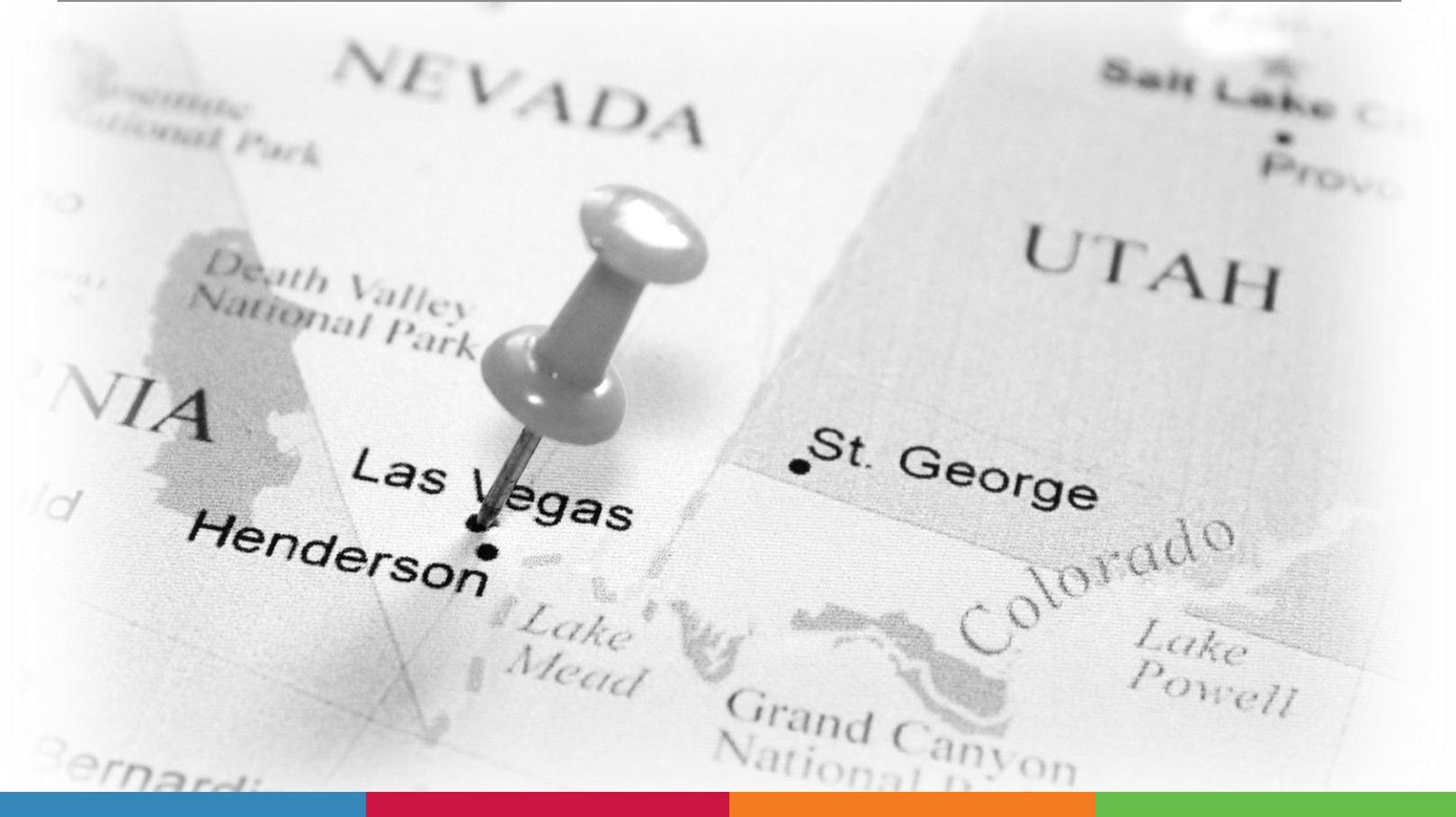


# Mapping the Customer Journey in Southern Nevada:

TOWARD AN INTEGRATED WORKFORCE  
DEVELOPMENT SYSTEM



*A Report to the U.S. Department of Labor, Employment and Training Administration*

Region **6**

*May 22, 2017*



**JOBS FOR THE FUTURE**



**Maher & Maher**  
Investment Advisors for Talent Development.

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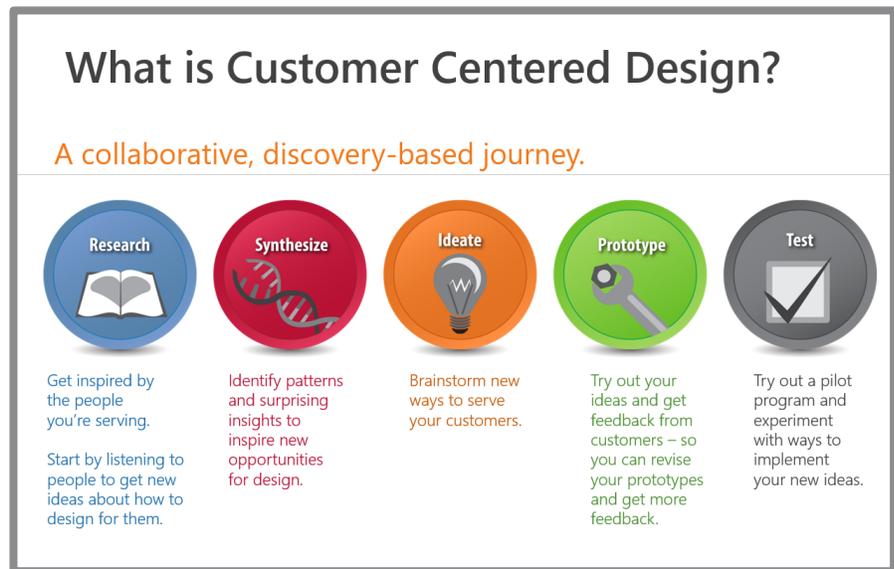
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## Introduction

In March of this year, the leaders of the two primary workforce development agencies in Southern Nevada requested assistance from the Region 6 administrator, Virginia Hamilton, to help move forward in their efforts to implement the Workforce Investment and Opportunity Act (WIOA). Both Don Soderberg, Director of the Nevada Department of Employment, Training and Rehabilitation (DETR), and Ardell Galbreth, Director of Workforce Connections, the local workforce development board, described to Virginia that they felt “stuck” in their effort to come to a common vision for an integrated system. They recognized that in order to implement WIOA, they would need to make some significant changes to the way workforce services were designed and delivered in Southern Nevada, but they could not see a way to change the current structure. Virginia knew that an important first step to any discussion of system redesign is to start with the customer first. She has been a leader among her peers at the U.S. Department of Labor, Employment and Training Administration to promote “customer-centered design” in the development of the workforce system. To help support WIOA implementation in Southern Nevada, she called upon consultants from Maher & Maher and Jobs for the Future to facilitate a session in customer-centered design for staff of the core WIOA partner organizations.



