

Chautauqua County

Functional Alignment:

The Delivery of
WIA Title IB and Wagner-Peyser Workforce Funds

Narrative Section

1. Describe the current level of WIA Title IB and Wagner-Peyser service integration in your One-Stop Centers and local system.

The Chautauqua One-Stop System currently has:

- Two functional service teams
 - Welcome Team for initial greeting, orienting, and directing of customers to requested services and inputting and scanning of swipe card data. The welcome team consists of WIA and DOL staff. An experiment is currently being conducted to separate phone and front desk services to better meet customer needs.
 - Business Services Team that meets monthly to coordinate service to local businesses. The team is currently focused on business market penetration, outreach and business customer satisfaction systems. The business team has worked together to provide annual job fairs, special business tours, coordinated employer recruitment and joint marketing material. OSOS access for all partners remains a challenge due to technology firewall issues.
 - WIA Staff
 - ES Staff
 - Over 15 partners
- Common entry and intake area for initial on-site registration
- Integrated Rapid Response teams that consist of a minimal of WIA and DOL staff with partners invited based on the circumstances. Early warnings of potential plant closures are coordinated and shared on a regular basis.
- MOU team consisting of management staff from all mandated partners. The MOU team has created an updated MOU but more importantly based on the MOU on improving the customer service delivery system. Meetings were facilitated by Mary Anne Lawrence (consultant) and Phil Wagner (NYS FOTA). The first change resulted in a more integrated and customer oriented greeter team. Integrated assessments, workshops and improved resource room service delivery are current projects being worked on by the MOU team.
- Co-location of DOL and WIA staff in each One-Stop.

Since the functional alignment process has begun the MOU team has continued its regular meetings and included functional alignment and common measures implementation on their agenda. A design team consisting of the WIB, Operator and DOL management has met to develop additional functional team and draft customer flows. Initial meetings with staff have occurred.

2. What goals does the local area seek to achieve through this functional alignment plan?

- A common customer flow for all customers.
- Timely customer service will be provided,
- The diverse needs of both job seekers and business customers will be met

- Functional teams will be formed to serve customer needs
 - It is the responsibility of all staff to positively engage customers so as to retain them until outcomes are met
 - Functional team members will be jointly trained and regularly meet to problem-solve to provide the best customer service possible.
 - Functional teams will share outcome measures.
 - All staff will be skilled and credentialed.
 - Changes in federal and state laws and regulations will be implemented.
- a) How will the local system move beyond co-location of staff at One-Stop Centers to achieve even greater functional alignment of WIA Title IB and Wagner-Peyser program services? Functional alignment plans must include areas such as:
- Shared customer pool as defined in the Common Measures TEG: Chautauqua has developed a new customer flow which begins to clarify the steps customers may experience as we move to shared customer pool. Clarification between information and staff assisted services is being discussed by the design team. The intent is to clarify the customer flow and implement it with joint staff development. Centers. Chautauqua will aggressive move to using the One Stop Operating System (OSOS) as a case management tool.
 - Single customer flow as guided by the Common Measures TEG: The flow chart developed by the design team is attached. It is recognized that as in any system improvement process, the flow chart will be adjusted based on experience and outcomes. Additionally the proposed flow chart will be supplemented with partner staff co-located and/or available to provide services at the One-Stop.
 - Capacity building of staff: There are many levels of staff development. Initial efforts have been made to introduce the concept of functional alignment and supervision as well as discuss the implications of common measures. As the functional teams are rolled out, additional training will be provided both on the service philosophy and the goals of functional alignment as well as on the technical components including OSOS, WIA documentation, etc. Many new processes are yet to be developed. It is anticipated that significant work will occur in developing processes for the facilitation team and the labor exchange team. Staff from both funding streams will need to develop an understanding of the other's process and then begin to explore ways to integrate and eliminate duplication. It is anticipated that new service delivery approaches will also be implemented. Follow-up, an essential component for successful performance will be a responsibility of each team. It will be the goal of each team member to positively engage customers so as to retain them until the outcomes are met. Additionally the design team has created two "larger units" so that there is cross-training between a couple functional teams. The Green Team will be comprised of the Welcome Team, Facilitation Team and Workshop Team. The Blue Team will be comprised of the Labor Exchange Team and Career Counseling Team. This was done in consideration of the small staff available to provide service and the need for a larger cross-trained staff. Additionally the

formation of the larger team will hopefully enhance the sharing of information needed to provide non-duplicative customer service.

