system in Northern Kentucky. It covers all of the partner programs and services, all One-Stop locations, and contains more detailed information about WIA career services and training.

C. *Staff self-identification.*

Staff people do not wear nametags.

D. Customer Flow

Business and Individual customers

For **job seeker customers**, the vast majority of people visit the Center to apply for unemployment insurance, get help with unemployment insurance extensions or demonstrate compliance with the job search requirements related to collecting unemployment benefits.

Some are interested in training. At the time of the visit, less than halfway through the Program Year, the area reported it had no money left for training. The supervisor of the Career Advisors said that training was the “draw” and now that there is no money, the Career Advisors are not as busy.

There is a 1 ½hour Job readiness workshop (called Job Search Success) that is updated annually and offered by Brighton Center staff. The Brighton Center Career Advisors are organized by industry. One handles IT and Energy. Another handles manufacturing and services and the third handles transportation and logistics. In addition, a NKADD staff person handles the health industry.

Basic computer skills training is offered by Goodwill for veterans.

Customer flow for employers is not completely clear. Utilizing funds through ARRA, the Center had several [FFTL] staff assigned specifically to soliciting job orders from employers, following up and keeping in touch to see that their needs were met. These specialists were time limited, and have not worked at the Center since August 2010. It appears that the Career Advisors will be expected to handle employer services as well as job seeker services.

E. Staff Development and Employee Recognition

This is a particular issue for Dede Dollar, who would like to be able to reward staff more for hard work and dedication. While there is an “employee of the month,” there are no material rewards. Due to budget issues, state staff must take furlough days.

V. One-Stop Management

A. How performance goals are developed and measured, and corrective actions determined and implemented

It appears that performance is measured program by program.

B. Collection of customer feedback – job seekers, employers, at which points

No formal customer feedback is collected from job seeker customers. David Miller collects feedback from employers on the services he provides, but this does not relate to whether employers have had their recruitment or training needs met by the services of the One-Stop Center.

C. *Analysis and response to customer feedback.*

N/A

D. *Determination of customer value – what do staff feel customers value most?*

Staff feels that job seekers value:

- Personal attention
- A portfolio of services
- To understand the simple things they need to do
- Quick and timely services
- To be treated with respect
- Good communication
- Rapid and accurate response

They feel that employer customers value:

- Quality candidates for referral
- Training funds to upgrade the skills of their current workforce
- One-Stop staff that can focus on their needs.

VI. Successes/What Center Staff Are Most Proud Of**A. *Best practices:***

Resume service. One staff person helps people with their resumes by appointment. This is felt to be an excellent service and is in demand. A resume is a basic tool of job search.

The placement unit, when there was one. This ended in August 2010.

Staff also feels that they do a good job of supporting each other and that there is good communication among the staff. Many staff mentioned supporting each other.

B. *Issues:*

The online UI system is not customer friendly; staff felt that the State should test out new processes before they roll them out.

Low education rate in Kentucky; need to improve education levels

Job seekers need to be able to use a computer

Funding streams/pools stand in the way of comprehensive service, e.g. funds that target only veterans

Volume of work related to unemployment benefits leaves little time for job search and career development activities, especially for OET staff.

C. *Staff interviewed think that the following are needed:*

- Staff development so that everyone has a common vision
- Updated technology
- Better integration among the partners, especially in an atmosphere of shrinking resources
- A change management process that takes advantage of the skills everyone can bring to the table



Elizabethtown Site Visit Report

One-Stop: Elizabethtown

Workforce Development Region: Lincoln Trail

Date of Site Visit: Wednesday, 12/1/10

Contact: Tommy Wheatley

(name, title, Email, phone) Workforce Development Manager, OET
thomasj.wheatley@ky.gov

Maher Representative: Robin Gwathney

- List of Interviewees:
- Tommy Wheatley, Workforce Development Manager, OET
 - Charles Puckett, DVR
 - Sherry Johnson, Lincoln Trail WIB Director, WIA
 - Kim Sanders, One-Stop Manager, OET
 - Jackie Masterson
 - Patrick Hutchens, Co-Owner, Promotional Wood Products, LLC

I. Local Workforce Area Background

A. *Population demographics, economic drivers and economic issues*

The Lincoln Trail region spans eight Kentucky counties in the northwest region of the State.

The estimated population total for the region is 256,251⁶. While the region's average per capita income is \$19,583⁷, the unemployment rate is 9.7%⁸.

The downturn in the auto industry in 2008 had a great impact on the Lincoln Trail region. Thousands of jobs were lost directly related to the auto industry, but also in sectors that support the auto industry. Still, the economic development opportunities that exist are substantial. The Fort Knox base realignment will reportedly have created an estimated 2,500 white-collar civilian jobs by the end of this year. Additionally, the National Alliance for Advanced Transportation Batteries (NAATBatt) chose Hardin County's Glendale as the home for a potential investment in excess of \$600 million to develop the first-of-its-kind manufacturing facility for lithium-ion battery cells. Kentucky was selected over Texas, Illinois, Kansas, Missouri, New York, Pennsylvania and South Carolina.

B. *Local WIB – size, chair, staff*

The Lincoln Trail Workforce Investment Board (LTWIB) is a 45-member advisory board that includes representatives from all eight counties in the Lincoln Trail Area Development District. The WIB is chaired by Patrick Hutchens, Co-Owner of Promotional Wood Products, LLC. The WIB holds quarterly meetings with an average attendance rate of 87%. The noteworthy attendance rate is attributed to meetings being held to an hour, including a meal (lunch), and eliminating the minutia. The WIB chair cited the need for the Board to focus only on the big picture, not the day-to-day machinations of the One-Stop.

The WIB's operating budget for the current fiscal year is \$1.7 million, with One-Stop staffing allocations between \$600-700K. The WIB employs 14 staff at five different locations: director, associate director, employment and training specialist, fiscal agent, seven case managers, part-time assistant/case manger, and a part-time administrative person.

⁶ American Community Survey, U.S. Census 2005-2009

⁷ ibid

⁸ Workforce Kentucky Labor Force Statistics, October 2010

C. One-Stops – comprehensive, satellites, locations

Across the Lincoln Trail region, there are four One-Stop career centers operating in Bardstown, Elizabethtown, Lebanon, and Litchfield. Additional satellite locations and Information Access Point also provide services to job seekers and employers.

D. How One-Stop operators were designated/selected

Not discussed in detail to appropriately elaborate.

E. WIB priorities for area, WIB activities/involvement in supporting quality One-Stop system

The WIB Director identified the WIB's priorities as focused on "being proactive and not always reactive." One of the WIB's priorities is providing services through initiatives that could become self sustaining.

WIB initiatives that support the One-Stop include:

- Most recently the WIB provided oversight to the WIRED initiative and funded the development of the new marketing initiative and [web site for the Lincoln Trail Career Centers](#).
- Collaborated with the Fort Knox Civilian Personnel Assistance Center to sponsor Federal Hiring Symposiums across the Lincoln Trail Region that provided instruction and information on the civil service application process to over 1,500 individuals interested in employment at the Human Resource Center of Excellence at Fort Knox.
- Funded a contract with the Western Kentucky University (WKU) Research Foundation to establish an Entrepreneurial Academy of Excellence (EAE). WKU will partner with the Lincoln Trail Innovation and Commercialization Center to provide eligible adults and dislocated workers seeking assistance in achieving academic, entrepreneurial and employment success.
- Funded the "Yes, I Can" Program, which focuses on out-of-school students between the ages of 16-21 years of age within the Lincoln Trail Region. The program provides students with an opportunity to conduct career exploration in many different fields.

