

**Kansas Department of Commerce  
Workforce Services  
Policy and Procedures Manual**

**Policy Number:** 4-04-00

**Originating Office:** Workforce Services

**Subject:** KANSASWORKS service delivery integration and functional management

**Issued:** July 10, 2008

**Board Approved:** June 25, 2008

**Programs:** Workforce Investment Act (WIA), Wagner-Peyser (WP), Veterans Employment and Training Services (VETS), Trade Adjustment Assistance (TAA)

**Purpose:** To transmit guidance on the roles and responsibilities of Local Workforce Investment Boards, One-Stop Operators, Department of Commerce and Partners

**Reference:** WIA as stated below

**Background:** The federal requirements regarding service integration are primarily defined in the WIA Final Regulations. For example, the preamble to the Regulations describes how the integration of activities and information is expected to result in improved services for system customers:

*WIA reforms Federal job training programs and creates a new, comprehensive workforce investment system. The reformed system is intended to be customer-focused, to help Americans access the tools they need to manage their careers through information and high quality services, and to help U.S. companies find skilled workers. This new law embodies seven key principles. They are:*

*-- Streamlining services through better integration at the street level in the One-Stop delivery system. Programs and providers will co-locate, coordinate and integrate activities and information, so that the system as a whole is coherent and accessible for individuals and businesses alike. [Emphasis added]*

Elsewhere in the Preamble, the U.S. Department of Labor (DOL) describes the “unprecedented opportunity” that is embodied in the new system of service delivery envisioned in the Workforce Investment Act:

*We wish to emphasize that DOL considers the reforms embodied in the Workforce Investment Act to be pivotal, and not ‘business as usual.’ This legislation provides an unprecedented opportunity for major reforms that can result in a reinvigorated, integrated workforce investment system. States and local communities, together with business, labor, community-based organizations, educational institutions, and other partners, must seize this historic opportunity by thinking expansively as they design a customer-focused, comprehensive delivery system. [Emphasis added]*

There is a general expectation that increased integration of services will result in an improved customer experience for job seekers and businesses:

*The Act's requirements build on reform efforts that are well established in all States through the Department's One-Stop grant initiative. Rather than requiring individuals and employers to seek workforce development information and services at several different locations, which is often costly, discouraging and confusing, WIA requires States and communities to integrate multiple workforce development programs and resources for individuals at the ‘street level’ through a user friendly One-Stop delivery system. This system will simplify and expand access to services for job seekers and employers. [Emphasis added]*

An important goal of the Workforce Investment Act is to provide “universal access” to the core services of the local workforce development system. Integration of services is seen as a central strategy for achieving universal access:

*The WIA goal of universal access to core services is achieved, among other strategies, through close integration of services provided by the Wagner-Peyser, WIA adult and dislocated worker partners and other partners in the One-Stop center and system. [Emphasis added]*

Additionally, the Workforce Investment Act addresses Functional Management by providing for a One-Stop delivery system:

*under which entities responsible for administering separate workforce investment, educational, and other human resource programs and funding streams collaborate to create a seamless system of service delivery that will enhance access to the programs' services and improve long-term employment outcomes for individuals receiving assistance.” (20 CFR 662.100 a)*

Currently, **KANSASWORKS\*** workforce centers contain some federal programs managed by Department of Commerce staff authorized to provide centralized service delivery and accountable for performance of and budgeting for those programs. Additionally, **KANSASWORKS** workforce centers contain WIA programs managed by LWIB-designated staff authorized to provide centralized service delivery and accountable for performance of and budgeting for WIA programs. This dual structure can limit the LWIB or One-Stop Operator’s

ability to establish meaningful service integration and uniform performance management protocols.

*\*KANSASWORKS is the brand name for the statewide workforce system.*

WIA regulations also provide clear guidance that Wagner-Peyser and VETS services must be provided by state-merit staff:

*Sec. 652.215 Do any provisions in WIA change the requirement that State merit-staff employees must deliver services provided under the Act?*

*No, the Secretary requires that labor exchange services provided under the authority of the Act, including services to veterans, be provided by State merit-staff employees. This interpretation is authorized by and consistent with the provisions in sections 3(a) and 5(b) of the Act and the Intergovernmental Personnel Act (42 U.S.C. 4701et seq.)*

However, the regulations ***do not state those services are the only functions state merit-staff can serve.*** There are also clear options for states to allow staff to report to the One-Stop Operator. This clause is often referred to as the “formal versus functional” clause.

