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Pasco-Hernando Workforce Board Workforce Innovation Fund Grant Evaluation

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CENTER FOR RESEARCH, EVALUATION, CREAM ASSESSMENT AND MEASUREMENT

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Pasco-Hernando Workforce Board Workforce Innovation Fund Grant Evaluation

Introduction

In 2012, the United States Department of Labor (DOL) awarded approximately $147 million dollars to 26 innovative workforce assistance programs. The goal of these grants was to provide more services at a lower cost by streamlining service delivery. This effort followed a pay-for-success model which included a project implementation, cost benefit analysis and program impact evaluation.

The purpose of this report is to examine the efforts of the Pasco Hernando Workforce Board (PHWB) (IF-23397-12-60-A-12). In particular this report addresses PHWB's program implementation, program impact, and return on investment. This report discusses the structure of the PHWB and the goals of their WIF grant proposal. The research design of the evaluation is explained, followed by a description of the program participants. The methods of analysis are explained and the report's findings are summarized followed by recommendations and conclusions.

The Pasco Hernando Workforce Board

The Pasco-Hernando Workforce Board, Inc. (PHWB) is a not-for-profit organization that serves Florida's Pasco and Hernando counties by administering local workforce development and welfare reform programs through state and federal initiatives. PHWB is one of 24 Regional Workforce Boards in Florida operating under the governance of Workforce Florida, Inc. CareerSource Pasco Hernando is sponsored by the Pasco Hernando Workforce Board, Inc. CareerSource Pasco Hernando serves as the area's One-Stop venue for meeting both employer and employee needs. The goal of PHWB is "To serve as a catalyst in the community for promoting self-sufficiency through the development of a quality workforce." PHWB offices are located in New Port Richey, Spring Hill, and Dade City. Additionally, there is a mobile unit that is parked at various community locations during each month. Services offered by the PHWB CareerSource location include assistance with Employ Florida Marketplace (EFM), resumes, and job seeking.

Workforce Innovation Fund Grant

In 2012, the PHWB received the Workforce Innovation Fund (WIF) grant, a program designed to "support innovative approaches to the design and delivery of employment and training services that generate long-term improvements in the performance of the public workforce system." (US Department of Labor) One component of the PHWB's WIF grant proposal was to increase the capacity of the Employment Support Center (ESC) to assist customers in their reemployment search. The goal of this center was to streamline service delivery to increase the number of

customers served by the Pasco Hernando CareerSource offices. Services formerly available only to customers with the ability to travel to a physical CareerSource office were opened to customers over the telephone and through the Internet.

The initial grant application requested $1,430,998.00 of funding to implement an innovative program to provide services to customers who were not able to reach a physical workforce center location. The justification for this request was that the "region suffered a disproportionate impact from the collapse of the local, state and national housing market starting in 2009." (grant application amendment A, page 1). In addition to the poor jobs outlook was compounded by the need of residents of the two counties to travel a long distance to reach one of the three Career Central (now CareerSource) locations.

Programmatic Changes

There were numerous changes that impacted the implementation of the WIF grant.

RWB Accountability Act

There was a state-wide initiative to rebrand the workforce board system in Florida to share the name CareerSource along with the region's name (FEDC press release). This change occurred as part of the Regional Workforce Boards Accountability Act of 2012 (RWB Accountability Act). The rebranding required each workforce board to update all public outreach information, including printed and web-based information, and signs (FEDC press release, 2012). The rebranding process was an extensive one and had a major impact on the day-to-day activities of the PHWB during the remainder of the WIF grant.

The act also required that the Workforce Investment Act (WIA) funds be used only to pay for training workers. According to the PHWB meeting minutes from June 21, 2012, there were three levels of service:

- "Core services - includes outreach, job search and placement assistance, and labor market information available to all job seekers;
- Intensive services - Includes more comprehensive assessments, development of individual employment plans and counseling and career planning. This accounts for more than 140,000 customers per year.
- Training services - Customers are linked to job opportunities in their communities, including both occupational training and training in basic skills. Participants use an "individual training account" to select an appropriate training program from a qualified training provider. This accounts for approximately 400 customers per year." [13]

Services related to "transportation, childcare, dependent care, housing..." were no longer permitted under the RWB Accountability Act (PHWB meeting minutes 2012, 13).

Resulting PHWB Budget Adjustments

For the duration of the grant, the PHWB faced yearly changes to the budget. In Table 1 below, an overview of the operating budget is presented. Over the course of the grant the total revenue has fluctuated; however the PHWB has successfully managed expenditures.

Table 1. Pasco Hernando Workforce Board Budget, 2011- 2015

Budget year	2011-2012	2012-2013	2013-2014	2014-2015
Total revenue	$ 10,410,568	$12,127,668	$10,048,014	Data unavailable
Expenditures	$ 9,669,071	$11,166,960	$9,758,376	Data unavailable
Unobligated funds	$ 741,479	$485,540	$289,638	Data unavailable

Source: PHWB Audit Finance Committee Meeting Minutes, May 10, 2012
PHWB Board Meeting Minutes, February 21, 2013
PHWB Board Meeting Minutes, March 27, 2014

As of June 1, 2014, the PHWB CareerSource offices in Brooksville, Florida and in Zephyrhills, Florida were relocated. The lease at the Zephyrhills location was due to end in 2014. Records from the PHWB Board meeting in December 2013 show that one bidder responded to their request for a location to house the CareerSource office in eastern Pasco County. This bidder offered a proposed savings of approximately $86, 500 a year as well as a larger parking lot. The Board recommended the move, which resulted in the relocation of the office to Dade City, Florida.

In 2014, the PHWB closed the administrative office in Brooksville, FL and moved staff to the three existing CareerSource centers. This move was made to save an estimated $75,000 per year (PHWB Audit Finance Committee Meeting, May 8, 2014).

Change in Evaluators

Brandt Information Services, Inc.

Brandt Information Services, Inc. was hired as the PHWB's evaluator for the WIF grant in October 2012. At the end of January 2014, Brandt resigned from the role (PHWB Meeting Minutes, June 19, 2014). As a condition of receiving the grant money, the Workforce Board was required to obtain a new evaluator. A request for proposals was put out in May 2014 (PHWB Meeting Minutes, June 19, 2014). In July 2014, the University of South Florida's Center for Research, Evaluation, Assessment, and Measurement (USF CREAM) was hired as the evaluator.

The initial evaluation plan, proposed by Brandt Information Services, was designed to be "exploratory" (2013, 11). The design was split into two components: one that studied the implementation process and one that examined outcomes.

The process evaluation plan was to examine the innovation implementation, the innovation effects on staff and customer satisfaction with the innovation. The plan was to study these in this

way: a satisfaction survey delivered to PHWB customers and residents of Pasco and Hernando counties at the beginning and end of program (sample sizes of 440 and 550) and focus groups with customers and staff (40 individuals total) (Brandt 2013, 17).

The outcome evaluation plan was to conduct a return on investment analysis (ROI) to determine if the innovation was successful at providing an increased number of services to customers for a lower cost (Brandt 2013, 11). The ROI would compare the costs of providing services and program implementation with PHWB staffing expenses (Brandt 2013, 17).
Brandt Information Services ended their contract with PHWB in June 2014.

USF Revised Evaluation

The University of South Florida's Center for Research, Evaluation, Assessment, and Measurement (USF CREAM) was selected to complete the evaluation. As part of the transition, USF CREAM amended the evaluation plan to include additional components.
The process evaluation plan was modified to remove the focus groups with staff and customers. Instead, the team proposed conducting interviews with staff as well as a supplemental participant satisfaction survey to examine the impact of the Employment Support Center. These changes were proposed because of the logistical difficulty of holding focus groups with staff and customers. In addition, propensity score model regression was used to assess program impact.

Research Design

Evaluation Study Overview

The goal of this evaluation was to examine Pasco-Hernando Workforce Board (PHWB) Workforce Innovation Fund Grant program implementation, program impact, and return on investment. To examine the implementation, we examined participant characteristics, the innovation (the Employment Support Center and other remote service delivery methods), and how well the innovation was implemented. The outcome study examined whether innovation participants had improved outcomes as a result of their participation, which elements of the innovation were most successful, and whether the innovation was an effective use of programmatic spending. Table 2 below links these research questions with the methods, data sources and analysis plan.

There were three innovation elements in the funded activities. First, *social media* was used to target customers with job-seeking information to expedite their process. Second, the *the employment support center was expanded* to increases available staff and services offered including live chat and Netop. Netop is a software program to enable staff to remotely access a customer's computer to offer real time assistance. Third, *self-directed, interactive informational video modules* were developed and made available online.

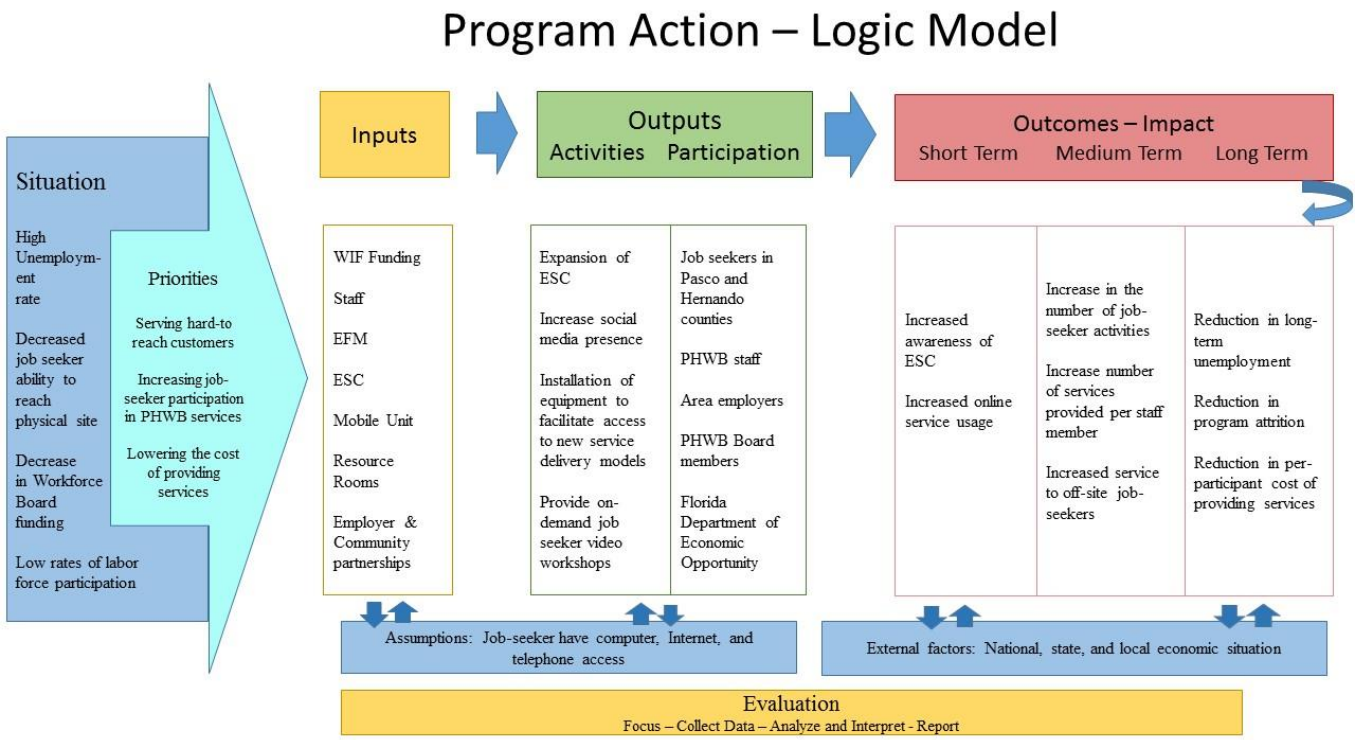


Figure 1 Program Action – Logic Model

Research Questions

Table 2 lists the research questions, methods, data sources and analysis plan.

Table 2 Research Questions, Methods, Data Source, and Analysis Plan.

Evaluation Study Questions	Methods	Data Source	Analysis Plan
1. Who are the participants and what are their characteristics?	Descriptive data analysis	FETPIP	Investigate Employ Florida Marketplace
2. What is the innovation?	Interviews	PHWB staff	Thematic analysis
3. How well is the innovation implemented?	Interviews, document review, supplemental participant survey	PHWB staff and customers; PHWB documents; Survey responses	Thematic analysis of survey and interview data Comparison of documents to program plan and interview data
4. Does the innovation improve participant outcomes when compared to outcomes for non-participants?	Descriptive & inferential data analysis	FETPIP and PHWB sign-in data	Identify walk-in staff assisted, ESC staff assisted, and self-service participants from PHWB records Match participants using propensity scores (age, race/ethnicity, gender, prior employment history) Compare re-employment rates between participants (walk-in staff assisted, ESC staff assisted, and self-service participants) and non-participants Compare time to re-employment between participants (walk-in staff assisted, ESC staff assisted, and self-service participants) and non-participants[1] Compare re-employment wages between participants (walk-in staff assisted, ESC staff assisted,

[1] The proposed plan was based upon receipt of data not received from DEO or FETPIP

Evaluation Study Questions	Methods	Data Source	Analysis Plan
			and self-service participants) and non-participants[2]
5. What innovation elements contribute to improved outcomes?	Descriptive & inferential data analysis	FETPIP and PHWB sign-in data	Logistic regression models for outcomes (employed, not-employed; higher earnings, no change) Survival model to assess time to re-employment[3]
6. How much does the innovation(s) cost?	Return on investment		Cost-benefit analysis

Program participation has three forms indicating which approach to re-employment a participant has selected (e.g., self-service, staff-assisted, registration for unemployment only). We hypothesized a difference in outcomes among the three sub-groups. Logistic regression modeling allows for comparison of outcomes for staff assisted participants, call center staff assisted participants, and self-service participants within a single equation. The goal is to model the subgroups program participation as a function of the covariates and independent variables.

Qualitative methods were used to answer evaluation questions 2 and 3: What is the innovation? and how well is the innovation implemented?

A document review and a customer satisfaction survey were also used to explore how well the innovation was implemented. The documents reviewed were downloaded from the PHWB's website (www.careersourcepascohernando.com) from the Board Documents section. Florida has established by statute, Florida Education and Training Placement Information Program (FETPIP), a data collection system to provide follow-up information on program participants in workforce development programs (1008.39 Florida Statutes). FETPIP has the statutory responsibility to provide quarterly and annual performance reports to measure employment, job retention and earnings for participants in the Workforce Innovation Act, Wagner-Peyser and Welfare Transition workforce development programs. Data requested through the FETPIP system was never received. We received approximately 1.2 million records from the Florida Department of Economic Opportunity (DEO). This data system, along with data provided through the Pasco-Hernando Workforce Board (PHWB) provided the quantitative data used for analysis in this study. The data provided by PHWB were taken from sign-in computers and provided supplemental data about customers who visit one of the three physical locations.

We examined the reemployment assistance wage reports of Pasco- Hernando residents who filed for unemployment prior to the implementation of the WIF-supported program through its duration (July 2010 – June 2015). As proposed in our original plan we address the evaluation

[2] The proposed plan was based upon receipt of data not received from DEO or FETPIP
[3] The proposed plan was based upon receipt of data not received from DEO or FETPIP

questions using a mixed methods approach that includes extant individual-level data. Queries that identify customers and services will be examined to provide analytic data. Our evaluation assessed the services obtained and the earnings associated with those obtained services. In table 2, we have outlined the research questions, the methods used to answer the questions, the data source, and the analysis plan to interpret the data. The data for Pasco-Hernando residents between the ages of 18-70 drawn from the DEO system during the period from July 1, 2012 through June 30, 2015 comprised the study sample.

Research Methods

Data Sources

During the design phase of the evaluation we proposed to obtain demographic information, service provision and employment outcomes. A collaborative data collection approach was used with the PHWB data staff, however certain data had to be obtained outside the collaboration because of data access issues. The lack of reliable employment and wage earnings information led to changes in outcome models.

To understand the innovation, or the use of remote customer assistance to support job seekers, the evaluation team elected to conduct interviews with PHWB staff associated with the grant implementation. Initially, three unstructured interviews were conducted with the grant manager to gain background knowledge on the PHWB's organization structure, the context of the grant application, and the work that had been conducted by the prior evaluator. The information gathered from these interviews was used to inform the development of two semi-structured instruments: one for staff of the ESC and one for the grant manager. The interview was also used to address questions related to how well the innovation was implemented (evaluation question 3). Document reviews and a customer satisfaction surveys were also used to explore how well the innovation was implemented. The documents reviewed were downloaded from the PHWB's website (www.careersourcepascohernando.com) from the Board Documents section. An online survey and a onsite survey asked customers questions about their experience using the remote assistance center and the Resource Rooms, and was designed to reach customers who used the ESC.

The interviews used for the implementation study utilized convenience sampling. Staff interviews were conducted with the head of the ESC, as well as four additional workers who were available at the time the interviews were scheduled. An additional interview was conducted with the grant program manager. A survey was conducted with customers of the ESC. The survey was distributed by the ESC staff to customers with whom they had contact via a link. Additional work done as part of the implementation study included informal interviews with PHWB staff and observations of the ESC and Resource Rooms.

Customer Satisfaction Survey

Two survey instruments were developed to assess the level of customer satisfaction with employment assistance services. The first survey instrument was delivered online using

QUALTRICS survey software through the Pasco-Hernando Workforce Board website. The survey contained 26 questions about services offered through the Employment Support Center (ESC). Employees of the ESC sent out survey links to customers who had recently interacted with the office as part of their follow-up process. The survey was launched on May 14, 2015 and closed on June 26, 2015. The number of participants responding to the survey was 105, with 97 individuals providing complete information.

The second survey instrument was designed to gauge customer knowledge and perception of the in-person and virtual CareerSource services. This survey was conducted with onsite customers in the Resource Rooms (RR) located at the Spring Hill and Dade City offices of CareerSource. This survey (also 26 questions) was a paper and pencil instrument administered by two members of the evaluation team. Conducted on May 18, 2015 and May 19, 2015 at the Spring Hill and Dade City CareerSource locations, six customers were surveyed at the Spring Hill location while five customers were surveyed at the Dade City location. These individuals were selected by approaching all customers present in the Resource Room and soliciting their participation. The complete survey instruments are found in Appendices B and C.

Document Reviews

Eighty documents were downloaded from the CareerSource Pasco Hernando website. These documents were reviewed for relevant information to the development and implementation of the grant. The information was placed into a spreadsheet along with information about the source document. This spreadsheet was used to code the information for themes.

Staff Interviews

Formal semi-structured interviews were conducted with four ESC staff members, the head of the ESC, and the grant manager. The structure of the interviews was based on the three priority areas of the grant and informal interviews conducted with Resource Room staff. The informal interviews provided background information on the mission of the PHWB's operation and allowed the evaluators to contextualize the development of the ESC. Once the interviews were developed, the evaluation team shared the interviews with the grant manager and other PHWB staff to elicit feedback on the instrument. The feedback was incorporated into the instruments, which were updated accordingly.

Administrative data were used to describe the patterns of services accessed and utilized by participants. Participants included walk-in staff assisted service participants, ESC staff assisted service participants, and self-service participants. Walk-in staff assisted service participants are defined as customers who walk in to any of the three PHWB physical locations and utilize in-person staff assistance. ESC staff assisted service participants are defined as customers who utilize the telephone or computer-based services provided by PHWB staff housed in the call center (ESC). Self-service participants were defined as customers who do not use assistance from any PHWB employee. Nonparticipants are individuals who register to comply with unemployment regulations but whose administrative record indicates one or fewer service records.

The logistic regression analyses began with a series of models estimating unemployed individuals' likelihood of re-employment. We provide in Table 3 below the outcome variables as well as the independent variables, and covariates that will be modeled. Variables and covariates are taken from the data provided by PHWB.

DEO Administrative Data: Who participates in the WIF programs? What are the individual and location factors that influence participation in different aspects of the WIF programs (e.g., resume building)? To address these questions we used individual-participant longitudinal data taken from DEO and PHWB's sign-in data to identify participants, evaluate their participation in service activities, and persistence toward employment. Variables identified in the administrative data prior to registering for unemployment were used to match similar individuals for comparison of outcomes (e.g., demographic information).

PHWB Sign-In Data (i.e., Customer Activity Data): Each Workforce Board location compiles a database of individuals who walk-in to a location to receive services. We used the obtained data to determine the number of individuals who initially walked-in for service. According to our conversations with PHWB staff approximately 18,000 individuals have walked in for service. In sample selection close attention was paid to individual's mode of entry into the system and their programmatic decisions.