This report outlines the process leading up to and the results of the day-long design meeting held on April 24<sup>th</sup> for 25 staff of DETR, Workforce Central, TANF, adult education and Title II providers. It also contains observations about the current system, based on interviews conducted prior to April 24, and recommendations for how all stakeholders can move forward to design an integrated system to serve Nevada’s job-seeking and employer customers.

The report also documents a process that the group can continue. As they proceed in their planning for WIOA implementation, it’s important to continue to plan with the customer at the center. The customer-center design model that was illustrated through the meeting can be repeated with additional staff and used as a guide as the outlines of an integrated system take shape. While all members of the system will ultimately need to develop MOUs, cost-sharing agreements, lease arrangements, staffing structures and management processes, what drives those operational details should be the goals that are established by first considering what’s best for the customer.

# Background

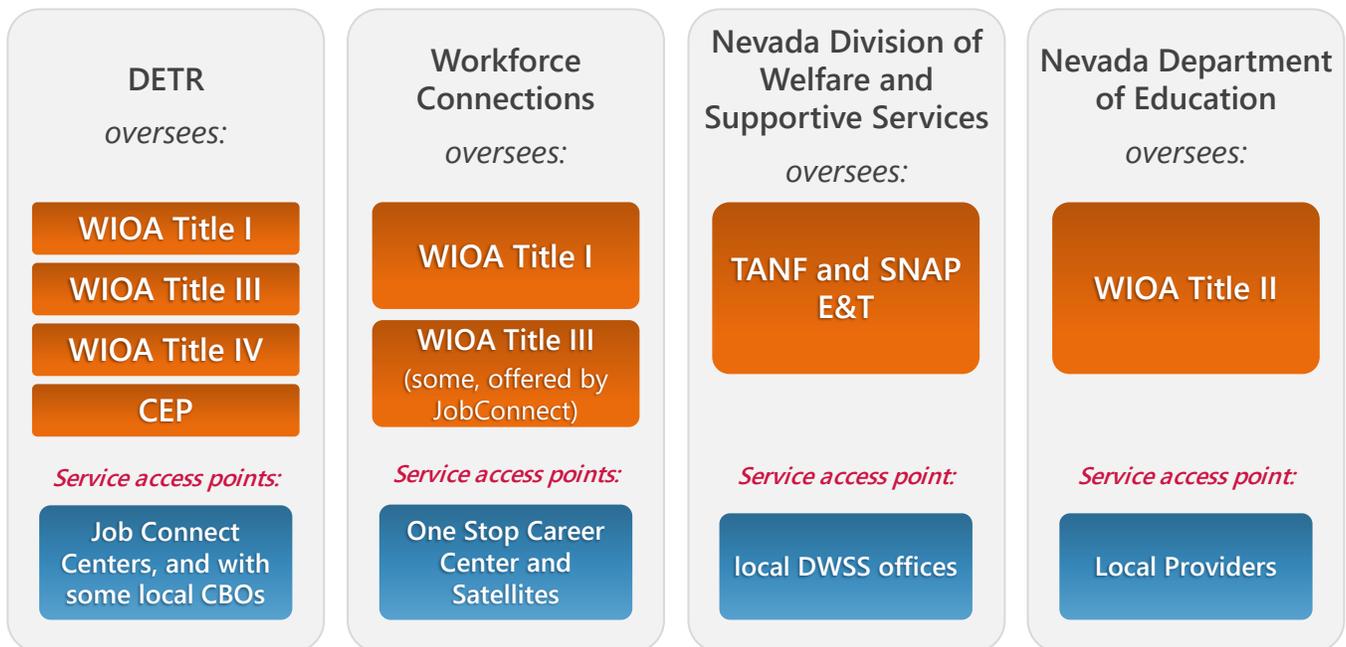
Workforce development In Nevada is overseen by the Department of Employment, Training and Rehabilitation. Until recently, DETR also managed the state workforce board. An Executive Order of the Governor in 2016 established the Governor’s Office of Workforce Innovation to oversee the state workforce board and establish state workforce development policy. Legislation currently under consideration would establish it as a permanent office.

In southern Nevada, there are two primary organizations managing workforce development services:

- [JobConnect Nevada](#), operated by the [Nevada Department of Employment, Training and Rehabilitation \(DETR\)](#). It has 4 offices throughout Southern Nevada, in Las Vegas, North Las Vegas, Henderson and Sparks; and
- [Workforce Connections](#), the local workforce development board. It operates the [One-Stop Career Center](#) and 12 affiliated sites for special populations.

The chart below illustrates the relationship of the WIOA core partners to these organizations and other state and local agencies. It also includes a few of the WIOA required partners. Other required partners that are not included are Career and Technical Education (Perkins), Community Services Block Grant, Indian and Native American Programs, HUD Employment and Training Programs, Job Corps, National Farmworker Jobs Program, Senior Community Service Employment Program, Unemployment Compensation Programs.

In addition to the federally funded programs listed, the State of Nevada funds the Career Enhancement Program (CEP) through employer contributions. The CEP makes up a larger share of the JobConnect personnel budget, a factor that has complicated WIOA implementation.



# How do stakeholders view the current system?

## Summary of Interview Findings

Prior to the customer-centered design session, the consultants from JFF and Maher & Maher conducted interviews of many stakeholders within the system to assess the current status, potential opportunities and the customer experience. Themes and patterns that emerged from these interviews are described below, divided by stakeholder type. (See attachments for a list of all interviewees).

### System Staff

Many of the staff of organizations within the system shared common goals and common views of the system's challenges.

