

**Operational Audit  
Boone and Winnebago Counties  
Workforce Services Delivery System**

**April 9, 2004**



## **Report on Results of Operational Audit**

### ***Overview***

Kerber, Eck and Braeckel LLP (KEB) was engaged by the Boone and Winnebago Counties Workforce Investment Board to conduct an operational audit of the local workforce service delivery system, and in particular an operational audit of the one-stop center located in Rockford.

- KEB assessed four aspects of center operations as part the operational audit:
  1. The scope of operations of the center located in Rockford
  2. Resources available to support operations of the Rockford one-stop center
  3. How operations are managed at the Rockford one-stop center
  4. Outcomes achieved as a result of operations at the Rockford one-stop center
  
- Report Attachment One presents the plan used for the operational audit. This plan defines the audit elements of each component of the operational audit more specifically, identifies the primary methods used for the audit and identifies the standards used to assess audit results.

This report presents the results of our operational audit in four parts, corresponding to the four components of the operational audit. A Summary of Operational Audit Conclusions is presented separately for each audit component. Each Summary identifies our basic conclusions from the audit results in each area, and identifies the specific implications of these conclusions for the operational plan to be developed for the Rockford one-stop center. Each Summary is also supported by a detailed statement of findings.

## **Summary of Operational Audit Conclusions for the Scope of Operations Component of the Operational Audit**

### ***Basic Conclusions:***

1. The workforce services provided at or through the Rockford one-stop center generally comply with the requirements specified in the Workforce Investment Act for a “comprehensive center.”
2. The workforce services provided at or through the Rockford one-stop center generally comport with the agreements among the Board and program partners as described in the Memorandum of Understanding.
3. It was not possible to assess, as part of the operational audit, the extent to which the services provided by the Rockford one-stop center are consistent with direction set by the Boone and Winnebago Counties Workforce Investment Board. This is because, at the time of the operational audit, the Board has neither formally defined nor articulated its expectations and goals for the center.
4. The workforce services provided by the Rockford one-stop center do not rise to the level envisioned by the benchmarks identified for the most successful one-stop centers. Specifically:
  - a. Employer services have not been made a distinct and explicit priority.
  - b. Employer services are not managed as a single, unified activity.
  - c. Center staff have not identified industries to become knowledgeable about, nor has a concerted effort been made to make staff knowledgeable in key industries.
  - d. The services of the center have not been designed specifically around employer requirements.
  - e. Job seekers are not always provided with easy comprehensive access to the services provided by all partners.
  - f. Job seeker services are not generally customized to market needs or to the characteristics of job seekers.
  - g. Service niches have not been systematically identified nor pursued. As a result, the one-stop center has not been able to communicate service niches to the community.

A detailed statement of findings for this component of the Operational Audit is included as Report Attachment Two.

### ***Implications of Conclusions for Operational Audit:***

1. The operational plan should be driven by the general direction or priorities established by the Board, and basic metrics related to them. In the absence of this direction, the partners of the center must develop the plan around the Board’s priorities, *as they perceive them*.

2. Building a stronger image of the center as a separate entity distinct from the identity of each individual partner needs to be a priority for the operational plan. Job seekers, employers and staff all generally perceive the center as being comprised of separate entities lacking cohesion and a common identity.
3. The operational plan should emphasize services to businesses to a much greater degree. This means that actions will be necessary to reach out to employers more directly, to undertake efforts to better understand the needs of employers and better coordinate and integrate services to the employer customers of the center. The coordination of center services to employer should be expanded so that it is integral to the core of center operations, as opposed to being pursued on a project or limited-need basis.
4. The operational plan should establish a process which emphasizes an ongoing need to improve customer services for all job seeker and employer services provided by the center.

## **Summary of Operational Audit Conclusions for the Resources to Support Operations Component of the Operational Audit**

### ***Basic Conclusions:***

1. The facility resources at the Rockford one-stop center are generally sufficient to support clients served by the Rockford one-stop center. Current plans to reconfigure space to enlarge customer service areas and improve privacy are much needed.
2. The location of the facility is accessible via public transportation and roadways in close proximity to the Rockford one-stop center.
3. Partners are in compliance with participation requirements specified in the MOU. Partners provide on-site staff at the Rockford one-stop center or provide technological links and information brochures.
4. Job counseling and case management assistance at the Rockford one-stop center may not be adequate to support customer demand. Customer misconceptions about the purpose and objectives of the one-stop center raise customer expectations for individualized case management assistance.
5. Financial resources to support Rockford one-stop operations are generally sufficient to meet current operational needs.
6. The telephone system for the Rockford one-stop center is inadequate. Customer service is diminished because of the limitations of the existing telephone system.
7. Resources to support operations of the Rockford one-stop center partially meet the level envisioned by the benchmarks identified for the most successful one-stop centers. Specifically:
  - a. Peak loads of job seeker customers appear to be managed to assure customer satisfaction.
  - b. The resource room has been established as a focal point for the one-stop.
  - c. Generally, the resource room is sufficiently staffed.
  - d. Although limited, staff development has been provided. More is needed to familiarize center staff to a greater degree with all center services.
8. Resources to support operations of the Rockford one-stop center do not meet the level envisioned by the benchmarks identified for the most successful one-stop centers in the following ways:

- a. One-on-one relationships promoting center services have not been established with employers.
- b. Unified teams of account representatives have not been implemented to enhance employer services.
- c. Strategic decisions have not been made to determine an employer focus.
- d. Front-line staff are not generally involved in center design and decision making in a collaborative capacity.
- e. Technology has not been effectively utilized due, in part, to the lack of integrated information systems at the State level.

