

MINNESOTA



GWDC

GOVERNOR'S WORKFORCE
DEVELOPMENT COUNCIL

Minnesota's WorkForce Centers Resource Area Study

A Report for the
Minnesota Legislature with
Recommendations for
WorkForce Centers Resource Areas
and System Improvement

Submitted by the
Governor's Workforce Development Council
January 15, 2009



Acknowledgements

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To Members of the 2009 Minnesota State Legislature:

This WorkForce Centers (WFC) Resource Area Study is submitted to the Minnesota State Legislature in fulfillment of statutory requirement §116L.665 Subd. 4 of the Governor's Workforce Development Council (GWDC). Foremost, we want to recognize the excellent work ongoing in Minnesota's workforce system and the dedication to providing the best customer and client service available. Grounded in research, this report identifies and presents further opportunities and a specific set of recommendations for more effective delivery of core services in Minnesota's WFC Resource Areas with additional recommendations for increased program accountability, measuring effectiveness and return on investment (ROI), and resource allocation. In short, we are presenting a plan which encourages maximizing service delivery and leverage in the publicly-funded workforce system.

Minnesota was a trail-blazer in the initial development of WFCs and in emphasizing services to both job-seekers and employers as customers. The realities of our current economy require recognition of the interdependencies between the needs of businesses and job-seekers and a flexibility of practice based on the changing economic conditions. These daunting challenges facing Minnesota's job-seekers today require strategic redeployment of resources to meet the demand for increased job-seeker assistance. The GWDC is also committed to implementing system measures beyond required federal program numbers to include ROI and other indicators that demonstrate alignment of strategy, delivery and system success.

We appreciate engagement from state legislators and the Governor's Office in these issues as we work together to refine our workforce development service delivery system and provide the most value to Minnesota employers and job-seekers. We appreciate your confidence in the GWDC to address these issues and look forward to your active support in moving these recommendations forward.

Sincerely,



Cyndi Leshner
GWDC Chair



Twyla Flaws
GWDC Systems Excellence Committee Chair

Executive Summary

This WorkForce Centers (WFC) Resource Area Study is submitted to the Minnesota State Legislature in fulfillment of statutory requirement §116L.665 of the Governor's Workforce Development Council (GWDC).

This study addresses the key question, "***What are the outcomes of the universal customers who use the WFC Resource Area's core services?***" Based on this central question, the GWDC Systems Excellence Committee identified additional questions integral to the study, listed below:

1. Who are the universal customers using the WFC Resource Area's core services?
2. What are the reasons universal customers use WFC Resource Areas?
3. What were the results of using the WFC Resource Area's services?
4. How did the experience, tools and services match with expectations?
5. How could the experience, tools or services be enhanced?

To address the questions in this study, many sources of data were identified, researched and generated to inform the recommendations. These sources included the WFC Resource Area Customer Registration System (CRS), the WFC Customer Satisfaction Survey, a client telephone survey designed and implemented for this study, focus groups with staff working with clients, federal and state reports and documents, and listening sessions.

The recommendations listed below reflect further opportunities and a specific set of recommendations for more effective delivery of core services in the Resource Areas of Minnesota's WFCs, and recommendations for increased program accountability, measuring effectiveness and ROI, and resource allocation. In short, we are presenting a plan which encourages maximizing service delivery and leverage in the publicly-funded workforce system.

- The GWDC supports the addition to and reallocation of existing state staff to meet the increased demands for core services in the WFC Resource Areas.
- The GWDC supports the addition of temporary staff in the WFC Resource Areas to meet the increased demands for assistance in filing for Unemployment Insurance (UI).
- Utilization of state staff needs to remain flexible to meet employer and job-seeker needs according to economic conditions.
- The Minnesota Department of Employment and Economic Development (DEED) should apply lean practices in designing and implementing workforce development initiatives and utilize return on (ROI) and other efficiency and effectiveness measures to determine best utilization of staffing and resources.

- Effectively coordinate services between UI and employment services.
- Continuously assess accessibility from a variety of consumer perspectives to identify the optimal conditions that meet client needs in a consistent manner.
- Identify leverage points for resource and expertise sharing.
- Increase WFC Resource Area capacity by identifying entities already conducting computer and basic skills training, Creative Job Search workshops or resume development.
- Adopt a nationally recognized and portable worker credentialing system for Minnesota.
- Revisit and implement the recommendations for brand identification, marketing, and increased WFC visibility.

Current economic conditions require a flexibility of practice and provide the opportunity to strategically reallocate resources to meet the increased demand for core services in the WFC Resource Areas. This includes increasing local coordination to further leverage resources that exist among other providers and organizations to address client development needs in local communities. Recognizing the extraordinary service delivery in the WorkForce Center Resource Areas, and the high level of customer satisfaction that exists, a recommendation to expand customer feedback on accessibility issues ensures clients and Resource Area staff have the technology, program information resources and data to guarantee client access in its multiple forms. State level performance measures, beyond federal program reporting requirements, should be implemented that demonstrate alignment of strategy, resource allocation and effectiveness in the workforce development system.

Introduction

The Governor's Workforce Development Council (GWDC) Systems Excellence Committee is a standing committee charged by the GWDC Executive Committee to report on and make recommendations for workforce systems improvements. This study fulfills Minnesota Statute §116L.665 Subdivision 4, which reads:

"By January 15, 2002, and each odd-numbered year thereafter, the executive committee shall submit a report to the senate and house of representatives committees with jurisdiction over workforce development programs regarding the performance and outcomes of the workforce centers. The report must provide recommendations regarding workforce center funding levels and sources, program changes, and administrative changes."

In 2005, Minnesota's Office of the Legislative Auditor (OLA) conducted an evaluation of Minnesota's workforce development services. One set of findings and recommendations from the evaluation pointed to the lack of system information available on core services provided to the universal customers who visit the WorkForce Center (WFC) Resource Areas, located within each of the 47 Minnesota WFCs, and to the lack of information on outcomes of these same services. This study acts on the recommendation to report findings on the universal customer and outcomes related to core services. The process of researching and writing this study engaged members of the GWDC to participate in their role as citizen advisors to Minnesota's workforce system as they review data and develop recommendations for system improvement of workforce services.

Study Purpose and Significance

The purpose of this study is to learn more about the universal customer and their experiences and outcomes of using the WFC Resource Areas. Specifically, the purpose is to identify demographics about the universal customers, to examine reasons universal customers enter the WFC Resource Areas and the outcomes they achieve, as well as their perspectives of the experience. The study design collects information from a representative sample of universal customers, WFC Resource Area staff, workforce development experts, and existing data to obtain multiple perspectives on services, delivery and outcomes.

This report will be presented to workforce committees of the Minnesota House of Representatives and the Senate as well as to other policy makers for consideration as they enact workforce legislation in the 2009 legislative session. The findings and recommendations will also be shared with service providers to identify opportunities for operational improvement in state and local delivery of workforce services.

Research Questions

This study addresses the key question, “***What are the outcomes of the universal customers who use the WorkForce Center Resource Area’s core services?***” Based on this central question, the GWDC Systems Excellence Committee identified additional questions integral to the study, listed below:

1. Who are the universal customers using the WFC Resource Area’s core services?
2. What are the reasons universal customers use WFC Resource Areas?
3. What tools and services do the universal customers use in the WFC Resource Areas?
4. What were the results of using the WFC Resource Area’s services?
5. How did the experience, tools and services match with expectations?
6. How could the experience, tools or services be enhanced?

Scope and Methodology

To address the questions in this study, many sources of data were identified, researched and generated to inform the recommendations, including the CRS, WFC Customer Satisfaction Survey, a telephone survey, focus groups, federal and state reports, and WFC listening sessions. Each of these sources is further described below.

Launched in 2006 through the Minnesota DEED, the CRS (see Appendix F also located at <http://www.gwdc.org/publications.htm>) initially provided client identification information such as a user’s date of birth and computer use with job search and job seeking workshops attended. In March 2008, the CRS was enhanced to include additional client information on demographics such as race, gender, disability and veteran’s status. The CRS database used for this study provided information on the clients using WFC Resource Area computers and/or attending workshops during the five month period from May 1 through October 16, 2008. (Note: The CRS incorporated demographic questions of customers starting on March 1, 2008, and many customers using the WFC Resource Area from May through September 2008 had registered before March 2008. The CRS only provides data for clients who log into the WFC Resource Area computers or attend job search and resume writing workshops within the WFCs.)

A second source of data, the WFC Customer Satisfaction Survey, is conducted monthly and has been managed by the Minnesota DEED since the implementation of the WIA in 2000. The survey data bank provided additional information on client profiles and levels of satisfaction.

To gain a firsthand client perspective, a telephone survey was conducted for this study during the months of September and November 2008. Approximately 1,339 universal customer job-seekers that had used a WFC Resource Area within the past 60 days were surveyed. This sample size represents a five percent margin of error with a confidence level of 95 percent based on population estimates within four broad regions of the state identified as Northern,

Central, Twin Cities Seven-county Metro, and Southern (see Appendix B, C, and G, H, I, and J also located at <http://www.gwdc.org/publications.htm>).

Additionally, three focus groups were convened in October 2008 with the WFC Resource Area staff who work directly with the clients, as well as the WFC managers and Disability Navigators (whose job is to provide outreach and access to individuals with disabilities looking for work) to gain a perspective on client needs from the delivery-side of the universal customer's services.

Individual interviews were conducted with the Minnesota DEED Workforce Development Division (WDD) program staff to inform and enrich background and historical perspectives on the WFC's services.

Federal legislation and federal reports as well as state documents and state reports comprised the literature review, operational context and performance history of the program by providing an historical perspective.

Listening sessions held in 21 WFC locations during October 2008 by the Minnesota DEED WDD staff lent firsthand information about the daily challenges of the work in the WFC Resource Areas. Results of the listening sessions were compiled according to topic and frequency of occurrence and shared with the GWDC members and staff for inclusion in this study as collaborating information.

Definition of Population and Services

Each of Minnesota's 47 WFCs (for a map and locations see Appendix A, also located at <http://www.gwdc.org/publications.htm>) has a designated WFC Resource Area for universal customers to conduct core service activities. Tracking core service usage is done using the CRS. This system allows state and local leaders to view summary reports that provide information on customers who come into the WFCs. The data shows an unduplicated count of customers using computers and/or attending workshops as well as the number of visits made by each client. Information is also available on the proportion of clients that are in eligibility-based programs, the proportion of clients that are registered on the MinnesotaWorks job bank, and the proportion of clients registered in the UI system within the previous six months. State and local operators use this information to improve job-seeker services.

The term "universal customer" applies to any individual visiting a WFC who is accessing generally available core services, and who may or may not be enrolled in an eligibility-based program. There are no preset conditions for individuals to access core services. Core services are primarily self-service or informational resources, such as those listed below:

- Access to computers, phones, fax machines, printed materials or other information to conduct a job search, or to learn about jobs available within a local area.

- Information services including MinnesotaWorks and other job listing services, job skills information, jobs in demand, local area performance, supportive services, information on how to file for UI, and performance and program cost of the Workforce Investment Act Title IB certified and non-certified training providers.
- Group services such as job club and job search activities, assessment activities, employability and career planning, resume writing and job search workshops.
- Rudimentary assessment of skill levels, aptitudes, abilities, and supportive service needs and information on programs that might assist individuals in upgrading skills.

Background

The Wagner-Peyser (W-P) Act of 1933 established federal funding for provision of labor exchange services. Designed to connect people looking for work with employers, this labor exchange function has been reinvented over the years to meet changing economic times. A report produced by WESTAT for the U.S. Department of Labor in February 2004 illustrates the historical and societal conditions that influenced the role and function of the employment service:

“The Kennedy-Johnson years were a watershed era for the [employment services] ES because (1) the challenges facing the US in reducing poverty were fundamentally different from those of the depression and World War II where the ES played an important role in Federal efforts to deal with problems strongly affecting all Americans, (2) the ES’s role was diminished by the creation of new Federal organizations to provide a broad array of employment and training services to groups of social concern such as the economically disadvantaged and workers dislocated by technology or trade, and (3) the ES’s attempts to contribute to the “War on Poverty” created widespread dissatisfaction among employers with the perceived shift from finding the best candidate for a given opening to placing individuals of social concern” (11).

1933 – Present: How Wagner-Peyser Relates to Minnesota WorkForce Centers

The Wagner-Peyser (W-P) Act of 1933 provides the funding for each state’s Employment Service (ES). ES is a labor market intermediary that brings together job seekers and employers to fill job openings. Historically, the main vehicle that states have used to implement ES is through Public Labor Exchanges (PLXs), which provide low-cost, high-capacity job-matching and job search assistance to all those needing workforce help. Under the Workforce Investment Act (WIA) of 1998, Public Labor Exchanges (PLXs) were mandated to change into One-Stop Centers. One-Stop Centers are the integration of PLX core services and WIA services. In contrast to the universal access of PLXs, WIA targets specific groups and serves only small segments of those groups. Thus, by providing both services under one roof, states have been able to achieve economies of scale by eliminating duplicative efforts to reach and register clients, maintain facilities and supervise staff. In Minnesota, One-Stop Centers are called WorkForce Centers (WFCs).

As a result of these forces, the report asserts, the purpose of employment services and the W-P funding that supports it began to be questioned. One of the main criticisms over the years has been that these labor exchange services are not cost effective. However, the report points out that, “a growing number of carefully conceived random-assignment [research] demonstrations consistently showed that various forms of low-cost job search assistance was highly cost-effective” (11).

One-Stop Centers, in Minnesota called WFCs, are characterized by providing low-cost, high-capacity employment-related services. The term one-stop was established under the WIA of 1998 in an effort to streamline the public workforce system and bring employment services and program-based providers together in a single location. This arrangement makes it possible to achieve a key aim of the WIA, which is to provide effective, low-cost services to virtually anyone needing workforce assistance.

Emphasis on Demand-Driven Services

A skilled workforce is the nation’s key competitive advantage, and by 2002, a significant shift in policy and direction from the U.S. Department of Labor Employment and Training Administration (USDOL ETA) was shaping a new agenda for workforce development at the national level. A strategy was rolled out for becoming a “demand-driven system,” one which identifies employers and their workforce needs—rather than individual job-seekers—as a primary customer of workforce services.

