



**City/State:**  
New York City/  
New York

**Client:**  
Department of Small  
Business Services

**Industry:**  
Small Business  
Services

## The Client

The NYC Department of Small Business Services (SBS) helps unlock economic potential and create economic security for all New Yorkers by connecting New Yorkers to good jobs, creating stronger businesses, and building thriving neighborhoods across the five boroughs.

## Problem

The Department of Small Business Services hired Capstone Strategy Group to provide a survey and statistical analysis of workforce development outcomes and customer satisfaction at its different workforce career centers in New York City. The goal was to complete 5,000 interviews per month of which 3,000 face to face (F2F) and 2,000 online. The project was part of a larger strategy within the Agency geared toward improving its ability to help businesses fill their open positions and place more New Yorkers in jobs. To achieve that goal, the Agency increased its focus on Quality Assurance. In particular, the Agency's Workforce Development Division was looking to improve the quality of its service delivery within the workforce system with the goal of positively impacting the scale at which jobseekers are either placed into jobs or, after having received services, find employment on their own.



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## The Solution

CSG was fully operational on day one of the project with a web-based application, data communications infrastructure, and a functioning relational data base all ready and available to collect, send, receive and store the data from the field, and provide real-time reporting. CSG deployed interviewers to eight Workforce Center locations equipped with mobile devices (tablets) to record the face-to-face interviews. Online surveys were conducted using Workforce Career Center specific email campaigns. Email addresses of job seekers provided by SBS were scrubbed by CSG for duplicates prior to each campaign execution. This process was undertaken to ensure data uniqueness and to reduce annoyance and inconvenience of duplicate survey solicitation emails to the job seekers.

Additionally, it reduced the incidences of SPAM reports from the target audience, which is an important legal compliance issue. In addition, all collected data was uploaded daily into the reporting database hence enabling SBS to run reports report that provided a near real time statistical analysis of workforce development outcomes and customer satisfaction.