F. Current issues facing local workforce area

The WIB Director and WIB Chair agreed that the current issues facing the local workforce area include the need for new skills; transitioning from an industrial based economy to a knowledge based economy requiring more certification; global competition; adaptable education components; and politicians not understanding the economic realities.

G. Business Plan Requirements, e.g. type of annual or bi-annual plan prepared

While the Five-Year Strategic Plan has not been updated, the [TIP Report: Wired65 Regional Competitiveness Strategy](#) and the State's strategic plan advise the WIB's strategies for service delivery. The WIB was actively engaged in WIRED65 and the WIB Director stated that the process was very informative and valuable.

II. The One-Stop Certification Process

A. Local views on One-Stop Certification Process

See "C, below."

B. Knowledge of process State is undertaking

Staff participating in the group meeting is very aware and involved with the One-Stop Certification process. The Workforce Development Manager is intimately involved in the One-Stop Certification process as a local representative and also as coordinator for the process' core team work group.

C. Views on ideal role for the State in setting up a One-Stop Certification process

Staff had many ideas and suggestions regarding the process and ultimate product:

Mandate Partner Participation

- All the partners mandated by the Governor should be required to be located on site and sharing their respective resources toward the management and operation of the One-Stop. Penalties could/should be enacted for not locating onsite, such as the loss of the partner seat on the WIB Board or reduction in additional funding. A website analogy was suggested, noting that "all links need to be readily available and functioning."

Establish a Regional Center

- Create an administrative center that would be the regional knowledge hub for the One-Stops in the region. The Regional Center would establish operational standards and provide for a more productive allocation of resources among the various One-Stops and their functions. The Regional Center would thereby establish a set of defined baseline services, while allowing for tailored services to be defined locally. Representatives were saying that, while basic services may be defined for what is to be available at every One-Stop, the service delivery mechanisms for those services will not look the same across the board.

It was noted that each region operates by cultural norms that impact the delivery of service. The example provided was that lifelong residents, those that have familial ties to a county or region, do not respond well to "outsiders" determining their needs. The assumption is that only "local talent can understand how things get done."

Look Like a Business

- Staff emphatically stated and restated the need to operate the One-Stop in a building that “looks like it’s ready for business.” The building must be large enough to accommodate all the mandated partners, but also aesthetically appealing to customers. The current building is “institutional” and without windows. The office interior also need to “look like a business,” with fresh décor and a professional, not institutional, atmosphere.

D. Views on ideal role for the Local WIB in Certification process

The WIB Director and other staff agreed that the WIB “needs to be aware” of the final process for One-Stop certification. Further, the WIB should be the organization to “recommend sites for certification.”

E. Ideas on how full-service One-Stop Centers might be treated differently from affiliate centers in a certification process

Comprehensive sites should only be those where all the partners required by the WIA statute are onsite. Otherwise, any site operating without all the mandated sites should receive a different designation. A baseline, or “common brand expectation of the standards” should be defined. Customers should never have to discern the level and types of services available at the One-Stop. A range could be established based on the number of partners and the types of services offered, affording customers the option to seek services based on those criteria.

III. Onsite Services

A. Partner presence, co-location, service availability/referral requirements

The Elizabethtown One-Stop is located in a strip mall, and the building it occupies also includes Offices of Child Protective Services, Child Support Enforcement, and Family Support. Staff immediately lamented the location as a challenge for service delivery, mostly because the facility cannot accommodate all mandated partners. The building also has water damage.

B. Which partners are on-site, extent of partner co-location

Partners and their respective staff onsite include:

Partner Agency	Staff
OET	12
WIA	4
Vocational Rehabilitation	2
Kentucky Farmworkers	1
UI Auditors	3
Area Technical Partners	2

C. *Organization of staff within the center*

Staff offices are seemingly organized by funding stream: WIA, Wagner-Peyser, veterans' specialist, UI auditors, and UI and workforce specialists are each located together. Additionally, the Fort Knox Defense Base Closure and Realignment (BRAC) has afforded the Center additional veterans' specialists.

D. *Hours of operation*

The Elizabethtown One-Stop operates Monday and Tuesday from 7:30 AM until 5PM, Wednesday and Thursday from 7 AM until 4:30 PM, and on Fridays from 7:30 AM until 4:30 PM.

E. *Physical Infrastructure*

The One-Stop is a single floor, with a large maze of offices; however, customers do not navigate to offices without an escort. The reception area is functional and includes a billboard television that displays available services and other relevant information, including onsite employer interview dates or workshops.

The One-Stop has several multiple-use rooms of varying sizes that are used for onsite employer interviews, host meetings, deliver workshops and trainings, and administer testing. A room/office is dedicated to records storage, and it is also home to the telephone greeter/operator.

F. *Career Resource Room*

The staffed Resource Room and computer access area is located adjacent to the lobby and provides ample space and equipment for approximately 10 -15 customers. The Resource Room incorporates a spillover area, with additional computers and tables. A phone bank is located immediately behind the greeting station, but is only accessible with permission from the front desk manager. The staffing of the resource room periodically increases with demand.

G. *Accessibility*

The One-Stop is a single floor, large maze of offices; however customers do not navigate to offices without an escort.

IV. Functional Staff and Service Integration

A. *Use of intake forms and processes*

Upon arrival to the Elizabethtown One-Stop Center, the customer signs in on a roster sheet that identifies their arrival time and name, and also solicits the reason for the visit (e.g. UI issues, claim weeks, employment services, Voc Rehab).

New job seeking customers can elect to register themselves online via the EKOS registration portal, however the One-Stop Manager indicated that "self service

means staff have to fix it,” and other staff echoed that sentiment. Unemployment registration is also facilitated online, with phones available for those uncomfortable registering online. Staff assists as needed with online registrations and job seeking activities.

As previously noted, a billboard television located in the reception area displays available services and other relevant information.

B. *Customer orientations*

C. *Staff self-identification*

Customers cannot distinguish between One-Stop partner staff; nametags are not used. Staff generally identifies themselves to customers by offering their name and title.

D. *Customer Flow: Business and Individual customers*

The One-Stop Manager advised that customer flow is heaviest on Mondays, with an average monthly call volume of 6,000 customers. Staff also noted that the UI extensions present a unique set of circumstances for both staff and customers. Recalculations of claimant weeks are done manually, without the benefit or aid of a specialized software program or calculation.

Staff indicated that business services permeate the activities of the Elizabethtown One-Stop. The day of the site visit, an employer was conducting onsite interviews. The Workforce Development Manager shared that the same employer was previously onsite several weeks before, and returned because of the successful candidates recruited. Business is regularly invited to conduct onsite interviews or allow the One-Stop to manage an application process.

E. *Staff Development and Employee Recognition*

Not discussed in detail to appropriately elaborate.

V. Quality Management

A. *How performance goals are developed and measured, and corrective actions determined and implemented*

The WIB provides oversight for the One-Stop; however, management of issues and service challenges is by consensus. The Workforce Development Director was previously the One-Stop manager. Staff takes comfort in knowing that while he does not manage the daily operations, he maintains contact with staff, but is careful to not exceed the current One-Stop manager’s administrative boundaries.

