Study of the American Job Center Customer Experience

Literature Scan

December 2017

Authors:

Anne Chamberlain, Annelies Goger, Jessica Cadima, IMPAQ International
Matthew Darling, Andreana Kenrick, Jaclyn Lefkowitz, ideas42

LITERATURE SCAN:
CUSTOMER EXPERIENCE IN AMERICAN JOB CENTERS

The Department of Labor (DOL) has contracted with IMPAQ International and ideas42 ("the research team") to learn about the customer experience in American Job Centers (AJCs), and to identify ways to improve that experience. Developing an understanding about how job seeker and employer customers perceive their AJC experience, and then maximizing what makes a positive experience, should lead to improved outcomes in employment and other areas. As part of this exploratory study, the research team conducted a literature scan in fall 2015 on related key topics. The research team also sought data on customer experience from customers themselves, using Social Media Topic Modeling (SMTM).

The objective of this scan is to learn what has been reported recently on AJC customer experience, to see what is known from the emerging field of behavioral research and how those researchers are measuring customer experience, and to note promising AJC customer experience strategies. We accomplished these objectives by reviewing recent literature on customer experience in AJCs and in analogous systems, including a review of relevant behavioral science literature.

Overall, the research team found that, while there is some research literature addressing AJC customer *satisfaction* and the specific needs of some target AJC customer groups, little is known about AJC customer experiences more broadly. Moreover, AJC research that includes the customer perspective -- i.e., in which job-seekers and employers have an active voice, is very limited. The behavioral science literature can provide insights about how to conceptualize and measure customer experience in AJCs. However, the behavioral science field itself is still emerging, and has not been widely applied in government services settings. The research team reviewed the behavioral science literature, paying special attention to any related to analogous systems, such as human services and healthcare. The resulting summary includes key insights and major themes from this literature; however, the extent to which behavioral science findings and lessons can be transferred to the AJC setting remains to be investigated. By applying the behavioral theory and methods to the AJC context, the exploratory study that this scan is meant to inform has the potential to contribute significantly to our understanding of customer experience in AJCs, and how to improve that experience.

The SMTM yielded little information that is immediately applicable. While AJCs (and LWIBs and WIBs) themselves are visible in the social media arena, the trial data collection (or "scrape," in SMTM terms) did not find any AJC customer reviews or comments. This is explained fully at the conclusion of the summary of the literature scan. The research team has included some points for consideration of how SMTM might be used in future research.

Our summary presents an overview of key texts and themes, organized as follows: The first section describes our search methodology. The second section reviews behavioral research on customer experience, including customer perception, expectations, interpersonal interactions, trust, and cognitive and emotional states. The third section highlights literature on customer experience measurement. The fourth section focuses on recent evaluations of customer experience in AJCs and elsewhere. The fifth section summarizes some of the promising practices that the research team found in the literature and online, with a primary focus on the workforce system. Following the summary of findings from the literature scan, the annotated bibliography annotates each relevant source that we identified during the

scan. Each annotation contains a citation, an abstract, tags, and notes. The tags signal key topics or target populations identified as relevant to this study based on discussions with DOL. The tags enable the reader to skim the annotated bibliography and quickly identify sources that pertain to these key topics. The notes section in the annotated bibliography records the publication's methodology, its relevance to this study, and, if applicable, references to promising practices.

1. Methodology

To conduct the literature scan, the research team consulted with DOL and identified four major and related bodies of research that can offer meaningful insight to understanding customer experience:

1. Behavioral economics research on customer experience
2. Measurement of customer experience
3. Customer experiences at AJCs
4. Best practices in workforce services delivery

Next, the research team identified key concepts to search for within these bodies of literature and various search terms for operationalizing each concept (Exhibit 1). The team conducted searches by combining the concepts as appropriate within the relevant body of research and searching different combinations of terms on specific pages and search engines, such as Google, Google Scholar, DOL's publications database, and the workforce3one.org website. After the team identified sources, we conducted more refined searches using the most heavily cited and most recent literature as a guide for narrowing the search.

Exhibit 1: Key Concepts and Search Terms

Concept	Search terms
American Job Centers	"American Job Center"; "AJC"; "Job Center"; "One-Stop"; "Career Center"; "Workforce center"; "CareerLink"; "One-Stop"; "Job Source Center"; "Employment center"; "Career Solutions Center"; "JobLink"; "Workforce Connection"; "Workforce Development Center"; "Job Service"; "CareerSource Center"
Workforce policy/programs	"WIA"; "WIOA"; "Workforce Investment Act"; "Workforce Innovation and Opportunity Act"; "Workforce Investment Board"; "Wagner-Peyser"; "Employment services"
Target groups	"Women"; "Veterans"; "Youth"; "Young adults"; "Dislocated workers"; "Disability"; "Equal opportunity"
Partner programs	"TANF"; "Temporary Assistance for Needy Families"; "welfare"; "welfare-to-work"; "SNAP"; "SNAP employment and training"; "Supplemental Nutrition Assistance Program"; "Vocational Rehabilitation"; "Disability Employment Initiative"; "Adult Education"; "Human Services"; "Medicaid"; "Health systems"; "eligibility systems"; "Social services"; "Trade Adjustment Assistance"; "TAA"; "Jobs for Veterans State Grants"; "JVSG"
Customer Experience	"Customer experience"; "Customer satisfaction"; "Customer dissatisfaction"; "Customer-facing design"; "Customer-centered design"; "Customer service"; "Customer perceptions"; "Customer-focused"; "Client-focused"; "Customer perceptions"; "Customer complaint"; "Complaint Procedure"; "Complaint"; "Grievance"
Online customer interactions	"Online access"; "Online AJC"; "Online job-matching"; "Online Career Center"; "Online job center"; "Online job search"
Best practices/TA	"Best practices"; "Promising practices"; "Lessons learned"; "Technical assistance"

The research team also developed a list of tags based on the topics and target populations that DOL identified as priority areas of interest. These tags are included in the annotated bibliography. The tags include:

- Behavioral economics
- Measurement
- Analogous systems
- Online Customer Interactions
- Promising Practices
- Employers
- People with Disabilities
- Veterans
- Youth
- Women

The research team prioritized literature less than 10 years old, but in some cases made exceptions for significant, seminal, or exceptionally relevant sources. The team reviewed the following types of publications:

- Journal articles, reports, issue briefs, presentations, working papers, and theses and dissertations related to AJCs, customer satisfaction in government services, behavioral approaches to understanding customer experience, target populations, employers, and measurement of customer experience

- Research and evaluations conducted by major research organizations, DOL, and the U.S. Government Accountability Office

- Compendiums of best practices such as the Workforce3one Website

2.   Behavioral Research on Customer Experience

Recent research exploring the behavioral factors that influence customer experience can be organized into the following main categories: perception, expectation, interpersonal interaction, and trust. A cross-cutting finding in this body of research is that small cues embedded in a service can have a meaningful impact on a customer's perception of the service experience. Many of the insights explained below stem from studies conducted in other settings, such as retail stores, restaurants, and healthcare that face similar challenges to those encountered at AJCs. One important distinction between those services and government services is that customers pay directly for commercial services. This is not the case in government services. This distinction may have an effect on customer experience, and how we observe and measure that experience. Currently, there is limited customer experience research in the government services domain generally, and the workforce system in particular. By applying behavioral insights and methods for measuring customer experience to AJC services, there is potential to test interventions that may improve the experience for AJC customers.

2.1 Customer Perception

A customer's perceptions can stem from various facets of their experience, including the technical service performance, tangible items related to the service, and the behavior of providers (Berry, Wall, &

Carbone, 2006). Technical service performance refers to the quality, reliability, and competence of the offering. In an AJC context, the technical service performance can include whether the phones and Internet work properly, if an employment workshop started on time, whether all stated employers participated in a hiring event, etc. Tangible items relate to the sensory presentation of a service, and consist of any physical objects or environments. These may include the organization of the AJC resource room, the layout of one-on-one meeting rooms, the position of the help desk, and so on. Finally, the behavior of providers may range from the appropriateness of staff attire, to the tone of voice and body language they display when interacting with AJC customers. While these cues can be subtle in nature, they can have a large impact on a customer's perception of an overall experience with a service. Behavioral research also confirms what is known intuitively: Perceptions can differ from actual experiences. For example, our perception of how long we wait for service depends not only on the length of the wait, but on internal factors (such as our mood) or contextual factors (such as the availability of distractions), too (Ariely & Zauberman, 2000; Carmon & Kahneman, 1996). All of this shows that customer perception is malleable, and service providers can apply strategies to maximize the likelihood of a positive experience.

2.2 Customer Expectation

One factor of the customer experience that is perhaps less immediately malleable, is their pre-existing expectations of services and providers. For example, customers come to an AJC expecting to talk to a counselor one-on-one right away, but may then learn that they must schedule an appointment two weeks in advance. This dissonance between initial expectation and the reality of the service provision may lead to a sense of disappointment. Customers may perceive that the AJC is not a useful resource for search advice even if there are actually a variety of resources available onsite. Although resource constraints currently preclude most local areas from investing high levels of resources into one-on-one services or marketing campaigns for AJCs, there may be low- or no-cost ways for AJCs to manage customer expectations. For example, many local areas now take advantage of social media to communicate with customers about services and events (Laird & Holcomb, 2011).

A customer's satisfaction judgments do not depend solely on the performance of the service and staff, but rather on how the experience compared with prior beliefs. Specifically, a disconfirmation of expectations plays an important role in overall satisfaction assessments (Morgeson, 2013; Van Ryzin, G. G., 2004). If a customer expected a long line, but was able to use a computer in the resource room right away, then that customer is likely to leave feeling more satisfied. Hess, Ganesan, & Klein's research (2003) also shows that customers' expectations can also influence how they perceive and respond to service failures and recovery attempts. At an AJC, customers could face services failures such as Website malfunctions, an employer failing to attend a career event, or a last minute cancelation of an appointment by staff members.

In relation to this, Hess et al. (2003) also showed that a customer's expectations are based often on the number of past encounters with a service and the quality of past service performance. A customer with more positive expectations about continuing a relationship with a service may consider service failures as isolated instances and feel more satisfied with continued use of services after recovery than a customer who experiences a failure on a first visit. Correcting misperceptions and creating realistic expectations for AJC services through modifications to current messaging and staff behavior may be an effective, low-cost way to enhance customers' overall experiences, and increase continued use of AJCs.

2.3 Interpersonal Interaction

In addition to perceptions about company or organizational services, perceptions surrounding interpersonal interactions with individual providers are crucial components of the customer experience. Direct contact with the providers, other customers, and the physical environment itself have large effects on perceptions of service quality (Bitner, 1990; P. Harris, 2007; Srivastava & Kaul, 2014). In healthcare contexts, the quality of interactions with --not just the quality of care from-- healthcare providers is predictive of self-reported satisfaction and positive health-related outcomes. For example, to the extent that diabetic patients feel empathy from their physicians, they also have more positive clinical outcomes and exhibit greater health-related competence (Hojat et al., 2011). In the AJC context, the quality of interpersonal interactions is particularly important for certain target populations, such as veterans or people with disabilities, who can benefit from a counselor with specialized training or knowledge to navigate through the service process effectively (Noble, 2010; U.S. Department of Labor, Employment and Training Administration (ETA), 2014; U.S. Government Accountability Office, 2014). Work by Snipes, Oswald, LaTour, & Armenakis (2005) suggests that factors specific to employees such as job satisfaction or burnout also have the potential to alter a customer's experience. In the AJC context, DOL has created technical assistance tools that provide guidance on enhancing customer experience through specific staffing strategies and emphasizing certain qualities in staff interactions with customers (DOL ETA, 2011).

2.4 Customer Trust

Finally, a customer's trust in the service and its providers can have an impact on the customer's experience and satisfaction judgments. In a buyer-seller interaction, trust refers to consideration of whether an individual can meet certain obligations. For AJC customers, trust may come into play when sharing sensitive personal data such as income level, education, etc. Whether and how AJC staff share confidentiality policies would affect the customer's level of trust. Greater interpersonal trust yields more positive customer experience, continued use of services, and positive word-of-mouth intentions (Ferguson, Paulin, & Bergeron, 2011; L. Harris & Goode, 2004; Welch, Hinnant, & Moon, 2005). Similar opportunities to build customers' trust will present themselves as AJC services shift to online models of service delivery, such as through job-matching services, etc. Research suggests that trust is especially important when customers are asked to share private information on electronic government services platforms (Harris & Goode, 2004; Welch, Hinnant, & Moon, 2005).

Other dimensions of trust are relevant in the AJC context as well. For example, whether AJC services lead to the intended outcomes. If a customer has a positive experience at an AJC but still does not have a job several months later, this may begin to negatively affect his or her perceptions of the AJC over time. This factor has not yet been well studied from a customer experience perspective, which suggests a fruitful area for further research.

2.5 Customers' Cognitive and Emotional State

Behavioral research in analogous fields such as healthcare and consumer finance has studied why target populations may not take up or follow through with beneficial programs. For example, Baicker, Congdon, & Mullainathan (2012) found that individuals may not enroll in health insurance because they are overwhelmed by the quantity and complexity of choices, they may not understand the costs and benefits, they may procrastinate and forget, and/or they may be deterred by small administrative

hassles. Low-income populations may also refrain from taking up available programs and benefits because of low self-efficacy or fears of social stigma (Bhargava & Manoli, 2013; Hall, Zhao, & Shafir, 2014). Although these factors affect the use of private and government services, almost no research has used behavioral theory to understand engagement with job centers or use of AJCs in particular.

Moving forward, the aforementioned insights on customer perceptions, expectations, interactions, trust, and cognitive/emotional states from behavioral research can be applied and tested in the AJC context to understand the psychological and contextual features that contribute to whether people take up and use AJC services.

3.   Measurement of Customer Experience

3.1 Customer Experience versus Customer Satisfaction

As theory and research on the importance of and distinction between customer satisfaction (Szymanski & Henard, 2001) and customer experience (Meyer & Schwager, 2007) in the uptake and continued use of brands and services has grown, so too has additional emphasis on the measurement tools needed to understand these constructs (Maklan, 2013; Maklan & Klaus, 2011). Through the lens of behavioral science, customer experience can contribute to satisfaction, but "customer experience" is more complex, and refers to all aspects of interaction with a company or organization and all its services offered. Customer experience is not just confined to customer care, but also to the marketing, packaging, product and service offerings, utility, ease of use, and reliability of service. Thus, measurement of customer experience is typically more nuanced, so that it may consider these many facets, while measurements of customer satisfaction are usually more general assessments of positive and negative attitudes toward an organization.

Customer satisfaction is more a reflection of a client's cumulative experiences, where more satisfied customers have had more positive customer experiences overall. Due in part to the Workforce Investment Act requiring reporting of customer satisfaction, AJCs, researchers, and third-party evaluators more commonly measure customer satisfaction versus customer experience (Blanchette, 2001; Minnesota Department of Employment and Economic Development, 2004; Ross, Fleming, Fabes, & Frankl, 1999; Texas Workforce Commission, 2015).

3.2 Customer Experience Measurement Tools

The bulk of customer experience measurement tools have been developed through using focus groups and survey methodology in retail settings, but these measures can be adapted and tested in AJCs to assess customer experience. The tools' validity and reliability have been established through comparison with existing measures and their predictive utility for customer behaviors including uptake and continued uses of services or goods (e.g., Lywood, Stone, & Ekinci, 2010; Kim, Cha, Knutson, & Beck, 2011; Klaus & Maklan, 2012). These measures conceptualize customer experience as a broad construct, more challenging to measure than customer satisfaction. These measures use statistical techniques to identify meaningful components that comprise customer experience. For example, the EXQ customer experience scale identifies product experience, outcome focus, moments-of-truth, and peace-of-mind as underlying components of overall customer experience that predict customer loyalty and positive word-of-mouth intentions (Klaus & Maklan, 2012). Many of these measures have been used at multiple time

points in a customer's lifespan with a company; for example, researchers have used measures to compare customer experience at uptake and experiences after a customer has been a client for some time (Klaus & Maklan, 2012). It is important to consider how the amount of time a person has already been a customer might affect perceptions of that service and continued loyalty, compared to how new customers might respond, especially in light of the research reviewed above on customer expectations.

In spite of difficulties in using survey methodology to assess ongoing and idiosyncratic service experiences, the research in measurement development has produced a set of empirically validated scales that can evaluate effectively in-person and online customer experience and customer satisfaction in retail settings. Moving forward, to evaluate customer experiences in AJCs, it will be important to identify and/or adapt measures from the retail context that can fully assess particular service features, population needs, or contexts. For example, of particular interest are newer measures specifically assessing customer experience in online contexts (Novak, Hoffman, & Young, 2000; Petre & Roberts, 2006).

4.   Customer Experience Evaluation Research in AJCs

There is limited research on the customer experience in AJCs and very little that acknowledges the complexity of the AJC system. AJCs are structurally complicated: they consist of several different funding streams, numerous organizations responsible for running the centers, partner agencies, and a myriad of education and training providers. Each dimension adds a layer of complexity to a customer's interactions in the center. Few studies of AJC customer experiences acknowledge the complex interplay between the employers and job seekers, the multiplicity of customer perceptions, the direct and indirect forms of customer engagement, and the multi-dimensional nature of the AJC system.

4.1   AJC as "One Stop Center"

Stensrud (2010) concentrates on the "flow" of customers as they weave in and out of the AJC service system. He argues that there is a tendency in the literature to focus too narrowly on customer satisfaction *within* "service silos" rather than on management and coordination of customers *across* silos.[1] Stensrud finds that "customer handoffs" from one silo to another are "poorly managed" and are considered substantial "failure points" by consumers. Above all, he suggests that mismanaged customer handoffs and poor coordination among service silos lead to administrative bottlenecks and frustrated consumers. Kirby and Lyskawa (2015) echo this finding, underscoring the benefits of greater coordination of Temporary Assistance for Needy Families and WIOA programs for job seekers and employers alike. Martinson (1999) demonstrates that program coordination is a win-win strategy for customers and government agencies. Perhaps most closely fitting the topic of this study, Stack and Stevens (2006) examined why job seeker and employer customers in a Baltimore AJC decide to use or not to use the One-Stop, what customer expectations were, and whether services met expectations.

---

[1] Stensrud defines service silos as distinct entities interacting with customers prior to, during and after the AJC service delivery process. Service silos include, but are not limited to, "educational institutions, physical and psychiatric treatment facilities, local human service agencies…and federal agencies (such as the Social Security Administration)."

4.2   Target Populations

Unfortunately the methods used to understand the customer experience rarely include direct feedback from the customers (job seekers or employers) themselves. This seems especially relevant in discussing the experience of particular customer groups. Maxwell and colleagues (2012) profiled female customers enrolled in the WIA Dislocated Workers Program to identify employment barriers, service gaps, and customer needs related specifically to female job seekers. They found that, despite having higher levels of enrollment in WIA training and supportive service programs, women still earned substantially less than their male counterparts in the year following program graduation. Since this study did not solicit direct customer feedback from female job seekers, it cannot reveal how these employment outcomes affect those customers' perceptions about received services. Trutko and Barnow (2010) examine veterans' experiences of AJCs against the backdrop of the priority of service provision in the Jobs for Veterans Act. They found that there was a lack of information and knowledge about priority of service at WIBs and AJCs. This had the unintended consequence of "lumping" veterans together with other special populations and thus delivering "watered-down" services to veterans in need.

5.   Promising Practices

While the evaluation literature on customer experience in AJCs is limited, there are a number of promising practices demonstrated by local areas through experimenting (trial-and-error) and case studies. Exhibits 2 and 3 summarize these practices. Several evaluations and policy reports have also focused on customer-focused design or customer-centered design in AJCs (DOL ETA, 2011; GAO, 2003; DOL ETA, 2015) or measurement of customer satisfaction in AJCs (GAO, 2010; Texas Workforce Commission, 2015; Minnesota DEED, 2004). Two studies/reports also focus more attention on the community context in which AJCs are embedded. These studies highlight how a sense of "belonging" and feeling welcome can be important for influencing customer success (Burghardt & Schochet, 2001; Koralek, 2010). Several AJCs also have emphasized developing effective case management or investigated how case management aspects, such as a requirement to see a counselor, shaped the uptake of training services and costs and benefits to the program (Laird and Holcomb, 2011; McConnell, et al., 2006). Taken together, these evaluations and promising practices can shed light on the types of factors likely to influence customer design; however, more research is needed to bring all of these different strands and focus areas into a more comprehensive analysis of what drives customer experience and how to measure it effectively. Exhibit 2 summarizes some of the promising practices in the literature related to program design.