*Sec. 652.216 May the One-Stop operator provide guidance to State merit-staff employees in accordance with the Act?*

*Yes, the One-Stop delivery system envisions a partnership in which Wagner-Peyser Act labor exchange services are coordinated with other activities provided by other partners in a One-Stop setting. As part of the local Memorandum of Understanding, the State agency, as a One-Stop partner, may agree to have staff receive guidance from the One-Stop operator regarding the provision of labor exchange services. Personnel matters, including compensation, personnel actions, terms and conditions of employment, performance appraisals, and accountability of State merit-staff employees funded under the Act remain under the authority of the State agency. The guidance given to employees must be consistent with the provisions of the Act, the local Memorandum of Understanding, and applicable collective bargaining agreements.*

WIA is also clear on the responsibility and selection of the One-Stop Operator. 20 CFR, Part 662.400 provides:

*Sec. 662.400 Who is the One-Stop operator?*

*(a) The One-Stop operator is the entity that performs the role described in paragraph (c) of this section. The types of entities that may be selected to be the One-Stop operator include:*

*(1) A postsecondary educational institution;*

*(2) An Employment Service agency established under the Wagner-Peyser Act on behalf of the local office of the agency;*

- (3) A private, nonprofit organization (including a community-based organization);*
- (4) A private for-profit entity;*
- (5) A government agency; and*
- (6) Another interested organization or entity.*

*(b) One-Stop operators may be a single entity or a consortium of entities and may operate one or more One-Stop centers. In addition, there may be more than one One-Stop operator in a local area.*

*(c) The agreement between the Local Board and the One-Stop operator shall specify the operator's role. That role may range between simply coordinating service providers within the center, to being the primary provider of services within the center, to coordinating activities throughout the One-Stop system. (WIA sec. 121(d).)*

**VETS regulations will be strictly followed and VETS-funded staff will only participate in the integrated service delivery model to the extent allowed by VETS regulations.**

## **INTEGRATED SERVICE DELIVERY**

The **KANSASWORKS** State Board seeks to move **KANSASWORKS** from the operation of individual workforce programs to a focus on quality integrated service delivery.

### **Goals of Integrated Service Delivery**

- Redesign **KANSASWORKS** to be demand driven, skills-based and functionally managed and integrated
- Improve access to quality services for all customers, businesses and job seekers
- Provide a framework to empower and support Local Workforce Investment Boards' integration of Wagner-Peyser, WIA, TAA and VETS program operations at the local level
- Reduce duplication and seek efficiencies in a time of limited resources
- Implement Common Measures per the spirit of Training and Employment Guidance Letter (TEGL) No. 17-05 and attachments thereto

### **Components of an Integrated Service Delivery System**

An integrated service delivery system has four major components:

- A commitment to and a process for an integrated customer pool, so One-Stop customers (whenever eligibility permits) are registered simultaneously in the performance measures calculation as described in Training and Employment Guidance Letter (TEGL) No. 17-05 and attachments thereto.

- An integrated customer flow setting clear parameters for a service delivery process with a sequence of demand-driven, universal services that does not emphasize program eligibility and program participation
- An integrated staffing chart to lead and provide services to the integrated customer pool as they are served through the adopted, integrated customer flow
- A Business Services team dedicated to meeting the demands of employers.

## **Implementing an Integrated Service Delivery System**

Each LWIB will adopt, implement and continuously improve a demand-driven, skills-based, integrated services plan for the Local Area's One-Stop System using these parameters as a basis for development of the Service Delivery Integration and Functional Management Plan. Detailed integration plan requirements are found in Attachment A.

Integrated service delivery has four major components, as stated above, and the developed local plans are to include each of these:

- A commitment to and a process for an integrated customer pool, so job seekers (whenever eligibility permits) are registered simultaneously in the performance measures calculation of all of the following programs: WP, WIA Adult and Dislocated Workers, TAA and VETs as described in TEGL 17-05 (Section 6, "Operational Parameters") and Attachment D of TEGL 17-05. Statewide uniformity in the application of the Employment and Training Administration's Common Measures policy, and consistent determination in deciding which job seekers are in the WIA Title I performance calculations, is demonstrated by application of TEGL 17-05 and its attachments. Additionally, this policy requires all job seekers receive an initial service needs evaluation. Consequently, center job seeker customers will be registered/enrolled (if eligible) as described in TEGL 17-05, Attachment D.
- An integrated job seeker customer flow which clearly defines a service delivery process with a sequence of demand-driven, universal services not emphasizing program eligibility and program participation. This flow has three required services to be offered and provided to all job seekers:

(1) administration of a service-needs assessment (staff will administer the appropriate assessment based on business requirements and job seekers' career interests) to build a service plan to help job seekers create "best fit" service options; (2) selection of most appropriate demand-driven, skill enhancement products (including, but not limited to, occupational training); and, (3) creation of a market attachment strategy based on the available labor market openings and, whenever possible, verification of skills prior to referral to employers.

