

March 13, 2019



# IWIB Service Integration Policy

# Introduction & Definition



- The Workforce Innovation and Opportunity Act (WIOA) requires service integration among partners.
- For the purposes of this policy, service integration is defined as:
  - a combination of strategies to align and simplify access to one-stop center services and supports for employers, job-seekers, and system customers with the goal of providing the best experience possible. Service Integration may occur across entities delivery specific services or programs; across time as customer needs change; or both.

# Policy Synopsis



- Seven service integration functions identified by the IWIB and outlined in its Service Integration policy are the focus of Illinois' local one-stop delivery system: customer-centered design, staff, intake and assessment, services, career pathways, information, and evaluation. Taken together, the goals and outcomes for these functions represent a long-term, high-level vision for one-stop service integration in Illinois.
- The policy outlines a integration continuum framework to be used to assist one-stop systems in assessing each function's level of integration and development of a plan to move these functions along the continuum toward full service integration.
- Operationalizing these goals will occur locally through the WIOA planning, one-stop certification, and Memorandum of Understanding (MOU) negotiation processes.

# Policy Development



- The Illinois Workforce Innovation Board (IWIB) constituted a Service Integration Policy Work Group to draft the framework of the policy. The mission of the work group was to use the IWIB strategic plan to construct the policy. A WIOA Wednesday webinar was held on the development of this policy on Wednesday November 14, 2018.
- Recognizing that service integration requires system change and each of the local one-stop systems are currently at different points of service integration, it was agreed that the Workforce Innovation Technical Assistance Center (WINTAC) five-stage model of collaboration that describes a continuum running from isolation at one end to service integration at the other would be a useful concept on which to base the policy.

# WINTAC Integration Continuum



Burt and Spellman, (2007). Toward Understanding Homelessness: The 2007 National Symposium on Homelessness Research. *Changing Homeless and Mainstream Service Systems: Essential Approaches to Ending Homelessness*. U.S. Department of Health and Human Services, Office of the Assistant Secretary for Planning and Evaluation

# Goals and Outcomes



- The Service Integration policy addresses goals and outcomes in **seven** areas: customer-centered design; staff; intake and assessment; services; **career pathways**; information; and evaluation.
- Some of the goals developed by the work group include:
  - Services are shaped by customer needs by partners using customer input to design and deliver services.
  - Staff are held to a culture of accountability through performance expectations, cross-training, communication to create a team environment.
  - Customer needs are quickly identified by them providing basic information once.

# Goals and Outcomes



- Some of the goals and outcomes developed by the work group include (con't):
  - Services are provided by function rather than program so that customer needs are provided efficiently and seamlessly.
  - Managers and staff share timely information to provide excellent customer service.
  - Local service integration efforts are evaluated regularly by the LWIBs to identify continuous improvement.

# Career Pathways



- LWIBs are to approach service integration efforts through a lens of career pathways. The career pathways approach envisions that Illinois residents will progressively build toward college and career success through aligned education, training, and employment opportunities over their lifetime. A wide range of education and training programs and initiatives administered by a variety of private, state, and local entities fall within this system of college and career pathways.
- LWIBs and all WIOA partner agency staff are encouraged to review Illinois' Career Pathways Dictionary since it defines terms essential to career pathway program and system elements prior to conducting the self-assessment.

# Project Teams



- The work group determined that some of the goal and outcomes would be better incorporated into the one-stop certification process instead of the self-assessment.
- After the webinar held in November several interested stakeholders contacted the work group to assist in the development/revision of those two documents.

# Project Teams



- The work group along with those individuals that offered their input divided into three project teams: Self-Assessment Guide; One-Stop Certification Application; and Evaluation.
- These teams included IWIB members and local and state workforce professionals.
- The work of the three project teams are outlined in the next slides.

# Self-Assessment Guide Project Team



- The Self-Assessment Project Team was charged with recommending a service integration self-assessment tool and process used by all Illinois local workforce areas to determine their current level of integration and identify improvement targets. Related technical assistance needs were also identified.
- With WINTAC's permission, the project team developed the self-assessment tool based on their Service Integration Facilitator's Guide.
- Several of WINTAC's function areas overlapped with the goals of Illinois' service integration policy. Other areas had to be developed by the team.
- The Self-Assessment Guide is now complete and will be disseminated soon.

# Self-Assessment Guide Project Team



- Each LWIB will be responsible for assessing the level of service integration in all seven functional areas for each one-stop center it oversees.
- An initial assessment will serve as a baseline for setting improvement targets and annual self-assessments thereafter will enable LWIBs to track progress over time.
- The Self-Assessment process consists of: selecting a facilitator, convening the local team, determining the current continuum level, discussing next steps towards service integration via an action planning tool, submitting and presenting the results to the LWIB, and submitting to the IWIB.

# One-Stop Certification Application Project Team



- The One-Stop Certification project team's work addressed incorporating service integration strategies into the one-stop certification application when they were directly tied to a one-stop center versus the one-stop system as a whole.
- WIOA requires that all one-stop centers are to be certified once every three years.
- Updates to the one-stop certification application are being finalized and will be used to certify centers in the future.

# Evaluation Project Team



- The Evaluation project team was charged to recommend an evaluation approach/high-level design for the IWIB's Evaluation and Accountability Committee (EAC) that describes how outcomes of the new service integration policy will be measured, what information will be needed to assess and document outcomes, and a timeline.
- Technical assistance needs associated with local evaluation efforts also will be identified.
- The EAC will evaluate the policy to determine if it is being implemented as envisioned.