#### Common Goals and Hopes for the System:

- Mutual understanding and agreement, between DETR and Workforce Connections, regarding service delivery and program design
- A system that is in compliance with WIOA
- A system that offers quality employment and training services
- A seamless and aligned system
- Integration of the core partners
- Accessibility to low-income populations. (Some staff did not view bus service in Las Vegas to be consistent and frequent enough, and expressed concern that being on a bus line alone was not sufficient criteria to determine accessibility.)

#### Common Challenges Observed:

- Both sets of staff recognized that each organization had a different view of what makes for effective service delivery, including differing attitudes toward the use of technology.
- Insufficient access to Titles II – IV at Workforce Connections (even though there are some JobConnect staff providing Title III services there). As one person put it:

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*“At the One-Stop, there’s too much Title I, and not enough Wagner-Peyser; and at the JobConnect Centers there’s too much Wagner-Peyser, not enough Title I”*

---

### Governor’s Office of Workforce Innovation

The Director of the Governor’s Office of Workforce Innovation made a few observations about the current system and identified the Office’s main priorities:

- There is a need for increased coordination in the system, going beyond DETR to include economic development, the Department of Education and others.
- The governor is very interested in Improving alignment with economic development, to ensure that individuals are being trained for careers where there is a clear need. And to ensure that funding provides training for more than low-skilled jobs.
- There is great focus on data, to track job placements and ensure industry alignment.

## Community Providers

Two providers that currently offer or offered Title I services were interviewed for their perspective on customer services, system access and design. Their insights are valuable due to their proximity to system customers and the populations that are eligible for WIOA services.

These providers shared some common concerns:

- Traveling by bus in Las Vegas is extremely difficult.
- They worry that a system that refers customers from one location to another makes it too difficult to access services and many people won't. As community-based providers, they see residents come to their doors daily. Rather than turning them away for assessment at the One-Stop, they would like to be able to offer an initial screening.
- They felt the JobConnect Centers were generally very busy and under-staffed. However, they were very happy with JobConnect services when they have been offered at their sites.

## Customers

Customers were interviewed in the weeks prior to the event on April 24 using empathy interviewing techniques to build an understanding of the customer experience. Some interviews took place over the phone. Others in person. On April 21<sup>st</sup>, one of the consultants, accompanied by Region 6 Federal Program Officer John Kenyon, visited the One-Stop Career Center, operated by Workforce Connections, located at 6330 W. Charleston Blvd, Ste. 190, Las Vegas, and the JobCenter Nevada, operated by DETR, located at 3405 S Maryland Parkway, Las Vegas. There they conducted in-person interviews with customers and observed the activity and customer flow at each center. These pictures were taken that day.



The themes and patterns that emerged during these interviews are offered below.

## EMPLOYER CUSTOMERS, THEMES AND PATTERNS

- Employers do not see the JobConnect Centers and Workforce Connections as partners, but as separate, sometimes competing organizations providing similar services.
- The reason why an employer would work with one over the other organization relied heavily on personal relationships he/she had built with staff.
- The main activity employers engaged in with either JobConnect or Workforce Connections were recruitment and job fairs.
- One employer talked about the responsiveness of Workforce Connections when it came to developing a talent pipeline strategy.
- Employers generally had a positive experience, regardless of which organization they worked with. However, they noted a more responsive process more frequently with JobConnect.
- Employers were unaware of what causes the difference in response time and more arduous processes other than Workforce Connections has internal and government requirements they have to meet.
- Employers described a need for fast action and quick response.



## CUSTOMER QUOTES

“Workforce Connections staff are really creative and innovative. They’ll call me to talk about creating a pipeline of talent – ‘how about if we try this?’ They make me aware of all of the options, like using OJT.”

- *Employer customer*

“I have a strong relationship with Collen at Job Connect. Not so much with Workforce Connections. It seems like they are a government agency that is understaffed. I have to email sometimes at least three times.”

- *Employer customer*

“He (job coach) was great, I feel like we could go have a beer”

- *JobConnect job-seeking customer*

“Job Connect told me they were out of training funds. So did Goodwill. When I got here I could have gotten training months ago. I don’t understand, I thought this was all a one-stop center.”

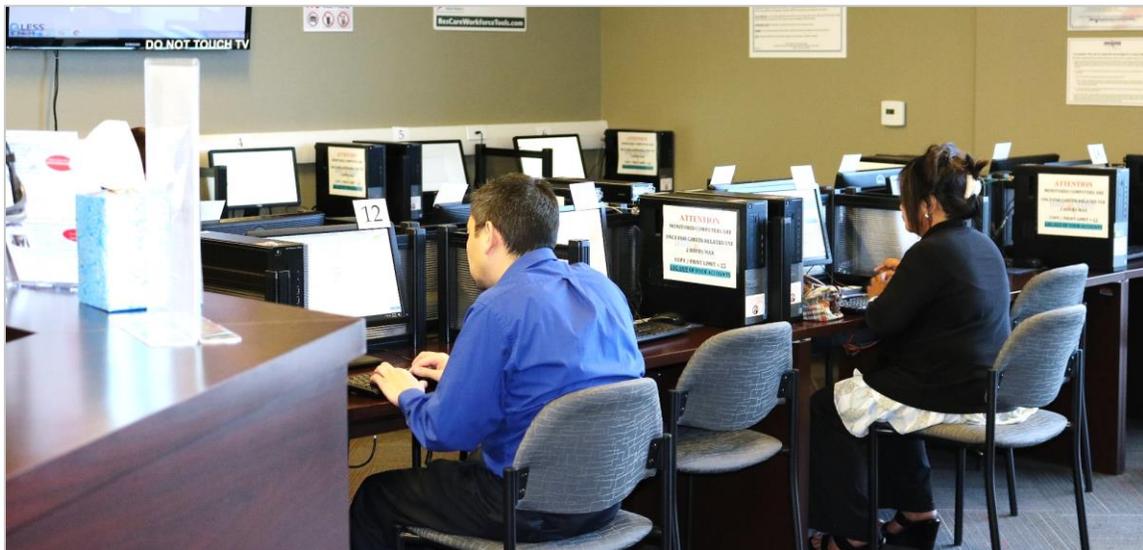
- *Workforce Connections job-seeking customer*

“People are often embarrassed they need assistance. I see my role is to make them comfortable that they need assistance. But help them to also be confident to be self-sufficient.”

