



Workforce Investment Act Program Year 2007

Annual Report
July 1, 2007 – June 30, 2008

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Executive Director
Tim Barfield

Letter from the Executive Director

It is my pleasure to present the 2007 Workforce Investment Act (WIA) Annual Report, covering the period July 1, 2007 to June 30, 2008. Workforce development has taken center stage as a top priority for Louisiana this year, continuing to improve on the past successes and passing new landmark legislation to chart the path for better alignment of workforce priorities throughout the State to bring about sustainable economic results.

The newly-elected Governor Jindal, along with the various stakeholders, embarked this year on developing and successfully passing into law a comprehensive transformation plan for the former Louisiana Department of Labor. The renamed Louisiana Workforce Commission will focus on better service delivery at the local and regional levels and enhance business and industry engagement for establishing demand-driven priorities. I am excited to set the direction in exploring innovative ideas as Louisiana moves forward with changes in an integrated way to address its workforce needs.

While still experiencing residual impacts of Hurricanes Katrina and Rita, there is a continued need to motivate businesses to locate, stay, and expand in Louisiana. Aligning the necessary tools and resources to ensure a qualified and readily available workforce to meet the demands of business is a critical part of the Commission’s mission. Louisiana’s relatively low unemployment rate has led the state to look for untapped resources to ensure we can meet the demands of high-growth industries, including our manufacturing and health care sectors. The goal is to make Louisiana a place where workers have unlimited opportunity for personal growth and advancement and the best training opportunities available so that they can pursue a rewarding career.

Louisiana has laid the groundwork to truly accomplishing a statewide workforce system that aligns demand-driven priorities and integrates services to meet the needs of jobseekers and businesses.

Cordially,
Tim Barfield

Contents:	
<i>Overview</i>	3
<i>Use of Waivers</i>	6
<i>National Emergency Grants</i>	7
<i>Partnerships</i>	8
<i>Program Cost</i>	10
<i>3 Year WIA Progress</i>	11
<i>PY07 WIA Performance</i>	12
<i>State Evaluation Activities</i>	13

Louisiana Aligning and Integrating Workforce Services

Overview

Shortly after inauguration in January 2008, the newly-elected Governor Bobby Jindal set forth the commitment to working with the legislature, members from business and industry groups, community organizations, and other stakeholders in transforming the current Department of Labor to the *Louisiana Workforce Commission (LWC)*. This coordinated effort resulted in the passage of significant legislation, signed into law on July 3, 2008, to provide a comprehensive, demand-driven system that meets the needs of employers and job seekers.

The workforce situation and somewhat “crisis” in Louisiana prompted the need for a dedicated focus on solutions and alignment of overall services. Workforce availability and quality are priority economic development challenges, as well as filling the nearly 100,000 job vacancies across Louisiana. Additionally, the post-Katrina and Rita impacts and economic growth throughout the state set Louisiana with a low unemployment rate, hovering at its lowest point in the past 30 years. Louisiana also has historically had a low workforce participation rate relative to other states. The comprehensive workforce legislation laid the groundwork for a systemic approach to confronting these pressing issues and accomplish the following key goals:

- Strengthening and prioritizing community and technical college programs to match workforce needs;
- Immediately responding to urgent workforce opportunities and challenges;
- Maximizing the input of business and industry to realign the workforce strategy at the statewide and regional levels;
- Expanding career options for high school students; and recruiting and training workers to fill existing job vacancies in our state.

The LWC, under the legislation, is charged with integrating and overseeing the state’s workforce development programs and services from various state and federal agencies, with the local business and career solution centers under the oversight of the Workforce Investment Boards. The mission of the re-designated commission is broadened to include additional responsibilities to identify and integrate, to the extent feasible, all state and federal workforce development programs into a comprehensive, integrated service delivery system. The coordination and integration of the efforts of multiple stakeholders from federal, state, regional and local government agencies, in partnership with these stakeholders are essential for the successful implementation of a comprehensive plan for Workforce Development.

