

West Central Regional Site Report

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 West Central 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 West Central 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 West Central Local Workforce Investment Area (LWIA), the West Central Planning and Development District, Inc. is the Administrative Entity. West Central Arkansas Career Development Center (WCACDC) is the LWIA Title One Provider and the LWIA One Stop Operator.

In this region, visits were made to the Comprehensive Center in Hot Springs, the Satellite Center in Morrilton, and the Affiliate Center in Perryville. In this LWIA there are other Comprehensive Centers in Malvern and Russellville, and Affiliates in Arkadelphia, Clarksville, Mt. Ida, and Murfreesboro. This site visit occurred February 28 – March 3, 2011.

Organizations with full time partners at the Comprehensive Center in Hot Springs include: WCACDC, the Department of Workforce Services (DWS), and Arkansas Work Incentives. Services provided include: Employment Services, Unemployment Insurance (UI), Workforce Investment Act (WIA), Transitional Employment Assistance (TEA) and Work Pays), Veteran Services, and Resource Room coordination. All of the central elements to fulfilling the requirements for WIA are present.

WCACDC is the only organization that provides full time services at the Satellite Center in Morrilton. Full time services include: WIA, Employment Services, Arkansas Job Link (AJL) registration, and Resource Room coordination. Part time services include TEA and Arkansas Rehabilitation Services.

At the Affiliate Site in Perryville, full time services are offered by the Department of Human Services (TEA Eligibility and Economic Support Services). Part time services are offered by WCACDC (WIA, Employment Services, AJL registration, and Resource Room coordination), and Arkansas Rehabilitation Services.

A total of fifteen interviews were conducted and included Local Workforce Investment Board (LWIB) staff, the One Stop Operator, the Center Manager, the UI Supervisor, the Business Services Representative, the Veteran's Representative, WIA case managers, TEA case managers, Resource Room staff, and Partner Agency Staff. In addition, two focus groups were held at the Hot Springs Center with both Center and Partner Agency Staff.

Organizational Structure



Findings

Jan Campbell is the Executive Director of the West Central Arkansas Career Development Center (WCACDC), and oversees the operations of all the Workforce Centers in the region. The three Comprehensive Centers (Hot Springs, Malvern, and Russellville) are managed by DWS staff, under Ms. Campbell's leadership.

It is quite evident that Jan Campbell has a firm grip on leadership as the One Stop Operator in this LWIA. She states that this is her role and both managers and staff in the Centers believe it and follow her lead. This was stated in every interview.

Consistent throughout the interviews was that roles are clearly defined and staff get enough support from the One Stop Operator, the site managers, and their immediate supervisors.

Included in the organizational structure is a cross trained staff that understands their roles and have plans in place to accommodate customers when the primary staff are overloaded (i.e UI quarter change).

The Chain of Command flow chart clearly illustrates the management structure from the Area Operations Chief (AOC) to the One Stop Operator, Center Manager, Local Area Manager, Job Service Program Supervisor, and Unemployment Supervisor. It also clearly defines each role. As an example: "The One Stop Operator is selected by the Local WIA Board to direct, establish and maintain a highly effective network focused on team building. Continuously building quality services to both employers and job seekers. Overseeing the activities, promotions and addressing questions or concerns in the Center."

This Chain of Command flow chart is laminated with the Arkansas Workforce Center logo as the background and is distributed to all staff. See Appendix A.

While this chart illustrates who is "in charge", through interviews and discussions, it was clear that it has been implemented as a functional, collaborative leadership model. It is the implementation of this model that is the key to its success.

In addition to the Chain of Command flow chart, a Workforce Center Operations document has been created. This clearly outlines the Department, Personnel, and Services/Duties for all Center Operations. This is a helpful reference for existing staff, and a valuable learning tool for new staff. See Appendix B.

The visibility of both high level managers and the willingness of the Executive Director to be involved at the ground level (going through the lobby on a regular basis to talk with customers) makes a difference to both staff and customers. Visible leadership makes a difference in the Hot Springs Center.

The LWIB, WCACDC, and DWS worked together on the Certification process and the Business Plan. Although there was a feeling amongst top management level staff that these are not “live” documents that dictate every day operational flow, staff members are aware of the principles and deliver services accordingly.

