

**PLANNING EXPECTATIONS FOR
INTEGRATION AND SERVICE DELIVERY STRATEGIES
FOR ADULTS**

TOOL

APPROACHES TO INTEGRATION

1. Stop operating programmatically
2. Collaborative Partnerships build integrated service delivery
3. Eliminate duplication; gain efficiencies
4. Training through the Lens of Demand-Driven
5. Every consumer must have access to fullest service array possible
6. Integrated Business Services
7. Services to all populations

1. Stop operating programmatically

Ideal plan would include the following discussions, strategies and examples:

- State policies and incentives encourage integration.
- Examples of system-wide guidance and communication from state.
- Policies & strategies for organizing staff by function.
- Strategies to use intra-program teams to monitor functions across programs.
- Policies & strategies to move the system towards “Any program = doorway to all.”
- Shared Real-Estate and Co-Location.
- Fungible Staff and Resources (where possible).
- Co-enrollment policies & strategies.
- Policies & strategies for holding all partners accountable for program outcomes (e.g. implementation of common measures).
- Strategies to take advantage of flexibility provisions in WIA, incl. waivers and Workflex.

2. Collaborative partnerships build integrated service delivery

Ideal plan would include the following discussions, strategies and examples:

- Policies & strategies to cast the net wider to include other State & Federal agencies, business and industry, economic development, education and FBO/CBOs (e.g. formalize partnerships through MOUs)
- Customer-centric strategies.
- Description of pooled resources.
- Examples of consolidated functions.
- Strategies for future consolidation.
- Strategies for making rapid intra-program decisions.
- Policies & strategies for sharing accountability for outcomes.
- Strategies to take advantage of flexibility provisions in WIA, incl. waivers and Workflex.

3. Eliminate duplication; gain efficiencies

Ideal plan would include the following discussions, strategies and examples:

- State analyses of all functions and processes to identify and eliminate duplication.
- Policies for holding locals accountable for the same.
- Strategies to consolidate under current law to reduce redundancies in services, staffing, staff development, location, equipment, information systems, technology, supplies forms, technical assistance, etc.
- Strategies to identify savings and to channel into realizing training strategies and goals
- Strategies to take advantage of flexibility provisions in WIA, incl. waivers and Workflex.

4. Training through the lens of demand-driven

Ideal plan would include the following discussions, strategies and examples:

- Strategies to involve business and industry in training design & delivery to meet business needs. Discussion should address:
 - strategies to clearly target high-growth jobs;
 - strategies to increase use of Governor’s discretionary funds to develop innovative training approaches;
 - strategies to build on BRG High-Growth and Community-Based Job Training Grants.
- Policies & strategies to increase amounts of non-WIA dollars for training through leveraging resources from federal, state, private sector, foundations, other.
- Strategies to “seize” opportunities (within the law) to eliminate barriers to training.
- Strategies for strengthening existing delivery strategies and tools. Discussion should address:
 - strategies to increase use of OJT, customized training and apprenticeships;
 - strategies to retool Eligible Training Provider List to assure relevant training choices;
 - strategies to increase entrepreneurial training/business start-ups.

5. Every consumer must have access to fullest service array possible

Ideal plan would include the following discussions, strategies and examples:

- Strategies to meet the expectation of doubling the number of individuals trained.
- Strategies to leverage resources from other than WIA Title I. Discussion should include:
 - strategies to involve more One-Stop partners;
 - policies & strategies for co-enrolling customers in TAA, TANF and other programs;
 - strategies to share resources with the education community;
 - strategies to tap more employer-subsidized offerings;
 - strategies to partner with State & local economic development entities.

6. Integrated Business Services

Ideal plan would include the following discussions, strategies and examples:

- Policies and strategies to link with economic development agencies & orgs to understand current and future workforce needs.
- Strategies to align State and local economic development policy.
- Workforce strategies that support economic development goals.
- Strategies to align goals of Boards and One-Stops.
- Education and training strategies that sustain a skilled workforce and are based on business needs and high-growth jobs.
- Policies and strategies to link with economic development agencies & orgs to understand current and future workforce needs.
- Strategies to align State and local economic development policy.
- Workforce strategies that support economic development goals.
- Strategies to align goals of Board and One-Stops.
- Education and training strategies that sustain a skilled workforce and are based on business needs and high-growth jobs.
- Strategies to strengthen Rapid Response, so that it is a key entry point to the system for some employers and dislocated workers.
- Strategies for making workforce information user-friendly and widely available to all.
- Strategies for drawing on the expertise of all partners to provide customized strategies and non-duplicative services.
- Strategies to leverage resources to expand scope of offerings.
- Strategies to take advantage of flexibility provisions in WIA, incl. waivers and Workflex.