It is also recognized that in the creation of any new team, team-building and other traditionally soft-skill staff development will be utilized.

- Identification of the functional service teams necessary for an effective local employment and training One-Stop Center: Chautauqua has identified the following teams.
 - Welcome Team (established) – 2 DOL staff 1 WIA staff
 - Facilitation Team (new) – will be developed and staff primarily by WIA. Two models are being explored. One will be the assignment of permanent staff to the team the other model involves rotating members of the Career Counseling team into the facilitation role. Due to implementing common measures, the facilitation team will be staffed with bachelor's level professionals and have an increased level of staffing than was previously assigned to the Resource Room. It is anticipated that Partner staff will also participate on the Facilitations Team. It is recognized that not all positions are interchangeable on this team (i.e. the disability navigator, etc).
 - Workshop Team (new) will be staffed by WIA, DOL and Partner staff. The Chautauqua MOU team has begun to set criteria for core workshops including work readiness and computers. The criteria include a differentiation between "beginning skills" and more advance skills. The Workshop team has also agreed to a coordinated calendaring process which includes workshops offered off-site by partners.
 - Labor Exchange Team (new) will be staffed both WIA and DOL staff. This team will tackle perhaps the most duplicated area of the current system. In addition to integrating current activities, the team will explore difference ways to use the OSOS system, mailings, and phone outreach to business and targeted placement efforts. This team will work closely with the Business Services Team and Career Counseling Teams.
 - Career Counseling Team will be staffed by WIA.
 - Business Services Team (current) is perhaps the most integrated team. The team consists of WIA, DOL and multiple partner staff. Recent discussions with the ES Regional office has continued to reduce duplication by having the local team take on outreach and job development responsibilities with regional staff invited to assist on an as needed basis. Local ES representation will continue as well as attendance by regional staff at team meetings.
 - Youth Team (current) principally consists of WIA staff and provider staff
 - Data management/Follow-up Support and Quality Assurance (currently exists for WIA) is an area that is most unclear at this point. The team will be discussed as implementation issues roll-out.

- Functional leadership and supervision:
 - Welcome Team – functional leadership in Dunkirk by DOL and in Jamestown by WIA
 - Facilitation Team (new) – functional leadership by WIA
 - Workshop Team (new)- functional leadership by Partners, supervision by WIA
 - Labor Exchange Team (new) - functional leadership by DOL
 - Career Counseling Team -functional leadership by WIA
 - Business Services Team (current) -functional leadership by WIB
 - Youth Team (current) – functional leadership by WIA