With this change, the USDOL ETA introduced a regionally-based approach to workforce development. Regional economies do not reside within geographic boundaries and may include many businesses within an industry cluster. Industry clusters are analyzed to identify demand for employer needs within those companies. Partnerships are built among workforce, education, economic development and other local providers to meet the industry challenge. Competitively awarded federal grant initiatives such as the Workforce Innovations for Regional Economic Development (WIRED) initiative and the Community-Based Job Training Grants (CBJTG) initiative underscore this emphasis.

Following the Federal lead, Minnesota’s DEED WDD also implemented changes to respond as a demand-driven system by aligning resources to strengthen regional economies. An example of this occurred in 2004 when the number of staff providing core services was reduced by 35 positions to introduce a new category of employee: business service specialists (BSS). They are trained to provide business solutions for finding and hiring new employees, retaining employees, and accessing training and general human resource information.

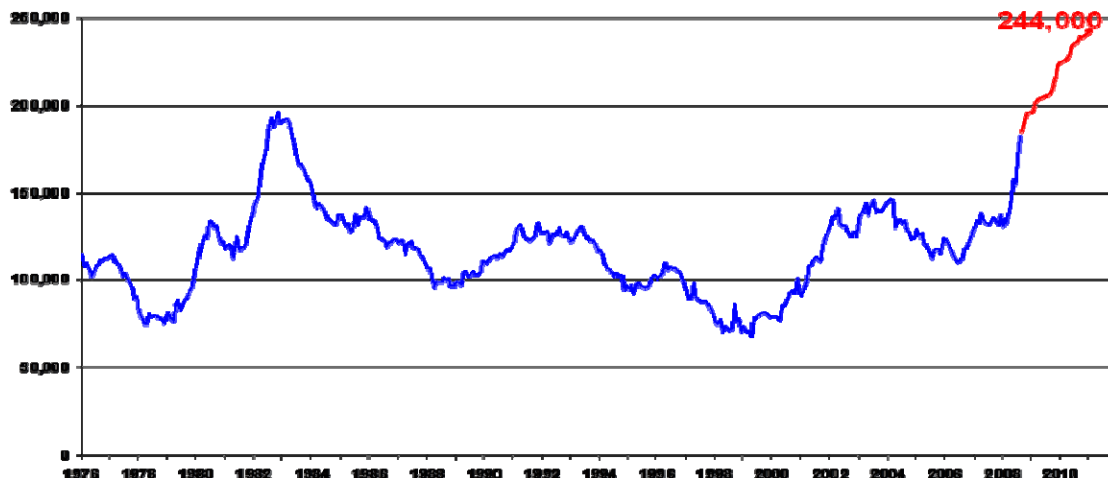
In 2006 and 2007, over 100 state employees were trained in Michael Porter’s *Microeconomics of Competitiveness*, a course taught at the University of Minnesota’s Humphrey Institute of Public Affairs. Cluster analysis, which was taught in the class, allows regions to better predict how businesses are changing and how workforce professionals can help prepare a skilled workforce.

Additional competitiveness strategies have also been implemented. For example, the WIA Incentive Grant funded eight Minnesota Sector Partnership (MSP) grants in 2006 and in 2007-2008 nine Framework for Integrated Regional Strategies (FIRST) grants were awarded.

Increasing Demand for Core Services

The systemic changes to workforce development over the years have taken the spotlight off the individual job-seeker; however, the current economic turmoil makes this review of the WFC core services, and the WFC Resource Areas in particular, very timely. Although the economic climate is changing on a near daily basis, current projections estimate that the unemployment rate will increase over the next two years to historic highs (see Figure 1 below). From this data, it seems reasonable that demand for the WFC core services, including traffic in the WFC Resource Areas, will increase from current levels.

Figure 1
Historical and Projected Unemployment Rate in Minnesota

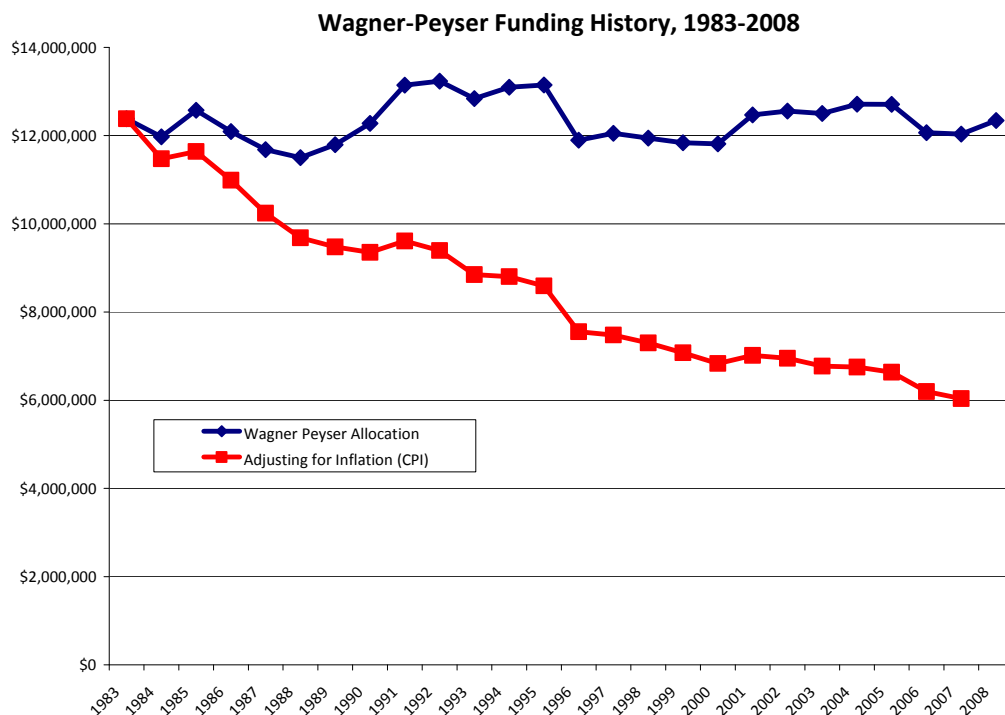


According to the Minnesota DEED's Labor Market Information (LMI) Office, current forecasts project that Minnesota will lose about 60,000 jobs between the end of 2007 and the end of 2009; will add an additional 70,000 unemployed persons to the current 175,000 which will reach an all-time high of unemployed individuals and UI claimants that exhaust UI benefits. The impact will be felt in the WFCs and the WFC Resource Areas as the unemployment numbers increase and more individuals visit the WFC looking for employment, causing staffing resources to become stretched even more.

Funding for Employment Services

Since 1983, Minnesota's allocation of the W-P funding has remained virtually unchanged from \$12 million annually, despite changes in the economy, as indicated in Figure 2. The buying power is equal to approximately half of what it was in 1983, which is reflected by adjusting for inflation with the Consumer Price Index (CPI).

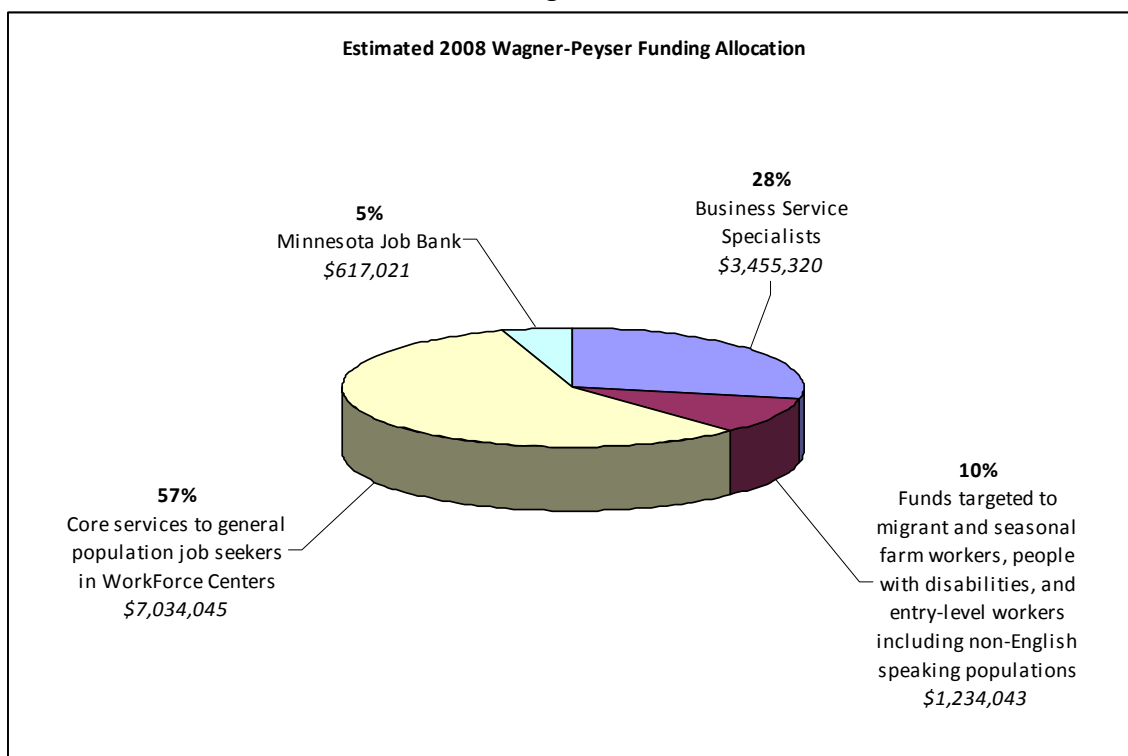
Figure 2



While the funding has remained at a standstill, the economy has not, and the ability to maintain staffing and provide core services with the same amount of dollars has declined. In 1983, \$12 million funded a staff of 433 Full-time Equivalent (FTE) staff. In today's economy, the same amount pays for only 140 FTE staff members.

Figure 3 shows the breakdown of W-P funds and how they are currently allocated for services.

Figure 3



The Minnesota DEED commits five percent of the total W-P funds to maintaining Minnesota's on-line job bank for job-seekers and employers, now called MinnesotaWorks, located at <https://www.minnesotaworks.net>.

Effective in program year (PY) 2004, and reflecting the emphasis on “demand-driven” services, 28 percent of Minnesota’s W-P allocation, which previously had been used to fund staff providing core services and staffing the WFC Resource Areas, was dedicated to establishing 35 new BSS positions. According to the Minnesota DEED, the job of these 35 BSS is to provide practical business solutions for finding and hiring new employees, retaining employees, accessing training and general human resource information to employers. This new category of employee reduced the number of staff in the WFC Resource Areas by that same number.

Of the remaining 67 percent of the total federal W-P allocation Minnesota receives, the following breakdown applies:

Ten percent of total funds are dedicated to serving migrant and seasonal farm workers, people with disabilities, and entry-level workers, which include non-English speaking populations.

Fifty-seven percent of total funds are dedicated to providing core services to universal customers in the WFCs (in partnership with other providers). Core services include the following:

- Reemployment services for UI claimants.
- Providing access to job listings, computer equipment, adaptive equipment, video equipment and printed materials.
- Staffing services in the WFC Resource Areas.
- Assessment and career exploration tools.
- Workshops to build job-seeking skills and self-sufficiency.
- Targeted recruitment.
- Sponsorship of career and job fairs.
- No-fee job listings with access to thousands of potential applicants.
- Interview space with reception support.
- Application collection.
- Complete assessment testing.
- Job description review.
- Resource and referral for business growth and development.
- LMI and low-cost/no-cost employer workshops and seminars.

Actual allocation percentages may vary slightly from year to year, but the above figures present an accurate picture of the overall funding allocation. Also, a given WFC may differ from this funding formula based on having limited funds allocated to the area.

Staffing and Infrastructure

The WFCs do not have state funds designated to staffing and maintaining WFC Resource Areas. As a result, the W-P program, along with state Rehabilitation Services, Veteran's Services, and staff from the local workforce service provider entities who deliver the WIA Title IB (adult, dislocated worker and youth) services, are contributors providing support and tools to assist job-seekers in conducting an effective job search. Few WFC Resource Areas have full-time staff, as evidenced in many WFCs where coverage for universal customers is cobbled together in two hour shifts and paid from the multiple funding streams.

As W-P funds have effectively decreased and a portion of funding has been diverted to do outreach to local businesses, fewer resources have been available to provide services to job-seekers who wish to utilize WFC Resource Areas. While some WFCs have a significant number of FTE funded by W-P, many—particularly in greater Minnesota—have none at all. In these instances, the local provider partner has increased their contribution toward the WFC Resource Areas in an attempt to maintain a base-level of service for these important activities. Many states do provide supplemental funding to federal resources. The National Association of State Workforce Agencies (NASWA) is currently conducting a national survey to compile this information. The report, due out in January 2009, will portray a state-by-state investment of funds to supplement federal funding streams in terms of what amounts and for which activities.

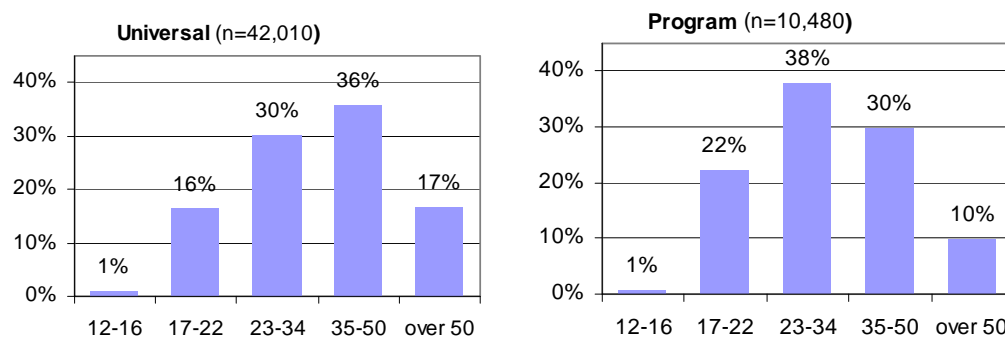
Research Findings

Who are the universal customers using core services?