- An integrated staffing chart to lead and provide services to the integrated customer pool as they are served through the adopted, integrated customer flow. Functional teams will staff the adopted customer flow and team membership will include staff funded by different funding sources, with affiliation by team and not, with the exception of VETS-funded staff, by program funding. The identified manager and team members will be named without regard to funding source, with the exception of VETS-funded staff, and shall coordinate the functional teams in the implementation of the integrated flow.
- All workforce centers will have an integrated, business services function responsible for connecting local employers to the local One-Stop system. This team also has as a major function ensuring that all **KANSASWORKS** services continuously improve and are responsive to the needs of local employers and the local economy.

## **FUNCTIONAL MANAGEMENT**

A weakness of management and services not fully integrated is that the Operator's span of control is limited to the programs contracted through the LWIBs. Therefore, no single person has ultimate decision making authority for service delivery issues often leading to duplicative management structures, siloed performance management and weak service integration strategies.

Upon implementation of this policy, the Functional Manager model will be required. Additionally, it is important to note LWIBs and One-Stop Operators will be held accountable for U.S. Department of Labor definitions of common performance measures. As required with Common Measures, WIA Title 1B programs, labor exchange programs funded under the Wagner-Peyser Act, the Veterans' Employment and Training Services and the Trade Adjustment Assistance program will be held to the same performance definitions. These integrated workforce system performance measures will make the **KANSASWORKS** workforce system more efficient and effective.

**KANSASWORKS** partners will focus on meeting employers' needs and on putting people to work in high-demand career paths, developing and matching the skills of job seekers with the needs of high-demand employers. One-Stop Operators are also responsible for providing auxiliary aids and services to customers with disabilities upon request for all programs. Memoranda of Understanding will include how partners will contribute to the provision of aids and services to disabled customers. By refocusing performance assessment from individual program performance measures to universal outcome measures, service integration will be enhanced. In addition, employment, retention, disability accommodation, average earnings, market penetration and cycle time must be tracked at the Operator level for all programs using **KANSASWORKS.com**.

LWIBs are currently responsible for the designation, oversight and continued operation of **KANSASWORKS** workforce centers in each of the Workforce Investment Areas of the state. LWIBs have the responsibility to ensure employment and training programs in their communities operate at a high level of quality and satisfy the expectations and needs of their customers. LWIBs are also responsible for the selection of One-Stop Operators to functionally manage all one-stop programs.

### **Goals of Functional Management**

- To provide a truly seamless workforce system to all customers, both job seekers and employers
- Improve business and job seeker customers' access to quality services
- Reduce management duplication
- Empower Operators to manage the outcomes on which their performance is based
- Formalize the participation of all workforce system partners

### **Components of Functional Management**

- All customers experience workforce centers as seamless, service-driven facilities, served by dedicated staff of **KANSASWORKS** rather than by staff of individual partner agencies
- All partner staff members of each facility understand the function they are to serve, creating increased responsiveness to customer needs
- Each Local Area has a single, identifiable person who is responsible for the day-to-day operation of the Local Area One-Stop System. This individual has the authority to direct the function(s) of each staff member

### **Implementing Functional Management**

As stated earlier, each LWIB will develop and implement an integrated services plan for the Local Area One-Stop System using these parameters as a basis for development of the Service Delivery Integration and Functional Management Plan (see Attachment A).

- This plan will be developed with significant partner participation, especially regarding state merit-staff positions
- This plan will be embedded in all related One-Stop System documents, including Memoranda of Understanding, One-Stop Operator Agreements and contracts for service providers

- One-Stop Workforce Center service design will be driven by the local economy and employer needs and draw on quality workforce intelligence, local labor market information and local employer validation of data
- Local Area One-Stop System service design will emphasize identified functions to be performed by each center
- Service design and all services will be available at all locations within the Local Area One-Stop System

Functional Management has several major components and the developed local plans are to address each of these components:

### **Leadership and Management**

#### **A. Multi-Disciplinary Leadership Team**

Each Operator will designate a leadership team with a clear understanding of the reporting structure for all employees at the workforce center.

