

CHARTER REVIEW REPORT

**Boston Career Link
JobNet
The Work Place**

**CHARTER CONTINUATION
FY 2009**

Submitted to Employment & Training Systems Committee
March 13, 2008

REPORT ORGANIZATION

Tab 1 contains the **Executive Summary**. There are several sections in the summary:

- I. Introduction:** provides an overview of the Charter Review process
- II. System Themes:** a summary of themes that emerged across the career center system in Boston
- III. System Results:** a summary of data on customer satisfaction, volume, demographic and hire and wage outcomes, and
- IV. Individual Career Center “briefs:”** summaries for each career center of customer satisfaction data, outcome data and a summary assessment of the center’s strengths and opportunities for improvement.

Tab 2 contains the **Recommended Votes**, one for each center.

Tab 3 contains the full **Individual Career Center Reports** and attachments.

Tab 4 contains the **Cross System Information** section of the report. This includes “Voice of the Customer” (VOC) information for the system, brief summaries of three “specialty” focus groups conducted with Welfare Customers, Customers with Criminal Histories and Training Customers and data from three Business Customer focus groups and surveys. This section also contains the Charter Review Notice issued to the career centers with guidance for preparing their Strategic Plans and Site Visits and a report on career center demographic trends.

CHARTER REVIEW REPORT

TABLE OF CONTENTS

Tab 1: Executive Summaryi-xii

Tab 2: Recommended Votes..... xiii

Tab 3: Individual Career Center Reports

Boston Career Link BCL 1-13

BCL Attachments

Attachment 1 - Organizational Chart BCL Att 1
Attachment 2 - “CTE” flyer BCL Att 2
Attachment 3 - Business Assignments BCL Att 3
Attachment 4 - Top 6 Goodwill-Targeted Occupational Clusters BCL Att 4
Attachment 5 - Occupations Generating Nearly Half of All New Jobs BCL Att 5
Attachment 6 - Top Employers – Boston Career Link: 2004-2006

JobNet JN 1-16

JobNet Attachments

Attachment 1 - Organizational ChartJN Att 1
Attachment 2 - “Boutiques” of Special ServicesJN Att 2
Attachment 3 - Impact of Special ServicesJN Att 3
Attachment 4 - Programs for Customers with CORIs.....JN Att 4
Attachment 5 - Composite of Programs for Customers with Criminal Histories.....JN Att 5
Attachment 6 - Industries Hiring Customers with Criminal HistoriesJN Att 6
Attachment 7 - NAACP Job Fair Flyer.....JN Att 7

The Work Place..... TWP 1-16

TWP Attachments

Attachment 1 - Organizational ChartTWP Att 1
Attachment 2 – How Do We Gauge Demand - #1TWP Att 2
Attachment 3 – How Do We Gauge Demand - #2.....TWP Att 3
Attachment 4 – TWP Business ServicesTWP Att 4
Attachment 5 – What Types of Jobs are Job Seekers Looking For?.....TWP Att 5
Attachment 6 – External TrainingTWP Att 6
Attachment 7 – Excerpt: Customer Service Policies & Guidelines ManualTWP Att 7

Tab 4: Cross System Information (CSI)CSI 1-7

CSI Attachments

Attachment 1 - Charter Review Schedule of Activities CSI Att 1
Attachment 2 - Voice of the Customer Participation Chart CSI Att 2
Attachment 3 - Charter Review Notice Memo.....CSI Att 3-10
Attachment 4 - Strategic Plan GuidanceCSI Att 11-17
Attachment 5 - FY05-FY07 Career Center Customer Demographic Trends...CSI Att 18 - 21

CHARTER REVIEW REPORT

EXECUTIVE SUMMARY

I. INTRODUCTION

The Employment & Training Systems Committee of the Boston Private Industry Council, Boston's Workforce Investment Board, is responsible for the oversight of Boston's Career Centers and for conducting the Charter Review process. Charters are issued for three years with reviews conducted each year. Until two years ago, the Committee typically approached Charter Review by identifying the key challenges that the career centers confronted in the previous year and asking them to present their responses to those challenges. In FY'06, following a year of relative stability in volume and funding and without any significant changes related to new initiatives, the Committee asked the centers to prepare the central elements of the Charter Review - the Strategic Plans and site visit presentations - based on goals the centers had set for themselves in the prior year's Strategic Plan. The Committee also asked them to address the Opportunities for Improvement established by the Committee in the prior year's Charter Review.

This year's procedure was the same. Each center was asked to submit a strategic plan and provide presentations at their site visits that updated their goals for FY'08, identifying where progress was made, where it was not, obstacles to progress encountered and remedial measures taken.

The Strategic Plan and site visit presentations were also expected to delineate/update goals for FY'09. In addition to career center identified goals, as part of last year's Charter Review, the PIC identified Opportunities for Improvement for each career center. In the Strategic Plan for this year's review and in site visit presentations, career centers were asked to report on actions taken to address the PIC-identified opportunities for improvement.

There is one area in which Career Centers were asked for more detailed information. During the course of the past year the Employment & Training Systems Committee had become more interested in the centers' approaches to serving their business customers. Business customer satisfaction data remained strong. Volume and service mix data was varied. The Committee was interested in better understanding this variation and whether it was related to a difference in a career center strategy and approach or other factors. In general, the centers' overall analysis of the demand side of their business, the data from which that analysis was derived and the practices that were the result was a focus of this year's review.

More detailed information about the elements of the review are contained in the Charter Review Notice Memo (Tab 4, Attachment 3).

II. SYSTEM THEMES

Through career center Strategic Plans, Site Visit presentations and customers satisfaction measures a variety of themes emerged across the system. They generally represent a continuation of themes identified last year:

1. Continuity of focus
2. Expanding external collaborations
3. Increased use of volunteers
4. Institutionalization of innovation
5. Utilization of resources of lead organization
6. Improvements in customer service
7. Diversity of customer needs

Continuity of focus

Each career center maintained its focus on goals it identified in its three-year plan and in last year's review. Although there were slight modifications of goals and/or strategies that were developed in response to changes in the business environment or challenges encountered in the attempt to make progress on the goals, the career centers generally built on established objectives using their goals to maintain a proactive posture.

Expanding external collaborations

Boston Career Link partnered with several new training providers and community based organizations to offer new services (Training Information Fair, workshops) and to involve training providers in planning activities; JobNet deepened its relationships with existing community partners to capitalize on economic development opportunities and to provide enhanced services at community sites; The Work Place created new relationships with Adult Basic Education providers in an effort to develop more successful referrals for its customers and provided new services to the students in these organizations.

Increased use of volunteers

The use of volunteers to increase capacity expanded last year. Boston Career Link continued to formalize and expand its relationship with Boston College's PULSE program, doubling the number of students who chose it as a site and recruited additional volunteers. The Work Place formalized its relationship with Boston Cares which provided workshops, resume review and other services at the career center.

Institutionalization of innovation

During last year's review each career center described program innovations or new initiatives. At Boston Career Link this included the development of an online job application job fair and the launch of its relationship with the PULSE program. JobNet had just launched its three-day intensive job search workshop, "JobStart." The Work Place discussed the expansion of its Customer Action Plan services. In each case these initiatives that were new or expanded last year were institutionalized and further developed as standard program offerings this year.

Utilization of resources of lead organization

At both Boston Career Link and The Work Place and JobNet, a trend discussed in last year's report involving increasing collaboration with and utilization of the resources of its "lead" partner continued this year. At Boston Career Link the securing of grants to address infrastructure improvement, increase service offerings and use labor market information to better focus its business development activities involved increased integration with the resources of Goodwill. At The Work Place, there was increased collaboration between the business development department of Jewish Vocational Service (JVS) and the career center's business development activities. TWP's CQI efforts were conducted in conjunction with and supported by JVS. JobNet took full advantage of the training resources of its lead partner, the state's Division of Career Services for staff development. In particular, JobNet staff utilized e-learning resources to upgrade skills in a variety of computer applications and used CQI modules to refresh the knowledge of staff that had been previously trained and to acquaint others with the principles and methods.

Improvements in customer service

Data collected through the PIC's Voice of the Customer focus groups and interviews with job seeker and business customers indicated each career center made improvements over the last year. The key job seeker indicators of 1) overall satisfaction, 2) referral of others, 3) how they felt they were treated, 4) opinion of staff and 5) availability of assistance, all showed improvements. The degree of improvement was most dramatic in Boston Career Link's 34 point increase in "positive opinion of staff" (54% to 88% of customers) and The Work Place's 25 point increase in positive feelings about how customers felt treated (69% to 94%). System wide overall satisfaction increased from 92% to 97%, positive opinions of treatment rose from 77% to 94% (with negative opinions declining from 2% to 0%) and positive opinions of staff rose from 71% to 89% (negative opinions increase from 1% to 2%). The Availability of Assistance measure in which customers are asked whether assistance was available "always," "usually," "sometimes" or "never" increased as well: last year from 89% of customers said that assistance was "always" or "usually" available; this year 96% responded this way and no customer thought that assistance was never available.

Diversity of customer needs

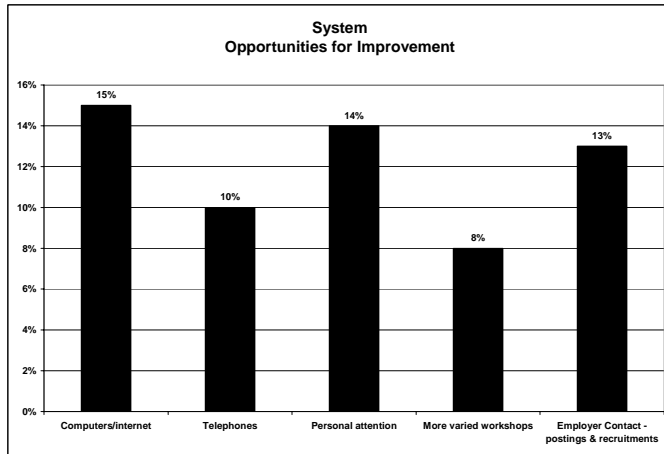
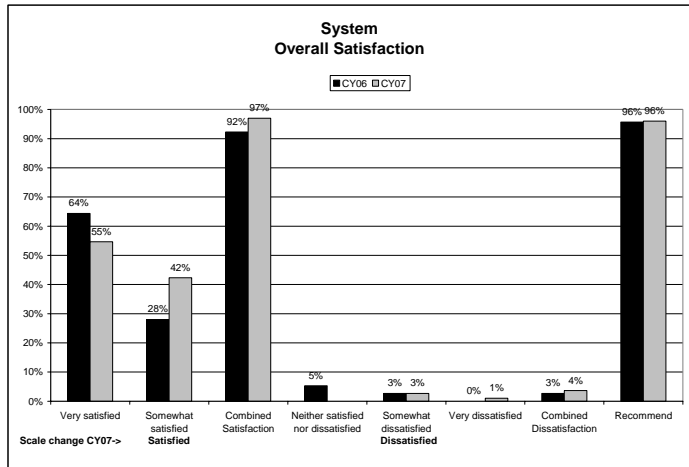
As noted volume has been relatively stable for the last several years (FY'05: 16,372; FY'06: 16,260; FY'07: 16,500). The diversity of the populations served by the career centers and the complex sets of issues with which they present also have not changed. Staff must be skilled in providing services to high school drop outs and those with advanced degrees, to youth and to mature workers, to the wide range of racial and ethnic group represented in Boston. They encounter customers with issues such as substance abuse, domestic violence, homelessness, mental illness and limited English proficiency, or any combination of these. As CORI reform becomes a visible priority for public policy, and as the career centers develop specialized services for this population, customers with criminal histories are disclosing their status in increasing numbers. Reductions in funding for social service agencies and other community supports have reduced the number of organizations to which career centers can refer customers for help with barriers to re-employment.

III. SYSTEM RESULTS

Customer Satisfaction¹: Workforce Investment Board staff conducted two types of Voice of the Customer activities for job seeker customers in 2007: point of service interviews and focus groups. Four interview sessions and two focus groups were held at each career center. Three focus groups, mixing customers from the career centers were held with customers representing “special populations:” 1) customers who had criminal records, 2) those who had participated in the training referral process, and 3) those transitioning off welfare.

Overall customer satisfaction was uniformly high across the system (97%), driven by the historically valued mix of high quality staff assistance and a full range of job search resources. As was the case last year, 96% of these customers would recommend the centers to friends or family members.

This is not to say that there were not opportunities for improvement. Because access to the full range of job search resources, including technology, contributed to high levels of customer satisfaction, problems in these areas also were the basis for dissatisfaction.



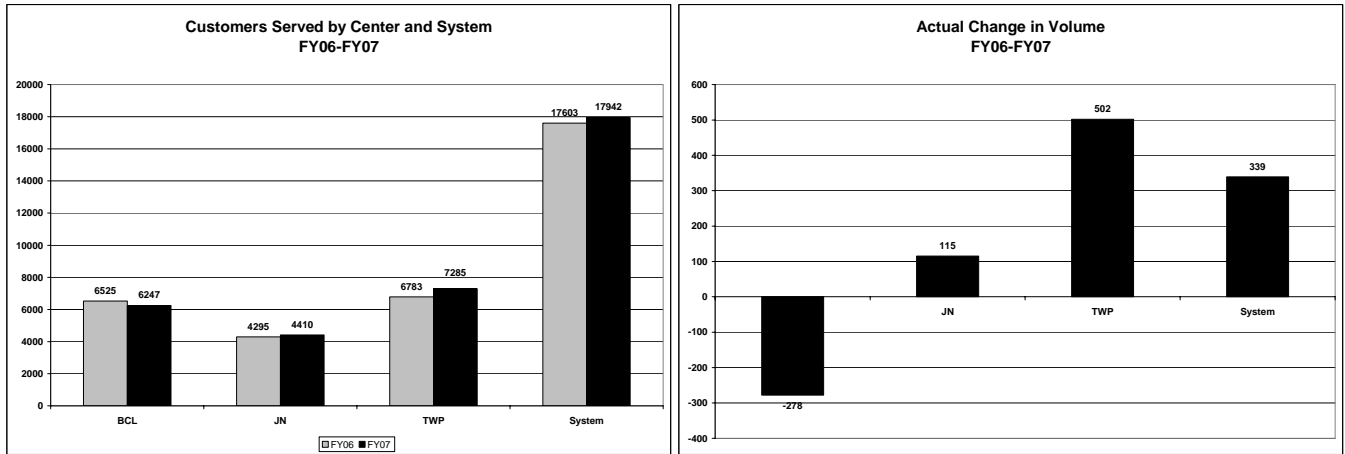
Fifteen percent (15%) of customers had had problems with slow or malfunctioning computers and/or internet connections.² Customers also expressed a desire for centers to acquire the most recent versions of common computer software. Ten percent (10%) of participants complained about telephones, including inadequate access to phones, lack of privacy and/or noise created by telephones’ location, and the use of cell phones in the resource libraries.

¹ There was a methodological change this year in the “overall customer satisfaction” rating scale. The rating scale was changed from five points to four (“neither satisfied nor dissatisfied was eliminated and “somewhat satisfied” and “somewhat dissatisfied” were changed to “satisfied” and “dissatisfied”). As a result, while the year to year data is not directly comparable, it was worth presenting. In addition, this chart includes two addition bar sets. The first combines the “very satisfied” and “satisfied” ratings into a “combined satisfaction” rating; the second combines the “dissatisfied” and “very dissatisfied” ratings into a “combined dissatisfaction” rating.

² The majority of customers in this group were from Boston Career Link, whose computer systems have suffered from age and poor maintenance for several years. However, comments about the other centers have been slowly increasing as their systems age.

Fourteen percent (14%) of participants wished for a more personalized experience at the centers that would include both more frequent personal contact with counselors and/or job placement staff, and more post-workshop assistance in applying the information and skills learned in workshops to the customers' individual situations.

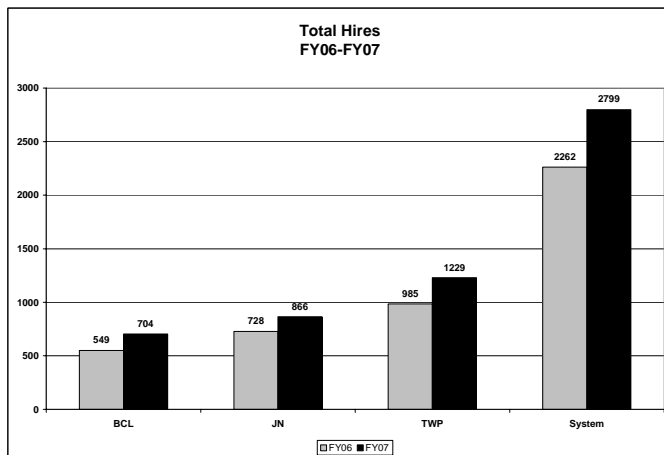
Volume, Demographics, Hires & Wages: The Boston Career Centers served 17,942 customers during FY'07. This represents a 2% increase over FY'06 (+339) from last year when 17,603 customers were served.



The FY'06-FY'07 volume change is accounted for by a decline of 278 customers at Boston Career Link (-4%), an increase of 115 customers at JobNet (+3%) and an increase of 502 customers at The Work Place (+7%).

The proportion of unemployed rose slightly from 90.8% to 91.6% between FY'06 and FY'07. The actual number grew by 270 or 2% (15,189 to 15,459).

During FY'07, across the system, there was virtually no change in any of the demographic categories routinely analyzed^{3,4}. In fact, there were virtually no changes between FY'05 and FY'07. There were some small variations within the centers in the composition of the base and between the centers in gender, ethnicity and educational attainment. (For a full report on FY'05-FY'07 demographic trends, see Tab 4, Cross System Information, Attachment 5, FY05-FY07 Career Center Demographic Trends)/



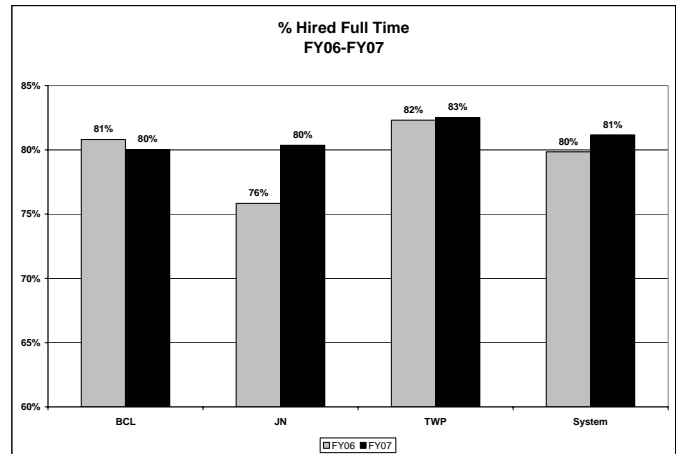
The Boston career center system documented 2,799 hires in FY'07 representing 537 additional positions or a 24% increase over FY'06. This follows an 8% decline between FY'05 and FY'06. This increase was distributed among the centers, with TWP posting the highest number by a significant margin: BCL, +155; JobNet, +138; The Work Place, +244.

³ Gender, Age, Race/Ethnicity, Educational Attainment
⁴ Only changes equal to or greater than 3% are reported.

Based on direct career center follow-up the placement rate⁵ rose from 19% to 22%. The career center follow-up report supplements the state wage match report which does not provide hourly wage or benefit information. The state wage match regularly reports placement rates of approximately 70% for Boston’s career centers.

The proportion of those hired into full-time jobs rose from 80% to 81% across the system with the largest increase coming at JobNet (76% to 80%). Eighty percent (80%) of BCL’s customers were also hired into full time positions. At 83%, The Work Place led the system on this measure.

The proportion of jobs offering benefits rose slightly from 60% to 61% with the largest increase coming at JobNet (70% to 75%) which also led in this category. Boston Career Link increased from 57% to 60% and The Work Place declined from 56% to 51%.



The average wage rose from \$13.08 to \$13.47 and the median wage rose from \$11.00 to \$11.52 per hour. The largest increases in both these categories came at JobNet (average wage: \$13.35 to \$14.17; median wage: \$11.00 to \$12.00). Both Boston Career Link and JobNet posted median wages of \$12.00 with TWP’s median wage at \$11.00.

⁵ In order to compensate for the fact that the vast majority of customers who secure employment do not provide this information and because wage match data lags by one year and does not provide wage and benefit information, the placement rate based on follow up is computed by dividing the number of jobs secured by career center customers by the number of unemployed customers who received at least three services during the fiscal year.

IV. INDIVIDUAL CAREER CENTER “BRIEFS”

BOSTON CAREER LINK

Performance

Customer Satisfaction: BCL continued to maintain a strong level of customer satisfaction: 97% of customers described themselves as satisfied (very satisfied: 40%; satisfied: 57%). Ninety eight percent (98%) said that they had or would refer family, friends or colleagues to the center.

Hire & Wage Outcomes: BCL obtained wage and hour information from 704 job placed customers in FY’07, up 155 from FY’06. This is a 28% increase and represents 25% of the system’s hires.

Based on direct career center follow-up the placement rate⁶ rose from 13% to 17%. The career center follow-up report supplements the state wage match report which does not provide hourly wage or benefit information. The state wage match regularly reports placement rates of approximately 70% for Boston Career Link.

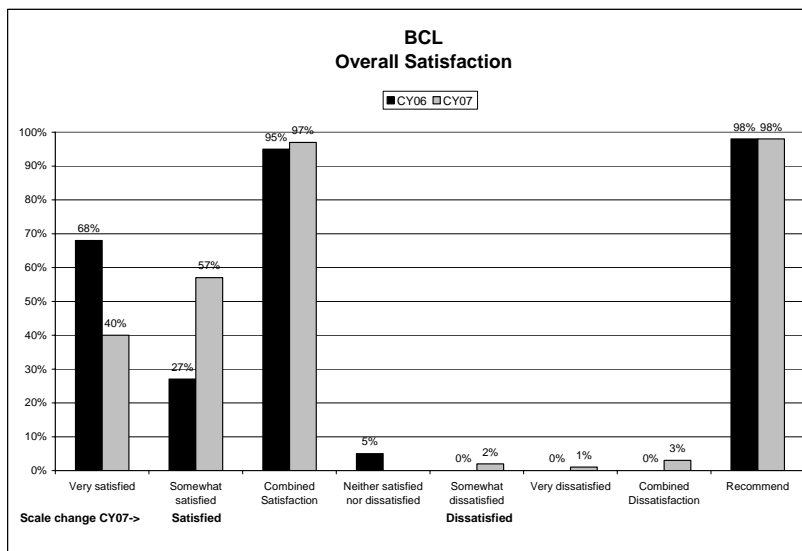
Job quality overall increased between FY’06 and FY’07. A slight decline in the proportion of full time hires (81% to 80%) was offset by increases in jobs with benefits offered (57% to 60%), and increases in both the average wage (\$12.07 to \$12.54) and median wage (\$11.25 to \$12.00).

Summary Assessment

Strengths

Continued capacity building through expanded use of volunteers: BCL doubled the number of volunteers from the PULSE program from two to four. In addition, the career center expanded the scope of work and deployment of these individuals throughout a variety of programs. Responsibility for volunteer outreach also expanded beyond management to include direct services staff.

Enhanced use of Labor Market Information: Employing a vast array of resources and data sources (e.g., Census Bureau, Bureau of Labor Statistics, Boston Redevelopment Authority, Harvard Civil Rights Project, MA Department of Workforce Development, Commonwealth Corporation, Dun and Bradstreet) and its own analysis of employment trends among its job seeker customers, BCL, in partnership with Goodwill Industries, offered a sweeping analysis of Boston’s economy in an attempt to focus and align its labor exchange practices with these trends. New this year was the segmentation of customer hire data into occupational clusters coupled with establishment research to target specific businesses for recruitment.



⁶ In order to compensate for the fact that the vast majority of customers who secure employment do not provide this information and because wage match data lags by one year and does not provide wage and benefit information, the placement rate based on follow up is computed by dividing the number of jobs secured by career center customers by the number of unemployed customers who received at least three services during the fiscal year.

BCL has shown a sophistication and increasingly methodical approach to the use of these data. The career center has also set a goal to enhance the capacity of all staff (not just business services) to use labor market information in the provision of services to all its customers.

Addressing the needs of basic skills job seekers: Last year, along with the other Boston career centers, BCL collaborated in the development of an online job application workshop (now in use by other career centers and training providers throughout the state). BCL has expanded services in this critical area by scheduling two hours per day for “drop-in” assistance with the continuing challenge of assisting job seekers in completing online applications. Goodwill secured a grant from Microsoft Corporation and BCL collaborated in the development of a basic skills workshop series in Microsoft applications which is available, through Goodwill, to BCL customers.

Resource development: BCL and Goodwill raised the necessary funding to improve space utilization and upgrade computers in the Resource Library. As has been noted in past reports, the issue of the state of computer equipment has been a persistent customer complaint. Coupled with the implementation of new procedures to maintain computer functionality there is an expectation of improved customer satisfaction in this area.

Opportunities for Improvement

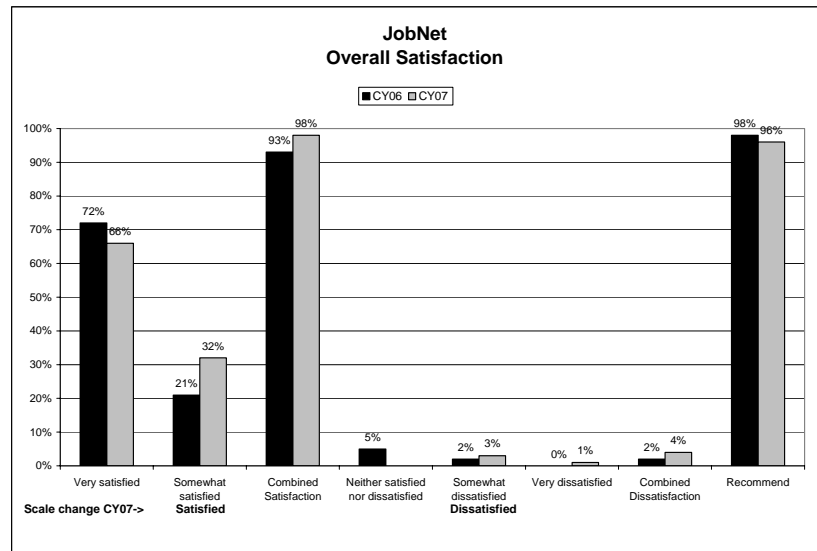
Integrating CQI into the operations of BCL: While based on past practice BCL made informal use of CQI methods, the Strategic Plan noted that there has been no progress on formalizing the integration of CQI. As demonstrated in the list of “strengths” above, BCL is engaged in myriad activities that have enhanced services to its customers. However, the organization’s capacity to follow through on this broad range of activities may be difficult to sustain. Maintenance of effort on all these fronts would benefit from the application of CQI principles and methods. Although no specific challenges to the accomplishment of this goal were noted in the Strategic Plan, the formal integration of CQI provides an opportunity that might have an important “multiplier effect” which would support the accomplishment of many of BCL’s other goals. The organization is strongly encouraged to implement the steps it has identified to document current use of CQI methods and to provide resources for staff education and formal implementation of CQI.

JOBNET

Performance

Customer Satisfaction: Customers continued to rate JobNet highly in 2007, with 98% describing themselves as satisfied (very satisfied: 66%; satisfied: 32%). Ninety six percent (96%) said they had, or would, refer friends, family or colleagues to the center.

Hire & Wage Outcomes: JobNet obtained wage and hour information from 866 job placed customers in FY'07, up 138 from FY'06. This is a 19% increase from FY'06 representing 31% of the system's hires. Based on direct career center follow-up the placement rate⁷ rose from 22% to 25%. The career center follow-up report supplements the state wage match report which does not provide hourly wage or benefit information. The state wage match regularly reports placement rates of approximately 70% for JobNet.



Job quality was strong in all categories. JobNet increased its proportion of full time hires from 76% to 80%. Seventy five percent (75%) of those jobs offered benefits, leading the system on this measure. The average wage rose from \$13.35 to \$14.17 and the median increased from \$11.00 to \$12.00.

Summary Assessment

Strengths

Expanding use of data: JobNet repeatedly demonstrated new ways in which it was using data to better understand its programs and operations. These included, but were not limited to 1) its analysis of staff resources invested in providing unfunded programs and services; 2) the standardization of data collection for workshops, 3) new efforts to track outcomes (piloted with customers who had participated in its “JobStart” program). In addition, the Business Services team is making increasing use of labor market information to inform its strategy.

Program development: With examples ranging from its services to CORI involved customers to the conception and implementation of JobStart, JobNet demonstrated its capacity to identify customer needs and develop programs and services to address them.

Commitment to engagement with community based organizations: Its recognition that engagement and collaboration with community based organizations was a “win-win” proposition has been a long term

⁷ In order to compensate for the fact that the vast majority of customers who secure employment do not provide this information and because wage match data lags by one year and does not provide wage and benefit information, the placement rate based on follow up is computed by dividing the number of jobs secured by career center customers by the number of unemployed customers who received at least three services during the fiscal year.

organizational strength. Among other benefits, clients, students and customers of these organizations learn about JobNet's services and ability to assist them with job search. For its part, these relationships allow JobNet to increase its visibility and extend its sourcing capabilities in the service of its business customers directly into the community. JobNet expanded these activities this year to include: 1) co-sponsoring NAACP's Diversity Job Fair; 2) direct involvement with new economic development in Jamaica Plain, 3) extending its footprint in neighborhood media through the promotion of events in El Mundo and the JP Gazette.

Re-invigoration of CQI: While it has consistently used CQI practices to address a variety of organizational issues, JobNet used e-learning resources and a review of past CQI team projects to formalize the re-introduction of concepts and practices to staff. It is regularly convening CQI teams to deal with new issues as they emerge.

Receptivity to establishing fee-based services: The encouragement of JobNet to develop revenue streams to augment public funding has been a repeated component of the PIC's recommendations. Thus, this is not so much an organizational strength as it is an acknowledgement that this year JobNet articulated its willingness to consider charging a fee for allowable services (recruitments, job fairs) which in the past it provided at no charge.

Opportunities for Improvement

Identifying sources of potential program support: Last year's Charter Report registered concerns regarding the overextension of JobNet's staff in the delivery of unfunded services, particularly in its delivery of services to CORI involved customers. JobNet remains committed to providing these and other services. While, as stated above, JobNet's receptivity to considering the delivery of fee-based services is a positive development, the challenge of recognizing other fee-based and grant opportunities and becoming more aggressive in seeking them out remains an opportunity for improvement.

THE WORK PLACE

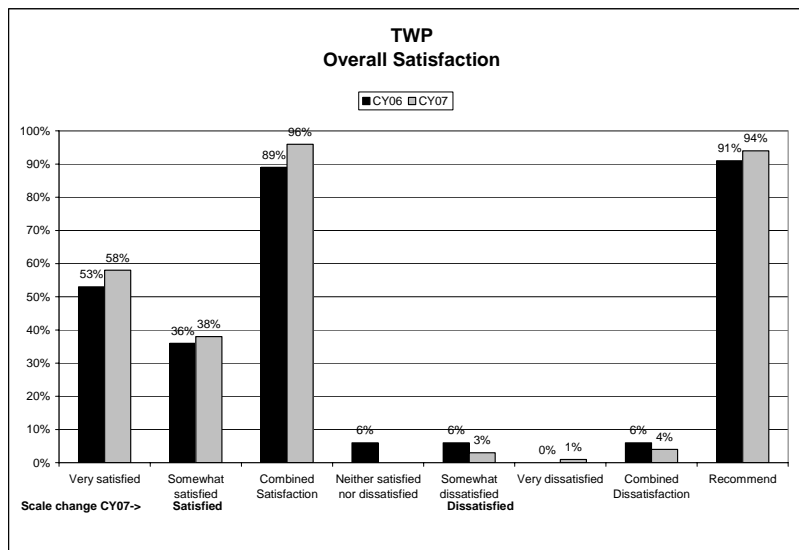
Performance

Customer Satisfaction: The Work Place maintained a high level of satisfaction in 2007: 96% of customers described themselves as satisfied (very satisfied: 58%; satisfied: 30%) and 94% said they had, or would, refer friends, family or colleagues. In addition, a variety of measures of customer service were strengthened this year, including opinion of staff and availability of assistance.