- *Workforce Connections staff person and former customer*

## JOB-SEEKING CUSTOMERS, THEMES AND PATTERNS

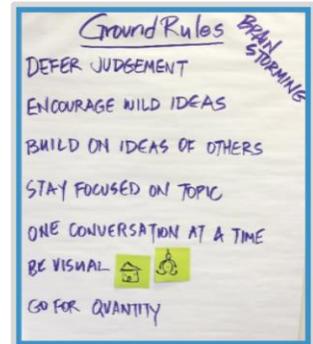
- Awareness comes mostly from word of mouth
  - ▶ Re-entry customers were informed by their formerly incarcerated peers
  - ▶ Jobseekers were informed by family members, co-workers
  - ▶ Jobseekers lost in the system formed a cohort of support to share information
  - ▶ When veterans search for job services on Google, JobConnect comes up
- Jobseekers see JobConnect and Workforce Connections as separate entities
- Service Integration only happens in pockets and appears to be motivated by individual location/staff
- Job-seekers were frustrated that different organizations did not provide accurate (or any) information about other services available (workforce agencies, food banks, mortgage relief, housing, etc.)
- Interviewers observed that some jobseekers, when provided written information, were not in an emotional state to process it
- The information provided was only helpful when it was delivered by someone knowledgeable and empathetic who took time to walk through the process with the jobseeker



# Customer-Centered Design Meeting: Process and Results

At the April 24 meeting, stakeholders came together for a session, facilitated by staff of Maher & Maher and Jobs for the Future, that utilized Customer Centered Design and Journey Mapping to focus on the workforce system's impact on customers.

At the opening of the meeting, ground rules established a tone for the day and allowed for open dialogue and brainstorming.



## Step #1: Journey-Mapping

Using the individual interviews with employer and job-seeking customers, four teams (mixed for representation from all stakeholders) worked together through a facilitated process to journey map the customer experience, highlighting touch points across their systems.

The information they were given to map the customers journey was drawn from a specific type of interviewing process necessary for journey mapping. Journey mapping aims to observe and engage with customers in such a way as to identify, describe and document:

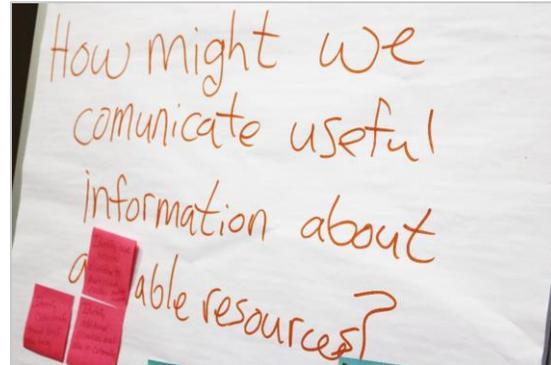
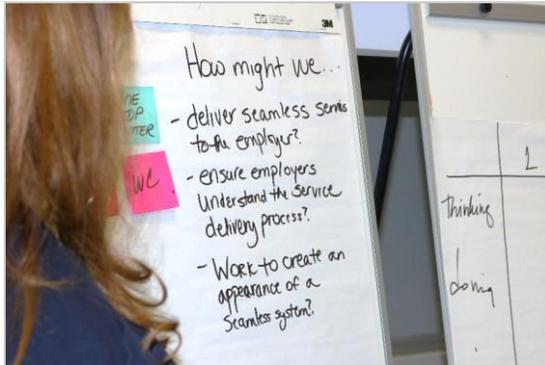
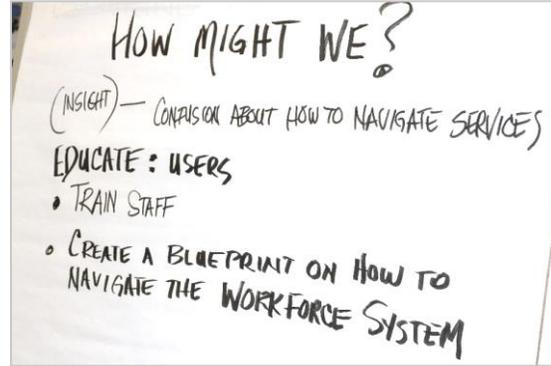
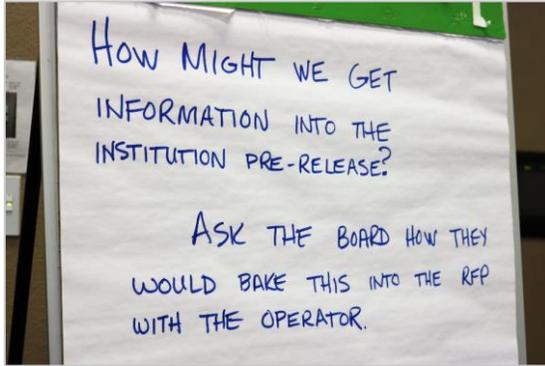
- A Description of all Touch Points
- What the customer is thinking
- What customer is feeling
- What the customer was doing along the way

Using these details regarding a customer, each group proceeded to map that person's journey. *(Journey maps developed by each of the four teams are available in the attachments.)*



## Step #2: Consider "How Might We"

Analyzing the customer journey they just mapped, each group then identified "pain points" that were used to develop "how might we" statements. In Customer-Centered Design, putting ideas in terms of "how might we" removes commitment, and allows the group to share ideas more freely.



## Step #3: Choosing Quick Win/High Impact Strategies

Each team first brainstormed potential strategies in response to their "how might we" questions. Following that, they choose one strategy they all could agree would have an impact, which they put into hypothesis statements in the following format:



We believe \_\_\_\_\_  
Will solve \_\_\_\_\_  
Enabled by \_\_\_\_\_  
Resulting in \_\_\_\_\_

The “we believe” statements from each team are as follows:

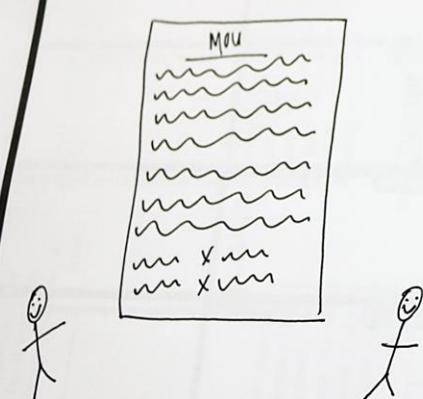
We believe <sup>developing & cross-trained intake people</sup> ~~Common Intake System~~  
will solve unclear communication  
enabled by common consistent messaging/training  
resulting in clients knowing all their options and resources available to them.