7. Services to all populations

Include the following discussions, strategies and examples in your plan:

- Policies & strategies to ensure that services are accessible, seamless and appropriate.
 - Highlight innovation in building a “specialized toolkit” (e.g. navigators, multilingual arrangements, customer-centric services, resource mapping, etc) to meet customer needs.
- Policies & strategies to involve partners (FBOs & CBOs, etc.) with the expertise necessary to meet customer needs.
- Strategies for equipping workers with competencies required in high-growth industries, so that they are identified as part of the critical pipeline of workers.
- Policies & strategies for co-enrollment of Trade Affected Workers.
- Strategies to take advantage of flexibility provisions in WIA, incl. waivers and Workflex.

<p align="center">QUESTIONS FROM GUIDANCE WHERE YOU SHOULD ADDRESS KEY APPROACHES (others may apply)</p>	<p align="center">RELEVANT KEY APPROACH (others may apply)</p>
<p>Page 21 <i>Plan Development Process</i> Question 1: “Include (a) a discussion of the involvement of the Governor and the State Board in the development of the plan, and (b) a description of the manner in which the State Board collaborated with economic development, education, the business community and other interested parties in the development of the state plan. (§112(b) (1).)”</p>	<p align="center">1, 2</p>
<p>Page 28 Section I Part B: “Given that a skilled workforce is a key to the economic success of every business, what is the Governor’s vision for maximizing and leveraging the broad array of Federal and State resources available for workforce investment flowing through the State’s cabinet agencies and/or education agencies in order to ensure a skilled workforce for the State’s business and industry? (§112(a) and (b)(4)(A-C)).”</p>	<p align="center">5, 6</p>
<p>Page 28 Section I Part C: “Given the continuously changing skill needs that business and industry have as a result of innovation and new technology, what is the Governor’s vision for ensuring a continuum of education and training opportunities that support a skilled workforce? (§112(a) and (b)(4)(A-C)).”</p>	<p align="center">4, 5, 6,</p>
<p>Page 28 <i>State Plan Content</i> Section I Part D: “What is the Governor’s vision for bringing together the key players in workforce development including business and industry, economic development, education, and the public workforce system to continuously identify the workforce challenges facing the State and to develop innovative strategies and solutions that effectively leverage resources to address those challenges? (§112(b) (10).)”</p>	<p align="center">1, 2</p>
<p>Page 29 Section III Part A Question 2: “In a narrative describe how the agencies involved in the public workforce investment system interrelate on workforce and economic development issues and the respective lines of authority.”</p>	<p align="center">1</p>
<p>Page 31 Section III Part C Question 1: “Describe the steps the State will take to improve operational collaboration of the workforce investment activities and other related activities and programs outlined in section 112(b)(8)(A), at both the State and local level (e.g., joint activities, memoranda of understanding, planned mergers, coordinated policies, etc.). How will the State board and agencies eliminate any existing State-level barriers to coordination? (§§111(d) (2) and 112(b) (8) (A).)”</p>	<p align="center">1</p>
<p>Page 33 Section V Part A: “Identify how the State will use the WIA Title I funds to leverage other Federal, State, local and private resources in order to maximize the effectiveness of such resources and to expand the participation of business, employees, and individuals in the Statewide workforce investment system? (§112(b)(10).)”</p>	<p align="center">2, 5</p>
<p>Page 34 Section V Part D: “What strategies are in place to promote and develop ongoing and sustained strategic partnerships that include business and industry, economic development, the public workforce system, and education partners (K-12, community colleges, and others) for the purpose of continuously identifying workforce challenges and developing solutions to targeted industries’ workforce challenges? (§112(b)(8).)”</p>	<p align="center">2</p>

