

**Workforce Investment Board of Merced County  
 Quality Assurance Committee  
 Dept of Workforce Investment (Large Conference Room)  
 1880 W. Wardrobe Ave, Merced, CA  
 Friday, November 4, 2005, 7:30-9:00 a.m.  
 Meeting Agenda**



[www.co.merced.ca.us/wi/wib/wib.html](http://www.co.merced.ca.us/wi/wib/wib.html)

1. Call to Order and Roll Call .....
2. Approval of Agenda .....
3. Approval of Minutes (August 26, 2005) .....
4. Public Opportunity to Speak .....
5. Action Agenda .....
  - a. Worknet Recertification ..... Dave Davis
  - b. Strategic Scorecard ..... Dave Davis
6. Information/Discussion .....
  - a. Program Summary for July/Aug/Sept 2005 ..... Dave Davis
  - b. Business Services ..... Joanne Presnell
  - c. Participant Data Reports ..... Dave Cramer
  - d. Implications for Action Update ..... Dave Davis
  - e. Final PY 2004/05 Performance ..... Dave Davis
7. Chair Comments.....
8. Next Meeting Date/Time – November 18, 2005, 7:30–9:00 a.m. ....
9. Adjourn.....

**Workforce Investment Board of Merced County**  
**Quality Assurance Committee**  
**Dept of Workforce Investment Large Conference Rm**  
**1880 W. Wardrobe Ave, Merced, CA**  
**August 26, 7:30–9:00 a.m.**  
**Meeting Minutes**



<http://web.co.merced.ca.us/wi/wib/subcommittees/subcommittees.html>

**Members Present:** Ned Miller, Albert Montejano (Chair), Carole Roberds (Vice Chair), Steve Tinetti

**Members Absent:** Jeremiah Greggains, Terry Nichols

**Staff Present:** Bernedette Castaneda, Dave Cramer, Dave Davis, Dave Heyer, Debby Hoban, Alfredo Mendoza

**1. Call to Order and Roll Call:** The Chair called the meeting to order at 7:35 a.m. A sign-in sheet was used in lieu of roll call.

**2. Approval of Agenda:** It was *M/S/C Tinetti/Miller* to approve the agenda as published.

**3. Approve Minutes (July 29, 2005):** It was *M/S/C Roberds/Tinetti* to approve the July 29, 2005 minutes.

**4. Public Opportunity to Speak:** None

**5. Information/Discussion:**

**a. Program Summary for July:** Staff provided the monthly Summary of Customer Satisfaction and Participation data at the One-Stop Career Centers, and briefed the committee on the new methodology of collecting data by the department.

**b. Business Services – Questions/Answers:** Staff from the Business Services Unit was present to answer the concerns the committee had regarding the business surveys. Committee felt the survey used does not provide the necessary data. It was suggested to reconsider questions on the survey to get the information the committee is requesting. Staff stated the Business Tracking System goes in effect on September 1, 2005. It will track what services are offered to businesses, what services businesses are taking advantage of, and results of the services we offer. Committee requested to be updated during the September meeting.

Mr. Dave Davis briefed that the department will be shifting its emphasis to a business first concept. The committee requested to be updated on progress.

**c. Participant Data Reports:** Worknet Customer Service & Satisfaction Report (for all locations) for July 2005 was reviewed.

**d. Central Valley Customer Satisfaction Surveys:** Staff provided copies of the Central Valley Customer Satisfaction Surveys. It was noted that the Merced Customer Satisfaction Survey is more comprehensive than those from other Central Valley One-Stops.

**e. Recertification Update:** Recertification continues to progress. On September 6, 2005, Ms. Doreen Wong, Chief Evaluator, will meet with the WIB evaluators and staff to reach consensus and to develop Site Visit issues.

f. **Implications for Action Update:** Staff noted this item will be included on every committee agenda to keep track of the three Implications for Action, and to keep committees informed on what everyone is doing.

**6. Chair Comments:** This was last meeting for Dr. Ned Miller. The Chair thanked him for his service on the committee.

**7. Next Meeting Date & Time:** The next meeting will be September 30, 2005, 7:30 a.m., Department of Workforce Investment, Small Conference Room, 1880 W. Wardrobe Ave, Merced.

**8. Adjourn:** The meeting adjourned at 8:55 a.m.

Minutes prepared by Debby Hoban.

**TO: Quality Assurance Committee**

**DATE: 11/04/05**

**FROM: WIB Staff**

**For Action**

**For Information**

**For Discussion**

**SUBJECT: Worknet Recertification**

**PROPOSED MOTION(S): That the Workforce Investment Board (WIB) Quality Assurance Committee accept the Feedback Report, and provide a three-year certification to the Merced Worknet Employment Resource Center, which has met the Statutory/Compliance and Performance Excellence criteria as established by the WIB, and forward to the full WIB for approval.**

**DISCUSSION: The WIB established a One-Stop certification process for the full service One-Stop in Merced. The certification criteria included meeting 100% of the Statutory/Compliance requirements, and a score of 33% or 330 using the Baldrige criteria as customized by the WIB and using the Baldrige scoring bands. The Merced Worknet ERC met the Statutory requirements at 100%, and the Performance Excellence criteria was met with a 370.**

**ATTACHMENT(S):**

**Worknet Employment Resource Center Feedback Report**

THE MERCED COUNTY WORKFORCE INVESTMENT BOARD  
AND  
MERCED COUNTY WORKFORCE INVESTMENT AREA



WORKFORCE  
INVESTMENT BOARD  
MERCED COUNTY

**CERTIFICATION FOR  
WORKFORCE SYSTEM CENTERS**

**WorkNet**  
**Employment Resource Center**  
**FEEDBACK REPORT**

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## KEY THEMES/EXECUTIVE SUMMARY

WorkNet scored in range **\_350 - 450\_** on the Certification for Workforce Investment Centers scoring guidelines, indicating (*insert use language of that scoring guidelines*).

- a. The most important strengths or outstanding practices aligned to the Certification Criteria are:

WorkNet offers staff a variety of customer service training opportunities. Examples of these opportunities are the center closes bi-monthly so staff and partners may attend staff trainings; Merced College offers an ongoing series of courses through their Customer Service Academy; and the National Workforce Professional Certification exam. The organization has made a commitment to offer the National Professional Tier 1 Certification to staff. For example, staff are given time during work hours to study the course work and complete the certification exam. Of the 32 staff members that enrolled, 18 of them have graduated with scores ranging from 96% - 100%. Having this certification process for the staff may assist WorkNet in achieving its key customer requirements of professional, timely, accurate information from knowledgeable, innovative and courteous staff.

Partners and stakeholders participate in the strategic planning process through the development (goals, objectives, measures and timelines) and approval (distribution of the plan to staff to review and provide input) stages. Frontline staffs as well as managers are included in the planning process to ensure input is gathered from all levels of the organization. By including stakeholders, partners, and staff in the various stages of the strategic planning process all members have knowledge and ownership of the goals, objectives, mission, and vision. Including partners and stakeholders demonstrates WorkNet's long-standing commitment to teamwork, partnership, customer service, and growth.

WorkNet is highly regulated by local, state and federal agencies. For example, the One Stop operator is monitored annually for compliance in fiscal and procurement performance as well as ensuring the organization is meeting all standards and expenditure requirements. Monthly, quarterly, and annual reports are submitted and reviewed by the WIB's Finance and Quality Assurance Committee. There were no findings for the 2004-2005 annual review. This demonstrates WorkNet's dedication to upholding its core values of integrity and ethical behavior.

The organization has a process in place to ensure dissemination about its policies and procedures is deployed throughout the organization. For example, WorkNet uses its new staff and partner orientation, one-on-one discussions, emails and monthly staff/partner meetings as methods to disseminate information. This process of knowledge sharing supports WorkNet's commitment to teamwork, partnership, collaboration, and the promotion of a seamless system.

- b. The areas, practices, or approaches that do not meet the Certification are identified as the following opportunities for improvement:

While WorkNet does provide a voluntary certification course (National Workforce Professional Certification exam) to its staff as well as partnering staff when available, which supports its senior leaders commitment to empowerment, innovation, and learning evidence demonstrating how education and training contribute to the achievement of WorkNet's action plans, performance expectations and performance improvement was not in place. For example, during the group interview members of the leadership team stated there was no hard data to show how employees use the knowledge gained from workshops and the certification course in their daily work activities that it was more of a verbal response. This may impact the organizations ability to ensure its formal education and employee development plans are in alignment to WorkNet's overall mission, vision, and achieving its strategic objectives.

While a well-defined strategic plan with measurable goals exists, a systematic approach to identify blind spots, address factors such as indications of major shifts in markets, regulatory environment, budget cuts, etc. was not demonstrated. This may impact WorkNet's ability to manage its resources needed to implement the strategic plan as well as sustain the organization and continue to deliver a skilled, competitive workforce that ensures a diverse and prosperous economy.

While the organization gathers customer data through a variety of formal and informal methods of listening and learning (Customer Satisfaction Survey, assessment process, Sign-In Sheet, etc.) to determine requirements, expectations and preferences of its customers evidence of how that information is used to identify those key factors that can lead to customer acquisition, retention and business expansion. This may impact WorkNet's ability to achieve its core values of customer service, growth and results.

WorkNet is in the first stage of implementing its Employee Development Plan (EDP); however participation is optional due to union constraints. Without a center-wide plan it may be difficult for the organization to align individual employee development with the organizations overall objectives and action plans. This may impact the organization's ability to integrate education and employment services and respond to the needs as well as enhance the community's quality of life.

While WorkNet provides information identifying performance and improvement in key business areas of the organization, like customer and community awareness, there was little numerical hard data to demonstrate the results the organization has achieved. Without hard data it may impact WorkNet's ability to determine its success factors – effective collaborations (satisfaction survey results from partners), financial performance (operating within budget trended annually), customer satisfaction, etc.

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Score	Approach-Deployment
0%	<ul style="list-style-type: none"> <li>• No Systematic approach is evident, information is anecdotal</li> </ul>
10% to 20%	<ul style="list-style-type: none"> <li>• The beginning of systematic approach to the basic purposes of the Item is evident.</li> <li>• Major Gaps exist in deployment that would inhibit progress in achieving the basic purpose of the Item.</li> <li>• Early stages of transition from reacting to problems to a general improvement orientation are evident.</li> </ul>
30% to 40%	<ul style="list-style-type: none"> <li>• An effective, systematic approach, responsive to the basic purposes of the Item, is evident.</li> <li>• The approach is deployed, although some areas or work units are in early stages of deployment.</li> <li>• The beginning of a systematic approach to evaluation and improvement of basic Item processes is evident.</li> </ul>
50% to 60%	<ul style="list-style-type: none"> <li>• An effective, systematic approach, responsive to the overall purposes of the Item and your key business requirements, is evident.</li> <li>• The approach is well deployed, although deployment may vary in some areas or work units.</li> <li>• A fact-based, systematic evaluation and improvement process is in place for improving the efficiency and effectiveness of key processes.</li> <li>• The approach is aligned with your basic organizational needs identified in the other Criteria Categories.</li> </ul>
70% to 80%	<ul style="list-style-type: none"> <li>• An effective, systematic approach, responsive to the multiple requirements of the Item and your current and changing business needs, is evident.</li> <li>• The approach is well deployed, with no significant gaps.</li> <li>• A fact-based, systematic evaluation and improvement process and organizational learning/sharing are key management tools; there is clear evidence of refinement and improved integration as a result of organizational-level analysis and sharing.</li> <li>• The approach is well integrated with your organizational needs identified in the other Criteria Categories.</li> </ul>
90% to 100%	<ul style="list-style-type: none"> <li>• An effective, systematic approach, fully responsive to all the requirements of the Item and all your current and changing business needs, is evident.</li> <li>• The approach is fully deployed without significant weaknesses or gaps in any areas or work units.</li> <li>• A very strong fact-based, systematic evaluation and improvement process and extensive organizational learning/sharing, are key management tool; strong refinement and integration, backed by excellent organizational-level analysis and sharing, are evident.</li> <li>• The approach is fully integrated with your organizational needs identified in the other Criteria Categories</li> </ul>

Score	Results
0%	<ul style="list-style-type: none"> <li>• There are no results or poor results in areas reported.</li> </ul>
10% to 20%	<ul style="list-style-type: none"> <li>• There are some improvements and/or early good performance levels in a few areas.</li> <li>• Results are not reported for many to most areas of importance to your organization's key business requirements.</li> </ul>
30% to 40%	<ul style="list-style-type: none"> <li>• Improvements and/or good performance levels are reported in many areas of importance to your organization's key business requirements.</li> <li>• Early stages of developing trend and obtaining comparative information are evident.</li> <li>• Results are reported for many to most areas of importance to your organization's key business requirements.</li> </ul>
50% to 60%	<ul style="list-style-type: none"> <li>• Improvement trends and/or good performance levels are reported for most areas of importance to your organization's key business requirements.</li> <li>• No pattern of adverse trends and no poor performance levels are evident in areas of importance to your organization's key business requirements.</li> <li>• Some trends and/or current performance levels-evaluated against relevant comparisons and/or benchmarks-show areas of strength and/or good to very good relative performance levels.</li> <li>• Business results address most key customer, market , and process requirements.</li> </ul>
70% to 80%	<ul style="list-style-type: none"> <li>• Current performance is good to excellent in areas of importance to your organization's key business requirements.</li> <li>• Most improvement trends and/or current performance levels are sustained.</li> <li>• Many to most trends and/or current performance levels-evaluated against relevant comparisons and/or benchmarks-show areas of leadership and very good relative performance levels.</li> <li>• Business results address most key customer market, process and action plan requirements.</li> </ul>
90% to 100%	<ul style="list-style-type: none"> <li>• Current performance is excellent in most areas of importance to your organization's key business requirements.</li> <li>• Excellent improvement trends and/or sustained excellent performance levels are reported in most areas.</li> <li>• Evidence of industry and benchmark leadership is demonstrated in many areas.</li> <li>• Business results fully address key customer, market, process, and action plan requirements.</li> </ul>