#### **B. Functional Supervision (defined and addressed below)**

The Operator shall designate at least one Functional Manager for each local workforce investment area. Each Functional Manager must be authorized to organize all Partner staff by function, designate functional unit supervisors and establish the purpose of each functional unit. *Functional Supervision* focuses on the day-to-day supervision of programmatic functions (e.g., intake, assessment, case management, resource room, business services, job fairs, etc.). *Formal Supervision* focuses on personnel matters including compensation, personnel actions, terms and conditions of employment, performance appraisals and accountability of employees. State supervisors are responsible for formal supervision of state staff and partner agency supervisors are responsible for formal supervision of their respective employees.

#### **C. Staff Cross Training**

The Operator shall ensure a comprehensive cross training and development plan be established for each office and its staff. This plan shall ensure staff members are adequately trained in each of the programs provided under the Center's available funding streams for purposes of fostering program integration and eliminating functional silos.

### **Job Seeker Customer Flow**

Each Comprehensive One-Stop and workforce center will utilize a single customer flow model based on customer need, not program requirements. Such customer flow shall maximize the number of staff available and shall ensure minimal customer wait time. Each customer flow design should incorporate a methodology to identify customer needs immediately upon entry and provide immediate engagement and connectivity to services during the customer's first visit. The Operator shall ensure staffing is adjusted according to customer needs and traffic flow.

## **Functional Units**

The Operator shall establish each of the following functions in each workforce center:

### **A. Welcome Function**

Those staff serving in the Welcome Function will strive to meet all customers at the front door and will not wait passively behind the desk for customers to come to them. Every new job seeker will receive an initial service-needs evaluation in the welcoming process as a required staff assisted service. This includes determination of the customer's need for auxiliary aides and services (e.g. sign language interpreter, Braille or large print documents, assistance with completing forms, etc.) in order to access workforce services. Based upon the outcome of the evaluation, job seekers will be channeled to the Skills/Employment Function, as appropriate.

Welcome Function staff work with job seekers to determine the best set of services. This team processes center registrations, conducts a preliminary evaluation of service needs based on skills and interests and markets services to job seekers (center and online). This team coordinates with the Skills/Employment and Business Services teams to manage services.

As stated above, every new job seeker will receive an initial evaluation in the welcoming process. This will assist in triaging individuals to the next appropriate set of services. Service choices may include:

- Greeting
- Orientation to center services
- Initial evaluation (to be defined by the LWIB's policy)
- Identification of basic skills deficits
- Referral to next service/functional service team
- Registration – real-time data entry into the system
- Resource Room services
- Self-assisted referral and placement

### **B. Skills/Employment Function**

This functional team is responsible for implementing the service strategies for new job seekers as recommended by the Welcome Function team and providing ongoing assistance to returning job seekers based on need. This team provides information on all aspects of the job search, provides assessments for skills certification, creates training and skill development plans and promotes training opportunities. Innovative service delivery is guided through the use of comprehensive labor market information. Service choices may include:

- Basic skills training
- Comprehensive assessment
- Career Ladders counseling
- Provision of Labor Market Information
- Skills certification
- Individual Training Accounts
- Customized training
- Pre-vocational training
- Registered Apprenticeship
- Referrals to community services
- Workshops
- Employment retention

### C. Business Services Function

Every staff member assigned to the Business Services Function team shall build relationships with employers, identify opportunities to address the human resource challenges of employers, and market a robust product line designed to assist them in meeting their human resource needs. Business Services Function staff shall ensure the entire **KANSASWORKS** employer product line is marketed to each employer (see “Product Line” below for details). Specific team functions shall include:

- Business outreach
- Recruitment and referral for priority industry job vacancies through **KANSASWORKS.com**
- Job seeker qualifications review
- Provision of economic, business and workforce trends
- Organized service delivery around priority industry system
- Information on human resource services
- Referral to community services

### Prompt Service

All job seekers will receive prompt service with no future scheduling of appointments for initial welcoming functions, including initial service-needs evaluations, unless provision for interpretive services is required and no interpreter is immediately available.

### Service Plans

Every new job seeker will have the opportunity to know their skills, improve their skills, and obtain a job which best matches their skills. To accomplish this objective, every new job seeker will receive a basic initial evaluation based on the client's interests and labor

market demand as a required service. The basic initial evaluation may result in referral to the Skills/Employment function where a full Individual Employment Plan will be created. As deemed appropriate, clients shall be scheduled for a follow-up service facilitated by either the Welcome function or Employment/Skills function. Service plans shall be tied to regional labor market data relative to local high-wage/high-demand occupational needs. The goal of the service plans should be long-term, self-sufficiency and continuous growth/progression of the job seeker through the provision of comprehensive skill development activities and training services.