A detailed statement of findings for this component of the Operational Audit is included as Report Attachment Three.

***Implications of Conclusions for the Operational Audit:***

1. The operational plan should provide a framework to help prioritize the resources available within the Rockford one-stop center. In the absence of general direction or priorities identified by the Board, resource priorities will be based on the priorities, as perceived by the partners.
2. The operational plan should consider the pool of resources available to the one-stop. Improved collaboration and coordination among partners should help to maximize the value of services provided to customers.
3. How to improve services to employers should be addressed through the operational plan. The proposal to implement a focused Business Service strategy should be considered during development of the operational plan.

## **Summary of Operational Audit Conclusions for the Management of Operations**

### ***Basic Conclusions:***

1. At the time of the operational audit, the Board had not established goals, objectives or operational priorities for the program partners of the Rockford one-stop center.
2. In accordance with the MOU, the Rockford one-stop center is operated under the direction of a Consortium including the Illinois Department of Employment Security, Rock Valley College and Rock River Training Corporation.
3. There is no Operator Agreement to formalize roles and responsibilities of the Rockford one-stop Operator.
4. Although informal, the Consortium of the Rockford one-stop appears to collaborate effectively on service delivery and center operations.
5. Partner meetings for the Rockford one-stop are held as needed. There are no regularly scheduled meetings.
6. Collaboration at the staff level is generally limited. It is relatively common for staff to perceive customer service in terms of the programs and support that can be provided by their agency. Some staff do not readily consider the combined resources the center offers when recommending customer services.
7. Although key, management components identified through the benchmarks for the most successful one-stop centers – Workforce Investment Board leadership, support of local elected officials and one-stop Operator leadership – are in place for the Rockford one-stop center, management of the center does not rise to the level envisioned by the benchmarks as follows:
  - a. The Boone and Winnebago County Workforce Investment Board had not, at the time of the operational audit, articulated leadership direction or expectations to partner agencies.
  - b. The Consortium for the Rockford one-stop center manages center operations informally.
  - c. An Operator Agreement, which among other advantages serves as an effective vehicle through which the Board can assure the Operator is responsive to Board needs and priorities, currently does not exist.

A detailed statement of findings for this component of the Operational Audit is included as Report Attachment Four.

***Implications of Conclusions for the Operational Audit:***

1. The Operational Plan should be driven by the general direction and priorities established by the Board, and basic metrics related to them. Program partners need a clear understanding of those priorities to define actions that most need to be included in the operational plan, and timelines for those actions.
2. The Operational Plan should assure that employer services are managed effectively.
3. The management component of the Operational Plan should stress customer service. Increased collaboration among partners around customer service should enhance center-wide interaction leading to improved service delivery.
4. The Operational Plan should include a capacity building component sufficient to assure that staff are adequately aware of all services available through the center.
5. The Operational Plan should consider periodic meetings of the Consortium and less frequent, but periodic partner meetings. This structure will strengthen relationships among partners, continue emphasis on a corporate identity for the Rockford one-stop center, and become an invaluable tool in the implementation of the operational plan.

## **Summary of Operational Audit Conclusions for the Outcomes of Operations of the Internal Audit**

### ***Basic Conclusions:***

1. Each agency program currently conducts quantitative outcome assessments related uniquely to its own programs.<sup>1</sup> Information is available regarding historic service delivery system outcomes for individual programs.
2. Customer satisfaction assessments are not routinely administered locally by all partner agencies. The Illinois Department of Employment Security (IDES) conducts periodic customer satisfaction surveys of randomly selected IDES customers who may have also received services from other partner agencies.
3. Center-wide outcome measures for the Rockford one-stop center are currently limited to reporting local employer usage of the Illinois Skills Match system, and statistics on resource room utilization.
4. Historic trends for the center-wide measures referenced in #3 are compared on a quarterly basis. There appears to be no performance standards for these measurements.
5. Outcomes of operations at the Rockford one-stop center are not evaluated at the level envisioned by the benchmarks identified for the most successful one-stop center in the following ways:
  - a. Employers are not routinely consulted about critical success factors for the one-stop center.
  - b. Some customers do not perceive that the center operates with a sense of urgency.
  - c. Employer performance measures are not taken at a center-wide level.
  - d. Job seekers are not routinely consulted about critical features of the center.
  - e. Job seeker performance measures are not routinely taken at a center-wide level.
  - f. The Board has not set performance standards for the center.
  - g. Because the Board had not articulated a general direction or priorities for the center, at the time of the operational audit, the Board has not established an adequate framework to encourage center development and accountability.
  - h. There is no formal approach to managing continuous quality improvement at the center level.

