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ABSTRACT

The objective of the project was to develop methods for establishing output and input performance standards for the placement and placement-support functions of the U.S. Employment Service (ES). Volume 4, a preliminary or working handbook, contains all forms, guidelines, procedures, and training materials for primary data collection and analysis by ES functional activity of local staff time utilization, minutes per unit of service, service ratios, and key quality factors. The "handbook" is designed to serve as a self-application package in future work to establish input standards; it can also be used as a local self-analysis and diagnostic tool pending establishment of input standards. (Author)

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VOLUME 4

HANDBOOK FOR ANALYZING LOCAL ES PERFORMANCE

Prepared by

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Washington, D. C. 20036

Dr. Charles K. Fairchild
Project Director

August 1, 1975

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16. Abstracts

The objective of the project was to develop methods for establishing output and input performance standards for the placement and placement support functions of the United States Employment Service (ES). The Handbook of Analyzing Local ES Performance contains all forms, guidelines, procedures and training materials for primary data collection and analysis by ES functional activity (including non-placement or overhead time) of local staff time utilization, minutes per unit of service, service ratios, and key quality factors. The Handbook will serve as a self-application package in future work to establish input standards; it can also be used as a local self-analysis and diagnosis tool pending establishment of input standards.

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PREFACE

This preliminary Handbook is presently being used, during this phase of the project, to support the development of performance standards. It provides, in writing, the project rationale and it also documents the current versions of all the working materials of the project (data collection sheets, tally sheets, activity descriptions, etc.).

A key project task is the refinement and further development of the handbook and of all this material for eventual independent use by local offices and State ES administrative personnel.

At the present time, the current material is subject to change as a result of experience gained and suggestions received during this developmental phase of the project. Furthermore, some material, such as the local office typology material, is not in this version of the handbook.

This material is a working document which is in the process of evolving toward a final finished product.

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Chapter I

INTRODUCTION

What need does this handbook fill?

The ES has come to the conclusion in the past few years that State and local performance must be measured in terms of tangible end results rather than the intermediate activities and services which led to those results. This conclusion has led to the development of a Balanced Placement Formula which is currently used to adjust allocations to the States. Used in this way, the Balanced Placement Formula accomplishes Performanced Based Budgeting for the ES. States, therefore, have an incentive to take action that will improve the results which play a role in the BPF.

To improve the score obtained on the BPF, each State agency should develop an action plan based upon an analysis of its own operation. The national office can assist States in this effort by developing procedures and analytical tools that are keyed to the results that figure into the BPF. These results, or outputs, are the consequence of a system of activities that comprise the placement process; they and other outputs provide clues to how well the component activities have functioned.

No fixed relationship between output figures and input activities can be made because each State agency and the local offices within it operate in labor markets that have specific characteristics and unique problems. However, despite these differences, enough similarities exist between all the local offices in the ES to warrant the development of a uniform set of guidelines to aid in diagnosis of State and local operations for the purpose of improving the performance measures used in the BPF.

Therefore, a comprehensive set of performance standards should consist of 3 parts: a definition of output goals (currently expressed by the BPF), a method for identifying substandard performance (BPF score and other outputs which can be used as clues for poor component activity), and a set of guidelines for diagnosing and correcting poor activity performance or inefficient resource allocations.

The Balanced Placement Formula plays a role in two parts of the standards: it defines goals and priorities for ES output performance of placement and placement support services (with limitations discussed below), and it can be used to identify substandard performance. What is needed is the 3rd part to assist in the diagnosis and correction of substandard performance. This part of the performance standards should consist of a set of guidelines which indicate combinations of activities or services, unit costs for such activities, and key quality factors modeled upon ES organizations having adequate or superior performance. The guidelines should be supported by feasible methods for analyzing the combination, cost and quality in ES operations having substandard output performance. The results of such analysis, in combination with the guidelines, will permit State and local ES management to plan changes in ES operations designed to improve output performance. The three components of performance standards are discussed in turn below:

A. Output Goals

Output goals can be derived from the Balanced Placement Formula (BPF), the ES performance-based budgeting tool. The BPF has logically separate components (exclusive of final budget computation):

a. Goal measures:

- Placement Service Performance in relation to plan
- Placement Services Productivity
- Types of Individuals Placed
- Types of Jobs
- Employer Services
- Employment Assistance

The BPF specifies what elements of ES performance will be measured, and how these elements will be measured.

b. Policy Variables:

- Weights for individual items related to "quality" of service, such as the target groups placed
- Percentage for budget allocation
- Performance standards (national average for each performance measure)

The policy weights and budget percentages establish the national priorities for ES output performance.

In its current form, the BPF can be a management tool to be used for the purposes of diagnosis and planning by all levels of ES management:

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- By Federal management - to identify States with low performance in relation to other States.

- By State management - to evaluate the State's performance as a whole and with respect to each performance measure and to evaluate and to identify low-performing local offices.

- By area/district management - to identify local offices or areas with low performance.

B. Causes for Poor Component Activity

The current version of the BPF can be applied at the labor area or local office level for performance diagnosis to provide a clue to poor component activity. This is the crucial final step in use of the BPF as a management tool because services are delivered here, at the local level, not the State level. The causes of substandard performance can only be corrected here at the local level. However, the current BPF has an important limitation because it does not account for local area labor market and labor force conditions beyond the control of the ES which may have a significant effect on (a) achievable output performance levels, (b) the optimum mix of activities and services, and (c) unit costs.

Therefore, local area performance standards must be developed for types or classes of offices that may reasonably be believed to have similar conditions. For each such class, goals for each of the output performance measures can be established. Whether the goals should be the average performance of the class or indicators of superior performance of the class must yet be decided. To establish an overall goal for a State and State performance in relation to goal (needed primarily if not solely for national budgeting purposes) requires a procedure for integrating the goals for each class within the State through a weighted summation process.

C. Guidelines for Analyzing Input Activities

The guidelines for diagnosing and correcting poor component activity (the 3rd part of the standards) are described in detail in this Handbook (see Chapters IV, V and VI).

Methods, including forms and analysis sheets, are provided (see Chapter VIII) to carry out measurements of actual activity unit cost and to rate the quality of each component activity.

The guidelines assist in analyzing component activities at the local level. This analysis provides the answers ES officials must have to plan changes that will improve activities. The analysis will tell them:

1. Which activities are performed below standards of adequate quality.

2. Which activities are costing (in terms of work time) more than standard productivity rating.

3. How the utilization of resumes in the office compares to offices of the same type who achieve high scores as measured by the BPF.

In the next section, State uses at several administrative levels are described in more detail.

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Chapter II

USE OF THE PERFORMANCE STANDARDS HANDBOOK

Who uses it, why, when and where?

A. State Administrator

B. Area/District Manager

C. Local Manager

For purpose of diagnosis/planning.

A. State Administrator

State Administrator has responsibility for and (at least some) control over performance and indeed should attempt to manage his performance to maximize his funding allocation, given the policy variables.

1. Evaluate the BPF for the State to ascertain the measure(s) on which the State falls below the standard.

2. Evaluate the performance of each type of local office, concentrating on the measure(s) on which the State is below the standard.

3. Identify specific local offices falling below the standard.

4. Direct district/area managers to conduct detailed assessment of performance, costs, efficiency and quality.

B. Area/District Manager

1. Identifies Local Offices via output performance standards.

2. Assists in onsite measurement of resources utilization.

3. Recommends improvement based on detailed analysis using this Handbook.

C. Local Manager

Local Managers will use the Handbook in two ways: First, as a diagnostic tool, after the State Administrator and Area/District Manager have identified this local office as falling below the standard based on the allocation formula. Second, as a planning tool, preferably biannually, to evaluate activity in the local office in relation to standards of quality and of cost.

Chapter III

LOCAL OFFICE TYPES

This Chapter will discuss the reasons for a typology's usefulness, an outline of how a typology may be determined, and how a local office may determine its own type is using the Handbook.

A. Why a Typing of Local Offices Is Meaningful

One of the problems in the development and use of performance standards is that guidelines appropriate and effective in one locale may be unsuitable in others.

To the extent that LO's may be grouped on the basis of characteristics held in common, more relevant standards can be developed. This is the objective of making a typology of local offices: to allow for standard-setting that is more closely tied to local labor market conditions than standards based only on national averages.

B. Current Status of Typology Research

Currently no valid typology for labor areas or local offices can be used. However, as the research to develop performance standards is advanced the typology needed for grouping labor areas and offices into types will be created. Until that is done this Handbook can only be used as a self-analysis tool in which the ultimate measurements are compared to internal standards that the State or local managers already apply.

After the standards have been established the typology for each local office will be determined by a simple chart that will contain all SMSA's and the type of labor area: for offices outside of the SMSA's a single type will apply. The exact breakdown and the list itself will, of course, only be available after that research has been completed. The reader is referred to Volume 3 of the Final Report of the project for more details about the research plan.

Chapter IV

PERFORMANCE STANDARDS FOR EACH ACTIVITY

The activities to be described in this chapter will be applicable to local offices of all types. They will pertain to the individual activities - the basic building blocks of the services performed by the ES.

In Section A, each activity will be described in general terms; key factors reflecting the quality of performance of the activity will be detailed; the quantitative unit of measure for each activity will be listed; the service percent formula for each activity will be specified; and finally, other quantitative measures for selected activities will be defined.

In Section B, tables reflecting the standards, or numbers to be used for comparison will be presented. Currently, a sample only of such tables is presented, with the actual tables to be described after the larger survey. Tables will be organized by Type of Local Office or labor area, and contain, for each activity, the following: percent of resources (manpower); standard cost in minutes for producing one unit at an adequate quality rating; standard service percent; and standard other quantitative measures, if applicable.

In the next chapter of the Handbook, Chapter V, detailed procedures will be presented for making measurements in the local office for each activity and for determining the number of units produced and the cost for that production; the cost per unit will then be compared to the standard.

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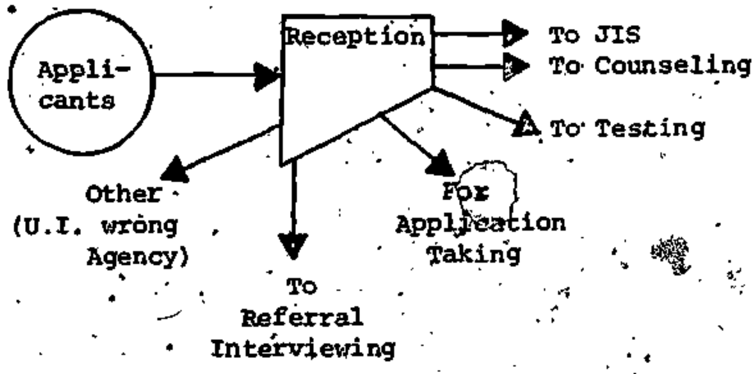
A. Activity Descriptions

ACTIVITY #1: Reception



a) General Description

"The functions of the Intake and Reception unit include reception, orientation and monitoring of the self application and referral processes. The reception function requires that each applicant receive service promptly, that applicant needs be accurately recognized, and that the applicant be directed to the appropriate area or staff member. The receptionists must be able to interview callers rapidly and tactfully, be adaptable to new operations and be able to relate well to applicants. In addition, they must be perceptive and knowledgeable about jobs, office organization, resources and objectives of the employment service, and have a knowledge of community resources. While trainees, preprofessionals or clerical staff may be assigned to this complex operation, they must be carefully selected and well trained. This training should be provided in a formal class room setting as well as on-the-job, and consist of the same basic instruction provided members of the professional staff."*

b) Key Quality Factors

- Reception is located where traffic can be easily controlled.
- Reception area is welcoming and pleasant.
- Where the location of other areas is not obvious, the reception area has clear signs with simple words indicating where to proceed to other sections of the office.
- Reception area is supplied with ES pamphlets.

*Placement Operations Handbook

- New applicants receive an orientation (e.g., from person at reception, from film strips, etc.) which covers:

  - JIS
  - Job Search Library
  - Other services provided by ES
  - Veteran's preference policy
  - UI claims possibilities
  - Current labor market information

- Wait times are not greater than ____ minutes unless exceptional circumstances occur.

- Applicants who cannot be served immediately are informed of delays and are given a reasonable estimate of wait time.

- The reception desk is attended at all times.

- Receptionist:

  - Welcomes the applicant in a friendly way.

  - Determines if the applicant has an appointment and if so notifies the appropriate staff member.

  - Sight verifies self-application forms for completeness and correctness.

  - Screens the applicant for need of special services or employability development. If job ready, JIS could be suggested.

  - Insures that waiting applicants are called on an equitable first in, first served basis.

  - Alerts interviewers to special situations and writes notes for the interviewer if necessary.

  - Has a method for locating the application cards for previously registered applicants who know their SSN.

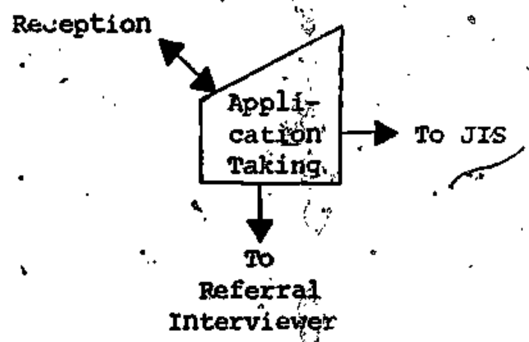
c) Quantitative Unit

- Number of individuals received.

d) Service percent

$$\frac{\text{Total Traffic}}{\text{Total Unemployment in the Labor Area}}$$

ACTIVITY #2: Application Taking



a) General Description

Application takers perform the following functions:

Decide whether a full or partial application should be taken.

Assist applicants having difficulty with the self-application process.

Check the data entered by the applicant.

Complete the form, entering those items not filled out by the applicant.

If a full application is being taken, review the applicant work history and other qualifications (as described by the application card and as elicited from the applicant during the course of discussion). Then determine one or more occupational titles and corresponding DOT codes, and enter these titles and codes on the application card.

Make an evaluation of the applicant and the job readiness of the applicant. Then determine the next appropriate activity for the applicant (e.g. Job Referral Interviewing, Job Information, etc.).

b) Key Quality Factors

- Partial applications may be taken on:

  - New applicants who are referred to a job from the JIS.

  - Youths seeking only summer employment.

  - Transients.

  - Casual labor workers,

- Domestic dayworkers.

- Applicants referred to a job opening on their first visit to a local office.

- Persons visiting the Local Office only for testing on a Specific Aptitude Test Battery.

- Applicants on temporary layoff with apparent job attachment.

- Complete applications are taken on:

  - Veterans,

  - Disadvantaged.

  - Handicapped.

  - Applicants who need additional services but cannot be served the same day.

  - Applicants with skills usually in demand for which there are no current openings.

- The self-application method is used when the applicant is capable.

- Visual aids are used to instruct applicants on completing the forms. (These should preferably be large, wall-mounted copies and/or examples of filled out forms given to applicants at intake.)

- Facilities are available for the self-application process (convenient desks, good light, pens, etc.).

- Systematic review, at least on a sample basis, is conducted on both full and partial applications to insure maintenance of adequate quality.

c) Quantitative Unit

- Number of applications (partial and complete).

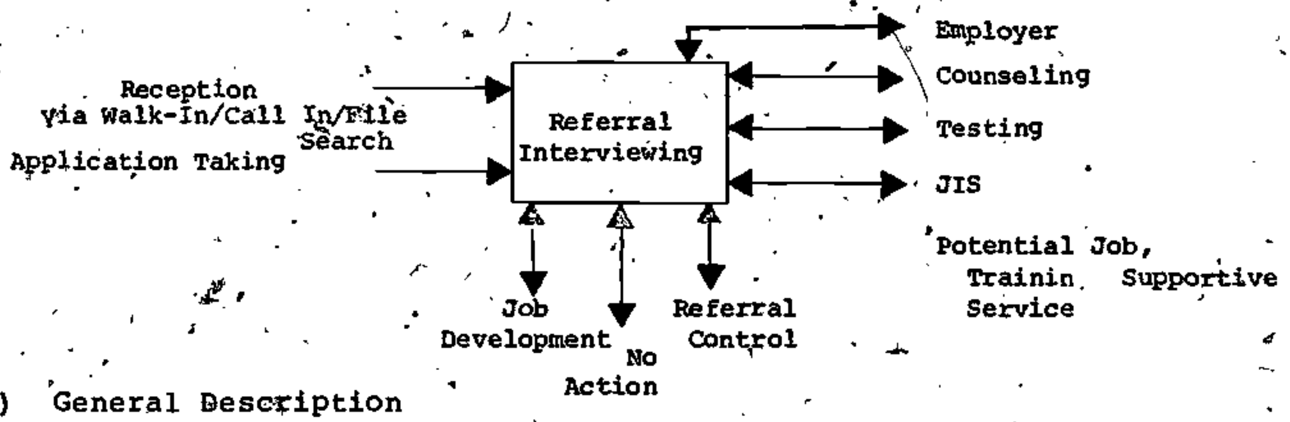
d) Service Percent

$$\frac{\text{New Applicants + Renewals}}{\text{Total Traffic}}$$

e) Quantitative Measures

$$\frac{\text{New Applicants + Renewals}}{\text{Total Unemployment in the Labor Area}}$$

ACTIVITY #3: Referral Interviewing



a) General Description

Referral interviewing includes interviewing an applicant for referral to a job, a training opportunity, or a supportive service; referring the applicant to a job opening, or if no opportunity exists (no appropriate open orders), performing job development. The interviewer analyzes the applicant's work experience, training, interests, and requirements; and searches open order lists to find a suitable open order. The interviewer also does job modification to try to fit job to applicant, or applicant to job.

In non-Job Bank areas, the interviewer checks the referral status either by accessing the original order or by contacting the person or unit holding the order.

In Job Bank areas the interviewer calls referral control and determines if the order is still open.

Once it has been established that the job (training or service) is available and all requirements of the order have been met, the employer may be called and, if the order is valid, an interview is arranged. The applicant is provided with a referral card showing the employer's name, address, phone number and person to contact, and is sent to the employer.

b) Key Quality Factors

- Job Orders and/or microfiche readers or other displays are easy to read and are easily accessible.
- When no appropriate job openings are found for job-ready applicants, especially veterans, job modification and job development is attempted with/for the applicant.
- The referred applicant is prepared by the referral interviewer for subsequent employer interview by advising him/her of the arrangements made with the employer, discussing the applicants course of action.

- Applicants are given a referral slip as introduction to the employer.

- If the job order indicates "call first", the referral interviewer checks with the employer before referring the applicant selected, to make sure the job is still open and that requirements have not changed.

- Important changes are reported immediately.

- The referral interviewer encourages the applicant to telephone him/her if there are any problems or questions.

- A referral interview takes place in an area which is well-lit, free of noise, and has desks well-spaced (or partitioned).

- Interviewers, when relevant, inform the applicant of the possibility of UI benefits.

- Applicants report satisfaction with the referral interviewer process in completing survey questions. At least ___% of the applicants surveyed are satisfied.

When part of a Job Bank:

- The following materials are used in interviewing:

  - Lists of open orders
  - Lists of new orders
  - Indexes of open orders
  - Indexes of new orders
  - Lists of clearance

- Interviewer re-calls referral control if applicant changes mind after referral is cleared by referral control.

- On calls to referral control, established procedures and fixed dialogue are used to speed up the process.

  - The period of dialogue should average no more than 30 seconds per referral.

- Each referral interviewer receives referral results daily for the purpose of self-monitoring.

- The referral interviewer supervisor also receives the referral results to effectively monitor operations.

- Referral cards are sent to data processing at the end of day.

- Job Bank listings arrive on time.
- 1 Job Bank order list per interviewer.
- At least 90% of job openings are filled from using the open order Job Bank displays.

c) Quantitative Units

- Number of applicants interviewed.

d) Service Percent

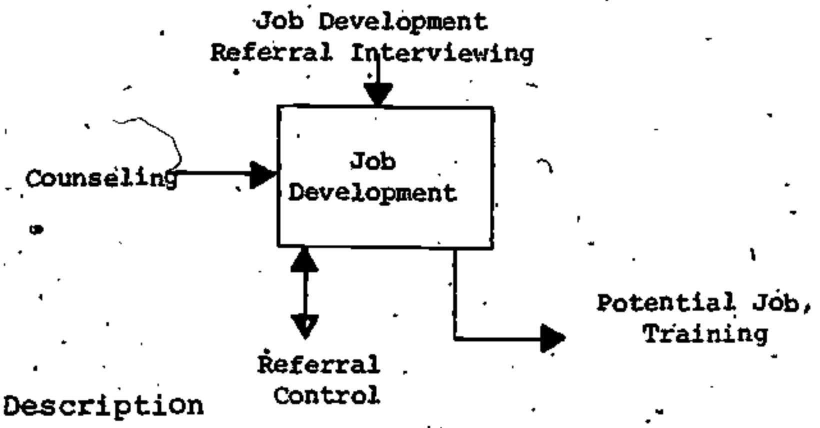
$$\frac{\text{Referral Interviews}}{\text{Total Traffic}}$$

e) Quantitative Measures

$$\frac{\text{Individuals Referred}}{\text{New Apps + Renewals}}$$
(SVC. to Indiv....YTD)

$$\frac{\text{Number of Referrals}}{\text{Total Number of Job Placements}}$$

ACTIVITY #4: Job Development



a) General Description

The process of developing a job or training opportunity for an individual applicant, when no suitable open order had been found for that applicant.

b) Key Quality Factors

- The staff has received training in job development techniques.
- All interviewers use employer information such as:
  - Job search information in the JIS
  - Order files (both open and closed orders)
  - Record of Employer Contacts*
  - Work history section of application cards
  - Newspaper advertisements
  - Trade and professional periodicals
  - Specialized directories* as well as telephone
  - Job opportunity studies
  - Area skill studies
- Each job development contact is carefully noted on a Record of Employer Contacts Form and on the Application Card.
- Job development is used <u>after</u> available openings are reviewed with the applicant.

c) Quantitative Unit

- Number of job development attempts.

d) Service Percent

$$\frac{\text{Job Development Attempts}}{\text{Referral Interviews}}$$

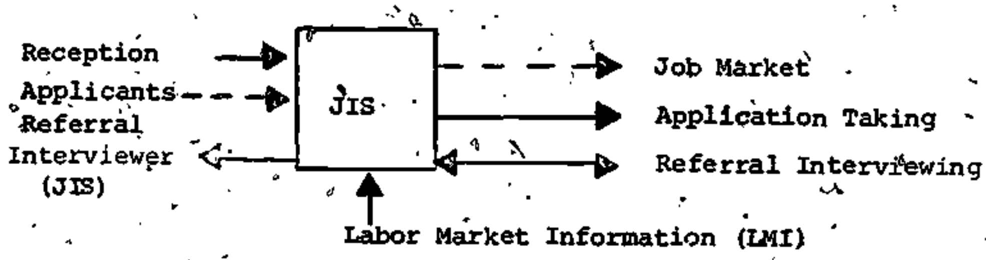
*These information sources are of prime importance.

Quantitative Measures

$$\frac{\text{Job Development Contacts}}{\text{New Applicants + Renewals}}$$

$$\frac{\text{Job Development Contacts}}{\text{Placements as a result of Job Development}}$$

ACTIVITY #5: Job Information Service (JIS)



a) General Description

The Job Information Service (JIS) is that part of a Job Information Delivery System (JIDS) that provides computerized listings of all jobs available through the Employment Service, and is designed for use on a self-service basis by jobseekers.

b) Key Quality Factors

- Job Bank Listings of open orders are current and sequenced in several ways. At least one listing is available. The following are some recommended sequences:

  - Alpha by occupational title

  - Alpha by location

  - Alpha by occupational title and salary

- Listings are easy to read and without abbreviation.

- In addition to listings of available openings, there are materials containing job search leads.

- There are enough displays so that applicants have little or no waiting time.

- Schools and community agencies are encouraged to arrange for receipt of job listings for use at their own facilities. They are also encouraged to bring students and clients for visits to the JIS facility at the Local Office.

