



# Continuous Improvement Performance Initiative

## Frequently Asked Questions

### Overview

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#### 1. Why was the Continuous Improvement Performance Initiative created?

The Continuous Improvement Performance Initiative was conceptualized in support of the CareerSource Florida Board of Directors' core value of continuous improvement for Florida's workforce development system. Aligned with CareerSource Florida's corporate goals and supported by local workforce development board leaders, this initiative represents the evolution of how we measure, track and improve performance at the state and local levels. The federal Workforce Innovation and Opportunity Act (WIOA) includes Primary Indicators of Performance in which all states are responsible for achieving targeted performance. The metrics and components included in the Continuous Improvement Performance Initiative offer additional measures specifically aligned with WIOA and the goals and strategies of the State of Florida.

#### 2. How was the Continuous Improvement Performance Initiative developed?

The initiative was designed and developed based on input from local workforce development board leaders during strategy planning and feedback sessions. Team members from CareerSource Florida and the Department of Economic Opportunity conducted best practices research, historical data analyses and evaluation of past systems. [Florida's Performance Funding Model](#) was instrumental in the design of the Continuous Improvement Performance Initiative. Additionally, a Performance Advisory Council, consisting of local workforce development board representatives, was established to provide ongoing feedback and recommendations for continuous improvement.

#### 3. What are the metrics that make up the Continuous Improvement Performance Initiative?

The Continuous Improvement Performance Initiative focuses on three mission-critical metrics:

- **Employment Rate 1<sup>st</sup> Quarter After Exit:** The percentage of WIOA and Wagner-Peyser participants\* who exited the system and had certified wages the first quarter after exit.
- **Participant Training Rate:** The percentage of WIOA participants\* who received [training services](#).
- **Business Penetration:** The number of business establishments provided a [staff-assisted, high-value service](#) by a local workforce development board.

*\* Excludes participants served through time-limited special initiative grants (e.g., apprenticeship grants).*

**4. What do local workforce development boards need to do to be eligible to participate in the Continuous Improvement Performance Initiative?**

Local workforce development boards must be currently certified as required by the Workforce Innovation and Opportunity Act (see [DEO Administrative Policy 93](#)) to participate in the Continuous Improvement Performance Initiative. This includes meeting 90 percent of the target for each WIOA Primary Indicator of Performance two years in a row.

**5. Where can local workforce development boards find additional information about the Continuous Improvement Performance Initiative?**

A CareerSource Florida Performance website is being developed to house the details and data related to the Continuous Improvement Performance Initiative. In the meantime, updates are provided to local workforce development boards by phone, email and webinar, and information is posted on [CareerSource Florida's website](#).

**6. Once the CareerSource Florida Performance website launches, how often will the data for each Continuous Improvement Performance Initiative metric be updated on the site?**

The CareerSource Florida Performance website will be updated on a monthly basis, around the 15<sup>th</sup> of the month as follows:

- *Preliminary* data supporting the three Continuous Improvement Performance Initiative metrics will be updated on the Performance website as soon as it is available.
- Final quarterly data for the training and business metrics will be updated on the Performance website following the 30-day period when local workforce development boards are finalizing their data in Employ Florida.
- Final quarterly wage data for the employment metric will be updated five months after the first quarter after exit (when wages are earned) to allow for the certification of wages by the Department of Revenue.

Due to the lag in certified wage data, the first data set for wages will be available in May 2020. Below is the schedule for the certified wage data for fiscal year 2019-2020 performance:

<b>Performance Period / Participant Exit Dates</b>	<b>1<sup>st</sup> Quarter After Exit/ Wages Earned</b>	<b>Wage Data Updated Online</b>
July 1 – Sept. 30, 2019	Oct. 1 – Dec. 31, 2019	May 2020
Oct. 1 – Dec. 31, 2019	Jan. 1 – March 31, 2020	August 2020
Jan. 1 – March 31, 2020	April 1 – June 30, 2020	November 2020
April 1 – June 30, 2020	July 1 – Sept. 30, 2020	February 2021

**7. What level of funding did the Continuous Improvement Performance Initiative receive for fiscal year 2019-2020?**

The CareerSource Florida Board of Directors allocated \$5 million to recognize targeted local workforce development board performance on the metrics within the Continuous Improvement Performance Initiative during fiscal year 2019-2020.