Universal customers are defined as customers not participating in an eligibility-based program, though they do receive resources such as the WFC Resource Area services that are funded by W-P. It should be noted that universal customers can become program customers if they enroll in an eligibility-based program. Program customers are defined as customers enrolled and/or receiving services in Food Support Employment and Training (FSET), the Minnesota Family Investment Program (MFIP), Diversionary Work, Minnesota and WIA Dislocated Workers, Minnesota and WIA Youth, WIA Adult, Vocational Rehabilitation (VR), and/or State Services for the Blind (SSB) workforce development programs. Most programs are targeted to a specific demographic group, which may account for some or all of the overall demographic differences between universal and program customers.

Demographic data from the CRS (see Appendix F located at <http://www.gwdc.org/publications.htm>) shows that universal customers are generally older and more educated than program customers and are more likely to be male. For example, 53 percent of universal customers are over the age of 35 whereas only 40 percent of program customers are over the age of 35 (see Figures 4 and 5).

Figure 4 Figure 5
Ages of Universal Customers and Program Customers



In terms of gender, universal customers are weighted toward males at 55 percent of the client makeup and 45 percent are female. For program participants, however, 67 percent are female, which may in part be due to the fact that a large majority of MFIP clients are female. In terms of the percentage of disabled customers, eight percent of universal customers reported a disability compared to 15 percent of program customers, though this disparity may be due to the fact that some programs such as VR and SSB are targeted toward individuals with disabilities.

Universal customers represent a somewhat smaller proportion of African Americans (18 percent) compared to program customers (24 percent). In terms of education, universal customers have a somewhat higher proportion of customers with a college degree or education beyond a college degree as represented in Figures 6 and 7 below.

Education Levels of Universal and Program Customers

Figure 6

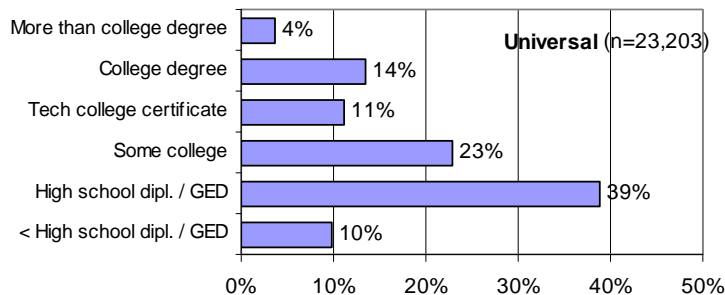
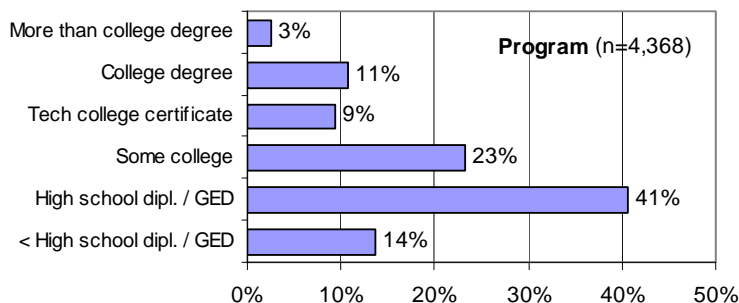


Figure 7



In terms of military service, universal customers have a larger proportion of customers who identify themselves as veterans (eight percent) compared to program customers (four percent). The reason for this disparity could be attributed to the fact that a substantial portion of program customers are participants in MFIP and MFIP participants are primarily women and usually have not been in the service.

Seventy-one percent of universal customers reported being unemployed compared to 80 percent of program customers. Also, 25 percent of universal customers reported full-time or part-time work while only 18 percent of program customers reported the same.

What are the reasons universal customers use the WFC Resource Areas?

Data from the client telephone survey (see Appendix G located at <http://www.gwdc.org/publications.htm>) indicates that 82 percent of those surveyed were unemployed and looking for a new job; nine percent were employed and looking for a better job; three percent were employed but had received a layoff notice; and less than one percent were employed and looking for a second job or employed and seeking training or other help to keep their job.

Fifty-eight percent of those surveyed said they visited the WFC Resource Area because they were looking for information about different kinds of jobs to help themselves change careers.

Thirty-five percent were looking for information on how to file for UI.

Fourteen percent were looking for help with needs such as housing, childcare, or food programs.

Eleven percent were looking for information on how to start their own business.

What tools and services do the universal customers use in the WFC Resource Areas?

According to the telephone survey, 70 percent of the customers surveyed used MinnesotaWorks.net, a state on-line job bank; 46 percent used a computer program that helped them create a resume; 40 percent used Web sites with career information; 30 percent attended workshops on finding a job; and 14 percent attended workshops on exploring different careers.

Of those who interacted with staff in the WFC Resource Areas, 74 percent of the clients surveyed said it was "very important" and 21 percent said "somewhat important" that staff was available to help them use the computer or Web sites.

Further, 83 percent said it was "very important" and 16 percent said "somewhat important" that staff was available to help them write a resume or cover letter.

What were the results of using the WFC Resource Areas services?

The client telephone survey revealed that 68 percent of those surveyed applied for jobs they found during visits to the WFC Resource Area. Of those who applied for job openings found during visits to the WFCs, 58 percent were invited to an interview and an additional eight percent had not heard from the potential employer yet. Of those who applied for job openings found during their visit to the WFCs, 50 percent received a job offer as a result and an additional 10 percent had not heard from the potential employer yet.

How did the experience, tools and services match with expectations?

Overall, 41 percent of the telephone survey respondents were "very satisfied" and 45 percent "satisfied" that they found what they needed when they visited the WFC. Fifty-two percent were "very satisfied" and 39 percent "satisfied" with the help that they received from the WFC Resource Area staff. Fifty percent were "very satisfied" and 45 percent "satisfied" that the WFC Resource Area was open during times that fit their schedule.

How could the experience, tools or services be enhanced?

When 1,065 telephone survey clients were asked an open-ended question about how the WFC could have been more helpful, 34 percent of the 564 respondents provided a positive compliment.

Three hundred eighty-one respondents, or 36 percent, indicated that there was not enough help provided by staff; there was not enough personal contact from staff; and more staff should be available in the WFC Resource Areas.

According to data obtained from WFC Resource Area staff in the listening sessions, the most requested service from WFC Resource Area clients is more one-on-one help for resume development, computer navigation, career planning and skills assessments.

Likewise, focus group respondents overwhelmingly expressed that they are not able to devote a fraction of the time that clients request to individualized attention in areas of computer usage, Web-based job searching, resume development and other job search activities. Several focus group respondents also recommended extended hours based on location and many others said that access to informational resources on UI and other state run programs is necessary for WFC Resource Areas that do not have W-P funded staff at that location.

Seventy-six respondents indicated there should be more information on services and options at the WFCs, and 65 respondents recommended later evening and weekend hours of operation.

Focus Group Findings

Universal customers bring more complex issues to job search than unemployment alone.

For the majority of universal customers coming in to the WFC Resource Areas, there are many complicating factors that impede their job search. Staff often hear concerns about and assist clients who are dealing with crises related to housing and home foreclosures, health issues, and increasing medical costs, financial, child care, transportation, and many other situations that can disrupt and even suspend an individual's job search. The WFC Resource Area staff also indicate that overall, their clients are demonstrating higher levels of stress and anxiety as costs are increasing and job prospects are declining in the current economy.

Increasing diversity of universal customers requires higher levels of individualized assistance from staff.

Diversity is represented more widely than ever in today's job-seekers. The WFC Resource Area staff cited numerous examples of diverse populations with unique needs that require high-touch assistance.

Many older workers, once retired, are seeking employment again for health benefits or additional income. Word processing for resume development and completing on-line job applications are the new basic skills in job search technology. If an individual has never had exposure to keyboarding or Web searching, they rely almost completely on the WFC Resource Area staff to show them how to use the technology.

People with disabilities represent a large population of unemployed and underemployed workers. When an individual has an observable disability, it is possible to provide accommodations in the WFC Resource Area with specialized equipment and software. An individual may have very good job skills but also have a hidden disability, and thus will need additional time or assistance navigating the on-line job search process.

Other types of client diversity include, among others, ex-offenders or parolees, foster children aging out of the system, new immigrants, financially at-risk individuals looking for second and third jobs, and others who are under skilled or under prepared for work. Further, the breadth of racial, ethnic and cultural diversity, along with multiple languages, presents additional layers of complexity to serving clients. Again, staff is called upon to assist individuals with unique needs and this requires a much higher level of client interaction and knowledge of state and community resources than simply providing an orientation to a self-service WFC Resource Area.

A self-service model does not meet the needs for the majority of clients who come to the WFC Resource Areas for job search assistance and for the percentage of clients who come in to file UI claims.

The majority of clients who come in to the WFC Resource Areas do not have the computer skills for independent job searching, including the ability to develop a resume, word process it, or to conduct an on-line search or complete an on-line job application. Staff identified computer literacy as the number one skill required for job searching and this is the skill that most clients do not possess.

UI clients who come in to the WFC Resource Areas require assistance to maneuver through the telephone tree or the computer screens to file their UI claims. The number of UI claimants coming in to the WFC Resource Areas for assistance has increased exponentially, taking far more staff time than they can afford due to the increase in WFC Resource Area visitors in general. As one employee stated, "I used to use maybe 25 percent of my time to help people with UI questions, now it's about 90 percent of my time."

There is concern about adequate staff coverage in WFC Resource Areas

WFC Resource Area staff and clients are feeling the stress of doing more with less. A perfect storm consisting of an increased reliance on technology for job searching; clients with low levels of computer literacy requiring more individual assistance; an increased demand for UI filing assistance; and increased volume of traffic in the WFC Resource Areas, have created an

increase in demand for WFC Resource Area staff time that is greater than what the current staff can meet. Clients are left to their own devices to learn how to use the systems and develop their resumes, which can extend the time an individual is unemployed.

GWDC Recommendations

With all data documented and synthesized, the GWDC Executive Committee, along with the GWDC Systems Excellence Committee met to develop the following recommendations.

The GWDC supports the addition to and reallocation of existing state staff to meet the increased demands for core services in the WFC Resource Areas. The evidence from client surveys and the focus groups strongly indicates a self-service model does not meet the needs of the majority of clients who come to the WFC Resource Areas for job search assistance.

The GWDC supports the addition of temporary staff in the WFC Resource Areas to meet the increased demands for assistance in filing for UI. The evidence from client surveys and the focus groups strongly indicates a self-service model does not meet the needs of the majority of clients who come to the WFC Resource Areas to file UI claims. The WFC Resource Area staff working with UI claimants needs to have adequate UI information resources that allow them to assist clients in the claim-filing process.

Utilization of state staff needs to remain flexible to meet employer and job-seeker needs according to economic conditions. The WFC system should strive to balance the interdependencies between the needs of business and job-seekers and strategically deploy its resources to meet both sets of needs as the economy changes.

The Minnesota DEED should apply lean practices in designing and implementing workforce development initiatives and utilize return on (ROI) and other efficiency and effectiveness measures to determine best utilization of staffing and resources. Currently, workforce program accomplishments are reported according to federal measures and guidelines; however, efficiency and effectiveness of the delivery of services are not measured or reported. These measures should be designed and applied to workforce programs and reported to the GWDC and respective advisory boards.

Effectively coordinate services between UI and employment services. System data reveals that on average, more than eleven weeks pass between the time an individual first files for UI and when they enroll in the Dislocated Worker Program. Outreach to recently unemployed individuals should be a high priority to get individuals into the WFC Resource Areas and the Dislocated Worker Program earlier for reemployment training or job placement.

Continuously assess accessibility from a variety of consumer perspectives to identify the optimal conditions that meet client needs in a consistent manner. Increasingly diverse populations bring cultural and language differences that need to be bridged in the job search process. Individuals with disabilities are an important part of our workforce and require

accommodations and assistive technology to assist in the job search. Aging workers not familiar with technology need more individualized assistance. Other individuals have challenges with the hours of operation. Each situation requires application of best practices in providing access and accessibility in the WFC Resource Areas in the state. In addition to the ongoing WFC Customer Satisfaction Survey, periodically gather client feedback on hours of operation, technology and adaptive equipment, and staffing situations, and then customize services to meet local community needs. Cross-train and utilize staff in an optimal service delivery model so that any staff assigned to the WFC Resource Areas is able to respond to clients with program specific questions.

Identify leverage points for resource and expertise sharing. Specifically, identify opportunities for closer coordination between WFC Resource Areas and Minnesota State Colleges and Universities (MnSCU) campuses career placement offices. The MnSCU career placement offices, located in each of the state universities and community and technical colleges are a natural intersection for the education system and the workforce system to leverage information and expertise about career information, education, and employment for students, career changers, job-seekers and employers.

Increase WFC Resource Area capacity by identifying entities already conducting computer training, basic skills, Creative Job Search workshops or resume development. Leverage economies of scale and develop state and/or local partnerships with Adult Basic Education (ABE), Community-based Organizations (CBOs), Community Rehabilitation Providers (CRPs) and other provider organizations to deliver workshops and instructional services that meet the needs of local communities where the WFC Resource Areas are located.

Adopt a nationally recognized and portable worker credentialing system for Minnesota. Update the GWDC on the results of the Work Readiness Credential pilot and the Career Readiness Certificate pilot conducted in 2007 and 2008 to determine feasibility of statewide adoption as part of the WFC core services. Recognizing that each credential serves a different but valuable purpose, determine the certification of most immediate value to employers and implement it.

Revisit and implement the recommendations for brand identification, marketing, and increased WFC visibility. A study commissioned by the GWDC and conducted by Jefferson Bishop et al of the Carlson School Brand Enterprise Unit in May 2006 entitled *WorkForce Center System Repositioning* identified multiple system leverage points to increase brand identity and value messaging to employers and job-seekers.

