Delaware

INTEGRATION CONTINUUM SELF-ASSESSMENT
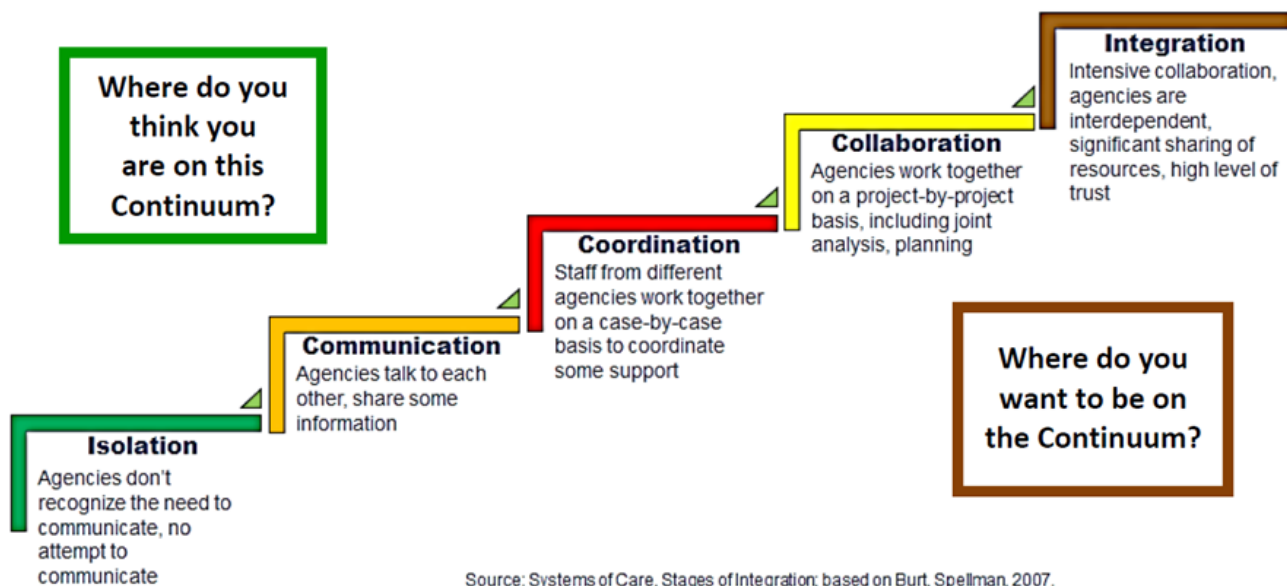
Summary and Recommendations by WINTAC

WINTAC
Workforce Innovation Technical Assistance Center

Introduction

Workforce Innovation Technical Assistance Center (WINTAC) met with the Delaware WIOA Leadership Team and frontline staff to assist them in assessing their level of engagement and connectivity between core, required and other American Job Center (AJC) partners. On January 16, 2019, WINTAC met with representatives at the Buena Vista Conference Center to facilitate the Integration Continuum [Table 1] process with the partners to complete a self-assessment of their current level of integration of services and to develop an initial plan of action based on a prioritization of desired outcomes.

Table 1 – Integration Continuum

Where do you think you are on this Continuum?

Integration
Intensive collaboration, agencies are interdependent, significant sharing of resources, high level of trust

Collaboration
Agencies work together on a project-by-project basis, including joint analysis, planning

Coordination
Staff from different agencies work together on a case-by-case basis to coordinate some support

Communication
Agencies talk to each other, share some information

Isolation
Agencies don't recognize the need to communicate, no attempt to communicate

Where do you want to be on the Continuum?

Source: Systems of Care, Stages of Integration; based on Burt, Spellman, 2007.

Delaware Self-Assessment

Members of the Delaware WIOA Leadership Team met in small groups separately to review and compile their levels in three of the six major process categories (Intake/Outreach, Assessment, Career Service, Case Management, Career Pathways and Business Engagement) to determine their overall level of alignment. The results of the small groups are shared below with the consensus level of alignment shown, examples of issues discussed and suggested opportunities for action.