- Data management/Follow-up Support and Quality Assurance (currently exists for WIA) – functional leadership by WIA
- Joint business service strategies: Chautauqua currently has a functional aligned Business Services Team that meets on regular basis. The current focus of the business services team is to increase market penetration along SWIB guidelines, meet the WIB set Business Outreach goal and connect all members to OSOS.
- Technology to streamline services: The two One-Stops are connected by a T-1 line and share a voice over IP phone/data system. Currently the OSOS connections are independently maintained by DOL and WIA. In Dunkirk the phone system are also not integrated. The first technology step identified to address in the transition is the establishment of a video connection between One-Stops so that staff development, staff meetings and possible services can be provided without incurring the lost time of driving between Centers. In addition, the Chautauqua hosts a website that is updated frequently with information important to business, jobseekers, and the general public.
- Data management (One Stop Operating System): At this time, access to specific OSOS screens is limited by programs/funding silos. Chautauqua is currently moving to give all ES and WIA staff access to all screens. We expect to accomplish this by July 1. Other partner organizations are also seeking access.
- Performance management (common measures): Recognizing the critical nature of integrating our performance management efforts, Chautauqua has begun to identify the steps to establishing a unified system with consistent policies. There are two components to performance management. One is tracking the data and the other is service strategies to enhance performance. The first step is to understand what will be available through OSOS in terms of reports, customer tracking and performance updates. It has been identified that is essential to know where customers are in the process and to positively engage them. It is not clear what State reports and tools will be available to assist in tracking the expanded performance pools. The second component of performance management is service delivery. The functional teams have been designed to increase the professional resources in the front end so as to expedite positive performance. In other words, providing the customer with the right service at the right time should shorten the time it takes to find the right job. The welcome team is empowered to direct customers to whatever team best fits their immediate needs. In addition to strengthening the front end, the Career Counseling Team is working to sharpen their IEPs to realistically set goals based on actual customer skills and experiences. The WIB has established a rubric for IEPs to assist with monitoring and staff development. Finally, but not least important is an increased emphasis on follow-up services, with the emphasis on services. Follow-up services will enhance the performance on earnings and retention.
- Increased service levels: The implementation of Common Measures ensures that the quantity of customers will increase. Our challenge will be to provide the customer service to the increased quantity. Alternative approaches including more self-service, group approaches, electronic alternatives are being explored to deal with the increased numbers. As mentioned above, enhancing the front end is our first priority so that the services provided fit the customer need as opposed to approaching service as a one size fits all. By eliminating duplication and exploring alternative service delivery methods, some resources will be freed to commit to other areas.

Additionally by working as a MOU team, partner resources are being leveraged where there are shared interests. Declining resources necessitate the examination of all possible alternatives. The Dunkirk One-Stop configuration and level of service will be examined this year in context to the expiration of the DOL lease.

- Service delivery designed from a customer perspective: It is the assumption that customers have a shared expectation of professional, value added service. One aspect achieving that is to be able to provide services that meet their individual needs and that do not put unnecessary barriers or requirements to be achieved. Based on that premise, both the Welcome Team and Facilitation Team will be trained to connect customer with the functional team and level of service that meets their needs. For example, if a customer has the desire and readiness to directly work with the labor exchange team, then that is their starting point. Likewise workshops will be made available as appropriate. Additionally, customer service standards will be implemented throughout the One-stops. The Welcome Team has recently implemented a set of standards.
- b) How will the planned WIA Title IB and Wagner-Peyser service integration help to increase the number of customers that can be served and improve the quality of services provided in your local system?
- The biggest impact will be experienced in establishing one customer flow. All customers will be entering a single door with services available to meet their specific needs. As discussed above, the front-loading of resources will also positively impact customer service. Just as importantly is the expected outcome of joint staff development and problem-solving that will occur in the Green and Blue team. Experienced, talented and creative staff from each funding stream will undoubtedly be able to find solutions that have previously worked but were discontinued due to lack of resources or new approaches that have never been tried to mutually strive to meet our shared goals. In one respect, the integration will allow best practices from two worlds to come together.
- c) c. In analyzing the resources available to operate the local One-Stop Centers after July 1, 2006, and the cost to maintain the current operations of the local One-Stop Centers, is there a gap? If there is a gap, how will your planned functional alignment of WIA Title IB and Wagner-Peyser resources and services help to close this gap?
- At the current time, the WIB budget for PY06 is balanced. The WIB has and will continue to seek cost saving improvements to address the continued reduction of services. The leveraging of alternative funding sources for service provision will continue to be a strategy. As stated above, the WIB in conjunction with the Regional Administrator has begun discussing options for the services provided in the Dunkirk One-Stop in the context of the expiring DOL lease. Customer need continues to be strong in the Dunkirk area. These discussions will include partners. Functional alignment is also assisting in addressing the decreasing resources by considering the gains made through reducing duplication as well as in shortening customer enrollments. The more effective the service delivery, the quicker the customer can achieve their employment objectives.
3. What new unified policies and procedures and/or changes to existing policies and procedures need to be put in place by the Local Board and Chief Local Elected Official(s) to support local/regional functional alignment plans and goals?

