

Customer Service Action Steps

Action Item	Priority #	Quick Hit	Big Idea	Public Visibility
Outreach Initiative	3			
One Stop Operations Improvements		✓		
Job Matching		✓		
Unemployment Insurance Customer Service Plan		✓		✓
Make Investment Decisions Based on Sector Strategies	4			✓
Get Back to Work		✓		
Workforce Academy	2		✓	
Technology Improvements				✓
One Stop Certification	1		✓	✓

Action Step**One Stop Certification****Description**

In order to assure the highest possible return on investment for a common branding identity across the state, clients must be able to depend on a baseline level of consistency in the services delivered as well as the point of delivery for those services.

Kentucky's one stop system should take a cue from chain and franchise businesses operations such as McDonalds restaurants. While each individual outlet can reflect the character of the local community, customers can always depend on certain standards in terms of graphic identity, menu of products, convenience of location, customer service, and quality of place.

A series of criteria will be developed to serve as the baseline standards of a one stop center in the Kentucky workforce system. Those criteria may include: menu of services, presence of partner agencies, quality of place, facilities to serve employer as well as employee clients, graphic identity, trained staff, compliance with data entry and reporting requirements, and others. The criteria could also be based on a private sector quality framework, such as the Malcolm Baldrige model (see below) to build and maintain quality.

Based on each center's ability to meet the established standards, certifications will be issued for silver, gold and platinum levels. These certifications are intended to motivate one stop managers and local boards to innovate and constantly strive for improvement.

Financial incentives such as investment of statewide administration funding for improvements and access to statewide reserve funds could be tied to certification levels and plans for improvement to a higher level.

Strategic Benefit

Develops benchmarks and base-line standards for consistency within the system (physical, program and customer service) while allowing for local and regional adaptation

Increases awareness within the system that "clients" of the workforce system, include those with jobs to fill as well as those seeking a job

Encourages one stop operators to create facilities which serve as a resource for employers to identify, screen, match, interview and prepare candidates for work

Requires customer service training to all service delivery staff

<p>Nature of Change</p> <p>This change represents a significant departure from the existing culture and will require the commitment of partner agencies and local boards to collaborate to achieve the highest return on investment.</p>	<p>Cost</p> <p>Costs associated with development of the certification can be covered by the administrative functions of the cabinet. Estimate for assessment of 31 centers, development of certification program and implementation of initial certifications - \$300,000</p> <p>Costs associated with improvements to centers will vary dramatically and should be shared by partner agencies as well as local boards.</p>
<p>Implementation Timing</p> <p>This is a long-term project, implementation will be on going, but certification program should be established within six months of adoption of the system rebranding.</p>	<p>Responsible Party(ies)</p> <p>Education and Workforce Development Cabinet Office of Employment and Training Local Workforce Investment Boards One Stop Operators Partner Agencies</p>
<p>Consequences of No Action</p> <p>One stop centers will continue to be seen as “the unemployment office,” business and industry will not regard the system as having value in the way private sector employment services are regarded. Services will continue to be delivered in facilities that run the gamut of poor to excellent, reinforcing the inconsistency which undermines the investment in programs and services.</p>	
<p>Benefit to Local Areas/Clients</p> <p>Local areas will benefit by having a clear set of standards to guide their improvements as well as those of partner agencies. These new standards will provide local operators with leverage for collaboration and a basis for helping achieve equity in the distribution of responsibility for the success of the one stop centers.</p>	
<p>Potential Obstacles</p> <p>Although responsibility for achieving certification technically rests with the one stop operator, unless there is a clear mandate from the Governor and the Cabinet for equitable participation by all partner state agencies, local boards will be unduly burdened with achieving results</p>	<p>Transparency/Accountability</p> <p>All one stop centers will be listed along with their achievement level in all on-line and printed resources. Certificates or plaques suitable for display in the one stop will be provided upon certification and advancement to higher levels.</p>

without the ability to influence the means.	<p>Access to statewide reserve funds and use of administration funding may be used as an incentive for achievement and progress toward improvement.</p> <p>The KWIB will review annual status reports as a means of oversight for the program.</p>
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Best Practice

