

Workforce Arizona Council

Service Integration

01-2013 Service Integration

- ISSUING AGENCY:** State Workforce Investment Board
- SCOPE:** State Workforce Investment Board, State Administrative Entity, Arizona Commerce Authority, Local Workforce Boards, Local Workforce Administrative Entities, One-Stop Operators, and Workforce System Stakeholders
- REFERENCES:** Title I of the Workforce Investment Act (WIA) of 1998, as amended (29 U.S.C. 2801 et seq.); WIA Regulations, 20 CFR Part 652 et al, 29 CFR Part 95-97; Office of Management and Budget (OMB) cost principles codified in 2 CFR Part 220, Part 225 and Part 230, CFR EO 29 CFR Part 37; WIA Section 188
- EFFECTIVE DATE:** October 1, 2013
- OBJECTIVE:** The purpose of this policy is to align staff and services around employment and training functions, rather than providing services through siloed and independent program funding streams.
- DEFINITIONS:** The term **seamless** refers to a service delivery system that maintains individual agency identities and formal supervision lines of authority behind the scene, however, provides an integrated approach to serving job seeker and business customers through a focus on functions rather than agencies and funding streams.
- In Arizona, **the State Workforce Investment Board** is called the **Workforce Arizona Council**.
- In Arizona, the **State Administrative Entity** is the **Arizona Department of Economic Security**.
- BACKGROUND:** The WIA of 1998 reformed the nation's publicly funded employment and training delivery through the creation of a one-stop delivery system. The primary intent is to improve customer access to service through the creation of a seamless system of workforce services. The WIA goal of universal access to core services is to be achieved through close integration of Wagner-Peyser, WIA Adult and Dislocated Worker and other partners in the Arizona workforce system.
- MINIMUM REQUIREMENTS FOR INTEGRATION:**
- A. Functional alignment.** Functional alignment is both an opportunity and a tool to effectively streamline customer service delivery, capitalize on the strengths of staff and technology to deliver services, and thereby reduce duplication. To meet the minimum requirements for integration, local

boards must ensure the following elements are incorporated into each comprehensive one-stop center through their respective workforce system operator and functional management structure. These functions do not require any particular number of staff and in some instances one staff person may perform multiple functions.

1. **Welcome function.** The one-stop center staff will greet all customers to determine the best set of services for each customer. Every new job seeker will receive an evaluation of service needs and be provided information about the skills assessment tools available that can assist the customer in determining the next appropriate set of services. Services associated with the welcome function may include the following: registration, orientation to services, provision of labor market information, access to the resource room, initial assessment, access to assessment tools that assist individuals in the identification of basic skill, self-assisted job referral and placement, referral to generic workshops, and referral to other community services. The staff involved in the welcome function will coordinate with the Skill/Career Development and Business Services teams to manage and coordinate services.
2. **Skill and career development function.** The One-Stop Center staff is responsible for assisting customers that require or desire more than informational and self-directed services. Services associated with the Skill/Career Development Function may include but are not limited to intensive, training and supportive services.
3. **Business services function.** The One-Stop Center staff involved in the business services function will build relationships with employers through regional initiatives including but not limited to sector partnerships and business alliances and will identify opportunities to address the human resource needs of employers. The goal is to become the bridge between business and job candidates by coordinating with all One-Stop Center staff to actively recruit and refer qualified job candidates based on the needs of business. Services associated with the business services function may include but are not limited to the following: business outreach; recruitment and referral for job vacancies including those for targeted business and industry sectors; job candidate qualification review; provision of economic, business and workforce trends; organize service delivery around business and industry needs; provide information on human resource services; job development; and referral to community services.

