



STATE OF TENNESSEE
DEPARTMENT OF LABOR AND WORKFORCE DEVELOPMENT
WORKFORCE SERVICES DIVISION
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WORKFORCE SERVICES POLICY #7.0

Subject: SERVICE INTEGRATION

Topic: The purpose of this policy is to provide guidance to Tennessee's American Job Center system regarding the alignment of staff and services around workforce services functions, and to prevent the duplication of services while eliminating inefficient practices. This policy also builds upon and enhances the Tennessee Department of Labor and Workforce Development's 5-Year Integrated Strategic Plan.

Scope: Tennessee Department of Labor and Workforce Development (TDLWD), State Workforce Development Board (State Board), Workforce Services Division (WSD), One-Stop Operator (Operator) as defined in 662.220, Local Workforce Investment Boards (LWIB), Local Workforce Investment Areas (LWIA), other Workforce System Sub-Recipients (Sub-Recipients), Workforce System Partners (Partners), Comprehensive Career Center (Center); Affiliate Career Center (Affiliate Career Center); American Job Centers (Workforce System), Training and Employment Guidance Letter (TEGL).

References: Public Law 105-220 Workforce Investment Act (WIA) of 1998, as amended (29 U.S.C. 2801 et seq.); WIA Regulations, 20 CFR Part 652 et al, 29 CFR Part 95-97; Office of Management and Budget (OMB) cost principles codified in 2 CFR Part 220, Part 225 and Part 230; Tennessee Workforce Development Act of 1999, Tenn. Code Ann. Title 4, Chapter 3, Part 14, §4-3-1401 et. seq., TEGL 11-12, TEN 13-13, TEGL 36-11.

Background: LWIBs in consultation with the Chief Elected Officials are responsible for the oversight and selection of the Operator of the local Workforce System. Service integration requires WIA, Wagner-Peyser and other partners, both required and optional, to work collaboratively and seamlessly in the delivery of services available under multiple WSD programs. WSD's goals of robust implementation of business sector strategies as detailed in the state's 5-year Integrated State Plan, jobseeker universal access to core services, streamlined business services teams, linked assessments and referrals, and targeted training and placements, are to be achieved through close integration of Wagner-Peyser, WIA Adult, Dislocated Worker, and Youth, and other partners in the Centers.

Instructions:

A. **Functional Alignment.** Functional alignment is both an opportunity and a tool to effectively organize staff and facilities in a manner that streamlines customer service delivery, capitalizes on the strengths of staff and/or technology to deliver services, leverage resources, and reduce duplication. In order for the American Job Center delivery system to succeed, services must be integrated and delivered according to customer need not specifically program focus. To meet the minimum requirements for integration, each LWIA strategic plan shall fully explain and justify how the following elements are incorporated into the respective comprehensive Center.

(1) **Welcome Function.** The Center staff serving in the welcome function will strive to greet all customers and create a positive first impression. Every new job seeker must receive an evaluation of service needs and must be offered an initial assessment through the welcoming process. The service needs evaluation will assist the customer in determining the next appropriate set of services. Services associated with the welcome function may include the following: registration, orientation to services, re-employment program questions, provision of labor market information, access to resource room, initial assessment, identification of basic skill deficiencies, self-directed job referral and placement, referral to generic workshops, and referral to other community services. LWIA strategic plans must fully explain how the Welcome function will be staffed. For optimum effectiveness, the welcome function must be a shared function of Wagner Peyser, Workforce Investment Act, and other partners located in the comprehensive Center, or it may be an independent staff person paid for through the Resource Sharing Agreement. The welcome function includes the entry point, resource room, self-directed activities, and staff-assisted services without significant staff involvement. Job seekers shall be encouraged to register in the Wagner Peyser system but will not be required to at this stage of service access.

(2) **Skills/Career Development Function.** The Center staff serving in the Skills/Career Development function will do skills analysis, facilitate assessments and testing, identify support needs, provide career guidance and coaching, arrange for soft skills training, and refer job seekers to program specific occupational training. It will include staff-assisted core services with significant staff involvement in the resource rooms, case management, and pre-employment skills workshops. Job seekers will be required to be registered in the Wagner Peyser system and may or may not be enrolled in Workforce Investment Act services at this time depending on the funding source paying for the activities. LWIA strategic plans must provide detail on how this function will be carried out in a manner that respects funding source requirements for the activities and provides a seamless system for job seekers.

