

Effective Grants Management 101

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I. Design and Governance

Federal level: ETA is interested in how the state-level grantee and local sub-grantees develop and promote programs and services to:

- Prepare job seekers to take advantage of job opportunities in high-growth and high-demand occupations, and
- Provide services to employers and job seeker within an integrated service delivery system.

State Strategic Workforce Plan and the most recent State Annual Plan; the State's projected use of the 15% set-aside funds; local strategic workforce plans; state and local policies and procedures and state and local directives.

I. Design and Governance

Evidence that the local public workforce system is both perceived and functions as a system inclusive of:

- Workforce development partner agencies and not just ETA-funded programs;
- A business and job-seeker customer focus;
- Customer choice;
- Integrated and seamless delivery of programs and services;
- Strategic goals and performance outcomes that are clearly understood at all levels;
- Real-time information available for use by local workforce investment boards, job seekers and others to make decisions.

Common directives, policies and procedures to promote the above-listed priorities. Our expectation is that the State looks to the locals to see how this is playing out.

I. Design and Governance

How does CA share and educate the local workforce areas on these policies and procedures?

How does your CA assess the effectiveness of the strategies/policies/procedures it has developed and the locals have implemented?

Questions :

How have you patterned your own local workforce plan and policies after the State's?

What is your process for staying current with trends affecting major industry and business customers?

II. Program and Grant Management Systems

Federal level: Policies, procedures and controls in place for:

- Personnel
- Equipment purchasing, inventory and disposal
- Audit and audit resolution
- Reporting systems
- Monitoring if subs
- Grievance and complaint resolution

II. Program and Grant Management Systems

What is CA's process for developing and issuing policies? What determines that a policy is needed?

Questions:

Do most of you follow the State's policies and procedures or have you developed additional policies that are patterned after the State's?

How often do you monitor your contractors?
How do you resolve issues you find during your monitoring?

III. Financial Management Systems

- **Federal level:** Concerned with financial reporting system including:
 - Accruals how they are tracked and reported
 - Cash mgmt and drawdown policies
 - Program income policies and procedures
 - Cost allocation methodologies: Admin vs. Program

This is being covered in more detail in the various financial workshops being offered

III. Financial Management Systems

How do you ensure that your local areas are following appropriate cost guidelines?

How does CA ensure that they are reporting accruals appropriately and in a timely manner?

How/how often does CA adjust allocated amounts for transfers between: statewide rapid response and local dislocated worker activities? Statewide activities and local funding streams?

Questions :

What is your policy/method for recovering any ITA funds if a participant drops out of training? How do you reallocate this money so that it is spent timely?

IV. Service/Product Delivery

Federal level: ETA is interested in how the state-level grantee and local sub-grantees have established policies and procedures for a workforce system that ties service design strategies to results achieved.

To do this we look at:

- State and local Strategic Workforce Plans and the most recent State Annual Plan; the State's projected use of the 15% set-aside funds; Services being provided to business and industry and to adults and dislocated workers
- services to youth are comprehensive and designed to accomplish the national priorities for youth programs.
- This year we will also be looking to see how the states/locals have implemented their approved waiver provisions.

IV. Service/Product Delivery

How does the State ensure that local MOUs contain all of the provisions required in law and regulation? 121(c)(2). How often are these reviewed?

How do you ensure that your defined service priorities, including priority services for veterans, are being implemented locally?

How do you measure the overall performance of your local one-stop delivery system? How are your measurement results used to improve one-stop delivery system?

Questions :

Are training funds considered limited? If so, how do you ensure priority of service to veterans, public assistance recipients and other low-income individuals?

How does the local area define and measure individual progress toward meeting employment goals and what has the local area concluded from the results of these measures?

V. Performance Management and Accountability

- ETA reviews:
 - Policies/Procedures/Guidance for Data collection and reporting
 - Data Management Strategies
 - Compliance to Grant

V. Performance Management and Accountability

- State and Local staff:
 - How is the quality of the data assessed?
 - How is the data shared, and used, at the State and Local Area levels?
 - Design, or re-design, program services and activities?
 - Continuous Improvement?
 - Are there processes in place for disseminating policies/procedures, and instruction/training from State to Local Area?

Questions?