Exhibit 2: Promising Practices in Program Design from the AJC Context

Promising Practice Topic	Examples	Sources
Customer-centered, customer-focused design, or responsive to customer demand	▪ A staff person positioned at the entrance to the One-Stop ▪ Regular cross-training workshops ▪ Integrated resource teams (IRTs) --caseworkers collaborating to meet job seekers' needs ▪ DOL's customer-centered design challenge initiative	DOL ETA, 2015; GAO 2003
Case management	▪ Using social media for youth follow-up in the Workforce Solutions office ▪ Customer-centered interviewing techniques ▪ "Head, Heart, and Soul" interviewing techniques	Laird and Holcomb, 2011
Mystery shoppers	▪ Technical assistance tools for implementing a mystery	Boeltzig et al.

	shopper program with people with disabilities ▪ Ten states have mystery shopper programs in One-Stop Career Centers ▪ Seven additional local areas have mystery shopper programs in One-Stop Career Centers	2004; DOL ETA, 2004

Another set of promising practices in the evaluation and technical assistance literature focuses on serving the target populations in this study: veterans, women, youth, and people with disabilities (Exhibit 3 summarizes some of these promising practices). Although this literature often does not frame the study research questions explicitly in terms of "customer experience" per se, many studies collected direct input from customers, including job seekers (Blanchette, 2001; Boraas, Roemer, & Bodenlos, 2013; Koralek, Robin, Johnson, Ratcliffe, & Vericker, 2010; Noble, 2010; Rosenberg, Strayer, English, Khemani, & Boraas, 2015; Stack & Stevens, 2006) and employers (Dunham, Salzman, & Koller, 2004; Full Capacity Marketing, 2014; Stack & Stevens, 2006). In addition, many of the studies and technical assistance tools identify promising practices based on real-world experimentation with different approaches. Some of the common themes across target populations include the importance of coordinating services and hand-offs among AJC partner services, cross-training staff, using flexible case management approaches, and finding approaches that make the customer feel comfortable and empowered throughout the service process (Exhibit 3).

Exhibit 3: Promising Practices in Serving Target Populations

Promising Practice Target Group	Examples	Sources
Veterans	▪ Wraparound services for veterans, including a service plan that involves multiple partners. ▪ Forming cohorts of veterans who move together through an 8-week program of seminars, workshops, mock interviews with employers, and other activities ▪ Standalone veterans' employment centers when a base is decommissioned or when new families are sent to a particular base ▪ Using wallet cards, a mechanism for reminding veterans of appointments and the materials they need to bring to keep on track	Boraas, et al., 2013; Trutko & Barnow, 2010; US GAO, 2013; Rosenberg et al, 2015; DOL ETA, 2011
Women	▪ A best practices curriculum for pre-apprenticeship programs for women in non-traditional occupations, that has components on ongoing recruitment, a consistent training cycle, training that mirrors the job site, social services support, pre-screening for employers, and continued retention of tradeswomen	Maxwell, et al., 2012; Ross et al., 1999; DOL ETA, 2015; Crandall & Jain, 2007; DOL ETA, 2015
Youth	▪ Cultivating a "sense of belonging" and connectedness among young students of color is important for building self-esteem that can lead to more success in the labor markets ▪ Resource manual for serving the neediest youth: youth with disabilities, children of prisoners, youth offenders, foster youth, and migrant and seasonal farm worker youth	KPMG, 2006; KRA Corp, 2007; DOL ETA, 2015
People with disabilities	▪ Use of IRTs to assist customers with multiple barriers to employment ▪ Tapping into marketing and communications departments to	DOL ETA, 2014; Institute for Community

	create professional marketing products ▪ Focus on flexibility in service delivery to ensure services tailored to meet consumer needs ▪ Provide a clear path to intensive or guided services so consumers feel comfortable asking for additional help ▪ Build job seeker competence and self-determination	Inclusion, 2001

6. Social Media Topic Modeling Data

Since DOL expressed interest in how customers rated AJCs in online forums such as Yelp!, the research team proposed the use of SMTM to review and analyze online data from a number of social media sources. If accessible, this data would provide the "customer perspective" counterpart to the research data yielded by the literature scan.

The results from our preliminary data collection for the SMTM suggest that this methodology may be better applied in a different research context. The main issue is that there is not sufficient volume of comments/remarks/reviews on social media for SMTM to yield meaningful results. The issue of scant data is exacerbated by the fact that almost all data that we were able to find was directly from the AJC – not from customers. While collecting the data for a longer period of time might increase valid cases or "hits," most of this data is not available historically. Rather, due to heavy use by market researchers, the data is produced "real time" in monthly downloads. We estimate based on test cases that we would need to collect data for at least one year in order to have the thousands of hits necessary to use SMTM effectively.

For the SMTM, we consulted GNIP, a web-based "firehose service" that provides raw data from multiple social media sources including Twitter, foursquare, DISQUS, tumblr, and other social media sites. GNIP offers superior filtering capabilities. GNIP provides historical data for Twitter, complete access to real-time data (for subscribers) for some media sources, and managed public API access to several more. Data is provided in a particular format (JSON) which requires parsing with code developed in a programming language such as Python. Per GNIP recommendations, we began with a trial-run using Twitter data from October10-19. We requested Tweets with the following keywords/phrases:

- *American Job Center* or *AJC*
- *Career Center* and *One Stop*
- *Job Center* and *One Stop*

Note that we paired "Career Center" and "Job Center" with "One Stop." We did so to minimize the chances that the search data would include hits for job centers that are *not* AJCs. Some non-AJC job center data still came through, including job ads from Australia, Canada, and two colleges. After removing these irrelevant tweets, the trial-run data included 74 hits. After removing hits that were clearly not from customers (e.g., AJC, LWIB, and WIB posts, job fair notices posted by other organizations, etc) we were left with two tweets that could be from AJC customers.

While it is encouraging to see that AJCs are taking advantage of social media to reach customers, the available data does not assist us in understanding the customer experience of AJCs for this study. That said, it is a promising mechanism for future research. If a sufficient (prospective) data collection window

were available, AJCs could even use various behavioral nudges to encourage customer participation and feedback on social media.

7. Conclusion

Although there is a growing body of literature on customer experience in the behavioral sciences, applying behavioral science to government services programs in general, and AJC centers in particular, is a recent phenomenon. Measuring customer experience requires carefully-constructed, sensitive measures to capture the nuances of the experience that are necessary to understand in order to nudge customer behavior, and improve customer experience. We can borrow validated measures from retail and from analogous systems. Because these methods are yet to be widely applied in the AJC setting, this study represents a novel opportunity to conceptualize customer experience in AJCs more thoroughly and to gather meaningful input from customers themselves. The goal of the Customer Experience Evaluation is to gain and apply behavioral insights to the AJC context to develop behavioral science strategies that could potentially improve experiences and outcomes for job seekers and employers.

Learning about customer experience from social media likely requires a different approach than SMTM, due to the volume and availability of data. For the current research, we propose instead a focus on the AJCs that participate as learning labs for this project. For those lab Centers, we will do a social media scan to determine:

- The online 'presence' of the AJC (beyond its own website) → how visible is it on social media sites such as Yelp, Google, Twitter, foursquare, etc.? In what other online contexts does it appear (i.e., WIB announcements, customer feedback, community calendars, etc.)?
- What can be gleaned from the online content? How does what's online correspond with what we learn from employers and job-seekers through other data collection methods?

A Multistage Model of Customers' Assessments of Service Quality and Value

Abstract   This article develops a model of how customers with prior experiences and expectations assess service performance levels, overall service quality, and service value. The model is applied to residential customers' assessments of local telephone service. The model is estimated with a two-stage least squares procedure through survey data. Results indicate that residential customers' assessments of quality and value are primarily a function of disconfirmation arising from discrepancies between anticipated and perceived performance levels. However, perceived performance levels also were found to have an important direct effect on quality and value assessments.

Tags

- Analogous Systems
- Behavioral Economics
- Measurement

Relevance

- Investigates how customers integrate their perceptions of a service to form an overall evaluation of that service
- Multistage model of customer assessments that includes three stages: the formation of customer perceptions of service performance, service quality, and value
- Customers' assessments are largely influenced by how the service performance compares with prior expectations

Methods

- Survey
- Two-stage model of customer experience based on prior expectations and experiences with a telephone service

---

[2] Some of the abstracts, particularly for journal articles, are official abstracts; while others the IMPAQ team wrote entirely (when there was no abstract) or modified slightly for consistent length and content. We use the following notation to designate which abstracts were written or modified:
* - Modified by authors
** - Written by authors

Analysis of Change: A Longitudinal Study of Six One-Stop Systems Serving Individuals with Disabilities. Year Three Report

Type	Book
Authors	Allison Cohen Hall, Heike Boeltzig, Jaimie Timmons, Doris Hammer, Sheila Fesko
URL	https://dol.gov/odep/categories/research/change_analysis.doc
Place	Boston, MA
Publisher	University of Massachusetts, Institute for Community
Date	August 2005

Abstract** This book brings together some of the leading scholars and practitioners working in the skills field to examine what research tells us about the current state of the U.S. skills system and the major changes required to help better prepare U.S. workers for the challenges of competing in the decades ahead. Particular emphasis is placed on labor-management efforts at enhancing skill development.

Tags
- People with Disabilities

Relevance
- Interviews with job seekers and employers about their experiences with the One-Stop Career Center system
- Baldridge Criteria may be a helpful framework to assess AJC quality and continuous improvement

Methods
- Longitudinal study case study research methods at six sites (youth and adults) to assess access
- Two years of data
- Cross-site analysis
- Site-specific protocol design
- Two- to 3-day site visits: 129 interviews (15 to 20 at each site) with One-Stop staff, partners, WIB members, job seekers, employers, and community groups serving people with disabilities
- Baldridge Criteria used to assess quality assurance and continuous improvement

Anatomy of a One-Stop: Baltimore City Eastside Career Center

Type	Report
Authors	Treva Stack, David Stevens
URL	http://wdr.doleta.gov/research/FullText_Documents/Anatomy%20of%20a%20One-Stop%20in%20Maryland.pdf
Date	2006
Institution	University of Baltimore
Report Type	Report

Abstract** This report includes findings from onsite observations conducted in the Baltimore City Eastside Career Center (ECC). The report includes a description of the Maryland workforce development

system; a brief overview of ECC services; the Baltimore economy and ECC neighborhood; an overview of ECC staff responsibilities; details on customer and staff interactions; findings from pre- and post-ECC service delivery; and analysis of ECC operations. The research questions include: Who seeks what type(s) of One-Stop services? Why do some residents and local businesses not seek One-Stop services? What happens within a One-Stop after a customer arrives or communicates remotely? Are the facility, resource materials, and staff expertise appropriate and available when needed to satisfy or modify customer expectations? Are exiting customers satisfied with their One-Stop experience(s)? If not, why and with what consequences? The research found that customers tend to be African Americans or Latinos, more women than men, and often single mothers who have barriers to employment. Customers do not use the center because they tend to find free online job search options adequate for their needs and they are not fully aware of the portfolio of services available at the center. Staffing appears to be adequate to meet customer expectations. Interviews and surveys with customers indicate a high level of customer satisfaction with services; however, the focus group results identify that many customers leave feeling frustrated or angry with the level of service compared to their expectations.

Tags

- Analogous Systems
- Employers

Relevance

- Focus on customer perceptions
- Addresses "Why do job seeker and employer customers use or not use One-Stops? What are customer expectations of One-Stops? Do the services meet those expectations?"

Methods

- Qualitative methods include interviews with staff and employers, observation, customer survey, and employer perceptions survey
- Administrative data

An Empirical Study of E-Government Service Adoption: Culture and Behavioral Intention

Abstract   This study seeks to identify and understand the important factors that influence citizens' behavioral intention to take up e-government services. We adopted a research model empirically tested in the United States. The model integrates three established constructs—the Technology Acceptance Model (TAM), trust, and computer self-efficacy. We conducted the research in the United Arab Emirates

(UAE), a leader in e-government development in the Arab world. Our findings are mostly different from the U.S. study and suggest that behavioral intention may be influenced by citizens' cultural context. This study contributes to a better understanding of citizens' behavioral intention and adoption factors in e-government, in particular from a cultural perspective. The findings may help governments formulate effective strategies to improve the level of citizens' uptake of e-government services. This study paves the way for further research on an e-government adoption model that is robust across cultures.

Tags
- Behavioral Economics
- Online Customer Interactions

Relevance
- Insights on uptake of e-government services and sociocultural considerations affecting uptake in the US

Methods
- Existing empirical framework used to investigate uptake of e-government services, assessing three constructs: the Technology Acceptance Model (TAM), trust, and computer self-efficacy to assess behavioral intentions to use e-government
- Conceptual comparison

An Examination of the Delivery of Literacy Services at Job Corps Centers

Type   Report
Author   KMPG
URL   http://wdr.doleta.gov/research/FullText_Documents/Job%20Corps%20Literacy%20Report
              %20Final.pdf
Place   Washington, D.C.
Date   2006
Institution   U.S. Department of Labor, Office of Job Corps

Abstract** This study examines Job Corps academic programs, identifies areas for improvement, highlights promising strategies already in place at Job Corps Centers, and identifies potentially effective strategies used in other youth literacy programs for replication efforts. The main findings include: 1) Location and longevity proved critical to a Center's success in developing relationships with the community and access to resources. 2) Educational relationships within the community appeared critical, as Centers sought to take advantage of the resources available and leverage partnerships as much as possible. 3) Centers would benefit from additional resources such as education instructors, speech therapists, psychologists, and counselors, enabling specialized staff to devote more time to students in need of these extra resources. 4) Centers should offer additional professional development support and foster sharing of resources, a strategy that proved useful across centers in sharing best practices and exchanging ideas.

Tags
- Youth

Relevance

- Examines how Job Corps Centers serve youth customers
- Best practices for serving youth
- Promising practices in an analogous system (literacy programs)

Methods

- Analysis of historical data
- Six site visits, participant data, internally-administered student satisfaction survey, literature review

Assessing Users' Perceptions on how to Improve Public Services Quality

Type   Journal Article
Authors   Claudia Carvalho, Carlos Brito
URL http://repositorio.uportu.pt:8080/jspui/bitstream/11328/763/1/Assessing%20Users%20Perceptions%20on%20how%20to%20Improve%20Public%20Services%20Quality%20%282012%29.pdf
Volume   14
Issue   4
Publication   Public Management Review

Abstract   To address new demands from citizens and companies, public agencies are developing new ways of delivering public services within a multi-channel logic. In this context, Citizen Shops have been designed to increase speed of response, to simplify procedures and, above all, to improve service quality. This article aims to evaluate the perceptions of users of public services to improve their quality. The article follows a marketing perspective, paying special attention to citizens' expectations and perceptions and to the role of emotions in the encounter. Given the nature of the research issue, the investigation followed a case-study methodology. The authors present an adaptation of the Critical Incident Technique and analyze extensive qualitative and quantitative data collected in six Portuguese Citizen Shops. The findings show that expectations are extremely dynamic and play a relevant role in users' satisfaction. Satisfying and neutral attributes were identified, and the Critical Incident Technique also revealed the importance of emotions in the encounter.

Tags

- Analogous Systems

Relevance

- The role of expectations and perceptions in use of public services
- Importance of emotional experiences during encounters with a service provider

Methods

- Case-study
- Adapted Critical Incident Technique

Assessment of the Workforce System's Implementation of the Veterans' Priority of Service Provision of the Jobs for Veterans Act of 2002. Final Report

Type   Report
Authors   Stephanie Boraas, Grace Roemer, Katie Bodenlos
URL   http://wdr.doleta.gov/research/FullText_Documents/ETAOP_2013-24.pdf
Date   2013
Institution   Mathematica Policy Research, Inc.

Abstract**   The central question underlying this study relates to whether the guidance that DOL has provided to the workforce development system has been sufficient and effective in implementing Priority of Service (POS). Specific areas of interest in this study include: 1) identification of methods used for determining eligibility of veterans and spouses for POS; 2) POS procedures after veterans and eligible spouses are identified; and 3) service provision under POS. This study is based on site visits and telephone discussions with American Job Center (AJC) staff, discussions with veterans' service organization representatives, and focus groups with veterans and eligible spouses. One of the key findings from the report indicates that some AJC staff rely more on state or locally developed guidance on POS than on the federal guidance. However, federal guidance has been useful in providing context to changes occurring in POS and leading to the creation of state and local level guidance. Another finding shows that veterans separated more than 2 or 3 years were not aware of POS as much as those who were recently separated. Similarly, the first-time customers also had low awareness of POS. To combat low awareness and increase participation, all sites reported taking veterans and eligible spouses at their word about their status and providing POS on that basis until they attempt to enroll in some kind of activity beyond core services.

Tags
- Promising Practice
- Veterans

Relevance
- How to serve veterans more effectively by improving awareness of POS among staff and improving cross-agency coordination
- Best practices with specific examples
- Methods directly engaged Veteran customers and their eligible spouses

Methods
- Site visits and telephone discussions with AJC staff
- Discussions with veterans' service organization representatives
- Focus groups with veterans and eligible spouses
- Site visits in seven states

Promising Practices
- Targeting disabled veterans for wraparound services, including a service plan that involves multiple partners (Alaska)

- Cohorts of veterans move together through an 8-week program of seminars, workshops, mock interviews with employers, and other activities (California)
- Standalone veterans' employment centers when a base is decommissioned or when new families are sent to a particular base (Florida, Virginia)
- Wallet cards to remind veterans of appointments and materials they need to bring to keep on track (Virginia)

Assisting Newcomers through Employment and Support Services: An Evaluation of the New Americans Centers Demonstration Project in Arkansas and Iowa. Final Report

Type   Report
Authors   Koralek, Robin, Heidi Johnson, Caroline Ratcliffe, Tracy Vericker
URL   http://wdr.doleta.gov/research/FullText_Documents/Assisting%20Newcomers%20through%20Employment%20and%20Support%20Services%20-%20An%20Evaluation%20of%20the%20New%20Americans%20Centers%20Demonstration%20Project%20in%20Arkansas%20and%20Iowa%20Final%20Report.pdf
Date   2010
Institution The Urban Institute, Center on Labor, Human Services, and Population

Abstract** This report presents the final results for the evaluation of the New Americans Centers (NACs) demonstration project in Arkansas and Iowa. The report focuses on program operations and plans for program sustainability, while highlighting services provided through demonstration projects in Arkansas and Iowa. It also documents outcomes for New Iowan Centers participants based on analysis of service data and wage records. The NACs demonstration was a 3-year project funded by the DOL ETA. ETA provided 3-year, $850,000 grants to Arkansas and Iowa to develop NACs within 11 One-Stop Centers in areas with high immigrant populations. The NACs were implemented as a significant part of Arkansas' and Iowa's efforts to help immigrants and other newcomers integrate into the states' economies and communities. The grants were intended to: 1) promote stability and rapid employment with living wages for immigrants and/or newcomers or their family members that were without work or that needed new work; 2) speed the transition of new immigrants into their communities; 3) assist employers with employee/employer relational issues and/or adjustment and assimilation of employees; and 4) enhance the economic development opportunities of these communities. The report addresses how well the NACs achieved these goals. The report concludes with lessons learned and recommendations for future research.

Tags
- Promising Practice

Relevance
- Insights on promising practices for providing services to a specific customer group (immigrant customers) and employers interested in hiring immigrants
- Successful approaches could be transferable: Focusing on civic participation, improving awareness of resources available (such as English as a Second Language), increasing availability of services (translation and interpretation)

Methods

- In-person interviews with key partners
- Participant focus groups
- Analysis of service receipt using participant service data and employment and earnings data
- Follow-up calls with the project directors 1 year post-grant

A Surgical Safety Checklist to Reduce Morbidity and Mortality in a Global Population

Type   Journal Article
Authors   Alex B. Haynes, G. Weiser, R. Berry, R. Lipsitz, Hadi S. Breizat,. Patchen Dellinger, Herbosa, Sudhir
               Joseph, L. Kibatala, Marie Carmela M. Lapitan, F. Merry, Krishna Moorthy, K. Reznick, Bryce Taylor,
               Atul A. Gawande
URL   http://cdrwww.who.int/patientsafety/safesurgery/Surgical_Safety_Checklist.pdf
Volume   360
Issue   5
Publication   New England Journal of Medicine
Date   2009

Abstract*   The researchers created a program to implement a 19-item surgical safety checklist designed to improve team communication and consistency of care would reduce complications and deaths associated with surgery. Implementation of the checklist was associated with concomitant reductions in the rates of death and complications among patients at least 16 years of age who were undergoing non-cardiac surgery in a diverse group of hospitals.