Conclusion

The purpose of this study determined to answer questions about who are the WFC Resource Area universal customers, the reasons they seek services in WFC Resource Areas, the tools and services utilized, and the results of services received. Guided by the GWDC Systems Excellence Committee and the Executive committee, the methodology included a client survey developed for this study, focus groups with WFC Resource Area staff that provides direct service to clients, informal listening session results, individual interviews and a literature review. The findings and recommendations from this study have relevance to policy makers and state and local program administrators for consideration.

The most significant finding of this report is the extent to which integration of technology into the job search process and the UI application process has had an impact on job seekers utilizing WFC Resource Areas. Evidence in this report conclusively shows that the self-service model on which WorkForce Center Resource Areas were designed to operate does not fully meet the needs of the majority of clients who come to the WorkForce Center Resource Areas for job search assistance and for assistance with the UI application. Individuals who require assistance for these purposes usually have one or more disadvantages, such as a language barrier, a lack of computer skills, or perhaps a visible or invisible disability that requires a higher level of staff assistance and support. Significantly, analysis of the client survey data reveals a high level of correlation between client satisfaction and the availability of staff to assist with computer navigation, resume development, and other aspects of the job search process.

Current economic conditions require a flexibility of practice and provide the opportunity to strategically reallocate resources to meet the increased demand for core services in the WFC Resource Areas. This includes increasing local coordination to further leverage resources that exist among other providers and organizations to address client development needs in local communities. Recognizing the extraordinary service delivery in the WorkForce Center Resource Areas and the high level of customer satisfaction that exists, a recommendation to expand customer feedback on accessibility issues ensures clients and Resource Area staff have the technology, program information resources and data to guarantee client access in its multiple forms. State level performance measures, beyond federal program reporting requirements, should be implemented that demonstrate alignment of strategy, resource allocation and effectiveness in the workforce development system.

The parameters of this study did not include examining WFC Resource Area funding beyond the history and current practice of W-P funding allocation and the partnerships that support Resource Areas; however, further research opportunities exist to study future policies for WFC sustainability with resources beyond the current federal funding allocations.

Appendices*

- Appendix A. Locations of Minnesota's 47 Workforce Centers (WFC)
- Appendix B. GWDC WorkForce Center (WFC) Resource Area Customer Survey
- Appendix C. Regions for GWDC WorkForce Center (WFC) Resource Area Customer Survey
- Appendix D. Focus Group Interview Protocol
- Appendix E. WorkForce Center (WFC) Listening Sessions
- Appendix F. WorkForce Center Customer Registration System:
Results by Demographics for Both the Universal and Program Customers
- Appendix G. GWDC Survey of WorkForce Center System Universal Customers Final Results—
Summary Tables
- Appendix H. GWDC Survey – Fall 2008 Final Results
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- Appendix J. GWDC Survey – Fall 2008 Regional Differences Within Open-ended Results

*Note: Appendices are located on the GWDC Web site at
<http://www.gwdc.org/publications.htm>

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Note:

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MINNESOTA



GWDC

GOVERNOR'S WORKFORCE
DEVELOPMENT COUNCIL

Minnesota's WorkForce Centers Resource Area Study

A Report for the
Minnesota Legislature with
Recommendations for
WorkForce Centers Resource Areas
and System Improvement

Submitted by the
Governor's Workforce Development Council
January 15, 2009



APPENDICES

January 2009

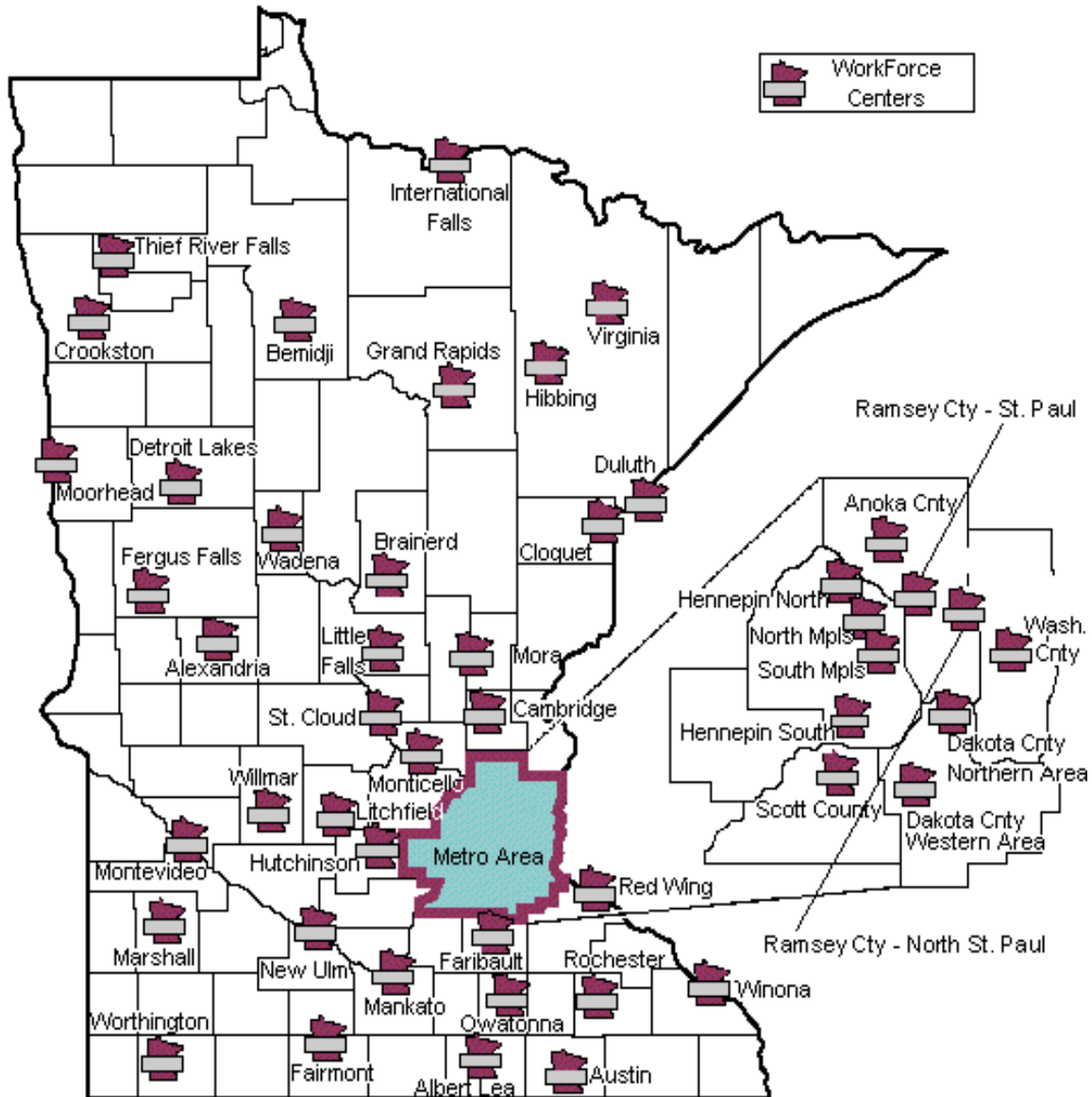
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Appendix A

Locations of Minnesota's 47 WorkForce Centers



Appendix B

GWDC: Workforce Center (WFC) Resource Area Customer Survey

I am going to ask you some questions about your use of the WFC and the WFC Resource Area. The WFC Resource Area is the part of the WFC that has computers for customers to use and staff people who can answer questions.

1. Please think back to the first time you used a WFC this year. What made you decide to go to the WFC? _____
2. Did a WFC staff person tell you about the services available, such as workshops, use of the phone and computers, or useful Web sites on the computer? YES, NO, DK/REF
3. How satisfied are you that you got enough information about what was available at the WFC? Are you very satisfied, satisfied, dissatisfied, or very dissatisfied?
4. I'm going to read off a list of services in the WFC. Please tell me which, if any, you used during any of your visits. Did you use:
 - A. ____ MinnesotaWorks.net [IF NEEDED the Minnesota on-line job bank]? YES, NO, DK/RE
 - B. ____ Did you use other job banks such as Monster or CareerBuilder, or on-line job listings through the newspaper? YES, NO, DK/REF
 - C. ____ Did you use Web sites with information about different kinds of jobs and careers such as ISEEK or MinnesotaCareers? YES, NO, DK/REF
 - D. ____ Did you use a program on the computer that helped you write a resume?
YES, NO, DK/REF
 - E. ____ Did you go to any workshops or classes that helped you prepare to find a job?
YES, NO, DK/REF
 - F. ____ Did you go to any workshops or classes on exploring different kinds of careers?
YES, NO, DK/REF
5. Are there any WFC services you have used that I haven't mentioned? [IF THERE ARE] What are these? _____

6. Of all the services you've used at the WFC, which **two** were **most** important to you?

7. Were there any services you needed to help you find a job that you could **not** get at the WFC? _____
8. Did you get help from WFC Resource Area staff in using the computer or Web sites?
YES, NO, DK/REF [IF YES GO TO Q9, IF **NO, DK/REF SKIP TO Q10**]
9. How important was it to you that staff was on hand to help you use the computer or Web sites? Was it very important, somewhat important, not very important, or not at all important?
10. Did you get help from WFC Resource Area staff in writing your resume or cover letter?
YES, NO, DK/REF [IF YES GO TO Q11, IF **NO, DK/REF SKIP TO Q12**]
11. How important was it to you that staff was on hand to help you write your resume or cover letter? Was it very important, somewhat important, not very important, or not at all important?
12. Was language a problem when you wanted to talk with WFC Resource Area staff?
YES, NO, DK/REF
13. In general, how satisfied or dissatisfied are you with the help that you received from the WFC Resource Area staff? Are you very satisfied, satisfied, dissatisfied, or very dissatisfied?
14. How satisfied or dissatisfied are you that the WFC Resource Area was open during times that fit your schedule? Are you very satisfied, satisfied, dissatisfied, or very dissatisfied?
15. Were you usually able to get on a WFC Resource Area computer in a reasonable amount of time? YES, NO, DK/REF
16. Do you have a computer at home that is available when you need it? YES, NO, DK/REF
[IF YES GO TO Q 17, IF **NO SKIP TO Q 18**]

17. I'm going to read a list of possible problems in using a home computer. Please tell me which ones, if any, are problems for you.

A. ____ Your computer does not have a printer or the printer is not working.

PROBLEM, NOT A PROBLEM, DK/REF

B. ____ You need more training on how to use the computer.

PROBLEM, NOT A PROBLEM, DK/REF

C. ____ Your computer is not connected to the internet.

PROBLEM, NOT A PROBLEM, DK/REF [IF YES SKIP TO Q18, IF NO GO TO D.]

D. ____ The internet connection is slow. PROBLEM, NOT A PROBLEM, DK/REF

18. I'm going to read off some reasons why people use the WFC. Please tell me which ones, if any, were reasons why you used the WFC.

A. ____ Were you looking for information about different kinds of jobs to help you change careers? A REASON, NOT A REASON, DK/REF

B. ____ Were you looking for information on how to start your own business?

A REASON, NOT A REASON, DK/REF

C. ____ Were you looking for help with needs such as housing, childcare, or food programs?

A REASON, NOT A REASON, DK/REF

D. ____ Were you looking for information on how to file for Unemployment Insurance?

A REASON, NOT A REASON, DK/REF

E. ____ Were you unemployed and looking for a new job?

A REASON, NOT A REASON, DK/REF [IF YES SKIP to Q19, IF NO GO TO F.]

F. ____ Were you employed but had received a layoff notice?

A REASON, NOT A REASON, DK/REF [IF YES SKIP to Q19, IF NO GO TO G.]

G. ____ Were you employed and looking for a better job?

A REASON, NOT A REASON, DK/REF [IF YES SKIP to Q19, IF NO GO TO H.]

H. ____ Were you employed and looking for a second job?

A REASON, NOT A REASON, DK/REF [IF YES SKIP to Q19, IF NO GO TO I.]

I. ____ Were you employed and looking for training or other help to keep your current job?

A REASON, NOT A REASON, DK/REF [SKIP to Q23]

19. How satisfied or dissatisfied are you that you found the kind of job openings you were looking for? Were you very satisfied, satisfied, dissatisfied, or very dissatisfied, or is it too early to say?
20. Did you apply for any jobs that you found out about during visits to the WFC?
YES, NO, DK/REF [IF YES GO TO Q21, IF NO **SKIP TO Q23**]
21. Were you invited for an interview as a result of applying for any of these jobs?
YES, NO, HAVEN'T HEARD YET, DK/REF [IF YES GO TO Q22, IF NO **SKIP TO Q23**]
22. Did you receive a job offer as a result of applying for any of these jobs?
YES, NO, HAVEN'T HEARD YET, DK/REF
23. Overall, how satisfied or dissatisfied are you that you found what you needed when you visited the WFC? Are you very satisfied, satisfied, dissatisfied, or very dissatisfied?
24. How could the WFC have been more help to you? _____

DRAFT

Appendix C

Regions for the GWDC WorkForce Center (WFC) Resource Area Customer Survey

Region	Facility (WorkForce Center) Names
1 (Northern)	<p>Bemidji, Cloquet, Crookston, Detroit Lakes, Duluth, Grand Rapids, Hibbing, International Falls, Moorhead, Thief River Falls and Virginia</p> <p><i>[WFCs in Northeast, Northwest, and Duluth Workforce Service Area (WSAs), plus Bemidji, Detroit Lakes, and Moorhead from Rural MN CEP WSA]</i></p>
2 (Central)	<p>Alexandria, Brainerd, Cambridge, Fergus Falls, Little Falls, Litchfield, Monticello, Mora, St. Cloud, Wadena, Willmar</p> <p><i>[WFCs in Stearns-Benton WSA, Central MN WSA – minus Hutchinson, and Rural MN CEP WSA – minus Bemidji, Detroit Lakes, Moorhead]</i></p>
3 (Twin Cities Metro)	<p>Anoka County, Dakota-Northern, Dakota-Western, Hennepin North, Hennepin South, Minneapolis North, Minneapolis South, North St. Paul, Scott County, St. Paul and Washington County</p> <p><i>[WFCs in Anoka, Dakota-Scott, Hennepin-Carver, Minneapolis, Ramsey and Washington WSAs]</i></p>
4 (Southern)	<p>Albert Lea, Austin, Fairmont, Faribault, Hutchinson, Mankato, Marshall, Montevideo, New Ulm, Owatonna, Red Wing, Rochester, Winona, and Worthington</p> <p><i>[WFCs in Southeast, South Central, Southwest, and Winona WSAs, plus Hutchinson from Central MN WSA]</i></p>

Appendix D

Focus Group Interview Protocol

Good Morning, we are here to talk with you today about your experiences in the WorkForce Center Resource Areas (WCRA) because you work directly with the clients.

