

# Southeast Region Site Report

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## Introduction

In February 2011, the Kaiser Group, Inc. was hired by the Arkansas Workforce Investment Board and the Arkansas Department of Workforce Services to conduct an evaluation of the workforce investment system in Arkansas. The evaluation was designed to be a process review rather than a data or compliance review.

There were three primary components to the project:

- Regional site visits and Regional Site Reports
- A Workforce System Report
- A Workforce System Certification Process Review

This Site Report for the Southeast Region is intended to be used in conjunction with the Workforce System Report and the Workforce System Certification Process Review.

It is the hope of the Kaiser Group, Inc. that this report will be used as part of an active planning and continuous improvement process that will help further define and more completely implement the vision for the Arkansas Workforce System. We encourage the readers of this report to discuss these findings, pick and prioritize topical areas, and work together to improve services and outcomes for the customers of the Arkansas Workforce Centers.

The Kaiser Group, Inc. would like to thank all of the staff in the Southeast Region for their assistance in arranging and participating in the interviews and focus groups that were part of the research in this project.



## Overview

In the Southeast Local Workforce Investment Area (LWIA), Southeast Arkansas Economic Development District, Inc. (SAEDD) is the Administrative Entity. Central Arkansas Planning and Development District, Inc. (CAPDD) is the LWIA Title One Provider and One Stop Operator.

In this region, visits were made to the Comprehensive Center in Dumas and to the three Center locations in Pine Bluff. There are ten counties in this LWIA. The other Centers in this region are Crossett, Lake Village, McGehee, Monticello, Rison, Sheridan, Star City, Stuttgart, and Warren. This site visit occurred March 15-17, 2011.

(Note: There was conflicting information on which Centers were Comprehensives, Satellites, and Affiliates in this region.)

The only organization with full time partners at the Tennessee Street location in Pine Bluff is the Department of Workforce Services (DWS). They provide services including Transitional Employment Assistance (TEA) and Work Pays, Trade Adjustment Assistance (TAA), Resource Room coordination, Employment Services (Wagner-Peyser), Unemployment Insurance (UI), and Veteran's Services.

The only organization with full time partners at the 28<sup>th</sup> Street location in Pine Bluff is CAPDD. CAPDD provides Workforce Investment Act (WIA) services and Resource Room coordination. Experience Works and Adult Education have a part time presence at this center.

CAPDD provides WIA services and Resource Room coordination at the center at the University of Arkansas Pine Bluff.

A total of twenty-one interviews were conducted and included the Local Workforce Investment Board staff, the Center Manager, DWS Managers, WIA Supervisors, TEA Supervisor, UI Supervisors, WIA case managers, TEA case managers, Resource Room staff, and Partner Agency staff. In addition, one focus group was held at the 28<sup>th</sup> Street location in Pine Bluff.

# Organizational Structure

## Findings

The DWS office manager is the Center manager on Tennessee Street, while the WIA Supervisor is the Center manager for both the 28<sup>th</sup> street location and the University of Arkansas Pine Bluff. A DWS office manager is the Center manager in Dumas.

At each location, employees feel supported and informed of new developments from their supervisors. Staff reported that they are very clear on who to go to with programmatic questions.

Leaders at all levels communicate the message and expectation of quality customer service and establishing a relationship based culture in the Centers. The message of meeting the needs of the customer comes from the top down and was clearly evident in all interviews.

The Southeast LWIB and CAPDD are responsible for developing the Business Plan. The Executive Director of the LWIB felt it was a useful document because it explains what to do and how to do it.

The Certification process has meaning in that it sets expectations and outlines exactly what services in each category (i.e. Comprehensive, Satellite, Affiliate) are expected. The process served to focus their thinking and during one interview it was stated that the Center in Dumas was a result of the perspectives that the process provided.

## Challenges

There doesn't appear to be anyone "in charge" of the Centers as a whole in the region. The two centers in Pine Bluff (28<sup>th</sup> Street and Tennessee Street) are managed independently by each Center manager. While there appears to be good informal communications between the Center managers in Pine Bluff, there does not appear to be any formal process of managing the quality of services offered in the Centers for the region.