Additionally, throughout Program Year 2007 the LWC’s Office of Workforce Development continued efforts to create a customer-focused service delivery system, which lays the groundwork for the changes outlined in the workforce development legislation. In particular, the LWC has seen both quantifiable and qualifiable results from a dedicated focus over the past program year on an **Integrated Service Delivery Model**. The *change imperatives* and *drivers* that led to the development of this Integrated Service Model were both strategic and operational. In order to meet the workforce challenges in the State, the strategic focus is on demand-driven alignment with regional targeted sector strategies and regional collaboration to respond to the workforce crisis.

In moving from a *coordinated system* to an *integrated system*, the service delivery model is based on the following **Guiding Principles**:

- Demand-driven responsiveness
- Better customer service
- Improved performance
- Efficient use of limited sources
- Expansion of services
- Improved service access
- Reduced program requirements
- Equalization of work across staff
- Increased number of customers

The Integrated Approach that was developed created a Business Solutions and a Career Solutions service delivery model. Business Solutions is a strategic approach to develop and maintain relationships and partnerships with the business community in order to ensure services and service delivery methods meet business demands, including improvement of existing services and development of new business services. The result is a move to exceptional high quality standards for delivery of employer services, focused on job vacancy processing from receipt to follow-up, recruitment services, and optimum connections between the business and jobseeker community.

Career Solutions strategically integrated funding and staffing to advance the efficiency and maximize the resources of the one-stop centers processes moving from a focus and delineation on “*programs*” to well-structured and customer-appropriate sets of “*services*.” The result is the creation of highly satisfying services and processes that remove wait time and get customers started on services immediately, are clearly identified and easily accessed from start to finish, and provide options for direct entry into the labor market and/or training to build skills to advance in the labor market.

To ensure that the system met these requirements the state used these **service integration indicators**:

Before...

Program-driven definitions of “clients” and “participants”

Multiple goals, policies, communication formats and rules

Regulation-driven, delayed program performance measures

Duplicative program-driven processes data and entry procedures

Bureaucratic “intake” and “eligibility” as first participant event

After...

Customers in a common talent pool, with new focus on business customers

Unified goals, policies and communication standards

Value-added, real-time “**scorecard**” performance and outcome indicators

Common, standardized **customer-driven driven processes** and unified data requirements

Standardized greeting, membership application and **immediate service delivery** at front door

Multiple management layers, highly-specific task-focused units, program-limited work

Leadership team and **four** functional teams under functional supervision policy for maximum HR flexibility

Individualized offices, cultures, focus on “*us and them*”, competitive drive

“We” culture: regional and local **collaboration, cooperation and support**

Lack of: front-line staff buy-in to state-wide initiatives, comprehension of rationale; motivation

Front-line clarity on rationale: demand driven, focus on effectiveness and efficiency; improved value to workforce community

Multiple organization names, logos, titles, forms

Common brand and non-bureaucratic language and documents

Strategic and Operational Milestones

Complete

1. Launched Business-Driven Integrated Services Model – phased in approach based on “Learning Labs”
2. Transferred to Local Workforce Investment Boards: Design, Implementation, and Operational Oversight – because “economies are local”
3. Integrated staff functions – from programs and job duties to functions and teams
4. Integrated customer services that allows for customization – from “programs, intake, eligibility” to customer cohorts (Employment Express, Career Advancement and Career Development) and Business Account Management with reorganized product lines
5. Implemented new quality and performance evaluations: Three-level certification protocol for Centers; real-time “scorecard” for value-added outcomes (not just outputs)
6. Common Identity: Career Solutions and Business Solutions - from the merger of Wagner Peyser and WIA at state and local level
7. Unified Policies, Single Point of Communication through the WIB

In Process

8. Realignment and standardization of operations to certification and scorecard indicators
9. Increased Board Capacity for Regional Collaboration: Alignment of Workforce Development with Industry Workforce Crisis, Economic Development and Educational Initiatives
10. Increased Board Capacity for Regional Planning featuring Targeted Industry Sectors to respond to current workforce crisis’
11. Creation of a State Wide Training Institute for Continuous and Consistent Staff Development

