

Integrated Service Delivery Vision

WIOA presents the opportunity to implement the vision of excellence outlined in the law: a jobs-driven, truly integrated system that links talent to business – and all jobseekers to meaningful employment. Building a system around the needs of jobseeker and business customers helps us deliver services that meet them where they are, with what they need right now.

A hallmark of the Workforce Innovation and Opportunity Act (WIOA) is its emphasis on Integrated Service Delivery (ISD) to better serve workforce customers. An integrated workforce system encourages partners to develop and share a common vision. The vision helps them design high quality American Job Centers (AJC) that connect customers with the full range of services available in their communities. While integrating services is not a new concept, the law strengthens the ability of States, regions, and local areas to align investments in workforce, education, and economic development to regional in-demand jobs.

Read about the impact of American Job Centers:
https://ion.workforcegps.org/resources/2017/08/15/15/22/AJC_Infographic

This infographic provides an overview of the total number of centers, individuals served, and other outcomes achieved through the public workforce system.

EVERY CUSTOMER'S CAREER PATH IS UNIQUE

In an ISD approach, all roads begin and end with the customer in mind. Partners ask questions about how they might improve processes and the customer experience to provide consistent quality, and individualized services.

Here's what a great customer experience looks like: a jobseeker walks into an AJC seeking employment opportunities. A receptionist warmly greets the jobseeker and assesses their needs with a few questions about what brings them in. After an initial assessment, the jobseeker is referred to a case manager for a more comprehensive intake. The case manager has many resources at their disposal; ideally, he or she has been cross-trained on the services offered by the multiple partner programs.

They may also have access to information about the jobseeker from previous interactions with other partner programs. The case manager has been trained to identify potential barriers to employment which may require additional assistance from multiple partners.

The outcome is a clear picture of the jobseeker's needs and goals and a plan for delivering timely services and referrals to appropriate services. In this ISD approach, the jobseeker receives seamless services. The same principle applies to employers who inquire about hiring or training assistance.

View Sample American Job Centers Customer Flow Scenarios:

https://ion.workforcegps.org/resources/2017/07/19/10/02/AJC_Customer_Flow_Scenarios

This booklet is a staff development document which features five illustrated stories that represent scenarios of customer experiences, and the guidance an AJC staff member might provide by coordinating staff and partners working collaboratively across programs.

INNOVATIVE DESIGN + CONTINUOUS IMPROVEMENT = POSITIVE PERFORMANCE

States and local areas are encouraged to be innovative in designing their approach to integration, ensuring their policies, programs, and services meet the needs of their diverse customers. They are also charged with looking for ways to continuously improve the system and service strategies. These are examples of a few key components of Integrated Service Delivery:



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Co-Enrollment: Enrolling customers in more than one program increases the number and diversity of resources available to support the individual on his or her career path and address any educational, employment and training, and other supportive service needs. Jobseekers are more likely to succeed when they take advantage of all the resources available to them.

Co-Location: Co-locating partners in the AJC is one important strategy in reducing costs and enhancing the customer experience. The co-location of staff from various programs can also foster integration of service delivery, allowing staff to answer questions and provide support to staff from other programs on-site. It also provides the opportunity to use limited resources efficiently and effectively.

Functionally-Aligned Staff: Service integration focuses on serving customers seamlessly by providing a full range of services consistent with the purpose, scope, and requirements of each program. Integrated service delivery requires staff at all levels and across programs to see themselves, their jobs, their organizations, and their customers as on the same team.

Integrated Business Services: An ISD model is essential to serve business customers effectively. This means staff representing different partners, who might typically approach businesses separately, will collaborate to deliver workforce solutions efficiently for employers. Businesses need only focus on articulating their talent needs and learning about how the workforce system can meet those needs.

Integrated Case Management Systems: Integrated case management systems improve and streamline customer service throughout the customer's interaction with the system. Ideally, information from customers is collected once and shared among partners as needed. At a minimum, systems should communicate to ensure seamless coordination between appropriate programs and services.