- JIS monitors are trained to ascertain whether or not applicants requesting referrals to openings are qualified for the openings.

- There is an attempt to direct applicants who have had multiple referrals from the JIS without placement to a referral interviewer.

- The physical layout is pleasant and convenient:
  - Accessible
  - Place to sit down
  - Read and write
  - Well lighted
- Applicant is satisfied with JIS facility.
  - Would return to use.
  - Found material wanted.
- Staff is available to answer questions.

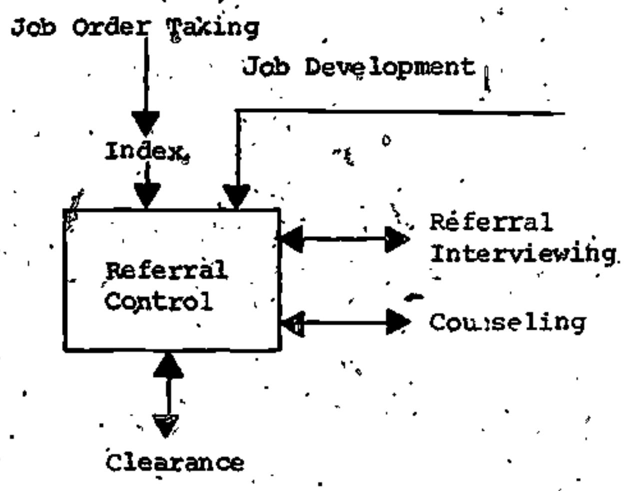
c) Quantitative Unit

- Not relevant for this activity.

d) Service Percent

$$\frac{\text{Referral Interviews from JIS}}{\text{Referral Interviews}}$$

ACTIVITY #6: Referral Control



a) General Description

It is the process of managing the number of referrals made by keeping accurate records and accurate counts of referrals. In Job Banks, referral control staff records important changes on the control document.

b) Key Quality Factors

In Job Bank Areas

- The supervisor periodically evaluates postings for legibility and accuracy.

- When orders are in referred status, "one-over" referrals are made for veterans.

- If more than 100 referrals are approved per day, then more than one individual works on referral control, and each is responsible for different sections of open orders.

- When referral control staff speaks on the telephone with referral interviewers, established procedures and fixed dialogue are used.

  - The period of dialogue is no more than 30 seconds per referral.

- Forms are used to control changes to job order status.

- The number of telephone lines is sufficient to handle peak hour calls to referral control without causing more than one out of ten calls to encounter a busy signal.

- Key changes, (i.e., wages, job address, etc.) are recorded promptly by referral control and interviewers who request referrals on these changed orders are informed of the new data.

- Control procedures exist for documents sent to data processing and received from data processing.

- Periodic audits of interviewer numbers (station-desk) are made for referrals and comparison is made between the station and desk of the interviewer making the referral and that on the ES Applicant Referral form filled out by the interviewer.

In non-Job Bank Areas:

- When a referral is made, the referral is posted to the original order (or the order-holding person is called to post the referral).

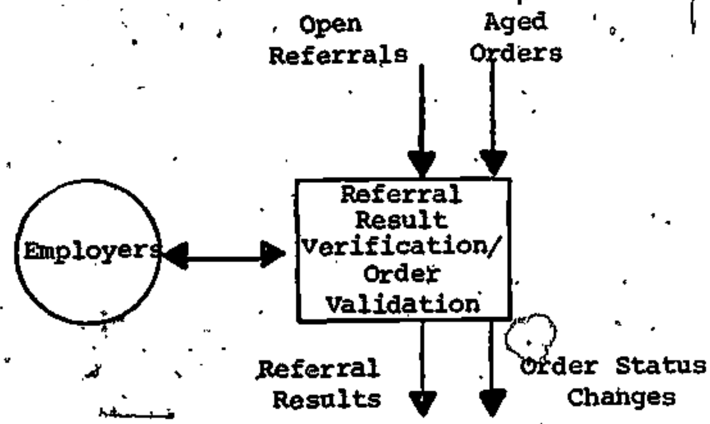
c) Quantitative Unit

- Number of requests for referrals from interviewers and counselors.

d) Service Percent

$$\frac{\text{Job Referrals}}{\text{Referral Requests}}$$

ACTIVITY #7: Referral Result Verification/Order Validation



a) General Description

Verification/validation includes both telephone verification of referral results (except those for which results have been received with the referral or by "mailer" procedures) and telephone validation of the status of aged orders. The verified referral results and the changes in the status of aged orders are entered on appropriately coded forms and passed on to ADP to enable maintenance of accurate status information on each job order.

b) Key Quality Factors

- The percentage of unverified referrals is less than ___%.
- Persons doing verification have complete records of the employer's job orders and associated referral transactions. Telephone numbers are readily available.
- Persons doing verification have knowledge of local office functions (for answering questions the employer may have).
- Referral verification by telephone takes place within 24 hours of the date of appointment (except where specifically scheduled otherwise to fit the hiring practices or procedures of individual employers).
- Referrals on mandatory listing orders are verified within 24 hours.
- Referral verification by mail is used, forms are returned within 72 hours.
- Verification staff contact ES employer representatives and inform them of significant information concerning contacted employers.

- Employers are contacted weekly regarding
  - Aged orders
  - Orders other than in open status
  - Orders containing unverified referrals
- Verification and validation calls to each employer are coordinated to minimize the number of calls to the employer.
- Procedures are in effect and followed for the dissemination of referral results, order changes and order status changes from those obtaining such information to those responsible for the affected order or applicant.

When part of a Job Bank

- Referral verification is performed by staff specifically trained and assigned to this task. Referral interviewers and counselors verify the results of referrals only in exceptional cases.
- At the time orders enter into referred status, employers are contacted to determine if they will accept more referrals.

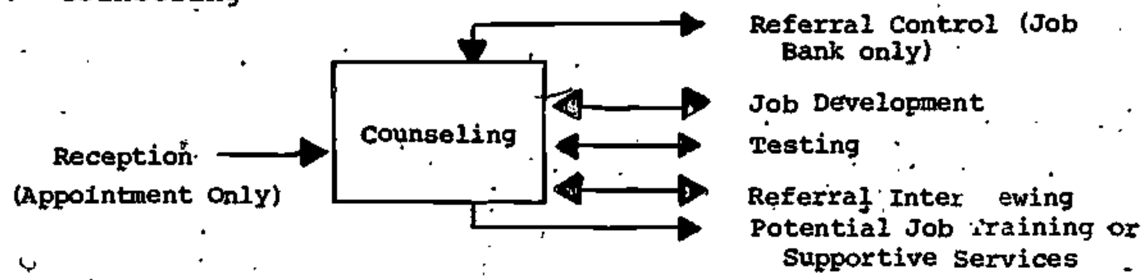
c) Quantitative Unit

- Number of results verified and/orders validated.

d) Service Percent

$$\frac{\text{Verified Percent} + \text{Validated Orders}}{\text{Openings Received}}$$

ACTIVITY #8: Counseling



a) General Description

Vocational counseling services are given to an applicant when the applicant has a problem that interferes with placement, training, or supportive service activity.

Vocational counseling includes all time spent on the following tasks:

- Counseling individuals (including job modification and job development).
- Recording interviews.
- Reviewing and analyzing information on counseling cases.
- Interpreting test results.
- Arranging for and referring to supportive services that are necessary to assure implementation of the employability development plan.
- Using follow-up inquiries to determine the progress made by counselees in achieving their planned objectives.

b) Key Quality Factors

- An applicant requiring several sessions is assigned as caseload to an individual counselor.
- When counselors send the applicant to testing they:
  - Inform the applicant of the reasons for testing.
  - Give and explain appropriate booklets to the applicants. ("Doing Your Best On Aptitude Tests", etc.)
- If it is determined during a counseling session that an applicant is job-ready, the applicant receives referral interviewing on the same day.
- Counselors have a background in education and/or psychology and have at least the State's minimum required on-the-job training.

- The counselor does the following for the applicant:
  - Develops a statement of the applicant's problem.
  - Analyzes the applicant's record.
  - Uses diagnostic instruments such as aptitude tests, interest inventories, and "worker trait aptitudes".
  - Evaluates and determines the various possible course-of-action options.
  - Develops a plan of action.
- The counselor has knowledge of the following:
  - Intra-agency and inter-agency resources and how to apply them to serve the applicant.
  - General labor market conditions.
  - Specifics of local training opportunities.
- A counseling file separate from the regular application file is set up for every applicant who has been counseled.
- Counselors are encouraged to belong to professional organizations and read professional publications.
- Individual counseling takes place in a closed room [or at least in an area with visual blocking for privacy] between one counselor and one counselee.
- Counselors keep information files with up-to-date pamphlets to give to applicants.
- Counseling schedules are maintained so that applicants have little or no wait. The counseling schedules allow for non-scheduled interviews.
- The applicant feels that the counselor has helped him in his search for a job or training.

c) Quantitative Unit

- Number of applicants counseled.

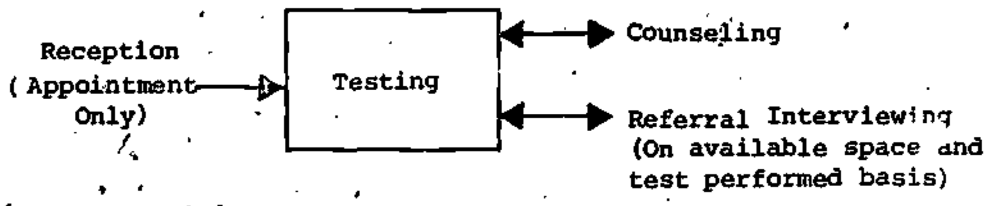
d) Service Percent

$$\frac{\text{Individuals Counseled}}{\text{New Applicants + Renewals}}$$

e) Quantitative Measures

$$\frac{\text{Total No. of Counseling Interviews}}{\text{Total No. of Individuals Counseled}}$$

ACTIVITY #9: Testing



a) General Description

*Testing includes all time spent in scheduling, administering, monitoring, and scoring tests or work sample exercises, preparing reports of test results or unit activity, and maintaining related files. Also includes time spent advising ES staff as well as employers on tests, testing techniques and related matters.

b) Key\Quality Factors

- When applicable, a sign is posted in test areas indicating that testing is in progress.
- Room is reserved for testing, with separate space for desk tests and for typing tests.
- Testing areas are free from noise (no telephones) and traffic.
- Testing areas are well-lighted and well-ventilated.
- Testers receive training for tests they have responsibility for administering.
- Test booklets are inspected prior to each testing session.
- Test materials and manuals for their administration are kept up-to-date, test booklets are clean, typewriters and other testing equipment and accessories are in good condition.
- Test and instructional materials such as test forms, test booklets, and scoring keys are stored in a locked room, file, or cabinet.
- Tests are administered in languages other than English if applicable.
- At least annually, an inventory of restricted test material is taken.

*Time Distribution System - Code 513

- Up-to-date research reports on the development of specific tests (how developed/sample population/procedures) are available to staff and to employers on request. (Equal Employment Opportunity Commission, Office of Federal Contract Compliance)

- The test administrator explains the purpose of the test to the applicants.

- No test is cancelled once an applicant arrives.

- SATB tests are given to the applicant in time for the results to be used in selection for the job for which he was tested.

- Test administrators provide individual attention and continuous proctoring during testing sessions, and time limits are observed.

- Instructions are read verbatim (including apparatus tests).

- Test administrators give general aid to the applicants in practice sessions, walking around the room to check practice questions. (Particularly essential in NATB and BOLT testing.)

- A proper maximum ratio of test administrator to examinees is maintained:

  - 1 test administrator to 10 examinees for BOLT and GATB paper and pencil tests.

  - 1 test administrator to 6 examinees for NATB tests.

  - 1 test administrator to 5 examinees for apparatus tests.

- Scoring, conversion of tests, and recording of results are done twice, preferably by two individuals.

- Test papers are retained for at least 1 year for applicants who are 40 or more but less than 65 years of age. (Federal regulation)

- Test record cards containing test results and date(s) of test(s) for an applicant are retained for 3 years. (National office policy)

c) Quantitative Unit

- Number of applicants tested.

d) Service Percent

$$\frac{\text{Individuals Tested}}{\text{Total Traffic}}$$

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e) Quantitative Measures

$\frac{\text{Individuals Tested}}{\text{New Applicants + Renewals}}$
(SVC. to Indiv...YTD)

$\frac{\text{Individuals Tested on GATB}}{\text{Individuals Counseled}}$
(SVC. to Indiv...YTD)

$\frac{\text{Individuals Tested on SATB}}{\text{Individuals Referred}}$
(SVC. to Indiv....YTD)

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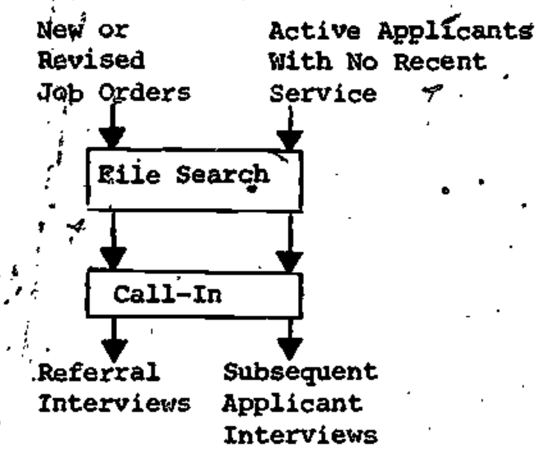
ACTIVITY #10: File Search and Call-In



a) General Description

File search consists of either locating those applicants who may be qualified for referral to openings newly listed (or revised) with the Employment Service or else locating those applicants in the active file for whom no recent service has been performed. In both cases, the applicant cards are reviewed to determine work experience, training, interests, and needs.

b) Key Quality Factors

- The file of active registration cards is reviewed at least once each month; the cards for inactive applications are removed.

- File search on behalf of new or revised openings.

  - Veterans applications are searched first.

  - Telephone is used to contact the applicant.

  - If applicant cannot be reached at the first telephone number, the caller attempts to obtain an alternate phone number(s) where the applicant can be reached, and then follows through and calls the other number.

  - If the applicant cannot be reached by telephone, an attempt is made to reach him through the mail.

  - If telegram or mail is used to contact the applicant, a form letter is sent stressing that the applicant is being considered for referral to a specific job and should promptly contact the local office.

  - Direct telephone referrals are made, when applicable, as a policy of the office. Multi-referrals are made for professional, service, and industrial openings.

- Call-in contacts are made after business hours when the applicant cannot be reached during the day.

- File search on behalf of applicants who have not received service.

  - Each interviewer is responsible for a portion of the active file.

  - The file is searched at least twice monthly.

  - Those applicants who have not received service during the previous 30 days are mailed a form letter requesting an update of their employment status and/or interests.

  - Those applicants who do not respond within 3 days of such mailings are contacted by telephone.

- The applicant's response or lack of response is posted on the application card or referral record.

- File search and call-in activities are coordinated and scheduled so that application cards are absent from the file for as brief a period as possible.

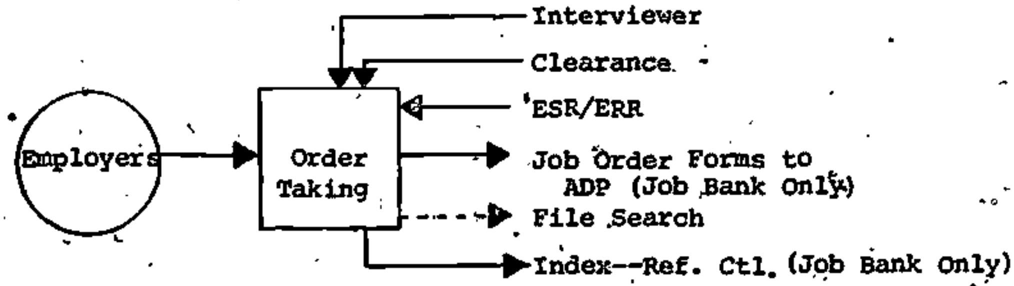
c) Quantitative Unit

- Number of telephone calls made (call-in attempts)
  plus number of letters sent
  plus number of telegrams sent

d) Service Percent

$$\frac{\text{Call-In Attempts}}{\text{No. of Individuals in Active File}}$$

ACTIVITY #11: Order Taking



a) General Description

Employer Job Orders are recorded on standard forms by the order taker. Most job orders will be received by telephone and the information required for a complete and accurate description of the opening will be obtained by the order taker during a brief telephone interchange with the employer. (In some cases employers will keep blank job order forms and mail completed copies when they wish to see applicants.) Other employers may visit the Employment Service Local Office and describe their needs directly to the order taker. A complete, legible, and accurate description of each job order is the objective of this activity.

b) Key Quality Factors

- Job orders truly reflect employers' occupational needs and requirements with full information on job description, compensation, hours, etc.
- Job orders are legible, detailed (free-flow area), accurate, and complete.
- Order takers have knowledge of Local Office functions. (For answering questions the employer may have.)
- Master orders or equivalent (Employer Order History Book and Employer Order History Index by Occupation) are readily available and current.
- Phone numbers for order taking are readily available and employers have no trouble completing calls.
- There are written guidelines for order taking. (Especially for using the free-flow area.)
- There is a written and well-understood procedure for dealing with job orders that contain discriminatory or unnecessary qualifications, and job order takers advise employers of the minimum wage, EEOC requirements, and prevailing salary levels for openings they seek to fill.

- The person taking the order is trained to:
  - lead the employer through the job order form, so transcription from rough notes to the finished form is usually unnecessary.
  - pass on significant information, requests, and complaints from employers to the employer representative.
  - advise employers of unrealistic or unreasonable job requirements they may have specified.
  - inquire if employers may be willing to accept trainees for an opening.
- Control procedures exist to prevent loss of orders.
- Order taking is not performed by those performing referral interviewing. (Inapplicable for some very small LO's).

When part of a Job Bank

- Orders are submitted to data processing by close of business each day.
- Review the job order in Job Bank for errors when it first appears.

c) Quantitative Unit

- Number of "regular" job orders.
- Number of "short-order form" job orders taken (e.g., domestic day work or casual labor job orders).

d) Service Percent

$$\frac{\text{Openings Received}}{\text{Total Employment in the Labor Area}}$$

ACTIVITY #12: Employer Services

a) General Description

Employer services and employer relations develop and maintain contacts with employers, employer organizations and unions. Personal, telephone, or mail contacts are used to develop job opportunities for all applicant groups or to promote acceptance of or participation in special manpower programs. Canvassing of employers for job orders is performed.

Employer technical services provides advice or assistance to the employer, community and other government agencies in the identification, alleviation, or resolution of manpower problems in work force selection, development, utilization, and stabilization. Employer services also provides assistance on hiring policies; job specifications and related materials; job analyses, job restructuring and upgrading studies; identification of training and testing needs; labor market information; and interpretation of manpower technical services. Employers in the area are aware of their representative for contact purposes.

b) Key Quality Factors

- Employer representatives are assigned specific employers.

- Employer visit information is written up immediately after the visit in complete detail and made available for debriefing sessions without delay.

- Employer representatives brief supervisors on current requirements and problems found on visits to employers, and share employer information with job order takers and result verification staff members. Other staff, such as interviewers, are informed via debriefing sessions after visits, issuance of weekly staff bulletins, maintenance of bulletin boards, etc. throughout the area covered.

- A current overall plan of action exists for the employer contact program which defines the approach and techniques to be used and numbers of employers to be reached.

- For each sizable employer, there is an individualized file with adequate information and a plan based on resources available to this facility, needs of the particular employer, etc.

- A comprehensive and current tickler file for scheduling visits exists, and employers are contacted regularly. Visits are scheduled so that there is adequate lead-time between the scheduling of one visit and the actual visit date itself.

- Illegal, discriminatory or problem-causing employer practices and special needs of employers are identified.

- Steps are taken to insure that all covered Federal contractors regularly list all openings with the ES.

- Where Job Bank exists, reports such as the following are used:

  - Closed Order Summary
  - Order Verification
  - Applicant Hiring Patterns
  - Applicant Characteristics and Referral Results Analysis
  - Employer Order History Book
  - Employer Order History Index by Occupation

- Current comprehensive employer information is available. (This includes master files for active and inactive employers indexed by employer name.)

- A program to canvass employers for job openings is currently and actively part of the overall program.

- Employer representatives prepare for each employer visit by reading the employer's file, consulting appropriate Job Bank reports, etc.

- Referral interviewers and order takers have access to and use employer representatives' employer files.

- During the past year, new steps have been taken, or innovative approaches introduced to attract new accounts or to get current users to submit additional job orders that cover a fuller range of the occupations in which they provide employment.

- Current publications and economic data are available to the employer representatives for research to aid their employer contact efforts.

- Employers receive printed materials from ES indicating what information they need to list openings.

- Employers contact their employer representatives with relative ease.

- The employer representative who regularly contacts an employer helps to resolve employment problems or problems the employer may have with the ES and also helps to improve the services provided the employer by the ES.

- Employer representatives emphasize in their visits to employers the priority programs of interviewers.

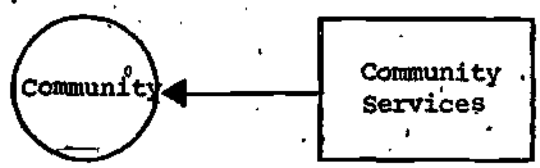
c) Quantitative Unit

- Number of employers contacted (problem + regular)

d) Service Percent

$$\frac{\text{ESR Problem Contacts}}{\text{ESR Problem + Regular Contacts}}$$

ACTIVITY #13: Community Services



a) General Description

Community services include the following component activities:

- Stimulating community actions toward solving manpower problems which hinder maximum development and use of human resources.
- Assisting in industrial and economic development of communities.
- Establishing a continuing and developmental working relationship with community action groups, Job Corps, educational institutions, vocational rehabilitation, and other community agencies or groups.
- Presenting information or proposing manpower actions to employer, union, educational or governmental bodies, or other groups (including time devoted to developing manpower training proposals).
- Participating in local civic functions, organizations, and clubs to promote the policies and objectives of the Employment Service within the community.
- Disseminating of labor and economic information by radio, television, mail, or in person to individuals or groups within a community on matters regarding the Employment Service.

b) Key Quality Factors

- Regular radio and television announcements and bulletins.
- Regular newspaper advertisements.
- Labor and economic information mailings.
- Personal presentations to groups, of ES programs and labor and economic information.
- ES representation on the local Manpower Council.
- Training government, social agency and community agency personnel in ES programs and operations.
- Receiving and accepting speaking requests from the community, and holding membership in community organizations.

- A working relationship exists with local unions.
- A file of public relations material useful in answering community questions about the Employment Service is maintained current.

c) Quantitative Unit

Not relevant for this activity.

d) Service Percent

Not relevant for this activity.

B. <u>Input Standards for Component Activities of the Placement Process</u>

The table on the following page is an example of how input standards for a certain type of area will be displayed. After the larger survey, a table such as this will be developed for each type of area.

