**Workforce 3One**

**Transcript of Webinar**

**Customer-Centered Design**

**Implementing WIOA with the Customer in the Center**

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BRIAN KEATING: All right. Well, I want to make sure we have enough time for our presentation. So I'm going to move us along. Welcome, everyone, to today's "Customer-Centered Design, Implementing WIOA with the Customer in the Center" webinar.

And to kick things off I'm going to turn it over to Byron Zuidema, deputy assistant secretary of the Employment and Training Administration, U.S. Department of Labor. Byron, take it away.

BYRON ZUIDEMA: All right. Thank you and good afternoon or good morning across the country, as the case may be.

It's been almost two years since we've been discussing the opportunity of the Workforce Investment Opportunity Act. A lot of that, granted, has been focused on reading the law and understanding the law, writing the draft rules and having you review them, issuing guidance, and we do think that even in the law itself there's significant opportunity that's available for the workforce system.

But today we're going to talk about another kind of opportunity, one that's really not fettered by law and regulation and guidance, one that gives you an opportunity to be very innovative, which is another key word in the act.

Part of this innovation is to really think about customer satisfaction in a way that's well beyond anything that we talk about in terms of required performance. I also think that this activity, as you go through it today and you consider to – whether you want to join up and we strongly encourage you to do that.

It's a great opportunity for team building. We know that teams have been formed all across the country already, but this is a really good team building exercise as you focus on your customer and focus less on perhaps the arbitrariness of rules and regulations or what might be different amongst your programs. What is the same for all of us is we want excellent customer service.

I encourage you to think about both workers and business as your services. It's very natural to go to workers. Many of us spend a good deal of our time thinking about worker services, but businesses are another very key customer.

And it's an opportunity to focus on that as well. In fact, I think as you look at especially through the eyes of business and there's an increased emphasis on serving businesses and providing excellent service, that it's an opportunity to say what does success look like and to make sure that businesses are in the midst of that conversation, not only a customer but a partner in helping you to find what is success for our customers who are businesses, employers across the country.

The act also calls for business engagement, and again I think actually not just getting together in a team and talking about business services but actually finding a way to bring business in is a way of showing real business engagement right from the start and helping them help you define what success looks like.

So you're going to go through a variety of things. You're going to hear people who are engaged in the first round. This is an opportunity for a second round, and I really hope that all of you listening today will join up with the team, will become part of the future success of the customer-centered design movement across the country as well as seize this opportunity to be innovative in the Opportunity Act. So with that I'm going to turn it over to my colleague Virginia.

VIRGINIA HAMILTON: Hi. Good morning and afternoon. Well, I'm first going to – I'm going to spend some time talking with you later in this webinar, but the first thing I'm going to do is I'm going to introduce Dan Correa.

And the last time we launched this project last July I introduced him as the innovation guy at the White House. I didn't actually know his title. You can see his title up here on the screen now, and Dan has been really instrumental in fostering innovation among all sorts of federal agencies who are working on innovative approaches to using government services. And he really helped us in our last round in arranging an amazing event at the White House where we had an opportunity for the White House staff and officials to really talk to and learn from our winners. And we'll talk about that in a little bit.

So Dan, can you say a few words for us about this project and your – the White House's interest in human-centered design?

DANIEL CORREA: Absolutely, Virginia. Thanks so much for inviting me to join. I would just love to communicate to this group how excited I am and how excited my colleagues here at the White House are about this initiative. We think that this is a particularly impactful way to deliver services to the people who are touched by many of our most important priorities and the most important work that the federal government does. So we're really excited here for two reasons.

The first is the work that the folks on this call are doing and leading around the country is obviously tremendously important. Workforce development and training and implementing WIOA, obviously this is something that the administration cares very deeply about, and it's exciting to see so much interest from those of you around the country and ways that you can be doing this as effectively as possible by embracing new approaches.

The second reason is that this president, President Obama, has made it a priority to embrace innovation and embrace transformation of the way that we deliver government services. This is something that the president's innovation strategy articulates. He released an updated strategy for American innovation last fall, which describes the need and the opportunity to use new approaches like human-centered design to reinvigorate and innovate in the way that we deliver services and perform core functions of government.

So we are all implored by the president to make sure that we are using the innovative approaches as much as we possibly can in order to do our jobs and serve the American people as effectively as possible.

So as Virginia said, I was fortunate, along with many of my colleagues, to meet the teams that participated in the first round. And the kinds of things that came out of that process were just tremendously exciting. Really cool to see the ways in which the teams were bringing the customer into the design process, using human-centered design, which you're about to learn a whole lot more about, and to find new ways to prototype and deploy new approaches in the ways that they deliver services. So let me just say a couple words about why we care so much about this, and then I'll turn it back over to Virginia.

So the reason – I know that – I'm sure some folks on the call are probably wondering, what is human-centered design? What is the big deal here? And I just wanted to say a little bit about why we think it's so important from where we sit here at the White House. And the reason is this.

The power of human-centered design is not just something that is for innovators or people that work in Silicon Valley or sit in beanbag chairs and drink espresso. We have a really strong belief that this is something that deserves to be core in how we work with our customers, no matter what it is that we do. So the core insight of human-centered design is really just identifying user needs as a starting point, and there are three core tenets, at least as far as I view it.

The first is embracing users with empathy. The second is using prototyping. So placing small bets and trying new things in how we deliver services. And the third is tolerating and embracing failure. As we try new things, not everything is going to work, and that's actually OK. In fact, that's a really important part of the process because there's no way that we're going to get to a better result without trying new things and failing.

So we're seeing this methodology having broad impact across the private sector. I mean, there's a reason that companies like IBM are asking their entire workforce of 370,000 to embrace design thinking because, frankly, design is too important to be left just to the designers. Everybody needs to have a hand in this and to be embracing methodologies like this.

So here in the public sector, the Department of Labor, we are so fortunate that people like Byron and Virginia are leading on this and that providing opportunities like this opportunity in order to promote human-centered design and deploy it. Other agencies are using it. The Department of Veterans Affairs has then made it an organization-wide priority. The Department of Health and Human Services has been incorporating it into much of their work and saving millions of dollars in the process, which they have documented and are generating strong results.

So before I turn it back over to Virginia, I just wanted to say two final things about what this process will ask of you. And there are really two things. The first is open-mindedness. The goal of a human-centered design, curriculum, and prototyping process is to challenge conventional wisdom, to challenge your assumptions about how things should be done and what users or customers would like and what they need.

And the second – and that's a particular – that's extremely important. And the second is it will ask of you to dedicate some time to learning and experimenting, but it will also give you a license to try new things. So the things we find through these processes may – looking back may end up seeming intuitive, but I think one of the big challenges that we all face, no matter where we sit, is that it's difficult to carve out the time and the intention to pursue this kind of experimentation, which I think this process will ask you to pursue.