Characteristics of the Study Sample

There are two broad categories of individuals registered in the system, participants and non-participants. Participants include walk-in staff assisted service participants, call center staff assisted service participants, and self-service participants. Walk-in staff assisted service participants are defined as customers who walk in to any of the three PHWB physical locations and utilize in-person staff assistance. Call center staff assisted service participants are defined as customers who utilize the telephone or computer-based services provided by PHWB staff housed in the call center (ESC). Self-service participants are defined as customers who do not use assistance from any PHWB employee. Non-participants are individuals who register to comply with unemployment regulations but whose administrative record indicates one or fewer service records.

Definition of Study Groups

Self Service (N=6,480) is defined as those individuals who perform their own job search, register online themselves, complete an online resume, conduct labor market research online, complete an online assessment, complete an online orientation and Self Service Information On Training Providers

Staff Assisted (N=9,871) refers to those individuals whose job search is Staff assisted, whose labor market research is staff assisted, their initial assessment is Staff assisted, job search, their orientation is staff assisted, they receive other kinds of support from staff, they participate in staff assisted job search workshops, complete a resume with staff assistance, staff assist them in

developing service strategies, staff provide intensive services not otherwise mentioned, staff assisted them with job search plans, and with job search placements.

Control, defined as non-participants above, (N=68,027) is all other individuals who are not Self-Service, or Staff-Assisted

It is important to note that Florida requires all unemployed individuals to register for services online through Employ Florida Marketplace.

Treatment Assignment Approach

Comparison Groups Selection

To reduce selection bias we identified two treatment groups (i.e., staff assisted service participants, self-service participants) and matched participants based on their demographic characteristics as well as prior employment histories.

To match participants, we used a propensity scoring methodology (Luellen, Shadish & Clark, 2005; Rosenbaum & Rubin, 1983; Rubin, 1997; Rubin & Thomas, 2000) to adjust for initial differences in covariates among the participant groups. Non-program participants functioned as a control group given they received no intervention.

Propensity scores were generated by a logistic regression model. Balance on the covariates was assessed among the groups and examine overlap of the propensity score distribution. The propensity scores generated were then used as a regression adjustment in our models. We determined whether significant quintile effects are observed and whether participants differ on covariates depending on treatment group status. One caveat is that the number of available covariates for the propensity score selection model was small (Stuart, 2010).

Table 3. Covariates to predict probability of job placement

Dependent Variables	Covariates (Independent variables)
Program Participation Non-Program Participation	Ethnicity (Hispanic or Latino Yes=1) Race (Coded vectors for Asian, black and white) Gender (Female=1) Age (continuous variable as reported) Veteran (Yes=1) Education (Coded vectors for Not HS Graduate, HS Graduate/GED, Postsecondary certification, baccalaureate degree, and beyond the baccalaureate level) Employment Status (number of weeks unemployed)

Subsequently we developed logistic regression models to predict the likelihood of participation based on individual characteristics and programmatic offerings. A model to estimate the probability of participation and a model to estimate the probability of job placement using pre-

implementation measures were evaluated. Four models to estimate the probability of re-employment as a function of participant characteristics and selected participation elements were then evaluated.

Data Collection

The data collection methods for the implementation study utilized purposive convenience sampling. Staff interviews were conducted with the head of the ESC, as well as four additional workers who were available at the time the interviews were scheduled. An additional interview was conducted with the grant program manager. A survey was conducted with customers of the ESC. The survey was distributed by the ESC staff to customers with whom they had contact via an emailed hyperlink. Additional work done as part of the implementation study included informal interviews with PHWB staff and observations of the ESC and Resource Rooms. Quantitative data were obtained from program staff and the Florida Department of Economic Opportunity that gathers and stores employment data (DEO).

Table 4. Qualitative Data Collection Activities

Date	Location	Activity	Participant
September 16, 2014	Dade City	Interview/observation	Resource Room staff
October 22, 2014	Spring Hill	Interview/observation	Resource Room & grant staff
November 4, 2014	Dade City	Interview/observation	Resource Room & grant staff
November 18, 2014	New Port Richey	Interview/observation	Resource Room & grant staff
November 21, 2014	Dade City	Interview/observation	Resource Room & grant staff
December 11, 2014	USF	Planning meeting	Grant manager
January 15, 2015	Spring Hill	Interview/observation	ESC staff
May 18, 2015	Spring Hill	Survey data collection	Resource Room customers
May 19, 2015	Dade City	Survey data collection	Resource Room customers
August 19, 2015	Spring Hill	Interviews/data collection	ESC and grant staff
August 20, 2015	Tampa	Interview	Grant manager

Respondent Demographics to In-person Staff Interview

Table 5. Interview Participant Demographics

Position title	Length of Employment	Age	Sex	Race/Ethnicity
Employment Support Rep	4.5 years	30	F	White-Latina
Employment Support Rep	4.5 years	50	F	White
Employment Support Rep	3.2 years	30	M	White-Latino
Employment Support Lead	Not Reported		F	
Grant Manager	Not reported		F	

Evaluation Time Line

Figure 2 provides a time for data collection and data analysis activities.

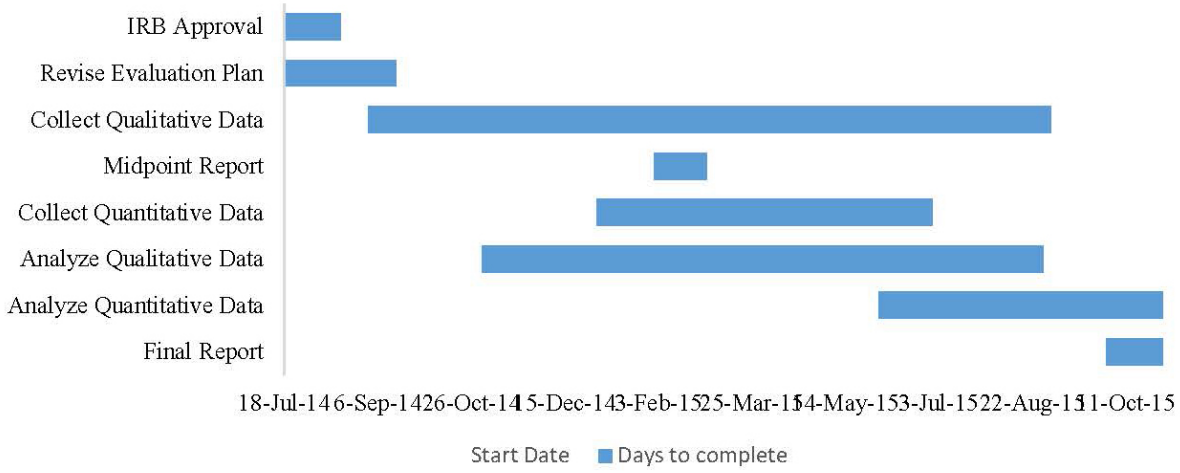


Figure 2 Evaluation Time Line

Implementation Study

The implementation study was composed of three parts: interviews with key stakeholders, a qualitative customer satisfaction survey, and a document review. These sources illustrate the steps that the Pasco-Hernando Workforce Board (PHWB) took to implement the Employment Support Center (ESC), social media, and online video trainings. The results of the study indicate that the PHWB was successful at staffing the ESC and providing services to customers remotely, that they increased their social media presence, and that they successfully produced online video workshops and trainings.

Document Review

Documents posted on the CareerSource Pasco Hernando website were downloaded and reviewed for information pertaining to the WIF grant. The documents were posted on www.careersourcepascohernando.com under the documents section under the "Board" category. These documents included meeting materials and minutes from 2012, 2013, and 2014. Only one document from the year 2015 is available on the site and does not pertain to the grant period[4]. The committees represented include the Audit/Finance group, the Board Committee, the Executive Committee, the Youth Committee, the Legislative Committee, and the Nominating Committee. Additional documents include corporate documents, including articles of incorporation and bylaws, as well as board member documents and contracts, though those documents were not analyzed for this report. Financial records related to the grant were provided by the Pasco Hernando Workforce Board.

The document review consisted of reading the documents and noting mention of the WIF grant, the PHWB budget, and legislative changes that impacted the function of the PHWB's service delivery. The relevant materials were highlighted and saved. This material was analyzed to provide a historical overview of the PHWB services, particularly as they pertain to the development of the ESC.

According to the Local Workforce Plan for the 2011-2012 years, past delivery of services was through the One-Stop Service Delivery System "which unifies numerous training, education and employment programs into a single, customer friendly system." (14). Services provided by the Workforce Board, including services offered under the Wagner-Peyser Act, WIA Title 1, TAA, and Welfare Transition programs were delivered through three One-Stop locations and a mobile unit. The three locations were in Spring Hill, New Port Richey, and Zephyrhills, Florida.

Services offered in each of these locations included job seeker workshops, assistance with online job searching, services for special populations (such as older workers), centers for applying for ACCESS, TANF, Food Stamps, and Medicaid. This document notes that "Resource Rooms in each Career Central One Stop offer comparable services to ensure consistency of service. They

[4] These documents were available on the website as of September 15, however a more recent examination of the website (September 29, 2015) shows that the website has been updated and the posted documents constitute a fraction of the previously available documents. There are no documents available for the years of 2014-15.

are the primary means of delivering information in Core Services, and should be as comprehensive as possible. Services to our employer customer may include retention assistance, qualified referrals, recruitments, Labor Market information, assistance with training opportunities, and specialized assistance to employers in major or targeted industry clusters." (16)

A draft of the Local Plan for 2012-2016 outlines the ESC staff and duties as follows:

- Employment Support Center (ESC) Lead
  The ESC Lead is responsible for the oversight of the Employment Support Center. The Lead performs professional and technical work assessing Workforce Development programs, services, and performance. The Lead develops strategies for continuous improvement initiatives for the Workforce Development programs and services delivery and operations, to include evaluation and monitoring of performance measures.

- Eleven part time/three full time ESC Representatives
  The Reps in the ESC perform professional and technical work assessing Workforce Development programs, services, and performance.

- Switchboard Operator
  The Switchboard Operator is responsible for incoming calls for all three One-Stops as well as password resets (p.23-4)

The document also indicates that the ESC added additional methods of reaching customers which included "email blasts, in house recruitments, advertising job openings in the local Chamber and Economic Development newsletters and email blasts. Jobseekers are offered one-on-one assistance, online orientations and Live Chat to provide fast access to a Customer Service Representative." (26)

Additional benefits included extended hours and more opportunities to follow up with customers. This document also indicated that software purchased with WIF funds would allow PHWB staff to reach area employers through virtual conferences, though it does not specify what software that is. Similarly, the document describes the use of this software to provide expanded virtual workshops (32-3).

Additional history of the ESC is provided on page 34 of the document, which indicates that the CEO of PHWB, Jerome Salatino, developed the ESC concept in April 2010. Initially the ESC had five staff members and was put in charge of with cleaning the job seeker database to remove those who had ended their job search. Additional duties included creating Standard Operating Procedures (SOPs), processing "pending referrals[5]", resetting passwords, and responding to live chats. The document indicates that one sign of success is that the use of the Virtual Recruiter has

[5] According to page 74 of the document, a referral to a job is created when an employer enters a job opening (or "job order") in the EFM system. Customers are then requested to request a referral. Once a staff member receives a referral, they review the customer's qualifications to determine if they meet the position criteria. If they do, the information is passed on. If they do not, the staff member discusses the reasons the customer did not meet the criteria with the customer.

increased by 396%, which is attributed to the distribution of written instructions for using the system (34).

At the February 16, 2012 PHWB meeting, the Board recognized the PHWB for having the highest number of job placements in December 2011 in the state of Florida. The president, Jerome Salatino, stated that the ESC played an important role in helping job seekers to find jobs. (Bmm021612M.pdf) In the November 2012 Chair's Report, an article noted that Florida Governor, Rick Scott, honored Jerome Salatino for PHWB's having the highest ranking job placement rate in Florida seven times that year.

The Regional Workforce Boards Accountability Act, passed in Florida in 2012, lowered the amount of funding for staff salaries and office space (Bmm061112M.pdf). The resulting impact on the PHWB was a reduction in staff from 23 full time staff 3 three full time staff and from 9 part times staff to 6 part time staff during the 2012-2013 fiscal year (Bmm061112M.pdf). Brandt Information Services was the sole bidder on the evaluation contract and was selected for the position based on their "expertise, prior experience with workforce data (particularly in Florida), and cost reasonableness." (Bcm101812m.pdf, p. 37) Records show that the original grant evaluator, Brandt Information Services, ended their role as the evaluator of the grant. The Board voted to begin the search for a new evaluator at the June 19, 2014 meeting (Bcm061914.pdf, June 19, 2014).

As these records show, both the PHWB and the ESC have faced changes over the years of the grant. Records from the early part of the grant show that the majority of services were focused on in-person delivery but that the PHWB's vision was to shift those services to the ESC model. Receiving early recognition from the State of Florida, the PHWB's ESC model was viewed as a success in reaching greater numbers of job seekers. The PHWB faced a challenge to their service delivery with the passage of the RWB Accountability Act in 2012 and the ensuing budget cuts, as well as with the resignation of the WIF grant evaluator. Overall, the records show that the ESC was envisioned as a comprehensive service delivery model to reach customers remotely.

Employment Support Center Interviews and Observations

Staff associated with the ESC, including the ESC team leader, four of the staff, and the grant manager were interviewed to gain insight into the process of the WIF grant implementation process. These interviews show that the center was built with the assistance of staff and that it fulfills its role as a remote provider of services.

ESC history

According to staff interviews, the ESC opened in 2010 as a single telephone operator. It was able to grow in part because of the WIF grant, which was developed in response to needs expressed by customers and staff of the Pasco Hernando Workforce Board. The PHWB faced a reduction in funding while simultaneously struggling to assist customers who were unable to reach one of the physical offices of the PHWB but who needed assistance with job seeker activities. Written with staff feedback in mind, the vision proposed in the grant included expansion of the staff, their duties, and the mission of the ESC.

In late 2010 there were seven staff total working in the call center. By 2013 there were 11 total staff members. The initial services offered by the call center were answering customer telephone calls and conducting customer outreach calls. The ESC staff were also charged with developing a set of guidelines and procedures to standardize their practices. Additional changes that were undergone were extending their hours of operation until 7 pm on weekdays and opening on Saturdays.

Services and Duties of the ESC

The tasks of the ESC revolve around ensuring that Employ Florida Marketplace (EFM) registrants are utilizing the system to its fullest potential. The Employ Florida Marketplace is the online portal that connects all of the Regional Workforce Boards and CareerSource locations in one virtual hub. Floridians who apply for and receive reemployment assistance (also known as unemployment compensation) must register and create an account with the Employ Florida Marketplace site. They are also required to complete background information, including employment history and an online resume (https://www.employflorida.com/vosnet/registration/ind/apply.aspx). EFM is also open to job seekers who are not participating in the reemployment assistance program. Employers are the second target audience of the site.

The ESC at CareerSource Pasco Hernando serves as an intermediary between employers and employment seekers and the services available on the website. The prospective employee's (or customer's, in the language of the PHWB staff) is introduced to the system by a letter that is sent by the ESC. This letter welcomes customers and includes steps to successful use of the system. The most critical component of success for customers is completing the background information section as well as the resume section since these pieces are necessary to receive reemployment compensation.

The ESC staff are responsible for monitoring customer use of the EFM system. Customers who do not conduct any activity in the system have their accounts closed after 90 days of inactivity. Inactive customers, or *soon to exits*, are placed on a list to be contacted no later than ten days before they are due to exit the system. If contact is made, staff work with the customer to determine if any additional information is needed to assist in using the EFM system.

Customers are called by ESC staff; if the customer has found employment, the ESC staff close the account. If they have not, the ESC staff provide instructions on how to use the EFM account and provide assistance on updating their resume. Customers who are reactivated through the soft exit process are followed up with a phone call in a few weeks to ensure that their needs were met[6]. Call volume varies, though the number of outgoing calls is always high due to the soft exit process. The day with the highest number of incoming calls is typically Monday. One staff member reported receiving 10-15 calls per day and making around 100 calls.

[6] Customers who are exempt for looking for work receive a notation on their account. Individuals on Supplemental Security Income (SSI), Social Security Disability Insurance (SSDI), retired individuals, individuals who are incarcerated, or reservists on active duty are all eligible for exemptions from the requirements to look for work.

Typically four or five staff members work on soft exits each day. Each day there could be 400-500 individuals in this status. Previously the resource room staff were in charge of conducting soft exit calls but the perception is that the staff were not able to reach all of the soon-to-exit customers. This is not known for certain because data do not exist on the Resource Room staff activities.

Regular practices developed by the ESC assist the staff in providing better service to customers. Resumes reviews, one of these practices, is a staff review of a customer's resume to look for errors in the resume structure, grammar, or language. Resumes reviews are triggered when customers are frequently denied interview opportunities. Resume reviews and assistance are also targeted to specific populations of customers. One such group are individuals who work as agricultural workers. This group is not required to have a resume to gain employment as a fieldworker and, as a result, are not aware of how to write a resume.

Staff members search for customers who match the profile of open jobs. Staff members have developed (and distribute) letters that explain, with step-by-step instructions, how to complete various parts of the job search process. One example of these letters is a letter that is sent to customers asking for an update on their employment status and information on desired training opportunities. ESC employees reported receiving many responses to this letter with customers either asking for assistance or reporting that they had obtained employment. There are twelve service letters that rotate every 90 days. Staff note what letter has been sent so that they are able to send a new letter every 90 days. The service letters are noted in a customer's account as the receipt of a service. Staff are provided with a template for case notes to ensure that the required data are collected and captured. Finally, staff participate in reviewing and writing the standard operating procedure.

Another task of the ESC is to provide password resets for the EFM website. Staff members verify that the customer has a successful sign in so that they are not locked out of the system. Customers are screened for referral to Mid Florida Community Services, an agency that provides assistance to low-income Floridians and helps them overcome barriers to gain employment. Customers are also screened for referrals to jobs, which is when a customer requests that their information is passed along to a position opening with a restricted applicant list. Customers who are successful at obtaining an interview are contacted to follow up on the interview process. A log is kept to determine if the customer has had success; if the customer is unsuccessful, the staff assist the customer in connecting with resources such as workshops or service letters to provide the customer with information to improve their job seeking knowledge. Staff also refer customers to online workshops that provide additional assistance on aspects of the job search process.

One specific set of tools has been adapted to serve customers remotely with issues that often require in-person assistance. One tool, NetOp, allows staff members at the ESC to remotely access a customer's computer so that they can assist with resume or website problems. NetOp Remote Control software was purchased with WIF grant funds. The program allows users to "remotely monitor machines, communicate with end users through chat, conduct collaborative remote control sessions with colleagues, and share screens with customers" among other

applications[7]. This software is used to assist customers who have difficulty with writing their resume, completing their Employ Florida Marketplace account information, or other technical issues on their computer. An additional use of the funds was to upgrade the computers as part of the grant so that individuals who came to the Resource Rooms would be able to use them to view the online materials (training videos). The ATLAS system, used internally in PHWB, helped to organize online video workshops. There has been some resistance to Net Op, which is possibly due to a fear of viruses. Another tool that staff use is a live chat option. This allows customers to write to ESC staff and have their questions answered in real time. NetOp was purchased with WIF grant funds.

Another tool are online workshops that are offered on demand through the CareerSource Pasco Hernando website. In Table X below, the workshop titles are listed along with the author and most recent release date. These workshops are provided to instruct customers on job search techniques at a time that suits the customer. The workshops can be taken to satisfy the requirements for reemployment assistance.

Table 6. Online Video Workshops Offered Through CareerSource Pasco Hernando

Workshop Title	Workshop Author	Current Version Release Date
Are you Job Ready	Tropictures	8/18/2014
Career Changers	JoAnn Gallup	4/9/2012
How to Retain Your Dream Job	JoAnn Gallup	5/2/2013
Improve Communications Skills	JoAnn Gallup	4/16/2013
Interviewing Skills	Tropictures	9/30/2014
Job Application	Tropictures	11/3/2014
Networking	JoAnn Gallup	8/15/2013
New Beginning for the Ex-Offender	JoAnn Gallup	8/15/2013
OJT Success Workshop	JoAnn Gallup	3/18/2013
Power Job Search Techniques	Tropictures	10/13/2014
Resume and Cover Letter	Tropictures	7/30/2014
REA Orientation	Tropictures & Christina Sowers	10/5/2014
REA Workshop	Tropictures & Christina Sowers	10/5/2014

A final tool to assist customers is the employer survey. This tool allows the ESC to use data from employers in the community to determine what they are looking for in potential employees. It also helps the ESC to know what they need to do to improve their services. Another form of customer outreach is through email blasts which are typically sent out once a year. The purpose of the blast is to ask customers to provide an update on their employment situation. Another beneficial "tool" are the extended hours of the ESC. Staff are able to call customers during even hours which has resulted in reaching additional customers who cannot be reached during business hours.