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INPUT STANDARDS FOR COMPONENT ACTIVITIES OF THE PLACEMENT PROCESS

TYPE** ______ Standards

Table IV-2. Example of Quantitative Input Standards

Activity		Unit Costs Minutes Per Unit Quality	Resource Use Percent of Total Resource	Service Percents	Quantitative Measures of Component Activity
RE Reception	Average	3.0	4.5	5.0	
	Range*	1.0	0.5	1.0	
AT Application Taking	Average	11.5	0.2	44	0.025
	Range*	1.5	1.0	10	.010
CO Counselling	Average	36.3	2.1	42.5	2
	Range*	5.0	1.5	10	0.5
TE Testing	Average	12.1	2.5	7.0	0.007 / 0.15 / 0.050
	Range*	1.0	0.5	2.0	0.003 / 0.05 / 0.005
RI Referral Interviewing	Average	10.1	9.8	60	0.40 / 4
	Range*	2.0	1.0	15	0.05 / 0.5
FC File Search/Call-In	Average	5.3	7.1	56.0	
	Range*	1.1	1.2	20	
JI Job Information Service	Average	4.8	1.5	15	
	Range*	0.5	0.7	5	
OT Order Taking	Average	13.4	1.9	1.0	
	Range*	2.0	0.7	0.1	
RC Referral Control	Average	9.3	4.3	180	
	Range*	0.5	0.5	40	
VV Verification/Validation	Average	1.7	2.0	385	
	Range*	0.2	0.2	70	
ES Employer Service	Average	103.1	6.2	30	
	Range*	30.0	1.0	5	
CS Community Service	Average		4.0		
	Range*	NA	2.0	NA	
JD Job Development	Average	5.9	2.7	50.0	0.2 / 0.50
	Range*	1.0	1.0	10	0.05 / 0.05

*Range is equal to the average plus or minus one standard deviation.

** See table on page ______ for listing of Types by SMSA's.

Chapter V

METHODS FOR MEASURING ACTIVITIES IN THE LOCAL OFFICE

A. Discussion of Methods

This chapter will detail the methods and procedures to measure the activities in the local office, regardless of local office type. In Chapter IV each activity is described, then broken down into key quality factors and into quantitative units. In this chapter, methods to accomplish the following will be described:

a) Measurement of the quality of an activity, using key quality factors.

b) Determination of the cost of each activity, using activity level and time.

- Activity level will be measured in quantitative units.
- Activity time will be measured in minutes.

After these measurements have been made, the local office will be ready to compare its performance with the performance standards for each activity, and will be able to answer the following questions:

- Is this local office performing each activity adequately?
- In this local office, does it cost too much to perform each activity adequately?

The general philosophy to be followed in the collection of data for these measurements is:

- Use data from existing ES systems when possible.
- Collect data from local office staff, from recipients of ES services, and from selected employers using the ES. Keep the collection workload at a minimum for local office staff.
- Keep costs of measurement as low as possible; the computer will not be used for measuring or evaluating in the local office and existing automated systems will not be affected by these methods of measurement.

Measures of quality, quantity and time will be derived from combinations of data sources:

a) Quality - questionnaires for local office staff, for recipients of ES services, and for selected employers using ES.

b) Quantity - forms for local office staff, for recipients of ES services.

c) Time - time ladders for local office staff.

Data will be collected during one 5-day work week in the local office. It is suggested that measurements be taken at least twice during the year and preferably at quarterly intervals. The following is a chart outlining the data collection.

B. <u>Procedures and/Forms for the Survey Week</u>

1. Overview

a. General

The object of this section of the Handbook is to enable local personnel to conduct a one-week survey of ES local activity. The procedures and forms are designed to be applied at the local level by local personnel without requiring special outside assistance. However, when a particular local situation or circumstance appears to present a problem, state office or regional office specialists who have had prior experience with the execution of the survey week can provide valuable assistance in overcoming an obstacle.

This section (B) describes the specific preparations, procedures, and forms required for the survey.

This performance standards survey is initially being used to get a statistically significant sample of data on the conduct of local office activities so that accurate standards can be established for each of the local office types or classes. Once standards are established, the same survey can be used as a diagnostic tool, allowing a local office to compare itself against standards. This will provide clues for diagnosing the causes of poor performance and aid in developing plans for corrective action.

The local office which carries out a survey of its own operations as part of the program of initially establishing performance standards can also use those survey results to review and analyze its own operation.

b. Local Office and Central Office Activities

Although performance standards can be applied to the local office, there are some activities, significantly affecting local office operation, that may be carried out at a central office.

For example, in an area serviced by a Job Bank, job order taking, referral control, referral result verification, and job order status validation would all be centralized. Another example of centralized activity occurs when employer service and testing activities are handled for a small local office at a central office location. In these cases, some survey activity in the central office is required to cover all of the activities.

2. Personnel Involved, Their Roles and Responsibilities

a. Local Office Manager

These are the functions and responsibilities of the local office managers:

i. Confirm the time chosen as a time of representative activity.

ii. Select the survey week coordinator.

iii. Complete Local Office Manager Pre-Test Form, which is the most comprehensive of the staff survey pre-test forms.

iv. Support the survey week coordinator with the necessary resources and authority.

v. Explain the importance and utility of the survey to the supervisors and staff.

vi. Participate in the analysis and interpretation of the survey results.

b. Survey Week Coordinator

One individual should have responsibility for coordinating all of the survey activities. An experienced staff member (frequently the assistant local office manager) can fill this role. The coordinator's duties and responsibilities will include the following tasks:

i. Review this Handbook, with particular care for all of the Chapter V forms, charts, and procedures.

ii. Oversee the orientation by each supervisor of his or her staff on the study week objectives and purpose, and introduce the staff and applicant questionnaires.

iii. Oversee the instruction by each supervisor of his or her staff in the use of time ladders.

iv. Arrange for a day of dry-run usage of the time ladders.

v. Assure daily distribution and collection of time ladders, with suitable controls to see that complete sets of filled-out forms are acquired, even for those who are absent.

vi. Oversee distribution of the proper quantities of applicant forms at proper places during the study week, and collection of the forms. (See Applicant Form Distribution Chart.)

vii. Do a spot check review of the time ladders to insure that the staff has an accurate understanding of them. This is particularly important for the dry-run day and for the first day or two of the study week.

viii. Assure proper distribution and collection of the staff questionnaires. Assist each supervisor in determining who should receive which forms, establish a control list, and monitor receipt of all staff pre-test forms. Also spot-check these forms to be sure that the questions are understood.

ix. Arrange distribution of employer questionnaires. Devise some satisfactory random selection means for picking current employers. (See Section 5e for a sample letter to employers.)

x. When using the Handbook as a self-evaluation tool, the coordinator must supervise the work of tallying, computing, and converting the information collected during the survey. Procedures and forms for presenting the data at each stage in this process are described in Chapter V of this Handbook.

Note that the coordinator (or a central office alternate) must also carry out some of these tasks in the central office so that central office supervisors and staff receive adequate orientation, monitoring and advice on their survey week tasks and responsibilities.

c. Supervisors

Each supervisor should orient staff members on the use of the time ladders and questionnaires. This should be done as soon as possible after his or her own orientation by the survey week coordinator. This orientation should include the following:

i. Survey week objectives and purpose.

ii. Time ladder usage.

iii. Staff pre-test form allocation and responses.

iv. Applicant form distribution and usage (only for supervisors of referral interviewing, counseling, testing, and JIS).

During the survey week, supervisors should spot-check to be sure no misunderstandings are causing errors.

d. Staff Members

Each staff member must:

i. Fill out time ladders for each day of the survey week. This must include all staff members. Any person filling out the standard time distribution form must also fill out a time ladder for each day of the survey week.

ii. Fill out staff pre-test forms. The coordinator determines who fills out what pre-test forms.

iii. Encourage applicants to answer the applicant forms and answer questions for applicants concerning the applicant forms.

3. Schedule

a. Planning and Preparing for the Survey

i. Select survey week coordinator.

ii. The coordinator studies the Handbook for ack-ground material and for the detail of the survey week procedures (especially time ladder usage) which must be presented to the supervisors.

iii. The coordinator verifies that the period of time chosen for the survey is not a period of unusual activity. (This insures a true picture of the operation.)

iv. The coordinator schedules orientation of supervisors (local and central offices), orientation by supervisors of staff, and the "dry-run day" of time ladder trial usage.

v. The coordinator meets with the supervisors in appropriate groups to do the following:

(1) Briefly review the overall project purpose and the immediate purpose of this study week.

(2) Distribute the time ladder guide to each supervisor. Concentrate on the time ladders. Review the guide to usage of time ladders, the samples of its use, and review its use by activities supervised by the particular group of supervisors.

(3) Introduce the questionnaires and ask them to scan the forms for obvious problems.

(4) Look for, review, and resolve any problems in the usage of the time ladders and questionnaires in this LO and for these activities.

(5) Indicate how they can contact the coordinator on any problems with the questionnaire forms, the time ladders, or any procedural or logistical problems.

vi. The supervisors, working with the coordinator as necessary and appropriate, conduct staff orientations and make working arrangements as follows:

(1) Time Ladder Usage

(a) Explain that a time ladder is needed for each person (whether that person is present or not).

(b) Review the time ladder guide.

(c) Review the samples.

(d) Hand out and review samples specifically relevant to the activities engaged in by those working under this supervisor.

(e) Establish a means for handling later questions (direct them to the coordinator).

(2) Staff Questionnaires

(a) The coordinator, working with each supervisor, determines which of the activities his or her staff participates in. This determines how staff activity questionnaires are distributed to the staff members reporting to each supervisor.

At this time, and working with a staff roster or a chart derived from it, the coordinator can establish a check list indicating the exact distribution of questionnaires to staff members. This then provides a control, when questionnaires are being collected, to assure that all questionnaires are returned.

(b) Distribute and review the questionnaires.

(c) Set a date for collection (preferably Wednesday of the survey week).

(d) Indicate how problems with the questions should be passed on to the coordinator.

(3) Applicant Forms

The coordinator and appropriate supervisors (counseling, testing, JIS, and referral interviewing) must arrange with their staffs for dissemination and collection of applicant forms. Note and review the distribution chart (in part 5d below) describing quantities to be distributed during each day of the study week at each of the four locations.

vii. The dry-run trial of the time ladders is conducted, preferably the Wednesday or Thursday before the survey week, so the coordinator can resolve any problems before the survey week begins on Monday.

b. Survey Week Tasks

i. Time Ladders

(1) The staff member enters the time duration and quantitative result of each activity period during the course of each work day.

(2) At the end of each day, each staff member uses the time ladder tally (Form F) to total the time and quantitative results for each of his or her activities during that day.

(3) The coordinator is responsible to see that the time ladders are collected at the end of the day and/or at the start of the next day.

(4) The coordinator reviews them, especially on Tuesday morning, for early reporting of problem areas or misunderstandings, so that prompt corrective action can be taken.

(5) Using a staff roster or a chart derived from it, the coordinator verifies that a complete set of daily time ladders has been collected each day.

ii. Staff Questionnaires

(1) These should have been distributed during the previous week.

(2) A collection date of no later than Wednesday evening should have been established to allow for checking and follow-up on Thursday or Friday.

iii. Applicant Questionnaires

(1) Each day more forms are distributed in accordance with the distribution chart. (See Section 5d below).

(2) Applicants are encouraged to fill out the forms.

(3) The forms are collected each day by the coordinator.

iv. Employer Questionnaires

The coordinator and LO manager (or central office manager, if appropriate) may work out a reasonable random selection means for picking a total of 25 employers to whom the questionnaire mailing will be directed.

It is suggested that each day of the study week the employer questionnaires be sent to five of the employers submitting new orders that day. Each mailing to an employer should include a cover letter (for suggested sample, see Section 5e below), the questionnaire itself, and a copy of a job order input form the last job order received from that employer. The mailing should also include a stamped envelope addressed to the coordinator.

c. Post-Survey Week Tasks

Pack and mail all survey week forms to the organization doing the data tabulation, calculations, and analysis for establishing performance standards.

If the local office wishes to perform a self-evaluation as a by-product operation from this standard-establishing survey week, it may request tabulated results for its own analysis and interpretation.

After standards have been established, the local office carrying out a self-evaluation will do its own tallying, tabulation, analysis, and interpretation.

These tasks will be detailed in Chapter V on survey week analysis.

4. Data Collection Forms

This section contains each of the data collection forms and related tally forms.

The following Table of Data Collection Instruments is an overview of all the forms in this section.

TABLE OF DATA COLLECTION INSTRUMENTS

FORM	TITLE	WHO FILLS IN	WHAT IS MEASURED	WHEN	NOTE
A	Daily Work Time and Quantity	ES Staff	Quantity Units and Worktime of All Activities	Daily	
A-1	Tally Sheet - For Daily Work Time and Quantity	ES Staff	Daily Tallies of Activity Times and Quantities for each Activity	Daily	
(B)	ES Staff Pre-Test Forms for:	ES Staff	Quality of All Activities	1-time	
B-1	Reception				
B-2	Application Taking				
B-3	Referral Interviewing				
B-4	Job Development				
B-5	JIS				
B-6	Referral Control				
B-7	Verification/Validation				
B-8	Counseling				
B-9	Testing				
B-10	File Search/Call-In				
B-11	Order Taking				
B-12	Employer Services				
B-13	Community Services				
C	LO Manager Pre-Test Form:	LO Manager	Quality of All Activities	1-time	
	A. Office Statistics				
	I. Reception				
	II. Application Taking				
	III. Referral Interviewing				
	IV. Job Development				
	V. JIS				
	VI. Referral Control				
	VII. Verification/Validation				
	VIII. Counseling				
	IX. Testing				
	X. File Search/Call-In				
	XI. Order Taking				
	XII. Employer Services				
	XIII. Community Services				

TABLE OF DATA COLLECTION INSTRUMENTS

FORM	TITLE	WHO FILLS IN	WHAT IS MEASURED	WHEN	NOTE
(D)	Applicant Pre-Test Forms for:	Applicants	Quality of Selected Activities	All day, each day	
D-1	Reception, Application Taking, Referral Interviewing				Pick up on Interviewer's Desk
D-2	Counseling, Testing				Pick up at Counseling or Testing
D-3	JIS				Pick up at JIS
E	Employer Pre-Test Form: I. Order Taking II. Employer Service	Sample of Employers	Quality of Order Taking and Employer Service	1-time	Send to Employers with letter

a. FORM A: DAILY WORK TIME AND QUANTITY (Time Ladder)

Description in Brief

Who Fills In:	Any local office staff member who fills in time distribution sheets. Forms must be filled in for absent staff members by their supervisors.
	All central office staff members who fill in time distribution sheets, must fill out these forms.
When:	During every one of the five survey days, whenever a period of activity has been completed, so that, at the end of the day, the total working day period is accurately accounted for on the time ladder.
Measures:	Time spent on each activity and any quantitative results of the activity.
Note:	The form carries a list of 15 placement-related activity codes with the corresponding two-character codes used to designate the activity periods on the time ladder.
	The form also carries a list of eleven codes for activities not directly connected with placement activities.

DAILY WORK TIME AND QUANTITY

LOCAL OFFICE NAME ____________ NAME ____________ TITLE ____________ DATE __/__/__ FORM A (5/75)

(last name first)

ACTIVITY KEY

ACTIVITY	CODE	NO. OF
APPLICATION TAKING	AT	applications
COMMUNITY SERVICE	CS	NA
COUNSELING	CO	applicants
EMPLOYER SERVICE - REGULAR	ER	ESR contacts
EMPLOYER SERVICE - PROBLEM	EP	ESR contacts
FILE SEARCH/CALL-IN	FC	call-in attempts
INTERVIEWING	IN	applicants
INTERVIEWING - JIS	IJ	applicants
JOB DEVELOPMENT	JD	attempts

ACTIVITY	CODE	NO. OF
JOB INFORMATION SERVICE	JI	NA
ORDER TAKING	OT	job orders
RECEPTION	RE	applicants
REFERRAL CONTROL	RC	referral requests
TESTING (specify test)	TE	applicants
VERIFICATION/VALIDATION	VV	results/orders

ACTIVITY	CODE
CETA	XC
FILING, TYPING, CLERICAL, SWITCHBOARD	XF
JOB CORPS, FOOD STAMP, WIN, NON-T.III	XJ
KEY PUNCH JB AND MODS DATA	XK
LUNCH	XL
MEETINGS, TRAINING, ETC.	XM
SUPERVISION, MANAGEMENT, SELF-APP. SYS.	XS
UI	XU
VACATION, ANNUAL LEAVE, SICK, PERSONAL	XV
STUDY WEEK	XW
ALL ELSE	XX

Time of Day	ACTIVITY Code	ACTIVITY No. of	Activity Time
8:00			
10			
20			
30			
40			
50			
9:00			
10			
20			
30			
40			
50			
10:00			
10			
20			
30			
40			
50			
11:00			

Time of Day	ACTIVITY Code	ACTIVITY No. of	Activity Time
11:00			
10			
20			
30			
40			
50			
12:00			
10			
20			
30			
40			
50			
1:00			
10			
20			
30			
40			
50			
2:00			

Time of Day	ACTIVITY Code	ACTIVITY No. of	Activity Time
2:00			
10			
20			
30			
40			
50			
3:00			
10			
20			
30			
40			
50			
4:00			
10			
20			
30			
40			
50			
5:00			

TIME LADDER GUIDE

Section A

GENERAL INSTRUCTIONS FOR COMPLETION OF TIME LADDER

When completing your time ladder, please fill in the following items:

- Local Office Name - please fill in full name
- Name of ES Staff Member (last name first)
- Job Title
- Date
- Activity "Codes" throughout full day
- Activity "number of" (Quantity of Activities)
- Time Lines to indicate the end of each activity

When time spent on an activity is before 8 a.m. or after 5 p.m., write a note on form, "See other side", and record activity and time on other side of form.

Activity should be reported by whoever performs the tasks. For example, in some offices, employer service work is performed by interviewers who are responsible for employer accounts, and who will record this work on their time sheets.

Section B

ACTIVITY DEFINITIONS

FOR THE COMPLETION OF TIME SHEETS

ACTIVITY DEFINITIONS FOR THE COMPLETION OF TIME SHEETS

ACTIVITY	CODE	ENTER CODE IF TIME IS SPENT DOING THE FOLLOWING OR SIMILAR ACTIVITIES:	COUNT THE NUMBER OF:	COMMENTS
Application Taking	AT	• Completing an application for the applicant (or assisting an applicant in the completion of an application). • Reviewing the data on an application for completeness and accuracy • Reviewing the applicant's work history and assigning a DOT(s).	Applications taken	
Community Service	CS	• Stimulating community actions toward solving manpower problems which hinder maximum development and use of human resources. • Assisting in industrial and economic development of communities. • Establishing a continuing and evolving working relationship with community-action groups, Job Corps, educational institutions, vocational rehabilitation agencies, and other community agencies or groups. • Presenting information to or proposing manpower actions to employer, union, educational or governmental bodies, or other groups (includes time devoted to developing manpower training proposals). • Participating in local civic functions, organizations, and clubs to promote the policies and objectives of the Employment Service within the community. • Disseminating labor and economic information by radio, television, mail, or in person to individuals or groups within a community on matters regarding the Employment Service.	(Not Applicable)	

ACTIVITY DEFINITIONS FOR THE COMPLETION OF TIME SHEETS

ACTIVITY	CODE	ENTER CODE IF TIME IS SPENT DOING THE FOLLOWING OR SIMILAR ACTIVITIES	COUNT THE NUMBER OF:	COMMENTS
Counseling	CO	o Vocational counseling of individuals or groups o Recording counseling interviews and maintaining files on applicants counseled o Reviewing and analyzing information on counseling cases ● Interpreting test results o Arranging for and referring to supportive services that are necessary to assure implementation of the employability development plan. ⊙ Using follow-up inquiries to determine the progress made by counselees in achieving their planned objectives.	Applicants counseled (mark only once per visit, otherwise 'R')*	● If the counselor gives an applicant counseling, followed by referral interviewing, CO followed by RI should be coded as two separate activities. ● If the counselor gives an applicant counseling, followed by job development, CO followed by JD should be coded as two separate activities.
Employer Service	ER or EP	o Developing and maintaining contacts with employers, employer organizations and unions. o Making in-person, telephone, or mail contacts to develop job opportunities. ⊙ Promoting acceptance of or participation in special manpower programs. ● Advising or assisting employers, community agencies, and other government agencies in work force selection, hiring policies, etc. ● Maintaining employer files.	Routine contacts or visits (ER)* and, separately, problem contacts or visits (EP)	● We are interested in distinguishing between contacts primarily concerned with problems and contacts focused upon promoting the ES. When marking Time Ladders indicate which Type of Contact was made by coding ER for routine contacts and EP for contacts concerned with problems

*See attached sample

ACTIVITY DEFINITIONS FOR THE COMPLETION OF TIME SHEETS

ACTIVITY	CODE	ENTER CODE IF TIME IS SPENT DOING THE FOLLOWING OR SIMILAR ACTIVITIES	COUNT THE NUMBER OF:	COMMENTS
File Search/ Call-In	FC	• Searching the applicant file to locate those applicants who may be qualified for referral to openings newly listed or revised. • Calling-in applicants by telephone, by mail, or by telegram. • Writing cards or letters to applicants in accordance with office policy. • Calling the applicant and making a direct telephone referral. • Searching the applicant file to locate those applicants who have not received recent service. • Mailing form letters and telephoning applicants requesting their current employment status.	Call-In attempts	• When a block of time is spent in searching the applicant file, but no call-ins are made, code FC with count of 'R'. • Count all call-in attempts including those attempts when contact is not made with the applicant.

ACTIVITY DEFINITIONS FOR THE COMPLETION OF TIME SHEETS

ACTIVITY	CODE	ENTER CODE IF TIME IS SPENT DOING THE FOLLOWING OR SIMILAR ACTIVITIES:	COUNT THE NUMBER OF:	COMMENTS
Interviewing	IN or IJ	• Interviewing an applicant for referral to a job or a training opportunity. • Analyzing the applicant's work experience, training, interests, and requirements. • Searching open order lists to find a suitable open order. • In Job Bank (including manual Job Bank) areas, checking the referral status by calling referral control. • In other areas, checking the referral status either by contacting the original order or by contacting the person or unit holding the order. • Referring the Applicant to a job opening, training opportunity, or supportive service. • Arranging interviews for the applicant with the employer. • Preparing the applicant for the subsequent employer interview.	Applicants interviewed (only once per visit, otherwise 'R')	• When an interview is conducted for an applicant who comes directly from JIS, the time spent in the interview should be coded IJ; otherwise use IN* • If the interviewer performs referral interviewing, followed by job development, RI followed by JD should be coded as two separate activities. • If a counselor performs counseling, followed by referral interviewing, CO followed by RI should be coded as two separate activities.
Job Development	JD	• Developing a job or training opportunity for an individual applicant, when no suitable open order has been found for that applicant. • Recording job development information.	Job Development attempts	• If the interviewer performs referral interviewing, followed by job development, RI followed by JD should be coded. • If the counselor performs counseling, followed by job development, CO followed by JD should be coded as two separate activities.*

*See attached samples.

ACTIVITY DEFINITIONS FOR THE COMPLETION OF TIME SHEETS

ACTIVITY	CODE	ENTER CODE IF TIME IS SPENT DOING THE FOLLOWING OR SIMILAR ACTIVITIES:	COUNT THE NUMBER OF:	COMMENTS
Job Information Service	JI	• Monitoring and giving assistance to applicants using the self-service JIS job listings and job search materials. • Maintaining materials with job search leads and job and training opportunities.	Applicants Using JIS	• Interviewers who spend their time with applicants from the JIS should code RI, for referral interviewing, and not JI. • Code time spent in maintenance of the job library and job search materials as JIS with a count of 'R'.
Order Taking	OT	• Receiving job orders from the employer and recording order information on a job order form. • Transmitting significant information, requests, and complaints from employers to the employer representative. • Advising employers of unrealistic or unreasonable job requirements they may have specified. • Inquiring if employers may be willing to accept trainees for an opening. • In Job Bank, including manual Job Bank, submitting orders to data processing by close of business each day. • In Job Bank, including manual Job Bank, reviewing the job order in Job Bank for errors when it first appears.	Job orders taken	

ACTIVITY DEFINITIONS FOR THE COMPLETION OF TIME SHEETS

ACTIVITY	CODE	ENTER CODE IF TIME IS SPENT DOING THE FOLLOWING OR SIMILAR ACTIVITIES:	COUNT THE NUMBER OF:	COMMENTS
Reception	RE	• Greeting applicants at the reception desk (or area) and directing them to applicable services. • Determining if the applicant has an appointment and, if so, notifying the appropriate staff member. • Sight verifying self-application forms for completeness and correctness. • Alerting interviewers to special situations. • Locating application cards for previously registered applicants who know their SSN. • Maintaining interview and testing schedules. • Monitoring or giving an orientation.	Applicants who come to Reception Desk on a separate time sheet.*	• All persons in the local office who spend time working at the reception desk, should code RE with count of 'NA' on their personal time sheet. • A separate Reception Desk Time Sheet will be kept at Reception. This sheet will reflect, in hourly segments, the total numbers of applicants who were received during the day, by this local office [those going to JIS and those going to OTHER Activity]. All persons in the local office who spend time working at the reception desk, will, in addition to their personal time sheets, mark the Reception Desk Time Sheet as applicants are received.*

*See attached samples. Also see the adjacent comments.