B. *Customer Feedback and Satisfaction***C. *Collection of customer feedback – job seekers, employers, at which points*****D. *Analysis and response to customer feedback***

Customer feedback is collected at various intervals from both jobseekers and employers. The WIRED experience has produced a survey that gauges employer expectations, hiring plans, and job filling timeframes. These tools were not collected at the time of the site visit.

E. *Determination of customer value*

Staff identified that customers value the personal attention and follow-up provided.

VI. Successes

The Kentucky Indiana Exchange [The Kentucky Indiana Exchange \(Kix\)](#) is a region-wide web portal produced under the WIRED65 grant. The Kix portal helps link job seekers to employment opportunities, employers to the region's best talent, prospective students to the training and education and connects to regional citizens in an unprecedented way using state-of-the-art social networking tools.

Wired65 is an unincorporated association of workforce investment boards, chambers of commerce, economic development organizations and other partner organizations. The association is united to create a regional workforce and talent development strategy in the 26-county economic bi-state region including Southern Indiana and the Louisville and Elizabethtown metro areas in Kentucky. Wired65 is dedicated to leveraging resources and operations to effectively promote talent expansion, grow economic sectors, and foster business and occupational innovation in the region.

Lincoln Trail employers played a pivotal role in helping make the portal a reality, participating in a regional survey that assessed the needs of area employers across a 26-County region. The results of the survey served as the foundation of the portal.



Georgetown Site Visit Report

One-Stop: Georgetown
Workforce Development Region: Bluegrass
Date of Site Visit: Thursday, 12/2/2010
Contact: Jeanne Devers
(name, title, Email, phone) Operations Administrator

jeanneg.devers@ky.gov

Ph: 502-863-2402 x230

Maher Representative: Robin Gwathney

- List of Interviewees:
- Jeanne Devers, Operations Administrator
 - Jennifer Compton, Associate Director Bluegrass WIB
 - Dara Jackson, Youth Workforce Specialist
 - Jana Reed, OET Front line
 - Vocational Rehab Representative

I. Local Workforce Area Background

The Bluegrass Region of Kentucky comprises 17 counties in Northern Kentucky, containing a majority of the state's population. The state's second largest city, Lexington, and the capital city of Frankfort, are located in the region. The population of the WIA area is approximately 753,025⁹ with an average annual median family income of \$44,906¹⁰. Since 2000, the region has experienced a population increase of 15%. On average, the Bluegrass Region's population is younger than that of either Kentucky or the United States. The median age of the MMSA is 35.7 years old, while Kentucky's median age is 37.8 years old and the United States' median age is 36.9 years old.

The unemployment rate for the region has dropped from 10% in January 2010, to 8.3% as of October 2010. However, the State's unemployment rate has increased to 10.2%.

The 2009 Annual Bluegrass Area Development Association (BGADD) defines the predominant industries of the region as:

- Automobile Manufacturing
- Software and Computers
- Healthcare
- Equine
- Tourism
- Post Secondary
- Metal and Machinery Manufacturing

The Bluegrass Region's advantageous geographic location puts it within a 600-mile radius of the majority of the nation's manufacturing employment, retail sales, and population. It is within overnight range of over half of the U.S. market. While the University of Kentucky is the region's largest employer, Toyota is the largest manufacturing employer.

The Bluegrass WIB currently has thirty members, representing the 17 counties in the region. Full Board meetings occur quarterly, with Executive Committee meetings scheduled in the months when the full Board does not meet. The WIB staff is comprised of some of the management team of the Bluegrass Area Development Association (BGADD). Jennifer Compton serves as the Associate Director of the Bluegrass WIB.

⁹ U.S. Census Bureau, 2008 County Population Estimates

¹⁰ U.S. Census Bureau, American Community Survey 2005-2009

The WIB establishes the One-Stops in the region, which have been branded as the Central Kentucky Career Centers. Service designation as a comprehensive One-Stop requires a minimum commitment of three partners: WIA, Vocational Rehabilitation, and the Office of Employment and Training. Central Kentucky Career Centers also partner with Adult Education.

The region maintains five comprehensive One-Stop sites: Danville, Georgetown, Lexington, Richmond and Winchester. A satellite site, or Access Point, is located in Frankfort. Additionally, the region owns and operates a mobile career center that includes ten computer stations, is wheelchair and handicapped accessible, and has a satellite internet connection.

The WIB priorities, as defined by the Associate Director, include sectoral strategies, particularly addressing the industries of construction, healthcare, and manufacturing. She advised that the WIB is actively engaged in the community and in strategic planning. However, the Bluegrass Area Development Association (BGADD) is much more visible online, which also identifies all the WIA staff onsite at the local One-Stop centers as BGADD staff.

The WIB develops an annual business plan, with January beginning the new cycle or year. The plan details the objectives and goals for service through proposed initiatives and partnerships. The initiatives the Associate Director highlighted are also the initiatives highlighted by the BGADD in various notices and reports.

The Bluegrass Region is experiencing the same types of challenges that have impacted other cities and regions across the country. Staff identified that service delivery is negatively impacted by the exhaustion of unemployment insurance, jobseeker complacency, and unrealistic jobseeker expectations. Staff shared that an inordinate amount of time is expended assisting with filing claims and claims adjustments. They shared anecdotal stories about customers not wanting to take jobs paying less than their previous salaries, or not being properly prepared to job search or interview.

II. The One-Stop Certification Process

The Operations Manager has done a very good job sharing information about Kentucky's One-Stop certification effort with staff and partners. She is also involved with the State's Marketing and Branding Committee relative to this effort. Everyone engaged during the site visit was aware of the effort, and welcomed the opportunity to showcase their capabilities.

The WIB Associate Director expressed enthusiastic support for the One-Stop certification initiative "as long as the WIB establishes the One-Stops." Both she and the Operations Manager suggested that all the mandated partners should be required to be onsite, and the State should "force partnerships" if necessary. The rationale being that the funding and resources of all the mandated partners should be "put on the table" to strategically plan for service delivery. Currently, the fiscal

and management load of establishing and maintaining service delivery rests with OET and WIA staff.

Everyone engaged agreed that “there should be levels of certification” to distinguish and recognize the significance of being labeled a comprehensive One-Stop. A baseline for service, required partners and service providers should be established and implemented with continuous follow-up.

III. Onsite Services

The Georgetown One-Stop is physically located minutes from downtown Georgetown, however public transportation does not service the area. Onsite partners include OET, WIA, and Vocational Rehabilitation. Adult Education is listed as a partner, but is not physically present onsite. The Center operates with eleven staff, Monday thru Thursday from 8 AM until 5:30 PM and from 8 AM until noon on Fridays. Staff includes four OET employees, including the Operations Manager; four WIA staff: 1 youth specialist, 2 adult specialists, and 1 business services specialist. The front desk is staffed with clients of Experience Works, an organization that helps low-income senior, with multiple barriers to employment get the training they need to find good jobs in their local communities.

At the time of the visit, the Operations Manager advised that the vacant space attached to the Center would soon be merged with the current site allowing for much more waiting room space. Currently, the waiting room accommodates ten people. The computer area for public use accommodates six people, with an office for support staff. This area and the lobby/waiting room also serve as the career resource room. Announcements are posted on the walls in those areas regarding onsite employer interviews, employer testing and other employment support and occupational information.

The Operations Manager’s office is the first office in the wing of offices that follow. The UI specialist offices are located in the rear of the building, immediately behind the computer access area. Office assignments are not seemingly based on affiliation; WIA staff is positioned in offices next to OET staff.