[7] Source: http://www.netop.com/remotesupport/product/features.htm

Evolution of the ESC Services and Duties

One of the initial problems identified for the PHWB was a data gap on jobseekers who had stopped using PHWB services. The difficulty of these "lost" customers was that staff were unclear whether customers stopped using the services because they had found employment or because of another reason. Service letters, described above, were developed to address this solution. Staff found that sending these letters, via email or EFM's messaging system, helped reach customers and gather information on their needs and job seeking status.

Staff at the ESC note that changes to the ESC over the course of the grant include more streamlined and effective services, as well as a focus on quality over quantity. Multiple staff members shared the goal of always maintaining a customer service orientation, with the customer as the highest priority. Staff indicated that they worked under the direction of the ESC manager to constantly improve their services. One specific mention was that the orientation of staff changed from focusing on the needs of PHWB of obtaining data on job seekers to fulfill their own needs to a focus on the customer, asking themselves "How can we [PHWB employees] help you [the customer]." The employees indicated that this led to a better connection with the customers because the focus had shifted to the customer's needs.

The staff also believed that they provided more services per staff member than the Resource Room staff because telephone calls provided a quicker way to answer routine questions and free up staff for customers who needed more in-depth assistance. According to the grant manager, the Resource Rooms "used to be packed. All the computers used to be busy with people waiting to get job referrals or password resets. People would have to drive 20 miles for simple little things." As a result of the services of the ESC, the Resource Rooms are much less crowded.

Customer Service Needs

Staff identified assistance with job searching and resumes were described as the services requested services was described as the most requested service assistance areas. Reasons cited were customer confusion over how to begin the job search process, how to write and format resumes, and difficulty with uploading resumes to the EFM site. Other customers struggle with EFM because they lack computer literacy. Customers who have difficulties with navigating the EMF site can be assisted through the NetOp software or through emailed written instructions. When these measures fail, the customer is referred to a Resource Room for in-depth assistance.

Staff also indicated that many of their requests for assistance were related to reemployment assistance. While ESC staff are not able to provide much assistance, they are able to answer general inquiries and to provide the contact information for the unemployment claims office.

Staff Perceptions of the ESC

Beneficial aspects of the ESC

The staff members of the ESC emphasized their caring nature and desire to assist people who are dealing with difficult life issues. They believed the services to be effective, with the soft exits mentioned as the most beneficial service provided. Staff characterized the services this way: "Instead of having a building, we have a phone number you can call." Customers are very satisfied with the services because routine questions are "saving them a trip to the OneStop for something that could be taken care of in two and half minutes over the phone." Some customers

love the ability to use the live chat feature. Others appreciate that they are able to receive assistance when they do not have the resources to visit a physical center. The staff have found that they are able to give more services and assist more customers to find employment.

Staff noted that they receive calls back asking for the password to be reset or indicating that the customer is now employed. This is a change from the past when customers were "slipping through the cracks". ESC workers also indicated that they are a vital part of the company because "we're the ones able to help customers…we're a huge asset to the agency because we're able to help everyone out."

Netop helps the staff better serve customers because it allows them to show the customers how to perform certain operations rather than being told. It also allows staff to see what customers are doing. Staff have noted a great deal of confusion over what site the customer is on. For example, some customers believe that they are on EFM but are actually on another site entirely. Sometimes people worry about the program staying on their computer. One issue was that the staff was not provided with extensive training on program. However, they developed it to use as teaching tool on EFM (because of its complexities) and on the CareerSource website to help with login, see career fairs, how to use live chat).

Staff shared that they have received thanks for following up with customers. The employees believe that part of their success is due to the lead of the ESC being "big on customer service" and that she emphasizes the importance of letting people know how the ESC can assist them before asking ESC customers to provide information. Based on the feedback from customers, most people are pleased and grateful for the opportunity to obtain assistance.

Staff noted that telephone calls came regarding a wide range of topics that have little to do with the job search assistance that drives the ESC's mission. One staff member stated that "Some people need someone to bounce their troubles off." Staff felt pride in being available to the ESC customers in this capacity with one employee stating "We're all just caring people and we're nice." She also recognized that job seekers were often under "adverse circumstances and may not be at their best." Some of these troubles include financial difficulties due to unemployment. While staff of the ESC are unable to provide direct assistance, one of the staff members is a liaison for a community service organization that can provide assistance. She refers customers to the services which include rent assistance and assistance with minor financial obstacles that prevent people from returning to employment (such as car repairs). They also noted "We have all kinds of questions: even refer people to 211; help with food pantry, clothes."

Areas for Improvement within the ESC's Mission and Vision

The staff believe there is a misconception of what the ESC does because customers call and ask for a job from the ESC. The ESC is a tool to "empower [the customer] to find a job." Among those tools are training programs, skills assessments, and information about the Workforce Innovation and Opportunity Act (WIOA).

Some customers need additional computer training, specifically in basic computer skills. Other areas of training needs include job search skills and training in using Automated Community

Connection to Economic Self Sufficiency (ACCESS)[8]. A systemic issue is that public transportation is limited, creating a barrier to accessing in-person services for customers who need additional assistance.

Unemployment assistance is frequently requested. While the staff attempt to provide assistance, they are limited in their capabilities because the unemployment system, CONNECT, is separate from CareerSource.

Most customers are comfortable with receiving support over the phone however there are older customers who are not comfortable with this sort of assistance. Staff believed this was due to a general discomfort with computers. Another explanation was that an uncomfortable customer had received unhelpful assistance from representatives of the unemployment office.

Grant Outcomes

Staff members were asked their opinion about the success of the grant implementation and in the program achieving the proposed goals.

Successes of the ESC Service Delivery Model

Staff indicated their belief that customers were better educated on the services offered through CareerSource because of the ESC model. The grant manager shared that customers asked "direct and pointed questions on Facebook," while another staff member said that most people they interacted with were "pretty aware" of the services offered.

The model's combined use of telephone, email, and live chat connections with customers helps reach a wider range of customers than a traditional service model that required the customers to come to a physical location. The staff are able to follow up with customers who received job referrals, which allows the ESC staff to note customers who were successful in obtaining employment. This, in turn, allows for better record keeping and more accurate data.

Staff also felt that the model worked to reach a wide range of customers from varying populations served, including individuals with high levels of education, stay-at-home mothers and migrant farm workers. As one staff member stated, “More people are back to work: people who have children, don’t have cars or gas are still able to find work through their work with the call center.”

In addition to taking over some of the duties that were previously assigned to the in-person staff located in the Resource Rooms, such as soft exits, the staff in the ESC assist Resource Room staff with a variety of tasks including answering chats, gathering information from employers during recruitment events, and filling as needed in the Resource Room for additional assistance. In part, staff are able to do so because they have been trained in all areas of ESC service provision. Finally, this model's success is owed in part to the depth of knowledge of the

[8] The Economic Self-Sufficiency Program helps to promote strong and economically self-sufficient communities by determining eligibility for food, cash and medical assistance for individuals and families on the road to economic recovery. (source: http://www.myflfamilies.com/service-programs/access-florida-food-medical-assistance-cash)

workforce system on the part of the team leader and in part to her focus on providing customer service, as well as incorporating staff feedback into improving the ESC's services.

Challenges of the ESC Service Delivery Model

The primary challenges of the ESC delivery model are difficulty reaching customers, lack of customer computer literacy and the lack of access to resources that some customers face. Staff indicated that while some customers do not want to talk with the ESC staff, other customers are simply unreachable through the telephone. In those cases, the final resort to reach a customer is through email. Because of the services are internet based, customers who lack access to computers, the internet, or both are at a disadvantage as are customers who are not able to use computers proficiently. Finally, some customers lack access to telephones, work appropriate clothing, and reliable transportation.

Another challenge faced by the ESC that the remote nature of the service makes it difficult for customers to distinguish which entity in the workforce system is providing services. Staff noted a lack of customer distinction between CareerSource and CONNECT (or the reemployment assistance office). Customers who have been denied unemployment assistance call the ESC with their concerns, not realizing that the two offices are separate. This confusion transfers into customer attitudes about their treatment by employees on the phone, with staff expressing that customers who were upset with the service they received were typically upset with service received from CONNECT employees rather than ESC employees.

Effectiveness of Online Video Modules

Online videos are the only delivery method of training workshops from the PHWB. Staff noted that the grant funding to convert the workshops was helpful because budget cuts led to the elimination of in-person workshops. Staff also noted that it was useful on the customer end to have around-the-clock access to the videos. The most popular workshop is the resume assistance as well as the universal orientation to the PHWB services. The only drawback mentioned was that customers were not provided with the same level of staff interaction when watching a recording. Popular videos also include the "New beginning for ex-offenders", the bonding, and the resume writing videos. Customers love the video workshops because they can do them in place of job searching. The videos are now available in Spanish which allows additional customers to access them.

Social media

Several staff members felt that social media outreach was "very useful" and "huge" in reaching customers, particularly younger ones. The benefit of placing job postings on social media, from the perspective of the staff, was that customers were exposed to job postings in real time and there is a potentially wide audience reached. Staff also mentioned the importance of the *hot jobs* postings. These are jobs that pay more than twelve dollars per hour.

Customers are encouraged to like the CareerSource Pasco Hernando Facebook page on the EFM site. The social media outreach could be more effective if there were more job listings posted as well as more hot jobs (which are positions that pay more than twelve dollars an hour). In the future, the staff noted that it would be beneficial to have a social media budget to provide greater outreach in that venue.

Perspectives from Customers Receiving Remote Assistance

The results of the surveys are presented next, first the online ESC customer survey, followed by the Resource Room in-person survey. The findings, discussed in greater detail in the discussion section, illustrate that the ESC provides valuable services, such as job postings and resume assistance, to customers. The only areas of concern were that customers wanted more assistance and a more streamlined website. Overall, the ESC is providing an important service that customers find useful and beneficial in their job search process.

Employment Support Center Survey Respondent Demographics

1. The age of survey takers ranged from 24 to 69 (n=95), with an average age of 48. More than half of the participants were females (57%) while less than half (43%) were male.
2. The majority of the survey respondents identified as *White* (88%) with *Black/African-American* (7%) comprising the second largest category of respondents. *Asian*, *Native American*, and *multi-racial* were a minimal part (1%) of the sample (n=92). Most of the respondents identified as *not Hispanic* (89%).
3. The education levels of the respondents varied. The largest number of responses was *some college courses* (39%), followed by *high school diploma* (22%), *Associate's degree* (17%), and *Bachelor's degree* (14%). *High school* and *graduate degree* had very few (5% or fewer) of the respondents in the sample (n=93).
4. Most of the respondents own a computer (96% of respondents, n=93).

Respondent Use of Services

1. Most of the respondents (73%) reported accessing the Employ Florida Marketplace and/or CareerSource website(s) from their *home*.
2. Respondents were asked to indicate the length of time they had used CareerSource's services. Their options were: *this is the first time, less than 3 months, 3-5 months, 6-8 months, 9-11 months, 1 year, 2-3 years*, and *more than 3 years*. More than half of the respondents (54%) reported using the ESC for five months or fewer (including 20% who had used it for the first time that day). More than a quarter (28%) had been using it for two or more years.
3. The *Internet* (37%) and *other* (26%) were the most commonly cited sources for how respondents learned about the ESC. Many of the individuals (58%) who selected *other* indicated that they learned about the ESC through CONNECT (also referred to by participants as reemployment or unemployment) while a few (25%) learned about it from CareerSource.
4. Users were evenly divided in their frequency of use of ESC services. They were allowed to select one of the following options: *this is my first time, daily, a few times a week, weekly, two or three times per month, monthly*, or *a few times a year*. *Daily* or *a few times a week* were the most selected responses (38%), followed by *weekly* or *2-3 times a month* (24%), and *first time users* (20%). This suggests that the majority of the respondents use the ESC on a regular basis.

Table 7 shows services used by respondents on the day the survey was taken. The most frequently used service on the day the respondent took the survey was *job postings* (55%). The second and third most used services were *job referrals* (20%) and *resume assistance* (18%).

Table 7. Employment Support Center Services Used Today

ESC services used today:	Frequency (% of total)
Application assistance	8 (9%)
Resume assistance	16 (18%)
Job referrals	18 (20%)
Password reset	8 (9%)
Assistance completing forms	6 (7%)
Employment verification	5 (6%)
Workshops or instructional videos	7 (8%)
Job postings	49 (55%)
Referrals to other services	7 (8%)
Other (specify):	17 (19%)

- None today.
- Career Source / Josh Swanson Customer Service Specialist called me
- Other general questions that Jose Mendoza helped me with over the telephone.
- Completing registration
- Their system has Issues with Chrome ...had to use their system "in house".
- Updated job search account on phone.
- Help with claim

The most used services in the past (Table 8) were *job postings* (62%), *resume assistance* (36 %), *job referrals* (34 %) and *workshops* or *instructional videos* (33 %). Together, these two datasets show that the most used services are job postings, resume assistance, and job referrals.

Table 8. Employment Support Center Services Used In The Past

ESC services used in the past:	Frequency (% of total)
Application assistance	22 (24%)
Resume assistance	33 (36%)
Job referrals	31 (34%)
Password reset	21 (23%)
Assistance completing forms	15 (16%)
Employment verification	10 (11%)
Workshops or instructional videos	30 (33%)
Job postings	57 (62%)
Referrals to other services	13 (14%)
None	12 (13%)
Other (specify):	5 (5%)

- W.I.A. program
- Clarification of jobs real location! Some listed as Hernando County are in Lutz, etc.
- PPN

- Orientation and application
- I need help in many of these areas. My resume is old.

Customers were asked to rate the helpfulness of the ESC services on a scale of *extremely helpful, helpful, somewhat unhelpful, not at all helpful,* or *I have not used this service*. Customers rated the helpfulness of the ESC services as *extremely helpful* or *helpful* in the majority of the areas, as illustrated in Table 9. The highest areas of approval were: *job postings* (68%), *resume assistance* (58%), *job referrals* (52%), *password reset* (49%) and *application assistance* (48%). Employment verification had the lowest ratings with 35% choosing *helpful* or *extremely helpful*.

The ease of using the ESC was rated from *easy to access* to *somewhat easy to access* to *somewhat difficult* to *access to difficult to access*. Overwhelmingly, as shown in Table 4, respondents rated the ESC services as *easy* or *somewhat easy to access* (89% combined). While only 10% of the respondents indicated that they had difficulties accessing the services, there were several areas that customers pointed to for improvement. Specifically customer comments fell into three categories: the website (EFM or CareerSource) as not user friendly, mismatch between customer and employers, and customers requesting more assistance with the job search process.

Table 9. Helpfulness of Employment Support Center Services

	Extremely helpful	Helpful	Somewhat unhelpful	Not at all helpful	I have not used this service	Number of responses
Application assistance	19%	29%	14%	3%	35%	86
Resume assistance	33%	25%	9%	3%	30%	89
Job referrals	18%	34%	17%	10%	21%	82
Password reset	18%	31%	8%	4%	39%	84
Assistance completing forms	19%	21%	9%	6%	45%	86
Employment verification	12%	23%	9%	4%	52%	81
Workshops or instructional videos	17%	28%	12%	4%	40%	83
Job postings	29%	39%	15%	8%	8%	84
Referrals to other services	18%	26%	15%	3%	39%	80
Other	22%	16%	5%	0	57%	37

Services rated in "Other" category:

- W.I.A. program
- Live chat

- Seminars workshops

One area of concern was that the site[9] was not easy to use. Users noted that they experienced difficulty with a variety of areas from sign-on to website functionality. A second area of concern related to the perception that advertised positions were not well matched to the skills of the job seeking population. A final area of concern related to customers' desire to have more assistance with the job search process. Customers also indicated that employers were uncertain of how to process job referral papers. One customer indicated that the website was trustworthy.

Table 10. Degree of Comfort Accessing Services Through the ESC

How do you feel about accessing the CareerSource services through the Employment Support Center?	Frequency (%)
Easy to access	51 (56%)
Somewhat easy to access	30 (33%)
Somewhat difficult to access	5 (5%)
Difficult to access	5 (5%)

Comments consolidated from survey and grouped thematically:

- Site is not user friendly
  - Sign on issues
  - Needing to go to different "places" for different aspects of services.
  - Updating resume is difficult

- Mismatch between customer and employers
  - Customer met basic job criteria but lacked additional required skills.
  - Customer does not want to drive a long distance for low-wage positions.
  - Customer provided with a jobs that had physical requirements they were unable to meet.

- Customer would like more assistance with the job search process.
  - Customer would like CareerSource to recommend them as preferred candidates for positions.
  - Customer feels his/her needs are not understood by those working in CareerSource.
  - Customer feels the need for as much assistance as possible due to a spotty work history.
  - Employers are unsure how to handle job referral papers.

- The site is trustworthy.

[9] Users did not specify if *the site* referred to the Employ Florida Marketplace (EFM) or the CareerSource website.

Customers were asked about their use of social media, such as Facebook, Twitter, and LinkedIn, in their job search process. As Table 11 illustrates, half of the respondents had used social media in their job search while half had not.

Table 11. Customer Use of Social Media in Job Search

Have you used social media like Facebook, Twitter, and/or LinkedIn in your job search**?**	Frequency (%)
Yes, all the time	17 (19%)
Yes, sometimes	28 (31%)
No	45 (50%)
Total responses	90

The majority of the respondents (Table 12) had not visited CareerSource's Facebook or Twitter pages. Customers surveyed indicated that they had not visited either page (88%). Of the two pages, more respondents had visited the Facebook page (8%) than the Twitter page (2%).

Table 12. Customer Use of CareerSource Social Media Feeds

Have you visited CareerSource's Facebook and Twitter pages?	Frequency (%)
Yes, I have visited Facebook.	7 (8%)
Yes, I have visited Twitter.	2 (2%)
Yes, I have visited Facebook and Twitter.	2 (2%)
I have not visited either of them.	81 (88%)

Table 13 shows that respondents were almost evenly divided regarding the usefulness of CareerSource's Facebook and Twitter pages. While 54% found the information useful or *extremely useful*, 45% found it only *somewhat useful* or *not at all useful*. From these findings, it appears that customers of the ESC are not making use of Career Source's social media accounts in their job search. The customers who have used Facebook or Twitter were evenly divided over the usefulness of the information.

Table 13. ESC Customer Perception of Social Media Usefulness in the Job Search Process

How useful has the information on Facebook and/or Twitter been for you?	Frequency (%)
Extremely useful	2 (18%)
Useful	4 (36%)
Somewhat useful	2 (18%)
Not at all useful	3 (27%)

Comments:

- They really helped me feel at easy starting to job search after 15 years of employment.
- I really appreciate the job listings posted on Twitter.

Customers were asked to rate the helpfulness of the ESC services using a scale of *extremely helpful, helpful, somewhat helpful,* and *not at all helpful*. The majority of the respondents rated the ESC services as *helpful* or *extremely helpful* (76%), indicating that the ESC is providing useful services to its customers (Table 14).

Table 14. Perceived Overall Helpfulness of the Services Offered By the ESC

Overall, how helpful are the services offered by the Employment Support Center?	Frequency (%)
Extremely helpful	22 (25%)
Helpful	45 (51%)
Somewhat unhelpful	16 (18%)
Not at all helpful	6 (7%)

Customers were also asked to rate how satisfied they were with the ESCs services on a scale of *extremely satisfied, satisfied, somewhat satisfied, dissatisfied,* to *extremely dissatisfied*. Overall, 64 % of survey respondents indicated that they were either *extremely satisfied* or *satisfied* with the Employment Support Center's services (Table 14). This finding suggests that the majority of the customers surveyed find that the ESC services meet their needs in the job search process.

Table 15. Overall Satisfaction with the Employment Support Center's Services.

Overall, how satisfied are you with the Employment Support Center's services?	Frequency (%)
Extremely satisfied	18 (20%)
Satisfied	39 (44%)
Somewhat satisfied	18 (20%)
Dissatisfied	11 (12%)
Extremely dissatisfied	3 (3%)

As Table 15 shows, respondents indicated that they liked the Employment Support Center's ease of use, the access it provided to personal assistance, the job postings, and that resources exist to assist them in their job search. They shared that the site was easy to navigate and that the computer-based nature allowed job seekers to conduct their search activities at a time and location suitable to their needs.

Another theme in the comments was that respondents prefered assistance provided by people, particularly ones who were knowledgeable, helpful, and seemed to care about the customers. Finally, customers liked the job search assistance provided by the ESC. Respondents listed job postings, workshops, assistance provided in a timely manner, and access to additional education as helpful to their reemployment efforts.

Table 16. What Customers Like About the Resource Room Services

What do you like about the Employment Support Center services?

