

**TO: Executive Committee**

**DATE: 01/05/09**

**FROM: WIB Staff**

**For Action**

**For Information**

**For Discussion**

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

**PROPOSED MOTION(S): Review and discuss applicable Measure/Indicators from the WIB Strategic Scorecard.**

**DISCUSSION: The WIB's Strategic Scorecard is to be used to manage the attainment of the WIB's efforts. The Scorecard is divided into four Measurement Categories: 1) Customer Perspective, 2) Internal Operations/Organizational Effectiveness, 3) Financial/Market Perspective, and 4) Learning & Innovation.**

**The areas that require discussion/review:**

**Customer Perspective**

**1.a. In October 2008, focus groups were held with 15 area employers from Los Baños and Merced. The areas of concern shared by employers included the following:**

- **Basic Skills (basic math, applied and "shop" math, basic reading and writing);**
- **Basic Computer Literacy;**
- **Communication Skills;**
- **Problem Solving; and**
- **Critical Thinking and Troubleshooting Ability.**

**Additionally, employers shared that higher end technical skills are needed, and pointed to the following as important skills:**

- **Mechanical;**
- **Hydraulics;**
- **Pneumatics; and**
- **Electrical skills.**

**Employers also emphasized needing Programmable Logic Controller (PLC) programmers (within the discipline of Mechatronics) and individuals with knowledge of the National Electrical Code (NEC).**

**Employers would like to see increased communication with community colleges, vocational and training educators in order to build academic levels to meet current demands and help prepare the next generation of workers.**

***2.a. See Customer Service and Satisfaction Report for All Locations***

**Internal Operations/Organizational Effectiveness**

**1.a. Merced County Population (2006 estimates)**

<b>Demographics</b>	<b>County Population</b>	<b>Currently Serving</b>
Hispanic	52.2 %	57.90 %
White	35.7 %	26.20 %
Asian	6.5 %	11.80 %
African American	4.1 %	5.80 %
American Indian	1.5 %	1.20 %

Information retrieved from <http://quickfacts.census.gov/qfd/states/06/06047.html>.

<b>1.b. <u>Contract</u></b>	<b><u>Date Monitored</u></b>	<b><u>Result</u></b>
San Joaquin Manufacturing	12/08	No Findings
Youth Programs State Monitoring	12/08	Pending
DOL Community-Based LVN	12/08	Pending
CalGRIP Monitoring (In-House)	11/08	1 Concern

**Financial/Market Perspective**

**1. *See Financial Report***

**ATTACHMENT(S):**

**Strategic Scorecard**

**Customer Service & Satisfaction Report**

MERCED COUNTY WORKFORCE INVESTMENT BOARD STRATEGIC SCORECARD

WIB GOALS

- Goal 1:** Clarified roles & responsibilities & improved communication in economic development.
- Goal 2:** Increased private sector involvement & ownership of the WIB.
- Goal 3:** Increased visibility with clear, consistent message focused on business.
- Goal 4:** More diverse resources & efficiency / effectiveness measures.
- Goal 5:** Identify & deliver services needed by business.
- Goal 6:** Implement one additional industry cluster.
- Goal 7:** Increased support for K-12 improvement.

Measurement Category: Customer Perspective

Measure/Indicator	Metrics	Method	How Often Review	Responsible WIB Committee
1. Business Customer Satisfaction <ul style="list-style-type: none"> <li>a. Employer Needs Are Being Met</li> <li>b. Are the Right Industries Targeted                             <ul style="list-style-type: none"> <li>• Economic Development Targeted Industries</li> <li>• Growth Industries</li> </ul> </li> </ul>	80% Satisfaction Rate & Increase in the # of Employers using Worknet Services  Compare targets and adjust industry focus, if necessary	Face to face 10 Question Survey of 30 Employers  Review LMI (Growth Industries & Early Warning Data)	Annually (July)  Annually (July)	Exec  Exec
2. Job Seeker Customer Satisfaction <ul style="list-style-type: none"> <li>a. Job Seeker Needs Are Being Met</li> <li>b. Input from Customers Is Used To Improve Services</li> </ul>	90%  Rating to meet or exceed	Customer Satisfaction Surveys One Stop Management	Biannually (Jan/July) Biannually (Jan/July)	Exec Exec
3. Workforce Development Advocacy/Awareness	# Of Face to Face Meetings # Of Written	Meetings with Legislators	Annually (April)	Exec

