Goal Setting and Continuous Improvement
When you leave today...

- What will be the goals you set that make a difference for your customers?
- What role will you play?
- With whom will you collaborate?
- What impact will you make in improving service? How will you know you are successful?
- Where can you look for best practices to learn from and utilize?
- How can you work together to continuously improve?
Goal Setting and Continuous Improvement

Activity
“Can you tell me please which way I ought to go from here?”

“That depends a good deal on where you want to get to,” said the Cat.

“I don’t much care where,” said Alice.

“Then it doesn’t matter which way you walk,” said the Cat.
GOAL

The purpose toward which an endeavor is directed; an end; an objective.

GOAL SETTING

The process of deciding what you want to accomplish and devising a plan to achieve the result you desire.
Benefits: Center-Wide Goal-Setting

- Establishes shared vision and understanding of priorities among all partners
- Directs efforts and resources to shared targets
- Enhances collaboration and communication among partners
- Raises individual program performance
- Enhances use of customer feedback
- Prioritizes ongoing improvement
The Framework for Goals

- **S**pecific
- **M**easurable
- **A**ttainable, Adaptable
- **R**elevant
- **T**ime-Bound
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Understanding Goal Setting and Continuous Improvement in a Transformed Career Center Environment

Career Center Certification Standards – Adopted by the KWIB August 2011
Key Areas of Focus: Career Center Goal Setting and Continuous Improvement

- Managing integrated service delivery
- Listening to and satisfying employers, measuring effectiveness
- Listening to and satisfying job seekers, measuring effectiveness
Maximized partner integration into One-Stop operations working together to achieve common goals and objectives

- In order to better align partners and ensure that all partners’ capacity is fully understood and utilized, all partners share their agency’s quantitative goals with all others.

- Managers utilize those goals to build overall Center goals and participation benchmarks. Performance is tracked at least quarterly against the Center’s unified goals. Actions are designed and taken on a quarterly basis to better align services to meet the goals.
Guiding Principles

- Unified and responsive to changing customer needs
  - On a Center-wide basis, One-Stop Career Centers track customer activity, customer experience, and outcomes and utilize this information to improve quality and use resources most effectively.
Managing Integrated Service Delivery

- Customer utilization, satisfaction and outcomes are tracked on a Center-wide basis to improve operations, resource use and service delivery
  - Analysis of effective and ineffective customer activities
  - Customer feedback on process and experience
  - Customer outcomes
Listening to and Satisfying Employers, Measuring Effectiveness

- The workforce area does broad employer needs assessments and creates/modifies services in response
  - General business human resource requirements
  - Specific sector resource requirements
- Center/BST measures employer satisfaction at system rather than program level
  - Collect information on processes (satisfaction)
  - Collect information on outcomes (value)
Listening to and Satisfying Job Seekers, Measuring Effectiveness

- Centers develop unified, Center-wide goals for performance, utilization, and other benchmarks and actively solicits job seeker customer feedback
  - Feedback on processes (satisfaction)
  - Feedback on outcomes (value)

- There is a process in place to track and use job seeker feedback on both processes, outcomes, and internally-tracked data for continuous improvement

- Actions are taken to better align Center services to meet unified goals
Examples: Potential Center-Wide Goals

- Repeat customer use
- New customer engagement
- Industry/sector market penetration
- Customer satisfaction (process, outcomes/value)
- Job seeker career-related outcomes
- Employer business/HR outcomes
- Reduced Center wait times
- Improved referral results

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Best Practices
South Carolina

- **Standard:** Current and prospective employers are consulted on the critical success factors for the One Stop Center and workforce area.
  - **Baseline measure:** There is evidence that employers have been consulted for input on critical success factors through focus groups, written or online surveys, and/or targeted interviews.
  - **CI measure:** Employer-identified success factors are built into the satisfaction instrument(s).
Ohio

- Standard: Repeat use of One Stop services by employers and/or continuous recruitment of first-time employers utilizing the services of the One Stop System.

- Sample measures:
  - Employer base activity remains constant with established customers.
  - Business customer satisfaction ratings are consistently high.
  - A structure is in place to include partner input and participation in business service delivery.
California

- Standard: The One Stop measures employer satisfaction with both processes and outcomes.

- Sample measures:
  - The One Stop measures employer satisfaction with staff behavior, quality of referrals, follow-up, etc.
  - The One Stop can disaggregate employer satisfaction by business size and industry designation.
Goal Setting and Continuous Improvement

Activity
Closing

THANKS!
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