Comments consolidated from survey and grouped thematically:
• Ease of use
  o Site is easy to navigate.
  o Able to use computer/Internet-based resources from any location and at any time.
• Access to a person
  o Friendly and caring ESC staff.
  o Good customer service.
  o ESC staff call to follow up on customers.
  o Staff are knowledgeable.
  o Staff are service oriented.
• Job search assistance
  o Many job postings in one place
  o Workshops are helpful.
  o Access to additional education helps.
  o Able to get help needed quickly.

Table 16 shows customer responses to the question "What do you not like about the Employment Support Center Services?" The issues of user-friendliness, desire for more one-on-one attention and struggles with the job search process were raised again in these responses. Concerns unique to this question showed that some customers believe the staff are not able to be helpful with website related issues, that there is a lack of funding for programmatic needs, and illustrated that customers who use the ESC do not like the in-person services. Finally, some customers indicated that they did not have any issues with the ESC services.

Table 17. What Customers Dislike About the Resource Room Services?

What do you not like about the Employment Support Center services?

Comments consolidated from survey and grouped thematically:
• The website is not user-friendly.
  o I have issues with signing on.
  o There is a lack of clear requirements for Reemployment funds.
  o The website told me I had not filled out a form that I had completed several times that day.
• I would like more individual attention or contact.
  o I would like to be called for follow up on my job search and to be given advice.
  o I am contacted to find out if I am employed but aside from that, I receive no assistance.
  o I would like staff to get involved in the employer-customer contact process.
• I have not yet had success in finding a job.
  o There is a mismatch between positions offered and customers' work experience.
• The staff are not helpful.
  o Staff cannot assist me with website related issues.
  o There are rules that hinder ability of ESC employees to assist customers with their needs.
• There is a lack of funding for programs such as:
  o Experience Works.
  o Alison certificate.
  o state funds are limited for job seekers.
• I dislike:
  o the location because it is not convenient.
  o the distance from my home to a physical CareerSource location.
  o the in-person services.
• I have no issues with the ESC services.

Customer improvements for suggestions, shown in Table 18, include changing staff duties, creating more opportunities for virtual interaction, additional assistance for job-search customers, provide more user assistance, more learning opportunities, improve job listing quality, and that no improvement is needed.

Table 18. Customer Suggestions for Improving ESC Services

How can we improve the Employment Support Center's services?

Comments consolidated from survey and grouped thematically:
• Changes to make in staff duties:
  o Hire more staff to call me with more job openings
  o Return calls sooner.
  o Assign customers to staff members so that the customers can build a relationship with one person.
  o Provide new customers with a services orientation.
• I would like more virtual interaction, fewer physical visits.
  o If this doesn't already exist, create a live interactive chat feature.
• Provide more user assistance
  o Help match people to the "right" jobs
  o I needed more assistance than I received.
  o I would like more one-on-one support.
  o Hire employees who are helpful.
  o Provide specific assistance to customers with disabilities.
  o Make online forms more user friendly.
  o Create a suggestion box.
• Improve the quality of the job listings:
  o Remove employers who "use" the system (no explanation)
  o Do not repost listings that are expired or taken from other websites
  o Map the location of the job so that the customer can assess whether it is a reasonable distance to drive.
  o Verify that jobs are still available and that the postings contain correct information.
  o Assemble a team to create and build connections with employers.
• I would like more learning opportunities:
  o I would like more free learning opportunities; the existing ones require payment.
  o I would like additional seminars in computer technology and specific computer programs.
  o I would like more resume training.
  o I have asked several times to learn computer skills but I never hear anything.
• Things are great as they are/ they are doing the best they can/no way to improve

The last survey question asked users for additional comments. These comments, listed in Table 19, fell into two categories: appreciation for staff and customer frustrations. Customer appreciation for staff helpfulness included comments thanking the staff for their assistance and support.

Comments regarding customer frustrations ranged from dissatisfaction with ESC employees to low paying positions to wanting additional information before the customer applied for a position to feeling like the process is time intensive with high stakes attached but little reward.

Table 19. Additional User Comments

Do you have any additional comments?

Comments consolidated from survey and grouped thematically:
• Staff helpfulness:
  ○ They have been very helpful.
  ○ Thank you for all your support.
  ○ You have some great people working for you. I appreciate them.
• Customer frustrations:
  ○ I find it frustrating that I am not told the name of the company advertising for a job listing. I would like to know how far away a business is before I submit an application to work there.
  ○ Sometimes I feel I'm jumping through hoops [to fill out forms] that waste my valuable time and even hinder my job search time and energy. All the while I feel that if I click an incorrect button, I'll get sent to prison.
  ○ I need help with my interview skills.
  ○ I feel that the employees are not dedicated to their jobs.
  ○ I am having a hard time finding a well-paying job in Florida.
  ○ The jobs listed do not pay enough for the skill set that I bring.
• Other:
  ○ Please hire me to work with you.

Perspectives from Resource Room Customers

Resource Room respondent demographics

The customers' ages ranged from 24 to 84 with an average age of 49. Males made up 40 % (n=4) of the survey population; females made up 60 % (n=7). Eight individuals identified as *White*, three as *African American*, and one individual identified as *Latino*. The education levels of the respondents varied. The highest number of individuals had *completed high school* (36%), followed by those who had completed *some college* (27%), earned a *bachelor's degree* (18%), followed by those who earned a *GED* (9%) or had *less than a high school education* (9%).

Respondent use of services

More than half of the respondents (60%) owned a computer. The participants who did not own a computer were able to access one at the Resource Room (n=3) or at a family member's house (n=1). The most popular location to access the Employ Florida Marketplace or CareerSource Website was the Resource Room (47 % of respondents, n=8) followed by the respondent's home (30 % of respondents, n=5). Two respondents indicated that they access the sites through their cell phones, while neighbor's house and relative's house each had one respondent who used the sites there.

Of the eleven people surveyed, only one had called the ESC (Table 14). Half of the respondents had been using the Resource Room for *fewer than three months* while close to half had been

using it for *more than three years* (n=4). Two respondents indicated they had used the services for *two to three years*. Responses varied for how the respondent had learned of the Resource room. The *internet* was the most mentioned way that respondents learned about the Resource Room (n=4), followed by *friends or family* (n=2), driving by it (n=1), and from the *community* (n=1).

Participants were varied in the amount that they used the Resource Room. They were asked to indicate whether they used the Resource Room for *the first time, less than 3 months, about 3-5 months, about 6-8 months, about 9-11 months, 1 year, 2-3 years,* or *more than 3 years*. Two users indicated that they visited *weekly*, two that they *visited a few times a week,* two that they visited *monthly* and two that visited *a few times a year*. One user each selected that they used the Resource Room for *the first time that day, daily, twice a month,* and *a few times a year*.
As Table 14 shows, *job postings* and *resume assistance* were the most used services by the customers surveyed.

Table 20. Resource Room Services Used Today

What Resource Room Services Did You Use Today?	Frequency (%)
Application assistance	2 (14%)
Resume assistance	3 (21%)
Job referrals	2 (14%)
Password reset	2 (14%)
Assistance completing forms	0
Employment verification	1 (7%)
Workshops or videos	0
Job postings	3 (21%)
Referrals to other services	1 (7%)
Other: • meet regulations for unemployment, • visit with veteran's rep, • said other but didn't specify, • appeal for unemployment, • faxing	

Table 21 shows that resume assistance, job referrals, and workshops or videos and job postings were the most frequently used Resource Room services in the past. This finding is similar to the finding of the ESC customers.

Table 21. Resource Room services used in the past

What Resource Room services have you used in the past?	Frequency (%)
Application assistance	5 (10%)
Resume assistance	9 (18%)
Job referrals	7 (14%)
Password reset	4 (8%)
Assistance completing forms	4 (8%)
Employment verification	5 (10%)
Workshops or videos	6 (12%)
Job postings	6 (12%)
Referrals to other services	3 (6%)
Other	1 (2%)
None	1 (2%)

All services were rated on a scale of *extremely helpful* to *helpful* to *somewhat helpful* to *not at all helpful* to *I have not used this service*. Services were rated as helpful, with all but one user stating that all of the services were *extremely helpful* or *helpful* (Table 16). One user rated the workshops or videos as *somewhat helpful*. This suggests that the services in the Resource Room are viewed as valuable tools that assist customers in their job search process.

Table 22. Helpfulness of Resource Room Services Used by CareerSource Customers

How helpful have the Resource Room services you have used been?	Extremely helpful (%)	Helpful (%)	Somewhat helpful (%)	Not applicable (%)
Application assistance	6 (16%)	1 (8%)	0	4 (8%)
Resume assistance	7 (19%)	2 (15%)	0	2 (4%)
Job referrals	3 (8%)	3 (23%)	0	5 (10%)
Password reset	3 (8%)	1 (8%)	0	7 (14%)
Assistance completing forms	4 (11%)	1 (8%)	0	6 (12%)
Employment verification	2 (5%)	1 (8%)	0	8 (16%)
Workshops or videos	3 (8%)	2 (15%)	1 (100%)	5 (10%)
Job postings	5 (14%)	1 (8%)	0	5 (10%)
Referrals to other services	2 (5%)	1 (8%)	0	8 (16%)
Other (not specified)	2 (5%)	0	0	0

Customers were asked indicate how comfortable they felt accessing the CareerSource services through the ESC. Their options were *very comfortable, comfortable, somewhat comfortable,* or *not at all comfortable*. Table 17 shows that while more than half of the customers (55%) indicated that they felt *very comfortable, comfortable,* or *somewhat comfortable* accessing the CareerSource services through the ESC, the others (45%) indicated that they *did not feel at all comfortable* doing so. The reasons for discomfort indicated that customers wanted in-person support, the in-person assistance was more suited to their needs, discomfort with sharing

personal information over the telephone, wanting to do everything themselves, not having access to a computer at home, and wanting to be certain the employee gave the correct information.

Table 23. Degree of Comfort Accessing Services Through the ESC

How comfortable do you feel about accessing the CareerSource services through the Employment Support Center?	Frequency (%)
Very comfortable	3 (27%)
Comfortable	2 (18%)
Somewhat comfortable	1 (9%)
Not at all comfortable	5 (45%)

Comments:

- I don't feel comfortable sharing personal information over the phone because you don't know who is on the other side. They usually record the calls so I don't know what they are going to do with the information.
- I don't have a computer at home so I have limited to access the information through the [cell] phone because it is small. It is more accessible here [Resource Room].
- I am self-sufficient (and don't want/need help of others).
- I want in person support.
- I like it in here: people are informative and polite. I'm comfortable here. I've received information over the phone and it was wrong both times
- I would rather come in here. The staff can help me with corrections and job referrals. Staff are more helpful in person (if they have patience). The majority of the staff are really helpful

The results listed in tables 24, 25, and 26 show that the Resource Room customers are not heavy users of social media in their job search. Customers were asked if they had used social media in their job search. None of the eleven individual surveyed had used the CareerSource Facebook or Twitter pages in their search process; only two of the eleven customers had used social media in their job search.

Table 24. Customer Use of Social Media in Job Search

Have you used social media like Facebook, Twitter and/or LinkedIn in your job search?	Frequency (%)
Yes, all the time	0
Yes, sometimes	2 (18%)
No	9 (82%)

Table 25. Customer Use of CareerSource Social Media Feeds

Have you visited CareerSource's Facebook and Twitter pages?	Frequency (%)
Yes, I have used Facebook.	0
Yes, I have used Twitter.	0
Yes, I have used Facebook and Twitter.	0
None of them	11 (100%)

Table 26. Resource Room Customer Perception of Social Media Usefulness

How useful has the information on Facebook and/or Twitter been for you?	Frequency (%)
Not applicable	11 (100%)

Comments:

- I didn't know they had them.
- I'm not the best with computers

Customers were asked to assess how helpful the services were and how satisfied they were with the services they had received. Services were rated on a scale of *extremely helpful, helpful, somewhat helpful,* or *not at all helpful*. Satisfaction with the services was rated on a scale of *extremely satisfied* to *somewhat satisfied* to *dissatisfied* to *not at all satisfied*. Tables 27 and 28 illustrate that the Resource Room customers surveyed viewed the services as *helpful* and were *satisfied* overall with the services that they had received.

Table 27. Perceived Overall Helpfulness of the Resource Room Services

Overall, how helpful are the services offered by the Resource Room?	Frequency (%)
Extremely helpful	8 (73%)
Helpful	3 (27%)
Somewhat helpful	0
Not at all helpful	0

Table 28. Overall Satisfaction With Resource Room Services

Overall, how satisfied are you with the Resource Room's services?	Frequency (%)
Extremely satisfied	10 (91%)
Somewhat satisfied	1 (9%)
Dissatisfied	0
Not at all satisfied	0

As Table 29 shows, customers liked the access to free, easy-to-use resources that provided answers to questions encountered in the search process. They also appreciated the welcoming attitude of Resource Room staff.

Table 29. What Customers Like About the Resource Room Services

What do you like about the Resource Room's services?
• Access to fax, phone, email, computers, and staff. • It is free. • Job postings. • Easy to use. • Access to information and job postings. • Computer access, because that's how you get a job. • The staff guide me step-by-step; I have two resumes because they taught me that I needed more than one. • Able to direct me to what I needed for someone my age. They were very polite and concerned and helpful. • That I have a place I can get answers because otherwise I'd be lost. • Very personable, friendly, helpful, eager to assist, the veteran's representative is very helpful (Miss Julie). • Patience to help you and they understand. I feel like they take time to help me (walk me through it).

When asked what customers did not like about the Resource Room services, more than half stated that there was nothing to dislike or that they liked all of the services. The remaining comments related to varying levels of staff helpfulness and lengthening their hours of operation.

Table 30. What Customers Dislike About the Resource Room Services

What do you not like about the Resource Room's services?
• Nothing • Nothing • Nothing • Nothing, this is a really good program. • Nothing bothers me; I wish the vet[eran's] representative was available all the time. • Nothing, except for misinformation one time (over the phone). • I love everything. • I like it • People (the staff) • I'd like them to be open until 8 and have Saturday hours; they close too early • Not all the people assisting here give you very personal guidance. Sometimes you need somebody that just takes you and shows you what you have to do.

Customer suggestions for improvements also illustrated that the Resource Room customers surveyed were largely content with the services offered (Table 31). Over half of the responses suggested that the customers would not change the services. The remaining suggestions included a request for staff to provide a greater level of guidance, assistance with resumes, and verifying that the information they provide to customers is accurate.

Table 31. Customer Suggestions for Improving Resource Room Services

How can we improve the Resource Room services?
• Nothing • I don't know if any is needed • I don't know. • I don't know, not much • Keep things the way they are • No comment • Doing resumes • Having more of the people that give personal guidance. • Make sure information is correct, otherwise I'd recommend anyone comes here.

Additional comments from customers included that the Resource Room was a positive environment to search for jobs and that the staff were helpful, friendly and check on customers to see if they need assistance.

Outcome Study Results

Description of Program Participants

Service records provided by DEO and the Pasco-Hernando Work Force Board were examined and recoded to obtain estimates of the number of services. Online self-service users were identified through their pattern of services, resulting in a subset of users that numbered 2260. The average age of this group of participants was 40.7 years and nearly 81 % white, 52 % female, and 799 (35.3%) found employment during the period of the study.

Table 32 Description of Online Jobseekers Employment Outcomes

Variable	Description	Number	Percent
NoHS	Did not complete high school	80	3.5
HS	High school graduate	803	35.5
HSPlus	Community college or less than 4 year degree	456	20.2
BABS	Baccalaureate degree	272	120
MAPlus	Masters' degree or more education	108	4.7
VocCert	Earned vocational certification or credential	241	10.6
Male	Male participant	1077	47.6
Female	Female participant	1183	52.3
nHispanic	Hispanic	331	14.6
nWhite	White	1822	80.6
nBlack	Black	202	8.9
nMultirace	Multirace	48	2.1
nAsian	Asian	23	1.0
nAminAlNat	American indian Alaskan Native	46	2.0
nHaitian	Haitian	10	.4
nHawPacI	Native Hawaiian Pacific Islander	13	0.5
SSJobSearch	006-***Self Service Job Search through VOS	78049	34.5/Ind
SAJobSearch	114-***Staff assisted job search	894	
SSResume	007-***Self Service Resume	1674	
SAResume	115-***Resume Preparation Assistance	492	
SSLabMarRes	005-***Self Service Labor Market Research	3827	
SALabMarRes	107-***Provision Of Labor Market Research	208	
SSOrient	098-***On-line Orientation, Self-Assisted	8	
SAOrient	101-***Orientation, Staff Assisted	266	
Outcome	*Hire date not missing*	*799*	*35.3*

Description of Program Services

Table 33. Pasco-Hernando Workforce Board Services Offered to Support Job Placement

Self Service Job Search through VOS
Outside Web-Link Job Referral
Referred To Job Over 150 Days
Provided Internet Job Search Support / Training
Received Service From Staff Not Classified
Negative Referral Result
Self Service Registration
Self Service Resume
Self Service Labor Market Research
Employer Pre-Screening
Follow-up Contact
Soft Skills Workshop
Staff assisted job search
Provision Of Labor Market Research
Initial Assessment
Orientation, Staff Assisted
Support Service -Other
Job Search Workshop
Resume Preparation Assistance
Skills Self-Assessment
Develop Service Strategies (IEP/ISS/EDP)
Referred To WIA
Notification to Jobseeker of potential job
Referred To Job 4 - 150 Days
Use Of One-Stop Resource Room / Equipment
Job Fair
Computer Skills Workshop
External Job Referral by Staff
Self Service Information On Training Providers, Performance Outcomes
Interviewing Skills Workshop
Career Guidance/Planning
Financial Management Workshop
Job Development Contacts (working with Employer and Job Seeker)
Social Networking Workshop
Testing/ background check as required by employer
Other Intensive Services Not Otherwise Classified
Reading and/or Math Testing
Testing - Other
On-line Orientation, Self-Assisted

Referred To Educational Services
Proficiency Testing
Supportive Service - Transportation Assistance
Interest And Aptitude Testing
Recruitment Event
Professional Placement Network (PPN)
Job Search/Placement Asst., inc. Career Counseling
Referred To Other Federal (Non-Wia) Training
Case Coordinated Services
Referred To Job 3 Days Or Less
Individual Counseling
Information On Training Providers, Performance Outcomes
T2W-Ticket to Work
FL. Virtual Orientation, Self-Assisted
Job Search Plan
Job Finding Club
Referred To State And Local Training
TCF-Manufacturing Career Fair Participation
Objective Assessment
Support Service - Incentives/Bonuses

There were a total of 87,246 records for the period from July 1, 2011 through June 30, 2012 representing 20,396 unique individuals (SSN4, Last Name, and First Name).

Table 34. Number of Individuals & Service Provided at One-Stop Centers at Baseline

Services	New Port Richey Main	New Port Richey RR	Spring Hill	Zephyrhills	Total
Appointment	3508	732	-	2334	6574
Look for a Job	214	8308	7920	7759	24201
Orientations	821	281	317	474	1893
Priority Re-Employment	37	42	176	48	303
Re-employment Assistance	56	5131	2509	2900	10596
Workshops/Seminars	4864	888	2019	1412	9183
Served by Location	3838	6186	7120	5876	23020

There were a total of 113,268 records for the period from July 1, 2012 through June 30, 2013 representing 25,527 unique individuals (SSN4, Last Name, and First Name).

Table 35. Number of Individuals & Services Provided at One-Stop Centers 2011-13

Services	New Port Richey Main	New Port Richey RR	Spring Hill	Zephyrhills	Total
Appointment	5347	1215	-	3223	9785
Look for a Job	225	11488	9914	9768	31395
Orientations	922	383	704	740	2749
Priority Re-Employment	17	80	458	106	661
Re-employment Assistance	63	6992	3409	1844	12308
Workshops/Seminars	4580	1350	699	873	7502
Served by Location	4423	7644	9028	7516	28611

Case Summary (Jane Eyre-0009, pseudonym)

Records for this individual (n=18) indicate that she attended four workshops, looked for a job on four occasions, and attended three appointments. Six records are coded as "other" with five indicating a gas card notation and the sixth being labeled an emergency meeting with case worker. The other record was to fax documents to DCF.

Case Summary (Guillermo Angel-0023, pseudonym)

Records for this individual (n=29) provide a much clearer picture of the services provided at the One-Stop office in Spring Hill, Florida. Mr. Angel filed for unemployment (n=1) and reported to claim weeks (n=10). He participated in an initial skill review, participated in a One-Stop overview (January 2013) and several workshops (n=15). The workshops included Job Application (January 30, 2013, March 18, 2013, March 19, 2013), Resume I (February 19, 2013, April 5, 2013, April 30, 2013), Resume II (January 8, 2013, March 28, 2013), Resumes for Professionals (January 15, 2013, April 18, 2013), and Networking. There is a single record coded Look for a Job. While the activities and dates suggest a pattern of assistance, it is difficult to understand why a participant is completing the Resume I workshop three times with dates that are later than the reported attendance in the higher level resume activities (Resume II and Resumes for Professionals).