The level of informality allows staff to interact as needed and avoid the bureaucracy of written referrals. While an established referral process exists, complete with the accompanying paperwork, staff generally “act first” and complete paperwork when/if necessary. The Vocational Rehabilitation Specialist shared that a potential client was referred by phone by the Operations Manager. The specialist was immediately able to triage the caller and a subsequent appointment was made. In less than twenty-minutes, the caller was provided the access sought without having to “wait for a call back.”

IV. Functional Staff and Service Integration

Upon arrival at the Georgetown One-Stop, customers are welcomed by a greeter, usually an *Experience Works* client. Customers indicate their reason for business at the Center. If new to the Center, they are provided a customer orientation packet that requests demographic information, employment history and goals, documents that determine eligibility, grievance procedures and IEP form. The packet also includes a dream job activity worksheet that invites customers to define their dream job and a budget worksheet to assist with assessing the fiscal realities of training and maintain their current household. New customers are provided orientation via a video viewed on a computer in the access area. The video is approximately five minutes in length, and the decision has been made to stream the video on the video billboard in the lobby.

Returning customers are triaged and provided services as quickly as staffing allows. As the Center becomes busy, OET and WIA staff can direct customers to the computers to access the orientation video. During the site visit, the Operations Manager assisted with processing UI claimants' requests.

The Georgetown One-Stop participates as a pilot site for EKOS, the State's self-service online tool for job seekers. EKOS solicits similar information provided and requested in the customer orientation packet, but more detailed information to craft an online résumé. All staff has access to EKOS.

Customers of the Georgetown One-Stop can't determine which staff are OET or WIA. Staff doesn't wear nametags or identify themselves as OET or WIA. The Operations Manager advised that customer flow is heaviest on Mondays, slows down through the week and then escalates again by Friday. On the day of the site visit, the Georgetown One-Stop was bustling with various activities – UI claims, job testing and orientations. Employer testing was being conducted for Johnson Controls.

Staff development is generally provided via online courses and webinars, including Workforce30One. Staff attends all State mandated trainings. Employee recognition is informal; birthdays are recognized and group lunches and dinners create bonding opportunities. The Operations Manager did indicate that bonuses and pay increases "would be nice, [but] we work with what he have, and do our best with it."

V. Quality Management

Management of the Georgetown One-Stop is by team consensus. Performance goals are developed as a team, with the goal to always provide what is needed to prohibit any shortfalls in service delivery.

Customer feedback is solicited through surveys, letters, and phone calls.

Employers receive "extra" attention and accommodations. The Operations Manager noted that employers have requested, and received use of the Mobile Career Center on Saturdays or extended evenings, accompanied by Center staff. In addition, last

minute interviewing and testing accommodations are provided at the One-Stop Center, including specially designed tests for specific businesses.

Staff indicates that customer satisfaction can readily be determined by the new and long term relationships with businesses and other intermediaries. Job seeking customers have written notes and letters, expressing their pleasure with a new job or the service and attention provided by staff.

VI. Successes

Mobile Career Center

The Mobile Career Center (MCC) is a custom recreational vehicle featuring a fully equipped onboard classroom. The MCC can be deployed to provide rapid response services to employers and their staff, as well as to provide on the spot class-room training, presentations, data processing, and web based services in areas otherwise difficult to access.

The vehicle is outfitted with:

- 10 student computer stations & 1 teaching computer station
- Interior plasma screen teaching board
- Wheel chair lift & handicapped-accessible workstation
- VHS/DVD players
- Ceiling-mounted speakers for internal video and presentations
- Side-mounted exterior plasma screen with stereo speakers for outdoor events
- Satellite-based internet service
- Dual Wireless Access Points

The unit is available to the businesses and agencies of the Bluegrass Region for workforce development purposes. It may be scheduled by private businesses for any approved event. Some of the events and activities commonly serviced by the Mobile Career Center involve:

- Resume assistance
- Application submission and assessment
- Skills training
- Job Fairs
- Web portal access for events

Maysville Site Visit Report



One-Stop: Maysville

Workforce Development TENCO
Region:

Date of Site Visit: Thursday, December 2, 2010

Contact: Denise Wietelman, Director, TENCO Workforce Investment
Area, dwietelman@btadd.com, 606-564-6894
(name, title, Email, phone)

Alice Dunlap, Manager, Maysville One-Stop Career Center,
alicec.dunlap@ky.gov, 606-564-3347

Maher Representative: Ronnie Kauder

List of Interviewees: Tonia Anderson, Operations Administrator, Morehead One-
Stop and Mount Sterling Local Office, KY

Owen McNeill, Business Services Coordinator, Buffalo Trace
Area Development District, Maysville, KY

Jason Slone, Regional Program Manager, TENCO, Morehead
One-Stop Career Center, Morehead, KY

Denise Dials, Workforce Program Coordinator, Maysville

Dena Green, Workforce Career Counselor, Maysville

Denise Wietelman

Alice Dunlap

I. Local Workforce Area Background

A. *Population demographics, economic drivers and economic issues*

TENCO is a 10-county workforce area that includes Bath, Boyd, Bracken, Fleming, Greenup, Lewis, Mason, Montgomery, Robertson and Rowan counties. It spans three Area Development Districts – Buffalo Trace ADD with five counties, and parts of FIVCO ADD and Gateway ADD. The total population as of the TENCO area in 2009 was 206,559 or 4.8% of Kentucky’s population. It is a predominantly rural area with a history of tobacco farming, tobacco storage and related tobacco trade. The largest county in the area is Boyd with 48,527 people. Ashland is in Boyd County. The smallest county is Robertson with 2,237 people. Parts of the area are on the Ohio River across from Ohio. In workforce funding terms, it is the smallest area in the state.

B. *Local WIB – size, chair, staff – not covered in detail.*

Denise Wietelman is the staff person to the TENCO WIB.

C. *One-Stops – comprehensive, satellites, locations*

There are three comprehensive One-Stop Centers in the region, in Ashland, Maysville and Morehead. There is one satellite center in Mount Sterling.

D. *How One-Stop operators were designated/selected –*

Not discussed.

E. *WIB priorities for area, WIB activities/involvement in supporting quality One-Stop system*

The WIB has been involved in supporting a quality One-Stop system in a number of ways. First, the WIB has used incentive funds for One-Stop staff and partner training. There is an annual retreat of all partners over a three day period. Half of the staff attends the first 1½ days and the other half the next 1½ days. The WIB brings in outside facilitators. They have also conducted training in such areas as customer service and partnering effectively. The retreats foster good camaraderie and “fellowship.”

According to Owen McNeill, the WIB has engaged in sector strategies in transportation, manufacturing and education. In addition, the WIB is a partner with Maysville Community and Technical College in a \$2 million, 3-year grant (March 2010 – February 2013) received from the U.S. Department of Labor/ETA for the healthcare sector. The grant will increase the supply of nurses at different levels.

F. Current issues facing local workforce area

As a rural area with a relatively small population, lack of resources appears to be a big issue. Staff reported that this has encouraged the One-Stop to work with partners even more. Stimulus funding increased the resources available for a time. Utilizing stimulus funding, there was an additional Resource Room assistant, a doubling of the number of participants in training, an additional Career Counselor in each office and satellite, and FFTE OET staff who focused on employers. Staff said that, “the benefits [of the additional employer services staff] worked out tremendously,” and that “placements increased dramatically.” Now that these additional resources are gone the remaining staff is feeling “the pressure and the crunch.”