DWS Office Managers and Supervisors are not familiar with the plan, nor were the WIA Supervisors, therefore, it doesn't appear to have much meaning for day to day operations.

There was a mixed response to the value of the Certification process. Some staff interviewed felt that the criteria were not that useful because the most important thing is to simply provide customer services as best as they can. It was also reported that local staff were not really given the context of why DWS created and implemented the Certification process and what value they want out of it.



## Recommendations

- Create a clear organizational structure that outlines who is responsible for the provision of consistent, quality services throughout the Centers in the region. Expand beyond programmatic expectations and create Center expectations that are then clearly communicated to staff.
- Create formal mechanisms for Center manager communication between Centers in the region. This is especially important in Pine Bluff where there are three Center locations.

# Service Integration and Collaboration

## Findings

Both managers and staff consistently reported that there was a significant amount of informal networking, and “walking referrals” to partner services located at the Centers. It was reported that staff are knowledgeable enough about Center services to tell customers the basics about all programs. Regardless of partner (internal and external to the Center), it was reported that all are just a phone call away to answer questions. Communication and keeping each other informed is the key element to making this work.

In spite of the fact that Pine Bluff staff are not co-located, there are examples of staff collaborating to provide services. One example of this is the Resource Room Coordinator at 28<sup>th</sup> Street and the Employment Services (ES) worker at Tennessee Street working collaboratively to market and administer the Career Readiness Certificate (CRC) process.

Staff collaboration during times of diminishing resources is especially critical. One Center in this region, the Stuttgart location, no longer has UI staff onsite. In order to meet the needs of UI customers to the best of their ability in this location, WIA staff worked with UI staff in Pine Bluff to build knowledge of the UI program. Now WIA staff can help UI customers with their questions and can help file claims. These two staff communicate frequently by phone to continue to make this work. This is an excellent example of cross program collaboration in order to meet customer needs.

Staff at the 28<sup>th</sup> Street location are collaborating extremely well with the adult education provider. Resource Room coordinators (and other Center staff) market this service to all appropriate customers (after assessing their needs). Students attend class in the morning and look for jobs in the Resource Room in the afternoon, taking advantage of more than one Center service. In addition, because students walk through the Resource Room on the way to the classroom, customers who come to the Center just for the education service are then exposed to the services available in the Resource Room. Resource Room coordinators also discuss the progression of services available by marketing the advantages of obtaining a GED, then moving forward beyond that to get a CRC. This is an example of the multiple advantages to customers of having partner agencies onsite.

While there is a very distinct “us versus them” in the language staff use in describing programmatic services provided, it isn’t necessarily negatively affecting customer service. All staff interviewed said that their primary goal was to serve each customer’s needs to the best of their ability and access all partner services necessary to do so.

There are two separate programmatic entrances at the Tennessee Street location (one for TEA/Work Pays and one for UI). This doesn't promote the running of the Center as a single business. However, when it comes to serving the customers, staff do direct them to where they need to go to get the help they need (i.e. a TEA customer being directed to the other side of the building to use the Resource Room).

In spite of some tension between DWS and WIA staff at the Dumas location, staff report that they work well together to address what customers need in terms of assistance with jobs or training. However, staff also reported that they would like to see more cohesion. One example cited was referring more UI claimants that would rather work than receive UI to the ES staff so they can help get the UI claimant started searching for a job.

Cross Training is a key piece of functional collaboration. Formal cross training has been conducted on AJL using the DWS mobile unit. TEA case managers also have their own accounts in the system, and are able to use AJL for job referrals. Maximizing the AJL system improves the Workforce system overall.

At the Dumas location, formal cross training is just getting started, with Career Readiness Certificate (CRC) training the first topic. This is the first time training that crosses job functions will occur at this location. This is an especially critical process for staff to be cross trained in since currently customers need to travel thirty-five (35) miles to Monticello to complete the CRC.

There is an annual DWS/WIA conference for staff. This is a good start to continuing cross training efforts, however, not all staff can attend, and it is only held one time per year.