There were 88,313 records for the period from July 1, 2013 through June 30, 2014 representing 23,071 unique individuals (ssN4, Last name, First Name).

Table 36 Number of Individuals Served at One-Stop Centers 2013-14

Services	New Port Richey Main	New Port Richey RR	Spring Hill	Zephyrhills	Total
Appointment	249	74		195	518
Look for a Job	343	8766	7923	9881	26913
Orientations	646	217	428	504	1795
Priority Re-Employment	135	48	205	57	445
Re-employment Assistance	257	5614	3355	3196	12422

Workshops/Seminars	1837	546	877	207	3467
Employer Event	43	127	476	224	870
Job Fair	102	169	397	286	954
Assessment	269	211	674	479	1633
One Stop Overview	139	398	466	220	1223
Served by Location	3496	6361	7948	7229	25034

There were 67,009 records for the period from July 1, 2014 through June 30, 2014 representing 18, 305 unique individuals served (SSN4, Last Name, First Name).

Table 37. Number of Individuals Served at One-Stop Centers 2014-15

Services	New Port Richey Main	New Port Richey RR	Spring Hill	Dade City	Total
Appointment					
Look for a Job	234	7780	7503	4296	19813
Orientations	191	135	488	217	1031
Priority Re-Employment	9	22	58	25	114
Re-employment Assistance	208	3430	2046	1411	7095
Workshops/Seminars	44	372	257	50	723
Employer Event	57100	84	454	52	647
Job Fair	100	124	345	99	668
Assessment	267	127	437	103	934
One Stop Overview	33	179	267	47	526
Served by Location	3649	5397	6904	4127	20078

Performance Goals

Social Media Presence

Figure 3 provides a cumulative distribution of daily likes the PHWB's Facebook page had over the grant period (note that data were missing prior to July 2013). The established goal of 400 likes was met early in the grant period.

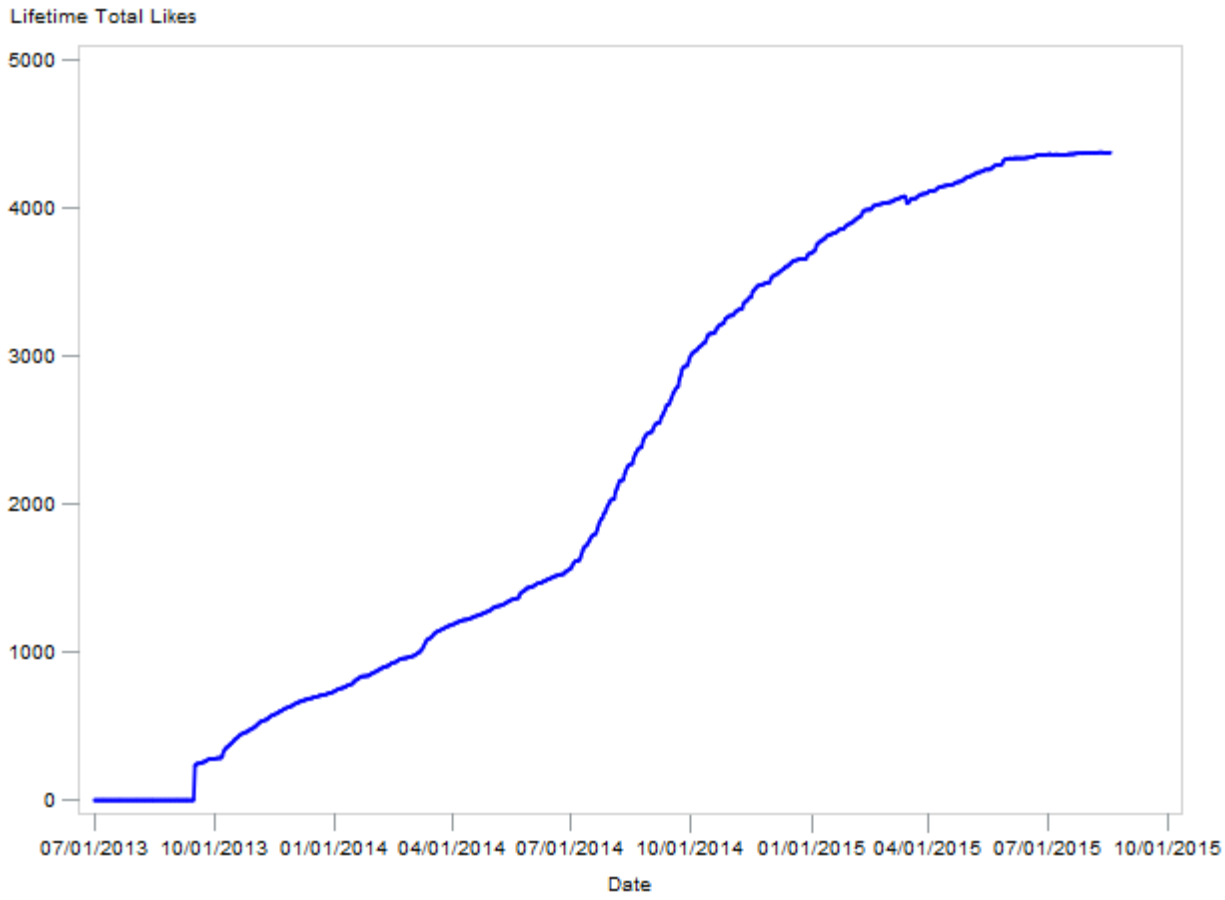


Figure 3. Cumulative Distribution of Daily Likes

The Twitter followers' goal of 300 followers was also met, increasing the followers from 79 participants to 2872 as of October 12, 2015.

Entered Training

The PHWB performance goal for participants entering training was 420 enrollments. This goal was not only achieved but exceeded by 240% in as much as 1,428 participants actually entered training. Figure 4 provides graphical breakdown for these enrollments year and month.

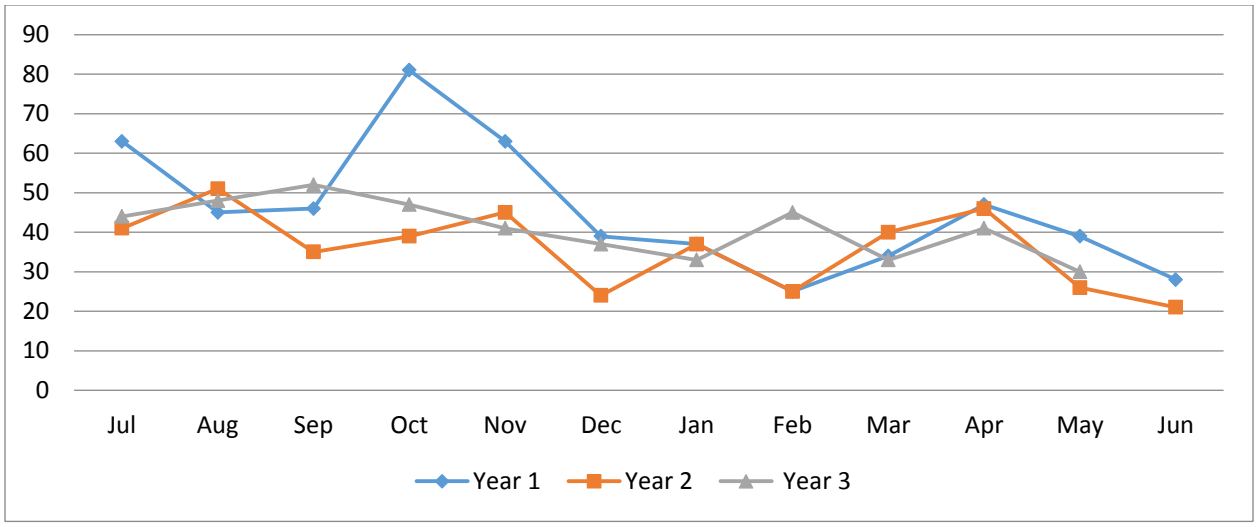


Figure 4 Number of Participants Entering Training by Year & Month

Entered On the Job Training (OJT)

The PHWB performace goal for participants entering on the job training was 15 placements. This goal was not only achieved but exceeded by 1,586% in as much as 253 participants actually entered placements. Figure 13 provides graphical breakdown for these enrollments year and month.. Goal of 15 OJT Placements, Achieved 253, 1586.6% Over Target

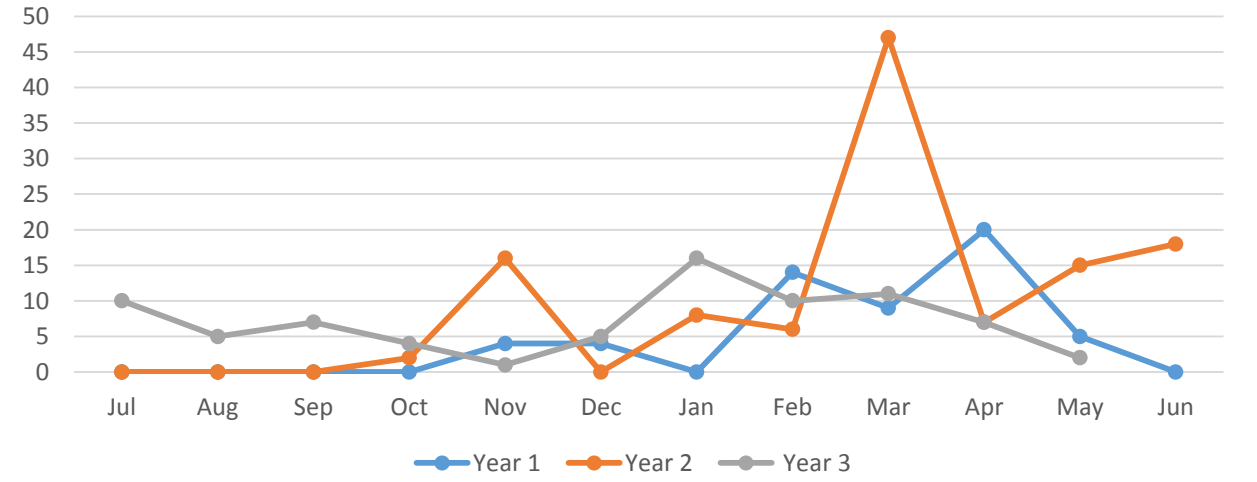


Figure 5. Number of Participants Entering OJT Training Placements

Attainment of Credentials

The PHWB performance goal for Attainment of Credentials was 400. This goal was not only achieved but exceeded by 56% in as much as 624 credentials were earned (See Figures 6-8).

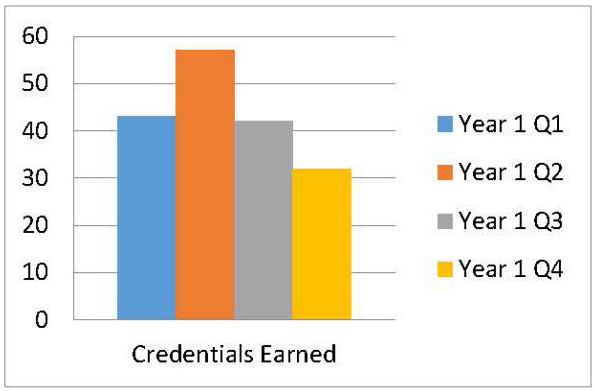


Figure 6. Year 1 Credentials Earned by Quarter

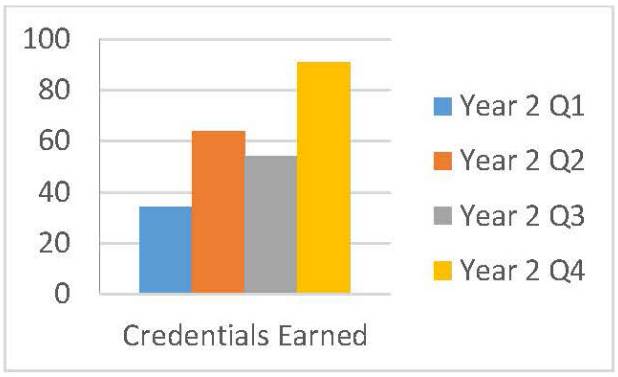


Figure 7. Year 2 Credentials Earned by Quarter



Figure 8. Year 3 Credentials Earned by Quarter

Referrals to Job Orders

The PHWB performance goal for referrals to job orders was a five percent increase. If both job referrals issued and job referrals denied are considered the total number of referrals for the three year period 36924. This represents a .03 percent increase. This target was not met.

Table 38. Number of Job Referrals Issued by Year

Baseline	Year 1	Year 2	Year 3
12,033	5,608	4,994	3,808

Job orders Filled

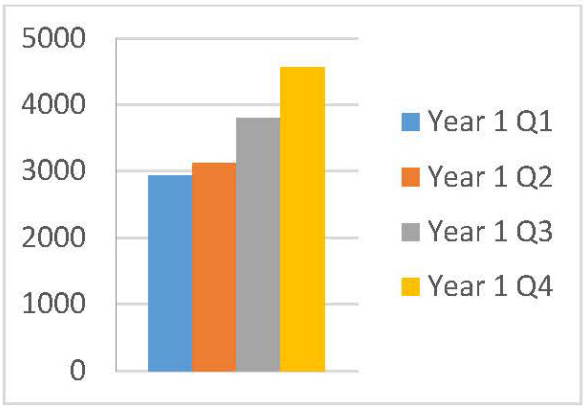


Figure 9. Year 1 Number Entering Employment by Quarter

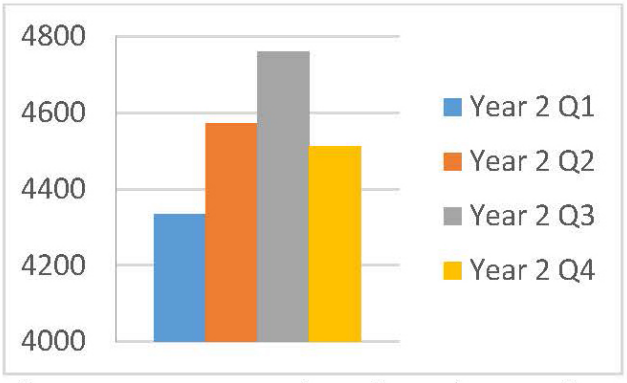


Figure 10. Year 2 Number of Entering Employment by Quarter

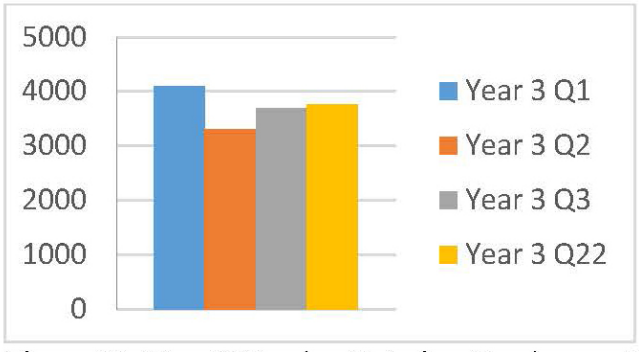


Figure 11. Year 3 Number Entering Employment by Quarter

Completed EFM Profiles

One hundred percent of Employ Florida Marketplace registrants completed profiles which was the target goal.

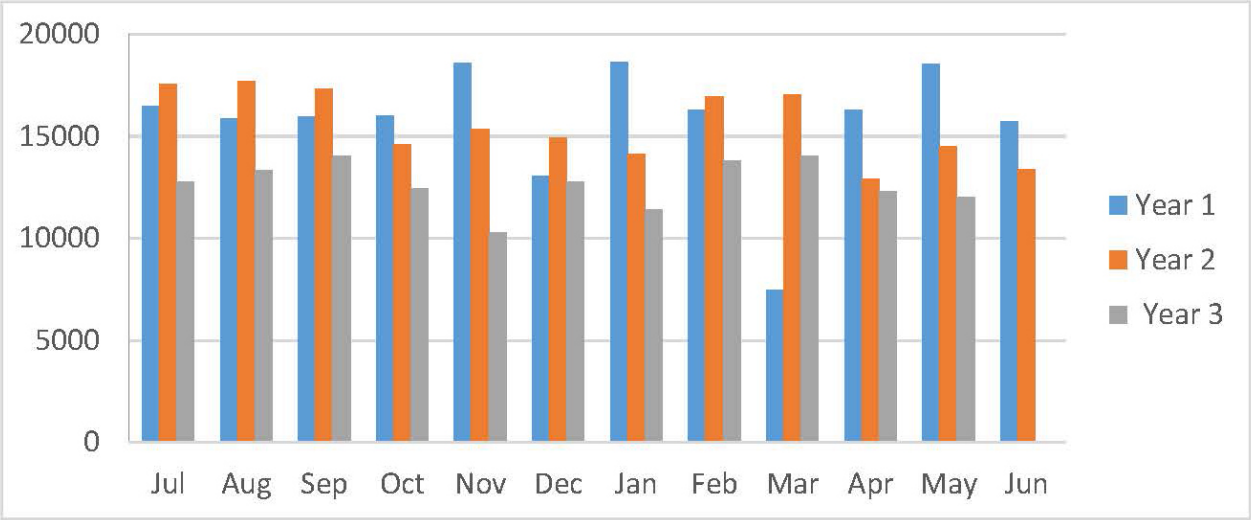


Figure 12. Number of Active Online Registrants by Year & Month

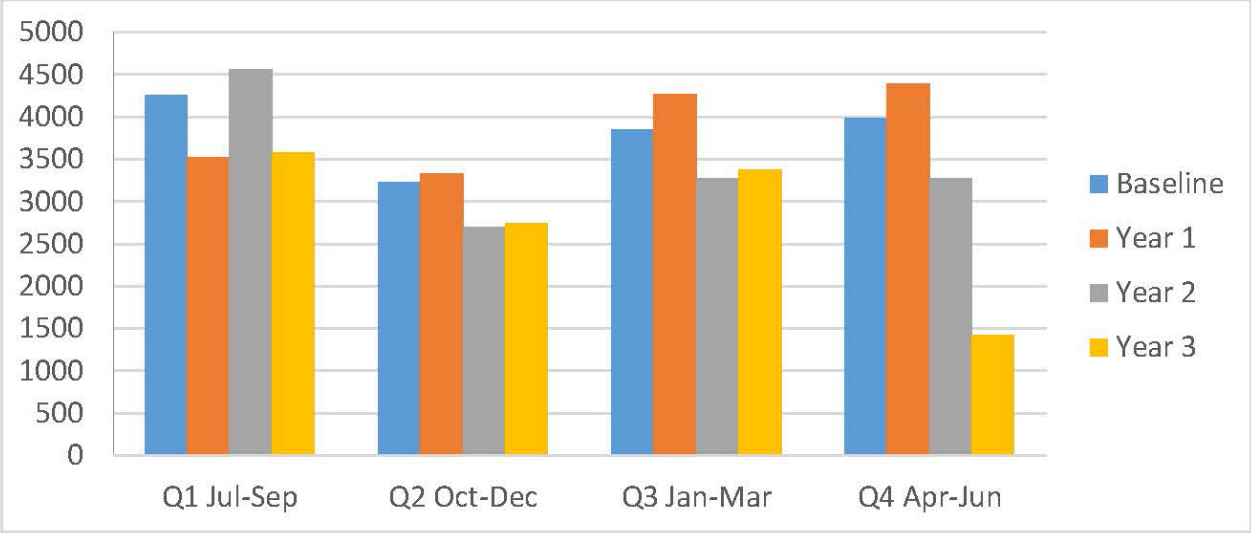


Figure 13. Self-Service Registrations by Year & Quarter

Provision of Services by Staff

PHWB's provision of services by staff has declined each quarter of each year since July-September, 2011. The target is not met.

