

**Project Name: TAP Implementation Committee on Integrated Service Delivery**

**Sponsor:** Workforce Training and Education Coordinating Board (Workforce Board)

**Project Leader:** Eleni Papadakis

## **MISSION STATEMENT**

Improve the customer experience at one-stops and across the TAP umbrella system, by streamlining service planning towards customer goals, and accelerating the time from intake to meaningful results. The TAP system's goal is to ensure every customer has the education, employability skills, work experience, and credentials needed to move into sustained employment and economic self-sufficiency, and receives the wraparound services needed to pursue his or her career pathway.

## **BACKGROUND**

The Workforce Board was named by the Governor as Washington's State Workforce Development Board under the Workforce Innovation and Opportunity Act of 2014 (WIOA). The Workforce Board's role is to provide policy recommendations and coordination among the Workforce system's 17 partners (20 plus programs and funding streams), evaluate system effectiveness, and to advocate for policy improvements on behalf of the system. The Workforce Board is responsible for convening system partners to fully implement the state's strategic workforce development plan, Talent and Prosperity for All (TAP) within its four strategic priority areas: enhanced business engagement, access and barrier removal, performance accountability, and integrated service delivery. The Board established six implementation committees to bring the voices of the system's multiple stakeholders and partners together to ensure attainment of TAP's goals.

Throughout the TAP planning process, braiding of service resources and making it easier for individuals to navigate available services towards economic self-sufficiency was emphasized as among the most critical components of a high performing system. Many ideas and promising practices were highlighted throughout planning. The four concepts that had broad consensus were:

- Create a common intake process across all programs and fund streams
- Develop an MOU across states and local agencies to standardize, where possible, systemic funding parameters
- Establish a system of articulated career pathways in high demand fields
- Establish a workforce of "navigators" who will work as single point of contact for job-seekers/workers who need to use multiple services in order to meet their goals.

The first concept, because of the amount of technical work required to develop a single intake process, and because it intersected with or affected the work of all other committees, was deemed worthy of its own TAP implementation committee. The Integrated Service Delivery

Implementation Committee will explore the concepts of career pathways, “system navigators” and a statewide resource MOU(s).

## **Strategic Link with TAP**

**Strategic Priority 1. Customers Receive Integrated Services that Lead to Employment and Careers.** Customers need to be able to find and navigate the workforce development pathway that is best for them. This means Washington’s richly complex system must help customers move beyond program-specific solutions to make informed choices that pull from the full menu of services. Services need to be designed and delivered with customers as the focal point. In addition to acquiring skills, education, and jobs that put them on the path to prosperity, customers should also understand they have continuous access to the workforce development system throughout their working lives. For sustained lifelong success, individuals will reengage in the workforce system throughout their career and lifelong learning journey. The system’s promise is to combine all resources to help each individual learn how to find and keep the right job and receive continued support to advance their careers.

### **Goals Tied to Strategic Priority**

- Increase the number of designated navigators available within the One-Stop system.
- Increase the number of participants, including those with barriers, who have defined career pathways and have gained portable skills, received industry recognized credentials, and/or earned college credits.

### **SCOPE OF COMMITTEE WORK**

The Integrated Services TAP Implementation Committee (Committee) will develop draft policy recommendations for the Workforce Board and/or for cognizant administrative entities in order to institutionalize effective practices towards full service integration and career pathway development, within existing legal bounds and parameters. The Committee will also develop recommendations for statutory reform when warranted. Additionally, to meet a WIOA statutory requirement, the Committee will develop a policy recommendation for the Governor to consider regarding infrastructure cost-sharing negotiations.

The committee will begin its collective work focused the TAP goal of increasing the number of navigators in the system. This will entail, but is not limited to, identifying current workers or occupations that can serve in the navigator role, identifying sustainable resources to support the navigator workforce, developing standards and performance expectations for navigators, creating tools and materials to support the work of navigators, and designing a sustainable professional development system for navigators (both new and in-service).