Most cross training is informal, staff talking to each other and asking questions. Over time, staff have learned through this process to pick up elements of their partners' jobs in order to deal with the day to day realities of working together to best meet customer needs. However, there isn't a concerted effort to formally or strategically cross train staff.

## **Challenges**

The staff in Pine Bluff are not co-located in one Comprehensive Center. While staff report that having multiple locations is a good thing for customers (so they can go to the Center that is closest to them), it is a disadvantage for customers that need multiple services from partner agencies that are not located at the Center they choose.

Resources developed at Centers in Pine Bluff are not shared formally on a regular basis. During the focus group, it was identified that the WIA staff at the 28<sup>th</sup> Street location had developed a Resource guide that would be beneficial for the TEA staff to have.

System wide, it is already a challenge to move from co-locating TEA and WIA staff to truly integrating TEA and WIA services. At the Pine Bluff location, TEA and WIA are not only not co-located, but collaboration efforts are limited. It was unclear among TEA staff whether there were job developers or Business Services staff at the 28<sup>th</sup> Street location that might help TEA with the development of work experience sites. The TEA case managers interviewed stated that they don't collaborate with WIA, but didn't know if other TEA staff did. Messages were mixed from WIA staff, with one case manager stating there is not a whole lot of dealing with TEA, and another stating that WIA and TEA work together regularly.



## Recommendations

- Develop a schedule of regular, in person, partner meetings for all AWC staff located in Pine Bluff. Both managers and line staff would benefit from these meetings by learning more about the partners, resources, and strategies and ideas that are being used in the Centers to help meet customer needs. This is especially important for TEA and WIA staff to help move toward more integrated services.
- Conduct quarterly regional events for both DWS and WIA front line staff. These events could be coordinated by the AOCs with agendas built based on staff input. A roundtable format would encourage discussions and the sharing of ideas and strategies. Additional partners could be invited to attend as well.
- Communication and referrals would be much more streamlined and effective if partners were co-located in Pine Bluff. DWS state staff and the AWIB need to work collaboratively with the LWIB and local Center managers to work through the issues and find a way to get one Comprehensive Center in Pine Bluff.
- Since physical co-location in Pine Bluff will be a process that will take time, one interim solution may be for DWS staff to provide services at the 28<sup>th</sup> Street location and vice versa so customers that are receiving services at both locations don't have to travel.
- Train select AWC staff to be CRC proctors so customers can complete both components of the CRC process at the AWC.

# Customer Satisfaction

## Findings

The Dumas Center has implemented a customer satisfaction process. There is a short paper survey available in the front area of the Center. Recently, the office manager asked staff to also have these available at their desks to give to customers directly. It is too early in the process to have any real data to analyze at this point, but it is encouraging that staff interviewed understand and accept the logic of being more active in collecting this information from customers and using it to improve services.

There is no formal process in place to measure customer satisfaction at the Pine Bluff locations. However, managers did talk about their plans to replicate the process at the Dumas Center. In addition, the manager at the 28<sup>th</sup> street location makes periodic calls to customers that have used Center services to ask them how their experience was.

Staff across locations reported that things have improved significantly in the last few years. They don't hear as many complaints as they used to. All staff reported that they would feel comfortable referring family and friends to the Centers, and many stated that they have made these referrals with successful results.

There is no internal staff satisfaction measurement process in place. Staff did report feeling comfortable going to their supervisors if they felt there were any issues that needed to be resolved.

## Challenges

There was a theme throughout this site visit that if there are no complaints, everything is working well. There is a strong desire to solve/address any problem/complaint locally so it doesn't get the attention of Little Rock. While it is preferable to solve things locally, the challenge is to move beyond a "happiness/no complaints" approach to customer satisfaction to one that measures whether customers are receiving value added services that have helped them achieve their training and/or employment goals.



## Recommendations

- The Dumas location has a good start on measuring customer satisfaction. As part of the ongoing process, the office manager needs to be sure to build in a feedback mechanism, both for responding to customers about their comments, and for sharing the information with staff.
- Pine Bluff managers talked about replicating the Dumas process at their location. All Pine Bluff managers need to work with the Dumas staff to learn from them about what is working well with the process, what they have improved upon, and what they would do differently during implementation of the process.
- This process needs to take a regional approach by implementing it at each Center in the region. Once implemented, information can be collected at both a Center level and a regional level. Staff interviewed expressed an interest in knowing customer feedback not just at their Center, but for all Centers in the region.