II. Local Views on One-Stop Certification Process

A. Knowledge of process State is undertaking

There is a good understanding of the idea behind the One-Stop Certification process. Staff was generally accepting and supportive of One-Stop Certification, but wants to make sure that the criteria make it possible for all types of centers to be certified. The consensus among the staff was that Kentucky is very diverse, with rural and urban areas, and areas with more and fewer resources for operating One-Stop Centers. They felt that there is a need to find balance. One staff person remarked that, “Kentucky is diverse and it is a challenge to fit ‘apples’ to ‘apples.’”

Staff felt that the Certification process needs to be succinct, not difficult or onerous. It should be simple and streamlined. Benchmarks need to be achievable and affordable. It should not take away from customer service at the Centers, but rather should help Centers work toward achieving the realistic goals they are already trying to achieve.

A One-Stop Certification system must also account for the minimal staffing levels now in existence at many One-Stop Centers. For example, SCSEP participants and volunteers are now serving the reception function at all three centers in the TENCO area.

It was recommended that any Certification review instrument should be reviewed and field tested before being widely used.

B. Views on ideal role for the State in setting up a One-Stop Certification process

It was felt that the State’s role is generally to set the framework, and that the State should not be the certifying body or conduct the review process. Staff felt that a peer-review would be better.

C. Views on ideal role for the Local WIB in Certification process

The feeling was that the local WIB should be the certifying body.

D. *Ideas on how full-service One-Stop Centers might be treated differently from affiliate or satellite centers in a certification process*

It was felt that there should be different certification criteria for different types of One-Stop Centers, although it was acknowledged that this is a challenge on a statewide level.

III. Partner Presence, Co-Location, Service availability, Organization

A. *Which partners are on-site, extent of partner co-location and service provision/referral arrangements*

On-site partners in Maysville include:

- Buffalo Trace ADD. Denise Wietelman is the WIB Director and Owen McNeill is the Business Services Rep. Owen is shared between the One-Stop and the ADD. He is focused on sector strategies in transportation, manufacturing and education.
- OET. Alice Dunlap supervises the OET staff and generally manages the day-to-day operation of the Maysville Center.
- Vocational Rehabilitation. VR is fully co-located in the Center, but has its own receptionist.
- Adult Education
- The Kentucky Cabinet for Health and Family Services, which operates TANF and other programs, is located on another floor in the same building.

B. *Organization of staff within the center – functional, by agency, other*

Staff appears to be well-integrated. The staff is relatively small and staff of different agencies sits in adjacent offices and areas.

C. *Hours/days of operation*

The Maysville Center lists its hours of operation as M-W 8:00 – 5:30; Th 8-5 and F 8-12. This was not discussed during the on-site visit.

D. *Physical Infrastructure and attractiveness of center*

The Center is attractive, in a nice building, with up-to-date furnishings.

E. *Waiting area*

The waiting area is the main reception area. At the time of the visit, there were not many people waiting for service.

F. *Career Resource Room*

There are several workstations in the main reception area and a separate room with several computers. There was one OET person available to help job seekers as they

entered the Center although the receptionist was a participant in the SCSEP program.

G. *Accessibility*

The facility appeared to be accessible, with an elevator.

IV. Functional Staff and Service Integration

A. *"Intake" process*

It appears that both intake and customer orientation are done on an individualized basis. The workforce area is in the process of developing an orientation video that would be available on all of the computers.

B. *Customer orientations.*

See above

C. *Staff self-identification.*

Staff does not wear nametags.

D. *Customer Flow: Business and Individual customers*

Staff estimated that 90% of the job seekers who visit the Center do so for unemployment insurance related reasons, such as applying for benefits, dealing with issues related to receiving payments, and demonstrating compliance with work search requirements. Approximately 40% of this attendance is related to work search compliance. Staff is looking forward to the new on-line eligibility reviews as these, along with UI extensions have taken a lot of staff time. They would prefer to focus on employment services, but feel they have no choice but to attend to the UI problems and issues of the people who visit the center. They are concerned about what will happen to many job seekers when their UI benefits are exhausted.

Because of the relatively small size of the Center, it appears that most service is provided one-on-one. There are group job search workshops offered every week that last 2- 2½ hours. The participants for these are predominantly UI beneficiaries called in due to profiling.

Adult Ed is a key partner present in the One-Stop and works with the Center on the National Career Readiness Credential and Work Keys.

The Center reaches out to businesses to offer a variety of different services. Alice Dunlap has given information and advice on the ADA, veterans and personnel issues. Jason and Owen coordinate outreach to business.

There is on-site recruiting by some employers at the One-Stop Center.

E. *Staff Development and Employee Recognition*

TENCO has an annual awards program in which it gives awards for:

- Board service
- WIA Staff service
- Outstanding partner
- Outstanding business
- Youth success story
- Success story for each One-Stop

In addition, there is an active staff development program and partner development training.

V. One-Stop Management

A. *How performance goals are developed and measured, and corrective actions determined and implemented*

It appears that performance is measured program by program.

B. *Collection of customer feedback – job seekers, employers, at which points*

Customer feedback is not currently being collected, although staff said that this has been done at different times in the past.

C. *Analysis and response to customer feedback*

N/A

D. *Determination of customer value – what do staff feel customers value most?*

Staff felt that job seeker customers value:

- Being heard
- Being treated kindly and fairly
- Timely service
- Serving their needs
- Addressing issues, answering questions.

VI. Successes/What Center Staff Are Most Proud Of

A. *Innovative programs*

Staff is most proud of their customer service, and feels it is the #1 driver. Staff treats their customers as they would want to be treated themselves. The workforce area is also proud of its staff development, including the annual staff and partner retreat.

Staff felt that the Employer services offered by the FFTL staff were very valuable. “They have the ability to assist at the highest level.”

Staff values the coordination and collaboration with partners. Alice Dunlap said that, “all I have to do is ask.”

B. *Promising practices*

Counselors are trained to look beyond the surface. They do “desk-side” assessments and guide referrals to partners.



Perry County Site Visit Report

One-Stop: Perry County JobSight – Hazard, Kentucky

Workforce Development Region: Eastern Kentucky Concentrated Employment Program (EKCEP), Inc.

Date of Site Visit: Wednesday, December 1, 2010

Contact: Jennifer Bergman
(name, title, email, phone) JobSight Services Director
 Eastern Kentucky Concentrated Employment Program
 941 North Main Street
 Hazard, KY 41701
 Office 606.436.5751
 Fax 606.436.5755
 Cell 606.233.2880
jbergman@ekcep.org

Maher Representative: Gretchen Sullivan

List of Interviewees: Melissa Quillen, Regional Manager, Kentucky Office of Employment and Training (OET)
 Jennifer Bergman, JobSight Services Director, EKCEP
 Phillip Arnett, Business Services Representative, Daniel Boone Community Action Agency (CAA), Inc.
 Mona Whitaker, Deputy Director, Daniel Boone CAA
 Michelle Feltner, Workforce Recovery Coordinator, EKCEP
 Donna Johnson, Workforce Investment Act (WIA) Manpower Director, Leslie Knott Letcher Perry (LKLP) Community Action Council (CAC), Inc.
 Ricky Baker, Executive Director, LKLP CAC
 Mona Sammons, WIA Case Manager, LKLP CAC
 Allison Brown, WIA Case Manager, LKLP CAC
 Jack Duff, JobSight Manager, LKLP CAC
 Melissa Miller, Operations Manager, OET
 Chris Ward, Local Veterans' Employment Representative (LVER), OET
 Brian Fields, Youth Director, LKLP CAC
 Scott Napier, Adult Education Program Director, Kentucky Valley Educational Cooperative
 Jeff Whitehead, Executive Director, EKCEP
 Owen Grise, Deputy Director, EKCEP

I. Local Workforce Area Background

A. *Population demographics, economic drivers, and economic issues*

EKCEP serves a 23-county region in Eastern Kentucky. Center staff noted that the region is largely rural and not densely populated, and faces challenges related to high poverty and unemployment and low income and educational attainment levels. Many customers seen in the One-Stop receive some form of public assistance. The region has faced two major layoff events in the manufacturing sector in the last several years. The coal mining industry remains a strong economic driver in the area.