MERCED COUNTY WORKFORCE INVESTMENT BOARD STRATEGIC SCORECARD

	<p>Communications</p> <p>Voting record of Legislators</p> <p>Positive impact to Support Local Control</p> <p>Stable or increased WIA Funding</p>	<p>Written Communication with Legislators (requesting a response)</p> <p>Invitations to WIB Meetings</p> <p>Invitations to Worknet, i.e., for a tour, Chamber Mixer, etc.</p>		
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Measurement Category: Internal Operations/Organizational Effectiveness

Measure/Indicator	Metrics	Method	How Often Review	Responsible WIB Committee
<p>1. Program Accountability:</p> <p>a. Plan vs. Actual Participant Activity</p> <p>Numbers</p> <p>Merced County Population Demographics</p> <ul style="list-style-type: none"> <li>• White – 40.6%</li> <li>• Hispanic – 45.3%</li> <li>• Asian – 6.8%</li> <li>• African Amer – 3.8%</li> <li>• Amer Indian – 1.2%</li> <li>• Others – 2.3%</li> </ul> <ul style="list-style-type: none"> <li>• Performance Measures</li> </ul> <p>b. Report Results:</p> <ul style="list-style-type: none"> <li>• Audits</li> </ul>	<p>Planned vs. Actual</p> <p>Participants vs. Merced Co. Demographics</p> <p>Attain 80% level on Goals</p> <p>Zero Findings</p>	<p>Participant Reports</p> <p>Participant Reports</p> <p>Performance Reports</p> <p>Single Audit</p>	<p>Quarterly (Oct/Jan/Apr/Jul)</p> <p>Biannually (Jul/Jan)</p> <p>Quarterly (Nov/Feb/May/Oct)</p> <p>Annually (May)</p>	<p>Exec</p> <p>Exec</p> <p>Exec</p> <p>Exec</p>



MERCED COUNTY WORKFORCE INVESTMENT BOARD STRATEGIC SCORECARD

<ul style="list-style-type: none"> <li>Monitoring</li> <li>Youth Quarterly Program Reports</li> </ul> <p>Out-of-School Youth Younger Youth</p> <p>c. Resources are Allocated Appropriately:</p> <ul style="list-style-type: none"> <li>The Selected Industry Cluster and Occupations Within The Cluster Are Being Supported</li> <li>Quality Controls</li> <li>Productivity</li> </ul>	<p>Acceptable Progress</p> <p>Acceptable Progress</p>	<p>EDD Monitoring WI Monitoring</p> <p>Report from MCOE</p> <p>Report from MCOE</p>	<p>Annually (Feb) Biannually (Jan/Jul)</p> <p>Quarterly</p> <p>Quarterly</p>	<p>Exec</p> <p>YC</p> <p>YC</p>
<ul style="list-style-type: none"> <li>The Selected Industry Cluster and Occupations Within The Cluster Are Being Supported</li> </ul>	<p>Review results of training and job placements in the industry</p>	<p>Identify and select industry cluster</p>	<p>Annually (July)</p>	<p>Exec</p>
	<p>Improved Scores</p> <p>Attainment</p>	<p>Customer Satisfaction Data</p> <p>Performance Measures</p>	<p>Annually (July)</p> <p>Annually (July)</p>	<p>Exec</p> <p>Exec</p>



Measurement Category: Financial/Market Perspective

Measure/Indicator	Metric	Method	How Often Review	Responsible WIB Committee
<p>1. Expenditures including:</p> <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>	<p>80% Expended by End of Year</p>	<p>Fiscal Reports</p>	<p>Monthly</p>	<p>Exec</p>
<p>2. Revenue &amp; Resources:</p> <p>a. Grants</p>	<p>#s Received</p>	<p>WI Report</p>	<p>Quarterly</p>	<p>Exec</p>

