



SELECTION & MONITORING COMMITTEE MINUTES

Private Industry Council
REACH Building - Room 118
2342 N. 27th Street - Milwaukee, Wisconsin 53210

Thursday, March 15, 2007 - 1:30 P.M.

Committee Members:

Present: Tim Russell (Chair), Willie Johnson Jr. (2:00 p.m.), Sheila Knox, Lupe Martinez, Carol Sample

Others Present: Board Members Lea Collins-Worachek and Robert Dennik (1:33 p.m.), Board President Gerard Randall (1:35 p.m.)

Absent: Brig. Gen. Robert Cocroft, Paul Soczynski, Jeannetta Robinson, Charles Vang, Leonila Vega

Staff Present: Chad Austin, Teresa Devcic, Mark Kessenich, Maria Kielma (Communication Link), Therese Palazzari, Amy Pringle, Michelle St. Clair, Paul Wechter, Sue Wile, Lamont Williams, Dave Wilson

Guests/Visitors Present: Doug Bartz (WCS), Shawana Collins (MSD), Tony Dziedzic (Kaiser Group), Jim Eagan (Workforce Economics), Jim Hagen (MATC), Melony Howard (Kaiser Group), Tina Koehn (UMOS), Theresa Loerke (DWD/DWS), Jose Martinez (UMOS), Carmen Rivera (UMOS), Gregory Williams (WCS), Elizabeth Torres (WCS), Allen Turner (Job Service)

MINUTES

(Pending Committee Approval)

Chair Tim Russell called the meeting to order at 1:30 p.m.

I. Approval of the February 22, 2007 Minutes

Due to a lack of quorum, Item I was put on hold. The committee moved on to Item II - WIA Adult Re-Design.

II. WIA Adult Re-Design – Value Stream Mapping Final Report - *Informational*

Dave Wilson presented the Lean Advisory Team from Workforce Economics, Inc. and the Value Stream Mapping team members. Mr. Wilson then introduced Jim Eagan of Workforce Economics and team leader Michelle St. Clair to present the final report.

Michelle St. Clair opened with the Value Stream Mapping (VSM) summary that was introduced in the last Selection Committee meeting. The Lean team used tools to assess the re-designing of the business operatives. The team first has processed the current state covering marketing, hotline, “first contact” to job placement, secondly - the current map intake process and thirdly - the short-term future state process.

The Value Stream Mapping team consists of 21 members of the PIC, DVR, UMOs, Kaiser Group, Job Service, Wisconsin Community Services (WCS), Multicultural Community Services, MATC-Pre College Education, Fox Cities Workforce Development Board and Workforce Economics, Inc. The teams have met 6 times in addressing the need for change within the workforce systems and better WIA adult participant flow.

Ms. St. Clair referred the committee to “Current State” and “Future State” Value Stream Map flowcharts (page 21 and 22) which summarized the process of jobseekers calling to hotline all the way to job placements. The finding in the current state is that the process of enrolling a customer in the WIA program took about 65 days, approximately 1,566 hours. Out of that number of hours, only .35% of it was value added.

As shown in the “Future State” Value Stream Map chart to redesign the system, the teams have brainstormed on ways to reduce the wait time and add on the percentage of value added time. Ideas discussed were such as considering system constraints, required activities, orientations and customers’ needs.

Ms. St. Clair explained the chart on page 22 states the team’s recommendations for short-term future state mapping. Handouts of the WIA Adult Program Intake Redesign - Short-Term Future State Steps (July 1, 2007) notes from the February 23, 2007 mapping session were distributed. Ms. St. Clair went over the 4 steps of the Short-Term Future State Steps (attached) from marketing/phone intake to enrollment.

In this future state goal, the steps from 1 through 4 should take about 10 days which is a significant change from the 65-day process in the current state.

Jim Eagan presented from the report outlining the differences between value added and non value added time in the current and future states and pointed out the value added time has increased while the non-value added has decreased in the future state plan. The non-value added time increases only based on the control of jobseekers – such as the delay of providing sufficient paperwork. The value added time has increased to 3.12% in registering customers which is a significant jump compared to the current state.

Mr. Eagan explained during the team’s findings there are three primary constraints of the new system:

1. Money for increase of or shift in staff, space, and marketing materials.
2. Finishing system improvements – enrollment to employment.
3. Comprehensive Job Center development efforts.

