

Finding Integration

THE SEARCH FOR BEST PRACTICES IN THE AMERICAN JOB CENTERS
WORKFORCE INNOVATION TECHNICAL ASSISTANCE CENTER

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Introduction

The Vision of the Workforce Innovation and Opportunity Act (WIOA) includes a common service process for all customers provided in an integrated service system in order to assure equal access to services and job opportunities for all customers, as well as increased economy in service provision for the service partner agencies.

*“Under WIOA, partner programs and entities that are jointly responsible for workforce and economic development, educational, and other human resource programs collaborate to create a seamless customer-focused One-Stop delivery system that **integrates** service delivery across all programs and enhances access to the programs’ services. The One-Stop delivery system includes six core programs (Title I adult, dislocated worker, and youth programs; Title II adult education and literacy programs; Title III Wagner-Peyser program; and Title IV vocational rehabilitation program), as well as other required and optional partners identified in WIOA.”*

(TAC-15-01 Rehabilitation Services Administration, page 3)

Guidance provided in WIOA directs core and required service agencies to create an “integrated” service system in American Job Centers (AJCs) across the country. The idea of integration may seem obvious, but creating system integration might be one of the most difficult tasks in the whole of program management and operation. To claim integration and to be integrated may be two different things. What criteria determine integration? Who determines what group of programs are integrated and what group of programs are not? When WINTAC is asked, as a Technical Assistance Center, to define integration for State Vocational Rehabilitation Agencies, the task is met with some difficulty. A search in the regulations does not provide a definition that is quantifiable or defensible.

The Workforce Innovation Technical Assistance Center (WINTAC) reviewed several Unified and Combined State Plans, participated in presentations on customer-centered design and spoke with colleagues across the country. Based on the theory that integration is perhaps best defined through practice and example, the team sought to find and observe real-life partnerships and service delivery systems. Without that tangible definition, the team endeavored to find out how different centers and different states define it. The journey began in Creston, Iowa, continued southeast to Covington, Kentucky, and finished in Woodbridge, Virginia, where, with the help of a videographer, innovative customer service flow was captured to share best practices with our partners in the field, both leadership and staff.

Method

With regard to WINTAC's development of Technical Assistance in the area of service alignment/integration in the Job Centers, we recognize that Vocational Rehabilitation (VR) agencies are assuming leadership roles as a Core Partner in aligning services, creating approaches that may eventually result in shared case management processes for job seekers across agencies. In an effort to provide Technical Assistance and support in response to recent questions from a number of states, WINTAC has developed/is developing the following:

- a) Documented emerging practices
- b) Webinar guidance
- c) Communities of Practice
- d) An Integration Continuum self-assessment tool
- e) A process for mapping service flow

To strengthen the use of these documents and products, we conducted three site visits with state partnerships and local offices. The team selected Iowa, Kentucky and Virginia for the following reasons:

Iowa

Iowa's labor programs went through an extensive integration process that began in 2009 but did not, at that time, include the VR agency, though VR services were primarily co-located in the Job Centers throughout the state. In 2015, the Workforce and VR (General) leadership met to begin a process to explore and pilot opportunities to create a common service flow in four pilot offices where VR services are included. They reported significant success in one of those offices and discussed an opportunity to visit that office in September (2016), meet with state and local staff, and observe how the service flow works in that Center.

Kentucky

In a Peer Learning Group presentation on the Employment and Training Administration's ION (Innovation and Opportunity Network) site, Allison Flanagan (Kentucky Office for the Blind) was the lead on a panel that included representatives from the Kentucky Office of Vocational Rehabilitation and the Kentucky Department of Workforce Investment. The panelists presented information on their efforts to establish a common service flow in Job Centers for all job seekers, including those with disabilities. Kentucky's collaborative vision and effort began well before WIOA was signed.

Virginia

Virginia's State Vocational Rehabilitation agencies have provided strong leadership among the Core Partners in addressing job center inclusion of job seekers with disabilities throughout the implementation of the Workforce Investment Act (WIA). The Virginia Department on Aging and Rehabilitative Services (DARS) is strongly invested in the Disability Program Navigator and Disability Employment Initiatives (DEI) and is a national leader in demonstrating the provision of

Disability Benefits and Work Incentives advisement in Job Centers through these efforts. Virginia is also one of the four states engaged in the Rehabilitation Services Administration's career pathways grant initiatives. This state's focus on career pathways captures the vision of WIOA in building this structure in a framework that engages the diverse expertise of all core and required WIOA partner agencies.

The Approach

In approaching these three states, the Core Partner leadership suggested Job Centers for possible site visits for the WINTAC team. The team visited Creston, Iowa, on September 19-20, 2016; Covington, Kentucky, on November 1-2, 2016; and Woodbridge, Virginia, July 10-11, 2017.

The process for each state visit was as follows:

1. Establish commitment for visit with each state; identify local area.
2. Conduct calls with state and local leadership to establish site visit agenda.
3. Gather the following state WIOA implementation information:
 - a. State Plan
 - b. Guidance from State Board to Local Workforce Development Boards for WIOA implementation
 - c. Additional information suggested by state agency partners that are relevant to the state's WIOA implementation
4. Gather the following local WIOA Implementation information:
 - a. Local Plan
 - b. MOU/IFA
 - c. Materials developed for customers describing services and career pathways
 - d. Documentation that might outline customer service processes/flows
 - e. Materials that might articulate shared leadership structure/development
 - f. Additional materials that might be suggested by the local area leadership to share with the WINTAC team
5. Meet with Core Partner Leadership at the state level at host state location to determine the following:
 - a. Key players (from state agency perspective)
 - b. Objectives of service integration/alignment activity
 - c. State policy/direction (get examples in advance)
 - d. Support provided to local regions
 - e. How success is measured
 - f. Lessons learned thus far
 - g. Next steps
6. Observe service flow and customer activity at local AJC.

7. With local leadership support, film mock service flow for job seekers in the local AJC, conduct and film interviews with key local staff important to customer service provision and design.
8. Conduct a series of informational interviews with partnership teams:
 - a. Office staff:
 - i. Staff role and activity in service model
 1. Individual functions within operation
 2. Decision making
 3. Separate agency structures
 - ii. How the expertise of separate partner agencies is engaged in the service process
 - iii. How disability disclosure is recorded and used
 - iv. Follow-up of common customers
 - b. AJC leadership:
 - i. Steps in service integration process
 - ii. How the expertise of separate partner agencies is engaged in service process
 - iii. Impact for community of this activity
 - iv. Benefits of activity for each agency
 - v. Stumbling blocks along the way
 - vi. How is success measured?
 - vii. Next steps
 - viii. Suggestions for other regions that will be addressing service integration/alignment
 - c. Core and required partnership:
 - i. How leadership of Job Center operation is provided
 - ii. How all agencies are engaged; how they provide services throughout the Job Center
 - iii. Objectives for service alignment/integration
 - iv. Process and support for customer sharing
 - v. Progress/successes
 - vi. Next steps

Note: Each state made suggestions that varied the basic approach.

Following the completion of each site visit, the service team provided each state with an initial abbreviated report outlining the observations of the WINTAC team.

This report is a more comprehensive description of each visit and was completed with the suggestions and feedback from participating states, and released with a video that was developed through the team's visits to the local Centers in each state.

Note: This is not a monitoring process for these states. This process serves to note each state's contributing factors to the quality of customer service in the WIOA vision, and to support a greater understanding of how states define and approach service integration.

Conclusions from Combined Site Visits

1. All three states value a collaborative service response to the community prior to the guidance in WIOA. All three states were in the process of developing a common vision and policy to support local offices in sharing customers, information and resources. In all three states, Core Partner agencies employ WIOA guidance to **continue** to work toward stronger service alignment/integration to improve the customer experience and results.
2. Integration is defined locally through the collaborative efforts of service teams and encouraged collaboratively by state agencies; service flow is unique in each Center.
3. Regarding systems for sharing customer information and progress, there are two distinct strategies. There is a technology-centric strategy in which effort is made for the electronic case management systems of each of the partner agencies to exchange information and data elements to expedite enrollment in partner agencies and facilitate shared case management efforts when individuals are co-enrolled. The other strategy focuses on regular meetings for case managers to discuss common customers and their progress for those where programs are not co-located, and less formal meetings where the programs are co-located. Case managers and the staff working in the Career Services area of the AJC are encouraged to partner when working with individuals. Both strategies are important. The “hi-tech” effort is important, but will not replace the “low-tech” approach in terms of a quality customer experience.
4. In all three local sites, the local leadership distinguished themselves in both commitment and progression toward the following:
 - a. Ongoing adjustment in the local service model through regular meetings with partners;
 - b. Commitment toward real-time consultation with partner expertise in customer service and “warm hand-offs,” moving as much of the “bureaucracy” of service delivery as possible behind the scenes; and
 - c. Expectation that the expertise of all partners is available to AJC customers with as much ease and immediacy as possible while maintaining a natural service flow.

Suggestions to Workforce Partnerships from the WINTAC Team

The following are suggestions, based on these site visits, from the WINTAC team to state and local collaborations.

State Leadership:

1. Maintain a collaborative state level team that does the following:
 - a. Develops and reviews guidance to local boards and agency collaborations on WIOA implementation, including the quality of the customer experience through collaborative career service and career pathways models.
 - b. Collaboratively supports the local partnerships in implementing guidance, through, but not limited to, Technical Assistance and Training that is supported by oversight and monitoring for quality; and encouragement and support to the leadership and staff in embracing and problem-solving to approach their shared vision for customer service. *Note: An excellent example is in the state agency partner facilitated meeting in Woodbridge, Virginia, described later in this report.*
 - c. Addresses challenges that local leadership raise together through the support of feedback-and-response loop; if there is a cross-agency team at that state level that clarifies guidance, corrects misinformation and responds to locally identified procedural barriers, local leadership will be supported in addressing community impact.
2. Articulate the flexibility for local leadership in strengthening their unique approaches to meet the needs of their community together.
3. Support local leadership teams in enhancing their career service and career pathways models to ensure they are responsive to and inclusive of any and all job seekers who may come in the door, as well as meet the needs of an area's business sectors.
4. Develop a means to support local leadership in assessing the overall customer experience together.

Local Leadership Teams

1. Establish a regular process for Partner Leadership to meet to address the following:
 - a. Customer experience;
 - b. Service impact; and
 - c. Collaborative Processes (including hi-tech and low-tech strategies).
2. Develop outreach and service materials that articulate job seeker and business services available through the Center by function as opposed to program. *(Examples: Workshops on job search, information on local career pathways, supports to increase digital literacy and résumé development as opposed to Veterans services, older worker services, WIOA Title I services, etc.)*
3. Review how the expertise of each partner is engaged in real time to address customer needs in career services and career pathways.
4. Review the relevance of the career services and career pathways for each partner process and role, and vice versa.
5. Develop a local process for assessing and analyzing the customer experience in the AJC career services and career pathways on a regular basis, and make adjustments together. Update the local MOU as needed to reflect general changes in the service alignment.

6. Establish a committee to the local board to address how targeted populations, including those with disabilities, are included in the career services and career pathway models of the AJC. This is where enhancements can be made to support full inclusion in those services. This approach will be based upon a commitment to establishing a common service flow and process for all customers, but through the expertise of partners, the ability to build in additional supports to that process.
7. Value and respect the expertise available with each partner, and expect their contribution to a common service flow for all job seekers. Support each partner's available leadership.
8. Support and empower staff to be leaders. *(This is a quality that we recognized in the three sites visits addressed in this report.)*
9. Recognize that your vision for a common service flow in your AJC need not be limited to the services provided within its four walls. *The customer service process can be collaboratively developed within strategies to address isolated and rural communities away from the AJC, and onsite in community events (e.g., a plant closure).*

Consideration for Technical Assistance:

1. WIOA Implementation Checklist
2. Integration Continuum Self-Assessment
3. Service Flow Process Mapping
4. Career Pathways Readiness Toolkit
5. Overall Job Center inclusion of people with disabilities (Programmatic Access) review and support
6. Building AJC capacity and partnership through operation as a Workforce Employment Network (EN)
7. Career service enhancements
 - a. Financial literacy
 - b. SSA disability benefits and work incentive advisement
 - c. Group discovery process
 - d. Relevance to area career pathway models
8. Business service in collaboration and development of staff expertise
 - a. Collaborative strategies
 - b. Use of Labor Market Information
 - c. Review and recommendations of collaborative policy and procedures
 - d. Staff development

If desired, a State Vocational Rehabilitation Agency may engage WINTAC and its partners with other federally-funded Technical Assistance Centers to address above areas with state teams. WINTAC is available to support State Vocational Rehabilitation Agencies and their partners with WIOA implementation through the support of the Rehabilitation Services Administration (RSA).

CRESTON, IOWA

This description is intended to describe the experience of an individual seeking assistance to meet a career objective when he/she visits the IowaWORKS Center in Creston, Iowa. The description does not reflect the internal processes within each separate program, but is an effort to describe the overall service process within the combination of services available through the Center.

Customer Service Flow and Career Services

Upon entering the IowaWORKS Center, everything is in the customer's eye line -- there is no waiting area nor wasted space. There is no reception desk. The desired effect is one of walking into a living room. Every person coming through the door receives the same welcome and is treated similarly until a course of action is determined; only then do services and plans diverge.



From WINTAC's "Finding Integration," IowaWORKS Center in Creston, Iowa; September of 2016.

Staff cubicles surround the job seeker work area on all three sides. The wall height of staff cubicles was lowered so staff could (1) see people when they walked in the door, and (2) offer a more open and comfortable feel to the space. The visual is both enveloping and structured; often, the customer has no idea there are up to 15 different programs and funding streams involved.

There is an emphasis on a professional business greeting for every customer upon arrival. The welcome has all the hallmarks of great customer service: a smile and a handshake, attentive staff, quick response, proactive problem-solving. During the greeting, a staff member asks a few questions, which are both open-ended and respectful of the job seeker's need(s) and the value of the job seeker's time (e.g., "What brings you to the Center today?" and "How much time do you have at the moment?") The initial basic assessment identifies the purpose for the visit and establishes level of urgency and the possible need for additional support services.

After the initial two- to three-minute conversation at the door, the staff member guides the job seeker to a kiosk of computers where he/she registers with the Center and answers additional questions for the purpose of a deeper assessment of needs and issues. The staff member is never far away and is available to answer questions about the registration. After completing the registration, the staff member reviews each question with the customer and, based on the answers, asks follow-up questions for additional information. This is all done quietly and methodically and takes approximately 10-15 minutes, as the objective is to engage the job seeker in the service process as quickly as possible.

Note: The welcoming duties are shared by all staff (with the exception of the VR Counselor) and a calendar tracks "welcoming shifts" for each staff member.

At the completion of the review, the staff member starts a form of triage, which can be an immediate referral to a possible job opening, additional work on a computer to complete a résumé or explore job requirements, referrals to the area community college or training center, or interviews with other specialists in the Center. Such referrals could include a VR counselor if the job seeker has noted a disability, a Veterans counselor if a Veteran, Dislocated Worker services if recently laid off, etc. To this point, it is about 15-20 minutes from walking in the door to completing and reviewing the registration form.

The Skills Lab provides Career Services in the IowaWORKS Center. (All core services are staff-assisted.) The Skills Team develops and facilitates workshops. The staff assist the customer with determining which of the available Career Services will best support the customer in meeting an employment objective. (*Data tracking and follow-up contacts determine the success of these outcomes.*) Once that is answered, a Service Plan is finalized. The Skills Lab staff support job seekers in establishing what they will do between now and the next visit to the Center, a step whose importance cannot be overstated. The referral and service integration culture keeps the job seeker always connected to someone in the workforce development service system.