Hire & Wage Outcomes: TWP

obtained wage and hour information from 1,229 job placed customers in FY'07, up 244 from FY'06. This is a 25% increase from FY'06 representing 44% of the system's hires. Based on direct career center follow-up the placement rate⁸ rose from 21% to 25%. The career center follow-up report supplements the state wage match report which does not provide hourly wage or benefit information. The state wage match regularly reports placement rates of approximately 70% for The Work Place.

Job quality was mixed. TWP increased its proportion of full time hires from 82% to 83%, leading the system on this measure. However, just 51% of those jobs offered benefits (BCL: 60%; JN: 75%). This represents a 5% decline from last year⁹. The average wage increased slightly from \$13.01 to \$13.07 and the median wage held steady at \$11.00.



⁸ In order to compensate for the fact that the vast majority of customers who secure employment do not provide this information and because wage match data lags by one year and does not provide wage and benefit information, the placement rate based on follow up is computed by dividing the number of jobs secured by career center customers by the number of unemployed customers who received at least three services during the fiscal year.

⁹ TWP has historically posted lower numbers on this measure than the other two centers. A review of this data in 2006 led to the hypothesis that this number was depressed as a result of the concentration of re-entry customers using TWP many of whom, as a requirement of their program or status, must become employed quickly, thus leading them to accept jobs with staffing agencies or without benefits.

Summary Assessment

Strengths

Program development & integration: This is a historical area of strength for The Work Place. Building partnerships with other agencies and organizations and securing resources, primarily through competitive funding processes, to serve ex-offenders, youth, and other populations has been well documented in past Charter Reports. What emerged in this year's review was the evolution of the organization's capacity to use information from different internal departments/functions that led to new product development. This occurred in the development of a new workshop ("Outside the Box"), the development of eight new partnerships with Adult Basic Education service providers to address the basic academic needs of youth and DTA customers, "drop in" hours for youth, and in the continuing evolution of services provided to customers of the Women Offender Reentry Collaborative (WORC) through the newly developed Transitional Work program.

Re-establishment of CQI: In collaboration with its lead partner, Jewish Vocational Service, TWP contracted for training, developed an internal process (TASO: Teams Achieving Successful Outcomes) and has convened CQI (or "TASO") teams to address issues in the WORC program, services for welfare recipients and to conduct an evaluation of workshop and counseling services.

Customer service: Excellence in customer service has been a guiding principle at TWP (as it is at all the Boston career centers). Yet, as noted in last year's review, Voice of the Customer data indicated that TWP was struggling to maintain standards in this area. In particular TWP trailed the other centers on the "Availability of Assistance" measure. It was noted that the floor plan contributed to customer perception that staff beyond the front desk and library were not as accessible as needed. In spite of this structural constraint, last year's report noted that TWP needed to make continued efforts in this area. TWP instituted a variety of measures to address this problem resulting in improvements on every measure of customer satisfaction, most notably in how customers felt they were treated and on the Availability of Assistance measure. Whether or not it directly contributed to these results, TWP's development of its "Customer Service Policies and Guidelines Manual" is an important achievement.

Career center services to youth: TWP has led the system in the development of career center services for youth. All three centers receive funding through the "Year 13" program to provide services to youth who are struggling to pass the MCAS. TWP has secured additional funding to provide services to youth who are not eligible for this program. It has established a youth orientation and drop in hours and has provided leadership in the establishment and continuing development of the Boston Youth Workforce Collaborative.

Opportunities for Improvement

Demonstrating utilization of data for determination of service strategies: In the Strategic Plan and in Site Visit presentations, there was a notable absence in the presentation of data as a source of organizational strategy. The description of program development and service innovation was cogent, the creativity was evident and the customer satisfaction data indicate that TWP has been successful in improving services. But these accomplishments did not appear to be as "anchored" as they would have been had the organization presented the data underlying the strategic decision making.

RECOMMENDED VOTES:

Vote 1: The Employment & Training Systems Committee recommends to the Workforce Development Committee that Boston Career Link's Charter be continued beginning on July 1, 2008 and ending on June 30, 2009.

Vote 2: The Employment & Training Systems Committee recommends to the Workforce Development Committee that JobNet's Charter be continued beginning on July 1, 2008 and ending on June 30, 2009.

Vote 3: The Employment & Training Systems Committee recommends to the Workforce Development Committee that The Work Charter be continued beginning on July 1, 2008 and ending on June 30, 2009.

INDIVIDUAL CAREER CENTER REPORTS

Individual Career Center Report Structure

Each of the individual career center reports contains three sections: **Section I** discusses the career center's goals; **Section II** provides a **Performance Review** and **Section III** is the **Summary Assessment** of the center's Strengths and Opportunities for Improvement based on the prior information. Each of these sections contains several sub-sections.

- **Section IA** reviews the **FY'07-FY'09 Statement of Goals** provided by the career center in the three-year FY'07-FY'09 Strategic Plan. This section also contains the Private Industry Council-identified "Opportunities for Improvement" noted in last year's Charter Report. **Section IB** reviews the center's **Progress** on each of its goals, identifying **Key Challenges** to the accomplishment of the goals and **Objectives for 2009**. **Section IC** describes the career center's **progress addressing the PIC's Opportunities for Improvement**.

In addition to the discussion of goals, this year the career centers were asked to direct special attention to **strategies for working with business customers**. Specific questions about these efforts were included in the instructions for this year's review. These questions asked the centers to describe their overall strategy with regard to business recruitment, engagement, services and effective practices providing and providing the data upon which these activities were based (see Tab 4: Cross System Information, Attachment 3: Charter Review Notice Memo, pg. 14). Responses to these questions were discussed in the Strategic Plans submitted by the centers as part of the Charter Review and formed the basis of the afternoon presentations at the Site Visits. They are described in a special section within each career center's individual report.

- **Section II** contains the **Performance Review**. The Performance Review includes sections on **Customer Satisfaction, Customer Volume, Demographics** and **Performance Results**. Performance Results are comprised by **Hire and Wage Outcomes**.
- **Section III** contains the **Summary Assessment** that provides a discussion of the center's **Strengths and Opportunities for Improvement**.

Each career center's attachments include an Organization Chart and other documents referenced in the main body of the report.

BOSTON CAREER LINK

SECTION I: GOALS

A. FY'07-FY'09 Statement of Goals

Boston Career Link set four broad strategic goals as part of its FY'07-FY'09 plan:

- Goal 1: Address the needs of “basic skills” job seekers.** Accomplishing this goal included, among other activities: restructuring space to accommodate customer volume, engaging and maintaining volunteers to provide support in the resource room, developing strategic collaborations with basic skills training providers, exposing training-eligible customers to different modes of training to prepare them for opportunities in critical and emerging industries, improving access to multilingual materials.
- Goal 2: Recruit employers with special emphasis on critical and emerging industries.** Accomplishing this involved increasing the number of business relationships with employers that fit BCL's placement data while supporting in-demand occupations. Central to this goal was expanding the use of labor market information by BCL staff to inform these efforts.
- Goal 3: Integrate CQI into the operations of Boston Career Link.** This goal was to be accomplished by hiring a CQI consultant to work with management and staff.
- Goal 4: Advocate for increased funding** to maintain service delivery and meet volume and diversity demands. This goal involved increasing revenue by seeking alternative sources of funding including grants and fee for service activities.

In addition, the PIC identified the following Opportunities for Improvement (OI):

- OI 1:**¹⁰ **Grants/Revenue streams:** While BCL had expanded staffing resources through volunteerism and collaborations, improvements in key areas, such as infrastructure, could only be met by additional funding. More assertive resource development was recommended.
- OI 2: Computer equipment:** Customer complaints about the status of BCL's computer equipment persisted over several years. The PIC was concerned about the continuing lack of resolution.

B. Progress on 2008 Goals

Introduction

BCL's Strategic Plan reviewed the continuing diversity of age, ethnicity, educational attainment, and needs of its job seeker customers and how these characteristics impacted demands on resources. It noted that while volume has stabilized over the past three years, the proportion unemployed customers has risen, customers continue to present with significant barriers to employment, there are increased needs for training as the demand for higher level skills increases and the time to re-employment is lengthening. There also tends to be a mismatch between some areas of industry growth in Boston (e.g., financial services) and the skills and interests of BCL's talent pool. Labor market information is being used vigorously at BCL to inform its strategies to align the supply and demand sides of its business.

¹⁰ “OI” - Opportunity for Improvement

Goal 1: Addressing the needs of basic skills job seekers

BCL restated this goal as “Build solutions that accommodate customers who choose Boston Career Link.”

Accomplishing the goal involved a) increasing staff capacity through the **expansion of the volunteer program** initiated last year, b) continuing to **build collaborative relationships** with training providers and other organizations, and c) **infrastructure improvements**. See Attachment 1 for BCL’s Organizational Chart.

Progress on Goal 1

a) Expansion of volunteer program: With the goal of continuing to build capacity to serve the needs of basic skills job seekers, BCL secured additional volunteers from Boston College’s PULSE program, doubling the number from two to four. The range of responsibility and service provision by these volunteers also expanded. In addition to providing assistance to customers in the Resource Library, these students now provide assistance across the range of services and customer populations served by BCL. PULSE volunteers are working in the program for welfare recipients (Job Search Job Readiness or “JSJr”), formatting resumes, assisting customers to establish email accounts and with online job applications. This volunteer program has had the direct effect of making staff more available for other duties. For example, BCL and Goodwill secured a grant from Microsoft that allowed them to develop a multi-session open entry, open exit short term training in basic office applications (“CTE” – Computer Training for Employment) in which the BCL resource librarian plays a significant role (see Attachment 2 for the CTE marketing flyer). As proposed in last year’s Strategic Plan, volunteer support conversations have been initiated with Northeastern University and Wentworth Institute of Technology. Operation ABLE’s post-training internships continue to provide on-site interns and volunteers.

Key Challenges: None identified

b) Building Collaborations: BCL planned to continue collaborations with those organizations it worked with during the past year and to research and collaborate with two additional CBOs, or similar organizations, this year. In addition, BCL incorporated a Training Information Fair into Massachusetts Career Day to “strengthen partnerships with local training providers. The value proposition for the fair was that the training providers would gain exposure to potential customers and training seekers could learn about programs that might be appropriate for them. Providers that participated in the fair were: American Red Cross, Bay State School of Technology, Computer Learning Resources, Goodwill Industries, Jewish Vocational Service, Millenium Training Institute, Parker School of Driving and Sullivan & Cogliano. The training information fair represented the first time such an event was held as a fee-based activity. Plans are also underway to hold a “Job Search Planning Meeting” with training providers to explore opportunities to expedite the placement of program graduates. BCL thinks these partnering activities and the relationships developed from them led to BCL’s success at obligating training funds more quickly than other career centers, faster completion by training providers of required documentation and increased participation by new training providers in facilitating workshops at BCL.

Expanding on the opportunities presented by partnerships with businesses, staff from the Career Development Team, using volunteermatch.org, recruited a publisher to provide job readiness and resume workshops. BCL is interested in leveraging this relationship to secure assistance with its own publications, most notably its “Catalog of Services.”

Key Challenges: 1) Demand for training information is strong (over 1,000 customers attended Training Information Briefings) but resources are limited and there are eligibility constraints; 2) BCL

would like to see its proportion of training-related job placements increase; 3) BCL identified a systemic challenge of ensuring that there are locally accessible occupational skills training programs in high demand and critical (high vacancy rate) occupations.

c) Infrastructure Improvement: Established in BCL's three-year plan, progress on restructuring space and equipment upgrades began in the first year of the plan with the hiring of a space analyst who studied current utilization. This past year saw a significant amount of progress, especially in the form of a capital campaign managed by Goodwill's Development Department that is now in its implementation phase. It will allow BCL to upgrade computers (a PIC identified Opportunity for Improvement – see below), expand space for groups and customer overflow, upgrade interiors of existing classrooms and resource library, among other space and resource improvements. The organization also concluded that IT staffing was inadequate and Goodwill/BCL has contracted with a new provider who, as part of the infrastructure upgrade is assessing the organization's needs. This gap was also part of the Opportunity for Improvement identified through the PIC's Voice of the Customer activities.

Key Challenges: Raising funds for the project.

Goal 1: Objectives for 2009

Volunteers: 1) Expand volunteer program to include other local colleges (this was a goal established last year but as a result of the expansion with BC's PULSE program, it was not vigorously pursued); 2) expand PULSE program to 6 volunteers; 3) explore securing a volunteer through the Blue Cross Blue Shield Van Fassen Sabbatical program.

Building Collaborations: 1) Hold second "Swing into Spring" Networking and Appreciation Luncheon (April-May, 2008); 2) hold second "Training Information Fair;" 3) Establish partnerships with new agencies including Easter Seals, Benjamin Franklin Technical Institute, Cambridge College/American International Institute, and Community Work Services; 4) target training providers working in critical and emerging industries.

Infrastructure Improvement: Implement space restructuring and technology upgrades and monitor/evaluate impact of changes.

Goal 2: Recruit employers with special emphasis on critical and emerging industries

This goal was restated as: "Build stronger placement rates and leverage stronger employer relationships using employer research and outcome data."

Progress on Goal 2

BCL's Strategic Plan noted that "establishing stable, engaged relationships with regional employers is key to being 'demand driven,' and prepared for economic and workforce needs. Concurrently, career centers must be capable of attracting, developing and presenting screened, qualified and motivated candidates. Up to the minute information regarding Boston vacancies helps BCL target businesses seeking talent while determining the best placement options for job seeking customers."¹¹

BCL planned to continue and expand its use of labor market information to target employers whose hiring needs and requirements matched those of BCL job seekers. It planned to continue to experiment with

¹¹ BCL 3-Year Strategic Business Plan: 2008: *Solidifying Services – Positioning for Growth*, pg. 27.

models for labor exchange events that integrated online applications processes with onsite recruitments and other activities in ways that responded to the needs of both its customers: job seekers and businesses.

Key Challenges: 1) Aligning the job requirements of knowledge based industries and occupations with the skill sets and experience of the majority of BCL customers, 2) Educating staff in the most effective applications of inherently complex labor market information.

Goal 2: Objectives for 2009

1) Hold 3rd Annual Online Job Fair; 2) collaborate on Mature Workers Job Fair with Operation ABLE; 3) enable all staff to master specific labor market information tools; 4) continue use of Labor Market Information (LMI) to inform service strategy.

STRATEGIES FOR WORKING WITH BUSINESS CUSTOMERS¹²

As noted in the “Report Organization” section of this report, all Boston career centers were asked to explicitly discuss their strategies for working with business customers as part of their Strategic Plans and Site Visit presentations. The request was based on variations noticed in the PIC’s Dashboard reports among the centers in the volume of businesses, types of businesses served, the volume of services and the service mix. Centers were asked to present their overall recruitment strategies, data used to determine these strategies, marketing and recruitment of businesses and effective practices.

Boston Career Link’s strategies for working with business customers are driven by the comprehensive and intensive use of labor market information. The overall approach involved 1) a shift from using *industries* to using *occupations and business types* to analyze the labor market, 2) organizing staff by jobs and business types (see Attachment 3, Business Assignments for Account Execs and Placement Specialists), 3) adopting a “multi-level business engagement” strategy recognizing that most businesses have a range of positions from entry level to highly skilled and, based on the nature and size of the business, it is sometimes important to work with multiple contacts at a single establishment (as opposed to the single point of contact model¹³), and 4) communicating continuously with business customers even when they were not hiring.

As an illustration of BCL’s use of myriad types of labor market information to guide its activities, the shift from using industry to occupational categories led to a review of where BCL customers had secured employment. This led to the identification of six occupational clusters (see Attachment 4, Top 6 Goodwill-Targeted Occupational Clusters). Labor market information was used to identify “occupations generating nearly half of all new jobs” (see Attachment 5). These occupations aligned with the “Goodwill-Targeted Occupational Clusters.” For example, the top Goodwill-BCL occupational clusters are: 1) community and social service, 2) healthcare support, 3) food preparation, 4) building and grounds, cleaning and maintenance, 5) sales and related occupations and 6) office and administrative support. These occupations are represented in ten of the top 20 occupations identified as generating nearly half of all new jobs. These efforts built on work the organization had begun and presented in last year’s review but was expanded this year. New this year was the integration of this information with “establishment research” which has led BCL to identify 90 businesses which it will target for recruitment or new activities (see Attachment 6, Top Employers – Boston Career Link: 2004-2006) for a sample.

¹² As referenced in the “Report Organization” section at the beginning of this section (“Individual Career Center Reports”), each career center was asked to respond to a targeted set of questions about its overall strategies for working with business customers. Each individual career center report contains this special section.

¹³ In Voice of the Customer activities, business customers are very clear that they want a single point of contact at the career center.

In addition to these analytical efforts, Boston Career Link described standards, practices and activities it uses to engage and maintain relationships with the businesses it recruits. Similar to the other centers, a strong emphasis was placed consistent communication with businesses including site visits by career center staff to the business, regular email blasts about activities at the center, follow up communications after a position has been posted (BCL's standard is to post a job within eight business hours following receipt of the posting) and follow up communication after a business has participated in a BCL sponsored activity such as a recruitment or a job fair. BCL also places a priority on its membership in a variety of business associations (e.g., Massachusetts Minority Contractors Association, New Market Business Association, Greater Boston Chamber of Commerce) for recruitment and networking. It is worth noting here that the selection of these associations, among other factors, is also driven by an assessment of the needs of BCL's talent pool. For example, its membership in the Massachusetts Minority Contractors Association is a direct result of the need to meet the needs of minority men with educational barriers and possible CORI issues. As mentioned in last year's review, BCL has worked to develop its website as a portal to new business. In addition to providing information about the basic and fee-based services the career center provides to business customers, the site also includes links to labor market information that may be of interest to businesses. New this year, BCL has launched its "Jobs, Outlook & Employment" or JOE Report as a monthly, consolidated resource for economic, labor and workforce information available on its website. (The JOE Report is also a resource for staff and job seekers.) The JOE Report is supplemented with JOE Email blasts to notify business customers about career center activities and to provide up to the minute information of interest to the business community (economic development, job vacancy information, recent newspaper and magazine articles, etc.)

As both a service to job seekers and to business customers and building on the "Online Job Applications" workshop developed by the three career centers and the PIC last year, BCL now provides two hours daily of "drop-in" online job application assistance to customers in the Resource Library. This assistance is provided by the Business Services Team staff.

Finally, the provision of sourcing services through onsite recruitments and job fairs is a cornerstone of BCL's strategic practices with business customers. BCL reserves sixteen slots per month for onsite recruitments where a single employer is provided with pre-screened candidates who, when requested by the business, have already completed an online application at the company's website. During FY'07 BCL hosted 88 such recruitment events (100% of target averaging 2-4 per week). BCL also held four job fairs for retail, hospitality, healthcare and human service and security occupations. Sixty seven businesses and 1,750 job seekers attended these events.

BCL's continued collaboration with its lead partner, Goodwill Industries, is apparent and central to its efforts in business development.

Goal 3: Integrate CQI into the operations of Boston Career Link

Progress on Goal 3

There has been no formal progress on this goal. CQI has been an integral, but informal part of the Boston Career Link process, and continues its evolution in FY'08.

Key Challenges: To more formally identify and incorporate CQI practices.

Goal 3: Objectives for 2009

1) Catalogue existing CQI-related tools (workshop evaluations, Voice of the Customer Reports, etc.) and activities (case conferences, etc.); 2) Explore the possibility of securing a Baldrige Criteria professional who can design a framework in which to formalize existing or proposed assessment methods.

Goal 4: Advocate for increased funding

Progress on Goal 4

Goodwill secured funding from Microsoft to institute “Computer Training for Employment” (CTE), a short term introduction to Microsoft office applications, available to BCL customers. Led by Goodwill’s Development Department, funding was secured to upgrade BCL’s computers and make improvements to space utilization to better accommodate customer volume and flow. BCL developed a new fee-based service, charging training vendors to participate in a Training Information Fair at Massachusetts Career Day.

Key Challenges: This is a continuous challenge in the current funding and economic environment. BCL needs to evaluate stakeholder relationships and levels of engagement as part of its growth strategy.

Goal 4: Objectives for 2009

1) Identify need and develop fee-based services in general and, in particular, those that capitalize on projects in the Crosstown development; 2) Have fee-based services constitute 2% of operating revenue; 3) Secure two grants to underwrite existing services.

C. Addressing PIC Opportunities for Improvement

Opportunity for Improvement 1: Grants/Revenue streams

Although BCL had enhanced its resources through the development of a formal volunteer program and collaborations with training providers and business customers to provide workshops and services, funding that would provide for infrastructure improvements and equipment upgrades was lacking. As had been noted in the past, more assertive resource development was required for organizational improvement.

Progress on Opportunity for Improvement 1

As has already been noted in this report, new grants for infrastructure improvements and for the provision of new computer workshops were secured.

Opportunity for Improvement 2: Computer equipment

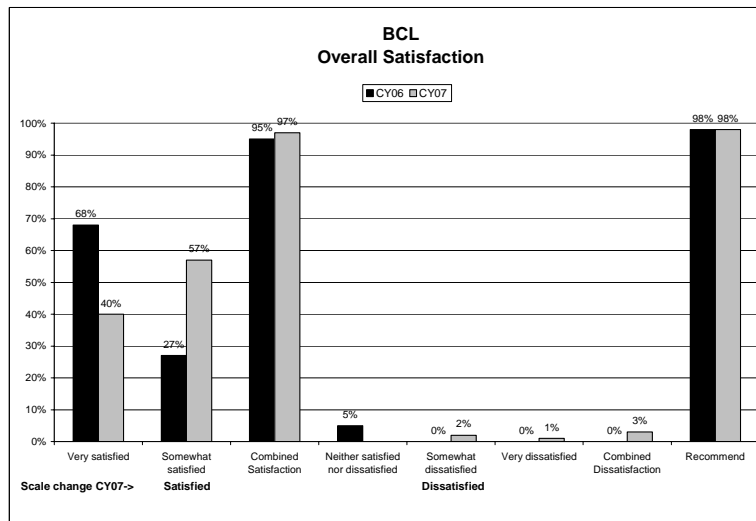
Customer complaints about the status of BCL's computer equipment persisted over several years. The PIC was concerned about the continuing lack of resolution.

Progress on Opportunity for Improvement 2

As noted, funding has been secured for computer upgrades. However, prior to this development, in discussions with PIC staff as a result of customer complaints, BCL identified the need to institute new maintenance procedures that would ensure the optimal performance of existing equipment. These included a variety of "opening" and "closing" procedures including cleaning Internet caches, defragmenting hard drives, cleaning keyboards, etc. These measures were instituted in the fall of 2007 near the conclusion of the PIC's Voice of the Customer activities for the year. BCL committed to ensuring that career center staff would encourage customer to identify problems with the computers. PIC staff will track complaints (as well as compliments) regarding BCL's computers in the next set of VOC activities.

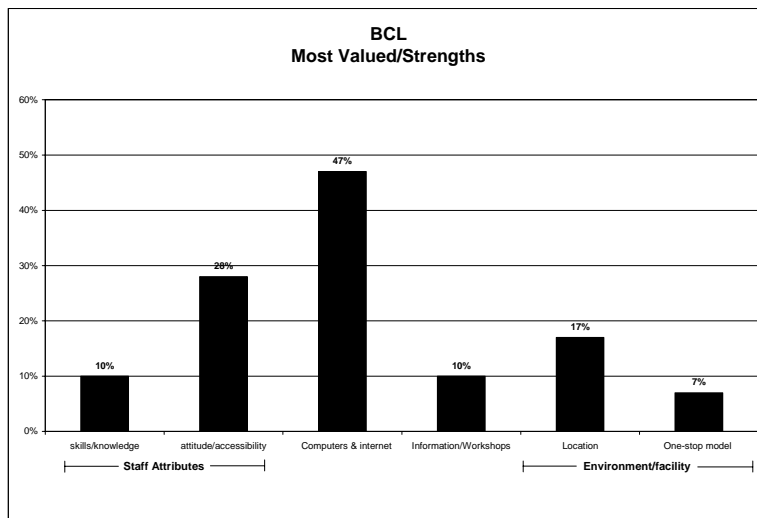
SECTION II. PERFORMANCE REVIEW

Customer Satisfaction¹⁴



One hundred (100) job seeker customers participated in Voice of the Customer activities at Boston Career Link in 2007¹⁵. Two focus groups and four point-of-service interview sessions were held on-site. BCL continued to maintain a strong level of customer satisfaction: 97% of customers described themselves as satisfied (very satisfied: 40%; satisfied: 57%). Ninety eight percent (98%) said that they had or would refer family, friends or colleagues to the center.

Strengths



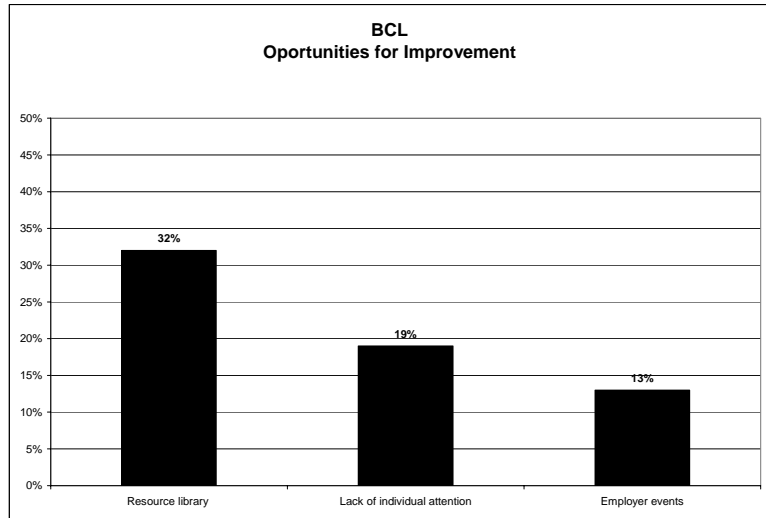
In 2007, technology (access to computers and the internet) replaced staff as most valued asset of the center: 47% of customers queried considered it the most valuable aspect of membership; 28% considered helpful and accessible staff to be most valuable; and 17% said that the convenience and accessibility of Boston Career Link’s location was key to their satisfaction. Ten percent (10%) of participants identified workshops as most valuable, especially resume and cover letter workshops.

¹⁴ There was a methodological change this year in the “overall customer satisfaction” rating scale. The rating scale was changed from five points to four (“neither satisfied nor dissatisfied” was eliminated and “somewhat satisfied” and “somewhat dissatisfied” were changed to “satisfied” and “dissatisfied”). As a result, while the year to year data is not directly comparable, it was worth presenting. In addition, this chart includes two additional bar sets. The first combines the “very satisfied” and “satisfied” ratings into a “combined satisfaction” rating; the second combines the “dissatisfied” and “very dissatisfied” ratings into a “combined dissatisfaction” rating.

¹⁵ See Tab 4, Cross System Information, Attachment 1 for a chart that breaks out participation in Voice of the Customer Activities by career center and by type of customer.

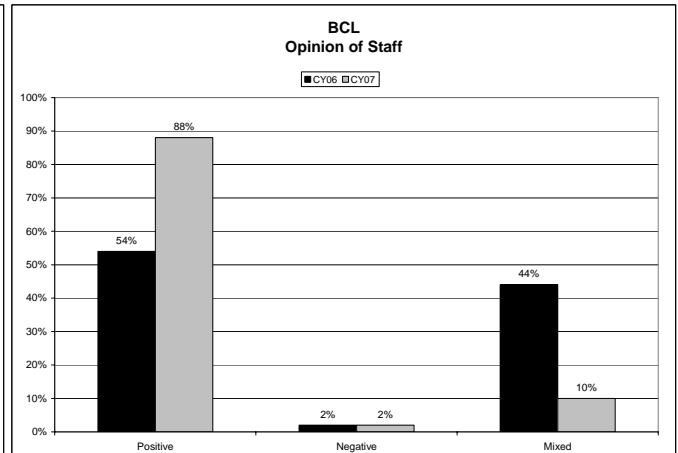
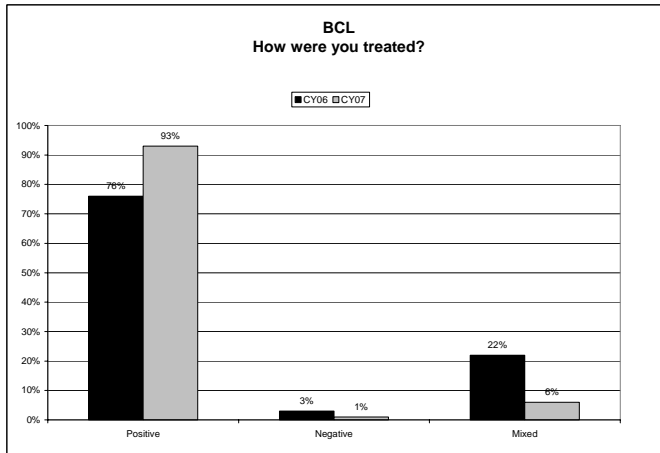
Opportunities for Improvement

Problems with technology (as identified in the Resource Library) continued to be the leading cause for complaint in 2007. Thirty two percent (32%) of participants complained about malfunctioning computers and fax machine that had cost them time and, occasionally, destroyed their documents or floppy disks¹⁶. Nineteen percent (19%) described a need for improved personal attention that included timelier scheduling of individual Customer Action Plan (CAP) meetings¹⁷, smoother transfer of customers to new staff following personnel changes, access to more post-workshop assistance in order to apply concepts learned and increased Job Club staff. Thirteen percent (13%) said on-site employer events were disappointing because of the narrow range of occupations, preponderance of entry level jobs, and frequency with which interviewers refused resumes and directed job seekers to on-line applications. Other comments included the lack of resources for individuals with criminal histories, and disruptions in the library from cell phones and noise in the reception area during peak hours.



Customer Service

Overall, customer service was highly rated. Ninety three percent (93%) of customers queried had a positive opinion of the way they had been treated at the center (a 17% increase over last year). Eighty-eight percent (88%) of customers had positive opinions of staff (a 34% increase over last year). Ten percent (10%) had mixed opinions (down 34% from last year) and 2% had negative opinions. As indicated above, those who had mixed or negative opinions of their treatment included customers who had had difficulty scheduling an individual CAP session or had not been transferred smoothly to another

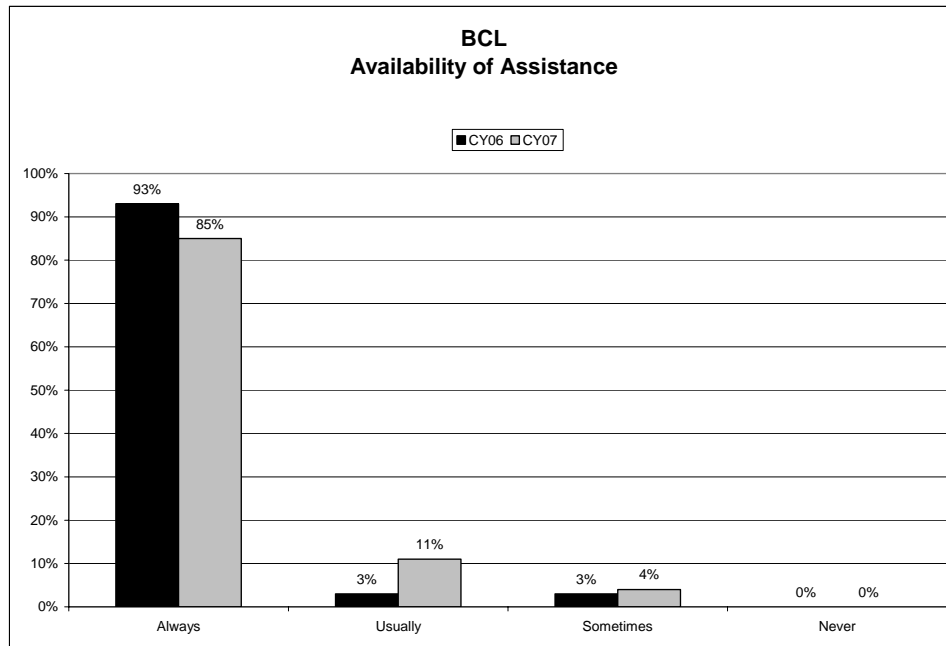


¹⁶ BCL has developed a plan to address the computer issues.