Consensus of All Small Groups by Priority Area

Case Management

CASE MANAGEMENT	ISOLATION			COMMUNICATION			COORDINATION			COLLABORATION			INTEGRATION		
	Low	Mid	High	Low	Mid	High	Low	Mid	High	Low	Mid	High	Low	Mid	High
✓ Level of Integration Current – Desired							✓	→		✓					

Capture any examples shared in the discussion.
• Individual agencies have their own case management system.   • Co-enrolled individuals have this priority.   • No shared system   • Some updates are shared informally but not regularly – dependent upon staff member's motivation to share.
Capture any ideas/opportunities group members share.
• Triage customers   • Create warm hand-off   • Increase awareness of services   • Interface for basic client information   • Case Management based on informal relationships – formalize a process   • Pilot target group of 10 customers who are co-enrolled; what would shared Case Management look like?   • Alignment of services   • Shared emails (cc:)   • Sharing of case management of those co-enrolled
Note any questions, concerns, and/or areas for assistance.
• Need for capability to share information with MOUs, confidentiality waivers/consent and ideally sharing between case management systems

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Business Engagement

BUSINESS ENGAGEMENT	ISOLATION			COMMUNICATION			COORDINATION			COLLABORATION			INTEGRATION		
	Low	Mid	High	Low	Mid	High	Low	Mid	High	Low	Mid	High	Low	Mid	High
✓ Level of Integration Current – Desired				✓ (current)	→→→			✓ (desired)							

Capture any examples shared in the discussion.

- Move from agency Isolation.
- Improve job link for effective, efficient use by businesses and job seekers.
- Job openings and job fairs are shared but not necessarily communicated.
- Business Services Representatives (BSRs) meets monthly; DVI-DOL have BSRs.
- Engage business to find all people jobs.
- Engage with Chamber of Commerce, Business Leadership Industry Network (BLIN); Society for Human Resource Management (SHRM)
- Career Pathways connections needed.
- Business engagement is an area where we need the most help.

Capture any ideas/opportunities group members share.

- Create a shared Business Engagement Strategic Plan.
- Build on existing BSR meetings.
- BSR communicate to WIOA report.
- Delaware Workforce Investment Board (DWIB) share information with all interdisciplinary teams at meetings.
- Determine appropriate partner staff.
- Coordinate outreach.
- Assessment of current way Business Engagement is being done
- Create a plan for future outreach.
- Create a repository (tracking) of business information, contacts, etc.
- Align with Career Pathways; align education, training and employment services, job seekers, business.
- Align at the local area.

Note any questions, concerns, and/or areas for assistance.

Outreach/Branding

Delaware adapted the Outreach/Intake category to Outreach/Branding.

OUTREACH/ BRANDING	ISOLATION			COMMUNICATION			COORDINATION			COLLABORATION			INTEGRATION		
	Low	Mid	High	Low	Mid	High	Low	Mid	High	Low	Mid	High	Low	Mid	High
✓ Level of Integration Current – Desired						✓					✓				

Capture any examples shared in the discussion.

- Currently, outreach efforts, job fairs, career events, job postings are sent to Hope Ellsworth to share with the group. This should continue.

Capture any ideas/opportunities group members share.

- Outreach groups identified – what is each group doing?
- Common outreach material
- Brand identifier
- Joint customer service training for frontline staff
- Branding brochure focused on users
- Know each other's program services, etc. (e.g., DSS refers clients to Transitional Work Program)
- One common logo
- Each partner's web page links to a page with all of the partners and their services
- Branding brochure focused on users

Note any questions, concerns, and/or areas for assistance.

- Need a shared tracking system for referrals

Small Group Secondary Priorities – Front End

WINTAC collapsed three secondary priority categories into one called "Front End" because of the linkages group participants discussed them in combination.

