

# CUSTOMER CENTERED DESIGN

## WIOA INNOVATION IN ACTION



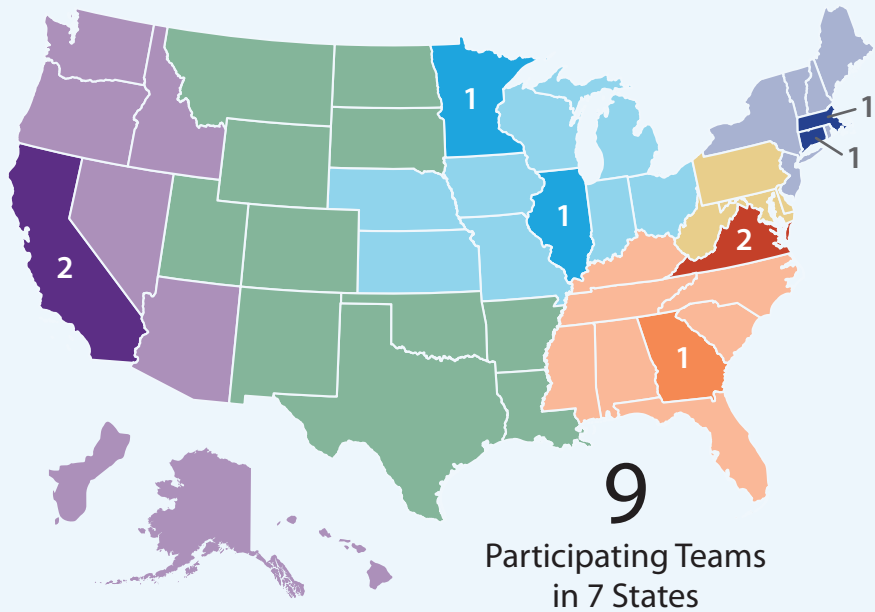
ROUND 4  
2017



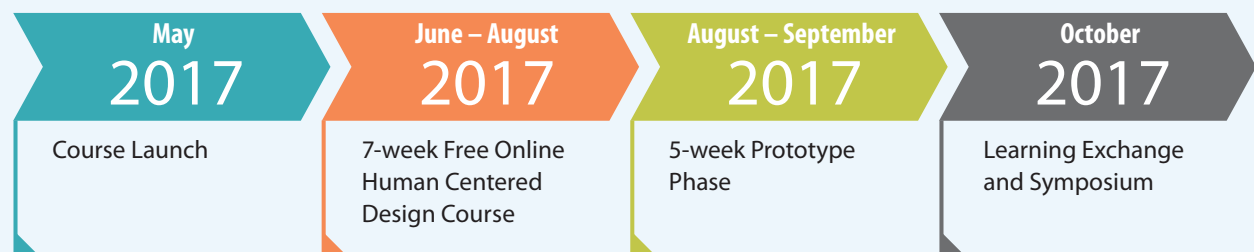
# CUSTOMER CENTERED DESIGN

**CCD** is a generative process that starts with people and ends with surprising answers tailor-made to put our customers' needs at the center.

We can use it to directly learn from the communities we serve and to rapidly come up with innovative new concepts, quickly prototype them, and then make our ideas come to life with results for our customers.



## Round 4 Event Timeline



## Key Questions and Challenges



How might we design services and programs for out-of-school youth that will engage them and produce great outcomes?



How might we improve the customer experience and outcomes for our shared One-Stop Customers?



How might we put employers in the center of sector strategies and career pathway work?

## 9 Teams from 5 Regions Participated in Round 4



### Region 1

2 (22%)

### Region 2

2 (22%)

### Region 3

1 (11%)

### Region 5

2 (22%)

### Region 6

2 (22%)

# THE OPPORTUNITY

**THE WORKFORCE INNOVATION AND OPPORTUNITY ACT (WIOA)** gives us the opportunity to rethink the way we deliver services to our job seekers and business customers. The change starts with the questions we're asking ourselves.

WHAT IF INSTEAD OF ASKING:  
**How can we engage customers?**

WE ASKED:  
**What do our customers really need and want?**



Putting our customers at the center of our design process changes the questions we ask and the outcomes we achieve. WIOA asks us for transformational change, which requires thinking about issues in a new way.

## What is Human Centered Design?

A collaborative, discovery-based journey.



Get inspired by the people you're serving. Start by listening to people to get new ideas about how to design for them.