### **Outreach and Branding**

All workforce centers will comply with the **KANSASWORKS** branding policy. Operators shall begin outreach activities and actively seek to serve both the unemployed and employed workforce as well as employers.

### **Product Line**

All **KANSASWORKS** sites shall offer innovative and integrated product lines targeted toward employer human resource needs, readily known by all staff and actively marketed to all customers. These product lines may or may not be outsourced. The job seeker product line shall include items and services for job seekers of all skill, educational and employment levels. This product line shall include products built specifically for both the unemployed and employed workforce. At a minimum, the job seeker product line must include the following:

- Basic skills training (OED, basic math/literacy, remedial training)
- Digital literacy (basic computer skill development training)
- Resume writing and development
- Online job search skill development
- Career networking
- Professional dress & demeanor
- Workplace behavioral expectations training
- Local labor market information

The employer product line shall include items and services for employers with high-demand jobs, regardless of the business' size, maturity or location. This product line shall include products built for employers who choose to maintain or not maintain their own Human Resources Department. At a minimum, the employer product line shall include:

- Business Services Function staff-assisted customized job matching services
- Training on **KANSASWORKS.com**
- Referral of appropriate employment candidates as specified by employer
- Assistance with initial candidate screening
- Labor market information targeted to the employer's needs
- Training on writing job requisitions which results in finding the right candidate

- Information regarding on-the-job training opportunities, worker retraining and worker retention

## **ADDITIONAL GUIDANCE**

While the One-Stop Operator is a designated entity, LWIBs must designate at least one identified person as the Functional Manager, and must provide all partners with a clear roster of the duties and responsibilities of the Functional Manager. These responsibilities should include conducting on-site staff meetings, coordinating program services, developing referral procedures, managing common functions and common areas, developing program evaluations and outcome reports for the boards and the Department of Commerce and managing center resources to ensure center objectives are met. If LWIBs want to assign functional management duties to an individual from organizations not designated as the One-Stop Operator, it may do so.

The Functional Manager must be housed in a Certified One-Stop. Key functions for this position should be defined by the LWIB. The LWIB should communicate a clear vision for the Local Area One-Stop System, with a standing committee working with the One-Stop Operator/ Functional Manager. While the Operator manages across the rules of various programs, the overall function is still considered a single process. The Functional Manager provides day-to-day supervision of all staff performing the function, even though *formal supervision* (hiring, firing and appraisal) is done by state merit-staff or partner agency staff. The *formal supervisor* will provide the opportunity for the Functional Manager to provide input in the performance appraisals of non-operator staff. Likewise, the Functional Manager will provide the opportunity for management-level partner staff to provide input in the performance appraisals of One-Stop Operator staff.

State employees are allowed to be designated as Functional Managers provided they do not create an additional organizational layer within the One-Stop System chain of command.

The Department of Commerce will determine the number and classification of State staff members in accordance with State Statute, Commerce Policy and any other regulatory and personnel interests. For purposes of this policy, Operators may assign the daily work of any state employee as negotiated in the MOU between the Department of Commerce and the Operator.

Nothing prohibits LWIBs from formally procuring Functional Managers for workforce centers if they so choose. Formal procurement is still required for Program Operator contracts, in absence of a waiver from the Governor allowing LWIB to serve as operator, and LWIBs may include One-Stop Operations, Integrated Service Delivery and Functional Management duties as a part of this process.

State managers will be responsible for formal personnel matters for state employees. In addition to these roles, other duties may be assigned by the state agency, including program evaluation in consultation with LWIB/Contractor staff, training and technical assistance, assistance with One-Stop certification processes and facilities management in state leased facilities.

State positions will not change except they will receive day-to-day direction from the One-Stop appointed Functional Manager. In instances where the LWIB opts to select state staff as the Functional Manager, they will serve in a dual role as both the Functional Manager for the Comprehensive One-Stop system and the formal supervisor for state staff.

LWIBs and their designated One-Stop Operators will be accountable for federally negotiated performance measures for WIA Title I, Wagner-Peyser, Veterans Employment and Training Services and Trade Adjustment Assistance programs. Performance will be negotiated in a similar manner to WIA performance measures. LWIB contracts will be modified to reflect new performance accountability responsibilities. The **KANSASWORKS** State Board may establish incentive awards for LWIBs/Operators who achieve all negotiated measures, in addition to the WIA incentives currently provided.