## SCORE SUMMARY WORKSHEET

Summary of Criteria Items	Total Points Possible A	Score
<b>I. Leadership</b>		
A. Clear Direction	20	8
B. Quality One-Stop Staff	20	8
C. The "Right" Organization & Well Defined Organization	20	8
D. Customer Focus	25	10
E. Focus on Collaboration	25	10
F. Support for Continuous Quality Improvement	25	10
G. Supplier Certification	15	4.5
<b>Category Total</b>	<b>150</b>	<b>58.5</b>
<b>II. Strategic Planning</b>		
A. Well-Defined	15	6
B. Involvement of All Consituents	15	6
C. Customer Focus	15	4.5
D. Define Metrics	15	6
E. Implemented (Organizational Behaviors)	15	6
F. Consistent With Available Quality Resources	15	6
G. Includes Continuous Quality Improvement Plan	10	4
<b>Category Total</b>	<b>100</b>	<b>38.5</b>
<b>III. Customer &amp; Market Focus</b>		
A. Customer Needs Surveyed	50	15
B. Customer Satisfaction	50	20
C. Results Linked to Strategic Plan & Continuous Improvement	50	15
D. Single Point of Contact for Clients & Employers	50	20
<b>Category Total</b>	<b>200</b>	<b>70</b>
<b>IV. Information &amp; Analysis</b>		
A. Information System Supports Continuous Improvement	25	10
B. Continuous Improvement Linked to Data Collection	25	10
C. How Resource Center Delivers Services	25	10
D. Strategy for Meeting State and Local MIS Needs	25	10
<b>Category Total</b>	<b>100</b>	<b>40</b>
<b>V. Human Resource Focus</b>		
A. Staff is competent	30	12
B. Continuous Learning	30	15
C. Team Orientation	30	12
D. Uniform Application of Human Resources Policies	30	12
E. Employee Expectations Well-Defined	30	12
<b>Category Total</b>	<b>150</b>	<b>63</b>
<b>VI. Process Management</b>		
A. Uniform Application of Policies & Procedures	25	10
B. Feedback Mechanism	25	10
C. Service Recovery	25	10
D. Staff Empowerment	25	10
<b>Category Total</b>	<b>100</b>	<b>40</b>

Summary of Criteria Items	Total Points Possible A	Score
<b>VII. Business Results</b>		
A. Customer & Community Awareness	100	30
B. Demonstrated & Measureable	100	30
<b>Category Total</b>	<b>200</b>	<b>60</b>

**Total Score**

**Meets 30% Required Score (yes/no)**

<b>370</b>
<b>YES</b>

**SCORE SUMMARY: COMPLIANCE CRITERIA**

Summary of Criteria Items	Criteria Met?	
	YES	NO
<b>Compliance Criteria</b>		
<b>I. Comprehensive Centers</b>		
A. Center provides all Core Services	X	
B. Center provides access to Intensive Services	X	
C. Center provides all labor exchange services.	X	
D. Center provides services and access of mandated partners.	X	
E. Additional Criteria for all Comprehensive One-Stop Centers.	X	
<b>Baldrige Based Criteria</b>		
<b>I. Leadership</b>		
A. Clear Direction	X	
B. Quality One-Stop Staff	X	
C. The "Right" Organization & Well Defined Organization	X	
D. Customer Focus	X	
E. Focus on Collaboration	X	
F. Support for Continuous Quality Improvement	X	
G. Supplier Certification	X	
<b>II. Strategic Planning</b>		
A. Well-Defined	X	
B. Involvement of All Constituents	X	
C. Customer Focus	X	
D. Define Metrics	X	
E. Implemented (Organizational Behaviors)	X	
F. Consistent With Available Resource	X	
G. Includes Continuous Quality Improvement Plan	X	
<b>III. Customer &amp; Market Focus</b>		
A. Customer Needs Surveyed	X	
B. Customer Satisfaction	X	
C. Results Linked to Strategic Plan & Continuous Improvement	X	
D. Single Point of Contact for Clients & Employers	X	
<b>IV. Information &amp; Analysis</b>		
A. Information System Supports Continuous Improvement	X	
B. Continuous Improvement Linked to Data Collection	X	
C. How Resource Center Delivers Services	X	
D. Strategy for Meeting State and Local MIS Needs	X	
<b>V. Human Resource Focus</b>		
A. Staff is competent	X	
B. Continuous Learning	X	
C. Team Orientation	X	
D. Uniform Application of Human Resources Policies	X	
E. Employee Expectations Well-Defined	X	
<b>VI. Process Management</b>		
A. Uniform Application of Policies & Procedures	X	
B. Feedback Mechanism	X	
C. Service Recovery	X	
D. Staff Empowerment	X	
<b>VII. Business Results</b>		
A. Customer & Community Awareness	X	
B. Demonstrated & Measurable	X	
<b>Meets 100% Require Compliance? (yes/no)</b>	<b>YES</b>	

**OVERALL SCORES SUMMARY**  
**Certification for WorkNet Employment Resource Centers**

Criteria Description	Required Score for Certification	Met Requirement (Yes/No)
<b>1. Compliance Criteria for Comprehensive Centers</b>	100%	YES
<b>2. Baldrige Based Certification Criteria – Quality</b>	30%	YES
<b>3. Meets Minimum Requirement for Certification?</b>		YES

**COMPLIANCE CRITERIA FOR COMPREHENSIVE CENTERS**

**I. Comprehensive (Full Service) Centers**

Statutory Based Criteria for All Comprehensive, physical one-stop, Worknet Employment Resource Centers to be certified:

- A. Center provides all core services listed in the Workforce Investment Act, as described in Section 134(d)(2) of the Act.
- B. Center provides access to intensive services.
  - 1. Center provides access to training and serves as a point of access for Virginia Individual Training Account (ITA) Vouchers.
- C. Center provides access to all labor exchange services authorized under the Wagner-Peyser Act.
- D. Center provides the core services and access to all of the workforce programs and activities carried out by mandated one-stop partners.
- E. Additional Criteria for all Comprehensive WorkNet Employment Resource Center to be certified, include:
  - 1. Center operator was selected through a competitive procurement process, or designated by the LWIB.
  - 2. High speed computer access to Internet based information system.
  - 3. Access to computers, including printing, access to software programs, which could include word processing, programs for resume development, and job application and cover letter preparation.
  - 4. Access to telephones and fax for job search.
  - 5. Access to up-to-date career and local community resource information.
  - 6. Strategies to meet any demand for “non-traditional” hours of operation for those who cannot attend during the traditional 8 AM - 5 PM hours of operation.
  - 7. Information desk and/or resource areas are staffed.
  - 8. There is a presence of mandated partners on-site.
  - 9. A case management system exists that provides guidance for customers participating in intensive and training services.
  - 10. MOUs or operational agreements are in place between partners for daily operations.
  - 11. Information sharing and customer confidentiality agreements exist.
  - 12. A description of all employer services is included in the business or strategic plan, including strategies for making the information available to employers.
  - 13. A customer assessment process exists, including skill, aptitude, interest, and needs assessment.
  - 14. Meets of the Baldrige Based Criteria with a score of 30% or higher for the Quality Criteria and 100% of the Compliance Criteria.
  - 15. Has an established referral process that is customer focused.

## COMPLIANCE CRITERIA FOR COMPREHENSIVE CENTERS

### I. Comprehensive Centers

#### **Statutory Based Criteria For the Comprehensive, Physical One-Stop, WorkNet Employment Resource Center To Be Certified.**

##### **Strengths:**

WorkNet provides all 15 comprehensive services mentioned in WIA in the four areas of functions (core, intensive, training and business) through its operator and partners. For example, an individual receives an initial assessment, which includes skill levels, aptitudes, and support services needed as well as a portfolio that contains information that would help in determining other assessment needs. This demonstrates WorkNet's commitment to achieving its vision to deliver a skilled, competitive workforce that ensures a diverse and prosperous economy.

Using a multi-faceted approach WorkNet provides comprehensive and individualized assessments, individual employment plans, and individual or group counseling. Also included is a process that transitions the customer from core to intensive and training services. The multi-faceted approach demonstrates the organizations ability to offer program flexibility and simplicity of access.

WorkNet offers a variety of computer software programs to assist customers with their job search and skills development. For example, the computer resource lab includes programs such as, Mavis Bacon Typing Tutor, WinWay Resume and a variety of assistive technology equipment for customers with disabilities. By providing an assortment of resources in the computer lab, the organization demonstrates its commitment to achieving its mission, "respond to the needs of our business community and jobseekers to enhance our community's quality of life".

##### **Opportunities for Improvement:**

While WorkNet generates and reviews reports on organization and fiscal performance as well as submits the information to the Department of Workforce Investment (WI) and the Workforce Investment Board Finance Committee on a monthly and quarterly basis, how this information is used for decision-making purposes was not demonstrated. This may impact the organization's ability to meet its mission to respond to the needs of its business and jobseeker customers as well as its core values of growth and results.

While a well-defined strategic plan with measurable goals exists, a systematic approach to identify blind spots, address factors such as indications of major shifts in markets, regulatory environment, budget cuts, etc. was not demonstrated. This may impact WorkNet's ability to manage its resources needed to implement the strategic plan as well as sustain the organization and continue to deliver a skilled, competitive workforce that ensures a diverse and prosperous economy.

**I. Leadership (150 points)**

The *Leadership* Category examines how your organization's senior leaders address values, directions, and performance expectations, as well as a focus on customers and other stakeholders, empowerment, innovation, and learning. Also examined is how your organization addresses its responsibilities to the public and supports its key communities.

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**1.a. (20) Clear direction (consistent) (mission)**

There exists a clear, well articulated Mission Statement for the organization

**1.b. (20) Quality One-Stop Staff (continuous learning)**

A formal education/employee development plan exists

If certification is required for certain employee groups, those certifications exist and are current

**1.c. (20) The "right" organization and a well defined organization**

There is an organizational chart

The organizational structure is appropriate for the organization

All leadership positions are filled

**1.d. (25) Customer focus**

There is an understanding/definition of the customer(s)

A customer service training program exists

**1.e. (25) Focus on collaboration**

All of the mandatory partners participate in the One-Stop on a regular basis

The rate of cross-referral among the partners is satisfactory relative to benchmark organizations

The degree of information sharing among One-Stop partners is adequate

**1.f. (25) Support for continuous quality improvement**

A well defined CQI plan and program exists

Staff are trained in the principles of CQI

There is a commitment of employee time to the CQI process

**1.g. (15) Supplier certification**

Key performance factors are used in the evaluation of suppliers and partners

## BALDRIGE BASED CERTIFICATION CRITERIA

### I. Leadership

#### Strengths:

WorkNet has a clear, well-articulated Mission Statement to “respond to the needs of their business community and jobseeker to enhance their community’s quality of life”. In March 2005, the mission and value statements were revised to ensure an accurate reflection of the organization and partnership. To deploy the mission, vision, and core value statements copies were posted and displayed in cubicles, on walls, computers, in the resource room, printed on all WLT correspondence, discussed during meetings and posted on the WLT website. This demonstrates WorkNet’s commitment to its core values of customer service, growth and results as well as its commitment to excellence.

The organization offers on-line courses by Dynamic Work Institute and has made a commitment to offer the National Professional Tier 1 Certification to staff. For example, staff are given time during work hours to study the course work and complete the certification exam. Of the 32 staff members that enrolled, 18 of them have graduated with scores ranging from 96% - 100%. Having this certification process for the staff may assist WorkNet in achieving its key customer requirements of professional, timely, accurate information from knowledgeable, innovative and courteous staff.

A well-defined organization chart for the entire organization exists and is inclusive of all partnering agencies. WorkNet uses a matrix listing the core services, which recently was updated to include intensive and training services, offered by partnering agencies. This promotes a seamless system of integrated services in education and employment.

WorkNet offers staff a variety of customer service training opportunities. Examples of these opportunities are the center closes bi-monthly so staff and partners may attend staff trainings; Merced College offers an ongoing series of courses through their Customer Service Academy; and the National Workforce Professional Certification exam. The criteria and training from the National Workforce Professional Certification exam provides specific information and techniques to ensure the organization is offering quality customer service to its diverse customer clientele.

The organization uses the Memorandum of Understanding (MOUs) to provide a guideline on how the partnering agencies will operate and collaborate with WorkNet. The MOU formalizes the partner’s commitment to participate at the center. A formal review process is in place that consists of evaluating accomplishments of resource sharing, current budget in relation to fiscal allocations, and negotiations between WorkNet manager and partner. This process supports the organization’s belief that success is a result of effective collaboration with partners and suppliers, and its commitment to excellence.

WorkNet embraces the concept of CQI and uses the Baldrige criteria to develop and improve the quality of its programs from the previous certification findings. For example, some staff members (WI staff and one partner in the WIB examination process) attended the California Award for Performance Excellence Examiner certification training. The skills acquired from the training have been implemented into the CQI teams. This demonstrates WorkNet’s commitment of continuous quality improvement.

WorkNet uses the WIA-based performance criteria as well as key performance factors to

evaluate partners. Examples of performance factors are customer satisfaction surveys, service hours, on-site observations, entered employment, goal attainment and retention. The partnering agencies certifies that staff co-located at the ERC has the skills required to perform the jobs.

### **Opportunities for Improvement:**

While WorkNet does provide a voluntary certification course (National Workforce Professional Certification exam) to its staff as well as partnering staff when available, which supports its senior leaders commitment to empowerment, innovation, and learning evidence demonstrating a systematic process that links staff learning to performance expectations was not in place. For example, during the group interview members of the leadership team stated there was no hard data to show how employees use the knowledge gained from workshops and the certification course in their daily work activities that it was more of a verbal response. This may impact the organizations ability to ensure its formal education and employee development plans are in alignment to WorkNet's overall mission, vision, and achieving its strategic objectives.

While a well-defined continuous quality improvement plan was developed from the organizations previous certification site visit the last documentation of an updated plan was in 2002 – 2003. The CQI plan includes workgroups that are continuous while others are created only for the purpose of resolving a particular opportunity for improvement. Having a CQI plan that has not been updated since 2003 may impact senior leaderships ability to address the organization's direction, performance expectations and sustainability as well as ensure that opportunities for improvements are producing results that are in alignment to WorkNet's overall strategic goals.