Here is a description of the project that we are undertaking, the reason we are doing it and the questions we are looking to answer. This report is being prepared for presentation to the legislature in January, with information about how the universal customer needs are being met and recommendations on how the resource areas can better meet needs of universal customers. Any questions so far?

I also want to tell you that we are recording this session for the purpose of making sure we get the details of everything you have to say. What is important for you to know is that all of the discussion and information we gather is confidential and when we write the report, no one person will be identified. We may use quotes from this discussion, but no individual will be identified. Do you have any further questions?

1. Your jobs are related to connecting universal customers in the resource areas to resources in the workforce centers. Describe more about your role with jobseekers and how you interact with the clients in the resource areas.
2. What do you hear from the universal customers about the reasons they came in to the resource area?
3. What tools and resources are the clients are using when they come in?
4. DEED uses the Customer Satisfaction Survey to poll jobseekers about their satisfaction with the services they receive. What feedback do you receive from the universal customers themselves about meeting their expectations?
5. Describe challenges you encounter in providing service to universal customers.
6. From your perspective, how could the universal customer experience, tools or services be enhanced?
7. What else would you like to add about serving the universal customer?

Thank you for your time and input to this session. As I mentioned, this will be a public report published and presented to the legislature in January. If you are interested, we may use your group to provide feedback on draft reports as they are developed. We will also post the report on the GWDC website.

Appendix E

WorkForce Center Listening Sessions

WorkForce Center Listening Sessions

21 Statewide WFC Listening Sessions held at:

Bloomington, Brooklyn Park, Anoka, Mankato, Fairmont, South/North Minneapolis, Cambridge, St. Cloud, Duluth, Hibbing, Virginia, Alexandria, Brainerd, Crookston, Thief River Falls, Woodbury, Willmar, Marshall, St. Paul/Fairview, Burnsville, West St. Paul

Summary of Listening Session Subjects and Issues Discussed

State Office Responsibilities / Services Provided	Number of Times Issues Were Raised
More marketing and publicity for the WFCs and their workshops.	19
Provide and review updated referral information to various programs and resources – <i>Directory and/or pamphlets, including literacy readability and different languages.</i>	12
Equipment Needs – <i>Updated computers, furniture, printers, projectors, etc.</i>	11
More communication, collaboration, and cooperation between all partnerships.	9
Request from staff for providing more adequate Translation Services – <i>Including phone service and more bi-lingual staff available.</i>	9
Staff (front desk & partner) training – <i>In areas of up-to-date on-line technology, computer applications, employment law, webinar, safety, dealing with difficult customers and situations.</i>	8
Need for a good assessment to use with job seekers – <i>More than one would be good, and areas to include skills, personal, analysis, and counseling/intervention.</i>	3
Program oversight – <i>Too much process and bureaucracy, lack of flexibility, and the need to shift resources locally.</i>	2

Job Seekers – Services needed and most requested	Number of Times Issues Were Raised
Counseling(ers) staff needed for one on one help – <i>Including resume´, computer navigation, planning, resources, skills assessment, etc., basic needs.</i>	47
Computer training / General technology – <i>Including computer software (MSWord, MSEXcel), basic navigation and keyboarding skills, various on-line applications.</i>	29
Universal customer Support Service Funding – <i>Including bus pass, transportation, food, clothing, etc.</i>	25
Skills training – (Specifically interviewing and resume´) – <i>Including resume´ critiquing.</i>	25
Need for specialized workshops (on DVD) – <i>Covering life skills, personal responsibility, webinars, career exploration, emotional aspects of unemployment (grief, coping, motivational), ex-offender, etc.</i>	23
Need for referral services, intervention, FAQ list.	19

Job Seekers – Services needed and most requested	Number of Times Issues Were Raised
Older workers – <i>Difficulty with computer programs and systems.</i>	17
Educational training – <i>Including Higher/Advanced education and specific skills areas.</i>	13
Need for skills assessment, career planning resources, and interest inventories, etc.	8
Workshop attendance – <i>Issues with low attendance, motivating people to attend.</i>	6

WorkForce Center Resource Rooms – Good and bad issues	Number of Times Issues Were Raised
Understaffed	33
Need updated systems – <i>Including computers, phone lines, scanners, etc.</i>	14
Percentage of customers that are there to file for UI (benchmark of at least 75%)	7
Computer use issues – <i>Need updated policies and procedures for restrictions, filtering, inappropriate use, and blocking certain internet locations.</i>	6
Need more resource materials to give to universal customers.	6
More space needed – <i>Computer lab, general resource areas, day care (kid areas), etc.</i>	6
Need for a better triage system and intake process improvement – <i>WFC Orientation</i>	4
Self-help / Self-Service issues – <i>Need for brief introduction to services and how to use the resource rooms effectively, WFC orientation for customers.</i>	3
Issues with accessibility of WFC to universal customers – <i>Location & physical building.</i>	2

WFC Demographic Changes – Increases in customers visiting Resource Rms	Number of Times Issues Were Raised
Older Workers 50+ - <i>Including retirees having to back to work</i>	26
Culturally Diverse population	11
Ex-offender population	15
Higher Educated customers looking for work – <i>Those laid off from higher wages and looking for any positions.</i>	10
Universal Customers – not signing into CRS	8
Customers laid off more than once – <i>Looking for 2nd and 3rd jobs</i>	4
Customers that have a long work history	2
Customers with other barriers to employment – <i>Illiteracy, mental health, etc.</i>	2
Returning Veterans	1

Unemployment Insurance – Customer and staff experience	Number of Times Issues Were Raised
UI On-Line/Phone Operating System – <i>Staff & Client problems/issues exist.</i>	38
Request from staff for a UI Rep to be present in WFC for client issues	35
WFC staff request UI assistance/training/resources on system – <i>Includes outreach for updates and changes made to rules/system updates & changes; a need exists for an internal staff helpline.</i>	18
UI Forms / Letters – <i>Are too complicated; Clients do not understand.</i>	10
UI REA – <i>A disconnect exists in relationship to WFC staff.</i>	8
Translation Services – <i>Issues for clients getting connection to; Problems / Breakdowns</i>	7
WFC staff request a need for a UI orientation session – <i>Session would include UI claims and eligibility, orientation on services at the WFC, and Minnesota Works/CJS introduction.</i>	5
Notification to WFC when the UI system goes down – <i>Causes lock-outs and other problems for clients.</i>	2
Request from staff UI phone system inbound/outbound capability – <i>Right now inbound calls only. Outbound could be used in evenings for reminder calls to clients.</i>	1
Request from staff for a 1-800 fax number for UI	1

Minnesota Works and CRS – Good and bad issues	Number of Times Issues Were Raised
Resume Building issues – <i>Including import/export cumbersome, only chronological order, not personalized enough, can not copy/paste easily into MSWord.</i>	22
Interface needed between systems (CRS – Minnesota Works – UI) – <i>Multiple systems with multiple logins (user names & passwords) not tied together.</i>	17
System is working okay for both job seekers and employers.	9
Operating System issues – <i>Specifically getting locked out, system going down, employer links lock up system.</i>	7
Too many temp agency job postings – <i>Need to forma or have a filter function.</i>	6
Need of additional search functions – <i>Including: Statewide, metro-wide; By occupation and if occupation was in the last “x” number of years; For specific job experience entered for certain employer requests; Issue with restriction of finding jobs by general job title, and to be able to search for more than one at a time.</i>	6
Need of general ‘walk-thru’ assistance / better tutorial / best practices on site.	5
Employer issues – <i>More automated approval process is needed; Approval takes too long; Small employers don’t like to enter orders for jobs – too cumbersome.</i>	3
Application association to State Government – <i>Stigma that it represents the lower end of job seeker spectrum.</i>	2

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Minnesota Works and CRS – Good and bad issues	Number of Times Issues Were Raised
Disconnect between Minnesota Works & WFC System/Services – <i>Market WFCs on Minnesota Works</i>	2
Need a better regional LMI hot job list created.	1

Tools that are used by WorkForce Center staff	Number of Times Issues Were Raised
ISEEK, MCIS, Win-Way (for basic & beginners), Career One-Stop	5 each
Reference USA, E-Folio, MySpace, DEED-LMI, DEED-Creative Job Search (hard copy), Career-Net, O-NET, InDEED, Linked In, Craig's List, Mousersize	1 each
Other Assessments and notable interests: Normandale (Bloomington) Assessment at the Career Exploration Center; Career Exploration Workshops; Career Development Assessment Training (UW-Madison); Learn Key (used for program enrollees – would be nice for universal customer); Need to work more with schools and student counselors; Needs to be a next step in process after assessment – customers always ask “now what do I do?”	1 each

Types of Industry layoffs the WFC staff are seeing	Number of Times Issues Were Raised
Across the board – Government, Manufacturing, Construction (Full & Part Time)	9
Manufacturing, Construction, Health Care	4 each
Engineers; Housing related – Drafting, Mortgage, Financial Services, Electrical contractors; Ag-related, Ethanol, Trucking, Travel Agency, City & Schools	1 each

Types of Industry openings WFC staff are seeing	Number of Times Issues Were Raised
Manufacturing, Food Service/Processing, Machining, Welding, Health Care, Engineers	1 each

Customer Challenges	Number of Times Issues Were Raised
Resume´ and Interviewing skills are very low – requesting training and critiques.	25
Lack of basic computer/keyboard skills, asking for more training.	11
Taking longer to find employment – morale down, discouragement.	7
Self-help / Self-Service aspect difficult; people unwilling to learn new skills.	7
More people going through foreclosure, maxed out credit, eviction, etc.	6
More older workers going back to work – facing new challenges.	5

Customer Challenges	Number of Times Issues Were Raised
Do not have networks – believe that the WFCs are the network to find jobs.	4
Keeping skills/knowledge up-to-date as things change quickly.	4
Employers/Businesses use technology to create barriers for job seekers to get in; i.e., on-line application time-outs, etc.	4
Language & communication issues; illiteracy; (i.e., Worthington School district has 56 different languages, which would then transfer to parents (adults) job seekers, some of which who are illiterate in their own language, not to mention not understanding the English language.	3

Business Challenges	Number of Times Issues Were Raised
Lack of general information about WFCs and what the system offers.	4
Providing more relevant/specific information about what they need to WFCs.	4
Resources to set up more job fairs, informational interviews, networking workshops, etc.	3
Over abundance of applicants for job postings (i.e., 700 applications for 12 jobs).	2
Employers need to adapt to labor market just as the job seekers have had to.	2
Finding employees with specific skill sets to fill certain jobs available.	2
Requests for more specific screening of WFC customers/clients for job needs.	1

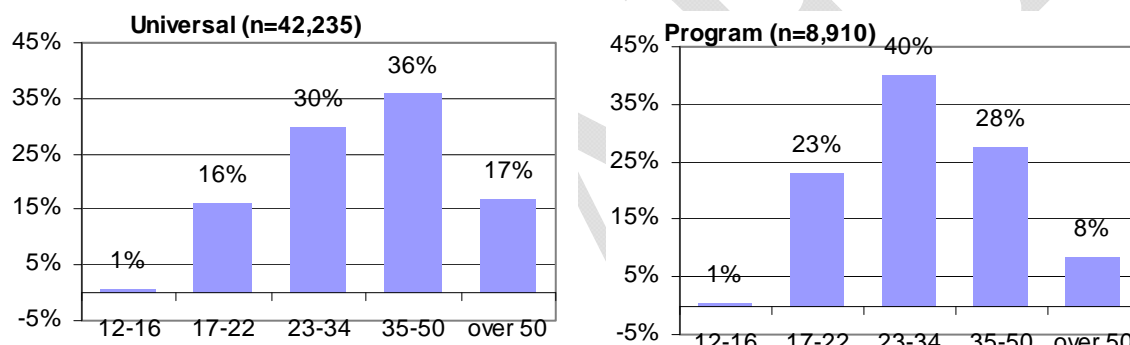
Appendix F

WorkForce Center System Customer Registration System: Results by Demographics for Both the Universal and Program Customers

Results of customers using computers and/or attending workshops during 5-month period from May 1 – Sept 30, 2008. “Universal” refers to customers who are not in an eligibility-based program.

NOTE: CRS began asking demographic questions of customers March 1, 2008 and many customers using WFC facilities from May-Sept 2008 had registered before March 2008.