There is no center budget, but there are cost sharing agreements in place. There are written policies and procedures for each Comprehensive Center that were developed jointly with both managers and staff. Although staff interviewed were not familiar with this document, they were able to discuss Center wide expectations related to Center policies and procedures.

Challenges

It will continue to be a challenge to balance the WIA One Stop Operator’s leadership role over the Workforce Centers with the DWS local and regional organizational structure. This region does it as well or better than any region visited. Jan Campbell’s collaborative leadership skills are a key reason. When Jan Campbell retires in the fall of 2011, even though there is a strong structure in place, there may be leadership transition challenges.

Recommendations

- The Executive Director and Center Managers need to continue to form a united front. To continue the effective leadership model and structure the partners have established, leaders need to proactively plan how to perpetuate this model given the upcoming leadership transitions.
- Every Comprehensive Center has an internal policy and procedure manual. To get full value of this, they need to be reviewed annually, since staff interviewed did not seem to be fully aware of them.

Service Integration and Collaboration



Findings

There was a strong and consistent theme of integration, partnership and collaboration at the Hot Springs Center. Almost all interviewees mentioned a sort of “informal collaboration/partnership.” This wasn’t something that was trained, but learned through informal meetings, staff discussions, partner meetings, and an overall willingness to communicate and learn from each other.

Collaboration and service integration won’t be successful without leadership support. A major theme throughout the interviews and discussions was that the strong integration and collaboration in this Center starts with the message and modeling delivered from top management. The desire to collaborate and partner to meet customer needs is evident. Approachability, informal communication, and group activities (i.e. picnics, pot luck lunches) were all cited as key elements to enhancing collaboration.

There were consistent statements that partners know each other’s roles and that many can fill in and handle other roles in addition to their primary programmatic function when areas are short staffed and/or overwhelmed. Two examples given were TEA staff helping put together UI packets during peak times (added benefit of learning more about UI while doing this), and Work Pays staff printing out UI information for customers after 4:00 when UI closes.

Cross training is conducted through informal job shadowing, staff asking each other questions related to customer needs, and information sharing in partner meetings. All staff are cross trained for the front desk, and most are cross trained for the Resource Room.

Currently, cross training is primarily informal and staff initiated. This could become a challenge in the future if individual staff members feel they don’t have time or don’t take the initiative to train themselves. It does appear as if this informal cross training is working in Hot Springs; however, it is very dependent on individual staff initiative.

Internal monthly partner meetings are also conducted and are much appreciated by all staff. They provide the opportunity to discuss staff and partner roles, partner services updates, and program and performance updates.

The “Workforce Center Partners – Hot Springs” document was referred to by most staff as a helpful way to learn about all partners. See Appendix C. If a customer requests, or could benefit from, one of the partner services located in the Center, most often staff will walk the customer over to that service to get questions answered and/or to make a referral.

The West Central Region has implemented monthly Community Coffee meetings. These “getting to know you” meetings are held the first Tuesday of every month. Hosting duties are rotated among participating agencies (Hot Springs hosts 2x/year). Each agency gives a program overview, as well as requests for referrals, reminders of services offered, and requests for ideas on how their agency could collaborate better with others that have common missions. These are viewed as an effective and efficient way to quickly learn about other services in the community. Seventeen agencies attended the last event.

The Business Services Team operates as an integrated team. Even though the team is made up of individuals from different agencies/programs, the team works as a single business and markets the complete menu of AWC services to the employer community.

Challenges

Continuing to deliver this consistent message of teamwork, collaboration, and integration of services as leadership changes, the Centers grow and/or change, and new staff and/or agencies join the AWC partnership will be a challenge.

Another challenge will be finding time for monthly partner meetings. All staff members that were interviewed reported the value in these meetings, but they are currently not held as often as they used to be. This is a key element in staying on top of changing services; addressing staffing issues; learning about new and changing programs; and continuing to discuss additional ways to collaborate, partner, and integrate services.

It is difficult to communicate and collaborate with partners when caseloads are high and services are in high demand. UI staff in particular may have difficulty finding time to collaborate with partners and participate in cross training efforts.