B. *Local WIB – size, chair, staff*

The local WIB is made up of approximately 30 members who meet quarterly, according to EKCEP leadership. State Representative Rocky Adkins is the local WIB Chairman. Key EKCEP staff to the Board includes Jeff Whitehead, Owen Grise, and Jennifer Bergman.

C. *One-Stops – comprehensive, satellites, locations*

There are approximately 70 Centers throughout the EKCEP region. Three of these are comprehensive Centers (including the Perry County JobSight), and the remaining Centers are affiliate or satellite sites. There is at least one Center in each of EKCEP's 23 counties.

D. *How One-Stop operators were designated/selected*

In this area of Eastern Kentucky, Community Action Agencies typically serve as One-Stop operators (in other areas of the state, One-Stops are typically operated by Area Development Districts). Additional operators include local OET offices, Adult Education programs, and community and technical colleges.

The local WIB selects One-Stop operators in the EKCEP region and has responsibility for designating them as comprehensive, affiliate, or satellite Centers.

E. *WIB priorities for area, WIB activities/involvement in supporting quality One-Stop system*

Staff interviewed indicated that over the course of the last 10 years, there has been a strong focus on continuous improvement, enhancing partnerships, improving service delivery, and increasing staff training and development efforts. EKCEP is currently in the process of developing a new service delivery model (due for implementation in July 2011) designed to further improve their service delivery. This new model will focus on enhancing consistency while also allowing for flexibility, and will include new policies and staff development and training. They do not want the certification project to interfere with this effort or set it back.

WIB staff also discussed their interest in enhancing customers' pathways from Adult Education to postsecondary education, but indicated that there is not adequate funding in the One-Stop system to do so. This is one area in which EKCEP would like to see additional support from the State.

F. *Current issues facing local workforce area*

See discussion under Section I.A., above.

G. *Business Plan Requirements, e.g. type of annual or bi-annual plan prepared*

Not discussed.

II. Local Views on One-Stop Certification Process

A. *Knowledge of process State is undertaking*

There was a varying level of knowledge of the certification process being pursued. Staff-level individuals interviewed appeared to have a general understanding of the project, while EKCEP leaders/executives had a more detailed understanding of the process, as well as more clearly-articulated views about the process.

B. *Views on ideal role for the State in setting up a One-Stop Certification process*

EKCEP leaders expressed quite strongly their belief that local One-Stop plans, standards, and certification fall under the authority of the local WIB and are the local WIB's responsibility. They would prefer that the State pursue a "blue ribbon" approach rather than a certification approach, wherein high-performing One-Stops would receive some sort of recognition from the State, but not be "certified" by the State. EKCEP would be comfortable with the State setting some basic functional standards, but does not want to be told "how to do things." Staff feels that elements like customer service are easier to standardize than service delivery models, and they want the certification process to focus on the former, not the latter. In general, interviewees expressed the opinion that the certification framework should not be prescriptive and should allow for maximum local flexibility. Some staff did acknowledge that there needs to be more consistency across One-Stops statewide, but also noted that any certification framework should allow for a range of approaches (no "one size fits all"). There is a strong sense that the particular conditions in this area of the state (rural, high poverty, etc.) demand a customized and locally-driven approach in order to best meet the needs of customers. There was some concern raised related to how a State-driven certification effort could compromise the "identity" of this region of the state and its tailored approach for serving its customers.

Staff interviewed also indicated that they would appreciate more support from the State in getting mandated One-Stop partners to the table to share costs and

coordinate service delivery across program and funding stream “silos.” They feel the State has influence here that could be exerted more strongly and effectively.

Finally, interviewees felt that the state must adequately support local areas if it is going to institute One-Stop certification, through technical assistance, self-assessment tools, financial support, etc.

C. Views on ideal role for the Local WIB in Certification process

As discussed in the previous section, EKCEP feels strongly that One-Stop oversight, service delivery, and certification falls clearly under the local WIB’s authority and control. EKCEP management indicated that the local WIB currently sets One-Stop standards and certifies One-Stops as comprehensive, affiliate, or satellite, and will continue to do so regardless of the certification process established by the State. There was clear pride in and commitment to what EKCEP sees as its local stewardship and customer service roles, and it does not want to see those roles compromised by having to focus on meeting certification criteria rather than serving people.

D. Ideas on how full-service One-Stop Centers might be treated differently from affiliate or satellite centers in a certification process

As noted previously, most of the approximately 70 Centers in EKCEP’s region are affiliates or satellites. Staff feels strongly that the rural nature of the region demands having a large number of affiliate and satellite Centers so that customers don’t have to travel tremendous distances to access service. (It should also be noted, however, that staff mentioned that some Centers are more effective than others. Some of the smallest Centers are staffed by just one or two individuals, and staff cross-training was discussed as a need for the less effective Centers.)

Interestingly, several staff members themselves raised the need for a clearer understanding of what “comprehensive,” “affiliate,” and “satellite” mean. Put a bit differently, one individual asked “What is a One-Stop? Is there a statewide definition?” There is likely a positive opportunity to further engage EKCEP and OET staff from the region in this discussion throughout the certification development process.

III. Partner Presence, Co-Location, Service availability, Organization

A. Which partners are on-site, extent of partner co-location and service provision/referral arrangements

The primary partner on-site is WIA (Adult, Dislocated Worker, and Youth Programs). Adult Education, Vocational Rehabilitation, and Experience Works partners are on-site on a part-time basis. OET staff is not currently co-located in the Perry County JobSight, but will be in the January-February 2011 timeframe.

The JobSight also houses several other LKLP community action programs, such as heating assistance for low-income individuals and child care assistance, but Center staff noted that these programs are not “official” One-Stop partners; they merely rent space alongside the One-Stop. However, while intake for these programs is conducted separately, cross-referrals are facilitated due to the shared space arrangement.

B. Organization of staff within the center – functional, by agency, other

As the majority of the staff in the Center is WIA staff, it is a bit difficult to assess the level of functional integration. Center staff did indicate that when OET co-locates to the Center, they will be interspersed among WIA staff, rather than housed in a separate part of the Center. Adult Education staff and service delivery is located in a “wing” of the building that is separate from the area in which WIA staff sits.

C. Hours/days of operation

Generally, the Center is open “standard” business hours (Monday – Friday, approximately 8:00 A.M. to 5:00 P.M.), though staff indicated that operating hours have been adjusted in the past based upon changing conditions and needs.