# Performance Management

## Findings

There are no center wide performance goals. However, it was consistently stated in all locations that if there was a center wide goal it was to serve the customer, make sure the customer gets the service or information they need, with the shortest wait time possible.

Per the Deputy Director of the SEADD, they have purposely not established any numerical targets for their One Stop Operator or their Centers. In this region they focus on meeting the needs of every one of their job seeker and business customers to the best of their ability. In his opinion, this approach has resulted in serving more people, and is “working for us.”

When no one mentioned performance measures in the focus group, the WIA Administrative Director stated, “that’s good because it means that these staff are worried about keeping the customer happy.”

The WIA compliance manager also communicated this strategy by stating, “if staff are strong in assessing and interpreting client needs, know where to refer to, and meet the needs on the front end, good performance will result.”

Staff are generally aware of their own programmatic goals but aren’t driven by them, given the philosophy stated above. It is also not surprising then, that there is a general lack of knowledge of partner goals, since that is not their focus.

While customer service is clearly the focus, staff do know they need to meet programmatic goals. Both TEA and WIA supervisors described the quality assurance process they use to review their programs/cases on a monthly basis. Both supervisors use processes that mirror the indicators used by the state monitors.

## Challenges

While it is important to provide excellent customer service and meet the needs of each customer as best they can, there does need to be some balance between that being the sole focus, and working to meet programmatically established goals that potentially can have a fiscal impact if they are not met.



## Recommendations

- Programs need to share performance goals and related progress so partners understand each others' goals and can more strategically focus their collaborative efforts to help achieve them, while still providing excellent customer service. A performance goals sheet (across programs) would be helpful in this effort.
- Develop a regional profile that captures the performance goals of all center programs and additional system performance goals for the local area. See Appendix A for an example of this type of profile.

# The AWC Brand

## Findings

Internally, most staff have a good understanding of what the AWC brand means and what its purpose is. However, there are some staff who still talked about the Centers in Pine Bluff as “we’re DWS, they’re the AWC.”

Staff feel the AWC brand is becoming more well known, that progress is being made, and the community is starting to see them as a One Stop rather than the Unemployment Office. However, customers still come in for a specific purpose/program (i.e. UI, TEA, WIA).

Several staff felt that the Career Readiness Certificate (CRC) is helping to promote the brand, and represents the kind of tangible benefit (for both job seekers and employers) that the AWC offers. One person stated, “the CRC has really opened the eyes of employers.”

Current marketing efforts include occasional ads (TV commercials, radio stations), business cards, and word of mouth. The 28<sup>th</sup> street location in Pine Bluff also has shirts with the AWC brand. However, business cards differ between the Centers in Pine Bluff and neither clearly displays the AWC brand.

## Challenges

Staff reported that they are trying to market the Tennessee Street location as an AWC, but the customers are still confused until it is referenced as the UI office. One staff reported that she has to write UI office on appointment notices or customers don’t know where to go. This is further complicated by the fact that this location has no AWC external signage.

In Pine Bluff, there was a theme of “us and them” evident related to the AWC brand. Although not necessarily reinforced by staff, the 28<sup>th</sup> Street location is seen as the AWC while the Tennessee Street location is seen as DWS/UI. Even with external signage at the Tennessee Street location, it will be very difficult to overcome this divisional thinking until Pine Bluff co-locates in one Center.

It appears as if the marketing efforts are programmatically driven in Pine Bluff. It is difficult to market the AWC services as a whole in Pine Bluff with the three different physical locations.

At the UAPB location, there is some frustration and confusion on the part of UI customers. They see the AWC sign and assume they can file for UI at this location. The staff are unable to help them with this service and need to send them to the Tennessee Street location.