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<sup>1</sup> The Rockford Housing Authority was not available to interview.

A detailed statement of findings for this component of the Operational Audit is included as Report Attachment Five.

***Implications of Conclusions for Operational Audit:***

1. The Operational Plan should include center level performance measures to evaluate processes and outcomes of the Rockford one-stop center.
2. The performance measures specified in the Operational Plan should support the direction and priorities of the Boone and Winnebago Counties Workforce Investment Board.
3. The Operational Plan should outline an approach to communicate performance measures and results to center staff to assure awareness and commitment to center goals.
4. The Operational Plan should include an action plan to promote an on-going emphasis on continuous improvement and performance excellence.

**Report Attachment One**  
**Operational Audit Plan**

<u>Audit Component</u>	<u>Audit Elements</u>	<u>Primary Audit Methods</u>	<u>Audit Standards</u>
1. Scope of operations	<p>1.1 Inventory job seeker services physically available at the center, including service description, hours of availability, delivery method and eligibility.</p> <p>1.2 Inventory employer services physically available at the center, including service description and hours of availability.</p> <p>1.3 Inventory job seeker, employer or other services available <i>through</i> the center but not physically at the center, including service description and method used to access services</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Review of relevant documents and materials (e.g., brochures, current service matrix, etc.)</li> <li><input type="checkbox"/> Supplemental interviews with partners</li> <li><input type="checkbox"/> Creation of an accurate and up-to-date service matrix</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> WIA requirements</li> <li><input type="checkbox"/> MOU requirements</li> <li><input type="checkbox"/> Relevant benchmark information</li> <li><input type="checkbox"/> Consistency with direction set by the Board</li> </ul>

<u><b>Audit Component</b></u>	<u><b>Audit Elements</b></u>	<u><b>Primary Audit Methods</b></u>	<u><b>Audit Standards</b></u>	
2. Resources to support operations	2.1 Assess facility resources to support operations in both Boone and Winnebago counties, especially the space devoted to operations and its configuration	<ul style="list-style-type: none"> <li><input type="checkbox"/> Review of relevant documents and materials (e.g., MOUs, staffing plans, etc.)</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Customer perceptions</li> <li><input type="checkbox"/> Professional observation and judgment</li> </ul>	
	2.2 Identify human resources in support of operations, including number and type of staff by employer, and description of responsibilities	<ul style="list-style-type: none"> <li><input type="checkbox"/> Supplemental interviews with partners</li> <li><input type="checkbox"/> Creation of a resource summary in support of operations</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Relevant benchmark information</li> </ul>	
	2.3 Identify financial resources (e.g., vouchers, discretionary training funds available to customers, etc.) available to support operations			
	2.4 Identify other significant resources available to support operations			
3. Management of operations	3.1 Identify responsibility for ongoing joint management of system operations	<ul style="list-style-type: none"> <li><input type="checkbox"/> Review of relevant documents (e.g., Operator Agreement)</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Operator Agreement</li> <li><input type="checkbox"/> Professional observation and judgment</li> </ul>	
	3.2 Identify and assess key management tools, processes and techniques involved in management of joint operations	<ul style="list-style-type: none"> <li><input type="checkbox"/> Supplemental interviews with partners</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Relevant benchmark information</li> </ul>	

<u>Audit Component</u>	<u>Audit Elements</u>	<u>Primary Audit Methods</u>	<u>Audit Standards</u>
4. Outcomes of operations	4.1 Identify historic service delivery system outcomes for individual programs	<input type="checkbox"/> Review of historic data on program outcomes and performance	<input type="checkbox"/> Success rate meeting performance targets
	4.2 Assess program performance in relationship to established performance measures or targets	<input type="checkbox"/> Review of data on outcomes for measures for the system as an entity	<input type="checkbox"/> Relevant benchmark information
	4.3 Identify service delivery system outcomes for unique measures for the system as an entity	<input type="checkbox"/> Supplemental interviews with partners	<input type="checkbox"/> Professional observation and judgment
	4.4 Assess job seeker and employer customer satisfaction levels	<input type="checkbox"/> Focus groups of job seeker and employer customers	

## Report Attachment One

### Benchmarks Matrix

<b>Audit Component</b>	<b>Relevant Benchmarks for Employers</b>	<b>Relevant Benchmarks for Job Seekers</b>	<b>Relevant Benchmarks - General</b>
1. Scope of operations	1a. Make employer services a priority 1b. Manage employer services as a unified activity 1c. Become knowledgeable about key industries 1d. Design services based on employer requirements	1a. Provide job seekers with comprehensive access to training and education services 1b. Modify services and delivery strategies based on market needs and job seeker demands 1c. Obtain additional resources to meet job seeker needs (utilizing community resources)	1a. Identify and strategically pursue service niches 1b. Define and communicate the one-stop center's market niche in the community
2. Resources to support operations	2a. Establish one-on-one relationships with employers 2b. Enhance employer services by creating unified teams of account representatives 2c. Strategically decide which employers to focus on	2a. Manage peak loads to assure customer satisfaction 2b. Make the resource room the focal point of the center 2c. Provide staffed, quality resource rooms	2a. Provide staff development 2b. Engage front-line staff in center design and decision making 2c. Utilize technology effectively by supporting integrated information systems