Those customers who require more intensive case management and training services (and who meet eligibility requirements for a program providing services) will receive this level of service. (These services will be evaluated by credential attainment in performance measures.) Case Managers from partner programs are also a part of the Skills Team and are connected with the Career Services in the Skills Lab. In addition, they are a part of the Business Team, a team that contributes to Career Services and the aforementioned workshops and assists with the labor exchange component of the career pathways model. (For more information, refer to the Business Services section.)

Whether they are in case management level services or not, all individuals coming into the Center count toward employment and earning outcomes in the Wagner Peyser and WIOA Title I Adult or Dislocated Worker services. This is where the emphasis of all partners on increasing the service responsiveness for the Career Services, or Staff-Assisted Core Services, has been important. For funding streams that respond to targeted populations, such as Vocational Rehabilitation, Older Worker, Veterans, Temporary Assistance for Needy Families (TANF), Department of Housing and Urban Development (HUD) and Community Services Block Grants (CSBG), they share the investment that the Career Services are responsive to all job seekers and respond through their participation on this service team.

From the observer's and customer's point of view, it is not clear which funding streams support the services on the floor in terms of staff (i.e., which staff on the floor belong to what agencies). In Creston, the staffing in these stages are provided as follows:

- Welcome: Wagner-Peyser, TANF, Title I Services
- Skills Lab: Wagner-Peyser, TANF, Title I Services, Older Worker Services

All Partner Agencies located in the Center, along with the programs and funding streams they represent, remain a part of the Skills Lab team and contribute to career service support, workshops, orientations and VR services in the region. Backroom operations and program policies are invisible to the job seeker, which leads to a smooth and seamless experience.

Data Sharing and Agency Alignment

The Iowa Workforce Development Department created a service delivery model that focuses on quality integrated services to customers, as opposed to operating from program of funding silos. The vision is for the local offices to be integrated into functionally aligned staff, not separated by program or funding stream. The design

grew out of a systems intervention approach in which the Iowa Workforce Board Development Department, along with Iowa TANF, Vocational Rehabilitation (General and Blind), advocates, business partners and the Adult Education/Literacy Department, dedicated a week of meetings in identifying the funding streams, opportunities and creating an opportunity matrix. Thirteen different funding/program streams, or “swim lanes,” were identified by the program partners as they reviewed their various services.

*If you want sustainability, you
have to work at the local level.*
-- Todd Spencer

A comprehensive Integration Policies book guided the pilots in the implementation. While the Integration Policies offered the direction of the process, Todd Spencer, who served as the Interim Bureau Chief over WIOA Services observed, “If you want sustainability, you have to work at the local level.”

The pilots co-enroll customers into multiple programs based on eligibility. This unified customer pool was to be shared and served by multiple partners within the Center through the following processes:

Integrated Customer Flow: Based on initial assessment, customers will progress through services in a unified, standard flow organized by “function” rather than “program” (i.e. membership services, skill development services, employment services). Within this flow, three general service cohorts exist: career development, career advancement and employment express.

Integrated Customer Service Functions/Teams: IowaWORKS partner members will contribute (as appropriate) to service delivery organized by function rather than program (in teams if staff numbers are suitable). As a result, staff in each office will be assigned to the membership function/team, skill development function/team, or employment function/team; OR, a combination of function/teams as appropriate for staff size and duties.

During the first part of the site visit, it was clear that the various Workforce Services and the TANF Employment Services staff were working closely together in the integrated customer flow approach on the Skills Team. It was less clear how VR was involved in this process. However,

VR's integration into the Job Center became abundantly clear in the Integration Service Team meetings the WINTAC team observed. The Center conducts a monthly caseload update on customers who are or have received any intensive services from any of the Core Partner programs. VR had numerous clients being served by other Core Partner staff, and information was shared back and forth regarding how the clients were progressing, which clients needed follow-up for reconnection and what needs existed. The team discussed and noted (for tracking purposes) who would provide what service or connection. The VR counselor from the Center was in attendance, as were two other area VR counselors who were providing joint services with Core Partners. A Rehab Assistant and a VR secretary were also in attendance and worked with the Center staff to update and track the caseload and update documents. There is not a current effort in Iowa to share data electronically between the labor and TANF partners with the Title II and IV partners for purposes of customer service, so this effort reflects a "low-tech" solution that effectively supports customer sharing and co-enrollment.

Business Services

The partner agencies in this workforce area have established an "Outreach Team," which operates as the Center's business engagement and relationship team. They develop and implement job placement strategies with the locally identified business sectors. As a result of the business relationships they have developed together, training within businesses is available. A few examples of the workshops they provide within the businesses include the following: "Supervisory Boot Camp," "Steer Your Career," "Customer Service" (customer engagement and soft skills), "Time Management," "Generations" and "Colors" (co-worker personality types). The VR counselor is an active member of the Outreach Team and credited the Outreach Team for providing recommendations and referrals to businesses appropriate for individual VR clients who were more difficult to place.

Leadership

The WINTAC team met with state level representation from Iowa Workforce Development (over Title I, Title III, Unemployment Services, TANF Employment Services, Veteran's Services) Iowa Vocational Rehabilitation Services and the Iowa Department for the Blind. This team shared their efforts with WIOA implementation in analyzing the system alignment through their identification of swim lanes in their service process for each agency, depicting those processes in a side-by-side visual. Their interest in supporting higher levels of customer service integration across agencies within local offices is noted in a process they began prior to WIOA implementation to meet with staff from partner agencies in three pilot centers. State leadership representing the Labor and VR agencies facilitated a discussion process with local managers and staff to identify opportunities to improve customer service together and develop strategies. The work in these pilots has been temporarily tabled to accommodate the state's implementation of WIOA. Collaborative state activity with WIOA implementation includes local focus on the teams to develop service strategies, universal access and Job Center accreditation.

The core state agencies participate in a subcommittee to the State Workforce Board to address how individuals with disabilities are included in the Career Services and Career Pathways established in Iowa. This team supports the development of local board subcommittees in each of Iowa's 15 workforce regions. These sub-committees are known as Access Committees. In our meeting with the state level leadership, they described the importance of local leadership in the AJC partnerships in establishing and sustaining a service oriented culture through service alignment. This state level collaboration described their vision for collaboration in Iowa Job Centers as "a seamless system where the customer drives the process -- with the state level partners supporting the local collaborations in moving in that direction."

Conclusion

In advance of the visit to Iowa, the WINTAC team was aware of the state's efforts to integrate and align services in a way that supports stronger customer outcomes. This began with an integration effort across the labor-related services that started in 2009 and expanded to include the state's TANF services. In 2015, Workforce and VR took another step to increase service alignment with VR services in the Job Center through a pilot in four separate offices, the office in Creston being one of those. Iowa's Unified State Plan articulates current efforts to increase service integration and design across all Core and Required Partner agencies, briefly in its description of its service design. The state conducted a recent value streaming activity which considered the service process of each of the partner service programs separately, and then depicted each visually in side-by-side swim lanes. The purpose was to support analysis in an effort to strengthen service alignment and find system economies that will translate to greater customer outcomes. Another investment by the state in system integration, and noted in the WINTAC Team discussion with state leadership, is the commitment of the core state agencies and the State Workforce Board in the development of a subcommittee. That committee will include core agency partnerships and focus on the inclusion of Iowans with disabilities in a common AJC service and common talent pipeline to Iowa's targeted industry through the state's career pathways model. In the VR Agency's State Plan, a supplement to Iowa's Unified State Plan, a strategy for shared case management across programs is included.

Iowa continues to update state level policy and support local systems to address a customer service vision with the flexibility and support to establish collaborative processes locally to meet the needs of their customers. In the Creston office, the leadership is sustaining a culture that respects the expertise that each partner staff member brings. In turn, there is an expectation that each person will assume a leadership role when that expertise is needed by a customer with their shared vision of customer service in mind.

Observations in Iowa:

- Starting with the Unified State Plan, there is clear state level description and encouragement to support the local integration and alignment of services across systems to improve the service experience of customers.
- All collaboration is local and built on local relationships.

Observations at the Creston Center:

- The partner agencies in Creston aligned the service delivery with the goals of the Unified State Plan by creating the local collaborative relationships with stakeholders and integration of the Core Partner services for the customers who visit the center.
- The “Career Services” in the AJC serve as the centerpiece of customer service for all partners, engaging customers in that process.
- Service alignment is sustained by a continuous feedback loop within the service system and between the Creston Workforce Center and state level partners.
- The partner agencies also serve on a team that develops strategies to address business services, which includes training provided to businesses at their locations.
- Local leadership sets a tone for service alignment in demonstrating respect for the expertise of each of the partner service specialists, maintaining an expectation that all will assume leadership in service as customer needs demand.
- Outcomes for customers are a higher priority than determining who gets credit. All partners share credit with customer outcomes.
- Together, all partners provide services that are consistent for all customers, yet tailored to each individual customer.
- There is not a current effort to share information between Core Partner agencies electronically (outside of the connections between Titles I and III and TANF, as the service components for these programs are supported by the same state agency). Customer sharing is managed in this office through a “low-tech” solution for case managers of all Core Partners through regular meetings with representatives of all funding streams.
- Partners maintain an environment that makes everyone coming through the front door feel welcomed and valued in their search for a career.
- Key elements established in interviews:
 - Shared vision and values
 - Setting old baggage aside and beginning with goodwill
 - A mutual commitment to a working alliance between partners
 - Keeping the focus on the customer

Goals for Iowa (as noted in discussion):

- Strengthen the swim lane analysis for each agency with regard to operational program alignment in service flow.
- Strengthen collaborative career services in AJCs. This planning and engagement together will mean important customer engagement for individuals who are on a Vocational Rehabilitation wait list.
- Increase capacity of the AJC career service to include all job seekers in order to support stronger outcomes with all partner case management services.
- Create more effective models of business services and engagement.

- Increase ability to be integrated without being co-located. It is not feasible for some partners to be co-located in all Iowa AJCs.
- Improve how program data systems talk to each other.

Lessons Learned:

- Integration means something different to everyone. Vision and leadership are important. Support to local leadership from the state in establishing vision is important. The skills and commitment of local leadership to collaborative customer service is important. Building the comfort and competency of staff to serve as leaders within their expertise to support their colleagues in the partner agencies is also important.
- The team must always assess customer engagement and impact, and make adjustments to the process on an ongoing basis.
- A sustained effort to the realization of a collaborative service vision rests with the quality of the local leadership.
- It is possible to have integrated services and not be co-located.

COVINGTON, KENTUCKY

This description is intended to describe the experience of an individual seeking assistance to meet a career objective when he/she visits the Northern Kentucky Career Center in Covington, Kentucky. The description does not reflect the internal processes within each separate program, but is an effort to describe the overall service process within the combination of services available through the Center.



From WINTAC's "Finding Integration," Northern Kentucky Career Center in Covington, Kentucky; November of 2016.

Customer Service Flow and Career Services

When job seekers enter the Northern Kentucky Career Center in Covington, Kentucky, they are offered a personal and professional greeting by the staff member manning the reception desk. The front desk and adjacent waiting area create a focal point toward which people naturally gravitate. There is value placed on the importance of a warm greeting and quick engagement of services, expressed by both staff and leadership.

The Workforce Board provided funding for the front desk position to ensure the consistency of coverage and the level of quality service they desired. Staff reported that the Center does not receive a lot of foot traffic but does receive an abundance of calls. Counselors and staff often travel out to the communities to meet with consumers.

All customers who enter the Center receive a standard brief assessment unless they are present for a pre-established appointment or workshop, or to use the resource room. The assessment adopts a triage model instead of moving customers immediately to a self-directed job search.

Workshops are available to all job-seeking customers using the Center. Resource room area customer services are supported by staff from the Northern Kentucky Workforce Development Board and some partner staff, including representation by the local senior employment program.

The Center also uses a comprehensive orientation and informed choice referral approach that includes both a PowerPoint presentation and a presentation featuring workers from the Core Programs explaining their services, highlighting the coordination between programs. If a disability is disclosed, the orientation includes break-off sessions with a VR representative. The intent is to leverage all of the Career Center partners' strengths and expertise for the client. Acknowledging that different programs want and, in many cases, must use tailored assessment, this streamlined approach is supporting the larger objective of advancing customers' longer-term career development and connecting them earlier to the right partners, services and supports. board and state priorities, including strengthening the pipeline for youth to meet business needs, especially in the advanced manufacturing sector.

Managers and staff interviewed expressed the desire to have more of a team-based and collaborative case management approach that crosses agency and program lines. Kentucky is pursuing a team-based case management system and has hopes that this technology will lead to greater levels of collaboration. Kentucky's shift will move from a model in which a single agency or program has responsibility for a customer, and refers customers sequentially to additional programs and services, to a model where a customer has a primary agency or program take the lead in brokering services for a customer's service plan. This plan involves partners simultaneously meeting with the customer or staying in close communication to ensure customer service coordination, planning, delivery and tracking.

Business Services

Each of the Kentucky workforce regions have been supported by the State Board and Core Partner agencies to identify three key business sectors for emphasis with their career pathways models. This enhances the focus of the Local Boards and their agency collaborations, including the youth services, in increasing the emphasis on skill development in those areas to "beef up the pipeline." The Northern Kentucky Workforce Development Board is the only one to have identified five business sectors. The state supports the local boards in re-evaluating their selection of these sector areas of focus for their business service planning.

On the state level, Kentucky has developed the Kentucky Skills Network, which has created a model for collaborative business services that support each local area in replication. The state group holds conference calls twice a month with local partnerships to support each area's

progress. The state team includes a representative from the Kentucky Cabinet for Economic Development.

Like other regions, the Northern Kentucky workforce partners have established a Business Services Team (BST). Across the partnership, Sector Specialists, focusing on the skill and experience required to support the needs of each target business sector, are identified. These individuals specialize in working with job seekers who are interested in those pathways. The Sector Specialists are business service subject matter experts connected to the businesses within each identified business sector. These individuals participate in the services that will support the businesses in meeting their objectives.

In this way, the Center is utilizing a business services strategy with Career Center Core Partners (including VR), community colleges, local economic development staff and the local Chamber of Commerce. Together, these agencies develop business service strategies that focus on the unique support needs of each of the business sectors identified as important to the economy and economic development of the area. This connection between the Industry Specialist (Business Services) and the job seeker services provides the Employment Specialists and Case Managers of each partner agency with the status of each targeted business sector, wages, "hot" jobs and everything that is beyond, but includes, the credentialing needs of candidates who wish to work in those sectors.

In the Kentucky Career Center flyer, business services are noted as follows:

- Talent recruitment assistance
- Industry specialized Business Services representatives
- Candidate pre-screening, assessment and hiring support
- Usage of onsite conference/interview rooms
- Coordination of job fairs and hiring events
- Direct access to Focus Talent employer portal
- Assistance with employee hiring/tax incentives
- Labor market and unemployment resources
- Employee accommodation and technology support
- Connection to OJT and incumbent worker training, virtual company tours and hiring events
- Youth and young adult internships

There is strong investment by the Northern Kentucky Workforce Investment Board in customer service flow. The Board has invested its own resources to customer service staff who are supportive and responsive to all partner agency activities.

In the Job Seeker Service promotional flyer, the services are noted in a “functional manner” as opposed to a partner agency or funding stream, aside from the mention of Veteran, Unemployment Insurance (UI) and Youth services.