## Recommendations

- The Tennessee Street location needs an external sign indicating that it is an AWC.
- Marketing efforts need to be consistent between the locations in Pine Bluff. Business cards need to clearly display the AWC brand to help discourage the “us and them” thought process.
- Staff need to continue working on marketing the AWC brand and services in the community. Build on the successes to date, such as the progress being made with the CRCs.
- The issue of not being able to file UI claims at locations that clearly display the AWC brand is confusing to customers. This needs further discussion as to how it can be resolved. Potential options include cross training staff (such as in Stuttgart), or co-locating UI staff at these locations certain days of the week.

# Business Services/Services to Employers



## Findings

Currently, there is no real Business Services unit or team. The location at 28<sup>th</sup> Street used to have dedicated staff for this purpose, but because of funding reductions, those positions were eliminated. TEA and WIA case managers, as well as the Veteran's Representative, all are expected to make contacts with the employer community. Office managers meet with employers at community events such as Chamber meetings.

It appears as if the staff conducting this service have developed good relationships with employers. There is a definite commitment to have a one to one relationship with employers. Although there is not a single point of contact at the Centers for employers, there is a single employee working exclusively with each employer. This is done purposefully based on the comments from employers that they want just one person from the Center to contact them.

In Pine Bluff, specific relationships and services provided to employers included: doing all screening for Georgia Pacific and Evergreen Manufacturing's Human Resources manager using the AWC for all their needs. Evergreen Manufacturing also has a CRC requirement. During their last hiring event, over 300 people completed the CRC to compete for the job openings.

AJL is used for information sharing and coordinating job leads. All staff have access to the job orders and the related information they contain.

There appears to be good collaboration (both locally and regionally) when setting up job fairs. The lead coordinator in this effort is the WIA Center manager from the 28<sup>th</sup> Street location.



## Challenges

In the Dumas office, there appears to be some growing pains of a new Center and staff working together for the first time. There is some tension with staff over their joint responsibilities in working with employers. They do work together, however it seems to be a cumbersome process with CAPDD staff communicating with employers, ES staff entering the job order into AJL, CAPDD staff handling the applications and referrals, and the ES worker completing the AJL follow up responsibilities.

In Pine Bluff, TEA staff are all responsible for doing job development, including employers linked with the Work Experience program. Staff reported that they don't have a lot of time to devote to developing relationships with employers.

Working in the Delta is extremely challenging. Pine Bluff has been losing their population for years. Employers don't have the population base to choose from that they used to.



## **Recommendations**

- Since there is not a dedicated Business Services team, it is critical to clearly define roles and responsibilities, and the process to use when contacting employers (including materials presented) and tracking these contacts. With so many staff doing outreach to employers, it's imperative that these employer contacts are tracked so employers aren't over contacted.
- Regularly scheduled meetings need to be held with all staff that have this responsibility to communicate and strategize about the most effective and efficient way to work with the employer community.
- Clearly defined roles, responsibilities, and expectations for staff that work with employers are needed in the Dumas Center. A collaborative discussion with all staff involved is needed to create a more effective and efficient team effort.
- Consider re-aligning the responsibilities of one TEA case manager to be a full time, dedicated work experience/job developer. That person's caseload could be disseminated across the other seven TEA case managers.

# Customer Flow, Facilities, and Resource Rooms



## Findings

Pine Bluff has 7000-8000 people/visits per month at the Tennessee Street location and about 1500-2000 people/visits per month at the 28<sup>th</sup> Street location. The Dumas location has about 500 people/visits per month.

The Tennessee Street location is large enough, has knowledgeable workers, and staff are unified in their desire to help people find employment. There are plenty of computers for customer use. All ES staff are cross trained to assist with any customer needs in the Resource Room. ES staff are not located in the Resource Room, however, they are located just outside of it and are available to help as needed.

At the 28<sup>th</sup> Street location, they cited their strengths as having good and compassionate staff, excellent Resource Room staff, they work well together, they're good advocates for their customers, they have adult education available on site, have ample parking, and are on public transportation.