**The Malcolm Baldrige National Quality Program
Excellence is a Journey, Not a Destination**

Organizations everywhere are looking for ways to effectively and efficiently meet their missions and achieve their visions. Thousands of organizations use the Baldrige Criteria for Performance Excellence to guide their enterprises, improve performance, and get sustainable results. This proven improvement and innovation framework offers each organization an integrated approach to key management areas:

- Leadership
- Strategic planning
- Customer focus
- Measurement, analysis, and knowledge management
- Workforce focus
- Process management
- Results

Improving Performance

The Baldrige Criteria can be adapted to fit unique challenges and cultures and help evaluate performance, assess where improvements or innovation are most needed, and get results. Participants in the Baldrige program are part of a national effort to improve America’s performance and its competitive standing in the world.

Thousands of organizations of all sizes in every industry use the Baldrige Criteria, including:

- Large, Fortune 500 companies, including Boeing Aerospace Support, The Ritz-Carlton Hotel Company, Caterpillar Financial, and Motorola CGISS
- Small businesses, such as PRO-TEC Coating Company, which provides coated sheet steel to the U.S. auto industry; privately-held MESA Products, Inc.; and Branch-Smith, a family-owned, full-service printing company
- Large hospitals and hospital systems, like Poudre Valley Health System and SSM Health Care and single hospitals like Bronson Methodist Hospital
- Large and small schools and colleges, such as Iredell-Statesville Schools, Chugach School District, Richland College, and Pearl River School District

- Nonprofits and government entities, such as the City of Coral Springs and U.S. Army ARDEC

The Baldrige system criteria help organizations assess their improvement efforts, diagnose their overall performance management system, and identify their strengths and opportunities for improvement



New York State One Stop Certification Program

(adapted from *Guide to Certifying One-Stop Operators*, NYS Department of Labor in consultation with New York State Workforce Investment Board)

New York State established a quality-driven, comprehensive system of workforce development services, and access to services, that benefit all New York citizens. One way this was accomplished is a systemic approach in the development of one-stop operator quality standards and measures of excellence that are flexibly applied on the local level. The State Workforce Investment Board ensures consistency of quality across New York State's one-stop system by establishing a State-level certification of local One-Stop System and Center Operators. Achievement of State-level certification allows local Operators to benefit from the "WorkforceNY" statewide one-stop logo and marketing campaign and promotional materials. This "branding" of New York's one-stop system identifies local systems and centers which have attained State certification as

those that have met the highest quality standards for the provision of workforce development services in their community. State certified Operators enjoy the benefits of brand recognition and will be able to easily customize marketing products to add their own area/center moniker and logo.

In the New York program, each local WIB must establish a one-stop operator certification process prior to applying for State level certification. In addition, the local WIB must have a written agreement in place with each one-stop operator in the local system. This written agreement provides a basis for accountability, clarity of roles and responsibilities, and promotes inclusion of partners and integration of services. Consistent with the WIA principles of universal access, customer choice, increased accountability, and strong private sector involvement, the local certification process must also advance quality improvement methods, customer satisfaction measures, and staff development.

State level certification uses the locally developed quality standards and criteria as its foundation. In addition to a paper review, State-level site visit teams are dispatched to verify required elements, partner involvement, service integration and other quality indicators. If any elements are missing or found to be inadequate, feedback and technical assistance are provided to bring the operator up to the level required for State certification. Once State certification has been achieved, it is valid for two years from the date of award. Local WIBs may apply for recertification on behalf of their operators six months prior to expiration. Listed below are the steps involved in achieving State-level certification.

- Step 1: The Local WIB develops a written One-Stop Operator certification process and submits it to the NYS Department of Labor as staff to the State WIB. The local certification process may be transmitted for review prior to OR at the time of application for State certification of the local One-Stop System/Center Operator(s). Technical assistance will be provided as requested.
- Step 2: The Local WIB submits an application for State certification of locally certified One-Stop System/Center Operator(s) to the state.

Applications will be accepted on a continuous basis and may be submitted for individual One-Stop Center Operators as they become locally certified or may be submitted for a One-Stop System Operator overseeing more than one One-Stop Center. In either case, all One-Stop Centers under the responsibility of the One-Stop Operator must be locally certified prior to submitting an application for State certification.