These service are noted as follows:

- Direct access to local job openings and employers
- Career coaching and job placement assistance
- Focus Career job search portal
- Job marketability analysis and résumé services
- Job seeker networking groups
- Onsite job search resource centers with Wi-Fi
- Job fairs and hiring events
- Public transportation training and assessment
- Military Veteran employment services
- Unemployment Insurance filing assistance
- Youth and young adult career services

Data Sharing and Agency Alignment

Kentucky's Combined Workforce Development plan -- WORKSmart -- includes a System Administration Alignment effort. A critical aspect is a partnership between the local workforce development boards and the State Office of Vocational Rehabilitation, Office of Employment and Training, Office for the Blind and Kentucky Adult Education (KYAE). Focusing on shared staff training, regional planning and new initiatives, the plan is for the partnership to continue to expand and benefit the employer and individual customers and the quality of the services they receive. All the Core Partners played a role in the work of the WORKSmart initiatives and were a part of the Combined Plan workgroup.

WORKSmart has the following goals:

1. Align the Commonwealth's workforce development system with Kentucky's education objectives.
2. Align the Commonwealth's workforce development system with economic development strategies.
3. Simplify the workforce development service delivery system.
4. Improve service to achieve a customer-centered delivery system.

The Kentucky Department of Workforce Investment held a WIOA State Plan partner roundtable at the Kentucky Chamber of Commerce. Employers and partners from Adult Education, Economic Development, Office of Vocational Rehabilitation (OVR), Office for the Blind (OVB), the Kentucky Workforce Investment Board, the Kentucky Department of Education and local workforce development areas participated. As a result of the roundtables, it was determined that as WIOA and other workforce policy and programs were developed, core and additional partners would share information and planning tasks to ensure effective and aligned results.

Among the 10 workforce areas, there are established work teams and committees, made up of representatives from all the Core Partners, working to align the core programs through local

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efforts. Locally, the Core Partners, along with optional partners, work together to establish resource sharing agreements for each area. Each of the 10 local areas must have at least one comprehensive Kentucky Career Center (KCC) office that provides physical access to core services, including WIOA Title I (adults, dislocated worker and youth formula programs), WIOA Title II: Adult Education (AEFLA program), WIOA Title III: Wagner-Peyser Act employment services and WIOA Title IV: Vocational Rehabilitation Program, and other required partners.

The KCC has established reciprocal referral services, creating more efficient services to individuals with disabilities. Vocational Rehabilitation has implemented an information and referral system to ensure that individuals with disabilities will be provided accurate Vocational Rehabilitation information and guidance using appropriate modes of communication to assist in preparing for, securing, retaining or regaining employment. The OVR office assures the referral of these individuals to other appropriate federal and state programs if unable to serve them. Kentucky Adult Education provides information to local programs to assist students with barriers to employment to access services. Through Project CASE, a program developed from the use of Federal grant funding through the Rehabilitation Services Administration, the vocational rehabilitation offices of OFB and OVR will have stronger coordination and collaboration with the Youth Career Center offices and other Kentucky Career Center offices and Adult Education.

Part of Kentucky's cultural shift is the movement from a transactional model with customers to one that is more relational and sustained. In the past, performance metrics often drove the design and delivery of services, such that customer "transactions" (for purposes of tracking and reporting) and "credit" for services provided often eclipsed the focus on customer needs (especially long-term needs). An important part of shifting Center focus and enabling staff capacity will be communicating the message that assessed customer needs -- not program or funding stream performance mandates -- should drive service delivery, and that high performance benchmarks follow high-quality service planning and delivery.

In the Covington Center, the effort to create open communication is implemented through 20- to 30-minute "huddles" every other Monday with Partner representatives to discuss job seeker services, trend data, customer flow or any program changes or updates. Partner agencies are engaged through monthly meetings. Additionally, there are quarterly management meetings to discuss board and state priorities, including strengthening the pipeline for youth to meet business needs, especially in the advanced manufacturing sector.

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Leadership

The friendliness of a system in response to its customers does seem to be a reflection of how friendly it is internally. How connected are the parts of the system that are necessary to assure that it is a lifelong resource of quality for all who live in the community? It is not uncommon for the WINTAC team to hear that state and local partners have a history of collaboration, or, as one of the partners in Covington reported, “Working together is a part of our DNA.”

Guidance in WIOA and from the federal partners establishes the expectation that core and required partner agencies will create integrated service strategies, as this is necessary in overall system customer service improvement. In this visit, our team watched for and noted steps taken by the state and local leadership to increase system collaboration and how this translates to customer service.

The Core Partner agencies in Kentucky have been deliberate in establishing policy and guidance that will support service delivery in a customer service-focused collaborative design prior to the implementation of WIOA. In 2014, to review their progress, the state of Kentucky invited Maher & Maher to visit the state, talk to leadership and practitioners, and make recommendations.

Highlights of Maher and Maher’s recommendations to Kentucky include the following:

- a) Take a look across agencies at the focus/drivers of the service system. It was suggested that the agencies place a stronger emphasis on collective impact on service and soften the emphasis on the separate agency performance.
- b) In service delivery, it was suggested that the system establish common customer assessment across all programs.

- c) Service models should consider how they leverage and integrate all Center partners' strengths and expertise.
- d) There were strong suggestions on staff support.
- e) The report made recommendations about how guidance for Center certification can enhance customer-focused common service flow.
- f) The partners were encouraged to expand workshop and learning opportunities in the Center.
- g) Kentucky was encouraged to leverage WIOA as a driver for systems change.

From this team's observations of guidance and support to the local leadership through guidance to local boards in WIOA implementation and in the local leadership's establishment of collaborative team focus in service delivery, we recognized their combined efforts in alignment of the recommendations.

State Leadership

The Kentucky state agencies were gracious in their reception of the WINTAC team in their inclusion of representatives of all Core Partners from the state level, as well as the Commissioner of the Kentucky Department of Workforce Investment, which includes the Labor and the Vocational Rehabilitation programs in Kentucky (five of the six Core Partners). As a team, they continue to work together in the implementation of WIOA, building upon their pre-WIOA efforts in service alignment and integration. The structure within the Department of Workforce Investment forced the familiarity of all on the state level with both the Business Services and Job Seeker Service emphasis. This group was instrumental in developing the guidance the state board provided to the local leadership, and supported the guidance in the development of a collaborative job center certification group. This team recognized that sharing the state vision for customer service with the diverse entities among local leadership and teams requires getting rid of the acronyms and working toward a service orientation that is relevant to everyone.

The state leadership team supported the State Workforce Board in providing guidance to the Local Workforce Development Boards in their WIOA Implementation. They developed guidance on local needs assessments and plans, and a template to support the development of the MOUs between the Boards and the partner agencies that make their services available in the centers. The main part of each local agreement includes the core of the template in which the outline addresses the compliance with federal requirements of WIOA implementation, and with the State's requirements for customer service and the collaboration of the core and required partner agencies. The local system design, service flow and cost sharing were addressed in the attachments to this agreement, through a copy of the Standard Operating Procedure, service flow descriptions, infrastructure and cost sharing agreements, and other related documents. The signatures of the board and partner agencies attest to their agreement.

State partners recognize that service collaboration and integration will only be sustained if all partners benefit from that activity, so they maintain a consideration that activity they undertake together will benefit all partners. They also understand that successful efforts toward customer service will require that they continue to work together on their self-assessment and strategic planning. Implementing their vision is still an ongoing process. Efforts to support collaborative approaches to business service on a local level continue.

Local Leadership

The diversity of expertise of the local agencies in the Northern Kentucky Workforce Region is engaged in Monday “huddles,” generally about 20 to 30 minutes, that include brief updates and developments related to job seeker services, business services and center management. The partnership looks at trend data regarding changes in eligibility, businesses conducting interviews on site, upcoming business service events, placement information, facility updates and program needs.

In connection with the state’s vision for a unified business approach (the Kentucky Skills Network), the local business teams meet with a state representative from the Kentucky Cabinet for Economic Development on conference calls twice a month. This activity reinforces the local team’s collaborative activity while informing the local team of state efforts.

The Northern Kentucky leadership recognizes that much of the Career Service focus for the collaborative employment system in their region lies within the state’s electronic labor exchange system. From the job seeker aspect, it is Focus Careers, and from the business service aspect, it is Focus Talent. Stating that job seekers are able to fully access many of the desired career services from home using Focus Careers, the local leadership in Covington invests in the potential within their partnership for adding value to the career services through a connection with the expertise of staff in the job center. The Board has invested in this service model by employing staff through their own resources to work along with partner staff in the engagement of job seekers in career services as they come in the door.

*Self-interest is the only
sustainability factor
that actually works.
-- Beth Kuhn, Commissioner of
Workforce Investment*

Over time, the Board and Partner agency leadership continue to refer back to the Standard Operating Procedure attached to their MOU. Reflection and analysis of the structure is considered along with customer feedback surveys generated through SurveyMonkey, an online survey platform, and program outcomes as they consider adjustments to service flow together.

Conclusion

Prior to the passing of WIOA, Kentucky's Workforce Board brought Core Partners to the table; when WIOA was passed, Kentucky was in the unique position of having familiarity with core and other partners. Staff learned what each agency provided and learned of the resources available at Career Centers. The implementation of WIOA is an opportunity for the state agency partners

to address the recommendations they have established for themselves prior to WIOA for customer service, and they are building their collaborative strategies into the guidance for local boards and partnerships in their support.

There is a long history of collaboration in Northern Kentucky. Northern Kentucky serves eight counties, and there is no dominant city. Before AJCs were created, partners were already talking about a more efficient way to operate. Establishing a common vision for customer service at the state level, and modeling it in guidance and support to local systems supports the team in Covington in responding to their community needs in a manner consistent with their ideals of customer service.

The inspired collaborative policy development at the state level is important, in line with the vision of the American Job Center as a life-long system of services in Covington, and supports the “cradle to kaput” standard for service expressed in our visit on the first day. There is much anticipation, at the state and local level, of a stronger electronic case management system to facilitate a greater degree of customer sharing between agencies. Kentucky believes in the value of making the expertise of partner agencies more readily available to job seekers as needed, and seeks to support that vision through improved technology.

Observations in Kentucky:

- Starting with the Unified State Plan, there is clear state level description and encouragement to support the local integration and alignment of services across systems to improve the service experience of customers. The guidance to Workforce Development Boards, and the template developed for them in establishing a collaborative customer-focused system through the development of local MOUs, reflects the state’s vision.
- State and local leadership recognize the efforts to meet this vision, and that it is a work in progress.
- Both the state and local leadership identify the AJC certification process as a driver in service integration/alignment.
- There is a recognition at the state level that success in accomplishing the state’s vision of customer service and system alignment in the AJC rests with the commitment, skills and leadership provided at the local level.
- There has been an effort to develop a common intake, service plan, and case management approach from the state level, as well as expressed interest via interview by some in the Covington office, but the status of this activity was tabled at the time of the site visit.

Observations at the Covington Center

- The emphasis in building a shared case management system focuses on technology. Shared Career Services are primarily technology-based through a system called Focus.

- This office embraces a “dual customer” approach. Job seeker services and business services are strongly articulated.
- There is strong investment by the Northern Kentucky Workforce Investment Board in customer service flow. The Board has invested its own resources to customer service staff who are supportive and responsive to all partner agency activities.
- Partner coordination in the Northern Kentucky region is established through monthly “huddles” -- meetings of core and required regional partners.
- There is value placed on the importance of a warm greeting and quick engagement of services expressed by staff and leadership.
- Workshops are established within the Career Services and are available to all job-seeking customers using the Center.

Goals for Kentucky (as noted in discussion)

- Expand and implement career pathways.
- Strengthen local commitment to the vision.
- Increase workforce involvement, including people with disabilities and youth.
- Increase co-enrollment.
- Focus more on quality integrated services and less on exit/closure and entrance/eligibility.
- Establish common or “shared” case management.
- Increase VR involvement with current AJC Business Services.
- Find ways to provide support to increase the capacity of AJCs to effectively include all people with disabilities in the state’s career pathways.

Lessons Learned

- Previous work with Maher & Maher prepared Northern Kentucky for the collaborative efforts required by WIOA.
- Significant cross-training occurred under the Maher & Maher contract.

WOODBIDGE, VIRGINIA

This description is intended to describe the experience of an individual seeking assistance to meet a career objective when he/she visits the Prince William SkillSource Center in Woodbridge, Virginia. The description does not reflect the internal processes within each separate program, but is an effort to describe the overall service



From WINTAC's "Finding Integration," Prince William SkillSource Center in Woodbridge, Virginia; July of 2017.

process within the combination of services available through the Center.

Customer Service Flow and Career Services

The goal of the Prince William SkillSource Center is to ensure customers feel their needs will be met, as stated by Rebecca Bennett, Center Manager, and to create an opportunity for them to communicate the assistance they need. As a customer enters the Center, they are warmly greeted by a front desk staff member, who then inquires if the customer is a Veteran or is in a priority service of WIOA. Once the purpose of the visit is determined, staff offers the customer one of three next steps:

1. **Appointment:** Staff will either inform the partner agency that a scheduled appointment has arrived or direct the customer to a scheduled workshop or hiring event at the Center. The staff member may also direct the customer to a specific partner for intensive services if needs are clearly identified upon arrival to the Center.
2. **Resource Room:** A staff member will lead the customer to the resource room to conduct an independent job search.
3. **Advising/Coaching:** An assigned workforce advisor will meet with the customer to conduct a 10- to 15-minute assessment of needs to determine the most appropriate course of action, and offers a warm handoff to the appropriate partner for intensive services, if needed.

The physical space reveals that the Center is fully equipped (e.g., computer rooms, training rooms, workshop space, classrooms) to handle the needs of job seekers. At the time of the site visit, there was a large reception area and desk; however, staff reported plans to remove the desk entirely. The new customer service model would offer an immediate greeting by a Center representative upon the customer's arrival.

The emphasis is on guiding a customer through the next steps in service with minimal obstruction, establishing warm handoffs. This guarantees the connection to additional expertise within the partnership is direct and immediate whenever possible.

Services in the Center include, but are not limited to, benefits advisement for SSA beneficiaries, access to a health benefits Navigator through the Affordable Care Act and financial coaching. Adult Education has a hands-on role in Career Services in the Center, providing career

We have to have a level of enthusiasm because we convey hope.
-- Maria Wells,
Workforce Advisor

There is a stated intent for job seekers and businesses to become a customer of the Center before becoming a customer of a program.

advisement as well as pre-GED, GED, support in résumé development, English for Speakers of Other Languages (ESOL) classes and career readiness workshops.

There is a stated intent for job seekers and businesses to become a customer of the Center before becoming a customer of a program. From the beginning, staff reported, the focus was on the symbiotic integration of services. For customers to have resources available to them in one place, there must be a seamless introduction to the next partner. When they come into the Center, what do they see? Is it inviting? Does the person behind the desk have a smile? These are the questions that contributed to the development of the Center's customer service flow.

Data Sharing and Agency Alignment

Technology is still identified as an area of focus to improve customer sharing among agencies. In Virginia, in places where there is a good service integration/alignment across agencies, relationship building and teamwork are the catalysts.

Partner agencies recognize that there is not a consistent understanding or definition of common operational Career Service components, including *assessment*, *case management*, *disability*, *confidentiality* and other functions/terms, and will be working to address this across agencies. In addition, moving toward common intake and co-enrollment suggests that basic service components, like assessment, will need to become common across programs as well.

In using the career pathways model as an operational structure in workforce centers, agencies are discovering they can work together and benefit from each other's expertise.