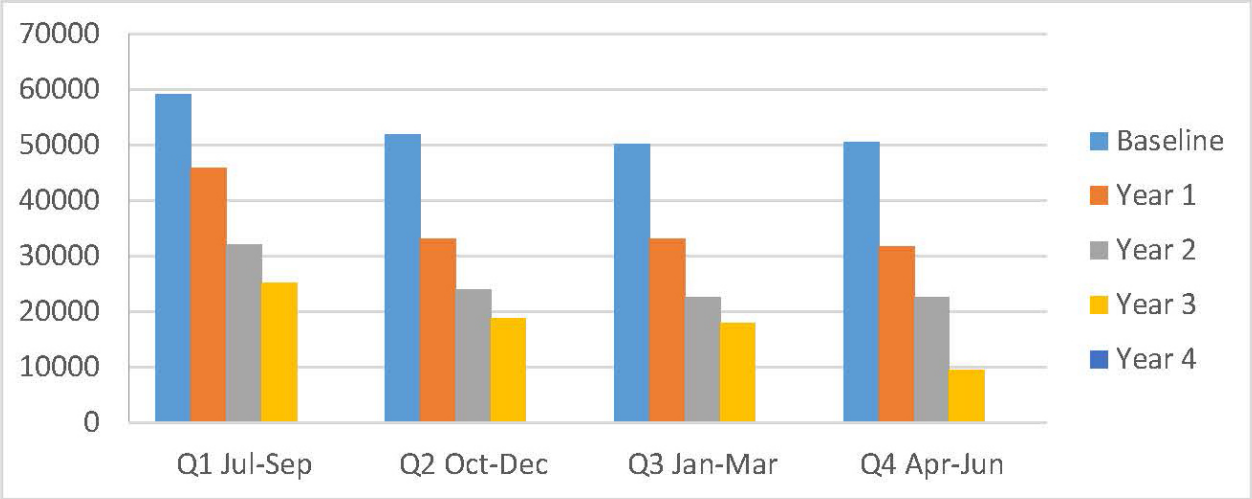


Figure 14 Employment Support Services by Year & Quarter

Customers Receiving One-Stop Services

The PHWB goal for One-Stop Services was a ten percent increase. When comparing baseline one-stop services to each funding year the goal was met in years 1 & 2 (i.e., 25% increase, and 13% increase), however, in the third year the goal was not met (i.e., 10 % decrease).

Customer Knowledge about PHWB Services

The PHWB goal was a ten percent increase in customer knowledge about PHWB services. Baseline knowledge was established via a telephone survey at 39%, while the post survey has a small sample size, the results indicate that 78% of respondents were aware of PHWB services. Further evidence of customer awareness of services is evidenced by a substantial increase in social media traffic. The target is met.

Job Seekers Participation and Achievements

According to the number of obtained placements during the funding period there was a one hundred twelve percent increase in the number of participants using self-directed services. The target was one hundred percent; therefore, the target was met.

Number of Job Seekers Using Online Services Who Gain Employment

When comparing staff-assisted to self-service for the PHWB services the likelihood of job placement for self-service individuals' increases 15 percent compared to staff-assisted individuals. The target is met.

Outcome Measures

Logistic regression models

The models estimated permit us to assess which services and personal characteristics increase an individual's prospects for employment. We present both a table of estimates and odds ratios for each of the final models and a figure we hope will be easy to interpret. These estimates were purposely modeled to identify differences for two distinct types of participants, those who require assistance in the process and those who are able to navigate an online services delivery system. As described previously they are labeled self-assisted and staff-assisted. We found it quite difficult to untangle from the data provided us a purely online or purely staff assisted individual but we think this is also part of the program design. We interpret the odds ratios to clarify what improves the likelihood of employment. For the most part the standard errors associated with these estimates are small (0.05 or less and we point out situations where this is not the case).

Self-assisted participants

Self –assisted does not seem to mean that the participant does all the work but rather the pattern of estimates suggest a partnership that leads to a successful employment result for the individual who takes on a leadership role while seeking employment. A category of services which reflects the participation of ESC staff in the online employment activity are the unclassified services (OR = 2.098) indicates that more of these services is associated with obtaining employment (OR = 2.098), as well as the follow-up contacts mentioned below.

Education. Completing high school is important (OR =1.079) and going beyond the high school diploma for industry certification or community college courses (OR = 1.128) also increases the probability of employment.

Important employment services. Recruitment events (OR = 12.11), job fairs (OR = 1.41), completing the resume (OR = 1.21), completing the online orientation (6.24), identifying sources of training (OR = 1.22), and follow-up contacts (OR = 1.099). Interestingly individuals who complete the self-service registration are nearly 2.5 times as likely to obtain employment (OR = 2.452).

Assessments. Self-assessment (OR = 1.08), objective assessment (10.28), and reading and mathematics testing (1.76) appear helpful to the individual taking charge of his/her employment quest.

What does not improve employment chances? Career guidance (OR = 0.51), other tests (OR = 0.289), assistance with the job search (0.88), and a referral to WIA ()R = 0.57) are not associated with obtaining employment.

Staff-assisted participants

Education. Having earned a high school diploma increases the probability of employment by nearly 8% (OR = 1.077). More education than high school but less than a college degree also increases the probability of employment by 14.2 % (OR = 1.142).

Important employment services. Attending recruitment events and participating in objective assessments are services that improve the probability of employment. The odds ratios for these

service activities are large (OR = 15.3, OR = 36.4) and accompanied by somewhat large standard errors (SE = 0.72, SE = 1.37) nevertheless, participants who avail themselves of the services will find a payoff in the increased employment probability, despite the smaller number of participants leading to larger standard errors. Similarly, participating in job fairs (OR = 1.33), assessments in reading and mathematics (OR = 1.72) and the provision of a number of unclassified services (OR = 2.13) increase the probability of employment.

Important staff assistance. Obtaining staff assistance in three areas also seems to increase the probability of employment for this group of participants. Staff assistance with the job search (OR = 1.20), and a staff –assisted orientation (OR = 1.34), and staff assistance in the form of other support (OR = 1.64) are each important contributors to the probability of employment. These estimates suggest that individuals who participate in such staff-assisted activities are 20%, 34%, and 64% more likely to obtain employment than individuals who do not avail themselves of these activities.

Use of One Stop Center resources. Although a modest effect using facilities available in the One Stop centers increases the probability of employment nearly three percent (OR = 1029).

What does not improve employment chances? The analysis also points out several services that do not increase the probability of employment. These include intensive services provided by staff (OR = 0.59), a referral to another program, such as WIA (OR = 0.38), and staff-assisted labor market research (OR = 0.74). These services lower the probability of employment for participating individuals.

Self-Service Individuals Compared to Staff Assisted Individuals

When comparing staff-assisted (control group) to self-service (treatment group) the fitted model provides evidence for the PHWB services listed in Table 2 the likelihood of job placement for self-service individuals increases 15 percent compared to staff-assisted individuals.

The self-service individuals, the ones capable of doing this work online themselves, are also aware of services, access services and activate services as needed in aid of the own re-employment. An important strategy is to be an active participant in your own re-employment (i.e., job placement).

When comparing Self-Service to Staff-Assisted the fitted model (See Table 1) provides evidence that while holding PHWB services listed in Table 1 at a fixed value the odds of job placement for self-service individuals:

- who complete a resume on their own increases the likelihood of job placement thirty-seven percent.
- who are pre-Screened by PHWB staff for potential employers increases the likelihood of job placement eleven percent.
- who elect staff assistance in their job search increase their likelihood of job placement fifteen percent.
- who elect staff assisted orientation increase their likelihood of job placement thirty-two percent.
- who elect staff when preparing their resume increase their likelihood of job placement fourteen percent.

- who complete a skills self-assessment increase their likelihood of job placement twenty-six percent.
- who elect staff assistance developing Service Strategies (IEP/ISS/EDP) increase their likelihood of job placement sixty-four percent.
- who participate in job fairs increase their likelihood of job placement one hundred three percent.
- who seek staff assisted career guidance increase their likelihood of job placement twenty-five percent.
- who Develop Job Contacts (working with Employer and Job Seeker) increase their likelihood of job placement sixty-one percent.
- who participate in potential employer requested testing increase their likelihood of job placement fifty-seven percent.
- who receive needed transportation services increase their likelihood of job placement eighty-nine percent.
- who elect staff assisted career counseling increase their likelihood of job placement one-hundred seven percent.

Table 39. Self-Service versus Staff-assisted Participation Probability of Job Placement

Parameter	Estimate	SE	Wald Chi-Sq	Prob ChiSq	Odds Ratio	LCI Wald	UCI Wald	
Intercept	-1.97	0.14	204.91	<.0001				
ps_pred	4.13	0.27	236.40	<.0001	62.28	36.78	105.47	
sample1	0.14	0.04	12.91	0.00	1.15	1.07	1.24	
sWebLinkJobRef	0.01	0.00	19.73	<.0001	1.01	1.00	1.01	
sReferJob150	0.01	0.00	12.57	0.00	1.01	1.00	1.01	
sAssistJobSrch	-0.12	0.01	222.19	<.0001	0.89	0.87	0.90	
sUnclassified	-0.28	0.01	541.65	<.0001	0.76	0.74	0.78	
sSSResume	0.31	0.03	131.72	<.0001	1.37	1.30	1.44	*
sSSLabMarRes	0.02	0.01	4.53	0.03	1.02	1.00	1.04	
sPreScreen	0.10	0.02	29.41	<.0001	1.11	1.07	1.15	*
sFollowUpContact	-0.13	0.03	22.03	<.0001	0.88	0.83	0.93	
sSAJobSearch	0.14	0.03	22.55	<.0001	1.15	1.09	1.22	*
sSALabMarRes	-0.18	0.04	17.14	<.0001	0.84	0.77	0.91	
sSAOrient	0.28	0.06	21.04	<.0001	1.32	1.18	1.49	*
sSAResume	0.13	0.04	9.23	0.00	1.14	1.05	1.23	*
sSSAssessment	0.23	0.05	21.10	<.0001	1.26	1.14	1.39	*
sSADevServStrategy	0.49	0.11	19.45	<.0001	1.64	1.32	2.04	*
sNotifyPotentialJob	0.04	0.02	4.63	0.03	1.04	1.00	1.08	
sJobFair	0.71	0.08	72.64	<.0001	2.03	1.72	2.38	*
sCareerGuidance	0.22	0.08	6.76	0.01	1.25	1.06	1.47	*
sJobDevContacts	0.48	0.14	11.97	0.00	1.61	1.23	2.11	*
sEmployerReqTestCk	0.45	0.14	10.62	0.00	1.57	1.20	2.07	*
sSAIntensiveServ	-0.17	0.07	6.32	0.01	0.84	0.74	0.96	
sTestOther	-1.05	0.17	37.93	<.0001	0.35	0.25	0.49	
sTransportservice	0.64	0.26	6.01	0.01	1.89	1.14	3.14	*
sReferJob3	-0.74	0.33	5.16	0.02	0.48	0.25	0.90	
sIndividualCounsel	0.73	0.32	5.01	0.03	2.07	1.09	3.90	*
sInfoTrainPerformOut	-1.20	0.62	3.77	0.05	0.30	0.09	1.01	

Staff-Assisted Individuals Compared to Self-Service Individuals

When comparing Staff-Assisted to Self-Service the fitted model (See Table 3) provides evidence that while holding PHWB services listed in Table 3 at a fixed value the odds of job placement for staff-assisted individuals:

- who are staff assisted in their job search increases the likelihood of job placement thirteen percent.
- who receive various services from staff that are not classified by the variables in the table increases the likelihood of job placement thirty-two percent.
- who receive follow up contact increase their likelihood of job placement fourteen percent.

- who are staff assisted in their labor market research increase their likelihood of job placement twenty percent.
- who receive staff intensive services increase their likelihood of job placement nineteen percent.
- who are staff assisted for other testing requirements not listed in table 2 increase their likelihood of job placement eighty-six percent.
- who are referred by staff to jobs within three days or less of listing increase their likelihood of job placement one hundred ten percent.

Table 40. Staff versus Self-Service Probability of Job Placement

Parameter	Estimate	SE	Wald ChiSq	Prob ChiSq	Odds Ratio	LCI Wald	UCI Wald	
Intercept	1.97	0.14	203.9	<.000				
ps_pred	-4.12	0.27	235.4	<.000	0.02	0.01	0.03	
sample1	-0.14	0.04	12.76	0.00	0.87	0.81	0.94	
sWebLinkJobRef	-0.01	0.00	19.93	<.000	1.00	0.99	1.00	
sReferJob150	-0.01	0.00	12.56	0.00	0.99	0.99	1.00	
sAssistJobSrch	0.12	0.01	222.7	<.000	1.13	1.11	1.15	*
sUnclassified	0.28	0.01	541.9	<.000	1.32	1.29	1.35	*
sSSResume	-0.31	0.03	131.8	<.000	0.73	0.69	0.77	
sSSLabMarRes	-0.02	0.01	4.59	0.03	0.98	0.97	1.00	
sPreScreen	-0.10	0.02	29.36	<.000	0.90	0.87	0.94	
sFollowUpContact	0.13	0.03	21.58	<.000	1.14	1.08	1.21	*
sSAJobSearch	-0.14	0.03	22.00	<.000	0.87	0.82	0.92	
sSALabMarRes	0.18	0.04	17.38	<.000	1.20	1.10	1.30	*
sSAOrient	-0.28	0.06	20.77	<.000	0.76	0.67	0.85	
sSAResume	-0.13	0.04	9.11	0.00	0.88	0.81	0.96	
sSSAssessment	-0.23	0.05	20.80	<.000	0.80	0.72	0.88	
sSADevServStrateg	-0.49	0.11	19.37	<.000	0.61	0.49	0.76	
sNotifyPotentialJob	-0.04	0.02	4.65	0.03	0.96	0.93	1.00	
sJobFair	-0.71	0.08	72.85	<.000	0.49	0.42	0.58	
sCareerGuidance	-0.21	0.08	6.20	0.01	0.81	0.69	0.96	
sJobDevContacts	-0.48	0.14	12.07	0.00	0.62	0.47	0.81	
sEmployerReqTest	-0.45	0.14	10.62	0.00	0.64	0.48	0.84	
sSAIntensiveServ	0.17	0.07	6.15	0.01	1.19	1.04	1.36	*
sTestOther	1.05	0.17	37.87	<.000	2.86	2.05	4.00	*
sTransportservice	-0.63	0.26	5.86	0.02	0.53	0.32	0.89	
sReferJob3	0.74	0.33	5.13	0.02	2.10	1.10	3.98	*
sIndividualCounsel	-0.70	0.32	4.69	0.03	0.50	0.26	0.94	

Self-Service Individuals Compared to Control Group

The following table compares the Pasco-Hernando Workforce Boards services for self-service (N=6,480) individuals against the control group (N=68,027)). Recall the control group is defined as those individuals not contained within the Self-Service or Staff-Assisted groups. In the previous sections Self-Service (N=6,480) individuals were compared against Staff Assisted

(N=9,871) job placement seekers. In this section the services which were significant for self-service individuals are ranked from largest to smallest according to their odds ratio. The reader should interpret this table as providing evidence for the likelihood of job placement for self-service individuals compared to the control group for any of the services listed in Table 4. For example the reader can interpret that self-service individuals who engaged in job fairs (odds ratio = 1.83) had an eighty-three percentage increased likelihood of job placement compared to the control group when holding all other services at a fixed value. On the other hand, those self-service individuals who engaged in self-service virtual orientations (odds ratio = 0.20) had an eighty percent decreased likelihood of job placement when compared to the control group when holding all other services at a fixed value.

Table 41. Self-Service versus Controls Probability of Job Placement

Parameter	Estimat	SE	Prob	Odds
Intercept	-1.61	0.07	<.0001	
ps_pred	3.98	0.13	<.0001	53.65
sample2	0.08	0.04	0.03	1.08
sTransportservice	0.78	0.13	<.0001	2.19
sCaseCoordinatedServ	0.64	0.19	0	1.9
sJobFair	0.6	0.04	<.0001	1.83
sJobDevContacts	0.56	0.07	<.0001	1.75
sTestProficiency	0.37	0.12	0	1.45
sEmployerReqTestCk	0.34	0.07	<.0001	1.41
sSAOtherSupport	0.29	0.02	<.0001	1.33
sReferEDServ	0.29	0.1	0.01	1.33
sSAInitAssess	0.27	0.03	<.0001	1.31
sSSRegister	0.24	0.03	<.0001	1.27
sSSAssessment	0.23	0.02	<.0001	1.26
sTestReadMath	0.2	0.1	0.04	1.22
sSAResume	0.16	0.02	<.0001	1.17
sSAJobSearch	0.14	0.02	<.0001	1.16
sSADevServStrategy	0.13	0.04	0	1.14
sSSResume	0.1	0.01	<.0001	1.1
sJobReferStaff	0.09	0.02	0	1.09
sPreScreen	0.07	0.01	<.0001	1.07
sUseOneStopRR	0.07	0.01	<.0001	1.07
sNotifyPotentialJob	0.04	0.01	<.0001	1.04
sNegativeJobRef	0.02	0	<.0001	1.02
sSSLabMarRes	0.02	0.01	0	1.02
sWebLinkJobRef	0.01	0	<.0001	1.01
sSSJobSrch	0	0	<.0001	1
sComputerSkillsWorks	-0.03	0.01	0.01	0.97
sSAJobSrchWorkshop	-0.06	0.02	0	0.94
sFollowUpContact	-0.08	0.01	<.0001	0.93
sProfPlacementNetwor	-0.11	0.07	0.1	0.9
sAssistJobSrch	-0.17	0.01	<.0001	0.85
sUnclassified	-0.4	0.01	<.0001	0.67
sTestOther	-0.44	0.11	<.0001	0.64
sRecruitmentEvent	-0.89	0.15	<.0001	0.41

sSSOrient	-1.44	0.11	<.0001	0.24
sManufacCareerFair	-1.41	0.27	<.0001	0.24
sVirtualOrient	-1.61	0.21	<.0001	0.2

Staff-Assisted Individuals Compared to Control Group

The following table compares the Pasco-Hernando Workforce Boards services for Staff-Assisted (N=9,871) individuals against the control group (N=68,027)). Recall the control group is defined as those individuals not contained within the Self-Service or Staff-Assisted groups. In the previous sections Self-Service (N=6,480) individuals were compared against Staff Assisted job placement seekers. In this section the services which were significant for Staff Assisted individuals are ranked from largest to smallest according to their odds ratio. The reader should interpret this table as providing evidence for the likelihood of job placement for self-service individuals compared to the control group for any of the services listed in Table 5. For example the reader can interpret that Staff-Assisted individuals who engaged in career guidance (odds ratio = 1.24) had an twenty-four percent increased likelihood of job placement compared to the control group when holding all other services at a fixed value. On the other hand, those Staff-Assisted individuals who engaged in staff assisted recruitment events (odds ratio = 0.47) had a 53 percent decreased likelihood of job placement when compared to the control group when holding all other services at a fixed value.