Tags

- Behavioral Economics
- Analogous Systems

Relevance

- Example from analogous system
- Checklist tool to help staff follow customer experience best practices

Methods

- Two year study of eight hospitals in eight cities
- Clinical processes and outcomes data
- Additional data collected on 3,955 consecutively enrolled patients after the introduction of the Surgical Safety Checklist

A Tale of Two Cities: Predicting Homeless People's Uptake of Outreach Programs in London and New York

Abstract   Two studies involved structured interviews with 203 homeless people to examine the impact of sociodemographic variables, prior behavior, and the theory of planned behavior (TPB) variables, attitudes, subjective norms, perceived behavioral control, and intention, on uptake of outreach services. Study 1 was conducted in London, and Study 2 involved a comparable sample in New York. In line with previous research, the psychological variables accounted for more variance than the sociodemographic variables, and there was no evidence that the effects of TPB variables were moderated by sociodemographics. In London, intentions and behavior were most affected by perceived control and subjective norms. In New York, they were most affected by perceived control and attitude. These differences may be attributable to different institutional structures and opportunities for service uptake in the two cities. Sensitivity of the TPB to social context and implications for intervention strategies are discussed in light of these differences.

Tags

- Analogous Systems
- Behavioral Economics

Relevance

- Examines social norms and perceived control in the use of outreach services
- Psychological variables more predictive of intentions and behaviors than socio-demographic characteristics

Methods

- Surveys assessed psychological and social factors contributing to uptake and use of services

---

Behavioral Economics Holds Potential to Deliver Better Results for Patients, Insurers, and Employers

Date   July 2013
Journal Abbr Health Aff (Millwood)
DOI   10.1377/hlthaff.2012.1163

Abstract   Many programs implemented by US employers, insurers, and healthcare providers use incentives to encourage patients to take better care of themselves. We critically review a range of these efforts and show that many programs, although well-meaning, are unlikely to have much impact because they require information, expertise, and self-control that few patients possess. As a result, benefits are likely to accrue disproportionately to patients already taking adequate care of their health. We show how these programs could be made more effective through the use of insights from behavioral economics. For example, incentive programs that offer patients small and frequent payments for behavior that would benefit the patients, such as medication adherence, can be more effective than programs with incentives that are far less visible because they are folded into a paycheck or used to reduce a monthly premium. Deploying more-nuanced insights from behavioral economics can lead to policies with the potential to increase patient engagement and deliver dividends for patients and favorable cost-effectiveness ratios for insurers, employers, and other relevant commercial entities.

Tags
- Behavioral Economics
- Analogous Systems

Relevance
- How to apply behavioral economics to the uptake of and persistence in beneficial (healthcare) behaviors

Best Practices in Pre-apprenticeship Training for Nontraditional Occupations [Webinar]

Type   Web Page
Author   U.S. Department of Labor, Employment, and Training Administration
URL   https://www.workforce3one.org/view/5001517341832037971/info
Date   July 14, 2015

Abstract*   In the construction industry, pre-apprenticeship training is important to the success of any apprentice, but in particular for women. This is a webinar hosted by U.S. Department of Labor and Women in Apprenticeship and Nontraditional Occupations (WANTO) grantees. It covers best practice models in the construction industry and how they are achieving better program outcomes.

Tags
- Women

Relevance
- Best practices in pre-apprenticeship training for non-traditional occupations
- Focuses on women
- Reviews social media resources

- Technical assistance tools for a best practice curriculum

Promising Practices
- Includes a review of a best practices curriculum
  - Ongoing Recruitment
  - Consistent Training Cycle
  - Training Mirrors the Jobsite
  - Social Services Support
  - Pre-screening for Employers
  - Continued Retention of Tradeswomen

Bridging the Gap Between Intentions and Behavior: Implementation Intentions, Action Control, and Procrastination

Abstract   In the context of Ajzen's (1991) theory of planned behavior, the antecedents of intentions are better understood than the antecedents of behavior. The current study aimed to improve the understanding of the transition from intentions to behavior. Based on the work of Gollwitzer (1993), Kuhl & Beckmann (1994), and Lay (1986) we proposed a model of mediators (i.e., implementation intentions) and moderators (i.e., action–state orientation and trait procrastination) in the intention–behavior relation. The model was applied to job seeking, and tested using longitudinal survey data of a sample of unemployed individuals in The Netherlands (N = 175). Support was found for the proposed mediating role of implementation intentions in the relation between job search intention and job search behavior. The proposed moderating roles of action–state orientation and trait procrastination were not supported.

Tags
- Behavioral Economics

Relevance
- Insights about the importance of implementation intentions on job search behavior

Methods
- Longitudinal design

- Surveys (job-seeker search intention, self-efficacy, perceived control, implementation intentions, prospective action-state orientation, and procrastination)
- Pre-post Assessment of job search behavior

Business as Partner and Customer under WIA: A Study of Innovative Practices

Type   Report
Authors   Kate Dunham, Jeff Salzman, Vince Koller
URL http://wdr.doleta.gov/research/FullText_Documents/Business%20as%20Partner%20and%20Customer%20under%20WIA%20-%20A%20Study%20of%20Innovative%20Practices.pdf
Place   Oakland, CA
Date   June 2004
Institution   Social Policy Research Associates
Report Type   Prepared for the U.S. Department of Labor, Employment, and Training Administration

Abstract**   This report was prepared as part of the national "Evaluation of the Implementation of the Workforce Investment Act (WIA)," by Social Policy Research Associates. The report examined business involvement with WIBs, business-related partnerships, and services provided to businesses. Qualitative research was conducted at nine centers with innovative engagements with employers and nine comparison sites. The report highlighted several key practices for improving services to businesses, including making effective use of businesses on WIBs, enhancing partnerships with employers, and improving the quality of business services offered to employers. The additional policy recommendations were to create performance measures for serving business customers, provide additional funding for business services, and provide assistance with marketing of business services.

Tags
- Employers

Relevance
- Focus on employer customers at AJCs
- Provides background on the roles that employers and businesses play as customers, partners, and WIB members

Methods
- Qualitative research
- Visited nine local areas that have adopted innovative approaches to business services and business involvement, and nine comparison sites
- Sites selected through a national nomination and screening process to ensure a broad mix of urban and rural locations throughout the country with a variety of innovative practices
- Comprehensive interviews with local area officials, partners, and businesses

Promising Practices
- Contains small case study summaries of each site

Coordinating Employment Services across the TANF and WIA Programs (Issue Brief)

Type   Report
Authors   Gretchen Kirby, Julia Lyskawa
URL   http://www.mathematica-mpr.com/our-publications-and-findings/publications/coordinating-employment-services-across-the-tanf-and-wia-programs-issue-brief
Place   Washington, D.C.
Date   1/19/2015
Institution Mathematica Policy Research

Abstract*   The Temporary Assistance for Needy Families (TANF) and Workforce Investment Act (WIA) programs provide employment and training services to a targeted population of low-income individuals. The similarities between the TANF and WIA programs have generated interest in the coordination and integration of services across the two programs since their inception in the late 1990s. The study, conducted by Mathematica Policy Research, the Urban Institute, and Don Winstead Consulting, included interviews with state and local respondents in 8 states and 11 localities from February 2012 to May 2013. The findings described 12 strategies for TANF/WIA coordination that are in use in the study sites and that other locations might choose to replicate. Using the practices of the study sites, we defined levels of coordination for each of the 12 strategies as base, moderate, or high. The experiences in coordinating TANF and WIA services in the 11 sites included in this study can help inform policy and practice under the Workforce Innovation and Opportunity Act (WIOA), signed into law in July 2014.

Relevance

- TANF and WIA programs are generally parallel operating programs with varying levels of coordination
- Coordination above a base level for most strategies requires co-location of program services
- A site's choice of strategies and level of coordination involves consideration of several inputs and trade-offs

Methods

- Qualitative interviews with states and local areas

Creating Solutions Together: Design Thinking, the Office of Family Assistance, and 3 Grantees

Type   Report
Author   U.S. Department of Health & Human Services, Office of Family Assistance
URL   http://www.acf.hhs.gov/sites/default/files/ofa/creating_solutions_together_design_thinking_ofa_3_grantees.pdf
Place   Washington, D.C.
Date   2015
Institution U.S. Department of Health & Human Services, Office of Family Assistance

Abstract**   This report describes the Office of Family Assistance (OFA) approach to "design thinking" in a series of pilot projects with three grantees—Tribal TANF Child Welfare, Healthy Marriage and

Responsible Fatherhood, and Health Profession Opportunity Grants. The pilots began with a desire to help grantees serve families more effectively and empower grantee organizations to come up with creative and high impact solutions to longstanding challenges. Design thinking is a people-centered process well-suited to solve the service delivery challenges of grantees, consisting of tools that focus on empathy for the end-user. The theory of change is that understanding people's needs will help ensure that the solutions address the root causes and are solving the right problems. This report reviews how OFA conceptualizes design thinking and the coaching model that it used with grantees. It includes descriptions of the grantees, insights learned through the experience, and reflections from grantees on the process and results. Grantees embraced the methodology and were able to use it effectively to improve program functionality. Key insights were: (1) Interviews with stakeholders were a valuable and informative part of the process; (2) The pilot generated a collective sense of empowerment; (3) The project was a catalyst for informed action; (4) Having technical assistance and training was important for staying on track; (5) The project required team participation and setting aside adequate time from regular duties; (6) There were certain elements of the project that could have been done better.

Tags
- Analagous Systems
- Behavioral Economics

Relevance
- Analyzes design thinking (a human-centered approach to creative problem solving) and effects on three social service grantee programs to explore possibilities of how to create desired outcomes that benefit the customer
- Uses the same methodology (Motiv model: Investigate, Reframe, Ideate, Refine and Implement) to better understand family experiences, more effectively match problems to solutions, and produce innovative responses to challenges
- Focus on root causes to identify barriers that families face

Methods
- Pilot studies to test and examine the process of the three family service grantees using creative-solving methodology

Customer Centered Design: Implementing WIOA with the Customer in the Center

Type	Document
Author	U.S. Department of Labor, Employment, and Training Administration
URL	https://www.workforce3one.org/view/2001521035585905283
Publisher	U.S. Department of Labor, Employment, and Training Administration
Date	August 2015

Abstract**   This document explains a process for implementing WIOA with the customer in the center, called customer-centered design. It provides an overview of the customer-centered design challenge and explains how the initiative will be structured in five phases: Launch, Classes, Experimentation and Prototyping, Learning and Exchange Celebration in DC, and Peer Mentoring.

Relevance

- Insights on the customer-centered design challenge initiative for implementing WIOA
- Information on how to compose a design challenge team, desired outcomes, and five implementation phases (Launch/Webinar, Online Course, Experimenting and Prototyping, and Peer Mentoring)

Customer Evaluations of Service Complaint Experiences: implications for Relationship Marketing

Type	Journal Article
Authors	Stephen Tax, Stephen Brown, Murali Chandrashekaran
URL	http://ikm3000.com/nederlands/pdf/Tax%20Brown%20Chandrashekaran%20JoMarketing%201998.pdf
Volume	62
Issue	2
Publication	The Journal of Marketing
Date	1998

Abstract Many companies consider investments in complaint handling as means of increasing customer commitment and building customer loyalty. Firms are not well informed, however, on how to deal successfully with service failures or the impact of complaint handling strategies. In this study, the authors find that a majority of complaining customers were dissatisfied with recent complaint handling experiences. Using justice theory, the authors also demonstrate that customers evaluate complaint incidents in terms of the outcomes they receive, the procedures used to arrive at the outcomes, and the nature of the interpersonal treatment during the process. In turn, the authors develop and test competing hypotheses about the interplay between satisfaction with complaint handling and prior experience in shaping customer trust and commitment. The results support a quasi "brand equity" perspective--whereas satisfaction with complaint handling has a direct impact on trust and commitment, prior positive experiences mitigate, to a limited extent, the effects of poor complaint handling.

Tags

- Behavioral Economics

Relevance

- Results can help us delve into AJC service complaint handling in an effort to improve customer trust, commitment, and satisfaction

Methods

- Survey: Participants wrote about any recent experiences with complaint handling, including justice, satisfaction, trust, commitment, and prior experiences

Customer Experience: Are We Measuring the Right Things?

Type	Journal Article
Authors	Stan Maklan, Philipp "Phil" Klaus

Abstract   Marketing theory and practice evolved dramatically through a series of transformations from products to services and, recently, customer experiences. Each stage has its own perspective on marketing's purpose, the nature of customer value and measurements that calibrate performance and guide managerial decisions. The latter is of particular interest to market researchers. Measurement (research) typically lags changes in marketing theory due to institutional factors and the time for new practices to diffuse. The authors posit that firms still measure customer experience against criteria more suited for evaluating product and service marketing. Research practice seems rooted in 1990s notions of service quality, itself an outgrowth of Total Quality Management originating in manufacturing during the 1980s. The authors argue that market researchers will serve their organizations and customers better if they take an active role updating the customer experience measurement commensurate with advances in the conceptualization of that which firms offer customers.

Tags
- Measurement

Relevance
- Reviews existing measures of customer experience and provides recommendations for revising them as services change
- Measures could be applied and adapted for the AJC context

Customer Experience Creation: Determinants, Dynamics, and Management Strategies

Abstract   Retailers, such as Starbucks and Victoria's Secret, aim to provide customers a great experience across channels. In this paper, we provide an overview of the existing literature on customer experience and expand on it to examine the creation of a customer experience from a holistic perspective. We propose a conceptual model, in which we discuss the determinants of customer experience. We explicitly take a dynamic view, in which we argue that prior customer experiences will influence future customer experiences. We discuss the importance of the social environment, self-service technologies, and the store brand. Customer experience management is also approached from a

strategic perspective by focusing on issues such as how and to what extent an experience-based business can create growth. In each of these areas, we identify and discuss important issues worthy of further research

Tags
- Behavioral Economics

Relevance
- Holistic conceptualization of customer experience that promotes the importance of the social environment in shaping expectations and experiences with service providers

Methods
- Conceptual and literature review of theory and research in customer experiences

Customer Experience Quality: An Exploration in Business and Consumer Contexts Using Repertory Grid Technique

Type   Journal Article
Authors   Fred Lemke, Moira Clark, Hugh Wilson
URL   https://dspace.lib.cranfield.ac.uk/bitstream/1826/7477/1/Customer_Experience_Quality.pdf
Volume   39
Issue   6
Publication Journal of the Academy of Marketing Science
Date   2011

Abstract   This study proposes a conceptual model for customer experience quality and its impact on customer relationship outcomes. Customer experience is conceptualized as the customer's subjective response to the holistic direct and indirect encounter with the firm, and customer experience quality as its perceived excellence or superiority. Using the repertory grid technique in 40 interviews in business-to-business (B2B) and business-to-consumer (B2C) contexts, the authors find that customer experience quality is judged with respect to its contribution to value-in-use, and hence propose that value-in-use mediates between experience quality and relationship outcomes. Experience quality includes evaluations not just of the firm's products and services but also of peer-to-peer and complementary supplier encounters. In assessing experience quality in B2B contexts, customers place a greater emphasis on firm practices that focus on understanding and delivering value-in-use than is generally the case in B2C contexts.

Tags
- Behavioral Economics

Relevance
- Customer experience quality and relationship outcomes in both B2B and B2C contexts
- The mediating effect of value-in-use
- Can be applied to improve AJC customer experience and relationships

Methods

- Interviews with 40 participants, split evenly between B2B and B2C
- Repertory grid technique (breaks down complex personal views into manageable sub-components of meaning)

Customer Satisfaction: A Meta-Analysis of the Empirical Evidence

Type	Journal Article
Authors	David Szymanski, David Henard
URL	http://davidhenard.com/Landing_Page/About_files/Szymanski%20%26%20Henard%202001.pdf
Volume	29
Issue	1
Publication	Journal of the Academy of Marketing Science
Date	2001

Abstract   The growing number of academic studies on customer satisfaction and the mixed findings they report complicate efforts among managers and academics to identify the antecedents to, and outcomes of, businesses having more- versus less-satisfied customers. These mixed findings and the growing emphasis by managers on having satisfied customers point to the value of empirically synthesizing the evidence on customer satisfaction to assess current knowledge. To this end, the authors conduct a meta-analysis of the reported findings on customer satisfaction. They document that equity and disconfirmation are most strongly related to customer satisfaction on average. They also find that measurement and method factors that characterize the research often moderate relationship strength between satisfaction and its antecedents and outcomes. The authors discuss the implications surrounding these effects and offer several directions for future research.

Tags

- Behavioral Economics

Relevance

- Synthesizes research on the factors that affect customer satisfaction

Methods

- Meta-analytic review of existing research on customer satisfaction
- Identified important predictors of customer satisfaction across a range of studies

Customer Satisfaction at Wisconsin's One-Stop Job Centers: Development and Implementation of a Customer Satisfaction Instrument

Type	Thesis
Author	Nicholas Blanchette
URL	http://www2.uwstout.edu/content/lib/thesis/2001/2001blanchetten.pdf
Place	Menomonie, WI
Date	August 2001

University   University of Wisconsin-Stout

Abstract** This research developed and implemented a customer satisfaction instrument that examined the satisfaction of walk-in clients using the programs, services, and technical assistance provided by Wisconsin One-Stop Job Centers in Chippewa, Dunn, and Eau Claire countiesResults of the study show that the majority of individuals used the Job Centers for job searching purposes. Overall, customers tended to be highly satisfied with the Job Center's programs, services, and staff. The professionalism and approachability of the Job Center's staff was rated the highest in satisfaction. Rated lowest in satisfaction was the accuracy of the Job Center's Website and available materials meeting the customers' needs. This research also suggested that to increase overall satisfaction, it is reasonable to focus improvement efforts on the performance attributes relating to the confidence customers feel towards Job Center staff when receiving assistance and fulfilling the needs of the customers.

Relevance

- Development and implementation of a customer satisfaction instrument in AJCs
- Focus on services and staff assistance
- Customers rate various aspects of their AJC experience

Methods

- 121 participants
- Customer satisfaction survey developed by modifying the Servqual customer satisfaction survey

Customer Satisfaction: Six Strategies for Continuous Improvement

Abstract This is the first in a series of articles that will explore ways to make that customer-service-excellence dream a reality. These articles will feature the methods employed by successful healthcare systems to create impressive customer service and achieve customer loyalty. We begin the series with the "six strategies for success"--the foundation for a system-wide service effort to create and sustain a culture of continuous improvement. We hope that all of you, regardless of your past efforts or current initiatives, find new tools and approaches to apply in your organization.

Tags

- Behavioral Economics

Relevance

- Provides an overview of six important strategies for improving customer experience:
  (1) Raise awareness about service improvement goals for staff

(2) Set service expectations and standards of behavior
(3) Identify and eliminate barriers and obstacles
(4) Learn and develop skills
(5) Listen to customers
(6) Reinforce and support continuous improvement

Methods
- Conceptual review

Customer Service Delivery: Research and Best Practices

Type   Book
Authors   Lawrence Fogli, Eduardo Salas
URL   http://www.wiley.com/WileyCDA/WileyTitle/productCd-0787976202.html
Publisher   John Wiley & Sons
Date   2006

Abstract** *Customer Service Delivery* taps into business, marketing, and psychological research and practices, to provide a wealth of knowledge about customer service. With contributions from some of the best known industrial and organizational psychology experts in customer service, this book brings together, in one comprehensive resource, a review of the best practices in customer service delivery. *Customer Service Delivery* also provides a framework for customer service as a process and an outcome. The authors address a wide range of topics crucial to today's competitive business environment: customer expectations, loyalty satisfaction, product versus service delivery, measurement, brand equity, regional and cultural differences, and organizational impact. *Customer Service Delivery* explores human resource staffing practices and service delivery by including proven selection strategies for hiring top quality service workers, an analysis of the personality correlates of service performance, and a comprehensive review of assessment instruments that predict customer service performance. In addition, this important resource contains strategies and tactics to improve and manage service delivery and offers illustrative case examples of how organizations have successfully improved and managed customer service.

Tags
- Behavioral Economics

NOTES
Relevance
- Psychological research and applied practice in customer service
- Recommendations for assessing and improving customer experience and service delivery

Customer Sociability and the Total Service Experience: Antecedents of Positive Word-of-Mouth Intentions

Type   Journal Article
Authors   Ronald J. Ferguson, Michèle Paulin, Jasmin Bergeron
URL   http://www.emeraldinsight.com/doi/abs/10.1108/09564231011025100

Abstract   The sociability of surgery patients as measured by their personality traits and socially oriented values is significantly related to the strength of positive word-of-mouth (WOM) intentions. Self-oriented values are not associated with positive WOM intentions. Also, to varying degrees, all dimensions of the total service experience are associated with positive WOM intentions. Originality/value – The paper is the first to illustrate that, in a given service context, the antecedents of customer loyalty may be complex, not only dependent on customer assessments of their interactions and experiences throughout the service process, but also relative to their dispositional characteristics such as sociability. The consistency of the results for positive WOM assessed at 3 days and 1 month post-surgery adds to the robustness of the findings.