WorkNet emphasis on collaboration with its partners is demonstrated through its implementation of a cross-referral process in December 2004. While the process was created to track referrals from partners and gather data (i.e., name of the customer, referring agency, and agency referred to) evidence to identify whether the rate of cross-referral amongst the partners is satisfactory was not in place. Without a step in the process to evaluate the partners' satisfaction rate this may impact the organization's ability to build effective collaboration with partners and ensure its strategic goals and objectives focus and strengthen the partnership.

WorkNet identifies WIA-based performance criteria are used to evaluate partners. While the organization indicates the WIA criteria are in the process of changing due to the WIA reauthorization and that several of its partners will be affected, evidence demonstrating how WorkNet plans to ensure the continuation of its service delivery is not affected was not in place. This may impact the organization's future viability to sustain operations and maintain its seamless service delivery system.

## II. Strategic Planning (100 points)

The *Strategic Planning* Category examines how your organization develops strategic objectives and action plans. Also examined are how your chosen strategic objectives and action plans are deployed and how progress is measured.

*Issues to Address in your Challenger Application:*

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**2.a. (15) Well defined**

There exists a well-defined strategic plan with measurable objectives

**2.b. (15) Involvement of all constituents**

Stakeholders possess knowledge of the elements of the strategic plan

There is documented evidence that all levels of the organization and all stakeholders participated in the development of the strategic plan

**2.c. (15) Customer focus (needs - now and in the future)**

A formal customer needs assessment has been performed

The results of the needs assessment are addressed in the strategic plan

**2.d. (15) Define metrics (are they measured)**

Outcomes and a method to measure them are identified in the plan

Milestones exist for achievement of outcomes

**2.e. (15) Implemented (organizational behavior)**

There is evidence that the strategic plan is being implemented in the organization

**2.f. (10) Consistent with available resources**

The organization has sufficient resources to implement the plan

**2.g. (15) Includes continuous quality improvement plan**

The strategic plan includes an emphasis on CQI

## BALDRIGE BASED CERTIFICATION CRITERIA

### II. Strategic Planning

#### Strengths:

WorkNet's goal to train and attract adaptable workers to fill industry needs, influence the educational system to design and implement strategies to teach employment strategies, and to become an active advocacy voice on workforce development issues addresses the strategic challenges that impact employment within its community. The attention to the strategic challenges may assist the organization achieve its vision "to deliver a skilled, competitive workforce that ensures a diverse and prosperous economy".

Partners and stakeholders participate in the strategic planning process through the development (goals, objectives, measures and timelines) and approval (distribution of the plan to staff to review and provide input) stages. Frontline staffs as well as managers are included in the planning process to ensure input is gathered from all levels of the organization. By including stakeholders, partners, and staff in the various stages of the strategic planning process all members have knowledge and ownership of the goals, objectives, mission, and vision.

The organization has multiple ways of collecting data on customer satisfaction and determining assessment needs (i.e., Services Sign-In Sheet, CSS, and comment cards). The Business Services Unit is also collecting data from the business customers through use of a similar CSS designed specifically to assess the quality of service, probability of referring the services to a colleague, and likelihood of seeking additional services. An example of how the results from the customer needs assessment is addressed, the CSS identified the length of time a customer had to wait for staff assistance in the computer lab. The concern was discussed in the cross-functional team (includes both staff and partners) and measured against available resources as well as impact to service delivery. The result, two additional full-time staff members were assigned to the computer lab.

WorkNet includes continuous quality improvement into its strategic plan through its adoption of Baldrige principles into its re-certification process and the development of 6 workgroups to address opportunities for improvement in the areas of Leadership/Strategic Planning, Human Resources, Customer and Market Focus, Process Management, Information and Analysis and Business Results. The strategic plan uses the balanced scorecard and regular partner and staff meetings to implement the strategic goals and objectives. For example, the cross-functional workgroups report on the status of their projects or action items as identified in the strategic plan.

**Opportunities for Improvement:**

WorkNet states additional funding and resources are not required to implement the strategic plan because partnering agencies provide additional resources. During a time where the current trend for WIA funding has steadily decreased over the past three years, it may be more difficult for partnering agencies to provide sufficient resources to assist in the implementation of the strategic plan. There was little evidence to demonstrate how the organization will address its strategic challenges of budget cuts, WIA re-authorization and the unfunded mandate of its partners. Without action plans in place to address these strategic challenges this may impact WorkNet's ability to sustain the organization and continue to deliver a skilled, competitive workforce that ensures a diverse and prosperous economy.

WorkNet uses the balanced scorecard to define measure metrics, identify timelines and process owners for accomplishing its strategic goals and objectives. While deployment of the scorecard occurs through the review of monthly and quarterly reports, how this activity ensures the scorecard is implemented throughout the organization was not demonstrated. Not having a clear linkage between how individual staff and partner staff's daily work activities assist in the achievement of the strategic goals and objectives may impact WorkNet's ability to achieve its determining competitive success factor of "focus and strengthen the partnership using the strategic goals and objectives".

**III. Customer and Market Focus (200 points)**

The *Customer and Market Focus* Category examines how your organization determines requirements, expectations, and preferences of customers and markets. Also examined is how your organization builds relationships with customers and determines the key factors that lead to customer acquisition, satisfaction, and retention; and, to business expansion

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**3.a. (50) Customer needs surveyed**

There is evidence that customer needs have been surveyed/identified

**3.b. (50) Customer satisfaction**

Customer satisfaction is satisfactory relative to benchmark organizations

Customer satisfaction demonstrates improvement over time

Internal organizational goals are established and achieved

**3.c. (50) Results linked to strategic plan and continuous improvement**

Customer Satisfaction surveys result in actions taken through strategic planning

**3.d. (50) Single point of contact for clients and employers**

There is evidence that all core services from all partners are available at the One-Stop

## BALDRIGE BASED CERTIFICATION CRITERIA

### III. Customer and Market Focus

#### Strengths:

WorkNet obtains information regarding customer needs through a variety of informal and formal methods of listening and learning. Customer needs are discussed via emails, memos, and meetings. Improvements that came from suggestions, “We Care What You Think” comment cards are posted in the foyer to reinforce the organization’s commitment to responding to the needs of its jobseekers.

The organization’s commitment to excellence and continuously seeking to enhance services is demonstrated through its focus on universal access to employment of services with disabilities. For example, WorkNet applied and received a grant to facilitate better services to individuals who are deaf and hard of hearing. Another example is the Customer Satisfaction Survey and Services Sign-In Sheet replaced the Day Pass as a method to determining its current quality of services and opportunities for improvement. These methods for obtaining customer satisfaction were taken into consideration when developing its strategic goals (goal 1/ objective 1; goal 2/ objective 4; and goal 3/ objective 1). These examples demonstrate WorkNet commitment to continuous improvement.

WorkNet ensures the WIA concept of “No Wrong Door, Single Point of Contact” by requiring all partners to sign an MOU agreeing to provide Core A or Universal services. The service Matrix also identifies all of the partners and the services they provide to the One Stop. Two referral processes are in place to assist customers with services not available on site - interagency referral form or telephoning the referring agency to obtain additional program information for the customer.

#### Opportunities for Improvement:

While WorkNet conducts a number of outreach activities (mailings, distribution of flyers at other agencies, etc) to acquire new customers a process to determine whether the outreach activity produced desired results was not in place. Without a clear process the organization may not be able to determine which approaches are the most effective and which approaches to expend valuable resources on.

While the organization gathers customer data through a variety of formal and informal methods of listening and learning (Customer Satisfaction Survey, assessment process, Sign-In Sheet, etc.) to determine requirements, expectations and preferences of its customers evidence of how that information is used to identify those key factors that can lead to customer acquisition, retention and business expansion. This may impact WorkNet’s ability to achieve its core values of customer service, growth and results.

**IV. Information and Analysis (100)**

The *Information and Analysis* Category examines your organization's information management and performance measurement systems; and, how your organization analyzes performance data and information

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**4.a. (25) Information system supports continuous improvement**

Existing systems adequately collect data

**4.b. (25) Continuous improvement linked to data collection**

The collected data is linked to CQI efforts

**4.c. (25) Resource Center offers: information in multiple mediums; self-service; Internet access, trained staff, etc.**

The above exists and is readily available to clients

**4.d. (25) Strategy for meeting state and local MIS needs (management reporting)**

## BALDRIGE BASED CERTIFICATION CRITERIA

### IV. Information and Analysis

#### Strengths:

WorkNet collects information on services being accessed, partner referrals and customer comments. Once the information is gathered it is given to the responsible analyst who will aggregate the data using a customized database. The results are then disseminated on a monthly basis to partner, staff, WLT, and the WIB. The data is used in multiple areas of the operation to make operational improvements such as increasing workshops for specific needs, computer and software improvements, office equipment relocation, and cross training of staff. This demonstrates the organizations program flexibility, simplicity of program access and decrease and elimination of duplicate services.

The organization uses the Customer Satisfaction Survey, Customer Service Sign-In sheet and the case management system as methods to measure and track improvements to daily operations and overall organizational performance. The information gathered is then incorporated into the Balanced Scorecard, which provides leaders with a blueprint for action and evaluation.

The Resource Center offers information in multiple mediums or ways of accessing services and information. Jobseekers can obtain services via the telephone, internet, e-mail or visiting the center. Business customers can seek services in a similar manner with the additional service of having a Business Service Representative conduct services at the employers' place of business.

WorkNet is highly regulated by local, state and federal agencies. For example, the One Stop operator is monitored annually for compliance in fiscal and procurement performance as well as ensuring the organization is meeting all standards and expenditure requirements. Monthly, quarterly, and annual reports are submitted and reviewed by the WIB's Finance and Quality Assurance Committee. There were no findings for the 2004-2005 annual review. This demonstrates WorkNet's dedication to upholding its core values of integrity and ethical behavior.

#### Opportunities for Improvement:

WorkNet offers core, intensive and training services at its two-affiliate sites for customers who live in the outlying areas of the county. While representatives from both sites participate in the Leadership Team and Management Meetings evidence of how the organization ensures decisions and continuous improvement processes are transferred as well as implemented at the affiliated sites was not demonstrated. Without a process in place to ensure implementation this may impact WorkNet's ability to promote and develop a seamless service delivery system.

While WorkNet has a process for collecting, aggregating and translating results (opportunities for improvement) into action items; however, a process for taking a strength and implementing a cycle of improvement was not demonstrated. For example, if the organization received positive feedback on certain process or procedure, WorkNet may want to examine how they may continue to improve it. This may assist the organization transition from a reactive to a proactive center.

**V. Human Resource Management (150 points)**

The *Human Resource Focus* Category examines how your organization motivates and enables employees to develop and utilize their full potential in alignment with your organization's overall objectives and action plans. Also, examined are the organization's efforts to build and maintain a work environment and an employee support climate conducive to performance excellence, and to personal and organizational growth.

*Issues to Address in your Challenger Award Application:*

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**5.a. (30) Staff is competent**

Job descriptions exist for all positions  
Employees are evaluated against the requirements of the job descriptions  
Employee evaluations demonstrate that employees are competent and meeting job requirements

**5.b. (30) Continuous learning**

Employees have an individual development plan that has been implemented  
There is an organization-wide employee development plan that has been implemented  
There is a vehicle for making employees aware of available training

**5.c. (30) Team orientation**

There are regular meetings to disseminate information and discuss important business issues  
There are multidisciplinary cross-functional teams to work on performance improvement initiatives

**5.d. (30) Uniform application of human resources policies**

Results of employee satisfaction surveys demonstrate uniform application of policies  
A formal grievance process exists  
Grievances are not excessive given the size of the organization

**5.e. (30) Employee expectations well defined**

Policies and procedures are disseminated throughout the organization  
All new employees get an orientation to the organization

## BALDRIGE BASED CERTIFICATION CRITERIA

### V. Human Resource Management

#### Strengths:

To ensure a competent workforce WorkNet evaluates staff and partnering staff against duties listed on existing job descriptions as well as identifying a set of national competencies it would like staff to have. Any deficiencies or opportunities for professional growth are addressed through training, coaching, and/ or mentoring.

WorkNet holds regular monthly partner and staff meetings where information disseminated and business issues (i.e., strategic plan, CSS results, etc.) are discussed. The cross-functional workgroups are multidisciplinary and are based on CQI principles. The frequency of those meetings can vary from group to group based on need.

WorkNet has a grievance policy and posts the procedures in high traffic areas throughout the center. The postings list a point of contact person within the organization should someone like to file a complaint. A formal grievance process exists for each partnering agency and may be obtained by contacting its agency's Human Resource Department.

The organization disseminates information about its policies and procedures through its new staff and partner orientation, one-on-one discussions, emails and monthly staff/partner meetings. All new staff as well as partnering staff receives an orientation and a new policy checklist, which they must sign to validate receipt and understanding of the policies and procedures. Another example of how information is disseminated, as policies and procedures are updated the information is discussed and distributed during the monthly meetings. For partners who could not attend, a member of the leadership team will have a one-on-one discussion filling the partner in on what was discussed. This practice supports WorkNet's commitment to teamwork, partnership, collaboration, and the promotion of a seamless system.

#### Opportunities for Improvement:

While WorkNet formal grievance process does not reflect any excessive grievances, averaging 3 per year, there is no formal definition or criteria to determine if number of grievances is appropriate given the size of the organization. Without a clear understanding of what constitutes "excessive" may impact the organizations ability to build and maintain a work environment that is conducive to performance excellence.

Although WorkNet is in the first stage of implementing its Employee Development Plan (EDP) participation is optional due to union constraints. Without a center-wide plan it may be difficult for the organization to align individual employee development with the organizations overall objectives and action plans.