Probably the top constraint is finishing system improvements. Mr. Eagan stressed the importance of solving the problem areas of current value stream process first, because if not, then the risk of failure is high in the future state mapping. One of the other possible areas of difficulties is the development of CJC staff’s understanding in effectively directing jobseekers to the appropriate programs, understanding of enrollment requirements for each program and have a vast knowledge/database of employers to place jobseekers in appropriate employment.

Sheila Knox inquired if case managers would be solely responsible for the actual registration of customers and how would one WIA staff specialist handle a large volume of customers such as 20 walk-ins in the same day.

Michelle St. Clair suggested the first-come first-serve basis would be the one way of dealing with this type of situation but assured the committee that the team would find ways to handle any type of problems down the road if they repeatedly occur during the new process. Ms. St. Clair emphasized what Mr. Eagan had commented that it is not as important to increase a caseload or to register more clients than it is to be able to meet clients' needs.

Chair Tim Russell addressed Ms. Knox' concern that what would be happening is that basically customers would be informed on what to do next and what information to bring at their next meeting, and 2 or 3 customers could be met with at once. Chair Russell expressed his confidence in the WIA staff and case managers to handle complex situations as they arise. Chair Russell reassured the committee problematic issues would be evaluated and resolved along the way, and continual changes, if legal, would be made to better meet the customers' needs.

Lupe Martinez complimented the staff committee's accomplishment on reducing non-value added time from 65 days to 10 days. Mr. Martinez inquired if we would be able to afford the new system, and secondly, what the time frame is to implement the new system, to inform customers of the change and to train current staff on how to better meet customers' needs.

Michelle St. Clair responded the approximate time frame to implement the new system is July of 2007 after RFPs are sent out and processed. In the meeting packet, tab 5 "RFP for Adult Case Management July 2007-June 2008," addresses this issue. Dave Wilson added that it also addresses payment issues.

Lea Collins-Worachek suggested for the partners to assist WIA staff with customer caseloads whenever the need to address a large volume of customers arises, as well as training those who are not under the WIA programs to be able to identify and refer customers to appropriate intake staff. Ms. Collins-Worachek stressed the importance of open communication between the partners and WIA staff.

Jim Eagan commented that point was brought up repeatedly in the meeting processes for partners and WIA staff to keep an open dialog.

Chad Austin (PIC Staff) explained how certain groups such as Umbrella Committee and partners at the Job Services and the PIC, among the others, have been working together to develop a more comprehensive job center plan for staffing at the Job Centers, including receptionists and front line staff, to assist with the new system. Some of the case managers and management staff from various agencies are also working on developing cross training by various partners.

Carol Sample agreed with the need for a continual open communication between CJsCs and partners. Ms. Sample referred to step 1 – Phone Intake – with a suggestion for call receivers to do more than just directing customers to certain CJsCs – and inquired the staff if call receivers should also be able to inform customers what paperwork would be required for eligibility to bring to CJsCs to save time. Customers would probably appreciate being informed beforehand of what documents they may need to bring.

Michelle St. Clair replied the team had agreed the focus is more on the CJC to provide orientations for customers to be aware of the eligibility requirements. However, the committee has the right to decide if the eligibility requirements information should begin with the phone intake services and not at the CJsCs.

Chair Tim Russell suggested one possibility is for customers to be informed of the eligibility requirements soon after they've called in to register - via e-mail or by mail - as callers may not remember what to bring if told over the phone.

Sheila Knox agreed that the phone intake should be right to the point, and to prevent prolonging the answering services, the paperwork instructions should be avoided.

Carol Sample suggested then for the marketing materials to print the eligibility requirements informing jobseekers on what they would be expected to bring to the CJs.

Michelle St. Clair referred to the short-term future map which includes making all the intake to become electronic which would dramatically cut down non-value added time.

Ms. Sample asked for clarification on "self-guidance assessments." Ms. St. Clair described part of the self-guidance assessment would be done online wherever the customers choose to do - at home, public library or in the resource room. A staff person would be available to assist customers on how to process it online.

Lea Collins-Worachek proposed a motion to thank all the participants involved in the value stream mapping process on redesigning the system.

Sheila Knox seconded.

Motion carried unanimously.

Mr. Eagan referred to one of the points to focus on: the Future State Action Plan, the most emphasis being the staff development which is continual. The rest of the 10 action items are outlined on page 18 in the meeting packet.

Mr. Eagan then moved on to Metrics. The team has decided to divide metrics by classification of whether they were comparative to the existing "Current State" and evaluative metrics for the success of the "Future State" as described on page 17. Mr. Eagan stressed the agreed upon metrics must be publicized and visible to all system participants, including jobseekers. People who could see what the plan is and what problem areas to be solved would cause the system to improve dramatically.