1. AGE – Universal has a higher proportion of older customers



2. GENDER – Universal has a higher proportion of men

Universal	55% Male, 45% Female
Program	31% Male, 69% Female <i>[programs include MFIP]</i>

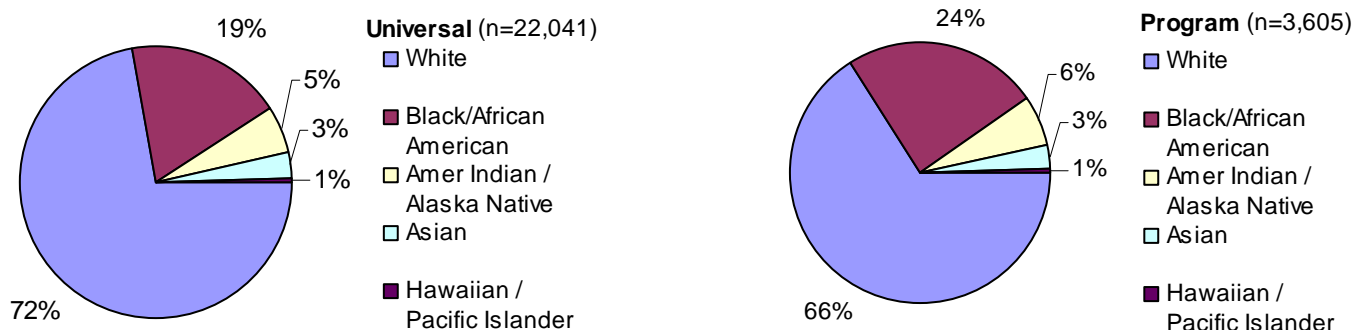
3. DISABLED – Universal has a higher proportion of customers reporting disabilities

Universal	10% (2,179 out of 22,510)
Program	6% (234 out of 3,746)

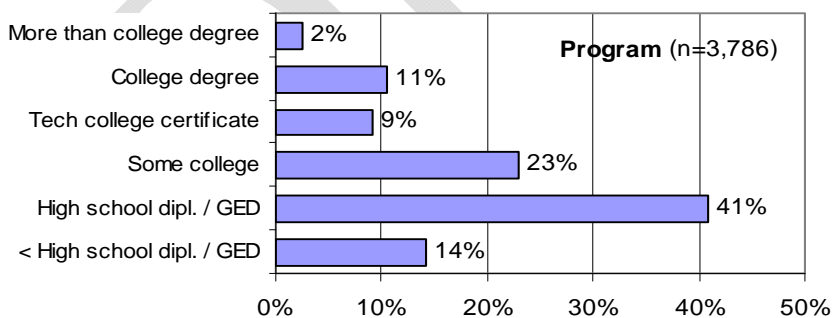
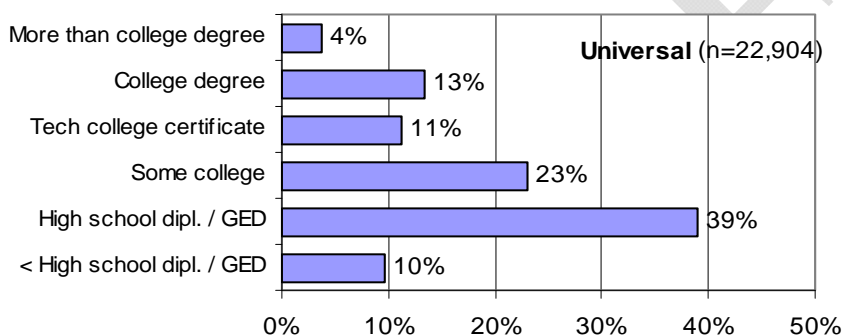
4. LATINO/HISPANIC

Universal	6% (1,294 out of 21,289)
Program	8% (277 out of 3,617)

5. RACE – Universal has a somewhat smaller proportion of African Americans



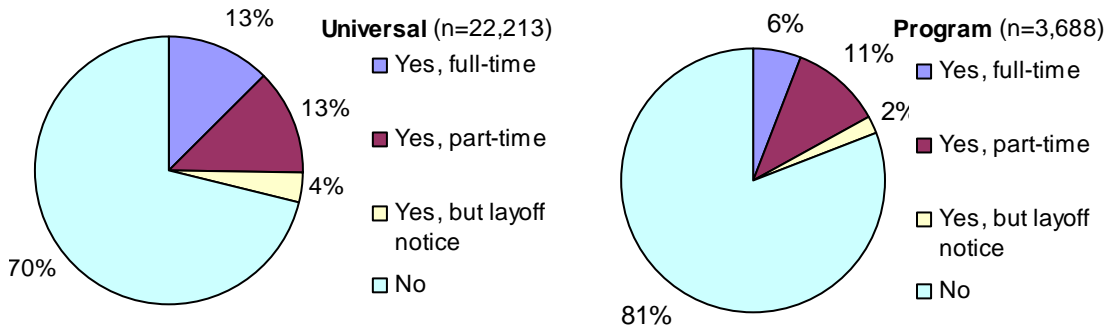
6. HIGHEST EDUCATION COMPLETED – Universal has a somewhat higher proportion of customers with a college degree or education beyond a college degree



7. MILITARY SERVICE

Universal **8%** (1,826 out of 22,456)
 Program **6%** (878 out of 12,065)

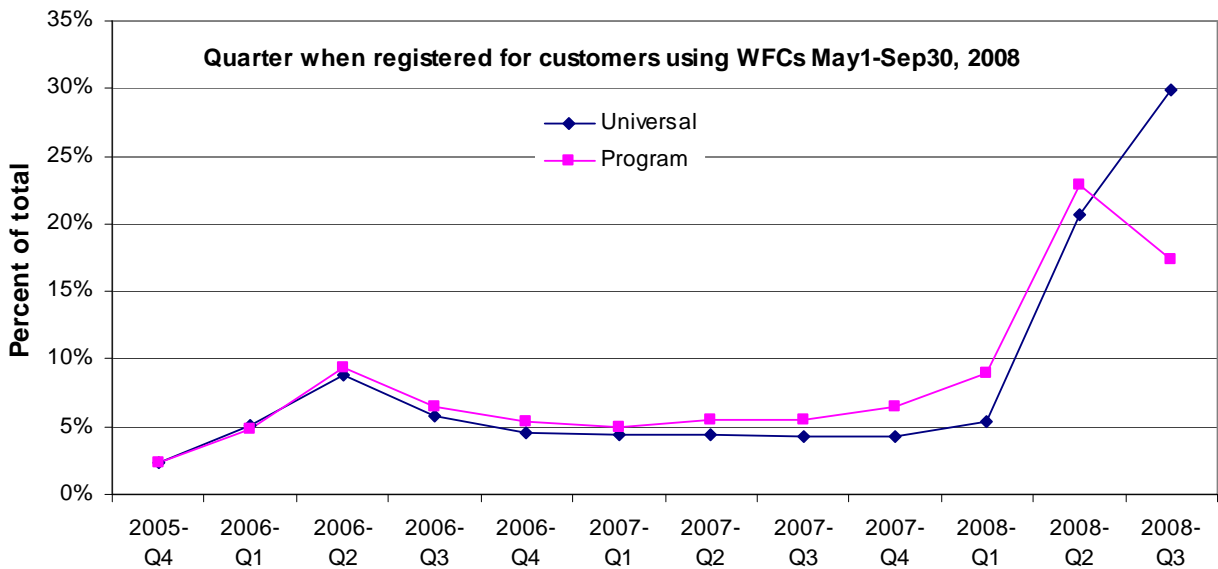
8. CURRENTLY EMPLOYED – Universal has a larger proportion of customers who are working full-time or part-time



9. EMPLOYED AS MIGRANT OR FARM WORKER

Universal **2%** (434 out of 22,439)
 Program **1%** (49 out of 3,673)

10. REGISTRATION DATES OF CUSTOMERS USING WFC BETWEEN MAY 1 AND SEPT 30, 2008 – 43% of Universal and 50% of Program customers first registered between Q4 of 2005 and Q4 of 2007



Appendix G

GWDC Survey of WorkForce Center System Universal Customers Final Results – Summary Tables

12/3/2008

Reasons for visiting WorkForce Center

1. Information – respondents could answer ‘Yes’ to MORE THAN one

Information/help with	Whole State (n=349)	Northern (n=306)	Central (n=336)	TC Metro (n=336)	Southern (n=265)
Different kinds of jobs to help change careers	58%	58%	55%	60%	57%
How to start own business	11%	9%	5%	13%	8%
Needs such as housing, childcare, or food programs	14%	16%	10%	18%	13%
How to file for Unemployment Insurance	35%	33%	35%	41%	32%

2. Employment status – respondents answered ‘Yes’ to ONLY one

Employment status	Whole State (n=349)	Northern (n=306)	Central (n=336)	TC Metro (n=336)	Southern (n=265)
Unemployed, looking for new job	82%	77%	81%	85%	79%
Employed but received layoff notice	3%	3%	3%	4%	3%
Employed, looking for better job	9%	14%	11%	6%	11%
Employed, looking for second job	<1%	<1%	<1%	<1%	<1%
Employed, looking for training, other help to keep current job	<1%	<1%	<1%	<1%	<1%
Other (reason not given)	4%	5%	5%	4%	6%

* For all tables, percentages given are percentages of total respondents; total respondents include those responding “don’t know” or “refused”.

Use of WorkForce Center Services

3. Use of Services - respondents could answer 'Yes' to MORE THAN one

Services	Whole State (n=349)	Northern (n=306)	Central (n=336)	TC Metro (n=336)	Southern (n=265)
MinnesotaWorks.net (DEED's online job bank)	70%	71%	70%	67%	72%
Other online job banks (e.g. Monster.com)	62%	46%	53%	67%	48%
Websites with career information (e.g. ISEEK)	40%	36%	42%	46%	36%
Resume assistance computer program	46%	45%	44%	49%	37%
Workshops on finding a job	30%	22%	22%	37%	18%
Workshops on exploring different careers	14%	12%	11%	20%	9%
Help from staff to use computer / websites	75%	77%	80%	75%	71%
Help from staff to write resume / cover letter	36%	35%	35%	39%	26%

Home Computer

4. Proportion of respondents with home computers available to them

	Whole State (n=349)	Northern (n=306)	Central (n=336)	TC Metro (n=336)	Southern (n=265)
Home computer available	57%	53%	55%	55%	51%

5. Among those WITH home computers, barriers to home computer use - respondents could answer 'Yes' to MORE THAN one

Services	Whole State (n=199)	Northern (n=163)	Central (n=186)	TC Metro (n=186)	Southern (n=136)
No printer, or printer not working	32%	28%	26%	38%	32%
Need more training on computer use	22%	17%	20%	23%	23%
Computer not connected to internet	20%	21%	15%	15%	19%
Internet connection is slow	19%	20%	24%	22%	27%

6. Proportion of respondents with home computers who reported NONE of the barriers

	Whole State (n=199)	Northern (n=163)	Central (n=186)	TC Metro (n=186)	Southern (n=136)
Reported none of barriers in Table 5	40%	40%	43%	37%	36%

Findings on the characteristics of Universal Customers and their use of the WorkForce Centers:

- Most, better than 75%, are coming because they are unemployed and looking for a job. However, a certain proportion is employed but looking for a better job (around 10%).
- Most are probably looking for a job in the same or related field, but around 10% are interested in starting their own business.
- Although looking for a job is the main concern, many also are looking for help with other concerns. In particular, one-third are looking for assistance with filing UI claims, and about 15% for help with housing, childcare, or food.
- Three-quarters of customers got help from staff in using the computer, and of those, about 95% said it was “important” or “very important” that staff were available to provide this help.
- About 70% of customers use MinnesotaWorks (DEED’s online job bank), and 50-60% use other online job banks.
- 45-50% of customers used a computer program to help them create their resume; about 35% got help with their resume from staff (about 99% of whom said this help was “important”/“very important”).
- A smaller proportion of customers attend workshops compared to using the computer. 20-30% attended workshops on finding a job, 10-15% on exploring new careers.
- Although better than 50% of customers have a computer at home that is available for their use, only about 40% of those did NOT indicate a barrier to use such as lacking a printer, not connected to internet, or need more training on computer use.
- About 5% had language difficulties when talking with WFC staff

Appendix H

GWDC Survey – Fall 2008 [FINAL RESULTS](#) 12/2/08

>q1<

Please think back to the first time you used a Workforce Center this year. What made you decide to go to the Workforce Center?

Verbatims categorized

>q2<

Did a WorkForce Center staff person tell you about the services available, such as workshops, use of the phone and computers, or useful websites on the computer?

	Whole State	Northern	Central	TC Metro	Southern
Yes	267 (77%)	232 (76%)	261 (78%)	274 (82%)	196 (75%)
No	78 (23%)	74 (24%)	74 (22%)	61 (18%)	67 (25%)

>q3<

How satisfied are you that you got enough information about what was available at the WorkForce Center? Are you very satisfied, satisfied, dissatisfied, or very dissatisfied?

	Whole State	Northern	Central	TC Metro	Southern
V. Satisfied	159 (46%)	130 (43%)	158 (48%)	163 (49%)	102 (38%)
Satisfied	147 (42%)	137 (45%)	130 (39%)	141 (42%)	130 (49%)
Dissatisfied	31 (9%)	30 (10%)	35 (11%)	23 (7%)	21 (8%)
V. Dissatisfied	10 (3%)	7 (2%)	7 (2%)	9 (3%)	12 (5%)

>q4a<

I'm going to read off a list of services in the WorkForce Center. Please tell me which, if any, you used during any of your visits. Did you use:

MinnesotaWorks.net?

	Whole State	Northern	Central	TC Metro	Southern
Yes	244 (75%)	216 (74%)	236 (72%)	227 (70%)	192 (77%)
No	83 (25%)	75 (26%)	91 (28%)	98 (30%)	57 (23%)

>q4b<

Did you use other job banks such as Monster or CareerBuilder, or online job listings through the newspaper?

	Whole State	Northern	Central	TC Metro	Southern
Yes	218 (64%)	142 (47%)	179 (53%)	226 (68%)	127 (48%)
No	125 (36%)	161 (53%)	156 (47%)	106 (32%)	136 (52%)

>q4c<

Did you use websites with information about different kinds of jobs and careers such as ISEEK or MinnesotaCareers?

	Whole State	Northern	Central	TC Metro	Southern
Yes	139 (42%)	109 (37%)	142 (43%)	155 (48%)	95 (37%)
No	195 (58%)	189 (63%)	191 (57%)	171 (52%)	164 (63%)

>q4d<

Did you use a program on the computer that helped you write a resume?

	Whole State	Northern	Central	TC Metro	Southern
Yes	162 (47%)	137 (45%)	149 (44%)	166 (49%)	100 (37%)
No	186 (53%)	167 (55%)	188 (56%)	171 (51%)	167 (63%)

>q4e<

Did you go to any workshops or classes that helped you prepare to find a job?

	Whole State	Northern	Central	TC Metro	Southern
Yes	104 (30%)	67 (22%)	75 (22%)	126 (37%)	47 (18%)
No	246 (70%)	239 (78%)	262 (78%)	212 (63%)	218 (82%)

>q4f<

Did you go to any workshops or classes on exploring different kinds of careers?