Recommendations

- Make a strong commitment to having partner meetings every month. Management can rotate the responsibilities of creating the agenda, facilitating the meetings, and taking minutes. Ask for staff input when building agendas, and bring in external partner agencies as well. External partners that are already engaged with the Center by participating in the monthly Community Coffee events could be a good place to start.
- Continue to share resources across programs within the Workforce Centers. One example cited was the Job Clubs for TEA customers at the Hot Springs Center that are open to partner agency’s customers.
- Take advantage of the IT position currently in place to create a resource website/online directory of partner services (by county). This will further aid in collaboration efforts across partner agencies and staff.

Customer Satisfaction



Findings

Customer satisfaction was consistently stated as the main performance goal for the Center. It is the expectation in the Center that the customer is the primary focus. While not written down in a specific, numerical way, it was clear that there are high customer service standards that are enforced and maintained by all levels of management.

Staff are committed to making sure that each visit to the Center has value, making sure questions are answered, services are provided, and information is given. Several staff articulated the “other side of the desk” philosophy – “How would I want to be treated if I was coming into the Center?”

All staff were aware of the use of customer survey cards as their customer satisfaction process. These cards are located at the front desk. Some staff also have these cards at their desks to hand out to customers. All were aware of the process of collecting the cards and responding to all those that had contact information. Trends and repeat issues from survey cards are given to the Executive Director who follows up with appropriate managers and staff.

Another display of customer service is the commitment from staff members to finding answers (getting up from their desk) for the customer when they may not have one. Many staff reported that they would not let the customer leave without finding answers for them.



Challenges

While it is clear that staff members are dedicated to quality customer service and feel there is a high level of customer satisfaction, there is no formal way to collect and measure this. Results from the current customer satisfaction survey cards represent a small sample of customers in the Workforce Center, are not compiled in a comprehensive fashion, nor is the information collected shared with staff.

There is currently no systematic process in place to assess how satisfied the employer community is with the services provided by the Centers in this LWIA.

It will be a challenge to continue to meet customer expectations and needs without more customer feedback and objective information.



Recommendations

- Create a customer satisfaction survey process where customers can rate services on a scale. Appropriate staff can then collect and analyze the ratings, share results with staff, and create improvement processes based on ratings.
- Share results with all AWC staff in a consistent manner. Create a committee with partner representation to focus on customer satisfaction improvements based on the data collected. Create an action plan for implementation that includes both staff and management.
- Create Center-wide customer service goals (work etiquette expectations, communication expectations, reasonable wait time for customers, other customer service principles, goals for numbers served) in order to maintain high customer standards.

Performance Management



Findings

There are no written Center wide performance goals or internal measures. However, customer satisfaction was consistently stated as the main performance goal for the Center. The goal is to make sure customers don't leave without knowing every service that is (or can be) provided to them.

The primary focus for staff in the AWC is to work together to serve the customer in the best ways possible. Several comments illustrate this focus:

- "It's not about traditional reports; it's more about individual achievement/success stories. It's more about personal involvement, not just the numbers."
- "If we take care of customers, the performance will take care of itself on the back end."
- "We don't throw people at programs to meet numbers. We serve individuals first and foremost."
- "We don't count people, we take care of them."

Both WIA and TEA staff were aware of their program specific measures and were aware of how well they were doing in meeting these measures. They were not aware of other partner agency goals.

The West Central Region LWIB staff's quality assurance process is solid. They provide case monitoring and case reviews on a weekly basis, as well as a weekly review of the WIA common measures. The LWIB utilizes an effective report-back process that can be used as a review tool for program Supervisors and case management staff. AJL data is transferred to an excel spreadsheet that can be used as a discussion tool with Center Managers and staff when there are issues. WIA staff are also trained to manage and use the performance data.



Challenges

Providing excellent customer service as the primary goal for the Centers is a great place to start. The challenge is paying enough attention to meeting programmatic goals that could potentially have fiscal impacts while continuing to focus on meeting the needs of each customer.

There is an inconsistent focus between partner programs on performance goals. There is a lack of awareness of each other's goals. The challenge is to increase awareness of partner goals and to search for opportunities to improve outcomes collaboratively.

Without commonly understood Center wide goals and measures related to customer satisfaction (for staff, program customers, and employers), it is difficult to know whether progress is being made in this area.