¹⁷ At BCL the CAP session involves meeting with a Job Placement Specialist. The meeting includes an assessment of the customer's skills, a review of the customer's work history, identification of any barriers to employment and resources to help them overcome those barriers (including other services/workshops that may be available at BCL) and the provision of job leads, as appropriate.

staff person during staff turnover. It also included customers who commented on a lack of professionalism and/or knowledge on the part of one reception area staff person. Finally, Job Club customers, while rating staff highly, considered the program to be understaffed for a significant portion of the year.

Eighty five percent (85%) said that assistance was always available when needed and 11% said it was usually available.



Volume/Demographics/Outcomes

Volume & Demographic changes FY06-FY07: BCL served 6,247 customers in FY'07 which represented a 4% decline or 278 fewer customers compared to FY'06 (FY'06: 6,525). BCL had a system share of 35% of all the customers in the system. The proportion of unemployed increased 1.7% from 89.7% to 91.4% of BCL's customer base.

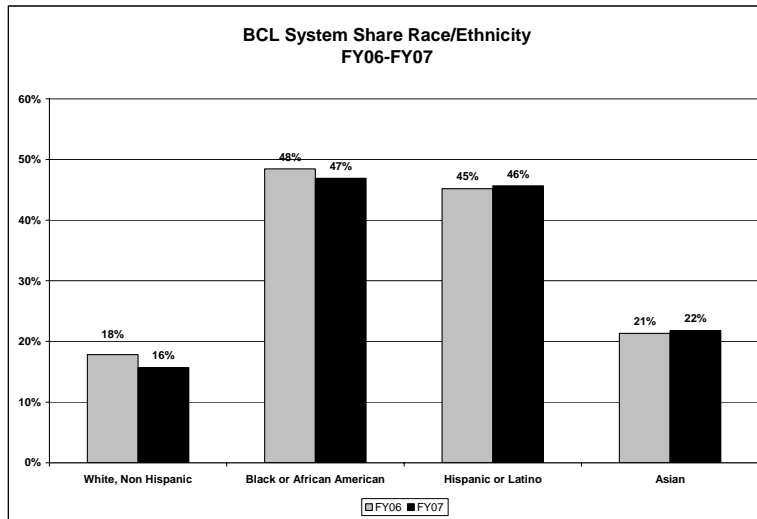
Concerning demographics, there was virtually no change¹⁸ in any category¹⁹ between FY'06 and FY'07. At BCL, 54% of those served were female, 10% were 21 years old or younger, 63% were aged 22-45 and 27% were 45 years old or greater. Among the three centers, those 21 or younger were a somewhat larger proportion of the base at BCL than at the other two centers (JN: 7%; TWP: 9%).

The following table summarizes the race and ethnicity data for BCL:

¹⁸ In general, only changes equal to or greater than 3% are noted.

¹⁹ Demographic categories tracked: Gender, Age, Race/Ethnicity, Educational Attainment

Volume-Composition	FY06		FY07	
	#	%	#	%
White, Non Hispanic	988	15%	918	15%
Black or African American	3714	57%	3625	58%
Hispanic or Latino	932	14%	883	14%
American Indian or Alaskan Native	63	1%	55	1%
Asian	229	4%	232	4%
Hawaiian Native or Other Pacific Islander	8	0%	13	0%
Other	575	9%	522	8%
Total Ethnicity Reported	6509	100%	6248	100%



Boston Career Link accounted for nearly half the system share of Black or African-Americans (47%) and Latinos (46%). Sixteen percent (16%) of the system's White, Non-Hispanic and 22% of Asian customers used BCL.

People with disabilities decreased from 6% to 5% of BCL's base as BCL's system share of this group declined from 36% to 32%.

The levels of educational attainment of BCL's job seeker customer population were consistent with last year.

Volume	FY06		FY07	
	#	%	#	%
Less than HS	920	18%	898	18%
HS Diploma/GED	2278	45%	2160	44%
Certification	56	1%	48	1%
Some College	785	15%	712	14%
Associates Degree	296	6%	350	7%
Bachelors	545	11%	561	11%
Post Graduate	211	4%	205	4%
Total Education Reported	5091	100%	4934	100%

Boston Career Link's proportion of high school drop outs was 6% higher than the other two centers. At both JobNet and The Work Place the proportion of customers with less than a High School diploma was

12%. Conversely, at 15%, BCL's proportion of those with higher educational attainment (Bachelors degree or greater) was lowest among the centers (JobNet: 21%; TWP, 24%).

Hire & Wage Outcomes: BCL obtained wage and hour information from 704 job placed customers in FY'07, up 155 from FY'06. This is a 28% increase and represents 25% of the system's hires. Based on direct career center follow-up the placement rate²⁰ rose from 13% to 17%. The career center follow-up report supplements the state wage match report which does not provide hourly wage or benefit information. The state wage match regularly reports placement rates of approximately 70% for Boston Career Link.

Job quality overall increased between FY'06 and FY'07. A slight decline in the proportion of full time hires (81% to 80%) was offset by increases in jobs with benefits offered (57% to 60%), and increases in both the average wage (\$12.07 to \$12.54) and median wage (\$11.25 to \$12.00).

²⁰ In order to compensate for the fact that the vast majority of customers who secure employment do not provide this information and because wage match data lags by one year and does not provide wage and benefit information, the placement rate based on follow up is computed by dividing the number of jobs secured by career center customers by the number of unemployed customers who received at least three services during the fiscal year.

SECTION III. SUMMARY ASSESSMENT

Strengths

Continued capacity building through expanded use of volunteers: BCL doubled the number of volunteers from the PULSE program from two to four. In addition, the career center expanded the scope of work and deployment of these individuals throughout a variety of programs. Responsibility for volunteer outreach also expanded beyond management to include direct services staff.

Enhanced use of Labor Market Information: Employing a vast array of resources and data sources (e.g., Census Bureau, Bureau of Labor Statistics, Boston Redevelopment Authority, Harvard Civil Rights Project, MA Department of Workforce Development, Commonwealth Corporation, Dun and Bradstreet) and its own analysis of employment trends among its job seeker customers, BCL, in partnership with Goodwill Industries, offered a sweeping analysis of Boston's economy in an attempt to focus and align its labor exchange practices with these trends. New this year was the segmentation of customer hire data into occupational clusters coupled with establishment research to target specific businesses for recruitment. BCL has shown a sophistication and increasingly methodical approach to the use of these data. The career center has also set a goal to enhance the capacity of all staff (not just business services) to use labor market information in the provision of services to all its customers.

Resource development: BCL and Goodwill raised the necessary funding to improve space utilization and upgrade computers in the Resource Library. As has been noted in past reports, the issue of the state of computer equipment has been a persistent customer complaint. Coupled with the implementation of new procedures to maintain computer functionality there is an expectation of improved customer satisfaction in this area.

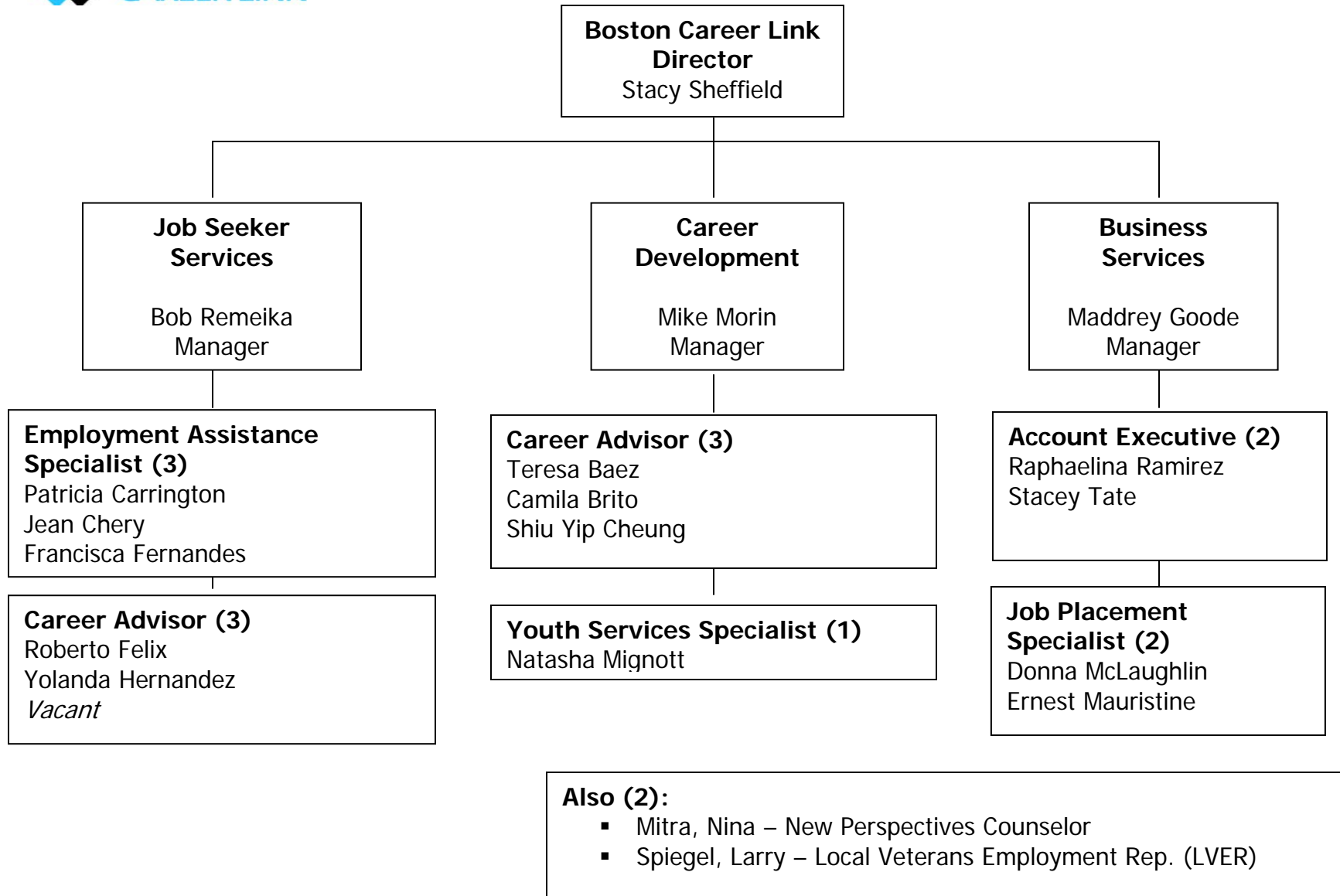
Addressing the needs of basic skills job seekers: Last year, along with the other Boston career centers, BCL collaborated in the development of an online job application workshop (now in use by other career centers and training providers throughout the state). BCL has expanded services in this critical area by scheduling two hours per day for "drop-in" assistance with the continuing challenge of assisting job seekers in completing online applications. Goodwill secured a grant from Microsoft Corporation and BCL collaborated in the development of a basic skills workshop series in Microsoft applications which is available, through Goodwill, to BCL customers.

Opportunities for Improvement

Integrating CQI into the operations of BCL: While based on past practice BCL made informal use of CQI methods, the Strategic Plan noted that there has been no progress on formalizing the integration of CQI. As demonstrated in the list of "strengths" above, BCL is engaged in myriad activities that have enhanced services to its customers. However, the organization's capacity to follow through on this broad range of activities may be difficult to sustain. Maintenance of effort on all these fronts would benefit from the application of CQI principles and methods. Although no specific challenges to the accomplishment of this goal were noted in the Strategic Plan, the formal integration of CQI provides an opportunity that might have an important "multiplier effect" which would support the accomplishment of many of BCL's other goals. The organization is strongly encouraged to implement the steps it has identified to document current use of CQI methods and to provide resources for staff education and formal implementation of CQI.



BCL Attachment 1 – Organizational Chart



BCL Attachment 2 – CTE Flyer



Workforce Development

and



present



CTE – Computer Training & Employment

Computer Applications workshop for Beginners

A one week computer course that is designed to help individuals confidently use computer technology to assist in job searching while providing exposure to common productivity programs used in the work environment.


Courses Include

- ▶ Computer Basics
- ▶ Word Processing
- ▶ Worksheet, Databases and Presentation programs
- ▶ Conducting on-line job searches
- ▶ Completing on-line Job Applications
- ▶ Creating and uploading resumes
- ▶ Understanding the World Wide Web
- ▶ Communicating using email

FREE Classes start EVERY WEEK!

Space is Limited

Reserve your seat NOW!

Sponsored and funded by 

Monday – Friday 1pm-4pm; 15 hours per week

Must attend Monday Orientation

Register at Boston Career Link

617-536-1888

BCL Attachment 3 – Business Assignments for Account Executives and Placement Specialists²¹

Stacey Tate & Donna McLaughlin

Top Industry Clusters:

- **Retail**
- **Hotels / Hospitality**
- **Food Service**
- **Employment Service Agencies**
- **Transportation & Travel Services**

Professional, Scientific & Technical Services
(Legal, Accounting, Landscape Services, Interior & Graphic Design, Computer Related Services, Marketing, PR & Media Research)

Finance & Insurance (Banks, Financial Institutions, Insurance companies)

Real Estate, Rental & Leasing (Residential & non-residential property management, rental facilities)

Arts & Entertainment (theater, dance, music, museums, zoos)

Information (newspapers, book publishers, radio stations, television stations, cable, telecommunications)

Lina Ramirez & Ernest Mauristhene

Top Industry Clusters:

- **General Medical Centers**
- **Nursing & Residential Care Facilities**
- **Social Assistance Services**
- **Colleges, Universities & Prof. Schools**

Utilities (gas & electric power distributors, water supply & sewage treatment facilities)

Construction (all construction related, engineering, contractors, painters, plumbers, heating, A/C)

Manufacturing (all manufacturers & processing plants)

Public Administration (government agencies, correctional facilities, courts, fire, police)

All Other Services (car washes, auto body, computer repair & maintenance, all other repair & maintenance, laundry, beauty shops)

²¹ This attachment shows how BCL establishes points of contact that integrate responsibilities of staff who work with businesses and those who work with job seekers. For each set of industries one of the staff persons listed is an Account Executive who's primary customer is the business. The other staff person listed is a Job Placement Specialist whose primary customer is the job seeker. The blue boxes represent top industry clusters with critical needs with whom BCL works. Industry clusters below the boxes represent other industries with whom BCL works.

BCL Attachment 4 – Top 6 Goodwill-Targeted Occupational Clusters

❖Community and Social Services Occupations (21-0000)

Counselors, Social Workers, and Other Community and Social Service Specialists

❖Healthcare Support Occupations (31-0000)

Nursing, Psychiatric, and Home Health Aides

Other Healthcare Support Occupations

❖Food Preparation and Serving Related Occupations (35-0000)

Supervisors, Food Preparation and Serving Workers

Cooks and Food Preparation Workers

Food and Beverage Serving Workers

Other Food Preparation and Serving Related Workers

❖Building and Grounds Cleaning and Maintenance Occupations (37-0000)

Supervisors, Building and Grounds Cleaning and Maintenance Workers

Building Cleaning and Pest Control Workers

Grounds Maintenance Workers

❖Sales and Related Occupations (41-0000)

Supervisors, Sales Workers

Retail Sales Workers

Other Sales and Related Workers

❖Office and Administrative Support Occupations (43-0000)

Supervisors, Office and Administrative Support Workers

Communications Equipment Operators

Financial Clerks

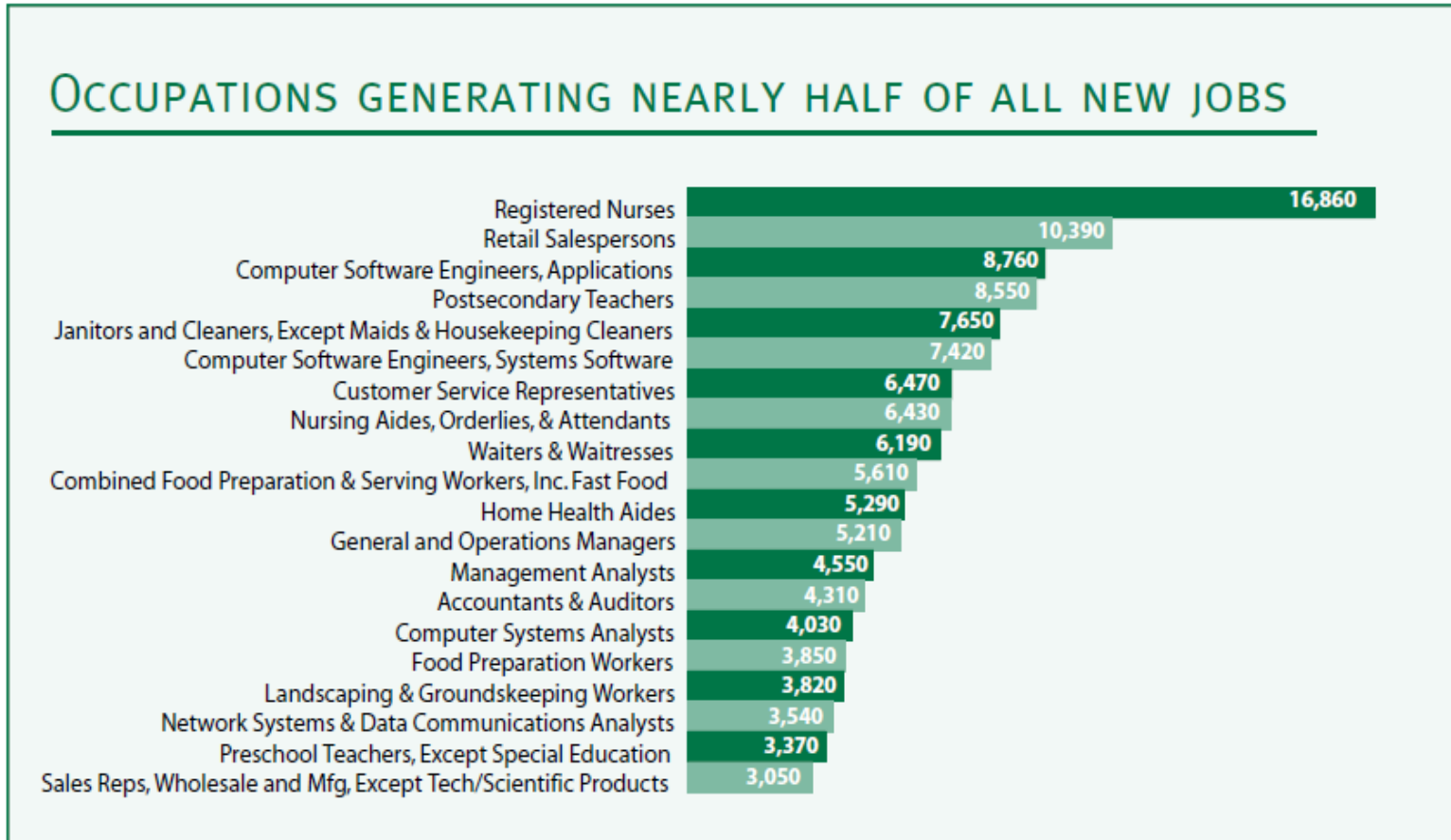
Information and Record Clerks

Material Recording, Scheduling, Dispatching, and Distributing Workers

Secretaries and Administrative Assistants

Other Office and Administrative Support Workers

BCL Attachment 5 – Occupations Generating Nearly Half of All New Jobs



BCL Attachment 6 – Top Employers – Boston Career Link: 2004-2006 (by number of hires)

Top Employers – Boston Career Link 2004-2006¹³	
Securitas	Boston Public Health Commission
Boston Medical Center	ACE Employment Services
Boston Public Schools	Brigham & Women's Hospital
Stop & Shop	Adecco
Morgan Memorial Goodwill Industries Inc	Aerotek
Office Team	Aramark
Beth Israel Deaconess Medical Center	Hebrew Rehabilitation Center for the Aged
Dunkin Donuts	New England Medical Center
Bank of America	Professional Staffing Group
Veterans Transportation Services, Inc.	Arbor Associates
Target	Dimock Community Health Center
Broadview Staffing	Fidelity Investments

Targeted Employers from Placement Research (sample)

Boston College
Best Western Roundhouse Suites
Boston Public Health Commission

CVS/Pharmacy
Harvard Vanguard
MBTA
Staples

JOBNET

SECTION I: GOALS

A. FY'07-FY'09 Statement of Goals

As part of its three-year strategic plan JobNet set twelve strategic goals organized by Job Seeker Services (1-6), Business Services (7-10) and Professional Development (11-12). See Attachment 1 for JobNet's Organizational Chart. For this year's Charter Review, JobNet consolidated some of these goals but did not substantively change them. The revised list of goals is as follows:

Jobseeker Services Goals

Goal 1: To deal effectively with the increasing number of new members utilizing Career Center resources in the wake of dwindling financial and over-extended staff resources.

Goal 2: To maintain successful outcomes – job placement – in an economy that is still suffering from low job growth and demands for higher levels of skill requirements for employees.

Goal 3: To strategically position the Career Center to more effectively address the needs of employers/job seekers by assisting customers to be better prepared to “Hit the ground running”.

Goal 4: To effectively address the needs of lower level job seekers with multiple barriers who have difficulty accessing and effectively utilizing employment and training resources while simultaneously identifying and addressing the needs of higher functioning customers to ensure availability of relevant services to this population.

Goal 5: To continue to grow supportive partner relationships with appropriate community entities to expand support and services to our constituent groups.

Goal 6: To continue to utilize CQI techniques and constructs to improve service delivery to customers.

Goals for Business Services

Goal 7: Increasing our visibility within the Business community and surrounding Boston neighborhoods through partnerships with Community Based Organizations and the educational community.

Goal 8: (Consolidated Goals 8 & 9) - (8) Continue to develop a business model and practical approach to achieve our stated mission. **(9)** Establish methodologies to educate stake holders in the shared responsibilities for development of a strong and vibrant Massachusetts economy and for a motivated, knowledgeable and prepared workforce.

Goal 9: (Formerly Goal 10) To proactively pursue additional revenue streams to supplement dwindling funding sources.

Goals for Professional Development Services

Goal 10: (Consolidated Goals 11 & 12) – **(11)** Promote a required sense of personal responsibility in life-long learning and skill development. **(12)** Provide formal and informal opportunities for staff professional/technical development.

In addition, the PIC identified the follow Opportunities for Improvement (OI):

- OI 1:**²² **Self imposed unfunded mandates:** Concerned about the JobNet service ethos driving the organization to invest in programs and services that were not funded the PIC asked that JobNet review these efforts.
- OI 2:** **Increase job seeker contact with businesses:** This opportunity had also been identified in the previous year's Charter Review Report. JobNet set a goal of doubling its volume of onsite recruitments.

B. Progress on 2008 Goals

Introduction

JobNet set a context for its Strategic Plan and Site Visit presentations as the "Year of Special Services." Some of these special services are highlighted in the progress on goals described below. Attachment 2, JobNet Career Center, Boutique of Special Services, captures the interplay between "core" career center services, funded, and unfunded "special" services. In an attempt to understand the demands exerted by these "special services," JobNet conducted an analysis (see Attachment 3, Impact of Special Populations) that quantified resources utilized in the delivery of these services. The analysis concluded that the delivery of these services requires nearly one additional FTE. JobNet remains committed to serving these customers and provided a "Strengths/Challenges" analysis in explaining the rationale, but the analysis clearly illustrates the impact of this demand.

Job Seeker Services

Goal 1: To deal effectively with the number of new members utilizing Career Center resources in a time of decreasing financial and over-extended staff resources.

Progress on Goal 1

Last year's Strategic Plan documented decreases in the volume of customers served at JobNet. This is a trend that has been developing for several years. In response, JobNet instituted a variety of measures to ensure that staff was following consistent practices regarding the timeliness of data entry and inclusiveness of appropriate populations. For example, there were certain customers who were enrolled once they provided membership information and others who were enrolled only after they had received a service. (They are supposed to be enrolled after they provide information.) There were several other areas in which this variation in practice may have contributed to JobNet's decline in documented volume. Following a review of intake and enrollment practices based on several data sources (the state's MIS, PIC Dashboards, swipe card and telephone system functions, among others) JobNet took measures to maximize enrollment and documentation of new members.

Key Challenges: These practices resulted in a slight increase in volume but the change did not align with expected increases. JobNet consulted with the other Boston centers and has hypothesized that TWP's location in Downtown Crossing and BCL's location are significant factors in customer choice²³.

²² "OI" – Opportunity for Improvement

²³ The fact that location may be a contributing factoring in the decline in JobNet's volume, may be indicated in Voice of the Customer data presented later in this report. Location was identified as a positive attribute for only 1% of the 86 job seeker customers who participated in interviews or focus groups. At BCL 17% and at TWP 24% identified location as an asset

Goal 1: Objectives for 2009

1) Continue to market services; 2) analyze structure of documentation systems, policies and procedures, and 3) monitor local career center reports (New member, Daily Traffic, Services) to ensure data capture.

Goal 2: To maintain successful outcomes – job placement – in an economy that is still suffering from low job growth and demands for higher levels of skill requirements for employees.

Progress on Goal 2

JobNet tied progress on this goal to customer feedback and new member follow up processes. The Division of Career Services, JobNet's lead partner, historically had provided resources for follow-up mailings to customers who had become inactive for the purpose of tracking job placements and soliciting feedback. Funding cuts led to the cessation of these mailing for much of last year. JobNet's Strategic Plan described the organization's attempts to find alternative means for tracking job placements. Based on the assumption that increased engagement with customers and customer participation in JobNet services and activities will lead both to better outcomes and increase customers' motivation to inform JobNet when employment is secured, JobNet implemented telephone follow-up for all new members. The phone call consists of welcoming new members to JobNet; marketing additional services and reminding customers of upcoming events. In addition JobNet has adopted a phone call reminder practice to increase attendance at activities with the expectation that this will also encourage customers stay active in their job search.

To further increase the efficiency of documenting outcomes, while JobNet has been able to reinstitute mailing follow up surveys to customers, the career center is exploring the possibility of sending the survey electronically. The "Feedback Team," a newly constituted CQI work group, is working to ensure that all new members have email addresses. If a new member does not have an email address, the career center helps the customer to set up an account at the outset of their membership. All Resource Library computers have an icon connecting customers to Yahoo and a demonstration of how to setup an email account is included in the career center orientation.

Key Challenges: The follow-up processes described above are designed to address the ongoing central challenge of documenting not only the number of career center customers who secure employment, but also wage and benefit information when this information can only be provided through self-report.

Goal 2: Objectives for 2009: Implement email follow-up.

Goal 3: To strategically position the Career Center to more effectively address the needs of employers/job seekers by assisting customers to be better prepared to "Hit the ground running".

Progress on Goal 3

Last year's Charter Review asked all career centers to make a presentation that demonstrated approaches to solving a specific problem or present an innovation that addressed a previously unaddressed customer need. JobNet introduced "JobStart" - a three day comprehensive and intensive job search workshop.

“JobStart” covers the core requirements for job readiness: resumes, cover letters, interviewing skills and online applications. Key elements of JobStart include:

1. Job seekers are recruited from across the career center base
2. Training is limited to 8-10 participants
3. Program is offered twice a month
4. Homework is assigned
5. Daily evaluations are conducted for “just in time” improvements

Modules are co-led by JobNet staff (not just the JobStart facilitator)

This year’s Strategic Plan and Site Visit presentation demonstrated the evolution of JobStart and demonstrated its positive impact not just on the customers it served but in staff development and improving customer feedback methods. First, JobStart integrates a range of job seeker services in one comprehensive product. Second, since different staff members rotate through the facilitation of different modules, JobStart provides opportunities for staff development. Third, during implementation, JobStart provided the organization with an opportunity to identify variation in the methods being used to solicit customer feedback. This led to the convening of a CQI work group with the goal of developing consistent standards and tools for gathering customer feedback across all the workshops provided at JobNet.

JobStart has also provided the opportunity to pilot electronic follow up discussed under Goal 2. JobStart has served 124 customers. Email follow up was sent to the 96 customers who had email addresses and regular mail was used for the remaining 28. The career center is still awaiting results. The goal is to collect information on:

1. Entered employments
2. Time to placement
3. Number of participants who are still receiving job search services at the Career Center(s)
4. Number of participants who have not received a CC service in the previous 60 days
5. Number of participants who have dropped out of job search altogether

Key Challenges: Variation in evaluation methods discussed above. The organization also needed to assess how frequently to offer JobStart and the optimal number of participants. In addition, staff needed to develop expertise in assessing the type of customer who would be appropriate for the intensity of the program.

Goal 3: Objectives 2009

- 1) Capture all workshop results electronically; 2) Standardize workshop evaluations and follow up activities towards measuring outcomes and performance.

Goal 4: To effectively address the needs of lower level job seekers with multiple barriers who have difficulty accessing and effectively utilizing employment and training resources while simultaneously identifying and addressing the needs of higher functioning customers to ensure availability of relevant services to this population.

Progress on Goal 4

In last year's Strategic Plan and Site Visit, JobNet chiefly described its approaches to working with training, welfare and ex-offender customers as examples of its approach to this goal. Its work with all these populations continues. In this year's presentations the focus was on its work with customers with criminal histories and its menu of CORI (Criminal Offender Record Information) Programs and Services (see Attachment 4, JobNet Programs for Customers with Criminal Histories). JobNet has brought an increased awareness and degree of systematization to its work with this population.

The state of the CORI system in Massachusetts and the need for reform has been well documented with action recently taken by the administration to address some of the problems. Since a pilot project with the Suffolk County House of Corrections in 2001 in which all three of Boston's career centers participated, JobNet has been seeing customers with criminal histories. There is no program in JobNet's array of services that is exempt from serving customers with criminal histories. Staff from different JobNet and affiliated programs and initiatives identified the proportion of customers in their programs who may have CORI involvement. This resulted in the following estimates:

- Veterans: 25%
- MCAS youth: 30%
- Employment Connections: 40% (of customers referred by the Department of Mental Health)
- JobCorps: 40% of 16-24 year old candidates
- HomeWork grant (chronically homeless): 53%

Staff working with customers on public assistance and those interested in training also confirmed that significant numbers of those customers have criminal histories.

Although JobNet's work with ex-offenders began with the pilot project noted above, the career center began to deal more systematically with the issue of customers with CORIs when, in 2002, a worker in JobNet's "branch" office noticed that a number of his customers were securing employment but were retained only for a short period. As he explored this with these customers they admitted to having had criminal involvement in their past. Thus began a more systematic effort to educate customers about CORI issues at the branch office. Eventually these efforts were initiated at the main office as well. Faced with the large number of customers with criminal histories, JobNet developed a series of workshops to assist these customers in getting a copy of their CORI, learning to read their CORI, ensuring that the CORI is accurate or sealed, when appropriate, and in counseling customers about how to present their histories during the job search process.

While the career center described these programs in last year's review, and while one of the PIC's Opportunities for Improvement ("Self imposed unfunded mandates") specifically cited the need to review these programs as contributing to the overextension of resources, JobNet decided that it needed to continue its commitment to these customers. During this year's review, the various programs were described in detail along with JobNet's efforts to collect data regarding the numbers served and outcomes where this information is available. Since such data is not routinely collected,²⁴ the data is based on internal data collection systems and follow up. As a result of a variety of issues, including privacy concerns, securing information from agencies involved in criminal justice and corrections is difficult.