ACTIVITY DEFINITIONS FOR THE COMPLETION OF TIME SHEETS

ACTIVITY	CODE	ENTER CODE IF TIME IS SPENT DOING THE FOLLOWING OR SIMILAR ACTIVITIES:	COUNT THE NUMBER OF:	COMMENTS
Referral Control	RC	• Receiving requests for referrals, determining the status of orders, communicating this status to the caller, and recording all transactions. • Receiving updates to the status of orders, and recording these updates. • Keeping accurate records and counts of referrals.	Referral requests received (totaled and broken down by each local office surveyed) on separate time sheets*	• Referral control as an activity is to be recorded in Job Bank Office Only. Control of referrals in the local office is to be considered as part of the referral interviewing process. • All persons in the Job Bank office who spend time working on referral control, should code RC with count of 'NA' on their personal time sheet. • Separate Referral Control Desk Time Sheets will be kept at the locations of referral control activity. This sheet will reflect, in hourly segments, the total numbers of referral requests received and the number of referral requests received from each local office served. All persons in the Job Bank office who spend time working on referral control activity, will, in addition to their personal time sheets, mark the Referral Control Desk Time Sheet(s) as requests come in.

*See attached samples. Also see the adjacent comments.

ACTIVITY DEFINITIONS FOR THE COMPLETION OF TIME SHEETS

ACTIVITY	CODE	ENTER CODE IF TIME IS SPENT DOING THE FOLLOWING OR SIMILAR ACTIVITIES:	COUNT THE NUMBER OF:	COMMENTS
Testing	TE	• Scheduling, administering, monitoring, and scoring tests or work sample exercises. • Preparing reports of test results or unit activity. • Maintaining related files. • Advising ES staff as well as employers on tests, testing techniques and related matters.	Applicants tested	• When tests are being administere time spent should be coded TE (Test Type) with a count of number of applicants tested.* • When tests are being scored, etc time spent should be coded TE with a count of 'R'.* • Testing for non-Title III Activity, such as CETA or Job Corps, is not applicable to this study (therefore code XC or XJ not TE).
Verification/ Validation	VV	• Contacting the employer, by telephone or by mail, in order to receive the results of referrals. • Recording the results of the verifying process. • Contacting the employer, by telephone or by mail, regarding aged orders, orders other than in open status, orders containing unverified results. • Recording the results of the validation process. • Contacting ES employer representatives to inform them of significant information concerning contacted employers. • Contacting referral control people to inform them of the status of orders. • Editing of orders, referrals and other related materials.	Referrals verified plus orders validated	

*See attached samples.

ACTIVITY DEFINITIONS FOR THE COMPLETION OF TIME SHEETS

ACTIVITY	CODE	ENTER CODE IF TIME IS SPENT DOING THE FOLLOWING OR SIMILAR ACTIVITIES:	COUNT THE NUMBER OF:	COMMENTS
Non-Placement-Related Activities	XC	• CETA-related activities	(Not Applicable)	
	XF	• Clerical work not specifically related to the above activities (including filing, typing, and operating the switchboard)		
	XJ	• Job Corps, Food Stamp, WIN, Non-Title III		
	XK	• Key punch Job Bank and MODS data		
	XL	• Lunch		
	XM	• Staff and Training		
	XS	• Supervision (Supervisors Only), Management, Self-Appraisal System		
	XU	• UI		
	XV	• Vacation, Annual Leave, Sick, Personnel		
	XW	• Study Week		
	XX	• All Else (any other activity which does not fit any of the above)		As much as practical, indicate the nature of the "XX" time.

Section C

SET OF 9 SAMPLE TIME LADDERS WITH ANNOTATIONS

The samples cover many of the most common questions we encountered during the previous survey. They are collected here for your use in orientation. There are other copies of each sample in the box of materials sent to the Local Office. Thirty copies have been made of each sample, and we have identified on the left side of each the function it illustrates. We suggest that when the questionnaires are distributed, each staff member be given a copy of the "General" (sample no. 1), the "X-time" (sample no. 9), and the one relating to the function that person covers.

DAILY WORK TIME AND QUANTITY

LOCAL OFFICE NAME Jackson Metro NAME Smith John (last name first) TITLE Counselor DATE 9/15/74 FORM A (5/75)

Full Name Of Local Office

Name

Full Job Title

Date

General

Activity Code for Counselor

Activity Code XL indicates Lunch. For this activity "NA" (not applicable) is written in the "No. of" column.

Time of Day	ACTIVITY Code	No. of	Activity Time
11:00			
10			
20	CO	1	30
30			
40			
50			
12:00	XL	N/A	60
10			
20			
30			
40	CO	1	20
50	JD	4	10
1:00			
10			
20			
30			
40			
50			
2:00			

1 applicant was counseled

Line indicates end of counseling activity

Each of these numbers represents the duration of that activity. (These may be entered all at once at the end of the day.)

sample no. 1

DAILY WORK TIME AND QUANTITY

LOCAL OFFICE NAME San Francisco Industrial NAME Jones, Mary (last name first) TITLE Testing DATE 10/10/74 FORM A (5/75).

ACTIVITY KEY

ACTIVITY	CODE	NO. OF	ACTIVITY	CODE	NO. OF	ACTIVITY	CODE
APPLICATION TAKING	AT	applications	JOB INFORMATION SERVICE	JI	NA	CETA	XC
COMMUNITY SERVICE	CS	NA	ORDER TAKING	OT	job orders	FILING, TYPING, CLERICAL, SWITCHBOARD	XF
COUNSELING	CO	applicants	RECEPTION	RE	applicants	JOB CORPS, UI, FOOD STAMP, ETC.	XJ
EMPLOYER SERVICE - ROUTINE	ES	ESR contacts	REFERRAL CONTROL	RC	referral requests	KEY PUNCH JB AND MODS DATA	XK
EMPLOYER SERVICE - PROBLEM	EP	ESR contacts	TESTING (specify test)	TE	applicants	LUNCH	XL
FILE SEARCH/CALL-IN	FC	call-in attempts	VERIFICATION/VALIDATION	VV	results/orders	MEETINGS, TRAINING, ETC.	XM
INTERVIEWING	IN	applicants				SUPERVISION, MANAGEMENT, SELF-APP. SYS.	XS
INTERVIEWING - JIS	IJ	applicants				VACATION, ANNUAL LEAVE, SICK, PERSONAL	XV
JOB DEVELOPMENT	JD	attempts				STUDY WEEK	XW
						ALL ELSE	XX

TE

Time of Day	ACTIVITY Code	ACTIVITY No. of	Activity Time
11:00			
10			
20	TE	8	
30	(GATB)		
40			
50			
12:00			
10			
20			
30	XL	N/A	
40			
50			
1:00			
10	TE (GATB)	R	
20			
30			
40			
50			
2:00			

For testing, the type of test should be indicated. In this case, GATB was being administered to 8 applicants.

GATB tests were being scored for the applicants who took the test earlier in the day. R under "No. of" indicates tests were being scored.

This time line is drawn to indicate that 15 minutes were spent on scoring GATB tests. When time spent on an activity is less than 10 minutes, estimate and draw a line between 10 minute indicators.

sample no. 2

DAILY WORK TIME AND QUANTITY

LOCAL OFFICE NAME San Francisco Industrial NAME Reception Desk (last name first) TITLE ______ DATE 10/10/74 FORM A (5/75)

ACTIVITY KEY

ACTIVITY	CODE	NO. OF
APPLICATION TAKING	AT	applications
...TY SERVICE	CS	NA
...NG	CO	applicants
...SERVICE - ROUTINE	ES	ESR contacts
...SERVICE - PROBLEM	EP	ESR contacts
...CALL-IN	FC	call-in attempts
...ING	IN	applicants
...INTERVIEWING - JIS	IJ	applicants
JOB DEVELOPMENT	JD	att...

RE

ACTIVITY	CODE	NO. OF
JOB INFORMATION SERVICE	JI	
ORDER TAKING		
RECEPTION		
REFERRAL CONT...		
TESTING ...		
VER...		

ACTIVITY	CODE
...TA	XC
...NG, TYPING, CLERICAL, SWITCHBOARD	XF
...ORPS, UI, FOOD STAMP, ETC.	XJ
...INCH JB AND MODS DATA	XX
	XL
...S, TRAINING, ETC.	XM
...ION, MANAGEMENT, SELF-APP. SYS.	XS
..., ANNUAL LEAVE, SICK, PERSONAL	XV
...eK	XW
...ELSE	XX

This is a time ladder for the reception desk. Applicants are tallied each hour by whoever is covering the reception area. (This is not a personal time ladder.)

Time of Day	Activity Code	No. of	Activity Time
8:00–9:00	RE	22	
9:00–10:00	RE	28	
10:00–11:00	RE	35	
11:00–12:00	RE	32	
12:00–1:00	RE	41	
1:00–2:00	RE	14	
2:00–3:00	RE	30	
3:00–4:00	RE	18	
4:00–5:00	RE	8	

sample no. 3

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DAILY WORK TIME AND QUANTITY

LOCAL OFFICE NAME San Francisco Industrial NAME Smith, Sally (last name first) TITLE ______ DATE 10/10/74 FORM A (5/75)

ACTIVITY KEY

ACTIVITY	CODE	NO. OF	ACTIVITY	CODE	NO. OF	ACTIVITY	CODE
APPLICATION TAKING	AT	applications	JOB INFORMATION SERVICE	JI	NA	CETA	XC
COMMUNITY SERVICE	CS	NA	ORDER TAKING	OT	job orders	FILING, TYPING, CLERICAL, SWITCHBOARD	XF
COUNSELING	CO	applicants	RECEPTION	RE	applicants	JOB CORPS, UI, FOOD STAMP, ETC.	XJ
EMPLOYER SERVICE - ROUTINE	ES	ESR contacts	REFERRAL CONTROL	RC	referral requests	KEY PUNCH JB AND MODS DATA	XK
EMPLOYER SERVICE - PROBLEM	EP	ESR contacts	TESTING (specify test)	TE	applicants	LUNCH	XL
FILE SEARCH/CALL-IN	FC	call-in attempts	VERIFICATION/VALIDATION	VV	results/orders	MEETINGS, TRAINING, ETC.	XM
INTERVIEWING	IN	applicants				SUPERVISION, MANAGEMENT, SELF-APP. SYS.	XS
INTERVIEWING - JIS	IJ	applicants				VACATION, ANNUAL LEAVE, SICK, PERSONAL	XV
JOB DEVELOPMENT	JD	attempts				STUDY WEEK	XW
						ALL ELSE	XX

RE

Time of Day	ACTIVITY Code	ACTIVITY No. of	Activity Time
11:00			
10			
20	X·F	N/A	
30			
40			
50			
12:00			
10			
20	RE	N/A	
30			
40			
50			
1:00			
10	TE		
20		7	
30	(GATB)		
40			
50			
2:00			

This ES staff member covered the reception desk from 11:00 to 12:00. She has indicated Reception with a count of 'NA' on her time ladder. She has also added to the reception desk time ladder tally during this period, as in sample 3.

sample no. 4

DAILY WORK TIME AND QUANTITY

LOCAL OFFICE NAME Dallas Job Bank NAME Referral Control Desk # (last name first) DATE 10/10/74 FORM A (5/75)

ACTIVITY KEY

ACTIVITY	CODE	NO. OF	ACTIVITY	CODE
RC	AT	applications	JOB INFO...	XC
For Job Bank ONLY	CS	NA	... CLERICAL, SWITCHBOARD	...
	CO	applicants	..., FOOD STAMP, ETC.	...
- ROUTINE	ES	ESR contac...	AND ... DATA	...
- PROBLEM	EP	ES...		

Total Ref. Requests from all LO's = 142

This is a time ladder for the referral control desk. Referral request calls are tallied each hour by whoever is working at this desk. (This is not a personal time ladder.). Only the calls from the study local office are counted on this form.

Special note - Please also count all the referral request calls on another sheet. This will require two counts to be kept; calls from the study local office and all calls from all local offices. At the end of each day record the total as shown in this sample.

Time of Day	Code	No. of
8:00–9:00	RC	III 3
9:00–10:00	RC	IIII 4
10:00–11:00	RC	~~IIII~~ I 6
12:20–1:00	RC	~~IIII~~ II 7
1:00–2:00	RC	IIII 4
2:30–3:00	RC	~~IIII~~ III 8
3:00–4:00	RC	II 2
4:00–5:00	RC	0

sample no. 5

DAILY WORK TIME AND QUANTITY

LOCAL OFFICE NAME Dallas Job Bank NAME Smith Sam (last name first) TITLE Clerk IV DATE 10/10/74 FORM A (8/75)

ACTIVITY KEY

ACTIVITY	CODE	NO. OF	ACTIVITY	CODE	NO. OF	ACTIVITY	CODE
APPLICATION TAKING	AT	applications	JOB INFORMATION SERVICE	JI	NA	CETA	XC
COMMUNITY SERVICE	CS	NA	ORDER TAKING	OT	job orders	FILING, TYPING, CLERICAL, SWITCHBOARD	XF
COUNSELING	CO	applicants	RECEPTION	RE	applicants	JOB CORPS, UI, FOOD STAMP, ETC.	XJ
EMPLOYER SERVICE - ROUTINE	ES	ESR contacts	REFERRAL CONTROL	RC	referral requests	KEY PUNCH JB AND MODS DATA	XK
EMPLOYER SERVICE - PROBLEM	EP	ESR contacts	TESTING (specify test)	TE	applicants	LUNCH	XL
FILE SEARCH/CALL-IN	FC	call-in attempts	VERIFICATION/VALIDATION	VV	results/orders	MEETINGS, TRAINING, ETC.	XM
INTERVIEWING	IN	applicants				SUPERVISION, MANAGEMENT, SELF-APP. SYS.	XS
INTERVIEWING - JIS	IJ	applicants				VACATION, ANNUAL LEAVE, SICK, PERSONAL	XV
JOB DEVELOPMENT	JD	attempts				STUDY WEEK	XW
						ALL ELSE	XX

RC
For Job Bank
Office Only

Time of Day	ACTIVITY Code	ACTIVITY No. of	Activity Time
11:00			
10			
20	XC	N/A	
30			
40			
50			
12:00			
10			
20			
30			
40	RC	N/A	
50			
1:00			
10			
20			
30			
40	XC	N/A	
50			
2:00			

This is part of a personal time ladder for an individual who performed referral control between 12:00 and 1:30. Note that "NA" is marked. Tallies of referral request calls are kept on a separate sheet. (See sample no. 5.)

sample no. 6

DAILY WORK TIME AND QUANTITY

LOCAL OFFICE NAME *San Francisco Industrial* NAME *Jones, John* (last name first) TITLE *E.S.R.* DATE *10/10/74* FORM A (5/75)

ACTIVITY KEY

ACTIVITY	CODE	NO. OF	ACTIVITY	CODE	NO. OF	ACTIVITY	CODE
APPLICATION TAKING	AT	applications	JOB INFORMATION SERVICE	JI	NA	CETA	XC
COMMUNITY SERVICE	CS	NA	ORDER TAKING	OT	job orders	FILING, TYPING, CLERICAL, SWITCHBOARD	XF
COUNSELING	CO	applicants	RECEPTION	RE	applicants	JOB CORPS, UI, FOOD STAMP, ETC.	XJ
EMPLOYER SERVICE - ROUTINE	ES	ESR contacts	REFERRAL CONTROL	RC	referral requests	KEY PUNCH JB AND MODS DATA	XK
EMPLOYER SERVICE - PROBLEM	EP	ESR contacts	TESTING (specify test)	TE	applicants	LUNCH	XL
FILE SEARCH/CALL-IN	FC	call-in attempts	VERIFICATION/VALIDATION	VV	results/orders	MEETINGS, TRAINING, ETC.	XM
INTERVIEWING	IN	applicants				SUPERVISION, MANAGEMENT, SELF-APP. SYS.	XS
INTERVIEWING - JIS	IJ	applicants				VACATION, ANNUAL LEAVE, SICK, PERSONAL	XV
JOB DEVELOPMENT	JD	attempts				STUDY WEEK	XW
						ALL ELSE	XX

ES and EP

Time of Day	ACTIVITY Code	ACTIVITY No. of	Activity Time
11:00			
10	*EP*	*1*	
20			
30			
40			
50			
12:00	*ES*	*3*	
10			
20			
30			
40	*ES*	*R*	
50			
1:00	*XV*	*N/A*	
10			
20			
30	*ES*	*2*	
40			
50			
2:00			

One contact for a problem with an employer.

3 Routine contacts with employers.

Time spent in preparation for all employer calls to be made this day. 'R' indicates related activity, since actual contacts have not yet been made.

sample no. 7

IN and IJ

DAILY WORK TIME AND QUANTITY

LOCAL OFFICE NAME Dallas Central NAME Jones, Sam (last name first) TITLE ____________ DATE 10/10/74 FORM A (5/75)

ACTIVITY KEY

ACTIVITY	CODE	NO. OF	ACTIVITY	CODE	NO. OF	ACTIVITY	CODE
APPLICATION TAKING	AT	applications	JOB INFORMATION SERVICE	JI	NA	CETA	XC
COMMUNITY SERVICE	CS	NA	ORDER TAKING	OT	job orders	FILING, TYPING, CLERICAL, SWITCHBOARD	XF
COUNSELING	CO	applicants	RECEPTION	RE	applicants	JOB CORPS, UI, FOOD STAMP, ETC.	XJ
EMPLOYER SERVICE - ROUTINE	ES	ESR contacts	REFERRAL CONTROL	RC	referral requests	KEY PUNCH JB AND MODS DATA	XK
EMPLOYER SERVICE - PROBLEM	EP	ESR contacts	TESTING (specify test)	TE	applicants	LUNCH	XL
FILE SEARCH/CALL-IN	FC	call-in attempts	VERIFICATION/VALIDATION	VV	results/orders	MEETINGS, TRAINING, ETC.	XM
INTERVIEWING	IN	applicants				SUPERVISION, MANAGEMENT, SELF-APP. SYS.	XS
INTERVIEWING - JIS	IJ	applicants				VACATION, ANNUAL LEAVE, SICK, PERSONAL	XV
JOB DEVELOPMENT	JD	attempts				STUDY WEEK	XW
						ALL ELSE	XX

Time of Day	ACTIVITY Code	ACTIVITY No. of	Activity Time
11:00	AT	1	
10			
20	IJ	1	
30			
40	JD	2	
50			
12:00	IJ	R	
10			
20			
30	XL	N/A	
40			
50			
1:00			
10			
20	IN	2	
30			
40			
50	IN	R	
2:00			

Application taken for new applicant.

Applicant came from JIS with a job selected.

Job development was attempted since job was referred and no other applicable jobs listed.

R is coded because same applicant still being interviewed.

Interviewer conducted 2 interviews with registered applicants.

Interviewer was reviewing Job Bank listings, with no applicant present.

sample no. 8

DAILY WORK TIME AND QUANTITY

LOCAL OFFICE NAME Jackson Metro NAME Doe, John (last name first) TITLE Counselor DATE 10/10/74 FORM A (5/75)

ACTIVITY KEY

ACTIVITY	CODE	NO. OF	ACTIVITY	CODE	NO. OF	ACTIVITY	CODE
APPLICATION TAKING	AT	applications	JOB INFORMATION SERVICE	JI			XC
COMMUNITY SERVICE	CS	NA	ORDER TAKING			, TYPING, CLERICAL, SWITCHBOARD	XF
	CO	applicants	RECEPTION			RPS, UI, FOOD STAMP, ETC.	XJ
CE - ROUTINE	ES	ESR contacts	REFERRAL CONT			CH JB AND MODS DATA	XK
CE - PROBLEM	EP	ESR contacts	TESTING				XL
LL-IN	FC	call-in attempts	VER			TRAINING, ETC.	XM
	IN	applicants				, MANAGEMENT, SELF-APP. SYS.	XS
JIS	IJ	applicants				ION, ANNUAL LEAVE, SICK, PERSONAL	XV
T	JD	att				UDY WEEK	XW
						ALL ELSE	XX

X-Time

This is a time ladder for a person most of whose time is spent in counseling activity. Note the use of X codes which indicate time spent performing various non-placement-related activities.

Time of Day	Activity Code	No. of
8:00–8:30		
8:30–9:30	CO	2
9:30–9:45	XV	N/A
9:45–10:40	CO	1
10:40–10:55	JD	3
10:55–11:00	OT	1

Time of Day	Activity Code	No. of
11:00–11:10		
11:10–12:00	CO	1
12:00–1:00	XL	N/A
1:00–1:40	XX (New Activity) Describe	N/A
1:40–2:00	CO	1

Time of Day	Activity Code	No. of
2:00–2:20		
2:20–2:55	JD	6
2:55–3:05	XJ	N/A
3:05–3:15	XV	N/A
3:15–3:35	XC	N/A
3:35–4:40	CO	
4:40–5:00	CO	R

sample no. 9

Section D

TIME DISTRIBUTION CODES CORRESPONDING TO PERFORMANCE STANDARDS ACTIVITIES

Time Distribution Codes Corresponding To Performance Standards Activities

The thirteen placement activities* measured in the survey ar also included in the Time Distribution System. However, the categories of TD (Time Distribution) are broader than the activities used in the survey. The relationship between the categories in Time Distribution and Performance Standards can be depicted by breaking the three-digit TD function codes into finer categories, as in the table below. For this purpose only, a fourth digit is added to the Time Distribution function codes.

The Table shows which functional codes in Time Distribution apply to each activity. Thus the measurement of placement-related activities, which is the focus of this study, requires that, for example, code 531 (Employment) be broken down into many separate components; 8 of the 15 Performance Standards placement activity codes are included in the 531 grouping. In some cases, the TD three-digit function code is equal to one of the Performance Standards activities, such as, Counseling (512) in the Table below.

When instructing personnel in completing the time ladders, this Table may be useful in determining how specific tasks should be recorded.

Remember TD reporting will not be changed in this survey.

TABLE OF RELATIONSHIP OF PERFORMANCE STANDARD CODES TO TIME DISTRIBUTION SYSTEM

PERFORMANCE STANDARD TIME LADDER ACTIVITY CODE	TIME DISTRIBUTION CODES AND ACTIVITY DESCRIPTIONS
	510 Assessment
	511 Intake
RE	511.1 Reception, including orientation
AT	511.2 Application Taking, Monitoring, Renewals, and Supportive Filing and Maintenance

*There are 15 codes for 13 activities because the employer service activity has codes ES and EP and the interviewing activity has codes IN and IJ.