Front End Services (Career Services, Assessment, Intake)

CAREER SERVICES	ISOLATION			COMMUNICATION			COORDINATION			COLLABORATION			INTEGRATION		
	Low	Mid	High	Low	Mid	High	Low	Mid	High	Low	Mid	High	Low	Mid	High
✓ Level of Integration Current – Desired								✓→			✓				

ASSESSMENT	ISOLATION			COMMUNICATION			COORDINATION			COLLABORATION			INTEGRATION		
	Low	Mid	High	Low	Mid	High	Low	Mid	High	Low	Mid	High	Low	Mid	High
✓ Level of Integration Current – Desired							✓→			✓					

INTAKE	ISOLATION			COMMUNICATION			COORDINATION			COLLABORATION			INTEGRATION		
	Low	Mid	High	Low	Mid	High	Low	Mid	High	Low	Mid	High	Low	Mid	High
✓ Level of Integration Current – Desired								✓→	✓						

Capture any examples shared in the discussion.
- Each agency has own assessments
- Agencies share materials and contact information

Capture any ideas/opportunities group members share.
- All customers are aware of all partners' services – to make correct referrals.
- Some share assessment information.

Note any questions, concerns, and/or areas for assistance.
- Integrated referral system needed.

Career Pathways

Career Pathways was not identified as a priority.

OUTREACH/ BRANDING	ISOLATION			COMMUNICATION			COORDINATION			COLLABORATION			INTEGRATION		
	Low	Mid	High	Low	Mid	High	Low	Mid	High	Low	Mid	High	Low	Mid	High
✓ Level of Integration Current – Desired				✓ (blue)	→		✓ (orange)								

Capture any examples shared in the discussion.
- No solid career pathways for adults.   - Aligned at the leadership level, but not aligned with all learners, clients, employers and the operational system.   - DET explained the thought behind the RFP guidelines for 2018-2019 funding; training providers should align with pathway industries.
Capture any ideas/opportunities group members share.
- Joint conferences, workshops, career fairs   - Delaware's current Pathways initiative – many are just involved with DOE K-12.
Note any questions, concerns, and/or areas for assistance.

Priority Areas of Focus

The four small groups shared their priorities for focus, along with examples of issues discussed and suggested opportunities for action with the larger group, which came to a consensus on the following priorities: Case Management, Business Services and Outreach/Branding.

Integration Priorities	Current Level	Desired Level
Case Management	Coordination	Collaboration
Business Services	Communication	Coordination
Outreach/Branding	Communication	Coordination

Delaware Priorities

Case Management
- Triage customers
- Create warm handoff
- Increase awareness of services
- Interface for basic client information
- Case Managers should meet regarding clients who are co-enrolled; sharing of case management of those co-enrolled
- Case Management based on informal relationships; formalize a process
- Pilot target group of 10 customers who are co-enrolled; what would shared Case Management look like?
- Alignment of services
- Shared emails (cc:)

Business Engagement
- Build on existing BSR meetings
- Determine appropriate partner staff
- Coordinate outreach
- Assessment of the current way business engagement is being done
- Create a plan for future outreach
- Create a repository (tracking) of business information, contacts, etc.
- Align with Career Pathways; align education, training and employment services, job seekers, business
- Align at the local area

Outreach/Branding
- Outreach groups identified; what is each group doing?
- Common outreach material
- Brand identifier
- Joint customer service training for frontline staff
- Branding brochure focused on users
- Know each other's program services, etc.
- One common logo
- Each partner's web page links to a page with all of the partners and their services
- Branding brochure focused on users

WINTAC Recommendations

WINTAC Intensive Technical Assistance (ITA)
• Participation in ongoing coordination, implementation, evaluation and modification of pilots and other ITA alignment activities   • Established methods of supporting state-level and frontline workers in the implementation and sustainment of ITAs across partners   • Participation in integrated business services teams to support existing and establish new apprenticeship sponsors   • Established cross-data collection methods to capture number of individuals benefiting from pilots and related ITA activities   • Other, as defined when pilots are in planning process and established