Tags
- Analogous Systems
- Behavioral Economics

Relevance
- Evidence from a healthcare service setting
- Identifies importance of the quality of interactions between providers and patients

Methods
- Measured personality traits
- Assessed the quality of provider-patient interactions in a hospital setting

Customer Value: The Next Source for Competitive Advantage

Abstract   Driven by more demanding customers, global competition, and slow-growth economies and industries, many organizations search for new ways to achieve and retain a competitive advantage. Past attempts have largely looked internally within the organization for improvement, such as reflected by quality management, reengineering, downsizing, and restructuring. The next major source for

competitive advantage likely will come from more outward orientation toward customers, as indicated by the many calls for organizations to compete on superior customer value delivery. Although the reasons for these calls are sound, what are the implications for managing organizations in the next decade and beyond? This article addresses this question and presents frameworks for thinking about customer value, customer value learning, and the related skills that managers will need to create and implement superior customer value strategies.

Tags
- Behavioral Economics

Relevance
- Reviews research and theory to develop frameworks for managers to use in approaching customers and their experiences to improve customer experience

Methods
- Conceptual review

Delivering Quality Service: Balancing Customer Perceptions and Expectations

Type   Book
Authors   Valarie A. Zeithaml, A. Parasuraman, Leonard L. Berry
Publisher   Simon and Schuster
Date   1990

Abstract**   Excellence in customer service is the hallmark of success in service industries and among manufacturers of products that require reliable service. But, what exactly is excellent service? It is the ability to deliver what you promise, say the authors; but first you must determine what you can promise. Building on 7 years of research on service quality, they construct a model that, by balancing a customer's perceptions of the value of a particular service with the customer's need for that service, provides brilliant theoretical insight into customer expectations and service delivery. The authors' groundbreaking model, which tracks the five attributes of quality service--reliability, empathy, assurance, responsiveness, and tangibles--goes right to the heart of the tendency to overpromise. By comparing customer perceptions with expectations, the model provides a two-part measure of perceived quality that, for the first time, enables marketing managers to segment a market into groups with different service expectations.

Tags
- Behavioral Economics
- Measurement

Relevance
- Reviews theory, research, and practice in customer experience
- Provides examples of measures

Deploying e-Government Programs: The Strategic Importance of "I" Before "E".

Type   Journal Article
Authors   R. Schware, A. Deane
URL   http://citeseerx.ist.psu.edu/viewdoc/download?doi=10.1.1.199.8623&rep=rep1&type=pdf
Volume   5
Issue   4
Publication   info
Date   2003

Abstract   Many developing countries are in the initial phases of adopting electronic government (e-government) programs to improve public services and deliver them as efficiently and conveniently as possible. Our experience with a variety of governments throughout the developing world at different stages of implementing e-government programs with citizens (G2C), businesses (G2B), and other entities of government (G2G) suggests that a major reason behind the success or failure of e-government projects is the extent to which the governments address technological infrastructure encouraged by appropriate telecommunications policies; and, the legal and regulatory instruments required for e-government. Information and communication technology (ICT) infrastructure (the ``I'') development is at the heart of successful deployment and sustainability of e-government programs.

Tags

- Analogous Systems
- Online Customer Interactions

Relevance

- Theoretical review of important criteria to be in place when establishing e-government services
- Highlights importance of infrastructure being set up well prior to the roll-out of e-government services

Developing Behavioral Theory with the Systematic Integration of Community Social Capital Concepts

Type   Journal Article
Authors   Laura J. Samuel, Yvonne Commodore-Mensah, Cheryl R. Dennison Himmelfarb
URL   http://heb.sagepub.com/content/early/2013/10/02/1090198113504412
Publication   Health Education & Behavior
ISSN   1090-1981, 1552-6127
Date   October 2, 2013
Journal Abbr   Health Educ Behav
DOI   10.1177/1090198113504412

Abstract   Health behavior theories state that social environments influence health behaviors, but theories of how this occurs are relatively underdeveloped. This article systematically surveys community social capital concepts in health behavior literature and proposes a conceptual framework that integrates these concepts into existing behavioral theory. Fifty-three studies tested associations between community social capital concepts and physical activity (38 studies), smoking (19 studies), and

diet (2 studies). Trustworthiness of community members was consistently associated with more health-promoting and less disease-promoting behaviors in 19 studies. Neighborly reciprocity showed mixed results in 10 studies. Reporting a good sense of community was associated with more physical activity in only 5 of 16 studies. Neighborhood collective efficacy, which includes social cohesion and informal social control, was inconsistently associated with behaviors in 22 studies. Behavioral social norms were associated with smoking and physical activity in two of six studies, and neighborhood modeling of physical activity was associated with increased activity in 12 of 17 studies, with 1 opposing result. This review identifies several community social capital–related concepts that are, at times, associated with both health-promoting and disease-promoting behaviors and often have no associations. Theory explains these findings by describing the relationships and interactions among these concepts. Using these findings, this article proposes a conceptual framework that integrates community social capital concepts into existing behavioral theory. Iterative empirically based theory development is needed to address these concepts, which affect behaviors. These results can also inform theoretically based community-based and socially tailored interventions.

Tags

- Behavioral Economics

Relevance

- Identifies important social and psychological variables that influence behavior
- Underscores importance of social norms in behavioral change and the perceived trustworthiness in people who communicate health promotion

Methods

- Review of empirical research

Disability Employment Initiative Workforce Employment Networks: Lessons Learned on Serving Ticketholders in the American Job Centers

Type   Web Page
Author   U.S. Department of Labor, Employment, and Training Administration
URL   https://www.workforce3one.org/view/2001432942586661946/info
Date   November 2014

Abstract*   This webinar provides Disability Employment Initiative (DEI) grantees and workforce development professionals with key lessons learned from the DEI Workforce Employment Networks that resulted in positive employment outcomes for job seekers receiving Social Security disability benefits. Two customer stories are shared, providing real life examples of how the AJC services and programs through the Employment Network contributed to their success.

Tags

- People With Disabilities

Relevance

- Lessons learned from people with disabilities who are SSI beneficiaries/ticket holders at AJCs

Promising Practices

- Having a benefits advisor in the Ticket program – hard to advise people about how work will affect their benefits otherwise
- Having all partners engaged in the Employment Network (EN), including enrollment in the public workforce system
- Blending and braiding of funds for services/supports – allows you to leverage different funds to provide intensive and long-term supports
- Having a content specialist with accommodations – because lack of appropriate accommodation is a key barrier to employment
- Doing outreach, especially work with employers to understand their diversity recruitment strategies

Effective Case Management Key Elements and Practices from the Field

Type   Report
Authors   Elizabeth Laird, Pamela Holcomb
URL   http://www.mathematica-mpr.com/~/media/publications/pdfs/labor/case_management_brief.pdf
Date   June 2011
Institution Mathematica Policy Research
Report Type Issue Brief

Abstract* Case management is an essential component of a customer-centered workforce system. Case managers, sometimes known as career specialists or employment counselors, carry out a wide range of activities and play a critical role in helping guide, support, and motivate customers seeking training, employment, and advancement. To be effective guides, coaches, and mentors, case managers must employ a wide range of skills and tools, all of which must be supported by administrative practices and policies. This issue brief provides examples of key elements and practices for effective case management in the workforce system. The brief provides examples of state and local tools, processes, and policies designed to create or improve case management, and includes an annotated list of additional resources. This brief is one of a series of technical assistance tools developed under the Technical Assistance and Training initiative of the DOL ETA.

Tags

- Online Customer Interactions

Relevance

- Promising practices for using case management to enhance customer experience
- Examples of state and local tools, processes, and policies designed to create or improve case management

Methods

- Scan of online resources
- Telephone interviews with subject matter experts

- Guidance and feedback from project work group (federal, state, and local workforce development personnel)

Promising Practices
- Using social media for youth follow-up (Facebook page called "Jobz")
- Customer-centered interviewing techniques
- Head, heart, and soul interviewing techniques; Partnership for Family Success

Employment Connection: Demand-Driven Model Increases Job Placement

Type   Report
Author   Hannah Halbert
URL   http://www.policymattersohio.org/wp-content/uploads/2013/04/EmploymentConnection_Apr2013.pdf
Place   Columbus, Ohio
Date   April 2013
Institution   Policy Matters Ohio

Abstract* This report examines the transition to a demand-facing, employer-driven model that focuses on the transition impact to the adult and dislocated worker populations served by the WIA. By looking beyond the WIA common measures, the study found that the number exiting the program to employment increased five-fold. Even as more people exit the program, a higher percentage of exiters are being placed in jobs. Employment Connection (EC) is a combined workforce delivery system for the city of Cleveland and Cuyahoga County, serving Local Workforce Area 3. EC's outcomes have quickly improved after implementing the demand-facing model of service delivery. The share of clients exiting the agency's programs and finding jobs has nearly doubled, growing to 84.4 percent in 2011 from 43.6 percent in 2009. Earnings have rebounded for adults and dislocated workers exiting agency programs, from a low point in 2009, and are closer to earnings reported in 2008.

Tags
- Employers

Relevance
- Employer-driven demand-side model for adult and dislocated worker programs

Methods
- Participant data outcomes, including earnings data
- Interviews with workforce staff

Promising Practices
- Rather than waiting for employers to contact the agency for assistance or to list a job posting, the Business Service Team consultants use their sales skills to actively engage and promote EC human resource services and solicit job leads

---

Enough Is Known for Action Webinar Series: Career Pathways for Youth

Type   Web Page
Author   U.S. Department of Labor, Employment, and Training Administration
URL   https://www.workforce3one.org/view/5001522528444734812/info

Abstract*   This session is the seventh webinar in the *Enough is Known for Action* series for the youth community, hosted by the DOL ETA Division of Youth Services and Regional Offices. The purpose of this webinar series is to inspire strategic planning and action now as the system is in the early stages of implementation of the WIOA. The passage and implementation of WIOA offers a renewed opportunity for workforce and education programs to collaborate and meet the needs of youth, adult learners, and job seekers. Career Pathways is a promising approach for aligning workforce development, education, and training that is a requirement and strongly emphasized in the new law. The initiative offers a new way of viewing employers as partners and co-leads in this work. The webinar addresses the new law's emphasis on career pathways as a way to create more efficient and customer-centered approaches to education and training for youth. It explains the distinctions between career pathways programs and systems and receive a preview of our upcoming Career Pathways Toolkit and its six key elements. It includes promising approaches in a few local areas across the country that are building career pathways programs and systems to benefit youth development, educational, and employment opportunities.

Tags
- Youth

Relevance
- WIOA Career Pathways for youth

E-SELFQUAL: A Scale for Measuring Online Self-Service Quality

Type   Journal Article
Authors   David Xin Ding, Paul Jen-Hwa Hu, Olivia R. Liu Sheng
URL   http://parsproject.xzn.ir/tarjome/275.pdf
Volume   64
Issue   5
Publication   Journal of Business Research
ISSN   0148-2963
Date   2011

Abstract   The measurement of online self-service quality has become increasingly crucial as firms deliver an expanding array of services through their Websites. Substantial research examines online services using salient scales primarily developed for personnel-orchestrated, face-to-face services; several recently developed scales that target online services focus on important information and/or system characteristics but do not consider e-retailers' fundamental roles holistically. The reported research synthesizes relevant previous research and proposes a conceptual framework to examine the quality of online self-services in e-retailing. The proposed framework then guides a scale development effort that includes a series of pilot and validation studies. The resulting scale, e-SELFQUAL, provides a means for examining the relationships between online service quality and customer satisfaction, as well as loyalty in e-retailing. This study has several important implications for research and business practice.

Tags

- Analogous Systems
- Measurement

Relevance

- Measure for online customer experience in e-retail that could be applied in online AJC contexts

Methods

- Reviewed of existing research
- Scale development and validation techniques

Evaluating a Model for Analyzing Methods Used for Measuring Customer Experience

Abstract   Several scholars have defined "experience" in customer-centric approaches, varying in perception and measurement techniques, yet this appellation is undermined in terms of its definition and measurement methodologies. In this article, we analyze the possible known methods of customer experience measurement, and then identify three major comprehensive techniques for comparison along with their advantages and disadvantages. Further, these three measurement techniques have been assessed on a model framework to suggest its applicability and suitability with the nature of industry. Finally, in the concluding section, we suggest the most versatile method in terms of its use and applicability with industry types.

Tags

- Measurement

Relevance

- Ways of measuring customer experience could be used in the AJC context

Evaluating Service Encounters: The Effects of Physical Surroundings and Employee Responses

Type   Journal Article

Author   Mary Jo Bitner
URL   http://www.ida.liu.se/~steho87/und/htdd01/9602205187.pdf
Volume   54
Issue   2
Publication   The Journal of Marketing
Date   1990

Abstract   For consumers, evaluation of a service firm often depends on evaluation of the "service encounter" or the period of time when the customer interacts directly with the firm. Knowledge of the factors that influence customer evaluations in service encounters is therefore critical, particularly at a time when general perceptions of service quality are declining. The author presents a model for understanding service encounter evaluation that synthesizes consumer satisfaction, services marketing, and attribution theories. A portion of the model is tested experimentally to assess the effects of physical surroundings and employee responses (explanation and offers to compensate) on attributions and satisfaction in a service failure context.

Tags
- Behavioral Economics

Relevance
- Insights on the "service encounter"

Methods
- Random assignment into 12 conditions
- Interviews

Evaluation of the Priority of Service Provision for the Jobs for Veterans Act by the Workforce Investment System in Providing Service to Veterans

Type   Report
Authors   John Trutko, Burt Barnow
URL   http://wdr.doleta.gov/research/FullText_Documents/ETAOP2011-03.pdf
Place   Arlington, VA
Date   June 2010
Institution   Capital Research Corporation

Abstract*   The purpose of this study was to provide to the DOL ETA an independent evaluation of the implementation of priority of service (POS) provision of the Jobs for Veterans Act (JVA). The evaluation provides a better understanding of how veterans (i.e., covered persons) receive access to the full array of workforce services through One-Stop Career Centers. The contractor used a mixed-methods approach that included key informant interviews, site visits (state and local), quantitative analysis of WIA Standardized Record Data (SRD), and designing a survey and Office of Management and Budget (OMB) package for collecting data from veterans about their experiences. The study finds that veterans were less likely to receive intensive services, training services, and to establish ITAs under the adult program. However, under the dislocated worker program, veterans were equally likely to receive services as were non-veterans. Veterans and non-veterans exhibited similar pre- and post-employment rates; however,

veteran earnings were substantially higher than non-veterans. Veterans come into WIA with more work-related experience and educational qualifications than non-veterans, and may have less need for training services. The interview data suggests that priority of service information was not sufficiently clear and that awareness of priority of services was incomplete at One-Stop Career Centers, with high variability across states. Finally, they find that all states visited had strong veterans outreach programs to bring veterans to One-Stops, and that workforce agencies tried to identify veterans early in the process to refer them to Disabled Veterans Outreach Programs (DVOPs) or Local Veterans Employment Representatives (LVERs).

Tags
- Veterans

Relevance
- Analysis of customer experience of veterans
- Survey can be used as a starting point in interview protocol design

Methods
- Key informant interviews with federal officials and national veterans/workforce organizations
- Site visits to seven states and one local area within each state
- Analysis of Workforce Investment Act Standardized Record Data (WIASRD) data

Expanding Economic Opportunity for Young Men and Boys of Color through Employment and Training

Type   Report
Authors   Shayne Spaulding, Robert Lerman, Harry J. Holzer, Lauren Eyster
URL   http://www.urban.org/research/publication/expanding-economic-opportunity-young-men-and-boys-color-through-employment-and-training
Place   Washington, D.C.
Date   February 2015
Institution   Urban Institute

Abstract   Young men of color have long experienced lower earnings and higher unemployment compared to young white men. Many factors have contributed to these negative outcomes: persistent discrimination, employer hiring practices, geographic and social isolation, substandard secondary education, lack of career and postsecondary educational guidance, inadequate career and technical education, and higher incarceration rates. This paper focuses on promising strategies for improving the labor market outcomes of low-income young men of color. It outlines an employment-focused approach to improving economic opportunities and outcomes for these young men, highlighting potential policy, system and institutional reforms as well as program investments.

Tags
- Youth

Relevance

- Reviews promising practices for enhancing employment and training programs for young men of color
- Discusses research on the perception of social connectedness --this is an important driver of successful transition into employment for minority students and students who are first in their families to go to college
- A "sense of belonging" among black students is important for building self-esteem that can lead to more success in the labor market

Promising Practices

Profiled the following workforce programs:
- Job Corps (national impact study)
- Summer Youth Employment Program in New York City
- Philadelphia Youth Network
- Baltimore Youth Opportunity Program
- Sector-Based Career Centers (New York City)
- WorkAdvance (NY, OH, OK)
- Year Up (several sites, including Boston, New York, Baltimore, Arlington VA, San Francisco, and Seattle)
- Employment Works in New York City
- Center for Employment Opportunities
- Fathers at Work
- Primavera Works (Tucson, AZ)
- Restaurant Opportunities Centers United
- Paraprofessional Healthcare Institute

Expectations, Disconfirmation, and Citizen Satisfaction with the US Federal Government: Testing and Expanding the Model

Abstract   Recent research on citizen satisfaction with government services has examined the expectancy-disconfirmation model (EDM), a model suggesting that satisfaction judgments are formed through a cognitive process relating prior expectations to perceived performance and the confirmation or disconfirmation of expectations relative to performance. The results of these studies have been

promising and largely supportive of the application of this model to the domain of government services, helping to clarify the processes by which citizens form satisfaction judgments about these services. Thus far, however, the model has only been tested in its most basic form and only applying survey data of citizens experiencing urban, local, or state government services. In this article, we expand on the extant research in two ways. First, we test the EDM in relation to US Federal Government services and compare our results to the findings of earlier studies focused on local government services. Second, we expand the model by including some antecedents we hypothesize will influence citizens' expectations of their experiences at the federal level of government, including the respondent's political ideology, party identification, and overall trust in the Federal Government. Our results suggest that the EDM functions well in regard to Federal Government services, confirming and building upon the findings of earlier studies of this model vis-à-vis local government services. Furthermore, analysis of the expanded EDM finds a significant relationship between party identification, ideology, trust, and expectations, suggesting a new direction for future research using this model.

Tags
- Analogous Systems

Relevance
- Tests expectancy-disconfirmation model for US Federal Government services, such as benefits distributed by the Social Security Administration and taxes collected by the Internal Revenue Service
- Insights about the effect of party identification, political ideology, and trust on overall satisfaction and prior expectations of experience with a Federal Government

Methods
- Web- and telephone-based survey

Expectations, Performance, and Citizen Satisfaction with Urban Services

Type   Journal Article
Author   Van Ryzin, G. G.
URL   http://onlinelibrary.wiley.com/doi/10.1002/pam.20020/abstract
Volume   23
Issue   3
Publication   Journal of Policy Analysis and Management
Date   2004

Abstract   The expectancy disconfirmation model has dominated private-sector research on customer satisfaction for several decades, yet it has not been applied to citizen satisfaction with urban services. The model views satisfaction judgments as determined—not just by product or service performance—but by a process in which consumers compare performance with their prior expectations. Using data from a New York City citizen survey, this study finds that citizen expectations, and especially the disconfirmation of expectations—factors that previously have not been considered in empirical studies of the determinants of citizen satisfaction—play a fundamental role in the formation of satisfaction judgments regarding the quality of urban services. Interestingly, the modeling results

suggest that urban managers should seek to promote high-quality services and high expectations among citizens. The article also discusses additional implications for research and public management practice.

Tags
- Behavioral Economics

Relevance
- Applies research in satisfaction judgments to the public domain of urban services
- Useful for understanding how citizens compare service performance with prior expectations to better understand how AJC customers make satisfaction decisions

Methods
Analyzed data from the Survey of Satisfaction with New York City Services (SSNYCS), a telephone survey conducted with more than 2,000 randomly selected adults each year

EXQ: A Multiple-Item Scale for Assessing Service Experience

Abstract   The paper conceptualizes and validates the concept of customer/service experience. In total, 19 items in 4 dimensions of the EXQ scale were identified: product experience, outcome focus, moments-of-truth, and peace-of-mind. These dimensions reflect service experience perceptions. The findings support the conclusion that the service experience has a significant impact on customer satisfaction, loyalty, and word-of-mouth intentions. The scale demonstrates good psychometric properties based on the variety of reliability and validity tests used, and builds upon extant research. Practical implications – The research provides managers with the dimensions of service experience that influence purchase behavior and provides researchers with a sought-after conceptualization of service experience

Tags
- Analogous Systems
- Measurement

Relevance
- Dimensions of service experience that influence purchase behavior

- Conceptualization of service experience
- Empirically founded measurement of the service/customer experience

Methods
- Initial item generation through qualitative research
- Exploratory factor analysis
- Confirmatory factor analysis and structural equation modeling

Gender Effects on Customer Satisfaction with Employment Services

Abstract   This study examined gender differences of the customer expectations and satisfaction of job seekers with employment and training services by a state government in the US. A customer satisfaction survey was administered yielding 1,393 responses from individuals who applied for employment and training services from the New Jersey Employment Service. The survey found that women generally have higher expectations about the importance of service delivery issues than their male counterparts. However, no differences were found between men and women reporting their actual satisfaction of the service received. This research created a baseline and further research is necessary to delve into reasons for the differences.

