



  
**Kentucky  
Career Center**  
Career Training Employer

# Goal Setting and Continuous Improvement

**Maher & Maher**  
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# When you leave today...

- What will be the goals you set that make a difference for your customers?
- What role will you play?
- With whom will you collaborate?
- What impact will you make in improving service? How will you know you are successful?
- Where can you look for best practices to learn from and utilize?
- How can you work together to continuously improve?



# Goal Setting and Continuous Improvement

## Activity

# Goal Setting



*"Can you tell me please which way I ought to go from here?"*

*"That depends a good deal on where you want to get to,"* said the Cat.

*"I don't much care where,"* said Alice.

*"Then it doesn't matter which way you walk,"* said the Cat.

# Goal and Goal Setting

## **GOAL**

The purpose toward which an endeavor is directed; an end; an objective.

## **GOAL SETTING**

The process of deciding what you want to accomplish and devising a plan to achieve the result you desire.

# Benefits: Center-Wide Goal-Setting

- Establishes shared vision and understanding of priorities among all partners
- Directs efforts and resources to shared targets
- Enhances collaboration and communication among partners
- Raises individual program performance
- Enhances use of customer feedback
- Prioritizes ongoing improvement

# The Framework for Goals

- **S**pecific
- **M**easurable
- **A**ttainable, Adaptable
- **R**elevant
- **T**ime-Bound



# Goal Setting and Continuous Improvement

Understanding Goal Setting and Continuous Improvement in a Transformed Career Center Environment

*Career Center Certification Standards –  
Adopted by the KWIB August 2011*

# Key Areas of Focus: Career Center Goal Setting and Continuous Improvement

- Managing integrated service delivery
- Listening to and satisfying employers, measuring effectiveness
- Listening to and satisfying job seekers, measuring effectiveness



# Guiding Principles



- **Maximized partner integration into One-Stop operations working together to achieve common goals and objectives**
  - In order to better align partners and ensure that all partners' capacity is fully understood and utilized, all partners share their agency's quantitative goals with all others.
  - Managers utilize those goals to build overall Center goals and participation benchmarks. Performance is tracked at least quarterly against the Center's unified goals. Actions are designed and taken on a quarterly basis to better align services to meet the goals.

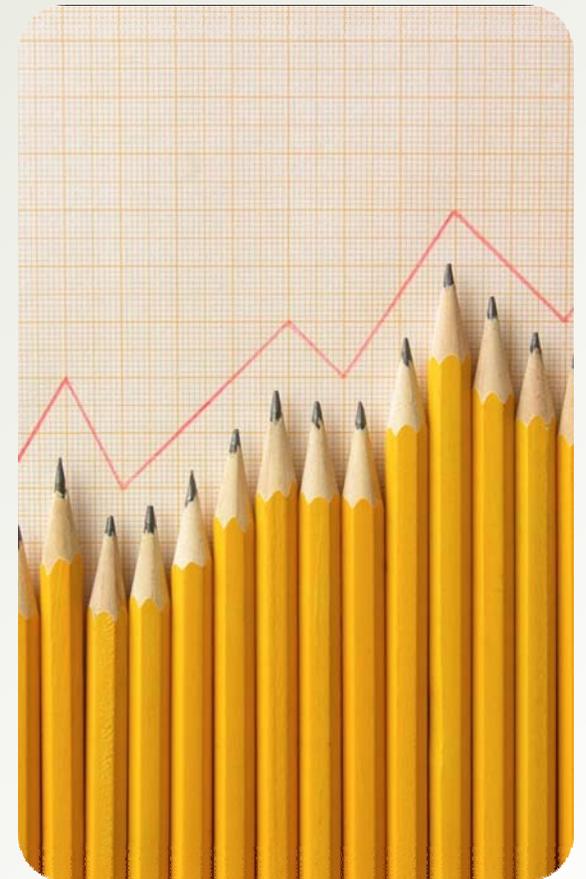
# Guiding Principles

- **Unified and responsive to changing customer needs**
  - On a Center-wide basis, One-Stop Career Centers track customer activity, customer experience, and outcomes and utilize this information to improve quality and use resources most effectively.



# Managing Integrated Service Delivery

- Customer utilization, satisfaction and outcomes are tracked on a Center-wide basis to improve operations, resource use and service delivery
  - Analysis of effective and ineffective customer activities
  - Customer feedback on process and experience
  - Customer outcomes



# Listening to and Satisfying Employers, Measuring Effectiveness

- The workforce area does broad employer needs assessments and creates/modifies services in response
  - General business human resource requirements
  - Specific sector resource requirements
- Center/BST measures employer satisfaction at system rather than program level
  - Collect information on processes (satisfaction)
  - Collect information on outcomes (value)



# Listening to and Satisfying Job Seekers, Measuring Effectiveness

- Centers develop unified, Center-wide goals for performance, utilization, and other benchmarks and actively solicits job seeker customer feedback
  - Feedback on processes (satisfaction)
  - Feedback on outcomes (value)
- There is a process in place to track and use job seeker feedback on both processes, outcomes, and internally-tracked data for continuous improvement
- Actions are taken to better align Center services to meet unified goals



# Examples: Potential Center-Wide Goals

- Repeat customer use
- New customer engagement
- Industry/sector market penetration
- Customer satisfaction (process, outcomes/value)
- Job seeker career-related outcomes
- Employer business/HR outcomes
- Reduced Center wait times
- Improved referral results

# Goal Setting and Continuous Improvement

## Best Practices

# South Carolina



- Standard: Current and prospective employers are consulted on the critical success factors for the One Stop Center and workforce area.
  - Baseline measure: There is evidence that employers have been consulted for input on critical success factors through focus groups, written or on-line surveys, and/or targeted interviews.
  - CI measure: Employer-identified success factors are built into the satisfaction instrument(s).

# Ohio



- Standard: Repeat use of One Stop services by employers and/or continuous recruitment of first-time employers utilizing the services of the One Stop System.
- Sample measures:
  - Employer base activity remains constant with established customers .
  - Business customer satisfaction ratings are consistently high.
  - A structure is in place to include partner input and participation in business service delivery.

# California



- Standard: The One Stop measures employer satisfaction with both processes and outcomes.
- Sample measures:
  - The One Stop measures employer satisfaction with staff behavior, quality of referrals, follow-up, etc.
  - The One Stop can disaggregate employer satisfaction by business size and industry designation.

# Goal Setting and Continuous Improvement

## Activity

# Closing

**THANKS!**

# Contact Us



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