Case Management

The Delaware Leadership Team identified several potential actions to take to move the current level from **Coordination** to the level of **Collaboration**. WINTAC agrees with the initial suggestions made by the team(s). WINTAC and National Disability Institute have found Integrated Resource Teams (IRT) as being a practical and proven frontline approach to increase collaboration among partners and community stakeholders, thereby increasing the degree of collaboration on services to mutual customers. WINTAC' s recommendations for Delaware are as follows:

Pilot Approach
1. Develop/identify an interagency team at local area level to oversee implementation and ongoing use of the IRT.
2. WINTAC will provide an overview of the IRT Model to VR agencies, partners and stakeholders. (This is generally conducted on-site.) Facilitate discussion about current service delivery operations.
3. Work with VR and Title I staff to identify consumers (for those both eligible and those who may may in a closed category if in Order of Selection) who can benefit from IRT, and model approach for engaging consumer and partners in IRT process.

WINTAC Support
1. Facilitate initial IRT Meeting(s) for VR, consumer and partners to model process for convening, facilitating and negotiation of IRT.
2. Ongoing Support for VR and partners in use of IRT, including problem solving, ongoing partnership development
3. Develop MOUs/Interagency Agreements to reflect agency roles.
4. Develop Policies and Procedures for use of IRT with consumers.

Business Engagement

WINTAC has discovered that, often, when a state or local AJC is at the Communication level on the Integration Continuum, a specific initiative is more effective than a general attempt to increase coordination. With this and the desire to create an adult-focused approach to Career Pathways, WINTAC recommends an Apprenticeship Pilot at the state level or at one of the local AJC offices.

Apprenticeship Pilots

Apprenticeship is a tried and true method for meeting employer demand and providing opportunities for meaningful and financially self-sustaining employment for workers. In addition to standard Technical Assistance, Pilot Projects will provide an avenue to explore the mutual benefits that can be achieved through the collective work of WIOA partners to increase the use of apprenticeship as a viable and credible model for career and workforce development, specifically as it relates to individuals with disabilities.

If interested in developing an Apprenticeship Pilot, additional information would be provided outlining the process and roadmap for pilot implementation that would include planning and preparation for implementation.

Project Design
1. Project Implementation and Post-Implementation
2. Evaluation, Expansion and Sustainability

The project design and implementation would take into account the current landscape of the agency in relation to business relationships and apprenticeship and that of partner agencies, to include the Delaware State Office of Apprenticeship. WINTAC and Delaware VR would agree on a general design and discussion strategy that is in alignment with what the agency hopes to accomplish. Anticipated outcomes that align with currently identified priorities for the agency are identified below.

Business Engagement: General

WINTAC can assist the Core and Required Partners and other stakeholder in developing a more aligned and effective approach to serving the business customers. Recommended assistance from WINTAC includes the following:

1. Identify current partner activities and approaches related to business engagement.
2. Review other states' approaches to aligning multi-partners in business engagement outreach and service delivery, and select an approach agreeable to partners.
3. Skills and Competencies: Assess current knowledge and practice levels for …
   a. Knowledge of labor markets (LMI, industry sectors, required work skills)
   b. Creation of opportunities through business relationships
   c. Identification of the needs of businesses
4. Determine the approach to brand identity in concert with the Outreach/Branding priority.
5. Increase and improve communication and coordination between business services representatives and local supervisors and counselors.
6. Consider a common business needs assessment.
7. Identify business contacts and tracking options.
8. Assist with business services common performance measures and tracking:
   a. Retention with Same Employer in the 2nd and 4th Quarters After Exit Rate
   b. Employer Penetration Rate
   c. Repeat Business Customers Rate
   d. State Determined Measure #1
   e. State Determined Measure #2
9. Develop and implement collaborative activities:
   a. Reverse Job Fairs
   b. Career Pathways to meet business needs
   c. Customized training needs and approaches
   d. Business partner recognition
10. Explore VR-specific Services for business:
    a. Disability awareness/etiquette
    b. Retention services for valued employees
    c. Job accommodations/disability management consultation
    d. Disability Summit