Tags
- Women

Relevance
- Differences in men's and women's expectations for service delivery

Methods
- Survey

Getting Teams to Talk: Development and Pilot Implementation of a Checklist to Promote Inter-professional Communication in the OR

Abstract* The researchers conducted a pilot implementation of a preoperative team communication checklist. The study objectives were to assess the feasibility of the checklist (that is, team members' willingness and ability to incorporate it into their work processes); to describe how the checklist tool was used by operating room (OR) teams; and to describe perceived functions of the checklist discussions. The preoperative team checklist shows promise as a feasible and efficient tool that promotes information exchange and team cohesion.

Tags
- Behavioral Economics

Relevance
- Checklists to improve communication

Methods
- Ethnography of checklist use among surgeons
- Feedback interviews

Health Behavior Models in the Age of Mobile Interventions: Are Our Theories up to the Task?

Abstract Mobile technologies are used to deliver health behavior interventions. The study aims to determine how health behavior theories are applied to mobile interventions. This article presents a review of the theoretical basis and interactivity of mobile health behavior interventions. Many of the mobile health behavior interventions reviewed were predominately one way (i.e., mostly data input or informational output), but some have leveraged mobile technologies to provide just-in-time, interactive, and adaptive interventions. Most smoking and weight loss studies reported a theoretical basis for the

mobile intervention, but most of the adherence and disease management studies did not. Mobile health behavior intervention development could benefit from greater application of health behavior theories. Current theories, however, appear inadequate to inform mobile intervention development as these interventions become more interactive and adaptive. Dynamic feedback system theories of health behavior can be developed using longitudinal data from mobile devices and control systems engineering models.

Tags
- Behavioral Economics
- Online Customer Interactions

Relevance
- Evaluates adherence and disease management outcomes based on different mobile intervention strategies that employ behavioral theory to improve health and use of health services
- Suggests promising uses for best practices using mobile devices and in-time messaging to affect health behavior

Methods
- Review of applications of behavioral theory

Health Insurance Coverage and Take-Up: Lessons from Behavioral Economics

Abstract*   The authors conclude that the success of health insurance coverage reform depends crucially on understanding the behavioral barriers to take-up. The take-up process is likely governed by psychology as much as economics, and public resources can likely be used much more effectively with behaviorally informed policy design.

Tags
- Behavioral Economics

Relevance
- Decision-making insights on service up-take

Methods
- Reviews issues in health insurance coverage from a behavioral economics perspective

How Are Women Served by the WIA Adult and Dislocated Worker Programs? Findings from Administrative Data

Type   Report
Authors   Nan Maxwell, Heinrich Hock, Natalya Verbitsky-Savitz, Davin Reed
URL   http://www.mathematica-mpr.com/~/media/publications/pdfs/labor/womenservedwia.pdf
Place   Oakland, CA
Date   December 21, 2012
Institution Mathematica Policy Research

Abstract*   This report describes the characteristics, service receipt, and short-term labor market outcomes of female customers leaving the WIA Adult and Dislocated Worker programs in 2009. It also assesses gender differences in each of these domains and how service receipt and outcomes varied with local area characteristics. It finds that females were more likely than males to face employment barriers before enrolling in WIA programs. These differences, along with geographic factors, mostly explain the more extensive receipt of training and supportive services among females. However, measures of customer and local area characteristics available for our analysis can not explain large gender disparities in the focus of occupational skills training and in post-program earnings. The researchers recommend conducting a process study to better understand gender differences in occupational skills training and making changes to existing data systems that would facilitate stronger quantitative analyses of the experiences and outcomes of WIA customers.

Tags
- Women

Relevance
- Gender differences and local variation in service receipt and outcomes
- In addition to geographic factors, differences in employment barriers mostly explained why women received more extensive training and supportive services than men

Methods
- Analysis of WIASRD and U.S. Census American Community Survey data

How to Sustain the Customer Experience: An Overview of Experience Components that Co-create Value with the Customer

Type   Journal Article
Authors   Chiara Gentile, Nicola Spiller, Giuliano Noci
URL   http://www.sciencedirect.com/science/article/pii/S0263237307000886
Volume   25
Issue   5
Publication European Management Journal
ISSN   0263-2373

Date   October 2007
Journal Abbr European Management Journal
DOI   10.1016/j.emj.2007.08.005

Abstract   Currently, the experience factor plays an increasingly important role in determining the success of a company's offering. The literature on Customer Experience is growing fast and the debate among scholars and practitioners is fervent. While many studies explore such themes from a theoretical viewpoint, tools aimed at supporting marketing managers in devising the right stimuli to support an excellent Customer Experience are still scarce. In this perspective, this study sheds some light on the concept of Customer Experience, and on how the right environment and setting for the desired Customer Experience should be created to contribute to the value creation for customers and the company itself. Drawing from the results of a survey submitted to several groups of customers, this paper attempts to understand the specific role of different experiential features in the success achieved by some well-known products. Following the empirical investigation, this work also suggests an interpretative model to support the marketing manager in generating the proper stimuli to activate the various components of the Customer Experience.

Relevance

- Recommendations for marketing managers to promote the uptake and use of a particular product or brand

Methods

- Surveys

Improving Demand-Driven Services and Performance: Toolkit for Effective Front-Line Services to Youth

Type   Report
Author   KRA Corporation
URL   http://www.doleta.gov/youth_services/Toolkit-improve.cfm
Place   Washington, D.C.
Date   2007
Institution   U.S. Department of Labor, Employment, and Training Administration

Abstract*   This toolkit was designed to enhance the quality of youth service. It consists of a manual that provides information about preparing youth, particularly the neediest youth, to become increasingly more self-sufficient; and the training tools that deliver the content described in the manual through the presentation of modules. Each module includes presentation slides, group exercises, and a training guide designed to guide trainers in delivering the content described in the manual. Modules can be presented individually, depending on training time available. *PowerPoint* slides are included to enable trainers to personalize their presentation(s).

Tags

- Youth

Relevance

- Technical assistance tools for serving youth, especially the neediest populations out-of-school and disconnected youth
- Manual summarizes and synthesizes effective practices

Improving Service Quality in America: Lessons Learned

Type   Journal Article
Authors   Leonard Berry, A Parasuraman, Valarie Zeithaml
URL   http://areas.kenan-flagler.unc.edu/Marketing/FacultyStaff/zeithaml/Selected%20Publications/Improving%20Service%20Quality%20in%20America-%20Lessons%20Learned.pdf
Volume   8
Issue   2
Publication   The Academy of Management Executive
Date   1994

Abstract*   Quality service sustains customers' confidence and is essential for a competitive advantage. Yet many companies are struggling to improve service, wasting money on ill-conceived service programs, and undermining credibility with management rhetoric not backed by action. Are there guidelines to help managers chart a service-improvement strategy for their organizations? This article presents 10 lessons from an extensive 10-year study of service quality in America. The authors suggest companies should engage in systematic listening to better understand customer and noncustomer expectations and perceptions, perform services reliably, provide basic service with the fundamentals customers expect, design services to combine various elements that function well together, recover from a service problem, surprise customers, treat customers fairly, foster teamwork among employees, research employees to gain their perspective on service performance and customers, and have a "servant leader" to inspire achievement among providers.

Tags
- Employers

Relevance
- Can provide guidance on what customers expect from AJC services and how to best engage employees to maximize judgments of AJC service quality and experience

Methods
- 10-year case study of service quality in US companies

Promising Practices
- The authors present the following lessons: listening, reliability, basic service, service design, recovery, surprising customers, fair play, teamwork, employee research, and servant leadership

---

Improving the Effectiveness of Individual Training Accounts: Long-Term Findings from an Experimental Evaluation of Three Service Delivery Models. Final Report

---

Type	Report
Authors	Irma Perez-Johnson, Quinn Moore, Rober Santillano
Date	2011
Institution	Mathematica Policy Research, Inc.

Abstract* This report presents long-term findings from an experimental evaluation of the effectiveness of three different models for delivering ITA services. The report builds on findings from an earlier evaluation of the ITA Experiment, which consisted of an implementation analysis, short-term (15 months) impact analysis, and benefit-cost analysis. This new study updates the impact and benefit-cost analysis by examining how customers fared 6 to 8 years after their program enrollment. The ITA models tested were: 1) Guided Choice; 2) Structured Choice; and 3) Maximum Choice. The report shows that moving away from the status quo to provide more flexible, higher-value training awards is cost-effective and has large, positive impacts on the long-term earnings of ITA job seekers.

Relevance

- Evidence that customers are satisfied with support under all three ITA models, but that mandatory counseling discouraged participation in training
- Other evidence about training participation and cost based on the model used that could be useful for making AJCs more responsive to customer demand and expectations

Methods

- Eight thousand customers of One-Stop Centers in eight sites were randomly assigned to one of three ITA service delivery models
- Impacts measured 6 to 8 years after program enrollment
- Implementation analysis, impact analysis, benefit-cost analysis

Institute Brief: Taking the Mystery Out of Customer Service

Type	Journal Article
Authors	Heike Boeltzig, Lora Brugnaro, Cecilia Gandolfo, Amy Gelb, Karen Zimbrich, Lara Enein-Donovan, Cindy Tsui, Joy Gould
URL	http://scholarworks.umb.edu/ici_institutebrief/10
Publication	The Institute Brief Series, Institute for Community Inclusion
Date	October 1, 2004

Abstract* Short brief provides background and emphasizes the use of the "mystery shopper" program. Describes it as an effective workforce development tool for evaluating service delivery and universal access to employment services for all members of the community. Highlights that a "mystery shopper" program is one of many evaluation tools available to ensure continuous quality improvement and customer satisfaction. The technique allows organizations to collect data on the experiences of One-Stop Career Center customers from the customer perspective. The brief includes) a Sample One-Stop Career Center Customer Report Card, and Guidelines for a Mystery Shopper One-Stop Career Center Visit questionnaire.

Tags

- People With Disabilities

Relevance

- Example of how Fairfax County VA WIB recruited people with disabilities for a 2004 mystery shopper program
- Provides a sample of One-Stop Career Center Customer Report Card and Guidelines for a Mystery Shopper One-Stop Career Center Visit
- Program allows organizations to collect qualitative, "real life" data on the experiences of One-Stop Career Center customers from the customer, to gain a more dynamic picture of customer service and identify key areas for improvement perspective

Promising Practices

- Technical assistance tools for implementing a mystery shopper program
- Discussed how to recruit and train a small number of people to evaluate the services customers receive at a particular One-Stop Career Center

Introduction to the Special Issue–Consumer Satisfaction Surveys: Their Purpose and Uses

Type   Journal Article
Authord   Robert Stensrud, Kevin Dalin
Volume   37
Issue   2
Publication   Journal of Rehabilitation Administration
ISSN   0148-3846
Date   2013
Journal Abbr   Journal of Rehabilitation Administration

Abstract   This article provides a brief review of the concept of satisfaction assessment and introduces the articles in this special edition. Satisfaction assessment is required of state vocational rehabilitation agencies, but little guidance has been provided on how to construct, administer, and interpret satisfaction surveys to provide useful input to state continuous quality improvement procedures. This special edition offers a more in-depth way to understand how these surveys can be of more use to state agencies and the people they serve.

Relevance

- Reviews the literature on customer satisfaction surveys, to be useful conceptually
- Distinguishes between cognitive and affective experience: the quality of what you received versus how you felt about the interactions with providers
- Notes that customer expectations play a large role in how the customer rates the experience in the end: If they expected more, they are likely to be disappointed
- Advises distributing surveys to customers at multiple points in the service delivery process

Linking Citizen Satisfaction with E-Government and Trust in Government

Type   Journal Article
Authors   Eric W. Welch, Charles C. Hinnant, M. Jae Moon
URL   http://hbanaszak.mjr.uw.edu.pl/TempTxt/WelchEtAl_2005_LinkingCitizenSatisfactionWithE-
              GovernmentAndTrustInGovernment.pdf
Volume   15
Issue   3
Publication   Journal of Public Administration Research and Theory
Date   2005

Abstract*   This article asks how Internet use, citizen satisfaction with e-government, and citizen trust in government are interrelated. The researchers first review the literature on trust and explore how radical information technologies may work to alter the production or maintenance of trust. They then develop hypotheses about how citizens' experience with e-government, satisfaction with e-government and government Web sites, and trust in government interrelate. Moreover, the model for e-government and Website satisfaction incorporates citizen perspectives on electronic transaction, transparency, and interactivity. Findings indicate that government Website use is positively associated with e-government satisfaction and Website satisfaction, and that e-government satisfaction is positively associated with trust in government. The authors find that while citizens are generally satisfied with the electronic provision of information (transparency), there is some dissatisfaction with the transaction and interactivity of Websites. They conclude that electronic government strategies—transaction, transparency, and interactivity—are important factors that directly affect e-government satisfaction and indirectly affect trust. Individuals who use government Websites are not only critical consumers but also demanding citizens.

Tags

- Online Customer Interactions

Relevance

- Explores how factors of electronic government such as transaction, transparency, and interactivity affect e-government satisfaction and trust

Methods

- Used data obtained from the Council on Excellence in Government
- Developed and tested a two-stage multiple-equation model that simultaneously predicts experience, satisfaction, and trust

Literature Review on Service Coordination and Integration in the Welfare and Workforce Development Systems

Type   Report
Author   Karin Martinson
URL   ftp://datatools.urban.org/pubs_prod/1999/html/batch69/408026-literature-review-on-service-
              coordination-and-integration-in-the-welfare-and-workforce-development-systems.pdf
Place   Washington, D.C.
Date   January 1999
Institution   Urban Institute

Abstract* The Welfare-to-Work (WtW) Grants Program provides additional funding to serve welfare recipients, but the resources flow through the employment and training system, now commonly called the workforce development system. States and localities are responding to this dynamic environment in different ways, and their responses reflect historical relationships as well as current policy objectives. This study builds on earlier research in the area of service coordination and integration, and provides a current description of local operational interaction between welfare and workforce development programs. It is based on a review of the literature and site visits to twelve localities in six states. The main intent is to add to the understanding about how welfare recipients receive employment-related services. The study identifies different approaches to coordination, the advantages of coordination for clients, and factors that promote or impede coordination. Overall, prior research on the coordination of workforce development and welfare programs offers only limited evidence of successful, sustained efforts. Moreover, there appears to be no single model or incentive that promotes successful coordination.

Tags

- Analogous Systems

Relevance

- Notes a distinction between service integration—which implies logistic and physical proximity—and coordination—which refers to agencies' efforts to work together to achieve specified goals
- Coordination can occur without operational integration, and physical integration does not necessarily improve system or program coordination
- Most of the localities in this study focused on coordination rather than service integration
- Describes different "models" of coordination efforts:
  1) System-oriented versus service-oriented coordination
  2) Top-down versus bottom-up integration
  3) A typology of service coordination initiatives

Methods

- Literature review
- Site visits in six local areas

Managing Customer Satisfaction: A Best Practice Perspective

Abstract Customer satisfaction is perhaps one of the most talked-about challenges of organizations in the public and private sectors. Indeed, it represents every organization's sole purpose, is at the heart of every mission statement, and is the ultimate goal of any strategies put in place. As such, this paper in continuation of the Best Practice series being so far covered, seeks to present this prominent topic as a total concept that encapsulates not only the measurement aspects of customer satisfaction per se but rather as a long-term pursuit of improvement, a culture change that can yield to competitive outcomes of the highest order. The paper includes some examples of best practice applications and concludes with a proposed audit tool that can help organizations assess their current approaches to customer satisfaction and put forward targets and actions for improvement.

Tags
- Measurement

Relevance
- Reviews research and proposes best practices in measuring and improving customer satisfaction

Promising Practices
- Provided a tool for retail providers to measure and improve customer satisfaction, a component of customer experience
- Can be applied and used in AJC contexts

Managing For Results: Opportunities to Strengthen Agencies' Customer Service Efforts

Type   Report
Author   U.S. Government Accountability Office
URL   http://www.gao.gov/products/GAO-11-44
Place   Washington, D.C.
Date   October 27, 2010
Institution   U.S. Government Accountability Office (GAO)

Abstract* The Federal Government has set a goal of providing service to the public that matches or exceeds that of the private sector. This report 1) assesses the extent to which federal agencies are setting customer service standards and measuring related results; 2) assesses the extent to which agencies are reporting standards and results to customers and using the results to improve service; and 3) identifies some customer service management tools and practices used by various governments. The report also examines the steps the OMB is taking to facilitate agency use of tools and practices. GAO surveyed 13 federal services among those with the most contact with the public, reviewed literature, and interviewed agency officials as well as knowledgeable individuals in the area of customer service. All 13 Government services surveyed had established customer service standards, which varied in their form from quantitative standards based on hourly, daily, monthly, or annual averages, to general commitments to qualitative standards. All 13 services reported having measures of customer service, such as measures of wait times or accuracy of service, and 11 services had measures of customer satisfaction. For example, the National Park Service surveys visitors at more than 320 points of service through a survey card program. All services had methods to receive customer complaints, and all had methods of gathering ideas from frontline employees to improve customer service. Although standards

exist, GAO found that the surveyed services' standards were often made available in a way that would not be easy for customers to find and access or, in the case of two services, were not made available to the public at all. Most services reported considering customer service measures in employee performance appraisals. GAO identified several customer service tools and practices that government agencies have used to improve customer service, such as engaging customers through social media, providing self service options, and offering redress for unmet standards. Additionally, OMB has begun an initiative to identify and share private sector best practices among federal agencies and to develop a dashboard where agencies can make customer service standards available. GAO recommends that OMB direct agencies to: 1) consider options to make customer service standards and results more readily available; 2) collaborate with the President's Management Advisory Board and agencies to evaluate the benefits and costs of applying the tools and practices identified in this report; and 3) include those found beneficial in its related initiative. OMB had no comments on the recommendations. Report Number GAO-11-44

Tags

- Analogous Systems

Relevance

- Assesses customer service standards across 13 Government agencies
- Identifies several customer service tools and practices agencies have used to improve customer service, such as engaging customers through social media, providing self-service options and offering redress for unmet standards

Methods

- Survey of 13 agencies with the most contact with the public
- Interviews with knowledgeable current and former researchers and practitioners with experience managing or designing government performance improvement initiatives
- Data from seven local, state, or non-U.S. national governments
- Performance audit from August 2009 to October 2010

Measuring the Customer Experience in Online Environments: A Structural Modeling Approach

Type	Journal Article
Authors	Thomas P. Novak, Donna L. Hoffman, Yiu-Fai Yung
URL	http://www.yaffecenter.org/FacultyResearch/ResearchCenters/centers/Yaffe/downloads/Complete_List_of_Working_Papers/novak20.pdf
Volume	19
Issue	1
Publication	Marketing Science
Date	2000

Abstract**   Following the conceptual model of flow proposed by Hoffman & Novak (1996), the authors conceptualize flow on the Web as a cognitive state experienced during navigation that is

determined by 1) high levels of skill and control; 2) high levels of challenge and arousal; 3) focused attention; and 4) is enhanced by interactivity and telepresence. Consumers who achieve flow on the Web are so acutely involved in the act of online navigation that thoughts and perceptions not relevant to navigation are screened out, and the consumer focuses entirely on the interaction. In a quantitative modeling framework, consumers develop a structural model based on our previous conceptual model of flow that embodies the components of what makes for a compelling online experience.

Tags
- Behavioral Economics
- Online Customer Interactions

Relevance
- Presents a structural model that embodies the components of what makes for a compelling online experience
- Can apply these insights improve online AJC customer interactions

Methods
- Uses data collected from a large sample, Web-based consumer survey to measure these constructs, and fit a series of structural equation models that test related prior theory

Multichannel Customer Management: The Benefits and Challenges

Type   Journal Article
Authors   Merlin Stone, Matt Hobbs, Mahnaz Khaleeli
URL
                http://www.researchgate.net/profile/Merlin_Stone/publication/233615114_Multichannel_customer_management_The_benefits_and_challenges/links/547ec2210cf2d2200edea13e.pdf
Volume   10
Issue   1
Publication   The Journal of Database Marketing
Date   2002

Abstract   This paper defines multichannel customer management and investigates the opportunities and problems created by multichannel customer management. The article explains why multichannel customer management has become an issue for serious discussion. The paper's aim is to help companies determine their strategies and tactics in this area. It does not provide a complete recipe for multichannel management, but rather explores the main decisions companies need to take as they add customer management channels. The article identifies the importance of understanding customer needs and defining the experience customers want from each channel and overall. It probes issues related to technology, organization, measurement, and economics. The paper also provides a checklist of questions to help companies examining this area.