**VI. Process Management (100)**

The *Process Management* Category examines the key aspects of your organization's process management, including customer-focused design, product/service delivery, key business, and support processes

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**6.a. (25) Uniform application of policies and procedures**

Policies and procedures are disseminated throughout the organization  
All new employees get an orientation to the organization

**6.b. (25) Feedback mechanism**

An adequate feedback mechanism exists

**6.c. (25) Service recovery**

There is a formal policy/mechanism for complaint management  
Examination of a sample of complaints indicates that the policy is being implemented

**6.d. (25) Staff-empowerment**

Decisions can be made at various levels within the organization  
There is an organizational assessment to determine if the degree of empowerment is appropriate/working

## BALDRIGE BASED CERTIFICATION CRITERIA

### VI. Process Management

#### Strengths:

WorkNet disseminates information about the policies and procedures throughout the organization and partnering agencies by conducting a new employee and partner orientation as well as a re-orientation once a year to make sure all current employees and partners have up-to-date information. Also to ensure new employees are well oriented to they WorkNet system, supervisors will work with them during their first month of employment. This practice ensures the organization is meeting its customer's key requirements to provide professional, timely, accurate information from knowledgeable, innovative and courteous staff.

The organization has a feedback mechanism encourages partners and staff at every level to bring forth areas of improvement. Once a suggestion is brought forth, WorkNet determines it's priority for creating a new workgroup based on several criteria - impact to customer products, services and satisfaction, impact to frontline staff training, costs associated with improvements, impact to organizational performance and alignment to the vision, mission and values. Recommendations are then presented to the Quality Assurance Committee for approval. To check the effectiveness of a change or update to policies the initiating workgroup will conduct a three-month follow up assessment. This process supports WorkNet's commitment to continuous quality improvement and performance excellence.

WorkNet has a mechanism for handling customer complaints and dealing with grievances against the organization. Employee complaints regarding discrimination are handled separately from complaints dealing with operations. A majority of the complaints are resolved informally through an internal process any formal grievances are filed with the Equal Opportunity Officer who then generates a report that is shared with Executive Leadership. Additionally, an annual report summarizing the number of complaints and strategies to resolve similar incidents in the future are discussed thus promoting an environment of organizational learning and continuous quality improvement.

#### Opportunities for Improvement:

While WorkNet ensures empowerment of staff through decentralizing daily decision making and including frontline/process owners in the CQI workgroups an organizational assessment or satisfaction survey to determine if the degree of empowerment is appropriate and working was not demonstrated. Without a process in place to assess staff, this may impact the organization's ability to achieve its core values of teamwork, partnership, customer service, and growth and results.

## 2005 Certification Criteria

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### **VII. Business Results (200 points)**

The *Business Results* Category examines your organization's performance and improvement in key business areas – customer satisfaction, product and service performance, financial and marketplace performance, human resource results, and operational performance. Also examined are performance levels relative to those of your competitors.

*Editor's Note: Please focus your responses to the following questions by citing specific Results you have achieved. Charts and graphs are encouraged to summarize your Results. Avoid anecdotal responses that cannot be validated by numerical data.*

*Issues to Address in your Challenger Award Application:*

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#### **7.a. (100) Customer and community awareness**

- There is an awareness of One-Stop based on random survey of community
- There is an organizational effort to raise awareness
- Resources are devoted to marketing/PR
- Marketing/PR addresses both supply and demand
- Marketing plan exists and results are evaluated against plan

#### **7.b. (100) Demonstrated and measurable**

- Financial performance
  - A budget exists and performance suggests that the organization is operating within budget and significant variances have been adequately explained
  - Costs are benchmarked (and compare favorably) against other workforce investment areas
- Operational performance
  - Objectives in the strategic plan are achieved
  - Customer Satisfaction
  - See "Customer and Market Focus"

## BALDRIGE BASED CERTIFICATION CRITERIA

### VII. Business Results

#### Strengths:

WorkNet has made an effort to raise awareness within the community. Surveys conducted by the Action Business Center reflect a growing awareness within the community and customer segments about the center's services. For example, in 2000 the awareness rating was 3.7% and then increased to 30% in 2002. This demonstrates the organizations commitment to excellence and being responsive to the needs of the business community and jobseekers.

Fiscal performance and audit results show no significant variances that need to be explained. This demonstrates WorkNet's commitment to its core values of ethical behavior and integrity.

WorkNet ERC constantly receives ratings of 9 or higher (very satisfied) in all areas of customer satisfaction. This supports the organizations development and promotion of a seamless service, program flexibility and simplicity of program access.

#### Opportunities for Improvement:

WorkNet is actively trying to raise awareness about its services to the community using a variety of methods (radio, newspapers, direct mailings, inserts, brochures, website, etc). For example, The "Did You Know" campaign launched in 2004 where 1530 postcards were mailed out to county employers. While the returned postcards were reviewed and the database was updated for future mailings, data demonstrating the results that came from the campaign was not available. Without this information, it may be difficult for the organization to determine the effectiveness of the various campaigns it implements.

**TO: WIB Quality Assurance Committee**

**DATE: 11/04/05**

**FROM: WIB Staff**

**For Action**

**For Information**

**For Discussion**

**SUBJECT: Workforce Investment Board (WIB) Strategic Scorecard**

**PROPOSED MOTION(S): Review and discuss those measures assigned to Quality Assurance through the WIB Strategic Scorecard.**

**DISCUSSION: The WIB Strategic Scorecard was formally adopted October 25, 2004 and updated April 29, 2005. The Quality Assurance Committee has responsibility for the following measurements:**

**Customer Perspective**

- **Business Customer Satisfaction**
- **Jobseeker Customer Satisfaction**

**Internal Operations/Organizational Effectiveness**

- **Program Accountability**

**Learning and Innovation**

- **Progress in Preparation for Worknet Recertification**

**ATTACHMENT(S):  
Strategic Scorecard**

MERCED COUNTY WORKFORCE INVESTMENT BOARD STRATEGIC SCORECARD

**WIB GOALS**

**Goal # I** Train and attract adaptable workers to fill industry needs.

**Goal # II** Influence the K-12 education system to design and implement strategies that provide students knowledge of employee skills and attitudes and develop metrics to assure success.

**Goal # III** Become an active advocacy voice and take political action on workforce development issues at the local, state, and national levels.

**Measurement Category: Customer Perspective**

Measure/Indicator	Metrics	Method	How Often Review	Responsible WIB Committee
1. Business Customer Satisfaction				
a. Employer Needs Are Being Met	80% Satisfaction  Rate & Increase in the # of Employers using Worknet Services	Face to face 10 Question Survey of 30 Employers (Coordinated with Econ. Dev., Chambers, etc and conducted during regular visit with employer & include WIB members)	Annually (July)	QA & BSU
b. Are the Right Industries Targeted  • Economic Development Targeted Industries  • Growth Industries	Compare targets and adjust industry focus, if necessary	Review Industries adopted from the 2003 MCEDSP and LMI (Growth Industries & Early Warning Data (in development))	Biannually	PP&D & the Economic Development Action Team
2. Job Seeker Customer Satisfaction				
a. Job Seeker Needs Are Being Met	90%	Customer Satisfaction Surveys	Monthly	QA
b. Input from Customers Is Used To Improve Services	Rating to meet or exceed	One Stop Management	Annually (Jan)	QA

MERCED COUNTY WORKFORCE INVESTMENT BOARD STRATEGIC SCORECARD

3. Workforce Development Advocacy/Awareness	<p># Of Face to Face Meetings compared to previous year</p> <p># Of Written Communications compared to previous year</p> <p>Voting record of Legislators</p> <p>Positive impact to Support Local Control</p> <p>Stable or increased WIA Funding</p>	<p>Meetings with Legislators</p> <p>Written Communication with Legislators (requesting a response from them)</p> <p>Invitations to WIB Meetings</p> <p>Invitations to Worknet, i.e., for a tour, Chamber Mixer, etc.</p>	Biannually	Executive

MERCED COUNTY WORKFORCE INVESTMENT BOARD STRATEGIC SCORECARD

Measurement Category: Internal Operations/Organizational Effectiveness

Measure/Indicator	Metrics	Method	How Often Review	Responsible WIB Committee
1. Program Accountability:				
a. Plan vs. Actual Participant Activity				
<ul style="list-style-type: none"> <li>Numbers</li> </ul>	Planned vs. Actual	Participant Reports	Quarterly	QA
<ul style="list-style-type: none"> <li>Demographics  <b>White – 46.7%</b>  <b>Hispanic – 32.4%</b>  <b>Asian - 6.8%</b>  <b>African Amer _ 3.8%</b>  <b>Amer Indian _ 1.2%</b>  <b>Pacific Isl _ 0.2%</b>  <b>Others _ 8.9%</b> </li> </ul>	Participants vs. Merced Co. Demographics	Participant Reports	Biannually (Jul/ Jan)	QA
<ul style="list-style-type: none"> <li>Performance Measures</li> </ul>	Attain 80% level on Goals	Performance Reports	Quarterly (1-Nov 2-Feb 3-May 4-Oct)	QA
b. Report Results:				
<ul style="list-style-type: none"> <li>Audits</li> </ul>	Zero Findings	County Audit	Annually ( <b>May</b> )	QA
<ul style="list-style-type: none"> <li>Monitoring</li> </ul>	Zero Findings	EDD Monitoring WI Monitoring	Annually Biannually	QA
<ul style="list-style-type: none"> <li>Youth Quarterly Program Reports</li> </ul>				
Out-of-School Youth	Acceptable Progress based on contract timeline	Report from MCOE	Quarterly	YC
Younger Youth	Acceptable Progress based on contract timeline	Report from MCOE	Quarterly	YC

MERCED COUNTY WORKFORCE INVESTMENT BOARD STRATEGIC SCORECARD

c. Resources are Allocated Appropriately: <ul style="list-style-type: none"> <li>• Pilot Program in a specific Industry cluster (offering career ladders or move up strategy)</li> <li>• Quality Controls</li> <li>• Productivity</li> </ul>	Review results of training job and placements in the industry	Identify and select an Industry cluster	Biannually	PP&D
	Improved Scores	Customer Satisfaction Data	Yearly	QA
	Attainment	Performance Measures	Yearly	QA

**Measurement Category: Financial/Market Perspective**

Measure/Indicator	Metric	Method	How Often Review	Responsible WIB Committee
1. Expenditures including: <ul style="list-style-type: none"> <li>• Obligations</li> <li>• Accruals (Expenses)</li> <li>• Encumbrances</li> <li>• By funding source</li> <li>• By service</li> <li>• Plan vs. Actual</li> </ul>	80% of Current Year Allocation Obligated by End of the Year  70% Expended of Available Funds (Carryover plus Allocation) by the End of the Year	Fiscal Reports	Monthly	Finance
2. Revenue & Resources: <ul style="list-style-type: none"> <li>a. Grants</li> <li>b. Revenue Generation</li> </ul>	#s Applied for and Source  #s Received and \$\$ Amounts  # of Sources and Amount of \$\$	WI Report  WI Report  WI Report	Quarterly  Quarterly  Quarterly	Finance  Finance  Finance

MERCED COUNTY WORKFORCE INVESTMENT BOARD STRATEGIC SCORECARD

**Measurement Category: Learning and Innovation**

<b>Measure/Indicator</b>	<b>Metric</b>	<b>Method</b>	<b>How Often Review</b>	<b>Responsible WIB Committee</b>
1. Progress in Preparation for Worknet Recertification	On Schedule	Report from Worknet LT on Time Line	Bimonthly	QA
2. Influence the Workforce Investment System				
a. Education	Report on Activity	Participate on the P-16 Council	Quarterly	PP&D
b. Economic Development/Castle Development	New Jobs Created	Reports by MCEDCO, BEO and EDAC.	Quarterly	PP&D
	Jobs Lost	Reports on Rapid Response activity		
c. Workforce Housing	# of New Units Built # of building permits issued for workforce housing	Support the WIB Policy on Workforce Housing	Yearly	Executive

**Glossary**

**BSU - Dept. of WI Business Services Unit**

**Executive - WIB Executive Committee**

**Finance - WIB Finance Committee**

**PP&D - WIB Program Planning & Development Committee**

**QA - WIB Quality Assurance Committee**

**YC - Youth Council**

**TO: Quality Assurance Committee**

**DATE: 11/04/05**

**FROM: WIB Staff**

**For Action**

**For Information**

**For Discussion**

**SUBJECT: Program Summary (Condensed) – July, August, September 2005**

**PROPOSED MOTION(S): Information Only**

**DISCUSSION: The following Condensed Summary of Customer Satisfaction and Participant Data is offered:**

**Customer Satisfaction**

<b>First Time Visits</b>	<b>Jul</b>	<b>Aug</b>	<b>Sep</b>
• Merced	287	294	184
• Los Banos	106	77	93
• Livingston	Not available	0	7
<b>Total Monthly Sign-Ins</b>			
• Merced	2,036	2,521	2,085
• Los Banos	1,030	1,236	1,139
• Livingston	Not available	163	100

**Participant Data**

**Adult Participants**

• Participants Carried In	171	187
• New Participants	13	8
• Planned New Participants 94 year / 7.8 month		

**Dislocated Workers**

• Participants Carried In	124	128
• New Participants	1	31
• Planned New Participants 63 year / 5.2 month		

**ATTACHMENT(S): N/A**



# Worknet

## Customer Service & Satisfaction Report

### For All Locations

**SEPTEMBER 2005**

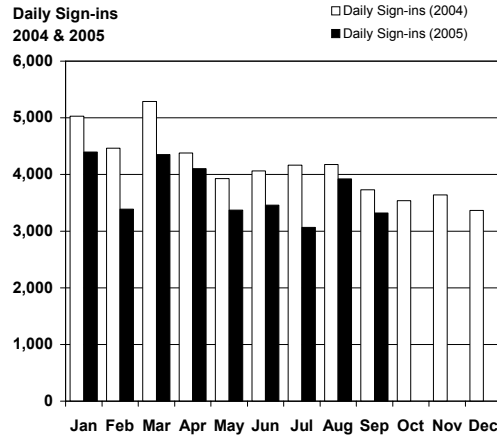
Merced County Department of Workforce Investment

### Daily Sign-ins

Daily sign-ins for September totaled 3,324. Down 596 from the previous month and down 403 from September 2004. Daily sign-ins for the month of September is below the 5 year average.