**8. How are local workforce development boards awarded for performance in the Continuous Improvement Performance Initiative?**

Performance awards are allocated using the federal formula funding model, with each local workforce development board allotted the same proportionate percentage as their federal formula funding. Each local workforce development board's annual allocation is divided evenly by quarter among the three metrics.

**9. Is performance on the Continuous Improvement Performance Initiative measured on an annual basis?**

Performance in the Continuous Improvement Performance Initiative is measured on a quarterly basis. Current-year performance, including additional credit, is compared to performance, excluding additional credit, from the same quarter in the previous year.

**10. How is local workforce development board performance evaluated for award funding?**

Each local workforce development board that meets the WIOA requirements for certification and meets its target for a Continuous Improvement Performance Initiative metric in any given quarter, receives award funding for that quarter.

**11. What is the inquiry process for local workforce development boards or other entities with questions about the Continuous Improvement Performance Initiative?**

Inquiries regarding the Continuous Improvement Performance Initiative may be sent to CareerSource Florida by email at [performance@careersourceflorida.com](mailto:performance@careersourceflorida.com).

## Metrics

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**1. What are the numerators and denominators for each metric in the Continuous Improvement Performance Initiative?**

The numerator and denominator for each Continuous Improvement Performance Initiative metric is as follows:

- **Employment Rate 1<sup>st</sup> Quarter After Exit**
  - **Numerator:** Participants\* who exited during the period being measured and had certified wages, reported by the Department of Revenue, in the first quarter after exit.
  - **Denominator:** Participants\* who exited during the period being measured.

- **Participant Training Rate**
  - **Numerator:** [Participants](#)\* who are in training, or have completed training, during the period being measured.
  - **Denominator:** Participants\* served during the period being measured.
- **Business Penetration**
  - **Numerator:** The number of business establishments that were provided a [staff-assisted, high-value service](#) by the local workforce development board during the period being measured.
  - **Denominator:** N/A (*this metric is not a rate*)

*\* Excludes participants served through time-limited special initiative grants (e.g., apprenticeship grants).*

**2. How were Employ Florida codes determined for inclusion in the training and business metrics?**

The Employ Florida service codes included in the Continuous Improvement Performance Initiative were selected to align with the service codes included in the Workforce Innovation and Opportunity Act's Primary Indicators of Performance.

**3. Are participants served through time-limited special initiative grants included in the employment and training metrics?**

The Continuous Improvement Performance Initiative recognizes performance with award funding allocations aligned to the baseline funding formulas for each local workforce development board. Awards for the Continuous Improvement Performance Initiative support core services rendered by local workforce development boards to job seekers and businesses; and, therefore, excludes additional funding that may have been allocated for time-limited special grants.

**4. Does the employment metric include supplemental data added to Employ Florida from follow-up outreach by local workforce development board staff?**

The Employment 1st Quarter After Exit metric includes only certified wage data from the Florida Department of Revenue.

**5. If participants complete training in the quarter being measured but they are still receiving services, will they count in the numerator and the denominator of the training metric for the following quarter?**

Participants who complete training during a quarter will not be counted in the numerator the following quarter, unless they are receiving additional training. Participants will be counted in the denominator of subsequent quarters if they continue to receive services, other than training, in those quarters.

If participants are no longer receiving services, they should be exited from the system per WIOA's exit definition, available in [Attachment I](#) of the [Training and Employment Guidance Letter \(TEGL\) No. 10-16, Change 1](#).

**6. Does the business metric measure the number of businesses served or the number of services provided to businesses?**

The Business Penetration metric measures the number of *business establishments* provided a [staff-assisted, high-value service](#) in each performance quarter. The additional credit added to the metric measures the number of staff-assisted, high-value *services* provided to business establishments in up to five board-selected [targeted industry sectors](#).

**7. Do local workforce development boards receive credit for serving businesses outside their local area?**

A local workforce development board receives credit in the business metric for any business establishment served regardless of geographic location.