So we'll be following along. We'll be eager to celebrate your successes, and I look forward to celebrating them with you at the end when you finish up this process. So go forth, and we are tremendously excited to see what comes out. Over to you, Virginia.

MS. HAMILTON: Thank you, Dan, and again, thanks for your commitment to this work and to the work of the Department of Labor. We are just incredibly appreciative of our partnership with you.

So let's talk about customer-centered design. First, I want to say that in WIOA and in the regulations that have been promulgated, there are lots and lots of references to customer-focused, put customer in the center, customer-centered design. And in fact, in the first two portions of the proposed rulemaking, "customers" are mentioned 143 times. So we're serious about this.

And second, as Dan said, the Obama administration has a strategy report out that really calls for innovation in government programs. I love this phrase. "I think the word is spreading kind of like a whisper campaign in the most positive way." We here at the Department of Labor, we're – when we started out with this project in the last round, expected just a couple of people to pick up the challenge, and we had 80 teams last round participating in this. So we're developing our own whisper campaign here at the Department of Labor.

So what is human-centered design? Well, first of all, I'd say it's a very different approach than best practices and serving a particular population. Human-centered design is not taking a particular population, whether, as Byron said, it's employers or people who are out of work or youth, and telling you new ways to serve those people. Instead human-centered design is a way to teach you skills that you're going to have forever.

When the economy changes, if you're serving a new population, it's a way to teach you how to learn from your customer and then design around that. So human-centered design starts with the people. It doesn't start with regulations or the law. It starts first with people, and then you look at whether something is feasible and whether something is viable.

And I think one of the reasons that the department was so interested in really launching these rounds of training and challenges is that we really want the Workforce Innovation and Opportunity Act to be implemented, as Byron said, with innovation and not by looking at what WIOA is, what WIA was, and trying to implement the new law with as least amount of pain to your own organization as possible.

So I'm going to go through a few slides that will explain what human-centered design is, and then we have three people who participated in various human-centered, customer-centered design projects and challenges. And then we'll talk about the process for enrolling in our next round of challenges that will, as Dan said, end up with some of you going to the White House for a celebration.

So human-centered design is really a five-step process, and the first is to get inspired by the people you're serving, is to really listen and be empathetic. And we often, when we have a new program or project, jump immediately into brainstorming how to do something differently without spending enough time really thinking about the people we're serving because, when you do actually sit and listen to customers, you will start to identify some interesting and maybe surprising insights that might create a different approach for you to take in designing your program.

The third step is brainstorming new ways to serve your customers. Lots and lots of brainstorming. Then trying out your ideas and getting feedback from customers. As Dan said, prototype, prototype, prototype, which means sometimes you're going to fail, and failing is OK. And then testing out your projects with the customers themselves in order to decide what you're going to scale up.

Customer-centered design always starts with a how might we question. How assumes that solutions exist. In other words, it's not can we, should we, will we. It's how are we going to do it? We know we're going to do it. We just need to figure out how. The word "might" actually reduces commitment. So we're not saying how should we, how can we, how will we; we're just asking how might we?

We're just casting all sorts of ideas out there to try to figure out how we might do something differently. And "we" implies that we're doing something together. The human-centered design and innovation really is a team sport. It's not something that's done alone, and the more diverse group of people, the more creative the ideas will be.

So we start with empathy, and some of you have heard me tell this story 100 times. Bear with me, but there are really three ways that we can empathize with our customers. The first is to observe, not just to listen.

This first slide is a picture of an 85-year-old woman who had arthritis, and IDEO, the international design firm that really sort of branded this human-centered design process, although now it's being taught in a lot of different places around the country and around the world, IDEO asked this woman what her issues were in opening pill bottles. They were trying to design some new pill bottles, and she said, I don't have any problems. And they thought that was a little odd.

So they followed her around and saw that, when she came home, she took her pill bottles out of the bag, went over to a meat slicer that she had set up on her counter, and sliced the top off of the pill bottle, poured her pills into a baby food jar. So sometimes when you ask people what they need or they want or what their experience is, they're not always going to tell you what you actually need to know in order to design the right services or products for them.

The second is to really engage with people. We had one team in our last round who did a focus group with young people and discovered – of their own participants and discovered that one of their youth participants was actually homeless. They asked a question, and he said, well, that doesn't really apply to me because I'm homeless. They had been working with this young person for a considerable amount of time, and he had never told them. So really engaging more deeply with people instead of just asking them a couple surface questions is really important in empathy for customers.

And last, immerse yourself in the environment. We had a number of people in this last round who spent a lot of time sitting in their own lobbies in their American Job Centers to look at the experience of the customers who were coming through the door. So immersion is really important as well, and the class that is being taught that we'll talk – I'll talk about a little bit later really teaches you very specific skills in how to do all this. There are questionnaires. There are templates. There are questions. There are worksheets. So this is a very methodical process that the people going through the class actually learn.

I love this set of slides because it really speaks to me about Dan's exhortation that we really need to have an open mind. IDEO interviewed this young man, David, about his – the way he was looking for work, and he said that he just copied a friend's resume because he didn't know how to make one. And so my first reaction – I'm a workforce development professional – was to say, oh, wow. He just needs to get connected up with our resume writing classes. That's an easy fix for us.

And the insight as we went further into this project was that actually David didn't need a resume writing class at all. He didn't need to learn how to write a resume. He just needed a resume. And what if instead of connecting him to a resume writing class, we actually provided templates for youth because most young people who are in his situation have the same kinds of experiences in school and maybe in a part-time job. So this is a great example of human-centered design allowing us to sort of get rid of our own biases about our own programs and really look at our customers and what they need with a fresh eye.

Once you do empathy and gain insight into what your customers need, it's time to ideate. And many of our teams actually took the very broad how might we questions that we asked at the beginning of the challenge and learned how to tighten those questions up to be more specific for the populations that they were serving. And once you do that, like this one for example, how might we design rich and inspiring spaces for job seekers? So a more specific question than the ones that we posed and then teams did a lot and lot of brainstorming. And again, there are rules and ways to do brainstorming that these classes – this class that we'll talk about teaches you.

Once you've landed on a project or an idea or a design that you want to explore further, human-centered design teaches us to prototype. When things are rough, we see both potential and possibility, and when things are polished, we just end up seeing flaws. One of the things that I've been really fascinated with is in the implementation of WIOA when I've talked to people and said, "So have you engaged your partners? Have you talked to them yet?" often an agency will say, "Well, we want to get our own act together first."