- Board level policies will be examined as we gain more experience with a shared customer pool and expanded performance pools for WIA. The current policies for ITAs, OJTs and other training services may need to be revised based on changes in customer demands and continued funding reductions. Increased emphasis has been and will continue to be placed on developing value-added workshops to begin to address the job search needs of our expanded customer pools. Continued partnering with both mandated partners and community partners will be explored. These strategies may result in the need to change Board and County policies.
4. How will the Local Board strengthen the authority and accountability of its One-Stop Operator(s) to help achieve WIA Title IB and Wagner-Peyser resource and service integration? What revisions will need to be made to the One-Stop Operator Agreement(s) and system level Memorandum of Understanding (MOU)?
- Chautauqua has a contract with a for-profit Operator. It is anticipated that changes will be made to the contract to reflect the changes implied with this amended plan. Chautauqua has worked hard to re-establish constructive and productive MOU meetings which will continue into PY06. It is anticipated that the PY06 MOU will reflect changes implied by this plan. Additionally work is underway to educate the Board on functional alignment and Common Measures. Accountability through reporting and monitoring Wagner Peyser performance at the Board level has not historically occurred, thus significant education is needed.
5. What changes will occur based on the implementation of the new Common Measures to support greater resource and service integration?
- The New Common measures will significantly impact the drive, speed and approach Chautauqua takes for functional alignment. While the original WIA legislature clearly supports the integration of the programs the implementation makes integration essential. WIA needs to better understand the nature, needs and expectations of the traditional Wagner-Peyser customer. WP needs to better understand the tools, resources and options available through WIA which can enhance the service delivery to WP participants. Both program areas need to share their best practices and work together to develop new practices to meet their shared goals. By integrating team with staff from both programs that learning and sharing will be expedited. By implementing policies that enhance service delivery and performance outcomes, declining resources can be stretched. The specific changes have been outlined in previous questions.
6. If the local area is exploring a regional strategy beyond the boundaries of the current LWIA to align the provision of services with other adjoining local areas or teams of government, provide an update on any discussions held and next steps being planned.
- Discussions with bordering workforce areas are underway. Teaming has occurred with Catt/Allegany on training grants and will continue. Preliminary discussions with regional WIB directors and the Regional Administrator began to explore strategies for business services. The regional approaches to date have been based on the strategic planning initiatives around common industry sectors and economic needs.
- d) Chief Elected Official(s), seeks to merge with another workforce area or team of government, refer to Attachments F and G for information on the process and form for requesting re-designation. Not applicable.

Timetable for Implementation

May 2006	Establish detailed customer flows for the new functional alignment	Design Team
	Identify staff assignments to functional teams	Design Team
	Functional team refine customer flows and begin developing operating processes	Functional teams and partners
	Begin initial training with State and Regional Program Staff May 12 – Maggie/Newtown End of month – Paul Shibley	Designated Staff
	Continue WIB education on Common Measures, Functional Alignment and Wagner Peyser	WIB
	Make necessary contractual modifications	WIB and Operator
June 2006	Continue to identify training needs for functional teams and train where possible	Design Team and Partners
	Finalize design of Facilitation Team, Labor Exchange Team and Quality Assurance Team	Design Team and Partners
July	Implement new functional processes, revised workshops and assessment strategies	
August	Evaluation first month of implementation and make necessary adjustments	Design Team and Partners
September	Continue evaluation of implementation	Design Team and Partners
	Finalize performance management system	Design Team and Partners
	Finalize discussions on Dunkirk One-stop Options	