Although each Operator is responsible for its own service delivery, the **KANSASWORKS** State Board requires a demand-driven, skills-based, integrated service delivery model. This model must be developed with all required workforce system partners, and as many other partners as possible, to establish consistent service delivery among regions.

### **Required Action**

LWIBs, program operators and the Workforce Service Division of the Kansas Department of Commerce must comply with this policy.

Implementation and transition strategies must be included as part of a Service Integration and Functional Management Plan submitted to the Kansas Department of Commerce as a modification of the Local Area WIA/WP Plan.

Implementation begins when the aforementioned plan is approved by the state. Attachment B contains the checklist used to determine when Integration Plans are complete.

If you have any questions regarding this policy, please contact Susan Weidenbach, at (785) 296-7842 or [sweidenbach@kansascommerce.com](mailto:sweidenbach@kansascommerce.com).

## **Kansas Service Integration Plan Content Outline**

Each local area's plan for service integration shall include the following elements:

1. Description of the local area's vision/mission for a skill-based, demand-driven system tied to LWIB and state goals and objectives.
  - Industry/industry clusters/occupation priorities
  - Skill policies/goals – skill certification/verification of job seekers – which candidates, for what occupations, etc.
  - Definition of minimum level of competency – reading, math, ability to find information, computer skills
  - Definition of outcomes for each of the objectives (e.g., 10 % increase in number of service industry candidates with a service certification, 80% of applicants placed in advanced manufacturing jobs have been assessed for required skills)
  
2. Description of the process being used to create service integration using the Implementation team and Integration team. List the members of both teams (should have staff participation from all levels and from Wagner-Peyser & WIA).
  
3. Copy of the organizational chart that includes relationship to LWIB and one-stop operator as well as new functional units and functional management.
  - List each type of workforce center/location/facility (i.e., comprehensive, affiliate co-located and itinerate) and explain how integration will occur in each
  - Explanation of how the LWIB will use the skills of state management staff (managers and supervisors) that will no longer be responsible for the daily supervision of units of staff even though they will maintain “personnel” supervisory responsibilities – include job descriptions
  
4. Description of the functional management structure position.
  - Job descriptions for functional managers
  - Job descriptions for functional supervisors (as needed)
  - Job descriptions for team leaders (as needed)
  - Description of how staff will be notified and build buy-in for the management changes

5. Description of the functional work teams.
  - Functional job descriptions including a description of the job duties of staff in each unit
  
6. Description of new customer flow – including customer flow charts and a written narrative describing the single customer flow and shared customer pool.
  - Description of data used to ensure that customer needs drives your service delivery model (job seeker and employer/business)
  - Description of customer flow for job seekers and businesses
  - Description of service delivery methodologies (existing methodologies to include web-based, distance learning, e-mail, text messaging, etc. plus new methodologies)
  - Description of tools and technology that will be used to expand service delivery to increase efficiencies and to expand the customer pool
    - a. List the skill assessment tools you'll use for each job seeker customer group (e.g., define by business needs, not job seeker needs – all job seekers for entry level service jobs will be required to complete a WIN practice test and a computer skills assessment)

**EXAMPLES:**

| <b>Assessment</b>         | <b>Job Seeker Customer Group</b>   |
|---------------------------|--|
| WIN                       | All job seekers seeking entry level customer service jobs  |
| WorkKeys                  | Job seekers seeking employment in advanced manufacturing will be required to pass the related WorkKeys assessment.                           |
| Microsoft Office products | All job seekers seeking employment as office assistants demonstrate competency in using Word, PowerPoint and Excel Microsoft office products |

7. Description of measures of success (see Louisiana scoreboard example from May 19-20, 2008 training session). Include common measures as well as process measures and business/LWIB measures.
  - Explain anticipated increase in services (# enrolled, jobs filled, etc.) and describe it will be measured
  - Explain anticipated increase/improvement in the quality of the service and describe how it will be measured

8. Description of plan for developing and phasing in detailed procedural manuals for each function.
9. Description of training plan to build the capacity of staff.
10. Description of continuous improvement plan.
11. Description of communication plan (intra-office, inter-office, local area to State, LWIB & State Board).
12. Appropriate signatures of approval.