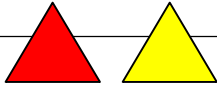


MERCED COUNTY WORKFORCE INVESTMENT BOARD STRATEGIC SCORECARD

b. Revenue Generation	#s Applied for Sources # of Sources Amount of \$\$	WI Report	Quarterly (Oct/Jan/Apr/Jul)	Exec
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Measurement Category: Learning and Innovation

Measure/Indicator	Metric	Method	How Often Review	Responsible WIB Committee
1. Influence the Workforce Investment System a. Education b. Economic Development Adhoc Committee	Report on Activity New Jobs Created Jobs Retained or Jobs Lost	Participate on the P-16 Council Reports by MCEDCO, and CAED	Quarterly Quarterly	Exec Exec



Glossary

Exec - WIB Executive Committee  
 YC - Youth Council

Revision Date: July 10, 2008



# Worknet Customer Service & Satisfaction Report For All Locations October 2008

Merced County Department of Workforce Investment

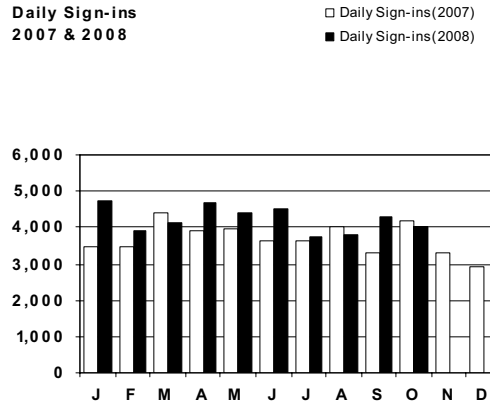
## Daily Sign-ins

Daily sign-ins for October totaled 4,004, down 316 from the previous month and down 192 from October 2007. Daily sign-ins for the month of October are above the 6 year average.

October's 6 year average: 3,628

2007 annual average: 3,685

**Daily Sign-ins  
2007 & 2008**



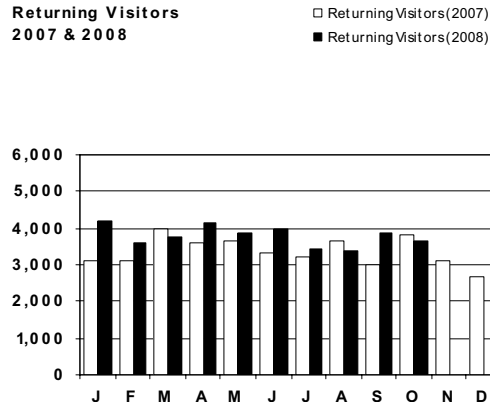
## Return Visits

Return visits for October totaled 3,676, down 172 from the previous month and down 128 from October 2007. Return visits for the month of October are above the 6 year average.

October's 6 year average: 3,341

2007 annual average: 3,353

**Returning Visitors  
2007 & 2008**



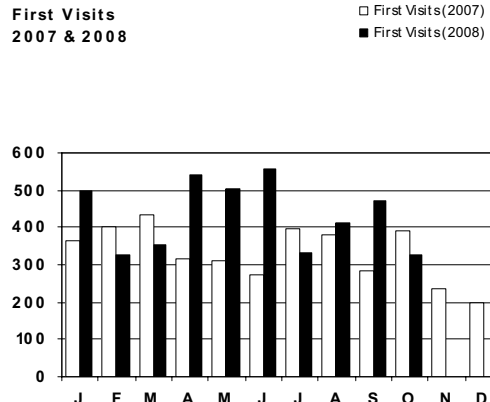
## First Visits

First Visits for October totaled 328, down 144 from the previous month and down 64 from October 2007. First Visits for the month of October are above the 6 year average.

October's 6 year average: 288

2007 annual average: 332

**First Visits  
2007 & 2008**



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## Customer Flow for October 2008

### Both Locations

- On average, Tuesdays were the busiest days of the week, averaging 211 customers per day. (Weekly Average: 910 customers)

### Merced

- Tuesdays were the busiest day of the week, with an average of 132 customers per day. (Weekly Average: 545 customers).