Audit Component	Relevant Benchmarks for Employers	Relevant Benchmarks for Job Seekers	Relevant Benchmarks - General
3. Management of operations	Not applicable	Not applicable	3a. Have strong Workforce Board leadership 3b. Have support of local elected officials 3c. Have one-stop Operator leadership 3d. Operators and Partners have formed joint ventures committing to a common vision, joint decision-making on strategic issues, sharing of costs, center-wide management and integration of services
4. Outcomes of operations	4a. Consult with employers about the critical success factors for the one-stop center 4b. Operate with a “never say no” attitude 4c. Work in “real time” with a sense of urgency 4b. Measure performance with employers at the center level 4c. Use business behavior as an indicator of satisfaction	4a. Seek input from job seekers about critical features of the center 4b. Measure performance with job seekers at the center level 4c. Measures processes and outcomes with job seekers	4a. Local Workforce Boards play an active role in setting standards, encouraging one-stop center development and holding centers accountable 4b. Measure center-wide results 4c. Manage continuous quality improvement 4d. Expedite customer flow

**Report Attachment Two**  
**Operational Audit Findings – Scope of Operations**

<u><i>Audit Component and Elements</i></u>	<u><i>Audit Findings</i></u>
1. Scope of operations	
1.1 Job seeker services physically available at the center	<p>Two job seeker focus groups were held with seven job seekers representative of the typical job seeker at the Rockford one-stop center. The educational backgrounds of these individuals varied from a high school diploma to a master’s degree. Six of the seven job seekers were unemployed; the seventh job seeker was looking for better employment. The job seekers had exposure to a variety of center services including the Resource Room, case management assistance and various workshops. References to job seekers in the following section means focus group participants in the job seeker focus group.</p> <ul style="list-style-type: none"> <li>a. Partners on site include: IDES, Rock Valley College (RVC), Rock River Training (RRT), Illinois Migrant Council (periodically), Experience Works/NIAAA (periodically), DHS (periodically). Other partners provide a point of contact for referrals.</li> <li>b. Posted center hours, 8:30 am – 5:00 pm, appear adequate. There are some exceptions to these hours. RRT begins scheduling appointments at 7:30 and works from 7:30 – 11:30 am on Fridays. RRT works until 5:00 pm Monday – Thursday. RVC begin at 8:00 am. RVC periodically offers classes after the posted center hours.</li> <li>c. Job seekers, managers and some center staff acknowledge that there are some misconceptions among job seekers that the purpose of the center is to find jobs for individuals looking for employment. The center offers services and programs through multiple agencies to assist in job placement and advancement. The center is organized to promote self-direction in job seekers.</li> <li>d. Even after using the center, not all job seekers are aware of the full range of center services.</li> <li>e. There does not appear to be a comprehensive, single source of information that promotes center-wide services and programs for job seekers. Job seekers receive a packet of information in IDES</li> </ul>

<u><b>Audit Component and Elements</b></u>	<u><b>Audit Findings</b></u>
	<p>orientation. A brief service listing is stapled among other documents in the packet. The packet also includes contact information for other government agencies and social service programs. It is suggested that these service listings be expanded upon, or at least be more prominently positioned in the packet.</p> <p>f. Some job seekers feel that they have to ask the right questions to find out about programs offered through the center. Other job seekers are often perceived as the best source of information about center services.</p> <p>g. Through experience, most job seekers realize that the center is set up to introduce available resources and encourage independent use of those resources. None of the job seekers participating in the focus group were aware that the center offered a range of core services to all job seekers without qualifications or fees.</p> <p>h. The initial visit to the center can be overwhelming and intimidating to some new job seekers. Job seekers expressed a need for a center representative to conduct a brief initial assessment of each new job seeker so the job seeker can be directed to the agencies or areas that can provide the most appropriate services. It was suggested that the center request new job seekers complete a brief, simple overview form. The form, in a check-box format, could collect basic background information such as type of previous employment, highest level of education completed, computer skill level, resume status (do you have a resume, how old is your resume, have you ever written a resume).</p> <p>i. Some staff are perceived as being more approachable than others when answering questions about center-wide programs. Many job seekers don't understand that staff work for different agencies. They see the staff as center employees and services as center services. It can be frustrating to ask staff about other programs and find out that the staff only know about their own programs.</p> <p>j. According to the Community Audit:</p> <ul style="list-style-type: none"> <li>□ Close to 40% of area adults have only high school degrees. 21% of area adults haven't completed high school.</li> <li>□ There is a considerable variance among the performance levels of high school students. Dropout rates and lower curriculum quality are prevalent in some lower income districts of Boone and</li> </ul>