### **Checklist for Reviewing Local Integrated Service Delivery Plan**

Purpose: To establish objective criteria that will be used to evaluate the Integrated Service Delivery Plans which are submitted as addendums to the Local Area WIA/WP plans. This checklist will be used by:

- The State Workforce Investment Board to determine compliance with State Board directives and service integration policies and guidance
- Local Boards to review local Integrated Service Delivery plans to determine their ability to use the plans to implement integration and supply a pool of skilled workers to local companies
- Department of Commerce to evaluate local system's ability to deliver services and measure successes using an integrated service delivery system
- Local workforce one-stop operators to build an integration plan adequately addressing the requirements established by the State and Local Workforce Investment Boards

**1. Description of the local area’s vision/mission for a skill-based, demand-driven system tied to LWIB and state goals and objectives.**

| <b>Required Elements</b>  | <b>Yes</b> | <b>No</b> | <b>Comments</b> |
|---|------------|-----------|-----------------|
| Clearly articulated vision  |            |           |                 |
| Clearly articulated mission   |            |           |                 |
| Definition of skill-based system  |            |           |                 |
| Definition of demand-driven system  |            |           |                 |
| Clear definition of critical labor shortages and skill gaps in local area to be targeted to meet the hiring demand of local companies   |            |           |                 |
| Clear definition of targeted industry clusters and occupation priorities  |            |           |                 |
| Clear description of strategies to be used to certify/verify skills of job seekers – including industries/occupations/companies that will receive skill assessment as pre-referral service  |            |           |                 |
| Identification of which skill assessments will be used for specific job vacancies   |            |           |                 |
| Estimated number of job seekers that will be prepared for critical skill shortage occupations   |            |           |                 |
| Explanation of how new strategies for using training funds (ITAs/pre-vocational training) to decrease labor shortages in critical demand occupations will be implemented - % funds to be pre-vocational/ITAs                                  |            |           |                 |
| Strategy for outreach to businesses hiring for demand occupations – new and existing accounts   |            |           |                 |
| Definition of outcomes for each of the objectives (e.g., 10 % increase in number of service industry candidates with a service certification, 80% of applicants placed in advanced manufacturing jobs have been assessed for required skills) |            |           |                 |

**2. Description of the process being used to create service integration.**

| <b>Required Elements</b>   | <b>Yes</b> | <b>No</b> | <b>Comments</b> |
|--|------------|-----------|-----------------|
| List Implementation team members(i.e., the team that interacts with the State Integration team)  |            |           |                 |
| Describe the composition of the local team for managing the one-stop center system   |            |           |                 |
| Describe how front-line staff are engaged in the design and development of the new integrated service delivery system – Wagner-Peyser and WIA staff should be represented on each of the three implementation teams (Welcome team, Skill/Employment team and Business Services team) |            |           |                 |
| Teams to design and deliver new service integration plan have representation from all levels of staff  |            |           |                 |

**3. Copy of the organizational chart that includes relationship to LWIB and one-stop operator as well as new functional units and functional management.**

| <b>Required Elements</b>   | <b>Yes</b> | <b>No</b> | <b>Comments</b> |
|--|------------|-----------|-----------------|
| Organizational chart for the one-stop system   |            |           |                 |
| Differences (if exist) in structures of workforce center/location/ facility (i.e., comprehensive, affiliate, co-located and itinerate) – clear representation of how each type will be managed |            |           |                 |
| Explanation of how each type will be integrated  |            |           |                 |
| Staff from Wagner-Peyser and WIA are assigned to each of the three functional service units  |            |           |                 |

**4. Description of the functional management structure.**

| <b>Required Elements</b>  | <b>Yes</b> | <b>No</b> | <b>Comments</b> |
|---|------------|-----------|-----------------|
| Job description(s) for functional manager(s)  |            |           |                 |
| Job description(s) for functional supervisor(s) (as needed)   |            |           |                 |
| Job description(s) for team leaders (as needed)   |            |           |                 |
| Explanation of how to use the skills of management staff (managers and supervisors) that will no longer be responsible for the daily supervision of units of staff even though they will maintain “personnel” supervisory responsibilities – include job descriptions |            |           |                 |
| Description of how onsite management will communicate with functional supervisor or functional manager (as needed)  |            |           |                 |
| Description of how onsite management will work with the one-stop operator – accountability, supervision and personnel functions   |            |           |                 |
| Description of how to designate someone at each site for personnel functions for State merit staff  |            |           |                 |
| Description of how to work together to provide performance reviews and discipline staff (e.g., functional manager and state supervisor provide input together)  |            |           |                 |
| Description of how to provide personnel functions for staff in offices with no management   |            |           |                 |
| Description of how to prepare staff and build buy-in for the management changes   |            |           |                 |