Identify patterns and surprising insights to inspire new opportunities for design.



Brainstorm new ways to serve your customers.



Try out your ideas and get feedback from customers – so you can revise your prototypes and get more feedback.



Try out a pilot program and experiment with ways to implement your new ideas.

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# CUSTOMER CENTERED DESIGN

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**CUSTOMER CENTERED DESIGN (CCD)** is a concept used by both private industry and non-profits to improve user experiences and outcomes. It was introduced to the U.S. Department of Labor through regional work in the Employment and Training Administration's (ETA) Region 6 to design more

effective services for the long-term unemployed. Being a customer centered designer is about believing that as long as you stay grounded in what you've learned from people, your team can arrive at new solutions that will bring innovation to our workforce system.

As part of technical assistance offered as the public workforce system implements WIOA, a National Challenge was launched which encouraged states, regions, and local workforce boards to form teams who immersed themselves in their customers' environments and re-designed services based on observations of this research. The Challenge provided access to a free seven-week online customer centered design course, and coaches from High Impact Partners were assigned to provide support throughout the Round 4 Challenge. An estimated nine teams from seven states signed up to take on the Challenge and progress through the five phases of the project.

Each round of the Challenge kicked off with a launch webinar and included five phases which provided teams with support along the way. After the launch webinar, teams completed a seven-week online course, followed by five weeks of implementing their design prototypes. The Challenge culminated in a Learning Exchange & Symposium at the U.S. Department of Labor in October 2017, where top teams shared their project learnings and design impacts with key Department leaders and federal staff.



# Customer Centered Design Challenge Requirements

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## STEP 1: BUILD A TEAM

Customer Centered Design is a team-based initiative. Teams comprise four to ten people who represent a broad range of stakeholders and partners. Teams may include Workforce Development Council staff, American Job Center staff, and staff from partner agencies including Adult Education, Vocational Rehabilitation, TANF, Organized Labor, and Community-Based Organizations.

## STEP 2: SELECT A CHALLENGE QUESTION

The Customer Centered Design Challenge Question is rooted in partnership and innovation, leading with a “how might we” mindset.

1. How might we improve the customer experience and outcomes for our shared One-Stop Customers?
2. How might we put employers in the center of our Sector Strategies and Career Pathways work?
3. How might we design services and programs for out-of-school youth that will engage them and produce great outcomes?
4. How might we design and accelerate cross-sector leadership training for the workforce system?

## STEP 3: COMPLETE ASSIGNMENTS AND CONTRIBUTE TO THE WORKFORCE INNOVATION GROUP SPACE

Teams collaborate on four major assignments required for course completion.

- Week 1: Form Your Design Team
- Week 2: Plan Your Research
- Week 3: Opportunities for Design
- Week 4: Share Your Solution
- Week 5: Design Kit: The Course for Human Centered Design Pre-Course Survey

The Workforce Innovation Group Space is a virtual platform open to all team members to share ideas and questions. Peers and coaches offer feedback and additional resources such as tools and templates.

## STEP 4: CONDUCT PROTOTYPING AND TESTING

Teams spend five weeks in the prototype and testing phase, where they implement their learnings and document their process.

## STEP 5: APPLY TO THE LEARNING EXCHANGE AND SYMPOSIUM

Teams who have completed the course and prototype phase are welcome to submit an application to the Learning Exchange and Symposium. If approved, the team is invited to present their project to their peers and Department of Labor leaders.

## Challenge Top 3 Key Takeaways

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1

### **LISTENING TO THE CUSTOMER IS CRITICAL TO INNOVATION.**

By listening to and empathizing with their customers – whether out-of-school youth, employers, or individual jobseekers in an American Job Center – teams identify needs and unmet expectations they had not realized were there.

2

### **IT TAKES COMMITMENT TO BUILD A TEAM, AND IT TAKES TIME.**

Teams often struggle, especially early on, to find the time to meet as a group and work through the course work and prototyping process. Competing priorities and schedules make coming together challenging, but the outcomes are worth the effort.

3

### **CUSTOMER CENTERED DESIGN IS A GAME CHANGER FOR THE WORKFORCE SYSTEM.**

Putting the customer at the center of service design dramatically changes the service delivery paradigm. It is a new way of thinking that has the potential to transform our entire system and our mindset.