QUESTIONS FROM GUIDANCE WHERE YOU SHOULD ADDRESS KEY APPROACHES (others may apply)	RELEVANT KEY APPROACH (others may apply)
Page 35 Section V Part E: “What State strategies are in place to ensure that sufficient system resources are being spent to support training of individuals in high growth/high demand industries? (§112(b)(17)(A)(i) and 112(b)(4)(A).)”	4, 5, 6, 7
Page 35 Section V Part F: “What workforce strategies does the State have to support the creation, sustainability, and growth of small businesses and support for the workforce needs of small business as part of the State’s economic strategy? (§112(b)(4)(A) and (b)(17)(A)(i).)”	6
Page 35 Section V Part G: “How are funds reserved for Statewide activities used to incent the entities that make up the State’s workforce system at the State and local levels to achieve the Governor’s vision and address the national strategic direction identified in Part 1 of this guidance?”	2, 6
Page 36 Section V Part J: Describe how the State will take advantage of the flexibility provisions in WIA for waivers and the option to obtain approval as a workflex State pursuant to § 189(i) and §192.	1, 2, 3, 4, 5, 6, 7
Page 36 Section VI Part B: “What State policies are in place that promote efficient use of administrative resources such as requiring more co-location and fewer affiliate sites in local One-Stop systems to eliminate duplicative facility and operational costs or to require a single administrative structure at the local level to support local boards and to be the fiscal agent for WIA funds to avoid duplicative administrative costs that could otherwise be used for service delivery and training? (§§111(d)(2) and 112(b)(8)(A).)”	3
Page 36 Section VI Part C: “What State policies are in place to promote universal access and consistency of service Statewide? (§112(b)(2).)”	7
Page 37 Section VI Part D “What policies support a demand-driven approach, as described in Part I. “Demand-driven Workforce Investment System”, to workforce development – such as training on the economy and labor market data for local Board and One-Stop Career Center staff? (§§ 112(b)(4) and 112(b)(17)(A)(iv).)”	6
Page 37 Section VI Part E: “What policies are in place to ensure that the resources available through the Federal and/or State apprenticeship programs and the Job Corps are fully integrated with the State’s One-Stop delivery system? (§112(b)(17)(A)(iv).)”	4
Page 37 Section VII: “Describe the actions the State has taken to ensure an integrated One-Stop service delivery system Statewide. (§§112(b)(14) and 121).)”	1
Page 37 Section VII Part B: “What policies or guidance has the State issued to support maximum integration of service delivery through the One-Stop delivery system for both business customers and individual customers? (§112(b)(14).)”	1, 6
Page 38 Section VII Part C: “What actions has the State taken to promote identifying One-Stop infrastructure costs and developing models or strategies for local use that support integration? (§112(b)(14).)”	3

QUESTIONS FROM GUIDANCE WHERE YOU SHOULD ADDRESS KEY APPROACHES (others may apply)	RELEVANT KEY APPROACH (others may apply)
Page 38 Section VII Part D: “How does the State use the funds reserved for Statewide activities pursuant to §§129(b)(2)(B) and 134(a)(2)(B)(v) to assist in the establishment and operation of One-Stop delivery systems? (§112(b)(14).)”	3
Page 38 Section VII Part E: “How does the State ensure the full spectrum of assets in the One-Stop delivery system support human capital solutions for businesses and individual customers broadly? (§112(b)(14).)”	6
Page 41 Section VIII Part G Question 3: “How will the State maintain the State’s eligible training provider list?”	4
Page 42 Section VIII Part H Question 1: “Describe how the services provided by each of the required and optional One-Stop partners will be coordinated and made available through the One-Stop system. Include how the State will consolidate Wagner-Peyser Act funds to avoid duplication of core services. (§112)(b)(8)(A).)”	1, 2, 3
Page 43 Section VIII Part K Question 7: “Policies related to displaced homemakers, nontraditional training for low-income individuals, older workers, low-income individuals, disabled individuals and others with multiple barriers to employment and training.”	7
Page 44 Section IX Part A Question 1: “How will the services provided by each of the required and optional One-Stop partners be coordinated and made available through the One-Stop system? (§112)(b)(8)(A).)”	1, 2
Page 44 Section IX Part A Question 4: “What tools and products has the State developed to support service delivery in all One-Stop Centers Statewide?”	1
Page 44 Section IX Part A Question 5: “What models/templates/approaches does the State recommend and/or mandate for service delivery in the One-Stop Centers? For example, do all One-Stop Centers have a uniform method of organizing their service delivery to business customers? Is there a common individual assessment process utilized in every One-Stop Center? Are all One-Stop Centers required to have a resource center that is open to anyone?”	7
Page 45 Section IX Part B Question 2. “Describe the approach the State will use to disseminate accurate and timely workforce information to businesses, job seekers. And employment counselors, in easy to use formats that are readily accessible within One-Stop Career Centers and at remote locations such as libraries, schools, worksites and at home.”	6
Page 46 Section IX Part C Question 1b: “Describe how the state will ensure the three-tiered service delivery strategy for labor exchange services for job seekers and employers authorized by the Wagner-Peyser Act includes: (1) self-service; (2) facilitated self-help service, and (3) staff-assisted service, and is accessible and available to all customers at the local level.”	7
Page 46 Section IX Part C Question 1c: “Describe how the state will integrate resources provided under the Wagner-Peyser Act and WIA Title I for adults and dislocated workers as well as resources provided by required One-Stop partner programs to deliver core services.”	1, 2, 5
Page 46 Section IX Part C Question 3: “Training Services (§112)(b)(17)(A)(i).)”	4

