



Florida's New Workforce Balanced ScoreCard



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WFI formed a Data Review Task Force to review the Red and Green report and other performance reports in order to develop recommendations for a key indicator or “dashboard” report that would present a more balanced picture of regional workforce board activities and outcomes. At the May 2006 WFI board meeting, the Data Review Task force presented its recommendations for a balanced scorecard report that would combine both short-term and long-term measures and other key yes/no indicators. These recommendations were adopted by the full WFI Board. WFI and AWI staffs were directed to draft the definitions and develop the methodologies necessary to implement the Data Review Task Forces’ recommendations. The measure definitions are still under review and are subject to change. *More information regarding the Balanced Scorecard will be provided upon final resolution.*

1 JOBSEEKER ENTERED EMPLOYMENT RATE

How successful are the general jobseekers who use Employ Florida services at getting jobs?

For those Wagner-Peyser (WP) applicants not employed at participation, the percentage employed the 1st quarter after exit is based on a match with quarterly UI wage report data. This is the same as the federal common measure required by USDOL. This measure was not included in the Data Review Task Force Recommendations accepted by the WFI Board. However it is the recommendation of WFI/AWI staff that it be included for the following reasons:

- 1) the WP VETS Entered Employment Rate measure that was included among the recommendations is a subset of this measure;
- 2) without this measure the report would include no outcome measure for Wagner Peyser JobSeeker; and
- 3) the WP related Employer Market Penetration measure will take time to phase in and cannot be fully implemented for 2006-2007.

2 VETERAN ENTERED EMPLOYMENT RATE

How successful are the veterans who use Employ Florida services at getting jobs?

For those veterans not employed at Wagner-Peyser (WP) participation, the percentage employed the 1st quarter after exit is based on a match with quarterly UI wage report data. This is the same as the common measure required by USDOL.

3 EMPLOYER MARKET PENETRATION - Under Review

Are Employ Florida services being used by employers?

This measure would express the unduplicated number of employers receiving Employ Florida services, as a percentage of the region’s employers. AWI is currently researching the methodology for determining the number of employers by region, which would constitute the denominator. Currently, they are working on methodology based on the Labor Market Statistics (LMS) universe of employers (The Enhanced Quarterly Unemployment Insurance Address File or EQUI).

4 EMPLOYER AWARENESS - Under Review

How aware are employers in the community of the Employ Florida system and its services?

This measure will be based on a survey of area employers to ascertain whether they are aware of the state’s Employ Florida system, the services it offers and the extent to which they use the system. It will take some time to develop and test the methodology for this measure and therefore it is recommended that that it not be implemented prior to July 1, 2007. AWI is in the process of researching options for this measure. It is assumed that this would be an annual survey due to its size and scope.

5 EMPLOYMENT RATE FOR THOSE RECEIVING SERVICES

How successful are disadvantaged adults and the unemployed in need of training, at getting jobs after using Employ Florida services?

This measure combines the Workforce Investment Act (WIA) current short-term measures for entered employment for WIA adults and dislocated workers at exit. The denominator is the unduplicated total number of all adult and dislocated worker exiters regardless of employment status at registration. The numerator is the total number employed at exit.

6 EARNINGS RATE FOR THOSE RECEIVING SERVICES

What is the comparative earnings rate for disadvantaged adults and the unemployed in need of training who get a job after receiving Employ Florida services?

This is the average Workforce Investment Act (WIA) adult and dislocated worker earnings the first quarter after exit, for those employed the first quarter after exit, expressed as a percentage

of the regionally adjusted Lower Living Standard Income Level (LLSIL) for a family of three. Regional adjustments are based on the Florida Price Level Index. (Source: AWI, Office of Workforce Information Services, Labor Market Statistics). Average earnings for the unduplicated total of adults and dislocated workers is based on UI quarterly wage report data. This measure involves a shift to the use of actual earnings based on the UI wage reports rather than the wage rate reported at the time of placement. Actual base data will need to be collected and evaluated to determine if revised or additional criteria need to be established for the purpose of comparing regional performance, the award of incentives, etc.