The application package must include:

- copy of local certification process (unless previously submitted)
- completed State certification application form
- signed Attestation page asserting that One-Stop Operators have met local criteria

- signed Non-Compliance Policy stating local WIB Chair has read and understands consequences of non-compliance
- copy of local WIB/One-Stop Operator Agreement

Step 3: Once an application has been reviewed, a site visit will be scheduled to include members of the local Board, the One-Stop Operator and other individuals as appropriate. Site visits will be conducted by a team consisting of staff to the State Board and state agency workforce development partners. Generally, site visits will cover the areas listed below; however, more specific information will be given prior to the actual visit:

- Customer flow
- Administrative systems
- Service and resource integration
- Information technology systems
- Business services
- Quantitative and qualitative measures
- Financial systems
- Facility

Step 4: The site visit team will provide written feedback to the local WIB which will result in either Certification or provision of technical assistance.

Step 5: The site visit team will make annual visits to assist the local WIB in identifying improvement opportunities, training and technical assistance needs. These visits will be prearranged with local WIB Chairs. In addition, unannounced, "secret shopper" visits will take place randomly during the term of certification in order to gauge performance from a customer's point of view. Local WIB Chairs will receive a written feedback report after both the pre-arranged visits and the secret shopper visits. Additional details will be distributed to Local Board Chairs regarding how the secret shopper reviews will be conducted, the components the shoppers will focus on, and the evaluation process that will be used.

Step 6: A local WIB may apply for recertification of its system/center operator(s) six months prior to expiration of State certification. Local WIBs must ensure that all operators seeking recertification have continued to meet or exceed the local level certification criteria.

Action Step

Workforce Academy

Description

Both state and local workforce officials agree that a high-level of customer service should be one of the cornerstones of the brand architecture for Kentucky's workforce system. In order to achieve system-wide consistency in the approach to customer service, a training program will be developed and provided to all service delivery staff.

Great customer service also depends on knowledgeable service delivery staff with the confidence and knowledge required to perform all aspects of their jobs and an understanding of the system itself. In addition to customer service training, opportunities for training in the following areas are also recommended:

- Workforce System Orientation
- Workforce Programs
- Management
- Media Relations
- Case Management
- Career Counseling
- Partner cross-training as appropriate

Development of the training programs should include a mix of live on-site and on-demand web-based training modules.

Local directors have identified case management as foundational element of what should be part of the brand architecture of the Kentucky workforce system.

As part of the workforce academy model, a collaborative case management approach with an emphasis on providing timely and accurate workforce intelligence to our employer and education partners as well as job seekers is seen as critical.

To accomplish this, it is recommended that each one stop center have a designated "super user" for the data collection and reporting system. That user should be trained in both technical and customer service areas. The "super user" will also work with business service and other case management staff to assure that all local information is accurate and current.

All other case management staff should be trained and possibly credentialed through a training provider to be contracted by the Office of Employment and Training.

In order to maintain a high-level of customer service, development of evaluation methods and customer feedback will be developed and may include customer

feedback cards available at the point of service, on-line feedback surveys, and email follow up with business clients.

Strategic Benefit

Increase awareness within the system that “clients” of the workforce system, include those with jobs to fill as well as those seeking a job

Provide customer service training to all service delivery staff

Develop benchmarks and base-line standards for consistency within the system (physical, program and customer services) while allowing for local and regional adaptation

Nature of Change

Buy-in must be created by all partners in the system and a culture that focuses on solving clients’ problems, rather than working in silos must be created.

Cost

Academy Development and Expenses - \$200,000

*Case Management Training covered in another step - \$50,000

Implementation Timing

Roll out of first training modules expected in Fall of 2010.

Responsible Party(ies)

Office of Employment and Training
Local Workforce Investment Boards
One Stop Managers
Partner Agencies

Consequences of No Action

Rather than a solutions center of choice, our one stop and workforce systems risk falling behind and becoming the last resort for business and individual clients. Without this foundational element, rebranding the system will have little meaning other than a new logo for the same old ad-hoc approach to service delivery.