D. Physical infrastructure and attractiveness of center

The JobSight is located in a very spacious former manufacturing facility. It is very open and quite professional-looking; it does not have the feel of “the unemployment office.” There is very little separation between different areas, such as the waiting area, the resource room, and service delivery staff offices (which open onto the resource room area and do not have doors). The customer greeting/intake station is centrally-located as the “hub” of the Center.

IV. Functional Staff and Service Integration

A. “Intake” process

According to staff, the “greeters” at the intake desk are very knowledgeable of various programs, and effectively direct customers to the appropriate program staff person. Staff interviewed feels that the greeter function is vital and that greeters make a huge impact on helping to keep program “silos” largely invisible to customers. Intake staff performs a “basic” needs assessment of customers to direct them to the appropriate staff, and program case management staff performs a more in-depth assessment.

When customers arrive at the greeting station, they must sign in either on the “main” sign-in sheet, or on a sheet dedicated to Adult Education customers. This is apparently due to stringent requirements related to tracking Adult Education customer’s time-based participation in activities.

B. *Customer orientations*

Not discussed at length; however, it appears that customer orientation is largely a one-on-one effort between the customer and his/her case manager.

C. *Staff self-identification*

It appears that while interacting with customers, staff generally identifies themselves first as JobSight staff and next as “program staff” (e.g. WIA Youth, Dislocated Worker, etc.). In my discussions with staff, staff more often identified themselves according to their agency/organization, e.g. EKCEP, LKLP, OET, etc. JobSight staff identification cards clearly state which program the staff person works for (e.g. “WIA”), but this might be more apparent to someone familiar with the complexities of the workforce system than it would be to a customer.

D. *Customer Flow: Business and Individual customers*

The JobSight manager also serves as the primary business services representative. Typically, this individual has gone out into the community to reach business customers; more and more, he is trying to bring employers into the Center, which helps employers to take advantage of additional Center services and has the added benefit of exposing job seekers/workers to employers.

Individual customers, after checking in at the greeters’ desk, typically proceed next to a WIA case manager or to other services (e.g. Adult Education). Customers may obviously walk into the Center, and established customers meet with their case managers regularly, approximately once a month.

The resource room area, which houses two large banks of computers as well as work tables, is easily-accessible to customers from the greeting/intake desk.

It should be noted that because OET staff are not currently co-located in the Center, there is no Unemployment Insurance (UI) activity in the Center (beyond referrals). As such, the JobSight appeared very “quiet” in terms of customer traffic and flow. This will likely change quite dramatically when OET staff move into the Center.

E. *Staff Development and Employee Recognition*

The JobSight’s case managers all undergo training and development to obtain the National Career Development Association’s (NCDA) Career Development Facilitator (CDF) credential. In addition, interviewees noted that staff are sufficiently cross-trained to be able to serve different customer groups across program “lines” as needs dictate, but that staff members “don’t do each other’s jobs,” suggesting that cross-training is likely more informal in nature rather than truly cross-functional across programs and funding streams.

Staff will undergo further training and development in preparation for EKCEP’s implementation of its new service delivery model in July 2011.

V. One-Stop Management

A. *How performance goals are developed and measured, and corrective actions determined and implemented*

Performance management and related functions are overseen by EKCEP staff to the local WIB.

B. *Collection of customer feedback – job seekers, employers, at which points*

The Center solicits customer feedback through “exit surveys.”

C. *Analysis and response to customer feedback*

Center management and staff review customer feedback in combination with performance data in order to ensure continuous improvement and make necessary adjustments.

D. *Determination of customer value – what do staff feel customers value most?*

Interviewees noted a number of elements that they feel their customers value:

- Staff demonstrates deep respect and empathy for their customers throughout the service delivery process.
- Customers really value the “one-on-one” service delivery approach; they don’t “feel like a number” at the Center.
- Staff is flexible and knowledgeable enough to meet customers’ various needs.
- Staff are very familiar with the particular needs of the local area and can offer customers tailored services and support (depending upon available funding, it was noted).

VI. Successes/What Center Staff Are Most Proud Of

In addition to the areas discussed in Section V.D., above, Center staff is also proud of the following areas:

- EKCEP’s support for staff training, development, and certification.
- Center staff’s “long-view” commitment to career development, rather than merely job placement, for customers.
- EKCEP’s focus on continuous improvement and enhanced service delivery.
- The ability to offer varied services (depending upon funding, it was noted).
- Strong local partnerships and collaboration, including those with “non-mandated” partners.

Somerset County Site Visit Report

One-Stop: Somerset Career Center – Somerset, Kentucky

Workforce Development Region: Cumberlands Workforce Network

Date of Site Visit: Thursday, December 2, 2010

Contact: Robert (Bob) Carter
(name, title, email, phone) Workforce Development Operations Administrator
Somerset Career Center
Office of Employment and Training (OET)
410 E. Mt. Vernon Street
Somerset, Kentucky 42502
Phone: 606.677.4124 x134
Fax: 606.677.4119
Robert.carter@ky.gov

Maher Representative: Gretchen Sullivan

List of Interviewees: Bob Carter, Operations Administrator, OET
Shirlene Taylor, Business Liaison/ Workforce Investment Act (WIA) Career Manager, Lake Cumberland Area Development District, Inc. (LCADD)
Palvena Pace, Regional Program Manager, OET
Lisa King, OET
Vickie Yaden, Lake Cumberland Community Action Agency (LCCAA)
Jessica Gleason, OET
Casi Casada, OET
Mary Susan Dunn, LCADD
Cheryl Tarter, LCADD
Linda Whitaker, LCCAA
Theresa Jones, OET
Dan Haynes, OET
Thomas Terry, OET



I. Local Workforce Area Background

A. *Population demographics, economic drivers, and economic issues*

Cumberlands is a 13-county workforce area in south central Kentucky. Please note that extensive discussion of workforce area background was not possible due to time constraints.

B. *Local WIB – size, chair, staff*

The local WIB is made up of approximately 30 members. Darryl McGaha is the Local Workforce Investment Area Director for Cumberlands.

C. *One-Stops – comprehensive, satellites, locations*

There are 10 Centers throughout the Cumberlands region. Four of these are comprehensive Centers (with WIA and OET co-located), and seven are affiliate sites.

D. *How One-Stop operators were designated/selected*

The Lake Cumberland Area Development District, Inc. (LCADD) was designated by the local Workforce Investment Board (WIB) to serve as the fiscal agent and operator for One-Stops in the region, and OET serves as the Center Administrator.

E. *WIB priorities for area, WIB activities/involvement in supporting quality One-Stop system*

Staff interviewed indicated general support for the certification effort, and noted their focus on continuous improvement and enhanced service delivery. They hope the certification framework can provide flexibility to local areas. At the same time, they noted a number of challenges they hope the certification effort can help address:

- Technology barriers and needs: more integrated and customer-friendly systems for participant data entry and tracking to reduce duplication of effort. Center staff hopes the State can take a lead role on this issue.
- Partner co-location and cost-sharing challenges: program and funding stream “silos” are a very significant barrier. Center staff noted difficulty in getting partners under the One-Stop “roof,” which decreases transparency for the customer and causes customers to “fall through the cracks” when they are referred out for partners’ services. Staff felt that the limitations of their current physical location are a huge contributor to this issue. They are also quite concerned about reducing duplication of effort to maximize funding/resource use.
- Staff cross-training: though Center staff feel they collaborate well across WIA and OET functions, and “pitch in” to help one another when needed, they feel

that enhanced support for staff cross-training would help mitigate program and funding stream “silos” and enhance services for the customer.