# Implementation Milestones



- Service integration policy takes effect January 1, 2019, but is a long-term undertaking
- The IWIB will revise the one-stop certification process and design a self-assessment by March 21, 2019
- WIOA Summit on Service Integration – April 23-24, 2019
- Baseline one-stop self-assessment completed – September 30, 2019
- Service integration priorities in regional/local plans – March 1, 2020
- Revised One-Stop Certification application takes effect – July 1, 2020

# Service Integration Goals



- Seven service integration policy goals:
  - Customer-Centered Design;
  - Staff;
  - Intake and Assessment;
  - Services;
  - Career Pathways;
  - Information; and
  - Evaluation

# Customer-Centered Design Goal



- Customer-Centered Design Goal. One-stop partners collect and use customer input to design and deliver integrated services to all job seeker, employer, and system customers.
- ***The outcome of this goal is that one-stop services are shaped by customer needs and preferences.***

# Staff Goals



- Staff Goals. Four service integration goals pertain to one-stop staff:
  - Core job competencies, organizational values, and performance expectations related to service integration are communicated to all center staff.
  - Cross-training and program information resources addressing the role, services, and eligibility requirements of all WIOA partner programs are provided for all one-stop staff, including information and encouragement to acquire professional credentials.
  - Communication across one-stop partners is consistent, comprehensive, and timely.
  - All one-stop staff are treated as valued and respected team members.
- ***The outcome of these goals is that a culture of accountability is created in which every partner agency's representative has ownership in achieving desired results.***

# Intake and Assessment Goals



- Intake and Assessment Goals. Two service integration goals address intake and assessment:
  - Customers provide basic information once through a common intake form or information-sharing across programs.
  - Center staff collaborate in providing a holistic assessment of customer needs that serves as the basis for their service plan.
- ***The outcome of these goals is that one-stop customer needs are quickly and accurately identified.***

# Service Goals



- Service Goals. Four goals address how one-stop services are provided as a result of service integration:
  - Services for all one-stop customers are delivered by function rather than by individual programs.
  - Processes through which customers experience the system, including referral and follow-up, are streamlined and aligned.
  - Individual service plans for job seeker and employer customers are living documents used to provide and coordinate services and follow-up and are updated over time to respond to changing customer needs.
  - Customers receive timely and coordinated access to all WIOA employer and job seeker services whether on-site, through technology, at a partner site, or by other appropriate and accessible community services.
- ***The outcome of these goals is that all customers are provided access to quality integrated services that meet their needs in an efficient and seamless manner.***

# Career Pathways Goals



- Career Pathways Goal. A shared philosophy among education, workforce development, and economic development regarding college and career pathways aims to enable Illinois residents to progressively build toward college and career success through aligned education, training, and employment opportunities over their lifetimes.
- ***The outcome of this goal is that one-stop services are shaped through the lens of career pathways.***

# Information Goals



- Information Goals. Two service integration goals address information:
  - Managers and staff share information, as appropriate and feasible, on all one-stop partner programs and services an individual has received subject to confidentiality requirements.
  - Current and timely labor market information informs career planning and sector-based initiatives.
- ***The outcome associated with these goals is that one-stop staff have access to a range of information that enables them to provide excellent customer service.***

# Evaluation Goal



- Evaluation Goal. State and local workforce board expectations drive the evaluation of one-stop performance, operations, and compliance for service integration.
- ***The outcome of this goal is that local service integration efforts are evaluated regularly to identify and implement continuous improvement opportunities.***

# TAA and Service Integration



- What is the direct connection between service integration and TAA clients?
- How could this policy and continuum model affect/strengthen services to TAA-eligible individuals?

# TAA and Service Integration



- Feedback from TAA customers about their needs and preferences can help shape integrated service design and delivery.
- TAA Career Planners are to be –
  - Informed about the skills & knowledge, direction & focus, and expectations needed to better serve their customers.
  - Cross-trained to have basic knowledge of all partner programs so that customers have access to all programs through co-enrollment, referrals, etc.
  - Encouraged to obtain professional credentials.

# TAA and Service Integration



- As service integration is more fully implemented, customer needs will be more quickly and accurately identified because a holistic assessment of the customer needs by all partners is being done.
- TAA and other partner services will be –
  - Integrated and streamlined for the customer.
  - Delivered by function/ customer need instead of siloed by program for efficiency.
  - Timely and coordinated no matter how the customers accesses them.
  - Recorded and continuously updated in the Individual Employment Plans (IEPs) to reflect coordination with partner programs.

# TAA and Service Integration



- TAA has a shared philosophy regarding how services should be provided through aligned education, training, and employment opportunities.
- TAA Career Planners should be aware of all services from partner programs (e.g., referral to child care, veterans services, etc.) an individual has received (subject to confidentiality requirements).
- The TAA program can assist local workforce innovation boards to regularly identify and implement strategies towards continuous improvement.

# Service Integration



- Any questions concerning service integration should be directed to:

Mark Burgess

500 E Monroe, 9<sup>th</sup> Floor

Springfield, IL 62701

(217) 785-6387

[Mark.A.Burgess@Illinois.gov](mailto:Mark.A.Burgess@Illinois.gov)