<u><b>Audit Component and Elements</b></u>	<u><b>Audit Findings</b></u>
	<p>Winnebago counties.</p> <ul style="list-style-type: none"> <li>❑ Those that graduate from high school often don't learn what is needed to fulfill demanding requirements of jobs in the 21<sup>st</sup> century.</li> <li>❑ Students should be encouraged not only to master their academic subjects but also to learn "soft skills" including teamwork, self-directed learning and customer service skills.</li> <li>❑ The U.S. economy and the economy in Boone and Winnebago counties are becoming a "knowledge-based" economy. Traditional manufacturing jobs have become less prevalent making way for technology-driven manufacturing environments.</li> <li>❑ Educational and employment trends put more burdens on the center to prepare job seekers for employment.</li> </ul> <p>k. Resource Room (RR)</p> <ul style="list-style-type: none"> <li>❑ Job seekers perceive RR services and equipment to be basically adequate.</li> <li>❑ Job seekers expressed a need for telephone access for long distance work-related calls. Long distance work-related faxes are currently allowed.</li> <li>❑ Agency-specific brochures are available in the RR. RR staff, according to job seekers, don't promote the brochures as much as they could.</li> <li>❑ Some RR staff are representatives from mandated partners not physically located at the center. These staff act in a RR support role. They do not generally provide agency-specific services at the center.</li> <li>❑ RR staff generally aren't trained to teach job seekers how to use a computer or write a resume. Center classes are available to provide that support. Job seekers perceived RR staff as supportive and compassionate with a limited knowledge about other center services.</li> <li>❑ RR staff are generally not trained as case managers or counselors, although some job seekers interact with RR staff in this capacity.</li> </ul> <p>l. Referrals</p> <ul style="list-style-type: none"> <li>❑ Job seekers stated that limited reference is made to services provided at the center during IETC orientation and workshops.</li> <li>❑ Job seekers perceive that some staff are more knowledgeable than others about the services provided center-wide. Some staff are perceived to be more eager to suggest programs offered by other agencies.</li> </ul>

<u><b>Audit Component and Elements</b></u>	<u><b>Audit Findings</b></u>
	<ul style="list-style-type: none"> <li>❑ According to a supervisor, when a referral is made, the customer is generally told to contact the point of contact for the program or agency. The point of contact is responsible for scheduling appointments on behalf of that agency. There are no follow-up procedures to ensure that the job seeker contacted the other agency.</li> <li>❑ Because programs are agency-specific, some case managers focus on the programs they offer without collaborating with case managers from other agencies to determine the best program for the customer. There is no center-wide approach to assuring the best utilization of resources.</li> <li>❑ Program requirements can seem bureaucratic and inflexible. Because of all the rules, needs of job seekers may go unmet. Due to case load, there is not often time to look into “alternative approaches” to work within the rules and still support the needs of the customer.</li> <li>❑ Education guidelines for tuition funding may not take into consideration the requirements of today’s jobs. For example, computer training is needed in almost all fields. In some instances, the scope of classes eligible for tuition reimbursement is too limited.</li> </ul> <p>m. Case manager perception by job seekers</p> <ul style="list-style-type: none"> <li>❑ Interaction with case managers is often too limited. The case load of case managers is perceived as part of the problem prohibiting case managers from devoting sufficient one-on-one interaction with job seekers.</li> <li>❑ Because of the paperwork and structure to case management, the interaction sometimes feels process not people oriented. There isn’t enough time to develop relationships, and relationships are often what the job seeker wants.</li> <li>❑ Because there is no integrated computer system, job seekers often have to answer the same questions multiple times when working with multiple agencies.</li> <li>❑ Some staff members may need more training to work with today’s job seekers. Job seekers with a higher level of education have different needs from older job seekers or individuals looking for an entry-level position with no work experience.</li> <li>❑ Job seekers suggest using a strong case manager, such as the Veterans Assistance coordinator, to model case management techniques for other case managers.</li> </ul> <p>n. Job seeker perception of workshops/programs</p> <ul style="list-style-type: none"> <li>❑ Some classes are as large as 38 and seem very impersonal.</li> <li>❑ Workshops and programs are too generic. There’s no differentiation in workshops/program</li> </ul>