JobNet offers four types of services targeted to ex-offenders:

²⁴ It is worth noting that while JobNet staff makes it clear in a variety of activities and services that businesses are increasingly conducting background checks, including criminal history, information about criminal histories is based on self disclosure.

1) **CORI Workshop**, instituted in 2002, this is a group service that a) assists customers with receiving their CORI, b) interpreting the information, c) referring them for legal assistance if there is misinformation in the CORI and d) provides job search assistance. JobNet has enhanced this offering by bringing legal assistance onsite at its branch office on a regular basis.

2) **CORI Service** instituted in 2002 provides the same service as the workshop as an individual activity.

3) **Re-Start Program** instituted in 2004 responded to a need for a “support group” structure. It includes more detailed information about resume preparation and interviewing skills for customers with CORIs.

4) **Boston Pre-Release**, instituted in 2005 when customers currently incarcerated in Boston’s pre-release center began coming to JobNet. Staff were not alerted by Department of Corrections staff but nevertheless noticed that these customers usually arrived in groups of up to three, requested to use the telephone when they arrived and after two hours and then left. Inquiring further, staff learned that they are required to call in when they arrive and leave a location and cannot stay for more than two hours. Contacts were established with the Corrections Department and three JobNet staff assist these individuals in job search related activities. Because they cannot attend orientations and workshop activities due to time restrictions, all services are delivered individually to these customers. JobNet has negotiated a capacity limit with the Pre-Release center.

Attachment 5, Composite of Programs for Customers with Criminal Histories, provides data on a of all JobNet’s programs for customers with criminal histories.

Attachment 6 provides a summary of the industries that have hired customers in the Pre-Release program for Boston. While JobNet customers are included, the sample of 144 includes all individual in the Boston area.

Finally, based on its own follow up, JobNet served 26 pre-release customers in 2006 of whom 5 (19%) secured employment. In 2007, 43 were served and 7 (16%) found employment. Given the many restrictions placed on the type and conditions of employment permitted for these individuals, these are encouraging outcomes.

Key Challenges: As discussed above, funding these programs and securing reliable outcome information were, and remain challenges.

Goal 5: Objectives for 2009

Continue to develop programs, data collection and explore funding opportunities.

Goal 6: To continue to utilize CQI techniques and constructs to improve service delivery to customers
--

Progress on Goal 6

In last year’s plan JobNet provided an in depth application of CQI to investigate the decline in volume. This was discussed earlier in this report.

JobNet has already embedded many CQI tools and concepts into its ongoing activities. During 2007, JobNet made a concerted effort to make the concepts and tools more explicit. It used e-learning modules available through the Division of Career Services to re-acquaint incumbent staff and introduce new staff to basic CQI concepts and tools. It convened several new CQI teams including the "Feedback Team" and "JobStart Facilitators Team", both of which were discussed earlier in this report.

Key Challenges: None identified.

Goal 6: Objective for 2009

Continue use of CQI methods.

Business Services

Goal 7:²⁵ Increasing our visibility within the Business community and surrounding Boston neighborhoods through partnerships with Community Based Organizations and the educational community; pursue additional revenue streams.

Progress on Goal 7

JobNet proposed to meet these goals by increasing the number of onsite recruitment events, continuing to conduct off-site recruitments and job fairs in collaborations between businesses and community based organizations and convening a cross functional marketing team designed to target businesses within a five mile radius of JobNet to hold meetings to introduce JobNet.

As reported last year, between 2006 and 2007 JobNet increased the number of onsite recruitments it conducted by 100%. During 2007 it increased onsite recruitments by an additional 20% to 56 per year. The organization has set this number as its annual goal. JobNet continued its job fair activity (although scheduling difficulties required the postponement of two of its job fairs from the fall to the spring). JobNet concentrated on the continuing expansion of its community partnerships and the use of local media to meet its visibility and marketing goals.

Regarding identifying additional revenue streams, JobNet continued to provide fee-based specialized assessments through its GATB (General Aptitude Test Battery) but did not expand revenue generating activities in the past year.

Key Challenges: JobNet's visibility and marketing efforts as described in last year's plan which involved the convening of a cross functional marketing team and establishing contact with businesses within a five mile radius of both the main office and branch locations turned out to be more labor intensive than planned and was suspended. A second, and ongoing challenge, as discussed below, involves JobNet's unique position within the state's employment service (Division of Career Services – DCS). DCS is JobNet's lead partner. As a result JobNet is the first point of contact in the Boston area for legally required employer notices and the administration of certain mandated programs. These expectations can divert resources that would otherwise be dedicated to customer focused activities.

²⁵ JobNet's other Business Development goals (8-9) are consolidated here.

Goal 7: Objectives for 2009

1) Increase use of LMI; 2) Grow job seeker and business customer “pools;” 3) Maintain number (56) and quality of onsite recruitments; 4) Increase exposure of JobNet to the public via print and electronic media; 5) Charge a fee for job fairs and pilot charging a fee for onsite recruitments.

STRATEGIES FOR WORKING WITH BUSINESS CUSTOMERS²⁶

As noted in the “Report Organization” section of this report, all Boston career centers were asked to explicitly discuss their strategies for working with business customers as part of their Strategic Plans and Site Visit presentations. The request was based on variations noticed in the Dashboard reports among the centers in the volume of businesses, types of businesses served, the volume of services and the service mix. Centers were asked to present their overall recruitment strategies, data used to determine these strategies, marketing and recruitment of businesses and effective practices.

JobNet began its response by noting that the organization inherited the role of the Boston employment services office to aggressively solicit job orders and to be known as the primary contact for Boston area (and state-wide) businesses that wanted to post jobs. In addition, federal regulations that require the posting of certain types of jobs (Alien labor certification, living wage compliance) apply uniquely to JobNet because of its affiliation with the Division of Career Services (the “lead” agency in the JobNet partnership). This creates additional data entry and relationship management demands for JobNet. JobNet has adopted the practice of involving staff who are not members of the Business Services Team to help with these tasks. JobNet is the first career center listed on the state’s website. While this increases visibility it also leads to a significant number of inappropriate requests which need to be referred elsewhere. These factors can distract JobNet from its goal of targeting outreach to business customers whose needs it can meet and who have positions appropriate for its talent pool.

Overall, JobNet’s business recruitment strategy is driven by the effort to align the skills, qualifications and employment goals of the job seeker population with the needs of the business customers as identified through the job orders posted to the system. JobNet uses a variety of data sources to drive its business recruitment efforts. Job seekers provide information on their job goals at JobNet orientation; staffs of community based organizations provide similar information as well as information about the business needs in their local communities. Although JobNet noted that LMI is an underutilized resource, the center uses this information to identify growth industries, trends in job vacancies and skills/qualifications for specific occupations. The career center has also resumed offsite visits to businesses.

Marketing is challenging as there is virtually no funding provided. Nonetheless, JobNet uses a variety of methods including intensive use of its community based networks for sourcing, for job postings and to engage business customers with the community. JobNet’s new ventures include working with media partners (JP Gazette and El Mundo) for additional promotion of events and partner organizations (e.g. Jamaica Plain Neighborhood Development Corporation-Adult Learning Program job fair), developing job fair magazine/newspaper ads with JobNet logo and information about services. JobNet is a co-sponsor of the NAACP’s Diversity Job Fair for Professional and Executive positions in April 2008 (see Attachment 7 for a flyer advertising this event). JobNet has also formed a relationship with the hotel workers union which will provide the career center with information on job openings. Through its partnership with the

²⁶ As referenced in the “Report Organization” section at the beginning of this section (“Individual Career Center Reports”), each career center was asked to respond to a targeted set of questions about its overall strategies for working with business customers. Each individual career center report contains this special section.

JPNDC JobNet is involved in the staffing of several new businesses in the Sam Adams Business Complex in Jamaica Plain. JobNet will hold its community job fair with JPNDC as it has for several years and another diversity job fair with SPS publishing.

Based on surveys completed by business customers who have used a JobNet business service (recruitment event, job fair, job posting) JobNet has prioritized the five most important requirements of their business customers:

1. Prompt posting of job information
2. Timely follow-up communication on posting information
3. Referral of appropriate candidates
4. Honest resumes
5. Improved interview performance by JobNet referrals

Finally, central to the career center's strategy is clarity of communication with business customers to ensure that expectations are clear. JobNet strives to "under promise and over deliver" and to ensure that business customers' expectations are aligned with the career center's capacity.

Professional Development

Goal 10: Promote a personal responsibility in life-long learning and skill development; provide formal and informal opportunities for staff professional/technical development.

Progress on Goal 10

JobNet had planned that all staff would use the e-learning program provided through DCS and that there would be CQI efforts in three operational areas. The "Mindleaders" e-learning program was used to enable staff development in Microsoft Office products and CQI. CQI teams were convened to address a number of operational projects already discussed in this report. In addition, JobNet continued to bring speakers onsite to its "Whole Team Meetings" and sent staff to offsite training. Onsite topics included Pre-Employment Investigation, AIDS Issues in the Workplace, briefings on Disabled Veteran Services and an Overview of SSI/SSDI Benefits, among other topics. Offsite training topics included: Juvenile CORI Training, Workplace Discrimination, Assistive Technology, Economic Self Sufficiency and Difficult Communications.

Key Challenges: None identified.

Goal 10: Objective for 2009

Continue staff development as described.

C. Addressing PIC Opportunities for Improvement

Opportunity for Improvement 1: Self imposed unfunded mandates

Concerned about the JobNet service ethos driving the organization to invest in program and services that were not funded the PIC asked that JobNet review these efforts

Progress on Opportunity for Improvement 1

JobNet reviewed these efforts and decided to continue providing the services. However, the organization conducted a resource analysis which concluded that the time devoted to delivering these services was the equivalent of an additional full time staff person. During this process JobNet also documented the overlapping characteristics of “target populations” among individuals with CORI concerns. For example, youth, people with disabilities, homeless customers, veterans are among those who are CORI involved. These findings should inform efforts to seek funding and/or staffing for these initiatives.

Opportunity for Improvement 2: Increase job seeker contact with businesses

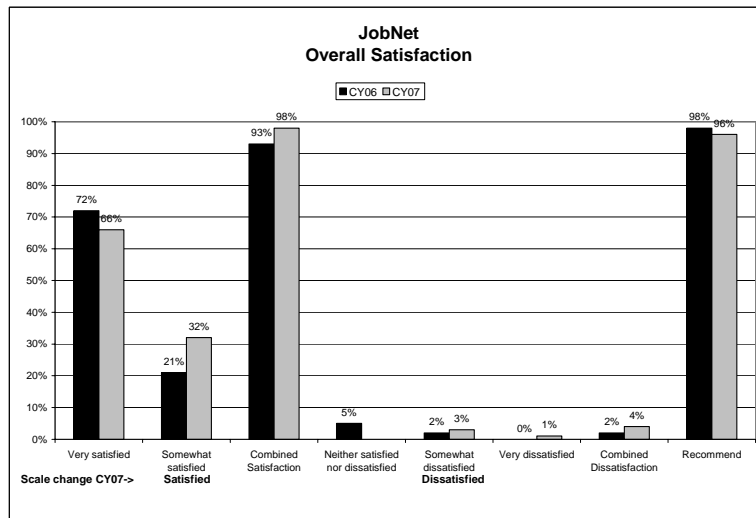
This opportunity had also been identified in the previous year’s Charter Review Report. JobNet set a goal of doubling its volume of onsite recruitments.

Progress on Opportunity for Improvement 2

Since 2006 JobNet increased its onsite recruitment activities by 120%, and has established 56 onsite recruitments as its annual goal.

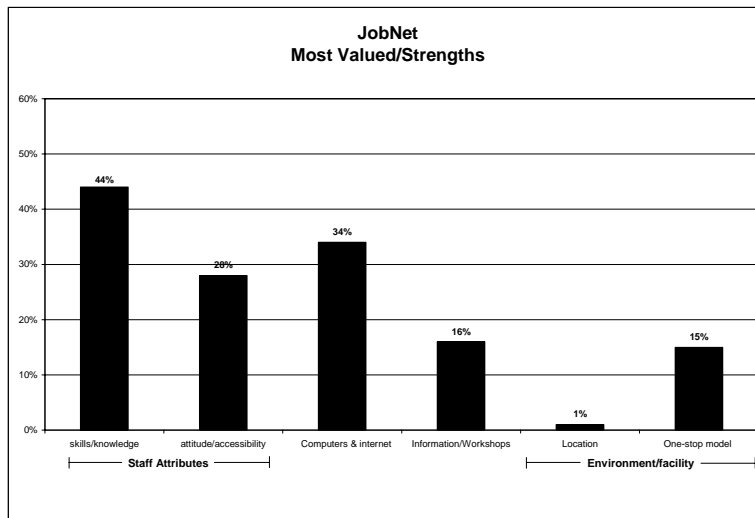
SECTION II. PERFORMANCE REVIEW

Customer Satisfaction²⁷



Eighty-six (86) job seeker customers participated in Voice of the Customer activities at JobNet in 2007²⁸. Two focus groups and four point-of-service interview sessions were held on-site. Customers continued to rate JobNet highly in 2007, with 98% describing themselves as satisfied (very satisfied: 66%; satisfied: 32%). Ninety six percent (96%) said they had, or would, refer friends, family or colleagues to the center.

Strengths



As in previous years, staff was the leading factor in customer satisfaction: 44% described highly skilled and knowledgeable staff as most valuable and 28% identified staff members' helpful, accessible and supportive attitude as most valuable. The receptionist at JobNet was frequently mentioned in this context but staffs in all areas of the center were included. Access to computers and the internet were most valuable to thirty four percent (34%) of customers. The professional and resource-rich one-stop environment was a key asset for twenty eight percent (28%) of

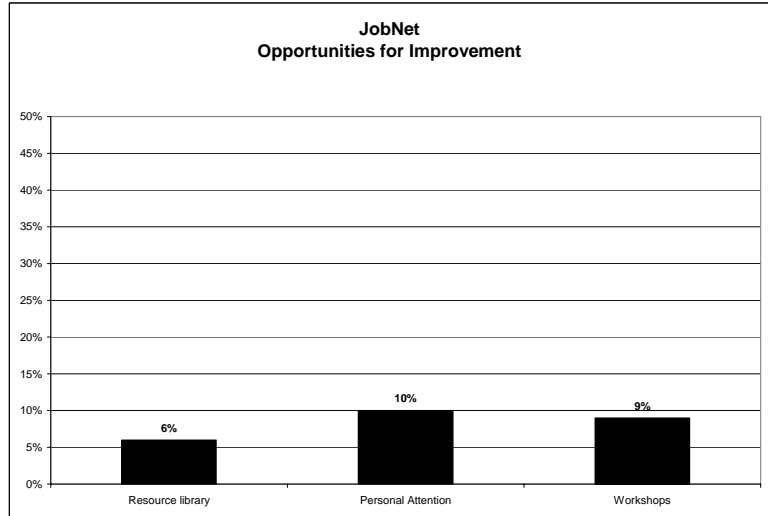
²⁷ There was a methodological change this year in the "overall customer satisfaction" rating scale. The rating scale was changed from five points to four ("neither satisfied nor dissatisfied was eliminated and "somewhat satisfied" and "somewhat dissatisfied" were changed to "satisfied" and "dissatisfied"). As a result, while the year to year data is not directly comparable, it was worth presenting. In addition, this chart includes two additional bar sets. The first combines the "very satisfied" and "satisfied" ratings into a "combined satisfaction" rating; the second combines the "dissatisfied" and "very dissatisfied" ratings into a "combined dissatisfaction" rating.

²⁸ See Tab 4, Cross System Information, Attachment 1 for a chart that breaks out participation in Voice of the Customer Activities by career center and by type of customer.

customers. Sixteen percent (16%) found workshops, especially resume and basic computer skills, most valuable. Thirteen percent (13%) described JobNet's overall professionalism as important to them.

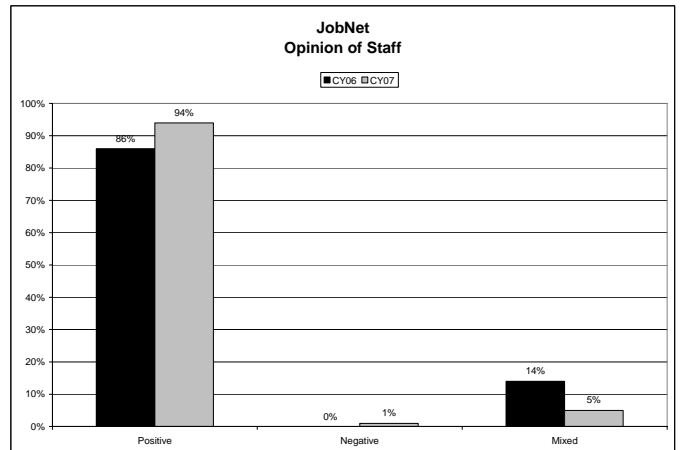
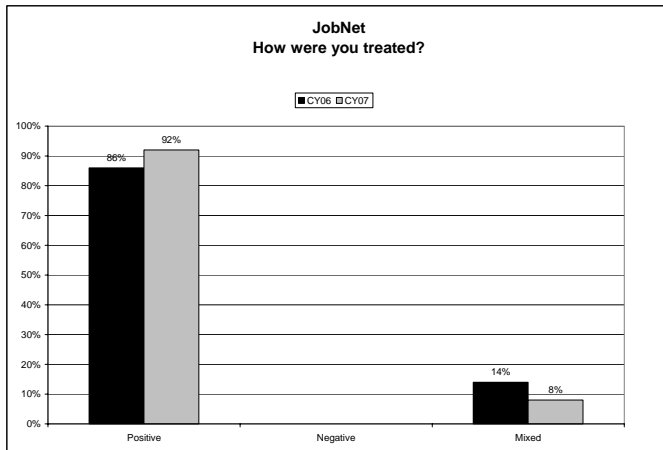
Opportunities for Improvement

The most frequently mentioned opportunity for improvement (10% of participants) was the need for more personalized experiences including post-workshop personal support, possibly in the form of a support group, and more assistance with job placement. Nine percent of participants (9%) recommended segmentation of workshop sessions according to the skills, background, experience and interests of the customers. Six percent (6%) of customers identified opportunities for improvement in the library that included updates of software and access to tutorials, amendment of the two hour rule for computer use to permit extended use when there were unused computers available for other customers, and an additional phone line.

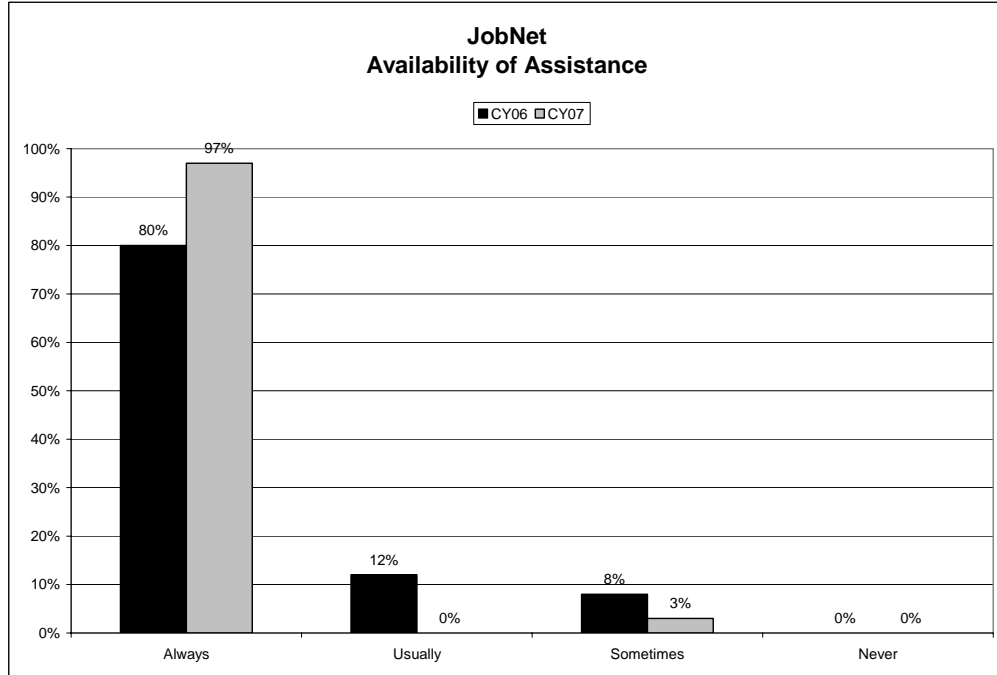


Customer Service

Focus group and interview participants described customer service as excellent. Ninety two percent (92%) said they had been treated well. Ninety four percent (94%) had a positive opinion of staff.



Ninety-seven percent (97%) said assistance was always available.



Volume/Demographics/Outcomes

Volume & Demographic changes FY06-FY07: JobNet served 4,410 customers in FY'07 which represented a 3% increase or 115 additional customers compared to FY'06 (FY'06: 4,295). JobNet had a system share of 25% of all the customers in the system. The proportion of unemployed held steady at around 92% of JobNet's base.

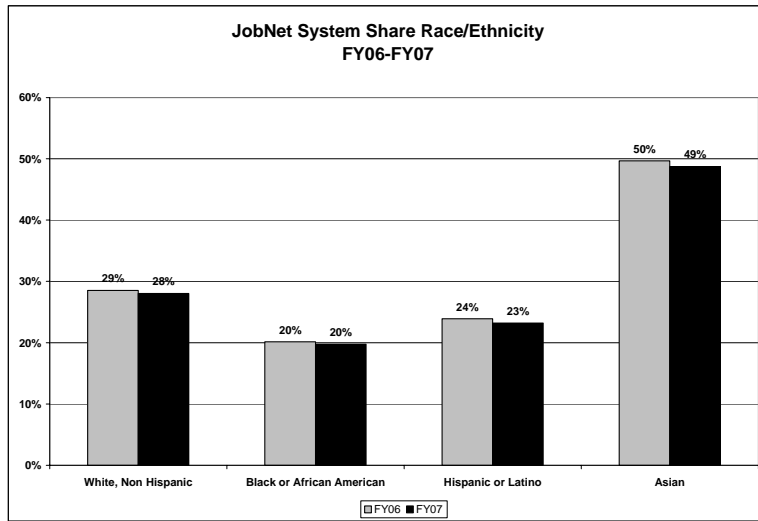
Concerning demographics, there was virtually no change²⁹ in any category³⁰ between FY'06 and FY'07. In FY'07 at JobNet, 52% of those served were female, 7% were 21 years old or younger, 63% were aged 22-45 and 29% were 45 years old or greater.

The following table summarizes the race and ethnicity data for JobNet:

Volume-Composition	FY06		FY07	
	#	%	#	%
White, Non Hispanic	1584	37%	1641	37%
Black or African American	1544	36%	1528	35%
Hispanic or Latino	493	11%	449	10%
American Indian or Alaskan Native	14	0%	33	1%
Asian	533	12%	519	12%
Hawaiian Native or Other Pacific Islander	10	0%	9	0%
Other	121	3%	206	5%
Total Ethnicity Reported	4299	100%	4385	100%

²⁹ In general, only changes equal to or greater than 3% are noted.

³⁰ Demographic categories tracked: Gender, Age, Race/Ethnicity, Educational Attainment



JobNet accounted for half the system share of Asian customers (49%). Twenty percent (20%) of the system's Black/African-American customers, 23% of Latino and 28% of White, Non-Hispanics used JobNet.

People with disabilities increased from 7% to 8% of JobNet's base as JobNet's system share of this group increased from 31% to 34%.

The levels of educational attainment of JobNet's job seeker customer population were unchanged from last year.

Volume	FY06		FY07	
	#	%	#	%
Less than HS	480	13%	436	12%
HS Diploma/GED	1618	44%	1539	44%
Certification	44	1%	35	1%
Some College	478	13%	531	15%
Associates Degree	233	6%	238	7%
Bachelors	614	17%	528	15%
Post Graduate	246	7%	208	6%
Total Education Reported	3713	100%	3515	100%

JobNet's proportion of high school drop outs was even with TWP's at 12% and 6% lower than at BCL. Conversely, at 21%, JobNet's proportion of those with higher educational attainment (Bachelors degree or greater) tracked in the middle for the three centers (BCL: 15%; TWP: 24%).

Hire & Wage Outcomes: JobNet obtained wage and hour information from 866 job placed customers in FY'07, up 138 from FY'06. This is a 19% increase from FY'06 representing 31% of the system's hires. Based on direct career center follow-up the placement rate³¹ rose from 22% to 25%. The career center follow-up report supplements the state wage match report which does not provide hourly wage or benefit information. The state wage match regularly reports placement rates of approximately 70% for JobNet.

³¹ In order to compensate for the fact that the vast majority of customers who secure employment do not provide this information and because wage match data lags by one year and does not provide wage and benefit information, the placement rate based on follow up is computed by dividing the number of jobs secured by career center customers by the number of unemployed customers who received at least three services during the fiscal year.

Job quality was strong in all categories. JobNet increased its proportion of full time hires from 76% to 80%. Seventy five percent (75%) of those jobs offered benefits, leading the system on this measure. The average wage rose from \$13.35 to \$14.17 and the median increased from \$11.00 to \$12.00.

SECTION III. SUMMARY ASSESSMENT

Strengths

Expanding use of data: JobNet repeatedly demonstrated new ways in which it was using data to better understand its programs and operations. These included, but were not limited to 1) its analysis of staff resources invested in providing unfunded programs and services; 2) the standardization of data collection for workshops, 3) new efforts to track outcomes (piloted with customers who had participated in JobStart). In addition, the Business Services team is making increasing use of labor market information to inform its strategy.

Program development: With examples ranging from its services to CORI involved customers to the conception and implementation of JobStart, JobNet demonstrated its capacity to identify customer needs and develop programs and services to address them.

Commitment to engagement with community based organizations: Its recognition that engagement and collaboration with community based organizations was a “win-win” proposition has been a long term organizational strength. Among other benefits, clients, students and customers of these organizations learn about JobNet’s services and ability to assist them with job search. For its part, these relationships allow JobNet to increase its visibility and extend its sourcing capabilities in the service of its business customers directly into the community. JobNet expanded these activities this year to include: 1) co-sponsoring NAACP’s Diversity Job Fair; 2) direct involvement with new economic development in Jamaica Plain, 3) extending its footprint in neighborhood media through the promotion of events in El Mundo and the JP Gazette.

Re-invigoration of CQI: While it has consistently used CQI practices to address a variety of organizational issues, JobNet used e-learning resources and a review of past CQI team projects to formalize the re-introduction of concepts and practices to staff. It is regularly convening CQI teams to deal with new issues as they emerge.

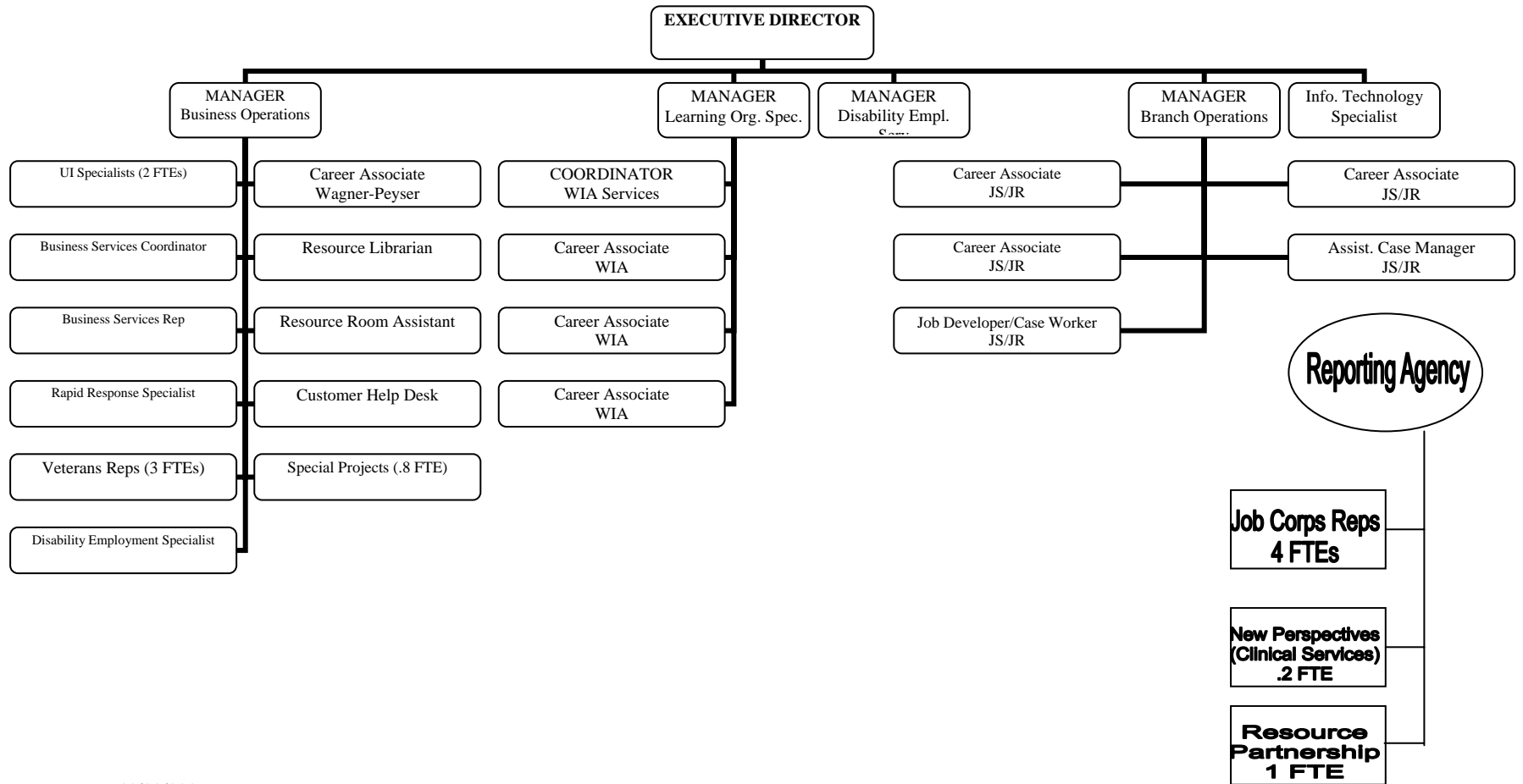
Receptivity to establishing fee-based services: The encouragement of JobNet to develop revenue streams to augment public funding has been a repeated component of the PIC’s recommendations. Thus, this is not so much an organizational strength as it is an acknowledgement that this year JobNet articulated its willingness to consider charging a fee for allowable services (recruitments, job fairs) which in the past it provided at no charge.

Opportunities for Improvement

Identifying sources of potential program support: Last year’s Charter Report registered concerns regarding the overextension of JobNet’s staff in the delivery of unfunded services, particularly in its delivery of services to CORI involved customers. JobNet remains committed to providing these and other services. While, as stated above, JobNet’s receptivity to considering the delivery of fee-based services is a positive development, the challenge of recognizing other fee-based and grant opportunities and becoming more aggressive in seeking them out remains an opportunity for improvement.

