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# Increasing the Efficiency and Effectiveness of the Workforce System through Improved Performance Measures

Randall W. Eberts

*W.E. Upjohn Institute*, [eberts@upjohn.org](mailto:eberts@upjohn.org)

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# Increasing the Efficiency and Effectiveness of the Workforce System through Improved Performance Measures

Presentation to the AARP National Policy Council

Randall W. Eberts

W.E. Upjohn Institute for Employment Research

January 27, 2014

# GOAL

Develop an intelligent information system that puts appropriate information in the hands of decision makers

# Data and Research

- Achieving increased effectiveness and efficiency requires new and innovative tools to help decision-makers become more effective in identifying needs and delivering services
- Tools: Longitudinal data systems that link outcomes to efforts
- Tools: Research that offers insights into what works best for specific job seekers and employers:
  - Employment prospects
  - Skill requirements
  - Appropriate services
  - Appropriate providers
  - Eligibility for services
  - Career paths
- Puts this information in the hands of decision makers

# Decisions

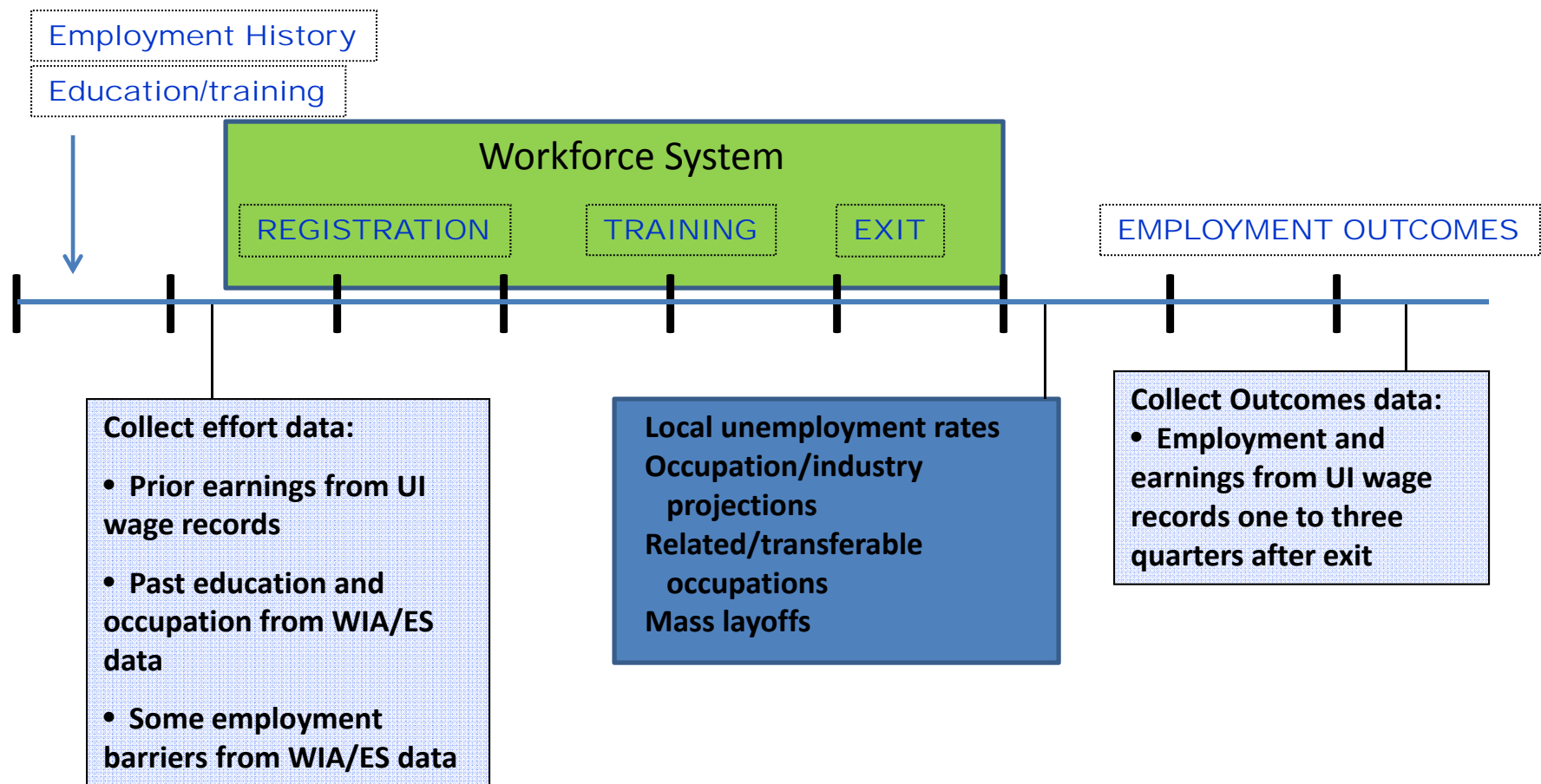
## Who

- Job seekers
  - Finding a meaningful job
  - Identifying appropriate career path
- Employers
  - Finding qualified workers
- Administrators
  - Managing services (effectively and efficiently)