### Los Banos

- Wednesdays were the busiest day of the week, with an average of 81 customers per day (Weekly Average: 365 customers).

### Note:

- As of March, 2008, we are tracking new metrics: Total Visitors, Staff Appointment, EDD/Unemployment visits, Special Classes and Certificate Tests.



**Worknet  
Customer Service & Satisfaction Report  
For All Locations  
October 2008**

Merced County Department of Workforce Investment

**Marketing advertisements for  
October 2008**  
*\* The Bus  
Worknet signs inside buses*

**How did you hear about us?**

*Responses from first-time visitors*

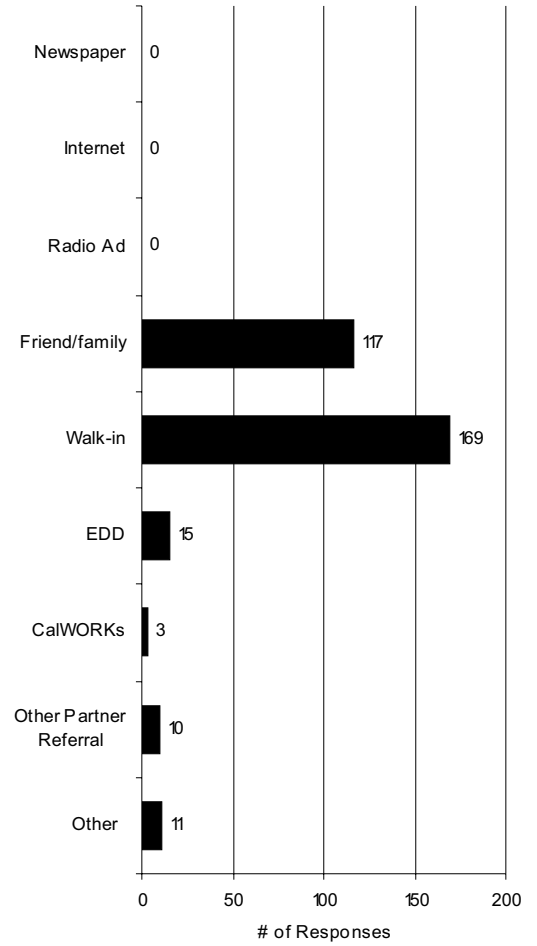
In October, our first time visitors responded most often that they were walk-ins to the Worknet offices, with 169 customers providing this response.

An additional 117 visitors responded that they heard about us from friends or family.

Of the 11 visitors whose responses were classed as "Other," most visiting both the Merced and Los Banos Worknet Offices wrote "Merced College" on the response form. Other visitors to the Merced Worknet Office wrote "Comcast", "Quebecor", or "Merced County" on the response form.

**How Did You Hear About Us?**

■ Oct-08



*In October, 100.00 percent of our customers responding would refer our services to others*

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

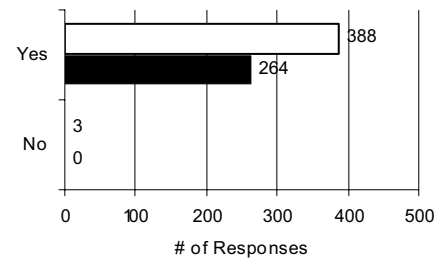
Of those responding to this question, 100.00 percent of our customers would refer our services to others.

PY 06/07 annual average: 98.36%

PY 07/08 annual average: 98.83%

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

□ Oct-07  
■ Oct-08





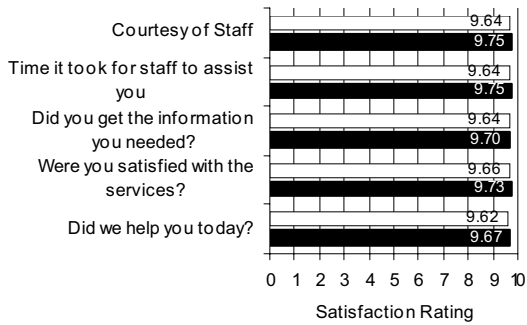


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**Customer Satisfaction**

□ Oct-07  
■ Oct-08



**Customer Satisfaction Ratings**

We received 272 surveys with responses to customer satisfaction questions in the month of October.