<u><b>Audit Component and Elements</b></u>	<u><b>Audit Findings</b></u>
	<p>content for professionals looking for work versus job seekers taking ESL and looking for work.</p> <ul style="list-style-type: none"> <li>❑ Basic topics may not be applicable to all job seekers even though the session is required for a particular program. Two job seekers commented, “I’m not going to get a job by sitting through these classes.” Other job seekers who perceive the center as a resource to prepare them for employment appear to get more value from the required programs. Their perspective was that you get out of it what you put into it. They encouraged using the workshops for networking.</li> <li>❑ Workshops should include an overview of center-wide programs and other support programs or services offered in the community. Job seekers suggest that there should be more than a statement during the workshop indicating, “Flyers are available in back of room, if you’re interested.”</li> <li>❑ It was recommended that the workshops incorporate small group interaction as part of the program.</li> </ul>
<p>1.2 Employer services physically available at the center</p>	<p>One employer focus group was held with three local employers representative of employers in the Boone and Winnebago counties. The three employers were Furst Staffing Services, Emery Air Charter, Inc. and Schneider Transportation. All three of the employers use or have used the Rockford one-stop center. One of the employers also uses four other one-stops. Unless otherwise noted, references to employers in the following section means focus group participants in the employer focus group.</p> <ul style="list-style-type: none"> <li>a. Recruitment is the only employer service listed in the MOU. Employers perceive that the center does a good job communicating job openings. <ul style="list-style-type: none"> <li>❑ The Community Audit documented that highly skilled professional workforces in the Boone and Winnebago areas need attention from the One-Stop Center.</li> </ul> </li> <li>b. The following comments summarize employer perception of ISM. <ul style="list-style-type: none"> <li>❑ ISM is hard to use and doesn’t provide the most useful information. Fewer, defined skills should be listed in ISM. The ISM results aren’t clear enough regarding skills of an individual of their proximity to a work location.</li> <li>❑ Because there is no validation that the skills entered by a job seeker are accurate, employers can’t trust the results of the matches returned through ISM. Many job seekers check all skills or a significant number of the skills, regardless of whether they have those skills. .</li> <li>❑ The resume format that generates from ISM is inappropriate. It’s too long and inconsistent with the resume format employers expect.</li> </ul> </li> </ul>



<u><b>Audit Component and Elements</b></u>	<u><b>Audit Findings</b></u>
	<p>iii. The Audit stated that employers complained that high percentages of job applicants fail drug tests, physical and criminal screenings.</p> <ul style="list-style-type: none"> <li>❑ Candidates should be prepared for today’s work environment and should have computer skills. This expectation is support by the following points from the Community Audit: <ul style="list-style-type: none"> <li>i. Entrant workers should come to the workforce with skills in place.</li> <li>ii. Workplace readiness skills are even more important than technical skills.</li> <li>iii. Employers need skilled training providers who can tutor and train workers outside regular 8:00 am – 5:00 pm Monday – Friday work schedules.</li> </ul> </li> </ul> <p>g. Employers expressed an interest in center assistance in the following ways:</p> <ul style="list-style-type: none"> <li>❑ Provide background checks</li> <li>❑ Promote the center so that more employers recruit at the center</li> <li>❑ Give employers an opportunity to tell center staff about the profile of candidates they need</li> <li>❑ Provide an easier way for job seekers to learn about available jobs</li> <li>❑ Put greater emphasis on vocational and occupational classes that can lead to more immediate employment, according to the Community Audit.</li> </ul> <p>h. The Community Audit states that employers want corporate training to include:</p> <ul style="list-style-type: none"> <li>❑ Customer service training for entry level workers</li> <li>❑ Training for first time supervisors</li> <li>❑ Techniques to reduce turnover</li> <li>❑ Techniques to handle multi-generational and diverse workforces</li> <li>❑ Workforce planning / succession planning / retirement preparation</li> <li>❑ Recruitment of people with barriers to employment (felons, disabled, part time/flex time workers)</li> </ul> <p>i. RVC has 2 job developers.</p> <ul style="list-style-type: none"> <li>❑ Job developers are responsible for cultivating relationships with employers to earn job orders.</li> <li>❑ Job developers focus on employers that utilize the types of job seekers served by RVC programs.</li> </ul> <p>j. RVC offers on the job training (OJT) seminars to employers. The following process was used to reach</p>

<u><b>Audit Component and Elements</b></u>	<u><b>Audit Findings</b></u>
	<p>employers and promote the seminars:</p> <ul style="list-style-type: none"> <li>❑ A list of targeted employers was developed through a coordinated effort between RVC and IDES.</li> <li>❑ A phone message was sent through the IDES automated telephone messaging system to each targeted employer. The message had a dual purpose: to promoted funding and assistance available to support OJT, and to promote participation in the upcoming informational seminars about OJT.</li> <li>❑ Interested employers called RVC to register for the upcoming seminars. RVC perceives the employer response as excellent.</li> <li>❑ According to the Community Audit, due to increasing competition, time available for OJT has diminished. Many companies have concluded that they cannot afford the time, risk and uncertainty associated with “making” the employees they need through training or retraining.</li> </ul> <p>k. Rapid Response teams provide timely promotion of center services to employers and job seekers who are facing layoffs, downsizings, closures, etc.</p> <ul style="list-style-type: none"> <li>❑ These teams are a strong example of center-wide coordination and delivery of services.</li> <li>❑ Cross-agency representatives serve on a team. Teams are made up of supervisors or manager level staff from the Consortium and other partner agencies as needed, depending on profile of employer and the job seekers impacted.</li> <li>❑ The team provides an overview of services available such as unemployment and core services, intensive services and training offered on a case-by-case basis, OJT and the dislocated workers program (DWP).</li> <li>❑ The team schedules and conducts overview sessions for affected employees either at the employer site or at the IETC. As needed, the team assists the employer and employees with any applicable transitions. The team makes an effort to personalize its approach to meet unique business needs, where possible.</li> </ul>
<p>1.3 Job seeker, employer or other services available <i>through</i> the center but not</p>	<p>a. Forms and brochures for each agency are available in the RR, whether or not the agency is physically located at the center.</p> <ul style="list-style-type: none"> <li>❑ These materials are not generally promoted, according to job seekers.</li> <li>❑ RR staff acknowledge that job seekers do not frequently utilize the materials.</li> </ul>