Recommendations

- Share program performance goals and related progress so partners understand each others' goals and can more strategically focus their collaborative efforts to help achieve them. 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 D for an example of this type of profile.
- Produce quarterly and/or annual reports on Center wide performance results. Share and discuss results with staff at partner meetings. Use results to celebrate successes and make improvements where needed.

The AWC Brand



Findings

The AWC brand is viewed consistently and positively by AWC staff. Staff understand the brand/workforce concept, and follow it internally. The Center is seen as one business. This concept is very active in Hot Springs and is working well on all levels. One staff explained: “Everyone who walks through the door is everyone’s customer.”

Externally, there was a consistent message that customers and the community at large (employers, agencies) do not understand the AWC brand. Most still view it as the Unemployment Office. However, most staff members believe they are making progress on increasing the general public’s understanding of the AWC brand and what it means.

The AWC brand is marketed at business expos and job fairs, by the Chamber of Commerce, and by the Business Services Representatives/Team through public service announcements, the high schools for youth programs, and the monthly Community Coffee meetings.

It was also stated that Board members use the Center services and help increase community awareness of the services available through the Centers. Many Center employees are also very active in the community and market the AWC brand.

The West Central website (www.wcacdcs.org) identifies and represents the AWC brand well. The site has video content with an example of a job seeker service. Partners are identified on their own page and prominently displayed with examples and active links to their services. There are also mapquest links to each of the locations.



Challenges

Given the long history of the concept of the “Unemployment Office” and the fact that the vast majority of the customers who walk through the doors are UI customers, it is difficult to change that image. Marketing the AWC brand to customers, the employers, and the community needs to be an ongoing process to overcome this history and produce new, non UI customers.

Continuing to market the single business concept in all details of operations, including business cards is a challenge. Because Center staff have different employers, their business cards represent their employer rather than the AWC. This is not providing the one image when marketing Center services as intended.



Recommendations

- In an effort to market the AWC brand, make a concerted effort to get employers and community agencies into the Centers so they can see the AWC brand functioning first hand. Continue to use the most active Board Members to help deliver the AWC brand message.
- To represent the Center as one business, standardize business cards so all staff working out of the Centers have cards with the AWC brand prominently displayed.
- Ensure that all UI customers are informed of and are accessing all available Center programs and services so they too can experience the true brand of the AWC.

Business Services/Services to Employers



Findings

There is a strong business services team/partnership in the Hot Springs Center. The AWC is utilizing the staff members that have the right commitment, passion, and energy to provide this service. The Business Service Representative (WIA staff) and Veteran's Representative work well together in marketing all Center services as a single business. They market the complete Center service menu when they go out in the community. The Center Manager and Employment Services Program Manager also work with employers and market services at a variety of community venues.

There are ongoing conversations between the Business Services team and Center staff who do "inside sales/contacts" about who they should reach out to when making employer and community contacts.

Information related to employer contacts, employer marketing, and job lead gathering is effectively shared via the AJL system and partner meetings. All staff members are cross trained to use the tools within the AJL system, including registering customers.

There is a consistent understanding of the Career Readiness Certificate (CRC) across all staff. The consensus was that the CRC is a good concept and that employers are buying into it as a tangible service that the Center can provide



Challenges

The greatest challenge is to continue to fund the dedicated, full time Business Services Representative position in a time of limited resources. The effectiveness of this position is diminished when the responsibilities are spread out among staff members who have multiple roles/other job responsibilities.



Recommendations

- Continue funding for the dedicated Business Services Representative position that leads the Business Services team and efforts.
- Continue to strategize ways to systematically and regularly share the information (hiring trends, job openings, employer needs) that comes from employer and community contacts.
- Have the AWC create a sector strategy in health care to coordinate resources and meet existing challenges. A retail/hospitality sector strategy that addresses seasonal needs through a coalition also deserves consideration.

Customer Flow, Facilities, and Resource Rooms



Findings

The Hot Springs Comprehensive Center serves over 4,000 customers per month, Morrilton (Satellite) about 500 customers per month, and Perryville (Affiliate) about 10-15 customers per month.

The key to the experience of the customer in any Center is the first contact, which in most cases is the Reception/Upfront area. The Receptionist in Hot Springs is very knowledgeable and active, and helps with customer flow, collaboration efforts, and getting people to the right services the first time.

