State of
PY 2005 Workforce Information Grant Plan

A. Statewide Workforce Information System

- **The process used to ensure that the State Workforce Investment Board (SWIB) can exercise its responsibility for ensuring that state workforce information policy is responsive to the needs of the state and local workforce investment system.**
  Building a world class workforce is not the domain of any one entity in New York State but rather a collective effort guided by the advice and knowledge of our SWIB. State statute stipulates that New York's SWIB is staffed by personnel from the New York State Department of Labor and other state agencies, as appropriate. Personnel from the Division of Research & Statistics (R&S) are a part of that staffing pattern and guide the SWIB and its various subcommittees through the initiatives and policies which will enhance both the availability of information and the usefulness of that workforce information/ labor market information (LMI) at the state and local level.

  New York State's workforce system is by design a locally-driven system. Our state encompasses at least 10 economic regions and providing quality localized data and analysis to make good business and career decisions has been a charge from the SWIB since its first meeting. The SWIB has implemented its own "checks and balances" to measure the effectiveness of the workforce information delivery system through a mandate that a portion of each SWIB meeting be dedicated to hearing from local workforce investment board (LWIB) chairs and executive directors. These presentations are used to provide the SWIB with immediate customer feedback from the local system on their understanding of the issues confronting their local labor markets as well as an understanding of the gaps in data (both quantity and quality) for which they may have to provide meaningful solutions. While each LWIB chair pursues his/her own means of discussing their local system, the SWIB members are able to probe into how a local system is using the various LMI statistics to improve their economic and workforce decision-making.

  Additionally, New York State assures that all regions of the State have access to real time labor market information through both electronic means and the assignment of staff on a regional basis. Local R&S labor market analysts handle all requests for local labor market data and analysis and are available to provide that analysis on behalf of all local boards as frequently as needed.

- **How the statewide workforce information system supports the goals of the state's WIA/Wagner-Peyser Two-Year Strategic Plan for state and local workforce development.** The SWIB's three principal focal points as reflected by its three subcommittees include: Emerging Worker; Skills Standards, Assessments, and Credentials; and System Integration. The LMI program provides information and consultation services either directly to the SWIB and its subcommittees, or indirectly via the SWIB staff in each of

these three areas. Additionally, the network of R&S analysts in the field regularly consults with LWIBs regarding how their local efforts can be better supported with appropriate labor market information.

The WIA and Wagner-Peyser strategic plans speak broadly to workforce goals and specifically to programmatic objectives. Local boards have asked for data to be provided in real time, in user-friendly formats. This PY 2005 Workforce Information Grant plan will continue to support local ad-hoc surveys for our boards; vacancy/hiring needs and business/hiring practices surveys to better align the WIA and Wagner-Peyser (WP) program objectives with business needs.

Division of Research & Statistics (R&S) staff, both centrally and locally based, will continue to enhance our provision of information available through the One Stop resource rooms including wage reports, occupational projections, occupational highlights, other career assessment tools, and other economic data.

New York's WIA Two Year Plan placed a strong emphasis on the need for locally-driven systems to leverage resources in an effort to meet business needs and provided local boards with the maximum flexibility to determine self-sufficiency standards. Additionally, the State's Two Year Plan does not stipulate that funds are unlimited (which would trigger a prioritization of funds at the state and local level). R&S staff efforts with LWIBs over the past several years focused on providing them with LMI to continue broad use of the self-sufficiency standard as one tool to expand the workforce system beyond the traditional cohorts of unemployment insurance and public assistance recipients. New York's local workforce areas have embraced the delivery of services to the underemployed and employed worker; this continues to be possible because data-driven management systems allow LWIBs to realize how working with this expanded population helps support their performance outcomes.

R&S staff will continue to dedicate extensive effort to disaggregating the data on a local area basis on both special populations served within a local system and those individuals who are employed at registration. R&S staff assisted SWIB staff in guiding local policy makers to a deeper understanding of how performance can be enhanced through continued service to employed workers. This data analysis also helped to provide research opportunities into the system design related to services for adults and dislocated workers since the outcomes were taking different pathways.

The WIA Two Year Plan will continue to embrace the concept that a demand-driven workforce delivery system must provide opportunities to employed workers and grant activities will continue to embrace analysis of data to help support LWIBs in their policy making activities. Particular focus will be provided on wage gain and wage replacement data; stronger use of the demand occupation list as a tool to support emerging industry opportunities; and a more focused effort on the uses and opportunities available through the Eligible Training Provider list.

On the broader system agenda, the CareerZone LMI project supports the goals of the SWIB's Emerging Worker Subcommittee. R&S central office and field analysts train emerging workers as well as career counselors and the educational community in its use. R&S staff are involved in the SWIB's Worker Readiness Credential effort, which supports the objectives of the Skills Standards, Assessments and Credentials Subcommittee. This national project tapped into R&S staff with expertise in the development of assessment tools. R&S staff support a multi-disciplinary team across state agencies in support of the SWIB's efforts on this project. R&S staff also assist the System Integration Subcommittee in strategic planning and in formulating measures of system integration, including the development of penetration rates for businesses and individual customers by local area. The development of local management reports for LWIBs and One Stops by R&S staff also provides key information for the System Integration Subcommittee.

R&S will continue to provide more LMI electronically – both for One-Stops and the public at large -- as well as train and retrain One-Stop staff in the use of LMI. One goal we will continue to pursue is to house all LMI for public release in the ALMIS database. Regional web sites, a primary source of LMI to LWIBs and One-Stop centers, undergo continuous refinement and updating. Local Labor Market Analysts also assist LWIBs in preparing State of the Workforce reports. R&S staff advise LWIBs on meeting performance standards as well.