**5. Description of the functional work teams.**

| <b>Required Elements</b>   | <b>Yes</b> | <b>No</b> | <b>Comments</b> |
|--|------------|-----------|-----------------|
| Functional job descriptions that include a description of the job duties to be done by staff in each unit- Welcome unit, Skills/Employment unit and Business Services unit |            |           |                 |
| Demonstration that Wagner-Peyser and WIA staff will be working together in each integrated unit to deliver the services without the constraints of program silos           |            |           |                 |

**6. Description of new customer flow – including customer flow charts and a written narrative that describes the single customer flow and shared customer pool.**

| <b>Required Elements</b>  | <b>Yes</b> | <b>No</b> | <b>Comments</b> |
|---|------------|-----------|-----------------|
| Description of job seeker service delivery system with flow charts for the units to describe how customers will receive services and be connected to services in other units  |            |           |                 |
| Description of business service delivery system with flow charts for the unit to describe how customers will receive services and be connected to services in other units   |            |           |                 |
| Description of data to be used to ensure that customer needs drive the service delivery model? (job seeker and employer/business)   |            |           |                 |
| Description of service delivery methodologies (existing methodologies to include web-based, distance learning, e-mail, text messaging, etc. plus new methods)   |            |           |                 |
| Description of tools and technology used to expand service delivery to increase efficiencies and to expand the customer pool  |            |           |                 |
| List the skill assessment tools used for each job seeker customer groups (e.g., define business needs, not job seeker needs). EX: All job seekers for entry level service jobs will be required to complete a WIN practice test and a computer skills assessment) |            |           |                 |

**7. Description of measures of success.**

| <b>Required Elements</b>  | <b>Yes</b> | <b>No</b> | <b>Comments</b> |
|---|------------|-----------|-----------------|
| Description of anticipated increase in services (# enrolled, jobs filled, etc.) and description of how it will be measured      |            |           |                 |
| Description of the anticipated increase/improvement in the quality of the service and description of how it will be measured    |            |           |                 |
| Description of how to increase the skills of job seekers including a significant increase in number who have access to training |            |           |                 |
| Description of how to measure the efficiency and effectiveness of the new customer flow   |            |           |                 |
| Description of how to measure the effectiveness of the functional management structure  |            |           |                 |
| Description of how to measure customer satisfaction with the service delivery system  |            |           |                 |

**8. Description of plan for developing and phasing in the use of detailed procedural manuals for each function.**

| <b>Required Elements</b>   | <b>Yes</b> | <b>No</b> | <b>Comments</b> |
|--|------------|-----------|-----------------|
| List of procedure manuals that will be developed for the one-stop system |            |           |                 |
| List of content elements for procedural manuals                          |            |           |                 |

**9. Description of training plan to build the capacity of staff.**

| <b>Required Elements</b>   | <b>Yes</b> | <b>No</b> | <b>Comments</b> |
|--|------------|-----------|-----------------|
| Description of how to train all staff in culture change – including functional management/supervision                    |            |           |                 |
| Description of how to train staff to perform new functions   |            |           |                 |
| Description of how to train staff about the functions performed by other staff   |            |           |                 |
| Description of how to hold staff accountable for the development/use of new skills – how to build competencies over time |            |           |                 |

**10. Description of continuous improvement plan.**

| <b>Required Elements</b>  | <b>Yes</b> | <b>No</b> | <b>Comments</b> |
|---|------------|-----------|-----------------|
| Description of how to continuously improve service delivery in each functional unit                 |            |           |                 |
| Description of how to continuously improve processes to increase efficiencies                       |            |           |                 |
| Description of how to continuously improve culture to gain and sustain buy-in of staff in all units |            |           |                 |
| Description of how to improve performance on all measures   |            |           |                 |

**11. Description of communication plan (intra-office, inter-office, local area to State, LWIB & State Board).**

| <b>Required Elements</b>   | <b>Yes</b> | <b>No</b> | <b>Comments</b> |
|--|------------|-----------|-----------------|
| Description of how to provide clear direction to management team and staff   |            |           |                 |
| Description of how to communicate appointments of managers and staff to units and explain roles and responsibilities                 |            |           |                 |
| Describe roles and responsibilities of management staff for communicating intra-office, inter-office, to State, LWIB and State Board |            |           |                 |

**12. Appropriate signatures of approval.**

| <b>Required Elements</b>             | <b>Yes</b> | <b>No</b> | <b>Comments</b> |
|--------------------------------------|------------|-----------|-----------------|
| Signature of LWIB chair              |            |           |                 |
| Signature of CLEO                    |            |           |                 |
| Signature of LWIB Executive Director |            |           |                 |