## What

- Customized job prospects
- What works best for individual job seeker
- What providers are most effective
- What path to take to reach career goal
  
- What workers fit employer's need (Identify, assess, and train workers to meet specific needs of employers)
- Develop training curricula
  
- Target resources
- Assess effectiveness

# Efforts to outcomes: Longitudinal data files



# Prior Initiatives

- Worker Profiling and Reemployment Services
- Targeting Services to Welfare-to-Work Participants
- Value Added Performance Improvement System
- Eligible Training Provider List (ETPL)
- Front-line Decision Support System (FDSS)
- All use longitudinal data and all but ETPL uses statistical algorithms

# WPRS

- Used statistical methods to identify those UI recipients who are most likely to exhaust benefits and to direct them to services
- Evaluations showed that this approach to targeting resources shortened the duration of unemployment
- All states are required to use WPRS, since 1994



# Welfare to Work Referral System

- Used statistical methods to identify the employability (barriers) of welfare recipients as they entered the Work First program
- Used this information to refer customers to service providers that best met their needs, based on past experience of recipients
- Random assignment evaluation found that job retention rate increased 25% and the benefit-cost was over 3

## *VAPIS' KEY FEATURES*

- Created for the State of Michigan with funding from USDOL to help WIA administrators make better decisions
- Creates value-added performance measures
  - Adjusts existing performance measures for factor outside the control of local WIA administrators
- Customizes performance model for each state
  - Each state has flexibility to adapt the model to its needs and available data
- Includes real-time forecasts of the current performance of each LWA
  - Helps to mitigate the lag in reporting performance outcomes to local WIA administrators
  - Forecasts outcomes during the program year and assesses whether an area will meet performance standards when the common measures data eventually become available



## *PAYOFF TO USING VAPIS*

- Management tools
  - Enhances accountability
  - Promotes program management and planning
  - Improves program performance
  - Promotes greater customer satisfaction
- Accurate and fair performance evaluation
  - Reduces incentive for “creaming”
  - Encourages local administrators to focus on what works best for customers
- Performance Target Negotiations
  - Better and more current information when negotiating at both state and local levels
  - Consistent framework for understanding and conveying what factors affect performance

# Eligible Trainer Provider List

- WIA requires that for providers to be eligible to provide training to WIA participants they must post outcomes of former students
- ETA has given 35 states waivers from providing this information
- Washington State has readily provided this information to job seekers

[Careers](#)[Job Trends](#)[Education](#)[For School](#)[Eligible Training Provider List](#)

## Education Details

[Back to Search Results](#)

### Accounting

[Print](#)

Award type: Certificate

University of Washington Professional and Continuing Education

[Program Details](#)[Training Provider Details](#)[Performance Results](#)[Student Characteristics](#)

### Consumer Report Card

#### Employment, wages and completion for Accounting | Certificate at University of Washington Professional and Continuing Education

Program Type: Accounting

Number of Graduates	195
Completion Rate	88%
Number with Reported Employment	136
Employment Rate	69%
Typical (Median) Annual Earnings	\$46,999.92

# Frontline Decision Support System

- A set of tools that uses existing administrative data to help staff and customers make better decisions about job prospects and about appropriate services that meet the customer's needs in finding employment
- Integrates the features of the previous initiatives into one system
- Uses statistical methods to relate customer characteristics, local labor market information, past work history, and service participation to employment outcomes
- Piloted in Georgia

# Evidence-based Decision Making

- Goes beyond “best practices” of organizations to look at best practices for individual customers
- Uses the past experiences of customers who have gone through the local one-stops to inform decisions
- Uses this information on a real-time basis for customers entering the one-stop career centers
  - What job prospects can the customer expect to find?
  - What services best meet the customer’s needs?
  - What other information (LMI, surveys) can better inform the decisions of staff and customers?