There is a standing team at the state level, the Career Pathways Work Group, that includes all four Titles and others, and encourages similar activity at the regional level. Furthermore, there is a Plan Design Team and an Implementation Team that meets every other month. The Career Pathways for Individuals with Disabilities (CPID) Plan Design Team and Implementation Team are charged with meeting the project goals of helping individuals with disabilities acquire marketable skills and credentials, enhance access to and use of existing career pathways programs in Virginia to effectively serve individuals with disabilities. They are assessing and assisting the providers to increase program accessibility, increase program participation by individuals with disabilities, increase career counseling knowledge and skills related to career pathways and increase benefits planning assistance with incorporating financial asset management.

The Workforce Board developed a strategy that speaks to service integration and the customer experience. It provides direction for the local boards, a restated policy regarding Virginia's expectations of who is going to be in the building, Technical Assistance to folks in Centers serving individuals with disabilities, statewide rebranding initiatives, focus groups with stakeholders and customer experience workshops.

Business Services

The Prince William SkillSource Center has established its Business Services Team as a cross-agency, cross programmatic team with representatives from each of the Core Partner agencies. The BST provides a comprehensive array of services to businesses in the area. The partners are committed to a shared vision and strategy for an integrated business-driven service delivery system using a single point of contact model. The BST has established uniform timeframes to respond to business inquiries and subsequent follow-up, and has created a method for collecting business services data and to ensure business satisfaction.

Leadership

State Leadership

Virginia's full partnership of state Core Partner representatives, including a representative from the Governor's Office, met with our team to share their vision of customer services and their collaborative investment in the WIOA implementation. This team share a commitment to making a collective impact on their state and the communities within it, and recognize the opportunity with the WIOA implementation to address their vision. They meet functionally for this purpose in the State Plan Design Team, and make connections with the Career Pathways Workgroup. This group meets every other month and reports progress to the State Board and the governor.

This partnership has a history of utilizing grant initiatives to support their collective impact effort since well before WIOA. Together, they have supported and engaged in discretionary grants to enhance or pilot "islands of excellence" to try "amazing and creative things." The team includes, among the challenges to the vision for customer service, the technology needed to support information sharing that supports co-enrollment and increased immediate access to partner expertise for job seekers. This was reflected in multiple conversations with the state and local teams.

In its support and guidance to local leadership, the state team is doing so with a customer service mindset. Technical assistance provided to local offices is provided to support the inclusion of all job seekers in the career services of the AJC and in building the comfort and capacity of staff in those service roles to be effective in response to all job seekers.

Local Leadership

In all conversations and interviews with the local leaders of the partner agencies, the emphasis on the customer experience is great. Staff are supported in making the warm hand-offs to connect each customer with the expertise necessary to expedite their employment outcomes. The staff of each partner agency were supported in assuming leadership roles as their expertise was needed in the service delivery process. Consideration by the leadership of this office for the full job seeker experience is demonstrated through their inclusion of financial coaching, SSA disability planning and advisement and health benefit navigation within the scope of career services available in this Center.

The vision for this area's collaborative customer service approach is a function of several different items: management, local outreach and WIOA. It has also evolved over time based on the desire of staff on the ground who want to improve services. VR staff are a part of the Center's service team to support the warm hand-offs and the inclusion of VR clients in the career services of the Center and responsiveness of those services for job seekers with disabilities. The managers described their efforts to understand the missions of each of their partners to better focus on the goals of their customers together. They spoke of the closeness of their operation supported by the trust they have developed as a result. They are intentional in updating new members who join the partner teams to bring them into their collaborative mission.

During the visit to the Center in Woodbridge, the WINTAC team had an opportunity to participate in an excellent example of a collaborative state leadership meeting with the leadership of the local area's diverse agencies and funding streams to address service alignment.

Combined Leadership Toward Collective Impact

Virginia's state agency leadership hosted a collaborative focus meeting on collaborative support to career pathway models, which coincided with the timing of the WINTAC team's visit to the Woodbridge Center. This discussion was designed to elicit input into how the expertise of each partner agency can be engaged in the career pathways model so that it is fully inclusive of all job seekers.

We need to move away from the tyranny of low expectations.

*-- Dr. Joseph Ashley, DARS, Assistant Commissioner
Director, Grants and Special Programs*

Virginia is one of four states participating in career pathways grants provided through the Rehabilitation Services Administration. This state's approach with this grant opportunity is to utilize the career pathways model as a focus for the collaborations on a local level to meet the needs of the business community. The state leadership team hosted a meeting of partner leadership in Woodbridge to coincide with the WINTAC team visit for the purpose of widening the discussion around the contribution of the career pathways models by all partners, and the benefits that may occur for each partner as a result. Dr. Joseph Ashley opened the meeting and Camellia Miller facilitated the discussion.

Participation included representation of all core and required workforce partners in the area. Each partner described their role at the center. Participants included Title I, Title II, Title III and Title IV programs as the Core Partners. Other identified required partners and additional representation included the following: Business Representative (NVTC); Veterans Employment Initiative, including the Wounded Warrior Program; Arlington/Alexandria Workforce Council;

TANF; CDGB; Childcare; Department of Human Services; SNAP; language minority job applicants.

The facilitation of this discussion included engagement from all present with regard to the following Community Integration questions:

- Do you share customers?
- Do you utilize integrated resource teams?
- Do you have shared resource teams?
- Do you use common screening tools?
- How do customers “disclose” disabilities regardless of with whom they are working?
- How do you ensure communication regarding one client with all providers?
- How do you ensure new service providers brought on board have the same way of thinking?

This discussion identified the following issues:

- Problems with terminology
- Confusion around terms (e.g., *confidentiality* and *case management*)
- Struggling with integration of services, but things seem to be improving
- Ticket to Work has been an effective tool as part of the WIOA system that returns revenue to the state. Benefits counseling has also been helpful in encouraging people to return to work.

In closing this meeting, Dr. Ashley thanked everyone for their involvement and encouraged attendees to have high expectations of every person who walks in the door, including people with disabilities: "We need to move away from the tyranny of low expectations."

Observations from Leadership Discussion:

- Prince William SkillSource Center is in the process of making changes to its physical customer workflow and will be changing over the next several months.
- Partners are challenged by terminology (e.g., disability, assessment, etc.) and common definitions need to be developed and shared.
- Service integration is a work in progress at the Workforce Center.
- Data collection and sharing continue to provide obstacles to integrated services; therefore, dialogue around promising practices will continue.
- Cross-training, joint meetings and teambuilding activities are of value.
- Supporting partners' community events is important.

Conclusion

States are embracing the opportunity to reset the construct of the One-Stop service design provided by WIOA implementation, as noted by the collaborative state leadership in Virginia. From the very top, this state has established a vision for full participation of its citizens in the economy of its communities. Virginia is working to actualize this vision through an effort to

make a collective impact, or strengthen its industry and worker engagement together, across agencies and funding streams. As noted, the state team has a history of finding opportunities through grants, initiatives and opportunities for systems change to making their vision a reality. The quality and character of local leadership in realizing this vision where the rubber meets the road is a critical component. A combination of shared commitment and innovation is necessary to replicate this vision locally, and establish those means that will be unique to the needs and culture of each community to share customers, information and resources in ways that will make the customer experience seamless. In Woodbridge, Virginia, the state team is supporting leaders that have this commitment and innovation.

At the state and local levels, leadership has identified areas in which they seek to improve both customer service and systems alignment. They continue to push forward on collaborative strategies, reassess and recalibrate those strategies.

Observations in Virginia

- Meeting with the leadership of the four WIOA Titles in Virginia provided the WINTAC team with a strong sense of the shared commitment toward a stronger customer service experience and outcomes, as well as an emphasis in the provision of active support to local WDBs and service partnerships.
- On page 76 of the State Plan, Virginia places the career pathways model at the heart of the state's collective impact efforts, and a structure for coordination across system partners.
 - The structure and activity established for the State's Career Pathways Work Group is the collaborative design team for this vision.
 - The activity by the partnership of the Career Pathways for Individuals with Disabilities (CPID) demonstrated the collective effort to make this vision operational during our meeting in Woodbridge.
- WIOA is an opportunity to reset the One-Stop Framework in terms of policy and guidance among the partnership, and operationally in Northern Virginia.
- There is a stated intent for job seekers and businesses to become a customer of the Center before becoming a customer of a program.
- Technology is still identified as an area of focus to improve customer sharing among agencies. Good service integration/alignment across agencies stems from good working relationships.

Observations at the Prince William Center

- The leadership of the partner agencies in this region enhance each other's impact through their enthusiasm in meeting customers together and in the ongoing planning and adjustment to improve customer experience.
- Emphasis is on moving the customer to next steps with minimal obstruction, creating a warm hand-off. The connection to additional expertise within the partnership is direct and, if possible, immediate.

- Adult Education has a hands-on role in Career Services in the Center, providing career advisement as well as pre-GED assistance and résumé development.
- Customer Services available in this Center include the following:
 - Benefits advisement for SSA Beneficiaries
 - Health Benefits “Navigator” (available through the Affordable Care Act)
 - Financial coaching
- The overarching customer service goal: “When a customer walks in, he feels that the Center is fully equipped to meet his needs.”
- The Center is looking to remove the front desk to encourage direct personal engagement with the customer.

Goals for Virginia (as noted in discussion):

- Growth from an emphasis of co-location to a higher level of integration
- Use of the Common Performance Measures to show Collective Impact on communities
- Next Steps for operational phase:
 - Increased cross-training
 - Collective customer service focus in regions, such as Customer Service Design
 - Career Assessment Process improvement

Lessons Learned

- Partner agencies recognize that there is not a consistent understanding or definition of common operational Career Service components, including *assessment, case management, disability, confidentiality* and other language, and will work to address this across agencies.
- Moving toward common intake and co-enrollment suggests that basic service components like assessment will need to become common across programs as well.
- In using the career pathways model as an operational structure in workforce centers, people are discovering the advantages of working together and the benefits from exploring each other’s expertise.
- It is important to have a standing operational team at the state level (such as Virginia’s Career Pathways Work Group) that includes representatives from all four Titles and other Core Partners to encourage similar activity at the regional level.

- It is helpful to have a specific effort on which to focus to coalesce and increase cooperation. The Virginia partnership at the state level demonstrated this with their activity around career pathways and business services. The local partnership at the Prince William center demonstrated this in their focus on quick engagement of job seekers with the services that will effectively support them in meeting their career objectives.

Finding Integration: Without a tangible definition for "Service Integration" in the American Job Center, the WINTAC team endeavored to capture how different centers define it. The journey took the team to Iowa, Kentucky and Virginia, and best practices and innovative customer service flow were captured to share with our partners in the field, both leadership and staff. [Watch the video.](#)



APPENDICES

Service Flow by Illustration

IowaWORKS: Creston, Iowa

Job Seeker Customer Service Flow

The WINTAC team's observations of the service flow for job seekers in the Creston Center are shown below:

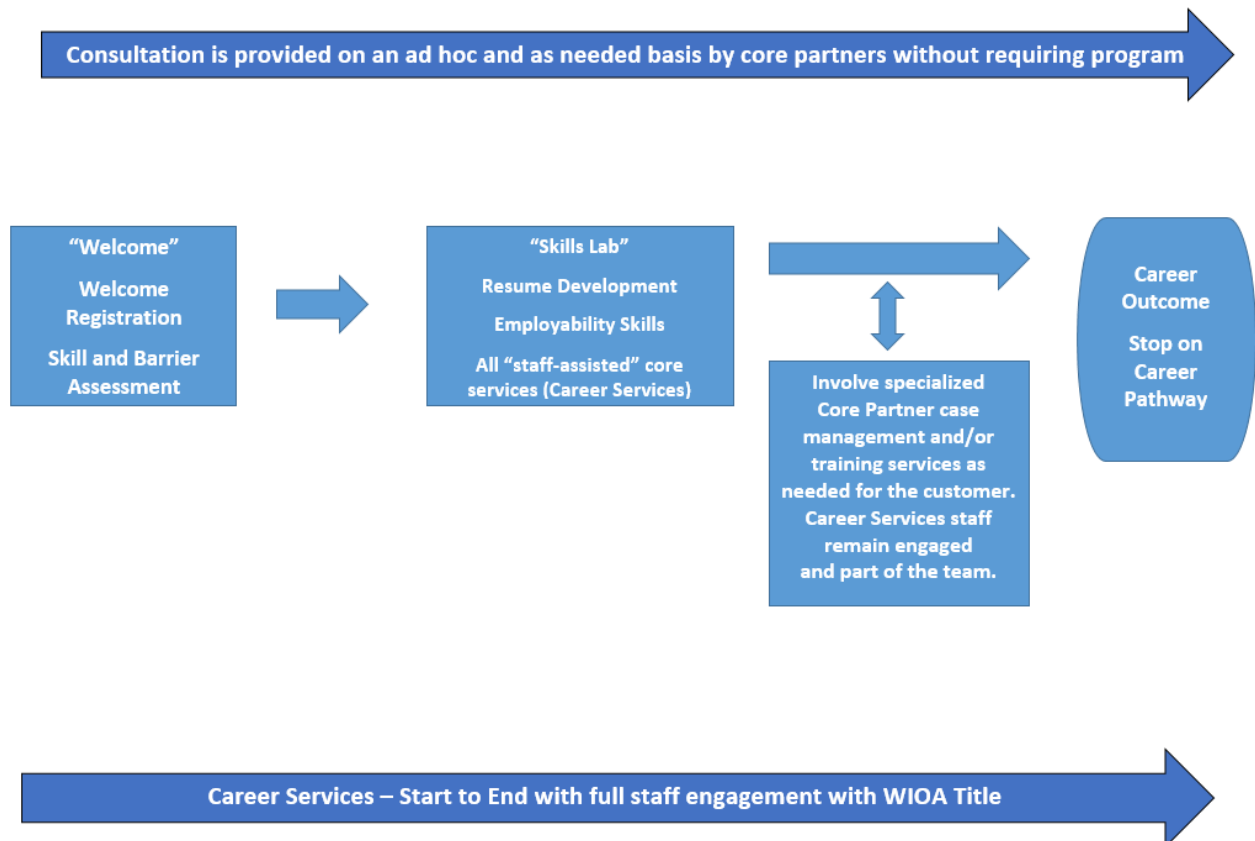


Figure 1: Customer service flow from a job seeker perspective in IowaWORKS Center.