The New York Association of Training and Employment Professionals (NYATEP) semi-annual conferences allow R&S staff the opportunity to get input from system partners. R&S staff also conduct workforce development surveys continue at the request of LWIBs. WIA management reports are available online to LWIBs.

- **How the grant activities are consistent with the strategic vision of the Governor and the SWIB.** Governor Pataki and the State Workforce Investment Board (SWIB) established a strategic vision for the workforce system that provides the broadest possible access to both business and job seeking customers. To meet those objectives, the SWIB permits maximum flexibility in local system design and uses various monitoring and interactive tools to assess the impact of policymaking at the local level. Continuous monitoring and evaluations are conducted on fiscal and programmatic aspects of the workforce system programs. Data analysis provides the foundation for both understanding the unique dynamics within a given workforce area and one tool to measure penetration and effectiveness of the publicly-funded system. R&S staff share in carrying out the Governor's and the SWIB's vision by assisting LWIBs' policy-making efforts by providing area overviews and presentations with current and localized, comparative and time series LMI. Staff provide LMI training to front-line staff and work with local management staff to help develop and measure benchmarks on continuous improvement measures.

  The Governor and SWIB prioritized the use of the WIA Statewide Activities funds for incumbent workers and directed SWIB staff to develop tools to help support that strategic vision. R&S staff serve as key advisors in developing competitive procurement instruments including sector-based initiatives, broad-based online tools for accessing incumbent worker grants, career mapping grants, and business strategic planning opportunities. The PY 2005

grant will continue to support research-based efforts to develop innovative procurement opportunities as well as to support evaluations of those initiatives already under way.

- **The strategy of the State Workforce Agency (SWA) and the SWIB for consulting with local workforce investment boards and stakeholders in the workforce investment system to determine customer needs for workforce information.** R&S constantly puts its staff in positions of monitoring changing needs and priorities of the SWIB and LWIBs by attending meetings and conferences, and making presentations. R&S local Labor Market Analysts meet with LWIBs regularly, attending their meetings and subcommittee meetings to bring to light labor market information that informs LWIB's deliberations and planning. R&S staff also attend conferences sponsored by the New York Association of Training and Employment Professionals (NYATEP) to learn about the LMI needs of LWIBs.

  This grant provides but one source of funds to make LMI accessible and valuable to our customers. Our strongest customer feedback mechanism is represented not through this grant but through the direct program support we are provided by the programs whose efforts we support. In a system that operates on a business-driven model, the WIA Title I program provides direct program support positions in the Research & Statistics division, permitting staff to dedicate substantial resources to meeting customers' needs (local programs, LWIBs, and system partners). The Wagner-Peyser program provides direct support for similar reasons. Direct program support allows for more customized research in real time.

  This grant will help to augment the efforts long underway. Its use will be guided by the programs which have supported our continued expansion into the localized market. That means staff need to be available to central office and locally-based staff. This means continuous feedback loops through enhanced established channels can be interrogated for new research projects as well as evaluation of existing models.

  We have asked the State Board to help us establish an LMI Advisory Group to inform LMI program managers of emerging or changing LMI needs of the system. The Advisory Group will be comprised of SWIB members, LWIB members, agency staff and others as necessary.

  R&S staff continually review customer satisfaction feedback to discover how LMI products and services are accepted and can be improved.

- **The broad strategic approach for workforce information delivery to principal customers.** New York State will use the latest in Internet technologies to make a broad array of LMI products available to the SWIB, LWIBs, One-Stop customers, and the general public. A newly-designed NYSDOL web site, including the LMI portion, allows access 24/7 to more extensive, easier-to-use LMI. The Research and Statistics division's 22 local analysts situated in 10 field offices around the state are available to train customers in the use and interpretation of LMI. LMI staff work with WD&T staff that serve as support staff to the SWIB.

  State policy has also transitioned several program responsibilities to a more locally-delivered model, including the delivery of the Trade Act program. This provides an opportunity for

R&S staff to evaluate which services are most valuable to customers and to provide continuous guidance to local One-Stop systems on program improvements and enhancements.

- **How workforce information and services are delivered as core services to customers through the state's One-Stop service delivery system.**
  LMI and related services are accessed and delivered through multiple means; R&S staff ensure that front-line staff and customers are provided with the broadest array of tools in the most user-friendly formats. As new tools are designed, they are previewed to ensure that the tools meet their intended objective. This includes the use of focus groups, testing on staff whose day-to-day responsibilities do include the delivery of core services, peer-to-peer exchange, and pilot projects. Program outcomes are reviewed to discern which tools are most frequently accessed and in-depth studies undertaken to understand the reasons why certain tools are and are not used.

  The SWIB adopted a policy in 2003 which required the use of swipe card systems in all One Stop centers across New York State. The swipe card systems capture common data on core services provided to One Stop customers. The data elements were identified through a collaborative process among LWIBs to help inform local board decision-making as well as customer decision-making in their job search activities.

  The SWIB has also begun to use swipe card data in implementing a market penetration system indicator for job seeking customers, under the SWIB's system integration initiative. To support this initiative the Department requires monthly reporting by LWIBs of One Stop participant usage and unique customer counts based on swipe card data. This reporting requirement will be expanded to include reporting of customer identification information, consistent with implementation of USDOL/ETA's common measures policy. This will allow the Department to identify unique customers across multiple One Stop partner programs in order to obtain a clearer picture of the total number of unique customers being served by the One Stop system, and to measure the State's One Stop system market penetration rate for job seeking customers.