TABLE OF RELATIONSHIP OF PERFORMANCE STANDARD CODES
TO TIME DISTRIBUTION SYSTEM
(continued)

PERFORMANCE STANDARD TIME LADDER ACTIVITY CODE	TIME DISTRIBUTION CODES AND ACTIVITY DESCRIPTIONS
CO	512 Counseling, and Supportive Filing and Maintenance
TE	513 Testing, and Supportive Filing and Maintenance
	530 Employment and Job Development
	531 Employment (ES Only)
	(Each of the following is inclusive of supportive filing and maintenance)
IN	531.1 Interviewing
IJ	531.2 Interviewing - from JIS
FC	531.3 File Search and Call-in
JI	531.4 JIS Monitoring
OT	531.5 Order Taking
RC	531.6 Referral Control
VV	531.7 Verification/Validation
JD	531.8 Job Development
XK	531.9 Keypunch and preparation, Job Bank and MODS
	550 Employer and Community Services
	551 Employer and Unions
ER	551.1 Employer Service - Routine
EP	551.2 Employer Service - Problem
CS	554 Community Services, Supportive Filing and Maintenance
	600 Management Supervision and Training
	610 Management, Supervision, and ES Staff Training
XS	610.1 Local Office Management and Supervision
XM	610.2 Outside Conferences, Meetings, Internal Staff Meetings, Training
XF	610.3 Unallocatable Filing, Clerical, Report Preparation, Switchboard

TABLE OF RELATIONSHIP OF PERFORMANCE STANDARD CODES
TO TIME DISTRIBUTION SYSTEM
(continued)

PERFORMANCE STANDARD TIME LADDER ACTIVITY CODE	TIME DISTRIBUTION CODES AND ACTIVITY DESCRIPTIONS
XW	610.4 Study Week, Performance Standards
XV	900 All Leave Time Annual Leave Time, Compensatory Time Off, Vacation, Sick Leave, Personal, Coffee Break

Codes and Activities Not Applicable
to Time Distribution

	Non-Title III
XC	CETA Includes Intake, Counseling, Testing, Training, Management, Supervision, etc.
XJ	Programs such as Job Corps, Food Stamp, WIN
XU	UI
XX	All else

Section E

USE OF THE TALLY SHEET FOR TIME LADDERS (FORM F)

WHO FILLS OUT FORM F?

Each person who fills out a daily time ladder form must transcribe the data on the time ladder to the Form A-1 tally sheet after all of the day's activity data has been recorded on the time ladder. Thus, there will be one tally sheet (Form A-1) filled out for each time ladder.

WHY DO WE NEED IT?

You should summarize each of the time ladders on its own Form A-1 to make final tabulation more manageable.

HOW DO YOU FILL IT OUT?

1. First enter the heading information on Form A-1 (NAME, TITLE, STATE CODE, LO NO., STATION, DESK and DATE).

2. Next, go back to the time ladder and, for each activity period on the time ladder, write the number of minutes of its duration under Activity Time (on the time ladder).

TALLY SHEET - FOR DAILY WORK TIME AND QUANTITY - FORM A-1 (5/75)
(Transcribe from Form A)

NAME ____________________
(last name first)

TITLE ____________________

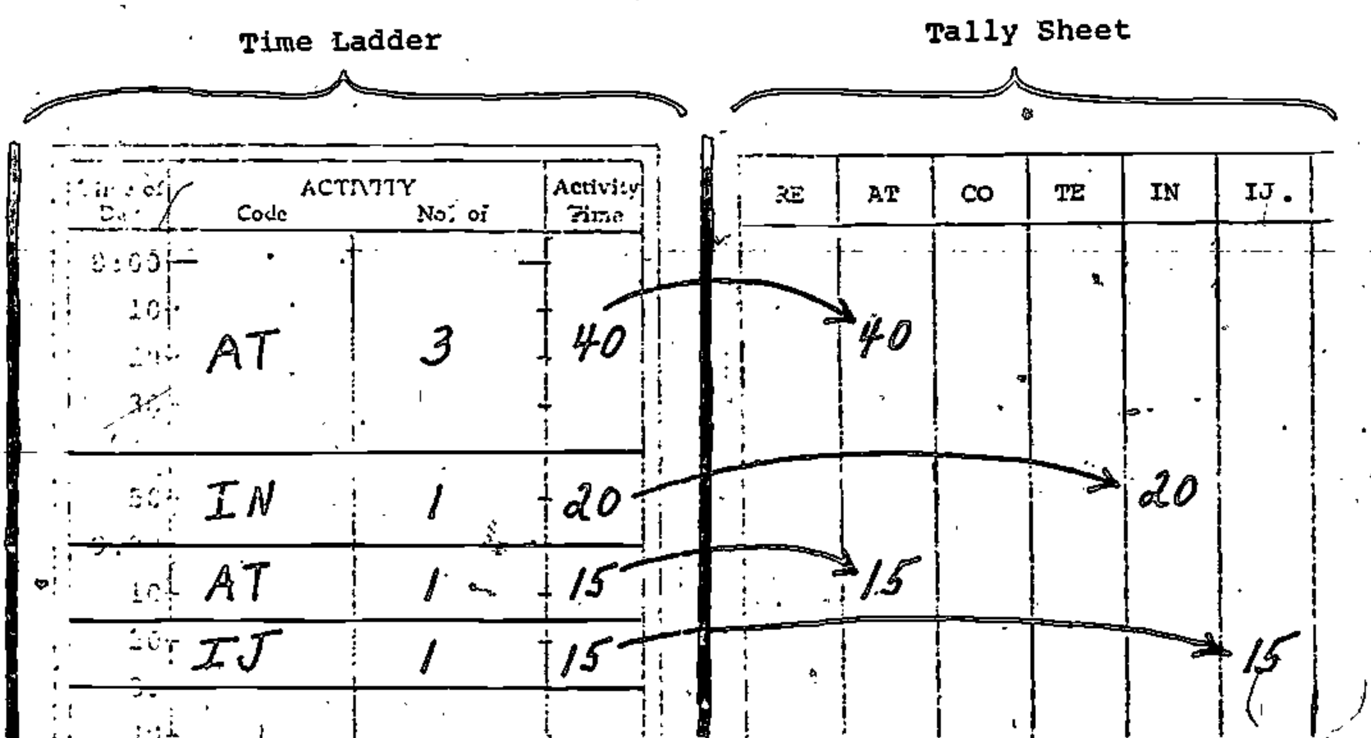
PS	TD	PS	TD
XK	539.1	XC	NA
XS	610.1	XJ	NA
XM	610.2	XX	NA
XF	610.3	XU	NA
XW	610.4	XV	900.0
		XL	NO TALLY

STATE CODE___ LO NO.______ STA___ DESK___ DATE___ ___ ___
1. 3. 7. 9. 11. mo. day year

	RE	AT	CO	TE	IN	IJ	FC	JI	OT	RC	VV	JD	ER	EP	CS	X__	X__	X__	X__	X__
Time Dist.	511.1	511.2	512.0	513.0	531.1	531.2	531.3	531.4	531.5	531.6	531.7	531.8	551.1	551.2	554.0					
Perf. Stds.	RE	AT	CO	TE	IN	IJ	FC	JI	OT	RC	VV	JD	ER	EP	CS	X__	X__	X__	X__	X__
QTY																				
TIME																				

3. Now copy the Activity Time numbers from the time ladder to Form A-1, entering each number into the column on Form A-1 for that activity code.

The following illustrates the use of the form to tally activity times:



4. In general, there are a <u>number</u> of activity periods of <u>each</u> activity on a typical time ladder. We want Form A-1 to have a single total of the quantitative results for each activity type on the time sheet.

Therefore, for each type of activity on the time ladder, count up the "No. of" tallies (if any) for each of its activity periods and enter the total QTY. (or "No. of") for that activity in the QTY box near the bottom of its column on Form F.

The bottom segment of the filled-out Form F below shows this use of the form to list the QTY or "No. of" for each activity transcribed from the time ladder:

Applications taken for five applicants during the day.

Eighteen Call-In attempts during the day.

[illegible]	511.1	511.2	512.0	513.0	531.1	531.2	531.3	531.4	531.5	531.6	531.
[illegible]	RE	AT	CO	TE	IN	IJ	FC	JI	OT	RC	VV
QTY		5					18				
[illegible]											

<u>Additional Notes on Usage of Form F:</u>

1. To make it easier to get the time ladder data onto Form A-1 transfer the data in three steps, as shown in Figure 1 below.
2. Figure 2 shows graphically the use of Form A-1 to record the total overall QTY (or "No. of") for an activity.

Figure 1 - Use of Form A-1 to Tally Time Ladder Activity-Times

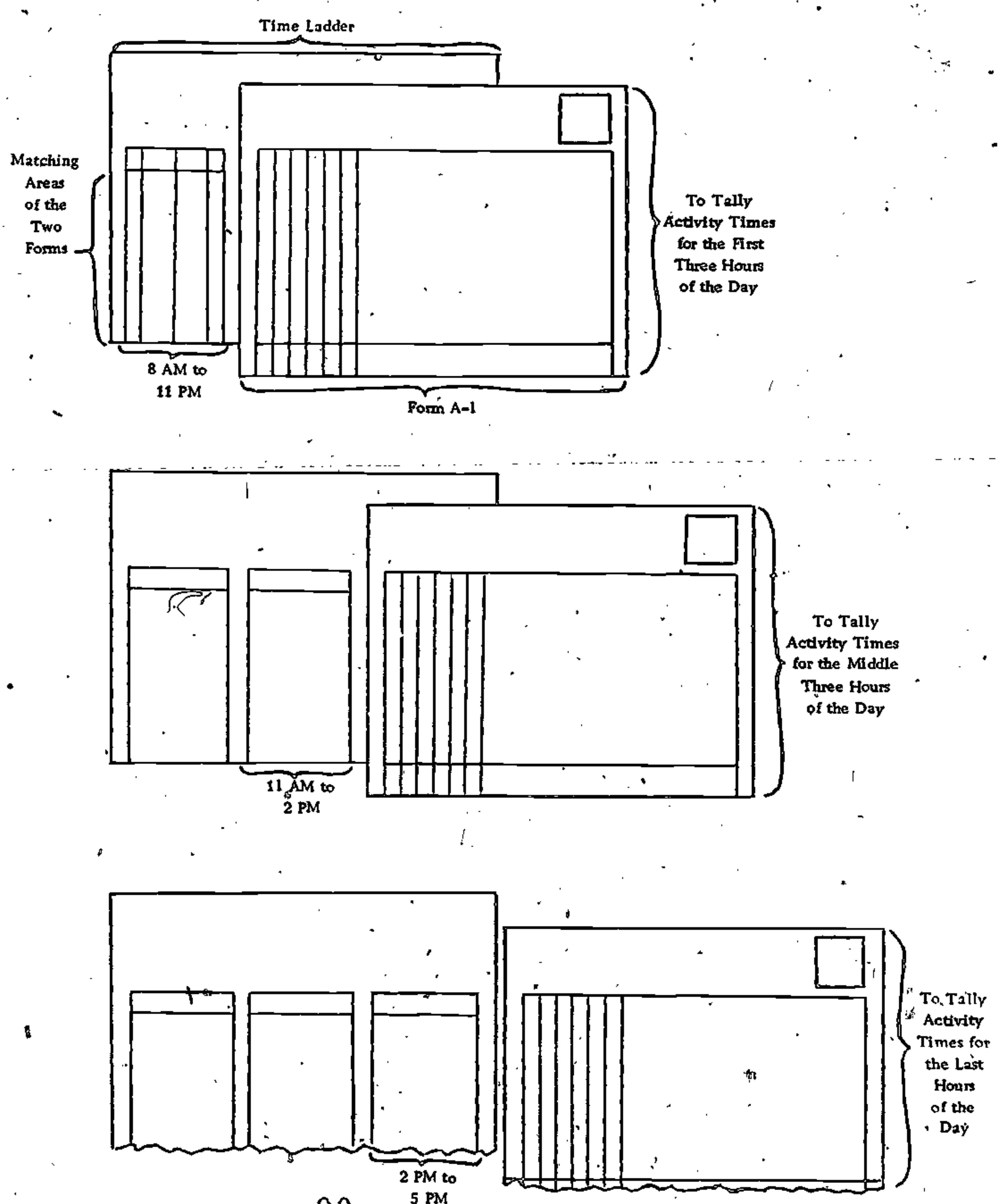


Figure 2 - Example of Use of Form A-1

TALLY SHEET - FOR DAILY WORK TIME AND QUANTITY - FORM F

STATE CODE___ LO NO.______ STA___ DESK___ DATE___ ___ ___
1. 3. 7. 9. 11. mo. day ye

	RE	AT	CO	TE	IN	IJ	FC	JI	OT	RC
			50							
			55							
			10							
			45							
			45							
			15							
Time Dist.	511.1	511.2	512.0	513.0	531.1	531.2	531.3	531.4	531.5	531.6
Cert. Stds.	RE	AT	CO	TE	IN	IJ	FC	JI	OT	RC
QTY			6							
TIME										

This Counselor counseled six applicants today (two had two sessions each).

b. FORM B: ES STAFF PRE-TEST FORMS (B-1 through B-13)

	Description in Brief
Who Fills In:	Every ES staff member performing any of the activities for which there is a staff questionnaire.
When:	Once, during the survey week.
Measures:	The quality of these local office activities (or central office activities)

FORM B-1
ES Staff

ES STAFF PRE-TEST FORM

DATE ______________ LOCAL OFFICE (   )

INSTRUCTIONS: Fill in or check answers to the following questions.

I. RECEPTION (Activity #1)

1. Do you have a method for monitoring how long applicants are waiting for service? . . . . ____ Yes ____ No (1)

   (If you answered Yes to the above, please indicate how you monitor the wait time in Comment section following)

   a. What is the typical wait applicants experience on the peak day of the week? . . . . . ________ minutes (1a)

2. Are applicants with appointments seen on schedule by the appropriate staff member? . . . . . . ____ Yes ____ No (2)

3. How many people use only the JIS or other materials in the reception area and then leave immediately?

   (Estimate) one out of every _____ applicants

4. Do you alert the interviewers to special applicant problems, writing notes if necessary? . . . ____ Yes ____ No (4)

5. Do you have a procedure for obtaining the application cards for previously registered applicants? (Indicate method used in Comment section following) . . . . ____ Yes ____ No (5)

6. Do you direct the job-ready applicant to JIS? . . . . . ____ Yes ____ No (6)

7. What is the maximum time the reception desk could be left unattended? . . . . ________ minutes (7)

8. Do you review the self-application forms completed by applicants? . . . . ____ Yes ____ No (8)

   If Yes please indicate your estimate of how often you find errors in these forms.

   one bad form out of every _____ forms (8a)

FORM B-1
ES Staff

ES STAFF PRE-TEST FORM

DATE ______________ LOCAL OFFICE. ______________

II. COMMENTS AND SUGGESTIONS

FORM B-2
ES Staff

ES STAFF PRE-TEST FORM

DATE ______________ LOCAL OFFICE ______________

INSTRUCTIONS: Fill in answers to the following questions.

I. APPLICATION TAKING (Activity #2)

1. What is the average time it takes to complete a full application? . . . . ________ (1)
   minutes
2. What is the average time it takes to complete a partial application? . . . . ________ (2)
   minutes
3. What is your estimate of the number of applications on file that were completed incorrectly and require correction?. . . . . one out of ________ (3)

II. COMMENTS AND SUGGESTIONS

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ES STAFF PRE-TEST FORM

DATE__________ LOCAL OFFICE__________

INSTRUCTIONS: Fill in or check answers to the following questions.

I. REFERRAL INTERVIEWING (Activity #3)

A. How long have you been doing referral interviewing for the Employment Service? . . . . ______ Years

1. Do you have any trouble reading the Job Bank microfiche or Job Bank listings? . . . . ____ Yes ____ No (1)

a. Are they clearly printed or, for viewers, are they in focus? . . . . ____ Yes ____ No (1a)

2. How often do you employ job development on behalf of those job-ready applicants for whom you cannot first find a referral on the list of open orders? Please indicate your estimate below.

one out of every _____ job-ready applicants for whom no available opening is found. (2)

3. Do you give referred applicants a document to take with them as an introduction to the employer? . . . ____ Yes ____ No (3)

4. When the job order indicates "call first", do you check with the employer before referring the applicant selected? . . . . ____ Yes ____ No (4)

5. How often do you find that important changes should be made on the order (i.e., wages wrong, address wrong, etc.)? Please estimate.

one out of every _____ orders checked. (5)

6. Do you, when relevant, inform the applicant of the possibility of UI benefits? . . . . ____ Yes ____ No (6)

When part of a Job Bank

7. In addition to the list of open orders, please indicate below which of the following material you also use?

a. Indexes of open orders? . . . . ____ Yes ____ No (7a)

b. Indexes of new orders? . . . . ____ Yes ____ No (7b)

c. List of new orders only? . . . . ____ Yes ____ No (7c)

d. List of clearance orders only? . . . . ____ Yes ____ No (7d)

e. Other special listings (please specify below) ____ Yes ____ No (7e)

____

____

8. Do you find that applicants occasionally change their mind after Referral Control has cleared the referral? . . . . ____ Yes ____ No (8)

If you answered no, skip to 9.

a. Do you re-call Referral Control in these cases? . . . . ____ Yes ____ No (8a)

b. Please indicate how many days ago this was necessary? . . . . ____ Days Ago (8b)

9. Is Referral Control central? . . . . ____ Yes ____ No (9)

If you answered no, skip to 10.

a. When phoning Referral Control, do you use an established procedure and dialogue? . . . . . . ____ Yes ____ No (9a)

b. Does the length of your period of dialogue average more than 30 seconds per referral? . . . ____ Yes ____ No (9b)

c. How often do you encounter busy signals when calling Referral Control?

<u>one</u> out of ____ calls

d. How often are you placed on "hold" after connecting with Referral Control?

<u>one</u> out of ____ calls

10. Are you required to take new orders while interviewing applicants? . . . . ____ Yes ____ No (10)

11. Do you receive referral results daily? . . . . ___ Yes ___ No (11)

12. Do you occasionally hold referral cards for one day or more before sending them to data processing? . . . . ___ Yes ___ No (12)

a. If you answered yes, briefly describe the most common reason for holding referral cards.

____

____

b. Please estimate how frequently this occurs.

one out of every ____ cards. (12b)

13. Do you have a list of employers for your job development contacts? . . . . ___ Yes ___ No (13)

14. Do you contact any employers for job development more than once per month? . . . . ___ Yes ___ No (14)

a. If yes, how many such employers? . . . . ________ (14a)

II. COMMENTS AND SUGGESTIONS

ES STAFF PRE-TEST FORM

DATE ____________ LOCAL OFFICE ____________

INSTRUCTIONS: Fill in or check answers to the following questions.

I. JOB DEVELOPMENT (Activity #4)

1. When you do job development for an applicant, what is the average number of job development attempts you make for that applicant served? ________ Average # (1)

2. What training have you received in job development techniques?

   a. Formal courses? . . . . ___ Yes ___ No (2a)

   b. Self-study manuals? . . . . ___ Yes ___ No (2b)

   c. Informal on-the-job training? . . . . ___ Yes ___ No (2c)

   d. Other (please indicate briefly)? . . . . ___ Yes ___ No (2d)

   ____

   ____

3. When you perform job development, which of the following do you use?

   a. Job search information in the JIS? . . . . ___ Yes ___ No (3a)

   b. Order files (both open and closed orders)? . . . ___ Yes ___ No (3b)

   c. Record of Employer Contacts? . . . . ___ Yes ___ No (3c)

   d. Work history section of application cards? . . . ___ Yes ___ No (3d)

   e. Newspaper advertisements? . . . . ___ Yes ___ No (3e)

   f. Trade and professional periodicals? . . . . ___ Yes ___ No (3f)

g. Specialized directories as well as telephone? . ______ Yes ______ No (3g)

h. Job opportunity studies? . . . . ______ Yes ______ No (3h)

i. Area skill studies? . . . . ______ Yes ______ No (3i)

j. Other (please indicate briefly)? . . . . ______ Yes ______ No (3j)

____

____

4. Do you review the available openings on behalf of an applicant before you perform job development? . . ______ Yes ______ No (4)

5. If the job development referral is unsuccessful, do you attempt to obtain a job order from the employer called? . . . . ______ Yes ______ No (5)

6. If an employer does give you a job order, do you always share this order with other interviewers? . . ______ Yes ______ No (6)

7. How long do you wait before contacting employers to determine if a referred applicant has been placed? . . . . ______ # Days (7)

II. COMMENTS AND SUGGESTIONS

ES STAFF PRE-TEST FORM

DATE ______________ LOCAL OFFICE ______________

INSTRUCTIONS: Fill in or check answers to the following questions.

I. JIS (Activity #5)

1. Approximately what percent of those who enter the JIS receive at least one referral? . . . . ________% (1)

2. Are abbreviations eliminated for the JIS listings? . . . . ____ Yes ____ No (2)

   a. If the answer above is No, do applicants find that these abbreviations confuse them? . . . . ____ Yes ____ No (2a)

3. How often do you find that an applicant is not qualified for the opening selected and therefore you cannot refer them to the job?

   one such applicant in every ________ (3)

II. COMMENTS AND SUGGESTIONS

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ES STAFF PRE-TEST FORM

DATE ______________ LOCAL OFFICE ______________

INSTRUCTIONS: Check the answers to the following questions.

I. REFERRAL CONTROL (Activity #6)

1. Is this a Job Bank area? . . . . ____ ____ (1)
   Yes No

   If this is a Job Bank area, answer questions 2 through 4 only. If this is not a Job Bank area, answer question 5 only.

---

2. (Job Bank areas only) When an order is in the "referral" status, do you allow an additional ("one-over") referral for a Veteran applicant? . . ____ ____ (2)
   Yes No

   a. When speaking on the phone with interviewers, do you use an established dialogue and procedure? . . . . ____ ____ (2a)
      Yes No

   b. When speaking on the phone with interviewers, is the length of the period of dialogue no more than 30 seconds per referral? . . . . ____ ____ (2b)
      Yes No

3. (Job Bank areas only) When key changes are recorded (i.e., wages, job address, etc.) do you inform interviewers of the new data when they request referrals on these changed orders? . . . . ____ ____ (3)
   Yes No

4. (Job Bank areas only) Are there written control procedures for you to follow to monitor transmission of documents between referral control and data processing? . . . . ____ ____ (4)
   Yes No

---

5. (Non-Job Bank areas only) When each referral is made, do you post the referral to the original order (if you are holding it) or else ask the order-holding staff member to post the referral? . ____ ____ (5)
   Yes No

II. COMMENTS AND SUGGESTIONS

ES STAFF PRE-TEST FORM

DATE______________ LOCAL OFFICE______________

INSTRUCTIONS: Fill in or check answers to the following questions.

I. REFERRAL RESULT VERIFICATION/ORDER VALIDATION (Activity #7)

1. Have you been trained in the other local office functions and procedures so as to be able to answer all related employer questions? . . . . ____ Yes ____ No (1)

   If not, please explain in the Comments Section how these employer questions are handled.

2. What number of phone verifications are not initiated until after 24 hours of the date of appointment?

   one out of. ______ (2)

   Indicate in the Comments Section the principal reasons for these, other than the employer's request.

3. What number of referral result verification attempts to mandatory listing orders are not initiated until after 24 hours of the date of appointment?

   one out of ______ (3)

4. Is mailer verification used? . . . . ____ Yes ____ No (4)

   If yes please estimate the following:

   a. What percent of these mailers are returned by the employer within 72 hours? . . . . ______% (4a)

   b. What percent of all verifications are made by mailer? . . . . ______% (4b)

5. How often do you record and pass on referral results, order changes, and order status changes to those staff members responsible for the affected order or applicant?

   a. Referral Results?. . . . . .one out of ______ (5a)

   b. Order changes? . . . . .one out of ______ (5b)

   c. Order Status changes?. . . . . .one out of ______ (5c)

FORM B-7
ES Staff

II. COMMENTS AND SUGGESTIONS

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ES STAFF PRE-TEST FORM

DATE ________ LOCAL OFFICE ________

INSTRUCTIONS: Fill in or check the following questions.