(3) **Business Services Function.** The Center staff involved in the Business Services function is responsible for building positive relationships with employers, identifying opportunities to address the human resource needs of

employers, and design services and products to assist employers in meeting their needs. This function is to become the bridge between business and job candidates by coordinating with all American Job Center staff to actively recruit and refer qualified job candidates based on the needs of business. Services associated with the Business Services function may include but are not limited to the following: business outreach and development; standard and customized recruitment and referral for job vacancies primarily for targeted business and industry; job candidate qualification review; provision of economic, business and workforce trends; on-the-job training contracting, and work experience; and referral to community services. Funding source-focused (RESA, Vets, etc.) job development for specific job seekers may remain with the individual partner agencies; however, the LWIA strategic plan must fully describe how it will ensure effective coordination with the Business Service Team as approved by the Strategic Planning Committee. LWIA strategic plans must provide detail on how this function will be carried out in a manner that respects funding source requirements for the activities and provides a seamless system for employer customers. Shared information and data agreements may be utilized to support access to information and information sharing between the partners as allowed by authorizing laws and regulations.

B. Functional Management.

- (1) Partner Consortium.** The Centers must utilize a Partner Consortium which, at a minimum, consists of Wagner-Peyser and Workforce Investment Act consortium partners. LWIA strategic plans shall identify at least one (1) additional partner that will participate as a fully engaged member of the consortium.
- (2) Site Leads.** Each comprehensive Center shall have a team based group of Site Leads as approved by the Partner Consortium. LWIA strategic plans must identify the Lead Wagner Peyser staff person and Lead Workforce Investment Act staff person as well as the Lead for the third consortium partner. These Leads must work together on the following duties: create staffing plans that provide adequate office coverage at all times in a manner that allows fair and equitable opportunity for time off; ensure all staff is adequately trained; ensure all staff adhere to policies and procedures; ensure all staff present a professional and positive image; ensure consistent communication procedures are followed; ensure internal policy and procedures are followed; ensure the environment is professional; design a room scheduling system for workshops and meetings; and, approve posted informational signs. The LWIA's strategic plans must also detail how each of the oversight and guidance tasks will be carried out.
- (3) Partner Staff Supervisor.** A partner staff supervisor shall be vested with the sole authority to hire, terminate, discipline, promote, assign, and transfer partner employees. The partner retains authority over all actions that may affect the current base pay, status, or tenure of classified state employees. The

partner retains the sole discretion to determine which partner employees shall occupy partner positions throughout the state. Duties include: changes to permanent work schedule, including lunches and breaks; pre-approval for vacations, sick leave and personal leave; and travel and travel expense approval. LWIA strategic plans shall provide a clear negotiated list of roles and responsibilities of Wagner Peyser staff and Workforce Investment Act staff as well as other full-time co-located partners. The TDLWD will review the proposed strategy to ensure compliance with state and federal laws, policies, and procedures. The USDOL TEGL 11-12 provides recent guidance on allowable activities for state staff.