Agency Customer Service Flow

The WINTAC team's observations of the service flow from an agency perspective in the Creston Center are shown below:

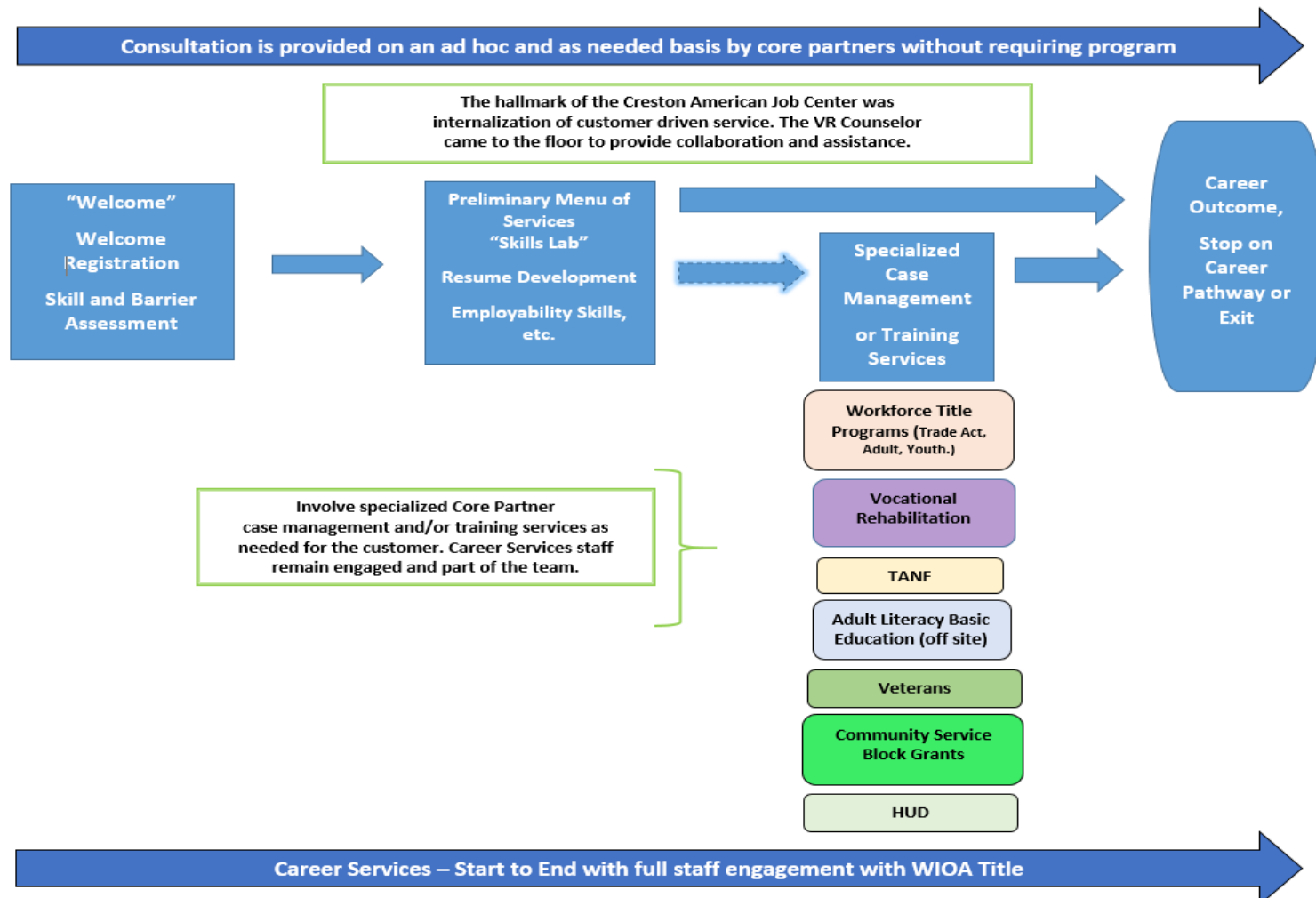


Figure 2: Customer service flow from an agency perspective in IowaWORKS Center.

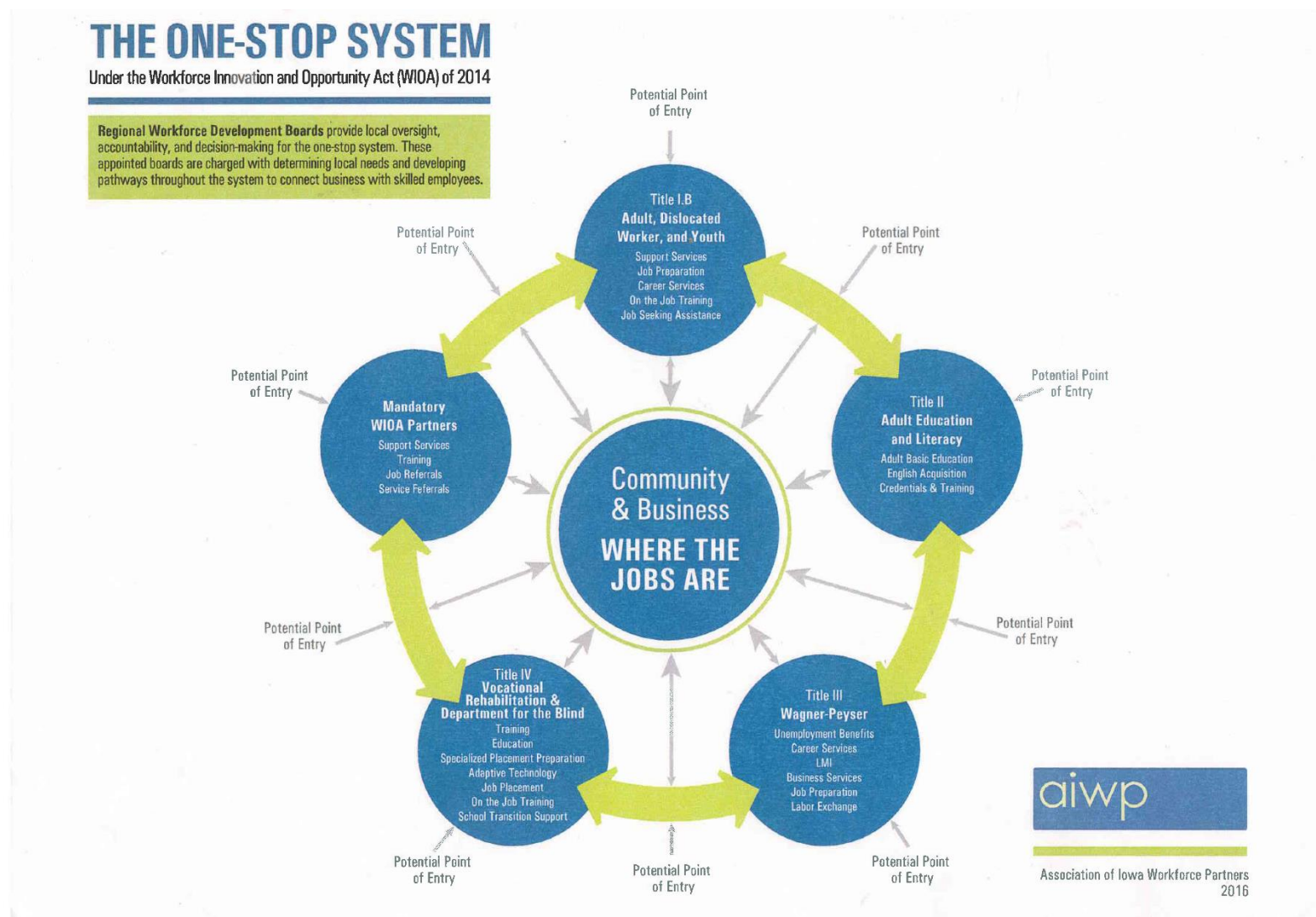


Figure 3: The One-Stop system under WIOA.

Northern Kentucky Career Center: Covington, Kentucky

Job Seeker Customer Service Flow

The WINTAC team's observations of the service flow for job seekers in the Covington Center are shown below:

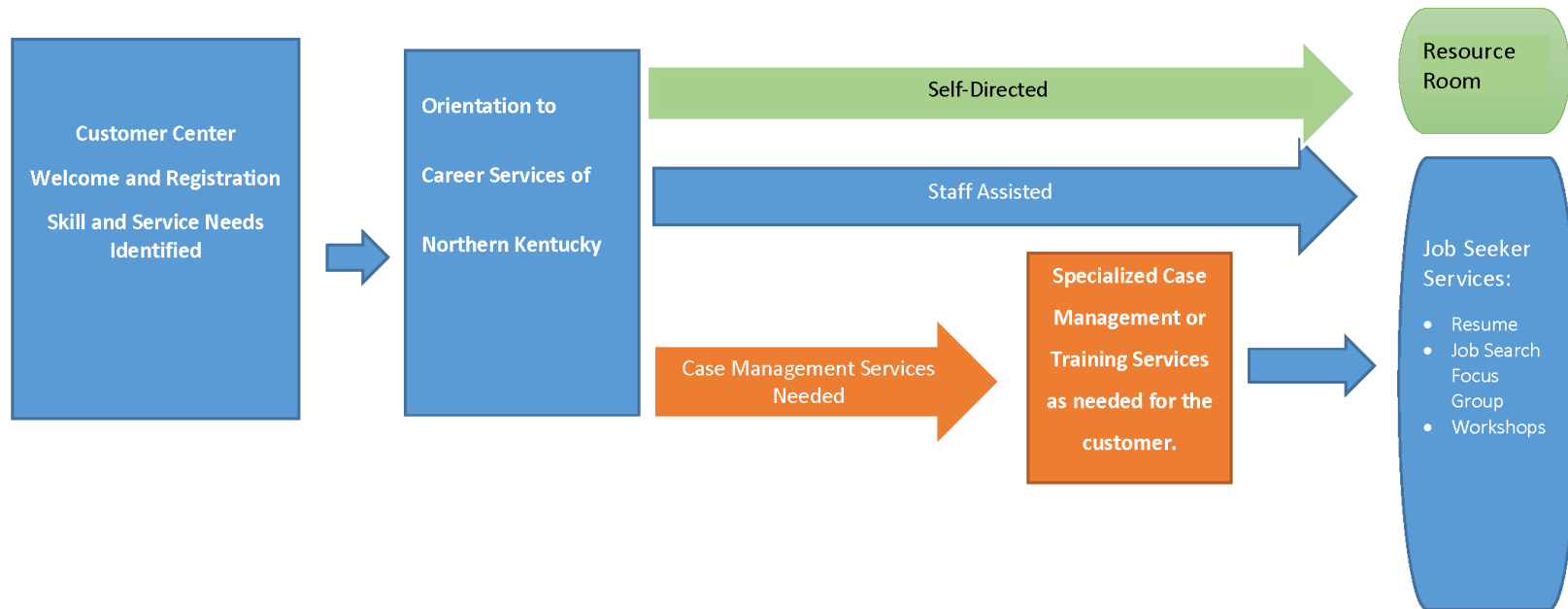


Figure 4: Customer service flow from a job seeker perspective in the Covington Center.

Agency Customer Service Flow

The WINTAC team's observations of the service flow from an agency perspective in the Covington Center are shown below:

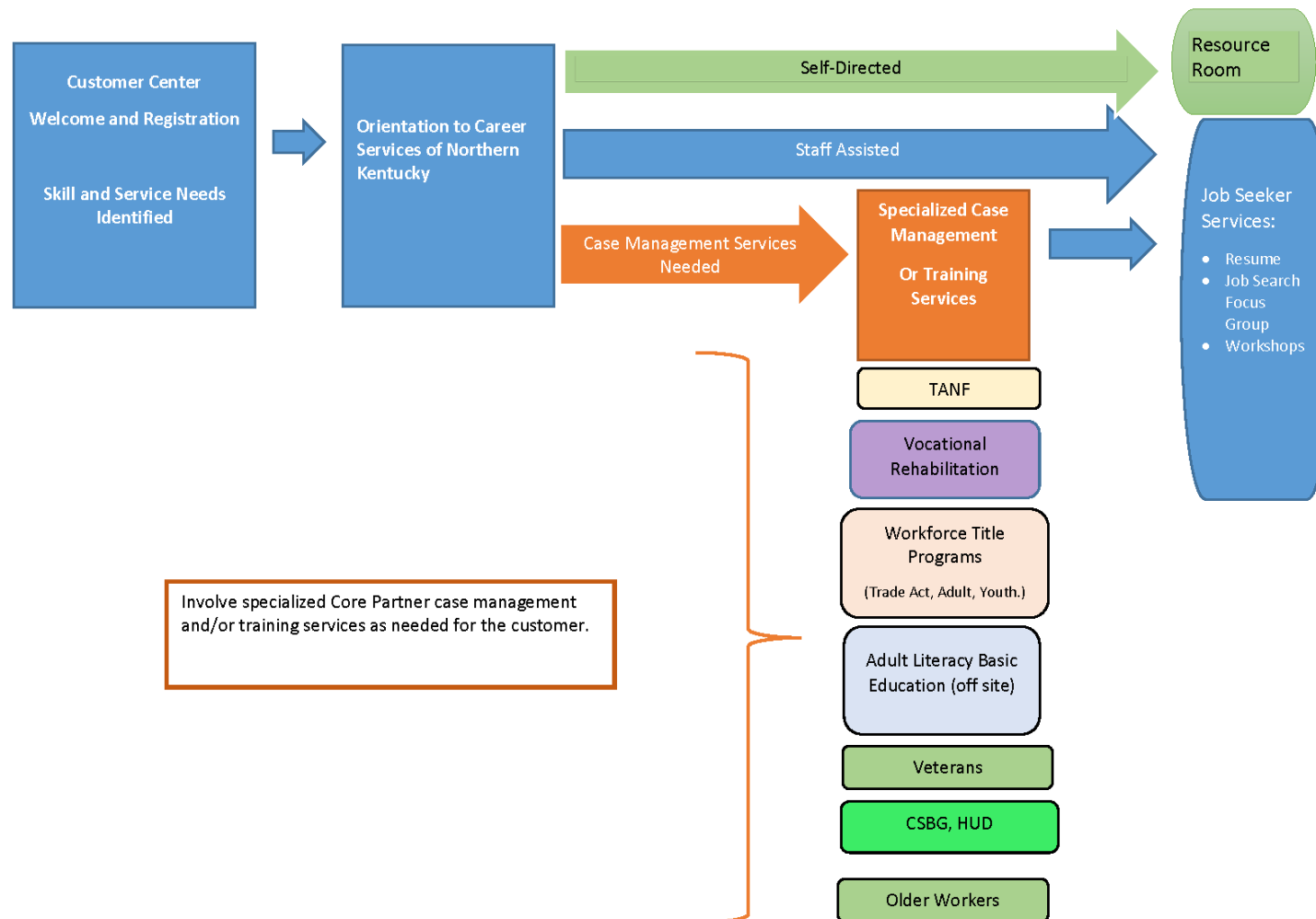


Figure 5: Customer service flow agency perspective in the Covington Center.

Various Flow Charts

The following three flow charts were included in the Northern Kentucky MOU with the Workforce Development Board.