Next Steps

12. Strategic Expansion of Business Customers and Talent Pool
13. New Product and Service Development
14. Chartering process for Local Workforce Investment Boards
15. Credentialing of skills for Career Solutions and Business Solutions Staff
16. Expansion of Integration – beyond Wagner Peyser and WIA
17. Marketing and Outreach Campaign

Use of Waivers

The Louisiana Workforce Commission is utilizing the waiver process to assist the State move forward both in the state's continued recovery from Hurricanes Katrina and Rita as well as continued enhancement of its service delivery model. The state was granted thirteen of its twenty-one waiver requests.

The LWC is utilizing the waiver to allow the state to approve local area requests to transfer up to 100% of local area allocations between the WIA Adult and Dislocated Worker funding streams. This waiver allows the LWIAs to better allocate resources and staff in the provision of services rather than on "intake" and "eligibility" activities.

The waivers permitting local areas to use up to twenty-five percent of local area WIA Adult and Dislocated Worker formula funds and funds reserved for rapid response activities to provide allowable statewide activities, including incumbent worker training has particularly assisted businesses affected by Hurricanes Katrina and Rita rebuild their workforce. In addition, while Louisiana's unemployment rate is low, the skill levels of many of its workers are also low. This waiver is allowing the state to address the mismatch between current worker skill levels and business needs.

The waiver of reporting requirements to provide relief in the collection of certain participant data elements for incumbent workers trained with local area WIA formula funds also allows LWIAs to better utilize resources for services rather than "intake" activities.

Although the state has not had to utilize the waiver of reallocation provisions, this flexibility provides the LWC with additional tools to better plan the use of resources and ensure that funding levels are in line with expenditures and performance goals.

The waiver of the required fifty percent employer match for customized training and the waiver to increase the employer reimbursement for on-the-job training for small businesses have had the greatest impact on the delivery of services in Louisiana. There are 117,068 employers in this state that are considered small businesses (less than 100 workers). Additionally, thirty-three percent are in the areas most impacted by Hurricanes Katrina and Rita. These waivers have enabled the state to target services to these employers that are the critical backbone of the state's economy by enabling the state to both train and employ harder-to-serve job seekers in high growth, demand jobs and assist small businesses fill their skill gaps.

The state has been selective on the application of the waiver permitting the use of WIA funds to capitalize a small business up to \$5,000 to those areas most impacted by Hurricanes Katrina and Rita. These grants have assisted small businesses (less than 50 employees) to not only remain in operation but also provide them with entrepreneurial training. This continues to help rebuild the economies in these areas and, as these businesses grow, provide additional resources to place new jobseekers in expanding businesses. The LWC will continue to track the outcomes of these grants to determine the long range impact of small business capitalization grant programs.

The state has three waivers related to the youth program, including a waiver of the requirement that local programs provide each of the ten youth program elements as options

available to youth participants, a waiver of the prohibition on the use of ITAs for older and out-of-school youth and a waiver of the requirements to competitively procure providers of the 12 month follow-up and supportive services youth program elements. Louisiana requires that at least fifty percent of all youth participants served under WIA be out of school youth. In addition, the LWC is assisting the LWIAs better integrate their youth services with aging out of foster care and adjudicated youth programs. These hard to serve population require different sets of services. These waivers help target the correct services needed by this hard to serve population.

In addition, Louisiana continues to struggle with low literacy rates and above-average high school dropout rates. These waivers, particularly the waiver providing LWIAs with the flexibility to design those program elements that are essential to skill development and educational strategies needed within each local and regional economy is assisting the state meet two of the three youth common measures.