Creating articulated career pathways in high demand fields will also be a priority of this Committee. However, there is already much work being undertaken across the system, especially in secondary and post-secondary CTE, and in apprenticeship programs. The

Committee will hear periodic progress updates from the organizations involved in that work. The Committee will help develop and/or support policy recommendations that emerge from these efforts.

Sustainable service integration practices cannot be achieved without changing how resources are utilized, especially across funding streams and service agencies. A subcommittee will be established to draft a Memorandum of Understanding (MOU) for the agencies that are system partners. The MOU will describe resource sharing in support of the One Stop Career Center (WorkSource) system.

## SCHEDULE

MILESTONE	START DATE	FINISH DATE
Adopt project charter	August 17, 2016	September 7, 2016
Inventory of potential Navigators	August 18, 2016	September 30, 2016
Resource Analysis to sustain Navigator system	September 2016	December 2016
Professional development analysis	September 2016	December 2016
Draft State Resource MOU is developed	October 2016	November 2016
Governor MOU Arbitration policy is developed	October 2016	January 2017
Career Pathway guidelines are established	November 2016	April 2017
Work with PD Committee to development PD plan with cost, timelines, and initial personnel training (existing navigators) being implemented		July 2017

## OUTCOMES AND MEASURE

OUTCOMES	MEASURES OF SUCCESS
Committee Charter adopted by Committee and approved by Workforce Board	<ul style="list-style-type: none"> <li>Membership signs agreement to support charter</li> </ul>
Complete policy and resource analysis of navigator workforce/system	<ul style="list-style-type: none"> <li>Inventory of potential navigator positions across TAP system</li> <li>Policy recommendations necessary to support navigator system build-out adopted by Workforce Board</li> </ul>
Establish standards for professional navigator role, and recommendations for professional development	<ul style="list-style-type: none"> <li>Navigator Professional development curriculum and sustainable distribution infrastructure is established.</li> <li>Complete professional development plan with cost, timelines, and initial personnel training (existing navigators)</li> </ul>

	being implemented in the field by July 2017.
Identify the resources and training necessary for implementation of a Navigator workforce within the WorkSource system.	<ul style="list-style-type: none"> <li>• WorkSource system increases the number of Navigators who serve clients/customers</li> <li>• The number of Navigators steadily increases to one Navigator for every 120 job-seekers.</li> </ul>
Develop (IFA) policy guidance for the Governor for arbitrating MOUs when local agreement cannot be reached.  (IFA: Infrastructure Funding Allocation)	<ul style="list-style-type: none"> <li>• Guidelines are adopted for Governor or Governor's designee to intercede in the event that One-Stop partner MOUs cannot be negotiated at the local level.</li> </ul>
Establish an MOU among state administrative agencies to support resource braiding and effective integration of services to improve customer outcomes.	<ul style="list-style-type: none"> <li>• Signed MOU among agencies.</li> </ul>
Establish guidelines for Career Pathway articulation between secondary and post-secondary occupational programs.	<ul style="list-style-type: none"> <li>• Guidelines are adopted by Workforce Board and relevant partner agencies.</li> </ul>
More job seekers gain the employment and career progress they need to prosper	<ul style="list-style-type: none"> <li>• The number of WorkSource customers who find jobs increases</li> </ul>
Use Navigators to inform job seekers of viable Career Pathways in their local areas and services.	<ul style="list-style-type: none"> <li>• The number of WorkSource customers who find jobs in targeted industry sectors increases</li> </ul>
Establish Navigators in all WorkSource offices to serve walk-in clientele	<ul style="list-style-type: none"> <li>• The number of repeat job-seeker customers who use WorkSource increases</li> </ul>

## COMMITTEE MEMBERSHIP ROLES AND RESPONSIBILITIES

ROLE	RESPONSIBILITY/AUTHORITY
Committee Lead	<ul style="list-style-type: none"> <li>• Facilitate Committee meetings</li> <li>• Work with staff to development agendas and workplans</li> <li>• Represent committee activities to the Workforce Board</li> <li>• Facilitate strategies for committee recommendations</li> <li>• Create and assign leadership for needed taskforces/small groups</li> </ul>