Table 42. Staff versus Controls Probability of Job Placement

Parameter	Estimate	SE	Prob ChiSq	Odds Ratio
Intercept	-1.68	0.07	<.0001	
ps_pred	4.08	0.12	<.0001	59.30
sample3	-0.09	0.03	0.01	0.91
sTransportservice	0.96	0.14	<.0001	2.6
sJobFair	0.6	0.04	<.0001	1.81
sTestProficiency	0.37	0.12	0	1.46
sCaseCoordinatedServ	0.36	0.14	0.01	1.43
sSAInitAssess	0.32	0.03	<.0001	1.38
sReferEDServ	0.32	0.11	0	1.38
sSAOtherSupport	0.3	0.02	<.0001	1.35
sEmployerReqTestCk	0.28	0.08	0	1.32
sTestReadMath	0.26	0.09	0.01	1.29
sSSRegister	0.22	0.03	<.0001	1.25
sSADevServStrategy	0.22	0.04	<.0001	1.25
sSSAssessment	0.21	0.02	<.0001	1.24
sCareerGuidance	0.21	0.06	0	1.24
sSAResume	0.18	0.02	<.0001	1.2
sSAJobSearch	0.17	0.02	<.0001	1.18
sSSResume	0.11	0.01	<.0001	1.12
sJobReferStaff	0.1	0.02	<.0001	1.11
sUseOneStopRR	0.06	0.01	<.0001	1.06
sPreScreen	0.05	0.01	<.0001	1.05

sNegativeJobRef	0.04	0.01	<.0001	1.04
sSSLabMarRes	0.04	0.01	<.0001	1.04
sNotifyPotentialJob	0.04	0.01	<.0001	1.04
sWebLinkJobRef	0.01	0	<.0001	1.01
sSSJobSrch	0	0	0	1
sSAJobSrchWorkshop	-0.05	0.02	0	0.96
sComputerSkillsWorks	-0.04	0.01	0	0.96
sReferWIA	-0.08	0.03	0.01	0.93
sFollowUpContact	-0.09	0.02	<.0001	0.91
sSALabMarRes	-0.14	0.03	<.0001	0.87
sAssistJobSrch	-0.16	0	<.0001	0.85
sUnclassified	-0.39	0.01	<.0001	0.67
sTestOther	-0.69	0.1	<.0001	0.5
sRecruitmentEvent	-0.75	0.14	<.0001	0.47
sManufacCareerFair	-1.44	0.27	<.0001	0.24
sSSOrient	-1.49	0.11	<.0001	0.23
sVirtualOrient	-1.68	0.21	<.0001	0.19

Summary of ESC Grant Services

Table 43. Summary of Employment Support Center Grant Services

	Baseline (2011-12)	Year 1 (2012-13)	Year 2 (2013-14)	Year3 (2014-15)	Years 1-3
Service Need and Activities					
Number in Labor Force	**274143**	**276772**	**278715**	**279645**	**278,377**
Number Unemployed	**28379**	**24380**	**20909**	**18337**	**21,209**
Unemployment Rate	**10.4**	**8.8**	**7.5**	**6.6**	**7.6**
Number of new registrations—					
Beginning of period	15313	15501	13800	11124	40425
Number of Password Resets	11138	13479	10626	4451	28556
Number of Chats	1194	2112	1504	781	4397
Number of Job Referrals Issued	12033	5608	4994	3808	14410
Number of Job Referrals Denied	0	11626	6513	4375	22514
Number of Obtained Placements	12199	4799	3758	3301	11858
Number of Direct Placements	657	126	161	73	360
Number of Soft Exits	17960	42706	24515	23695	90916
Number of Soft Exit Services Provided	0	96051	110264	100065	306380
Total Number of Job Placements	12856	4925	3919	3374	12218
Total Number of Services Provided	55181	176507	162335	140549	479391
Cost Analysis					
Costs per year	$0.00	$474,705.40	$367,266.23	$295,320.75	$1,137,292.38
Cost per placement	$0.00	$96.39	$93.71	$87.53	$93.08
Cost per registration	$0.00	$30.62	$26.61	$26.55	$28.13
Program Spending					
Equipment Procurement	$0.00	$102,282.30	$98.48	$1,262.74	$103,643.52
Indirect Costs	$0.00	$101,129.61	$0.00	$0.00	$101,129.61
Evaluation	$0.00	$40,240.00	$31,790.25	$1,262.74	$73,292.99

	Baseline (2011-12)	Year 1 (2012-13)	Year 2 (2013-14)	Year3 (2014-15)	Years 1-3
Project Staffing	$0.00	$230,666.64	$276,105.26	$243,988.36	$750,760.26
Video Production	$0.00	$133.04	$58,380.71	$18,452.23	$76,965.98
Unclassified	$0.00	$254.03	$891.53	$112.99	$1,258.55
Services' Staffing Costs:					
Customer Support Services	$0.00	$14.79	$22.76	$46.63	$22.78
Referral services	$0.00	$13.38	$23.99	$29.82	$20.33
Placement Services	$0.00	$46.84	$70.45	$72.31	$61.45
Soft Exit Services	$0.00	$1.66	$2.05	$1.97	$1.89
Total Services	$0.00	$1.31	$1.70	$1.74	$1.57
Unemployment Rate (July)	11.8%	10.1%	8.4%	7.4%	0%
Average staffing cost per serviced individual	$0.00	$14.88	$20.01	$21.93	Rising
Average staffing cost per terminated individual (Soft Exits)	$0.00	$5.40	$11.26	$10.30	Falling
Average staffing cost per service provided	$0.00	$1.31	$1.70	$1.74	Rising
Average cost per potential customer	$0.00	$19.47	$17.56	$16.11	Falling

Return on Investment

Table 43 summarizes grant activities across the funding term. Despite the lack of budget information for the baseline year the figures presented indicate the average cost per potential customer decreased $3.36 over the grant period. In other words, the cost efficiency of the Employment Support Center improved. Although the cost of providing referral and placement services increased, these types of services are most effective with staff intervention. For example, a job aspirant may identify a job of interest but for which he or she does not meet the position requirements. The infusion of staff input with online services allows feedback to the customer and assures that employers' needs are met. This is a critical finding, in that, overall costs decreased but in order to obtain this benefit it is necessary to combine online and staff intervention for certain services to be effective.

It is important to note that the unemployment rate decreased over the term of the project and while it is difficult to differentiate an improved economy from the projects efforts to assist unemployed individuals, it is clear from the qualitative information obtained during the evaluation that the online system offered individuals the opportunity to participate in their job search efforts. Furthermore the staff efforts to assist those with more limited computer literacy supports the pattern found in the regression models that a blend of self service and staff assistance are associated with increased probability of employment.

Discussion

Self Service individuals who completed a resume on their own, who are pre-screened by staff for potential employers, who activate staff assistance in their job search, who activate staff assisted orientation, who activate staff assistance when preparing their resume, who complete a skills self-assessment, who develop service strategies, who participate in job fairs, who seek career guidance, who develop job contacts, who participate in employer requested testing, activate transportation services as needed and elect staff assisted career counseling increase their likelihood of job placement when compared to staff assisted individuals.

Staff Assisted individuals who assisted in their job search, who receive various non-categorized services, who receive follow-up contacts, who are assisted in their labor market research, who receive staff intensive services, who are assisted with testing requirements and who are referred to jobs within three days of listing increase their likelihood of job placement when compared to self-service individuals.

It appears that self-service individuals decrease their likelihood of job placement compared to the control group when they participate in computer skills workshops, job search workshops, follow up contact, and the types of staff assisted services listed in Table 3 whose odds ratio is less than 1.0. It appears that self-service individuals have a skill set that increases their likelihood of job placement and need to stay on task and that intensive staff participation decreases their likelihood or job placement. It appears that self-service individuals should be made aware of the available services and encouraged to access those services, however, self-service individuals should be allowed to activate those services as needed. Staff activation of services for self-service individuals is often associated with a decreased likelihood of job placement.
Staff assisted individuals are a different group

The Innovation

Interview and document data illustrate that the PHWB staff have successfully implemented a remote customer assistance model. The document data show that previous services relied on in-person delivery at one of the three CareerSource centers, with one document indicating that the "Resource Rooms…are the primary means of delivering information…" (Local Workforce Plan 2011-2012, 16). The vision for the new service delivery plan included a center with 15 staff members and a switchboard operator, extended hours (including Saturdays), and reliance on telephone and computer-based technology to provide services to customers. Additional services were to be provided online (workshops) or through social media (job postings). This was a marked departure from providing in person assistance during standard business hours.

Documents also show that the PHWB contracted with Tropictures to produce videos that were uploaded to the Pasco Hernando CareerSource website from 2012-2014 and that both social media accounts surpassed the established goals for followers (400 followers for Facebook and 300 for Twitter).

As the documents reveal, and interview data support, the ESC, increased social media presence, and online videos were all implemented before the end of the grant period.

How Well the Innovation Was Implemented

The interview, qualitative customer satisfaction survey response, and document review data suggest that the expanded ESC, increased social media presence, and online job search assistance videos aid customers in completing their Employ Florida Marketplace profiles and in applying for jobs.

The documentary review shows that the PHWB began to develop the ESC in 2010 and outlined the original intended vision. Opening the ESC resulted in the highest number of job placements in Florida for most of the 2011-12 fiscal year. Additional documents were not available to indicate whether this trend continued; however the documents show that the services delivered by the PHWB were impacted by the passing of the Regional Workforce Boards Accountability Act in 2012. This necessitated a reduction in the PHWB's spending. The documentary review also illustrates that attention was paid to the costs of delivering services to workforce customers and that the PHWB worked to actively keep costs down by negotiating leases or moving to lower-priced office space.

The staff interviews illustrate that the ESC was implemented as the PHWB envisioned: as a telephone and internet-based service center that provided assistance to customers, cleaned up customer data, wrote Standard Operating Procedures, processed referrals, reset passwords, and responded to live chats. Staff spoke in-depth about the processes used to assist customers and streamline service delivery, including: service letters, responding to telephone calls, updating EFM accounts, matching customers to open positions, providing password resets, and conducting surveys with area employers. These ESC functions allow the PHWB to gather data in a more organized fashion, maintain better data on job seekers, and target their services more effectively.

Staff believed the model's successes were that customers were more aware of the types of services CareerSource and the ESC provide and that more customers were contacted through the multiple methods of outreach (email, telephone, live chat) than through the days of in-person only service delivery. The staff also indicated that they were capable of completing a wide variety of tasks and felt that this training made them more versatile, and thus more helpful, as employees. The theme of reaching more customers and better assisting customers is one that emerged through the interviews with staff.

There have been struggles with implementing this model. Difficulties identified with the implementation included customer lack of basic computer skills, lack of knowledge about the job search process, customer requests for assistance with unemployment claims, difficulty reaching customers, and individuals who refused assistance over the telephone or computer. Staff believed that these difficulties were possible to overcome through sending the customer to a Resource Room or directing the customer to the contact information for the reemployment assistance office. These issues suggest that while the virtual service delivery model works well for many customers, it is not one-size-fits-all and cannot meet the needs of all PHWB customers.

Technology has played an important role in connecting customers with CareerSource's services as is evident through respondent use of internet-based services and call center-based services. Many customers first discovered CareerSource through the Internet (37% of ESC customers);

more than half used the services on a regular basis (62%). The most frequently used services were job postings and resume assistance both of which were rated as helpful by the majority of customers.

The results of this survey show that the services offered by CareerSource through the Employment Support Center (ESC) and the Resource Room are valued by customers. The services were rated highly by customers of the ESC and the Resource Room with both groups indicating that they were largely happy with the services. These findings confirm that the services are important, are meeting customer needs, and the customers who use the ESC are receiving services that are on par with customers who use the in-person services. One caveat is that more Resource Room customers reported satisfaction with the services than ESC customers; however, fewer Resource Room customers were surveyed and it is possible that a larger sample would show a wider range of reported satisfaction.

Customers who used the ESC found it easy to use, though they also suggested modifying the website[10] to make it more user friendly. Resource room customers were divided regarding their interest in using the ESC. This suggests that while customers who use the ESC services are pleased with them, customers who do not use it might be reluctant to use them. Customers from both groups indicated a desire to receive more assistance with all aspects of the job search process.

Staff believed that the social media presence and the online videos were valuable because they were additional tools that allowed customers to fit job searching into their schedule rather than trying to meet the requirements on an externally imposed schedule. However, social media was that did not resonate with surveyed customers. The majority of survey respondents to both surveys had not used the CareerSource Facebook or Twitter platforms and indicated that they were not likely to use social media in their job search process.

Qualitative Satisfaction Survey Conclusions

Technology has played an important role in connecting customers with CareerSource's services as is evident through respondent use of internet-based services (page 6) and call center-based services (page 7). Many customers first discovered CareerSource through the Internet (37% of ESC customers); more than half used the services on a regular basis (62%). The most frequently used services were job postings and resume assistance both of which were rated as helpful by the majority of customers.

The results of this survey show that the services offered by CareerSource through the Employment Support Center (ESC) and the Resource Room are valued by customers. The services were rated highly by customers of the ESC (Table 3 and Table 4) and the Resource Room (Table 16) with both groups indicating that they were largely happy with the services. These findings confirm that the services are important, are meeting customer needs, and the customers who use the ESC are receiving services that are on par with customers who use the in-person services. One caveat is that more Resource Room customers reported satisfaction with

[10] It is unclear whether this refers to the Employ Florida Marketplace or the Pasco-Hernando CareerSource website.

the services than ESC customers; however, fewer Resource Room customers were surveyed and it is possible that a larger sample would show a wider range of reported satisfaction. Customers who used the ESC found it easy to use (Table 10), though they also suggested modifying the website[11] to make it more user friendly. Resource room customers were divided regarding their interest in using the ESC (Table 17). This suggests that while customers who use the ESC services are pleased with them, customers who do not use it might be reluctant to use them. Customers from both groups indicated a desire to receive more assistance with all aspects of the job search process.

The one area that did not resonate with those surveyed was social media (Table 7, Table 18). The majority of respondents to both surveys had not used the CareerSource Facebook or Twitter platforms and indicated that they were not likely to use social media in their job search process.

General Conclusions and Implications

The PHWB program was designed to expand an existing program that provided online services to individuals seeking employment in two Florida counties. The unemployment rate dropped during the course of the program funding period from a high of 10.1 % in July 2012 to 6.2 % by June 2015. In addition the size of the workforce increased by 4100 individuals during the same period.

Nevertheless the picture as presented in the figure indicates that while labor force participation increased, the number who continued to seek employment dropped. Unemployment numbers are presented elsewhere in this report but the key point is visual the gap between the size of the labor force and the number of labor force participants with employment is smaller in 2015 that at the start of the funding period. This is important news for the community and the individuals who work on a daily basis to assist individuals who seek employment. The employment trend line is sloping upward.

The online and in person surveys show that customers value the resources provided by CareerSource. The services provided by the ESC are of value to CareerSource customers and are an important part of their reemployment efforts. Although some customers reported facing some issues or difficulties with the website(s), overall they had positive comments about the Employment Support Center, suggesting it is fulfilling an important need in the needs of Pasco-Hernando job seekers.

It is clear from the analysis obtained during the evaluation that the online system offered individuals the opportunity to participate in their job search efforts. Staff efforts to assist those with more limited computer literacy supports the pattern found in the regression models that a blend of self service and staff assistance are associated with increased probability of employment, increased system efficiency, and decreased costs.

[11] It is unclear whether this refers to the Employ Florida Marketplace or the Pasco-Hernando CareerSource website.

Recommendations

In order for this model to be most successful, it is recommended that the following be implemented: provide computer training courses to customers, hire a dedicated social media specialist, research customer social media use, and simplify the EFM website to make it more customer-friendly.

Staff and customers indicated a need for additional computer training within the service population. Lack of basic computer literacy skills impairs the ability of customers to conduct the most fundamental job search tasks and requires intensive staff assistance. Potential solutions include soliciting used computers from businesses upgrading their machines to outfit Resource Rooms with computers for learning and linking customers to free basic computer classes.

The grants manager indicated a need for a dedicated social media specialist. This person would be responsible for maintain the PHWB's online presence and would have knowledge of increasing social media followers and follower engagement. This position would allow the PHWB to reach more customers virtually.

Staff and customers were varied in their estimation of the PHWB's social media impact or its presence. Staff felt that social media was helpful in reaching customers, especially younger customers. Surveyed customers overwhelmingly indicated they did not use the CareerSource Facebook or Twitter pages (88% had not visited either). It would be beneficial to study which customers use social media, why customers do not use it, and what could be done to improve social media for all customers.

Finally, customers and staff suggested that the Employ Florida Marketplace website could be modified to make it easier for customers to navigate. Easier navigation would permit more job seeking customers to utilize the site to its fullest potential and would diminish the number of customer questions regarding website use.

Appendices

Appendix A: Full text of responses to survey questions

Question:
How do you feel about accessing the CareerSource services through the Employment Support Center?

Comments:

- I met criteria of several jobs, but the employers required additional skills for low wage jobs of which I did not have experience in the specific job field and so I found work on my own.

- Not very user friendly. Too many places to go for too many different things. Gets confusing.

- Difficulties with sign on. Have been dropped multiple times and had to reset password.

- My first visit since becoming a job seeker was a mess, computer system had me listed as male! And could not help me access the filing for un employment, took 1.75 hours on hold to get a person who could fix the issue. And staff needs to understand the job! One there sent me a referral for a listing...including lifting 80 lbs. consistently, it was for concrete tender, and I am a 58 year old 130 lb. lady!!!! Since then they have also not listened to my needs from a job, over an hour to a job means gas, a LOT!! For a $9.00 hourly job, it means I would be making $8.05 after fueling my vehicle. They also send me listings for jobs that do not list the wage. I am less inclined to go in to inquire about a job there, because AFTER they print it out (in MY name) then I find out who and where the job is at and for what wage. This could have my unemployment stopped for refusing a job! And that is all I have ($275.00 a week!?) Not entirely enough to pay my monthly expenses, but hopefully i will soon get a real job. Since I moved here ten years ago, maybe 5 referrals have even led to an interview, and it is impossible to do the required follow up unemployment wants, as well as not knowing the company name on several, I cannot even list the contact person...the system never lets you know.. they are "suppressed" and CareerSource staff forward your resume to a company or person in secrecy.

- The referrals are a joke. It's just a piece of paper that the employer has no idea what to do with (at least the ones I have done in the past couple months). The W.I.A is just like the referrals except you wait to be qualified. I thought this was for finding jobs and it seems to be more of waste.

- No help unless to ask me to do a survey

- Trustworthy site.
- Not very user friendly when it comes to updating my resume, to time consuming, aggravating
- There is no help getting the job. The person at Career Source sends the resume to the employer, and their job is done. I was told it is up to me to get the interview and the job. They don't call the employer and say, Hey, I have a great candidate here! So the only help is the job listings. Other than that, I am on my own.
- I type in my job search information in the Career Source website and see what are the current listings for the day.
- Not user-friendly
- Hire someone like me that has more understanding of people similar to me and my situation. Your program is too political. Most people don't give a damn about politics. The college level and people of higher positions do not know nor understand the poor or out of work peasants as we are sometimes referred as. We may not have college diplomas hanging on our walls, but, we have more heart and soul and usually knowledge, when it comes to the real world. Politicians live out their lives in a fantasy world that we us peasants need them and we can't make it without them. Actually, it's the other way around. College level people think us peasants are beneath them, even though they use the terminology that they support the underachieved and less fortunate. i dare you to hire someone like me to make sense of the part that you people just don't get. You have to live the life to understand the realities of what you say you know, otherwise, you don't know as much as your diploma claims you do. That makes your diploma just a wall decoration and nothing more.
- I need all the help I can get especially since I have large time gaps between jobs.
- System is not user friendly and causes people to give up or worse

What do you like about the Employment Support Center services?

- Easy access to help.
- Easy To use.
- The personnel "human being" are very helpful
- The amount of job listings
- Very helpful in job postings
- Assistance to additional education

- Prompt help and friendly
- Easy access
- The assistance is there.
- Tracie Reid-Rowe - an efficient, organized, caring, intelligent Support Center employee!!!!!!!!!!!!!!!!!
- It had allot of jobs looking for employees.
- Flexibility in accessing it from anywhere, and having most of the resources available through the internet so I can work on my job search during odd times and from home.
- This is the 1st time I'm using the Employment Support Center so I cannot comment on what I like about it.
- all the help you get
- How they check up on me to see if I have found a job yet and offer suggestions that will help me get a job
- Everything
- Customer Service
- Have not yet used the services
- Ease of navigating their site.
- Easy to access
- Their availability
- Workshops
- When i do find a caring knowledgeble staff member, they are most helpful, will even tell me if have applied to the employer in question before pulling the job order. keeping my unemployment safe and not wasting either of us time. Yes, there are employers who list the jobs over and over but will not hire a woman. And others who use the WIA program for 1/2 price workers, and after the full pay is their responsibility, they let you got (having used the employees only chance at the program, but they can do this over and over!!! Sadly most of these caring people were let go too.
- One person on staff is helpful with questions I've had.
- I was able to get the help I needed quickly.
- That they call once in awhile and let me voice my opinions
- Staff knowledge- willing to help
- Nice people to assist me, good computer access
- Helpful
- They are responsive, and will answer questions. I enjoyed the workshops.
- the center, tools, friendly staff
- Jerry Miller was very friendly and he made me feel that the staff would all be approachable, friendly, and competent. I Also hope to meet with the PPN group.
- Professionals from the Employment Support Center call to check if iIhad found a job yet.
- I like that employers can go and find me.
- location is close to home
- I liked that it is local, they were very helpful and service oriented. They made sure that I understood how to use their services and were well versed on different aspects of aid for the unemployed.

- it's clean and the people are nice.
- too many job posting supressed
- The staff are very helpful
- easy to use
- Job posting
- THERE IS SOMEONE THERE
- it is a viable free tool, and was helpful
- none
- good info

What do you not like about the Employment Support Center services?

- Some time I would like for them to spend more time with me as an individual
- N/A
- The website some frustrations ... not totally user friendly
- haven't had any luck yet find a good job
- N/A
- Did not find me a job of which would apply to my work history and skills.
- The assistance is there. If you look hard enough for it.
- The site does not indicate whats required to fill out for reemployment
- Lack of funding for Experience Works
- I ran into a little trouble when trying to login yesterday, and I kept getting an error telling me that the site was already open in another browser window. After closing all browser windows, the error persisted. Today it's allowing me to login without error.
- Same as above but can't comment on what I don't like at this time.
- Nothing I don't like
- Nothing
- Have not used services yet
- The employees there do not try and help you when you need help
- Many of the jobs offered here are very specialized and are "out of my league".
- Not enough contact
- Distance to drive would rather use remotely
- Not enough emails to matchup jobs to qualifications
- They are stuck with rules that wont let them help you. If an employer will not hire females, they cant say so. Some of the staff are not well versed in job descriptions, and if you have the skill listed in tech terms, they say they cant give you the referral! In the

past I have tried to apply for jobs I was over qualified for, and they still would not give me the referral, because those skills were not on my resume. They want a 2 page maximum for a resume, and at my age, that would be a 9 page resume!