  One Stop staff are trained on using LMI to answer the most Frequently Asked Questions in One Stop offices. In addition, field analysts are often asked to explain the use of LMI at group orientation sessions. Web-based tools developed by LMI staff are integral to serving customers and to illustrate the best LMI products to answer FAQ's.

- **A description of the customer consultation and satisfaction assessment method(s) to be used to collect and interpret customer satisfaction information and the principal customers to be consulted.** All requests for product information or services received via phone, email and letter are recorded in the Customer Request Database. A random sample of customers are surveyed monthly concerning their satisfaction. Samples are selected from all types of customers (organizations) and requests (types of data or information).

  Requests are tallied according to these types of customers/organizations: Businesses, Economic Developers, Educators: K-12, LWIB/One Stops/partners, DOL Staff, and Other

Fed/State/Local Government Agencies. Requests are also tallied by the types of data, information, or service requested.

- **A concise summary of customer satisfaction findings for the most recent survey of products and services and the effect those findings had on the planned products and services for PY 2004 including how the plan addresses inadequacies or gaps identified by users.** A sample of 2,876 customers (1,589 contacted by e-mail and 1,287 contacted by phone) who requested information or services from R&S staff during July 2004-June 2005 was sampled to measure satisfaction.

  The response rate for customers contacted by e-mail was 13.9%; the response rate for customers contacted by phone was 33.2%. The overall satisfaction rate was 96.9%.

  In our Customer Satisfaction questionnaire, we asked for suggestions on how to improve our services. Of the suggestions received a number were addressed when the agency launched the new NYSDOL website on June 10, 2005. Among these already-addressed suggestions were:
    - Break out EEO planning data by detailed occupation.
    - Include "Top 20 Employers" lists on the website.
    - Develop market penetration rates for businesses and individuals by LWIB. (Suggested by the SWIB.)

- **Identify funds leveraged or matched from funding sources other than these grant funds and how these funds will enhance delivery of products and services as part of the state's workforce information system**. These grant monies are used in conjunction with funds from: New York State Department of Labor (NYSDOL), the U.S. Education Department and the U.S. DOL. Funds are used to develop and enhance services and products identified in this plan and to support SWIB priorities. The CareerZone system is supported by the leveraging of Workforce Information Grant funds with U.S. Department of Education Career Resource Network state grants; about one-third of CareerZone funds come from such a grant.

B. Core Products and Services

State Workforce Agency Deliverables

1. **Continue to populate the ALMIS Database with state data.**
    (Estimated cost of $362,988)

    - **Description of core product, service or other demand activity.** We will use the latest version of ALMIS database and continue updating core datasets as more recent data becomes available. The current version of the database is 2.3, which we will update as changes occur. We will take advantage of information and training provided by the ALMIS Database Maintenance Consortium. Our goal is to add the following datasets during PY 2005: occupational staffing patterns based on the Occupational Employment Statistics program data (work has begun), an updated union directory, Current

Employment Statistics (CES) program hours and earnings data, quarterly QCEW data, Census commutation data, post-secondary degrees conferred, largest employers.

- **Customer support for product or service as indicated in customer satisfaction survey results or other customer consultations.** Page views for the LMI portion of the NYSDOL website from July 2004-December 2004 totaled 218,842, or an average of 36,474 per month. This translates to an estimated 437,684 for the program year. (While web software problems caused web use statistics to be unavailable after December 2004, the new content management software installed by the department to manage our website will soon allow the tracking of web use by our customers.) Additionally, our Regional LMI web sites receive about 40,000 views per year.

- **Support goals of the state's WIA/Wagner-Peyser Two-Year Strategic Plan.** Our goal is to give customers continuous access via the Internet to data/information contained in the ALMIS database. Much of the data/information in the database, as well as other LMI products available on the internet, correspond with the major activities of the SWIB's three subcommittees: Emerging Worker; Skills Standards, Assessments, and Credentials; and System Integration. The LMI program provides information and consultation services either directly to the SWIB and its subcommittees, or indirectly via the WD&T staff in each of these three areas. Additionally, LWIBs are encouraged to access available LMI to assist in their decision-making and in the delivery of valuable career information to One-Stop customers. R&S field analysts also consult with LWIBs regularly concerning their strategic planning. Local analysts are helping to shape "state of the workforce" reports; they also often lead the process along with consultants.

- **Principal Customers.** A wide range of customers take advantage of the data in the database, including LWIBs, educators, students, counselors, labor market intermediaries, planners, researchers, economic developers, businesses, job seekers, government officials and staff.

- **Projected outcome(s) and system impact(s).** Core LMI is continuously available to all customer groups. More online systems and users are linking to this core set of information to enhance their ability to deliver up-to-date LMI to their constituents. An increasing number of customers will have the option of data-based decision making. As customers are made aware of web-based data, the usage has increased dramatically.

- **Planned milestones.**

  Review web site search results in order to revamp data/info presentation by September 30, 2005 and quarterly thereafter.

  Add data sets by June 2006.

- **Identify equipment purchases of $5,000 or more per unit cost.**

  None.

