

To: Angie Barksdale  
 From: Sara McCauley, One-Stop Operator  
 Re: Summary of Customer Service Survey Findings  
 Date: January 7, 2026

**Purpose and Survey Framework:** This memo provides context for the 2025 West Michigan Works! Customer Service Survey, conducted in October 2025 as part of the agency’s ongoing commitment to quality assurance and continuous improvement. The survey was intentionally designed using a values-based framework aligned with West Michigan Works!’ solutions-driven service model, focusing on *how* services are delivered rather than outcomes shaped by external constraints such as funding or eligibility requirements.

Because organizational values cannot always be measured directly through survey questions, each value was translated into concrete, observable service behaviors that customers could reasonably assess based on their experience (for example, whether staff demonstrated honesty and fairness, anticipated needs, or provided long-term solutions). Survey questions were structured as behavior-based proxy measures to assess how consistently the agency’s values and service standards are reflected across customer interactions. Table 1 below illustrates how individual survey statements were aligned with specific values and service model elements.

*Table 1 Survey Questions and Alignment with WMW! Values and Standards*

<b>Survey Statement (Proxy Question)</b>	<b>Associated Value(s)/ Model Service Element</b>
Staff anticipated my needs and offered support or resources before I had to ask.	Empowerment, Proactive
Staff helped me find opportunities or solutions that will meet my needs over the long term.	Sustainable
Staff demonstrated honesty and fairness in their interactions with me.	Integrity
I felt welcomed and respected for who I am during my interactions with staff.	Diversity and Inclusion
Staff were timely, knowledgeable and courteous in their interactions with me.	Exceptional Customer Service, (Integrity)
When needed, staff connected me with other programs or people in the community to help me.	Collaboration; Commitment to Community
Staff shared useful data and insights to help me make informed decisions.	Data-Driven

The survey sought input from key customer groups, including employers, jobseekers, employees, and students, to assess experiences across the workforce system and identify areas of strength and opportunity. Working closely with staff, targeted outreach was conducted through customer email groups and direct engagement, particularly by business representatives. A response target of 500 was established and achieved.

To encourage participation and reduce survey fatigue, most questions were optional, resulting in slight variation in response counts by question. Collectively, the survey provides a meaningful, values-aligned foundation for understanding customer experience and informing organizational learning, improvement, and strategic decision-making.

**Executive Summary:** Overall, the 2025 survey confirms that West Michigan Works! is delivering services in a manner strongly aligned with its values, particularly through the quality and professionalism of its staff, while identifying targeted opportunities to strengthen consistency, communication, and accessibility.

Employers were especially strong advocates for WMW's work, with 80% indicating they were likely or very likely to recommend the agency, reflecting trust in staff expertise and partnership quality. Jobseekers, employees, and students also reported positive experiences, with 59% identifying as likely or very likely to recommend WMW. Satisfaction among this group was somewhat tempered for individuals entering the system through unemployment-related requirements, which involve processes and policies outside WMW's direct control.

Across respondent groups, the survey strongly affirmed one of WMW's greatest strengths—its people. Respondents frequently cited staff empathy, responsiveness, professionalism, and authentic human connection, reinforcing the importance of relationships in delivering services aligned with the agency's mission and values. These strengths underpin customer trust, partnership, and long-term impact across the region.

At the same time, the survey identified several consistent opportunities for continued improvement, including strengthening communication and follow-through, expanding accessibility for working adults and individuals with disabilities, and improving clarity and consistency in program information and processes. Addressing these areas presents an opportunity to further strengthen customer experience and reinforce the agency's solutions-driven approach.

The following sections offer a deeper look at respondent characteristics and survey responses that underpin the summary findings outlined above.