Outreach/Branding

The team recognized that establishing a well-known unified brand, the American Job Center brand, will make it easier for workers and businesses to find and use One-Stop Career Centers in Delaware. The unifying brand increases awareness of the network of workforce development programs, and increase coordination of publicly-funded workforce development services available to job seekers and businesses. WINTAC recommends the development of a work team to address this issue in conjunction will all of the Core and Required partners with the following action items:

1. Select a cross-partner, cross-functional team for the Outreach/Branding efforts.
2. Review and understand WIOA requirements for co-branding.
3. Create a Mission and Values statement for distribution to all partners.
4. Establish the goals of the Outreach and Branding Team:
    a. Develop a common logo and tagline.
    b. Develop an accessibility style guide.
    c. Strengthen awareness of network services and resources to Delaware's workforce by supporting system alignment and continuous improvement efforts.
    d. Identify current outreach efforts for potential coordination-collaboration.
        i. Youth
        ii. Individuals with disabilities
        iii. Veterans
        iv. Prisoner Re-entry
        v. Businesses – General
        vi. Businesses – Sector, Career Pathways, Apprenticeships
5. Determine format and content for written materials (accessible, brochures, service descriptors, etc.).
6. Identify web-based activities, including accessible web page links of partner's web page, links to a page with all of the partners and their services.
7. Address cultural shift from separateness to alignment

Change Implementation
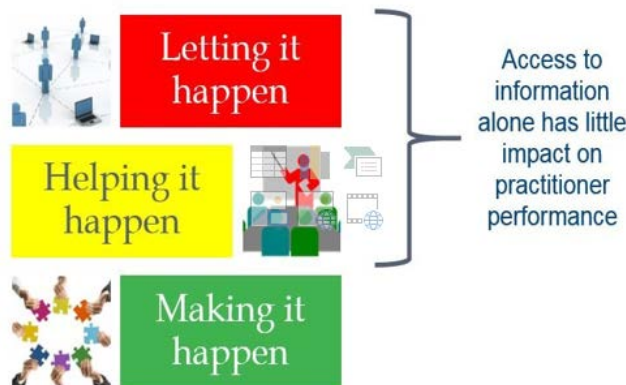
WINTAC will work with the Delaware's Division for the Visually Impaired (our customer) and Hope Ellsworth of Light Quest, Inc. to seek feedback on the report and recommendations and make any changes necessary. WINTAC will then work with a team of representatives to begin the activities agreed to by our customer and the other partners.

WINTAC uses a staged approach based on Implementation Science.

Exploration Stage Goals

- Create readiness for change.
- Examine degree to which the proposed strategies and practices meet the needs of those with whom we are working and their clients.
- Determine resources and changes needed for implementation.

Initial Implementation

- Selection of pilot areas and/or staff involved.
- Define and initiate training of pilots and first implementers.
- Develop coaching plans, locally and from WINTAC.
- Use resources to prepare to do things differently.
- Install the structural supports (foundation, infrastructure, problem-solve authority, sustainability, etc.) that are necessary for the new way of doing things.
- Establish communication links and protocols.

Implementation

Implementing something new is inherently difficult and complex. During this stage, we often see some resistance to change. This is an awkward time when expectations are high, but new skills and appropriate support systems are still fragile and developing. New programs are often abandoned in this stage when everyone is learning something new.

- Create rapid-cycle problem-solving teams to surface issues and assist in resolution.
- Track benchmark data (e.g., Are we engaging in the program as intended?).
- Strong leadership is needed, along with good coaching from supervisors.

Resources

WINTAC has developed videos which highlight the integration of service efforts in three areas:

- Northern Kentucky American Job Center – Covington, Kentucky
  https://www.youtube.com/watch?v=e7gOhGbTxcU&t=25s
- Prince William American Job Center – Woodbridge, Virginia
  https://www.youtube.com/watch?v=VCf_ZvAycTk&t=59s
- IowaWorks: Southern Hills American Job Center – Creston, Iowa
  https://www.youtube.com/watch?v=mXDBS555bn0
- Finding Workforce Service Integration in Iowa, Kentucky, and Virginia
  https://www.youtube.com/watch?v=GPR9_GFfbFo