F. *Current issues facing local workforce area*

OET staff is quite overwhelmed and feel they are under-staffed. Based on observation, WIA traffic in the Center seems quite low compared to the significant Unemployment Insurance (UI) customer traffic, which seems to strongly dominate the Center.

G. *Business Plan Requirements, e.g. type of annual or bi-annual plan prepared*

Not discussed.

II. Local Views on One-Stop Certification Process

A. *Knowledge of process State is undertaking*

Center management staff seemed to have a general understanding of the certification process being pursued. Staff-level individuals, particularly case managers, seemed quite unfamiliar. However, the case managers were quite reserved about asking questions during the visit (and had very limited time), so it is difficult to determine their level of familiarity.

B. *Views on ideal role for the State in setting up a One-Stop Certification process*

While Center staff does hope the certification framework and process provide for local flexibility and adaptation, they seem generally supportive of the State’s effort, especially if it can help advance progress related to the barriers discussed in Section I.E., above. They certainly see a role for the State related to enhancing technology to improve service tracking and delivery, as well as exerting some influence to encourage “mandated” partners to co-locate in the One-Stop. As noted previously, the physical constraints of this One-Stop are a large barrier, and the local area would likely welcome the State’s support in addressing this issue as part of the certification framework and process.

C. *Views on ideal role for the Local WIB in Certification process*

Cumberlands hopes that the certification framework and process provide for local flexibility and adaptation. At the same time, staff seems welcoming of any effort to enhance system integration and improve the customer experience.

Staff feels that it is important to engage local WIB Directors and OET Regional Managers to learn more about existing local One-Stop certification frameworks and feed those into the State’s process. Staff also suggested that reviewing and addressing One-Stops’ customer feedback is a critical component of the certification development effort (ideally to be taken up by the Core Team).

D. *Ideas on how full-service One-Stop Centers might be treated differently from affiliate or satellite centers in a certification process*

Not discussed at length.

III. Partner Presence, Co-Location, Service availability, Organization

A. *Which partners are on-site, extent of partner co-location and service provision/referral arrangements*

The primary partners on-site are OET (UI and reemployment services) and WIA (Adult, Dislocated Worker, and Youth Programs). Some Community Action Agency programs, such as heating assistance for low-income individuals, are on-site, but are not “official” One-Stop partners. However, while intake for these programs is conducted separately, cross-referrals are facilitated due to the shared space arrangement.

OET and LCADD make referrals to other partners’ programs, but staff are, as noted earlier, concerned that customers get “lost” in this process.

B. *Organization of staff within the center – functional, by agency, other*

Staff is organized primarily by agency, with LCADD/WIA offices on one side of the main hallway, and OET/UI offices on the other side of the main hallway. Community Action Agency programs are housed downstairs on the lower level.

C. *Hours/days of operation*

Depending upon the program, the Center opens between 7:00 and 7:30 A.M., and closes between 4:00 and 5:00 P.M., Monday – Friday.

D. *Physical infrastructure and attractiveness of center*

Center staff was quick to say that the limitations of the physical space are a huge barrier, and one they have been working for a long time to remedy. They would very much like to operate in a different space that would facilitate partner co-location and accessibility for customers.

The Center is a 1960’s, state-owned building, and “looks the part” of a traditional unemployment office. Clear physical divides exist between the WIA and UI “sides of the house.” The WIA office is decidedly more welcoming and “professional” in appearance than is the UI portion of the building, but the UI portion by far receives the most traffic. Signs in the main hallway direct people to WIA or unemployment services. Further, the Center is on two levels, limiting accessibility and movement between “silos.” Center staff indicated that limited parking is another challenge.

The UI waiting area is made up of rows of classroom-style chairs. UI customers go to an intake desk to “report,” and then wait in these chairs until they are paged by name via intercom to report to a UI case worker’s cubicle. The waiting room is not

attractive or inviting, and the paging system lends the air of customers “being a number.” Wait times appeared to be relatively long, as evidenced by the number of waiting customers and a sign reading “If your wait time is longer than 40 minutes, please let us know.” Traffic on the UI “side” of the Center was very heavy compared to traffic on the WIA “side.” UI staff seems quite overwhelmed and were so busy during the visit that they could spare little time for meeting/interviews.

The resource room in the Center is comprised of two banks of computers in between the UI case workers’ cubicles. While there appear to be a sufficient number of computers for customers, the area seems quite space-limited and affords computer users little privacy or quiet. There is also a computer lab on the downstairs level, which is used for reemployment services workshops and by partners.

IV. Functional Staff and Service Integration

A. “Intake” process

The “main” greeting and intake area appears to be in the OET “side” of the Center, for UI customers. WIA also has a greeter desk, currently staffed by an Experience Works staff person, but the majority of Center traffic seems directed at UI functions. UI and WIA intake appear to be separate, with no central greeting point for both programs.

B. Customer orientations

Not discussed at length; however, it appears that customer orientation is largely a one-on-one effort between the customer and his/her case manager. Mandatory reemployment services workshops are held for profiled UI claimants.

C. Staff self-identification

In discussions with staff, it was clear that they are committed to fostering program and service integration, but they feel stymied by their physical constraints and by “silos.” Because of the physical organization of the Center, it is hard not to associate staff with their respective programs, e.g. UI or WIA. It appeared that most individuals entering the Center were there for UI, rather than WIA, services.

D. Customer Flow: Business and Individual customers

As noted above, the layout of the Center serves to direct customers either toward UI or toward WIA. Staff noted, however, that they frequently refer customers across programs, and physical proximity assists in that effort. In general, customers are directed to the appropriate UI or WIA case manager, with cross-referrals made as needed.

Business services outreach is the responsibility of both Bob Carter (OET) and Shirlene Taylor (LCADD). It appears that most of this outreach is done on a one-on-one employer basis in the community.

E. *Staff Development and Employee Recognition*

Not discussed at length, but Center management is clearly committed to enhancing staff development and cross-training through in-person and virtual training vehicles. Center management also noted that staff are “informally” cross-trained enough to be able to assist one other when demand grows high, which is very positive. OET and WIA staff appears to have a very collaborative and mutually-supporting relationship.

V. One-Stop Management

A. *How performance goals are developed and measured, and corrective actions determined and implemented*

Performance management and related functions are overseen by staff to the local WIB in partnership with OET and LCCAA.

B. *Collection of customer feedback – job seekers, employers, at which points*

Not discussed at length, though the workforce area feels strongly the customer feedback collected to date should inform the State’s certification framework and process.

C. *Analysis and response to customer feedback*

Not discussed at length.

VI. Successes/What Center Staff Are Most Proud Of/Customer Value

- Management exhibits an “open door” policy, which has empowered staff to suggest changes in service delivery that have enhanced integration.
- Management appears extremely supportive of staff in terms of hearing feedback and implementing responsive service delivery changes – change has been “bottom-up” in many cases.
- Center staff is clearly committed to improving the customer’s experience, and support change that will enhance efforts in that direction.
- Strong local partnerships and collaboration, including those with “non-mandated” partners, which is a challenge given physical constraints.
- Clear focus on the needs of the customer and desire to work one-on-one to support customer success.
- Clear vision of an “ideal” One-Stop system and a willingness to make that happen through active support.