## [Methodology](#)

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**1. What is the methodology for the Continuous Improvement Performance Initiative?**

The methodology for the Continuous Improvement Performance Initiative is as follows:

- Targets are set for each local workforce development board based on thorough reviews and analyses of historical performance data. Updated performance targets are provided as data becomes available following the completion of each quarter.
- For the employment metric:
  - As data becomes available, the Employment Rate for the quarter being measured is calculated using the metric's numerator and denominator. The Employment Rate becomes a baseline for future performance target setting.
  - Additional credit is added to the numerator used to determine the Employment Rate. Local workforce development boards receive .20 (or one-fifth of a point) for each [barrier to employment](#) identified in Employ Florida for the participants in the numerator.
  - The numerator including the additional credit is then divided by the Employment Rate's denominator, and the result of this calculation becomes the final Employment Rate + Additional Credit for the quarter.
- For the training metric:
  - As data becomes available, the Training Rate for the quarter being measured is calculated using the metric's numerator and denominator. The Training Rate becomes a baseline for future performance target setting.
  - Additional credit is added to the numerator used to determine the Training Rate. Local workforce development boards receive .20 (or one-fifth of a point) for each [barrier to employment](#) identified in Employ Florida for the participants in the numerator.

- The numerator including the additional credit is then divided by the Training Rate's denominator, and the result of this calculation becomes the final Training Rate + Additional Credit for the quarter.
- For the business metric:
  - As data becomes available, the Business Penetration for the quarter being measured is calculated; this is a count (not a rate) of [business establishments](#) provided a [staff-assisted, high-value service](#). The Business Penetration becomes a baseline for future performance target setting.
  - Additional credit is added to the Business Penetration. Local workforce development boards receive .30 (or approximately one-third of a point) for each staff-assisted, high-value [service](#) provided to business establishments in up to five board-selected [targeted industry sectors](#). This calculation becomes the final Business Penetration + Additional Credit.
- The performance of local workforce development boards is measured by comparing the quarterly metric including additional credit (e.g., Employment Rate + Additional Credit) to baseline performance (the metric without additional credit from the same quarter in the previous year).
- Local workforce development boards receive funding awards for each metric for which the improvement/performance target is met each quarter.

## 2. How are targets set for the Continuous Improvement Performance Initiative?

Quarterly targets for each local workforce development board are set following thorough reviews and analyses of historical and current performance data. The quarterly improvement/performance target for each metric within the Continuous Improvement Performance Initiative is based on the Employment Rate, Training Rate and Business Penetration, without additional credit, from the same quarter in the previous year.

For the 2019-2020 fiscal year, the improvement target is set at 10 percent with current-year performance measured by comparing the metric including additional credit to performance on the metric excluding additional credit during the same quarter in the previous year. Future quarterly performance targets are provided as data becomes available following the completion of each quarter.

## 3. Do local workforce development boards receive additional credit within the three Continuous Improvement Performance Initiative metrics?

Local workforce development boards receive .20 (or one-fifth of a point) in additional credit in the employment and training metrics for each [barrier to employment](#) identified in Employ Florida for the participants in the numerator. Individuals with more than one barrier to employment count multiple times.

Local workforce development boards also receive .30 (or approximately one-third of a point) for each [staff-assisted, high-value service](#) provided to business establishments in up to five board-selected, [targeted industry sectors](#). Each local workforce development board selects up to five industry sectors, at the two-digit NAICS code level, identified in its current Workforce Innovation Opportunity Act plan.

Industry sectors with more than one NAICS code (e.g., manufacturing, retail, and transportation and logistics) count as one industry sector for the purpose of additional credit. Employ Florida maintains an updated list of NAICS codes.

**4. How were the additional credit populations determined for the Continuous Improvement Performance Initiative?**

The Continuous Improvement Performance Initiative follows the definitions for barriers to employment in the [Workforce Innovation and Opportunity Act](#). A full list of the barriers to employment included in the Continuous Improvement Performance Initiative is available [here](#).

**5. What are the data sources for the Continuous Improvement Performance Initiative?**

[Employ Florida](#) is the sole data source for the Continuous Improvement Performance Initiative. The data for the three metrics and additional credits are pulled from Employ Florida (not Connect, One-Stop Service Tracking, Salesforce, or any other system), with wages certified by the Florida Department of Revenue.