Mr. Eagan advised modifying section 2 of the recommendations on page 19 - "Begin Lean Overview Training for all other PIC Staff" to "Begin Lean Overview Training for all other PIC staff and contractors or future contractors staff." Contractors should be offered orientations to better understand the Lean tools and to be aware of the improvements that are being made in the new system.

The rest of the 8 recommendations provided by Workforce Economics Inc. are outlined in the report (meeting packet) and reviewed by Mr. Eagan.

Conclusions (pg. 20):

- The marketing was listed as one of the top action items, however, the contribution of cost and time to implement the "Future State" should be minimized, due to the adequate supply of

III. Placement Report – January 2006 - January 2007 - Informational

Sue Wile reviewed the Case Management Contractor Placements by Training Type chart from January 1, 2006 to January 31, 2007. Contractors are Interfaith, HAFA, Kaiser, UMOS and WCS. As it has been for the past several years, half of the participants in 2006 did not receive training. Most of the other half of the participants received Individual Training Account (ITA) training.

Total number of placements of 366 benchmark: 243

Total percentage of benchmark reached: 66 %

Lea Collins-Worachek inquired how most of those placed received jobs without prior training. Dave Wilson replied that historically, less than 30% of the customers receive training. Carol Sample added the need for jobs is usually urgent, many of these customers would not have the financial means or time to be in training first and some of the placements were probably not quality placements.

Chair Tim Russell thanked Sue Wile for the report and referred the committee to item 4.

IV. Response to Kaiser Group Request - Approval

Dave Wilson announced in the last committee meeting Kaiser Group had requested for a contract adjustment in their current WIA adult case management contract which ends July 31, 2007. The request was for full cost reimbursement while maintaining partial staffing and continuing the provision of services without penalty.

The staff recommended the following changes without making an adjustment in the contract language with regard to payment to both the WCS and Kaiser contractors:

1. Allow the contractors to continue partial staffing levels without penalty due to several Kaiser staffers stepping out recently with only a quarter of the contract year left.
2. Allow the current contractors to bid on the next program year Requests for Proposals even if the performance level requirement isn't met.
3. Consider only the performance outcomes after the first six months of their contracts when considering their future requests for funding.

Mr. Wilson expressed the staff values the contractors in partnership with the PIC. However, to recommend any changes in the contract language regarding payments would not be just to the other contractors, past and future.

Sheila Knox suggested to close the contract in June 30, 2007 with the costs reimbursements to Kaiser (and WCS if needed) and allow them to start over with a clean slate in July 1, 2007. Mr. Wilson replied it was the Board's decision to come up with this policy on performance based contract.

Tony Dzedzic of Kaiser Group shared their agency has been 100% staffed and was at a higher risk at losing money than those who have not had a 100% staffing. Two of their case managers quit in the last three weeks, which resulted in the loss of full cost reimbursements according to the contract. However, he and his agency believe in a 100% staffing operation to continue

serving customers, the reason for Kaiser's request for full cost reimbursement to continue after July 2007.

Lupe Martinez expressed though his agency made the decision last December not to go forward with the contract, he supported meeting Kaiser's request to receive the reimbursement. Mr. Martinez stressed the focus should be on the customers currently on the caseloads, whether they would continue to receive services or not with the cost cuts.

Chair Russell reaffirmed the committee that Selection & Monitoring Committee as a whole has the authority just as the full board to hold a vote to modify the policy.

Gerard Randall stressed the importance of the integrity of contracts and that they be upheld regardless of the circumstances. The performance measures were set up by the Federal, the State and this Board. Within the PIC, staff tackles problematic areas whenever they arise. The same is expected of contractors. However, if the contractors step out for whatever reasons, the PIC is still accountable for the contractors and will need to take over the rest of the caseloads regardless of funding or staffing availability. Secondly, the Board sets up requirements such as performance measures, that PIC has to also measure up to. The Board also needs to accept the accountability of not meeting the goals.

Motion to approve staff's recommendations:
Second:

Robert Dennik
Willie Johnson, Jr.

Sheila Knox proposed for Kaiser to receive the cost reimbursement regardless of the contract requirements.

3 opposed to approve staff's recommendations:

Sheila Knox
Lupe Martinez
Carol Sample

The motion was passed with 5 aye's and 3 nay's

VI. Other Business

None.

VII. Adjourn

Motion to adjourn:
Second:

Lea Collins-Worachek
Robert Dennik

The motion was passed unanimously.

The meeting adjourned at 2:50 p.m.