7 EMPLOYMENT RETENTION RATE FOR THOSE RECEIVING SERVICES

Do those disadvantaged adults and the unemployed in need of training, who get a job after the receipt of Employ Florida services, remain employed?

This is the unduplicated total of Workforce Investment Act (WIA) adults and dislocated workers employed the 2nd and 3rd quarters after exit, expressed as a percentage of the total of all those employed, the 1st quarter after exit. Employment is based on UI wage report data.

8 YOUTH AVERAGE GRADE LEVEL GAIN

Do basic skills deficient youth who receive Employ Florida services make significant gains in their reading or math competency? - Under Review

The average annual grade level increase for all Workforce Investment Act (WIA) basic skills deficient youth is based on pre- and post-test results at 1 year or exit. The measure applies to both in-school and out-of-school participants who are assessed as basic skills deficient at registration. The higher of the two results for either numeracy or literacy gain will be used to calculate the measure. As this involves new data collection methodology, it is recommended that this measure be phased in during the 2006-2007 Program Year and that it not be counted in the calculation of incentives for the initial year. This definition also necessitates the development of state policy to provide guidelines relative to the testing of both in-school youth and out-of-school youth.

9 YOUTH POSITIVE OUTCOME RATE

Do youth who receive Employ Florida services achieve employment or educationally related positive outcomes?

This measure is a percentage of all Workforce Investment Act (WIA) youth, with positive outcomes at the 3rd quarter after exit. The numerator is the count of all older and younger youth, including those 18-21 served only as adults, who by the 3rd quarter after exit obtain a credential, or obtain a diploma, or who are in post-secondary education or advanced training or qualified apprenticeships or the military or who are employed.

10 WELFARE CLOSED CASE OUTCOME RATE

Do welfare recipients who receive Employ Florida services leave welfare with employment-related outcomes?

This is the percentage of closed TANF funded Temporary Cash Assistance (TCA) cases that were closed with earned income. The numerator is the unduplicated sum of TCA cases that received TANF during the report period that were closed, due to earnings (based on 13 reasons defined by DCF, but also includes individuals whose TCA case closed, for reasons not represented in the 13 codes, that had an unsubsidized job open in the WT data entry system during the report period). The denominator is the unduplicated sum of closed TCA cases that received TANF during the report period. Calculated at point of case closure. This is the same as the current Red & Green Report measure.

11 WELFARE TRANSITION EARNINGS RATE

What is the comparative earnings rate for welfare recipients who get a job after receiving Employ Florida services?

The comparative earnings rate for the welfare transition program average wage, the first quarter after case closure, for TANF cases closed with earned income, expressed as a percentage of the regionally adjusted Lower Living Standard Income Level (LLSIL) for a family of three. Regional adjustments are based on the Florida Price Level Index. (Source: AWI, Office of Workforce Information Services, Labor Market Statistics). Average wage is based on UI quarterly wage report data. As this measure involves a shift to the use of actual earnings based on the UI wage reports rather than the wage rate reported at the time of placement, actual base data will need to be collected and evaluated to determine if revised or additional criteria needs to be established, for the purpose of comparing regional performance, the award of incentives, etc.



Due Date: Starting JAN. 2007; APRIL 2007; JULY 2007

12 WELFARE TRANSITION RETENTION RATE

Do welfare recipients who get a job after the receipt of Employ Florida services remain employed?

Of those TANF cases closed with earnings, the number employed the 2nd and 3rd quarters after case closure is based on a match with quarterly UI wage report data. As this measure involves a shift to the use of actual earnings based on the UI wage reports, rather than the wage rate reported at the time of placement, actual base data will need to be collected and evaluated to determine if revised or additional criteria needs to be established, for the purpose of comparing regional performance, the award of incentives, etc.

13 CUSTOMER SATISFACTION – FOR THOSE WHO RECEIVED TRAINING-RELATED SERVICES

How satisfied are Employ Florida Customers who receive training-related services?