All customers coming in the Hot Springs Center are greeted promptly and professionally. For new customers, sign-in is completed and a registration sheet is printed out and stamped for the needed services and put in the upfront tray for pick up. A light switch system is utilized to let staff and case managers know that a service is needed. This is working very well. Returning customers also sign in and are routed appropriately based on the services needed.

When asked about Center strengths, the most common responses were teamwork, collaboration, and the customer service approach. Other responses included:

- Professional atmosphere and behavior
- Positive environment
- Adaptability
- Ability to fill in gaps and help other program staff
- Ability to handle crisis

Another consistent message was the importance of the role of the Executive Director and Center Manager. The expectations for the Center are clearly communicated and modeled by leadership. The strengths of the Center happen because of the leadership and their commitment to it.

There is an acknowledgement that at times, the wait time for UI customers is too long. In some instances, the wait for services in the upfront/lobby area reached 45 minutes. The tone of the reception and waiting area can make a difference in how customers react to this wait time. In Hot Springs, they deal with this by interacting with those who are waiting in the lobby area. The Executive Director makes it a practice to be in the lobby area at least once per day to talk to customers and explain the reasons for the delays, and other staff members come out to let customers know how things are moving along.

The dedication to customer service was also evident during discussions on wait times and customer flow. Staff members feel that it makes a difference in what happens after they leave the reception area. They believe that once the customer does see the appropriate Center staff, there is a strong commitment to ensuring that there is a value added service in every visit.

The Resource Room in the Hot Springs AWC is staffed with courteous, professional and knowledgeable staff. Facilitators in the Resource Room are very adept at teaching customers how to use the needed resources. When necessary, other WIA staff can fill in and assist in serving customers in the Resource Room. The Resource Room is always staffed during operating hours. Customers who are utilizing the Resource Room get intensive and individualized services from the staff, and don't have to wait when a need arises. Customers were comfortable using the AJL system and got help from the Resource Room staff when needed.

Challenges

Wait time (in particular for UI customers) continues to be a challenge. On busy days, customers become frustrated, confused, and overwhelmed. The UI self-file room poses a challenge as it is often crowded and not big enough. Because testing for the CRC also occurs here, it is not a conducive setting for test taking.

While the open concept is effective for collaboration and staff coverage, it can limit what the customer is willing to share, especially when sensitive information is being discussed.

The current building isn't big enough to add more partners. This makes it less customer friendly when customers have to go back to DHS for TEA eligibility or to the Community College for adult education or to complete the CRC process.

The Resource Room is small and cluttered. It is difficult to see and find resources such as labor market information, job orders, pamphlets and other informational resources. In the current state, it would not be conducive for use by employers.

Recommendations

- There were times when UI customers would go to the back offices (program area) and then have to come back to the lobby to wait again. Consider changes to the UI registration process so customers do not have to go back to the lobby between services.
- Explore options for CRC testing in a private room or quiet space. Train staff to be CRC proctors so customers can complete the CRC process in the Center and avoid having to travel to the Community College.

- During peak times, consider referring waiting customers to the Resource Room to take advantage of the resources there.
- Re-organize the Resource Room so customers can find the resources needed without having to rely on direction from the Resource Room staff.
- Consider having representatives from the Business Services Team visit the Resource Room on a regular basis to discuss job contacts and leads and ask customers what they are looking for.