I. COUNSELING (Activity #8)

How long have you been doing counseling, in or out of the Employment Service? . . . . ________ Years

1. Do you conduct individual counseling in a closed room, with only yourself and the applicant in the room (or, at least, in a visually blocked area)? . . ___ Yes ___ No (1)

2. Do you set up a counseling file, separate from the regular application file, for each applicant who receives counseling? . . . . ___ Yes ___ No (2)

3. Do you perform the following for each applicant who receives counseling:

   a. Develop a statement of the applicant's problem? . . . . ___ Yes ___ No (3a)

   b. Analyze the applicant's record? . . . . ___ Yes ___ No (3b)

   c. Use diagnostic instruments such as aptitude tests, interest inventories, and "worker trait aptitudes"? . . . . ___ Yes ___ No (3c)

   d. Evaluate and determine the various possible course-of-action options? . . . . ___ Yes ___ No (3d)

   e. Develop a plan of action? . . . . ___ Yes ___ No (3e)

4. Do you have knowledge of the following:

   a. Intra-agency and inter-agency resources and how to apply them to serve the applicant? . . . ___ Yes ___ No (4a)

   b. General labor market conditions? . . . . ___ Yes ___ No (4b)

   c. Specifics of local training opportunities? . . ___ Yes ___ No (4c)

5. Do you maintain information files with up-to-date pamphlets? . . . . ____ Yes ____ No (5)

6. Does your schedule allow for non-scheduled counseling? . . . . ____ Yes ____ No (6)

7. When you send applicants to be tested, do you give them booklets, such as "Doing Your Best in Aptitude Tests"? . . . . ____ Yes ____ No (7)

8. When it is determined in a counseling session that an applicant is job-ready, do you perform the referral interview? . . . . ____ Yes ____ No (8)

   a. If you answered No, does the applicant receive an interview with a referral interviewer on the same day? . . . . ____ Yes ____ No (8a)

9. Do you have an educational background in education and/or psychology? . . . . ____ Yes ____ No (9)

10. Do you belong to any professional organizations? . ____ Yes ____ No (10)

II. COMMENTS AND SUGGESTIONS

ES STAFF PRE-TEST FORM

DATE ____________ LOCAL OFFICE ____________

INSTRUCTIONS: Fill in or check answers to the following questions.

I. TESTING (Activity #9)

How long have you been administering testing? . . . . . . ________ Years

1. When you administer a test, do you post a sign in the test area which indicates that testing is in progress? . . . . ____ Yes ____ No (1)

2. Once an applicant arrives for a scheduled test, is the test always given? . . . . ____ Yes ____ No (2)

3. Prior to administering a particular test, do you inspect all test booklets for that test? . . . . ____ Yes ____ No (3)

4. Are test materials up-to-date? . . . . ____ Yes ____ No (4)

5. Do you always read test instructions verbatim? . . . ____ Yes ____ No (5)

6. Do you give special attention to applicants when administering the NATB or BOLT test? . . . . ____ Yes ____ No (6)

7. Are time limits on tests always strictly observed? ____ Yes ____ No (7)

8. Did you receive training for the tests which you have responsibility for administering? (Explain in Comments section, if applicable) . . . . ____ Yes ____ No (8)

II. COMMENTS AND SUGGESTIONS

ES STAFF PRE-TEST FORM

DATE ______________ LOCAL OFFICE ______________

INSTRUCTIONS: Fill in or check answers to the following questions.

I. FILE SEARCH AND CALL-IN (Activity #10)

How long have you been doing File Search and/or Call-Ins for the Employment Service? . . . . ______ Years

1. On the average, how much time do you spend to file search an order? . . . . ______ Minutes (1)

2. Is the active applicant file regularly searched for applicants who have received no recent service and who should therefore be reviewed for possible further service? . . . . ____ Yes ____ No (2)

   If yes:

   a. How often is this search of the file carried out? . . . . Every ______ Days (2a

   b. Do individual interviewers search specified positions of the active file?. . . . . ____ Yes ____ No (2b

   c. Are those applicants turned up by file search sent a form letter requesting their current employment status and/or interests? . . . . ____ Yes ____ No (2c

   d. Are applicants that are turned up by this file search contacted by phone if they do not respond by mail? . . . . ____ Yes ____ No (2d

   e. If yes, how soon after the mailing? . . . . ______ Days (2e

3. Do you make direct telephone referrals for the majority of call-in applicants who are reached by telephone . . . . ____ Yes ____ No (3)

4. Do you make multiple referrals of applicants for professional, service and industrial openings? . . . . ____ Yes ____ No (4)

5. If you cannot reach the applicant when you telephone, do you attempt to obtain an alternate phone number for the applicant and then call this alternate number?. . . . . ____ Yes ____ No (5)

6. If you cannot reach the applicant by telephone, do you attempt to reach the applicant by telegram or by mail? . . . . ____ Yes ____ No (6)

7. Approximately how long are application cards kept out of the file to fulfill the file search and call-in functions? . . . . ________ Days (7)

II. COMMENTS AND SUGGESTIONS

FORM B-11
ES Staff

ES STAFF PRE-TEST FORM

DATE________ LOCAL OFFICE__________

INSTRUCTIONS: Fill in or check answers to the following questions.

I. JOB ORDER TAKING (Activity #11)

How long have you been doing order taking? . . . . ________ Years

1. Do you have access to a file (computerized or not) of master orders? . . . . ____ Yes ____ No (1)

   a. If Yes, is the file current? . . . . ____ Yes ____ No (1a)

2. Do you follow written guidelines for filling in the order taking form? . . . . ____ Yes ____ No (2)

3. Do you follow written guidelines for filling in the free-flow narrative area on the order? . . . . . ____ Yes ____ No (3)

4. Did you receive training in order taking? . . . . ____ Yes ____ No (4)

5. When taking an order,

   a. Do you lead the employer through the job order form? . . . . ____ Yes ____ No (5a)

   b. Is transcription from rough notes to the finished form usually necessary? . . . . ____ Yes ____ No (5b)

6. Do you advise employers of the minimum wage, EEOC requirements, and prevailing salaries pertaining to the openings they seek to fill? . . . . ____ Yes ____ No (6)

7. Do you have written procedures for dealing with job orders that contain discriminatory or unnecessary qualifications? . . . . ____ Yes ____ No (7)

   a. How often do such discriminatory qualifications occur (estimate)?

   one out of every ______ orders (7a)

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8. Do you advise employers of any unrealistic or unreasonable job requirements they may have specified? . . . . ______ Yes ______ No (8)

9. Do you pass on significant information, requests, and complaints from employers to the employer representative? . . . . ______ Yes ______ No (9)

   a. Estimate the approximate number of employer complaints during the last week. . . . . ______ (9a)

10. Do you inquire if employers may be willing to accept trainees for an opening? . . . . ______ Yes ______ No (10)

Answer the following <u>only</u> if your office has a Job Bank:

11. a. When the orders which you have taken first appear in Job Bank, do you check them for errors? . . . . ______ Yes ______ No (11a)

    b. If yes, estimate the approximate number of orders in error during the last week. . . . . ______ (11b)

II. COMMENTS AND SUGGESTIONS

ES STAFF PRE-TEST FORM

DATE ____________ LOCAL OFFICE ____________

INSTRUCTIONS: Check the answers to the following questions.

I. EMPLOYER SERVICE (Activity #12)

1. Is there a written current overall plan of goals and actions for the employer contact program which defines the approach and techniques to be used and number of employers to be reached? . . . . ____ Yes ____ No (1)

2. For each sizable employer, is there an individual file with adequate information and a written plan (based on resources available to this facility, need of the particular employer, etc.)? . . . . . . ____ Yes ____ No (2)

3. Does a comprehensive and current tickler file exist for scheduling visits? . . . . ____ Yes ____ No (3)

4. Are illegal, discriminatory or problem-causing employer practices always identified? . . . . ____ Yes ____ No (4)

5. Does your LO use the Job Bank? . . . . ____ Yes ____ No (5)
If you answered yes, are the following reports used:

   a. Closed Order Summary? . . . . ____ Yes ____ No (5a)

   b. Order Verification? . . . . ____ Yes ____ No (5b)

   c. Applicant Hiring Patterns? . . . . ____ Yes ____ No (5c)

   d. Applicant Characteristics and Referral Results Analysis? . . . . ____ Yes ____ No (5d)

   e. Employer Order History Book? . . . . ____ Yes ____ No (5e)

   f. Employer Order History Index by Occupation? . . ____ Yes ____ No (5f)

6. Is employer information disseminated via:

   a. Debriefing sessions with supervisors after visits? . . . . ____ Yes ____ No (6a)

   b. Issuance of weekly staff bulletins? . . . . . . ____ Yes ____ No (6b)

   c. Maintenance of bulletin boards throughout the area covered? . . . . ____ Yes ____ No (6c)

7. Are current publications and economic data available to the Employer Representatives for research to aid their contacts? . . . . ____ Yes ____ No (7)

8. During the past year have any new steps or innovative approaches been introduced to attract new accounts or to get current users to submit additional job orders that cover a fuller range of the occupations in which they provide employment? . . . . ____ Yes ____ No (8)

   a. List and briefly describe any such new steps or innovative approaches.

9. Do you write the report on a visit to an employer immediately after the visit?. . . . . ____ Yes ____ No (9)

10. Was there adequate lead-time between the scheduling of the visit and the actual visit date itself?. . . . . ____ Yes ____ No (10)

11. Are you able to emphasize the priority programs of interviewers on your visits to employers?. . . ____ Yes ____ No (11)

12. Do you receive complaints from employers about their receiving job development calls?. . . . . . ____ Yes ____ No (12)

    a. If you answered Yes, please estimate how many complaints you have received in the past 6 months . . . . ________ (12a)
    (In the Comments Section please note the nature of those complaints.)

II. COMMENTS AND SUGGESTIONS

FORM B-13
ES Staff

ES STAFF PRE-TEST FORM

DATE ______________ LOCAL OFFICE ______________

I. COMMUNITY SERVICE (Activity #13)

1. What is (are) the most useful kind of public relations material on file for response to community questions about the Employment Service? Indicate which you currently have on file.

II. COMMENTS AND SUGGESTIONS

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c. FORM C: LOCAL OFFICE MANAGER PRE-TEST FORM

Description in Brief

Who Fills In:	The local office manager (information on some activities may have to be obtained by the local office manager from the central office).
When:	Once, during the survey week.
Measures:	The qualities of the specified local office or central office activities. In addition, Form C contains questions on certain office statistics and general operational data (e.g., staffing, area unemployment rate, etc.)

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FORM C
Local Manager/Supervisor

LOCAL OFFICE MANAGER PRE-TEST FORM

DATE__________ LOCAL OFFICE__________

INSTRUCTIONS: Fill in answers to the following questions.

A. OFFICE STATISTICS

1. How many positions assigned to ES (Title III only)? _____ positions

   - What is current unemployment rate in the local area (city or county)? . . . . _____%
   - For your area, how have Major Market employers been identified?

     establishments of over _____ employees
   - How many Major Market employers in your area? . . _____
   - How many of the Major Market employers use the ES? . . . . _____

2. Indicate which Job Bank reports you receive.

3. For Non-Job Bank

   Select, at random, 30 open Job Orders. Compile for each Referrals, Openings, etc. on the form following.

4. Please attach an organizational chart for the local office.

FORM C
Local Manager/Supervisor

LOCAL OFFICE MANAGER PRE-TEST FORM

DATE______ LOCAL OFFICE__________

Order Taken on (Date)	No. of Openings	No. of Referrals Made	No. of Placements Made		No. of Referrals with no verified result

FORM C
Local Manager/Supervisor

LOCAL OFFICE MANAGER PRE-TEST FORM

DATE __________ LOCAL OFFICE __________

INSTRUCTIONS: Check the answers to the following questions.

I. RECEPTION (Activity #1)

1. Is the location of the receptionist placed so that all persons entering the local office must pass the reception desk? . . . . ____ Yes ____ No (1)

2. Is the reception area welcoming? . . . . ____ Yes ____ No (2)

3. Is the reception area well equipped with pamphlets on ES services and on other agency services? . . . . ____ Yes ____ No (3)

4. Are new applicants informed of:

   a. JIS? . . . . ____ Yes ____ No (4a)

   b. Job Search Library? . . . . ____ Yes ____ No (4b)

   c. Other services provided by ES? . . . . ____ Yes ____ No (4c)

   d. Veteran Preference Policy? . . . . ____ Yes ____ No (4d)

   e. UI claims possibilities? . . . . ____ Yes ____ No (4e)

   f. Current labor market information? . . . . ____ Yes ____ No (4f)

   g. Other (please indicate)? . . . . ____ Yes ____ No (4g)

   ____

5. What form does the above orientation of new applicants take?

   a. Verbal? . . . . ____ Yes ____ No (5a)

   b. Pamphlets? . . . . ____ Yes ____ No (5b)

c. Film strip? . . . . ____ Yes ____ No (5c)

d. Other (please indicate)? . . . . ____ Yes ____ No (5d)

____

6. Is a tally kept of everyone who is received? . . . . ____ Yes ____ No (6)

7. Is a list of interviewing, counseling and testing appointments maintained on a daily basis? . . . . . . ____ Yes ____ No (7)

COMMENTS AND SUGGESTIONS

II. APPLICATION TAKING (Activity #2)

1. Is the self-application method used when the applicant is capable? . . . . ____ Yes ____ No (1)

If you answered yes:

a. Are there visual aids and/or examples of completed forms to assist the applicant? . . . . ____ Yes ____ No (1a)

b. Are there sufficient facilities available for the applicant (such as convenient desk space, pens, etc.)? . . . . ____ Yes ____ No (1b)

2. If partial applications are taken on the following applicant types, check "Yes"; if full applications or no applications are taken, check "No":

(If your partial applications differ from the ESARS description, please explain in the Comments section below)

a. Applicants who choose to use the JIS? . . . . . . ____ Yes ____ No (2a)

b. Youth seeking only summer work? . . . . ____ Yes ____ No (2b)

c. Transients? . . . . ____ Yes ____ No (2c)

d. Casual labor workers? . . . . ____ Yes ____ No (2d)

e. Domestic day workers? . . . . ____ Yes ____ No (2e)

f. Applicants referred to a job opening on their first visit to a local office? . . . . ____ Yes ____ No (2f)

g. Persons visiting the local office only for testing on a Specific Aptitude Test Battery? . . ____ Yes ____ No (2g)

h. Applicants on temporary layoff with apparent employer attachment? . . . . ____ Yes ____ No (2h)

3. If full applications are taken on the following applicant types, check "Yes"; if partial applications or no applications are taken, check "No":

a. Veteran? . . . . ____ Yes ____ No (3a)

b. Disadvantaged? . . . . ____ Yes ____ No (3b)

c. Handicapped? . . . . ____ Yes ____ No (3c)

d. Applicants who need additional service? . . . . . ____ Yes ____ No (3d)

e. Applicants with skills usually in demand for which there are no current openings? . . . . . . ____ Yes ____ No (3e)

4. Is there a periodic review of the application cards on file (or a sample of these) to insure an overall adequate quality? . . . . ____ Yes ____ No (4)

COMMENTS AND SUGGESTIONS

II. REFERRAL INTERVIEWING (Activity #3)

1. Are referral interviews conducted in an area that is well-lighted, free of distracting noise, and well-spaced (or partitioned)? . . . . ____ Yes ____ No (1)

2. Do referral interview supervisors receive daily reports of referral results for this unit? . . . . ____ Yes ____ No (2)

a. If yes, do they use it to monitor operations? . ____ Yes ____ No (2a)

3. Do Job Bank listings arrive on time? . . . . ____ Yes ____ No (3)

a. Please estimate how many times in the past year these listings were not available at the start of the day? . . . . ______ Times (3a)

4. How many order lists or viewers are available for referral interviewing? . . . . ______ List/Viewers (4)

a. How many people normally perform referral interviewing? . . . . ______ People (4a)

5. What % of job openings are filled from using job order forms? . . . . ____% (5)

COMMENTS AND SUGGESTIONS

IV. JOB DEVELOPMENT (Activity #4)

1. Are Job Development contacts noted on a Record of Employer contacts? . . . . ____ Yes ____ No (1)

a. If the above answer was Yes, how many Employers were contacted in the last calendar month? . . . ______ (1a)

2. Taking a random sample of 25 application cards from various sections of the active file, how many of these cards indicate that job development has been performed? . . . . ______ (2)

COMMENTS AND SUGGESTIONS

V. JOB INFORMATION SERVICE - JIS (Activity #5)

1. Do you have job listings in JIS? . . . . ____ Yes ____ No (1)
If the answer to the above is "No", skip to Section VI.

2. How are listings of open orders sequenced:

a. Alpha by occupation title? . . . . ____ Yes ____ No (2a)

b. Alpha by location? . . . . ____ Yes ____ No (2b)

c. Alpha by occupation title and salary? . . . . . . ____ Yes ____ No (2c)

d. Other (please indicate briefly)? . . . . ____ Yes ____ No (2d)

____

3. Are schools and community agencies receiving current job listings? . . . . ____ Yes ____ No (3)

a. If yes, how often are these materials sent to these organizations: daily? weekly? monthly? . . ____ Specify (3a)

4. Do these organizations bring their clients or students on visits to the local office? . . . . ____ Yes ____ No (4)

a. If yes, when did the last such visit occur? . . .

______________________________ (4a)

5. Do you check on applicants who have had multiple referrals from the JIS without placement? . . . . . ____ Yes ____ No (5)

6. Is one or more persons assigned to monitor the JIS? ____ Yes ____ No (6)

COMMENTS AND SUGGESTIONS

VI. REFERRAL CONTROL (Activity #6)

1. What is the peak number of referrals approved per day? . . . . ____ Referrals (1)

a. On these peak days, how many people work on referral control simultaneously? . . . . ____ People (1a)

b. If more than one person works on referral control, is each individual responsible for different sections of the listing of open orders? . . . . ____ Yes ____ No (1b)

2. Does the supervisor periodically evaluate postings for legibility and accuracy? . . . . ____ Yes ____ No (2)

a. If yes, how often? . . . . ________ (2a)

3. Are forms used for change control? . . . . ______ Yes ______ No (3)

4. Are key changes to job orders (changes of wage rate, employer address, etc.) recorded by referral control staff, so they can inform interviewers who request referrals on such orders? . . . . ______ Yes ______ No (4)

5. Is an audit periodically performed to compare the interviewer number (station and desk) of each interviewer requesting a referral with the interviewer number listed on the corresponding ES Applicant Referral form? . . . . ______ Yes ______ No (5)

a. If yes, how often is such an audit performed? . ________ (5a)

COMMENTS AND SUGGESTIONS

VII. REFERRAL RESULT VERIFICATION/ORDER VALIDATION (Activity #7)

1. What % of referrals remain unverified 24 hours after the date of the appointment? . . . . ______% (1)

2. Are employers regularly contacted regarding:

a. Aged orders? . . . . ______ Yes ______ No (2a)

b. Orders in other than open states? . . . . ______ Yes ______ No (2b)

c. Orders containing unverified referrals? . . . . . ______ Yes ______ No (2c)

(For each Yes, please indicate how often)

3. Do you follow an established procedure that insures that all verifications and validations are coordinated by employer to minimize the number of calls to the employer? . . . . ______ Yes ______ No (3)

4. Do referral interviewers and/or counselors normally verify the results of their referrals? . . . . ____ Yes ____ No (4)

JOB BANK AREA ONLY:

5. When an order goes into referred status, is the employer contacted and asked if he will accept more referrals? . . . . ____ Yes ____ No (5)

   a. If yes, who contacts the employer?

   ______________________________ (5a)

6. Does the verification group have:

   a. Complete records of the employer's job orders and associated referral transactions? . . . . . . ____ Yes ____ No (6a)

   b. Employer telephone numbers readily available? . . ____ Yes ____ No (6b)

COMMENTS AND SUGGESTIONS

VIII. COUNSELING (Activity #8)

1. When it is determined that an applicant will require several counseling sessions, is the applicant assigned as caseload to an individual counselor? . . . . ____ Yes ____ No (1)

2. Do counselors have at least the State's minimum required on-the-job training? . . . . ____ Yes ____ No (2)

COMMENTS AND SUGGESTIONS

IX. TESTING (Activity #9)

1. Do you use separate rooms for apparatus and paper and pencil testing, or are these tests administered in the same room at different times? . . . . ____ Yes ____ No (1)

2. Are all testing areas without telephones? . . . . ____ Yes ____ No (2)

3. Are all tests and instructional materials (e.g., forms, booklets, scoring keys, etc.) always kept under lock and key? . . . . ____ Yes ____ No (3)

4. Is an inventory of restricted test materials taken at least once a year? . . . . ____ Yes ____ No (4)

5. Do the following maximum ratios characterize your local office:

   a. One test administrator to 10 examinees for BOLT and GATB pencil and paper tests? . . . . . ____ Yes ____ No (5a)

   b. One test administrator to 6 examinees for NATB tests? . . . . ____ Yes ____ No (5b)

   c. One test administrator to 5 examinees for apparatus tests? . . . . ____ Yes ____ No (5c)

6. If needed, are tests administered in languages other than English? . . . . ____ Yes ____ No (6)

7. Is the scoring of tests done more than once? . . . . ____ Yes ____ No (7)

   If you answered Yes:

   a. Are they scored by different individuals? . . . ____ Yes ____ No (7a)

8. Are test record cards for an applicant retained for at least 3 years? . . . . ____ Yes ____ No (8)

9. Are test papers for applicants who are 40 or more but less than 65 years of age, retained for at least 1 year? . . . . ____ Yes ____ No (9)

10. Are up-to-date research reports on the development of specific tests made available to employers and to staff when requested? . . . . ____ Yes ____ No (10)

11. Are SATB tests always given to the applicant in time for the results to be used in the selection for the job for which he was tested? . . . . ____ Yes ____ No (11)

COMMENTS AND SUGGESTIONS

X. FILE SEARCH AND CALL-IN (Activity #10)

1. Are veteran's applications given the first pass in file search? . . . . ____ Yes ____ No (1)

2. Are active applicant files reviewed at least once a month for removal of the cards of inactive applicants?. . . . . ____ Yes ____ No (2)

3. Is the telephone used to contact applicants? . . . . ____ Yes ____ No (3)

   If you answered Yes:

   a. Are call-in contacts made after business hours? . . . . ____ Yes ____ No (3a)

   b. What proportion of the call-in attempts are made by phone? . . . . ________ % (3b)

4. Is telegram or mail service used to contact applicants?. . . . . ____ Yes ____ No (4)

   If you answered Yes:

   a. Do you send a "form" letter? . . . . ____ Yes ____ No (4a)

   b. If the applicant is being contacted for a job referral, do you stress that a referral to a specific job is being considered?. . . . . ____ Yes ____ No (4b)

   c. Do you request the applicant to promptly contact the local office? . . . . ____ Yes ____ No (4c)

5. Are application cards posted with the call-in information and what the applicants response was, if any? . . . . ____ Yes ____ No (5)

COMMENTS AND SUGGESTIONS

XI. JOB ORDER TAKING (Activity #11)

1. Do tight control procedures exist to prevent loss of orders? . . . . ___ Yes ___ No (1)

   (Explain below in Comments and Suggestions)

Answer the following only if your office has a Job Bank:

2. Are all orders submitted to data processing by the close of business each day? . . . . ___ Yes ___ No (2)

   If No, explain below in Comments and Suggestions

COMMENTS AND SUGGESTIONS

XII. EMPLOYER SERVICES (Activity #12)

1. Are steps taken to insure that all covered Federal contractors regularly list all their openings with the ES? . . . . ___ Yes ___ No (1)

   a. How many new covered Federal contractors have listed openings with the ES in the last three months? . . . . ______ (1a)

2. Is current comprehensive employer information available (e.g., files of active & inactive employers by name)? . . . . ___ Yes ___ No (2)

3. Is there an active and current program to canvass employers for job openings? . . . . ___ Yes ___ No (3)

   a. Approximately how many employers were contacted in this fashion in the last three months? . . . . ______ (3a)

4. Do referral interviewers and order takers have access to and use the employer representative's employer files? . . . . ___ Yes ___ No (4)

5. Is each employer you deal with assigned to a specific employer representative? . . . . ___ Yes ___ No (5)

6. How soon after an employer representative's visit to an employer is that information made available for general distribution via a debriefing session? ______ (6)

7. Are interviewers actively and continually encouraged to seek out the information developed by visits to employers by the employer representatives? . . . . ____ Yes ____ No (7)

8. Do individuals doing job-order taking and referral-result verification regularly receive the information developed from employer visits by employer representatives? . . . . ____ Yes ____ No (8)

COMMENTS AND SUGGESTIONS

X.II. COMMUNITY SERVICES (Activity #13)

1. Do you provide regular radio broadcast announcements and bulletins? . . . . ____ Yes ____ No (1)

2. Do you provide regular television broadcast announcements and bulletins? . . . . ____ Yes ____ No (2)

3. Do you provide regular newspaper advertisements? . . ____ Yes ____ No (3)

4. Does the Community Services representative make regular labor market and economic information mailings? . . . . ____ Yes ____ No (4)

5. Do you receive and accept speaking requests from the community? . . . . ____ Yes ____ No (5)

6. Do you initiate/schedule presentations to various groups, describing ES programs and labor and economic conditions? . . . . ____ Yes ____ No (6)

7. Number of speaking engagements and presentations during the past year. ________ (7)

8. Is the ES represented on the local Manpower Council? . . . . ____ Yes ____ No (8)

9. Do you train government, social agency and community agency personnel in ES programs and operations? . . . . ____ Yes ____ No (9)

If Yes, what is the

a. Approximate number of individuals trained in the past year? . . . . ________ (9a)

10. Are you in contact with the labor unions in your area?. . . . . ____ Yes ____ No (10)

a. If Yes, what number have been contacted in the past month?. . . . . ________ (10a)

COMMENTS AND SUGGESTIONS

d. FORM D: APPLICANT FORMS (D-1, D-2, D-3)

Description in Brief

Who Fills In:	A representative number of applicants who have received service from the local office.* The Applicant Form Distribution Chart, which follows, indicates how many of each form type are to be made available in each of the four specified areas each day.
	If the stock of forms in an area is exhausted before the end of the day, no more are to be added until the beginning of the next day; but that amount is to be added whether forms are left from the previous day or not.
When:	Immediately prior to departing the Local Office.
Measures:	The quality of certain Local Office activities.