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# LEARNING EXCHANGE AND SYMPOSIUM: SELECTED TEAMS AND PROJECTS

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**Of the nine teams who participated in the course, seven completed and five applied to present at the Learning Exchange and Symposium. A group of Department of Labor officials reviewed the team proposals and approved all five teams. In their own words, the following Customer Centered Design teams offered personal accounts of their participation in the challenge.**

## CUSTOMER-FOCUSED TEAM PROJECTS — Team Voices —

### Focus: IMPROVE CUSTOMER EXPERIENCE

#### **NORTH SHORE CAREER CENTER – Salem, Massachusetts**

*The team consisted of staff from the Workforce Development Board, the career center operator, employment services, a public welfare partner, and an adult education provider.*

#### **THE CHALLENGE**

HOW MIGHT WE – Improve the customer experience and outcomes for our shared One-Stop customers?

#### **PROJECT OVERVIEW**

The goal of North Shore Career Center in undertaking this project was the creation of a "No Wrong Door" concept. Through this work, we aimed to:

- Assess the needs of our WIOA shared customers and provide prompt and thorough services.
- Achieve collaboration **among** shared partner staff members.
- Create a pathway for our shared customers to reach their desired training and employment goals.

Faced with challenges related to crafting a common referral process for shared customers, our partners had already identified an interest in customer flow and how to enhance it. After agreeing on a definition for a "shared customer," we focused on customer flow and the various entrance and exit points into and out of the career center.

#### **PROCESS**

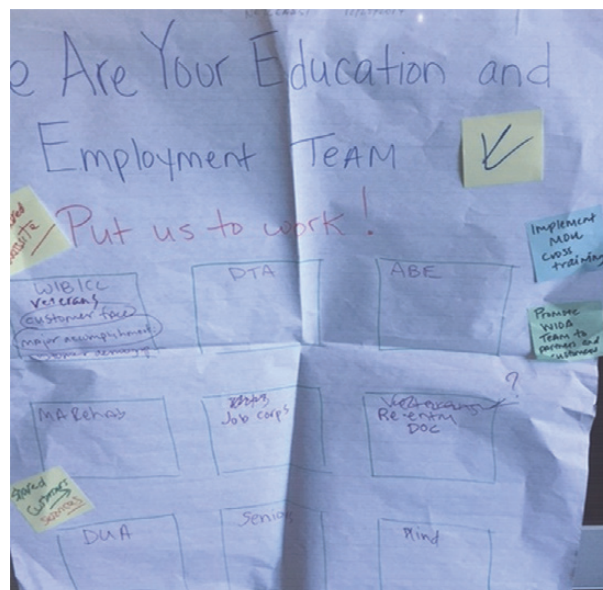
The Customer Centered Design process is not new to the workforce system in the North Shore area. We were involved in the first Customer Design Challenge in 2015 – focusing on improving services to business – and we have subsequently adopted the CCD process for much of our programming design challenges at the career center and at the Workforce Investment Board. We have learned that the CCD process and outcome is less reactive to programming issues and more proactive in finding quicker

and easier solutions for providing better services to job seekers and businesses. WIOA partners have collaborated with us on several other CCD projects over the past two years.

This project grew out of our WIOA Partnership MOU discussions held over the previous twelve months. Partners had been interested in 'customer flow' in and out of the One-Stop, so customer flow was a frequent topic during these exchanges. The partners decided to take a closer look at this component and how to enhance it.

We encountered several issues. The first was the lack of a common term used to describe the individuals being served by the partners. This terminology might include customer, client, student, or participant, depending on the organization. We also have multiple referral processes and platforms creating confusion for candidates seeking service and for staff attempting to make referrals among partners. In addition, partners often provide similar services at different levels of intensity within distinct service silos, which can limit the tendency to share customers to provide a true career pathway progression for the "shared customer."

We started by first defining "shared customer" as: a job seeker/student or a business who is formally enrolled in services by more than one core program (at the same time or sequentially). Through the lens of this definition, we began to examine customer flow. This warranted our breaking into a smaller group to discuss customer flow at a more granular level and analyze the career center's entrance and exit points. This group included the One-Stop related partners, Department of Transitional Assistance, Adult Education, and the WIB.



## PROTOTYPE

Together, we established a flow-chart designed to map a job seeker's possible path:

- Reception to ➔ Resource Room (Self-directed Tools)
- Reception to ➔ Career Pathway Team to ➔ Industry Sector Team
- Any point to ➔ Representatives of Partner Agencies, as needed

We expect that, as an outcome of using the CCD process, the partners understand that we will continually need to revisit and refine our flow chart and our system.