This measure is based on a monthly telephone survey, the average participant rating for the three federally mandated questions regarding overall satisfaction reported on a 1–10 point scale. This is the methodology that is currently employed under the Workforce Investment Act (WIA) for regional WIA adult, dislocated worker, and youth customers in the survey conducted, in Florida, by Brandt Information Services, Inc. under contract with WFI.

14 CUSTOMER SATISFACTION – WAGNER-PEYSER (WP) INDIVIDUALS

How satisfied are Employ Florida Customers with general job placement/job referral services?

This measure is based on a monthly telephone survey, the average participant rating for the three federally mandated questions regarding overall satisfaction reported on a 1-10 point scale. The methodology is the same as that currently employed for regional Wagner-Peyser (WP) jobseekers, in the survey conducted, in Florida, by Brandt Information Services, Inc. under contract with WFI.

15 CUSTOMER SATISFACTION – ALL EMPLOYERS

How satisfied are employers who receive Employ Florida services?

This measure is based on a monthly telephone survey, the average employer rating for the three federally mandated questions regarding overall satisfaction reported on a 1-10 point scale. This is the methodology that is currently employed for the regions in the survey conducted in Florida by Brandt Information Services, Inc. under contract with WFI.

DRAFT Version of Initial

BALANCED SCORECARD MEASURE	Note	1	2	3	4	5	
1 JobSeeker Entered Employment Rate (WP)	2	60.1%	59.8%	62.3%	65.4%	59.3%	5
2 Veteran Entered Employment Rate (WP)	2	54.4%	56.5%	50.3%	62.4%	61.7%	5
3 Employer Market Penetration - Not Available							
4 Employer Awareness - Not Available							
5 Employment Rate for those Receiving Services (WIA)	1	100.0%	100.0%	100.0%	100.0%	100.0%	8
6 Earnings Rate for those Receiving Services (WIA)	2	119.8%	109.7%	109.7%	135.2%	148.7%	13
7 Employment Retention Rate for those Receiving Services (WIA)	3	89.9%	85.5%	83.6%	89.5%	90.9%	9
8 Youth Average Grade Level Gain - Not Available (WIA)							
9 Youth Positive Outcome Rate (WIA)	3	79.7%	97.8%	81.5%	93.4%	88.3%	9
10 Welfare Closed Case Outcome Rate (WT)	1	36.0%	38.0%	44.2%	34.3%	47.8%	3
11 Welfare Transition Earnings Rate (WT)	2	54.6%	49.7%	53.9%	54.2%	52.4%	5
12 Welfare Transition Retention Rate (WT)	3	74.4%	69.4%	77.6%	70.7%	75.9%	7
13 Customer Satisfaction - For those who Received Training-related Services	1	76.9	81.0	94.3	84.8	73.8	8
14 Customer Satisfaction - Wagner-Peyser Individuals (WP)	1	77.2	80.9	82.5	81.9	74.3	7
15 Customer Satisfaction - All Employers (WP)	1	82.3	78.1	87.3	79.7	78.1	7