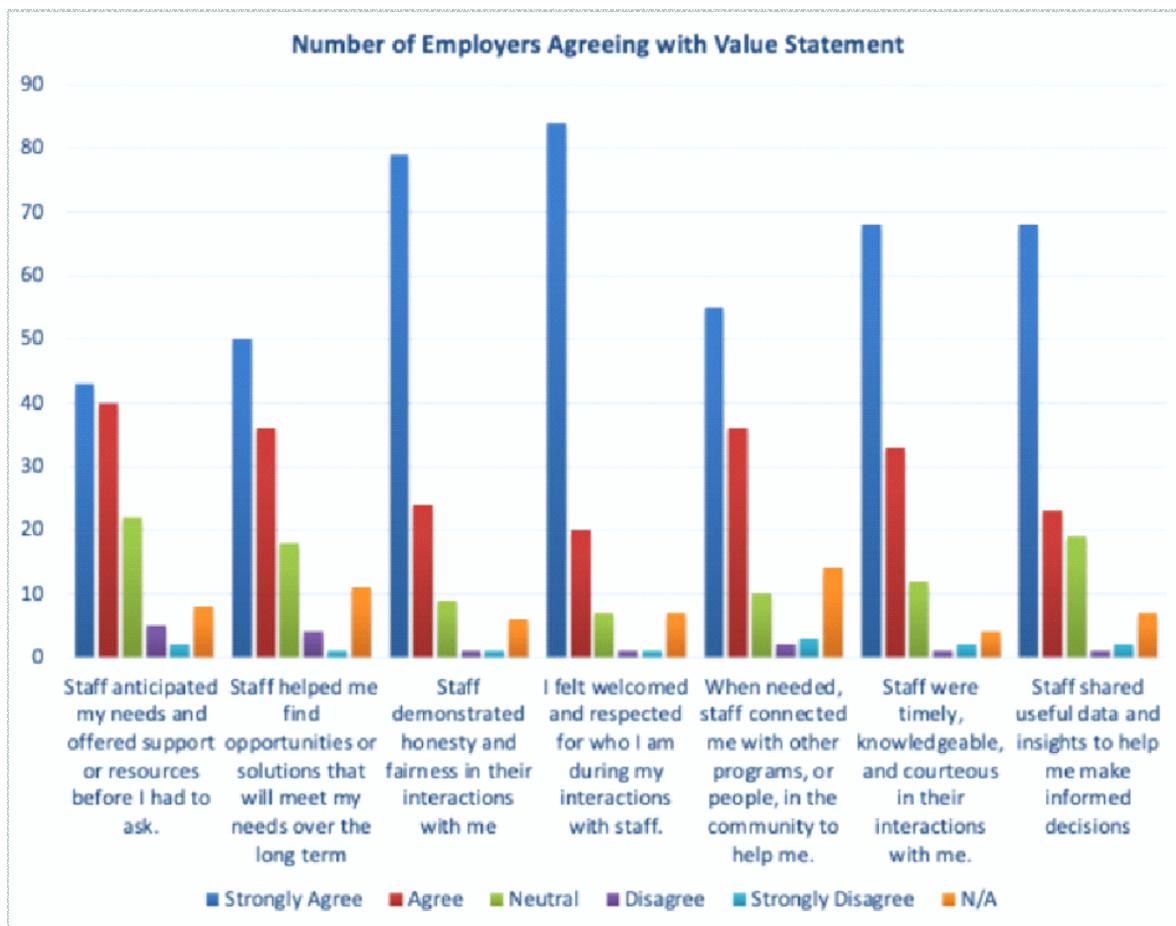
**Respondent Overview:** A total of 518 individuals participated in the 2025 West Michigan Works! Customer Service Survey, representing a broad cross-section of the agency's customer base. Respondents included jobseekers (51%), employees (24%), employers (25%), and students (2%), with balanced gender representation, a modest skew toward older participants (60% over age 45), and participation from key special populations including persons with disabilities, veterans, single parents, and returning citizens.

### **Employer Findings: Top Three Takeaways**

- **High overall satisfaction and loyalty:** Employers reported very positive experiences with West Michigan Works!. Eighty percent indicated they were likely or very likely to recommend the agency to peers or partners, reflecting strong trust and confidence in WMW as a workforce partner.
- **Strong alignment with core values:** Employers reported the strongest agreement with statements related to feeling welcomed and respected and staff demonstrating honesty and fairness in their interactions.
- **Opportunities to strengthen proactive and long-term support:** While overall ratings were very favorable, relatively lower—though still positive—scores were associated with anticipating employer needs and supporting long-term, sustainable solutions. Qualitative feedback suggests that continued attention to communication and follow-

through could further strengthen the employer experience.