We believe if we define roles + responsibilities of all program partners, WE  
will solve Confusion and frustration among employers and staff members  
enabled by Top Mgmt of all Program Partners  
resulting in a coordinated + integrated system of employer services.

We believe <sup>Blueprint</sup> a Core team of Community Partners  
will solve Customer Confusion  
enabled by <sup>Core team</sup> Development of a blue print to est. website, hotline, Marketing, Uniform standards.  
resulting in less customer confusion and better customer outcomes.

### Step #4: Develop Concepts

Finally, each team further developed their concept through the “capture sheets” pictured here:

CONCEPT CAPTURE SHEET	
CONCEPT NAME <u>Information Gap</u>	TEAM <u>Deto, Workforce Connections, F.I. + N.P.I</u>
TAGLINE <u>Connecting Returning Citizens to workable resources?</u>	DESCRIPTION <small>Capture the essence in 2-3 sentences.</small> <u>Executing a MOU Between NDOC + Workforce Connections</u>
SKETCH 	PURPOSE <small>What need(s) does it address? Who does it help?</small> <u>Educating inmates with available Resources prior to Release. Inmates</u>
	SPECIAL FEATURES <small>Why is it interesting? How is this different than the status quo?</small> <u>Should have already happened. Historically Has not happen to Date Formalize Process + accountability</u>
	CHALLENGES <small>What challenges do you anticipate in implementation?</small> <ol style="list-style-type: none"><li>1). Change in Management</li><li>2). 2 Large Scale agencies on the same page.</li><li>3). Rehabilitation of the whole Person all of one responsibility</li><li>4). Put it into a \$future.</li></ol>

The concepts developed are as follows (full capture sheet narratives are in the attachments):

- Information Gap: Connecting Returning Citizens to Workforce Resources
- Cross-Trained Intake
- The Blueprint: Find the Resources You Need
- Define Roles and Responsibilities: Employers "R" Us

These concepts include just a few of the many strategies that were developed to address the pain points the teams observed during the course of the day. They provide a jumping off point for further exploration.



### Additional Material for Planning

Finally, as good ideas were generated throughout the day that were outside of the specific exercise, they were housed on the "Parking Lot of Great Ideas".



In addition, discussion of the themes and patterns observed during the customer interviews led to some large group discussion regarding pain points and potential areas of opportunity:

 Pain Points	 Opportunities
<ul style="list-style-type: none"> <li>• 40-minute walk</li> <li>• access to services</li> <li>• out of training funds</li> <li>• delivering same message</li> <li>• referrals</li> <li>• client skill level for self-service</li> </ul>	<ul style="list-style-type: none"> <li>• different logos: people not understanding who we are</li> <li>• lack of knowledge</li> <li>• different requirements for state and federal</li> <li>• levels of paperwork</li> <li>• staff time spent entering data</li> </ul>
<ul style="list-style-type: none"> <li>• expand presence locally</li> <li>• staff training across agencies</li> <li>• deliver the same message</li> <li>• use technology to learn about the system (e.g. where resources are)</li> <li>• share info, build referrals, triage, matrix</li> <li>• develop a mutual logo</li> <li>• same paperwork for all requirements</li> </ul>	

These are offered for further use during the ongoing planning of DETR, Workforce Connections and their partners.

## Recommended Next Steps

The two primary leaders in the system, Don Soderberg and Ardell Galbreth, expressed optimism following the day-long retreat that they and their teams would be able to come to an agreement regarding system design. Sadly, Ardell Galbreth passed away on May 12, and Jaime Cruz will be leading the ongoing WIOA planning for Workforce Connections. As a next step, key staff and leadership of DETR and Workforce Connections plan to come together in June. In addition, several staff expressed their plans to participate in the U.S. Dept. of Labor Employment and Training Administration Customer-Centered Design Training that began May 9.

At present, the two main parties believe that the immediate next step is determining a staffing structure that includes DETR and Workforce Connections staff at the main One-Stop Career Center and at several library locations. Workforce Connections has recently made an agreement with the libraries to serve as One-Stop satellite locations.

As DETR, Workforce Connections and the other core partners continue to design systems for more complete integration of the system in Southern Nevada, Maher & Maher and JFF recommend the following:

### **Involve Staff at All Levels, and from all Core and Required Partners.**

We recommend that for the meeting in June, and subsequent meetings, that Don and Jaime convene staff from all levels within their respective organizations and from the core and required partner organizations. Meetings that involve staff from all levels, from frontline staff to senior leaders, will help to ensure that all parties develop a shared rationale for changes in the system, and are able to implement the changes effectively. A process that only involves senior leaders without frontline staff will lack insight into the specific operational details of how customers interact with each organization. In addition, if staff are not involved in the planning, implementation will be far more difficult.

### **Plan with the Customer at the Center.**

These meetings can mirror the process followed during the April 24 session, where strategies were developed in response to observed pain points of the customer's experience. We would recommend that additional customer interviews are conducted to gather additional data about the job-seeker and employer experience. It is especially important to conduct more customer interviews before finalizing all details regarding the operations at the libraries. We recommend that the plan for the library satellites be considered in light of customer-centered design principles, and that staff of all core partners in the system consider the implications of recommended site locations from the perspective of customer impact and needs.

### **Focus on Communication and Collaboration.**

The most crucial step toward improving customer service for both organizations will be to build stronger lines of communication and collaboration between all partnering organizations, and especially between JobConnect and Workforce Connections. Regardless of which organization the customer meets first, it is essential that they receive the same information regarding available services and resources. Achieving that will require significant staff cross-training, some co-development and co-branding of materials.