QUESTIONS FROM GUIDANCE WHERE YOU SHOULD ADDRESS KEY APPROACHES (others may apply)	RELEVANT KEY APPROACH (others may apply)
Page 46 Section IX Part C Question 2: “Intensive Services (§112(b)(17)(A)(i).) Describe State strategies and policies to ensure adults and dislocated workers who meet the criteria in §134(d)(3)(A) receive intensive services as defined.”	7
Page 47 Section IX Part C Question 3a: “Describe the Governor’s vision for increasing training access and opportunities for individuals including the investment of WIA Title I funds and the leveraging of other funds and resources.”	3, 4, 5
Page 47 Section IX Part C Question 3b: All questions related to Individual Training Accounts.	4
Page 47 Section IX Part C Question 3.b.ii: “Describe innovative training strategies used by the State to fill skills gaps. Include in the discussion the State’s effort to broaden the scope and reach of ITAs through partnerships with business, education, economic development, and industry associations and how business and industry involvement is used to drive this strategy.”	2, 6
Page 47 Section IX Part C Question 3.b.v: “Describe the State’s current or planned use of WIA Title I funds for the provision of training through apprenticeship.”	4
Page 47-48 Section IX Part C Question 3c: All questions related to Eligible Training Provider Lists.	4
Page 48 Section IX Part C Question 3d: Section d: All questions related to On-the-Job and Customized Training.	4
Page 49 Section IX Part C Question 4a: “Describe the State’s strategies to ensure that the full range of employment and training programs and services delivered through the State’s One-Stop delivery system are accessible to and will meet the needs of dislocated workers, displaced homemakers, low-income individuals such as migrants and seasonal farmworkers, women, minorities, individuals training for non-traditional employment, veterans, public assistance recipients and individuals with multiple barriers to employment (including older individuals, people with limited English-speaking proficiency, and people with disabilities.)”	7
Page 49 Section IX Part C Question 4b: “Describe the reemployment services you will provide to unemployment insurance claimants and the Worker Profiling services provided to claimants identified as most likely to exhaust their unemployment insurance benefits in accordance with section 3(c)(3) of the Wagner-Peyser Act.”	7
Page 49 Section IX Part C Question 4d: “Describe the State’s strategy for integrating and aligning services to dislocated workers provided through the WIA rapid response, WIA dislocated worker, and Trade Adjustment Assistance (TAA) programs. Does the State have a policy supporting co-enrollment for WIA and TAA?”	3, 6, 7
Page 49 Section IX Part C Question 4e: “How is the State’s workforce investment system working collaboratively with business and industry and the education community to develop strategies to overcome barriers to skill achievement and employment experienced by special populations and to ensure they are being identified as a critical pipeline of workers?”	2, 7
Page 50 Section IX Part C Question 4f: “Describe will the State ensure that the full array of One-Stop services are available to individuals with disabilities and that the services are fully accessible?”	7

