

SECTION XVII. PERFORMANCE MEASURES

The Union County Workforce Development Board Resolution 03 – 2015 provided very specific instructions pertaining to the oversight roles of Board (**Attachment I**).

“...**Whereas**, the Union County Workforce Development Board of Directors has been granted oversight authority under the Workforce Innovation and Opportunity Act of 2014 (WIOA) to design staffing and programming budgets; allocate funding to sub-grantees through a procurement process, and develop a strategic workforce vision for countywide implementation; and

Whereas, the Union County Workforce Development Board of Directors has ultimate responsibility for the quantitative and qualitative performance outcomes of the American Job Center of Union County—formerly the One-Stop Career Center;”

RESOLUTION NO.: 03 – 2015
DATE: September 18, 2015

	PY 16	PY 17		PY 18	PY 19
	LWDB Plan	LWDB Plan	% LWDB Achieved	LWDB Plan	LWDB Plan
Adult					
Employment Q2	80.6%	80.6%	106.1%	80.6%	81.3%
Employment Q4	62.6%	62.6%	98.3%	67.5%	68.3%
Credential Adult Q4	48.7%	48.7%		50.1%	50.4%
Median Earnings Q2	\$ 4,464			\$4,513	\$1,713
Skill Gains Adult		0.0%			
Dislocated Worker					
Employment Q2	81.7%	81.7%	102.2%	81.7%	82.2%
Employment Q4	66.4%	66.4%	111.4%	66.4%	66.4%
Credential	45.9%	45.9%		45.9%	46.4%
Median Earnings	\$ 5,845			\$5,845	\$5,845
Skill Gains DW		0.0%			
Youth					
Employment Q2	78.6%	78.6%	114.8%	75.0%	76.0%
Employment Q4	82.8%	40.0%		40.0%	49.0%
Credential Youth		82.8%		74.0%	75.0%
Skill Gains Youth	40.0%	0.0%			
Wagner-Peyser					
Employment Q2	54.5%	54.5%		55.7%	60.7%
Employment Q4	55.1%	55.1%		60.9%	61.9%
Median Earnings Q2	\$ 4,109	\$4,180		\$4,468	\$4,568

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High-Level View

Union County receives and analyzes the monthly “Green” and “Red” performance reports and reviews closely both the “Year-to-Date” cumulative status, but also the trending patterns. This information is reviewed by both Board staff as well as the American Job Center Operator staff as well.

Performance Data is shared at monthly management meetings where operations present feedback on the current status any actions undertaken or planned to improve outcomes as necessary.

Evidence-Based Performance Evaluation

Over decades of redefining exactly what success looks like in job training, we now aspire to look even closer at how we define system effectiveness. Going back to the 60's, Labor programs measured number of customers served and dollars spent along target population tracts. While these programs strived to have program completers and employment attainment, numerical data were not a primary focus. Come the 70's and '80s and Labor began setting real-time completion and placement goals across target population tracts. This was a big step, thought at the time to be a major breakthrough, and so it was. In the last 20 years, we have introduced qualitative measures placing even more consideration toward examining which program strategies yielded best qualitative outcomes, including; increase in earnings, retention in employment, and the attainment of industry-recognized credentials to name a few.

Union County now wishes to raise our criteria for measuring success up to a few more notches. We will begin to adopt/promote job-training approaches that are based on evidence of effectiveness and to continue expanding the evidence base for what works. We need to know what works for whom: adults, youth, dislocated workers, reentry job seekers, and so on.

To achieve this goal, we will develop (informed by the Department of Labor's publication of July 22, 2014: “What Works in Job Training: A synthesis of the Evidence”) specific strategies within our workforce plan that will:

- Expand analysis of long-term impacts of training approaches that have strong short-term impacts and appear to be the most job-driven including attainment of industry certificates.
- Disaggregate subgroup impacts to better understand how promising approaches can help particular groups of workers.
- Expand analysis of program components to examine the effect of key components and untangle what strategies are most effective.
- Replicate and evaluate promising models and approaches in different settings to provide more useful information about how communities and agencies can adopt or adapt proven strategies;
- Measure and evaluate outcomes of employer engagement and public/private training partnerships.