### **Draw from Models Elsewhere and Existing Resources.**

As the staff meet to design day-to-day operations, the leadership of the core partners will need to meet to discuss key aspects of management, financing, lease agreements and so forth. As senior leaders meet to develop cost-sharing agreements, MOUs outlining how they will collaborate, staff supervisory structures and the like, they can draw on resources of the [Innovation and Opportunity Network Community of Practice](#). Located on WorkforceGPS, this community of practice supports WIOA implementation with webinars, discussion groups and resources – including toolkits, guides and sample documents -- to help guide the leadership and staff of partner organizations. A few are linked below:

- Sample MOU and Cost Sharing Toolkit  
[https://ion.workforcegps.org/resources/2017/03/23/13/30/Sample\\_MOU\\_Infrastructure\\_Costs\\_ToolkitPPT\\_from\\_meeting](https://ion.workforcegps.org/resources/2017/03/23/13/30/Sample_MOU_Infrastructure_Costs_ToolkitPPT_from_meeting)
- Hallmarks of Program Integration: Resource Leveraging and Co-enrollment Strategies  
[https://ion.workforcegps.org/resources/2015/12/07/20/24/Hallmarks\\_Program\\_Integration\\_Resource\\_Leveraging\\_and\\_Coenrollment\\_Strategies](https://ion.workforcegps.org/resources/2015/12/07/20/24/Hallmarks_Program_Integration_Resource_Leveraging_and_Coenrollment_Strategies)

*This landing page, in the box below, provides a summary of this resource.*

**Hallmarks of Program Integration: Resource Leveraging and Co-enrollment Strategies** provides myriad resources that the operational and managerial groups can use to design an integrated system in Nevada. A summary of these resources states:

The Workforce Innovation and Opportunity Act (WIOA) made certain enhancements to the workforce system that strengthen the highly integrated nature of the one-stop career center system.

Ideally, outreach, recruitment, referrals, intake, assessment, case management and program service delivery are offered seamlessly - transparent only to co-located partners, procured service providers, referring agencies and community resource partners.

### **Putting the Pieces of the Puzzle Together**

The resources referenced on this page help you map assets, and identify resources and partner services to integrate into your service delivery model....like putting together the pieces of a puzzle.

### **Integrated Service Delivery Toolkit**

The Integrated Service Delivery Toolkit offers tools and resources for system leaders to utilize, including areas of focus:

- 1 Policies,
- 2 Program changes, and
- 3 Information technology (IT) solutions.

### **Co-Enrollment and Coordination Across Programs**

One example of one opportunity for improving cross-program integration is the Temporary Assistance for Needy Families (TANF) program.

The study of TANF and workforce coordination here explores the strategies, defines levels of coordination, and includes a postscript addressing key TANF-Workforce Innovation and Opportunity Act coordination points.

### **Increased Common Intake**

The Integrated Intake Toolkit offers a variety of practitioner-friendly tools, templates, guides, and resource links.

Strategies and tools for increasing integration at intake include:

- 4 A guiding policy document for integrated intake;
- 5 MOUs, waivers, referral procedures and other policy-alignment tools;
- 6 Cross-program confidentiality agreements;
- 7 Cross-trained staff members capable of assisting customers with a variety of tasks;
- 8 Information sharing in a single MIS that integrates data from multiple workforce programs;
- 9 Data warehouses that store customer information for multiple workforce programs;
- 10 Linkages between existing MIS systems.

### **Integrated Resource Team Approaches and Strategies**

The Integrated Resource Team (IRT) model represents a strategy to coordinate integrated services to job seekers with multiple challenges or barriers to employment.

With considerable knowledge of resources within the public workforce investment system and in the community, Navigators often see the "big picture" and the many pieces needed to form the puzzle.

## Conclusion

The session on April 24 demonstrated that there is a great deal of energy, insight, creativity and commitment among the staff serving customers in Southern Nevada’s workforce system. While substantial questions regarding the structure and organization of the future system remain, the day laid the groundwork for ongoing, collaborative work to design a system that meets customer needs and integrates resources in a manner envisioned by WIOA. The results of April 24 combined with the work that has emerged since, suggest that the leadership in Southern Nevada are proceeding in a positive direction to build an integrated system that can better address the needs of all customers – residents and employers alike – for a workforce system that supports a thriving Nevada.

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**Jobs for the Future** (JFF) designs and drives the adoption of innovative, scalable approaches and models—solutions that catalyze change in our education and workforce delivery systems.

**Maher & Maher** is a specialized change management and talent-development consulting firm focused on advancing the collaboration between workforce, education and economic development.

## ATTACHMENTS

### Customers and Stakeholders Interviewed

#### 1) System Staff

##### Group interview, staff of DETR

- Don Soderberg  
*Director*
- Dennis Perea  
*Deputy Director*
- Steven MacDonald  
*Vocational Rehabilitation*
- Renee Olson  
*Administrator of Employment Security  
Carson City JobConnect*

##### Group interview, staff of Workforce Connections

- Ardell Galbreth  
*Executive Director*
- Jaime Cruz  
*Strategy Officer*
- Brett Miller  
*Strategic Planning and Quality Assurance*
- Jim Kostecki  
*Chief Financial Officer*
- Norma Fernandez  
*Workforce Development Program  
Specialist*
- Debra Collins  
*Workforce Development Senior Program  
Manager*
- Emilio Pias  
*Senior Analyst, Quality Assurance*
- Shawonda Nance  
*Workforce Development Program Manager*
- Kenadie Cobbin-Richardson  
*Director, Business Engagement and  
Communications*
- Stacy Bostwick,  
*Workforce Development Management  
Analyst*
- Manny LaMare  
*Executive Director  
Governor's Office of Workforce Innovation*

#### 2) Providers

##### Las Vegas Foundation for an Independent Tomorrow

- Judy Blumen  
*Founder and CEO*
- Jennifer Casey  
*Program Director*

##### Nevada Partners

- Monica Ford  
*President and CEO*

#### 3) Employers

Six employers were interviewed, including four by phone and two in person at the One-Stop Career Center located on W. Charleston Boulevard, Las Vegas, and the Job Connect Center on Maryland Parkway, Las Vegas. They represented the following industries:

- Information Technology
- Hospitality
- Healthcare
- Security

#### 4) Job-Seekers

Approximately 30 jobseeker individuals were interviewed through phone interviews, in-person interviews, observation and emersions. Three phone interviews were conducted. The other interviews took place at the One-Stop Career Center, the Job Connect Center located on Maryland Parkway, and other public places across Las Vegas.