## MOVING FORWARD

As we strive to develop a sustainable customer flow and service practice protocols across partner agencies, we will continue the work begun by the CCD team. The North Shore Region has committed to have WIOA Partners meet every other month to work on issues related to MOU implementation, including staff cross-training, sharing of program service information, customer referral, and collaboration on business outreach. Meetings will have rotating session chairs to ensure that all partners are afforded the opportunity to voice ideas and strategy-related opinions in a receptive environment.



We are discussing the upcoming creation of a data-sharing dashboard that can be used by all partner agencies, and one that will be accessible to all shared customers.

## SHORT-TERM OUTCOMES

We now have immediate One-Stop referral to Department of Transitional Assistance partner staff within the career center and have positioned career center outreach staff at the local DTA office.

An unexpected outcome was the production of our Education and Employment partner teams portal and marketing materials for both partners and shared customers.

## LONG-TERM IMPACT

The impact of our project is being felt in a number of areas. As quantifiable examples of improved customer satisfaction, the Work Participation Program has increased its caseload and overall shared customer participation, and active Department of Transitional Assistance customers have increased from 20 to 40.

There is also increased collaboration with our partners Department of Transitional Assistance (DTA), Department of Elementary and Secondary Education (DESE), Massachusetts Rehabilitation Commission (MRC), Senior Community Service Employment Program (SCSEP), and Massachusetts Commission for the Blind (MCB), Division of Career Services (DCS), and Department of Unemployment Assistance (DUA); increased outreach by the career center business team to partner agency business staff; job placement through the DTA training cohort; and improved success with the CIES program. Improved morale and productivity is being seen among both partner and career center staff due to smoother and speedier transition of services and programs.

Along with achieving a stronger inter-agency collaboration and a deeper collaboration between direct staff, the North Shore Career Center has adopted CCD as an ongoing initiative. Since 2015, the center has conducted five CCD projects. Coming up in 2018 is a Business Team CCD project to increase access to jobs and career pathways by improving outreach to the business community.

## SOUTH CENTRAL STARS – New Haven, Connecticut

*The project team consisted of the Manager of Career Services for Workforce Alliance and six employees of a community action center.*

## THE CHALLENGE

HOW MIGHT WE – Improve the customer experience while moving people through service continuum toward employment?

## PROJECT OVERVIEW

The goal of the four AJC Career Centers in South Central Connecticut is to deliver employment solutions that connect people with job training and employers with skilled workers in South Central Connecticut. The centers provide case management, along with training and job development, through a variety of services including employer recruitment events, free electronic services and staff assistance, information sessions, workshops, and more. However, customers who used the center independently were often likely to become “stalelated,” using it as a permanent work station rather than as a means to employment.

The team determined that a complete redesign of process was needed to make people aware of all the available services and move them towards the next step to employment. We prototyped a Welcome Center that would serve as the initial point through which all customers traveled as they sought out services.

## PROCESS

Our How Might We question called attention to the importance of creating and encouraging a system that made customers aware of all the services available while naturally advancing them toward the next step in the job seeking process.

Team members researched a variety of sources – using internal and external interviews, site visits, and learning from experts – to determine what was most valued by customers seeking assistance. We also looked at how other regions managed to create a welcoming environment that provided a full range of resources and self-guided career search.

We analyzed our own facility: the physical layout, the furnishings and the signage, putting ourselves in the place of someone visiting the center for the first time. We articulated all the reasons why customers come to the center. We identified where customers might get bottlenecked and observed how that could lead to frustration and a possible exit from the center and our services. We paid attention to the peak times when customers visited. And we took a hard look at our customer service skills, noting how critically important it was to improve them from the front end all the way to the back of the house.

Our research made us think about how to maximize our services for key days of usage and how to create an environment that minimizes confusion and frustration. We explored a number of new ways to remodel our customer experience and reframe our services: offering a different level of services to customers as Guests or Members; creating time limits for Career Center visits; assisting members into “Career Sector Placements.”

What we were considering was a complete redesign of our customer flow. To make it successful, we would need complete buy-in from our staff. We’d have to change their mindset as well as that of our customers. Staff must be fully trained in the new model, and our expectation of exemplary customer service must be articulated, modeled and enforced. New forms, signage and marketing materials would be needed as well. Staff must also be trained in the concept of Customer Centered Design and how it impacts each person’s role in the organization.