What prototyping teaches us is that you need to work together right at the beginning when it's messy and complicated and no one really knows what they're doing because together you're going to see some possibilities in looking at how to design services for your customers that you wouldn't if you just stuck to your own agency. So prototyping often ends up in things not working, and that's fine. The idea is to fail early and often to get to the right result.

Here's an example of a prototyping storyboard. I love this. People used little toy soldiers and other action figures to really see themselves instead of teams competing against each other for employers to working together to work with the employer group.

And then testing. Testing can be as simple as this is a prototype for an app. Instead of actually programming the app, actually just taking a piece of paper and showing someone what the app would look like.

And as Dan said also, human-centered design is actually a very rigorous process. It's not just let's sit around and daydream. And one of our teams actually made a bunch of changes to how they provided the front-end services in their American Job Center, and then they timed and surveyed customers both before they tested their prototype and after they tested their prototype and discovered that, for example in this one, that although their customer satisfaction rates went way up because of the changes that they made, although the – the wait time didn't actually go up. So there's a lot of data collection in human-centered design to allow you to see what works and what doesn't work.

So this is what we're looking for. We're looking for services that are designed for employers and job seekers that better meet their needs. We're looking for better customer experience. It's not just customer satisfaction. It's really customer experience. That you're really thinking about new ways of doing business, along with your partners and your team, that it's a very collaborative process, and that there's capacity in the system for an ongoing process improvement. So as I said earlier, this is not best practices. This is how do I take what I've learned and apply it to our customers on an ongoing basis.

So the last round, as I said, we had 80 teams from across the country participate in our project, and 11 were selected to go to the White House. I would also say 100 percent of the people that we talked to who participated in this process said that the process of taking this class gave them – and doing the prototyping and testing gave them energy and a really renewed enthusiasm for the work that they were doing and new skills that they were going to continue to apply into the future.

So I'm going to stop talking, and I'm going to ask some of our practitioners to talk, D'Angelo Johnson from Colorado, Sondra from – Howell from Tennessee, and Erick Serrato from here in California, and we will start with D'Angelo. So I'm going to turn this over to you, D'Angelo.

D'ANGELO JOHNSON: Hello, everyone. This is D'Angelo Johnson. I'm calling from the Arapahoe Douglas Works Workforce Center here in Colorado. The Arapahoe Douglas Works Workforce Center serves the needs of Arapahoe and Douglas Counties, which together these make up the southeastern portion of Colorado Denver, Aurora metro area.

I want to start talking about – a little bit about who our partners were and why the partners were important. Our partners included Wagner-Peyser, Employment First, TANF, food stamps, child enforcement, voc rehab, and workforce development board members, including youth subcommittee members.

I mean, it was important to include these entities in our customer-centered design process because having all these different entities at the table allowed for us to have diversity, a diverse set of eyes and creativity. It also allowed us to encompass wrap-around service deliver model for our young adult customers while also meeting the needs of our local business and industry.

Also partnering programs were providing referrals to the young adult program, which allowed the opportunity for co-enrollments. This ensured the needs of our young adults, making sure these needs were met through wrap-around service delivery models. Having these partners at the table again worked to ensure that there were no silos and that there was no wrong door. So individuals were able to come in no matter what program they accessed at – here at Arapahoe Douglas Works.

And then moving on to the next slide, some of our a-ha moments, during this customer-centered design challenge we learned a lot from interviewing young adults and immersing ourselves in their world.

One of the main things we learned is that the young adults did not want to be referred to as youth. So before we rebranded our young adult programming, it was first called Youth in the Works, and young adults made it clear that they prefer to be addressed or referred to as young adults. We also learned that young adults were not aware of workforce centers. They weren't aware of what took place at a workforce center, and they only saw it as a government agency.

Because of that, young adults saw workforce centers or thought of them as having a stigma attached to it, just like other government entities. Therefore, young adults were not inclined to seek out a workforce center because of the stigma attached and because of the lack of information and knowledge that they had about local workforce centers.

We also found and we also learned from our young adults through focus groups that these young adults were – they're more impacted by the quality and the consistency of relationships that are fostered here at the workforce centers. As opposed to just having fancy equipment and fancy sounding programming, young adults were looking for some consistent and quality relationships to be fostered.

So this feedback from our young adults helped to ensure that our rebranding resonated with the young adult population, and it also reflected their needs and their ideas. This feedback also helped us to understand how we should approach and adjust our own outreach strategies in order to reach the out-of-school young adults that we were trying to reach out to.

Going into the next slide, in looking at how we incorporated using customer-centered design, using this methodology allowed our team to conduct focus groups with not only young adults but also with the parents and the community partnering organizations in our region so that we can obtain critical feedback regarding our new branding, including the colors, the logo.

We got critical feedback in terms of our programming and our outreach strategies. This allowed our team to be innovative by helping us to focus in on the feedback from our young adult participants and incorporating that feedback into a more creative and relevant programming, again, such as the rebranding of our program which went from Youth in the Works with the tagline growing the youth of today for tomorrow's workforce.

That was changed to what's currently our brand, Future You with the tagline your path, your potential. This came directly from our young adult participants when it was time for us to look at our rebranding. So we were really proud to be able to incorporate that directly into our new design.

We also looked at developing a leadership academy with a shark tank style competition component attached where young adults would have the opportunity to showcase their talents in front of local businesses and also be connected to work-based learning opportunities in the community, which does align with the new WIOA law. We found that the young adults were very responsive to this.

They helped us shape this new programming and this new idea, and they really, really helped bring to life our young adult programming here at Arapahoe Douglas Works. The competitors will be 12 young adults who will complete a leadership academy, which we're still outlining the framework of that, and the young adults will be out of school and be between the ages of 18 and 25.

I would also like to point out through the customer-centered design methodology, our original design challenge question – just to show how this process really can help you shape your thoughts and ideas, our original design challenge question was, how might we drive opportunity for young people to realize and own their workforce potential? We quickly realized after meeting weekly for several hours each week, we quickly learned that we needed to revise our design challenge question, which is what we have now, which is, how might we drive and increase out-of-school youth to see the value in accessing Arapahoe Douglas Works programming and resources?

This is much more reflective of what our young adults are seeking and are in need of. And with our outcomes in the past six months since the implementation of the customer-centered design methodology, the Future You young adult program has served 388 WIA – WIOA participants, of which 283 are out-of-school youth. And this is an increase of 73 more out-of-school youth as compared to the same timeframe last year.

And in addition to that, in the past six months we have place 105 young adults in employment at an average wage of $10.40 per hour and have facilitated six targeted industry career academies. So we're finding that this customer-centered design methodology has really helped us to hone in and tap into the essence of what our young adults are looking for and what their needs are. And it's also allowed us to foster stronger and more partnerships with our local community. Thank you.