The 28<sup>th</sup> Street Resource Room is very organized and is a clean/bright space, the staff are friendly and helpful (there are always two staff available), a website list and resume handout are clearly displayed, information on interpreters is posted as well as an available service list for disabled customers, job order slips are available for employers' use of AJL, and there is a video library and software for resume writing.

Resource Room staff evaluate customers for core services. Resume Quick and Easy is available on all computers. Staff at the 28<sup>th</sup> Street location stated that they liked this software better than AJL because it is easier to use.

A full facility review was not done at the Dumas Center. Staff cited their strengths as: having the DTECH public computer lab, the welcome feeling of the office, and the culture that everyone at the Center is there to help the customers.



## Challenges

The Tennessee Street location lacks private areas for customer interactions. There currently are no Job club offerings as a component of their Resource Room. It was stated that they would rather have Job fairs held onsite instead of in Little Rock. The physical shape of the building is run down and doesn't present a professional appearance.

At Tennessee Street, there are two reception areas, one for TEA and one for UI. There is no external signage at this location which makes it very difficult to find the building and/or know that it is an AWC. Staff do not wear AWC name tags. The menu of services could be expanded beyond the handout in the Employment Services area and include all of the Pine Bluff services.

The Resource Room is not the focal point of the Center at Tennessee Street. Staff indicated that job seekers are familiar with the building and knew where the Resource Room was. However, first time customers may be confused, and not realize it was there, and unless TEA/Work Pays case managers specifically mention it, TEA and Work Pays customers may never go over into that side of the building. There are no resources for employers in the Resource Room. While there are phones available for customers, calls are made from the ES staff desks (only local calls), which doesn't provide much privacy.

At the 28<sup>th</sup> street location, challenges include: not enough computers, no room to expand to bring more partners onsite, a small/shared space for job fairs (also used for the adult education classroom which means classes need to be cancelled during meetings and events), no computer basics classes on site, and physical issues with the building (including the public restroom).



## **Recommendations**

- There are currently three (3) facilities in Pine Bluff. Both the facilities at Tennessee Street and 28<sup>th</sup> Street need physical improvements to project the professional image of the AWC brand. Both state and local managers need to discuss together options related to investing in making these physical improvements at both locations versus investing in a building that could serve as one Comprehensive Center. One Comprehensive Center is the ideal option for all of the advantages it has for cost efficiencies, staff collaboration, and customer access to multiple services.
- Provide computer basics classes on site at each of the AWCs. Many staff identified lack of computer skills as a significant issue for their job seeking customers.

## Pine Bluff, 28<sup>th</sup> Street Location - Basic Facility Review

Facility Feature	Yes	No
Located on public transportation (n/a if not available)	X	
Common Reception Point	X	
Space for group services <i>Adult Education occupies this space in the mornings, if another event is scheduled, adult education classes are cancelled</i>		X
Private space for personal discussion	X	
Space for itinerant or part-time services	X	
Space to expand to add new partners		X
Clearly posts hours of operation	X	
Expanded hours when warranted		X
Adequate general parking and handicap parking	X	
Visible and prominent external signage	X	
Clean exterior, free of trash and weeds	X	
Clear and professional internal signage	X	
Staff wear name tags	X	
Staff use common logo for stationery and cards	X	
Site has been ADA reviewed		
Has adequate computers available for use by general public	X	
Restrooms are clean and adequately supplied	X	
Menu of services is displayed <i>Some services are displayed in the Resource Room</i>		X
Vision and mission are displayed		X
Information about center performance is displayed or readily accessible		X

## Pine Bluff, 28<sup>th</sup> Street Location - Basic Resource Center Review

Resource Center Feature	Yes	No
Resource area is the focal point of the center and draws customers in	X	
Self-help materials are readily available <i>There are website lists and resume handouts available</i>	X	
Materials are available in alternative formats for the disabled or non-English speaking <i>Information on interpreters is posted as well as an available services list for disabled customers</i>	X	
Staff are stationed in the resource area and readily available to customers	X	
Resources are available for employers as well as job seekers <i>There are job order slips available for employers to use AJL.</i>	X	
Information is available in a wide array of media, including video, audio, books, periodicals, and software <i>There is a video library and software for resume writing available</i>	X	
The area has appropriate signage to guide customers to resources	X	
The area includes capacity for customers to photocopy, print, telephone, fax, and access the internet	X	
There are materials appropriate for youth to use in career exploration, postsecondary selection, and financial aid assistance <i>There were no materials available, the process is to refer youth customers to a WIA Case Manager</i>		X
Labor market information is easily understandable and accessible		X
There are tools for customers to self-assess their skills and develop resumes <i>On AJL, there is a resume builder and programs available for individual assistance.</i>	X	