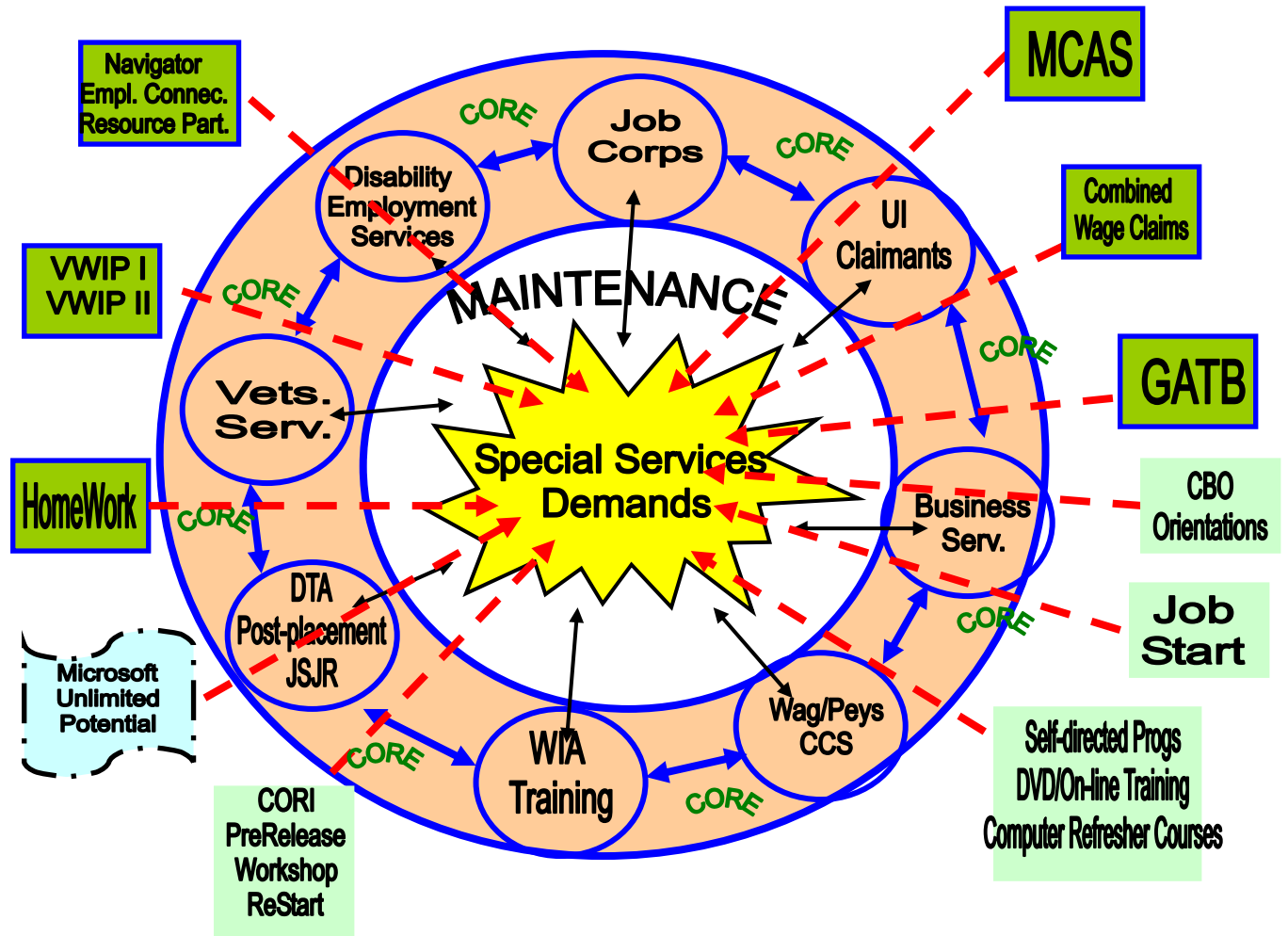
JobNet Attachment 1 – Organizational Chart

JobNet (Partnership) Org. Chart



Revised 12/28/2007

JobNet Attachment 2 – JobNet Career Center: Boutique of Special Services



Services within the ring are generally funded either through 1) the career centers' operating budget, 2) state contracts (e.g., Department of Transitional Assistance, DTA) or 3) represent initiatives of the Division of Career Services (DCS) that derive their funding from sources outside the center's core operations budget and are located at JobNet (e.g., JobCorps, UI Claimants, Disability Employment Services)³². Services outside the ring which have borders are funded through grants and other sources generally outside DCS (e.g., MCAS is funded by the MA Department of Education, HomeWork is a federally funded initiative with no state "pass through"). Services outside the ring in boxes without solid borders represent unfunded programs or, in one case (Microsoft Unlimited Potential), a grant that is sunseting but which JobNet plans to continue offering.

³² Regarding services to customers with disabilities, all career centers serve these customers, but JobNet houses several unique programs.

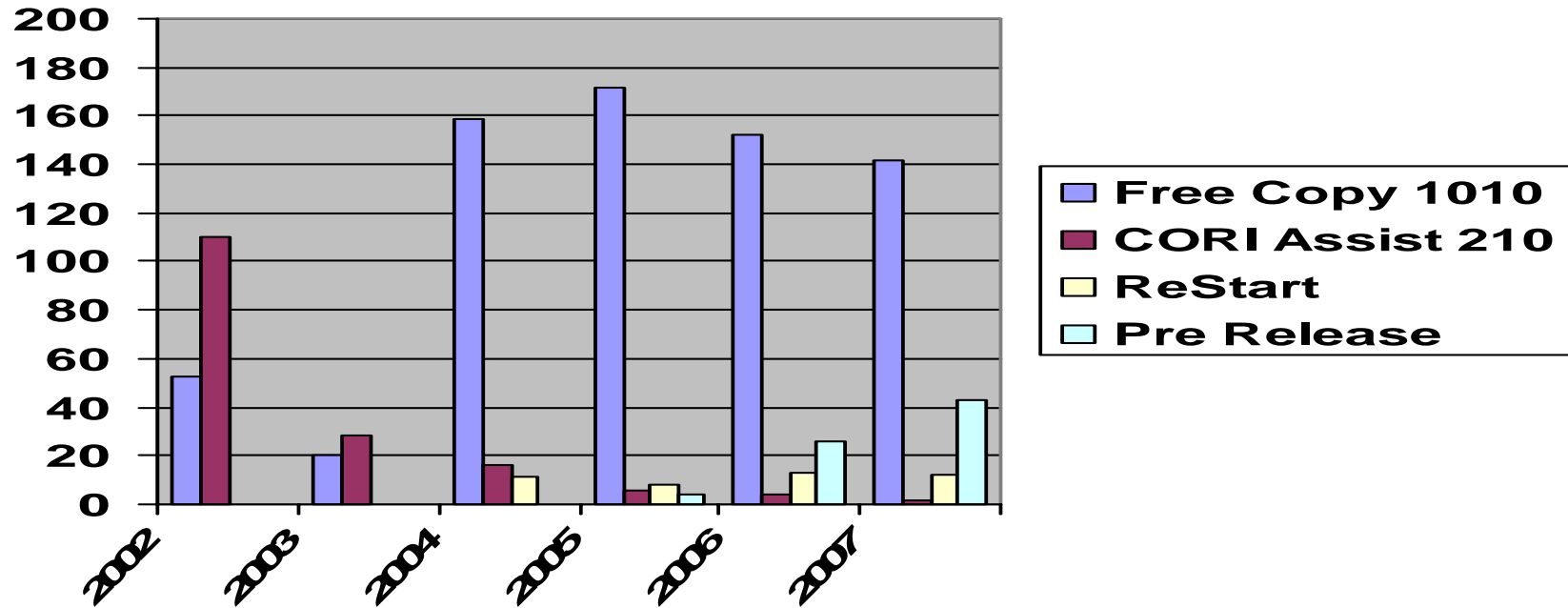
JobNet Attachment 3 – Impact of Special Services

Program	Total # of Customers	% of Customer Base (4410)	Staff Person Hours Used (1820 per annum)
CORI Wkshp (Actual)	142	3.21%	248 hrs
JobStart (Actual)	124	2.81%	1240 hrs
CBO Outreach (6 per/12per)	72	1.63%	288 hrs
Pre-Release (2 hrs)	43	.97%	86 hrs
Re-Start (3 hrs)	12	.27%	36 hrs
CORI Service (6 per yr)	2	.04%	8 hrs

JobNet Attachment 4 – JobNet Programs for Customers with CORIs

Program	Target Population	Method of Delivery	Service Content	Service Goal
ReStart Program	Ex-offenders	Group/workshop; Individualized Services	*Video Peer support Group counsel. ; Job search assistance	Assist customer to understand & address gaps in work history; successfully complete applications & job interviews
Pre-release Program	Incarcerated	Individualized Services; Self-directed	CC orientation Job search assist.; Individualized coaching;	Assist customer to explain current incarceration; successfully complete applications & job interviews
CORI Workshop (@ 1010 Mass. Avenue)	Ex-offenders	Group/workshop; Notarized CORI request form; Individualized Services	*Video; CORI application; Interpretation of CORI; Job search assist; Individualized coaching.	Assist customer to understand CORI entries; to explain background (including skills) in the application and interview process
CORI Service (@ 210 South Street)	Ex-offenders	Individual referrals from internal and external sources. Notarized CORI request form; Scheduled one-on-one session(s);	CORI application; Interpretation of CORI; Job search assist; Individualized coaching.	Assist customer to understand CORI entries; to explain background (including skills) in the application and interview process

JobNet Attachment 5 – Composite of Programs for Customers with Criminal Histories



Participants Summary:

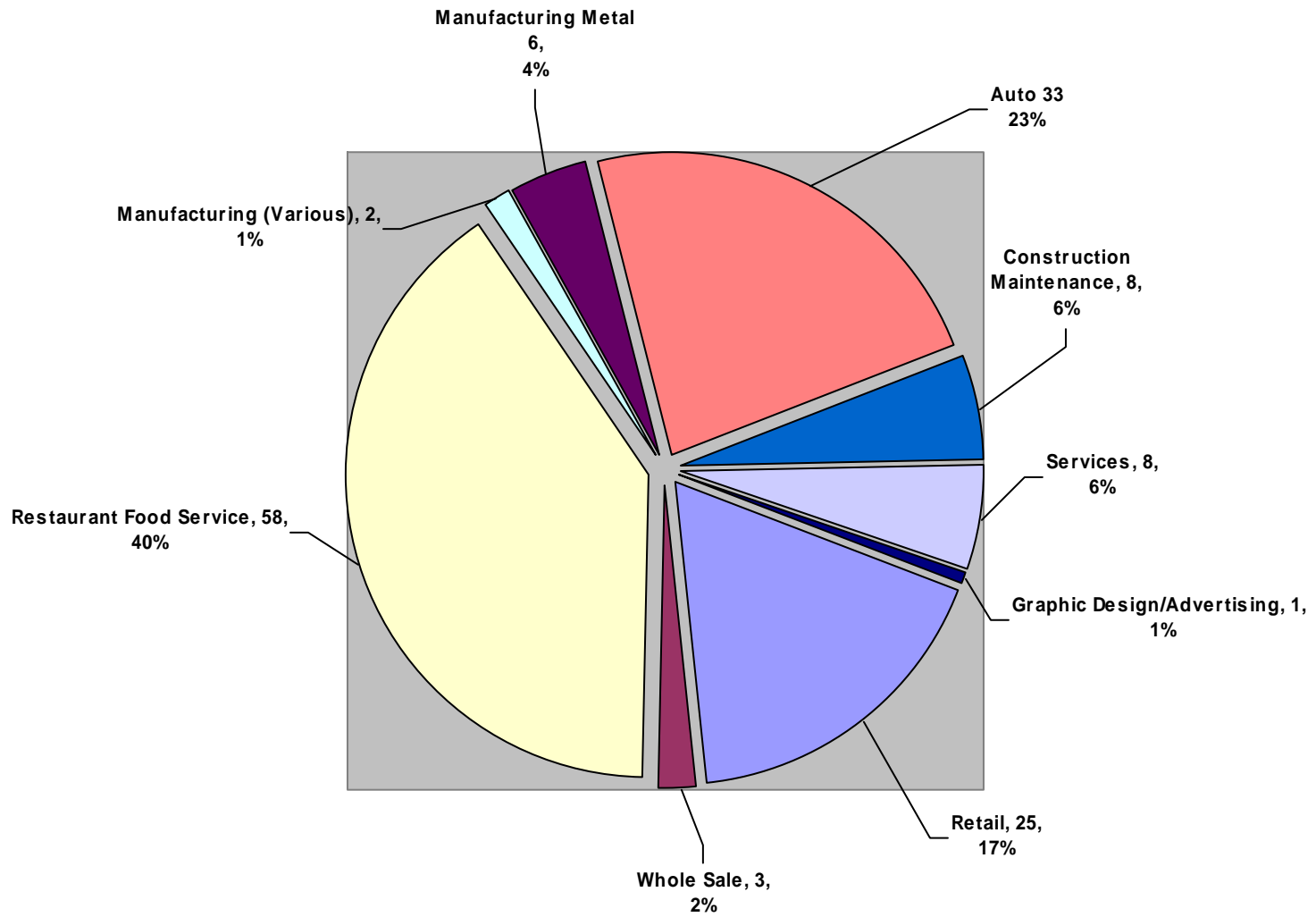
2002 = 163
 2003 = 48
 2004 = 186
 2005 = 190
 2006 = 205
 2007 = 199

TOTAL 2002 to 2007 = 991

Note: The decline in CORI Assist services related to staffing issues and determination that some of the services delivered individually through this service could be delivered in the ReStart group format.

JobNet Attachment 6 – Industries Hiring Customers with Criminal Histories

(data based on Pre-Release program; 144 placements)



JobNet Attachment 7 – NAACP Job Fair Flyer



Advance Your Career and Join Us At The
**Professional & Executive
DIVERSITY
JOB FAIRSM**

April 9th, 2008
Marriott Copley Place
110 Huntington Ave Boston, MA 02116
10:00a.m.-3:00p.m.

**Must have
4 year degree
or above**



**Over 40 Companies Hiring For:
Sales, Health, Finance, IT, Engineering,
Retail, Restaurant, Government, Broadcasting,
Foodservice, Hospitality & More**

Quick Tips For Job Fair Success

- ★ Be sure to have at least 30 copies of your resume, as well as, a pen, and a notepad.
- ★ Dress professionally as if you were going to be interviewed (business suit, dress slacks/skirt, comfortable dress shoes, etc.).
- ★ When you meet a recruiter, be friendly, confident, and assertive.
- ★ Give a firm handshake while introducing yourself.
- ★ Practice a 45-60 second personal advertisement to communicate your strengths and goals. Speak clearly and make eye contact.
- ★ The Job Fair is setup like an open house trade show. You may walk through and speak with the recruiters you choose.
- ★ Research companies and positions prior to attending, and follow the event program guide at the job fair.
- ★ Ask for business cards when you speak with recruiters. Send personal thank you notes via e-mail after the event, and make follow-up calls to schedule an interview.

**Can I attend a
"Diversity" Job Fair?**

The NAACP Professional & Executive Diversity Job Fair promotes the ideals of Diversity. As candidates, regardless of your ethnic background, you are welcome to attend. The event is diverse in both the careers being offered and in the candidates who attend.

Must have 4 year degree or above.

Co-Sponsored By:



monster[™]
today's the day[™]



www.PSIJOBFAIR.com

featured employers • resume posting • job seeker resources • recruiting events

THE WORK PLACE

SECTION I: GOALS

A. FY'07-FY'09 Statement of Goals

The Work Place set four broad strategic goals as part of its Strategic Plan for FY07-FY09:

- Goal 1:** Refocus on a “one-stop” system: Develop existing relationships into strong collaborations; especially with Massachusetts Rehabilitation Commission (MRC), training agencies and Adult Basic Education (ABE) providers and advocates.
- Goal 2:** More fully integrate employers into all aspects of career center activities including: advertising jobs on TWP's website, integrate recruitment sessions with online application support, employer forums.
- Goal 3:** Provide in-house staff training for teams and external development activities for individuals. Personal career plan to be incorporated into annual performance reviews.
- Goal 4:** Address the needs of the following populations:

Mature Workers: Expand relationships with agencies serving this population; develop additional workshops and activities targeted to this group; dedicate one member of the Career Services team to service this population and charge the Business Development team to work with employers to identify appropriate positions for mature workers.

Youth: Increase high school student awareness of TWP's services; youth targeted presentations to be presented in schools, at community sites and at TWP. Expand relationships with youth-serving agencies such as Boston Cares and Jobs for Youth.

Returning Veterans: Anticipating the possible return of large numbers of military personnel from Afghanistan and Iraq and concerned that resources may not be available in a timely manner, TWP will 1. Develop a quick-delivery referral system by cross training all staff regarding appropriate referral resources for veterans, 2. Develop and offer veterans-only workshops, and 3. Identify "veteran-friendly" employers.

In addition, last year the PIC identified the following Opportunity for Improvement (OI):

- OI 1:**³³ **Customer service:** TWP had made significant strides in this area since Voice of the Customer activities first identified problems in this area several years ago. Still, despite an overall strong rating of 89% satisfaction last year other measures (including “availability of assistance”) indicated that customers found access to staff challenging. While it was noted that the floor plan at TWP contributed to customers’ perception and that the center had taken measures to address this, continued work in this area was needed.

³³ “OI” - Opportunity for Improvement

B. Progress on 2008 Goals

Goal 1: Renew focus on a “one-stop” system: Develop existing relationships into strong collaborations; especially with MRC, training agencies and ABE advocates
--

TWP restated this goal as: “Introduce ABE services for both the youth programs and the Job Search/Job Readiness (welfare) participants.”

Progress on Goal 1

While TWP’s focus is on employment, in work with youth³⁴ and welfare populations, the need for remedial and GED programs became apparent. Many of TWP’s job seeker customer populations need GEDs: 1) youth who have not passed the MCAS and are too discouraged to continue trying to pass; 2) DTA customers, and 3) CORI involved customers (clearly there is also overlap among these populations). TWP set a FY’08 goal of bringing ABE services to the career center through increased partnering with education providers.

TWP made progress in expanding the number of relationships with ABE providers, increasing the number of TWP programs making successful referrals to these programs and in systemic collaboration with the agencies and networks that serve and fund ABE programs.

TWP added eight new providers to its network of nine providers developed last year³⁵ by exchanging information about each others’ organizations:

1. Asian American Civic Association
2. Federated Dorchester Neighborhood Housing
3. The Log School
4. GED Plus at ESAC (Ecumenical Social Action Committee)
5. Crittenton Women’s Union
6. La Alianza Hispana
7. Notre Dame Education Center
8. Project Reconnect- Boston Public School

As a result of these expanded relationships, TWP referred 115 people to ABE services this year with 34% (39) of the referrals involving one of these new agencies.

TWP also strengthened its relationship with the broader ABE service provision system by working with the local coordinator of the Department of Education’s ABE professional development department (SABES)³⁶ to explore ways to more effectively connect the ABE and workforce development systems. This resulted in a workshop on the relationship between ABE, workforce development and career centers which co-presented by SABES and TWP staff at the Adult Literacy Resources Institute (ALRI) conference for ABE providers in November 2007.

The additional exposure has produced results. ABCD’s North End facility has established a regular schedule to bring the ESOL classes to TWP for a special Orientation/Welcome Session.

³⁴ In addition to the MCAS program (“Year 13”), TWP secured funding for P21 (“Pathways to Success by 21”) to serve “at risk youth.”

³⁵ Last year TWP established relationships for its youth customers with: Action for Boston Community Development (ABCD), Jewish Vocational Service (JVS), Bridge Over Troubled Waters, El Centro de Cardenal, Youth Opportunity (YO), Boston Adult Technical Academy (BATA), Education Collaborative for Greater Boston (EDCO), Youth Build and YMCA.

³⁶ System for Adult Basic Education

Key Challenges

The demand for ABE services far outstrips the Department of Education's funding for these services. Despite referral success in this area, additional resources are required to actually meet the demand.

It is important to note that TWP (along with other career centers) have documented the strong need among the welfare population for ABE services. Current requirements set by the Department of Transitional Assistance make it nearly impossible for DTA customers to access ABE programs.

TWP's efforts to expand its relationship with the Massachusetts Rehabilitation Commission (MRC) (as described in the FY07-FY09 Strategic Plan) were challenged by internal issues at MRC resulting in very long waiting periods for services.

Goal 1: Objectives for 2009

1) Create and schedule additional specialized orientations ("Welcome Sessions) for ABE providers at their sites or at TWP; 2) Identify future revenue sources by considering collaborations with ABE providers; 3) Identify opportunities to expand efforts with MRC.

Goal 2: More fully integrate employers into all aspects of career center activities including: advertising jobs on TWP's website, integrate recruitment sessions with online application support, employer forums
--

TWP restated this goal as: "Foster new and deeper relationships with employers through a Transitional Work Program."

Progress on Goal 2

TWP framed the development of its Transitional Work (TW) program with the Women's Offender Reentry Collaborative (WORC) customers as an opportunity to engage and benefit employers as well as providing obvious benefits to the program participants (job readiness, internship, stipend, work experience). The design involved providing case management and job search services to women who would then interview with businesses willing to provide internships of up to 30 hours/week for up to three months and stipends at \$10/hr. Participants in this program would be supported by career center staff who would serve as resources to both the participant and the business.

Progress was made implementing this model which was an internal collaboration between the WORC program and TWP's Business Development Coordinator (BDC). The BDC and WORC Program Coordinator identified businesses they thought would be interested. The identified businesses were interested but found it difficult to understand the format of the program and the commitment that would be required of them. There was concern that there were too many points of contact, i.e., that the business would have to somehow provide supervision for both the WORC customer and TWP staff (which was not the case). In addition, TWP was surprised to find businesses were interested in placing participants in positions which TWP staff had not envisioned.

In response to these challenges the career center decided to pull back, restructure the program and take time to conduct a pilot. The pilot phase was used to identify and solve a variety of logistical issues, role

definitions, tracking and payment processes. The number of program participants was scaled back and the organization decided to work with existing partners. JVS was an obvious early partner. In addition, at regular TWP management meetings attended by the coordinators of the resource centers affiliated with TWP in Allston-Brighton and South Boston, the need for additional staffing at the resource centers was identified. The need of TWP for pilot sites for the TW program and the staffing needs at the resource centers led to a match. As a result, customers of the WORC program are currently interning at JVS, the Allston Brighton and South Boston Resource Centers and the Boston Rescue Mission.

Career Counselors work directly with the supervisor at each site around professional development and performance and meet with the participant weekly. All TW participants are required to complete a two week intensive workshop, an education and skills assessment, maintain a weekly job search log and present copies of a minimum of 10 job postings to their Career Counselor. Employers interview candidates and are involved throughout the job training with those customers they accept for internships. The TW program provides the stipends. Customers are supported by their career counselor, a job developer, a mentor and the Transitional Work case manager. The Career Counselors visit the worksite to support on the job training, assist with assignments as needed, act as a liaison for the supervisor and as a job coach to the customer.

Key Challenges:

As discussed above, initial meetings with businesses revealed the need to pilot the program.

Goal 2: Objectives for 2009

1) Develop success stories; 2) Market the TW program to an expanded base of business and WORC customers.

STRATEGIES FOR WORKING WITH BUSINESS CUSTOMERS³⁷

All Boston career centers were asked to explicitly discuss their strategies for working with business customers as part of their Strategic Plans and Site Visit presentations. The request was based on variations noticed in the Dashboard reports among the centers in the volume of businesses, types of businesses served, the volume of services and the service mix. Centers were asked to present their overall recruitment strategies, data used to determine these strategies, marketing and recruitment of businesses and effective practices.

TWP described its “strategy cornerstone” as “make the most out of *every* 1st contact.” Central to this strategy is speaking the language of business, listening and partnering to meet their need (see Attachments 2 & 3, How do we gauge demand? for the key points in this approach). By being open to possibilities instead of trying to market a pre-packaged set of services, the career center can take a solutions oriented approach to meeting the needs and expectations of its business customers. One example of this involved the development of a customized targeted recruitment for one of the hospitals in the Longwood Medical Area. The hospital was specifically interested in hiring people from the surrounding neighborhood. The Work Place used the two zip codes represented by these neighborhoods to identify job seeker customers in the career center’s database, screened these customer for skills and qualifications appropriate to the business customer’s need, prepared and referred them to the employers.

³⁷ As referenced in the “Report Organization” section at the beginning of this section (“Individual Career Center Reports”), each career center was asked to respond to a targeted set of questions about its overall strategies for working with business customers. Each individual career center report contains this special section.

Regarding data used to inform its strategy, TWP tends to rely more on local, career center based, informal internal data gathering than more formal labor market reports. While staff is generally familiar with the leading industries and occupations in Boston, businesses with jobs that match the work histories, skills and interests of TWP's talent pool are targeted for recruitment. The organization gathers data from its job development staff who work with customers in "categorical" programs (welfare, training, re-entry program, etc.), its "core services" staff who provide "Customer Action Plan" sessions and workshops, direct feedback from job seekers and current business customers, the identification of trends based on business initiated contacts from new customers and professional networking (e.g., membership in the Downtown Crossing Association). The structure of the business services function at TWP lends itself to this method of data gathering. Rather than maintaining a department targeted to serving business customers, a Business Development Coordinator convenes the job developers from TWP's various programs to regularly exchange information about the needs and interests of job seeker and business customers.

TWP's strategy has relied on offering a wide array of services with the objective of providing multiple services to a targeted customer pool. Guiding this strategy was the idea that the more services the career center offered, the greater the number of services any individual businesses would use. This was a "depth" strategy: the emphasis was on developing a reliable repeat business customer pool as opposed to expanding the number of businesses in the pool.

TWP has begun a shift in this strategy with the goal of maintaining its array of services, but increasing the number of businesses with which it works. At its most recent job fair, 33% of the businesses were new customers. Going forward TWP plans to increase the number of businesses by strengthening connections with the new Business Development unit within Jewish Vocational Service, its lead partner.

TWP's service offerings include free and fee-based services. (See Attachment 4 for its schedule of free and fee based services). TWP's semi-annual job fair routinely attracts 800-900 job seekers recruited both through its membership base and newspaper advertising (the Metro has been a particularly good source of referrals – and a reliable business customer). Typically up to 25 businesses purchase booths at the fair. The organization analyzes the demographics and job interests of job seekers attending these fairs to identify businesses that should be recruited for the next fair and the vehicles that should be used to advertise the fair (see Attachment 5 for a recent assessment of the types of positions sought by job seekers at a recent fair). Through customer satisfaction surveys with the businesses that attend the fairs, the organization can assess if the job seeker populations matched the businesses' staffing needs and can alter its strategies based on these data.

Onsite recruitment events have been an effective practice and important activity. TWP held 41 onsite recruitments in FY'07.

As a business development (and not just a labor exchange) organization, TWP also provides educational and networking services to businesses. These include employer networking breakfasts and forums on topics of interest. In 2007, TWP hosted a networking breakfast about the Transitional Work program. A forum on disability issues was also offered. During the spring of 2008 there will be a breakfast focusing on mature workers.

Business Service Objectives for 2009³⁸

1) Increase number of business customers; 2) Solidify collaboration with JVS' Business Development unit; 3) Increase employer advertising on TWP website; 4) Reassess measures used to document volume and effectiveness of services.

Goal 3: Provide in-house staff training for teams and external development activities for individuals. Personal career plan to be incorporated into annual performance reviews.

Progress on Goal 3

TWP planned to provide staff with comprehensive opportunities for learning and development. In addition, last year the organization presented the initial work of a joint JVS-TWP "Customer Service Team" focused on establishing customer service policies, standards and practices.

During the past year staff participated in thirty different onsite and offsite training opportunities. Onsite workshops included training on performance reviews, resume writing, de-escalation ("Non Abusive Psychological and Physical Interventions"), Excel, "Power Networking" and "Best Practices in Career Counseling." Attachment 6, External Training, illustrates the range of opportunities used by TWP staff. Several of these trainings and conferences also involved TWP staff as presenters. TWP, in collaboration with JVS, participated in CQI training. Branded as "Teams Achieving Successful Outcomes" (TASO), the training included information and practice with outcome measures and the use of CQI tools. The WORC staff used CQI tools to analyze participation rates among employed program participants and explore options to increase their access to services. The organization has also convened a CQI team to address enrollment and retention rates for welfare customers.

The Customer Services Team completed the development of a "Policies and Guidelines" manual. The first two pages of the manual, included as Attachment 7, provide an example of the scope and comprehensiveness of this project. As illustrated in the Performance Review section of this report, below, TWP has shown dramatic improvements in customer service.

Key Challenges

Tracking scheduling and attendance to ensure an integrated and consistent effort by all TWP staff to engage in professional development.

Goal 3: Objectives for 2009

1) Staff will work with their supervisors to create a personal performance plan for growth; 2) All staff is required to attend all TWP workshops to better understand the scope and value of services available to customers; 3) New staff performance review tools have been designed and will be introduced this year.

³⁸ TWP presented a very specific project - the Transitional Work program - as an illustration of progress on its goal to "more fully integrate employers" into career center activities (Goal #2). Key challenges and objectives for 2009 were identified in the discussion of the Transitional Work program. The objectives resulting from the broader discussion of strategies with businesses are presented here separately.

Goal 4: Services to new populations: a) Mature Workers, b) Youth, c) Returning Veterans and d) Re-entry customers³⁹

Progress on Goal 4

a) Mature Workers and “core” customers: TWP established the staff capacity to offer workshops, counseling and community educational services that highlight the issues, skills, and needs of mature workers. TWP succeeded in the continued delivery and development of its signature “Age Bias and the Job Search” workshop. It also increased its capacity to provide individual Customer Action Plan (CAP) sessions and instituted “drop-in” hours where customers could have a short appointment with a career counselor to get “just in time” guidance for their job search.

In a new and unexpected development over the year, staff delivering these services noticed that 70% of those requesting CAPs, 66% of those using “drop-in” hours and 71% of those involved in the Job Seeker Networking group were at least forty years old. Further, several common themes and frustrations emerged across these activities. They generally involved people feeling “stuck” and out of control of their job search, particularly if they were in any kind of career transition. Staff concluded that there was a subset of customers who had not been able to think creatively (“outside the box”) about their goals. As a result, these customers found it challenging to write effective resumes and cover letters or interview well because they hadn’t fully determined what they actually wanted to do and why. In addition, there was a need to demystify and then teach about certain job search terms and practices (e.g., “networking” and “informational interviewing,” among others). From these observations the “core services” team developed a new workshop “Outside the Box: Ideas for Your Career (Re)search.” The workshop focuses on values clarification, provides definitions of typical job search terms and practices, directs customers to innovative internet tools that assist in searches driven by skills, instead of job titles. This allows participants to identify jobs they may never have considered but for which they have transferable skills. The workshop offers detailed information about informational interviews, dozens of preparation questions, sample request and follow up letters.

The development of this workshop illustrates a key strength of TWP: listening to its varied customers throughout the programs and services offered by the center and then creating a cross cutting program offering that addresses the need. All of TWP’s workshops regularly score between 3.5 and 4.0 on a customer satisfaction 4 point scale. “Outside the Box” scores a 3.7.

Key Challenges

Finding ways to facilitate all workshops effectively when participants are at different levels of experience. Expanding workshop and other service offerings to meet the needs of a diverse customer base.

b) Youth: TWP planned to develop a drop-in resource center for youth on the career center’s premises. This resource room would have focused on training/career exploration programs and Alternative Education (GED, ABE, Diploma) programs. The organization also planned to respond to a request for proposals that, if attained, would add another full time staff to the youth team and provide resources to engage dropouts, disengaged high school graduates and other youth populations in activities to help them transition to employment and continuing education.

³⁹ TWP presented information about an innovation in one of its key re-entry projects for ex-offenders, WORC’s Transition Work program, as part of its employer services goal (#2) and not as part of its focus on services to new populations (Goal #4). In the interest of continuity and providing a description of the full range of re-entry services provided at TWP, a summary of TWP’s re-entry services will be presented at the end of this section.

As discussed under Goal 1, TWP secured the Pathways to Success by 21 funding, increasing the career center's capacity to deliver individual services to older youth (18-24 year olds). The Work Place also functions as the fiscal agent for the Boston Youth Workforce Collaborative (BYWC), a consortium of youth serving agencies with the mission of promoting economic self-sufficiency in youth with multiple barriers to employment. BYWC sponsors job fairs, shares best practices, works to identify and form relationships with "youth-friendly" businesses and builds bridges among agencies focused on the employment needs of young people in the city. TWP was significantly involved in attempting to secure funding for a full time staff person for the collaborative. A half time coordinator was funded and the BYWC is planning an employer breakfast and a job fair in April. The collaborative has held three job fairs since May of 2006. It is experimenting with different approaches ranging from large "traditional" formats (upwards of 200 attendees and 20 employers) to small "recruitments" that included onsite interviewing (30-40 attendees and 5 employers). While not able to create a fully dedicated youth resource library, TWP has developed a "drop in hours" model for youth in addition to serving those funded with grants.