MS. HAMILTON: So much, D'Angelo. Really appreciate it.

MR. JOHNSON: Thank you.

MS. HAMILTON: Now, we're going to go to Sondra Howell in Memphis Tennessee.

SONDRA HOWELL: Hello. I'm with Memphis Bioworks Foundation. Bioworks is a non-profit organization that focuses on a number of things. As the workforce development director, our primary focus is helping individuals identify careers that are of interest to them and that are viable with higher wages in the life science industry. And when we do that, we're very fortunate to be able to work with a number of organizations.

And so our Delta Force team, which I have to say with respect to the person on our team who came up with it, means that we're really effecting change, and that's why we all came together. Our team consists of eight agencies, and interestingly enough, they were formed in (irregard ?) of our titles, our entities, but more so out of the passion for our customers. Bioworks is not one of the WIBs. We do partner with the WIOA agency here locally, which is the Workforce Investment Network, and Kevin Woods, the director there, co-chaired this committee with me.

But we're very unique or interesting, happy to be part of a coalition of organizations that have a tremendous commitment to our customers. Unfortunately, we tend to always talk about that around a specific grant opportunity. When that opportunity comes up, that's when that conversation becomes probably the most lively.

However, we always have that passion, and so when we heard about the challenge and I sat in on the webinar, I immediately called Kevin at the Workforce Investment Network and said, we got to do this. This is the opportunity that we have been looking for to bring all of our partners together and really talk about how do we do our work and how do we do it even better with the interest of our customers at the center rather than kind of guessing and choosing.

And so, as you can see, our partnership consists of agencies from training institutions to other non-profit organizations that help us do data, engage employers, to the Goodwill center that actually sees various populations, and they also started the Excel Center here locally for young people who don't have their high school diploma or GED and wishing to get that. So we just kind of put a call out to all of our partners and said, hey, this is a great opportunity. Are you interested?

And one of the most incredible things was how many people came back and said, yes, let's do this, even though there was no funding attached to it at all and it was a huge commitment of time, which we shared with them on the front end. And we also all agreed that whatever came out of this, whatever the prototypes were, we were committed to using our existing resources to the extent possible to make our prototype live and active because we really wanted to make sure what we were creating affected and impacted our customers positively.

So the challenge question that was presented, we didn't need to make any edits to it because it was perfect. How do we improve the customer experience and outcomes for our shared One-Stop customer, regardless of the title of our organization or the title of those of us who were at the table but really removing all of that, forgetting about agency guidelines, and being able to think innovatively and without any time or funding restrictions attached to our thought processes to really get at what our customers want and need and how can we collectively share that and bring that to the table?

So for us our research methods were very eye-opening, if you will. We engaged in a number of methods, including surveys. We did kind of a secret shopper of each other's agency models, and we also did immersions. And a lot of these actually kind of end up kind of formulating together into one experience.

And so a number of our team members and our staff, because a lot of us are known at our individual partner agencies. So we had our staff members go out as well and just kind of immerge into the happenings at each of our agencies without announcement as customers. And if there's one thing that I can say really changed all of our perspectives is what we heard from our customers.

As service providers we always think we know our business well, and we do because we all achieve our individual metrics according to whatever funding source or program that we're responsible for. However, I think we get – what we found is that we get so comfortable in that that we forget to go back and ask the customers, yeah. We reached our numbers, but did we really help you?

Did we really affect change and get you to where you want to be? And are we looking at this through the right lens? And what we found out is I don't know. Sort of no. We have some of it that we know, but they enlightened us so much and just kind of renewed our energy and our interest in the work that we do to the point that one of our partners who went to a couple of social service agencies as a customer, and while she was waiting to be seen, she engaged just casual conversation with people who were waiting, other customers. And she literally was brought to tears by what she heard from the customers.

And even though these individuals were waiting for help at an agency where they were really probably at their last whit's end and needed some immediate emergency help, they were so concerned about getting information not only for themselves but for their neighbors and for their community because everyone needed so much information and it was so difficult for people to get the right information from the right resources at the right times.

And so this individual she spoke with kind of had formed an informal communications network within their neighborhood where whoever went to an agency and got the right information, they would come back and share it with other people. And their situations were probably a lot of us haven't experienced them or at least not while we've been in our professional careers.

We're so dire straight, but yet they put the interest or the commitment or the needs of their neighbors right alongside theirs, which was really moving for us and just kind of made us say, hey, it's not just about meeting numbers. We've really got to make sure we're doing this thing right because people's lives are in our hands, for the most part, even though we're not medical physicians or anything of the sort.

And one of the surveys that we received back from a customer said – it put in quotes that we were the gatekeepers. They saw agencies such as ours as the gatekeepers of information, and sometimes it's really hard to get past the gatekeeper in order to get involved in the activities and get the resources that they really need.

And so again as gatekeepers we realized that we have to make sure that we're doing this thing right, and this design competition really helped push us to think beyond what our immediate organizational commitments or needs are and really take the interests of our customers at hand to make sure that we have the right processes in place, we have the right people at the front desk, we're saying the right things, and we're moving in the right direction on their behalf.

So again, our a-ha moments came really during our customer immersions. We've been so committed to the process that our Delta Force team has decided to move on as – and we're still in the process. We justified it to stop meeting every week because it is a tremendous time commitment. However, we're going to have set meetings every month starting in April, and our first priority is to decide who we are and how do we continue to move this mission forward and to make sure that these customer-centered strategies are in place working collectively on behalf of our community. And we cover collectively a broad range.

Between Memphis and Shelby County, we also have Northern Mississippi that we target collectively as well as parts of Arkansas. So we touch – these eight agencies touch a number of people on a daily basis. And so we hold a lot of information as the gatekeeper, and we have to make sure that we're getting it to them in the most effective way possible.

We know that people are looking for help, and so as Delta Force we're figuring out now, are we a network? Are we an advisory council? What is it that we want to be without getting caught up in too many titles but still being able to be committed to this process and making sure that we're constantly evaluating systems and processes in the best interest, again, of our customers? The time is extensive. However, we're all committed to it. We're not putting a head to the committee or anything of that sort. We're just making sure that we're meeting and that we're collectively moving things forward, and we're very happy to be able to do that.

Our prototypes that we are implementing, we've all – from our design challenge. All the agencies have agreed to bring their current resources to the table to make it happen. So we are just about toward the end of designing a database system where that creates a one-stop door – a no-wrong door – I'm sorry – and a one-stop place for people to come in to get information regarding all eight of these agencies.