National Emergency Grants

Hurricanes Katrina/Rita

Louisiana continues to rebuild and grow its local economies impacted by the Hurricanes Katrina and Rita that devastated the much of the southern regions of the state in 2005. The Louisiana Workforce Commission continues to focus on a four-part approach to its rebuilding efforts:

1. Rebuilding Businesses by helping businesses to reopen doors to find qualified workers fill immediate job openings.
2. Rebuilding Communities by providing individuals with short-term training focused on the vocational skills needed to rebuild areas destroyed by the disasters.
3. Rebuild Service Delivery Systems to help displaced workers in south Louisiana to re-enter the labor market, thus meeting the short-term and long-term needs of businesses.
4. Rebuilding the Workforce by preparing new, returning and incumbent workers with skills for high demand jobs in the new emerging economy. Assist evacuees the first months following Hurricanes Katrina and Rita by providing temporary public service employment.

Activities for Grant 9-1-05 through 6-30-08

Total Individuals Provided Services:	17,478
Placed in Temp Jobs:	6,351
Placed into OJT/Training:	6,994
Received support services:	3,075

Region 1 Youth Grant: (*Local Workforce Investment Areas; First Planning District,, Jefferson Parish, St Charles Consortium, and Orleans Parish*)

This grant was designed to serve youths, particularly out-of school youth with multiple barriers to employment. The goal is to link these youth to educational opportunities through hands on learning while assisting to rebuild the community.

As the Louisiana Workforce Commission continues its path to serving more out-of-school youth, it is in the process of learning and adopting best practices for the New Orleans NEG youth grant. Some of these emerging best practices are:

- Effective recruitment and retention of hard-to-serve youth
- How to effectively increase literacy and numeracy gains in a compressed time period
- How to increase service-learning opportunities for disconnected youth

National Emergency Grant - Youth Projects as of June 27, 2008

	YouthBuild Helping Hands	YouthWorks	River Parishes YouthBuild	Youth Rebuild Louisiana	TOTAL YouthBuild:	Arc - LA Green Corps	Kedila Family Learning Center	Limitless Vistas, Inc.	Recovery School District	St. Bernard City of Hope	Tri-Parish Restoration Corps (St. James)	TOTAL CorpsNetwork:	Grand Total
Cumulative Participants Enrolled	30	24	25	52	131	27	31	31	65	24	32	210	341

Partnerships:

The Louisiana Workforce Commission is partnering with other key organizations to be the catalysts to help systematically address our workforce challenges. However, our success *will* only be achieved through strategic partnerships as following:

J-CORE Adjustments:

As indicated in our performance of the Judicial Core Opportunity Referral to employment (J-CORE) we have nearly doubled the individuals served without obtaining additional funding. We are seeking ways to improve the impact of this program through incorporating these services as a condition of their parole or probation.

Workforce Development Sentencing Project (WDSP)

Louisiana has created legislation in this session establishing a pilot Workforce Development Sentencing Project (WDSP) for the Orleans Parish Criminal Court. WDSP will provide comprehensive workforce transformation for an inmate under the sentencing guidelines of the Orleans Parish Criminal Court. These workforce transformation services may include:

- Career search activities/ counseling
- Appropriate high growth and high demand preparatory training
- Appropriate classroom training
- Career placement and follow services in coordination and integration with the Louisiana Workforce Commission.

Shared Youth Vision Projects

For the past 14 months, an interagency team has been convening a monthly workgroup with the Office of Youth Development (OYD) - adjudicated youth, Louisiana Workforce Commission, Department of Social Services/Office of Community Services (DSS/OCS) - foster care youth, Louisiana Rehabilitation Services/Vocational Rehabilitation (LRS/Voc Rehab), Job CORPS, AFL-CIO and various other agencies that deal with out-of-school youth. This group is called the *Interagency Workgroup for Out-of-School Youth*. To date, the team is in the process of developing systematic a framework to create pathways of success for youth. Some of the current processes that the team has underway are:

- Implementing a statewide referral system for youth aging out of foster care that are in the need of job placement or job training.
- Developing statewide systematic collaborations for increasing job training or job placement of younger youth (16-17 year-olds) who are in the custody of the state.
- Developing a statewide job referral system for older adjudicated youth who are seeking skill training or job placement.
- Developing an overall scorecard for all activities.