Key Challenges

The failure to secure the full funding for the BYWC coordinator limited TWP's ability to create a dedicated resource library for youth. Instead, the organization continues to offer youth-only orientations and has worked to open up its adult workshops to youth. As noted above in the discussion of Goal 1, waiting lists for GED programs create frustration, discouragement and disconnects for youth customers.

c) Veterans: In its three-year plan, TWP anticipated the return of large numbers of military personnel from Afghanistan and Iraq. Concerned that the demand for Veteran services would far outstrip capacity, TWP planned to cross train all staff regarding referral sources for veterans, develop veteran-only workshops and identify "veteran-friendly" employers.

However, since Veterans did not return in anticipated numbers, Veteran-specific activities were not developed. However, the cross training of staff, and integration of the Veteran Representative (who had been in place as a co-located staff member at TWP⁴⁰) did occur.

Due to staffing reassignments, TWP did not have a Veterans' representative for about half the year. New Veteran customers were redirected to JobNet and Boston Career Link if they wanted to take advantage of Veteran specific services. TWP staff, who had been cross trained by the former Veterans representative, were able to provide walk-in services to Vets. In December 2007 a new Veterans Representative was assigned to TWP. A Veterans-specific career center orientation has been developed and is provided twice a month.

Key Challenges

The chief challenge in meeting the needs of Veterans last year was the loss of the Vets representative onsite.

d) Re-entry services

The **WORC** program is currently in its 3rd year of funding. Over the past three years the program had a steady increase in enrollments, pre-enrollments and placements. The partnership between the Department

⁴⁰ Prior to this, two of the three Boston one stop career centers shared one Veterans Representative.

of Corrections and the WORC program continued to strengthen. WORC worked closely with half way houses, parole and pre release in maintaining a steady source of referrals. The WORC program continued to provide a holistic approach to services with career counseling, job development, and supportive services through clinical and mentoring components.

The **Prisoner Reentry Initiative (PRI)** is a partnership with **SPAN, Inc.** and is in its second year. SPAN recruits mostly non-violent recently released offenders who are interested in employment. They provide intensive Case Management and access to sobriety supports and social services. As SPAN's partner, TWP provides access to all the services provided at the Career Center in addition to intensive Job Readiness Services and Job Development assistance for these specific customers.

This year, in an effort to help these customers focus quickly and intensively on job search, SPAN and TWP developed a Job Search Program which offers a stipend, and a two-week intensive effort to prepare for and secure a first job. In the first week, participants spend 20 hours in structured classes. In the second, they conduct intensive job search supported by a daily check-in with the Job Developer. The second cycle of this new initiative was recently concluded with excellent results: 75% of customers attending these sessions had begun a job by the end of the two week program.

Key Challenges

The needs of the different sub-populations that comprise the re-entry group at TWP vary. Developing appropriate program designs for these various groups and aligning these with grant requirements has been and remains a challenge.

Goal 4: Objectives for 2009

Mature Workers and "core" customers: 1) TWP partnered with Boston Cares to secure volunteers for weekly Resume and Cover Letter critiques; continue to formalize this partnership to bring consistency to volunteer activities; 2) Use the TASO method to conduct a comprehensive assessment of all workshops and core services to develop new, or adjust existing workshops and services.

Youth: 1) Consolidate funding streams to create a youth "team;" 2) Document volume of youth customer utilization at the "resource centers" (South Boston, Roxbury, Allston-Brighton) and provide workshops at these sites; 3) Seek other funding to expand services; 4) Continue existing collaborations.

Veterans: 1) Identify and engage Veterans (increasing the caseload); 2) Develop career development activities.

Re-entry: 1) Integrate all re-entry services under one manager; 2) Broaden scope of service offerings to include any customer with CORI issues, not just formerly incarcerated individuals; 3) Seek additional resources by collaborating with partners on funding opportunities.

C. Addressing PIC Opportunities for Improvement

Opportunity for Improvement I: Customer service

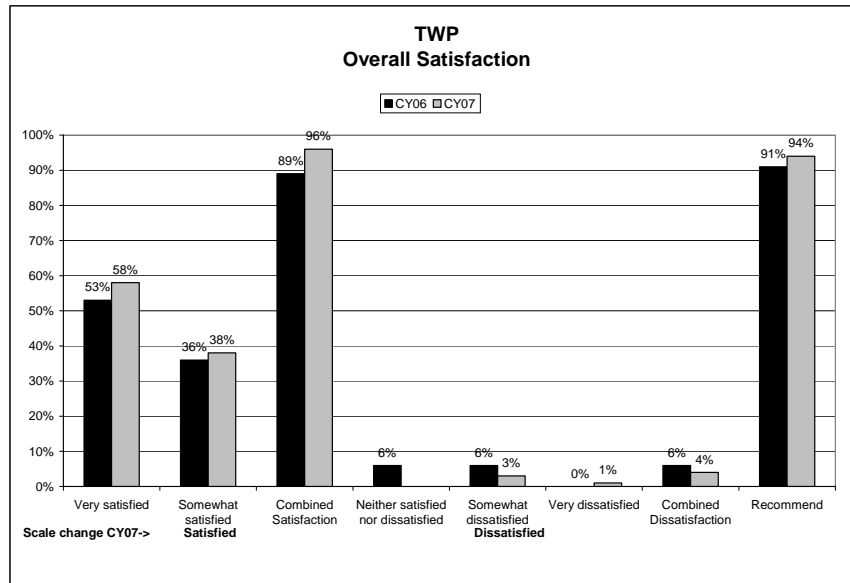
TWP had made significant strides in this area since Voice of the Customer data indicated problems several years ago. However, customer perception of their accessibility to staff remained an issue and a particular challenge given the floor plan at TWP. The library at all the career centers sees the highest volume of customers. However, at TWP it is located on the opposite end of the building from staff. Although the center had taken steps in the previous year to address these issues (e.g., workshop staff remaining to interact with customers at the conclusion of activities), the three customer service indicators (opinions of staff, ratings of their treatment and availability of assistance) showed there were continuing opportunities for improvement.

Progress on Opportunity for Improvement 1

Actions taken this year (e.g., increasing accessibility to Customer Action Plan sessions, instituting “drop-in” hours, increasing rotations of staff through the resource library, increasing the number of staff who deliver workshops) have had an effect. As indicated in the Customer Satisfaction section of the Performance Review below, the “customer service” indicators have registered dramatic improvements: there was an 11% increase in positive opinions of staff, a 25% increase in the assessment of how well customers thought they were treated and a 14% increase in the number of customers who said that assistance was “always” or “usually” available.

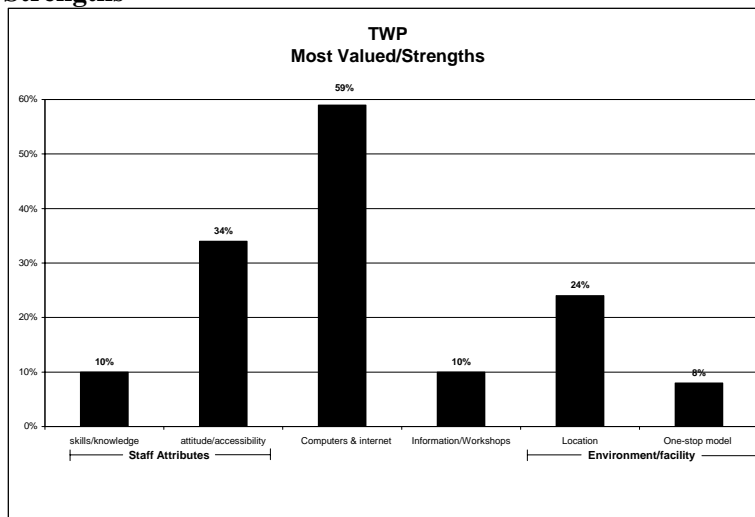
SECTION II. PERFORMANCE REVIEW

Customer Satisfaction⁴¹



One hundred and two (102) jobseeker customers participated in Voice of the Customer activities at The Work Place in 2007⁴². Two focus groups and four point-of-service interview sessions were held on-site. The Work Place maintained a high level of satisfaction in 2007: 96% of customers described themselves as satisfied (very satisfied: 58%; satisfied: 30%) and 94% said they had, or would, refer friends, family or colleagues. In addition, a variety of measures of customer service were strengthened this year, including opinion of staff and availability of assistance.

Strengths



As was the case last year, access to free resources in the library, particularly computers and the internet, were the most valued assets (59%), followed by assistance from helpful and supportive staff (34%). Thirty two percent (32%) valued the convenience of the one-stop model and the center's proximity to transportation and downtown employers. Workshops were most valued by 10% of participants.

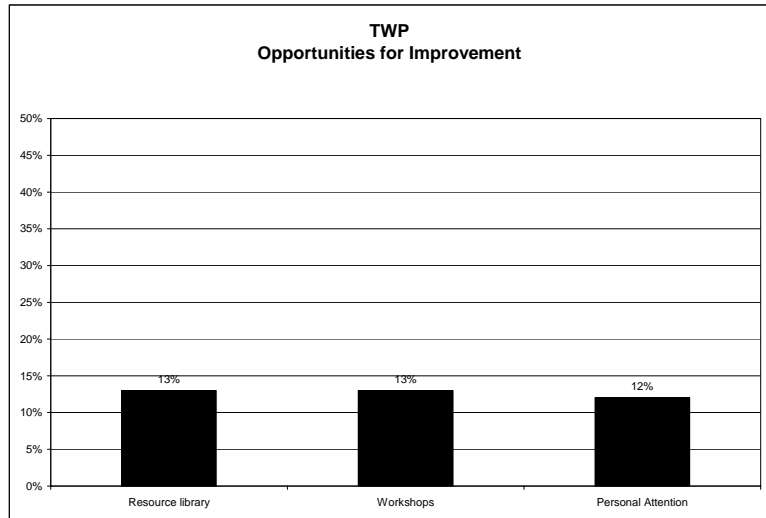
⁴¹ There was a methodological change this year in the "overall customer satisfaction" rating scale. The rating scale was changed from five points to four ("neither satisfied nor dissatisfied" was eliminated and "somewhat satisfied" and "somewhat dissatisfied" were changed to "satisfied" and "dissatisfied"). As a result, while the year to year data is not directly comparable, it was worth presenting. In addition, this chart includes two additional bar sets. The first combines the "very satisfied" and "satisfied" ratings into a "combined satisfaction" rating; the second combines the "dissatisfied" and "very dissatisfied" ratings into a "combined dissatisfaction" rating.

⁴² See Tab 4, Cross System Information, Attachment 1 for a chart that breaks out participation in Voice of the Customer Activities by career center and by type of customer.

Opportunities for Improvement

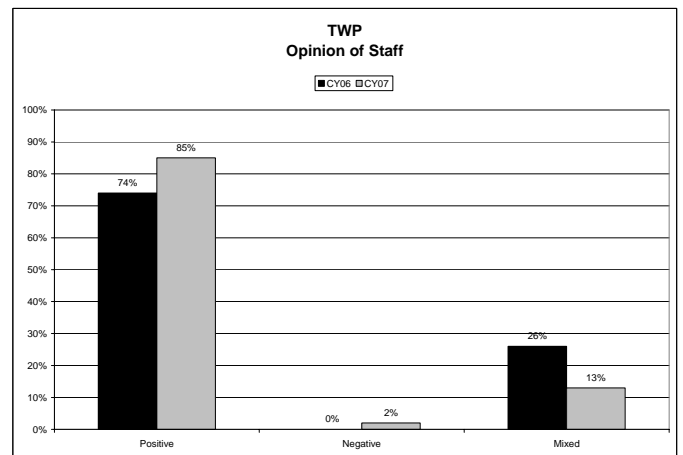
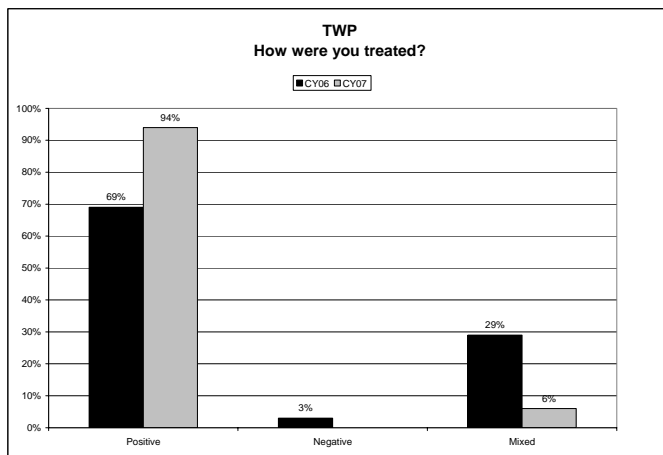
Opportunities for improvement were noted in the resource library (13%) and in workshops (13%). The number and placement of phone lines was the primary complaint in the library, where there is often a long wait for a phone and where close proximity of the phones means there is virtually no privacy for callers and disruptive noise for other customers using the library. Customer frequently suggested that telephones be relocated to another area of the center.

Workshops were praised frequently, especially resume and cover letter sessions. However, customers observed that content was more 'generic' than they would like and suggested more targeted services to specific categories of users based on previous experience, occupational area, or special needs such as disabilities, criminal histories or other relevant groupings. There was also a desire for more post-workshop personal assistance. Twelve percent of customers (12%) expressed a desire for more evening and/or weekend hours.

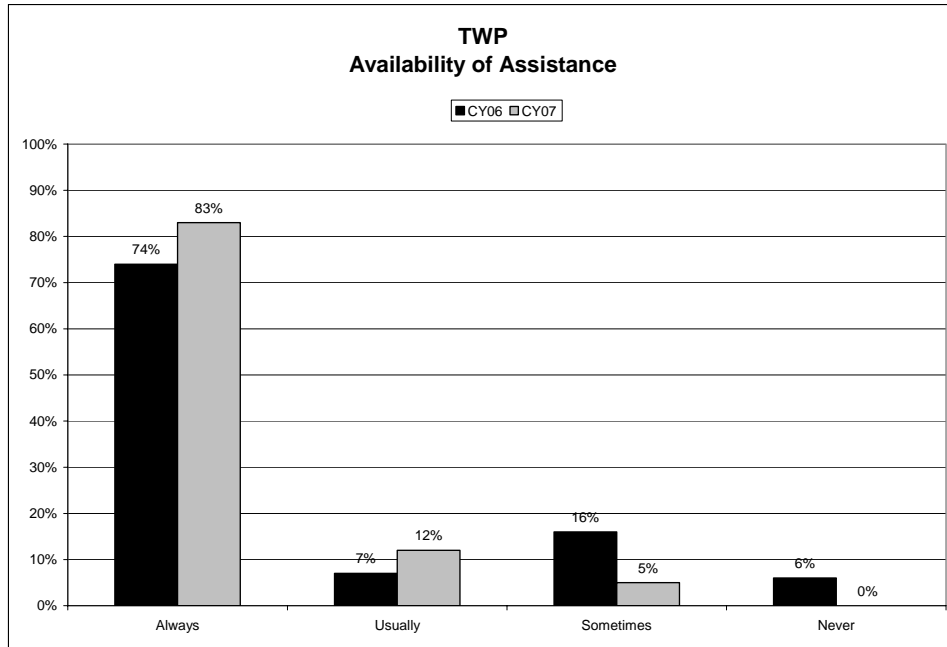


Customer Service

Indicators of customer service as measured by how customers felt they had been treated, their opinion of staff and the availability of assistance improved in 2007. Ninety-four percent (94%) of customers said that they had been treated well (a 25% increase over last year) and 85% had a positive opinion of the staff (an 11% increase over last year). Among the 15% of customers who had mixed or negative opinions of staff, most comments referred to reception staff members who were described as "rude," "moody," or handled busy periods poorly. Occasionally, similar comments were made about substitute coverage in the resource library as well.



Very importantly for TWP, 95% said assistance was always or usually available (a 14% increase over last year).



As noted in last year’s Charter Review report, the physical plant at TWP poses extraordinary challenges to staff visibility and accessibility. The organization has made a number of changes in staffing assignments and rotations as well as adding services to address this. It appears that these changes are having the desired effect.

It was also suggested that, based on the abundance of services, marketing be improved to make it easier for customers to discover the full range of services. A telephone recording of upcoming events and a book of services were two suggested approaches.

Volume/Demographics/Outcomes

Volume & Demographic changes FY06-FY07: TWP served 7,285 customers in FY’07 which represented a 7% increase or 502 additional customers compared to FY’06 (FY’06: 6,783). TWP led the system with a 41% share. The proportion of unemployed remained unchanged at 91%.

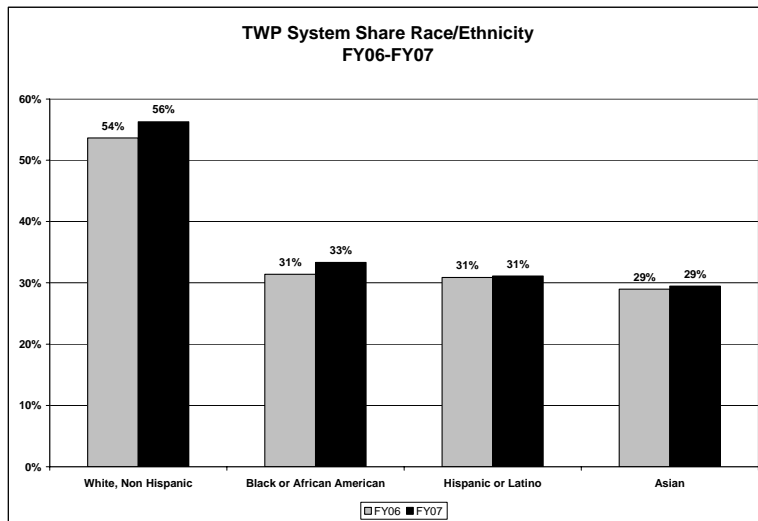
Concerning demographics, there was virtually no change⁴³ in any category⁴⁴ between FY’06 and FY’07. At TWP in FY’07, 46% of those served were female, 9% were 21 years old or younger, 62% were aged 22-45 and 30% were 45 years old or greater.

The following table summarizes the race and ethnicity data for TWP:

⁴³ In general, only changes equal to or greater than 3% are noted

⁴⁴ Demographic categories tracked: Gender, Age, Race/Ethnicity, Educational Attainment

Volume-Composition	FY06		FY07	
	#	%	#	%
White, Non Hispanic	2977	44%	3296	46%
Black or African American	2407	36%	2576	36%
Hispanic or Latino	637	9%	602	8%
American Indian or Alaskan Native	75	1%	106	1%
Asian	311	5%	314	4%
Hawaiian Native or Other Pacific Islander	6	0%	9	0%
Other	324	5%	316	4%
Total Ethnicity Reported	6737	100%	7219	100%



Over half of the White, Non-Hispanic customers that used a career center in Boston, used TWP. Other major racial and ethnic groups were about evenly represented in TWP's system share.

People with disabilities remained unchanged at 5% of TWP's base as TWP's system share of this group increased 1% from 33% to 34%.

The levels of educational attainment of TWP's job seeker customer population were unchanged from last year.

Volume	FY06		FY07	
	#	%	#	%
Less than HS	698	11%	790	12%
HS Diploma/GED	2264	37%	2434	38%
Certification	133	2%	121	2%
Some College	1205	20%	1166	18%
Associates Degree	331	5%	395	6%
Bachelors	990	16%	1014	16%
Post Graduate	496	8%	530	8%
Total Education Reported	6117	100%	6450	100%

TWP's proportion of high school dropouts was even with JobNet at 12% and 6% lower than at BCL. Conversely, at 24%, TWP's proportion of those with higher educational attainment (Bachelors degree or greater) was the highest of the three centers (BCL: 15%; JobNet: 21%).

Hire & Wage Outcomes: TWP obtained wage and hour information from 1,229 job placed customers in FY'07, up 244 from FY'06. This is a 25% increase from FY'06 representing 44% of the system's hires. Based on direct career center follow-up the placement rate⁴⁵ rose from 21% to 25%. The career center follow-up report supplements the state wage match report which does not provide hourly wage or benefit information. The state wage match regularly reports placement rates of approximately 70% for The Work Place.

Job quality was mixed. TWP increased its proportion of full time hires from 82% to 83%, leading the system on this measure. However, just 51% of those jobs offered benefits (BCL: 60%; JN: 75%). This represents a 5% decline from last year⁴⁶. The average wage increased slightly from \$13.01 to \$13.07 and the median wage held steady at \$11.00.

⁴⁵ In order to compensate for the fact that the vast majority of customers who secure employment do not provide this information and because wage match data lags by one year and does not provide wage and benefit information, the placement rate based on follow up is computed by dividing the number of jobs secured by career center customers by the number of unemployed customers who received at least three services during the fiscal year.

⁴⁶ TWP has historically posted lower numbers on this measure than the other two centers. A review of this data in 2006 led to the hypothesis that this number was depressed as a result of the concentration of re-entry customers using TWP many of whom, as a requirement of their program or status, must become employed quickly, thus leading them to accept jobs with staffing agencies or without benefits.

SECTION III. SUMMARY ASSESSMENT

Strengths

Program development & integration: This is a historical area of strength for The Work Place. Building partnerships with other agencies and organizations and securing resources, primarily through competitive funding processes, to serve ex-offenders, youth, and other populations has been well documented in past Charter Reports. What emerged in this year's review was the evolution of the organization's capacity to use information from different internal departments/functions that led to new product development. This occurred in the development of a new workshop ("Outside the Box"), the development of eight new partnerships with Adult Basic Education service providers to address the basic academic needs of youth and DTA customers, "drop in" hours for youth, and in the continuing evolution of services provided to customers of the Women Offender Reentry Collaborative (WORC) through the newly developed Transitional Work program.

Re-establishment of CQI: In collaboration with its lead partner, Jewish Vocational Service, TWP contracted for training, developed an internal process (TASO: Teams Achieving Successful Outcomes) and has convened CQI (or "TASO") teams to address issues in the WORC program, services for welfare recipients and to conduct an evaluation of workshop and counseling services.

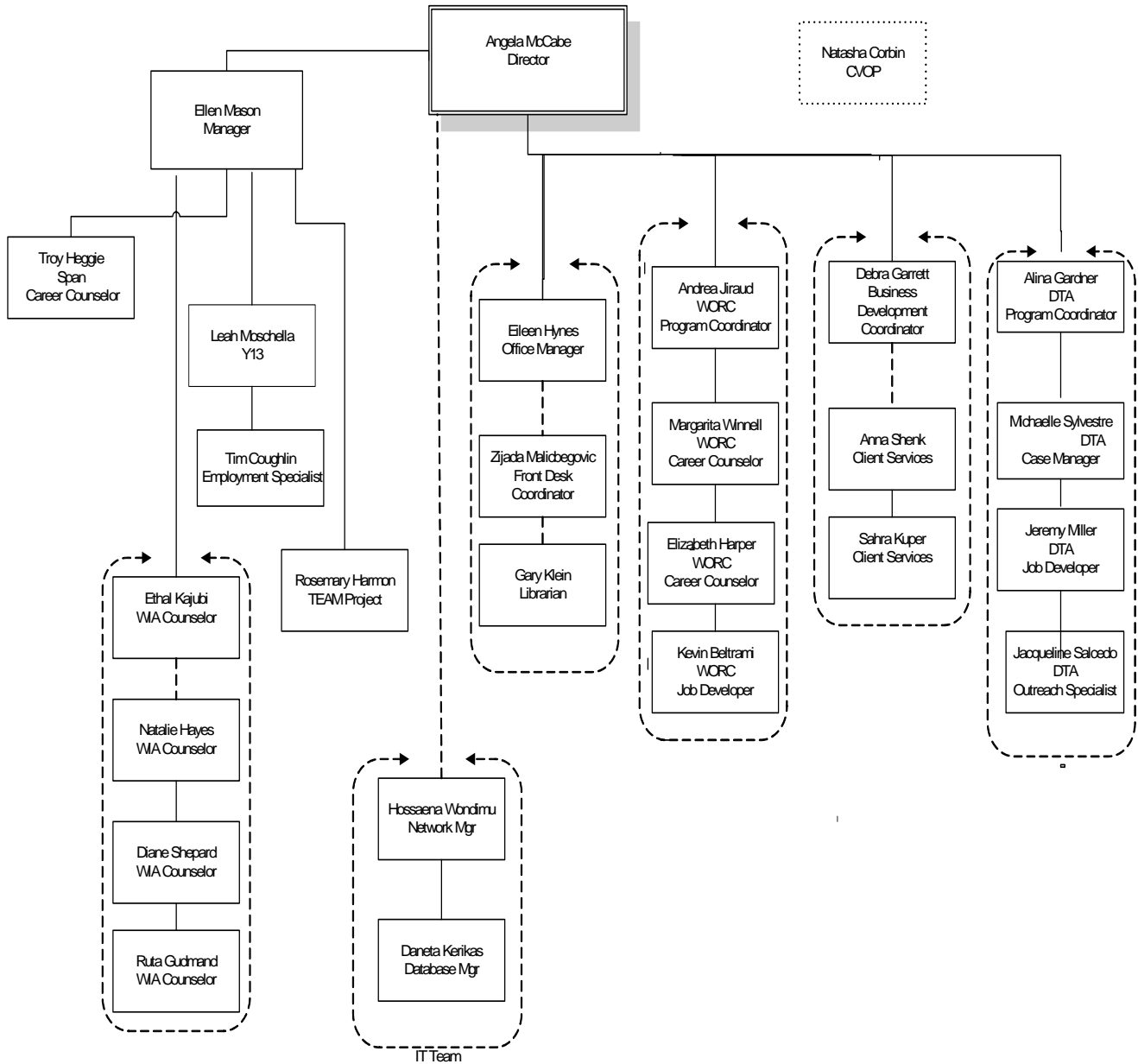
Customer service: Excellence in customer service has been a guiding principle at TWP (as it is at all the Boston career centers). Yet, as noted in last year's review, Voice of the Customer data indicated that TWP was struggling to maintain standards in this area. In particular TWP trailed the other centers on the "Availability of Assistance" measure. It was noted that the floor plan contributed to customer perception that staff beyond the front desk and library were not as accessible as needed. In spite of this structural constraint, last year's report noted that TWP needed to make continued efforts in this area. TWP instituted a variety of measures to address this problem resulting in improvements on every measure of customer satisfaction, most notably in how customers felt they were treated and on the Availability of Assistance measure. Whether or not it directly contributed to these results, TWP's development of its "Customer Service Policies and Guidelines Manual" is an important achievement.

Career center services to youth: TWP has led the system in the development of career center services for youth. All three centers receive funding through the "Year 13" program to provide services to youth who are struggling to pass the MCAS. TWP has secured additional funding to provide services to youth who are not eligible for this program. It has established a youth orientation and drop in hours and has provided leadership in the establishment and continuing development of the Boston Youth Workforce Collaborative.

Opportunities for Improvement

Demonstrating utilization of data for determination service strategies: In the Strategic Plan and in Site Visit presentations, there was a notable absence in the presentation of data as a source of organizational strategy. The description of program development and service innovation was cogent, the creativity was evident and the customer satisfaction data indicate that TWP has been successful in improving services. But these accomplishments did not appear to be as "anchored" as they would have been had the organization presented the data underlying the strategic decision making.

TWP Attachment 1 – Organizational Chart



TWP Attachment 2 – How Do We Gauge Demand - #1?

■ **ASK THE EMPLOYER:**

- **ACTIVELY LISTEN TO WHAT THEY'RE SAYING: WHAT ARE THEIR BUSINESS GOALS?**

- **WHAT IS THEIR EXPERIENCE? WHAT IS WORKING FOR THEM? WHAT IS LACKING? HOW DO *THEY* MEASURE SUCCESS?**

- **SHARE OUR STORY: WHO ARE WE? WHAT DO WE DO WELL? WHAT IS OUR MISSION? HOW DO *WE* MEASURE SUCCESS?**

- **IDENTIFY COMMON GOALS: HOW CAN WE COLLABORATE?**

- **SOLICIT CUSTOMER FEEDBACK FROM *ALL* SERVICES**

TWP Attachment 3 – How Do We Gauge Demand - #2?

□ TWICE-YEARLY JOB FAIRS:

■ JOB SEEKER DEMOGRAPHICS:

- EDUCATION LEVEL
- TYPES OF JOBS
- WHERE LIVE
- HOW FOUND OUT

■ COMPOSITION OF EMPLOYER PARTICIPANTS:

- DOES IT REFLECT THE JOB SEEKER DEMOGRAPHICS?

■ EMPLOYER SATISFACTION:

- DID THE JOB SEEKER POPULATION REFLECT YOUR STAFFING NEEDS?
- WERE YOU SATISFIED WITH SPACE, TRAFFIC FLOW, STAFF ASSISTANCE?

TWP Attachment 4 – TWP Business Services

STRATEGY

OFFER A WIDE VARIETY OF QUALITY SERVICES

FREE SERVICES

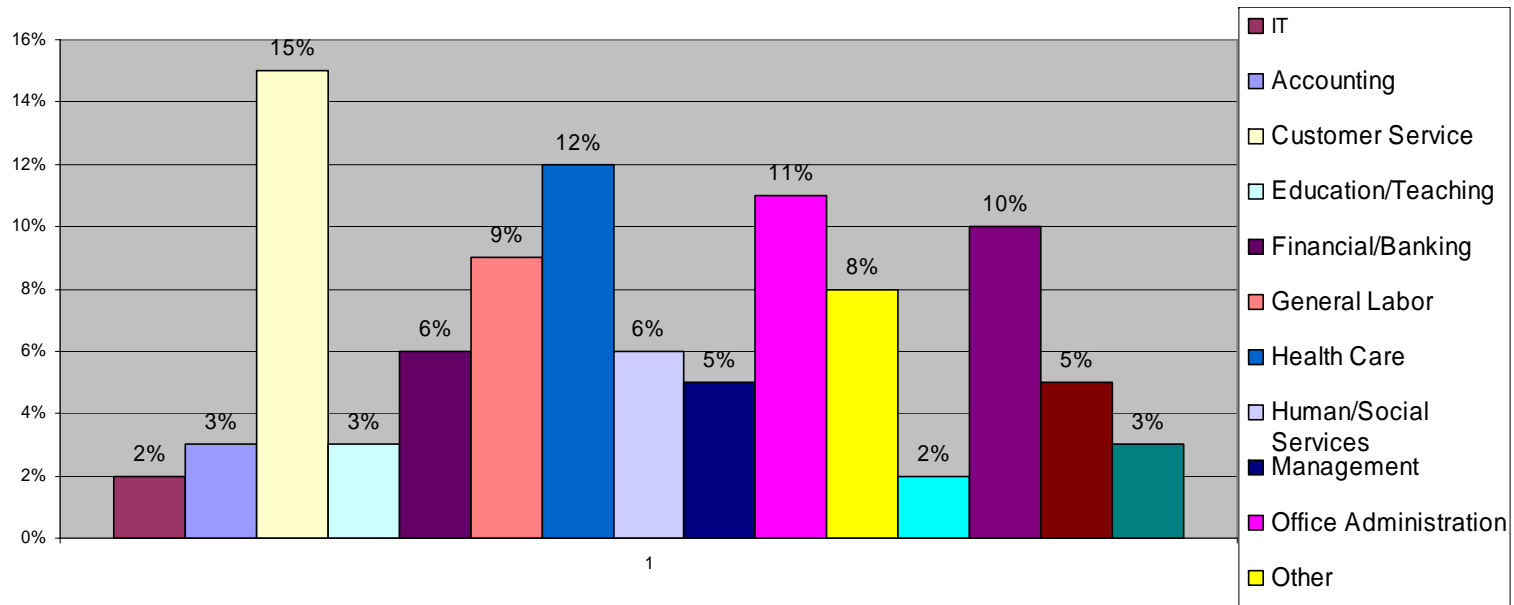
- ONSITE RECRUITMENT SESSIONS**
- JOB POSTINGS/DISTRIBUTIONS**
- CANDIDATE REFERRALS**
- VOLUNTEER OPPORTUNITIES**
- NETWORKING BREAKFASTS**
- INDUSTRY BRIEFINGS**
- VISIT THEM. GO TO LUNCH. FIND OUT WHAT'S REALLY GOING ON**

FEE SERVICES

- JOB FAIRS (OFF-SITE, 2X YEAR)**
- JOB FAIRS (IN-HOUSE)**
- ROOM/OFFICE ACCOMMODATIONS**
- OUTPLACEMENT SERVICES**
- WEBSITE ADVERTISING**
- RECRUITMENT PLUS (ON-LINE APPLICATION COMPONENT)**
- EMPLOYEE WORKSHOPS**

TWP Attachment 5 – What Types of Jobs Are Job Seekers Looking For?