	Whole State	Northern	Central	TC Metro	Southern
Yes	50 (14%)	38 (12%)	36 (11%)	69 (20%)	24 (9%)
No	299 (86%)	268 (88%)	300 (89%)	268 (80%)	241 (91%)

>q5<

Are there any services you used during your visits that I haven't listed?

	Whole State	Northern	Central	TC Metro	Southern
Yes	64 (19%)	53 (18%)	49 (15%)	68 (20%)	38 (15%)
No	279 (81%)	249 (82%)	287 (85%)	265 (80%)	222 (85%)

>q5a<

What are these?

Verbatims categorized

>q6<

Of all the services you've used at the WorkForce center, which two were MOST important to you?

Verbatims categorized

>q7<

Were there any services that you needed to help you find a job career that you could not get at the WorkForce Center?

	Whole State	Northern	Central	TC Metro	Southern
Yes	39 (12%)	46 (15%)	26 (8%)	51 (15%)	19 (8%)
No	299 (88%)	251 (85%)	294 (92%)	279 (85%)	233 (92%)

>q7a<

What are these services?

Verbatims categorized

>q8<

Did you get help from Resource Area staff in using the computer or websites?

	Whole State	Northern	Central	TC Metro	Southern
Yes	261 (75%)	236 (77%)	271 (80%)	252 (75%)	189 (71%)
No	89 (25%)	70 (23%)	66 (20%)	85 (25%)	78 (29%)

>q9<

[ASKED ONLY OF RESPONDENTS ANSWERING 'YES' TO Q8] How important was it to you that staff were on hand to help you use the computer or websites? Was it very important, somewhat important, not very important, or not at all important?

	Whole State	Northern	Central	TC Metro	Southern
V. Important	195 (74%)	170 (72%)	203 (75%)	194 (77%)	141 (75%)
Somewhat Important	55 (21%)	59 (25%)	52 (19%)	46 (18%)	41 (22%)
Not V. Important	9 (3%)	6 (3%)	11 (4%)	6 (2%)	4 (2%)
Not at all Important	3 (1%)	1 (<1%)	5 (2%)	5 (2%)	3 (2%)

>q10<

Did you get help from Resource Area staff in writing your resume or cover letter?

	Whole State	Northern	Central	TC Metro	Southern
Yes	125 (36%)	106 (35%)	119 (35%)	131 (39%)	70 (26%)
No	222 (64%)	200 (65%)	217 (65%)	204 (61%)	196 (74%)

>q11<

[ASKED ONLY OF RESPONDENTS ANSWERING 'YES' TO Q10] How important was it to you that staff were on hand to help you write your resume or cover letter? Was it very important, somewhat important, not very important, or not at all important?

	Whole State	Northern	Central	TC Metro	Southern
V. Important	104 (83%)	86 (80%)	102 (86%)	111 (85%)	56 (80%)
Somewhat Important	20 (16%)	20 (19%)	16 (13%)	17 (13%)	12 (17%)
Not V. Important	2 (2%)	1 (1%)	1 (1%)	2 (2%)	1 (1%)
Not at all Important	0	0	0	1 (<1%)	1 (1%)

>q12<

Was language a problem when you wanted to talk with Resource Area staff?

	Whole State	Northern	Central	TC Metro	Southern
Yes	18 (5%)	9 (3%)	8 (2%)	17 (5%)	15 (6%)
No	330 (95%)	296 (97%)	328 (98%)	320 (95%)	251 (94%)

>q13<

In general, how satisfied or dissatisfied are you with the help that you received from the Resource Area staff? Are you very satisfied, satisfied, dissatisfied, or very dissatisfied?

	Whole State	Northern	Central	TC Metro	Southern
V. Satisfied	181 (52%)	141 (46%)	180 (54%)	187 (56%)	126 (48%)
Satisfied	137 (39%)	135 (44%)	118 (36%)	123 (37%)	112 (42%)
Dissatisfied	22 (6%)	23 (8%)	28 (8%)	17 (5%)	17 (6%)
V. Dissatisfied	7 (2%)	6 (2%)	6 (2%)	8 (2%)	10 (4%)

>q14<

How satisfied or dissatisfied are you that Resource Area was open during times that fit your schedule? Are you very satisfied, satisfied, dissatisfied, or very dissatisfied?

	Whole State	Northern	Central	TC Metro	Southern
V. Satisfied	173 (50%)	141 (46%)	182 (55%)	175 (53%)	108 (41%)
Satisfied	156 (45%)	150 (49%)	128 (38%)	141 (42%)	131 (49%)
Dissatisfied	13 (4%)	14 (5%)	18 (5%)	16 (5%)	23 (9%)
V. Dissatisfied	3 (1%)	1 (<1%)	5 (2%)	1 (<1%)	3 (1%)

>q15<

Were you usually able to get on a Resource Area computer in a reasonable amount of time?

	Whole State	Northern	Central	TC Metro	Southern
Yes	330 (95%)	295 (97%)	319 (96%)	310 (94%)	255 (97%)
No	16 (5%)	10 (3%)	15 (4%)	21 (6%)	9 (3%)

>q16<

Do you have a computer at home that is available when you need it?

	Whole State	Northern	Central	TC Metro	Southern
Yes	199 (57%)	163 (53%)	186 (56%)	186 (55%)	136 (51%)
No	149 (43%)	143 (47%)	148 (44%)	150 (45%)	130 (49%)

[QUESTIONS 17a-17d ASKED ONLY OF RESPONDENTS ANSWERING 'YES' TO Q16]

>q17a<

I'm going to read a list of possible problems in using a home computer. Please tell me which, if any, are problems for you.

Your computer does not have a printer or the printer is not working.

	Whole State	Northern	Central	TC Metro	Southern
Problem	64 (32%)	46 (28%)	49 (26%)	71 (38%)	43 (32%)
Not Problem	135 (68%)	116 (72%)	137 (74%)	115 (62%)	92 (68%)

>q17b<

You need more training on how to use the computer.

	Whole State	Northern	Central	TC Metro	Southern
Problem	43 (22%)	28 (17%)	38 (20%)	42 (23%)	31 (23%)
Not Problem	157 (78%)	135 (83%)	149 (80%)	144 (77%)	103 (77%)

>q17c<

Your computer is not connected to the internet.

	Whole State	Northern	Central	TC Metro	Southern
Problem	39 (20%)	35 (21%)	29 (16%)	28 (15%)	26 (19%)
Not Problem	161 (80%)	128 (79%)	158 (84%)	158 (85%)	109 (81%)

>q17d<

The internet connection is slow.

	Whole State	Northern	Central	TC Metro	Southern
Problem	38 (23%)	25 (20%)	38 (24%)	34 (22%)	29 (27%)
Not Problem	124 (77%)	103 (80%)	120 (76%)	124 (78%)	80 (73%)

>q18a<

I'm going to read off some reasons why people use the WorkForce Center. Please tell me which, if any, were reasons why you used the WorkForce Center.

Were you looking for information about different kinds of jobs to help you change careers?

	Whole State	Northern	Central	TC Metro	Southern
Reason	202 (58%)	178 (58%)	185 (55%)	203 (60%)	150 (57%)
Not Reason	146 (42%)	128 (42%)	151 (45%)	133 (40%)	114 (43%)

>q18b<

Were you looking for information on how to start your own business?

	Whole State	Northern	Central	TC Metro	Southern
Reason	39 (11%)	26 (9%)	17 (5%)	43 (13%)	22 (8%)
Not Reason	308 (89%)	279 (91%)	319 (95%)	293 (87%)	241 (92%)

>q18c<

Were you looking for help with needs such as housing, childcare, or food programs?

	Whole State	Northern	Central	TC Metro	Southern
Reason	50 (14%)	48 (16%)	34 (10%)	61 (18%)	35 (13%)
Not Reason	299 (86%)	257 (84%)	302 (90%)	275 (82%)	230 (87%)

>q18d<

Were you looking for information on how to file for Unemployment Insurance?

	Whole State	Northern	Central	TC Metro	Southern
Reason	122 (35%)	101 (33%)	118 (35%)	136 (41%)	86 (32%)
Not Reason	224 (65%)	205 (67%)	218 (65%)	197 (59%)	179 (68%)

>q18e<

Were you unemployed and looking for a new job?

	Whole State	Northern	Central	TC Metro	Southern
Reason	286 (82%)	236 (77%)	271 (81%)	287 (85%)	210 (79%)
Not Reason	63 (18%)	70 (23%)	65 (19%)	49 (15%)	55 (21%)

>q18f<

[QUESTION 18f ASKED ONLY OF RESPONDENTS ANSWERING 'NOT REASON' TO Q18e] Were you employed but had received a layoff notice?

	Whole State	Northern	Central	TC Metro	Southern
Reason	12 (18%)	10 (14%)	10 (14%)	13 (25%)	7 (13%)
Not Reason	54 (82%)	61 (86%)	59 (86%)	39 (75%)	49 (87%)

>q18g<

[QUESTION 18g ASKED ONLY OF RESPONDENTS ANSWERING 'NOT REASON' TO Q18f] Were you employed and looking for a better job?

	Whole State	Northern	Central	TC Metro	Southern
Reason	32 (60%)	42 (70%)	38 (63%)	20 (53%)	29 (60%)
Not Reason	21 (40%)	18 (30%)	22 (37%)	18 (47%)	19 (40%)

>q18h<

[QUESTION 18h ASKED ONLY OF RESPONDENTS ANSWERING 'NOT REASON' TO Q18g] Were you employed and looking for a second job?

	Whole State	Northern	Central	TC Metro	Southern
Reason	2 (11%)	2 (11%)	1 (5%)	2 (12%)	2 (10%)
Not Reason	17 (89%)	16 (89%)	19 (95%)	15 (88%)	18 (90%)

>q18i<

[QUESTION 18i ASKED ONLY OF RESPONDENTS ANSWERING 'NOT REASON' TO Q18h] Were you employed and looking for training or other help to keep your current job?

	Whole State	Northern	Central	TC Metro	Southern
Reason	2 (12%)	2 (13%)	1 (5%)	2 (13%)	1 (6%)
Not Reason	15 (88%)	14 (87%)	18 (95%)	13 (87%)	16 (94%)

>q19<

[QUESTION 19 ASKED OF RESPONDENTS ANSWERING 'REASON' TO Q18e, 18f, 18g, or 18h]
 How satisfied are you that you found the kind of job openings you were looking for? Were you very satisfied, satisfied, dissatisfied, or very dissatisfied or is it too early to say?

	Whole State	Northern	Central	TC Metro	Southern
V. Satisfied	68 (21%)	72 (25%)	74 (24%)	70 (22%)	51 (21%)
Satisfied	107 (33%)	96 (34%)	108 (35%)	110 (35%)	77 (32%)
Dissatisfied	56 (17%)	47 (17%)	47 (15%)	44 (14%)	40 (17%)
V. Dissatisfied	17 (5%)	19 (7%)	14 (5%)	15 (5%)	16 (7%)
Too early to say	78 (24%)	49 (17%)	67 (22%)	76 (24%)	58 (24%)

>q20<

Did you apply for any jobs that you found out about during visits to the WorkForce Center?

	Whole State	Northern	Central	TC Metro	Southern
Yes	227 (68%)	181 (62%)	213 (67%)	219 (68%)	154 (62%)
No	105 (32%)	109 (38%)	106 (33%)	102 (32%)	94 (38%)

>q21<

[ASKED ONLY OF RESPONDENTS ANSWERING 'YES' TO Q20] Were you invited for an interview as a result of applying for any of these jobs?

	Whole State	Northern	Central	TC Metro	Southern
Yes	131 (58%)	110 (61%)	139 (65%)	130 (60%)	83 (54%)
No	77 (34%)	62 (34%)	60 (28%)	72 (33%)	60 (39%)
Haven't Heard Yet	18 (8%)	8 (4%)	14 (7%)	15 (7%)	11 (7%)

>q22<

[ASKED ONLY OF RESPONDENTS ANSWERING 'YES' TO Q21] Did you receive a job offer as a result of applying for any of these jobs?

	Whole State	Northern	Central	TC Metro	Southern
Yes	66 (50%)	59 (54%)	70 (51%)	54 (42%)	50 (60%)
No	52 (40%)	43 (39%)	60 (43%)	61 (47%)	27 (33%)
Haven't Heard Yet	13 (10%)	8 (7%)	8 (6%)	15 (12%)	6 (7%)

>q23<

Overall, how satisfied are you that you found what you needed when you visited the WorkForce Center? Are you very satisfied, satisfied, dissatisfied, or very dissatisfied?

	Whole State	Northern	Central	TC Metro	Southern
V. Satisfied	142 (41%)	120 (40%)	139 (42%)	136 (41%)	90 (34%)
Satisfied	156 (45%)	151 (50%)	158 (47%)	165 (50%)	135 (52%)
Dissatisfied	38 (11%)	27 (9%)	29 (9%)	25 (8%)	25 (10%)
V. Dissatisfied	9 (3%)	4 (1%)	7 (2%)	7 (2%)	12 (5%)

>q24<

How could the WorkForce Center have been more help to you?

Verbatims categorized

DRAFT

Appendix I

GWDC Survey - Fall 2008 Entire Sample Results

WHAT MADE YOU DECIDE TO GO TO THE WFC? (Q1) – 1,225 respondents

Responses to open-ended questions; number of responses in parentheses; respondents may provide multiple responses on more than one subject.