Chart 1 Employer Agreement with Value Statements

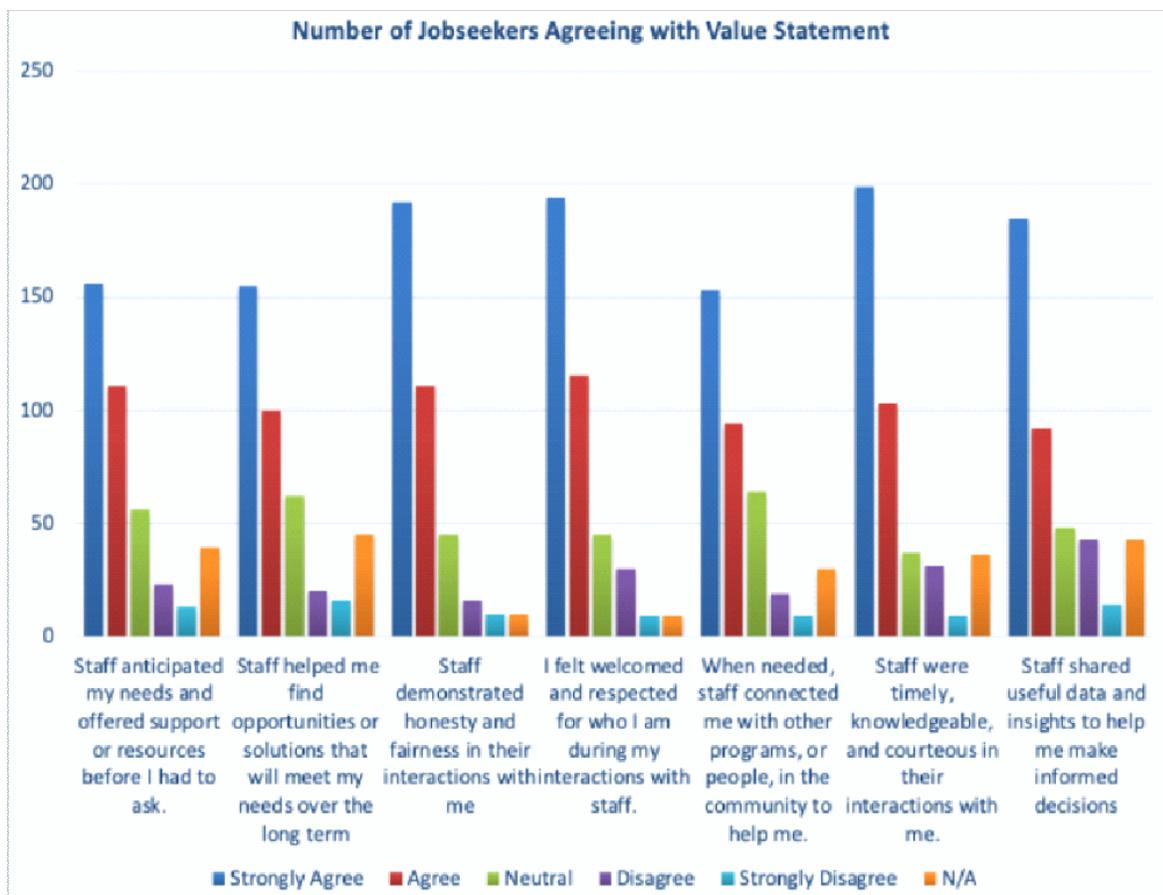


### Jobseeker, Employee, and Student Findings: Top Three Takeaways

- Positive experiences and solid customer loyalty:** Among jobseekers, employees, and students, 59% indicated they were likely or very likely to recommend West Michigan Works! to others (*a relatively strong result for public-sector and nonprofit services, particularly given that participation is mandated for many individuals receiving unemployment benefits*).
- Strong staff-related value scores:** As with employers, the highest levels of agreement were for statements related to feeling welcomed and respected and staff demonstrating honesty and fairness during interactions with staff.
- Opportunities to improve consistency and clarity:** Lower—though still favorable—ratings were associated with proactive support, long-term solution-building, and connections to other programs or community resources. Qualitative responses provide additional context, pointing to opportunities to improve communication, follow-

through, accessibility, and clarity around roles and processes, particularly for individuals navigating unemployment-related requirements.

Chart 2 Jobseeker, Employee and Student Agreement with Value Statements



**Next Steps and Continuous Improvement:** Staff will review and discuss these findings to determine which value areas to prioritize for improvement and how best to strengthen performance in those areas. Staff already has initial ideas informed by both the quantitative results and qualitative feedback.

This values-based framework establishes a baseline that will allow West Michigan Works! to track changes in value scores over time. Repeating this survey and its core questions in future years will support ongoing quality assurance, help assess progress, and inform continuous improvement efforts.