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

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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
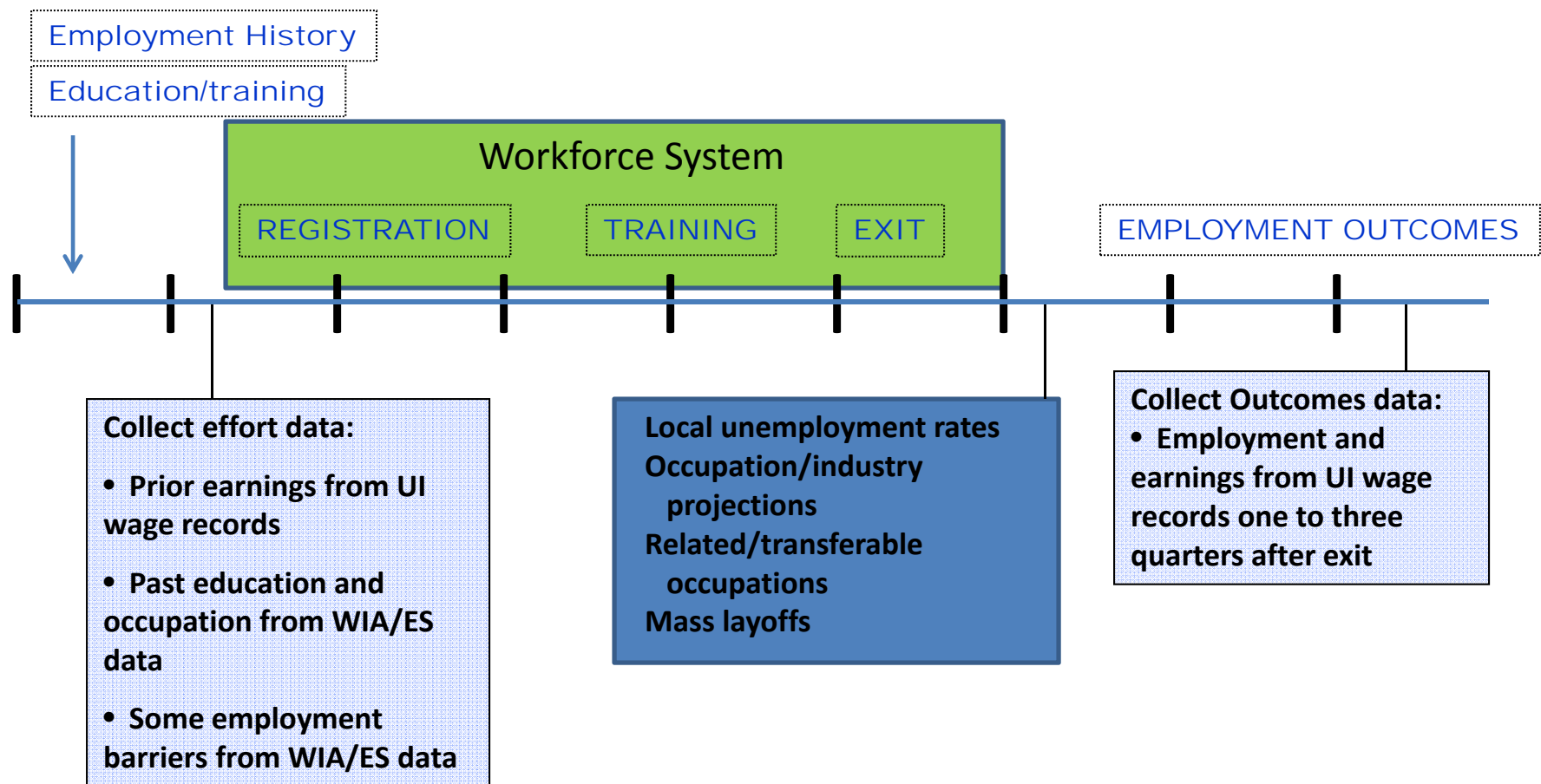
Decisions

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

Employment History

Education/training

Workforce System

REGISTRATION **TRAINING** **EXIT**

EMPLOYMENT OUTCOMES

Collect effort data:

• **Prior earnings from UI wage records**

• **Past education and occupation from WIA/ES data**

• **Some employment barriers from WIA/ES data**

Local unemployment rates
Occupation/industry projections
Related/transferable occupations
Mass layoffs

Collect Outcomes data:
• **Employment and earnings from UI wage records one to three quarters after exit**

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

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 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: 111111111   Search Customer Records

Name - CHRIS TUCKER

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

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

Links   Best of the Web   Microsoft   Product News   Today's Links   Web Gallery

Exhausted previous UI 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

Internet zone

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**

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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: 111111111   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: 111111111   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

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: 111111111 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

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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
Job Finding Club	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
On-the-Job Training	35	3.6	28.6	1.33
Adult Ed, Basic Skills, Liter	81	8.3	27.2	1.27
Comprehensive Assessment	540	55.2	21.5	1.00
Occupational Skills Training	358	36.6	19.8	0.92

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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

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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

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