September's 5 year average: 3,636

2004 annual average: 4,146

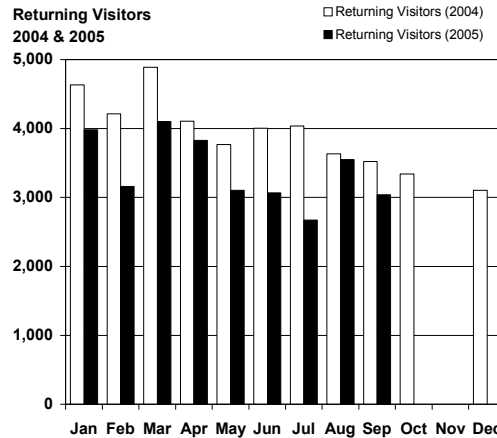


### Return Visits

Return visits for September totaled 3,040. Down 509 from the previous month and down 481 from September 2004. Return visits for the month of September is below the 5 year average.

September 5 year average: 2,721

2004 annual average: 3,605

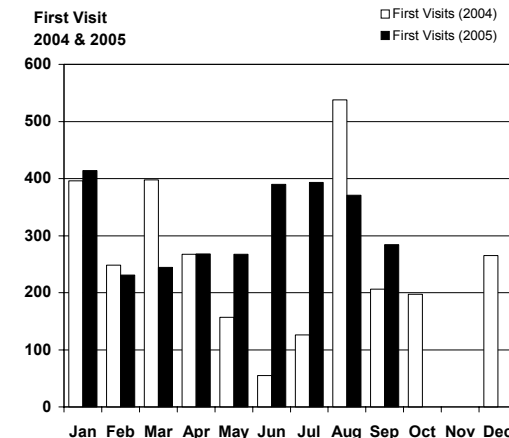


### First Visits

First Visits for September totaled 284. Down 87 from the previous month and up 78 from September 2004. First visits for the month of September exceeds the 5 year average.

September 5 year average: 253

2004 annual average: 238



### Contents

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How our customers used our services	3
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Summary Data - Individual Locations	5

### Customer Flow for September 2005

#### All Locations

- On average, Tuesdays were the busiest days of the week. Averaging 188 clients per day. (Weekly Average: 760 customers)

#### Merced

- Tuesdays were the busiest day of the week, with an average of 128 clients per day. (Weekly Average: 476 customers).

#### Los Banos

- Mondays were the busiest day of the week, with an average of 61 clients per day (Weekly Average: 262 customers).

#### Livingston

- Wednesdays were the busiest day of the week, with an average of 7 per day (Weekly Average: 23 customers).



**Marketing advertisements for  
September 2005**

\* News Papers Ads:  
*Merced Sun-Star*  
*Atwater Signal*  
*Livingston Chronicle*  
*Los Banos Enterprise*  
*Chowchilla*  
*Vida*  
09/1-3, 14-17, 21-24/2005

\* Valley Values  
09/1, 15, 29/2005

\* The Bus  
*Worknet signs inside buses*

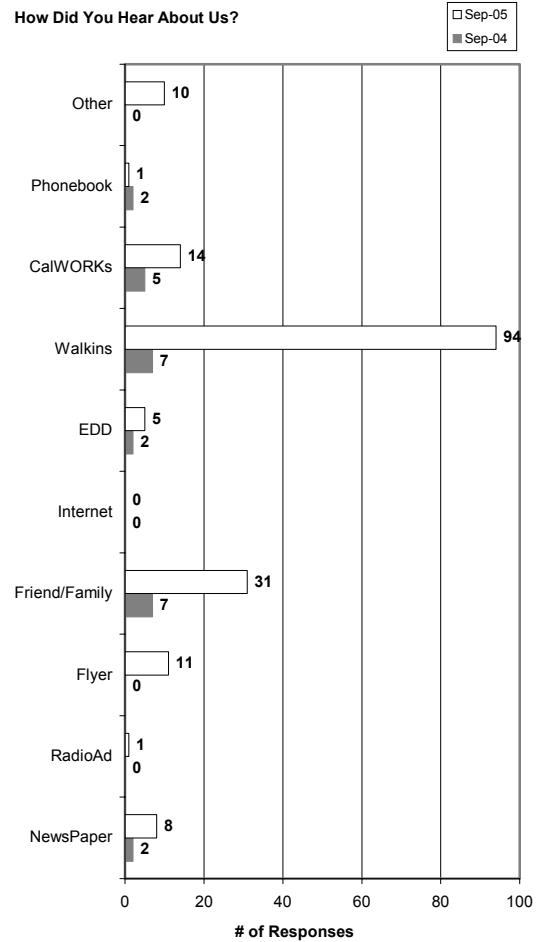
**How did you hear about us?**

One hundred seventy-five customers responded to this question in July.

Ninety-four customers responded with Walk-in as the most frequent response. Friend or Family was the next most frequent response.

We change the method of collecting the data in November 2004 to capture more responses. Due to this change, prior year data is not directly comparable. When comparing current data with prior year data, compare only the rank of the response.

How Did You Hear About Us?



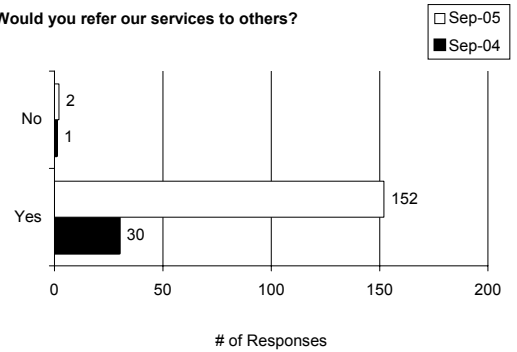
98.7 percent of our customer would refer our services to others

**Would you refer our services to others?**

Of those responding to this question, 98.7 percent of our customers would refer our services to others.

PY 03/04 annual average: 98.6%  
PY 04/05 annual average: 97.3%

Would you refer our services to others?





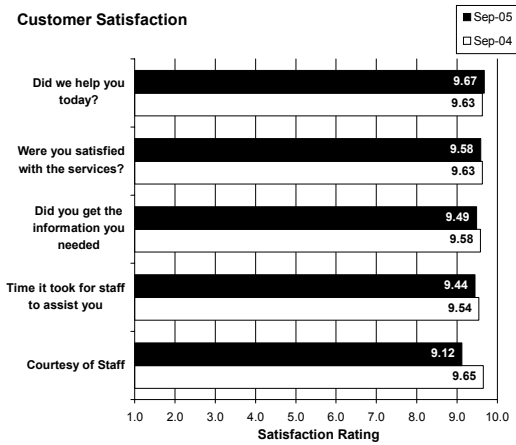
**Worknet  
Customer Service & Satisfaction Report  
For All Locations**

**SEPTEMBER 2005**

Merced County Department of Workforce Investment

**Page 3**

**Customer Satisfaction**



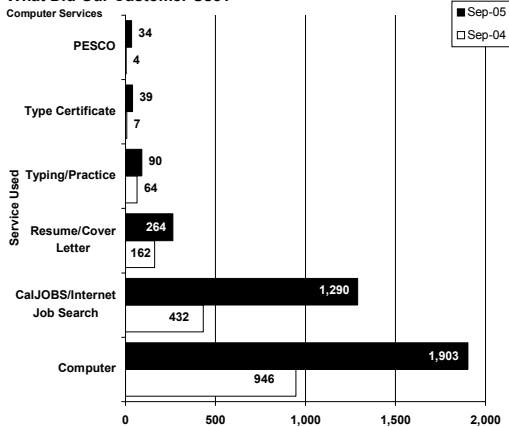
**Customer Satisfaction Ratings**

Customer satisfaction questions received 165 responses from our customers in September. These questions received ratings between 9.12 and 9.67, with “Time it took for staff to assist you?” receiving the highest rating.

*‘Did we help you today?’ received the highest rating with 9.76 on a scale of 1 to 10.*

There was 11 customer that rated “Courtesy of Staff”, with a 5 or less, representing 6.5 percent of our customers.

**What Did Our Customer Use?**

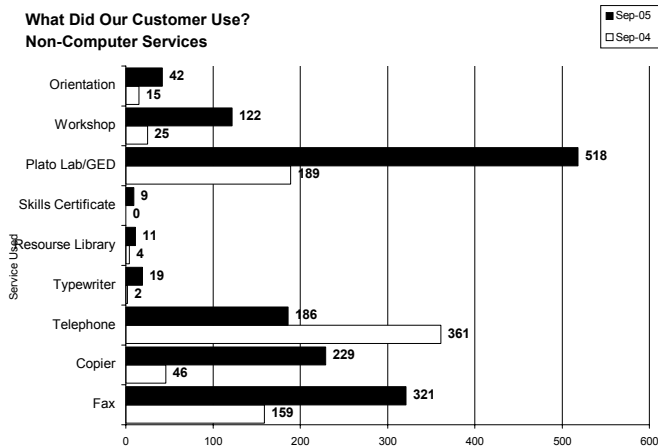


**How our customers use our services?**

Computer related services are always the most used service by our customers, with 1,903 customers responding to this question. CalJobs/Internet Job Search and Resume/Cover Letter received the most usage within the computer service sub-topic.

*‘518 customers used the PlatoLab at WorkNet in the month of September.’*

**What Did Our Customer Use? Non-Computer Services**



Plato Lab/GED and Fax are the most used non-computer related services. Telephone, Workshop, and Copier are the next most use services under this category.



**Worknet  
Customer Service & Satisfaction Report  
For All Locations**

**SEPTEMBER 2005**

Merced County Department of Workforce Investment

**Customer Service/Satisfaction Summary Data - All Locations**

<b>Number of Sign-ins</b>																						
<b>Day of the Week</b>	<b>M</b>	<b>T</b>	<b>W</b>	<b>T</b>	<b>F</b>	<b>M</b>	<b>T</b>	<b>W</b>	<b>TH</b>	<b>F</b>	<b>M</b>	<b>T</b>	<b>W</b>	<b>TH</b>	<b>F</b>	<b>M</b>	<b>T</b>	<b>W</b>	<b>TH</b>	<b>F</b>	<b>M</b>	
<b>Date</b>	<b>01</b>	<b>02</b>	<b>06</b>	<b>07</b>	<b>08</b>	<b>09</b>	<b>12</b>	<b>13</b>	<b>14</b>	<b>15</b>	<b>16</b>	<b>19</b>	<b>20</b>	<b>21</b>	<b>22</b>	<b>23</b>	<b>26</b>	<b>27</b>	<b>28</b>	<b>29</b>	<b>30</b>	<b>Total</b>
<b>Livingston</b>	5	5	10	15	7	10	12	3	12	8	7	6	0	0	0	0	0	0	0	0	0	100
<b>Los Banos</b>	44	47	55	54	52	43	63	46	79	52	47	59	68	53	62	49	60	57	62	47	40	1,139
<b>Merced</b>	96	87	155	105	95	96	105	129	83	90	92	116	139	107	84	75	124	88	85	71	63	2,085
<b>Total</b>	145	139	220	174	154	149	180	178	174	150	146	181	207	160	146	124	184	145	147	118	103	3,324
													<b>Sep-04</b>	<b>Jul-05</b>	<b>Aug-05</b>	<b>Sep-05</b>						
<b>Daily Sign-ins</b>																						
Return Visit													3,521	2,673	3,549	3,040						
First Visit													206	393	371	284						
Total													3,727	3,066	3,920	3,324						
<b>How did you hear about us?</b>																						
NewsPaper													2	7	3	8						
RadioAd													0	0	0	1						
Flyer													0	0	1	11						
Friend/Family													7	11	13	31						
Internet													0	2	0	0						
EDD													2	2	8	5						
Walkins													7	51	73	94						
CalWORKs													5	4	6	14						
Phonebook													2	0	1	1						
Other													NA	8	1	10						
<b>What did our customer use?</b>																						
Computer													946	1,807	2,056	1,903						
CalJOBS/Internet Job Search													432	1,225	1,424	1,290						
Resume/Cover Letter													162	340	485	264						
Typing/Practice													64	52	126	90						
Type Certificate													7	45	94	39						
PESCO													4	45	42	34						
Job Listing													418	566	803	543						
Fax													159	218	423	321						
Copier													46	199	487	229						
Telephone													361	150	231	186						
Typewriter													2	11	8	19						
Resourse Library													4	16	15	11						
Skills Certificate													0	3	9	9						
Plato Lab/GED													189	406	489	518						
Workshop													25	149	121	122						
Orientation													15	53	59	42						
<b>Customer Satisfaction</b>																						
Courtesy of Staff													9.65	9.29	9.50	9.12						
Time it took for staff to assist you													9.54	9.73	9.49	9.44						
Did you get the information you needed													9.58	9.56	9.52	9.49						
Were you satisfied with the services?													9.63	9.65	9.52	9.58						
Did we help you today?													9.63	9.63	9.52	9.67						
<b>Would you refer our services to others?</b>																						
Yes													74	102	152	152						
No													1	2	2	2						



**Worknet  
Customer Service & Satisfaction Report  
For All Locations**

SEPTEMBER 2005

Merced County Department of Workforce Investment

**Customer Service/Satisfaction Summary Data - Individual Locations**

<b>Who were are visitors</b>	<b>Merced</b>	<b>Los Banos</b>	<b>Livingston</b>	<b>All Locations</b>
<b>First Visit</b>	184	93	7	284
Return Visit	1,901	1,046	93	3,040
<b>How did you hear about us?</b>				
Newspaper	4	4	0	8
Radio Ad	1	0	0	1
Flyer	1	10	0	11
Friend	24	7	0	31
Internet	0	0	0	0
EDD	3	2	0	5
Walk-ins	30	64	0	94
CalWORKs	7	7	0	14
Phone Book	0	1	0	1
Other	0	10	0	10
<b>What did our customers use?</b>				
Computer	1,364	505	34	1,903
CalJOBS/Internet Job Search	944	324	22	1,290
Resume	195	64	5	264
Typing	60	29	1	90
Typing Certificate	33	6	0	39
Career	25	9	0	34
Job Listing	278	247	18	543
Fax	216	99	6	321
Copier	174	54	1	229
Telephone	129	55	2	186
Typewriter	5	13	1	19
Resource Library	0	9	2	11
Skills Certificate	3	6	0	9
Plato Lab	135	383	0	518
Workshop	11	111	0	122
Orientation	31	10	1	42
<b>Customer Satisfaction</b>				
Courtesy of Staff	8.13	9.72	0.00	9.12
Time it took for staff to assist you	9.06	9.68	0.00	9.44
Did you get the information you needed?	9.30	9.60	0.00	9.49
Were you satisfied with the services?	9.39	9.70	0.00	9.58
Did we help you today?	9.56	9.74	0.00	9.67