Benefit to Local Areas/Clients

Local areas will have the opportunity to associate with and help build a new paradigm for what the one stop service delivery system should be.

Consistency across the system will help everyone who makes up and uses the system more comfortable with the vision of a solutions based rather than silo approach to serving our customers.

Businesses with operations across the state will become confident in their expectations of the system and its value to their operations.

<p>Potential Obstacles</p> <p>Changing a culture that has existed for so long will not be easy, individuals may resist training.</p>	<p>Transparency/Accountability</p>
<p>Additional Comments (optional)</p> <p>In the future, the Board may wish to consider requiring certification of all front line staff</p>	
<p>Best Practice (optional)</p> <p>Virginia Front-Line Staff Certification</p> <p>Virginia's One Stop Centers are physical locations across the state where job seekers can visit to receive assistance with core employment services (including job search and placement assistance, access to computers, telephones, fax and copy machines, resume and cover letter development, employment-related workshops) and intensive services (including assessments and career counseling), and training and career education services to those who are eligible.</p> <p>Continuing Professional Development: In June 2007, the Virginia Workforce Council (VWC) approved a policy that mandates every front-line staff member be certified. The objective of this required certification is to ensure that all front-line service providers have the skills needed to provide effective and consistent customer service throughout the entire Virginia Workforce Network.</p> <p>The VWC's Workforce Services committee discussed the need for continuing the promotion of professional development, questions regarding the number of staff required to be certified, alternative pathways to certification and recertification requirements. Please see frequently asked questions regarding staff certification.</p>	

Action Step	
Outreach Initiative	
Description	
<p>Among the benefits of a unified branding identity, is a new opportunity to market a revamped, simpler, user-friendly workforce system. Because of the variety of local identities, marketing the entire system on a state-wide basis to all customer groups has been difficult at best.</p> <p>In addition to a new common name the core values and characteristics of the system, embraced as foundation elements across the system should be emphasized.</p> <p>“Business should view us in the same light as a private, for-profit headhunter firm,” said one local director.</p> <p>In order to achieve a status even close to that goal, outreach activities must include emphasis on the regional business service teams and a message that the workforce system is a solutions-based service for employers.</p> <p>Federal and state regulations may necessitate a distinct division of labor within the one stop system, however, clients should see the system as seamless and one brand not a series of silos to negotiate.</p>	
Strategic Benefit	
<p>Increase awareness within the system that “clients” of the workforce system, include those with jobs to fill as well as those seeking a job</p> <p>Increase use of workforce system as a resource for employers to identify, screen, match, interview and prepare candidates for work</p> <p>Increase contacts with employers and economic development agencies regarding future workforce needs</p> <p>Develop benchmarks and base-line standards for consistency within the system (physical, program and customer services) while allowing for local and regional adaptation</p>	
Nature of Change	Cost
Some local areas already do an exceptional job with outreach, including regular meaningful contact with employers. Under a new branding identity, a	Training and program start up - \$25,000

<p>consistent level of service and approach to outreach should help all local areas become equally proficient.</p>	
<p>Implementation Timing</p> <p>While all areas are encouraged to continue to build upon current outreach efforts. Marketing materials associated with the new branding architecture should be rolled out simultaneous with the rollout of the new identity.</p>	<p>Responsible Party(ies)</p> <p>Kentucky Workforce Investment Board Local Workforce Investment Boards Commissioner of Workforce Development One Stop Partners</p>
<p>Consequences of No Action</p> <p>Kentucky’s workforce system and One Stop centers will continue to live with the identity of “the unemployment office,” an image that does not enhance the opportunity to reach business and industry in a competitive way as a solutions-based service provider.</p>	
<p>Benefit to Local Areas/Clients</p> <p>Local workforce areas will become part of a greater whole, with a reliable set of foundational service expectations, while retaining the ability to customize for local and regional responsiveness.</p>	
<p>Potential Obstacles</p> <p>Changing the identity of a public institution in the eyes of the business community will require persistence, time, energy, and consistency of message.</p> <p>Training business liaisons to be problem solvers will be required.</p>	<p>Transparency/Accountability</p>
<p>Additional Comments (optional)</p>	
<p>Best Practice (optional)</p>	

Action Step**Make Investment Decisions Based on Sector Strategies****Description**

For local communities, tax breaks and infrastructure development are no longer the keys to attracting and retaining employers; businesses are now looking closely at the supply of skilled workers and the educational institutions that can provide the industry-relevant skills they need to grow.