Job searching, reasons for job search and application (932 responses):

- **44%** To look for a job (533); job search, looking for a new job
 - Moved to the area and needed to look for a job (35)
 - Trying to find a better job (29); different job [full-time], wanted to switch careers
 - Retired from job and wanted to find part-time work (3)
- **10%** Was unemployed (120); lost job and need a new job
- **9%** Laid off from job (109); current job/business closed
- **3%** For the job openings, listings, postings (36); WFC has better job leads
- **2%** Applied for a job (25); application for job was at/through WFC
- **2%** Use WFC job search resources (29); general resources
- **1%** Need to take a test for a job (13); test for a job application, typing test

Program specific reasons (147 responses):

- **8%** Went to apply for Unemployment Insurance (94); sign-up for UI benefits
- **2%** Program requirements – requires WFC attendance or job search (25)
- **1%** Returned from military service – looking for work, benefits (10)
- **1%** Dislocated Worker program help (8)
- **<1%** Went to get help for disability, sign up for Vocational Rehabilitation Services (6)
- **<1%** Needed help getting medical benefits, Medicaid (4)

WFC resources and information (131 responses):

- **4%** Staff resources, availability (53); needed staff help in job search, staff support and confidence
- **3%** Convenience (37); WFC was close to user, in community/town, free service, easy
- **2%** Needed information on WFC programs (26); wanted options for WFC services
- **1%** Use fax, phone, printers, office supplies (14)

Computers – availability of, access to, and web uses/job bank (106 responses):

- **6%** To use the computers available to job seekers (79); didn't have own computer, needed help with computer
- **2%** Internet access needed (19)
- **1%** Use Minnesotaworks.net (8); other helpful WFC websites

Referral, experiences (112 responses):

- **6%** Was referred to WFC by a relative, friend, stranger, or counselor (75)
- **3%** Had a previous positive experience with WFC (34)
- **<1%** Went to WFC with a friend or relative (3); helping a friend out

Specialized WFC help (101 responses):

- **5%** Resume help (63); help writing a resume or cover letter, update a resume
- **1%** Funding or financial help (13); financial help for schooling, education
- **1%** Improve skills (13)
- **<1%** Took nursing classes at WFC (6)
- **<1%** Went to a Job Fair (4)
- **<1%** Wanted help to start own business (2)

Miscellaneous (14); Have not used WFC this year (3), don't know (4), miscellaneous/other response given (7)

ARE THERE ANY SERVICES YOU USED DURING YOUR VISITS THAT WEREN'T LISTED? (Q5a) – 202 respondents

Responses to open-ended questions; number of responses in parentheses; respondents may provide multiple responses on more than one subject.

Program specific reasons (62 responses):

- **15%** Went to apply for Unemployment Insurance (30); sign-up for UI benefits
- **6%** Vocational Rehabilitation program help (12)
- **5%** Dislocated Worker program help (10)
- **4%** Veteran's help (9); returned from military service – looking for work, benefits
- **<1%** Displaced homemaker program (1)

WFC resources and information (59 responses):

- **13%** Use fax, phone, printers, office supplies (27)
- **10%** Received info or brochures on careers (21); received info on disability help, medical assistance, received info on going back to school, getting education, going to workshops, getting training
- **5%** Staff resources and availability (11); needed staff help in job search, met with staff one-on-one

Concerning the job search (34 responses):

- **7%** Need to take a test for a job (15); test for a job application, typing test
- **5%** Received job referrals/leads (11)
- **3%** Use WFC to apply for a job (6); connect with temporary service at WFC
- **1%** Met with a recruiter or employer at WFC for jobs (2)

Specialized WFC help (31 responses):

- **5%** Help with resume writing (10)
- **3%** Funding or financial help (7)
- **3%** Went to school, college, attended training via WFC (6)
- **1%** Received help searching for housing
- **1%** Job club meetings (2)
- **1%** Went to a Job Fair (2)
- **1%** On the job training connections (2)

Computers reasons, use of other job banks (28 responses):

- **8%** Use of websites and other online job banks (16); use ISEEK, indeed.com
- **6%** To get info on computers (12); need computer/keyboarding classes

Miscellaneous (12); other response given

OF ALL THE SERVICES YOU'VE USED AT THE WORKFORCE CENTER, WHICH TWO WERE MOST IMPORTANT TO YOU? (Q6) – 1,182 respondents

Responses to open-ended questions; number of responses in parentheses; respondents may provide multiple responses on more than one subject.

Computers – availability of, access to, and web uses/job bank (785 responses):

- **27%** To use the computers available to job seekers (325); computer classes
- **18%** Use Minnesotaworks.net (210)
- **12%** Use of other websites for job search (140); ISEEK, Monster, Career Builder, indeed.com, craigslist.com
- **9%** Internet access needed (110)

Specialized WFC help (346 responses):

- **19%** Help with resume writing (226)
- **6%** Job workshops, education, classes, schooling provided by WFC (72);
- **2%** Interview training (21)
- **1%** Funding or financial help (14); scholarships available from WFC
- **1%** Training from WFC (7)
- **1%** Went to a Job Fair (6)
- **<1%** Transportation help provided by WFC (4)

WFC resources and information (326 responses):

- **15%** Staff availability; needed staff help in job search (142); received counseling, one-on-one contact, jobs coaching (33), staff provided support and confidence (4)
- **9%** Use of WFC resource area (99); utilize fax, phone, printers, office supplies
- **4%** Information on how to job search (48); use of newspapers, brochures, materials on job search

Job searching, reasons for job search and application (284 responses):

- **12%** Job search help (126); to look for a job or a new job
 - Creative job search (6)
- **9%** WFC has job openings, listings, postings (102); WFC has better job leads
- **2%** Applied for a job (24); application for job was at/through WFC
- **1%** Need to take a test for a job (16); test for a job application, typing test
- **1%** Career exploration thru WFC (10); find, explore careers, career assistance programs

Program specific reasons (95 responses):

- **5%** Went to apply for Unemployment Insurance (64); sign-up for UI benefits
- **1%** Dislocated Worker program help (12)
- **1%** Veteran's program (12); help from Vets reps
- **1%** Vocational Rehabilitation help (7)

Nothing, no services (52 responses):

- **2%** Nothing was of help, none (27)
- **2%** Don't know (19)
- **1%** Didn't use any of the services this year (6)

General comments (25 responses):

- **1%** All the services were important (14); the WFC is the place to go
- **1%** Got a job from WFC (11)

Miscellaneous (11); other responses given

WHAT WERE THE SERVICES THAT YOU NEEDED TO HELP YOU FIND A JOB OR CAREER THAT YOU COULD NOT GET AT THE WORKFORCE CENTER? (Q7) – 137 respondents

Responses to open-ended questions; number of responses in parentheses; respondents may provide multiple responses on more than one subject.

WFC domain – staff, resources, and information gaps (59 responses):

- **33%** Staff issues – more one-on-one contact needed (39); not enough help given by staff, services not specialized to user's characteristics
- **12%** More information on services and options at WFC (17); more advertising of services
- **2%** Problems with resources in WFC/RA (3); fax or phone issues

Job placement/leads or job search (54 responses):

- **16%** Better, more quality job leads (22); higher paying jobs, more contacts, better types of jobs
- **8%** Find a job for the customer (11); better placement services, more education and classes to help with finding a job
- **7%** More education or classes needed to help find a job (9); more schooling, classes
- **5%** More help with resume writing (7); updating resume, resume building
- **2%** Get work thru a temporary agency (3)
- **1%** More testing to help get a job (2)

Specialized WFC/system services (32 responses):

- **7%** More training from WFC needed (10)
- **6%** Funding or financial help for training (8)
- **4%** Help with transportation needed (5)
- **2%** Dislocated Worker program help (3)
- **1%** Extension of UI benefits (2); more UI help needed
- **1%** Vocational Rehabilitation services (2)
- **1%** Interview help, mocking interviewing (2)

Computer issues, computer skill improvement, MNW issues (22 responses):

- **12%** More help on the WFC computers needed (16); more computer classes, more computer skills and knowledge needed
- **4%** Fix problems with Minnesotaworks.net (6); other job websites

Nothing (2 responses):

- **1%** None (2); services were good

Miscellaneous (5); other responses given

HOW COULD THE WORKFORCE CENTER HAVE BEEN MORE HELPFUL TO YOU? (Q24) – 1,065 respondents

Responses to open-ended questions; number of responses in parentheses; respondents may provide multiple responses on more than one subject.

General terms (564 responses):

- **34%** Response was a positive compliment (364)
- **15%** Don't know (161)
- **3%** Get a job or a better job from WFC (35)
- **<1%** Comments indicating general dissatisfaction (4)

WFC domain – changes to staff help, resources, information given (381 responses):

- **27%** Staff issues;
 - Not enough help given by staff (89); not specialized to customers' characteristics
 - More personal contact from staff (47); more one-on-one
 - More staff needed (38); more staff help should be accessible
 - Staff needs more knowledge about WFC programs and services (22)
 - Staff needs more computer knowledge and skills (4)
 - Staff attitudes need to improve (20); staff was rude, talked down to customers
- **7%** More information on services and options at WFC (76); more advertising of services to employers, workers
- **7%** WFC/Resource Area issues
 - Longer hours of operation for WFC/RA (65); open later in evening, WFC open on weekends longer
 - WFC location is too far away, needs to be closer (8)
 - Parking issues at WFC (4)
- **1%** More resources needed from WFC (8); phone, fax, supplies – need more and improve quality

Within the job search process (144 responses):

- **9%** Better, more quality job leads (96); more postings, job referrals needed
- **2%** Help with job searching (23); more help finding & searching for jobs
- **2%** More help with resume writing (20); updating resume, resume building
- **<1%** Work thru a temporary agency (5)

Computer issues, computer skill improvement, MNW issues (90 responses):

- **3%** More help on the WFC computers needed (34); more computer classes, more computer skills and knowledge needed
- **3%** More computers needed (33); better computer equipment and programs, computer software, technology
- **1%** Help with finding more job search websites (12); working with jobs online, different job search website help, more information on other websites
- **1%** Fix problems with Minnesotaworks.net (11)

Specialized WFC help (64 responses):

- **3%** More workshops, classes, educational resources needed and provided by WFC (27)
- **1%** More job training from WFC needed (15)
- **1%** Funding or financial help for training (10)
- **<1%** Assistance with transportation, more help with transportation (5)
- **<1%** More job fairs (4)
- **<1%** Help with interviewing, mocking interviewing (3)

Program specific reasons (26 responses):

- **2%** Went to apply for Unemployment Insurance, had issues (21); sign-up for UI benefits difficult, didn't get enough UI benefits
- **<1%** Issues with Veteran's program (5); little or no help from Vets reps

Miscellaneous (11); other responses given

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Appendix J

GWDC SURVEY – FALL 2008

Regional Differences within open-ended results

Responses to open-ended questions; percent of responses in parentheses; respondents may provide multiple responses on more than one subject, thus percents may not equal 100%.

WHAT MADE YOU DECIDE TO GO TO THE WFC? (Q1)

- South region respondents were more likely to say that they went to the WFC to job search and look for a new job (47%), while Metro region respondents weren't as likely (37%) as compared to the entire sample (44%).
- Metro region respondents indicated more often (11%) that they went to a WFC because they were laid off from their current job or that their business closed, as compared to the entire sample (9%). North region respondents were less likely among the four regions to offer this reason (6%).
- As compared to the entire sample of results, the Central and Metro respondents were more likely to note that they went to the WFC to use, get help with a computer or because they didn't own a computer (6% Sample, 8% Central, 9% Metro). North region respondents were less likely to give this reason (3%) as compared to the entire sample.
- For the most part, there weren't very many strong differences between the regions in terms of the reasons why customers went to the WFC.

ARE THERE ANY SERVICES YOU USED DURING YOUR VISITS THAT WEREN'T LISTED? (Q5a)

- Central and Metro region respondents said more often (Central 20%, Metro 13%) that a non-listed service they used on their visit to the WFC was receiving information or brochures on education, careers, disabilities, medical assistance, and training. This is compared to 10% for the entire sample. The North and South region tended to indicate this non-listed service less often (North 2%, South 6%).
- The North region was more likely (17%) to say that testing or needing to take a test for a job or job application was a non-listed service they used during their WFC visit.
- The Metro region was more likely to indicate (13%) that a non-listed service they used on their visits was computer or keyboard classes as compared to the entire sample (6%). North region respondents were the least likely among the four regions to share this reason (2%).

OF ALL THE SERVICES YOU'VE USED AT THE WORKFORCE CENTER, WHICH TWO WERE MOST IMPORTANT TO YOU? (Q6)

- The South region respondents indicated more often (31%) that use of computers and computer help from the WFC was most important to them as compared to the entire sample (27%), while North region respondents weren't as likely to give this reason as one of their most important (21%).
- The Central region more often (23%) responded that resume writing help and assistance was one of their two most important services from the WFC, compared to South region respondents who were less likely to note this reason (16%).

- North region respondents were more likely (18%) to say that help, support, and contact from the staff was one of their two most important services. Metro region respondents was the least likely (10%) among the four regions to give this response as one of their two most important.
- North region respondents noted more frequently that the service of WFC job openings and listings was most important to them compared to the other regions (North 13%, Central 8%, Metro 6%, South 7%).
- North region respondents were also more likely to indicate that use of Minnesotaworks.net was one of their most important services from the WFC compared to the other regions (Central 18%, Metro 12%, South 20%).

WHAT WERE THE SERVICES THAT YOU NEEDED TO HELP YOU FIND A JOB OR CAREER THAT YOU COULD NOT GET AT THE WORKFORCE CENTER? (Q7)

- The Metro region needed more help and contact from staff as compared to the rest of the regions (Metro 38%, North 28%, Central 23%, South 16%).
- The Central and South regions indicated more often that they needed more information on services and options provided by the WFC (Central 19%, South 16%) as compared to the North and Metro regions (North 14%, Metro 6%).
- Central region respondents indicated more frequently (27%) that better or more quality job leads were a service that they needed but could not get at the WFC compared to the other regions (North 16%, Metro 13%, South 11%).

HOW COULD THE WORKFORCE CENTER HAVE BEEN MORE HELPFUL TO YOU? (Q24)

- The Central and South regions tended to offer a positive compliment about the WFC services more often (Central 38%, South 37%) than the North and Metro regions (North 30%, Metro 32%) and compared to the entire sample (34%).
- The North and South regions were slightly more likely (29%) to indicate that an improvement in staff issues; more help from staff, more contact, more staff needed, better staff knowledge, staff attitudes, would have made the WFC more helpful to them (Central 28%, Metro 24%).
- The South region was more likely to indicate the need for better or more quality job leads than the rest of the regions (South 12%, North 8%, Central 8%, Metro 9%).
- The Metro region had a need for more computers and better equipment compared to the other regions (Metro 6%, North 2%, Central 2%, and South 2%).
- For the most part, there weren't very many strong differences between the regions in terms of the reasons how the WFC could have been more helpful to the customers.



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