WIA PARTICIPANT SUMMARY REPORT - ADULT

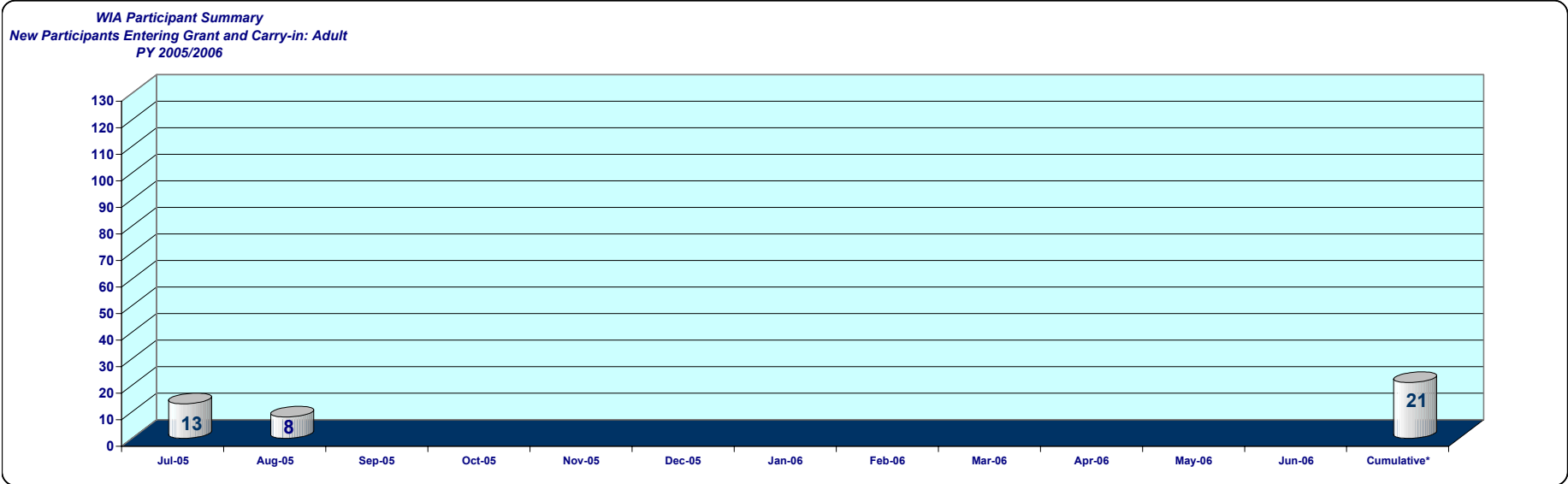
PY 2005/2006

Report Range 07/2005 to 08/2005

	ADULT												Cumulative*	Part. Plan PY 05/06	% of Plan Attained
	Jul-05	Aug-05	Sep-05	Oct-05	Nov-05	Dec-05	Jan-06	Feb-06	Mar-06	Apr-06	May-06	Jun-06			
<b>Total Participants</b>	184	193											193	317	60.9%
Participants Carried In	171	187											172	223	77.1%
New Participants Entering Grant	13	8											21	94	22.3%

<b>Total Participants Exiting WI</b>	Jul-05	Aug-05	Sep-05	Oct-05	Nov-05	Dec-05	Jan-06	Feb-06	Mar-06	Apr-06	May-06	Jun-06	Cumulative*	Part. Plan PY 05/06	% of Plan Attained
Entered Unsubsidized Employment	0	0											0	98	0.0%
Training Related	0	0											0	63	0.0%
Entered Military Service	0	0											0		
Entered Qualified Apprenticeship Program	0	0											0		
Entered Post-Secondary Education	0	0											0		
Entered Advanced Training	0	0											0		
Attained Recognized Certificate/Diploma/Degree	0	0											0		
Attained High School Diploma/GED	0	0											0		
Returned to Secondary School (Youth Only)	0	0											0		
Exits Excluded from Performance	0	0											0		
Other Exits	0	0											0	79	0.0%

<b>Program Activities/Services Summary</b>	Enrolled												Cumulative*	Part. Plan PY 05/06	% of Plan Attained
Core Services (Registered)	184	193											193	317	60.9%
Intensive Services	167	178											178	170	104.7%
Training Services	76	90											90	100	90.0%
Youth Services	0	0											0		
Concurrent Program Participants	9	10											10		
Individual Training Accounts	5	5											5		
Goals Set (Younger Youth Only)	0	0											0		



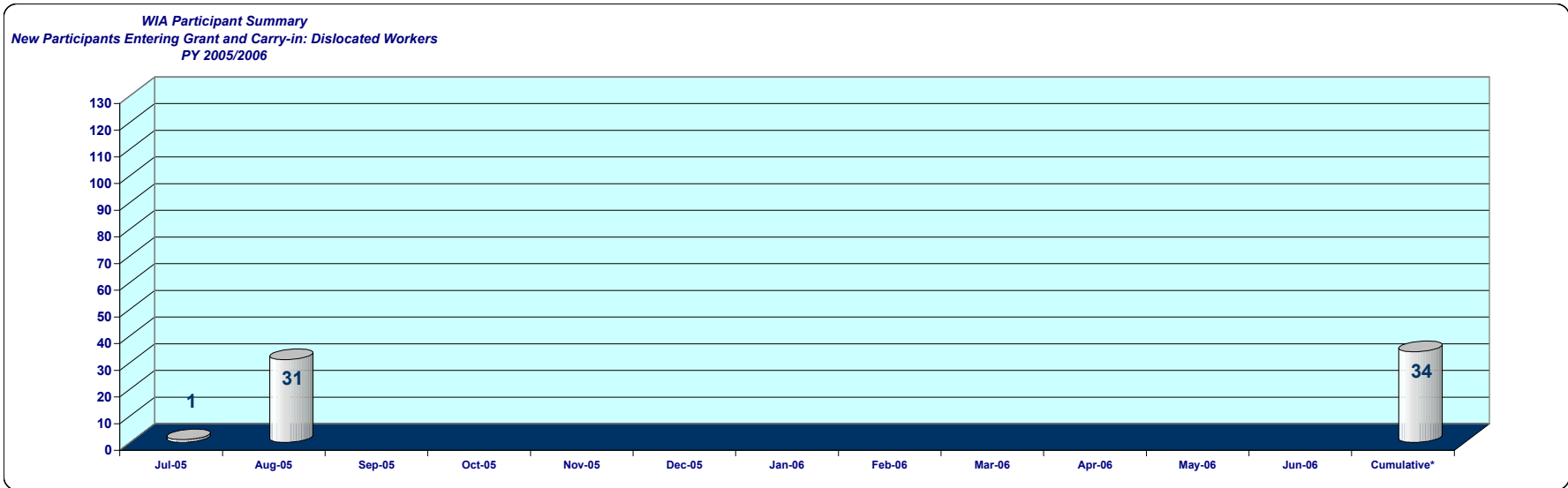
Monthly totals are produced on the 20th of the following month and are not updated on a monthly basis. Late data entry are not updated for previous months, see cumulative totals for current total.

**WIA PARTICIPANT SUMMARY REPORT - DISLOCATED WORKER**  
**PY 2005/2006**  
**Report Range 07/2005 to 08/2005**

	DISLOCATED WORKER												Cumulative*	Part. Plan PY 05/06	% of Plan Attained	
	Jul-05	Aug-05	Sep-05	Oct-05	Nov-05	Dec-05	Jan-06	Feb-06	Mar-06	Apr-06	May-06	Jun-06				
<b>Total Participants</b>	125	159												159	224	71.0%
Participants Carried In	124	128												125	161	77.6%
New Participants Entering Grant	1	31												34	63	53.97%

	Jul-05	Aug-05	Sep-05	Oct-05	Nov-05	Dec-05	Jan-06	Feb-06	Mar-06	Apr-06	May-06	Jun-06	Cumulative*	Part. Plan PY 05/06	% of Plan Attained
<b>Total Participants Exiting WI</b>	0	0											0	72	0.0%
Entered Unsubsidized Employment	0	0											0	54	0.0%
Training Related	0	0											0	28	0.0%
Entered Military Service	0	0											0		
Entered Qualified Apprenticeship Program	0	0											0		
Entered Post-Secondary Education	0	0											0		
Entered Advanced Training	0	0											0		
Attained Recognized Certificate/Diploma/Degree	0	0											0		
Attained High School Diploma/GED	0	0											0		
Returned to Secondary School (Youth Only)	0	0											0		
Exits Excluded from Performance	0	0											0		
Other Exits	0	0											0	55	0.0%

Program Activities/Services Summary	Enrolled												Cumulative*	Part. Plan PY 05/06	% of Plan Attained	
	Jul-05	Aug-05	Sep-05	Oct-05	Nov-05	Dec-05	Jan-06	Feb-06	Mar-06	Apr-06	May-06	Jun-06				
Core Services (Registered)	125	159												159	317	50.2%
Intensive Services	110	140												140	170	82.4%
Training Services	48	49												49	100	49.0%
Youth Services	0	0												0		
Concurrent Program Participants	8	34												34		
Individual Training Accounts	7	7												7		
Goals Set (Younger Youth Only)	0	0												0		



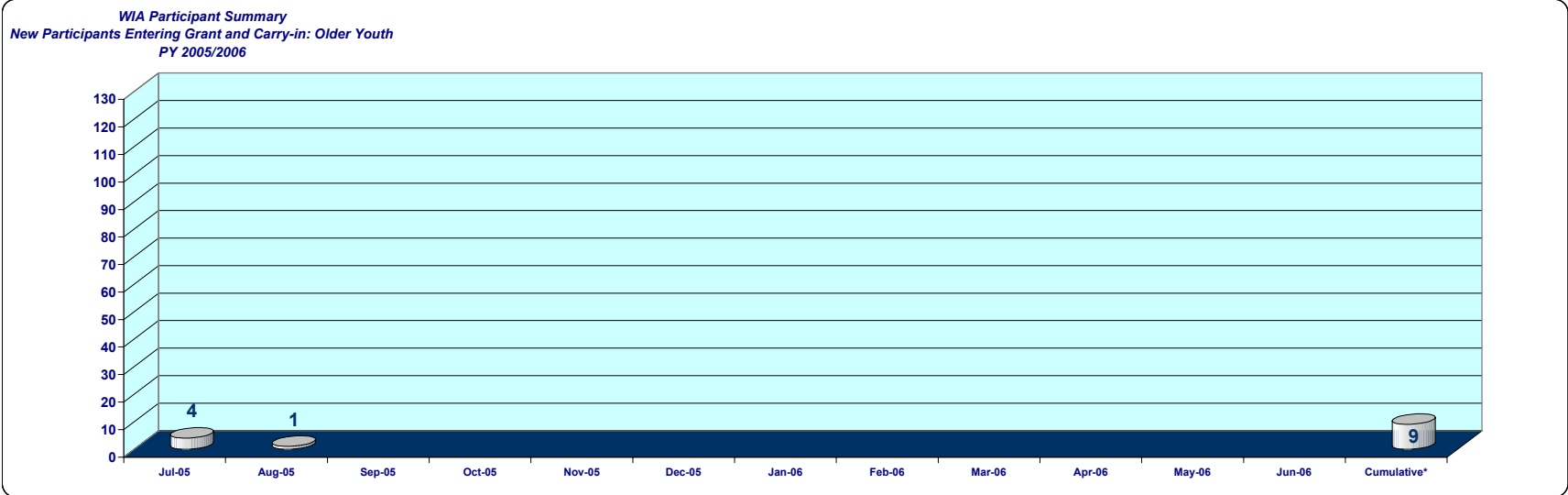
Monthly totals are produced on the 20th of the following month and are not updated on a monthly basis. Late data entry are not updated for previous months, see cumulative totals for current total.