*Applicants are asked to fill in these forms on a voluntary basis by the persons serving them at the Referral Interviewing, Counseling, Testing or JIS areas.

APPLICANT FORM DISTRIBUTION CHART (FOR FORMS D-1, D-2, D-3)

	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	TOTAL
INTERVIEWER (FORM D-1)	100	25	25	25	25	200
COUNSELOR (FORM D-2)	35	10	9	8	8	70
TESTING (FORM D-2)	5	2	1	1	1	10
JIS (FORM D-3)	25	7	6	6	6	50
	165	44	41	40	40	330

FORM D-1
Applicant
Control #1 ________

APPLICANT FORM

DATE ____________ LOCAL OFFICE ____________

INSTRUCTIONS: Fill in or check answers to the following questions.

SECTION I (Activity #1)

Did you talk to a person at the reception desk? . . . . . ___ Yes ___ No
If you answered No, skip to Section II.

1. How long did you wait to talk to the person at the reception desk? . . . . ________ minutes (1)

2. Were you given a reasonable estimate of the time you would have to wait to talk to the person at the reception desk? . . . . ___ Yes ___ No (2)

3. Was the person at the reception desk friendly? . . . ___ Yes ___ No (3)

4. Did the person at the reception desk help to direct you to the right service? . . . . ___ Yes ___ No (4)

5. Was it easy to find where to go in the office? . . . ___ Yes ___ No (5)

6. If the office had signs, were they easy to read and did they give directions that were easy to follow? . . . . ________ No Signs ___ Yes ___ No (6)

SECTION II (Activity #2)

Did you fill out part of your own application card? . ___ Yes ___ No
If you answered No, skip to Section III.

1. Were there samples of filled-out forms? . . . . . ___ Yes ___ No (1)

2. If there were, were they clear and easy to see? . ___ Yes ___ No (2)

3. Was the application card itself easy to read and to fill out? . . . . ___ Yes ___ No (3)

4. Was help available to you when you filled out your application form? . . . . ____ Yes ____ No (4)

5. How long did you have to wait to have your application card completed and reviewed? . . . . . . ____ 15 min. or less ____ Over 15 Minutes (5)

6. Was the area provided for filling out your application card comfortable? . . . . ____ Yes ____ No (6)

7. Was the area well lighted? . . . . ____ Yes ____ No (7)

SECTION III (Activity #3)

Did you visit with a job interviewer? . . . . ____ Yes ____ No
If you answered No, skip to Section IV.

1. How long did you wait for the person doing job interviewing? . . . . ____ 15 Min. or less ____ Over 15 Minutes (1)

2. Did the interviewer understand what you were looking for? . . . . ____ Yes ____ No (2)

3. Have you used the Employment Service before? . . . . ____ Yes ____ No (3)

4. Would you return to the Employment Service again? . . ____ Yes ____ No (4)

5. Did the interviewer encourage you to call him or her if you have any questions or problems? . . . . . ____ Yes ____ No (5)

6. Were you referred to a job? . . . . ____ Yes ____ No (6)

If you answered Yes:

a. Did the interviewer discuss with you the arrangements made with the employer? . . . . . . ____ Yes ____ No (6a)

b. Did the interviewer instruct you to report the results of the job interview to the local office? . . . . ____ Yes ____ No (6b)

c. Were you given a referral slip to take to your job interview? . . . . ____ Yes ____ No (6c)

SECTION IV COMMENTS AND CHARACTERISTICS

The person completing this form is:

male_____ female_____; under 21____ 21-40_____ over 40_______

Employed? yes_____ no_____

Present or last job held (title)_______________________________

Weekly salary_______________

Job desired (title)___________________

Why did you use this employment office? Check all that apply:

- need a job_______
- want to find a better job______
- came to pick up an unemployment check_____
- received a card to come in_____
- received a telephone call to come in_____
- came in with a friend_____
- was in the area and decided to drop in_____
- other____________________________

FORM D-2
Applicant
Control # ______

APPLICANT FORM

DATE ______________ LOCAL OFFICE ______________

INSTRUCTIONS: Fill in or check answers to the following questions.

SECTION I (Activity #8)

Did you talk to a counselor? . . . . ____ Yes ____ No
If you answered No, skip to Section II.

1. How long did you wait for your counseling interview? . . . . ____ 15 min. or less ____ Over 15 Min. (1)

2. Did the counselor help you in your attempt to get a job (or training)? . . . . ____ Yes ____ No (2)

3. Were you sent to be tested? . . . . ____ Yes ____ No (3)
If you answered No, skip to Section II.

   a. Did the counselor explain to you why you needed to be tested? . . . . ____ Yes ____ No (3a)

SECTION II (Activity #9)

Did you take a test? . . . . ____ Yes ____ No
If you answered No, skip to Section III.

1. While you were being tested, was the test area free of noise and distractions? . . . . ____ Yes ____ No (1)

2. Was there good lighting in the test area? . . . . . ____ Yes ____ No (2)

3. Was the temperature comfortable in the test area? . . . . ____ Yes ____ No (3)

4. Did the test administrator explain the purpose of the test to you? . . . . ____ Yes ____ No (4)

5. Did the test administrator check your practice questions? . . . . ____ Yes ____ No (5)

6. Was a test administrator available to answer questions while you were being tested? . . . . . . ____ Yes ____ No (6)

7. If you used a test booklet, was it clean, with no marks? . . . . ____ ____ (7)
Yes No

8. If you used a typewriter (or other test equipment) did you find it in good condition? . . ____ ____ (8)
Yes No

SECTION III. COMMENTS AND CHARACTERISTICS

The person completing this form is:

male_____ female_____; under 21_____ 21-40_____ over 40_____

Employed? Yes_____ No_____

Present or last job held (title)________________________

Weekly salary______________________

Job desired (title)______________________

Why did you use this employment office? Check all that apply:

- need a job_____
- want to find a better job_____
- came to pick up an unemployment check_____
- received a card to come in_____
- received a telephone call to come in_____
- came in with a friend_____
- was in the area and decided to drop in_____
- other______________________________

FORM D-3
Applicant
Control # ________

APPLICANT FORM

DATE ________ LOCAL OFFICE NAME ________

INSTRUCTIONS: Fill in or check answers to the following questions.

SECTION I (Activity #5)

1. Did you find the area well lighted? . . . . ____ Yes ____ No (1)

   a. Did you find the area pleasant? . . . . ____ Yes ____ No (1a)

2. Did you find the material you wanted? . . . . ____ Yes ____ No (2)

3. Were you able to write a job selection with no trouble? . . . . ____ Yes ____ No (3)

4. Would you return to use this service again? . . . . . ____ Yes ____ No (4)

5. Was there someone available to answer your questions? . . . . ____ Yes ____ No (5)

6. Did you notice other materials besides the printed job listings that might be useful in your search for a job? . . . . ____ Yes ____ No (6)

   a. If you did see other materials, did you use them? . . . . ____ Yes ____ No (6a)

   Which materials? ________________________________

   ____

   ____

7. Did you use any job listings? . . . . ____ Yes ____ No (7)

   If you answered No, skip to Section II.

   a. Did you find that the job listings were easy to read? . . . . ____ Yes ____ No (7a)

b. Was the list of jobs clearly printed so that you could easily read them? . . . . ____ Yes ____ No (7b)

c. Were the descriptions of jobs easy to understand? . . . . ____ Yes ____ No (7c)

SECTION II COMMENTS AND CHARACTERISTICS

The person completing this form is

male____ female____; under 21____ 21-40____ over 40____

Employed? Yes____ No____

Present or last job held (title) ________________

Weekly salary (optional) ________________

Job desired (title) ________________

Why did you use this employment office? Check all that apply:

- need a job____
- want to find a better job____
- came to pick up an unemployment check____
- received a card to come in____
- received a telephone call to come in____
- came in with a friend____
- was in the area and decided to drop in____
- other________________

e. FORM E: EMPLOYER PRE-TEST FORM

Description in Brief

Who Fills In:	A representative number of employers who have listed jobs with the local office or the Job Bank serving the local office.
When:	After receiving a letter from the local office, requesting their assistance.
Measures:	The quality of certain employment service activities performed either by or for the local office.
Note:	This section also includes a SAMPLE EMPLOYER LETTER to explain the survey week and the questionnaire to the employer.

SAMPLE EMPLOYER LETTER

Dear Sir:

The State Employment Service is assisting the United States Department of Labor to develop new standards for serving employers and job-seekers. When these standards are established, they will be used throughout the country by all State employment offices.

The purpose of this letter is to ask your assistance in this effort, as a present or past user of the employment service. You can help by reviewing the enclosed order for a job which you have listed with our office, and then completing the attached questionnaire. For your convenience, a stamped, addressed envelope has also been enclosed for forwarding the completed questionnaire to the E. P. Shelley and Company who are consultants to the U. S. Department of Labor and are responsible for compiling the questionnaire responses.

Please feel free to contact me, if you have any questions. Thank you for your kind assistance.

Office Manager

FORM E
Employer

EMPLOYER PRE-TEST FORM

DATE__________ LOCAL OFFICE__________

INSTRUCTIONS: Please check the answers to the following questions, referring when necessary to the attached copy of a job order you registered with the Employment Service (ES).

I. JOB ORDER TAKING (Activity #11)

1. Does the job order truly reflect your occupational needs and requirements, with full information on job description, compensation, hours, etc? . . . . . . ___ Yes ___ No (1)

2. Is the job order:

   a. Clear and concise? . . . . ___ Yes ___ No (2a)

   b. Detailed? . . . . ___ Yes ___ No (2b)

   c. Accurate? . . . . ___ Yes ___ No (2c)

   d. Complete? . . . . ___ Yes ___ No (2d)

3. Was the ES order taker knowledgeable in other ES functions and able to answer all your questions? . ___ Yes ___ No (3)

4. Are phone numbers for submitting orders to the ES readily available? (Well-advertised?) . . . . . . ___ Yes ___ No (4)

5. Are there adequate phone facilities for the ES so that you are not inconvenienced? . . . . ___ Yes ___ No (5)

II. EMPLOYER SERVICE (Activity #12)

1. Do you have a designated ES contact person whom you deal with on all ES matters (except such routine transactions as placing an order, arranging job interview appointments, verifying results of referrals to a job order you placed)? . . ___ Yes ___ No (1)

2. Are you able to reach an ES representative with relative ease? . . . . ___ Yes ___ No (2)

3. Does an ES representative contact you regularly? . . . . ____ Yes ____ No (3)

   a. Approximately how often in the past year? . . . __________ (3a)

4. Has an ES representative been of help to you in resolving your employment problems? . . . . ____ Yes ____ No (4)

   a. Has an ES representative been of help to you in resolving problems you may have had with ES service? . . . . ____ Yes ____ No (4a)

   b. Has an ES employer representative been helpful in improving and/or extending services rendered to you by the ES? . . . . . . ____ Yes ____ No (4b)

5. When an ES representative visits you, does he/she seem aware of your requirements, and the recent history of your dealings with the ES? ____ Yes ____ No (5)

   a. Appear to be knowledgeable of the current labor market? . . . . ____ Yes ____ No (5a)

6. Have you received printed material from the ES that indicates what information the ES will need about your job opening in order to list it with the ES? . . . . ____ Yes ____ No (6)

III. COMMENTS AND SUGGESTIONS

C. Procedures and Forms for Data Analysis for the Survey Week

(How to convert raw data into a form compatible with performance standards)

1. Overview

At the end of the survey week, data will have been accumulated on to Time Ladders, Time Ladder Summary Sheets (F-Forms), and on Questionnaires (B-Forms).

The procedures in this section describe how this "raw" data is converted into a form compatible with the performance standards. Worksheets and forms are provided as part of the survey package for carrying out the steps described below. This part of the Handbook contains examples and samples of the forms you will use.

2. Personnel

The task of converting raw data into a form compatible with the standards can be done at the local office level, the labor area level (District Office) or by the contractor conducting the surveys to establish standards. No special skills or training are required. If the local office is conducting the survey as part of a self analysis of operations, we suggest that the survey week coordinator supervise this work.

3. Schedule

After you review the procedures in this section you will see that some of the data items required are daily sums of Time Ladder data. These could be computed at the end of each day to reduce the burden at the end of the survey week. Other data is obtained from ESARS for the month that includes the survey week.

ESARS tables are usually not available until several weeks following the end of the month. These measures (Service Percents and Quantitative Measures of Component Activity) cannot be calculated until that time. Finally, the answers to the Questionnaires will probably not all be available until the end of the survey week.

The chart on page <u>141</u> shows the <u>earliest</u> time each calculation can be made.

4. Data Analysis Forms

The table below summarizes the forms to be used in the step-to-step procedures that convert raw survey data into the performance standards format. Each series of forms relates to one of the data collection instruments used or to data obtained from ESARS tables and other sources.*

*Unemployment and Employment data are used for calculating Service Percents for Reception and for Order Taking. The data is obtained from State R & A Division (See Service Percent worksheets H-3 for details).

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TABLE OF DATA ANALYSIS FORMS

FORM	TITLE	WHO FILLS IN	WHAT IS MEASURED	EARLIEST TIME CANCELLATIONS CAN BE MADE	NOTE
G	Worksheet-For LO Time and Quantity Summary-Daily and Total Study Week (Summary of A-1 Forms)	ES Staff Member assigned by Survey Week Coor.	Quantity Units & worktime of all activities	For Daily Totals: Daily For Total Study Week: End of Week	Use Daily Collection of Form A-1 from each member of study
(H)	Summaries of Time and Quantity:	See above	Quantity of all activities		Use Form G to calculate
H-1	Summary of Time and Quantity for LO (or Labor Area)			End of Week	
H-2	Summary of Non-Placement Time and Quantity for LO (or Labor Area)	See above		End of Week	Use Form G to calculate
H-3	Worksheet/Summary of Service Percents for LO (or Labor Area)	See above		After ESARS Tbl for LO's are available	Use Form H-1, appropriate ESARS and Labor Area figures
H-4	Worksheet/Summary of Quantitative Measures for LO (or Labor Area)	See above		After ESARS Tbl for LO's are available	Use Form H-1, appropriate ESARS and Labor Area figures

TABLE OF DATA ANALYSIS FORMS

FORM	TITLE	WHO FILLS IN	WHAT IS MEASURED	EARLIEST TIME CANCELLATIONS CAN BE MADE	NOTE
(B-TALLY)	Worksheets for Tally of ES Pre-test Forms (B,D,E)	See above	Quality of all activities	Can make entry Daily, as soon as forms returned	Use appropriate B,D, E forms
B-1-T *	Staff: Reception				
D-1-T *	Applicant: Reception, Application-Taking, Referral Interviewing				
E-T	Employer: Order Taking, Employer Services				
	*See Table of Data Collection Instruments for list of B and D forms				
M	Summary of Activity Quality for:	See above	Quality of all activities	End of Week	Use appropriate B,D, E tally sheets and LO Manager Form C.
M-A	Office Statistics				
M-1	Reception				
M-2	For the other activities				
M-3					
M-4					
M-5					
M-6					
M-7					
M-8					
M-9					
M-10					
M-11					
M-12					
M-13					

a. INSTRUCTIONS FOR COMPLETION OF ANALYSIS SHEETS FOR "TIME LADDER" DATA

Each staff member will complete a form that summarizes the time spent on various activities during the day (A-1 Forms). At the bottom of each form the total number of minutes and the total quantity of units is recorded. Next, data is translated into a form that depicts the relative emphasis of activities in the office. This is done by using the two forms discussed in this section. The procedure totals all the minutes devoted to each activity by the staff members each day and then produces a total for all the days in the week. Finally, minutes devoted to each activity during the entire survey week are recorded in a table, quantitative units are also recorded and minutes per unit quantity used in the process. (Form G-and H-1: "Worksheet for Local Office Time and Quantity Summary" and "Summary of Time and Quantity For Local Office or Labor Area".)

Step 1:

Complete the LO number, name, and number of staff surveyed on Form G ("Worksheet for Local Office Time and Quantity Summary"). Also complete the boxes indicating the dates of the survey.

Step 2:

At the end of each survey day assemble all the staff Time Ladder forms and the summary sheets (Form A-1). The total number of minutes spent on each activity by each staff member during the day appears at the bottom of each Form F. These numbers should be added and the totals entered under the Component Activity on Form G for that data. See illustration below.

Time Dist.	511.1	511.2
Perf. Stds.	RE	AT
QTY		10
TIME	100	75

Time Dist.	511.1	511.2
Perf. Stds.	RE	AT
QTY		
TIME	200	

Time Dist.	511.1	511.2
Perf. Stds.	RE	AT
QTY		14
TIME	120	200

Time Dist.	511.1	511.2
Perf. Stds.	RE	AT
QTY		
TIME	350	

	Tm. Dist.	511.1		511.2	
	Pfc Stds	RE		AT	
Date		Tm	Qty	Tm	Qty
1. 10/ 7/ 74		770		275	24
2. / /					
3. / /					
4. / /					
5. / /					
TOTAL WEEK Tm/Qty					

TOTAL OF ALL FORM A-1 RECEPTION TIME

TOTAL OF ALL FORM A-1 APPLICATIONS TAKING TIME

Step 3:

Total unit quantities should be entered on the worksheet (Form G) in a similar manner. Note that certain quantities are not accumulated on the time ladders used by each staff member; these are the activities performed in reception and in referral control where a special time ladder is used to accumulate all the tally counts for the entire unit.

Step 4:

When the last day of the survey week has occurred and all the time and units for that day have been entered on the last row of Form G, the weekly totals can be calculated. Add the numbers in each column on Form G and enter the totals in the space below. Please note that three special sums are asked for at the bottom of the Form; these are used to analyze referral interviewing (RI = IN + IJ), Employer Services (ES = ER + EP) and the non-placement time (X = Sum of all the "X" time).

Step 5:

Transcribe all the totals for each component onto Forms H-1 and H-2, (Summary of Time and Quantity for Local Office or Labor Area). Add all minutes and record the sum in the total box at the bottom of the first column. This number will be used to derive the entries for the Percent Resource used column (the last column on the right on Forms H-1 and H-2).

Step 6:

Compute the Minutes Unit Quantity by dividing minutes by quantity for each component. Compute the Percent Resource used column by dividing the minutes used for each component for the total minutes recorded in the box at the bottom of the first column, (calculated in Step 5 above). This completes the worksheet for a local office. If the analysis is being done for a labor area, the next step (Step 7) must be performed.

Step 7:

Forms H-1 and H-2 should be completed for the labor area as a whole as well as for every local office in the labor area. Once Step 6 above is completed for every local office in the labor area, the form for the entire labor area can be calculated. For each component activity add the minutes and quantities from each local office and enter the sum in the corresponding column of the labor area Form H-1. "Unit Costs" and "Percent of Resource" are then calculated exactly the same way for the labor area as for the local office (See Step 6 above).

WORKSHEET - FOR LOCAL OFFICE TIME AND QUANTITY SUMMARY — FORM G (5/75)

DAILY AND TOTAL STUDY WEEK (SUMMARY OF F FORMS)

LO NO.________ LO NAME________________________ # STAFF SURVEYED____________

	Tm. Dist.	511.1		511.2		512.0		513.0		531.1		531.2		531.3		531.4		531.5		531.6		531.7	
	Pfc Stds	RE		AT		CO		TE		IN		IJ		FC		JI		OT		RC		VV	
Date		Tm	Qty	Tm	Qty	Tm	Qty	Tm	Qty	Tm	Qty	Tm	Qty	Tm	Qty	Tm	Qty	Tm	Qty	Tm	Qty	Tm	Qty
1. / /																							
2. / /																							
3. / /																							
4. / /																							
5. / /																							
TOTAL WEEK Tm/Qty																							

	Tm. Dist.	531.8		551.1		551.2		554.0		539.1	610.1	610.2	610.3	610.4	NA	NA	NA	NA	900.0
	Pfc Stds	JD		ER		EP		CS		XK	XS	XM	XF	XW	XC	XJ	XX	XU	XV
Date		Tm	Qty	Tm	Qty	Tm	Qty	Tm	Qty	Tm	Tm	Tm	Tm	Tm	Tm	Tm	Tm	Tm	Tm
1. / /																			
2. / /																			
3. / /																			
4. / /																			
5. / /																			
TOTAL WEEK Tm/Qty																			

At the end of the study week, calculate the following, using TOTAL WEEK figures:

RI=(IN+IJ) Tm/Qty ______

ES=(ER+EP) Tm/Qty ______

X=(XK+XS+XM+XF+XW+XC+XJ+XX+XU+XV) Tm ______

Summary of Time and Quantity

FORM [illegible] (5/75)

LO No. ____ LOCAL OFFICE NAME ☐ ______________ # STAFF SURVEYED ______

LABOR AREA NAME ☐ ______________

Pfc Std	Activity	Minutes	Quantity	Unit of Quantity	Unit Cost in Minutes (Min./Qty.)	Percent of Resource (Min./All Total Min.)
RE	RECEPTION			Applicants		
AT	APPLICATION TAKING			Applications		
CO	COUNSELING			Applicants		
TE	TESTING			Applicants		
RI	REFERRAL INTERVIEWING			Applicants		
FC	FILE SEARCH/CALL-IN			Call-In Attempts		
JI	JOB INFORMATION SERVICE			N/A		
OT	ORDER TAKING			Job Orders		
RC	REFERRAL CONTROL			Referral Requests		
VV	VERIFICATION/VALIDATION			Results/Orders		
JD	JOB DEVELOPMENT			JD Attempts		
ES	EMPLOYER SERVICE			ESR Contacts		
CS	COMMUNITY SERVICE			N/A		
X	All else (Non-Placement)			N/A		
	ALL ACTIVITY TOTAL					100.0%

RI-REFERRAL INTERVIEWING:

IN	INTERVIEWING			Applicants		
IJ	INTERVIEWING-JIS			Applicants fr. JIS		

ES-EMPLOYER SERVICE:

ER	EMPLOYER SERVICE-REGULAR			ESR Contacts-Regular		
EP	EMPLOYER SERVICE-PROBLEM			ESR Contacts-Problem		

If Summary is for a Labor Area, list the local Offices which have been included:

Summary of Non-Placement (X) Time and Quantity

Form H-2 (5/75)

LO No. ______ ☐ LOCAL OFFICE or ☐ LABOR AREA NAME ______________________

Pfc Std	Activity	Minutes	Percent of Resource (Min./All Total Min.)
XK	KEY PUNCH JB AND MODS DATA		
XS	SUPERVISION, MANAGEMENT, SELF-APP. SYSTEM		
XM	MEETINGS, TRAINING		
XF	FILING, TYPING, CLERICAL, SWITCHBOARD		
XW	STUDY WEEK		
XC	CETA		
XJ	JOB CORPS, FOOD STAMP, WIN, NON-TITLE III		
XU	UI		
XX	ALL ELSE		
XV	VACATION, ANNUAL LEAVE, SICK, PERSONAL		
	ALL X TOTAL		
	ALL ACTIVITY TOTAL (Form H-1)		100.0%

b. INSTRUCTIONS FOR COMPLETING WORKSHEETS FOR "SERVICE PERCENTS"

The following worksheets (Form H-3) describe the method for calculating Service Percents for each component activity in the survey. These sheets show the sources for computation. Data taken from ESARS tables are prefixed with an "E", the table and line number follow; unless otherwise indicated the number is the total for that line in the table (column C). Numbers derived from the survey are shown with a subscript "s" following the component activity alphabetic code. These survey numbers are taken from the tables compiled on Form H-1; they are the quantity units for each component activity in the local office. The number indicated by the symbol "(S)" is a conversion factor to extend the quantity measure for the survey week into equivalents for a month. The conversion factor "(S)" is derived as follows:

S = # of working days in the month/# of days in the survey

All the fractions calculated on the worksheets are multiplied by 100 to express the results as a Service Percent.