So all of our information on various programs will be uploaded into that system and accessible by all of our partners who are at the table, as well as, which I think is the most important piece, is a customer essential skills training for our customers. And so we're hoping that all of that goes online within the next quarter.

MS. HAMILTON: Thank you so much, Sondra. Sondra and D'Angelo both were parts of winning teams that came to the White House. D'Angelo's team, in fact, not only came with their partners, but they brought one of the young people in one of their programs who participated with them.

And Sondra, as she said, got inspired last year to pull together organizations. And this process is really one that we hope that there are going to be lots of different organizations around the country who are going to take on these challenges in the next round, and a team lead can be anyone. It can be someone from a non-profit, from a WIB, from the discretionary grants that we give out with DOL funding, from TANF agencies. Anyone we really hope can take the kind of leadership that Sondra took.

We're going to move now to Erick Serrato. Erick has been with us from the beginning out here in California. We worked with IDEO several years ago, and understanding and learning about customer-centered design and human-centered design. And he's been implementing these principles into his WIB for the last couple of years. So we're going to hear from Erick on how this project can actually turn into a practice for the long haul and the way that you can approach service design. Erick?

ERICK SERRATO: Hi, everybody. So what I thought I could add to the conversation is just a little bit of discussion about how we've implemented it in practicality and the work we've been doing to try to integrate it into sort of our everyday working life. And I will start with this slide here on discovering, which we also call uncovering. And there's something to know about human-centered or customer-centered design is it really is a programmatic framework and a template that you can adjust and evolve and manipulate to get what you really need to get for your customers.

A few months ago we did a focus group focused on our youth programs. We wanted to introduce some new ways of doing business, and so we brought a group together for the discovery phase. And what you've got on this slide, on the left is one of the pieces of information that we gathered from our youth. So on the left side you've got a string of years 2017 to 2023, every couple years. It goes by increment. And then there's a list that says my job and then it says hourly wage.

And we had the youth fill it in, and so this is what Cameron shared with us. And if you look at what he shared, you'll see that over the years he gave us a steady indication of where he was going to be in his career. He was going to work at Game Stop and then he was going to work as an insurance agent and then he was going to be a game developer, which was great.

But if you look at the other column, you'll see that over all of that expansion in his career, he didn't expect to make much more than he was making before. So that's one of those a-ha moments that you can get from that, which begins to tell us that we're doing a good job of encouraging our customers, our young customers to think about their future, but they really have a disconnect with what they could be earning, what they should be earning.

The sheet next to it is another example of what we did in that focus group, and you've got this quadrant. And you've got – up top you've got trust, fight, laugh, and then take advice from. And what we did in this exercise is we asked our young people to tell us either an other, a family, or friend in each category, who they trusted the most, who they fought with the most, who they laughed with the most, and who they took advice from.

And so what this exercise begins to give us a sense of is who we should include in that young person's network. We've been doing a lot of thinking about how we bring the village to play to scaffold their success, and this begins to prompt other questions about who we should be including, who's the best advocate for that person and is really going to lead to some interesting steps in our design process.

Can I get help with the next slide, moving that? In this next example we did a little bit more of the same and got some really interesting information. So if you look at this grid, we posed the same questions to these five individuals. One we're calling Sam's life challenge. The other is 60 pounds, and the other is $500. And we asked them – for Sam's life challenge we said, Sam is a single dad with a daughter. He graduated high school but just barely. His mom helps out when she can. How long will it take Sam to be doing well at Long Beach City College and have a good job, which we said was about $16 an hour?

And look at the way the people responded. So we know that this only takes six months. We've got programs right now that will get someone connected to City College and in a job in a number of sectors at $15 to $17 an hour. But if you look at across the board, except for Edgar you'll see who already knew about the program, everyone is thinking it takes much longer to do than what the reality is.

We did the same thing with 60 pounds. We said, someone wants to lose 60 pounds the healthy way. How long will it take? And then lastly we said, we're going to give you $500 to spend on, quote, unquote, "getting ahead." What will you spend it on? And it gives you an indication again of how these young people would begin to invest in themselves. This is particularly important because we were thinking about some sort of incentive program where we would give youth a lot of autonomy in how to use their resources. Well, maybe that's a good idea for someone who's 26 or 24. Not so much for someone who's 18 and thinking about art supplies.

So these are just examples from our focus grouping on the kinds of information that you can glean from that, and I love focus groups. I can do focus groups all day long, but there's a lot of other ways to get really good information. A lot of us have a lot of that data already in our systems.

So we did this in two different ways I want to give you examples about. One was about training, and one was about a process. So we took a training program that we – that had been doing well, but we'd had a high number of dropouts. We looked at that training program. We saw that most people dropped out of that program around the third week.

And so that led to a whole series of conversations about, well, what's happening between week two or three? We discovered that there were three shifts. There was a shift in the instructor, there was a shift from didactic to clinical training, and there was a shift in their environment; right? So that data that we already had in our system gave way to a whole new set of discovery questions.

We had the same sort of a-ha moment when we looked at the data around our old orientation process. We have a system much like many of you do where a different case manager goes and gives an orientation on different days, and then they enroll customers from that area. Well, we found that one of them was enrolling about 15 percent of everyone that they presented in front of, and her sister case manager was enrolling 35 percent of the people that they stood in front.

But the a-ha moment came at the end when we discovered that, although they were enrolling and had different size caseloads, at the end of the day they were placing the same amount of people. So that was a discovery around possibly some bias that we have in the way that we're delivering that information. We want to get at the real kind of core intent of each of those individuals and then examine it for inefficiency. So that's all to say that focus groups are an incredible way to connect, but don't neglect the data that you've already got in your system.

Ideation and prototyping, ideate is sort of my favorite phase that can be a phase – a favorite phase, and it's because it's a real opportunity to take the lessons learned and really embed it in the organizational culture. So what we've got here are pictures of sort of signs on the doors on the managers of our youth programs.

And sure, it's just a sign, but it's a way to really embed that thinking. So Karla is our youth employment coordinator, and the sign on her door doesn't just say her name or her title but it says, "How might we recruit a big, diverse, and eager group of employers for youth?" Julia, she manages our programs overall. So it says, "How might we serve more youth with the resources that we have?"

So again, it's just a sign, but it's also much more. It's really framing these individuals' roles to see themselves not just as deliverers or managers of services but really as problem solvers, as really part of the organization that's always thinking differently. And it's important to see things that way because, if you look at your management staff or your team as just service delivery folks, they're going to deliver the same service. If you reframe their role as a problem solver, that role will always evolve because the problems are always shifting.