B. Functional management.

1. **Operator.** The local board and chief elected official shall designate an operator that will ensure seamless service delivery within each One-Stop Center. The operator must ensure seamless service delivery in all comprehensive One-Stop Centers to include details of the day-to-day functional supervision that may take the form of a site manager or other means as determined effective by the Local Workforce Area. Duties may include: organize and coordinate all co-located partner staff by function in accordance with their personnel rules, collective bargaining agreements and personnel policy and guidance; establish a service delivery model that is customizable to the needs of individual customers; develop operational procedures and protocols that promote effective and seamless service delivery ensuring that individual partner program performance and outcomes are not negatively impacted; communicate workforce system policy, guidance and information
2. **Site manager or designee.** The operator shall designate a site manager for each comprehensive One-Stop Center. A site manager may be hired; selected from current partner staff; or other alternative method to ensure functional supervision of day-to-day operations. A site manager may oversee multiple sites. Duties at a minimum must include: staffing plans that provide

- adequate office coverage at all times in a manner that allows fair and equitable opportunity for time off; ensure all staff adhere to internal policies and procedures; ensure all staff present a professional and positive image; ensure consistent communication procedures are followed.
3. **State agency/workforce partner supervisor.** A state or workforce partner supervisor must be vested with the sole authority to hire, terminate, discipline, promote, assign, and transfer their employees. Further, the operator and site manager, in consultation with the state agency or workforce partner supervisor, must determine the purpose and activities of the functional units incorporating individual partner activities of their employees. In any event, the state as well as any partner will retain authority over all actions that may affect the current base pay, status, or tenure of their employees. The state will retain the sole discretion to determine which employees must occupy positions throughout the state. Duties retained by the state and other workforce partners include: changes to permanent work schedule, including lunches and breaks; pre-approval for vacations, sick leave and personal leave; and travel and travel expense approval. This includes state staff working in Tribal offices.
 4. **Partner staff provisions.** Respective partner personnel laws and collective bargaining agreements will continue to govern their staff in a one-stop center.
 5. **Staff cross-training.** The local operator should ensure a comprehensive cross-training and development plan is established for each one-stop center and its staff.
 6. **Customer flow.** Each comprehensive One-Stop Center will utilize a customer flow model based on customer need. Each customer flow design should incorporate a methodology to identify customer needs upon entry and provide immediate engagement and connectivity to services during the customer's first visit. The operator should ensure staffing is adjusted according to customer needs and traffic flow. Ideally a customer flow model will create one customer pool that will be served jointly by WIA, Wagner-Peyser and other partner staff, specifically at core service levels.
 7. **Co-enrollment.** Whenever feasible, co-enrollment of participants across programs and funding streams should be considered to encourage the coordination and leveraging of resources among partners and facilitate the interdependence that is at the core of an integrated system.
 8. **Outreach and branding.** See the One-Stop Delivery System Policy #03-2013.
 9. **Communication protocol.** See the One-Stop Delivery System Policy #03-2013.
 10. **Common management information system.** See the One-Stop Delivery System Policy #03-2013.
- C. Implementing service integration and functional management.** Each local board will develop an integrated services and functional management plan within their Local Plan. The plan will be in the form of a business plan with guidance provided by the state administrative entity in collaboration with the State Workforce Investment Board and that meets federal WIA requirements. The plan should be developed with significant partner participation. Local operators will ensure the integration plan adequately addresses the requirements established by the WIA law and the state and local workforce boards. Each local board's business plan should include the following elements along with other content that may be required in the guidelines provided by the State Administrative Entity and the State Workforce Board for completing the business plan:
1. Description of the functional management structure and organization chart that includes state staff and local partners who have supervisory responsibility for One-Stop staff;
 2. List of One-Stop Centers (comprehensive and affiliate) and explanation on how the service integration will occur in each comprehensive One-Stop Center;

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3. Description of how the Local Area will provide the minimum required functions of welcome, skill and career development, and business services;
4. Description of customer flow for job seekers, youth and business;
5. Description of service delivery methods;
6. Description of tools and technology that will be used to expand service delivery to increase efficiency and expand the customer pool;
7. List of skill assessment tools to be used;
8. Description of the measures of success, common measures, and other metrics defined by the state and local board and consistent with the state and local plans;
9. Explanation of continuous improvement initiatives and description of how efforts will be measured;
10. Description of training plan to build the capacity of staff;
11. Description of communication plan (intra office, inter office, local area to state); and
12. Explanation of compliance with the State of Arizona's Methods of Administration and ADA Requirements.
13. Appropriate signatures of approval.