

One-Stop Task Force

Meeting Notes – June 10, 2015

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Welcome and Introductions

1. Complete Review of One-Stop Service Design Quick Start Action Planner

We are using this USDOL tool as a frame to set expectations. Our goal is to develop a statewide process for all 12 Workforce Development Areas (WDAs) that is as streamlined as possible while meeting both the intent and spirit of the law. We will set criteria for local areas to move towards and take into account that we are serving wide range of populations, customers, and geographies with varied resources.

- Overviews materials circulated prior to meeting and will distribute documents via email to others not in the room. All 12 areas current have a set of documents and process for their area's one-stop certification.
- At the Northwest WDC they first developed a process that was onerous and there were a lot of problems. Over the years they worked to hone and streamline the process – but still room for improvement. They turned it into more of a regional approach instead of being redundant. This works when several sites are under same management structure. Will be interesting to see what other people are doing around the state.
- In Seattle-King County it also used to be onerous, trying now to make it simpler for everyone and more efficient. Made a plan for improvement and will monitor over 3 year period.
- System has responded to the need to expand to other portals and Connection Sites now exist in several WDAs and there are different criteria to be recognized as one, e.g., five requirements in Seattle-King County.
- There is a WorkSource Connection site in Everett where people can get information on employment at Boeing. This site has been expanded and is a good way to reach rural communities.
- Other partners may need to be engaged in the one-stop, beyond the core partners, e.g., Perkins.
- Discussed the need for two types of data in a center: 1) required data for federal reporting, and 2) management info for daily operations and planning. External stakeholders need big picture numbers and sometimes info needed to improve is not same as reported to feds or state – it's more action-oriented. We can also consider other qualitative measures of performance. There is a desire to gather information on performance and set goals based upon it but it needs to be balanced against existing measures that are factors affecting our funding and also pay attention to those that are used by other partners so we are working toward the same goals as much as possible.

Quick Start Action Planner Discussion

Question 17 – addresses serving barriered populations and how we are aware of how we are doing.

- We currently deliver some level of service but given the diversity of barriered populations, the one-stop system does not have expertise to serve all individuals effectively. Need to have connectivity and partnerships with other agencies such as DVR who can provide knowledge and resources to different populations. Need to make other people in the system knowledgeable in helping people with barriers or disabilities. Also increase use of OJT and other work-based learning and ensure

flexibility in using these modalities. WIOA covers incumbent workers for the first time and one-stops can also employ people in their facilities to demonstrate capabilities and productivity to employers. Other populations with significant barriers include children aging out foster care and 2nd chance/re-entry.

- Credentials also may be addressed and the importance of industry-recognized credentials (IRCs). There may be a rush towards credentials right now but a caution that credentials don't necessarily mean someone can do the job; they still need some on-the-job training and learning period. The system needs to have a definition of what a credential is.

Question 18 – Customer-centered design and continuous improvement.

- Customer-centered keeps coming up - need to describe better, what does it mean? Customer-centered vs. regulation designed. Trying to create dynamic responsiveness of what we are describing. We can take it as an opportunity to rethink how we look at processes based on what the customers experience. In terms of criteria, does it help to identify what they use for feedback loops? How do you go about it and how effective is it to get honest feedback? Point of service, currently does CQI every quarter. Wouldn't it be nice to have instant surveys for customers?

Question 19-21 – Policy based questions.

- The heart of the question has to do with integration of services and partners. The policies support customer-centric design movement towards working together more effectively. Could include customer flow diagrams as part of the process. Do we distinguish between core programs and other programs? Question should be how well are we doing a user centered design for a one-stop? This needs to be actionable. Then determine how to get the feedback needed.

Question 22 – Requires conversation around metrics.

Question 23 – Career Services and Policies in MOU

- Seek to have one-stop offer career services as part of lifelong career pathway where customers can access information and resources at any point in their career. One-stops can implement expansion and improvement regardless of where customers are going and this is reflected in the MOU. The MOU needs to be much more robust document so that it is not limiting in serving the customer.

Question 24 – Integrated intake, case management, and data systems.

- Goal is getting management information to better serve the customers and not get in the way or be too time-consuming for staff. Look for ways to offer value and get other partners in the system to participate. Need to look for areas of deficiency and improve to support better integration. As technology comes into place look for opportunities to integrate with partners. Develop one single standard intake process that works for multiple programs. Also, important to be realistic about how we evolve – we can't integrate without taking chances. One-stop is major player and how we integrate into a good reporting system for reporting back to the governor is a key factor in this question. There is a big difference between counties. Opportunity to get general criteria that allows flexibility. Need to get behind the scenes to make sure the customer experience is the best possible. Example where four partners (ESD, TANF, WDC, WS) in a building for 7 years that still cannot share data. It is a big deal and has prevented integration and sharing information. Think of one-stop as a gateway and we are a bit weak in this area right now. Need to be a one-stop, not a referral system, as people get discouraged quickly. Core is customer service. Make sure everyone is aware and acting in that way.