Committee Staff	<ul style="list-style-type: none"> <li>• Assist Lead in development of agenda</li> <li>• Assist in meeting facilitation, as requested</li> <li>• Develop and provide support materials, as appropriate</li> <li>• Represent Committee, as appropriate or requested</li> </ul>
Committee Participants	<ul style="list-style-type: none"> <li>• Refine project vision, goals and objectives</li> <li>• Commit to mission and goals</li> <li>• Represent your organization/administration/constituents</li> <li>• Relate information to your organization/administration/constituents</li> <li>• Keep focus on customer outcomes</li> <li>• Advocate for the committee’s mission</li> <li>• Approve charter</li> <li>• Accept and support key project deliverables</li> <li>• Champion adoption of recommendations</li> <li>• Participate fully in Committee activities</li> <li>• Review deliverables as assigned</li> <li>• Make efforts to attend all meetings or keep up with Committee progress</li> <li>• Look for opportunities and initiatives that support the mission</li> <li>• Be open to new ideas</li> </ul>

**CONSTRAINTS AND DEPENDENCIES**

Work must be coordinated with the other five TAP Implementation Committees to ensure consistency and continuity in approach. Work must be in accordance with local strategic plans and the state TAP Plan. Many statutes and regulations govern the work to be undertaken. Committee must understand legal limitations and evaluate where to invest energy in statutory or regulatory reform.

**GOVERNANCE AND GUIDING PRINCIPLE**

All really does mean All. Economic opportunity for all will drive decision-making.

Recommendations from this Committee will be widely circulated and will include both the assenting and dissenting views.

## COMMITTEE MEMBERSHIP

**Executive Lead:** Eleni Papdakis, Executive Director, Workforce Board

**Staff Support:** Terri Colbert, Federal Program Administrator, Workforce Board

**Admin. Support:** Rebecca Reule, Workforce Board

Committee Members/Subject Matter Experts	
Aaron Korngiebel	North Seattle Community College
Beth Blanchard	Seattle King County WDC
Beth Thew	Spokane Labor Organization
Bill Messenger	Washington State Labor Council
Brian Horst	DSHS
Britta Echtle	DSHS (Aging & Long-term)
Chelsea Chunn	Workforce Southwest WA
Clif Leach	DSHS
Corinne Daffern	Pacific Mountain WDC
Darlene Snider	Walla Walla Community College
Dave Perreira	ESD 113
Dawn Karber	Spokane Area WDC
Diane Smith	Grays Harbor College
Don Kay	DSHS/DVR
Elise Rowe	ESD
Elizabeth Court	Olympic WDC
Ellen Nolan	DSHS
Erin Frasier	SBCTC/Workforce Education
Freda Cogger	United Way, Pierce County
Gary Smith	Northwest WDC
Jage Curl	CSD/DSHS
Jason Scales	Tacoma Community House
Jessica Clayton	Spokane Area WDC
John Kim	Seattle Jobs Initiative
Jon Kerr	SBCTC/BEaA
Karen Dove	Apprenticeship (ANEW)
Kathleen Harvey	DSHS - JJRA
Kelly Richburg	Seattle Jobs Initiative
Lisa Bennett-Perry	DSHS
Louisa Erickson	DSHS
Margaret Hinson	Jewish Federation of Seattle
Marie Bruin	ESD
Marissa Cahill	Northwest WDC
Mark Dillon	DSHS

Mark Mattke	Spokane Area WDC
Mary Ellen Laird	Workforce Central
Matt Bench	ESD
Michael MacKillop	DSB
Peggy Lewis	DSHS
Rich Coleman	ESD
Tarimah Thomas	DSHS
Tom Berry	DSHS
Tony Hanson	Commerce