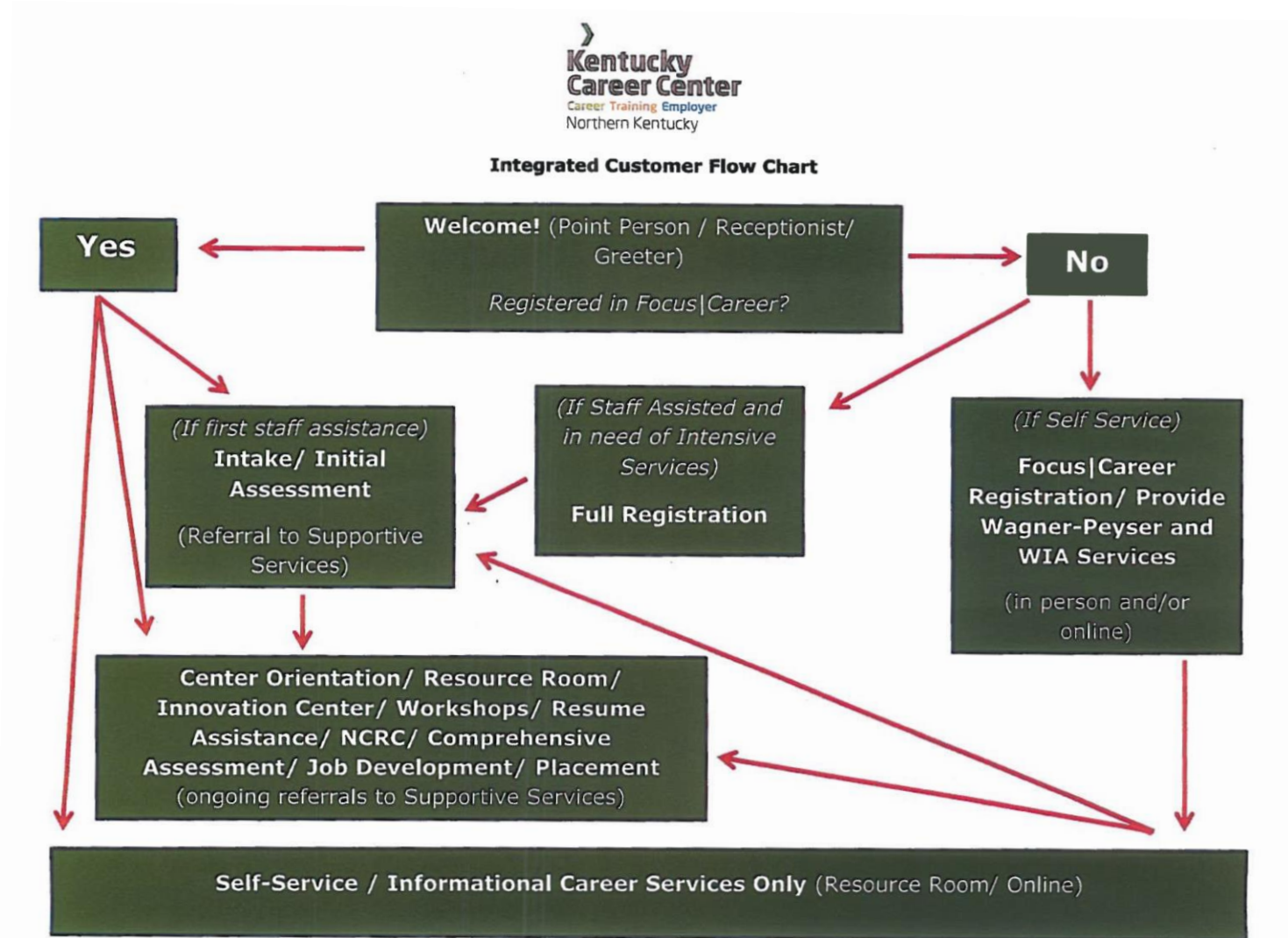


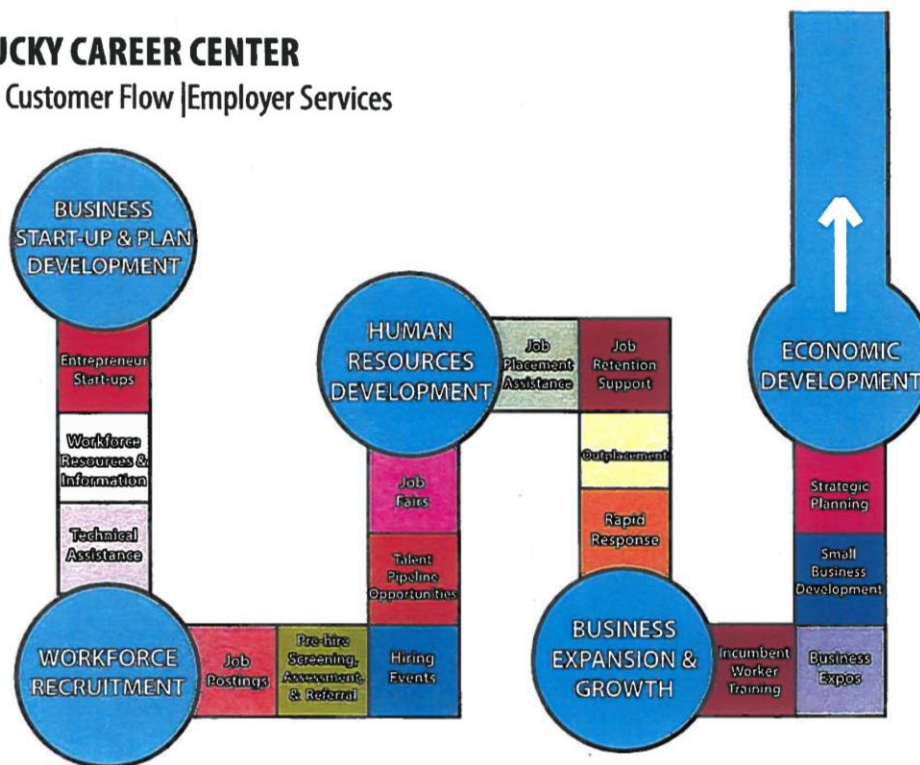
Figure 6: Integrated customer flow chart from the Kentucky Career Center.

KENTUCKY CAREER CENTER, NORTHERN KENTUCKY

Brighton Center, Career Connections (Workforce Investment Act or WIA)
 Northern Kentucky Area Development District, Health Connections (WIA)
 Gateway Community and Technical College
 Office of Employment and Training
 Office of Vocational Rehabilitation
 Kentucky Office for the Blind
 Northern Kentucky Community Action Commission
 Goodwill

KENTUCKY CAREER CENTER

Customer Flow | Employer Services



Foundational Services for Employer Services

Specialized Consultant Services

Marketing/ Networking Opportunities

Permission granted by Brighton Center, Inc. to align with the Northern Kentucky's Workforce Development System which is © 2014 Brighton Center, Inc. in partnership in partnership with the Northern Kentucky Area Development District & Gateway Community and Technical College.

Figure 7: Customer flow/employer services from the Kentucky Career Center.

KENTUCKY CAREER CENTER Customer Flow | Job Seekers

KENTUCKY CAREER CENTER, NORTHERN KENTUCKY

Brighton Center, Career Connections (Workforce Investment Act or WIA)

Northern Kentucky Area Development District, Health Connections (WIA)

KY Works, Employment Connections

Office of Employment and Training

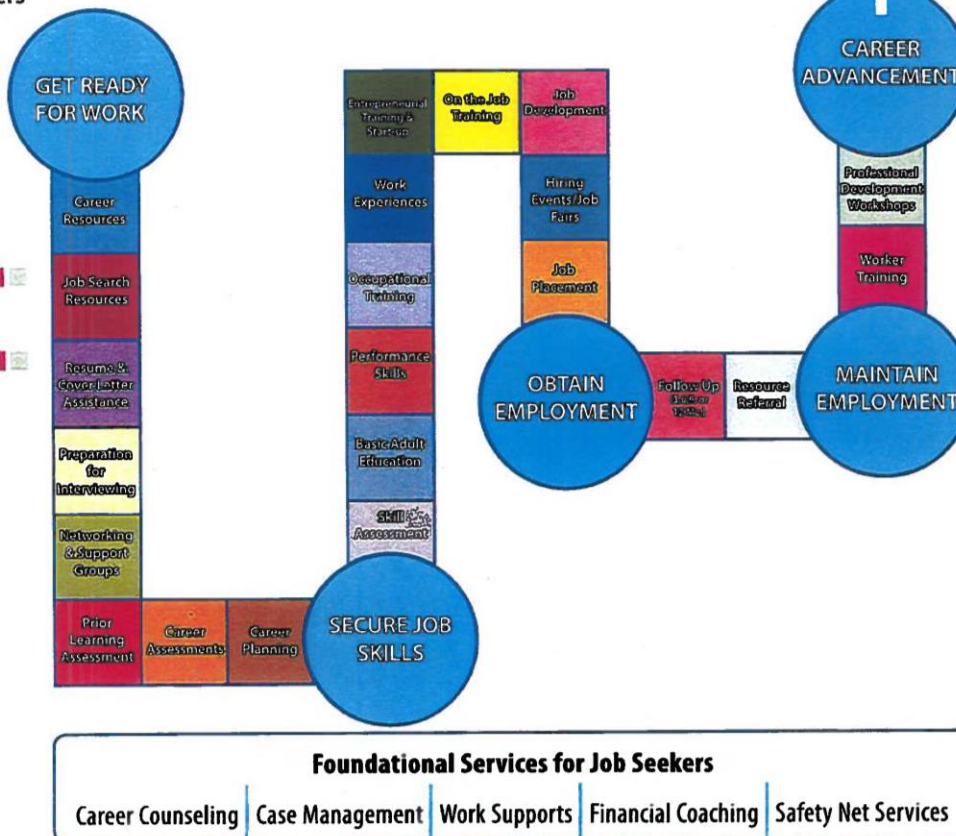
Office of Vocational Rehabilitation

Kentucky Office for the Blind

Gateway Community & Technical College

Goodwill

Tank



Permission granted by Brighton Center, Inc. to align with the Northern Kentucky's Workforce Development System which is © 2014 Brighton Center, Inc. in partnership in partnership with the Northern Kentucky Area Development District & Gateway Community and Technical College.

Figure 8: Customer flow/job seekers from the Kentucky Career Center.

Flyer

Service flyer from the Kentucky Career Center for business customers:



Contact:

nkcareercenter.org/business-services-team

Kentucky Career Center serves the Northern Kentucky and Greater Cincinnati area, with offices located in the following cities:

Covington- (859) 292-6666, Option 1

Florence- (859) 371-0808, Option 1

Carrollton- (502) 732-4602

Dry Ridge- (859) 813-8124

Falmouth- (859) 654-3325

CVG Airport Employer Hotline- (859)767-6206

Connect with us online at nkcareercenter.org



Your HR and Business
Services Resource
nkcareercenter.org





Kentucky Career Center is the solution for your company's employment, education, and training needs.

Our team helps local businesses meet their workforce needs by connecting HR professionals and managers with qualified candidates and providing user-friendly access to workforce resources.

Focus Talent

Focus Talent is Kentucky's online job posting portal available at no-cost to managers and HR professionals. Through this portal, the knowledge, skills, and abilities of candidates are matched to employer-specified criteria. Business Services Reps are available to assist with starting and/or managing your *Focus Talent* profile.

Visit focustalent.ky.gov to create your account, or go to nkcareercenter.org/business-services-team to get started!



Focus Talent technical support is available Monday-Friday 8:00-4:30(EST) at (502) 564-0871.

Business Services

Kentucky Career Center provides the following services to HR professionals and businesses:

- Talent recruitment assistance
- Industry specialized Business Services Reps
- Candidate pre-screening, assessment, and hiring support
- Usage of onsite conference / interview rooms
- Coordination of job fairs and hiring events
- Direct access to *Focus Talent* employer portal
- Assistance with employee hiring/tax incentives
- Labor market and unemployment resources
- Employee accommodation and technology support
- Connection to OJT and incumbent worker training
- *Innovation Center* to host employee training, virtual company tours, and hiring events
- Youth and young adult internships

Visit: nkcareercenter.org to get started!



Figure 9: Service flyer for business customers for the Kentucky Career Center.

Service flyer from the Kentucky Career Center for job seekers:



Contact:

Kentucky Career Center serves the Northern Kentucky and Greater Cincinnati area, with offices located in the following cities:

Covington- (859) 292-6666

Florence- (859) 371-0808

Carrollton- (502) 732-4602

Dry Ridge- (859) 813-8124

Falmouth- (859) 654-3325

CVG Airport Job Seeker Hotline- (859) 292-2603

Connect with us online at nkcareercenter.org

Job Seeker Services



The Job Seeker's Career
and Training Resource!
nkcareercenter.org





Kentucky Career Center is your solution for employment, education, and training assistance. Our team can help connect you to local career and training opportunities, while assisting businesses with meeting their workforce needs.

Job Seeker Services

Kentucky Career Center provides the following services to job seekers:

- Direct access to local job openings and employers
- Career coaching and job placement assistance
- *Focus Career* job search portal
- Job marketability analysis and Resume services
- Job Seeker Networking Groups
- Onsite job search resource centers with Wi-Fi
- Job Fairs and Hiring Events
- Public transportation/travel training and assessment
- Military Veteran employment services
- Unemployment Insurance filing assistance
- Youth and Young Adult career services

Focus Career



Focus Career, Kentucky's online job posting portal, allows job seekers to perform the following:

- Create and update your employment profile to help generate suitable job matches
- View and search for jobs
- Match your skills to employer needs

Simply visit <https://focuscareer.ky.gov> to get started



Are you thinking about making a career change, but need additional training?

Job training grants may be available through the *Workforce Innovation and Opportunity Act (WIOA)* or other workforce programs.

Contact us today to see if you qualify!

Customized Services

Kentucky Career Center offers a full line of services for military veterans to help with job training, job placement, and support services. *You have served us, now let us serve you!*

Expert services, including employment and training assistance, technology support, and other resources, are also available to assist individuals with disabilities.

Figure 10: Service flyer for job seeking customers from the Kentucky Career Center.

Prince Williams SkillSource Center: Woodbridge, Virginia

Agency Customer Service Flow

The WINTAC team's observations of the service flow from an agency perspective in the Woodbridge Center are shown below:

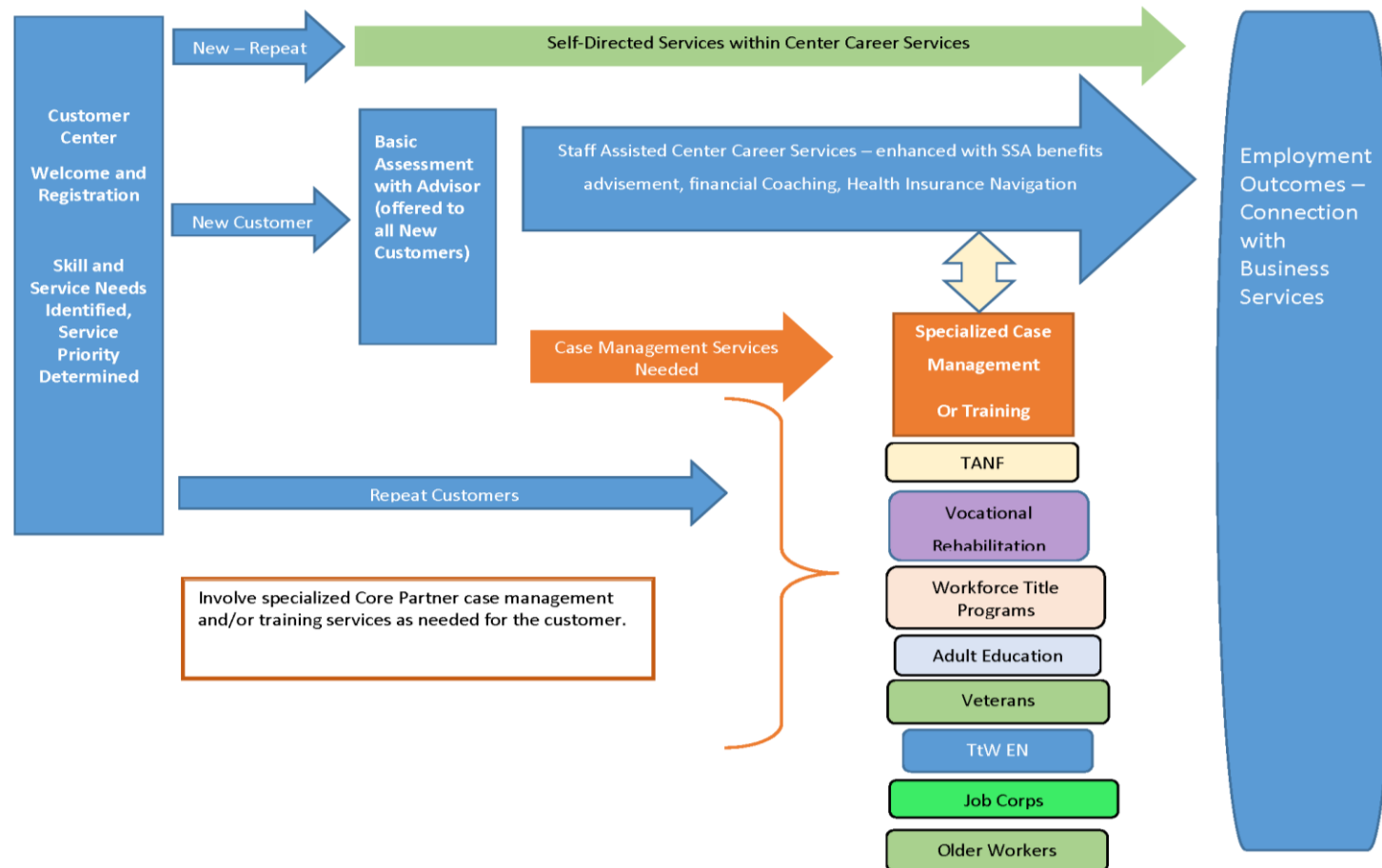


Figure 11: Customer service flow from an agency perspective in the Woodbridge center.