2. **Produce and disseminate industry and occupational employment projections. (Estimated cost of $188,666)**

- **Description of core product, service or other demand activity.** New York will continue to serve on the Projections Consortium, Micro-Matrix, and Long-Term Industry Projections users groups. Long-term occupational projections (2004-2014) will be prepared for New York State in June 2006. (Long-term projections for our 10 labor market regions will be prepared in PY 2006.) In addition, the State and regional projections will continue to be available on the New York State Department of Labor web site. Long-term regional occupational projections will be developed using Long-Term Industry Projections Consortium software and industry forecasts from the Governor's Budget Office.

  Regional long-term projections will be completed by December 2006. These projections will then be incorporated into the ALMIS database, appear in the publication *Occupational Outlook and Wages*, and be made available to One Stop partners and the general public via the NYSDOL web site.

  We will investigate the possibility of developing short-term occupational projections using the Short-Term Industry Projections Software of the state Projections Work Group's Projection Suite. If we receive the "go-ahead" the short-term projections will be completed according to the milestones on the next page. If not, short-term occupational projections for specific occupations will be developed as needed to address specific requests as they arise. Sub-state short-term projections will continue to be completed as requested by local workforce boards. Consortium and user group guidelines will be followed. R&S staff has worked with the Unemployment Insurance Divison to develop demand lists for their Re-Employment Operating system project. These demand lists are in effect quasi short-term projections. We will continue to provide monthly updates of the lists and real-time updates when local business expansions and contractions occur.

- **Customer support for product or service as indicated in customer satisfaction survey results or other customer consultations.** During the period July 2004 – April 2005 views of our LMI data web pages totaled 37,400 – 40,000 per monthly or roughly 333,000, of which 15,534 or 4.7% were views of the occupational projections page. Additionally, requests for occupational projections received via phone call, letter, e-mail, or in person (i.e., not web-based) totaled 490 from July 2004 to May 2005, or 6.5% of all requests. A sample of those who requested projections found that 93% were satisfied.

- **Support goals of the state's WIA/Wagner-Peyser Two-Year Strategic Plan.** The availability of occupational projections on the web site provides LWIBs and One-Stop customers with continuous access to this information. One of the goals of the WIA/Wagner Peyser Five Year Plan is to enable customers to obtain timely occupational information. The occupational projections are also used to inform the deliberations of the SWIBs Emerging Worker Subcommittee as well as the planning efforts of LWIBs.

(See also the discussion on page 2.)

- **Principal Customers.** There is a broad base of customers, including: educators, planners, government officials, counselors, and youth. LWIBs use occupational projections to determine long-term occupations in demand and long-term training needs.

- **Projected outcome(s) and system impact(s).** A standardized, comparable set of occupational projections fosters better-informed choices on the part of individuals making career decisions and those planning the use of system resources. Projections are used by LWIBs as an input to their lists of demand occupations. Projections are accessed by numerous users outside the system to monitor future directions of the labor market.

- **Planned milestones.**

    Long-Term Projections milestones:
  June 2006 – Complete statewide long-term projections.

    Short-Term Projections milestones:
  September 2005 – Research availability of state independent indicator variables.

  September 2005 – Compile and format state independent indicator variables.

  October 2005 – Staff will be trained to use Short-term Industry Projections software.

  November & December 2005 – Develop short-term industry forecasts.

  December 2005 – Obtain NYS Division of the Budget forecast for benchmarking short-term results.

  January 2006 - Review and edit short-term industry forecasts.

  January 2006 – Staff will be trained to use MicroMatrix Occupational Projections software.

  February & March 2006 – Develop short-term occupational forecasts.

  April & May 2006 - Review and edit short-term industry forecasts.

  June 30, 2006 – Submit deliverable.

- **Identify equipment purchases of $5,000 or more per unit cost.**

  None

State Workforce Investment Board (SWIB)/State Workforce Agency (SWA) Deliverables

3. **Provide occupational and career information products for public use.**
   (Estimated cost of $532,432)

   - **Description of core product, service or other demand.**

     The Bureau of Labor Market Information, in cooperation with the Career Resource Network Office, will work to provide occupational and career information products and resources that assist jobseekers and youth in identifying and building career management skills. Work is being undertaken to expand the CareerZone web site from a career information tool into a career management system, with a special emphasis on jobseekers. The CareerZone system (www.nycareerzone.org) is designed around the O*NET Database, and provides easy access to career and labor market information such as skills, abilities, education and training requirements for over 900 occupations. In addition, CareerZone provides access to over 350 career videos, current job openings and college databases. A jobseeker portfolio will be the focus of new development in the coming year as the CareerZone team seeks to incorporate more precise decision-making modules that can assist in building career management skills for a lifetime. In the coming year, CareerZone will implement additional administrative access, to customers' portfolios, that will allow Employment Counselors and professional staff to respond to jobseeker questions online in real time. Depending on the user group to which they are assigned, staff will be able to review the customers' progress through the portfolio at levels ranging from aggregate usage (minimal access) to full-text review and content mark-up (maximum access). E-mail capability, or other feedback mechanisms, will be implemented allowing staff to monitor and assist customers using the jobseeker portfolio as a NYSDOL mediated job search and career management program.

     Training and support will be provided to the One Stop system as the new self-help jobseeker portfolio is implemented across the state. In addition to the CareerZone system, a career development program called the Real Game Series for youth and adults is also being supported. The Real Game Series continues to be offered at One Stop Centers. In addition, public libraries and community-based organizations will continue to be able to take advantage of Real Game training. This year more work will be done to incorporate this curriculum into transitional services for soon-to-be-released offenders in correctional facilities. The adult version of the series provides customers with the opportunity to safely explore adult work realities through role-play activities. These activities provide opportunities to for skill building in occupational research, career decision-making and resume preparation. This program compliments the release of the updated CareerZone CD-ROM for the incarcerated population. A new User Guide and regional training programs will be provided to our partners in the field to allow for better use of these resources in state prison and county correctional facilities.