- Most of the employees are rude, lazy and not helpful at all.
- I have not found a job as of yet.
- That they offer free Alison learning, but it's not free for the certificate. I thought employment help was to be helpful.
- Haven't find out anything as of yet.
- not convenient
- There's nothing at this time
- Not getting involved with Employer-Candidate contact.
- I believe the professionals should call you periodically to see how you are doing in your job search and offer their advice that I may not know about.
- Do not like to go there in person. Uncomfortable.
- Not enough contact with prospective employers or job referrals. With a Master's Degree it should be taking me over 2 yrs to find a part-time position.
- some of the people that are working there do not know their job nor how to do certain things they should know in that environment. when i was there, i had some issues with the computer and my log in and they could not figure it out, saying i must have done something wrong. they called a tech on the phone and i had to talk to them to resolve the situation. it turned out it was a glitch that i happened to run into while first putting in the needed info on myself. go figure.
- nothing
- Nothing
- keeps telling me I haven't completed forms and I fill out the same thing 4 times a day
- THEY CALL ME TO SEE IF i HAVE FOUND EMPLOYMENT TO UPDATE THEIR RECORDS BUT THEN I HEAR LITTLE.
- there are not good results . Firs looks like there are some jobs that I can apply but no one is interested to hire me. There are no courses to change career where are more chances to get job. There are also very limited state funds for anything. That is what I heard.
- LONG WAY FROM MY HOME
- some of the employees were not very helpful
- It is only half of the equation people need assistance to eat and pay bills not recruiters wanting to sell educational services.
- too much to go around

How can we improve the Employment Support Center's services?

- More staff so they can call me with more job openings
- Help find people the right jobs.
- not sure. But i had a hard time finding help. But maybe that was just me...
- Highlight or star or some how mark it clear what need to be filled out to receive reemployment
- I didn't notice if it's already available, but the only thing I can think of that could improve the site's services would be a live interactive chat feature to get help on the spot.
- Will have to get back with you on this.
- None (x3)
- Doing great as it is
- Nothing
- Nothing is fine
- Do not have an opinion yet
- Better one on one support
- I would like to have access to learning centers for quickbooks, etc.
- Pay more attention to the users
- More virtual interaction less physical visits
- It's doing what it can
- Better screening of employers!. weed out the ones "using " the system. Stop listing jobs from other sites being listed as a way to fill the screen! I see some on CS that are on indeed, ect that show listed 30+ days ago! Get the listings to show at least the area on a map of the true location, not the center that posted the listing, they are wasting our time and gas to go to get the referral, only to find out it is really Zeppher hills, not Citrus County, etc.
- Hire people that truly would like to assist you in finding jobs.
- actually call the employers and verify they are looking for candidates with those requirements, that the job is still open, suggest candidates for the position, address is correct, etc. don't put on your site free learning when the thing that needs to be shown requires payment.. The calendar needs to show upcoming job fairs and hiring meetings that it currently does not.
- There is always room for improvement with any company- Maybe calls should be return sooner.
- be more user friendly not complicated
- There's nothing i can think of right now
- Be assigned one associate at the office that I can work with, and get to know. I have been called by many different people. I have to tell my story again..
- Not sure.
- I would like to see the professionals be more helpful.
- Hire a team that's sole job is to court potential employers, stay on top of these employers and meet their needs. I understand this is what the plan is. But I think bumping your employees with the best people skills to outside HR management positions. Their job will be to bring in all businesses. Find out the needs of the smaller companies, (Hit the streets), get to know the mom and pops and be attentive to their

requirements.

- Finding disabled or qualified applicants employment much quicker. I possess years of experience in sales and finance and customer service and have not been able to find a part-time job. This is ridiculous.
- hire me to help you understand the general public. i can give better input and understanding of how people think and perceive things from our level of perception of the way you people put things. i can critique the hell out of you forms and fill in the blank stuff, even your books. i have a knack for it.
- Additional seminars in computer technology. Also, more resume and online application training.
- not sure
- More resources for jobs and employment programs
- n/a
- I need help. I have asked several times to learn computer skills but I never hear anything.
- Research where the real jobs are and who real wants to employ. If I hear that there are 100 candidates for 1 position, that is not encouraging to even apply for anything. Ask the Congres and Mr. President to get back jobs from overseas to the US.
- have a box where patrons can anonymously give there feedback if their being helped or not. Provide orientation for newcomers so they know what help you provide.
- make it simple and easy for ppl to use it

Do you have any additional comments?

- They have been very helpful.
- I looked at job postings for hours upon hours and could not find a job that would be a good fit for me. I'm a high caliber worker that needs great earning potential. I saw a lot of " slacker " type jobs that seemed like revolving door positions. Those jobs do not pay enough. I'd have to work two to three jobs to earn for what I could earn with working one job.
- Thank you for all your support.
- We both know the unemployment numbers are not accurate, and I can understand not listing the employers name on the main page, but why cant they tell you who it is if you do have the skills the employer seeks before putting the referral in the system? / Did you know that almost 3/4 of the businesses in the Hernando Airport Park do not even have their name on the buildings? They are not hiring, and if they are an area map would at least let us know if the distance vs expense to get there is viable.
- Perhaps not an employment support center issue: We need to claim weeks bi weekly, and there are other e mails and functions to fulfill. Sometimes I feel I'm jumping through hoops that waste my valuable time and even hinder my job search time and energy. All the while I feel that if I click an incorrect button, I'll get sent to prison. Thank you for "listening." :)
- You have some great people working for you. I appreciate them.

- i know in my heart i can help out your organization. hire me.
- I need help getting an interview for a job that suits me.
- Please do your job little more like you real want to help people find a good job ant not to be a person who is coming for the pay check.
- There are few jobs available in Florida. Majority of the consultant jobs I have had paid a minimum of $45 per hour and were always located out of the state of Florida. In Florida those are few and far between.

Appendix B: Online Survey

Customer Satisfaction Survey CareerSource Employment Support Center

Thank you for your willingness to participate in this voluntary customer satisfaction survey. This survey is being sent as part of a larger evaluation conducted by the University of South Florida on behalf of the Pasco Hernando Workforce Board. Dr. George MacDonald is the Principal Investigator. He can be contacted through email at gmacdona@usf.edu or by phone at 813-974-

5977. We appreciate your feedback in helping us to learn about different aspects of the Employment Support Center in which you have participated. Your feedback is confidential. We appreciate your time.

What is your age? (If you are under 18, you are not eligible to take this survey.)

What is your sex?

- Male
- Female

Are you Hispanic/Latino?

- Yes
- No

What is your race/ethnicity?

- Black/African American
- Asian
- White
- Native American
- Pacific Island/ Native Hawaiian
- Multiracial
- Other (please specify)

Highest grade completed/degree earned:

- Less than high school
- High school
- Some college courses
- Associate's Degree
- Bachelor's Degree
- Graduate Degree

Do you own a computer?

- Yes
- No

Where do you access the Employ Florida Marketplace and/or the CareerSource website? (Mark **ALL** that apply)

My house
Relative's house
Neighbor's house
Public library
Other location (please specify)

How long have you been using the Employment Support Center?

This is the first time
Less than 3 months
3-5 months
6-8 months
9-11 months
1 year
2-3 years
More than 3 years

How did you find out about the **Employment Support Center**?

Family
Friend
On the Internet
Around the community
Word of mouth
Other (specify)

How frequently do you use the **Employment Support Center**?

This is my first time
Daily
A few times a week
Weekly
Two or three times per month
Monthly
A few times a year

What **Employment Support Center** services did you use **today**? (Mark **ALL** that apply)

Application assistance
Resume assistance
Job referrals
Password reset
Assistance completing forms
Employment verification
Workshops or instructional videos
Job postings

Referrals to other services

Other (specify)

What **Employment Support Center** services have you **used in the past**? (Mark **ALL** that apply)

Application assistance

Resume assistance

Job referrals

Password reset

Assistance completing forms

Employment verification

Workshops or instructional videos

Job postings

Referrals to other services

Other (specify)

None

Indicate how helpful the **Employment Support Center** services/resources have been for you.

	Extremely helpful	Helpful	Somewhat unhelpful	Not at all helpful	I have not used this service
Application assistance					
Resume assistance					
Job referrals					
Password reset					
Assistance completing forms					
Employment verification					
Instructional videos					
Job postings					
Referrals to other services					
Other (specify)					

How do you feel about accessing the CareerSource services through the **Employment Support Center**?

Easy to access

Somewhat easy to access

Somewhat difficult to access

Difficult to access

Comments

Have you used social media like Facebook, Twitter, and/or LinkedIn in your job search?

Yes, all the time

Yes, sometimes

No

Have you visited CareerSource's Facebook and Twitter pages?

Yes, I have visited Facebook.

Yes, I have visited Twitter.

Yes, I have visited Facebook and Twitter.

I have not visited either of them.

How useful has the information on Facebook and/or Twitter been for you?

Extremely useful

Useful

Somewhat useful

Not at all useful

Comments

Overall, how helpful are the services offered by the **Employment Support Center**?

Extremely helpful

Helpful

Somewhat unhelpful

Not at all helpful

Overall, how satisfied are you with the **Employment Support Center's** services?

Extremely satisfied

Satisfied

Somewhat satisfied

Dissatisfied

Extremely dissatisfied

What do you like about the **Employment Support Center** services?

What do you **not** like about the **Employment Support Center** services?

How can we improve the **Employment Support Center's** services?

Do you have any additional comments?

If you are interested in sharing more about your experiences with the Employment Support Center with one of us, please provide your name and contact information.

Thank you for your time!

Appendix C: In person survey

Customer Satisfaction Survey

Employment Support Center

Thank you for your willingness to participate in this voluntary customer satisfaction survey. We are part of a team of researchers from the University of South Florida who are working on behalf of the Pasco Hernando Workforce Board. We are working with CareerSource to understand the quality of their services. We want to understand the ways the Employment Support Center is helping you and ways it can better meet your needs. Your feedback is valuable and will help us to better understand your needs and how well they are met. Thank you for taking the time to participate in our survey. Your feedback is confidential. We expect that the survey will take no more than 10-15 minutes of your time. If you have any questions or concerns about this survey, you may contact Dr. George MacDonald at gmacdona@usf.edu or at 813-974-5977.

Customer Satisfaction Survey

Employment Support Center

Thank you for your willingness to participate in this voluntary survey. We appreciate your feedback in helping us to learn about different aspects of the Call Center in which you have participated. Your feedback is confidential. This information is very important to us for future improvements of the services. We appreciate your time.

Demographics:
Age: (do not send if under 18) _____

Sex: ☐ Male ☐ Female

Are you Hispanic/Latino? ☐ Yes ☐ No

Race/ethnicity: ☐ Black/African American ☐ Asian ☐ White ☐ Native American
☐ Pacific Island/ Native Hawaiian ☐ Multiracial ☐ Other _____

Highest grade completed/degree earned:

- Less than high school
- High school
- Some college courses
- Associate's Degree
- Bachelor's Degree
- Graduate Degree

1. Do you own a computer?
   - Yes
   - No

2. If no, do you have access to a computer?
   - Yes
   - No

   Where? _____

3. Where do you access the Employ Florida Marketplace and/or the CareerSource website? (Mark ALL that apply):
   - My house
   - Relative house

- Neighbor house
- Public library
- Other location (please specify) _____

4. Have you ever called the Employment Support Center?
   - Yes
   - No

5. How long have you been using the **Resource Room**?
   - This is the first time
   - Less than 3 months
   - About 3-5 months
   - About 6-8 months
   - About 9-11 months
   - 1 year
   - 2-3 years
   - More than 3 years

6. How did you find out about the **Resource Room**?
   - Family
   - Friend
   - On the internet
   - Around the community
   - Word of Mouth
   - Other (specify)

7. How frequently do you visit the **Resource Room**?
   - This is my first time
   - Daily
   - Few times a week
   - Weekly
   - Twice a month
   - Monthly
   - Few times a year

8. What **Resource Room** services did you use **today**? (Mark ALL that apply)
   - Application assistance
   - Resume assistance
   - Job referrals
   - Password reset
   - Assistance completing forms

- Employment verification
- Workshops or Instructional Videos
- Job postings
- Referrals to other services
- Other (specify)

9. What **Resource Room** services have you have used **in the past**? (Mark all that apply)
   - Application assistance
   - Resume assistance
   - Job referrals
   - Password reset
   - Assistance completing forms
   - Employment verification
   - Workshops or Instructional Videos
   - Job postings
   - Referrals to other services
   - Other service(s) (specify)
   - None

10. Indicate how helpful have been the **Resource Room** services/resources you have used. Please select N/A for those services you have not used.

	Extremely Helpful	Helpful	Somewhat unhelpful	Not at all helpful	I have not used this service.
Application assistance					
Resume assistance					
Job referrals					
Password reset					
Assistance completing forms					
Employment verification					
Instructional videos					
Job postings					
Referrals to other services					
Other (specify)					

11. How comfortable would you feel about accessing the CareerSource services through the Employment Support Center?
    - Very comfortable
    - Comfortable
    - Somewhat comfortable
    - Not comfortable at all

Comments:

12. Have you used social media like Facebook, Twitter, and/or LinkedIn in your job search?
    - Yes, all the time
    - Yes, sometimes
    - No

13. Have you visited the CareerSource's Facebook and Twitter pages?
    - Yes, I have used Facebook
    - Yes, I have used Twitter
    - Yes, I have used Facebook and Twitter
    - None of them

    If yes, how useful has been the information presented on the page(s) for you?
    - Extremely useful
    - Useful
    - Somewhat useful
    - Not at all useful

Comments:

14. Overall, how helpful are the services offered by the **Resource Room**?
    - Extremely helpful
    - Helpful
    - Somewhat helpful
    - Not at all helpful

15. Overall, how satisfied are you with the **Resource Room** services?
    - ☐ Extremely satisfied
    - ☐ Somewhat satisfied
    - ☐ Dissatisfied
    - ☐ Not at all satisfied

16. What do you like about the **Resource Room** services?
17. What do you not like about the **Resource Room** services?
18. How can we improve the **Resource Room** services?
19. Do you have any additional comments?

Staff interview

Thank you for your willingness to participate in this interview. We are interested in hearing about your experiences with the workforce grant, your perceptions about the implementation of the online service delivery to date, its strengths and areas that may be in need of improvement.

Demographics:

Age: _____

Sex: ☐ Male ☐ Female

Are you Hispanic/Latino? ☐ Yes ☐ No

Race/ethnicity: ☐ Black/African American ☐ Asian ☐ White ☐ Native American
☐ Pacific Island/ Native Hawaiian ☐ Multiracial ☐ Other _____

Position title: _____

How long have you worked for the ESC/PHWB?

What does a typical day look like?

a. How many calls do you take a day?

A. Employment Support Center

1. What are your general perceptions of the services provided by the ESC?
    a. Quality of services
    b. Effectiveness of services

2. Have you made any change(s) to the way you offer the services since 2012 time? [If started working after 2012, have changes been made since you started working in ESC?]
    a. Approximately, how much time do you spend assisting customers?
    b. What are the most solicited services?
    c. What will happen if a customer has difficulties with the assistance provided by phone?
    d. Can you share some of the most common difficulties a customer can have when accessing the services by phone?

e. How comfortable are most customers with using services through the ESC?

3. Have you noticed any improvements as a result of the Call Center (ESC) services being offered to customers? If yes, in what way?
    a. Knowledge of services
    b. Access to services (make sure to ask about this)
    c. Use of services
    d. Job placements
    e. Program attrition
    f. Amount of services provided per staff member
    g. Reaching hard-to-reach customers

4. How often do you assist customers with each of the following?

	Daily	Weekly	Monthly	A few times a year	Never
Application assistance					
Resume assistance					
Job referrals					
Password reset					
Assistance completing forms					
Employment verification					
Instructional videos					
Job postings					
Referrals to other services					
Other (specify)					

5. What do you think have been the successes of the employment support call center (ESC) model?
    a. What has been the most fundamental information or services?
    b. What changes in the way customers use the services have you noticed?
    c. Are customers better able to meet their needs?
    d. What ways does the ESC help to streamline service delivery to CareerSource customers?
    e. What technology is used to assist customers?

6. What do you think have been the challenges/barriers of the implementation of ESC service delivery?
    a. Have you experienced any challenges?
    b. Have your customers experienced any challenges?
    c. What factors do you think prevent customers from using the call center services?

7. Are there any changes/modifications that you would recommend to improve the implementation of the ESC service delivery?
    a. How can the online service delivery be improved?

8. How satisfied are you with the implementation of the ESC service delivery? What about customers?

B. Online Resources

9. How effective do you think the video modules have been?
    a. Do you think that the content has helped customers?
    b. What have been the most beneficial aspects of the video modules? (ask for customer reactions)
    c. What have been the least beneficial aspects of the video modules?
    d. Do you have any feedback from customers about the quality of the information in the videos (clear, easy to follow, etc.)

C. Social Media

10. How useful has social media and texting been in reaching more customers?
    a. What works well?
    b. What could work better with social media?
    c. Do you have any sense of how often customers use the social media sites?
    d. Do you have any feedback from customers about the quality of the information (clear, easy to follow, etc.)

e. Do you have any feedback from customers about the usefulness of the information provided?

D. Integration of Services

11. How does the Call Center (ESC) compliment the on-site services provided?

12. How does the online service delivery compliment the on-site services provided?

13. How does the online service delivery compliment the Call Center (ESC)?

14. Is there anything else you would like to share? Anything else that I should know?

Administrator interview

Thank you for your willingness to participate in this interview. We are interested in hearing about your experiences with the workforce grant, your perceptions about the implementation of the online service delivery to date, its strengths and areas that may be in need of improvement.

Demographics:

Age: _____

Sex: ☐ Male ☐ Female

Are you Hispanic/Latino? ☐ Yes ☐ No

Race/ethnicity: ☐ Black/African American ☐ Asian ☐ White ☐ Native American
☐ Pacific Island/ Native Hawaiian ☐ Multiracial ☐ Other _____

Position title: _____

How long have you worked for the ESC/PHWB?

What does a typical day look like?

b. How many calls do you take a day?

B. Employment Support Center

1. What are your general perceptions of the services provided by the ESC?
    a. Quality of services
    b. Effectiveness of services

2. Have you made any change(s) to the way you offer the services since 2012 time? [If started working after 2012, have changes been made since you started working in ESC?]
    a. Approximately, how much time do you spend assisting customers?
    b. What are the most solicited services?
    c. What will happen if a customer has difficulties with the assistance provided by phone?
    d. Can you share some of the most common difficulties a customer can have when accessing the services by phone?

e. How comfortable are most customers with using services through the ESC?

3. Have you noticed any improvements as a result of the Call Center (ESC) services being offered to customers? If yes, in what way?
    a. Knowledge of services
    b. Access to services (make sure to ask about this)
    c. Use of services
    d. Job placements
    e. Program attrition
    f. Amount of services provided per staff member
    g. Reaching hard-to-reach customers

4. How often do you assist customers with each of the following?

	Daily	Weekly	Monthly	A few times a year	Never
Application assistance					
Resume assistance					
Job referrals					
Password reset					
Assistance completing forms					
Employment verification					
Instructional videos					
Job postings					
Referrals to other services					
Other (specify)					

5. What do you think have been the successes of the employment support call center (ESC) model?
    a. What has been the most fundamental information or services?
    b. What changes in the way customers use the services have you noticed?
    c. Are customers better able to meet their needs?
    d. What ways does the ESC help to streamline service delivery to CareerSource customers?
    e. What technology is used to assist customers?

6. What do you think have been the challenges/barriers of the implementation of ESC service delivery?
    a. Have you experienced any challenges?
    b. Have your customers experienced any challenges?
    c. What factors do you think prevent customers from using the call center services?

7. Are there any changes/modifications that you would recommend to improve the implementation of the ESC service delivery?
    a. How can the online service delivery be improved?

8. How satisfied are you with the implementation of the ESC service delivery? What about customers?

B. Online Resources

9. How effective do you think the video modules have been?
    a. Do you think that the content has helped customers?
    b. What have been the most beneficial aspects of the video modules? (ask for customer reactions)
    c. What have been the least beneficial aspects of the video modules?
    d. Do you have any feedback from customers about the quality of the information in the videos (clear, easy to follow, etc.)

C. Social Media

10. How useful has social media and texting been in reaching more customers?
    a. What works well?
    b. What could work better with social media?
    c. Do you have any sense of how often customers use the social media sites?
    d. Do you have any feedback from customers about the quality of the information (clear, easy to follow, etc.)

e. Do you have any feedback from customers about the usefulness of the information provided?

D. Integration of Services

11. How does the Call Center (ESC) compliment the on-site services provided?

12. How does the online service delivery compliment the on-site services provided?

13. How does the online service delivery compliment the Call Center (ESC)?

14. Is there anything else you would like to share? Anything else that I should know?