Operational Level Oversight

□ Independent Systems Evaluation

Union County Workforce Development Board of Directors had retained the qualitative evaluation services of the Heldrich Center for Workforce Development at Rutgers University. This report detailing both strengths and weakness has been provided to the Workforce Development Board and the American Job Center.

□ Sub-Recipient & Vendor Performance

An Independent Monitoring Unit reviews the contracts and performance of all sub-recipients and vendors and recommends correction in accordance with the all federal or state rules and regulations for all funding sources.

Independent Monitoring Unit GOALS

- To improve the efficiency and effectiveness of all funded programs through assessment of Sub-grantee systems and operations.
- To produce timely and meaningful reports to assist in the management of all funded programs.
- To ensure compliance by Department and Service Providers with all funding guidelines and requirements.

The American Job Center Operator, through the Independent Monitoring Unit, monitors all sub-recipient and vendor contract agreements for identification of effective delivery of training services and subsequent job placement. The monitoring reviews include assessing contractual compliance as well as qualitative analysis of overall operations. The program customers are interviewed for customer satisfaction on an individual basis. The monitoring reports and customer feedback are instrumental in directing continuous improvement and enforcement of corrective action.

□ Additional Performance Measures

The Union County Workforce Development Board has expanded the use of evaluation metrics beyond the National Performance Standards / Systematic Oversight as listed below. Data is collected down to the Funding Source, the Program, and Vendor level (**Attachment I**).

SERVICE FLOW
Individuals Accessed Core Services
Individuals Provided Intensive Services
Individuals Provided Individual Training Accounts (ITAs)
Individuals Provided On-the-Job Training
Youth Registered in AOSOS

Youth Enrolled in Post-Secondary Education
Workshops
Number of Individuals Waiting for Training
Average Wait Time for Occupational Training
Number of Individuals Referred to WIOA Title II Adult Literacy and Civics Education Consortium (ABLE Plus)
Number of Customers Enrolled in Workforce Learning Link
Number of Customers Exited From Workforce Learning Link
Number of Employers Served
SKILLS OUTCOMES
Credential / Degree Attainment (Number of Participants)
Literacy & Numeracy Gains (Number of Youth Participants)
Number of WLL Participants Increased Literacy Levels
EMPLOYMENT OUTCOMES
Job Placements (Number of Participants)
Job Placements Directly Related to Training
Retention - 6 months (Number of Participants)
Average Earnings
WORKFORCE SYSTEM EFFICIENCY/ EMPLOYMENT BY KEY GROWTH SECTORS
Advanced Manufacturing
Construction
Financial Services
Health Care
Hospitality, Tourism & Retail
Life Sciences
Technology & Entrepreneurship
Transportation, Logistics & Distribution
Other -

□ **Continuous Improvement**

WIOA legislation requires each local board to establish an operational model for continuous improvement throughout its internal operations and customer-facing processes, guided by a new certification and recertification program.

S-31a. Implement a model for continuous improvement throughout its internal operations and customer-facing processes, guided by a new certification and recertification program. (Aligned with Goal 6-Evaluation / Oversight)

S-31b Examine National Measures down to Vendor Level. (Aligned with Goal 6-Evaluation / Oversight)

S-31c. Measure credential attainment down to Vendor Level. (Aligned with Goal 6-Evaluation Oversight and with Goal 1- Career Pathways / Credential Attainment)

S-31d. Introduce Employer, Job Seeker Satisfaction Surveys. (Aligned with Goal 6-Evaluation / Oversight)

S-31e. In addition to vendor monitoring, conduct internal monitoring and oversight to ensure that center operator(s) meet certification standards. (Aligned with Goal 5 Employer Engagement and with Goal 6-Evaluation / Oversight).