Consistently we see overall ratings for all questions in this category to be greater than 9.67 out of 10.

*“Consistently we see overall ratings for all questions in this category to be greater than 9.67 out of 10.”*

Two questionnaire contained a response of 5 or less.

**Return Rate For Customer Satisfaction Survey**

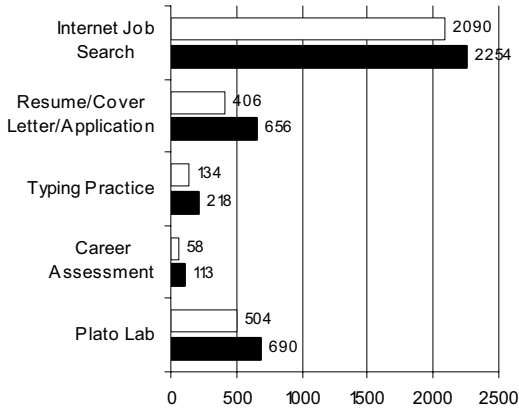
*Both Locations: 6.79%*

*Merced: 5.88%*

*Los Banos: 8.17%*

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

□ Oct-07  
■ Oct-08



**How our customers use our services**

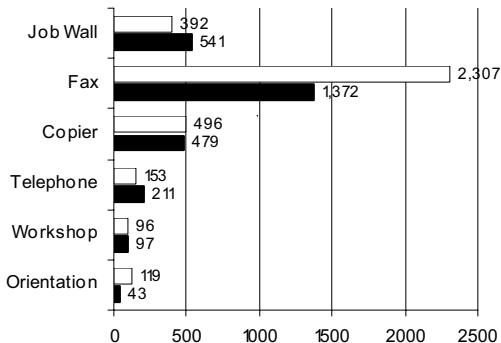
Computer related services are always the ones most used by our customers, with customers using one or more such services 3,931 times in October.

Internet Job Search and the PLATO Lab were our most accessed computer services.

*1,372 customers used our Fax service at Worknet in the month of October.*

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

□ Oct-07  
■ Oct-08



Fax and Job Wall were the most used non-computer related services. Copier and Telephone were the next most used services under this category.



Worknet  
Customer Service & Satisfaction Report  
For All Locations  
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**Customer Service/Satisfaction Summary Data - Both Locations**

	<b>Oct-07</b>	<b>Aug-08</b>	<b>Sep-08</b>	<b>Oct-08</b>
Return Visits	3,804	3,396	3,848	3,676
First Visits	392	411	472	328
Total Visits	4,196	3,807	4,320	4,004
Total Visitors		1,739	1,925	1,762
<b>How did you hear about us?</b>				
Newspaper	3	1	0	0
Internet	3	1	0	0
Radio Ad	0	0	0	0
Friend/family	201	109	95	117
Walk-in	48	195	209	169
EDD	17	16	9	15
CalWORKs	27	1	8	3
Other Partner Referral	10	7	12	10
Other	24	83	138	11
<b>What did our customers use?</b>				
Internet Job Search	2,090	2,032	2,417	2,254
Resume/Cover Letter/Application	406	527	634	656
Typing Practice	134	183	150	218
Career Assessment	58	92	99	113
Job Wall	392	401	496	541
Fax	2,307	1,133	1,314	1,372
Copier	496	476	505	479
Telephone	153	300	271	211
Plato Lab	504	700	764	690
Workshop	96	75	77	97
Orientation	119	45	43	43
Staff Appointment		119	198	153
Special Class		178	128	31
EDD/Unemployment		135	180	153
Certificate Test		107	86	107
<b>Customer Satisfaction</b>				
Courtesy of Staff	9.64	9.78	9.76	9.75
Time it took for staff to assist you	9.64	9.76	9.74	9.75
Did you get the information you needed?	9.64	9.76	9.66	9.70
Were you satisfied with the services?	9.66	9.79	9.76	9.73
Did we help you today?	9.62	9.84	9.70	9.67
<b>Would you refer our services to others?</b>				
Yes	388	289	205	264
No	3	2	2	0