## PROTOTYPE

We determined that we would establish a Welcome Center at the very front of our facility and develop a new position called Welcome Center Ambassador. At this initial point through which all customers traveled, we would highlight the many services available and create a natural flow to move people through the service continuum.



Our implementation would encompass:

- Redesign customer flow upon entrance into the American Job Center (which includes the creation of the Welcome Center).
- Open forum with current staff to discuss the new model and solicit feedback.
- Define new policies, procedures, functions, and staff roles for the Welcome Center.
- Hire and train Welcome Center staff.
- Formulate supporting documents and marketing material.
- Train all staff on Customer Center Model and on exceptional customer services strategies.
- Launch the new model.

## MOVING FORWARD

We understand that not only would our staff need re-education in our mobility model, they would also require ongoing training opportunities to keep them up-to-date on all programs and community resources available to the customers served.

### SURPRISING REVELATION

- ➔ Many changes could be achieved with minor shifts in lay-out or process – and a readjustment in staff “mindset” – making the new model sustainable.

## SHORT-TERM OUTCOMES

Despite a significant funding reduction, we prioritized this model and created the new Welcome Center Ambassador position. In fact, in the face of many competing priorities, we have nevertheless come to believe that implementation of this new model is more critical to our success than ever and to our mission of helping job seekers find sustainable employment with a living wage.

## LONG-TERM IMPACT

Participating in this process helped all members become more fully aware of the wide range of services available, and customer-focused research enlightened us as to what was most valued by them when seeking services.

## VERDUGO INTEGRATED VISIONARY INNOVATION DESIGN (VIVID) – Glendale, California

*The project engaged a large team with workforce development, adult education and literacy, vocational rehabilitation, special education, social services and client assistance knowledge.*

## THE CHALLENGE

HOW MIGHT WE – Improve the customer experience and outcomes for our shared One-Stop customers?

## PROJECT OVERVIEW

The team developed several insights regarding shortcomings of the jobs center’s entrance/intake process, including the appearance of the entrance and information for customers. We discovered that our varied customer base may be discouraged from using AJCC by any number of factors. They may lack access due to transportation issues, or they may require extended hours. They may find the paperwork too cumbersome, or they may be unwilling or unable to take jobs outside their immediate area. Our prototype involved creating an inviting grand entrance with features that would provide our customers with a “red-carpet treatment.”

## PROCESS

Observing customers go through the entrance/intake process and witnessing first-hand the many inconveniences that impact exceptional services was enlightening for all of us. We identified additional improvement possibilities through the immersion experience, and team members pinpointed



opportunities for improvement even within their own processes. This open and honest communication increased the level of engagement and team building.

To ensure that no detail was overlooked, we documented observations and immersion through video as well as photos, which allowed us to re-visit and study the interaction between customers and staff to identify improvements needed in the information exchange.

Based on the synthesis of our research findings, the team developed several insights. We viewed these as *opportunities for excellence*.

### Insights – Opportunities for Excellence

- Entrance is uninviting.
- Entry has an overabundance of information and unclear messaging.
- Initial screening does not gather enough customer data.
- Customers may not receive the immediate services they need.
- Staff often disconnect from customers.
- Inconsistent takeaways that leave customers feeling their needs were not fulfilled.
- Some required documents are difficult to obtain.

As we analyzed our research, we envisioned a rich and inspiring space that would guide our disparate groups of job seekers to career success by effectively communicating what options are available to them. Based on our ideation, the team redesigned the Verdugo Jobs Center entrance and intake process into a “Grand Entrance” to create a new, optimized experience for all our customers.

## PROTOTYPE

The remodeling of the VJC entry and creation of a “Grand Entrance” will provide a “wow” factor to make our customers feel special every time they come through our doors. A number of new features will add to an enhanced customer experience, more effective service and, ultimately, more positive outcomes.

**The VIVID  
Motivator –  
Go BIG!**

A Welcome Wall will offer a view of the services customers can expect to find inside. In front of the Welcome Wall, staff will be available with no desk or barrier to separate them from visitors, making it easier for them to immediately establish a rapport with clients. Large monitor displays will feature daily events, special activities, partner services, video commercials for specific services, and a linked interface to resource lab computers.

Our prototype also included an initial video featuring our youth program and services. This was developed by a local TV station on a pro bono basis, and the team is now working with the TV station to schedule the other programs for filming.