Integrated Intake: Integrated intake requires frontline staff who are cross-trained and familiar with the functions and basic eligibility requirements of each program. Equipped with this knowledge, staff can appropriately assist customers, and make referrals to partner programs as needed and as appropriate, given the authorized scope of the program.

Integrated Policies: Partners work on adopting operational policies that reflect a truly integrated system. The system integrates performance, communication, case management, and uses technology to achieve integration and expanded service offerings. The result is optimal performance outcomes for the entire system.

Staff Cross-Training: Center staff members are cross-trained to increase staff capacity, individual expertise, and efficiency. Cross-training allows staff from different programs to learn about key program goals and criteria and share their experience with the needs of specific populations. Collaboration helps staff better serve all customers. Cross-training also helps staff understand how the performance of each partner affects outcomes for the entire AJC.

INTEGRATED SERVICE DELIVERY IS ACHIEVED WHEN PARTNERS:

- ◆ **Recognize** their shared mission and objectives
- ◆ **Develop** integrated service strategies which reduce duplication of services and improve the customer experience
- ◆ **Leverage** budgets and resources through formal commitments such as Memoranda of Understanding and Infrastructure Funding Agreements
- ◆ **Align** their program design and service delivery to benefit shared customers
- ◆ **Operate** with a system viewpoint rather than thinking about programs as separate and siloed



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The founding premise of a strong AJC network is that workforce development and related educational and supportive services can be integrated and available in one place. The integrated system creates easy access for all customers and provides services that are delivered efficiently and seamlessly. WIOA recognizes the value of AJCs and provides the workforce system with important tools to enhance the quality of its centers. It is more critical than ever for workforce partners across State, regional, and local areas to share a common vision, integrate service strategies, and streamline service delivery. The results benefit both jobseeker and business customers and position the workforce system as a vital partner in the regional economy.

There are numerous benefits to Integrated Service Delivery, including:

- ◆ Expanded workforce services for individuals at all levels of skill and experience.
- ◆ Relevance to labor market conditions when all workforce development activities occur within the context of a regional economy.
- ◆ Improved performance outcomes as partners increase the opportunity for better coordination of services and better placement services.
- ◆ More benefits of participating in an Integrated American Job Center Network can be found here:
<https://ion.workforcegps.org/resources/2017/10/02/11/34/Integrated-American-Job-Center-Network>

ADDITIONAL RESOURCES RELATED TO ISD:

- ◆ TEGL 04-15. *Vision for the One-Stop Delivery System under the Workforce Innovation and Opportunity Act (WIOA)*
 - ◇ https://wdr.doleta.gov/directives/corr_doc.cfm?docn=6455
- ◆ TEGL 16-16. *One-Stop Operations Guidance for the American Job Center Network*
 - https://wdr.doleta.gov/directives/attach/TEGL/TEGL_16-16.pdf
- TEGL 17-16. *Infrastructure Funding of the One-Stop Delivery System*
 - ◇ https://wdr.doleta.gov/directives/corr_doc.cfm?DOCN=4968
- ◆ Sample MOU and Infrastructure Costs Toolkit
 - ◇ https://ion.workforcegps.org/resources/2017/03/23/13/30/Sample_MOU_Infrastructure_Costs_Toolkit
- ◆ Integrated Case Management: Understanding the Big Picture
 - ◇ https://www.workforcegps.org/resources/2015/05/26/12/15/Integrated_Case_Management_Understanding_Big_Picture
- ◆ Blending And Braiding Funds And Resources: The Intermediary As Facilitator
 - ◇ https://dei.workforcegps.org/resources/2015/05/14/02/48/Blending_And_Braiding_Funds_And_Resources
- ◆ One-Stops and American Job Centers - Other Key TA Resources
 - ◇ <https://ion.workforcegps.org/resources/2017/08/22/18/16/OneStops-and-AJCs-Other-Key-Resources>