     In addition to continuing the work on the self-help modules in CareerZone System and support for the Real Game program, staff will develop and disseminate information on the updated National Career Development Guidelines. These guidelines provide

competencies that assist in the development and measurement of career development/management programs provided across the workforce development system. Staff will conduct presentations and workshops and share this with career and labor market professionals over the coming year.

- **Customer support for product or service as indicated in customer satisfaction survey results or other customer consultations.**

   The work of the CareerZone Team continues to be directed by customer consultations undertaken in a number of ways. Requests and suggestions via the CareerZone e-mail system and direct contact through CareerZone and LMI training sessions serve as the best source of customer feedback. Hundreds of customer requests through the e-mail function of CareerZone are satisfied each year. An expansion of our customer base to include the correctional system, youth detention centers and community-based organizations have greatly expanded our state network and provide broader opportunities for customer feedback. The development of the self-help jobseeker portfolio is a direct result of customer request and front-line staff support. The demand for online tools has dramatically increased over the last several years and the development of the self-help jobseeker portfolio seems the logical next step in the development process of this career management system. The addition of administrative access in CareerZone will ensure immediate, customized customer support.

   At the request of one of our main customers, the State Workforce Investment Board, in collaboration with the New York State Education Department (SED), the CareerZone Team continues to support a special password-protected portion of the web site designed to assist students in grades 6-12 in documenting career exploration and planning. This voluntary portfolio creation activity has been undertaken by more than 800 New York State school districts resulting in more than 295,000 portfolios. The system continues to support the creation of 300 new portfolios each day.

   In addition, in response to customer requests, over 35 training sessions were provided to workforce development organizations interested in developing career management programs to assist jobseekers in finding and keeping work. These programs integrate the use of the CareerZone system and other labor market information tools.

- **Support goals of the state's WIA/Wagner-Peyser Two-Year Strategic Plan.**

   CareerZone has again been identified as one of the top priorities of the State Workforce Investment Board Emerging Worker Subcommittee's work plan for the coming year. The CareerZone Team will work with the Subcommittee to promote the use of CareerZone by all youth and adults.

   The CareerZone System is also a major resource in the state's One Stop resource rooms. The system promotes the ability of jobseekers to help themselves to a variety of job finding and career management tools in a resource room setting. Training has been given to NYSDOL staff on CareerZone and other core LMI-related products. In particular, the

new CareerZone jobseeker portfolio allows customers to explore and document their career development activities with minimal assistance, if any. The O*NET Interest Profiler, developed by ETA, and the CareerZone skills assessment module are important components of this self-help portfolio. The O*NET Work Importance Locator has also been added to the system to expand jobseekers' self-assessment options. As part of ongoing enhancement to the jobseeker portfolio the CareerZone team is exploring the feasibility of adding the O*NET Skills Profiler and adapting the paper and pencil components of the O*NET Ability Profiler as well.

Introduced to New York State just last year, the Real Game Series, will continue to be introduced to staff in One-Stop Centers, correctional facilities and community based organizations to support the development of life/work skills. The Real Game Series is a career development curriculum that provides structured activities and role-simulation experiences that allow customers to build skills that are important in finding and keeping work. There are youth and adult versions of the curriculum and organizations can pick and choose activities from both sets of materials to customize the curriculum for their particular customers. A strong connection to the CareerZone system and the youth and adult portfolios has been made to create an integrated set of tools for the workforce development system.

- **Principal Customers.** SWIB, job seekers (particularly UI claimants), One-Stop System staff, persons contemplating changing careers, counselors, youth, educators, and planners.

- **Projected outcome(s) and system impact(s).** Make career information, assessment resources and job finding activities available online 24/7 to any customer to make better-informed career-related decisions. Expand access to, and ability of, NYSDOL staff to assist customers through e-mail and web-based resources.

- **Planned milestones.** R&S staff is working with WIA/ Employment Service administrators to incorporate the new adult CareerZone Jobseeker Portfolio component of CareerZone into the Unemployment Insurance process as it is revamped. The jobseeker portfolio will use XML documents to exchange information with other WIA/Employment Services computer applications; allowing for the automatic creation of portfolios for online UI claimants. Additional data collection for full OSOS registration and enhanced job coding and matching will be incorporated. R&S staff plans to develop a curriculum to instruct front-line staff of One Stop centers (including WIA/Employment Service staff) and local Welfare to Work staff on the proper use of these new resources and tools as well as traditional LMI products available on the web. WIA/Employment Service counselors and staff will be trained as instructors.

- **Identify equipment purchases of $5,000 or more per unit cost.**

  None

4. Ensure that workforce information and support required by state and local workforce investment boards are provided.
   (Estimated cost of $367,422)

   [Note: Part A of this Plan discusses the support provided to the SWIB and LWIBs.]