Job Seeker Customer Service Flow

The WINTAC team's observations of the service flow for job seekers in the Woodbridge Center are shown below:

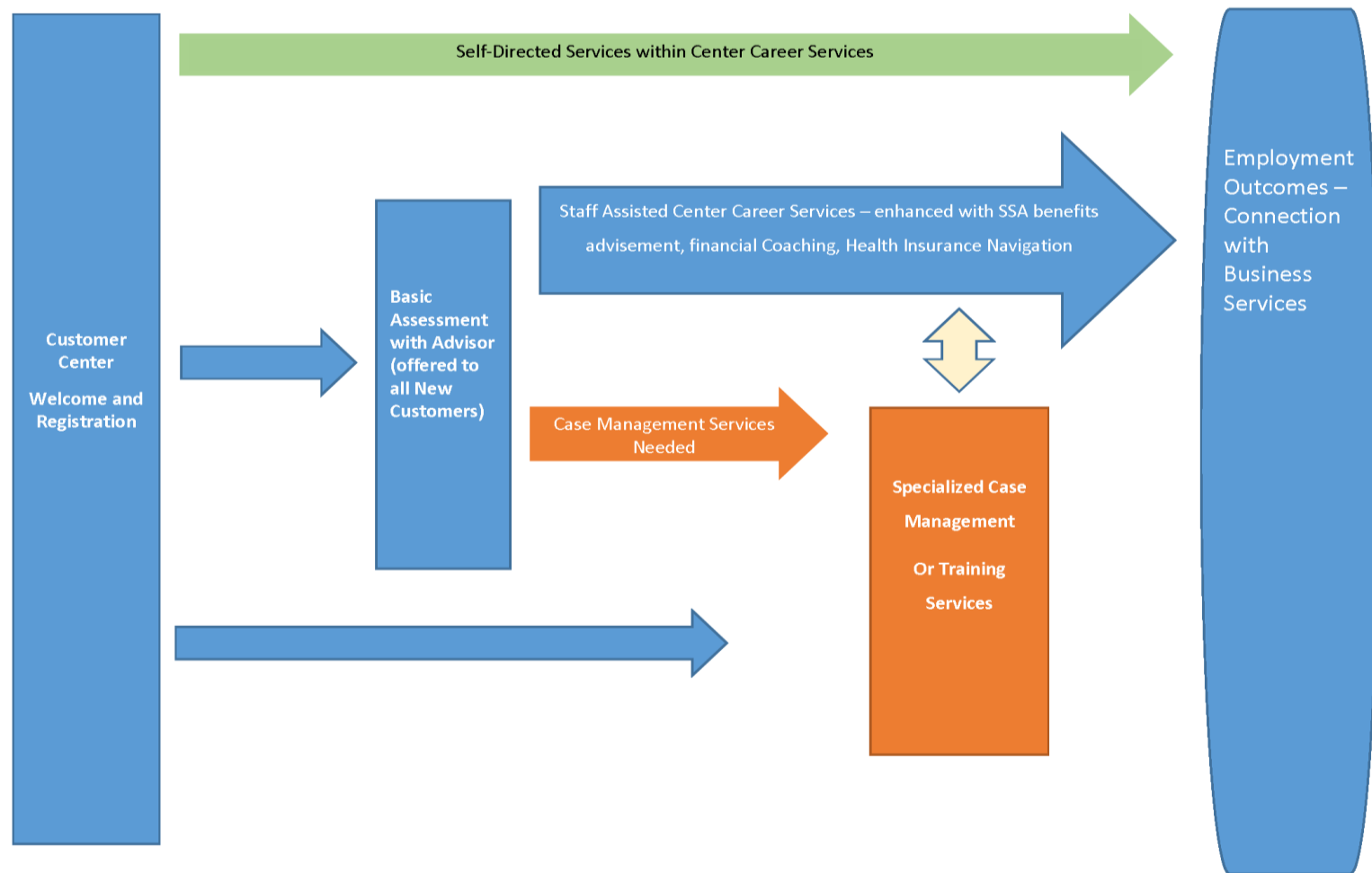


Figure 12: Customer service flow from a job seeker perspective in the Woodbridge center.

Delivery Model

The following “Delivery Model Narrative” was shared with the WINTAC team by the Partners of the Prince William *SkillSource Center* in Woodbridge, Virginia:

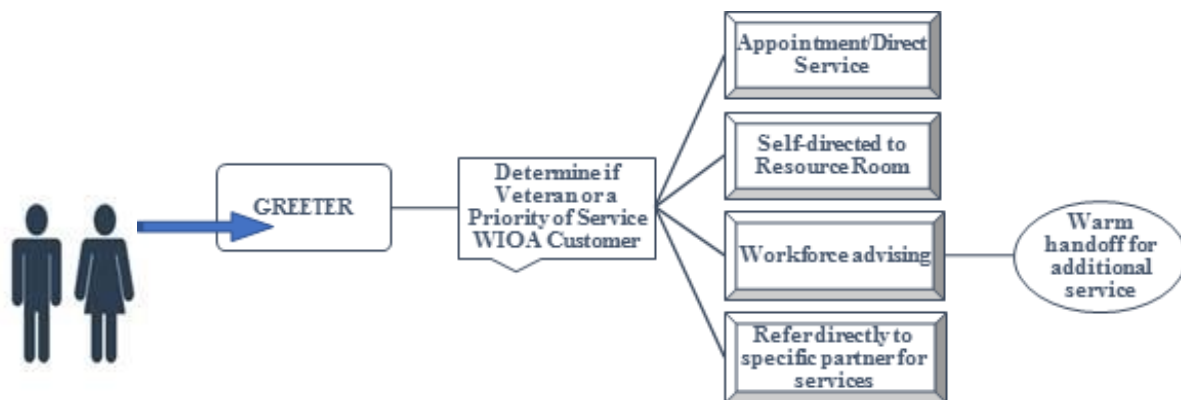


Figure 13: Delivery model; Woodbridge, Virginia.

Delivery model narrative:

- Customer enters the Center
- Customer is greeted warmly by a front counter staff member (Greeter).
- The Greeter will inquire if customer is a Veteran or is a priority of service WIOA customer.
- Following assessment of Customer’s explicit or implicit purpose for visit to Center, the Greeter will dispatch the customer to one of three service offers.
 - **Appointment** – Greeter will either inform partner agency that scheduled appointment has arrived; or direct the customer to a scheduled workshop or hiring event at the Center. Greeter may also direct customers directly to a specific partner for intensive services if needs are clearly identified upon arrival to the Center.
 - **Self-directed to Resource Room** – Greeter will lead customer to Resource Room to conduct independent job search.
 - **Advising/Coaching** – Assigned ‘workforce advisor’ will meet with customer to conduct a 10 or 15-minute assessment of needs; determine course of action; and then give a warm handoff to appropriate partner for intensive services.

Site Visit Agendas

IowaWORKS: Creston, Iowa

Sunday, September 18, 2016

WINTAC Team arrives in Des Moines, Iowa

Lou Adams -- WINTAC, NDI

Zach Dannen -- Central Media Designs

Terry Donovan -- WINTAC, NDI

Doug Keast -- WINTAC, NDI

Christa Nieminen -- WINTAC, NDI

Monday September 19

State Agency Leadership

Time	Location	Attending	Objectives
9:00-11:00AM	(Des Moines)	Todd Spencer (IWD) David Mitchell (IVRS) Emily Wharton (IDB) WINTAC Team <ul style="list-style-type: none">• Doug Keast• Lou Adams• Terry Donovan• Christa Nieminen	The objectives for this meeting is to identify the following: <ul style="list-style-type: none">• From state agency perspective – identify key players• Objectives of service integration/alignment activity• State policy/direction developed (get examples)• How is success measured• next steps

Lunch in Creston

Creston Office Tour and Service Flow Observation

(with overview of job seeker service flow provided by workforce and VR staff)

Time	Location	Attending	Objectives
2:00PM	Creston Office	WINTAC Team	WINTAC Team will have a tour of office, and opportunity to ask questions of staff WINTAC team will observe customer service flow in center

Creston Office Service Flow Simulation and Video

Time	Location	Attending	Objectives
4:30PM	Creston Office	Creston leadership and staff WINTAC team Videographer – there at 3:00 to view office and completed a few interview prior to Service Flow Simulations	Video simulation of service flow in center from a customer’s perspective, developed when office closed to customer traffic Video interviews with key staff

Tuesday September 20

Common Customer Staff Meeting

Time	Location	Attending	Objectives
8-8:30AM	Creston Office	AJC staff, including VR staff, ABE staff and WINTAC Team	In morning meeting with office staff, WINTAC Team will observe discussion: <ul style="list-style-type: none"> • How the expertise of separate partner agencies are engaged in service process • How disability disclosure is recorded and used • Follow up of common customers WINTAC Team will discuss with Service Team and Partner Case Managers how this team works together strategically to respond to “common” or soon to be “common” customers

Partner Services Coordination Planning

Time	Location	Attending	Objectives
9-10:30AM	Creston Office	AJC staff, VR staff, economic development, community college, various other local agencies.	WINTAC Team will observe common local objectives that the partners can assist in solving/improving. WINTAC team can observe common discussion of TTW funding across partners.

Staff Meeting Opportunity for the WINTAC Team

Time	Location	Attending	Objectives
11:00AM-12:00PM	Creston Office	AJC staff, including VR staff and WINTAC Team	<p>In meeting with office staff, WINTAC Team will facilitate discussion to determine:</p> <ul style="list-style-type: none"> Staff role and activity in service model Operational/functional Decision making With regard to separate agency structures How the expertise of separate partner agencies are engaged in service process How disability disclosure is recorded and used

Customer Experiences

(WINTAC Team meets with 2 to 3 customers of AJC selected by Center leadership)

Time	Location	Attending	Objectives
1-3PM (if that long)	Creston Office	Customers invited to meet with WINTAC team by Creston office leadership	<p>WINTAC Team notes perspectives from customers/former customers on:</p> <ul style="list-style-type: none"> • Service experience • Service engagement • Outcomes • Recommendations / Suggestions

Region 14 Partner Leadership

Time	Location	Attending	Objectives
3-4:00PM	Creston Office	Region 14 Partner Agencies (Possible WDB participation)	<p>WINTAC Team will address with Local Leadership</p> <ul style="list-style-type: none"> • How Leadership of Job Center operation is provided • How all agencies engaged and provide services through the Job Center • Objectives for service alignment/integration • How is it working/successful • Next Steps <p>WINTAC Team will share observations and answer questions from Region 14 Partners</p>

Wednesday September 21

WINTAC Team Departs

Monday, October 31, 2016

WINTAC Team will arrive in Covington, Kentucky

Lou Adams – WINTAC, NDI

Jennifer Clayton – WINTAC, TCI

Zach Dannen – Central Media Designs

Cody Dixon, WINTAC, TCI

Doug Keast, WINTAC, NDI

Chip Kenney, WINTAC, SDSU, Interwork

Christa Nieminen – WINTAC, NDI

KD Nyegaard – WINTAC, TCI

Tuesday, November 1

State Leadership in AM

9:00 to 11:00AM	Frankfort – 300 Sower Blvd Frankfort, KY 40601 – 4 th Floor (shoot for being there at 8:30 – 1 ½ hour drive)	<p>WINTAC Team</p> <p>Kentucky Leadership Team</p> <ul style="list-style-type: none">• Department of Workforce Investment: Commissioner Beth Kuhn• Office for the Blind: Allison Flanagan• Office of Vocational Rehabilitation: Buddy Hoskinson• Office of Employment and Training: Rick Jordan• <i>Education</i>: Reecie Stagnolia• Business Services in Career Centers: Anna Larson• Career Center Operations: Melissa Aguilar	<p>The objectives for this meeting is to identify the following:</p> <ul style="list-style-type: none">• From state agency perspective – identify key players• Objectives of service integration/alignment activity• State policy/direction developed (get examples)• How is success measured• next steps
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Team Lunch in Frankfort (WINTAC and Kentucky Leadership)

Observation

1:00PM	Covington Office 1324 Madison Ave Covington, KY 41011 Covington Room reserved for Team this afternoon and 11/2	Chip Kenney, Lou Adams, KD Nyegaard	WINTAC Team will observe service flow activity in Covington Center and have opportunity to visit with staff about roles and activities.
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1:00PM	Covington Office 1324 Madison Ave Covington, KY 41011 Situation Room is reserved for interviews	Covington leadership and staff WINTAC team Videographer – there at 12:30 to view office and complete interviews prior to Service Flow Simulations	Video simulation of service flow in center from a customer's perspective, developed when office closed to customer traffic after 4:30. Video interviews with key staff
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Wednesday, November 2

Partner Services Coordination Planning

Time	Location	Attending	Objectives
9:00 AM	Covington Office 1324 Madison Ave Covington, KY 41011	Partner Agency Leadership Brighton Center TANK Employment Connections Peg Russell - AE	WINTAC Team will observe common local objectives that the partners address in solving/improving activities identified in local Service Plan established by WDB.

Meeting with Job Center Leadership

Time	Location	Attending	Objectives
10:30 AM	Covington Office 1324 Madison Ave Covington, KY 41011	AJC Leadership and WINTAC Team Jason Ashbrook Connie Schnell Carol Leonhart Ryan Henson Alan Gullet Ellen Bates Barb Stewart	In meeting with AJC Leadership staff, WINTAC Team will learn: <ul style="list-style-type: none"> • Steps in Service Integration Process, • How the expertise of separate partner agencies are engaged in service process • Impact for community of this activity • Benefits of activity for each agency • Stumbling blocks along the way • How is success measured? • Next Steps • Suggestions for other regions that will be addressing service integration/alignment

Final Meeting – Questions, Observations by Team

Time	Location	Attending	Objectives
1:00 PM	Career Center	Com Kuhn Allison Flanagan Buddy Hoskinson Cora McNabb Jason Ashbrook Barb Stewart Connie Schnell Natalie Cummins	Complete review by team, with final questions. Share and discuss observations and gather ideas for support to others in implementing WIOA.

Prince William SkillSource Center: Woodbridge, Virginia

July 10, 2017

WINTAC Team will arrive in Richmond, Virginia

Lou Adams – WINTAC, NDI

Doug Keast -- WINTAC, NDI

Maureen McGuire -- WINTAC, GWU

Christa Nieminen – WINTAC, NDI

(Zach Dannen of Central Media Designs met with team July 11 at the Prince William Center in Woodbridge.)