1 = July 1, 2006 to September 30, 2006 (5 measu

Note: Cohort Time Period 2 = April 1, 2005 to March 31, 2006 (4 measure

used for outcomes 3 = October 1, 2004 to September 30, 2005 (3 n

Balanced ScoreCard for discussion only - NOT FINAL

Quarter Report - July 1, 2006 to September 30, 2006

6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	STW
8.5%	56.7%	65.0%	63.6%	61.6%	64.3%	63.1%	63.9%	62.4%	64.9%	59.0%	67.3%	66.7%	65.3%	61.5%	61.8%	61.8%	57.6%	65.6%	62.4%
9.3%	59.6%	63.8%	58.6%	58.7%	63.1%	60.3%	60.3%	60.2%	63.9%	55.3%	65.4%	62.5%	67.3%	60.3%	57.9%	60.1%	55.4%	61.8%	60.4%
9.4%	100.0%	100.0%	94.1%	100.0%	99.3%	100.0%	94.5%	100.0%	100.0%	100.0%	100.0%	100.0%	90.3%	100.0%	100.0%	97.8%	96.9%	95.9%	98.4%
5.3%	165.4%	185.7%	138.0%	154.4%	89.0%	127.7%	164.8%	148.7%	168.6%	114.2%	116.8%	156.5%	110.8%	124.4%	111.8%	131.8%	97.0%	122.6%	132.9%
3.3%	92.4%	94.4%	88.4%	94.3%	84.8%	88.1%	89.1%	91.4%	91.8%	86.4%	86.0%	93.0%	83.0%	89.4%	80.1%	88.4%	83.0%	85.2%	87.8%
3.1%	100.0%	77.5%	77.3%	96.2%	95.1%	99.2%	95.8%	91.9%	93.6%	91.8%	94.7%	95.9%	58.9%	97.2%	89.8%	94.7%	65.0%	83.6%	81.2%
7.6%	31.3%	33.5%	35.3%	31.9%	32.3%	36.7%	36.5%	40.1%	37.1%	34.0%	33.5%	36.3%	35.4%	25.9%	38.2%	31.8%	39.0%	33.2%	36.5%
4.2%	48.6%	53.7%	53.5%	56.9%	55.1%	58.2%	53.4%	58.0%	59.1%	54.0%	55.3%	61.8%	52.1%	55.0%	55.7%	55.7%	56.3%	60.4%	56.5%
0.9%	76.2%	72.8%	75.6%	76.3%	75.5%	76.2%	70.8%	80.9%	76.4%	71.3%	78.7%	81.5%	73.2%	72.9%	76.9%	74.1%	76.6%	73.3%	75.7%
7.2	88.1	85.1	82.6	84.8	84.8	80.5	86.7	85.1	84.2	78.0	74.1	88.8	86.5	83.2	79.5	81.5	82.6	82.5	82.6
7.4	76.9	73.1	75.0	74.0	74.4	71.5	69.7	73.8	76.5	74.4	70.7	79.2	85.1	73.3	76.4	75.3	81.0	73.9	76.1
8.5	78.5	80.2	76.1	80.5	85.7	74.3	81.1	74.4	75.0	82.3	76.4	78.8	80.9	79.4	75.3	70.9	77.5	74.9	78.5