Program Costs

Program	Total Participants Served	Total Expenditures	Cost per Participant
Adult Programs(Does not include Self Service Only)	151,874	\$14,399,872.00	\$95
Dislocated Worker Program	3,870	\$18,595,366.00	\$4,805
Youth Program	3,527	\$14,470,314.00	\$4,103

**PY 2007 WIA Financial Statement - Operating Results
Table N - Cost of Program Activity**

Fund Source	Available	Expenditures as of 6/30/08	Percent Expended	Balance Remaining
Adult Funds	\$15,169,150.00	\$12,562,484.00		\$2,606,666.00
C/O Funds	\$1,837,388.00	\$1,837,388.00		\$0.00
TOTAL	\$17,006,538.00	\$14,399,872.00	84.7%	\$2,606,666.00
Dislocated Worker Funds	\$16,588,877.00	\$11,809,143.00		\$4,779,734.00
C/O Funds	\$6,786,223.00	\$6,786,223.00		\$0.00
TOTAL	\$23,375,100.00	\$18,595,366.00	79.6%	\$4,779,734.00
Youth Funds	\$15,897,896.00	\$10,713,433.00		\$5,184,463.00
C/O Funds	\$3,756,881.00	\$3,756,881.00		\$0.00
TOTAL	\$19,654,777.00	\$14,470,314.00	73.6%	\$5,184,463.00
Rapid Response Funds	\$1,274,401.00	\$567,883.27		\$706,517.73
C/O Funds	\$1,721,639.00	\$1,692,531.65		\$29,107.35
TOTAL	\$2,996,040.00	\$2,260,414.92	75.4%	\$735,625.08
Statewide Activity Funds	\$7,178,469.00	\$3,952,870.35		\$3,225,598.65
C/O Funds	\$8,214,844.00	\$6,789,486.55		\$1,425,357.45
TOTAL	\$15,393,313.00	\$10,742,356.90	69.8%	\$4,650,956.10
TOTALS	\$78,425,768.00	\$60,468,323.82	77.1%	\$17,957,444.18

3 Year Progress of Workforce Investment Act Program

The chart below illustrates Louisiana's historical results indicating the State's continued development of an Integrated Services Delivery model, increasing service delivery to more individuals while maintaining quality outcomes.

	Program Year 2005	Program Year 2006	Program Year 2007
Adult			
Participants	13,510	108,652	151,874
Entered Employment Rate	77.1%	67.4%	67.7%
Job Retention Rate	82.4%	83.6%	81.3%
Earnings	\$5013	\$12,082	\$12,537
Dislocated Workers			
Participants	1,705	2,892	3,780
Entered Employment or Education	88.3%	78.6%	73.3%
Job Retention Rate	86.1%	85.7%	76.2%
Earnings	\$2606	\$13,459	\$14,554
Older Youth			
Participants	5,936	3,821	3,527
Entered Employment Rate	79.8%	67.7%	
Job Retention Rate	84.5%	82.2%	
Earnings Gain	\$3999	\$4,947	
Credential Rate	43.0	40.2%	
Younger Youth			
Skill Attainment Rate	76.5%	78.8%	
Diploma/Equivalent Attainment Rate	59.6%	54.3%	
Retention Rate	67.6%	56.9%	
Overall Customer Satisfaction			
Participant Satisfaction	80.3%	90.0%	
Employer Satisfaction	76.3%	77.0%	
Youth 14 -21 (Common Measures)			
Placement in Employment or Education	53.9%	64.0%	65.1%
Attainment of Degree or Certificate	44.4%	52.1%	48.0%
Literacy and Numeracy Gains	N/A	52.2%	25.9%

NOTE: Results for Program Year 2007 are based on U.S. Department of Labor Common Measures definitions. Areas shaded are intentionally left blank as they are not common measure.