Hot Springs Center - Basic Facility Review

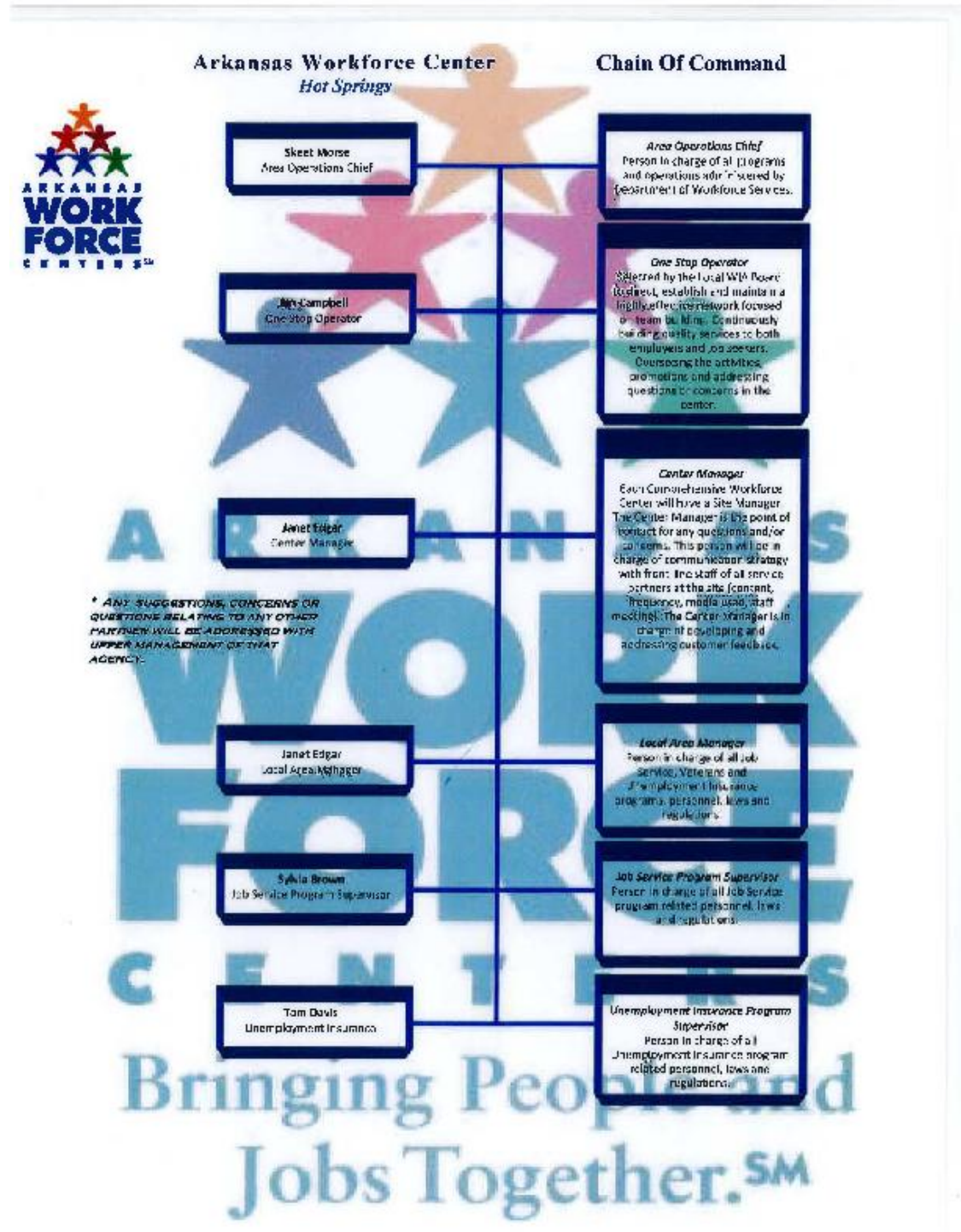
Facility Feature	Yes	No
Located on public transportation (n/a if not available)	X	
Common Reception Point	X	
Space for group services <i>Large conference room for group services and meetings</i>	X	
Private space for personal discussion		X
Space for itinerant or part-time services		X
Space to expand to add new partners <i>Brought in Fraud Unit so the Center is currently full</i>		X
Clearly posts hours of operation <i>Hours posted on front door, but in small font. No hours posted in reception area</i>	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 <i>Individual rooms/areas signage is not clear.</i>		X
Staff wear name tags	X	
Staff use common logo for stationery and cards	X	
Site has been ADA reviewed (reference checklist cited on page 10)	X	
Has adequate computers available for use by general public <i>Although the Center has two rooms with computers, the UI self-file room is often crowded and not big enough.</i>		X
Restrooms are clean and adequately supplied	X	
Menu of services is displayed <i>There are small signs on the wall in the waiting room. Customers going into the UI self-file room would not see these. Could list services on walls in other rooms. TV in waiting room could be used to discuss services.</i>	X	
Vision and mission are displayed <i>On display in Reception area</i>	X	
Information about center performance is displayed or readily accessible <i>Did not see this accessible for customers.</i>		X