Tags
- Online Customer Interactions

Relevance

- Explores the pros and cons to multichannel management and may be useful when analyzing the customer experience across AJC touchpoints

Mystery Shopping: Promoting Quality in One-Stop Career Centers (Region V Disabilities Training Forum)

Type   Presentation
Presenter   U.S. Department of Labor, Employment, and Training Administration
URL

   http://disability.law.uiowa.edu/lhpdc/projects/navigator/usdoleta_030304/materials/chud_mystery_shopping.ppt
Date   March 2004

Abstract*   This DOL ETA *PowerPoint* presentation is from a 2004 disabilities training forum. The presentation provides information on the "Mystery Shopper" program and how it is used at One-Stops. It discusses overview of mystery shopper program including notes on environmental scan (themes, center results, case studies, critical components, key findings, and obstacles to implementation) approach, and next steps.

Tags
- People with Disabilities

Relevance
- Promising practices for using mystery shoppers in AJCs
- Can potentially target or contact sites for inclusion in the study to examine how the mystery shopper program influenced policy and customer experiences over time

Promising Practices
- Ten states have mystery shopper programs in One-Stop Career Centers: AK, DC, KS, KY, MI, NY, SC, TX, UT, WA
- Case studies of state-wide programs include MI, NY, SC, TX, WA
- WIBs in these states also have mystery shopper programs: FL, MN, NC, PA, WA, WV
- Case studies of WIB-led programs include: High Country Region (NC), Pacific Mountain Partnership (WA), Philadelphia Workforce Investment Area (PA), and Walla Walla (WA)

National Job Corps Study: Impacts by Center Characteristics

Type   Report
Authors   John Burghardt, Peter Z. Schochet
URL   http://wdr.doleta.gov/research/FullText_Documents/01-jccenter.pdf
Date   2001
Institution   Mathematica Policy Research, Inc.

Abstract*   Job Corps is a major part of federal efforts to provide education and job training to disadvantaged youths. It provides comprehensive services--basic education, vocational skills training, healthcare and education, counseling, and residential support. More than 60,000 new students, ages 16 to 24, enroll in Job Corps each year, at a cost to the Federal Government of more than $1 billion per year. Currently, the program provides training at 119 Job Corps centers nationwide. The National Job Corps Study is conducted under contract with the DOL to provide the information that Congress and program managers need to assess how well Job Corps attains its goal of helping students become more employable, productive citizens. This report is one of a series of reports presenting findings from the study. The report examines whether the impacts of Job Corps on students' employment and related outcomes differ according to the characteristics of the Job Corps center that a student attended. Overall, Job Corps increased education and training, increased earnings, and reduced youths' involvement with the criminal justice system. This report asks: Were these positive findings concentrated at centers with certain characteristics or in certain regions of the country, or were they similar across diverse centers in the system? The center characteristics considered are type of operator, student capacity, region of the country, and performance ranking.

Tags
- Youth

Relevance
- Provides insights about how the characteristics of Job Corps centers affect outcomes of program participation, which may be useful for understanding the factors that we consider to be significant in shaping customer experiences in AJCs
- Finds that the center characteristics such as operator type, performance level, center capacity, and region did not affect impacts of Job Corps in significantly different ways

Methods
- Youth randomly assigned to either a program group or a control group
- Program group members were permitted to enroll in Job Corps and control group members could not
- Sample included 9,400 program members and 6,000 control group members
- Study examined whether the impacts of Job Corps on student employment and related outcomes differed according to Job Corps center characteristics
- Conducted interviews at baseline, 12, 20, and 48 months

Native American Veterans: DOL Needs a Clear Plan to Improve Employment and Training Services on Tribal Lands

Type   Report
Author   U.S. Government Accountability Office
URL   http://www.gao.gov/products/GAO-13-664
Date   September 2013

Abstract*   This GAO report describes how the DOL has implemented several of a 2010 GAO report's recommendations, but it also finds that implementation of the remaining recommendations has not

occurred. The report finds that DOL can build on its efforts to implement the report's recommendations by expanding the collaboration it has begun with other agencies that serve Native American veterans on tribal land, such as the Department of Education (Education). GAO site visits indicated that some Native American veterans received employment services from a vocational rehabilitation program administered by Education. DOL can consider partnering with this program. DOL can also identify and disseminate lessons learned from states that have collaborated with other agencies and tribal governments. For example, a DOL program in Montana has leveraged other agency resources, such as collaborating with the VA Vet Center to provide health and employment services to Native American veterans in remote tribal areas using mobile units, an approach that may be applicable in other states. To boost economic development, DOL could review information from its existing grants and guidance on economic development to disseminate to DOL grantees that serve Native American veterans. The unemployment rate for all veterans has risen since the beginning of the economic downturn, but the unemployment rate for Native Americans living on tribal land has been higher. In addition, tribal land is frequently located in remote areas characterized by limited economic development, which can make finding a job challenging. DOL administers several grant programs that provide employment assistance to all eligible veterans, including Native Americans. In response to a statutory mandate, in October 2010, DOL submitted a report to Congress recommending that the agency take actions to increase employment and training opportunities for Native American veterans living on tribal lands. GAO assessed the status of DOL efforts to implement the report's recommendations and whether and how DOL can improve on its efforts to implement the report's recommendations. GAO reviewed federal laws, regulations, and DOL guidance; interviewed DOL, state, and tribal officials as well as Native American veterans; and conducted site visits to tribal lands in four U.S. regions.

Tags
- Veterans

Relevance
- Discusses how DOL can improve services to Native American veterans can receive services through collaboration between agencies and leveraging resources
- Recommends dissemination of lessons learned and promising practices to improve agency collaboration

Methods
- Reviews of federal laws, regulations, and DOL guidance
- Interviews with DOL, state, and tribal officials as well as Native American veterans
- Site visits to tribal lands in four U.S. regions including discussion groups with 59 American Indian, Alaska Native, and Native Hawaiian veterans

Promising Practices
- Examples are leveraging other agency resources, such as collaborating with the VA Vet Center to provide health and employment services to Native American veterans in remote tribal areas using mobile units

New Directions in Workforce Development: Do They Lead to Gains For Women?

Type   Journal Article
Authors   Susan Crandall, Surabhi Jain
URL   http://scholarworks.umb.edu/nejpp/vol22/iss1/8
Volume   22
Issue   1
Publication   New England Journal of Public Policy
ISSN   0749-016X
Date   2007

Abstract*   To achieve gender equality, it is critical to resurrect women's interests as a driving force in the formulation of workforce development policies and programs. Current workforce strategies center on helping economically disadvantaged individuals gain employment in high demand industries that offer opportunities to earn family-sustaining wages. Yet many of these high-growth industries consist of male-dominated occupations that provide lower earnings and advancement potential for women. Because women continue to be channeled into lower-paying fields, demand-driven workforce policies may result in lower earnings for women. To address gender biases, increased emphasis should be placed on selecting jobs that lead to economic self-sufficiency, helping women access male dominated jobs, building career ladders for traditionally female-dominated fields, investing in math and science preparation for women, and closing the gender wage gap.

Tags

- Women

Relevance

- Analyzes demand driven workforce system from a women's perspective and how it's not working for women
- Examines the ways in which the labor market system—and as a result, the workforce development system—is biased against women and recommends ways to address these biases

Methods

- Analysis and reviews of poverty and wage gap, economic policy shifts
- Analyzes demand-driven approaches
- Impact assessment of women's earnings and advancement opportunities of investing in targeted industries using a hypothetical situation

New Measurement Scales for Evaluating Perceptions of the Technology-Mediated Customer Service Experience

Type   Journal Article
Authors   Craig Froehle, Aleda Roth
URL   http://www.cba.uc.edu/faculty/froehlcm/pubs/2004-fr-jom.pdf
Volume   22
Issue   1
Publication   Journal of Operations Management
Date   2004

Abstract* While previous operations management research has been important for its contributions to our understanding of customer contact in face-to-face settings, considerably less work has been done to improve our understanding of customer contact in what we refer to as technology-mediated settings (e.g., via telephone, instant messaging (IM), or email). This paper builds on the service operations management (SOM) literature on customer contact by theoretically defining and empirically developing new multi-item measurement scales specifically designed for assessing technology-mediated customer contact. The authors employ seminal works on customer contact theory and its empirical measurement to provide a foundation for extending these concepts to technology-mediated contexts. The authors also draw on other important frameworks, including the Service Profit Chain, the Theory of Planned Behavior, and the concept of media/information richness, to identify and define their constructs. Following a rigorous empirical scale development process, the authors create parsimonious sets of survey items that exhibit satisfactory levels of reliability and validity to be useful in advancing SOM empirical research in the emerging Internet-enabled back-office.

Tags
- Measurement
- Online Customer Interactions

Relevance
- Develops a scale to measure online customer interactions in a retail context that could be used to assess AJC customer experience with online job services

One-Stop Career Centers: An Assessment of Satisfaction from Customers Using Services of a Disability Program Navigator

Type   Report
Author   Mary R. Noble
URL   http://www.academia.edu/2552859/ONE-STOP_CAREER_CENTERS_AN_ASSESSMENT_OF_SATISFACTION_FROM_CUSTOMERS_USING_SERVICES_OF_A_DISABILITY_PROGRAM_NAVIGATOR
Date   2010
Institution Capella University
Report Type Dissertation

Abstract* In 2002, the Disability Program Navigator Initiative was developed to specifically assist individuals, directly and indirectly, with disabilities in One-Stop Career Centers. To gain insight on whether the goals of the One-Stop Career Center system were met, levels of satisfaction of One-Stop Career Center customers who used the services provided by a disability program navigator were assessed. A sample of 41 ranged from 25 to 74 years of age with educational levels from 9 to 19 years. More than 50 percent of respondents scored the disability program navigator service with favorable response ratings on all 8 items of the survey used in this study, the Client Satisfaction Questionnaire (The University of California at San Francisco client satisfaction scales, Attkisson & Greenfield, 1999). Data analysis results indicated no significant differences in total customer satisfaction scores between women and men or between participants who self-identified as having a disability and those who did not. There were no significant differences in total customer satisfaction scores between participants who found out about the disability program navigator from the One-Stop Career Center, from a Website/online, from the Social Security office, unemployment office, or from family/friends. Older

respondents gave lower total client satisfaction scores. Higher total client satisfaction scores were given by participants with more years of education, who met with the disability program navigator sooner, and those who spent more time in their meetings. A low percent of shared variance and small overlap between ages, years of education, number of days until customers' meetings with the disability program navigator, or minutes in the meeting, and total customer satisfaction scores, explained little of the variance in customer satisfaction scores.

Tags
- People With Disabilities

Relevance
- Reviews the literature about the use of One-Stop services by people with disabilities
- Satisfaction survey of people with disabilities about their satisfaction with the disability navigator program and One-Stop Center services
- Background questionnaire is in the appendix (not clear if the full survey protocol is available)
-

Methods
- Survey specifically for people with disabilities

On the Making of an Experience: The Effects of Breaking and Combining Experiences on Their Overall Evaluation

Abstract   How do people create overall evaluations for experiences that change in intensity over time? What 'rules' do they use for combining such different intensities into single overall evaluations? And what factors influence these integration rules? This paper starts by examining the relationship between the patterns of experiences over time and their overall evaluations. Within this framework, we propose and test the idea that the rules for combining such experiences depend on whether the experiences are perceived to be composed of single or multiple parts (i.e. continuous or discrete). In two experiments we demonstrate that an experience's level of cohesiveness moderates the relationship between its pattern and overall evaluation. The results show that breaking up experiences substantially reduces the impact of patterns on overall evaluations. In addition, we demonstrate that continuously measuring momentary intensities produces a similar effect on this relationship, causing us to speculate that providing continuous intensity responses causes subjects to self-segment the experience.

Tags

- Behavioral Economics

Relevance

- Breaking up patterns of experiences over time substantially reduces the impact of those patterns in terms of how customers evaluate experiences overall
- Suggests that continuity and regularity of service may be important factors to consider in AJC service processes for shaping customer experience

Methods

- Experimental design to test how cohesiveness of experiences over time influences customer evaluations

Paradoxes of Public Sector Customer Service

Type   Journal Article
Author   Jane Fountain
URL
Volume   14
Issue   1
Publication   Governance
Date   2001

Abstract   The use of customer service ideas in government continues to be widespread, although the concept and its implications for public sector service production and delivery remain poorly developed. This paper presents a series of paradoxes related to customer service and its use in government. The central and most troubling paradox is that customer service techniques and tools applied to government may lead to increased political inequality even as some aspects of service are improved. The argument is structured by examination of the predominant structural features of service management in the private sector, the assumption that customer satisfaction is a central objective of service firms, the understanding of customer service that informs current federal reform efforts, and the operational and political challenges of customer service as a public management objective.

Tags

- Analogous Systems

NOTES
Relevance

- Argues that there are potential dangers associated with applying private sector customer service ideas to government services at large
- Asserts that treating citizens as "customers" may render certain populations, such as the poor and politically weak, less powerful "market segments" that are consequently under-served

Physicians' Empathy and Clinical Outcomes for Diabetic Patients

Type   Journal Article
Authors   Mohammadreza Hojat, Daniel Louis, Fred Markham, Richard Wender, Carol Rabinowitz, Joseph S. Gonnella
URL   http://www.researchgate.net/profile/Mohammadreza_Hojat/publication/49768408_Physicians'_empathy_and_clinical_outcomes_for_diabetic_patients/links/02bfe51190bcb2072e000000.pdf

Abstract*   This study tested whether physicians' empathy is associated with positive clinical outcomes for diabetic patients. Patients of physicians with high empathy scores were significantly more likely to have good control of hemoglobin A1c (56 percent) than were patients of physicians with low empathy scores (40 percent). Similarly, the proportion of patients with good LDL-C control was significantly higher for physicians with high empathy scores (59 percent) than physicians with low scores (44 percent). Logistic regression analyses indicated that physicians' empathy had a unique contribution to the prediction of clinical outcomes after controlling for physicians' and patients' gender and age, and patients' health insurance.

Tags

- Behavioral Economics

Relevance

- Power of interpersonal interactions between providers and consumers
- Provider empathy not only affected consumer experience, but it also positively impacted behavioral outcomes

Methods

- Thirty-one physicians completed a scale to measure empathy
- Empathy scores were compared to patients' hemoglobin A1c and LDL-C test results

Predicting Uptake of Housing Services: The Role of Self-Categorization in the Theory of Planned Behavior

Type   Journal Article
Authors   Julie Christian, Christopher J. Armitage, Dominic Abrams
URL   http://link.springer.com/10.1007/s12144-003-1017-3
Volume   22
Issue   3
Publication   Current Psychology
ISSN   0737-8262, 1936-4733
Date   September 2003
DOI   10.1007/s12144-003-1017-3

Abstract   The theory of planned behavior (TPB) and self-categorization theory (SCT) were used to predict homeless peoples' (n = 80) uptake of housing support services. Homeless peoples' uptake behavior was measured 1 year after a TPB/SCT-based interview schedule was administered. Congruent with previous research, TPB variables were influential predictors of both intention and behavior. However, the addition of self-categorization variables, such as friendship group norms and identification as a housing support service user, significantly increased the rate prediction for both intention and

behavior, respectively. The implications of the research are that social cognition models are useful for understanding uptake of housing support services; and the addition of self-categorization variables aids in exploring the central role that social norms play in understanding the uptake of these services. These findings are discussed in terms of their impact on theory and practice.

Tags
- Analogous Systems
- Behavioral Economics

Relevance
- Importance of self-categorization and social norms in leading to uptake of services
- Identification as a housing support service user and perceptions that one's friends used services were both predictive of intentions to use and actual behavior using services

Methods
- Used survey methodology to uncover predictors of uptake and use of homelessness services in the United Kingdom

Providing Outstanding Customer Service at One-Stop Career Centers

Type   Web Page
Author   U.S. Department of Labor, Employment, and Training Administration
URL   https://www.workforce3one.org/view/5001107746542184471/info
Date   May 2011

Abstract*   This is a three-part webinar series designed to help frontline staff open the doors of One-Stop Career Centers for customers from all walks of life. This training series covers the following topics: Enhancing the customer experience at One-Stop Career Centers; employing strengths-based approaches to customer service; and making customers partners in their own success.

Relevance
- Webinar examines strategies for providing outstanding customer service to One-Stop customers
- Provides example responses to customers
- Explains how to handle certain customer situations
- Describes basic qualities and strengths needed from frontline staff to serve people: empathy, compassion, motivator, etc.

Promising Practices
- Serving and interacting with AJC customers in challenging situations

Providing Services to Veterans Through the Public Workforce System: Descriptive Findings from WIA Gold Standard Evaluation: Volume I and II

Type   Report

Authors   Linda Rosenberg, Mark Strayer, Brittany English, Deanna Khemani, Stephanie Boraas
URL   http://wdr.doleta.gov/research/keyword.cfm?fuseaction=dsp_resultDetails&pub_id=2569&mp=y
Date   May 2015
Institution   Mathematica Policy Research, Inc.

Abstract* Using data collected from interviews with program staff and administrative data for the 28 local workforce investment areas randomly selected to participate in the WIA of 1998 Adult and Dislocated Worker Programs Gold Standard Evaluation, this report examines the characteristics of veterans who requested employment services at AJCs and the services they received. It finds that, according to staff respondents, veterans were not always aware of the services to which they were entitled or their right to priority of service, when they entered an AJC for the first time, but that they were usually informed during intake. AJC staff typically knew how to implement priority of service but did not perceive much benefit to the timing of veterans' service receipt since activities could generally accommodate all interested customers. Staff, including WIA staff and veterans' representatives funded by Jobs for Veterans State Grants, reported that a key activity was translating veterans' military experience into civilian job opportunities. In addition, based on administrative data analyses in two states, the researchers find that more than half the veterans served by the AJC system in those states received at least one service, typically a staff-assisted service, through veterans' representatives. Their receipt of training, referrals to federal contractor jobs, and referrals to jobs were positively correlated with veterans' average post-program quarterly earnings. The study also finds that veterans received services at higher rates than nonveterans; however, on average, the veterans were employed at lower rates after program exit and had higher average post-program earnings than nonveterans.

Tags
- Veterans

Relevance
- Describes the characteristics of the veterans who accessed services at AJCs, the services they received, and their employment outcomes after receiving those services
- Reviews the findings from the Veterans' Supplemental Study, to the WIA Gold Standard Evaluation conducted in 28 randomly selected Local Workforce Investment Areas (local areas)

Methods
- Study collects qualitative and quantitative data on employment services provided to veterans in all 28 local areas participating in the WIA Gold Standard Evaluation
- Focus groups and an indepth analysis of veterans' characteristics, service receipt, and outcomes in two study states— Pennsylvania and Texas

Promising Practices
- Texas developed a state-specific policy and procedures manual for DVOP specialists and LVERs that specifies performance standards, expectations for each type of staff member, what kinds of services to provide veterans, and how to provide them. This allows for standardization across the entire state in an effort to ensure implementation of best practices and that outcome and performance measures were meaningful

Qualitative Analysis of California Workforce Organizations Reengineering Workforce Business Services

Type   Report
Author   Full Capacity Marketing
URL

      http://www.fullcapacitymarketing.com/documents/FCM_Qualitative%20Study%20of%20California%20Workforce%20Business%20Services.pdf

Date   2014
Institution   Full Capacity Marketing (FCM)
Report Type   White Paper

Abstract*   This national workforce investment system refers to the term "demand driven" to describe how WIBs and AJCs serve businesses and employers as a primary customer. Too often, however, the lack of definition and performance metrics around serving this target audience contribute to the system's "silo-ed" approaches to business services. Funding streams and complicated regulations can create "turf issues" and cause a lack of coordination and duplication of effort among team members who serve businesses in some manner (e.g. job developers, workforce investment board staff, rapid response coordinators), as well as frustration among the very customers that they attempt to attract and serve. To better understand the reasons behind these disconnects, FCM funded a qualitative analysis of California's WIBs and their associated AJCs. Currently, California has 49 WIBs that administer funds to a network of approximately 206 AJCs. In December 2013, FCM contacted 21 organizations for an indepth interview about common workforce business services practices within the WIB and the AJCs. The following key themes and issues emerged from the study: 1) organizational structure; 2) performance metrics; 3) brand awareness and market perception; 4) use of technology; 5) strategic communications; and 6) onboarding. The results point to the need to reengineer business services among workforce organizations, to better help organizations attract and retain this important target audience.