# Provides “Real-time” Information

- Gets relevant information to users
- Presents this information in a way that can be used by customers and staff at the time of the decisions and so that it is beneficial to the decisions
- Incentives to keep information up to date
- Systematically integrates information from LMI and job postings into various one-stop employment programs so that it is accessible when needed



# FDSS Tools

## **Systematic Job Search Module**

- Chance of returning to same industry
- Estimate likely reemployment earnings
- “What if?” scenarios
- Scan job prospects
- Identify related occupations
- Provide targeted information about specific jobs

## **Service Referral Module**

- Rank services by effectiveness w.r.t. outcomes
- Indicate typical use

# FRONTLINE DECISION SUPPORT SYSTEM

## Customer Background Information

Monday May 13, 2002 at 16:10:13 ET.

[Reemployment and Earning Estimates](#) | [Related Occupations](#) | [Service Referral](#) | [Training Statistics](#)

SSN:

Name - CHRIS TUCKER

<b>Current Age:</b>	17	<b>Resides in:</b>	BACON
<b>Gender/Race:</b>	Black	<b>Claimant:</b>	No
<b>Hispanic Origin:</b>	No	<b>Last Chk:</b>	
<b>Veteran Status:</b>	Yes	<b>Wks paid:</b>	
<b>Recently Separated:</b>	No	<b>BYE:</b>	
<b>Disability:</b>	No	<b>POTENTIAL Dislocated Worker:</b>	No
<b>Citizenship:</b>	Yes	<b>TANF:</b>	No
<b>Economically disadvantaged:</b>	No	<b>Employment Status:</b>	Unemployed
<b>Disability:</b>	Yes - Substantial	<b>Currently in school:</b>	No
<b>Exhausted previous UI claim:</b>	No	<b>Prior Industry:</b>	RETAIL TRADE

Exhausted previous or claim: NO Prior industry: RETAIL TRADE

County of Employment: Barrow

Education Level: 13 Years School Completed (No Post-Secondary Certificate)

High School Graduate: Yes Prior Occupation: Office and administrative support

GED: No Months Experience in Prior Occupation: 50

Driver's license: Yes Prior Hourly Wage Rate: 16 66

Available for all shifts: No Minimum Salary: 200 00 Per Week

Wage Information:

Qtr	Year	Wages
4	2001	\$ [ ] 00
3	2001	\$ [ ] 00
2	2001	\$ 1789 76
1	2001	\$ [ ] 00

Recalculate values      Reset original values

### Reemployment Probability and Estimated Earnings

Customer Background Information | Related Occupations | Service Referral | Training Statistics

Recalculate values

Reset original values

## Reemployment Probability and Estimated Earnings

[Customer Background Information](#) | [Related Occupations](#) | [Service Referral](#) | [Training Statistics](#)

SSN: 111111111 Name: CHRIS TUCKER

### Probability of Return to Work in Your Prior Industry

The chance of returning to the **RETAIL TRADE** industry in **BARROW** county is **40%**.

### Expected Job Growth in Prior Occupation

Over the next 5 years, employment in the **Executive Secretaries and Administrative Assistants** occupation is expected to grow by **+ 2.90%** per year in **BARROW** county.

### Likely Reemployment Earnings:

Individuals with a similar background had the following estimated reemployment earnings:

25% had earnings less than **\$7.08** per hour

50% had earnings less than **\$9.18** per hour

75% had earnings less than **\$11.44** per hour

**Minimum Salary desired** \$6.66 per hour

## Related Occupations

[Customer Background Information](#) | [Reemployment Probability and Estimated Earnings](#) | [Service Referral](#) | [Training Statistics](#)

## Related Occupations

[Customer Background Information](#) | [Reemployment Probability and Estimated Earnings](#) | [Service Referral](#) | [Training Statistics](#)

The following occupations are related to **Executive Secretaries and Administrative Assistants**. For each related occupation listed, the approximate starting hourly wage and the average annual job growth rate in the **Northeast Ga** Workforce Area are given.

SSN: 11111111 Name: CHRIS TUCKER

Related Occupations	Approximate Starting Hourly Wage	Average Annual Job Growth Rate	O*NET Code
Management Analysts	WAGE N/A	+ 2.19%	13-1111.00
Library Technicians	WAGE N/A	+ 3.69%	25-4031.00
Procurement Clerks	WAGE N/A	- 1.01%	43-3061.00
License Clerks	\$8.54	+ 4.07%	43-4031.00
Production, Planning, and Expediting Clerks	\$11.27	+ 1.19%	43-5061.00

## Service Referral

[Customer Background Information](#) | [Reemployment Probability and Estimated Earnings](#) | [Related Occupations](#) | [Training Statistics](#)

The following is a list of services ranked in order of effectiveness for recent clients in the **North Georgia** region with characteristics similar to those in the Customer Background Information screen.