**WIA PARTICIPANT SUMMARY REPORT - OLDER YOUTH**  
**PY 2005/2006**  
**Report Range 07/2005 to 08/2005**

	OLDER YOUTH												Cumulative*	Part. Plan PY 05/06	% of Plan Attained	
	Jul-05	Aug-05	Sep-05	Oct-05	Nov-05	Dec-05	Jan-06	Feb-06	Mar-06	Apr-06	May-06	Jun-06				
<b>Total Participants</b>	161	165												165	317	52.1%
Participants Carried In	157	164												156	378	41.3%
New Participants Entering Grant	4	1												9	35	25.7%

<b>Total Participants Exiting WI</b>																		
Entered Unsubsidized Employment	0	0														0		
Training Related	0	0														0	33	0.0%
Entered Military Service	0	0														0	15	0.0%
Entered Qualified Apprenticeship Program	0	0														0		
Entered Post-Secondary Education	0	0														0	57	
Entered Advanced Training	0	0														0	10	
Attained Recognized Certificate/Diploma/Degree	0	0														0		
Attained High School Diploma/GED	0	0														0		
Returned to Secondary School (Youth Only)	0	0														0		
Exits Excluded from Performance	0	0														0		
Other Exits	0	0														0	60	0.0%

<b>Program Activities/Services Summary</b>																	
	Enrolled																
Core Services (Registered)	0	0														0	
Intensive Services	138	139														139	
Training Services	112	114														114	
Youth Services	156	160														160	
Concurrent Program Participants	64	65														65	
Individual Training Accounts	0	0														0	
Goals Set (Younger Youth Only)	0	0														0	



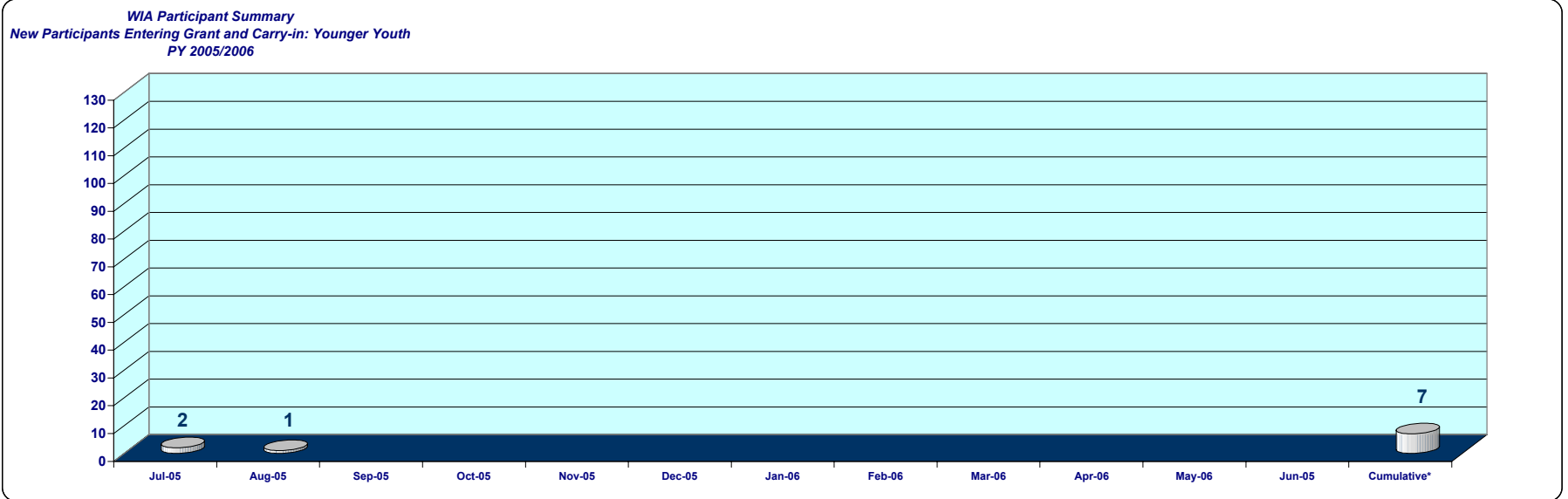
Monthly totals are produced on the 20th of the following month and are not updated on a monthly basis. Late data entry are not updated for previous months, see cumulative totals for current total.

**WIA PARTICIPANT SUMMARY REPORT - YOUNGER YOUTH**  
**PY 2005/2006**  
**Report Range 07/2005 to 08/2005**

	Jul-05	Aug-05	Sep-05	Oct-05	Nov-05	Dec-05	Jan-06	Feb-06	Mar-06	Apr-06	May-06	Jun-05	Cumulative*	Participant Plan PY 04/05	% of Plan Attained
<b>Total Participants</b>	624	585											585	900	65.0%
Participants Carried In	622	584											578	618	93.5%
New Participants Entering Grant	2	1											7	282	2.5%

<b>Total Participants Exiting WI</b>	Jul-05	Aug-05	Sep-05	Oct-05	Nov-05	Dec-05	Jan-06	Feb-06	Mar-06	Apr-06	May-06	Jun-05	Cumulative*	Participant Plan PY 04/05	% of Plan Attained
Entered Unsubsidized Employment	0	0											0	80	0.0%
Training Related	0	0											0	20	0.0%
Entered Military Service	0	0											0	8	
Entered Qualified Apprenticeship Program	0	0											0	0	
Entered Post-Secondary Education	0	0											0	130	
Entered Advanced Training	0	0											0	5	
Attained Recognized Certificate/Diploma/Degree	0	0											0		
Attained High School Diploma/GED	0	0											0	450	
Returned to Secondary School (Youth Only)	0	0											0	15	
Exits Excluded from Performance	0	0											0		
Other Exits	0	0											0	40	0.0%

<b>Program Activities/Services Summary</b>	<b>Enrolled</b>												Cumulative*	Participant Plan PY 04/05	% of Plan Attained	
Core Services (Registered)	0	0											0			
Intensive Services	95	100											100			
Training Services	78	79											79			
Youth Services	623	585											585			
Concurrent Program Participants	413	376											376			
Individual Training Accounts	0	0											0			
Goals Set (Younger Youth Only)	6	15											26			



Monthly totals are produced on the 20th of the following month and are not updated on a monthly basis. Late data entry are not updated for previous months, see cumulative totals for current total.

Code	Description	Adult		Youth		Dislocated Worker		Totals		Grand Total
		New	Carry Over	New	Carry Over	New	Carry Over	New	Carry Over	
CORE B	10 FOLLOW UP SRVCS CNSLNG	8	50			3	40	11	90	101
	11 STAFF ASSIST JOB DEVELOP		5				19		24	24
	12 STAFF ASSIST JOB REFER	1	12			4	32	5	44	49
	13 STAFF ASSIST JOB SRCH	8	43			36	51	44	94	138
	14 STAFF ASSIST WRKSH P		2						2	2
	15 OTHER CORE SERVICES	8	3			1	3	9	6	15
	16 NON WIA FUNDED SERVICES									
	17 CO-ENROLLED CORE SERVICES		1				18		19	19
	20 HURRICANE KATRINA									
	30 CASE MGMNT FOR PARTIC	19	96	10	220	34	58	63	374	437
	31 COMPREHENSIVE ASSESSMNTS	7	2				15	7	17	24
	32 DEVELOP INDIV EMPL PLAN	8	3		1	1	9	9	13	22
	33 GROUP COUNSELING									
	34 EMPL EXPERIENCE			2	31			2	31	33
	35 INDIV CNSLNG CAREER PLAN				2				2	2
	36 OUT OF AREA JOB SEARCH									
	37 RELOCATION EXPENSES									
	38 SHORT TERM PREVOC SRVCS									
	39 INTERNSHIPS		1						1	1
	40 OTHER INTENSIVE SRVCS		5				6		11	11
	41 NONWIA FUND INTENS SRVCS									
	TRAINING	42 CO-ENROLLED INTENSIVE SRVCS								
50 ADULT EDUCATION				1	35			1	35	36
51 CUSTOMIZED TRAINING			2				1		3	3
52 ENTREPRENEURIAL TRAINING					1				1	1
53 JOB READINESS TRAINING				3	15			3	15	18
54 OCCUP SKILLS TRAINING		6	48	3	76		19	9	143	152
55 ON THE JOB TRAINING		1	2				2	1	4	5
56 PRIVATE SECTOR TRAINING										
57 SKILL UPGRADNG RETRNG										
58 WRKPLCE TRNG AND COOP ED										
59 OTHER TRAINING SRVCS										
YOUTH	60 NON-WIA FUNDED TRNG SRVCS	3	29			23	16	26	45	71
	61 CO-ENROLLED TRAINING SRVCS									
	70 SUMMER RELATED				2				2	2
	71 EDUCATNL ACHVMNT SRVCS			19	665			19	665	684
	72 EMPLOYMENT SERVICES			1	265			1	265	266
	73 CITIZEN LEADERSHIP SRVCS				1				1	1
	74 OTHER YOUTH SERVICES									
	75 NONWIA FUNDED YOUTH SRVCS									
MISC.	76 CO-ENROLLED YOUTH SRVCS									
	80 OTHER JTPA									
	81 SUPPORTIVE SERVICES	18	108		18	32	67	50	193	243
	82 NEEDS RELATED PAYMENT									
	83 BREAK IN SERVICE									
	84 NON-WIA FUNDED MISC									
85 CO-ENROLLED MISCELLANEOUS										
86 BRK IN SERV - HEALTH/MED		1						1	1	

WIA Participant Characteristics Summary

Report Period: 7/2005 to 7/2005

Data as of: 08/20/2005

	Adult		Dislocated Workers		Older Youth		Younger Youth		All Programs	
	Enrolled	% of Tot.	Enrolled	% of Tot.	Enrolled	% of Tot.	Enrolled	% of Tot.	Enrolled	% of Total
<b>Total Participants</b>	193	100.0%	159	100.0%	165	100.0%	585	100.0%	1,102	100.0%
<b>Gender</b>										
Female	146	75.6%	99	62.3%	116	70.3%	307	52.5%	668	60.6%
Male	47	24.4%	60	37.7%	49	29.7%	278	47.5%	434	39.4%
<b>Age</b>										
14 - 18	4	2.1%	0	0.0%	0	0.0%	585	100.0%	589	53.4%
19 - 21	24	12.4%	5	3.1%	165	100.0%	0	0.0%	194	17.6%
22 - 29	64	33.2%	33	20.8%	0	0.0%	0	0.0%	97	8.8%
30 - 44	71	36.8%	61	38.4%	0	0.0%	0	0.0%	132	12.0%
45 - 54	22	11.4%	44	27.7%	0	0.0%	0	0.0%	66	6.0%
55 - 61	7	3.6%	13	8.2%	0	0.0%	0	0.0%	20	1.8%
62 - 64	1	0.5%	2	1.3%	0	0.0%	0	0.0%	3	0.3%
65 and Older	0	0.0%	1	0.6%	0	0.0%	0	0.0%	1	0.1%
<b>Race/Ethnicity</b>										
America Indian/Alaskan Native	4	2.1%	3	1.9%	2	1.2%	8	1.4%	17	1.5%
Asian	22	11.4%	9	5.7%	28	17.0%	118	20.2%	177	16.1%
Black/African American	14	7.3%	10	6.3%	14	8.5%	48	8.2%	86	7.8%
Hawaiian Native/Other Pacific Islander	2	1.0%	4	2.5%	1	0.6%	4	0.7%	11	1.0%
White	74	38.3%	57	35.8%	19	11.5%	94	16.1%	244	22.1%
Ethnicity Hispanic or Lation	80	41.5%	81	50.9%	102	61.8%	342	58.5%	605	54.9%
<b>Veterans Status</b>										
Total Veterans	8	4.1%	15	9.4%	1	0.6%	0	0.0%	24	2.2%
Campaign Veteran	7	3.6%	12	7.5%	0	0.0%	0	0.0%	19	1.7%
Disabled Veteran	0	0.0%	2	1.3%	0	0.0%	0	0.0%	2	0.2%
Recently Separated Veteran	3	1.6%	2	1.3%	1	0.6%	0	0.0%	6	0.5%
Spouse of Veteran	2	1.0%	4	2.5%	0	0.0%	0	0.0%	6	0.5%
<b>Labor Force Status</b>										
Employed	81	42.0%	14	8.8%	25	15.2%	22	3.8%	142	12.9%
Unemployed	112	58.0%	144	90.6%	140	84.8%	563	96.2%	959	87.0%
<b>Public Assistance Status</b>										
TANF	11	5.7%	5	3.1%	17	10.3%	208	35.6%	241	21.9%
GA, RCA, or SSI	4	2.1%	2	1.3%	7	4.2%	47	8.0%	60	5.4%
Pell Grant Recipient	17	8.8%	5	3.1%	5	3.0%	3	0.5%	30	2.7%
Food Stamps	4	2.1%	18	11.3%	31	18.8%	236	40.3%	289	26.2%
<b>Education Status</b>										
Student, High School or Less	6	3.1%	4	2.5%	0	0.0%	473	80.9%	483	43.8%
Student, Attending Post High School	55	28.5%	15	9.4%	6	3.6%	4	0.7%	80	7.3%
Out-of-School, High School Dropout	8	4.1%	10	6.3%	38	23.0%	21	3.6%	77	7.0%
Out-of-School, High School Grad, with Employ Difficulty	59	30.6%	67	42.1%	118	71.5%	86	14.7%	330	29.9%
Out-of-School, HSG, No Employ Diff. (Counted as In-School)	65	33.7%	63	39.6%	3	1.8%	1	0.2%	132	12.0%
<b>Unemployment Insurance Status</b>										
UI Claimant	18	9.3%	122	76.7%	3	1.8%	1	0.2%	144	13.1%
UI Exhaustee	10	5.2%	22	13.8%	1	0.6%	0	0.0%	33	3.0%
<b>Barriers To Employment</b>										
Disabled	1	0.5%	1	0.6%	11	6.7%	104	17.8%	117	10.6%
Limited Eng. Proficiency	1	0.5%	6	3.8%	11	6.7%	48	8.2%	66	6.0%
Single Parent	56	29.0%	25	15.7%	26	15.8%	18	3.1%	125	11.3%
Worker Profiling/Reemployment Services Referral	3	1.6%	8	5.0%	0	0.0%	0	0.0%	11	1.0%
Low Income	111	57.5%	55	34.6%	163	98.8%	553	94.5%	882	80.0%
Displaced Homemaker	1	0.5%	0	0.0%	1	0.6%	0	0.0%	2	0.2%
Offender	13	6.7%	3	1.9%	12	7.3%	44	7.5%	72	6.5%
Homeless	2	1.0%	3	1.9%	8	4.8%	9	1.5%	22	2.0%
Runaway Youth	0	0.0%	0	0.0%	4	2.4%	7	1.2%	11	1.0%
Pregnant/Parenting Youth	0	0.0%	0	0.0%	43	26.1%	38	6.5%	81	7.4%
Youth Needing Additional Assistance	0	0.0%	0	0.0%	162	98.2%	579	99.0%	741	67.2%
Basic Literacy Skills Deficient	70	36.3%	78	49.1%	153	92.7%	548	93.7%	849	77.0%
Substance Abuse	0	0.0%	0	0.0%	3	1.8%	20	3.4%	23	2.1%
Foster Youth	0	0.0%	0	0.0%	1	0.6%	22	3.8%	23	2.1%



# The Quick Look

## A Merced County Labor Market Review - August 2005

Welcome to the Merced County labor market review. The Quick Look has been developed by the Department of Workforce Investment staff for the Merced County Local Workforce Investment Board. The data and information is provided by the California Employment Development Department. Questions can be referred to the Department of Workforce Investment, 1880 West Wardrobe Avenue, Merced, CA 95340. Telephone (209) 724-2042. Email: [pitd26@co.merced.ca.us](mailto:pitd26@co.merced.ca.us)