   - **Description of core product, service or other demand activity.** As discussed earlier, R&S consults extensively with the state and local WIBs as well as with the Workforce Development and Training Division concerning their needs for LMI. Based on these discussions, we continually adjust and tailor our products and services to meet their needs. Our efforts during PY 2005 will include a number of ongoing services as well as some new ones, including:

     New York's out-stationed Labor Market Analysts maintain regular contact with local Workforce Investment Boards and their staff, offering assistance in interpreting local labor market trends, helping with applications for grant monies and training local staff in the use of labor market information and LMI tools. Analysts will continue to advise local staff on conducting workforce related surveys and the creation and maintenance of local workforce development web sites.

     Field analysts will continue to assist LWIBs in the preparation of their State of the Workforce reports.

     R&S field analysts and central office staff will continue to attend state and local workforce investment board meetings as a resource to address questions and issues pertaining to the labor market and economy.

     R&S will continue to task our out-stationed Labor Market Analysts to inform local board and partner staff concerning LMI availability and use, especially as it relates to applying for grants made available through the SWIB, serving customers of the One Stops, and program planning. Analysts are available for presentations to LWIBs, LWIB staff, and any groups interested in LMI and its uses.

     At the request of the SWIB's Systems Integration Subcommittee R&S staff developed market penetration rates for both businesses and individual customers. The next step is to develop business penetration rates by industry and size class. This will allow LWIBs and partner staff to target their outreach and marketing efforts more efficiently and productively.

     New York will continue to expand access to data from the New York One Stop Operating System (NYSOSOS – NYSDOL's installation of the America's One Stop Operating System (AOSOS)) database for labor market information purposes. Regional LMI web sites allow employers to search the NYOSOS database of job-ready workers by geographic area, job title, experience, desired wage and/or education. Regional web sites also allow job seekers or those in need of training to search the NYOSOS job bank, which is updated daily. Additionally, to help WIBs keep their demand lists up to date,

and to better track labor market dynamics, we intend to continue to provide online compilation of most-frequently listed openings.

R&S will continue to provide the SWIB and LWIBs with real-time program management reports based on real-time operating statistics. These reports reside on a password-protected web server that queries the case management system's (NYOSOS's) data warehouse. Reports provide information on customers by WIA funding stream or by provider/offering. Summary reports have drill through capability down to the individual customer level. This reports package has been adopted by other AOSOS Consortium states. Additional reporting capabilities include a section for use by Labor Market Analysts to access summary data on job openings; occupations and available job seekers in NYOSOS; summary reports with drill through capability for labor exchange customers and activities, and Trade Act customers. R&S staff will offer training on the use of these management reports via webinars sponsored by the New York Association of Training and Employment Professionals (NYATEP), the statewide association of local boards.

One enhancement already under development is the development of labor exchange evaluation processes and reports. In order to gain input from system partners concerning the next set of enhancements to the management reports we will reconvene the workgroup that conceived of the reports originally. The workgroup will consist of staff from local area One Stop Centers, the Division of Employment Services (central office and field staff), the central office of the Department of Labor's Division of Workforce Development and Training and the Division of Research and Statistics. The workgroup will assess the WIA, Trade Act, Employment Service, and Veterans Program reports. R&S staff will begin to prepare management reports based on the Common Measures once a revised version of OSOS becomes available from the consortium.

R&S will continue on a project (in cooperation with BLS) to enhance ES-202 physical location and firm address information to allow electronic geocoding. This will allow our analysts and other staff to better serve customers by mapping labor market information for our local partners and tracking labor market dynamics.

New York will continue to prepare monthly estimates of employment by industry for smaller counties in New York State for which such estimates are not funded under the Bureau of Labor Statistics (BLS) Cooperative Agreement. The estimates will be disseminated to LWIBs, and R&S staff will respond to labor market information requests from local planners, the media, and other interested parties. Such estimates are highly valued by local businesses, planners, and politicians.

New York will continue to publish its statewide newsletter, *Employment in New York State,* in both hard copy and electronic formats.

R&S will prepare and make available to LWIBs occupational wage data by WIA area using the EDS software provided to the Occupational Employment Statistics program.

R&S will experiment with a newsletter directed at local areas. We will depend on feedback from local boards and their staff to determine topics of special interest.

R&S will investigate the feasibility of conducting an employee benefits survey using software developed by the Employee Benefits Consortium sponsored by the Workforce Information Council.

- **Customer support for product or service as indicated in customer satisfaction survey results or other customer consultations.** Customer requests for labor market information services of the Labor Market Analysts number 7,500 annually. In addition, the Labor Market Analysts are regularly called upon to present at conferences and meetings. Evaluations are overwhelmingly positive.

- **Support goals of the state's WIA/Wagner-Peyser Two-Year Strategic Plan.** The availability of the expertise of the Labor Market Analysts, general economic data and program statistics will enable the SWIB and LWIB staff as well as WP (Employment Service) program staff to make informed decisions concerning continuous improvement of the One Stop system.

- **Principal Customers.** SWIB and subcommittee members, LWIB members and staff, WD&T staff at DOL charged with serving the One Stop customer, and the general public interested in current labor market data.

- **Projected outcome(s) and system impact(s).** Timely and detailed management, economic and program data for use by project staff and managers for oversight, reporting, and continuous improvement will lead to better understanding and better decision making on the part of WIA program managers and board members.

- **Planned milestones.**

  Changes requested by LWIBs – ongoing; to be included in the next build.

  Labor exchange report – ongoing; a summer 2005 completion date pending approval by WP (Employment Service) staff.

  Reconvene advisory workgroup on management reports – fall 2005. (Further milestones will be determined as workgroup makes recommendations.)

  Publish occupational wages for WIA areas – December 2005.