The other thing that I wanted to share about ideate, prototyping is really around inclusion. So one of the biggest sort of learning points for us was that you should include everyone that a customer touches, and some of our most valuable information has come from our security guards. So they are individuals who see folks come in. They deal firsthand with the pain points in the process, and they are resolving a lot of problems that we have no idea about.

So having them in the room has been incredible, and just one example. They were able to tell us about our homeless and transient youth who were coming in and were frustrated because there was no safe place to put their duffle bags or their suitcases. We would have never known that information from a case manager, and so it was really great to hear that perspective. So please do not just sort of relegate this to your top level management. It's really important to get everyone involved.

And this last example here is really about some of the interesting ways that these processes can manifest themselves. So you've heard a lot of discussion about different processes, different systems, even some organizational shift. Well, we've done that, but we found it to be a really great tool for the development of messaging and communication. So what we have here is a bus tail campaign.

Many of us are trying to crack the nut on how to communicate around our youth programs, particularly subsidized employment, and before we used to have pictures of a teenager sort of jumping up in a cap and gown, some of these sort of lost year kind of messages. But then we talked to an actual young person and their employer and just distilled it down to sort of the key pieces of information, which are you need the help. He wants the job. We pay the wages. We had had a staff member sort of get another job, transition out.

So we had some money that we were able to instead invest in this ad campaign, and the response rate on this has been phenomenal. We've seen more than double the number of businesses communicate with us simply because of this ad, and we've been able to let that go further downstream and simplify our processes and the way that we communicate with all of our youth.

So just in a snapshot just again, just let it sort of seep into all of the corners of your organization. Sort of ruminate in the idea and the prototyping phase so it's something that staff does each and every day and that they're detective switch is always on.

And look far and wide for the sources of discovery information, not just focus groups, which are great, but all of the data that you already have in your system. Thank you very much.

MS. HAMILTON: Thank you so much, Erick. Really appreciate it. Erick has done some amazing work in the city of Long Beach and with Pacific Gateway.

The last person we wanted to have talk was Robin Purdy with the California Workforce Investment Board, and unfortunately she was called away at the last minute. So I'm just going to say for a minute, for those of you on the phone who represent state agencies, sometimes you wonder kind of how are we going to get involved in this? Our customers are our workforce boards, or our customers are our staff who are out in the field. And how do we play in this game?

And what California has done is really recognized how important it is that the state really invest in customer-centered design and really sort of ensuring that there's innovation in the Innovation Act. And so they have recently made a decision to support the teams that were in the last round of the challenges, and they're going to be granting up to $330,000 in WIOA implementation funds to take the prototypes and tests that each team came up with and actually give them some resources.

One team, for example, had a technology prototype that they wanted to test, and they'll be able to actually have some money to be able to do that. So each team will get some money to test and refine the prototypes. And then for this round, the round that we're talking about right now, California's going to grant around $250,000 to support the teams who want to participate in round two.

So my suggestion to all of you who are from states who are listening in is to think about the WIOA resources that you have right now for transition and to really invest in the capacity of your local workforce boards to do this work because it is a time commitment. The staff have said to us that this process takes about four hours a week for seven weeks, and that means a combination of reading, looking at videos, doing the work that's online that we'll talk about in a minute but also meeting with – more importantly, meeting with your other partners and actually doing the work, things like Sondra mentioned, going out and doing mystery – secret shopping or Erick talking about the data or D'Angelo talking about the kinds of interviews that they had with their young people. So this is a way a state can invest and participate in this process as well, as well as obviously participating directly in learning the human-centered design methodology for your own work as well.

So let me talk for a minute about what's going to happen. The launch is this webinar. So you are now – those of you who are watching, participating in the launch of our round two. And then second, we're going to have a class that we'll talk a little bit later about how to register. A class will be offered starting April 26th, and it will go for seven weeks. Then we'll give you some time, five or six weeks to experiment and prototype, and then in mid-August we are hoping to – well, we will have a learning exchange and celebration.

We're hoping to bring many teams back to the White House. And then last what we're asking all of the people who've participated in this set of challenges and particularly the White House winners is that they become peer mentors so that we'll start to build the sort of capacity and muscle to do this work around the country. And you can talk to each other about how this project has gone and how we can do it even better.

So we've got some design challenges that we are going to issue, and as we said earlier, these might get refined slightly, given the work that you do with your teams. But these are the first three challenges that we issued in the first round, and we're going to keep those up there and keep them as part of one of the options that you can tackle.

We think they're very important in proving the shared – the customer experience for our shared One-Stop customers. Remember we have a whole bunch of new customers that are coming into our One-Stops. How might we put employers, as Byron was saying earlier, in the center of our sector strategy and career pathway work?

And then how can we design services and programs for out-of-school youth that will engage them and produce great outcomes? This is really where any of our partner programs can be tackled, a particular subset. For example, you could improve the customer experience and outcomes for TANF customers, for SNAP customers, for older workers. There are many ways to tailor these questions to suit the needs that you have in your community.

And we've asked – we've now added three new challenges. So a team going through in this next round can pick any one of these six, and these particular challenges are very important to the administration and to our – the secretary of Labor and the secretary of Education and obviously, part of the WIOA implementation. So one is how might we help formerly incarcerated individuals obtain employment and education, develop healthy relationships, make positive decisions?

You might choose to pick one of those or all of them. How might we design services that are physically and programmatically accessible to individuals with disabilities? And how might we improve the customer experience for English language learners, including professionals with degrees and credentials in their native countries, across partner programs?

And in all of these, as every person on our webinar so far has said, your team needs to be made up of a diverse group of people that are appropriate for that challenge. So if you're doing a challenge with youth, you want to include youth. You want to include youth providers. You want to include people in the community who are actively involved in the career development activities for young people.

If you're going to do a project around individuals with disabilities, you want to make sure that you have included people who operate the One-Stops, people who operate the service provision out in community non-profits, and of course people who already work with individuals with disabilities. So your teams need to be a good mix of all of those different kinds of partnerships.

So your teams are something that you're going to put together and obviously people who have a little bit of passion for this topic. And then your team will take a seven-week course. The seven-week course is taught by Acumen and IDEO, and you will go through very methodically seven weeks of learning each phase of – or stage of human-centered design. You will have tools. You will have worksheets. You'll have examples of how to do this work, and then you will go off and get hands-on experience in prototyping your ideas.

So along the way you're going to have a lot of help. We're not going to just send you out and say, take this class and good luck. But you will really be given the opportunity to work with a number of different people, and so I'm going to have Helen Parker and Caitlin Docker talk for a few minutes about the support that our teams will give you along the way.

So I'll start with Helen Parker, a colleague of ours and now with Maher & Maher.