WHAT TYPE OF JOBS ARE JOB SEEKERS LOOKING FOR?



TWP Attachment 6 – External Training

<i># Staff</i>	<i>External Training</i>
3	Mission Employment
1	“Transforming Lives-Soaring to New Horizons” (Adult & Juvenile Female Offender Registration)
2	White House FBCI Reentry Conference
3	Career Counseling with a generational perspective
1	“Relational Mindfulness” (developing an awareness of the impact in interacting with the client)
1	“Social Role Valorization Training”
6	CORI Workshop at BPL
1	“History of Human Services”
5	Intro to Workforce Development
7	Task Force Meeting
2	Career Counselor Consortium
5	Trade Training Moses
5	Trade conference calls
5	EZ Training
2	Alternative Ed Conference
1	Girls and a Culture of Violence
1	Dealing with Trauma training
5	Improving Employer Outcomes
26	Improve Asylum “Team Building

TWP – Attachment 7 – Excerpt from Customer Service Policies and Guidelines Manual

Customer Service Mission

Jewish Vocational Service (JVS) and The Work Place (TWP) commit to providing the highest quality of service to meet the needs and expectations of existing and potential customers and stakeholders, including customers/clients, employers, funders, staff and vendors.

Philosophy

We believe we can best accomplish our customer service mission by creating a welcoming and professional environment, understanding the needs of our customers, developing services that address those needs, and developing quality assurance systems to ensure customer satisfaction. Providing outstanding customer service is an essential part of all staff members' responsibilities, and the agency will provide staff with the resources they need to accomplish this goal.

A pre-requisite to the provision of high quality customer service is professionalism. Professionalism is demonstrated by a set of internalized character strengths, values, and behaviors that are focused on service to others through our work. Professional behavior includes:

- Demonstrating integrity: behaving ethically, acting fairly, and taking responsibility for one's actions, with reliable follow-through on commitments.
- Striving for excellent performance.
- Seeing problems as challenges and opportunities, not "hassles" to be avoided.
- Respecting others' rights
- Avoiding gossip and uninformed criticism.
- Making efficient use of resources, especially time.
- Respecting and appreciating the work and contributions of colleagues.
- Respecting client confidentiality.
- Promoting an inclusive work culture.

I. Customer Service Categories

To support staff members in carrying out the JVS/TWP customer service mission, guidelines and standards in the following categories are in place:

- A. Welcoming and Professional Environment
- B. Professional Presentation and Effective Communication
- C. Responding to Customers

II. Resources

Organizational resources (also organized into guidelines and standards) in the following categories will enable staff members to implement the guidelines and standards in the above **Customer Service Categories**:

- A. Staff Training and Development
- B. Facilities and Maintenance
- C. Information Resources and Systems
- D. Workplace Safety

I. CUSTOMER SERVICE GUIDELINES AND STANDARDS

A. WELCOMING AND PROFESSIONAL ENVIRONMENT

- 1. EACH STAFF MEMBER IS A PROFESSIONAL WHO ADDS VALUE TO THE MISSION AND THE DAY-TO-DAY OPERATIONS OF JVS/TWP, AND WHOSE CONCERNS, SCHEDULES, AND INPUT ARE VALUED BY STAFF AT EVERY LEVEL OF THE ORGANIZATION.**
- 2. ALL STAFF WILL PRESENT A WELCOMING AND PROFESSIONAL ENVIRONMENT FOR ALL INTERNAL AND EXTERNAL CUSTOMERS, AND OTHER STAKEHOLDERS.**

Standards:

- All staff, regardless of organizational level, will strive to welcome and help all customers, potential customers, and guests. This includes approaching these persons to offer assistance.
- Staff will approach every interaction with an external customer with the awareness that he or she is representing the entire agency, not just one's program.
- Staff will ask each external customer what he or she needs and wants from the agency or program.
- All staff members will show respect when communicating with each other.

B. Professional Presentation and Effective Communication

- 1. ALL STAFF WILL PRESENT THEMSELVES IN A PROFESSIONAL MANNER WITHIN JVS/TWP AND ANYWHERE WE REPRESENT THE AGENCY. STAFF WILL ALSO BE MINDFUL THAT OUR COLLATERAL MATERIAL REPRESENTS US TO THE PUBLIC.**

Standards:

- Staff will dress appropriately in professional/business attire both in the office and at off-site locations and whenever representing JVS/TWP.
- Staff will produce and use marketing and collateral materials that are standard, in accepted format and that feature the JVS/TWP logo.
- Presentations and handouts will be professional in content and format. The Power Point format is recommended for presentations to employers or other stakeholders.

- 2. IN ORDER TO COMMUNICATE EFFECTIVELY, STAFF AND CUSTOMERS WILL BE PROVIDED WITH CURRENT, ACCURATE AND REGULARLY UPDATED INFORMATION ABOUT JVS/TWP SERVICES AND RESOURCES.**

Standards:

- Staff will ensure that both permanent signage and signs for special events and meetings are user-friendly, clear and multilingual (when appropriate), and that they adequately direct visitors and customers to the correct location. Staff will remove signs for one-time events by the following morning.
- Staff will update the Guide to Agency Programs quarterly. This document is aimed at external stakeholders. It will also reside on the JVS/TWP shared drives.
- IT staff will develop, maintain and monitor the process for updating the JVS websites(s) on a monthly basis.
- Human Resources staff will inform all members of the organization about staff transitions as soon as possible. This includes promotions, new hires, and departures.

C. Responding to Customers

- 1. STAFF WILL COMMIT TO RESPECTFUL AND TIMELY INTERACTION WITH CUSTOMERS AND TO PROVIDING ACCURATE/UP-TO DATE INFORMATION AND REFERRAL.**

Standards:

- Staff will respect client /consumer confidentiality and refrain from discussing customers in public areas. Further, if needed, we will meet with customers in private.
- Staff will return calls and electronic mail promptly.
- Staff will utilize program-approved procedures (phone and email) for informing colleagues about their absence.
- Staff will develop and maintain procedures for contacting customers if appointments need to be postponed, and will give customers the maximum possible notice.
- All staff and volunteers will wear nametags while at work.
- All staff will provide clear and accurate information to customers seeking assistance. If referral to another JVS/TWP staff or department is needed, the referring staff member will provide "hand-off", when possible.
- Staff will observe agreed-upon deadlines and timelines for work with customers/clients.
- Staff will provide their business card to customers whenever possible along with instructions on best way and time to connect.
- Staff will change their outgoing voicemail message and use their out-of-office e-mail message if they plan to be out of the office for at least one day. Part-time staff will specify their schedule in their outgoing phone messages.

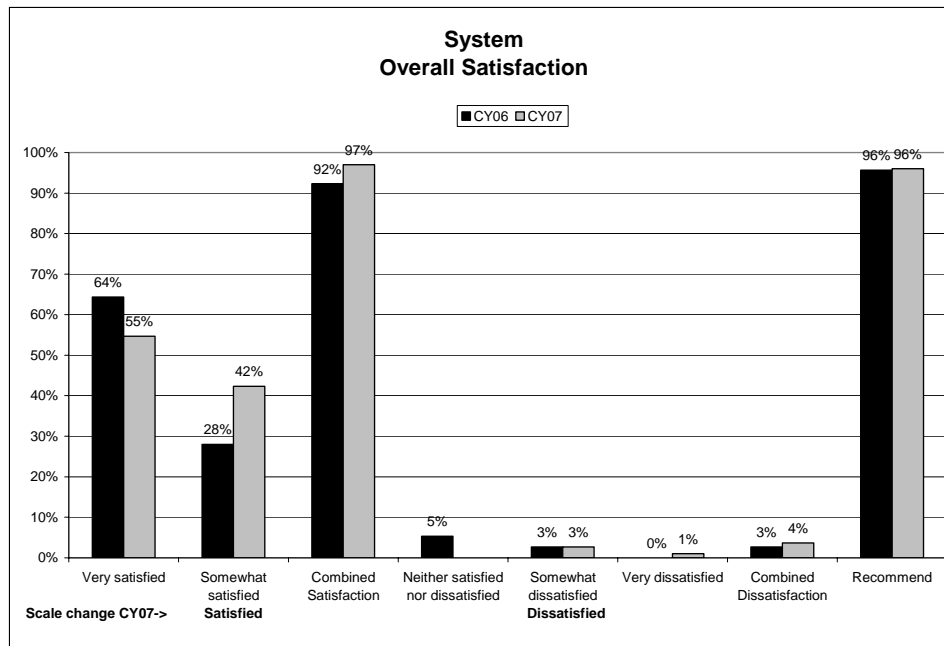
CROSS SYSTEM INFORMATION

Voice of the Customer

Job Seeker Customers – System Report⁴⁷

A total of 287 job seeker customers participated in Voice of the Customer activities in 2007. PIC staff conducted four interview sessions and two focus groups at each of three centers that produced feedback from 259 job seekers. An additional 28 customers participated in one of three focus groups targeted to individuals who participated in the training referral process, received welfare, or had criminal records.

Boston centers maintained a high level of customer satisfaction⁴⁸: overall, 97% were satisfied (very satisfied: 55%; satisfied: 42%). Although the proportion of “Very Satisfied” customers declined from 64% to 55% compared to last year, overall satisfaction rose from 92% to 97%. Ninety six percent (96%) had, or would, refer friends, family or colleagues to the centers.

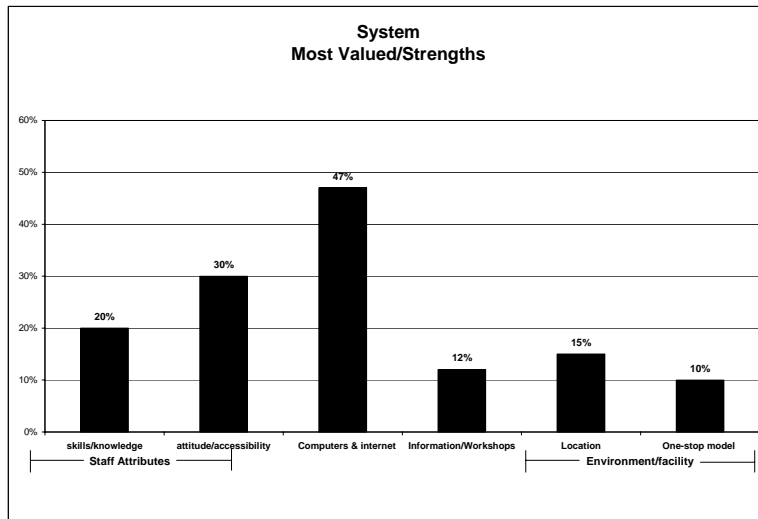


⁴⁷ For Voice of the Customer information on specific career centers, please see the center-specific report. This report combines the data for all three centers.

⁴⁸ There was a methodological change this year in the “overall customer satisfaction” rating scale. The rating scale was changed from five points to four (“neither satisfied nor dissatisfied” was eliminated and “somewhat satisfied” and “somewhat dissatisfied” were changed to “satisfied” and “dissatisfied”). As a result, while the year to year data is not directly comparable, it was worth presenting. In addition, this chart includes two additional bar sets. The first combines the “very satisfied” and “satisfied” ratings into a “combined satisfaction” rating; the second combines the “dissatisfied” and “very dissatisfied” ratings into a “combined dissatisfaction” rating.

Generic focus groups and interviews

Strengths

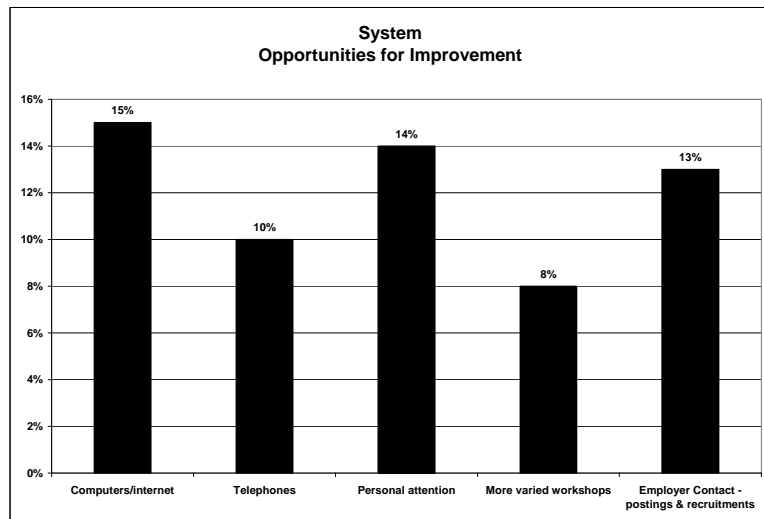


Staff and technology continued to be the centers' greatest strengths. Forty seven percent (47%) of participants valued access to computers and the internet most highly. Twenty percent (20%) of participants most highly valued the skills and knowledge of staff, and thirty percent (30%) valued their attitude and accessibility, paying special attention to their dedication⁴⁹. Among the many areas in which staff assisted customers, help with resumes and cover letters, and instruction in basic computer skills were frequently praised. Convenience (comprised by location and centralization of

resources or "one-stop model") was a key component of satisfaction for 25% of customers: 15% considered location (easily accessible by public transportation, availability of parking, or proximity to downtown employers) important and 10% appreciated the abundance of resources available in the one-stop career center model. Finally, 12% of customers valued job search workshops and support groups most highly.

Opportunities for Improvement

Opportunities for improvement were most frequently found in the area of technology: 15% of customers had had problems with slow or malfunctioning computers and/or internet connections.⁵⁰ In addition, customers expressed a desire for centers to acquire the most recent versions of common computer software. Ten percent (10%) of participants complained about telephones, including inadequate access to phones, lack of privacy and/or noise created by telephones' location, and the use of cell phones in the resource libraries.



⁴⁹ In a change from last year's reporting, "Staff" attributes were divided into two factors: "skills/knowledge" and "attitude/accessibility." Similarly, what was formerly called "Environment/Facility" was divided into "Location" and "One-Stop model."

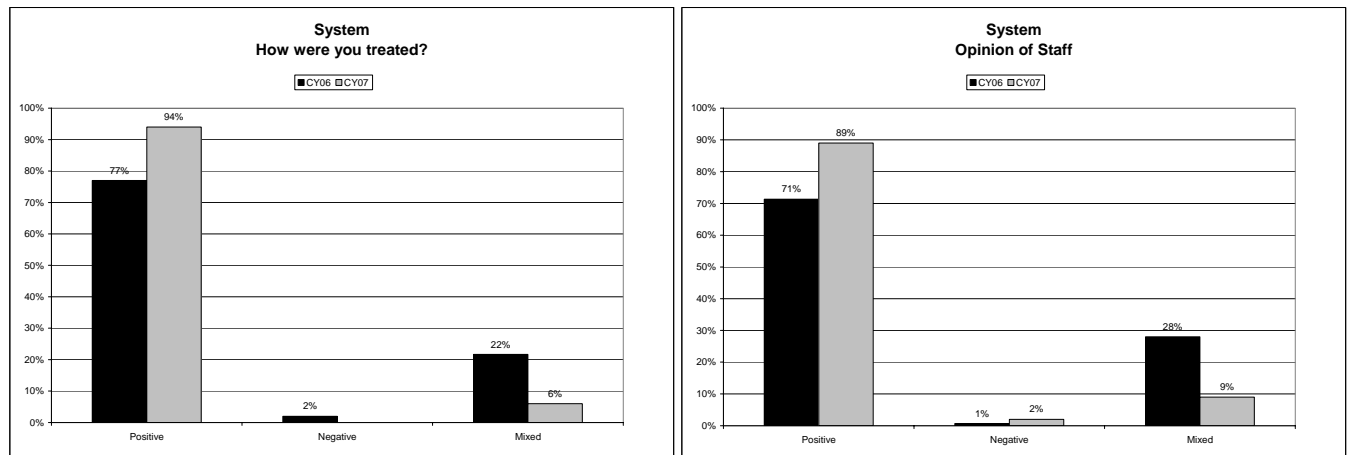
⁵⁰ The majority of customers in this group were from Boston Career Link, whose computer systems have suffered from age and poor maintenance for several years. However, comments about the other centers have been slowly increasing as their systems age.

Fourteen percent (14%) of participants wished for a more personalized experience at the centers that would include both more frequent personal contact with counselors and/or job placement staff, and more post-workshop assistance in applying the information and skills learned in workshops to the customers' individual situations. Those with criminal histories, disabilities or other commonly encountered barriers to employment were particularly vocal in expressing their desire for workshops, postings and other resources that were tailored to their specific difficulties in obtaining employment. In a related finding, 8% of customers felt workshops were somewhat generic and would be improved by targeting content more closely to the backgrounds, needs and interests of those who participated⁵¹.

Thirteen percent (13%) of job seekers complained about some aspect of employer contact offered at the center. Comments focused on two primary areas: 1) the relatively narrow range of occupations and salary levels represented both in postings and at recruitment events; and 2) the frustrating practice by company representatives at recruitments and/or job fairs of refusing to accept resumes and, directing job seekers to their on-line applications.

Customer Service

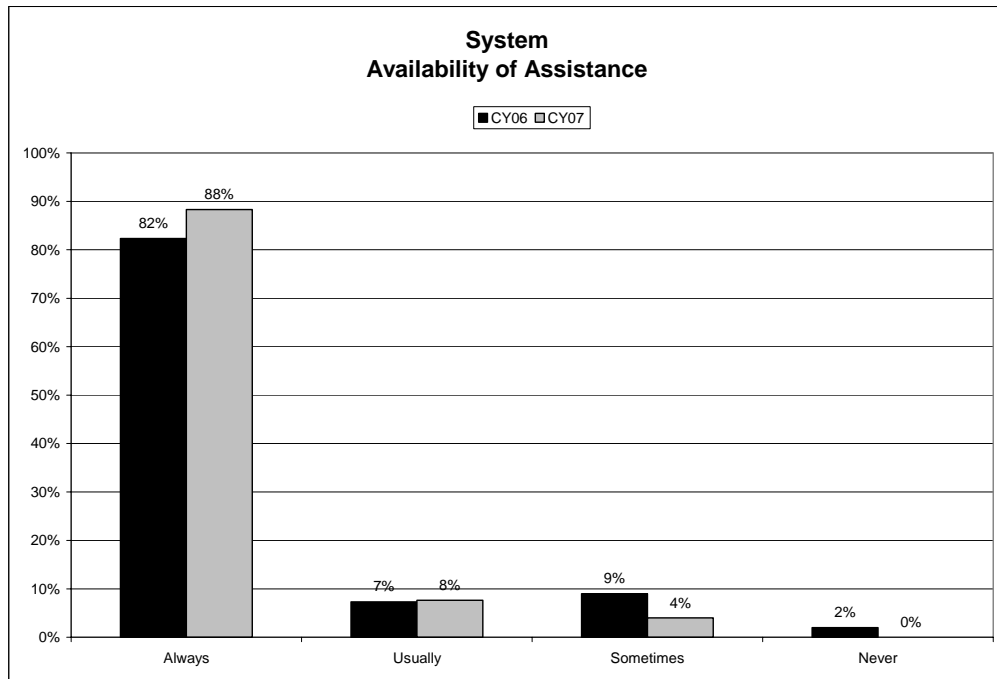
Opinions of customer service were similarly positive and showed significant improvement over last year. Ninety four percent (94%) of those asked said they had been treated well (a 17% increase over 2006), and 89% had a positive opinion of staff (an 18% increase). Among the 9% who had mixed opinions of the staff were those who had had unsatisfactory experiences in the centers' reception areas⁵².



Data on the “Availability of Assistance” measure also indicated growth. In response to the question: “How often was there an approachable staff person available to help?” 96% indicated that help was readily available (always: 88%; usually: 8%). This represents a 7% gain over last year, a particularly strong finding in light of funding and staffing levels and the continuing challenges presented by the diversity of barriers presented by many career center job seeker customers.

⁵¹ Although workshops were mentioned by 10% to 16% of customers as a strength (BCL: 10%; JN: 16%; TWP: 10%) for all three centers this represents a decline from last year. The comparable numbers for last year were: BCL: 29%, JN: 21%, TWP: 28%. It is unclear whether customers were less impressed with workshops this year or simply found other aspects of the centers to be much more valuable (in which case there might not be any negative interpretation to the change in the ranking of workshops.)

⁵² Please see individual career center reports and the report on “Specialty” groups, below, for more information about this.



Specialty Focus Groups

Welfare Customers

Seven (7) welfare recipients from each of the three centers participated in a focus group at the Private Industry Council. All but one (86%) described themselves as satisfied with their experiences at the centers and said that they would refer others to them.

Strengths

Forty three percent (43%) of the customers identified availability of high quality, relevant job search information and staff assistance as the most valuable aspects of their experiences at the career centers. Workshops on topics such as *resume writing* and *cover letters*, combined with individual coaching by professional staff in applying the concepts introduced in the workshops, had helped these customers significantly.

Opportunities for Improvement

Many members of the group appreciated the number of positions listed at the centers that did not require certificates, credentials or "advanced" education. However, all of the participants (100%) agreed with an individual who passionately expressed the need to help welfare recipients become independent of that system through developing "*careers rather than jobs for the moment.*" Fifty seven percent (57%) of customers reported disappointing interactions with career center staff members at two of the centers as a result of what they perceived as a lack of friendliness from personnel at the centers' reception areas and/or the sense that they were being stereotyped as welfare recipients and treated with less respect as a

result⁵³. However, with the exception of these specific, individual interactions, 86% felt they had been treated well at the centers by the majority of staff members and described staff as “friendly” and “professional”.

Customers with Criminal Histories

Seven (7) job seekers with criminal histories participated in this focus group. Their overall satisfaction level was high: 100% were satisfied with their experiences and said that they would refer others to the centers.

Strengths

These customers identified access to information and individual attention from qualified staff as the greatest strengths of the centers. Fifty seven percent (57%) discussed the importance of workshops and follow up assistance with staff members and 43% stressed that the attention of staff members provided essential morale-strengthening and encouragement. Resume assistance was especially appreciated as were staff members' skills at helping customers identify transferable skills.

Opportunities for Improvement

Workshops presented the greatest opportunities for improvement: 43% of the participants agreed that the sessions were too general and cautioned that the issues for formerly incarcerated job seekers were very specific to that group and required specific attention. Some suggestions for additional workshops included sessions on transferable skills and entrepreneurial opportunities for persons with criminal histories.

Eighty six percent (86%) of the participants felt that they had been well-treated at the centers and had positive opinions of the staff. However, 29% had experienced difficulty finding individual assistance, prompting one to comment that, *“They expect you to know what you want. We aren't so self-directed. We're confused. People who have been incarcerated aren't going to ask for help.”*

Specific suggestions for serving individuals with these barriers to employment included:

1. At the end of orientation, take fifteen minutes to touch base with each customer, asking what they need, telling them their next steps and with whom to set up appointments.
2. Advocate with employers to increase understanding that formerly incarcerated individuals can be loyal and productive employees.
3. Conduct staff training on the incarceration experience to improve counselors' understanding of inmates' feelings and experiences.

Training Customers

Fourteen (14) customers representing each of the three Boston centers participated in the focus group. Eighty six percent (86%) reported that they were satisfied with the centers and all of them said that they would refer family, friends or colleagues to the centers.

⁵³ These comments pertained to a particular staff at one center who was cited by other members of the group as unfriendly and lacking customer service skills. Whether or not this is attributable to bias against a particular group or the individual's personality is unclear.

Strengths

Forty three percent (43%) of customers said that assistance and support of career center staff was most important, and 29% considered simply having access to information about training, and their options to be most important. Overall, this group felt well-served by pleasant and knowledgeable staff that guided them throughout the training application and approval process.

Opportunities for Improvement

There were opportunities for improvement in customer service, information and communication and the level of continuity and coordination throughout the training system. Thirty six percent (36%) reported negative experiences with individual staff members about such things as lost paperwork, referral of a customer to an improper location, or failure to provide complete information about available programs. In general, customers advocated for more information as early in the process as possible and in the simplest, clearest possible format. Customers also complained about the information gap between the approved training provider list and the actual programs offered by the schools, noting that information was frequently out of date. Twenty one percent (21%) described problems in the process that arose from the inherently unpredictable, uncoordinated nature of the training system itself as a result of having been approved for programs that either delayed their start dates or cancelled their sessions altogether.

Business Focus Groups and Surveys

Three focus groups were held for business customers in 2007. Business customers referred to a focus group who could not attend were asked to complete an online survey. A total of 45 businesses (focus groups: 18; surveys: 27), representing the three centers, participated. Overall, business customers were pleased with their experiences at career centers: 86%⁵⁴ said they would continue to use the centers and 90% said they would refer colleagues.

Strengths

Customer service and recruitment events were the centers' greatest strengths according to participating businesses. Forty percent (40%) said that the professionalism and responsiveness of the centers' representatives was a primary factor in satisfaction; 24% attributed satisfaction to the quality of their relationship with the representative; 9% praised the centers' understanding of their business needs.

For 16% of participating businesses, recruitment events were the most valuable aspects of their relationships with the centers. Both the quantity and quality of applicants, and the excellent, hands-on organization of the events were emphasized. Cost was an important factor as well, and some said the quality of the career center events rivaled the more expensive job fairs these companies frequently paid to attend.

Opportunities for Improvement

Preparation or education of applicants for interviews was the overriding issue in need of improvement for these businesses. Twenty two percent (22%) had seen applicants with poor presentation or interviewing skills (poor grooming, lack of business etiquette, use of cell phones); 13% described applicants with insufficient skills for, or knowledge of, the positions for which they were applying; and 9% had been referred applicants who were generally poor matches for the positions. Businesses did not report a high number of these applicants but expressed very limited tolerance for those who fell into this category. They advised centers to spend more time and effort on counseling job seekers and on pre-screening candidates to address these consistent themes in employer feedback. This might require increased coordination/collaboration between career counselors/advisors and business development/job development staff at the centers where counselors, either in individual or group formats, provide information about the application review and follow up process; and business development staff provide information about the expectations of the specific business customers with which the career center was working or to which job referrals were made.

In spite of their consistently high quality, according to 9% of participants there was also room for improvement in management of job fairs. Suggestions included more thorough preparation of attendees to make them better aware of the specific businesses participating and to help them be better informed about current standard application practices. A proactive effort to target customer flow and direct applicants to those companies with whom they were most suitably matched was also suggested.

Finally, some of the businesses reported having received excellent responses to their postings while others reported a poor response. In discussion of the issue, the businesses attributed the differences to 1) degree of personal relationship between the business and career center representatives, and 2) differences in job seeker pools at different centers.⁵⁵

⁵⁴ Four percent (4%) were dissatisfied and 10% did not respond to the question.

⁵⁵ In fact, different centers target somewhat different business customers depending on the skills, work histories and other characteristics of their talent pools and the flow and characteristics of unemployed individuals through the centers varies constantly.

CSI Attachment 1 – Charter Review Schedule of Activities

“VOICE OF THE CUSTOMER”

Activity	Date	# Participants
<i>Business Focus Groups & Surveys</i>	6/07	26
	10/07	19
<i>Job/Training Seeker Generic Focus Groups</i>		
Boston Career Link	5/17/07	10
	9/28/07	11
JobNet	6/12/07	10
	10/9/07	13
The Work Place	7/10/07	18
	11/13/07	10
<i>Specialty Job/Training Seeker Focus Groups</i>		
Customers with Criminal Histories	10/23/07	7
Customers Transitioning from Transitional Assistance	11/27/07	7
Training Customers	12/6/07	14
<i>Point of Service Individual Customer Interviews</i>		
Boston Career Link	5/22/07	12
	5/29/07	20
	10/2/07	18
	10/11/07	19
JobNet	6/21/07	15
	6/28/07	9
	11/8/07	17
	11/16/07	15
The Work Place	6/12/07	14
	7/18/07	19
	12/4/07	15
	12/11/07	14
Total Customer Contacts		332

ANNUAL “CHARTER REVIEW PERIOD”

Charter Review Notice memo released	11/19/07
Strategic Plans due	1/11/08
Site Visits	
Boston Career Link	1/23/08
The Work Place	1/24/08
JobNet	1/30/08

CHARTER VOTES

Employment & Training Systems Committee vote	3/13/08
Workforce Development Committee vote	4/1/08
PIC Board vote & Career Center Notification	4/16/08

CSI Attachment 2 - Voice of the Customer Participation Chart
Total Customer Contacts – 332
Job Seekers – 287
Businesses - 45

Totals by Type of Activity	#	%
Interviews	187	56%
Job Seeker Focus Groups	100	30%
Generic @ Center	71	21%
Specialty	29	9%
Business Customer Focus Groups & Surveys ¹	45	14%
Total Customer Contacts	332	100%

Participation by Center	#	%
BCL Total	112	34%
Job Seeker Interviews	69	37%
Job Seeker Focus Group @ center	21	30%
Specialty Job Seeker Focus Group	10	34%
Business Focus Groups & Questionnaires	12	27%
JobNet Total	97	29%
Job Seeker Interviews	56	30%
Job Seeker Focus Group @ center	23	32%
Specialty Job Seeker Focus Group	7	24%
Business Focus Groups & Questionnaires	11	24%
TWP Total	116	35%
Job Seeker Interviews	62	33%
Job Seeker Focus Group @ center	27	38%
Specialty Job Seeker Focus Group	12	41%
Business Focus Groups & Questionnaires	15	33%

Anonymous Business Customer Surveys	7	16%
-------------------------------------	---	-----

CSI Attachment 3 – Charter Review Notice memo

Generic Version

BOSTON ONE-STOP CAREER CENTER SYSTEM CHARTER REVIEW FOR FY 2009

Introduction

The Employment & Training Systems Committee of the Boston Private Industry Council, Boston's Workforce Investment Board, is responsible for the oversight of Boston's Career Centers and for conducting the annual Charter Review process. This review takes place annually over the span of the centers' three-year charters. Until last year, the Committee typically approached Charter Review by identifying the key challenges that the career centers confronted in the previous year and asking them to present their responses to those challenges. In FY06, following a year of relative stability in volume and funding without any significant changes required of career centers related to new initiatives, the Committee asked the centers to develop the central elements of the Charter Review - the Strategic Plans and site visit presentations - based on goals the centers had set for themselves in the prior year's Strategic Plan. The Committee also asked them to address the Opportunities for Improvement established by the Committee in the prior year's Charter Review.

This year's procedure essentially will be the same. Each center will be asked to submit a strategic plan and provide presentations at their site visits that update their goals for FY'08, identifying where progress was made, where it was not, obstacles to progress encountered and remedial measures taken.

The Strategic Plan and site visit presentations should also delineate/update goals for FY'09 and the means planned to attain them. In addition to career center identified goals, as part of last year's Charter Review, the PIC identified Opportunities for Improvement for each career center. In the Strategic Plan for this year's review and in site visit presentations, career centers will also report on actions taken to address the PIC-identified opportunities for improvement.