## April 24 Attendees

- Armando Leiva  
*Case Manager/Acting Coordinator  
Community Work Experience Program*
- Shelly Aguilar  
*Social Services Manager II*
- Ardell Galbreth  
*Executive Director*
- Monica Ford and Janice Rael  
*President/CEO and Director of  
Workforce Development*
- Nubia Licea  
*Career Coach*
- Daena Castaneda  
*Career Coach*
- Brett Miller  
*Manager of Strategic Planning and  
Analysis*
- Jennifer Casey  
*Program Director*
- Janet Blumen  
*Founder & CEO*
- Kenadie Cobbin-Richardson  
*Director, Business Engagement and  
Communications*
- Lynda Parven  
*Deputy Administrator*
- Deborah Smith  
*ESD Program Specialist II*
- Nishon Burton  
*ESD Manager II*
- Ron Fletcher  
*Chief of Field Operations*
- Robert Borja  
*JobConnect Manager*
- Renee Olson  
*Administrator*
- Don Soderberg  
*Director*
- Debra Collins  
*Workforce Development Senior  
Program Manager  
Healthcare Workforce ADW/Youth*
- Jim Kostecki  
*CFO*
- Jill Hersha  
*Literacy Manager*
- Jaime Cruz  
*Chief Strategy Officer*
- Jeannie Kuennen  
*Workforce Development Sr. Program  
Manager*
- Christy Montgomery  
*Facilitator*
- Jennifer Freeman  
*Facilitator*
- Virginia Hamilton  
*Regional Administrator*
- John Kenyon  
*Federal Program Officer*

## April 24 Agenda

# Workforce Services in Las Vegas: Journey Mapping the Customer Experience

Monday, April 24th, 9 AM – 4 PM

Windmill Library

7060 W. Windmill Lane, Las Vegas

### Hosted Jointly By:

Department of Employment, Training and Rehabilitation & Workforce Connections

9:00 – 9:30	Welcome & Introductions
9:30 – 10:30	Introduction to Human Centered Design
10:30 – 11: 00	Design Thinking in San Bernardino County Workforce Services
11:00 – 12:00	Lunch
12:00 – 1:00	Nevada Customer Insights & Motivations
1:00 – 2:00	Mapping the Journey Across the System
3:00 - 4:00	Ideation & Prototyping

# Customer Journey Maps

## Team 1: An Employer's Journey

	Past Experience	Awareness	Engagement	Enrollment
Thinking	<ul style="list-style-type: none"> <li>• Need talent, no \$\$, no time</li> <li>• Training needed</li> <li>• Who can I go to?</li> <li>• Not finding talent</li> <li>• Unreliable candidates</li> <li>• How can I find people?</li> </ul>			
Doing	<ul style="list-style-type: none"> <li>• Spending a lot of time and money and resources</li> <li>• Posted on Monster</li> <li>• Newspaper</li> <li>• Internal posting/hiring</li> <li>• Radio/TV/social media</li> </ul>	<ul style="list-style-type: none"> <li>• Google search</li> <li>• Community involvement</li> <li>• Economic development</li> </ul>	<ul style="list-style-type: none"> <li>• Job fair</li> <li>• Online job order</li> <li>• Chamber events</li> <li>• OJTs</li> <li>• Hiring events</li> <li>• Recruitment</li> </ul>	
Touchpoint				
Experience	<ul style="list-style-type: none"> <li>• Referral bonus/incentives</li> <li>• Online ads</li> <li>• Interviews</li> </ul>			
Feeling	<ul style="list-style-type: none"> <li>• Unqualified candidates</li> <li>• Confused</li> <li>• Frustrated</li> <li>• Who are they?</li> <li>• Don't like dealing with government</li> <li>• Will it work for me</li> <li>• Who will they be sending</li> <li>• What do or will they help me with</li> </ul>			

**Team 2: A Job Seeker's Journey**

	Past Experience	Awareness	Engagement	Enrollment
Thinking	<ul style="list-style-type: none"> <li>• Feels alone</li> <li>• Workforce system could help her</li> </ul>	<ul style="list-style-type: none"> <li>• Seeking computer services</li> <li>• Seeking training (P.O.s)</li> </ul>		
Doing	<ul style="list-style-type: none"> <li>• Job search</li> </ul>	<ul style="list-style-type: none"> <li>• Utilizing daughter for computer help</li> <li>• Working customer service</li> </ul>		
Touchpoint				
Experience	<ul style="list-style-type: none"> <li>• Referral bonus/incentives</li> <li>• Online ads</li> <li>• Interviews</li> </ul>	<ul style="list-style-type: none"> <li>• Daughter in college</li> <li>• Laid off</li> <li>• Good at last job</li> </ul>		
Feeling	<ul style="list-style-type: none"> <li>• Confused about system</li> <li>• Trying to identify resources</li> <li>• Asking questions</li> <li>• Plan visits</li> <li>• Misguided</li> <li>• Training was rejected</li> <li>• Disappointed</li> <li>• Deceived</li> </ul>	<ul style="list-style-type: none"> <li>• Confused and frustrated with unknown future</li> <li>• Overwhelmed</li> </ul>		

**Team 3: A Job Seeker's Journey** (re-entry customer)

	Past Experience	Awareness	Engagement	Enrollment
Thinking	<ul style="list-style-type: none"> <li>No resources, lost</li> </ul>	<ul style="list-style-type: none"> <li>I need this change</li> </ul>		
Doing	<ul style="list-style-type: none"> <li>Used drugs, not doing anything now</li> </ul>	<ul style="list-style-type: none"> <li>Connected with FIT</li> <li>Re-entry into the "real world"</li> </ul>	<ul style="list-style-type: none"> <li>Engaged in program</li> </ul>	
Touchpoint		<ul style="list-style-type: none"> <li>Other inmates/guards/case manager</li> <li>Referral by friend</li> </ul>	<ul style="list-style-type: none"> <li>FIT staff mentoring</li> </ul>	
Experience	<ul style="list-style-type: none"> <li>Little information/ system engagement</li> </ul>	<ul style="list-style-type: none"> <li>Daughter in college</li> <li>Laid off</li> <li>Good at last job</li> </ul>		
Feeling	<ul style="list-style-type: none"> <li>Anxious/distracted/hopeless/uncertain</li> <li>Overwhelmed</li> <li>Lack of confidence</li> </ul>	<ul style="list-style-type: none"> <li>Glimmer of hope</li> </ul>	<ul style="list-style-type: none"> <li>Connected</li> <li>Sense of relief, encouragement</li> </ul>	