Worknet  
Customer Service & Satisfaction Report  
For All Locations  
October 2008

Merced County Department of Workforce Investment

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

<b>Who were our visitors</b>	<b>Merced</b>	<b>Los Banos</b>	<b>Both Locations</b>
Return Visits	2,169	1,507	3,676
First Visits	231	97	328
Total Visits	2,400	1,604	4,004
Total Visitors	1,210	552	1,762
<b>How did you hear about us?</b>			
Newspaper	0	0	0
Internet	0	0	0
Radio Ad	0	0	0
Friend/family	33	84	117
Walk-in	169	0	169
EDD	10	5	15
CalWORKs	2	1	3
Other Partner Referral	10	0	10
Other	7	4	11
<b>What did our customers use?</b>			
Internet Job Search	1,570	684	2,254
Resume / Cover Letter / Application	520	136	656
Typing Practice	157	61	218
Career Assessment	71	42	113
Job Wall	415	126	541
Fax	1,008	364	1,372
Copier	397	82	479
Telephone	136	75	211
Plato Lab	111	579	690
Workshop	40	57	97
Orientation	32	11	43
Staff Appointment	64	89	153
Special Class	24	7	31
EDD/Unemployment	116	37	153
Certificate Test	88	19	107
<b>Customer Satisfaction</b>			
Courtesy of Staff	9.69	9.81	9.75
Time it took for staff to assist you	9.67	9.82	9.75
Did you get the information you needed?	9.62	9.80	9.70
Were you satisfied with the services?	9.65	9.81	9.73
Did we help you today?	9.57	9.78	9.67
<b>Would you refer our services to others?</b>			
Yes	138	126	264
No	0	0	0



Worknet  
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### Suggestions

Turn ac down-it doesn't need to be this cold! Change the font on the computer applica- tion-New times Roman is ugly!
Keep up the good work
Maybe have another fax machine.
Everything is okay
Good services already, very nice staff
People in computer need to help out more.
Worknet has all the tools to help better your skills to find a job.
GED
No, everything is great here, ver appreciated.
Place for kids, hard to concentrate.
At least one more evening class for plato.
Keep up the good work!
Have more computers.
Great Services!!!
Looks like you got it all covered!
Not really, you've got it together!
no, you are great!
no, thank you, doing excellent job.
Keep up the good work!
A wireless internet connction could be added for under \$200 (I could install it)
find a way to get the phones back!!
a list of pro words to use.
By maybe having appliations available.
Group meetings.
Get work
Stay the same.
Will be great to be opn on Saturday.
Telephones
Already excellent.
Open at 7 a.m.
Put the phones back, but ban individuals who use them for non-job related things.
Great Services
Bring back the telephone service but supervised dialing
More info on how & where to go for help financialy to take classes
Everything is great
Restore phone services under supervision
No they are good
Everybody is very helpful
everything ok



**Worknet**  
**Customer Service & Satisfaction Report**  
**For All Locations**  
**October 2008**

Merced County Department of Workforce Investment

### Suggestions (cont.)

Nope your services are great
No it's great
No it was good
Fingerprint scanner
It was very pleasant. I enjoyed my time here
Nothing comes to mind, I got all the services I needed
Have coffee and donuts in the morning
everything is fine!
keep it up, very satisfied.
everything is great, especially the staff.
more computers.
none, the services are great!
none, everyone is always happy to help
all is well
keep up the good work!
more assist. with job search in resource room
it can't get any better.
Great Services!
Your doing a great job!

### Concerns

No, the front desk ladies are always helpful as well as the ones in the computer room.
Help more on the computer
Help us on computer little bit more
Training schools in Modesto does not offer the training outside of Modesto. What about Atwater and Merced.
Help me get a trade job. (prewire job)
Full time employment.
one more plato class at night.
Trying to take medical asst class, can't help (financially)
Finding a job
This was very helpful to me
More job leads on what Im applying for
computer skills, typing skills, resume
overcoming age and working on skills
better chairs in plato lab
I want to get more info on career classes
Help with Web Site