Program Year 2007 Workforce Investment Act Program Performance

	Negotiated Goal	Actual Performance	% of Goal Attained
Adult			
Entered Employment Rate	70.0%	67.7%	96.7%
Job Retention Rate	70.0%	81.3%	116.1%
Average Earnings Rate	\$11,800	\$12,537	102.2%
Dislocated Workers			
Entered Employment Rate	83.0%	73.3%	88.0%
Job Retention Rate	88.0%	76.2%	86.6%
Average Earnings Rate	\$13,600	\$14,554	107.0%
Youth Common Measures			
Placement in Education or Employment	52.0%	65.1%	125.0%
Attainment of Degree or Certificate	42.0%	48.0%	114.3%
Literacy and Numeracy Gains	50.0%	25.9%	51.8%

State Evaluation Activities

Beginning in Program Year 2007, Louisiana was granted a waiver to use the common measures for performance evaluation. The State met or exceeded all federal negotiated performance standards with the exception of the Youth Literacy Numeracy Gain.

Adult Program

The State met or exceeded the three adult measures, exceeding both the Retention Rate and Average Earnings measures. During the first full year of implementation of the LWC's Integrated Service Delivery Model, the LWIAs served 151,874 job seekers placing over 67% of these customers. Over the past two years, while recovering from Hurricanes Katrina and Rita, the state has increased participation from 13,510 job seekers to 151,874 while maintaining quality performance outcomes. An additional demonstration that the state is moving in the right direction is that of individuals who have found employment, over 81% have retained jobs during the subsequent two quarters, exceeding the state's goal.

Dislocated Worker Program

The State met or exceeded the three dislocated worker measures, exceeding the Average Earning measure. The state is utilizing the waiver allowing the state to transfer funding from the Dislocated Worker program to the Adult program. While the amount of dedicated dislocated worker funding has decreased, through the leveraging of funds the number of participants served has increased while maintaining performance.

As with the rest of the country, Louisiana is experiencing an increased number of layoffs from PY06 to PY07. In particular, the Northwest region of the state has been impacted by several large business closures in the manufacturing industry. Due to the nature of the layoffs, the state is increasing its Trade Adjustment Act funding, leveraging these resources with Dislocated Worker program funding. Utilizing these key resources in an integrated service model, the Business and Career Solutions Centers continue to provide the comprehensive services needed to assist these individuals become reemployed in high demand growth occupations. Due to the increased number of layoffs occurring in Louisiana, coupled with the transfer of dislocated workers to the adult program, performance goals may need to be re-evaluated.

In program year 2007 (PY07), a total of 51 Extended Mass Layoffs actions were taken by employers. This resulted in the separation of 5,338 workers from their jobs for at least 31 days. A total of 1,950 workers received re-employment services, an increase from 909 re-employment services provided in PY06.

Youth Common Measures

The State exceeded two of the three youth common measures, Attainment of a Degree or Certificate and Placement in Employment or Education. However, the state failed to achieve the negotiated performance goal of 50% for the Literacy Numeracy Measure.

Louisiana requires that at least fifty percent of all youth participants served under WIA be out-of-school youth. In PY07 approximately 62% of the youth participants were out-of-school youth.

In addition, the LWC is assisting the LWIAs to better integrate WIA youth services with aging out of foster care and adjudicated youth programs. These hard-to-serve populations require a more intensive set of services. In addition, Louisiana continues to struggle with low literacy rates and above average high school dropout rates that impact the state's youth performance, in particular the literacy and numeracy gains measure. The LWC is developing a corrective action plan to ensure it meets this standard during program year 2008. Working with the LWIAs, the LWC has identified several issues impacting the state's ability to meet this performance measure. These include youth dropping-out prior to the end of the first year and the fact that some EFL levels seem too broad to accomplish in one year. In addition, some programmatic issues related to providing effective basic skills training, including difficulties maintaining relationships with this population that will help to adhere to the testing timelines, such as getting the youth to come back into the center and retest before the twelve-month timeframe is up impact this measure.

While recognizing the importance of meeting the USDOL Common Measures, the state also acknowledges the need to develop real time "scorecard" performance and outcome indicators. The LWC has designed an internal measurement and improvement system that allows the State and local areas to benchmark the success of Business and Career Solutions Centers. This Scorecard provides real-time as well as point-in-time data that can be used to make necessary and quality changes to processes and service inputs as well as serve as a predictor for the USDOL Common Measures

Workforce Development Scorecard

A total of ten scorecard measurements have been put in place.