<u><b>Audit Component and Elements</b></u>	<u><b>Audit Findings</b></u>
<p>physically at the center</p>	<ul style="list-style-type: none"> <li data-bbox="562 250 1871 391"> <p>❑ Job seekers indicated that they may be told of programs available through partner agencies not physically at the center, but the job seeker has to take the initiative to contact that other location services. Sometimes the added step of making the call deters the job seeker for inquiring about the services located off site.</p> </li> <li data-bbox="516 435 1871 537"> <p>b. IDES noted that general services offered by partner agencies not physically at the center are included in the IDES orientation packet, but are not discussed in detail during orientation. Partners not physically at the center include: DHS - ORS, Rockford Housing Authority, Adult Education.</p> </li> <li data-bbox="516 581 1871 1159"> <p>c. RRT sub-contracts core and intensive services.</p> <ul style="list-style-type: none"> <li data-bbox="579 618 1850 721"> <p>❑ Subcontracts for adult and youth programs are in place with 15 different entities. Three of the contractors specialize in older adults, individuals with disabilities and Hispanic populations. Two contractors work with other adults. Ten contractors work with the youth.</p> </li> <li data-bbox="579 727 1829 760"> <p>❑ Each contractor is responsible for marketing, recruitment and delivery of services to enrollees.</p> </li> <li data-bbox="579 766 1871 1013"> <p>❑ When a contractor has a prospective candidate, it notifies RRT. RRT assigns an Employment and Training Representative (E &amp; T Rep) to the prospective customer. The E &amp; T Rep provides an overview of center services based on an on-line procedures manual. The E &amp; T Rep then determines if the customer is eligible for the requested program. If the customer is eligible, the E &amp; T Rep formally enrolls the customer in the program. All payments for programs delivered by contractors are processed and paid by RRT. (DWP eligibility is determined by RVC. This is the only contractor exception to RRT involvement.)</p> </li> <li data-bbox="579 1019 1871 1159"> <p>❑ Contractors utilize core and intensive services to move customers into employment. The goal of these contractors is to find employment without using education/training. (Many of the customers served by RRT contractors have basic barriers to employment that can be addressed through core or intensive employment.)</p> </li> </ul> </li> </ul>

## Report Attachment Three

### Operational Audit Findings – Resources to Support Operations

<u>Audit Component and Elements</u>	<u>Audit Findings</u>
2. Resources to support operations	
2.1 Facility resources to support operations in both (space devoted to operations and its configuration)	<p>a. The following floor plan design suggestions have been offered. Approval and implementation of improvements to the floor plan will involve CMS.</p> <ul style="list-style-type: none"> <li>❑ A divider is needed between the reception and administrative areas. Some customers might assume staff working at their desks should be available to assist people waiting in line.</li> <li>❑ The reception area could be more inviting and professional in appearance.</li> <li>❑ Dividers are needed to provide more privacy to case managers.</li> <li>❑ The flow of job seekers in the work area could be better controlled through defined walkways.</li> <li>❑ Staff are not physically grouped by agency. This seating arrangement encourages cross-agency interaction, but it is not conducive to effective coordination of cross-agency work.</li> </ul> <p>b. During the focus groups, there were no complaints or suggestions for improvement from employers or job seekers about the center’s physical layout or accessibility.</p> <p>c. Sufficient space appears to be allocated to staff.</p> <p>d. Signage clearly directs job seekers to the RR. Additional signage could be used to raise awareness of other partner services available at the center.</p> <p>e. Size and equipment in the RR appear adequate for the volume of clients served. Approximately 2,000 customers use the RR per month.</p>
2.2 Human resources to support operations	<p>a. RVC: 25 staff (including 2 job developers)</p> <ul style="list-style-type: none"> <li>❑ Staff primarily include case managers and workshop facilitators</li> <li>❑ Program specializations include Displace Workers program (DWP), Refugee program, Fresh Beginnings, Opportunities (coordinated with IDHS), Welfare-to-Work (coordinated with IDOL), Displaced Homemakers</li> </ul>