- **Identify equipment purchases of $5,000 or more per unit cost.**

  None

5. Maintain and enhance electronic state workforce information delivery systems. (Estimated cost of $56,103)

- **Description of core product, service or other demand activity.** As part of our effort to provide the best labor market and workforce information possible to our customers, we will enhance our information delivery system, including a more robust web site search capability, local area web pages, and a pdf file option on results pages.

  On June 10, 2005, NYSDOL rolled out a newly re-designed web site which included a new presentation of LMI data. In addition to this improvement, the site includes a search engine so that customers can easily find information even if the web site is not intuitive for them to use.

  The new site also includes much easier access to local and regional LMI. R&S regional analysts' web pages are incorporated into the site. Analysts now have the capability through our content management system to add local LMI as it becomes available. More of our reports are now available in pdf format; efforts will continue in these areas.

  The search engine will allow us to document what the LMI customers want. It will be key to determining the demand for LMI. The search engine will track what people are searching for and thereby document demand for specific types of LMI. It will allow us to return the information most likely desired by the customer when they type atypical terms into the search engine. Based on continuous review of what customers search for, we will adapt the delivery and presentation of LMI.

  We will continue to upgrade software and hardware necessary to enhance the availability of information in the ALMIS database, including maintenance and backup service.

  Log analysis software will continue to be used to track the volume of customers interrogating the database, the specific pages being viewed, and the IP address of users. This information will be valuable in assessing customer satisfaction and improving the web application.

  The R&S Division designed and maintains standard LMI and job seeking tools on the new web site under the "Find a Job" and "Career Information" buttons. These are designed not only for jobseekers, but also for the WP/Employment Service/One Stop staff.

  R&S provides an internet-based tool to facilitate the creation and modification of demand occupation lists by LWIBs. Local WIBs add and delete occupations with the click of a mouse; updated lists are instantaneously viewable on the web.

  We will continue to move more of our LMI and workforce-related program publications to the web and institute more e-mail alerts in place of mailing hard copy reports. The e-mail will inform customers that a new report has been posted on the web site and provide a direct link to the report. Customers will be served more quickly in this manner.

- **Customer support for product or service as indicated in customer satisfaction survey results or other customer consultations.** Customers tell us they want information to be available electronically and more quickly.

- **Support goals of the state's WIA/Wagner-Peyser Two-Year Strategic Plan.** Enhancements make information accessible 24/7 and allow customers to access data by themselves more often and more efficiently.

- **Principal Customers.** All groups.

- **Projected outcome(s) and system impact(s).** A timely, user-friendly system of electronic information accessible 24/7 that allows customers to access data by themselves more often and more efficiently.

- **Planned milestones.**

  October 2005 – Move all information from the old regional sites to the new web site.

- **Identify equipment purchases of $5,000 or more per unit cost.**

  None.

6. **Support state workforce information training activities.**
   (Estimated cost of $143,008)

   - **Description of core product, service or other demand activity.** The Division of R&S has been working with several divisions within the Department to deliver the Working Ahead, a Career Development Facilitator (CDF) program. The Working Ahead program is a nationally recognized certificate program to train workforce development professionals in labor market information, technology, assessment and helping skills just to name a few. This training has proven effective for both One-Stop, Welfare-to-Work and youth program staff. The consistent delivery of this curriculum across the State will create a well-trained and organized staff of workforce professionals armed with a toolbox of labor market and career information products. The Working Ahead program will provide a base level of knowledge and skills on labor market and related information for staff in the One-Stop system and will be the framework through which future LMI training will be delivered.

     Using the Working Ahead framework, R&S staff held two instructor training classes during PY 2004 and will organize three instructor training classes in PY 2005 to build a cadre of trainers who will help deliver this program at the local level. While this cadre of trainers is being developed, R&S staff will help train WP/Employment Service and partner staff to use LMI from the web (see previous section for details). Staff across the state will be trained during PY 2005. In addition, two R&S staff will be trained as master

trainers, enabling them to customize and deliver training in the future. This will enhance our ability to respond in a timely fashion to the needs of the system instead of depending on outside consultants.

In addition, R&S staff will continue to work with frontline staff in the 58 local social service districts around the state. The curriculum will be enhanced based on participant feedback and new LMI tools to answer questions commonly asked in One Stop resource rooms.

R&S will continue to task our out-stationed Labor Market Analysts to inform LWIB and partner staff concerning LMI availability and use, especially as it relates to applying for grants made available through the SWIB, serving customers of the One Stops, and program planning. Analysts are available for presentations to LWIBs, LWIB staff, partner staff, and any groups interested in LMI and its uses.

R&S is continuing to investigate participating in the Census Bureau's Local Employment Dynamics (LED) program. This program would yield data on local job flows, job creation, new hires, separations, turnover, average monthly earnings, and new hire earnings for areas as small as WIA areas and for industries and demographic groups in those areas. If participation is approved, R&S staff will train customers in the use of the data.

Division staff will help LWIBs to better plan their programs based on current labor market data. Our field analysts will continue to offer to assist LWIBs in a planning process designed to focus their limited training dollars toward priority occupations and to revamp their demand occupation lists. The planning process is as follows:

1. Review worldwide and national economic and labor market trends, with special attention paid to potential local impact.
2. Provide LMI on local industries so that the LWIBS can identify local priority industries.
3. Identify the top 20 occupations in each priority industry based on Occupational Employment Statistics (OES) Program staffing patterns.
4. Ask firms in those priority industries to identify which of those 20 occupations are in demand. These are priority occupations.
5. Allocate training dollars among the priority occupations.