Four measurements gauge the success of **job seeker** services:

- **Members Obtaining Employment**
The intent of this measure is to provide an overall percentage of members who have entered employment as a direct result of Business and Career Solutions services. Level of service provided to an individual member will vary based as initial service needs and on-going service recommendation. To positively impact this measure, Business and Career Solutions Centers must concentrate on (1) increasing the number, types, and quality of services which prepare job seekers to become skilled qualified candidates for employer openings, and (2) increasing the number of staff generated case closures.
- **Staff referrals Resulting in Placement**
The intent of this measure is to evaluate how effectively Business and Career Solutions services and staff are in preparing, identifying, selecting, and recommending job seekers who meet the skills requirements of the employer. Three factors impacting this measure are (1) knowing the skill needs of businesses (2) understanding the recruitment and hiring practices of employers (3) knowing if and how the skill sets of the member referred fit the skill needs of the business.
- **Members Receiving Training**
The intent of the measure is to assess the volume of members in areas utilizing training funds for eligible members. This measure is impacted by the ability of staff to identify the training needs and opportunities of members.

- **Members Employed at Above Average Wages**
The intent of the measure is to gauge how effectively staff is assisting members in securing employment in higher paying positions. Factors impacting this measure include (1) the ability of the Business Solutions team to recruit employers that hire for positions paying above-average wages (2) the ability of the Recruitment and Placement team to understand the skill demands of employers for positions paying above-average wages and (3) the ability of the Recruitment and Placement team to identify members' skills and match those skills to the employers' skill demands.

Four measurements gauge the success of **employer** services:

- **Employer Market Penetration**
The intent of the measure is to determine how effectively the Business Solutions team is promoting the value of Career Solutions Center services to area employers with 10 or more employees. Factors impacting this measure include (1) the ability of the Business Solutions team to identify employers with a regular demand for labor (2) the business solutions team to regularly reach out to area businesses (3) the ability of the Business Solutions team to identify employers' needs and match Career Solutions Center services to those needs and (4) the overall success of the marketing of the lawworks.net site and the marketing of the Career Solutions Centers.
- **Job Vacancies with Staff Referrals**
The intent of the measure is to evaluate how effectively job vacancies are being referred to qualified job seekers. This measure is impacted by (1) the ability of the recruitment and placement team to understand the skill demands of employers and (2) the ability of the Recruitment and Placement team to effectively search for those job seekers with the necessary skills to meet those employers' demands.
- **Referral to Hire Ratio**
The intent of the measure is to capture the Recruitment and Placement team's quality of work on behalf of the employer compared to individuals that self refer on jobs. Factors impacting this measure include (1) the ability of the Recruitment and Placement team to recognize the skill demands of employers with job vacancies (2) the ability of the Recruitment and Placement team to recognize the skill sets of qualified job seekers and match those individuals to job vacancies.
- **Employers Providing Training**
The intent of the measure is to evaluate the volume of employers utilizing Career Solutions Center resources that offer Employer Based Training. This measure is impacted by (1) the effectiveness of the Business Solutions team in recruiting employers and educating them of the benefits of providing Employer Based Training and (2) overall effectiveness of the marketing of Career Solutions Center services.

Two measurements gauge the success of **targeted population** services:

- **Youth with Employment or Training Outcome**
The intent of the measure is to gauge the effectiveness of service delivery to members classified as youths. This measure is impacted by (1) understanding of individual youth's

needs and challenges and (2) understanding the services available to those youths and what services fit those youths' needs.

- **Unemployment Insurance Claimants Returning to Work**

The intent of the measure is to evaluate how effectively the services of the Career Solutions Centers are returning Unemployment Insurance claimants to the workplace. This measure is impacted by (1) effective service delivery to members who have filed Unemployment Insurance claims and (2) effective service delivery to employers who could potentially hire Unemployment Insurance claimants