Hot Springs Basic Resource Center Review

Resource Center Feature	Yes	No
Resource area is the focal point of the center and draws customers in <i>The Resource Room is walled off from the entrance. Customers eventually get routed there, depending on the reason for their visit.</i>		X
Self-help materials are readily available <i>AJL is available on all computers. Other resources seemed scattered, were hard to find, and were not being used during this site visit.</i>		X
Materials are available in alternative formats for the disabled or non-English speaking <i>Materials were available, however, they were not found until after asking the Resource Room staff for them and seemed incomplete.</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>Did not see any employer materials or resources.</i>		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 <i>Resources could be advertised better, it was hard to locate all resources.</i>		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>Per Resource Room staff, they did not have any youth information at the time of the site visit.</i>		X
Labor market information is easily understandable and accessible		X
There are tools for customers to self-assess their skills and develop resumes	X	

Appendix

Appendix A – Chain of Command Flow Chart



Appendix B – Workforce Center Operations Document

ARKANSAS WORKFORCE CENTER OPERATIONS—HOT SPRINGS

Department	Personnel & Title	Services & Duties
Workforce Investment Act	Billie Woolley, Receptionist	Greets customers & visitors, their first stop; Routes customers to service dept; Routes calls from switchboard to appropriate Department.
DWS Self Filing Room	Irma Phillips, & Carolyn Lemons and Kiara Murry Workforce Specialist & Rose Clinton, Intermittent Workforce Specialist and Jennifer Turner through AARP Program.	Assists claimants with filing unemployment insurance on computer system; Assists job applicants with job services registration; Routes customers to UI or ES interviewer
DWS Employment Services/Job Services (ES/JS)	Sylvia Brown, Supervisor & Jason Eaton, Workforce Specialist & Debbie Kinney Intermittent Workforce Specialist, Kathy Sigman, through the AARP Program. Amber Gilchrist- TAA	Assists clients with job search. Contacts employers for job development; Conducts job referrals; Provides labor market information; Administers Trade Adjustment Assistance (TAA) for workers who are dislocated due to foreign trade
DWS Veterans Rep	Harry Sullivan Local Veterans Employment Representative ...	Assists Veterans with job placement; Conducts job development contacts; Performs case management for all Veterans referred from VA; Refer Veterans for other services.
DWS Unemployment Insurance (UI)	Tom Davis, UI Supervisor, Irma Phillips, Carolyn Lemons, and Kiara Murry, Workforce Specialist, and Rose Clinton, Intermittent and Jean Worrell and Joyce Cannon through the AARP Program.	Assists with filing unemployment insurance claims, appeals, & other related duties; Administers Trade Readjustment Allowance (TRA) which provides additional UI benefits for claimants enrolled in the TAA program
DWS Transitional Employment Assistance (TEA)	Julie LaRue, TEA & Work Pays Supervisor, Pier Clay, Administrative Assistant; TEA Case Managers: Chris Gusrini, Kristina Coleman, & Eyo Clark	Assists with job training, GED, job placement assistance, vocational training, job placement & support services
DWS Work Pays	Work Pays Case Managers: Jeanie Meadows, Kristie Belt and Paul Zambrano.	Extension of TEA except greater emphasis on job retention, career advancement, & mentoring; Provides more one-on-one case management service
Workforce Center Manager	Janet Edgur-Center Manager	The point of contact for questions & concerns; Responsible for communication strategy with front-line staff of all service partners at the work center site and customer service; Person in charge of all Job Service, UI, personnel, laws & regulations and all other Workforce Center operations
DWS Legal/Pine Unit (Fraud/Criminal Investigation Unit)	Pat Warbritton, Lead Investigator Russell Pollard, UI Workforce Specialist Investigator Doe Rynders- UI Workforce Specialist	Lead Investigator is responsible for criminal investigations and felony UI referrals; State's expert witness 1 of 2 Investigators assigned to criminal investigation unit; prepares documentation for criminal/civil cases; responsible for tracking case status
DWS Unemployment Insurance	Angie Buhrmaster, UI Field Technician	Assist local offices with technical questions regarding unemployment insurance. Handle any technical adjustments needed to unemployment insurance claims that local office staff cannot perform. Train UI staff on various programs relating to unemployment insurance. Grade non-monetary determinations quarterly for timeliness and quality.