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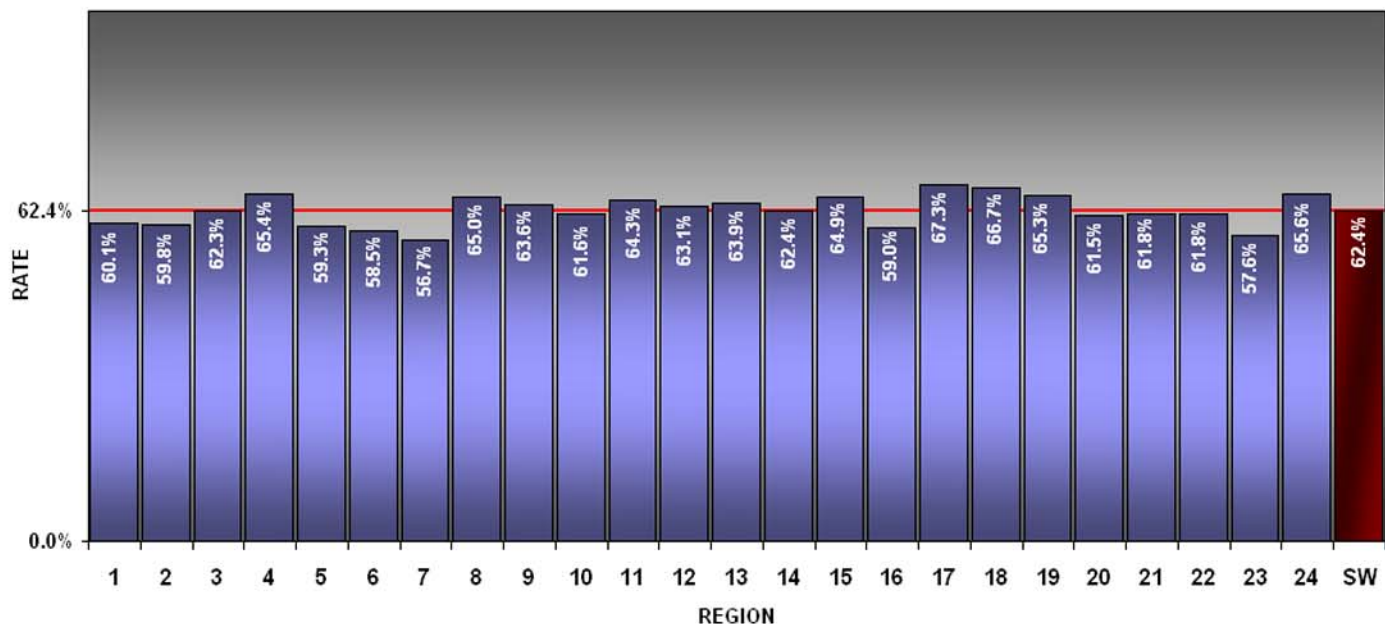
BALANCED SCORECARD MEASURE	Index	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	STW
1 JobSeeker Entered Employment Rate (WP)	2	60.1%	59.8%	62.3%	65.4%	59.3%	58.5%	56.7%	65.0%	63.6%	61.6%	64.3%	63.1%	63.9%	62.4%	64.9%	59.0%	67.3%	66.7%	65.3%	61.5%	61.8%	61.8%	57.6%	65.6%	62.4%
2 Veteran Entered Employment Rate (WP)	2	54.4%	56.5%	50.3%	62.4%	61.7%	59.3%	59.6%	63.8%	58.6%	58.7%	63.1%	60.3%	60.3%	60.2%	63.9%	55.3%	65.4%	62.5%	67.3%	60.3%	57.9%	60.1%	55.4%	61.8%	60.4%
3 Employer Market Penetration - Hot Available																										
4 Employer Awareness - Hot Available																										
5 Employment Rate for those Receiving Services (WIA)	1	100.0%	100.0%	100.0%	100.0%	100.0%	89.4%	100.0%	100.0%	94.1%	100.0%	99.3%	100.0%	94.5%	100.0%	100.0%	100.0%	100.0%	100.0%	90.3%	100.0%	100.0%	97.8%	96.9%	95.9%	98.4%
6 Earnings Rate for those Receiving Services (WIA)	2	119.8%	109.7%	109.7%	135.2%	148.7%	135.3%	165.4%	185.7%	138.0%	154.4%	89.0%	127.7%	164.6%	148.7%	168.6%	114.2%	116.8%	156.5%	110.8%	124.4%	111.8%	131.8%	97.0%	122.6%	132.9%
7 Employment Retention Rate for those Receiving Services (WIA)	3	89.9%	85.5%	83.6%	89.5%	90.9%	93.3%	92.4%	94.4%	88.4%	94.3%	84.8%	88.1%	89.1%	91.4%	91.8%	86.4%	86.0%	93.0%	83.0%	89.4%	80.1%	88.4%	83.0%	85.2%	87.8%
8 Youth Average Grade Level Gain - Hot Available (WIA)																										
9 Youth Positive Outcome Rate (WIA)	3	79.7%	97.8%	81.5%	93.4%	88.3%	93.1%	100.0%	77.5%	77.3%	96.2%	95.1%	99.2%	95.8%	91.9%	93.6%	91.8%	94.7%	95.9%	58.9%	97.2%	89.8%	94.7%	65.0%	83.6%	81.2%
10 Welfare Closed Case Outcome Rate (WT)	1	36.0%	38.0%	44.2%	34.3%	47.8%	37.6%	31.3%	33.5%	35.3%	31.9%	32.3%	36.7%	36.5%	40.1%	37.1%	34.0%	33.5%	36.3%	35.4%	25.9%	38.2%	31.8%	39.0%	33.2%	36.5%
11 Welfare Transition Earnings Rate (WT)	2	54.6%	49.7%	53.9%	54.2%	52.4%	54.2%	48.6%	53.7%	53.5%	56.9%	55.1%	58.2%	53.4%	58.0%	59.1%	54.0%	55.3%	61.8%	52.1%	55.0%	55.7%	55.7%	56.3%	60.4%	56.5%
12 Welfare Transition Retention Rate (WT)	3	74.4%	69.4%	77.6%	70.7%	75.9%	70.9%	76.2%	72.8%	75.6%	76.3%	75.5%	76.2%	70.8%	80.9%	76.4%	71.3%	78.7%	81.5%	73.2%	72.9%	76.9%	74.1%	76.6%	73.3%	75.7%
13 Customer Satisfaction - For those who Received Training-related Services	1	76.9	81.0	94.3	84.8	73.8	87.2	88.1	85.1	82.6	84.8	84.8	80.5	86.7	85.1	84.2	78.0	74.1	88.8	86.5	83.2	79.5	81.5	82.6	82.5	82.6
14 Customer Satisfaction - Wagner-Peyser Individuals (WP)	1	77.2	80.9	82.5	81.9	74.3	77.4	76.9	73.1	75.0	74.0	74.4	71.5	69.7	73.8	76.5	74.4	70.7	79.2	85.1	73.3	76.4	75.3	81.0	73.9	76.1
15 Customer Satisfaction - All Employers (WP)	1	82.3	78.1	87.3	79.7	78.1	78.5	78.5	80.2	76.1	80.5	85.7	74.3	81.1	74.4	75.0	82.3	76.4	78.8	80.9	79.4	75.3	70.9	77.5	74.9	78.5

