

**WASHINGTON STATE
WORKFORCE TRAINING AND EDUCATION COORDINATING BOARD
MEETING NO. 148
JUNE 24, 2010**

**REQUESTING A WORKSOURCE POLICY ON THE USE OF THE WASHINGTON
WORKFORCE CORE MEASURES**

The attached motion requests that Workforce Board staff work together with the WorkSource Standards and Integration Division (WSID) of the Employment Security Department to develop a WSID policy regarding Workforce Development Council (WDC) use of the Washington Workforce Core Measures. Once established, WSID would use the policy to monitor the WDCs use of the Core Measures.

Background on the Washington Workforce Core Measures

The Workforce Board developed and adopted the Washington Workforce Core Measures. The measures are identified in the Performance Accountability Chapter of *High Skills, High Wages 2008-2018: Washington's Strategic Plan for Workforce Development*. The purpose of the measures is to provide consistent measurement of results across workforce development programs. For example, the measures ensure "earnings" means the same thing whether measured at a community college or at a WorkSource Center. Providing such consistency was one of the reasons why the Workforce Board was first created, and it is a statutory requirement of the Board. The Workforce Board identified the measures and developed the specific definition of each measure in the mid- and late 1990s through an extensive analysis of data and state and local stakeholder input. The Board consulted with all affected operating agencies. The measures were carefully selected to be scientifically valid and reliable, and equitable across programs. The measures apply to all programs that are part of the workforce development system as defined in the state statute and executive order, including WorkSource, the state's one-stop career center system.

Washington Workforce Core Measures

1. Employment or Further Education

a. Programs Serving Adults: Percentage of former participants with employment recorded in Unemployment Insurance (UI) and other administrative records during the third quarter after leaving the program.

b. Programs Serving Youth: Percentage of former participants with employment or further education as recorded in UI, student, and other administrative records during the third quarter after leaving the program.

2. Earnings

Median annualized earnings of former participants with employment recorded in UI and other administrative records during the third quarter after leaving the program, measured *only* among the former participants not enrolled in further education during the quarter.

3. Skills

Percentage or number of program participants leaving the program who achieved appropriate skill gains or were awarded the relevant educational or skill credential based on administrative records.

4. Customer Satisfaction

a. Employer Satisfaction with Former Program Participants: Percentage of employers who report satisfaction with new employees who are program completers as evidenced by survey responses.

b. Former Participant Satisfaction: Percentage of former participants who report satisfaction with the program as evidenced by survey responses.

5. Return on Investment

a. Taxpayer Return on Investment: The net impact on tax revenue and social welfare payments compared to the cost of the services.

b. Participant Return on Investment: The net impact on participant earnings and employer provided benefits compared to the cost of the services.

The Workforce Board has established **state performance targets** for the Washington Workforce Core Measures (except return on investment) for the following programs: Workforce Investment Act (WIA) Title I for Youth, Adults, and Dislocated Workers; Secondary Career and Technical Education, Postsecondary Career and Technical Education; Adult Basic Education; Vocational Rehabilitation; and Services for the Blind.¹ The Board also sets targets for each of the 12 workforce development areas for the WIA programs for Youth, Adults, and Dislocated Workers. The Board also establishes the policies by which Office of Superintendent of Public Instruction and State Board for Community and Technical Colleges set targets for local schools and colleges.

The Workforce Core Measures are to be used by policymakers and state and local program administrators to judge how well programs are performing and to identify areas for improvement. In the terminology of WIA and Perkins, the measures are “state additional indicators” and are incorporated as such in the state WIA and Perkins plans. Poor performance on the Workforce Core Measures may cause a local area to be ineligible for incentive awards. The Workforce Core Measures for skills (completion), employment rate, and earnings are also the three measures the Workforce Board uses to determine the eligibility of local training programs (such as the Licensed Practical Nurse program at a particular college) to provide training funded by WIA.

Background on WorkSource Standards and Integration Division Policies

One of the functions of the WSID of the Employment Security Department is to establish “Service Delivery System Policies” for the operation of WorkSource. The policies include standards by which WSID can determine whether or not the policies are being followed. WSID

¹ All five core measures are not applied to each and every program. For example, the Workforce Board does not survey a sufficient number of employers who have hired participants in Services for the Blind to measure employer customer satisfaction.

sends monitors to each of the 12 workforce development areas to assess whether or not the standards are met.

Currently, WSID is developing a policy on One-Stop Performance Measures. These measures, unlike the Washington Workforce Core Measures, focus on the operational management of WorkSource. The WSID One-Stop Performance Measures will provide consistent information across the state on how WorkSource operates. These measures are still under development but may include such things as the number of individuals served through one-stop centers, the percent of participants who receive need assessments, and the percent of participants who receive occupational skills training, as examples. These are management or process measures, as opposed to outcome measures. Once they are completed and the policy put in place, WSID will then monitor the Workforce Development Council's use of the measures as a management tool.

Workforce Development Council Use of Washington Workforce Core Measures

During the past year, it has become clear that the WDCs make very uneven use of the Washington Workforce Core Measures. This was particularly evident during focus groups that were part of the System Review led by the Employment Security Department and the State Board for Community and Technical Colleges. Some WDC board members and chairs expressed they were unaware that the state has consistent measures of workforce program performance. Some WDC board members indicated their boards never looked at the measures. Others indicated their boards regularly used the Washington Workforce Core Measures to judge how well programs in their area are performing.

Proposal

The proposal is to request that Workforce Board staff and WSID develop a policy for the WDC use of the Washington Workforce Core Measures. The WDCs would participate in the policy development.

Rationale: Currently there is no process to ensure that the state policy on the Washington Workforce Core Measures is implemented by the WDCs. A state policy already exists as described in *High Skills, High Wages*, but there is no process to monitor whether the policy is being followed. The Workforce Board is not an administrative agency and does not have staff resources to monitor implementation.

The WSID will monitor the "WorkSource Service Delivery System Policies" adopted by WSID, but there is no WSID policy developed or underway that includes the use of the Washington Workforce Core Measures. Establishing a WSID policy regarding WDC use of the Washington Workforce Core Measures is the most efficient and surest way the state has to make certain that the policy described in *High Skills, High Wages*, is implemented by the WDCs.

Board Action Requested: Adoption of the Recommended Motion.

RECOMMENDED MOTION

WHEREAS, The Workforce Training and Education Coordinating Board has developed the Washington Workforce Core Measures as part of its statutory responsibility to establish consistent performance measures for workforce development; and

WHEREAS, The Washington Workforce Core Measures are to be used by policy-makers, and state and local program administrators to judge the performance of workforce programs; and

WHEREAS, The WorkSource Standards and Integration Division of the Employment Security Department is responsible for establishing operational policies for WorkSource, known as WorkSource Service Delivery System Policies, and monitoring the implementation of the policies; and

WHEREAS, There currently is no operational policy or monitoring regarding the use of the Washington Workforce Core Measures by the Workforce Development Councils;

THEREFORE, BE IT RESOLVED, That the Workforce Training and Education Coordinating Board requests that Board staff and the WorkSource Standards and Integration Division of the Employment Security Department work together, in consultation with the Workforce Development Councils, to establish a WorkSource Service Delivery System Policy regarding Workforce Development Council use of the Washington Workforce Core Measures.