## MOVING FORWARD

Our new facility lease, expected to be finalized in March 2018, will include refreshing our entire office, and we will be able to construct our Welcome Wall soon after. Beyond that, we hope to expand our Grand Entrance electronically by linking the Welcome Wall to the VJC website and social media.

We will also be scheduling professional development training for all partner staff. They have been introduced to the process and the Grand Entrance project and are eager to be trained on CCD.

## SHORT-TERM OUTCOMES

Our first youth program video was unveiled in August 2017 at an employer engagement luncheon and was very well received.

The Grand Entrance redesign has inspired staff to implement changes in how they present information. The Youth Center has remodeled their Grand Entrance in preparation for adopting the Welcome Wall.

## LONG-TERM IMPACT

While our team members had already enjoyed strong long-term partnerships, our CCD project provided a systematic approach to developing solutions that we can use together or in our own organizations. It has already led to an off-shoot project that makes co-case management a reality – a universal intake/co-enrollment process for customers with disabilities. Allowing them to enroll with several partners at once, it reduces paperwork and the necessity of travel to multiple offices. We co-enrolled 100 percent of the students, and our partners will work to ensure as close to 100 percent placement as possible upon graduation.

An increase in team morale and productivity has been felt with the adoption of the Grand Entrance idea by the Youth Center. It continues as we all look forward to full implementation of the Grand Entrance, which continues to require the contributions of all partners.



## Focus: MULTI-LEVEL NEEDS

### THE DYNAMIC WORKFORCE DIVAS & FRED – Norfolk, Virginia

*The project partners included the local workforce development board and One-Stop operator, a community college system workforce agency, state employment commission and community action agency.*

#### THE CHALLENGE

HOW MIGHT WE – Design a process track for multi-level needs?

#### PROJECT OVERVIEW

At Opportunity Inc. One-Stop Workforce Center, an America's Job Center, we and our Workforce Development Partners strive to be recognized as the Nation's Workforce Development leader and provide valuable labor market information, models, and best practices to job seekers, employers, and stakeholders. Our challenge is based on our solution to how might we create the most effective and valuable customer centered solutions to meet these needs and maintain our goals and mission.

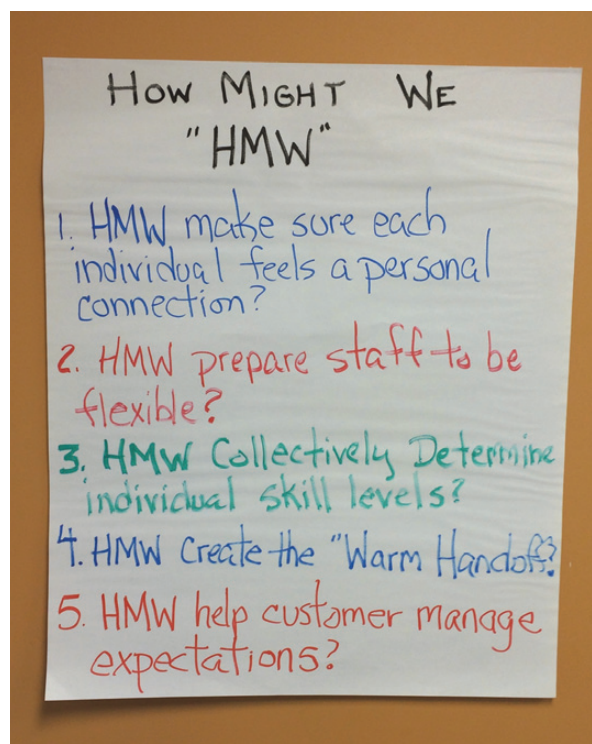
#### PROCESS

As we considered our challenge during our inspiration phase, we deliberated over who might best provide us with the input we needed. We turned to:

- A Disabled Veterans Outreach Program Representative from the Virginia Employment Commission.
- The Center Manager for Norfolk Works, An Employment Center under the City of Norfolk Economic Development Department supporting the needs of job seekers and businesses.
- The Manager of Office Team, a local staffing agency under Robert Half Associates.

We were left with some inspiring takeaways that helped us clarify our objectives and our course of action. We realized that we had the power to make an impact within our region by determining the needs of both sides of the job-seeking equation. We learned that both job seekers and businesses appreciated a personal connection during the process. We also saw what would be required of us: understanding an individual's needs and level of urgency, identifying required skills and abilities, and creating a "warm handoff" to partners to ease the participant along in their journey.