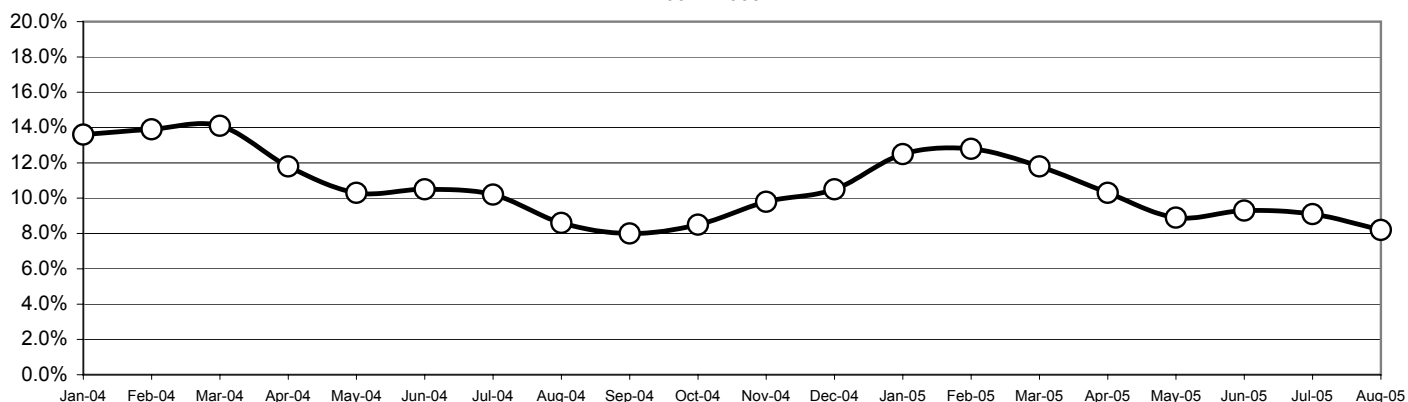
Merced County Data not adjusted for Seasonality	Labor Force and Industrial Employment					
	March 2004 Benchmark				Percent Change	
	Aug 04	Jun 05	Jul 05 Revised	Aug 05 Prelim.	Month	Year
Civilian Labor Force	99,400	101,500	99,700	102,400	2.7%	3.0%
Civilian Employment	90,800	92,100	90,600	94,000	3.8%	3.5%
Civilian Unemployment	8,600	9,500	9,100	8,400	-7.7%	-2.3%
Civilian Unemployment Rate	8.6%	9.3%	9.1%	8.2%		
(CA Unemployment Rate)	5.9%	5.4%	5.4%	5.1%		
(U.S. Unemployment Rate)	5.4%	5.2%	5.2%	4.9%		
<b>Total, All Industries</b>	<b>69,000</b>	<b>70,400</b>	<b>68,000</b>	<b>70,500</b>	<b>3.7%</b>	<b>2.2%</b>
Total Farm	11,700	11,300	11,700	12,100	3.4%	3.4%
Total Nonfarm	57,300	59,100	56,300	58,400	3.7%	1.9%
Total Private	45,000	44,900	45,400	45,700	0.7%	1.6%
Goods Producing	15,700	15,600	16,500	16,800	1.8%	7.0%
Natural Resources and Mining	0	100	100	100	0.0%	
Construction	3,500	3,900	4,000	4,000	0.0%	14.3%
Manufacturing	12,200	11,600	12,400	12,700	2.4%	4.1%
Durable Goods	1,700	1,600	1,600	1,600	0.0%	-5.9%
Nondurable Goods	10,500	10,000	10,800	11,100	2.8%	5.7%
Food Man & Beverage & Tobacco	8,800	8,500	9,300	9,500	2.2%	8.0%
Residual - Textile Mills	1,700	1,500	1,500	1,600	-6.7%	5.9%
Service Providing	41,600	43,500	39,800	41,600	4.5%	0.0%
Private Service Producing	29,300	29,300	28,900	28,900	0.0%	-1.4%
Trade, Transportation and Utilities	11,000	11,000	11,000	11,000	0.0%	0.0%
Wholesale Trade	1,500	1,400	1,400	1,400	0.0%	-6.7%
Retail Trade	7,600	7,700	7,700	7,700	0.0%	1.3%
Food and Beverage Stores	1,500	1,500	1,500	1,500	0.0%	0.0%
General Merchandise Stores	1,600	1,700	1,800	1,800	0.0%	12.5%
Residual - Miscellaneous Store Retailers	4,500	4,500	4,400	4,400	0.0%	-2.2%
Transportation, Warehousing and Utilities	1,900	1,900	1,900	1,900	0.0%	0.0%
Information	1,400	1,300	1,300	1,300	0.0%	-7.1%
Financial Activities	1,800	1,700	1,700	1,700	0.0%	-5.6%
Finance and Insurance	1,100	1,000	1,000	1,000	0.0%	-9.1%
Real Estate and Rental and Leasing	700	700	700	700	0.0%	0.0%
Professional and Business Services	3,500	3,400	3,300	3,300	0.0%	-5.7%
Educational and Health Services	5,300	5,400	5,300	5,300	0.0%	0.0%
Leisure and Hospitality	4,700	4,900	4,700	4,700	0.0%	0.0%
Food Services and Drinking Places	4,000	4,100	3,900	3,900	0.0%	-2.5%
Residual - Arts, Entertainment, and Recreation	700	800	800	800	0.0%	14.3%
Other Services	1,600	1,600	1,600	1,600	0.0%	0.0%
Government	12,300	14,200	10,900	12,700	16.5%	3.3%
Federal Government	800	800	800	800	0.0%	0.0%
State Government	500	700	800	900	12.5%	80.0%
Local Government	11,000	12,700	9,300	11,000	18.3%	0.0%

The County continues with one of the highest unemployment rates in the State, ranking 54th out of 58 counties in the Month of August. The preliminary result is a decrease of 0.9 percentage point in the unemployment rate from the revised July rate. This preliminary figure is a decrease of 0.4 percentage point from the unemployment rate of one year ago.

Overall, the County's Civilian Labor Force increased by 2,700 persons over last month's figure and an increase over year ago figures. Industrial employment increased by 2,500 jobs in August over July's figures and showed an increase of 1,500 over year ago figures.

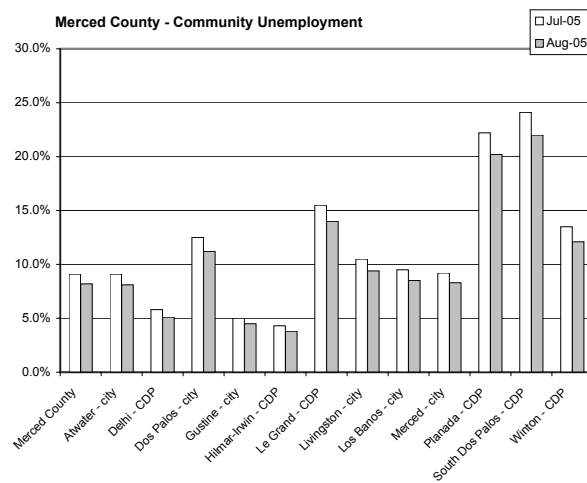
**The Quick Look**  
**A Merced County Labor Market Review - August 2005**

**Merced County Unemployment Rate**  
**2004 - 2005**



**Sub County average unemployment rates for the county, cities, and municipalities.**

Area Name	Labor Force	Employment	Unemployment	
			Number	Rate
Merced County	102,400	94,000	8,400	8.2%
Atwater City	12,100	11,100	1,000	8.1%
Delhi CDP	4,000	3,800	200	5.1%
Dos Palos City	1,900	1,700	200	11.2%
Gustine City	2,500	2,400	100	4.5%
Hilmar-Irwin CDP	2,800	2,700	100	3.8%
Le Grand CDP	700	600	100	14.0%
Livingston City	5,000	4,500	500	9.4%
Los Banos City	12,700	11,600	1,100	8.5%
Merced City	30,300	27,800	25,000	8.3%
Planada CDP	1,600	1,300	300	20.2%
South Dos Palos CDP	400	300	100	22.0%
Winton CDP	3,800	3,300	500	12.1%



CDP - Census Designated Place

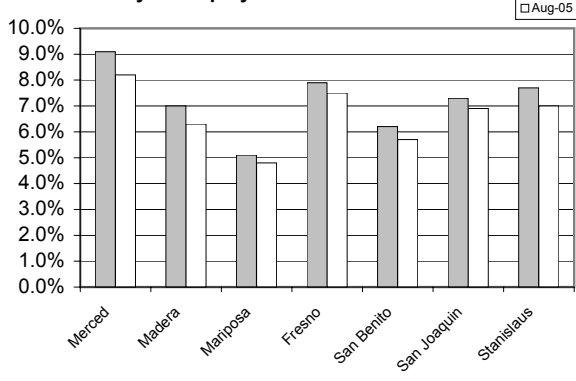
Merced County's workforce has grown over the past 15 years reflecting improvement of the County's economic well being; however, unemployment remains a consistent barrier to greater prosperity. Average unemployment has fluctuated from an annual low of 9.6 percent to an annual high of 17.5 percent.

The County's unemployment rate is the fifth highest in the state. Merced County saw a decrease in the unemployment rate of 0.9 percentage point from July's revised unemployment rate. All seven counties saw decreases in their unemployment rate, ranging from a high of 0.9 percentage point to a low of 0.3 percentage point..

**Seven County Quick Look**

County	Rank	Labor Force	Employ	Unemployed	Rate
Merced	54	102,400	94,000	8,400	8.2%
Madera	38	67,900	63,700	4,300	6.3%
Mariposa	14	9,440	8,980	460	4.8%
Fresno	48	426,900	394,900	32,000	7.5%
San Benito	34	25,100	23,600	1,400	5.7%
San Joaquin	43	293,500	273,200	20,300	6.9%
Stanislaus	44	240,400	223,600	16,800	7.0%

**Seven County Unemployment Rate**



**TO: Quality Assurance Committee**

**DATE: 11/04/05**

**FROM: WIB Staff**

**For Action**

**For Information**

**For Discussion**

**SUBJECT: Implications for Action Update – Education & Workforce Housing**

**PROPOSED MOTION(S): Information Only**

**DISCUSSION: The Workforce Investment Board (WIB) presented three Implications for Action as a part of the 2004 State of the Workforce for Merced County. The Implications for Action were offered as “... opportunities and recommendations to be considered and supports the following actions that need to happen as any action plans are framed around the Regional Strategic Issues.”**

**Education: The Chair of the WIB, Ms. Nellie McGarry, has been selected to be Vice Chair of the P-16 Council. The Council is now meeting on a monthly basis.**

**Workforce Housing: The Workforce Housing Taskforce had its first meeting October 5, 2005. Topics included briefing members on the charge of the taskforce, the Housing Voucher and Public Housing programs, the Central California Fair & Affordable Housing Conference & Expo, and a future presentation concerning the economic future of Merced County. The Taskforce will meet again November 2, 2005, at 12:00– 1:00 p.m., in the Large Conference Room of the Department of Workforce Investment.**

**ATTACHMENT(S): N/A**

**TO: Quality Assurance**

**DATE: 11/04/05**

**FROM: WIB Staff**

**For Action**

**For Information**

**For Discussion**

**SUBJECT: Final PY 2004/05 Performance**

**PROPOSED MOTION(S): Information Only**

**DISCUSSION: The Workforce Investment Act specifies 15 core performance measures. The final performance for the Merced County Workforce Investment Area is attached.**

<b>Total Participants Enrolled</b>	<b>Adults</b>	<b>270</b>
	<b>Dislocated Workers</b>	<b>180</b>
	<b>Older Youth</b>	<b>211</b>
	<b>Younger Youth</b>	<b>860</b>
<b>Total Exiters</b>	<b>Adults</b>	<b>87</b>
	<b>Dislocated Workers</b>	<b>48</b>
	<b>Older Youth</b>	<b>58</b>
	<b>Younger Youth</b>	<b>340</b>

**ATTACHMENT(S):  
PY 2004/05 Performance**

**Table O - Local Performance**

Local Area Name <b>Merced County WIB</b>	Total Participants Served	Adults	270
		Dislocated Workers	180
		Older Youth	211
		Younger Youth	860
ETA Assigned # 6090	Total Exiters	Adults	87
		Dislocated Workers	48
		Older Youth	58
		Younger Youth	340

		Negotiated Performance Level	Actual Performance Level	Success Rate
Entered Employment Rate	Adults	72.0%	92.3%	128.19%
	Dislocated Workers	75.4%	87.7%	116.31%
	Older Youth	56.8%	81.5%	143.49%
Retention Rate	Adults	79.0%	93.5%	118.35%
	Dislocated Workers	85.2%	90.3%	105.99%
	Older Youth	70.1%	79.5%	113.41%
	Younger Youth	53.8%	75.1%	139.59%
Earnings Change / Earnings Replacement in Six Months	Adults	\$3,400	\$7,334	215.71%
	Dislocated Workers	96.0%	98.3%	102.40%
	Older Youth	\$2,960	\$3,471	117.26%
Credential/Diploma Rate	Adults	55.0%	78.6%	142.91%
	Dislocated Workers	58.0%	69.4%	119.66%
	Older Youth	30.0%	16.1%	53.67%
	Younger Youth	55.5%	91.4%	164.68%
Skill Attainment Rate	Younger Youth	78.7%	94.5%	120.08%

Total participants served are clients in the program between July 1, 2004 and June 30, 2005. Total exiters include clients leaving the program during the period from April 1, 2004 to March 31, 2005. The cohort for entered employment rates and the employment/credential rates is October 1, 2003 through September 30, 2004. The earnings and retention measures are based on the clients leaving the program between April 1, 2003 and March 31, 2004. The skill attainment rate and the diploma or equivalent rate evaluate the performance for clients leaving the Youth Program between April 1, 2004 and March 31, 2005.