<u><b>Audit Component and Elements</b></u>	<u><b>Audit Findings</b></u>
	<p>b. RRT: 22 (19 at Rockford IETC, 3 in Belvidere satellite office which also has a resource room)</p> <ul style="list-style-type: none"> <li>❑ Staff includes 5 administrative staff, 12 program staff, 2 Business Service Representatives</li> <li>❑ Program staff are responsible for 1) eligibility determinations for all sub-contractors except DWP, 2) intensive services to “walk-ins” and 3) program monitoring functions.</li> <li>❑ 2 staff work in the RR at the Rockford IETC.</li> <li>❑ Business services training has been delayed due to grant issues.</li> </ul> <p>c. IDES: 37 staff</p> <ul style="list-style-type: none"> <li>❑ Services include ISM and unemployment benefit-related services including adjudication.</li> </ul>
2.3 Financial resources to support operations	<p>a. Detailed funding information is provided in the MOU. There appear to be no issues with funding practices.</p>
2.4 Other significant resources to support operations	<p>a. The current phone system does not support the volume of calls processed by the center. The system is not conducive to good customer service for either job seekers or employers. Updating the system will require CMS involvement.</p> <p>b. Reception and RR functions are shared among the partners.</p> <p>c. The Community Audit documented that the Rockford Area Council of 100 has targeted 9 industry sectors for Boone and Winnebago counties.</p> <p>d. The Audit states that guidance counselors are important influences in career decisions of high school students and therefore counselors are valuable recruitment targets.</p>

**Report Attachment Four**  
**Operational Audit Findings – Management of Operations**

<u><i>Audit Component and Elements</i></u>	<u><i>Audit Findings</i></u>
3. Management of Operations	
3.1 Responsibility for ongoing joint management of system operations	<ul style="list-style-type: none"> <li>a. The Consortium meets periodically.                             <ul style="list-style-type: none"> <li>❑ Management style of the Consortium is informal with limited structure.</li> <li>❑ Partner meetings are not regularly scheduled.</li> <li>❑ Management perceives manager level relationships to be collaborative.</li> </ul> </li> <li>b. According to various staff, staff of one agency collaborate on a limited basis with staff of another agency. There is regular correspondence between staff and agency management. Unless there is a problem, there is limited additional interaction between staff and agency management.</li> <li>c. Off-site partners are infrequently on site.</li> <li>d. The Board has provided structured, formal direction to partners regarding the Board’s expectations for the center.                             <ul style="list-style-type: none"> <li>❑ Board member participation during the meetings is perceived to be relatively limited. It is perceived that there is opportunity for Board members to be more fully utilized as Board resources.</li> <li>❑ The current Board structure is not as business-orientated as it could be.</li> </ul> </li> <li>e. Center managers could be more active on community boards which would expand opportunities for promoting center services. It is perceived that the center could be more aggressively promoted through word of mouth.</li> </ul>
3.2 Management tools, processes and techniques involved in management of joint operations	<ul style="list-style-type: none"> <li>a. Some job seekers perceive that staff can be process oriented rather than people oriented. The perception is that the bureaucracy of the programs drive the results, at times.</li> </ul>

<u><b>Audit Component and Elements</b></u>	<u><b>Audit Findings</b></u>
	<p>b. A centralized database is needed for tracking customer activity. State level direction is needed to move forward on such an initiative.</p> <p>c. State goals and objectives could be streamlined to enhance coordination among partners. This streamlining can only be accomplished at the State level.</p>

**Report Attachment Five**  
**Operational Audit Findings – Outcomes of Operations**

<u><i>Audit Component and Elements</i></u>	<u><i>Audit Findings</i></u>
4. Outcomes of operations	
4.1 Historic service delivery system outcomes for individual programs	a. Generally, agency-specific outcomes are monitored because of agency requirements. The majority of these outcomes are quantifiable. The items being measured at an agency level are indicative of agency priorities rather than center-wide priorities.
4.2 Program performance in relationship to established performance measures or targets	<p>a. Center performance can be evaluated through IDES surveys results. These results provide limited information and do not allow for timely follow-up.</p> <p>b. Sue Molyenaux, Grants and Contracts Manager for RRT, conducts performance analysis to evaluate activity and results of each contractor. E &amp; T Reps are required to conduct monthly follow-up with the contractors to compile a status update on each customer. E &amp; T Reps document these updates in TRAC. Each quarter, every contractor is required to submit a monitoring instrument with his or her performance results. If performance standards are not met, the contractor is subject to termination at the end of their contract period.</p>
4.3 Service delivery system outcomes for unique measures for the system as an entity	<p>a. Service delivery measures for the center include ISM use by local employers and users of the RR, neither of which are outcome-oriented. These measures are tracked and reported to the Board on a quarterly basis.</p> <p>b. The following center-wide measures have been suggested: number of employers served, number of job seekers served.</p>
4.4 Job seeker and employer customer satisfaction levels	a. Information on customer satisfaction is very limited, although it has been done to a degree in the past. NIU conducts periodic surveys of employers and job seekers under contract with the state and makes local results available.

<u><b>Audit Component and Elements</b></u>	<u><b>Audit Findings</b></u>
	<ul style="list-style-type: none"><li>b. A communications / marketing strategy is needed to improve center visibility and center accomplishments. Many potential center customers are unaware of center services.</li><li>c. It is suggested that the vision of the center recognize the center for “employment” services rather than for “unemployment” services.</li><li>d. All job seeker focus group participants would recommend the center to others. As part of the recommendation, they would clarify that the center offers resources needed to help job seekers help themselves. They would also stress that the center won’t find a job for job seekers.</li></ul>