State Agency Leadership

Time	Location	Attending	Objectives
1:00	DARS Central Office, 8004 Franklin Farms Drive Richmond (Henrico), VA 23229	<ul style="list-style-type: none">• Dr. Joe Ashley (DARS)• Lynette Hammond (VEC)• George Taratsas (VCCS)• LB Hall (DOE)• Kathryn Hayfield (DARS)• Sara Dunnigan (GOV)• Randall Stamper (VCCS)• Rick L. Mitchell (DBVI)• Sinclair Hubbard (DARS)• Georgia Coopersmith (DARS) WINTAC Team <ul style="list-style-type: none">• Doug Keast• Lou Adams• Christa Nieminen• Maureen McGuire-Kuletz	<p>The objective for this meeting is to identify the following:</p> <ul style="list-style-type: none">• From state agency perspective – identify key players• Objectives of service integration/alignment activity• State policy/direction developed (get examples in advance)• Support provided to Local Regions• How is success measured• Lessons Learned to this point• next steps

July 11

Staff Meeting

Time	Location	Attending	Objectives
8:00 – 8:30AM	Prince William Center	AJC staff, including VR staff and those of all partner programs that contribute to center service flow for job seekers, and WINTAC Team	<p>In meeting with office staff, WINTAC Team will observe morning meeting established to support staff in preparation of day's customer service activity. Team will observe for consideration of <i>(may have opportunity for team interaction with staff at the end if time permits – this is a fairly casual meeting)</i>:</p> <ul style="list-style-type: none">• Staff role and activity in service model• Operational/functional• Decision making• With regard to separate agency structures• How the expertise of separate partner agencies are engaged in service process• How disability disclosure is recorded and used• Follow up of common customers

9:00 to 10:00: Management Team

Time	Location	Attending	Objectives
9:00	Regional Center for Workforce and Training	AJC Leadership and WINTAC Team Rebecca Bennett, David Hunn, Partner Agency Leadership – Mark Fletcher, Lauren Parker,	<p>In meeting with AJC Leadership staff, WINTAC Team will learn:</p> <ul style="list-style-type: none">• Steps in Service Integration Process,• How the expertise of separate partner agencies are engaged in service process• Impact for community of this activity• Benefits of activity for each agency• Stumbling blocks along the way• How is success measured?• Next Steps• Suggestions for other regions that will be addressing service integration/alignment

10:00 to 1:30 CPID Systems Alignment Work Session (Includes Working Lunch)

This portion of the meeting will be held at the new Regional Center for Workforce and Training on the Woodbridge Campus of Northern Virginia Community College, 2645 College Drive, Woodbridge, VA 22191.

1:30 to 2:30 Partner Meeting – Combination CPID Systems Alignment and WINTAC

Time	Location	Attending	Objectives
1:30–2:30	Regional Center for Workforce and Training 2645 College Dr. Woodbridge	Region Partner Agencies – adding job developers and case managers WINTAC Team/CPID Team	WINTAC Team will address with Local Leadership <ul style="list-style-type: none"> • How Leadership of Job Center operation is provided • How all agencies engaged and provide services through the Job Center • Objectives for service alignment/integration • Process and support for “Customer Sharing” • How is it working/successful • Next Steps

Prince William Center Tour and Service Flow Observation (with overview of job seeker service flow provided by workforce and VR staff)

Time	Location	Attending	Objectives
2:30	Prince William Center	WINTAC Team	WINTAC Team will have a tour of office, and opportunity to ask questions of staff WINTAC team will observe customer service flow in center WINTAC Team will discuss with Service Team and Partner Case Managers how this team works together strategically to respond to “common” or soon to be “common” customers WINTAC Team will observe common local objectives that the partners can assist in solving/improving. WINTAC team can observe common discussion of TTW funding across partners. There is a Hiring Event going on WIOA Youth session 2 to 4 Other activities

Prince William Center Service Flow Simulation and Video

Time	Location	Attending	Objectives
4:30	Prince William Center	<p>Prince William Center leadership and staff WINTAC team</p> <p>Videographer – there at 8:00 to view office and complete a few interview prior to Service Flow Simulations</p>	Video simulation of service flow in center from a customer's perspective, developed when office closed to customer traffic

State Plan Side by Side Showing State and VR Agency Objectives

Iowa

Side-by-side resource using Common Performance Measures (CPMs)

Vision Statement: Iowa's workforce delivery systems will collaborate to build a Future Ready Iowa -- a pipeline of skilled workers who are prepared to meet the workforce needs of Iowa's current and emerging industries. In alignment with the National Governor's Association Talent PIPELine vision and goals, this Unified Plan will ensure individuals are prepared for dynamic careers through an emphasis on lifelong learning while meeting the needs of employers. Iowa's workforce delivery system will assist more Iowans to become Future Ready by attaining the "new minimum" of high-quality education, training, and work readiness by bringing together education, rehabilitation, workforce, and economic development resources and ensuring that all Iowans have access to an integrated and efficient workforce delivery system. Future Ready Iowans will be ready to meet the employment challenges of today and into the future so that ALL Iowans work in competitive, integrated employment settings (p. 77).

Structure: The blind agency, Department for the Blind, is separate from the general agency, Vocational Rehabilitation Services.

Type of Plan: Unified State Plan

State Plan Objectives (p.78)	General Agency (RSA) Objectives (p.449)*	Blind Agency Objectives (p.448)	CPMs
1. Iowa's employers will have access to advanced, skilled, diverse and future-ready workers.	1. Iowa's employers will have access to advanced, skilled, diverse and future-ready workers.	1. Iowa employers will become more aware of the Iowa Department for the Blind and the pool of advanced, skilled, diverse, and future ready workers the department can provide access to.	Effectiveness in Serving Employers

State Plan Objectives (p.78)	General Agency (RSA) Objectives (p.449)*	Blind Agency Objectives (p.448)	CPMs
2. All Iowans will be provided access to a continuum of high quality education, training, and career opportunities in the nation.	2. All Iowans will be provided access to a continuum of high quality education, training, and career opportunities in the nation.	2. All Iowans who are blind or visually impaired and require VR services to obtain, maintain, or advance in employment receive them. 3. All individuals who are successfully closed employed will have found employment that aligns with their knowledge, skills, and abilities, and places them on their desired career pathway.	Credential Attainment Rate Measureable Skills Gains Employment 2 nd Quarter after Exit Employment 4 th Quarter after Exit Median Earnings 2nd Quarter after Exit
3. Iowa's workforce delivery system will align all programs and services in an accessible, seamless and integrated manner.	3. Iowa's workforce delivery system will align all programs and services in an accessible, seamless and integrated manner.	4. The Iowa Department for the Blind will collaborate with Iowa's workforce delivery system to identify and reduce barriers to accessible, seamless and integrated services for individuals who are blind or visually impaired. 5. Build mutually beneficial partnerships with entities in the community that provide or could provide services to Iowans who are blind or visually impaired.	

Table 1: Side-by-side state plan, Iowa.

*On page 449, under "Identify the goals and priorities in carrying out the VR and Supported Employment programs," readers are directed to refer back to State Goals and Priorities (p. 78). **This means they have exactly the same goals and priorities** and is an excellent example of collaboration and integration.

Kentucky

Side-by-side resource using Common Performance Measures (CPMs)

Vision Statement: Over the past six years, the Kentucky Workforce Investment Board, in partnership with the Education and Workforce Development Cabinet and numerous partner cabinets, agencies and outside organizations, has engaged in an aggressive effort to implement the strategic initiatives outlined in the WorkSmart Kentucky plan adopted in 2010 and updated in 2013. The plan has served as a blueprint for transforming Kentucky's workforce services focused on adapting to the changing needs of employers. The Bevin Administration welcomes the opportunity for continued alignment of Kentucky's education and workforce systems with the goal of establishing dynamic, employer-led workforce development in Kentucky. The administration's goals include establishing employer collaborative efforts arranged by both region and industry. These groups will examine current and future needs for skills and training and identify effective talent development systems. Information will be provided in real time to the workforce system in order to help align resources effectively and efficiently. This administration will work to make career development an integrated element of government services with a vision of increasing labor force participation and growing Kentucky's economy. Over the next four years, the administration will work with the Kentucky Workforce Innovation Board (KWIB) on a new strategic plan and setting clearly defined goals. These goals will inform subsequent modifications of the State Plan and achieve the continuing transformation of Kentucky's workforce system through innovative practices. This will enhance sustainable economic and job growth to improve the lives of Kentuckians (p. 32).

Structure: The blind agency, Kentucky Office for the Blind, is separate from the general agency, Office of Vocational Rehabilitation.

Type of plan: Combined State Plan

State Plan Objectives (p. 38)	General Agency (RSA) Objectives (p.234)	Blind Agency Objectives (p. 343)	CPMs
<p>1. Career Pathways and Sector Strategies – Collaborate with business and industry to define career pathways for critical state and regional sectors... (see p. 38 for full text).</p> <p>2. Work-Based Learning Infrastructure – Create a state-level framework to facilitate employer engagement in work-based learning and ensure consistency in definitions used across the education and training continuum partners regarding definition... (see p. 38 for full text).</p>			Effectiveness in Serving Employers

State Plan Objectives (p. 38)	General Agency (RSA) Objectives (p.234)	Blind Agency Objectives (p. 343)	CPMs
<p>3. Workforce Services Infrastructure Realignment – Continue to evaluate and realign services and support structures to expand on efforts to build a truly customer-centric model at the local level... (see p. 38 for full text).</p> <p>4. Data and Performance-Informed Decision Making – Ensure the collection of the right data to inform policy and practice among the partners to create an efficient and effective talent pipeline... (see p. 38 for full text).</p>	<p>1. To continuously improve customer service.</p> <p>5. To implement Section 511 of WIOA.</p>	<p>2. Use resources effectively and efficiently in order to maximize funds in serving individuals who are Blind and Visually Impaired in the Commonwealth. Maximize federal match dollars for the Vocational Rehabilitation Program.</p> <p>4. Recruit, employ, retain and train the most qualified and highly skilled rehabilitation staff which reflects employment focused, job driven outcomes.</p> <p>5. Enhance and build Office for the Blind internal and external collaborative relationships and partnerships to advance opportunities for individuals to progress toward independence and employment.</p>	
	<p>2. To provide Pre–employment transition services (Pre–ETS) to Transition Students (ages 14–21) and other transition services to Transition Youth (ages–16–24) to assist them with transition from high school into competitive integrated employment or post–secondary training.</p>	<p>6. To engage, youth, parents, high schools, and other transition specialists in exploring and planning career choices that connect to a full range of postsecondary options for training, career development, and employment.</p>	<p>Credential Attainment Rate</p> <p>Measureable Skills Gains</p>

State Plan Objectives (p. 38)	General Agency (RSA) Objectives (p.234)	Blind Agency Objectives (p. 343)	CPMs
	<p>3. Provide information concerning benefits planning and financial planning in order to promote inclusion, integration, and empowerment of individuals with the most significant and significant disabilities.</p> <p>4. To provide job placement and supported employment services in order for consumers with significant and most significant disabilities respectively to attain competitive integrated employment.</p>	<p>1. To increase opportunities for independent living and improve the quality of vocational rehabilitation services for Kentuckians with visual disabilities in order for them to prepare for, obtain, maintain or regain integrated competitive employment.</p> <p>3. KBE will provide full-time employment and career opportunities for Kentuckians who are legally blind, while providing quality vending and food services for government and business.</p>	<p>Median Earnings 2nd Quarter after Exit</p> <p>Employment 2nd Quarter after Exit</p> <p>Employment 4th Quarter after Exit</p>

Table 2: Side-by-side state plan, Kentucky.

Virginia

Side-by-side resource using Common Performance Measures (CPMs)

Vision Statement: We envision a Virginia where every business has access to a qualified, job-ready workforce and every Virginian has the skills needed to connect with meaningful employment and advance in a career (p. 67).

Structure: The blind agency, Virginia Department for the Blind and Visually Impaired, is separate from the general agency, Virginia Department of Rehabilitative Services.

Type of plan: Combined State Plan

State Plan Objectives (p. 68)	General Agency (RSA) Objectives (p. 277)	Blind Agency Objectives (p. 348)	CPMs
1. Increase business engagement and deliver value to our business customers.			Effectiveness in Serving Employers
2. Achieve measurable skills development in our job seeking customers in the form of workforce credentials that matter to business.	1: Preparing VR consumers for the current and future labor market. 1.1: Providing services and supports leading to expanded education, training and employment opportunities for adult and youth VR consumers. 1.2: Ensuring that VR consumers have the necessary credentials to compete for jobs in Virginia's new economy. 1.3: Enhanced use of labor market and occupational information by VR staff and VR consumers for career planning and Employment Plan development.	1. Expanding and enhancing workforce development activities to develop and maintain effective working relationships with Virginia business and industry at the local, regional, and state level to develop partnerships that facilitate industry recognized credential attainment, skill development, and entry into career pathways for eligible individuals who are blind, vision impaired, or deafblind leading to competitive integrated employment.	Credential Attainment Rate Measureable Skills Gains

State Plan Objectives (p. 68)	General Agency (RSA) Objectives (p. 277)	Blind Agency Objectives (p. 348)	CPMs
3. Fill jobs in demand occupations that show promise for long-term growth in industries that are strategic to Virginia's economy and strengthen Virginia's regions.	2: Discovering new opportunities that expand employment options for our VR consumers and that are more effective in meeting our Commonwealth's workforce demands. 2.1: Working collaboratively with business and workforce development partners to identify the hiring needs of employers and matching those needs with the knowledge, skills and abilities of our VR consumers.	2. Increasing and improving competitive integrated employment outcomes, with wages above the state average, for all blind, vision impaired, or deafblind individuals receiving services from DBVI.	
4. Help individuals, including individuals with barriers to employment, gain access to the middle class and demonstrate career progression.	3: Partnering with the Wilson Workforce and Rehabilitation Center, state and local agencies, Supported Employment providers, and other entities in the integration of services for people with disabilities leading to competitive, integrated employment. 3.1: To identify and implement effective means to ensure seamless service delivery and supports among the partners, to include American Job Centers. 3.2: Offering access and clear pathways to good jobs in the community with family-sustaining wages. 3.3: Increase and improve competitive employment outcomes and career opportunities for unserved and	3. Achieving agency annual performance goals and establishing base lines for the performance accountability measures based on primary indicators of performance in section 116(b)(2)(A) of the Workforce Innovation and Opportunity Act of 2014. 4. Providing rehabilitation technology to blind, vision impaired, or deafblind individuals, including youth and students, to facilitate their success in training and competitive integrated employment settings. 5. Expanding transition services for youth and students seeking employment and/or post-	Median Earnings 2 nd Quarter after Exit Employment 2 nd Quarter after Exit Employment 4 th Quarter after Exit

State Plan Objectives (p. 68)	General Agency (RSA) Objectives (p. 277)	Blind Agency Objectives (p. 348)	CPMs
	<p>underserved populations, to include veterans and individuals with sensory disabilities, mental illness, and developmental disabilities.</p> <p>5: Enhancing services to students and youth with disabilities.</p> <p>5.1: Identify best practices, create strategies, and partner with other agencies to better serve students and youth with disabilities to ensure a pathway and appropriate services to meet their employment goals.</p>	<p>secondary training; including pre–employment transition services for secondary school students.</p>	
<p>5. Ensure that workforce system public investments generate a quality return to Virginia and the customers we serve.</p>	<p>4: Ensuring accountability and effective performance management.</p> <p>4.1: Effectively and efficiently utilize personnel and fiscal resources to optimize agency performance and the availability of services for VR consumers.</p> <p>4.2: Providing services that result in meaningful and measurable outcomes through objective assessment of performance and ongoing innovation and process improvement.</p>	<p>6. Increasing awareness of services among the public, community stakeholders, and individuals applying for or receiving services to include VR services that are available and the role of the VR Counselor in assisting individuals to achieve competitive integrated employment in Virginia’s Workforce.</p>	

Table 3: Side-by-side state plan, Virginia.