As we captured our interview learnings with the goal of emulating successful practices, we noticed patterns in the key phrases that kept coming up. The phrases were narrowed down to give us our gems. Our gems were distilled into our clusters. Our clusters became our themes.



We asked ourselves: Are we providing a streamlined approach for customers? Are we making the personal connection during initial assessments? Do we listen and communicate? Is there seamless delivery between agencies? Are we bridging the needs gap? One-for-one, we managed to turn our insight statements into How Might We questions that directly correlated to our challenge.

## CLUSTERS BECAME THEMES

- Personal Connection
- Flexibility
- Skills Assessment
- Bridging the Needs Gap
- Reality Check

## PROTOTYPE

The scope of our prototyping phase was to identify levels of services or tracks needed for job seekers at varying degrees of preparedness: undereducated, homeless, multidegreed, job ready/not job ready, long-term unemployed, recently separated veterans, and those returning to the workforce. The hope was that the skills and knowledge learned and practiced by staff will help participants become sufficiently employed in the best track possible for them.

We prototyped three different partner agencies within our local area, each of whom services a specific target group. In our interviews, we asked their representatives what it was they contributed to the job seeker's success so we could absorb these lessons and build on them within our own organization.

Across the board, each of our prototypes expressed the same ideas, passion, and commitment to their jobs. We saw that this commitment must not be lost due to budget limitations or additional duties. It should be imbedded within us in spite of any workday encumbrances. And it would empower us to build a stronger, more dedicated and competitive workforce.

## MOVING FORWARD

Our organization would like to involve other regional workforce areas and become a model for other organizations in the state to similarly enhance the employment process for all levels of job seekers on one hand and employers on the other.

## LONG-TERM IMPACT

The skills and knowledge we gained in developing this CCD project are being shared at staff meetings and activities to demonstrate the benefits of the process. Additional staff will be registering for upcoming Design Challenges so they can experience this solution-finding approach first-hand.

# Focus: FEEDBACK COLLECTION TOOLS

## WORK2FUTURE – San Jose, California

*WDB staff teamed up with job center program contractors at work2future Foundation for adult and dislocated workers, and youth services, and Eckerd Workforce Development for adult and dislocated workers.*

### THE CHALLENGE

HOW MIGHT WE – Improve the tools for the collection of feedback regarding customer satisfaction to inform the process of refining the services delivered to our Job Center customers?

### PROJECT OVERVIEW

Our key issue was that poorly designed feedback tools resulted in limited client participation. The existing feedback tool being used by our service providers (mainly a Survey Monkey survey) does not accurately assess the strengths and weaknesses of our services. It does not cover all points of service, and participants are not motivated to use it. We are left with limited and unreliable information about our customers' job center experiences. To address this, the team designed new user-friendly feedback tools to be used at different points of service.

### PROCESS

After ascertaining what we knew and framing our How Might We design challenge, we moved to our Discover phase and solicited opinions from job center clients and experts in the field. This included conducting interviews in cohort training; individual interviews with Adult, Dislocated Worker & Youth clients; and in-depth interviews with experts Zappos, UCSF, and Sierra Regional Medical Center. We then compiled and discussed the results of our field research.

#### WHAT DID WE LEARN?

- The more time elapses after a service is provided, the less likely clients are to respond to evaluations of those services.
- Fear of denial of services can result in inaccurate feedback.
- Some clients dislike spending significant amounts of time on surveys.
- Clients are willing to provide feedback given the appropriate opportunity.

### Insights

We now understood how our evaluation tools were falling short. We also learned that job-seeker clients do, in fact, want to provide feedback at the end of services, if there is a good cause. It became clear that increasing ease and efficiency would increase participation and accuracy and, ultimately, help us monitor and improve our services.

**So, our ideating would center around the questions of How Might We –**

- Encourage participation in assessments specific to the activity or service?
- Remodel the prototypical survey process to keep from overtaxing our participants?
- Reassure clients that their feedback will not end or reduce their services?

The best ideas generated from our discussions were transformed into a concrete, fully conceived action plan that would be tested, iterated, and refined at our three job centers. Upon completion of our pilot program, we planned to re-group to decide on next steps. By the end of implementation, we hoped to have a viable, sustainable system of feedback collection.