## Pine Bluff, Tennessee Street Location - Basic Facility Review

Facility Feature	Yes	No
Located on public transportation (n/a if not available)	X	
Common Reception Point <i>There are two front doors and two reception areas (one for TEA and one for UI)</i>		X
Space for group services	X	
Private space for personal discussion <i>There is a somewhat private space for TEA customers in cubicles, there is little private space on the UI side of the building</i>		X
Space for itinerant or part-time services		X
Space to expand to add new partners		X
Clearly posts hours of operation	X	
Expanded hours when warranted		X
Adequate general parking and handicap parking	X	
Visible and prominent external signage <i>There is absolutely no signage present, new customers to this building would have no way of knowing that this was an AWC.</i>		X
Clean exterior, free of trash and weeds		X
Clear and professional internal signage <i>There was signage present, however, it was somewhat cluttered with inconsistent formatting and tacked to corkboards</i>		X
Staff wear name tags		X
Staff use common logo for stationery and cards		X
Site has been ADA reviewed		
Has adequate computers available for use by general public	X	
Restrooms are clean and adequately supplied	X	
Menu of services is displayed <i>Is only displayed on a handout in the Job Service area.</i>		X
Vision and mission are displayed <i>This is displayed via the TV screen on a Powerpoint slide</i>	X	
Information about center performance is displayed or readily accessible		X

## Pine Bluff, Tennessee Street Location - Basic Resource Center Review

Resource Center Feature	Yes	No
Resource area is the focal point of the center and draws customers in <i>It is not the focal point of the Center, It's only available through the UI side of the building. Staff report that job seekers are familiar with the building.</i>		X
Self-help materials are readily available <i>While there are handouts available, it doesn't appear as if these are as user friendly as they could be</i>		X
Materials are available in alternative formats for the disabled or non-English speaking.	X	
Staff are stationed in the resource area and readily available to customers <i>Although staff are not stationed in the resource area, they are present right outside of the Resource Room and are available to assist customers when asked.</i>		X
Resources are available for employers as well as job seekers		X
Information is available in a wide array of media, including video, audio, books, periodicals, and software	X	
The area has appropriate signage to guide customers to resources		X
The area includes capacity for customers to photocopy, print, telephone, fax, and access the internet <i>All requests are made through Employment Services staff. Calls are made at Employment Services staff desks if the calls are local.</i>	?	
There are materials appropriate for youth to use in career exploration, postsecondary selection, and financial aid assistance.	X	
Labor market information is easily understandable and accessible. <i>Labor Market Information is available on AJL, however, it is unclear how it is used and whether anyone is accessing it.</i>		X
There are tools for customers to self-assess their skills and develop resumes.	X	

# Appendix

# Appendix A – Regional Profile

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## Regional Profile

Program/Measure	Goal	Actual	Outcome
<b>Workforce Investment Act (WIA)</b>			
Adult entered employment rate			
Adult retention rate			
Adult average earnings			
Dislocated Worker entered employment rate			
Dislocated Worker retention rate			
Dislocated Worker average earnings			
Youth placement in education or employment			
Youth attainment of degree or certificate			
Youth literacy or numeracy gains			
<b>Transitional Employment Assistance (TEA)</b>			
Percentage of participants placed in jobs			
Retention			
Initial wage at placement			
Employment related closures			
<b>Unemployment Insurance (UI)</b>			
Number of applicants for UI			
<b>Employment Security (ES)</b>			
Entered employment rate			
Employment retention rate			
Average earnings			
Number of new job orders entered			
<b>Career Readiness Certification (CRC)</b>			
Number of certificates received	N/A		