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WORKSHEET/SUMMARY OF SERVICE PERCENTS

☐ LO or
☐ LABOR AREA NAME ________ SURVEY WEEK ___/___/___

AT	$\frac{\text{New Apps + Renewals}}{\text{Total Traffic}}$	$\frac{(E90010)+(E90020)}{(RE_S) \times (S)}$	x100	$\frac{(\quad)+(\quad)}{(\quad) X (\quad)}$ x100

Application taking Service % = ________

CO	$\frac{\text{Indiv Counseled}}{\text{New Apps + Renewals}}$	$\frac{(E90025)}{(E90010)+(E90020)}$	x100	$\frac{(\quad)}{(\quad)+(\quad)}$ x100

Counseling Service % = ________

ES	$\frac{\text{ESR Problem Contacts}}{\text{ESR Problem + Regular contacts}}$	$\frac{(EP_S)}{(EP_S)+(ER_S)}$	x100	$\frac{(\quad)}{(\quad)+(\quad)}$ x100

ES Service % = ________

FC	$\frac{\text{Call-In Attempts}}{\text{\# of Indiv. in the Active File}}$	$\frac{(S) \times (FC_S)}{(E91305)}$	x100	$\frac{(\quad) \times (\quad)}{(\quad)}$ x100

File Search/Call-In Service % = ________

JD	$\frac{\text{Job Devel. Attempts}}{\text{Referral Interviews}}$	$\frac{(JD_S)}{(IN_S)+(IJ_S)}$	x100	$\frac{(\quad)}{(\quad)+(\quad)}$ x100

Job Development Service % = ________

JIS	$\frac{\text{Referral Interviews from JIS}}{\text{Referral Interviews}}$	$\frac{(IJ_S)}{(IN_S)+(IJ_S)}$	x100	$\frac{(\quad)}{(\quad)+(\quad)}$ x100

JIS Service % = ________

WORKSHEET/SUMMARY OF SERVICE PERCENTS

☐ LO or
☐ LABOR AREA NAME ________________ SURVEY WEEK ___/___/___

RI

Referral Interviews / Total Traffic	$\frac{(IN_s) + (IJ_s)}{(RE_s)}$ x100	$\frac{(\quad) + (\quad)}{(\quad)}$ x100

Referral Interviewing Service % = ______

TE

Individuals Tested / Total Traffic		$\frac{(\quad)}{(\quad) + (\quad)}$ x100

Testing Service % = ______

If you are in an area served by only one local office, the following four service percents apply in the same manner as those on pages 1 and 2.

If you are in a labor area which is served by several local offices, the service percents on the following page may not apply to an individual office but only to the area as a whole. Three of these activities: Order Taking, Referral Control, and Verification/Validation may be carried out centrally in your area. The service percent in that case applies only to the labor area and it should be calculated only on that basis. The other activity, Reception, is measured by dividing the total traffic counted during the survey by the total unemployment estimated for the labor area. This figure applies to the entire labor area and should be calculated by adding all the traffic counts in the local offices.

The procedure for combining local office data to derive Labor Area Service Percents is described immediately following the SERVICE PERCENTS WORKSHEETS. Examples are given for performing the calculations. 158

In areas served by multiple local offices the individual local office data is combined to give service percents for the areas as a whole. The procedure uses the numbers recorded in the boxes on the right-hand side of the SERVICE PERCENT WORKSHEETS. The example on the next page illustrates how data from five local offices are combined for one component activity: Application Taking. Please note that the method calls for adding all the <u>numerators</u> from each local office calculation and separately adding all the <u>denominators</u>. The number in the box used for the Labor Area Service Percent is the total sum of all numerators divided by the total sum of all the denominators.

Example: Combining Application Taking data from 5 Local Offices to Calculate Labor Area Service Percent

AT $\dfrac{\text{New Apps + Renewals}}{\text{Total Traffic}}$ $\quad \dfrac{(E90010)+(E90020)}{(RE_S) \times (S)} \times 100 \quad \dfrac{(200)+(50)}{(100) \times (4.2)} \times 100$

Local Office No. 1 — Application taking Service % = ______

AT $\dfrac{\text{New Apps + Renewals}}{\text{Total Traffic}}$ $\quad \dfrac{(E90010)+(E90020)}{(RE_S) \times (S)} \times 100 \quad \dfrac{(150)+(10)}{(80) \times (4.2)} \times 100$

Local Office No. 2 — Application taking Service % = ______

AT $\dfrac{\text{New Apps + Renewals}}{\text{Total Traffic}}$ $\quad \dfrac{(E90010)+(E90020)}{(RE_S) \times (S)} \times 100 \quad \dfrac{(300)+(70)}{(120) \times (4.2)} \times 100$

Local Office No. 3 — Application taking Service % = ______

AT $\dfrac{\text{New Apps + Renewals}}{\text{Total Traffic}}$ $\quad \dfrac{(E90010)+(E90020)}{(RE_S) \times (S)} \times 100 \quad \dfrac{(500)+(70)}{(200) \times (4.2)} \times 100$

Local Office No. 4 — Application taking Service % = ______

AT $\dfrac{\text{New Apps + Renewals}}{\text{Total Traffic}}$ $\quad \dfrac{(E90010)+(E90020)}{(RE_S) \times (S)} \times 100 \quad \dfrac{(175)+(15)}{(110) \times (4.2)} \times 100$

Local Office No. 5 — Application taking Service % = ______

Labor Area as a whole $\quad \dfrac{(1325)+(235)}{(610) \times (4.2)} \times 100$

Application Taking Service % 61.0

This foregoing procedure should be applied to all Service Percents except Order Taking and Reception.

Order Taking and Reception are calculated on an area wide basis only. The figure used in the denominator is Total Employment and Total Unemployment in the area. Where several local offices serve a single area, these two Service Percents apply only to the area as a whole -- in this case, multiple offices in a single area . Total traffic is the sum of all RE_s measured in the local offices and Openings Received is the ESARS total for all the offices (including central order taking) in the area.

Example: Combining Reception data from 5 local offices to calculate Labor Area Service Percent

RE	Total Traffic / Total Unemployment in the Labor Area	$\frac{(RE_s) \times (S)}{\text{(see Note a)}}$ x100	$\frac{(100) \times (4.2)}{(30,000)}$ x100
	Local Office No. 1	Reception Service % = (See Note c)	(Note c)
RE	Total Traffic / Total Unemployment in the Labor Area	$\frac{(RE_s) \times (S)}{\text{(see Note a)}}$ x100	$\frac{(80) \times (4.2)}{(30,000)}$ x100
	Local office No. 2	Reception Service % = (See Note c)	(Note c)
RE	Total Traffic / Total Unemployment in the Labor Area	$\frac{(RE_s) \times (S)}{\text{(see Note a)}}$ x100	$\frac{(120) \times (4.2)}{(30,000)}$ x100
	Local office No. 3	Reception Service % = (See Note c)	(Note c)
RE	Total Traffic / Total Unemployment in the Labor Area	$\frac{(RE_s) \times (S)}{\text{(see Note a)}}$ x100	$\frac{(200) \times (4.2)}{(30,000)}$ x100
	Local office No. 4	Reception Service % = (See Note c)	(Note c)
RE	Total Traffic / Total Unemployment in the Labor Area	$\frac{(RE_s) \times (S)}{\text{(see Note a)}}$ x100	$\frac{(110) \times (4.2)}{(30,000)}$ x100
	Local office No. 5	Reception Service % = (See Note c)	(Note c)

Labor Area as a whole $\frac{(610) \times (4.2)}{30,000}$

Reception Service % = 8.6

C. INSTRUCTIONS FOR COMPLETING WORKSHEETS FOR "QUANTITATIVE MEASURES OF COMPONENT ACTIVITY"

The following worksheets describe several QUANTITATIVE MEASURES OF COMPONENT ACTIVITY. They are numeric indicators of the quality of performance of these activities. During the surveys to establish actual performance standards these indicators will be analyzed for their contribution to the output performance of the local offices in the survey. For some of these activities more than one indicator is presented; we expect that after statistical analysis of the survey data, these will be reduced.

These Quantitative Measures will be established as standards if the statistical evidence at the end of the large survey (next phase of Performance Standards project) supports their use. For the present, managers may use them to compare their actual performance to a local average or to their own expectations.

WORKSHEET/SUMMARY OF QUANTITATIVE MEASURES

[ ] LO or
[ ] LABOR AREA NAME ________________ SURVEY WEEK ___/___/___

TE	Individuals Tested / New Apps + Renewals (Svc to indiv..YTD)	(E91040) / (E91020) + (E91030)	( ) / ( ) + ( )

Quantitative measure of Testing (1 of 3) = ______

TE	Individual Tested on GATB / Indiv. Counseled (Svc. to Indiv...YTD)	(E11040) / (E91035)	( ) / ( )

Quantitative measure of Testing (2 of 3) = ______

TE	Individuals Tested on SATB / Individuals Referred (Svc. to indiv....YTD)	(E11050) / (E91150)	( ) / ( )

Quantitative measure of Testing (3 of 3) = ______

AT	New Apps + Renewals / Total Unemployment in the Labor Area	(E90010) + (E90020) / (See Note a, page 3 of SVC.Percent Worksheet)	( ) + ( ) / ( )

Quantitative measure of Application Taking = ______

CO	Total number of Counseling Interviews / Total number of indiv. Counseled	(E11031C) / (E11031D)	( ) / ( )

Quantitative measure of Counseling = ______

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WORKSHEET/SUMMARY OF QUANTITATIVE MEASURES

[ ] LO or
[ ] LABOR AREA NAME ______ SURVEY WEEK ___/___/___

RI	Individuals Referred / New Apps + Renewals (Svc. to Indiv...YTD)	(E91150) / (E91020) + (E91030)	( ) / ( ) + ( )

Quantitative measure of Referral Interviewing = ______
(1 of 2)

RI	Number of Referrals / Total Number of Job Placements	(E90075) / (E90090)	( ) / ( )

Quantitative measure of Referral Interviewing = ______
(2 of 2)

JD	Job Development Contacts / New Apps + Renewals	(E90060) / (E90010) + (E90020)	( ) / ( ) + ( )

Quantitative measure of Job Development = ______
(1 of 2)

JD	Job Development Contacts / Placements as a result of Job Development	(E90060) / (E90065)	( ) / ( )

Quantitative measure of Job Development = ______
(2 of 2)

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d. INSTRUCTIONS FOR COUNTING RESPONSES TO QUESTIONNAIRES ON KEY QUALITY FACTORS

Each staff member is requested to complete one or more questionnaires covering the component activities they perform in the placement process. Similar questionnaires are completed by office manager, a selection of applicants, and a selection of employers. The responses to these questionnaires indicate how closely activities in the local office conform to the generally accepted norms for each component activity.

The forms on the following pages are provided to assist in tallying the responses. The forms are actual questionnaires modified to create a tally box for each question that has a Yes/No response. The questions that ask for numbers instead of Yes/No responses are not included in the tallys because they are intended strictly as research data to be used in the large survey that will establish standards. In the final version of the Handbook, when performance standards have been established, these responses will be counted as either exceeding or falling below some standard number - tally boxes for counting the number above or below will then be included.

(A sample of B and M sheets is on the following pages.)

FORM B-1
ES Staff

ES STAFF PRE-TEST FORM

DATE______________ LOCAL OFFICE (__________)

INSTRUCTIONS: Check the answers to the following questions.

I. RECEPTION

Y N

1. Do yo appli (1)

   (If y indi in C

   a. W e (1a)

2. Are a sched (2)

3. How m mater leave

   .cants

4. Do yo appli (4)

5. Do yo appli appli secti (5)

6. Do yo (6)

7. What could (7)

8. Do yo compl (8)

   If Ye often

   (8a)

Y N FORM D-1

4. Was your (4)

5. How appl (5)

6. Was appl (6)

7. Was (7)

SECTION III

Did you
If you a

1. How inte (1)

2. Did look (2)

3. Have (3)

4. Woul (4)

5. Did her (5)

6. Were (6)

If y

a. (6a)

b. (6b)

c. (6c)

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FORM E
Employer

EMPLOYER PRE-TEST FORM

DATE ____________ LOCAL OFFICE ____________

INSTRUCTIONS: Please check the answers to the following questions, referring when necessary to the attached copy of a job order you registered with the Employment Service (ES).

I. JOB

	Y	N	
1. Does need job			(1)
2. Is th			
a.			(2a)
b.			(2b)
c.			(2c)
d.			(2d)
3. Was ES f			(3)
4. Are ES r			(4)
5. Are so th			(5)

II. EMPLOYER

1. Do y you rout arra resu			(1)
2. Are with			(2)

	Y	N	
3. Does an regular]			(3)
a. Appi			(3a)
4. Has an I in resol			(4)
a. Has to y had			(4a)
b. Has help serv			(4b)
5. When an he/she s the rece			(5)
a. Appe labe			(5a)
6. Have you that inc about yo the ES?			(6)

III. COMMENTS ANI

Step 1:

The Staff Responses (B Forms);

Collect all the forms from the staff and record the number returned in each catagory, (i.e., B-1's.....5, B-2's.....10, etc.). Keep all questionnaires of one type together.

Step 2:

The Staff Responses (B Forms);

Using the worksheets on the following pages record all Yes or No responses to each question in the tally boxes provided. If your local office has a very large staff (more than 50) you may find it necessary to use small tally marks to "squeeze" all the responses into the boxes (it is possible to get as many as ninety marks in a single box).

Step 3:

The Staff Responses (B & M Forms)

The totals of Yes or No responses should be entered in the appropriate boxes on the M Forms which summarize the Key Quality Factors for each activity. The M Forms contain responses from the Staff, the local office manager, the applicant, and the employers. In this step only the staff responses are entered (B Forms). The M Forms have spaces for total of Y+N and for "% Yes".

FORM M-1
P. 1 of 2

SUMMARY OF ACTIVITY QUALITY

Activity: RECEPTION

☐ LO or ☐ Labor Area

Name: ____________

I. From Staff Form B-1

	1 Method for Monitoring Wait Time?	1a Peak Day (Min.) Typical Wait?	2 Appointments kept on Schedule?	3 # Using JIS only? 1 out of ___	4 Alert - Special Problems?	5 Procedure for Locating Previous Cards?	6 Job Ready Applicant to JIS?	7 Time - Desk Unattended (Min.)?	8 Review Self-Application?	8a Error Frequency? 1 out of ___	# Forms Returned:				
	Y N	Y N	Y N	Y N	Y N	Y N	Y N	Y N	Y N	Y N	Y N	Y N	Y N	Y N	Y N
Total Yes/No															
Total Yes + No															
Total % Yes															
Pass Criterion %															
Pass/Fail															

II. From Applicant Form D-1/I

	1 How Long Wait? (Min.)	2 Given Reasonable Estimate Wait?	3 Person at Recep. Friendly?	4 Help Direct to Service?	5 Easy to Find Direction?	6 Signs Easy to Read?					# Forms Returned:				
	Y N	Y N	Y N	Y N	Y N	Y N	Y N	Y N	Y N	Y N	Y N	Y N	Y N	Y N	Y N
Total Yes/No															
Total Yes + No															
Total % Yes															
Pass Criterion %															
Pass/Fail															

*Note: To determine Pass or Fail:
- If '% Yes' is {greater than / equal to} Pass criterion %, Mark Pass.

IIIa. From LO Manager Form C/I

\# Forms Returned:

	1 Rec. Centrally Located ?	2 Reception Welcoming ?	3 Equipped with Pamphlets ?	4a New App. Informed of JIS. ?	4b New App. Informed of Job Search Library?	4c New App. Informed of Other Services ?	4d New App. Informed of Veterans Preference?	4e New App. Informed of U.I. Claims ?	4f New App. Informed of Labor Mkt. Info. ?	4g Other ?	5a Form of Orientation Verbal ?	5b Form of Orientation Pamphlets ?	5c Form of Orientation Film Strip ?	5d Other ?	6 Tally of App. Received ?
	Y N	Y N	Y N	Y N	Y N	Y N	Y N	Y N	Y N	Y N	Y N	Y N	Y N	Y N	Y N
Total Yes/No															
Total Yes + No															
Total % Yes															
Pass Criterion %															
Pass/Fail															

SUMMARY OF ACTIVITY QUALITY

Activity: RECEPTION

☐ LO or
☐ Labor Area

Name: ____________________

IIIb. From LO Manager Form C/I

\# Forms Returned:

	Daily List of Applicants ?														
	Y N	Y N	Y N	Y N	Y N	Y N	Y N	Y N	Y N	Y N	Y N	Y N	Y N	Y N	Y N
Total Yes/No															
Total Yes + No															
Total % Yes															
Pass Criterion %															
Pass/Fail															

*Note: To determine Pass or Fail:

- If '% Yes' is {greater than / equal to} Pass criterion %, Mark Pass.

F I M

SUMMARY OF ACTIVITY QUALITY

Activity: APPLICATION TAKING

☐ LO or

☐ Labor Area

Name: ____________

I. From Staff Form B-2

Forms Returned:

Average Time Full?	Average Time Partial?	# Estimate Incorrect 1 out of ___													
Y N	Y N	Y N	Y N	Y N	Y N	Y N	Y N	Y N	Y N	Y N	Y N	Y N	Y N	Y N	
															Total Yes/No
															Total Yes + No
															Total % Yes
															Pass Criterion %
															Pass/Fail
1	2	3													

II. From Applicant Form D-1/II

Forms Returned:

Samples of Filled Forms ?	Samples Clear and Easy ?	App. Card Easy to Read ?	Help Available ?	Wait 15 Min. or Less Card Comple. ?	Area Comfortable Where Fill Card ?	Area Well-Lit ?									
Y N	Y N	Y N	Y N	Y N	Y N	Y N	Y N	Y N	Y N	Y N	Y N	Y N	Y N	Y N	
															Total Yes/No
															Total Yes + No
															Total % Yes
															Pass Criterion %
															Pass/Fail
1	2	3	4	5	6	7									

*Note: To determine Pass or Fail:

- If '% Yes' is {greater than / equal to} Pass criterion %, Mark Pass.

IIIa. From LO Manager Form C/II

\# Forms Returned:

	Self-Applic. When Capable ?	Visual Aids ?	Adequate Fac. ?	Partial App. on JIS ?	Partial App. on Summer Youth ?	Partial App. on Transients ?	Partial App. on Casual Workers ?	Partial App. on Domestic Day ?	Partial App. on First Visit Ref. ?	SATB Only ?	Empl. Attached ?	Full App. on Vets. ?	Full App. on Disadvantage ?	Full App. on Handicap ?	Full App. on Add'l Services ?
	1	1a	1b	2a	2b	2c	2d	2e	2f	2g	2h	3a	3b	3c	3d
	Y N	Y N	Y N	Y N	Y N	Y N	Y N	Y N	Y N	Y N	Y N	Y N	Y N	Y N	Y N
Total Yes/No															
Total Yes + No															
Total % Yes															
Pass Criterion %															
Pass/Fail															

IIIb. From LO Manager Form C/II

\# Forms Returned:

	1	1a	1b	2a	2b	2c	2d	2e	2f	2g	2h	3a	3b	3c	3d
	Y N	Y N	Y N	Y N	Y N	Y N	Y N	Y N	Y N	Y N	Y N	Y N	Y N	Y N	Y N
Total Yes/No															
Total Yes + No															
Total % Yes															
Pass Criterion %															
Pass/Fail															

Skills in Demand No Openings ?	Periodic Review of Card File ?
3e	4

SUMMARY OF ACTIVITY QUALITY

Activity: APPLICATION TAKING

☐ LO or

☐ Labor Area

Name: ____________________

*Note: To determine Pass or Fail;

- If '% Yes' is {greater than / equal to} Pass criterion %, Mark Pass.

Step 4:

The Local Office Manager's response (C Forms)

The local office manager's responses can be entered directly. Since only a single questionnaire is used for this series of questions (one manager) there is no equivalent of the "% Yes" or "Pass/Fail" for these responses. All the Yes-No questions have been phrased for "Yes" answers when the local office conforms to the "standard". Questions requiring a numeric response are intended strictly as research data (see page 1 of these instructions).

Step 5:

The Applicants responses (D Forms)

Tallies of the Yes/No responses can be made exactly as for the Staff forms (B Forms) above. However because of the large number of responses (330 D Forms distributed to applicants, see page _), you will probably need more than one sheet. (We have provided three tally sheets for each D Form).

Step 6:

The Applicant responses (D & M Forms)

The totals should be entered on the M forms just as in the case of staff responses. "% Yes" responses are then used to determine "Pass/Fail" after standards have been established. Until there are standards the "Pass Criterion" are blank.

Step 7:

The Employer responses (E Forms)

Tally the responses as above on the sheets provided.

Step 8:

The Employer responses (E & M Forms)

Record the totals of Yes or No responses on the appropriate boxes of the M forms. The M forms should contain all the responses to Key Quality Factor questions at the end of this step. Calculate the % "% Yes" responses and enter those on the M forms.

Step 9:

Analysis of the Key Quality Factor responses

The responses collected by these questionnaires are designed to measure how closely practices in the local office correspond with generally accepted "standards" of how these functions should be performed. When the large survey contemplated for a later phase of the performance standards development has been completed, the M forms will contain "Pass/Fail" criterion. The criterion will be based upon the practices found among the high performers surveyed in that projected study.

Until that is done the local office or district manager using this Handbook can review the results of the questionnaires as a check on their own expectations of conformance with these practices. Where the performance standards survey has been conducted in several offices, the results can be compared across offices.

Where activities widely differ from the standards as shown by a large percentage of "No" responses, consideration should be given to the method actually used in the local office and to the resulting overall performance of the office; perhaps the improvement plan for the office might include closer conformance with standard practices.

Cost-per-unit quantity, service percents, and quantitative measures of component activity currently have no standards against which local office managers or district managers may compare actual operations. However, the survey data could be useful in comparing one office to another or in comparing the actual operation against the expectations these managers have. Discrepancies in these comparisons could then be investigated for the causes. The focus should be upon the specific component activity. Until established performance standards exist, this survey can only be used for that type of analysis.