Tags
- Employers

Relevance
- Institutional challenges associated with improving employer customer satisfaction

Methods
- Telephone interviews
- Qualitative analysis

Quality Assurance and One-Stop Employment Centers: Initiating a Performance Management System

Type   Journal Article
Author   Robert Stensrud
Volume   34
Issue   2

Abstract*   This article reports on a qualitative study of One-Stop Employment Centers that examined the experience of customers with disabilities as they sought and received services. The authors applied a production analysis methodology that followed the flow of customers through One-Stops from referral to exit. The study identified specific failure points where service quality was low. It offered a systematic method for examining customer flow as a way to develop quality assurance and performance management systems. Current research has tended to examine only direct service when concluding that One-Stop service quality is low. This study found that the majority of failure points occurred during the handoffs of customers from one agency to another, activities that typically go unfunded and require extra effort by service providers.

Relevance

- Hand-offs between service providers were a major source of bottlenecks and failure suggests a point to emphasize in the stages of customer experience
- Important to understand how customers define successful job placement differently than the One-Stop system

Methods

- Focus groups with job seeker customers and service providers

Research to Practice: Effective Customer Service Delivery in Employment Support: Finding a Common Ground Between Guided and Self-Directed Service Delivery

Type   Report
Author   Institute for Community Inclusion (ICI), University of Massachusetts Boston
URL   http://scholarworks.umb.edu/ici_researchtopractice/26
Place   Boston, MA
Date   May 1, 2001

Abstract*   An ICI study that analyzes the experiences of individuals who successfully found jobs through agencies and discovered five characteristics of effective employment services. This brief describes guided and self-directed approaches and provides recommendations for agency staff.

Tags

- People With Disabilities

Relevance

- Consumers were active recipients of services and shaped their experiences based on their own actions and strategies

Methods

- In-depth, semi-structured 1-on-1 Interviews

Promising Practices
- Location: Massachusetts
- Focus on flexibility in service delivery to ensure that services are tailored to meet consumer needs
- Provide a clear path to intensive or guided services so consumers feel comfortable asking for additional help
- Build job seeker competence and self-determination

Self-Affirmation Among the Poor Cognitive and Behavioral Implications

Abstract   Research study examined how self-affirmation can mitigate the stigma of poverty (being perceived as incompetent/shunned/disrespected) through randomized field experiments involving 80 low-income individuals at an inner-city soup kitchen. Because of low literacy levels, an oral rather than written affirmation procedure was used, in which participants verbally described a personal experience that made them feel successful or proud. Compared with non-affirmed participants, affirmed individuals exhibited better executive control, higher fluid intelligence, and a greater willingness to avail themselves of benefits programs. The effects were not driven by elevated positive mood, and the same intervention did not affect the performance of wealthy participants. The findings suggest that self-affirmation can improve the cognitive performance and decisions of the poor, and it may have important policy implications.

Tags
- Behavioral Economics

Relevance
- Identifies contextual features that contribute to limited attention and tunneling in decisionmaking for low income populations, as well as identifying an intervention strategy for reducing their negative effects

Methods
- Experimental methods and values affirmation manipulation to reduce stereotype threat for low income populations and measured their cognitive load

---

Senior Community Service Employment Program (SCSEP): The Hows and Whys of Employer Surveys

Type   Web Page
Author   U.S. Department of Labor, Employment, and Training Administration
URL   https://www.workforce3one.org/view/5001229934811186914/info
Date   December 18, 2012

Abstract*   This is a training for Senior Community Service Employment Program (SCSEP) grantees on how to administer employer customer satisfaction surveys, the only one of the three required surveys that grantees are responsible for administering. The training walks grantees through the process of delivering the surveys to qualified employers and how to enter two critical data elements into SPARQ[3]. In addition, the training discusses how grantees can use the survey results to improve their services to employers and increase participant placements.

Relevance
- An employer customer satisfaction survey (part of SCSEP)

Service Blueprinting: A Practical Technique for Service Innovation

Type   Journal Article
Authors   Mary Jo Bitner, Amy Ostrom, Felicia Morgan
URL   http://www.ida.liu.se/divisions/hcs/ixs/material/servicedesignGbg10/1%20Methods%20and%20techniques/ServiceBlueprinting.pdf
Volume   50
Issue   3
Publication   California management review
Date   2007

Abstract**   This article provides a discussion of the evolution of blueprinting, the components of a service blueprint, the process that firms should go through when using the tool to enhance its effectiveness, and a description of possible benefits gained by firms that use blueprinting. The tool and applications introduced in this paper have immediate implications for innovation and success in new services. Service blueprints are customer-focused and allow firms to "see" visually the service processes, points of customer contact, and the physical evidence associated with their services from their customers' perspective. Blueprints also illuminate the underlying support processes and connections throughout the organization that drive and support service execution.

Tags
- Employers
- Measurement

Relevance

---

[3] SPARQ is an automated system for managing participant data and evaluating program performance for the United States Department of Labor's Senior Community Service Employment Program (SCSEP) and its Grantees.

- Service blueprinting tool

Promising Practices
- Service blueprinting involves creating a comprehensive, visual overview of an entire service process and/or a detailed view of a single step from the customer perspective

Service Clues and Customer Assessment of the Service Experience: Lessons from Marketing

Type	Journal Article
Authors	Leonard Berry, Eileen Wall, Lewis Carbone
URL	http://omqrvtqm.apollohosting.com/new_wp2/downloads/Service_Clues__AMP__5-06_Berry_Wall_Carbone.pdf
Volume	20
Issue	2
Publication	The Academy of Management Perspectives
Date	2006

Abstract* This article explores how clue management can impact customer satisfaction for a variety of service organizations and suggests the specific roles that different types of clues play in creating a total experience. Because customers' assessments of services are based on performances rather than objects, they rely on the numerous clues embedded in performance when choosing services and evaluating service experiences. Indeed, small clues often influence a customer's overall perception of an experience. Customers form perceptions based on the technical performance of the service (functional clues), the tangibles associated with the service (mechanic clues), and the behavior and appearance of service providers (humanic clues). Functional, mechanic, and humanic clues play specific roles in creating the customer's service experience, influencing both rational and emotional perceptions of service quality. Clearly and consistently designing and orchestrating clues is a critical management responsibility; businesses need to be "clue conscious" and add "clue management" to their job descriptions.

Tags
- Analogous Systems
- Behavioral Economics
- Employers

Relevance
- Reviews past studies on service clues and provide an argument for how these clues can impact the customer experience
- Useful insights about how customers form perceptions based on the technical performance of a service, the tangible items from a service, and the behavior of service providers
- Can apply these findings to improve AJC customers' perceptions and ultimately enhance experience with the services offered

Failure and Recovery: The Impact of Relationship Factors on Customer Satisfaction

Type   Journal Article
Authors   Ronald L. Hess, Shankar Ganesan, Noreen M. Klein
URL   http://studysites.uk.sagepub.com/cleggstrategy/Hess%20R%20L%20Jr.pdf
Volume   31
Issue   2
Publication   Journal of the Academy of Marketing Science
Date   2003

Abstract   This research investigated how customers' relationships with a service organization affect their reactions to service failure and recovery within a restaurant context. The conceptual model proposed that customer-organizational relationships help to shape customers' attributions and expectations when service failures occur. The empirical results showed that customers with higher expectations of relationship continuity had lower service recovery expectations after a service failure and also attributed that failure to a less stable cause. Both the lower recovery expectations and the lower stability attributions were associated with greater satisfaction with the service performance after the recovery. These effects appeared to be key processes by which relationships buffer service organizations when service failures occur.

Tags
- Analogous Systems
- Behavioral Economics

Relevance
- Provides useful information on how customer expectations of the relationship with the service provider affect satisfaction with service performance after failure and recovery
- We could use findings to improve customers' expectations of the relationship with AJCs and ultimately increase their satisfaction when faced with an AJC service failure and recovery

Methods
- Randomly assigned 364 students to 1 of 24 conditions
- Surveys

Services for Youth With Disabilities Provided Under Title I of the Workforce Investment Act: Results From a Survey of Local Workforce Investment Boards. Final Report

Type   Report
Authors   Katie Speanburg, Randall Juras, Amar Patel, Schneider, Glen
URL   http://wdr.doleta.gov/research/FullText_Documents/ETAOP%202015-02.pdf
Date   2013
Institution   Abt Associates, Inc.

Abstract*   The study profiles the implementation of various practices intended to support this effort and identifies factors that may pose barriers to the provision of targeted services. Additionally, the study

provides recommendations to help shape future programs, policies, technical assistance, and research initiatives related to serving youth with disabilities. The research methods included a survey of representatives from LWIBs on a range of topics relating to serving youth with disabilities. This report presents a summary of the survey results. In addition to gathering general perspectives and challenges inherent in serving youth with disabilities, the analyses examined several specific dimensions of service provision and resources for youth with disabilities.

Tags
- People With Disabilities
- Youth

Relevance
- Provides insights into the barriers that LWIBs face in serving youth with disabilities and strategies that LWIBs use to engage partners and community organizations
- Minority of LWIBs proactively seek to serve youth with disabilities

Methods
- Literature Review
- Online survey of the universe of LWIB executive directors

Social Ecological Approaches to Individuals and Their Contexts 20 Years of Health Education & Behavior Health Promotion Interventions

Abstract   Social ecological models that describe the interactive characteristics of individuals and environments that underlie health outcomes have long been recommended to guide public health practice. However, the extent to which such recommendations have been applied in health promotion interventions is unclear. The authors developed a coding system to identify the ecological levels that health promotion programs target and then applied this system to 157 intervention articles from the past 20 years of Health Education and Behavior. Overall, articles were more likely to describe interventions focused on individual and interpersonal characteristics, rather than institutional, community, or policy factors. Interventions that focused on certain topics (nutrition and physical activity) or occurred in particular settings (schools) more successfully adopted a social ecological approach. Health education theory, research, and training may need enhancement to better foster successful efforts to modify social and political environments to improve health.

Tags

- Analogous Systems
- Behavioral Economics

Relevance

- Interventions are more ecologically valid when they occur in particular settings and that these types of interventions can be successfully scaled and adopted
- Suggests profitable ways to structure interventions in real world contexts

Methods

- Review of existing research in health behavior interventions, assessing uptake and effectiveness Researchers coded 157 intervention articles to assess the level of ecological validity of the intervention approach

---

Social Information Behavior and the Democratic Process: Information Poverty, Normative Behavior, and Electronic Government in the United States

Abstract   Electronic government (e-government) is the provision of government information and services through the Internet to citizens and businesses and among government agencies. This electronic manifestation of government offers new levels of access to government information and services. However, if e-government use is limited in certain segments of society, it is not achieving its egalitarian potential. Understanding reasons why people do not use e-government will facilitate the development of a more inclusive e-government that better fulfills its potential to deliver information to all citizens and increase participation in the democratic process. Two phenomena of information behavior, information poverty and normative behavior, may help explain why certain groups do not use e-government information. This article offers suggestions on how these concepts of information behavior can contribute to the e-government research agenda.

Tags

- Behavioral Economics
- Online Customer Interactions

Relevance

- Identifies social norms as an important predictor of online use of government services, specifically pointing out population groups that fail to use e-government services

---

- Considers barriers to use for racial groups, low income groups, and people with disabilities. Suggests these groups do not receive enough information about e-government services, that they do not receive normative information from relevant peers, and that e-government services are not always made accessible to them

Methods

- Survey

Social Interaction, Convenience and Customer Satisfaction: The Mediating Effect of Customer Experience

Abstract   The present study is an effort to investigate the impact of both convenience and social interaction on customer satisfaction and the mediating role of customer experience. A structured questionnaire was used to collect data (n=840) using systematic sampling from department store shoppers of age 18 years and above in India. Multivariate data analysis techniques like Exploratory Factor Analysis and Structural Equation Modeling were used to analyze the data. Results revealed that convenience and social interaction affect both customer experience and customer satisfaction. Arguably, this paper is the first to examine the four constructs namely, social interaction, convenience, customer satisfaction and customer experience using them together in the same model. Academic and managerial implications are further discussed.

Tags

- Analogous Systems
- Behavioral Economics

Relevance

- How the quality of social interactions and the ease of use of services predicts positive customer experiences in an analogous setting

Methods

- Surveys

Some New Thoughts on Conceptualizing Perceived Service Quality: A Hierarchical Approach

Type   Journal Article
Authors   Michael K. Brady, J. Joseph Cronin
URL   http://journals.ama.org/doi/abs/10.1509/jmkg.65.3.34.18334
Volume   65
Issue   3
Publication   Journal of Marketing
ISSN   0022-2429
Date   July 1, 2001
Journal Abbr Journal of Marketing
DOI   10.1509/jmkg.65.3.34.18334

Abstract   Through qualitative and empirical research, the authors find that the service quality construct conforms to the structure of a third-order factor model that ties service quality perceptions to distinct and actionable dimensions: outcome, interaction, and environmental quality. In turn, each has three subdimensions that define the basis of service quality perceptions. The authors further suggest that for each of these subdimensions to contribute to improved service quality perceptions, the quality received by consumers must be perceived to be reliable, responsive, and empathetic. The authors test and support this conceptualization across four service industries. They consider the research and managerial implications of the study and its limitations.

Tags

- Behavioral Economics

NOTES
Relevance

- Identifies the importance of customer perceptions surrounding the reliability, responsiveness, and empathy of service providers for uptake and maintenance of use

Methods

- Surveys
- Interviews

Texas Workforce Commission Customer Service Report 2013-2014

Type   Report
Author   Texas Workforce Commission
URL   http://www.twc.state.tx.us/files/twc/customer-service-report-twc.pdf
Place   Austin, TX
Date   2015
Institution   Texas Workforce Commission

Abstract*   The Texas Workforce Commission (TWC) conducts ongoing research and evaluations to identify successes and opportunities to improve service delivery. By collecting comprehensive customer feedback through a variety of methods, TWC uses data to revise standards and develop initiatives to

benefit customers. TWC uses a variety of methods to determine the level of customer satisfaction, including customer service evaluations that provide valuable qualitative information. Customer service evaluations serve as a barometer of how customers perceive TWC services and are a valuable management tool. These evaluations provide valuable insight for the agency and can be turned into opportunities for continuous improvements. TWC conducts a customer satisfaction survey through the University of Texas-Austin, Center for Social Work Research (UT/CSWR), which satisfies the requirements of Section 2114.002(b), Government Code. Additionally, the agency makes available an online survey on the employer and job seeker home pages of TWC's Website. Additional links are placed in the confirmation box for those registering for work on WorkInTexas.com, and on the menu site for employers using TWC's online tax information system. Online surveys were sent to all new employers and job seekers using TWC online services from January 1, 2012 through December 31, 2013. Separate results were compiled for employers and job seekers. Employers were surveyed about unemployment insurance (UI) tax filings and WorkInTexas.com. Job seekers were surveyed about their use of WorkInTexas.com and the UI online application services. A total of 7,228 job seekers and employers responded to the survey. Of the customers surveyed, an average of 86.99 percent would recommend TWC product/services, with results ranging from 79.09 percent to 96.47 percent.

Tags
- Online Customer Interactions

Relevance
- Example of a customer service report from a TWC
- Examines their customer service initiatives such as Website redesign and enhanced automated services
- Discussed continuous modifications to their Website as a result of customer input to improve user's experience
- Reviews customer complaints and resolutions

The Digital Divide and T-Government in the United States: Using the Technology Acceptance Model to Understand Usage.

Abstract   This paper applies the technology acceptance model to explore the digital divide and transformational government (t-government) in the United States. Successful t-government is predicated on citizen adoption and use of e-government services. This research enhances our understanding of the factors associated with the use of e-government services among members of a community on the unfortunate side of the divide. A questionnaire was administered to members of a techno-disadvantaged public housing community and neighboring households who took training or used the community computer lab. The results indicate that perceived access barriers and perceived ease of

use (PEOU) are significantly associated with use, while perceived usefulness (PU) is not. Among the demographic characteristics, educational level, employment status, and household income all have a significant impact on access barriers, and employment is significantly associated with PEOU. Finally, PEOU is significantly related to PU. Overall, the results emphasize that t-government cannot cross the digital divide without accompanying employment programs and programs that enhance citizens' ease in using such services.

Tags
- Analogous Systems
- Online Customer Interactions

Relevance
- Highlights the importance of perceptions about access and barriers to access for use of online services
- Perceived ease of use is a predictor of use of services
- Perceived usefulness was not a predictor of use
- Results implicate the importance of training and ease of access to increase the use of e-government services

Methods
- Survey

The Effects of Specific Job Satisfaction Facets on Customer Perceptions of Service Quality: An Employee-Level Analysis

Abstract   Previous research has shown that employee job satisfaction is a relevant factor in service quality improvement. Employees who feel satisfied with their jobs provide higher levels of customer satisfaction. This study contributes to the current body of work in this area by investigating the responses from 351 employees and their 8,667 customers from 1 service industry (higher education) to determine which specific facets of employee job satisfaction have the largest effect on customer perceptions of service quality. The uniqueness of this study is in its design. Most other studies of this type have analyzed organization-level data, while this study employs employee-level data. The study model also includes an unprecedented analysis of the effects of specific facets of job satisfaction on customer perceptions of service quality. Results suggest that certain job satisfaction facets may have a larger effect on service quality than others.

Relevance

- How service providers' experiences, behaviors, and perceptions impact customer experience

Methods

- Survey

The Effects of Subjective Norms on Behavior in the Theory of Planned Behavior: A Meta-Analysis

Abstract   A meta-analysis investigated the effects of perceived injunctive (IN) and descriptive (DN) norms on behavior (BEH) within the theory of planned behavior (TPB) in a sample of 196 studies. Two related correlation matrices (pairwise and listwise) were synthesized from the data and used to model the TPB relations with path analyses. Convergent evidence indicated that the relation between DN and BEH was stronger than the relation between IN and BEH. Evidence also suggested a significant direct relation between DN and BEH in the context of TPB. A suppressor effect of IN on DN in its relation with BEH was also noted. Moderator analyses indicated that the DN–BEH relation was stronger when there was more time between measures of cognition and behavior, when behaviors were not socially approved, more socially motive, and more pleasant; results were mixed in the case of the IN–BEH relation. Results imply that IN and DN are conceptually different constructs.

Tags

- Behavioral Economics

Relevance

- Relevant for understanding how to apply norms to influence behavior change (does not review research exclusive to uptake of government services)

Methods

- Meta-analytic review of research examining and manipulating norms to affect behavior

The Employer as the Client: State-Financed Customized Training

Type   Report
Authors   Steve Duscha, Wanda Lee Graves

Abstract*   This report analyzes customized training activities funded by state governments for the years 1989 through 2006. The report serves as an update to ETA's previous report on customized training, released in 1999. The report addresses how and to what extent states have funded training through customized training programs. It provides a history and background of how the programs began and evolved, along with descriptions of the programs' size and structure, service providers, funding mechanisms, and links to economic development, colleges, and the WIA. The report includes an analysis of trends in total spending (by states and by region), two-page descriptions of each state, as well as a brief case study of how the program operates in the State of California.

Tags
- Employers
- Promising Practice

Relevance
- Provides background on employer-focused services
- Although it does not include any direct interviews or focus groups with employers, it offers some data and background on the relative size of each state's customized training programs and how each state provides services to employers

Methods
- Analyzed financial data from 1989 to 2006,
- Review of websites on customized training programs, state statutes and regulations, and budget documents
- Interviews with state representatives for each program

Promising Practices
- California customized training program, the Employment Training Panel to illustrate a program from the perspective of an employer

The Experienced Utility of Queuing: Real Time Affect and Retrospective Evaluations of Simulated Queues

Abstract   Experiences such as service encounters or acts of consumption can be assessed either in real-time or retrospectively, reflecting the actual experienced utility and the way it summarized after-the-fact, respectively. To illustrate the potential for consumer research of a framework that combines real-time moment-to-moment recordings of affect with retrospective global evaluations, we explore these two types of evaluations and the relation between them in the context of simulated experiences of waiting-in-line. Specifically, we study the effect of two basic characteristics of a waiting line, its remaining length and its speed, on responses to queuing episodes. Subjects interacted with a computer program that graphically represented a queue in which the subject's position was indicated; the program also elicited affective responses in real time and global evaluations retrospectively. Four factors explained real-time affective responses: a strong response to the initial length of the queue, a positive change with each movement, a steady deterioration of affect between movements, and a trend of improving affect toward the end in queues that move rapidly. Unlike other types of events that have been studied in this paradigm, retrospective evaluations of the queuing experiences were accurately predicted by the affect recorded at their termination. We conclude with an extended discussion of experienced utility and consumer service queues, as our more general intention is to draw attention of consumer researchers to these two topics.