Establishing statewide and regional industry sector strategies to achieve the best return on investment with the limited resources available to train and educate the workforce has proven effective in at least 25 other states.

Sector strategies will be developed by state and regional, employer-driven partnerships of industry, education and training, and other stakeholders focusing on the workforce needs of key industries to develop expertise in the industry of focus; and to coordinate information and resources to develop and implement effective, coordinated responses workforce challenges common across employers.

Sector strategies meet the skill, recruitment, and retention needs of employers and the training, employment, and career advancement needs of workers. Sector initiatives:

Address the needs of employers by focusing intensively on the workforce needs of a specific industry sector over a sustained period, often concentrating on a specific occupation or set of critical occupations within that industry, and assuring industry that there will be a pipeline of skilled workers to meet future workforce demands;

Address the needs of workers by creating formal career maps and pathways to good jobs, reducing barriers to employment, and sustaining or increasing middle-class jobs;

Bolster regional economic competitiveness by engaging economic development experts in workforce issues and aligning education, economic, and workforce development planning;

As sector strategies are developed, incorporation of energy efficiency and “green” issues must be incorporated in anticipation of the culture shift toward a greener economy with impacts in every sector.

Strategic Benefit

Helps align the Commonwealth’s workforce development system with economic

<p>development strategies.</p> <p>Increases communication and collaboration between workforce boards and economic development agencies, as well as major industries and their employers</p> <p>Helps evolve our methods of projecting jobs and training needs of the future</p>	
<p>Nature of Change</p> <p>Administrative</p>	<p>Cost</p> <p>Consultant to facilitate and coach the development of sector strategies - \$200,000</p>
<p>Implementation Timing</p> <p>It is anticipated that roll out of the first sector strategies would occur within one year of contracting with the consultant</p>	<p>Responsible Party(ies)</p> <p>Kentucky Workforce Investment Board Commissioner of Workforce Development Local Workforce Investment Boards</p>
<p>Consequences of No Action</p> <p>Without sector strategies in place, investment will continue on a case by case, employer by employer basis. Kentucky will not realize the efficiencies that can be achieved by focusing our investments on specific high-growth, high-demand industries. Achieving these efficiencies could present opportunities to train more workers.</p>	
<p>Benefit to Local Areas/Clients</p> <p>Local areas will benefit by increased contact with business clients and greater focus on industry-specific training needs. Local areas should expect a higher return on investment due to the highly focused and efficient use of resources achieved via these strategies. Local boards and elected officials can have greater confidence that the services being delivered are those most valued by their clients.</p>	
<p>Potential Obstacles</p> <p>Defining and limiting the sectors Participation by stakeholders</p>	<p>Transparency/Accountability</p> <p>Benchmarking of current return on investment in each local area should be compared to the return on investment in the years following implementation of the strategies. Common performance measures should be sufficient for this analysis</p>
<p>Additional Comments</p> <p>The energy sector may prove to be the best sector to begin with as several efforts are currently underway to better understand the workforce needs of this industry.</p>	

Best Practice (optional)

Action Step**Get Back to Work****Description**

A partnership between the Office of Employment and Training and Adult Education to develop an education based redeployment strategy for individuals deemed education deficient.

This project targets those without high-school or only high-school education attainment, with special services that can increase their education level and workforce skills. Individuals profiled will be sent a letter indicating that they have been selected for intensive education and reemployment services and called into the One-Stop to participate in information/training session.

Participation will be a condition for receiving UI benefits. Adult Education will participate in the one-stop information session to provide the educational resource. Individuals will be encouraged to enroll in Adult Education classes and provided with information on supportive services available to assist them.

WorkKeys, Test of Adult Basic Education and others may be used as a required assessment component. The intent is to use the period of unemployment as an opportunity to increase education levels and expand future opportunities for individuals.

Kentucky Employment Network classes should be offered to all, not just Unemployment Insurance customers.