1 = July 1, 2006 to September 30, 2006 (5 measures)
 2 = April 1, 2005 to March 31, 2006 (4 measures)
 3 = October 1, 2004 to September 30, 2005 (3 measures)

Note: Cohort Time Period used for outcomes

JOBSEEKER ENTERED EMPLOYMENT RATE			
APRIL 1, 2005 - MARCH 31, 2006 EXITERS			
REGION	UNEMPLOYED AT PARTICIPATION	EMPLOYED POST QTR 1	RATE
01	18,209	10,947	60.12%
02	9,105	5,444	59.79%
03	7,117	4,431	62.26%
04	9,969	6,515	65.35%
05	17,516	10,379	59.25%
06	5,957	3,486	58.52%
07	4,998	2,834	56.70%
08	58,590	38,076	64.99%
09	11,257	7,157	63.58%
10	19,791	12,196	61.62%
11	14,283	9,191	64.35%
12	86,142	54,318	63.06%
13	23,931	15,285	63.87%
14	32,143	20,062	62.41%
15	65,980	42,794	64.86%
16	20,659	12,195	59.03%
17	24,161	16,264	67.32%
18	15,570	10,392	66.74%
19	6,170	4,026	65.25%
20	26,387	16,224	61.48%
21	37,766	23,335	61.79%
22	55,884	34,558	61.84%
23	94,042	54,132	57.56%
24	36,353	23,839	65.58%
STW	701,980	438,080	62.41%

JOB SEEKER ENTERED EMPLOYMENT RATE



For those Wagner-Peyser (WP) applicants not employed at participation, the percentage employed the 1st quarter after exit based on a match with quarterly UI wage report data.