HELEN PARKER: Thanks, Virginia. The CCD team for Maher & Maher worked with the Department of Labor and the partner agencies to conduct round one of the customer-centered design challenge, and we're really looking forward to working with teams in round two. We'll be helping Code for America in facilitating, putting things together with subject matter experts in the process of the customer-centered design challenge.

So we'll be with your teams every step of the way on your bi-weekly calls that Caitlin will say something about but also, perhaps most importantly, coaching. Every team will have a coach from Maher & Maher who will touch base with you on a very regular basis, at least weekly, if not more frequently, will participate with you in activities, who will be there for you if you hit a snag or you have a question.

You will have our contact information so that we want to be with you through the process, connect you with the right people, if you need that, just to make sure that you have the support that you need all the way through not just the seven-week course but beyond to make sure that the process is meaningful and you get the results that you want to get. We're looking forward to working with you.

MS. HAMILTON: Thank you. And we're really, really delighted that Code for America, a non-profit that many of you have probably heard about – and, Caitlin, maybe you could say just a word or two about your mission. Code for America has joined up with us to help make this project even more robust and help you go deeper. Caitlin?

CAITLIN DOCKER: Great. Thanks, Virginia. Hello, everyone. We are very excited to be involved and help you with your human-centered design course this spring. For those of you who are not familiar with Code for America, we're a non-profit, and we're dedicated to making government services easy, effective, and simple to use.

We're empowering government to employ practices like human-centered design and data-driven decision making to really help redesign core government services like the workforce system. So throughout the course I will be here to help support you and your project. I'm actually taking the Acumen IDEO course right now. So I know how helpful it can be to have a dedicated community and time with each other.

We'll be hosting bi-weekly calls organized by your specific challenges so you have an opportunity to learn directly from your peers, share your ideas, talk through any challenges, and get additional expertise from Maher & Maher. Throughout the course we'll also be establishing a flack (ph) channel. Think about it as a Google chat or AOL instant messaging. So you can post updates or ask questions on a rolling basis. We're really here to support you and make this process as easy as possible, and along the way we'll be documenting your stories and projects so you have something great to take back to your organizations.

MS. HAMILTON: Thank you, Caitlin, so much. And then, as I said, the winners of the round one challenges will also be available to be peer mentors. And I noticed one of the questions that came in was, "Could we get a list of all the 80 teams who participated in our round one?" I think we can do that. We will have a – there is a page on what is now Workforce3One, soon to be Workforce GPS, which is DOL's website.

And we do have a page on customer-centered design where we're going to be adding a link to this webinar, today's presentation, which, as Brian said, you can also download from the screen right now, and any questions that you have that we're not able to get to today, as well as the names of – certainly of the winning teams. And not all of the 80 teams that started finished the course. As I said, it takes time and energy, and there were lots of different circumstances that came up. But many did. So we'll see how we can get that information out to you.

Let's see. So registration is going to open soon. It's going to open on April 4th, and we will e-mail everybody who was on this webinar information about how to sign up as a team. We will also make that available on our website so that – for people who did not attend this webinar or are listening to it later, you'll be able to get information.

But the registration will open soon, and that registration will collect some information about who you are, what your team is, what challenge you are planning on using. And if someone said – someone asked a question, "We're thinking about using – doing two teams." Absolutely. In fact, Tulare County in California in round one had three teams, one for each of the challenges. So it's definitely possible.

So what do you want to do next? You need to build your design team. You want to figure out which challenge you want to focus on and then engage a diverse group of people from various different organizations and think about those including your customers. Think about including WIB members. We had a lot of WIB members in the first round who really found this to be a fabulous way of really much more deeply understanding the work of the WIB and of the American Job Centers and of the service providers. So really thinking about all different kinds of stakeholders and partners who you can join with you.

And then we really need to – the big takeaway here is that you really need to think about scheduling now a weekly meeting for starting April 26th for the next seven weeks so that – we found in round one that a lot of time was not lost but invested early on in just trying to get people's schedules organized. If you can do all that ahead of time, you're going to be way ahead of the game in terms of participating in this project.

So we're going to ask a couple of questions for you. How familiar are you with human-centered design we already asked. What types of agencies do you – and these are the responses you might want to – some of you may not have participated in this. We have many, many more people on this webinar than we did when we were first polling. So if you want to add in there a little bit, I see some people adding some information. We'll wait for a few more minutes for that.

MR. KEATING: Yeah. And many of you have already voted, as Virginia said. So if you haven't already done so, go ahead and click the radio button on your screen to vote now. It looks like folks are changing their vote or voting, if they hadn't already. So give you a few more seconds for that. We've got an open question where we'll have you type in your answers, and then one more of these multiple choice polls. All right. Back to you, Virginia.

MS. HAMILTON: I think let's go on to the next question. Thank you. The next polling question. So we really want to know – and many of you did it when you first signed on – just what type of agency do you represent. So not necessarily the name, but are you a member of a WIB? Do you work for a state agency that does rehab? Are you with educational institution? Are you with a non-profit, community-based organization? Just start typing in state agencies. Yup. You got the idea. I can see it. This is a sharp crowd. Wow. This is great. This will really help us sort of think through how to best design our capacity building and the coaching that we're going to be doing.

Great. We'll wait for a few more minutes. It's going fast and furious. We have several hundred people typing all at once. Wonderful. So we've got a lot of real diverse agencies and organizations. Fantastic. Well, why don't you – it looks like people are slowing down a little bit here. And again, this will not be your last time to tell us what agency you represent because, when you sign up as a team, we'll get all that information from you.

Let's go to the last question, Brian, in our poll, which is just, off the top of your head right now, given what you've learned, do you think you're going to form a team for the challenge? Several of you have said no. We actually thought about do we really tell them that it's a lot of work? I think the first time through we – none of us really knew how much time this effort was going to take, and so we didn't say anything about it because we didn't know.

And there were a number of people who said, if I'd known how much time and energy this was going to take, I might not have signed up originally, but the truth of the matter is that once I started the class, I got completely hooked. And we're really, really glad that we went ahead with it, even though it did take a lot of time. And I know a lot of you are going to have to go back and talk to your managers or your partners and coworkers to try to figure out whether this is something you can do.

Really I would just say again, I mean, I'm obsessed with human-centered design as a solution for government services, but I think that it would be good for you to talk to your peers. Again, we will try to make information available about other people who have taken – who participated in round on.

You can talk to them directly, or you can certainly ask us if you want to get connected up with someone who was part of one of the challenges before. We're happy to do that. We do have a e-mail address which we'll have on another slide, which is ccd@mahernet.com. We'll have it up in a few minutes, but if you have a question or you want to find out anything more about what happened in the first round, we're happy to make that happen for you.

And we have one more question, Brian?