Appendix C – Workforce Center Partners Document

ARKANSAS WORKFORCE CENTER PARTNERS—HOT SPRINGS		
Partner Contact Information	General Eligibility	Primary Services
American Indian Center Lois A. Bethards 1100 N. University, Suite 143 Little Rock, AR 72207 1-800-441-4313/ 501-517-8647	American Indian Resident of Arkansas Unemployed or underemployed	Vocational training Job Placement Support Service
Job Corps 1321 Central Ave., Suite A-3 Hot Springs, AR 71901 501-624-0499 FAX 501-624-1132	Males and females ages 16-24. Drug free. Applicant must have the desire to comply with zero tolerance policy and adjust to ethnic diversity and dorm living	Job training, GED and job placement assistance
Chamber of Commerce David Byerly 659 Ouachita Ave., P.O. Box 6090 Hot Springs, AR 71902 501-321-1700 FAX 501-321-3551	No eligibility requirements	Works to develop local business and industry and promotes local economic growth. Provides information such as the Service and Directory list of Chamber Members to the public.
Arkansas Rehabilitation- ACT 1 Alicia (Cindy) Rucker - Administrator 105 Reserve St. Bldg. 54 501-623-4479 FAX# 501-623-1217	Mental or physical disability and need services in order to obtain and/or sustain employment	Assessments for eligibility, job training, job placement, medical, psychological or employment services through Arkansas Career Training Institute; range and extent of services dependent on client needs and availability of funding
AARP/Senior Community Service Terri Boone- Project Director 615 W. Grand Suite #5 501-321-1800	Individuals age 55 or older. Based on income level	Employment training
Unemployment Insurance Tom Davis- Supervisor 2254 Albert Pike Road Hot Springs, AR 71913 501-525-3450 FAX 501-525-3944	Must have worked in at least 2 quarters of the base period (first 4 of the last 5 completed calendar quarters prior to the quarter in which an initial claim is filed)	File unemployment insurance claims, appeals, and other related duties
Job Service Sylvia Brown- Supervisor 2254 Albert Pike Road Hot Springs, AR 71913 501-525-1631 FAX 501-525-3944	Job seeker services: U.S. citizen or INS work permit Employer services: Must pay at least minimum wage	Job search Job development Job referrals Labor market information
First Step Gayle Erickson 407 Carson, P.O. Box 2440 Hot Springs, AR 71914 501-624-6468 FAX 501-624-1075	Any age individual with a developmental disability	Physical, occupational, and speech therapy, habilitation, psychological testing, transportation, and U.S.D.A. lunch program
Gurland County Literacy Council Pat McClaran 119 Hobson Avenue Hot Springs, AR 71901 501-624-7323 FAX 501-624-2994	Must be an adult who wants to improve reading skills or who is learning English as a second language	Match volunteer tutors with adults to improve basic reading skills or to learn English as a second language
Professional Clothes Closet Abilities Unlimited Retail Outlet 1819 Albert Pike Road Hot Springs, AR 71913 Contact: Jannette Karaff	Must be individual entering the workforce who is in need of professional business attire By Referral Only	Provides 2 professional outfits for an interview/new job. Other needs that are relevant to improving the client's self-esteem and better preparing them to enter the workforce
Business Service Representative Jannette Karaff/ At Workforce Center 2254 Albert Pike Road Hot Springs, Ar 71913 501-525-1631 Cell: 501-620-3163	No eligibility requirements	Acts as liaison between Workforce Centers, Employers, & Partners. Networks in the community as representative of Workforce Center at chamber of commerce & job fairs; provides employers with information & services such as job postings.
Arkansas Work Incentives (AWIN) 2254 Albert Pike Road 501-525-1631- FAX# 501-525-3279	David Robbins, Community Work Incentives Coordinator	Assists SSA disability recipients with benefit planning & management for disabled individuals who want to work.

Appendix D – Regional Profile Example

Regional Profile

Program/Measure	Goal	Actual	Outcome
Workforce Investment Act (WIA)			
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			
Transitional Employment Assistance (TEA)			
Percentage of participants placed in jobs			
Retention			
Initial wage at placement			
Employment related closures			
Unemployment Insurance (UI)			
Number of applicants for UI			
Employment Security (ES)			
Entered employment rate			
Employment retention rate			
Average earnings			
Number of new job orders entered			
Career Readiness Certification (CRC)			
Number of certificates received	N/A		