- C. Staff Cross Training.** LWIA strategic plans must detail how the Partner Consortium shall ensure a comprehensive cross-training and development plan is established for each American Job Center and its staff. This plan shall ensure staff members are adequately trained in each of the programs provided under the Center's available funding streams for purposes of fostering program integration and eliminating functional silos. Cross-training requires the collaboration of staff and services where it is most practical and supports the needs of customers.
- D. Single Customer Flow.** Each comprehensive Center shall utilize a single customer flow model based on customer need, not program requirements. Each customer flow design should incorporate a methodology to identify customer needs immediately upon entry and provide immediate engagement and connectivity to services during the customer's first visit. The Partner Consortium shall ensure staffing is adjusted according to customer needs and traffic flow. The customer flow should maximize the number of staff available and shall ensure minimal customer wait time. A single customer flow model will create one customer pool that will be served jointly by WIA, Wagner-Peyser and other Partner staff, at core service levels. LWIA strategic plans shall include the agreed upon single customer flow.
- E. Co-enrollment.** Co-enrollment of participants across programs and funding streams encourages the coordination and leveraging of resources among partners and facilitates the interdependence that is at the core of an integrated system. Co-enrollment is a strategic necessity in the context of limited and diminishing resources. LWIA strategic plans shall address co-enrollment and the process for determining the appropriateness and seamless approach to setting co-enrollment up and maintaining necessary case management and reporting tasks.
- F. Shared Outreach and Branding.** The workforce system outreach and branding is a shared TDLWD and LWIA responsibility. The American Job Centers branding will be used to ensure recognition of the statewide seamless workforce system. Brochures, flyers, advertising media and announcements, stationery, business cards, and name tags used by the American Job Center staff will reflect the TDLWD's branding only. Signage outside and inside all affiliate and comprehensive American Job Centers will reflect the American Job Center branding. No single partner or other tenants' signage will be combined or incorporated on the American Job Center signage. Tennessee has elected to

incorporate the federal brand of American Job Center Network to its Center brand. LWIA strategic plans shall acknowledge the compliance with this requirement.

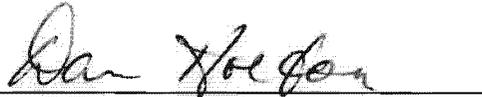
- G. Communication Protocol.** The LWIB and Partner Consortium must develop a process to ensure that all policies and directives are communicated expeditiously. To promote better coordination of the delivery of workforce services, all communication regarding workforce system policy, guidance and information will flow from the TDLWD to the LWIBs, LWIAs and Partner Consortia. The Partner Consortia must inform affiliate and comprehensive Center staff and required partners. Communications regarding partner program policy, guidance and information will be communicated from the program authority at the state level to appropriate Center staff responsible for program administration ensuring the LWIA and the Partner Consortium are simultaneously copied.
- H. Common Management Information System.** The American Job Centers will transition into utilizing a common management information system, the Jobs4TN system and GeoSol/eCMATS or other developed systems as directed by the TDLWD. Jobs4TN and GeoSol/eCMATS, or other developed systems as directed by TDLWD are implemented, will be used for all data collection and reporting for all required partners located in comprehensive or affiliate American Job Centers. To assure seamless and non-duplicative service to both employers and job seekers, all staff providing employer or job matching services must functionally coordinate their efforts. All job postings from any partner agency must be entered into the Jobs4TN system. Shared information and data agreements will be utilized to support access to information and information sharing between the partners as allowed by authorizing laws and regulations.
- I. Implementing Service Integration and Functional Management:** Each LWIA will develop and implement an integrated services and functional management plan that will be included in the LWIA strategic plan. The plan will be developed with significant partner participation, especially regarding state preferred staff. The plan will be imbedded in all related LWIA documents including but not limited to; Memoranda of Understanding, Consortium Agreements and contracts with service providers. Partner Consortia will ensure the integration plan adequately addresses the requirements established by the state. Each LWIA strategic plan shall include the following elements:
- a) Description of the functional management structure and organization chart that includes state staff with supervisory responsibility for Center staff;
 - b) List of American Job Centers (comprehensive and affiliate) and explanation on how the service integration will occur in each Center;
 - c) Description of functional areas;
 - d) Description of customer flow for job seekers and business;
 - e) Description of service delivery methods;
 - f) Description of tools and technology that will be used to expand service delivery to increase efficiency and expand the customer pool;
 - g) List of skill assessment tools to be used;

- h) Description of the measures of success, common measures, and other metrics defined by the LWIB and the State Workforce Board and outlined in the LWIA's balanced scorecard/performance management dashboard;
- i) Explanation of anticipated increase/improvement in the quality of the service and description of how it will be measured;
- j) Description of training plan to build the capacity of staff and partner training;
- k) Description of communication plan (intra office, inter office, local area to state); and
- l) Appropriate signatures of approval by all the three agencies participating in the Partner Consortium.

Contact: For questions regarding this policy, please contact Susie Bourque, Director of Policy and Special Projects, at 615-741-1031 or Susie.Bourque@tn.gov .

Effective Date: July 1, 2014

Duration: Indefinite.



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