Question 25 – Promotes accessibility for all job seekers to programs and services and is fully compliant with requirements to serve individuals with disabilities.

- Technology changes so fast, it's hard if not using regularly. Challenges in "promotes accessibility" and "fully compliant". Promoting accessibility, are we resourcing appropriately? It is probably the

most well-defined and specific in what you have to do, which is the good and bad news. One task force is based about Technology and Access looking to set up local advisory boards. Offices have Wi-Fi access for people to bring own devices for accessibility. Some barriers to entering the system, but we need to help people gain access. Focusing on customer equipment is a big piece to this. Another topic the Tech Access TF is looking at is “paperless one-stop” system to make training materials and documents stored somewhere for universal access. Maybe make state board depository for all 12 regions. Have state be source of buying service with access for 12 areas. The State should work better with WWA and locals to keep everyone up-to-date on technology. It should be a State-level responsibility to keep everyone current. State is strategic arm as the system, and they need to think of themselves as supporting the operations, as well.

Question 26 – Comprehensive Policy Development.

- Certification criteria are a real opportunity to drive system in the way we want it to go. Does our process inform what the statewide policy will look like? Criteria might look like a checklist of policies.

Question 27 – Robust Training Services leading to IRCs in in-demand career fields.

- Are we doing this in a way that is data-driven and in context of economic development for each region? Not consistent in all areas as different resources are available. Within criteria look if you are basing robust services on labor-market data. Concern raised this could be restrictive in what is considered labor market data, but shouldn't be a problem. Local filter helps define data. How do we allow for level of flexibility for single industry areas? Have to make criteria flexible for local level. Lots of ways to slice and dice labor market data. Constant theme is we could do a better job of engaging ADOs. Another criterion could be to measure if area is basing training upon LMI, i.e., ITAs and OJTs, etc., align with in-demand occupations.

Question 28 – Have already covered in question 25 with barriers.

Question 29 – Encourage co-enrollment in one or more core programs in the one-stop.

- Touched upon in common intake. There are things in the works regarding this. Questions surrounding this include: What is your local area doing to encourage this? Are there barriers currently in place? How effective is our intake process? This was addressed a bit in question 24. In regards to co-enrollment: How is this effecting customer experience (streamlining or improving)?

Question 30 – Common front door and common registration and assessment.

- Registration different than common intake. Rethinking the way staffing is done at one-stop to be more of a team with functional areas. How do you determine a skills index for a position? Position description often has very little to do with the skills. We have to attempt to identify generic skills. Does another task force get set up to create common assessment tool? This question is really trying to get at common assessment process, not necessarily a tool.

Question 31 – Front-line staff trained in customer-centered design.

- Staff knowledgeable about what is available in individual programs and fully trained in these principles.

Question 32 – addressed above in Q 25.

Question 33 – To be determined by this Task Force.

Question 34 – State provides technical assistance to one-stop operators.

- Not answerable at this time but this Task Force may make recommendation to WTECB to act upon to help improve the system.

Question 35 – State has revisited one-stop bricks and mortar footprint.

- This is logical place where connection sites are considered. Opportunity to codify connection sites. Opportunity to use virtual sites, too. Front line training will determine how successful we are at this. One-stops are trying to make everyone front-line staff with a bank of knowledge. Without resources to answer questions, it becomes a referral system and not a one-stop. Next level of virtual one-stops could be videoconference or videotaped training. Need to think about the technological change and think ahead in which way we will be delivering services into the future.

Question 36 – Steps have been taken to physically incorporate new partners and services in our state's one-stops in a manner that is both convenient and accessible to all customers.

- Are all of the resources needed available? Discussion about funding and who is included or not.

Identify Critical Elements for Assessment Criteria

- Evidence of integration and partnership
- Evidence of continuous quality improvement that includes data-based decision making, saturation of customer centric design that staff have embedded their knowledge
- Not just check boxes – demonstrated through examples
- On the ground site visits
- Assess on opening doors to all customers and equivalent outcomes. Equal effort for all people that come in
- Dual customer focus (job seekers and employers)
- Performance, Accessibility and Customer satisfaction
- Question of qualitative vs. quantitative responses
- POGMA (purpose, objective, goal, mission, activities)

Recommendations, next steps and wrap-up

Adjourn 4pm