Strategic Benefit

It is a fact that wages are higher as the education level is raised. Additional education can reduce the cycle of unemployment which in the long run reduces duration of unemployment.

Provides up-to-date resources for all clients

Develops benchmarks and base-line standards for program consistency within the system while allowing for local and regional adaptation

<p>Nature of Change</p> <p>This program is a partnership between the two agencies and the One Stop centers.</p>	<p>Cost</p> <p>Programming - \$10,000</p>
<p>Implementation Timing</p> <p>This is a short-term implementation project and can be rolled out in 2010</p>	<p>Responsible Party(ies)</p> <p>Kentucky Adult Education, Council on Postsecondary Education Office of Employment and Training One Stop centers Local Workforce Investment Boards</p>
<p>Consequences of No Action</p> <p>Continued cycle of unemployment for undereducated clients with limited opportunities to pursue careers with higher wages and job security.</p>	
<p>Benefit to Local Areas/Clients</p> <p>This program will allow One-Stops to tailor services to those participating in One-Stop classes more effectively. Currently class participation can range from Masters-level participants to those with little to no education.</p>	
<p>Potential Obstacles</p> <p>Resistance to program requirement as a condition for receiving unemployment benefits.</p>	<p>Transparency/Accountability</p>

Action Step**Job Matching****Description**

Enhancement of the current “e3” system to provide jobseekers and employers with a robust menu of services and more intuitive, user-friendly portal and electronic data entry interface which more closely approximates popular job matching services available on the internet, such as Monster.com and Careerbuilder.com

For jobseekers, the enhancements must include a resume building component and automated matching system based on the user’s resume profile to identify and rank available jobs best suited to that user.

For the employer, these improvements must reduce the amount of data which must be entered and should be capable of accepting electronic documents already prepared by the employer outside the system. The system must also be able to provide employers with a list of qualified individuals based on resume profiles stored in the system.

Due to lack of name recognition or possible negative experiences with the current “e3” system, the rebranding of this on-line is strongly encouraged.

In addition to enhancing the technical capabilities and rebranding of the system, an aggressive outreach campaign will be required to build awareness of and interest in use of the system. Part of the awareness of the system should be generated by business service representatives in their approach to the solutions-based business services model.

Strategic Benefit

Increases awareness within the system that “clients” of the workforce system, include those with jobs to fill as well as those seeking a job

Increases use of workforce system as a resource for employers to identify, screen, match, interview and prepare candidates for work

Increases use of online tools and resources

Provides up-to-date resources for all clients

Increase contacts with employers and economic development agencies regarding future workforce needs

<p>Nature of Change</p> <p>The project involves both software upgrades and a commitment to market the e3 tool to clients and service delivery staff</p>	<p>Cost</p> <p>Consultant services - \$300,000</p>
<p>Implementation Timing</p> <p>Software upgrades should be completed Fall 2010 Continuous upgrades and site maintenance will be required to assure the responsiveness of the system to client needs</p>	<p>Responsible Party(ies)</p> <p>Office of Employment and Training Local Workforce Investment Boards</p>
<p>Consequences of No Action</p> <p>Without the improvements proposed here, Kentucky will continue to fund and maintain a job matching system which offers little value to users, is not known by most citizens or businesses, and lacks the extensive, user-friendly tools found on private-sector pay sites.</p>	
<p>Benefit to Local Areas/Clients</p> <p>Local areas will have access to a newly enhanced job matching and resume building site that will serve both business and jobseeker clients at no cost. Local business service representatives will see results if effort is extended to promote the system.</p>	
<p>Potential Obstacles</p> <p>Commitment to make upgrades and aggressively market the on-line tool. Software upgrades will not realize a return on that investment without proper marketing.</p>	<p>Transparency/Accountability</p>