DRAFT - BALANCED SCORECARD REPORT - PY 2006-07 - DRAFT

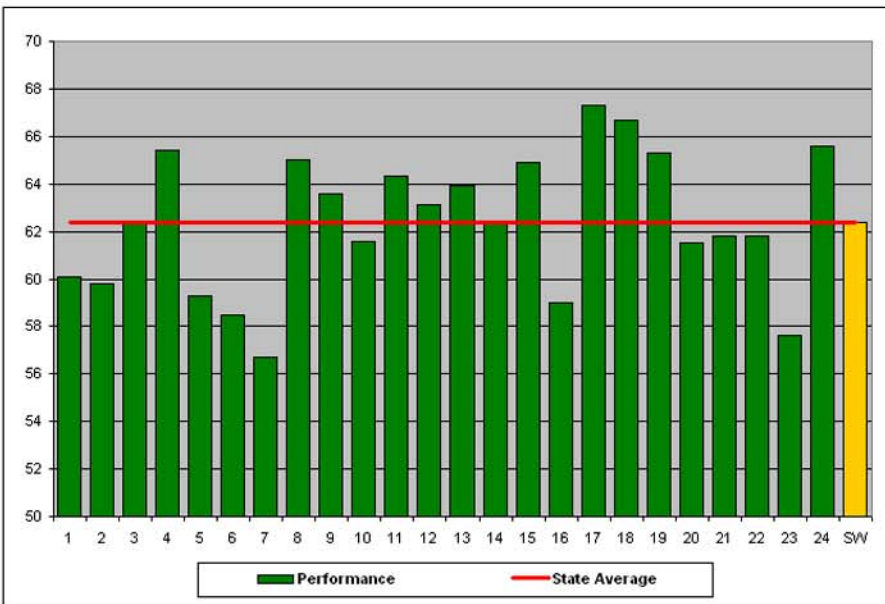
JobSeeker Entered Employment Rate (WP)

Numerator - The number of Wagner-Peyser (WP) participants, not employed at participation, that are on the UI wage report the first quarter after exit

Denominator - The number of Wagner-Peyser (WP) participants, not employed at participation, that exit during the previous quarter

July 1, 2006 - September 30, 2006

REG	NUMERATOR	DENOMINATOR	ATTAINED
1	10,947	18,209	60.1
2	5,444	9,105	59.8
3	4,431	7,117	62.3
4	6,515	9,969	65.4
5	10,379	17,516	59.3
6	3,486	5,957	58.5
7	2,834	4,998	56.7
8	38,076	58,590	65.0
9	7,157	11,257	63.6
10	12,196	19,791	61.6
11	9,191	14,283	64.3
12	54,318	86,142	63.1
13	15,285	23,931	63.9
14	20,062	32,143	62.4
15	42,794	65,980	64.9
16	12,195	20,659	59.0
17	16,264	24,161	67.3
18	10,392	15,570	66.7
19	4,026	6,170	65.3
20	16,224	26,387	61.5
21	23,335	37,766	61.8
22	34,558	55,884	61.8
23	54,132	94,042	57.6
24	23,839	36,353	65.6
SW	438,080	701,980	62.4



Balanced Scorecard Definition

A performance metric used in strategic management to identify and improve various internal functions and their resulting external outcomes.

The balanced scorecard attempts to measure and provide feedback to organizations in order to assist in implementing strategies and objectives.

Gateway Measures Summary

The Balanced Scorecard consists of 4 Gateway (Yes/No Indicators) measures which have to be met in order to be eligible for incentive awards.

3 of the 4 yes/no indicators require the collection of new data or employ new methodologies.

Staff recommendation is to phase-in and refine the measures/indicators over the course of the program year.

Will be reported for informational purposes only and will not be included in the calculation for incentives in the initial year

Gateway Measures

Overall Level of Service (Quarterly, applied to disadvantaged adults, those in need of training, youth and general jobseekers) – Are Regions serving adequate numbers of customers?

Levels of Service for Special Populations (Quarterly) - Are Regions serving adequate numbers of populations having special needs?

Federal All-Family Participation Rate (Quarterly) – Are welfare recipients working or preparing to work?

Data Validation Error Rate (Annual) – Are the State's Welfare Transition (TANF program) and Workforce Investment Act (WIA) program providers maintaining adequate documentation?