QUESTIONS FROM GUIDANCE WHERE YOU SHOULD ADDRESS KEY APPROACHES (others may apply)	RELEVANT KEY APPROACH (others may apply)
Page 50 Section IX Part C Question 4g: “Describe the role LVER/DVOP staff have in the One-Stop Delivery System? How will the State ensure adherence to the legislative requirements for veterans’ staff? How will services under this Plan take into consideration the agreement reached between the Secretary and the State regarding veterans’ employment programs? (§§112(b)(7), 112(b)(17)(B); 322, 38 U.S.C. Chapter 41; and 20 CFR §1001.120).”	7
Page 50 Section IX Part C Question 4h: “Department of Labor regulations at 29 CFR 37, require all recipients of Federal financial assistance from DOL to provide meaningful access to limited English proficient (LEP) persons. Federal financial assistance includes grants, training, equipment usage, donations of surplus property, and other assistance. Sub-recipients are also covered when Federal DOL funds are passed through from one recipient to a sub-recipient. Describe how the State will ensure access to services through the State’s One-Stop delivery system by persons with limited English proficiency and how the State will meet the requirements of ETA Training and Employment Guidance Letter (TEGL) 26-02, (May 29, 2003) which provides guidance on methods of complying with the Federal rule.”	7
Page 50-51 Section IX Part C Question 4i: “Describe the State’s strategies to enhance and integrate service delivery through the One-Stop delivery system for migrant and seasonal farm workers and agricultural employers. How will the State ensure that migrant and seasonal farm workers have equal access to employment opportunities through the State’s One-Stop delivery system?”	7
Page 51 Section IX Part C Question 5a: “What procedures and criteria are in place under 20 CFR 663.600 for the Governor and appropriate local boards to direct One-Stop operators to give priority of service to public assistance recipients and other low-income individuals for intensive and training services if funds allocated to a local area for adult employment and training activities are determined to be limited? (§§112(b)(17)(A)(iv) and 134(d)(4)(E).)”	7
Page 51 Section IX Part C Question 5b: “What policies and strategies does the State have in place to ensure that, pursuant to the Jobs for Veterans Act (P.L.107-288)(38 USC 4215), that priority of service is provided to veterans (and certain spouses) who otherwise meet the eligibility requirements for all employment and training programs funded by the U.S. Department of Labor, in accordance with the provisions of TEGL 5-03 (9/16/03)?”	7
Page 51 – 53 Section IX Part D Questions 1-7: All questions related to Rapid Response.	6, 7
Page 53-54 Section IX Part E Questions 1-3: Beginning with Page 53, Part E, all questions related to Youth.	7
Page 54 Section IX Part F: “(§§112(a) and 112 (b)(2).) Provide a description of the state’s strategies to improve the services to employers.”	6
Page 55 Section IX Part F Question 2: [“Provide a description of the State’s strategies to] integrate business services, including Wagner-Peyser Act services, to employers through the One-Stop system.”	1, 6
Page 55 Section IX Part F Question 3: “Streamline administration of Federal tax credit programs within the One-Stop system to maximize employer participation (20 CFR part 652.3(b), §112(b)(17)(A)(i).)”	6, 7

QUESTIONS FROM GUIDANCE WHERE YOU SHOULD ADDRESS KEY APPROACHES (others may apply)	RELEVANT KEY APPROACH (others may apply)
Page 55 Section IX Part G Question 1: “Describe innovative service delivery strategies the State has or is planning to undertake to maximize resources, increase service levels, improve service quality, achieve better integration or meet other key State goals. Include in the description the initiative’s general design, anticipated outcomes, partners involved and funds leveraged (e.g., Title I formula, Statewide reserve, employer contributions, education funds, non-WIA State funds).”	1, 3, 5, 6
Page 55 Section IX Part G Question 2: “If your State is participating in the ETA Personal Re-employment Account (PRA) demonstration, describe your vision for integrating PRAs as a service delivery alternative as part of the State’s overall strategy for workforce investment.”	1, 4, 5, 6
Page 55-56 Section IX Part H: All questions related to Faith-Based and Community Organizations.	2
Page 57 Section X Question B: “Describe the State’s plan for use of the funds reserved for Statewide activities under WIA §128 (a)(1).”	1, 5
Page 57 Section X Part C: “Describe how any waivers or workflex authority (both existing and planned) will assist the State in developing its workforce investment system. (§189(i)(1), 189 (i)(4)(A), and 192.)”	1, 2, 3, 4, 5, 6, 7
Page 58 Section X Part D Question 2: “Describe any targeted applicant groups under WIA Title I, the Wagner-Peyser Act or Title 38 Chapters 41 and 42 (Veterans Employment and Training Programs) that the State tracks. (§§111(d)(2), 112(b)(3) and 136(b)(2)(C).)”	7
Page 58 Section X Part D Question 4: “Describe the State’s common data system and reporting processes in place to track progress. Describe what data will be collected from the various One-Stop partners (beyond that required by DOL), use of quarterly wage records (including how your State will access wage records), and how the Statewide system will have access to the information needed to continuously improve. (§112(b)(8)(B).)”	3
Page 58 Section X Part D Question 5: “Describe any actions the Governor and State Board will take to ensure collaboration with key partners and continuous improvement of the Statewide workforce investment system. (§§111(d)(2) and 112(b)(1).)”	2, 5