There is one area in which Career Centers will be asked for more detailed information. During the course of the past year the Board has become more interested in the centers' approaches to serving their business customers. Business customer satisfaction data remains strong. Volume and service mix data is varied. The Committee and the Board are interested in better understanding this variation and whether it is related to a difference in strategy and approach or some other factor. In general, the centers' overall analysis of the demand side of their business, the data from which that analysis is derived and the practices that are the result will be a focus of this review.

To: [insert director]
From: Employment & Training Systems Committee
Re: FY 09 Charter Review Process
Date: November 20, 2007

1. Structure of the Charter Review Process

The Charter Review includes the following components:

1. Strategic Plan
2. Site Visit
3. Customer feedback
4. Performance data

A more detailed description of each element of the charter review follows:

2. Strategic Plan

The aim of the Strategic Plan is to provide an assessment of the career center's progress on goals established in the prior year's Strategic Plan and to use the lessons learned to plan for the upcoming years.

A separate Strategic Plan Guidance document is included with this memo.
Strategic Plans will be due on **Friday, January 11, 2008.**

3. Site Visits

Schedule: One-day site visits will be conducted at each center. The site visit to [insert name of career center] is scheduled for [insert date]. The visit will last from 9:30 am until 3:30 pm. The site visit schedule will be as follows:

Time	Activity
9:30 am-9:45 am	Arrival, review of agenda
9:45 am – 12:00 Noon	Presentation I: Progress on FY'08 Goals
12:15 pm-1:15 pm	Lunch (Workforce Board/Committee members out)
1:15 pm -2:30 pm	Presentation 2: Strategies for Working with Business Customers
2:45 pm-3:00 pm	Preparation for debrief (WB team)
3:00 pm-3:15 pm	Debrief (all staff invited)
3:15 pm-3:30 pm	Close/Next Steps

Staff involvement in presentations: Historically, we have applied the Continuous Quality Improvement principle that those staff most directly involved in process improvements and service delivery be directly involved in the relevant presentations at the site visit. Over the years, in some instances, this was interpreted to mean that **all** staff should participate in the presentations. Two years ago, in the survey the PIC conducts with career center staff about the Charter Review process, staff said that parts of the site visit presentations were too general, lacking in specific actions/accomplishments, repetitive of general program descriptions and incomplete regarding quantitative data. These observations seemed to be the result of what may have become the **over inclusiveness** of staff in the presentations. In response to that feedback, last year's process re-emphasized that **staff with contributions directly related** to the

areas/programs/processes under discussion be involved in the presentations. There were no complaints related to the presentations in last year's career center staff survey. Therefore, we ask that the career centers maintain this focused approach to the inclusion of staff in the site visit presentations.

Also, as requested last year, unless a program is new or there is a new development in an established program, general information about programs should be summarized for presentations. Detailed information can, of course, be offered in handouts.

As is the case with all charter review activities, the Employment & Training Systems Committee, Workforce Board and staff are interested in the thinking, analysis and considerations that informed decisions and strategies as well as the outcomes. This understanding of intent should inform the development and content of presentations.

There have been occasions in the past when Career Centers have taken it upon themselves to redesign the order and timing of site visit presentations in a way that they felt more accurately reflected their thinking and decision making about the processes/programs/goals being presented. Since there are members of the site visit team, particularly members of the Employment & Training Systems Committee as well as senior staff of the Workforce Board, who may only be able to attend for a portion of the day, if you choose to make significant changes to the suggested design, we ask that you submit a revised agenda to Dore Penn (dore.penn@bostonpic.org) at least one week prior to the visit.

Site Visit Content

Presentation 1: Progress on FY'08 Goals/Addressing PIC "Opportunities for Improvement"

[Insert career center] identified benchmark goals for FY'09 as part of the three-year Strategic Plan submitted last year. They are included as Attachment A.

[Insert career center] presented specific activities targeted to the accomplishment of these goals as part of last year's Charter Review. These are summarized in the PIC's Charter Review Report. For each of your selected goals, the morning presentation at the site visit should:

1. Identify the respective 3-year goal established in the FY'07-FY'09 Strategic Plan
2. Identify the FY'08 goal tied to the 3-year goal.
3. Describe the actions taken to achieve the FY'08 goal
4. Identify the challenges and barriers, if any, experienced in attempting to achieve the goal
5. Describe the outcomes/results, i.e., what has been achieved for the goal
6. Based on 1-6, describe next steps/benchmarks for the goal.
7. Identify any new goals for FY'09.

Be sure to include quantitative and qualitative data as relevant in the discussion of the goals and results of actions taken.

In addition to the goals that career centers identified, the PIC identified Opportunities for Improvement for each center. These are also summarized in the PIC's Charter Review Report. Please address actions taken to address these Opportunities for Improvement as part of the first presentation.

Presentation 2: Strategies for Working with Business Customers

Career centers' work with business customers is central to the mission of the centers. Meeting or exceeding the needs and requirements of both job seeker and business customers drives the centers' quality improvement efforts. Aligning the needs and expectations of these two customer groups and reconciling the differences in needs and expectations is among the most significant challenges career centers face.

Historical data and the most recent "Dashboard" information for FY'07 reflect significant differences in the volume of businesses using the centers, the type of business customer served (new, continuing, returning), the volume of services and the service mix provided by the centers. The Employment & Training Systems Committee and the Board are interested in better understanding this variation and whether it is related to different strategies adopted by the different centers or some other factor(s). In general, the second site visit presentation will focus on your overall analysis of the demand side of your business (your business customers), the data from which this analysis is derived, the practices that are the result of this analysis and the results of those practices.

You may formulate and organize your presentation in whatever way seems most effective. We would like you to incorporate the following questions and issues into the presentation.

The broad strategic questions to be addressed are:

1. What is your overall strategy for the recruitment, engagement and maintenance of business with your business customers?
2. What data do you use in determining this strategy?
3. What are your business practices in terms of marketing, recruitment, service provision and customer retention?
4. What do you consider to be your most effective practice in meeting the needs of your business customers?

More specifically, we would like you to:

1. Identify the number of new business customers, or existing business customers who used a new service.
2. For new customers, identify whether the first contact was initiated by the career center or by the business.
3. If the career center recruited the business, what kind of data or information drove that choice and of what did the engagement strategy consist?
4. If the business initiated the contact, what led the business to seek your particular center?

4. Voice of the Customer Feedback: Focus Groups and Customer Interviews

Workforce Board staff solicited feedback from job seeker and employer customers throughout the year. The data gathered from these activities was shared with career centers and will inform the charter review report's section on customer feedback.

5. Performance Data

We will use FY'07 and FY'08 Q1 MOSES data to inform the review.

Time Line

Activity	Date
Notice memo issued	11/19/2007
Strategic Plans due	1/11/2006
	BCL: 1/23/08
	TWP: 1/24/08
Site visits	JN: 1/30/08
Clarifying questions issued	2/1/2008
Responses due back	2/8/2008
Report issued to ETSC	3/7/2008
ETSC Meeting & Vote	3/13/2008
WDC Meeting & Vote	4/1/2008
Board Meeting & Vote	4/16/08

Contact Information

Please feel free to contact Dore Penn, Dennis Rogers or Radka Stepanska with any questions you may have about this year's charter review process. Contact Dore or Dennis for content related matters and Radka regarding logistics.

Dore's contact information:

E-mail: dore.penn@bostonpic.org

v: 617-423-3755 x249

f: 617-423-1041

Dennis' contact information:

E-mail: dennis.rogers@bostonpic.org

v: 617-423-3755 x213

f: 617-423-1041

Radka's contact information:

E-mail: radka.stepanska@bostonpic.org

v: 617-423-3755 x271

f: 617-423-1041

Attachment A

Boston Career Link 3-Year Goals Statement

Boston Career Link set four broad strategic goals as part of its FY'07-FY'09 plan:

- Goal 1:** Address the needs of “basic skills” job seekers. Accomplishing this goal included, among other activities: restructuring space to accommodate customer volume, engaging and maintaining volunteers to provide support in the resource room, developing strategic collaborations with basic skills training providers, exposing training-eligible customers to different modes of training to prepare them for opportunities in critical and emerging industries, improving access to multilingual materials.

- Goal 2:** Recruit employers with special emphasis on critical and emerging industries. Accomplishing this involved increasing the number of business relationships with employers that fit BCL’s placement data while supporting in-demand occupations. Central to this goal was expanding the use of labor market information by BCL staff to inform these efforts.

- Goal 3:** Integrate CQI into the operations of Boston Career Link. This goal was to be accomplished by hiring a CQI consultant to work with management and staff.

- Goal 4:** Advocate for increased funding to maintain service delivery and meet volume and diversity demands. This goal involved increasing revenue by seeking alternative sources of funding including grants and fee for service activities.

Attachment A

JobNet 3-Year Goals Statement

JobNet set twelve strategic goals as part of its FY'07-FY'09 plan. These were organized by Job Seeker Services (1-6), Business Services (7-10) and Professional Development (11-12).

Jobseeker Services Goals

- Goal 1:** To deal effectively with the increasing number of new members utilizing Career Center resources in the wake of dwindling financial and over-extended staff resources.
- Goal 2:** To maintain successful outcomes – job placement – in an economy that is still suffering from low job growth and demands for higher levels of skill requirements for employees.
- Goal 3:** To strategically position the Career Center to more effectively address the needs of employers/job seekers by assisting customers to be better prepared to “Hit the ground running”.
- Goal 4:** To effectively address the needs of lower level job seekers with multiple barriers who have difficulty accessing and effectively utilizing employment and training resources while simultaneously identifying and addressing the needs of higher functioning customers to ensure availability of relevant services to this population.
- Goal 5:** To continue to grow supportive partner relationships with appropriate community entities to expand support and services to our constituent groups.
- Goal 6:** To continue to utilize CQI techniques and constructs to improve service delivery to customers

Goals for Business Services

- Goal 7:** Increasing our visibility within the Business community and surrounding Boston neighborhoods through partnerships with Community Based Organizations and the educational community.
- Goal 8:** Continue to develop a business model and practical approach to achieve our stated mission.
- Goal 9:** Establishing methodologies to educate stake holders in the shared responsibilities for development of a strong and vibrant Massachusetts economy and for a motivated, knowledgeable and prepared workforce.
- Goal 10:** To proactively pursue additional revenue streams to supplement dwindling funding sources.

Goals for Professional Development Services

- Goal 11:** Promote a required sense of personal responsibility in life-long learning and skill development.
- Goal 12:** Provide formal and informal opportunities for staff professional/technical development.

Last year’s Charter Review Report consolidated these goals under the three identified areas: Job Seeker Services, Business Services and Professional Development. The Job Seeker Services goal was further restructured to include 1) a goal targeting services for special populations (training, welfare and ex-offender customers) and 2) a goal for job search preparation. Goals regarding 1) Collaboration and 2) CQI were recast as methodologies to accomplish goals in the other areas.

Attachment A

The Work Place 3-Year Goals Statement

The Work Place set four strategic goals as part of its Strategic Plan for FY'07:

- Goal 1:** Develop existing relationships into strong collaborations; especially with MRC, training agencies and ABE advocates.
- Goal 2:** More fully integrate employers into all aspects of career center activities including: advertising jobs on TWP's website, integrate recruitment sessions with online application support, employer forums.
- Goal 3:** Provide in-house staff training for teams and external development activities for individuals. Personal career plan to be incorporated into annual performance reviews.
- Goal 4:** Address the needs of the following populations:

Mature Workers: Expand relationships with agencies serving this population; develop additional workshops and activities targeted to this group; dedicate one member of the Career Services team to service this population and charge the Business Development team to work with employers to identify appropriate positions for mature workers.

Youth: Increase high school student awareness of TWP's services; youth targeted presentations to be presented in schools, at community sites and at TWP. Expand relationships with youth-serving agencies such as Boston Cares and Jobs for Youth.

Returning Veterans: Anticipating the possible return of large numbers of military personnel from Afghanistan and Iraq and concerned that resources may not be available in a timely manner, TWP will 1. Develop a quick-delivery referral system by cross training all staff regarding appropriate referral resources for veterans, 2. Develop and offer veterans-only workshops, and 3. Identify "veteran-friendly" employers.

CSI Attachment 4 – Strategic Plan Guidance

Boston Career Centers

**Charter Review:
Re-Chartering through FY2009**

GUIDANCE FOR STRATEGIC PLAN DEVELOPMENT

UPDATED 11-16-07

INTRODUCTION

Integrated 3-Year Strategic Plan – Year 3

This year's Strategic Plan should present progress on the goals that are in Attachment A of the Charter Review Notice memo. Progress since the last Charter Review should include successes, challenges and responses to those challenges. Any "lessons learned" should be described. Those lessons, along with any other relevant information, should be applied to the career center's goal setting for FY'09 discussed in the context of the original goals set for FY'09 in the three-year plan submitted as part of the new charter issued for FY'07. You may use the questions from the first presentation at your site visit as the framework for discussing progress on goals.

Be assured that the Committee and Board understand that there are variables outside career center control that may impact progress on goals. However, benchmarks for assessing progress must be provided in the Strategic Plan.

In addition to the goals the career center established, the PIC identified several Opportunities for Improvement in last year's Charter Review Report. In your Strategic Plan, please address these opportunities as well.

Baldrige Criteria

The practice of past Strategic Plan guidance in expecting the use of the categories of the Baldrige National Quality Program's Criteria for Performance Excellence to be evident in the plan will continue. The categories are:

1. Leadership
2. Strategic Planning
3. Customer and Market Focus
4. Measurement, Analysis and Knowledge Management
5. Human Resource Focus
6. Process Management
7. Organizational Results

The Baldrige criteria are outlined in the following pages. Please incorporate relevant aspects of the Baldrige Criteria into your plan.

Please remember the Baldrige Award Criteria are intended to be a **guide** in developing the Strategic Plan. While not expected to respond to each and every question, career centers are expected to use the key criteria, as relevant, in describing goal setting processes, progress and plans for the future. To the extent that the criteria are relevant to the methods used to assess needs, plan actions and measure results, they should be referenced in your plans. Specific questions listed under the relevant criteria can guide responses. While many of the questions are written to address past or current performance, the Committee expects that the plan will be prospective as well.

In recent years the Baldrige Award application has asked organizations to begin by developing a profile that describes their business environment and key challenges. The Employment & Training Systems Committee adopted this convention several years ago. However, as part of last year's Strategic Plan

Guidance, the Committee requested an Organizational Profile ONLY if any aspect of the career center's vision, mission, leadership, management structure or challenges had changed in a significant way. The same practice will be followed this year. If you do include an organizational profile, please note the changes from previous submissions.

Incorporation of Continuous Quality Improvement (CQI)

Over the last several years, the Employment & Training Systems Committee (ETSC), Workforce Board and staff, assuming that CQI is embedded in career center practice, did not ask that specific references be made to the utilization of CQI concepts and methods in the Strategic Plan. However, **given the new statewide emphasis on CQI**, we expect you to draw the connection between a particular approach to action on your goals and relevant CQI constructs.

The Employment & Training Systems Committee and the PIC Board's historical focus on customer flow processes and service delivery structures and products remains central to the commitment to service integration and universal access in the operations of Boston's career centers. In the strategic plan guidance provided in the past, questions regarding these relationships were made explicit. In this guidance you may choose to address them under a number of the criteria.

BOSTON PRIVATE INDUSTRY COUNCIL

Boston's Workforce Investment Board

Gary L. Gottlieb, M.D., MBA
Chair

Neil Sullivan
Executive Director

Baldrige Quality Award Criteria⁵⁶

PREFACE

Organizational Profile: Provides a snapshot of your center, the key influences on how you operate and the key challenges you face.

Profile 1: Organizational Description

- a. What is your center's organizational context/culture? Include your purpose, vision, mission and values, as appropriate.
- b. Who are your center's partners? List the **key** workforce and other organizations, stakeholders and entities with which you partner to be successful in meeting your purpose, mission and vision.

Profile 2: Organizational Challenges

- a. What are your **key** business, operational and human resource strategic challenges?
- b. What is the overall approach you take to meeting these challenges and maintaining an organizational focus on performance improvement?

CRITERIA

1. **Leadership:** 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 your organization's governance.
 - a. **Career Center Management**
 - i. What is your organizational governance system? What are the reporting relationships among your board, senior management leaders, partner organizations and any advisory bodies you convene?
 - ii. Describe how these entities contribute to the guidance of the organization.
 - iii. Describe how senior management staff leaders guide your organization.
 - iv. How is this guidance and governance deployed throughout the organization?
 - v. Describe how senior leaders review organizational performance.
 - b. **Managing Systemic Imperatives**
 - i. Career centers have many stakeholders, funders and system customers whose requirements are not always aligned with one another. How does your center's leadership "frame" these requirements and provide guidance to staff in addressing them?

⁵⁶ Adapted from Baldrige National Quality Award Program, 2004 Criteria for Performance Excellence, for use by the Boston Workforce Investment Board in its evaluation of Boston's One-Stop Career Centers for Re-Chartering through FY09.

2. **Strategic Planning:** Examines how your center develops strategic objectives and action plans. Also examined are how your chosen strategic objectives and action plans are deployed and how progress is measured.

- a. ***Strategy Development***

- i. How does your center establish its strategic objectives? What is the overall strategic planning process and what are the steps. What are the key factors upon which you focus?
 - ii. What are your key strategic objectives for the coming year?
 - iii. How do your key strategic objectives address your key challenges as an organization?

- b. ***Strategy Deployment***

- i. How does the center convert its strategic objectives into action plans?
 - ii. How does the center allocate resources to ensure accomplishment of the plans?

3. **Customer and Market Focus:** 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 key factors that lead to customer acquisition, satisfaction, loyalty and retention.

- a. ***Customer and Market Knowledge***

- i. How do you determine or target customers, customer groups and market segments for job seeker and business customers?
 - ii. How do you listen and learn to determine key customer requirements and expectations?
 - iii. What have you learned from these efforts?
 - iv. How do you keep your listening and learning methods current with business needs and directions?

- b. ***Customer Relationships and Satisfaction***

- i. How do you build relationships to acquire customers, to meet and exceed their expectations, to increase loyalty and repeat business and to gain positive referrals?
 - ii. How do you use customer satisfaction and dissatisfaction information for improvement?
 - iii. Specifically, how have you used “voice of the customer” information provided by your own efforts and the Workforce Board staff to improve services? What changes, if any, have you made based on this?

4. **Information and Knowledge Management:** Examines how your organization selects, gathers, analyzes, manages and improves its data, information and knowledge assets.

- a. ***Knowledge Management***

- i. How do you communicate the results of organizational-level analyses to work group and functional-level operations to enable effective support for their decision making?
 - ii. Describe how the center ensures the quality and availability of needed data and information for employees, suppliers and partners and customers.

- iii. How do you manage organizational knowledge to accomplish the collection and transfer of employee knowledge, as well as the identification and sharing of best practices?
5. **Human Resource Focus:** Examines how your organization's work systems and employee learning and motivation enable employees to develop and utilize their full potential in alignment with your center's overall objectives and action plans. Also examined are your organization's efforts to build and maintain a work environment and employee support climate conducive to performance excellence and to personal and organizational growth.
- a. **Work Systems**
 - i. How do you achieve effective communication and skill sharing across work units, jobs and locations?
 - ii. How do you organize and manage work and jobs to promote cooperation initiative, empowerment, innovation and your organizational culture?
 - iii. How do your work systems capitalize on the diverse ideas, cultures and thinking of your employees and the communities with which you interact?
 - iv. What are your key organizational processes for work system and employee growth and success?
 - b. **Employee Education, Training and Development**
 - i. How do you assess the training, education and development needs of employees?
 - ii. What provisions do you make for employee training and professional development?
 - iii. How do you deliver education and training? Include formal and informal delivery including mentoring and other approaches, as appropriate.
 - iv. How do you evaluate the effectiveness of education and training?
 - v. What key areas of organizational effectiveness and performance improvement are you targeting for staff training in the coming year?
6. **Process Management:** Examines the key aspects of your organization's process management including key product, service and business processes for creating customer and organizational value and key support processes.
- a. **Value Creation Processes**
 - i. What are your design processes for programs, products and services, their related production/delivery systems and processes and their key performance requirements?
 - ii. How do you measure and incorporate changing customer/market requirements into product/service designs and production/delivery systems and processes?
 - iii. What new products and services or enhancements to existing products and services do you plan for the coming year?
 - b. **Support Processes**
 - i. Describe how your center manages key processes that support your daily operations and your employees in delivering programs, products and services.

- ii. How do you determine key support process requirements, incorporating input from internal and external customers, as appropriate?
- iii. How do you improve your support processes to achieve better performance and to keep them current with organizational needs and directions?

7. Organizational Results: Examines your center's performance and improvement in key organizational areas.

a. Human Resource Results

- i. Summarize the center's key human resource results, including employee well-being, satisfaction and development.

b. Market Results

- i. Summarize your center's key marketplace performance results by market segments, populations and/or product lines.
- ii. Describe any plans you have for further market segmentation/penetration. What key products are you targeting to businesses and job seekers? What are your revenue targets for these services for next year?

ADDITIONAL MATERIALS

- Budget:** Please include FY'09 budget projection. A template is provided.
- Staff List:** Please use the attached spreadsheet, "Boston Career Center Staff Chart," to provide a current staffing list with information requested.
- Organizational Chart:** Include positions and titles. You may include staff names

References

Baldrige National Quality Program, 2004 Criteria for Performance Excellence, www.baldrige.nist.gov

Workforce Excellence Network, 2001 Criteria for Workforce Excellence: Continuous Improvement Tools, www.workforce-excellence.net

CSI Attachment 5 – FY'05-FY'07 Career Center Customer Demographic Trends

Introduction: Career Center service level activity was reviewed for the period FY 2005 through FY 2007. The review looked at demographic patterns over that time for the system as a whole and for each Career Center. Information on changes from FY'05 to FY'07 is presented for the system and for each career center. This is followed by a comparison between the centers which is limited to FY'07 data.

In the system-wide analysis, data from the American Community Survey (ACS) for 2006⁵⁷ and the city of Boston Census 2000 was used for establishing Boston demographics. This allows us to look at Career Center activity in the context of Boston demographics. ACS data is used for all analyses except for the race/ethnicity analysis. The reason for using the two different data sources is that ACS data provides race/ethnicity information for all age groups, including children while the Census 2000 data allows use to look at the demographics of the working age population.

System-wide analysis

Change

There has been little change in the demographic characteristics of career center customers over the last three years.

Composition

Gender and Age: The system is evenly split between men and women, and the vast majority of customers (over 63%) are between 22 and 45 years of age. According to ACS data, this group is 35% of the Boston population. This over-representation is to be expected given that the working age population is our target group.

Racially and ethnically the system is about 33% White, Non-Hispanic, 43% Black or African-American, 12% Hispanic or Latino and 6% Asian. As illustrated in the table below, according to Census 2000 data, White, Non-Hispanics are underrepresented in the career center population, Black or African Americans are overrepresented, Hispanic or Latinos are represented exactly in proportion to their presence in the population at large, and Asians are very slightly underrepresented at the career centers.

Race/Ethnicity	OSCC	Boston
White, Non-Hispanic	33%	62%
Black or African American	43%	23%
Hispanic or Latino	12%	12%
Asian	6%	8%

Educational attainment data has also remained stable over this period. Around 15% of career center customers did not have a high school diploma or GED, 41% held a high school diploma, 1% held a skill certificate or acknowledged license, 17% had attended “some college, no degree”, 6% held Associates Degrees, between 14% and 15% held a Bachelors degree, and between 6% and 7% held a post graduate or advanced degree. According to ACS data, those with a High School diploma or GED are overrepresented in the career center population as are those with some college. Those with Bachelor’s or graduate degrees are underrepresented.

⁵⁷ Source: <http://factfinder.census.gov>

Educational Attainment	OSCC	Boston
Less than high school	15%	16%
High school or GED	41%	25%
Certification or license	1%	1%
Some college, no degree	17%	12%
Associate's degree	6%	5%
Bachelor's degree	15%	23%
Graduate or professional degree	7%	18%

People with Disabilities comprised just under 6% of the career center population. (Census data on the working age population for this group was not available.)

Internal Career Center Analysis: Looking within each career center's data, there were several relatively small shifts in the composition of different groups.

Boston Career Link showed the most stability across all categories with its only shifts of note occurring in the decline in the proportion of youth (18 and under) using the center between FY'05 (6%) and FY'07 (3%) and a decline in the "Some College" educational attainment line from 18% of its population in FY'05 to 14% in FY'07.

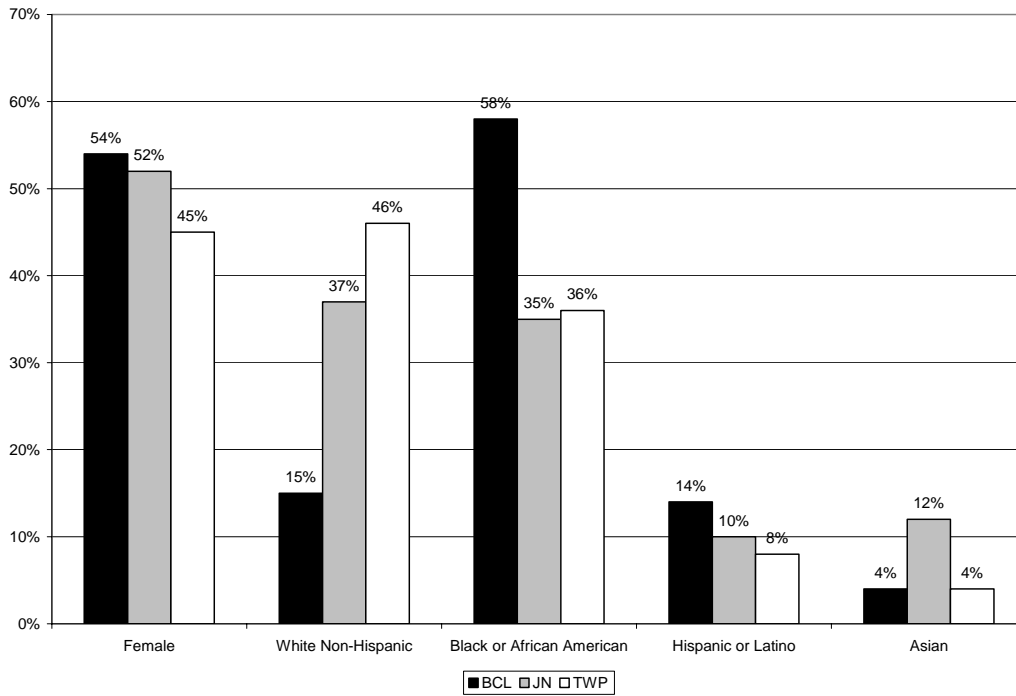
JobNet saw some shifts in gender, race/ethnicity and educational attainment. The gender balance shifted from FY'05 to FY'07 from 52% to 48% male. There was a small shift between JobNet's White, Non-Hispanic and Black or African-American populations over this time period. Whites declined from 41% in FY'05 to 37% in both FY'06 and 07. Blacks/African-American increased from 32% in FY'05 to 35% in FY'07. In the area of educational attainment, JobNet's dropout numbers jockeyed around between 10% in FY'05 to 13% in FY'06 settling at 12% in FY'07. Customers with Bachelors degrees declined from 19% in FY'05 to 15% in FY'07.

At The Work Place the only changes of note involved age and race data. There was a 4% decline in those aged 22-25 using the center (FY'05: 66%; FY'06 and FY'07: 62%). White, Non-Hispanics increased from 42% to 46% of TWP's base while Black or African Americans declined from 39% to 36% of the population.

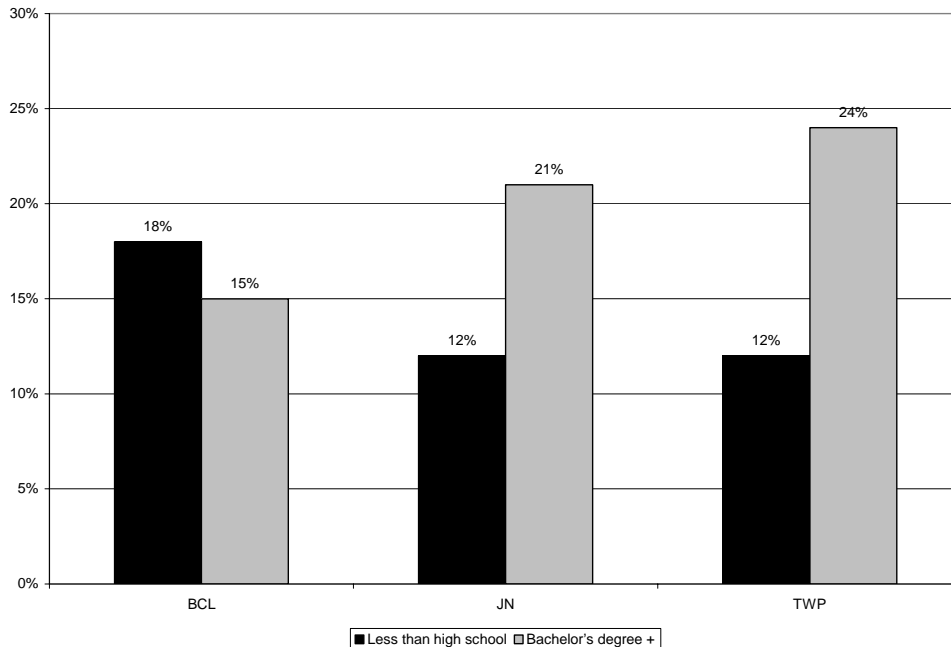
Comparisons among career centers: The largest variations in demographic composition occurred between the centers in gender, ethnicity, educational attainment and disability categories (age data was consistent across the centers). Using just the FY'07 data, the chart below summarizes the differences in gender and race. Regarding gender, BCL's population was 54% female, TWP's was 45% female and JobNet tracked in the middle (52%). For different racial groups, at just 15% of its base, BCL had the smallest proportion of White, Non-Hispanic customers by a significant degree (JobNet: 37%; TWP 46%), (15%). The reverse was true for Black or African American customers: BCL's proportion of this group was 58%. At JobNet the corresponding number was 35% and at TWP it was 36%. At BCL Latinos comprised 14% of the customer base and at TWP 8% were Latino. JobNet tracked in the middle with 10%. With 12%, JobNet had the largest proportion of Asian customers in its base. At BCL and TWP Asians comprised 4% of the base.

The differences among the centers on this factor largely reflect their locations. JobNet is located near South Station on the edge of Chinatown. TWP is located in Downtown Crossing. Both TWP and JobNet draw customers from all of Boston's neighborhoods and the suburbs. Boston Career Link, located in

Roxbury, largely draws customers from that neighborhood from the culturally and racially diverse neighborhoods of Jamaica Plain and North Dorchester.



Finally, in the area of educational attainment, as the next chart shows, BCL’s proportion of those without a high school diploma is highest among the three centers (BCL: 18%; JN: 12%; TWP: 12%). While the centers are relatively consistent across the other categories of educational attainment, there are significant differences among them in the area of higher education. Combining Bachelors degrees and post graduate training, just 15% of BCL’s population is represented in these categories (Bachelors: 11%; Post Grad: 4%), while 21% of JobNet’s population is represented (Bachelors: 15%; Post Grad: 6%) and 24% of TWP’s population is represented (Bachelors: 16%; Post Grad: 8%).



As is the case with racial/ethnic differences among the centers, location is likely a strong contributing factor here as well. The correlation between economic disadvantage and barriers to higher educational attainment is well documented. BCL draws from Boston's poorer neighborhoods and JobNet and TWP with their downtown locations on hard rail lines draw customers from across the city and suburbs.

Summary: There was little change in major demographic categories across the Boston One Stop Career Center system and within the career centers from FY'05 to FY'07. However, for gender, and especially for race and educational attainment there were differences worth noting. With the exception of JobNet's significantly higher proportion of Asians, the customer populations at The Work Place and JobNet tended to more closely resemble one another than did the base at Boston Career Link. These differences are likely related to the locations of the centers.