MR. KEATING: I think that's the last one.

MS. HAMILTON: All right. Great. Well, I'm going to – we're going to move to questions. What challenge would you like to address? I think we'll leave that for now, unless you already have a slide for that.

MR. KEATING: We can bring up another window to let people type that in. So hang on. Let me bring that up real quick.

MS. HAMILTON: All right. Why don't you do that, and I'm going to look through some of your questions and comments. I'm not going to answer any of the questions that were specific to one of the presenters about their program or their services. But we will certainly make sure that those questions get addressed by the people who spoke, and we'll put them on a frequently asked questions or a Q&A document on our website so that all of your questions will get answered.

So what are your suggestions regarding concerns about – that's a program question. We addressed where can we obtain a list of all 80 teams. We'll try to make that available for you.

There was a suggestion from someone saying, "I would like to suggest that folks take the prototyping course, if possible, as this is very helpful in learning more about how to prototype." In addition to having this particular class, the seven-week class on human-centered design, sort of the basics, IDEO and Acumen also have other courses. One of them is a deeper dive into prototyping.

"Is funding available for this training?" This training is free. So anyone can take it, and really all it costs is the time and energy that is involved in taking the class.

Are there other questions that people would like to ask at this time? I know there's a weird silence here, but if there are any questions, please type them in.

If there – "Can you take the class if there are just two of you?" I would try to get a few more people involved. I think what we've learned is that ideation is best done when there's a lot of people or more people in the room because the more ideas there are, the better. I wouldn't let it stop you. I'd go ahead and take the class if there's just two of you because this is a set of fundamental skills that you can use.

We have, "Can you take the class without a team?" Well, you can, but I would suggest hooking up with someone else. I mean, it may even be possible if there's no one else in your organization, that there might be someone else in your community. And again, if you want to write us an e-mail at the ccd@mahernet.com e-mail address, we might be able to hook you up with someone else in a nearby community, if you want to participate with them.

Let me see. What other questions are coming in here? Yeah. Here's a question. "Can you help us with matching individuals who'd like to take the class?" I would say go ahead and send us an e-mail with your interest and your location and maybe the challenge that you're interested in focusing on, and you can see whether you can create some kind of a virtual team.

"Would there be a bulletin board of interested individuals and agencies to help form teams in a local area?" I'm not sure how we could do that, but we'll think about it.

"Do you receive a credential for completing the class?" You do get a certificate of completion for the class, which you can then use on your resume and with other – in other ways to talk about your skills.

"How can HCD impact job readiness requirements and conventional wisdom?" I'd say the beauty of the customer-centered design or human-centered design process is that you can really use it to tackle anything. And human-centered design is always questioning conventional wisdom. As Sondra said, we think that we do a really good job, and sometimes we're just – we do but we could do it better. And human-centered design is really as much of a mind – a mental model shift as it is a set of specific activities in really looking at all of the work that you're doing in a new way and with fresh eyes.

Let's see. "Is there more information about the class to share with possible team members?" Yes. If you go online to – if you just Google "IDEO" and "Acumen," you will be able to go to the class page itself and read about it. Oh, this is one thing I will say. The class at – that's online, the IDEO Acumen class is open to everybody in the world. It's a MOOC. It's a large class that is available to anybody, and so during the last round there were thousands of people all around the world who were taking the class. They were doing – they weren't just doing workforce development.

They were inventing new ways of carrying water in Egypt and solving very specific issues in countries all over the world. We have – with the help of Acumen, we're going to create both a way to register for the class that will be a one-time registration so that we urge you to wait for the registration website to be up rather than going directly to their website to register.

If you go directly to their website and register, you will not be counted as a team for the purposes of the selection to go to the White House, if that's something you're interested in. And just for DOL to know who's taking the class and who the teams are, we would really urge you to register through our website because we will then give the data directly to Acumen without having you to register twice.

"How long is each session?" The class itself is not synchronous. It's asynchronous. So in other words, you can take the class whenever you want. And in fact, many teams said that they ended up actually taking the class, reading the materials, watching the videos, and so on at home, at night, and then the bulk of the work that you do is actually with your team members in applying what you've just learned online by doing a focus group, interviewing people, doing your brainstorming, whatever that might be. So the class itself is maybe an hour a week, and then the rest of the work is really the work of the team together.

"Is there any way to see who's on the call so we could connect with local, statewide, and presenters from today?" I don't know. We'll have to ask about that and see whether we can make that happen. And again, if we can't do it that way, just send us an e-mail, and we'll try to see what we can do to help you in your community.

Someone else asked, "How will the $250,000 implementation funds in California be used to support round two teams?" My understanding is that California is actually going to reimburse teams who want to participate for their time. So in other words, if a team is spending five hours a week for seven weeks and then X number of hours for their prototyping and testing phase, the state will actually give the team compensation for the staff time being spent.

You can also download – as someone points out here, you can also download the HCD toolkit for free at IDEO's website or order the hardcopy book for about $30 on Amazon. But I would really, strongly urge you to not just read about human-centered design but actually participate in the class. I think it makes all the difference in the world.

All right. "Do you know if Georgia State is implementing like California is?" I don't know. I would urge every state in the country to put aside some of their WIOA transition money for supporting human-centered design, but that's just me. I'm not the queen of the world.

And again, "Is Texas a participatory state?" That's going to be up to the states. No one – this is the first time we've talked about round two is today at this – during this webinar, and we'll have to wait and see who's going to participate. We urge as many people as possible. We really think this is very worthwhile, and at the end of the day, when we go out to look at our states and our local areas to see whether or not WIOA is being implemented successfully, this is one of the things that we're going to look at.

The Department of Labor and the Department of Education are very interested in really focusing in on what customers need and what their experiences are because, at the end of the day, if you can really create a positive experience for your customer, whether they're a job seeker or an employer, their customer satisfaction's going to go up and their outcomes are going to be better.

So I think we have down to our last 30 seconds here. One person has said – it's not a question but, "We're just very excited to take on this opportunity." And we're very, very excited to be able to launch round two with the support of the White House and the top leadership at the Department of Labor.

Brian, I'll turn it back to you.

MR. KEATING: All right. Sounds good. OK. Very good. And we want to encourage everyone to stay logged in so that we can go ahead and get your feedback before we close things out for today. So I want to thank everyone for participating. Anything anybody else needs to say to close out before we go to the feedback portion?

MS. HAMILTON: Yeah. I would also just say – this is Virginia again – that all of your questions that came in, we'll make sure that we answer all of them, and we'll put them on the Workforce3One/Workforce GPS website as soon as we can.

MR. KEATING: All right. Very good. Thanks, Virginia.

(END)