Tags
- Behavioral Economics

Relevance
- Provides insight into the customer service experience as it relates to waiting in line for a good, which relates to AJCs because customers often have to wait for services
- The length of the line, how steadily it moves, and whether this movement was perceived as a positive change were strongly predictive of retrospective evaluations

Methods
- Experimental methods

The Four Levels of Loyalty and the Pivotal Role of Trust: A Study of Online Service Dynamics

Type   Journal Article
Authors   Lloyd Harris, Mark Goode
URL http://www.researchgate.net/profile/Lloyd_Harris/publication/222371716_The_four_levels_of_loyalty_and_the_pivotal_role_of_trust_a_study_of_online_service_dynamics/links/54b3d49c0cf28ebe92e4271a.pdf
Volume   80
Issue   2
Publication   Journal of Retailing
Date   2004

Abstract   A four-dimension scale of loyalty that reflects Oliver's [Satisfaction, a Behavioral Perspective on the Consumer, McGraw-Hill, New York, 1997] conceptualization of a sequential loyalty chain is proposed, operationalized, and tested. Further, through synthesizing and building on existing research into loyalty, trust, satisfaction, value, and service quality, the authors propose and test a

framework that positions trust as a pivotal driver of loyalty. Analysis suggests that the hypothesized cognitive-affective-conative-action loyalty sequence is statistically most likely out of all possible variations. Although some differences emerge in the two studies, structural modeling largely supports the hypothesized framework and positions trust as central to service dynamics.

Tags
- Behavioral Economics
- Online Customer Interactions

Relevance
- Explores the role of trust in online customer satisfaction with services

Methods
- Surveys

The Human Factor: The Critical Importance of Effective Teamwork and Communication in Providing Safe Care

Abstract   Effective communication and teamwork is essential for delivering high quality, safe patient care. Communication failures are an extremely common cause of inadvertent patient harm. The complexity of medical care, coupled with the inherent limitations of human performance, make it critically important that clinicians have standardized communication tools, create an environment in which individuals can speak up and express concerns, and share common "critical language" to alert team members to unsafe situations. All too frequently, effective communication is situation or personality dependent. Other high reliability domains, such as commercial aviation, have shown that the adoption of standardized tools and behaviors is a very effective strategy in enhancing teamwork and reducing risk. The authors describe their ongoing patient safety implementation using this approach within Kaiser Permanente, a non-profit American healthcare system providing care for 8.3 million patients. Additionally, the article describes lessons learned as to effective techniques in achieving cultural change, evidence of improving the quality of the work environment, practice transfer strategies, critical success factors, and the evolving methods of demonstrating the benefit of such work.

Relevance
- Concept of checklists and briefings to improve communication

Methods

- Checklist interventions
- Briefings with nurses over the phone

Towards a Better Measure of Customer Experience

Type   Journal Article
Authors   Philipp Klaus, Stan Maklan
URL   https://dspace.lib.cranfield.ac.uk/bitstream/1826/8514/1/Towards_a_Better_Measure_of_Customer_Experience.pdf
Volume   55
Issue   2
Publication   International Journal of Market Research (IJMR)
Date   2013

Abstract*   The most popular measure of service quality–SERVQUAL–assesses the functional delivery of service during a single episode. This conceptualization allows service to be improved along traditional quality management principles. The increasingly settled view of researchers is that customer experience is generated through a longer process of company-customer interaction across multiple channels and is generated through both functional and emotional clues. Research with practitioners indicates that most firms use customer satisfaction, or its derivative Net Promoter Score, to assess their customers' experiences. The authors question this practice based on the conceptual gap between these measures and the customer experience. In the IJMR October 2011, they proposed the principles of a new measure appropriate for the modern conceptualization of customer experience: the Customer Experience Quality (EXQ) scale. In this article, they extend that work to four service contexts to better support a claim of generalizability, and compare its predictive power with that of customer satisfaction. The authors propose that EXQ better explains behavioral intention and recommendation than customer satisfaction.

Tags

- Measurement

Relevance

- Proposes a new scale to measure customer experience and predict satisfaction

Methods

- Surveys

Understanding Customer Experience

Type   Magazine Article
Authors   Christopher Meyer, Andre Schwager
URL   https://hbr.org/product/understanding-customer-experience/R0702G-PDF-ENG
Volume   85
Issue   2
Publication   Harvard Business Review
Date   February 1, 2007

Abstract* Anyone who has signed up for cell phone service, attempted to claim a rebate, or navigated a call center has probably suffered from a company's apparent indifference to what should be its first concern: the customer experiences that culminate in either satisfaction or disappointment and defection. Customer experience is the subjective response customers have to direct or indirect contact with a company, and encompasses every aspect of an offering: customer care, advertising, packaging, features, ease of use, and reliability. Customer experience is shaped by customers' expectations, which largely reflect previous experiences. Few CEOs would argue against the significance of customer experience or against measuring and analyzing it. But, many do not appreciate how those activities differ from customer relationship management (CRM), or just how illuminating the data can be. For instance, the majority of the companies in a recent survey believed they have been providing "superior" experiences to customers, but most customers disagreed. The authors describe a customer experience management (CEM) process that involves three kinds of monitoring: past patterns (evaluating completed transactions), present patterns (tracking current relationships), and potential patterns (conducting inquiries in the hope of unveiling future opportunities). Data are collected at or about touch points through such methods as surveys, interviews, focus groups, and online forums. Companies need to involve every function in the effort, not just a single customer-facing group. The authors go on to illustrate how a cross-functional CEM system is created. With such a system, companies can discover which customers are prospects for growth and which require immediate intervention.

Relevance

- Details ways to evaluate and improve customer experience

Methods

- Reviews survey data and existing practices, with recommendations for how to create an effective system of customer experience management

Understanding the Influence of Cues from Other Customers in the Service Experience: A Scale Development and Validation

Abstract During most consumer exchanges, particularly in service and retailing settings, customers are "in the factory" and, as a result, the presence of other customers can have a profound impact on customer experiences. Despite studies demonstrating the importance of managing the customer experience and customer portfolios, the marketing literature lacks a comprehensive scale that can assess individuals' perceptions of other customers during commercial transactions. This study conceptualizes a three-dimension, Other Customer Perception (OCP) scale to address this gap. Using a seven-step scale development process, the multi-dimensional conceptualization is supported and

validated, and the research demonstrates the impact of the OCP dimensions on consumers' approach and avoidance intentions. The findings provide a clearer understanding of how other customers can indirectly influence assessments of a customer exchange and can assist in measuring other customer perceptions in future research efforts.

Tags
- Analogous Systems
- Behavioral Economics
- Measurement

Relevance
- Provides a three-dimensional measure of customer experience applied in retail contexts, and considers the context and influence of other customers

Methods
- Scale development and validation using a seven-step process including literature review, expert classification, and iterative survey methodology

Unemployment Insurance Claimant Satisfaction Study

Type   Report
Authors   Steven S. Marcus, Joseph W. Frees
URL   http://wdr.doleta.gov/research/FullText_Documents/op_02-99.pdf
Place   Portland, OR
Date   1998
Institution   Bardsley & Neidhart, Inc.
Report Type   U.S. Department of Labor, Unemployment Insurance Service

Abstract*   This report presents information from a national survey of individuals who filed claims for unemployment compensation in 1996 and 1997. The study examines their satisfaction with the Unemployment Insurance (UI) systems' services, procedures, and staff. Results are based on interviews with more than 3,000 claimants from 16 states. The study found overall that satisfaction with the UI system was very high, both in terms of fairness of procedures and treatment by staff.

Relevance
- Survey to measure customer satisfaction with the UI system is included
- Gap analysis that compares how the relative importance that customers give to issues is used as an estimation of their expectations
- Provides a sense of how the performance met, exceeded, or fell short of expectations
- Strategy maps illustrate the disparity between expectations and experience
- Provides an overall view of strategic opportunities, with performance on the vertical axis and importance on the horizontal axis

Methods
- Interviews with more than 3,000 claimants from 16 states

- Developed a customer service and satisfaction measures for the UI system

Usability Beyond the Website: An Empirically-Grounded E-Commerce Evaluation Instrument for the Total Customer Experience

Abstract   A customer's experience with an e-commerce environment extends beyond the interaction with the Website and includes delivery of products, post-sales support, consumption of products and services, etc. The total customer experience influences the customers' perceptions of value and service quality, and consequently affects customer loyalty. In our cross-disciplinary research in human-computer interaction (HCI) and relationship marketing, we have been investigating how HCI and customer relationship management (CRM) strategies can be integrated in the design of e-commerce to engender customer retention, trust, and loyalty. We have performed a series of empirical studies to understand customers' requirements and perceptions about service-quality from e-shopping and e-travel environments. From these studies, we have developed an empirically-grounded evaluation instrument, E-SEQUAL, discussed in this paper. The development team can apply it at different phases of an e-commerce development life-cycle to integrate customers' perceived dimensions of service quality into the design and evaluation of e-commerce.

Tags
- Measurement

Relevance
- Presents a measure for evaluating customer experience

Methods
- Measurement development for the E-SEQUAL instrument

Using Checklists and Reminders in Clinical Pathways to Improve Hospital Inpatient Care

Abstract   The objective of this study was to determine whether the quality of hospital inpatient care can be improved by using checklists and reminders in clinical pathways. The research design included a comparison of key indicators before and after the introduction of clinical pathways incorporating daily checklists and reminders of best practice integrated into patient medical records. The study, at Wimmera Base Hospital in Horsham, Victoria, included patients admitted between January 1, 1999 and December 31, 2002, with ST-elevation acute myocardial infarction (AMI), and patients admitted between July 31, 1999 and December 31, 2002 with stroke. The study found that significant improvements in the quality of patient care can be achieved by incorporating checklists and reminders into clinical pathways.

Tags

- Behavioral Economics

Relevance

- Suggests checklists and reminders for providers may be promising tools for improving customer experiences and continued use of services

Methods

- Checklists and reminders

VA Vocational Rehabilitation and Employment: Further Performance and Workload Management Improvements Are Needed

Abstract*   The VOW to Hire Heroes Act of 2011 directed GAO to review the program. GAO examined the outcomes for veterans seeking employment through the program, and the progress VA has made in addressing critical management issues. GAO reviewed relevant laws, regulations, and guidance as well as recent studies; reviewed various program management criteria; analyzed VA administrative data on veterans who entered the program between fiscal years 2003 and 2012; interviewed staff at the VA central office and 8 regional offices; interviewed a random but nongeneralizable sample of 17 program participants; and analyzed data from a VA survey of participants. GAO recommends that VA reflect success rates in revised performance measures, ensure the reliability of its customer satisfaction survey results, re-visit its staff allocation formula, study staff assignments, and close certain gaps in its training

for staff. In its comments, VA generally concurred with these recommendations and noted steps it plans to take to address them.
Report Number GAO-14-61

Tags
- People With Disabilities
- Veterans

Relevance
- Examines outcomes for veterans seeking employment through the Hire Heroes Act, and the progress VA has made in addressing critical management issues
- VA began surveying participants' satisfaction with the program and plans to use the results to manage performance
- VA agency has not fully assessed the reliability of early customer satisfaction results
- Recommends the VA reflect success rates in revised performance measures to ensure the reliability of its customer satisfaction survey results, re-visit its staff allocation formula, study staff assignments, and close certain gaps in its training for staff

Methods
- Review of relevant laws, regulations, guidance, recent studies, and various program management criteria
- Analyzes VA administrative data
- Interviews with staff at the VA central office and eight regional offices
- Interviews with a random but nongeneralizable sample of 17 program participants

Veterans Presentation Transcript

Type   Document
Author   U.S. Department of Labor, Employment, and Training Administration
URL   https://www.workforce3one.org/view/2001122239217519797
Publisher   U.S. Department of Labor, Employment, and Training Administration
Date   August 4, 2011

Abstract   This presentation reviews how to effectively serve veterans. It reviews statistics that profile veterans in the civilian labor force and veterans served at One-Stops. These profiles contrast in several ways with the corresponding profiles of nonveterans. Next, it discusses some service design and delivery considerations and critical information that all local staff should be aware of when serving those who have served us. It also covers key aspects of priority of service and recovered persons. Finally, it discusses a proposed national threshold for a veterans entered employment rate. It begins with an explanation of how veterans differ to provide some perspectives on veterans as a target group for workforce services. Probably the most widely recognized characteristic of veterans in the civilian labor force is that they are overwhelmingly male. Although nonveterans in the labor force are roughly evenly divided between males and females, males represent nearly 91 percent of the veterans in the workforce and females represent just over 9 percent. Another difference between veterans and nonveterans in the civilian labor force relates to age. The civilian labor force only includes those who are employed or

seeking employment. None of the statistics or characteristics cited here includes the large number of veterans who are retired, attending school full-time, or serving as fulltime homemakers or caregivers.

Tags
- Veterans

Relevance
- Examines differences in veteran population, such as old and young veterans
- Discusses key indicators that relate to the experiences of those veterans who were served at One-Stop Career Center

We the People: The Importance of Employees in the Process of Building Customer Experience

Abstract   This paper considers the importance of employees in the process of building customer experience. The paper states that internal investment is rewarded with consistent, quality customer exchanges. Emphasis is first placed on the positioning of brand management within an organization, and its link to strategy. Secondly, the article introduces tools of identity and guiding principles. These tools activate staff by inviting their engagement and by asking them to review the brand from a personal perspective. Identity encourages employees to interpret corporate identity and apply it to their unique situation and skill set. Guiding principles serve as a platform to nurture desired behaviors in the organization. Together, these two tools better prepare staff to respond to customers. Brand values are presented as the currency to measure the worth of exchanges between organizations and their customers. The paper concludes by presenting a case study of the mobile operator, Orange, during the period 1994 through 2003.

Tags
- Employers

Relevance
- The importance of employees in enhancing customer experience

Promising Practices
- Organization use of identity and guiding principle tools to increase staff engagement and ultimately improve interactions with customers

Why are Benefits Left on the Table? Assessing the Role of Information, Complexity, and Stigma on Take-up with an IRS Field Experiment

Type   Journal Article
Authors   Saurabh Bhargava, Dayanand Manoli
URL   https://www.cmu.edu/dietrich/sds/docs/bhargava/Paper%203%20Bhargava%202013.pdf
Publication American Economic Review
Date   2013

Abstract   The researchers address the puzzle of incomplete take-up with a unique field experiment in collaboration with the Internal Revenue Service (IRS). Specifically, they test the role of program information (about benefits, costs, and rules), informational complexity, and stigma on response to experimental mailings notifying 35,050 eligible individuals of $26 million in unclaimed earned income tax credit (EITC) benefits. The authors find residual increases in take-up due to the mere receipt of a mailing (response of 0.14); simplification (+0.09 relative to mere receipt); and the display of benefits (+0.08 relative to mere receipt plus simplification). Surveys affirm pervasive low awareness and misconstrual of program incentives among eligibles. The authors' estimates suggest that the tested interventions could reduce incomplete EITC take-up from 25 to 22 percent.

Tags

- Behavioral Economics

Relevance

- Behavioral insights from this research can help understand why some potential customers may not take-up and/or engage with AJC services

Methods

- Participants received mailings in a field experiment

WorkForce Center System Customer Satisfaction Survey--Employers

Type   Document
Author   Minnesota Department of Employment and Economic Development
URL   https://www.workforce3one.org/view/1826
Date   2004

Abstract*   In January 2003, the Minnesota Department of Employment and Economic Development (DEED) began surveying employers who used WorkForce Center System services and/or posted a job order on Minnesota's Job Bank. A team of Workforce Center System managers representing all of the major programs in the Centers created the survey, and the Department's Policy, Planning, and Measures Office administered the survey and analyzed results. A DEED employee, trained in interviewing, conducted a telephone interview with the person who had received the service or placed the job order. They drew monthly samples and calculated results based on 12 months of interviews. Approximately 1,000 employers were interviewed per 12-month period. They posted new results on the Website each

quarter (see: http://www.deed.state.mn.us/customersurvey/employerMain.htm). The questionnaire was divided into modules and every respondent was asked a set of core questions and answers up to two of the following four modules: Worker Recruitment, Labor Market Information, Employability Assistance, and Special Events (Seminars, Job Fairs). The modules were rotated between calls, and if a respondent had no experience with the services of one module, she or he was asked questions from the next module.

Tags
- Employers

Relevance
- Employer satisfaction survey
- Results are public

Methods
- 4-module survey administered via phone interviews with the employer contacts who had received service or placed a job order

Workforce Investment Act: Employers Found One-Stop Centers Useful in Hiring Low-Skilled Workers; Performance Information Could Help Gauge Employer Involvement

Type   Report
Author   U.S. Government Accountability Office
URL   http://www.gao.gov/products/GAO-07-167
Place   Washington, D.C.
Date   December 22, 2006
Institution U.S. Government Accountability Office

Abstract* In this report, GAO addressed 1) the extent to which employers, both large and small, hire their employees through One-Stops; 2) the extent to which these employers view One-Stop services as useful; and 3) factors that may affect One-Stop services to employers. To answer these questions, we surveyed employers who had used the One-Stop system, visited eight One-Stops, and talked to One-Stop and labor officials. Regardless of size, employers completing our survey hired a small percentage of their employees through One-Stops, and two-thirds of those they hired were low-skilled. About 80 employers who could provide estimates reported hiring about 9 percent of their new employees through the One-Stops, roughly 1,300 of their 14,500 hires in 2005. The employers also reported that about two-thirds of those hired were low-skilled workers, in part because they thought the labor available from the One-Stop Centers was mostly low-skilled. Employers told us they would hire more job seekers from the One-Stop labor pools if the employees had the needed skills. Employers primarily used only one of the seven services generally available through the One-Stop, but they generally viewed whatever services they did use as helpful. Most employers used the centers' job-posting service. Fewer made use of the One-Stops' physical space or job applicant screening services. When employers did take advantage of a service, they generally reported that it was useful because it produced positive results,

such as reaching more job applicants than would have applied otherwise. When employers reported that they did not use a particular One-Stop service, in most cases they either were not aware that the One-Stop provided the service, obtained it elsewhere, or carried through on their own. At least three factors may affect One-Stops' service to employers. The first is the skill set of the labor pool. One-Stop officials said that their job candidates generally had either low skills or lacked the specialized skills needed by employers. The second factor cited by One-Stop officials is the limited number of staff available to serve employers. One-Stops must serve both employers and job seekers with the available staff and funding. The fact that DOL collects limited information on employer engagement in the One-Stop system is a third factor that may affect the level of service to employers. While DOL collects information on employer satisfaction, this measure does not provide information on how employers use the system. DOL has said its new data collection system will include such information, but this remains to be seen.

Report Number GAO-07-167

Tags
- Employers

Relevance
- Insights on employer use of One-Stop services

Methods
- Survey of employers who had used the One-Stop system
- Site visits to eight One-Stops
- Interviews with One-Stop and DOL officials

Promising Practices
- Using private sector funds (charging fees or soliciting money from employers) to hire more staff

Workforce Investment Act: One-Stop Centers Implemented Strategies to Strengthen Services and Partnerships, but More Research and Information Sharing is Needed

Type	Report
Author	U.S. Government Accountability Office
URL	http://gao.gov/products/GAO-03-725
Place	Washington, D.C.
Date	June 18, 2003
Institution	U.S. Government Accountability Office

Abstract*   The One-Stop Centers that GAO visited streamlined services for job seekers by ensuring access to needed services, educating program staff about all of the One-Stop services available to job seekers, and consolidating case management and intake procedures. In addition, all of the One-Stop

Centers GAO visited used at least one of the following three methods to engage employers: dedicating specialized staff to work with employers or industries; working with employers through intermediaries such as chambers of commerce or economic development entities; or tailoring services to meet specific employers' needs. To provide the infrastructure to support better services for job seekers and employers, many of the One-Stops that GAO visited found innovative ways to strengthen program partnerships and to raise additional funds beyond those provided under WIA.
Report Number GAO-03-725

Tags
- Employers

Relevance
- Discusses how each site embraced the customer-focused provision to streamline services
- Sites each implemented their own vision of WIA using innovative approaches to:
  1) Streamline services for jobseekers
  2) Engage the employer community
  3) Build a solid One-Stop infrastructure
- What is working well for job seeker and employer customers in One-Stop Centers

Methods
- Site visits to 14 One-Stop Centers

Promising Practices
- Promising practices included sites that:
  1) Positioned a staff person at the entrance to the One-Stop to help job seekers entering the center find needed services and to ensure that exiting job seekers had received the services they sought
  2) Regularly scheduled cross-training workshops to educate staff about the One-Stop's diverse array of services, such as adult education classes and services for the disabled
  3) Job seekers received comprehensive services from a team of caseworkers who collaborated to meet all job seekers' needs