## PROTOTYPE

Our prototype idea was to create and test a system of customized, user-friendly feedback tools that would improve the efficiency and effectiveness of our service. They would be anonymous and engaging, take a minimum of time to complete, and have no negative impact on the services provided to the clients. The hope was that the tools would encourage more participation in feedback and enable us to more accurately assess specific activities and services.

The pilot was tested for a month from July 31 to August 31, 2017, and we collected comparative views from clients. New tools and different points of service were tested, and a variety of methods were used: SMS polls/text messaging, one-on-one interviews, paper surveys, storytelling, phone calls, and in-person meetings. Adult and Dislocated Workers were reached at workshops and new-client orientations, and Youth clients at onboarding meetings, trainings, and exits. We also made phone calls using a customized survey to interview employers who are involved with our Work Experience for Youth and our On-the-Job-Training programs for Adult and Dislocated Workers.

## MOVING FORWARD

Team work2future continues to meet weekly to review the results of the surveys undertaken each week, to add or delete survey questions, to discuss improving the communication within our group, and to focus on making our solution a sustainable one.

## SHORT-TERM OUTCOMES

After receiving the results of the compiled surveys from our prototype, we were able to focus on continuing our information gathering regarding employer expectations, matching client passions with employer offerings, assessing whether our surveys are measuring the correct indicators, and modeling best practices as shown by certain client workshop instructors. We have since implemented additional online surveys for clients who are going through ETPL training.



## LONG-TERM IMPACT

A new development is that we are taking steps to merge our project with a parallel Sector Strategies initiative to engage businesses in the creation of relevant job opportunities in various sectors in our local area. The plan for the initiative, now being led by a consultant, is to combine our efforts once a foundation has been established.

**The Customer Centered  
Design course  
was an eye-opener for us!**

We also plan to apply the CCD process to other aspects of our work, in particular, as a tool for future staff development.

As a result of our work together, we are seeing higher camaraderie among Workforce Investment Board staff and contractors, which has led to a deeper understanding of our roles in serving our clients. Our CCD team has been inspired and is now committed to continue improving our clients' understanding of work2future's offerings and monitoring the quality and value of these services.





"As organizations across the country use CCD as their preferred way of doing business, we are seeing amazing anecdotal evidence that when you improve customer experience, you improve customer outcomes."

**Virginia Hamilton**, Regional Administrator,  
U.S. Department of Labor, Employment and  
Training Administration, Region 6

## 2017 CCD Learning Exchange Symposium Photos











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# CUSTOMER CENTERED DESIGN DESIGN WORKFORCE RESOURCES

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## WEBINARS

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### **The Customer Centered Design Challenge Launch (Round 4)**

<https://www.workforcegps.org/events/2017/04/05/10/20/Customer-Centered-Design-Round-4>



### **Customer Centered Design Prototype Phase**

[https://www.workforcegps.org/events/2015/12/08/15/07/Customer\\_Centered\\_Design\\_The\\_Prototype\\_Phase](https://www.workforcegps.org/events/2015/12/08/15/07/Customer_Centered_Design_The_Prototype_Phase)

## PODCASTS

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### **Customer Centered Design – Part 1**

### **Customer Centered Design – Part 2**

Both podcasts can be accessed here:

[https://ion.workforcegps.org/resources/2015/09/02/17/11/Customer-Centered\\_Service\\_Design\\_Initiative](https://ion.workforcegps.org/resources/2015/09/02/17/11/Customer-Centered_Service_Design_Initiative)

## VIDEOS

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### **Voices of Experience on Customer Centered Design**

[https://ion.workforcegps.org/resources/2016/04/11/11/58/Customer\\_Centered\\_Service\\_Design](https://ion.workforcegps.org/resources/2016/04/11/11/58/Customer_Centered_Service_Design)

## OTHER RESOURCES

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### **Design Kit: The Field Guide to Human-Centered Design – (Book/Guide)**

<https://www.ideo.com/work/human-centered-design-toolkit>



### **Design Mind Blog – (Blog)**

<http://designmind.frogdesign.com>



### **The Open Book of Social Innovation – (Book)**

<http://youngfoundation.org/publications/the-open-book-of-social-innovation>



### **Prototyping Framework – (Resource/PDF)**

<http://www.nesta.org.uk/publications/prototyping-framework>



### **The Bootcamp Bootleg (Book/Guide)**

<https://dschool.stanford.edu/resources/the-bootcamp-bootleg>

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