**Team 4: A Job Seeker's Journey**

	Past Experience	Awareness	Engagement	Enrollment
Thinking	<ul style="list-style-type: none"> <li>Laid off, have to find a job</li> <li>Have to pay rent</li> <li>Daughter in college</li> </ul>	<ul style="list-style-type: none"> <li>Where can I go for help finding a job/career?</li> </ul>	<ul style="list-style-type: none"> <li>I need additional training</li> </ul>	<ul style="list-style-type: none"> <li>Walk-in, get resources and directions for help</li> </ul>
Doing	<ul style="list-style-type: none"> <li>Room service server</li> </ul>	<ul style="list-style-type: none"> <li>Looking for a job at Job Connect</li> </ul>	<ul style="list-style-type: none"> <li>Actively looking for a job</li> </ul>	<ul style="list-style-type: none"> <li>Visiting sites</li> </ul>
Touchpoint	<ul style="list-style-type: none"> <li>Daughter assisted with computer</li> </ul>	<ul style="list-style-type: none"> <li>Face-to-face, in-person visit to Job Connect, Goodwill, Workforce Connections</li> </ul>	<ul style="list-style-type: none"> <li>In-person</li> <li>Familiar with one-stop</li> </ul>	
Experience	<ul style="list-style-type: none"> <li>Enjoyed her job/working</li> </ul>	<ul style="list-style-type: none"> <li>Had to go to 3 locations</li> </ul>	<ul style="list-style-type: none"> <li>Have to find resources myself, ask questions about addition resources</li> </ul>	
Feeling	<ul style="list-style-type: none"> <li>Embarrassed</li> <li>Worried</li> </ul>	<ul style="list-style-type: none"> <li>Confused</li> <li>Upset</li> <li>Feeling she is being misled</li> </ul>	<ul style="list-style-type: none"> <li>Hopeful</li> <li>Frustrated</li> <li>Unsure what to do with information</li> <li>Lost</li> </ul>	

# Concept Capture Sheets

<p><b>CONCEPT CAPTURE SHEET</b></p> <p>CONCEPT NAME <i>Define Roles + Responsibilities</i></p> <p>TAGLINE <i>Employees &amp; US</i></p>	<p>TEAM <i>DIANA, RC, NUBIA, RC, BEN, JC, NISHAN JR, Ron, Jy Kenadio, NC</i></p>
<p><b>SKETCH</b></p>	<p><b>DESCRIPTION</b></p> <p><i>Capture the essence in 2-3 sentences.</i></p> <p><i>Hand Training with Staff</i></p> <p><i>WE HAVE WHAT YOU NEED</i></p> <p><i>WORKFORCE SERVICES IS OUR BUSINESS</i></p> <p><i>LABORERS, HRING EVENTS QUALIFIED CANDIDATES</i></p> <p><b>GOALS</b></p> <p><i>What need(s) does it address? Who does it help?</i></p> <p><i>Resolve confusion and frustration among employers</i></p> <p><b>SPECIAL FEATURES</b></p> <p><i>Why is it interesting? How is this different than the status quo?</i></p> <p><i>10-located Business Center Service</i></p> <p><i>35 capacity</i></p> <p><i>CROSS-TRAINED STAFF / 100 EMPLOYER &amp; SERVICE SERVICES</i></p> <p><b>CHALLENGES</b></p> <p><i>What challenges do you anticipate in implementation?</i></p> <p><i>Funding</i></p> <p><i>LEASES ON CURRENT LOCATION</i></p> <p><i>WHO WILL PROVIDE WHAT SERVICE</i></p> <p><i>How CROSS-TRAINING WILL OCCUR</i></p>

<b>CONCEPT CAPTURE SHEET</b>	
<b>CONCEPT NAME</b> THE BLUEPRINT	<b>TEAM</b> WIOA CORE TEAM
<b>TAGLINE</b> FIND THE RESOURCES YOU NEED	
<b>SKETCH</b>	
<b>DESCRIPTION</b>	Capture the essence in 2-3 sentences. TO CLARIFY & PROVIDE A BLUEPRINT NAVIGATING EMPLOYMENT & TRAINING SERVICES.
<b>PURPOSE</b>	What need(s) does it address? Who does it help? IT HELPS BOTH INTERNAL & EXTERNAL CUSTOMERS WITH A COMPREHENSIVE BLUEPRINT OF RESOURCES & SERVICES
<b>SPECIAL FEATURES</b>	Why is it interesting? How is this different than the status quo? THE BLUEPRINT WAS DEVELOPED WITH THE CUSTOMER IN MIND. COMPETING AGENCIES JOIN RESOURCES TO BECOME PARTNERS.
<b>CHALLENGES</b>	What challenges do you anticipate in implementation?
 <b>Maher &amp; Maher</b> <small>PROFESSIONAL ARCHITECTS AND INTERIOR DESIGNERS</small>	

<b>CONCEPT CAPTURE SHEET</b>	
<p><b>CONCEPT NAME</b> Information Gap</p> <p><b>TAGLINE</b> Connecting Returning Citizens to Workforce Redress</p> <p><b>SKETCH</b></p>	<p><b>TEAM</b> Detn, Workforce Connections, F.J.I NP.I</p> <p><b>DESCRIPTION</b> Capture the essence in 2-3 sentences. Executing a MOU Between WDOC + Workforce Connections</p> <p><b>PURPOSE</b> What need(s) does it address? Who does it help? Educating inmates with available resources prior to release. Inmates</p> <p><b>SPECIAL FEATURES</b> Why is it interesting? How is this different than the status quo? Should have already happened. Historically has not happen to date. Formalize process &amp; accountability</p> <p><b>CHALLENGES</b> What challenges do you anticipate in implementation? 1. Changes in Management 2. Large Scale agencies on the same page. 3. Rehabilitation of the whole person all of ones responsibility 4. Put it into a future.</p>
 <p><b>Maher &amp; Maher</b> INTEGRATED PARTNER OF INFLUENCE DEVELOPMENT</p>	

<b>CONCEPT CAPTURE SHEET</b>	
<b>CONCEPT NAME</b>	Cross-trained intake
<b>TAGLINE</b>	
<b>SKETCH</b>	
<b>DESCRIPTION</b>	Capture the essence in 2-3 sentences. Develop cross-training intake program for initial respondents (welcome team)
<b>PURPOSE</b>	What need(s) does it address? Who does it help? Addresses unclear communication and provides scope of services/resources available to client <del>upon</del> first meeting.
<b>SPECIAL FEATURES</b>	Why is it interesting? How is this different than the status quo? Uniquely provides a complete menu of services/resources available to <del>customers</del>
<b>CHALLENGES</b>	What challenges do you anticipate in implementation? Budget Employee buy in Ensuring accurate <del>some</del> information to all people assigned to initial intake at all centers
<b>TEAM</b>	