Two training sessions for R&S field analysts will be held for the purpose of professional development and bringing staff up to date on the latest WIA and related LMI issues.

Staff will continue to take advantage of LMI Training Institute courses to enhance their analytical skills. Selected staff will be trained as Institute offerings are made available. R&S will become a member of the LMI Training Institute to take advantage of the reduced fees for classes. A representative of R&S will continue to serve as a member of the LMI Institute Board.

- **Customer support for product or service as indicated in customer satisfaction survey results or other customer consultations.** On a number of occasions, direct requests from SWIB, LWIBs, and other system partners have resulted in R&S offering specialized training to partners in the WIA system. For example, the Director of the Division of Welfare-to-Work encouraged R&S to assist local social service districts as necessary. The fact that 28 of 58 districts took us up on our offer and the positive evaluations of those training sessions makes us believe that we should offer them again in PY 2005. Other examples include training of One Stop resource room staff and the adoption and placement of a number of LMI job search applications developed by R&S staff on the new DOL web site under the career services button. In addition, ongoing growth in the use of CareerZone indicates unmet demand for labor market information.

- **Support goals of the state's WIA/Wagner-Peyser Two-Year Strategic Plan.** Training allows a more efficient, effective use of LMI throughout the system. LMI is available online in One Stops. Training the front-line staff, both partner staff and WP/Employment Service staff, in the use of LMI makes the LMI all the more powerful.

- **Principal Customers.** The workforce development system, including the SWIB, WP staff, resource room/partner staff, social service district staff, educators, LWIB staff and board members, and all intermediaries in the system. Their improved knowledge will benefit customers.

- **Projected outcome(s) and system impact(s).** Better trained and informed staff that are better able to serve client groups.

- **Planned milestones**

  CDF training class - June to November 2005.

  CDF instructor class - July 2005 and as requested.

  Local DSS training to be offered - fall 2005.

  CDF training for Employment Service (WP) counselors – as requested.

  Field analyst training - October 2005 and May 2006.

  Train two R&S staff as master CDF instructors – fall 2005.

- **Estimated costs (identify equipment purchases of $5,000 or more per unit cost)**

  None

C. Consultation and Customer Satisfaction Assessment

In order to improve service and better meet the needs of our customers, information collected from our customer satisfaction program will be used to foster continuous improvement.

Businesses need information on which to base business decisions; individuals need information to make informed career decisions. The Workforce Development System, the Welfare-to-Work program and local social service districts, and educational entities need information with which to plan. Because customer needs do not remain static over time, our customer satisfaction effort will require repeated asking of customers' needs and suggesting what they might need. We will ask users and potential users about both the information provided and the manner in which it is provided. We will elicit the satisfaction of current users. We will use methods outlined in the handbook, *Customer Satisfaction Made Easy*, provided by the Workforce Information Council.

As we operate under this plan, we will periodically assess whether other methods of soliciting customer satisfaction should be employed. Where possible, we will use questions that allow respondents to reply according to a scale of possibilities. This will give us a benchmark of satisfaction on which to build.

Step 1: <u>Maintain the Customer Requests Database</u>. We will continue to maintain a database of all customers contacting the LMI system. Requests for information, consultation, or data (either Central Office or the field staff network) by phone, letter, personal visit, or e-mail will be recorded in our Customer Request Database. From this database we will choose a sample of customers to be queried concerning their satisfaction with our products and services. The database will record the types of customers and organizations served. It will also record the kinds of information requested. It will allow us to tailor our continuous improvement efforts on particular products for particular groups.

Step 2: <u>Analyze our web customers based on log analysis software on the Department's web server.</u> Most of our customers retrieve information from our web site. Now that new content manager software controls our site, we expect to retrieve better, more complete and informative web use statistics. The software will track the volume of customers using the database, the specific pages being viewed, and IP address of customers viewing the pages. This information will be valuable in assessing customer satisfaction and improving the future web application.

Step 3: <u>Collect satisfaction/improvement data through our new search engine</u>. The search engine on our web site will allow us to judge what LMI customers want. It will be key to determining the demand for LMI. The search engine will track what people are searching for and thereby document demand for specific types of LMI. It will allow us to return the information most likely desired by the customer when they type atypical terms into the search engine. Based on continuous review of what customers search for we will adapt the online delivery and presentation of LMI based on the demand.

Step 4: <u>Assess customer satisfaction among businesses</u>. We will assess responses from businesses to the web questionnaire; evaluate the frequency of use of web pages under "LMI for Business" (increases or decreases may indicate satisfaction or dissatisfaction); and conduct a survey of a small sample of businesses taken from the Customer Requests Database (see Step 1 above) and from the 202 database (potential customers who have not yet taken advantage of our

services). We will determine what can be done to improve services or publications after evaluating responses. We will also consult with the statewide LMI advisory Group concerning their needs for LMI.

Step 5: <u>Assess customer satisfaction among individuals</u>. We will survey individuals (jobseekers, unemployed persons, students, etc.) from the Customer Requests Database (see Step 1 above). We will evaluate results of the customer satisfaction questionnaire from individuals using the web site. We will determine appropriate and adjust/implement as necessary.

Step 6: <u>Assess customer satisfaction of the Workforce Development System partners</u>. We will survey the State Workforce Development Board, local boards, WP staff, Workforce Development Division staff, and training providers. We will use evaluation forms after training sessions in which we participate. We will determine improvements and implement as necessary.