SSN: 11111111 Name: CHRIS TUCKER

Service	Number of Clients Using Service	Percentage of Clients Using Service	Percentage of Service Users Steadily Working	Relative Effectiveness Index
Testing	50	0.5	68.0	1.20

File Edit View Go Favorites Help

Back Forward Stop Refresh Home Search Favorites History Channels Fullscreen Mail Print Edit

Address <http://wwwtest.private.gdol/cgi-bin/cicscgid>

Links [Best of the Web](#) [Microsoft](#) [Product News](#) [Today's Links](#) [Web Gallery](#)

## Service Referral

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SSN: 11111111 Name: CHRIS TUCKER

Service	Number of Clients Using Service	Percentage of Clients Using Service	Percentage of Service Users Steadily Working	Relative Effectiveness Index
Testing	50	0.5	68.0	1.20
Job Search Assistance	1092	10.2	59.2	1.04
Resume Preparation	89	0.8	58.4	1.03
Specific LMI	3400	31.8	57.0	1.01
Order Search	4707	44.0	56.1	0.99
Job Referrals	7573	70.8	56.4	0.99
Call-In	723	6.8	55.9	0.99
Job Search Planning	733	6.9	53.5	0.94
Job Development	224	2.1	52.2	0.92
Bonding Assistance	10	0.1	50.0	0.88
Expanded Workshop	10	0.1	50.0	0.88
Referred to Support Services	81	0.8	49.4	0.87
Counseling	87	0.8	40.2	0.71
Workshops	68	0.6	39.7	0.70
Referred to Training	18	0.2	38.9	0.69
Service Needs Evaluation	136	1.3	27.9	0.49
Customer Service Plan	122	1.1	27.0	0.48
Service Coordination	5	0.0	20.0	0.35

Frontline Decision Support System | GWFS | GDOL - Microsoft Internet Explorer

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<a href="#">Expanded Workshop</a>	10	0.1	50.0	0.88
<a href="#">Referred to Support Services</a>	81	0.8	49.4	0.87
<a href="#">Counseling</a>	87	0.8	40.2	0.71
<a href="#">Workshops</a>	68	0.6	39.7	0.70
<a href="#">Referred to Training</a>	18	0.2	38.9	0.69
<a href="#">Service Needs Evaluation</a>	136	1.3	27.9	0.49
<a href="#">Customer Service Plan</a>	122	1.1	27.0	0.48
<a href="#">Service Coordination</a>	5	0.0	20.0	0.35
<a href="#">Job Finding Club</a>	1	0.0	0.0	0.00

## Training Statistics

[Customer Background Information](#) | [Reemployment Probability and Estimated Earnings](#) | [Related Occupations](#) | [Service Referral](#)

The following is information about the recent use of the four general types of adult training by clients in the **North Georgia** region with characteristics similar to those in the Customer Background Information screen.

SSN: 111111111 Name: CHRIS TUCKER

Training Type	Number of Clients Using Service	Percentage of Clients Using Service	Percentage of Service Users Steadily Working	Relative Effectiveness Index
<a href="#">On-the-Job Training</a>	35	3.6	28.6	1.33
<a href="#">Adult Ed, Basic Skills, Liter</a>	81	8.3	27.2	1.27
<a href="#">Comprehensive Assessment</a>	540	55.2	21.5	1.00
<a href="#">Occupational Skills Training</a>	358	36.6	19.8	0.92

[Back to top](#)

# Workforce Data Quality Initiative

- Makes possible an integrated and intelligent (research-based) decision-making system
- Creates longitudinal files of P-16 combined with UI wage records
- Some states have already developed the system, many more are in the process



# Change in Culture

- “Moneyball” phenomenon (Michael Lewis)
- Switches the emphasis away from using data for only reporting and accountability purposes to using data for decision making
- Reverses the flow of information back down to the customers of the workforce system
- Changes the way front-line staff, customers, and administrators think about what works and what doesn't
- Opens staff to new approaches/protocols based on evidence
- “Scientific” approach

# ETA Directive

- Target services
- Integrate data-driven counseling and assessments into service strategies
- More fully integrate programs
- Provide easy and seamless access to all programs

TEGL No. 13-08, March 6, 2009

- Critique of the WIA performance system recommended using a system like FDSS as the center-piece for a redesign of the performance system

Barnow and Smith (2004)

- Have the data platforms and tools to put together such a system
- Need leadership and commitment to make it work

Contact:

Randall W. Eberts

W.E. Upjohn Institute for Employment Research  
eberts@upjohn.org