<p>Action Step</p> <p style="text-align: center;">One Stop Operations Improvements</p>	
<p>Description</p> <p>Create a tool to collect general information from the customer when entering a One Stop center for the purpose of providing more efficient service and reducing customer wait times. A pilot project will test the potential of automated kiosks to serve this purpose.</p> <p>Currently, one stop centers manually collect general information from customers and enter the information into an Excel spreadsheet. This spreadsheet is used to retrieve data on the count of customers and the types of services that are being requested in the offices.</p> <p>A kiosk system would transition this function to a system similar to an automated teller machine where customers can enter information via a touch screen with a menu of options. The kiosks will be available at the entrance to the one stop. Once customers enter their information, they will be placed in a queue for the staff to view and prepare for the consultation.</p> <p>The system must produce reports that will allow for better and more efficient and responsive management of the One Stop centers.</p>	
<p>Strategic Benefit</p> <p>Decrease wait time for services</p>	
<p>Nature of Change</p> <p>Pilot project to test for improved wait times, efficiency of service delivery, reporting</p>	<p>Cost</p> <p>Pilot project hardware and software for kiosks in 3 one stop centers - \$75,000</p>
<p>Implementation Timing</p> <p>Deployment of pilot kiosks in Fall of 2010</p>	<p>Responsible Party(ies)</p> <p>Office of Employment and Training Local Workforce Investment Boards (in pilot areas)</p>
<p>Consequences of No Action</p> <p>Continued lengthy wait times for customers. Inability to easily track aggregate number of clients visiting one stop centers and for what purposes.</p>	

Benefit to Local Areas/Clients	
Reduced customer wait times, more efficient operation of one stop centers, management tool for analyzing business operations to improve responsiveness.	
Potential Obstacles	Transparency/Accountability
Ability to develop and maintain system as envisioned and interface with existing data bases. Literacy skills of some potential users	

Action Step

Unemployment Insurance Customer Service Plan

Description

The dramatic rise in unemployment during the current recession has strained the system in terms of financial solvency as well as the capacity of the system to efficiently and effectively provide service to our customers. Because Unemployment Insurance services are delivered through the One Stop system, the impact of so many customers converging on the centers simultaneously has often affected the staff's ability to provide all of the other services our clients expect.

Improving Unemployment Insurance customer service is expected to have spillover effects to other service areas.

The plan includes both short and longer term improvements:

Short Term Strategies:

- Implement Direct Deposit for disbursement of benefits
- Increase staff supporting the Help Desk
- Analyze Help Desk assistance and develop a FAQ
- Triage the emails to the Help Desk and calls to local offices
- Conduct programmatic training and follow-up Customer Service training

Long-Term Strategies:

- Accounts for claimants - Set up accounts for claimants on line that will allow them to perform self-service functions as well as access account information similar to services offered on line through a bank.
- Expand UI Call Center and on-line services - Include simple UI data retrieval issues (where is my check, reissue my check, reset my PIN, etc). Develop additional on-line UI services that could be self service or at least initiated by the customer via the internet such as eligibility reviews. The Interactive Voice Response unit also has a web chat functionality to address claimant issues during filing which would allow for timely assistance.
- Automate the UI appeals and tax processes - Move the process from a primarily manual and time intensive process to an electronic process

Strategic Benefit

Decreases wait time for services

Provides customer service and other training to service delivery staff

Increases use of online tools and resources by automating several functions which

currently require in-person contact with clients	
<p>Nature of Change</p> <p>All of the process changes included can be made internally with administrative policy changes.</p>	<p>Cost</p> <p>Unemployment Insurance stimulus package funding - \$500,000</p>
<p>Implementation Timing</p> <p>Short-term strategies to be completed in 2010</p>	<p>Responsible Party(ies)</p> <p>Office of Employment and Training Commissioner of Workforce Development</p>
<p>Consequences of No Action</p> <p>Without changes to our approach and philosophy for delivering quality services, gains in efficiency will not be realized, our clients will continue to feel frustrated, and an already overloaded system will be pushed closer to failure. Other customers of the workforce system will also suffer due to the overwhelming strain put on the system by unemployment.</p>	
<p>Benefit to Local Areas/Clients</p> <p>Clients will benefit by having the opportunity to do more on-line at their convenience, system capacity will be expanded reducing wait times for information and assistance requests. One Stop centers can expect a reduction in the number of customers there for the sole purpose of unemployment benefits.</p>	
<p>Potential Obstacles</p>	<p>Transparency/Accountability</p>