WIOA Service Integration
The Integration Continuum

Workforce Innovation Technical Assistance Center
(WINTAC)
May 2018
What is Service Integration?

Service integration involves:

• A combination of strategies to align and simplify access to client services and supports with the goal of providing the best experience possible.

• Implementation of a distinctive mix of partner agencies, strategies and processes based on the resources available, the needs of the clients served and WIOA requirements.

• Inclusion of new practices initiated by WIOA into the Workforce and the Core Partners’ service systems, impacting the following:
  o Service delivery policies and procedures
  o Management information systems
  o Performance management systems
Benefits of Integrated Service Delivery

- **Economize** scarce resources
- **Enhance** job seeker/claimant/customer outcomes
- **Promote** more effective services to employers
- **Boost** data availability
- **Improve** performance accountability
California WIOA State Plan

Policy Objectives

• **Fostering demand-driven skills attainment.** Workforce and education programs need to align program content with the state's industry sector needs to provide California’s employers and businesses with the skilled workforce necessary to compete in the global economy.

• **Enabling upward mobility for all Californians**, including populations with barriers to employment. Workforce and education programs need to be accessible for all Californians and ensure that everyone has access to a marketable set of skills, and is able to access the level of education necessary to get a good job that ensures both long-term economic self-sufficiency and economic security.

• **Aligning, coordinating and integrating programs and services to economize limited resources** to achieve scale and impact, while also providing the right services to clients, based on each client’s particular and potentially unique needs, including any needs for skills development.
California WIOA State Plan

Customer-Centered Services

The State Board recognizes that services provided will vary on the basis of customer need. For some, these services will involve enrollment in remedial basic skills programming prior to, or concurrently with, enrollment in career technical education or job training. For other individuals, participation in job readiness training may be necessary prior to labor market entry.

It is important to recognize that individuals with significant barriers to employment may need multiple interventions and access to a menu of services provided over an extended period of time before they will be able to find and enter a good job.

CA WIOA State Plan Executive Summary pg. 62-63
Selected California State Plan Policies

- **Career Pathways:** Enabling of progressive skills development through education and training programs, using multiple entry and exit points, so that each level of skills development corresponds with labor market gains for those being trained or educated. These pathways should be flexibly designed and include, where necessary, remedial programming and English as a Second Language training to allow those with basic skills deficiencies the ability to participate.

- **Regional partnerships:** Building partnerships between industry leaders, including organized labor, workforce professionals, education and training providers, and economic development leaders to develop workforce and education policies that support regional economic growth. The success of these efforts will depend on the depth of industry engagement.

- **Supportive Services:** Providing ancillary services like childcare, transportation and counseling to facilitate program completion by those enrolled in training and education courses.

- **Integrated Service Delivery:** Braiding resources and coordinating services at the local level to meet client needs.
Selected California State Plan Policies

This State Plan provides the policy framework and direction for day-to-day operations of WIOA-funded programs while also laying out a vision for collaboration with non-WIOA programs that provide relevant programs and services. Across California, regional partnerships have developed to address the state’s workforce challenges.

CA WIOA State Plan Executive Summary pg. 65
State Plan, state agency and departmental partners

- Labor and Workforce Development Agency (LWDA)
- California Workforce Development Board (CWDB)
- California Community Colleges’ Chancellor’s Office (CCCCO)
- California Department of Education (CDE)
- California Board of Education
State Plan, state agency and departmental partners

- Employment Development Department (EDD)
- Employment Training Panel (ETP)
- Department of Rehabilitation (DOR)
- California Department of Social Services (CDSS)
- Health and Human Services Agency (HHS)
- Governor’s Office of Business and Economic Development (GO-Biz)

CA WIOA State Plan Executive Summary pg. 65
The Concept of Continuum

- Not every system or process can change at the same time.
- Core partners will be at different stages of the continuum at different times.
- It is important to recognize the stages of the interaction between the core partners so you can determine where you are at present, and develop plans to move to the next stage.
- Some plan elements will be easier to implement than others.
- Core partners may not be able to move at the same pace.
How does self-assessment help us?

• Provides an environmental scan
• Identifies which partnerships might be strategically strengthened
• Meets agency operational objectives
• Meets customer objectives
• Establishes a basis for evaluating agency progress
Are We Collaborating? Levels of Collaboration

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

**Communication**
Agencies talk to each other, share some information.

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

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

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

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

• Each agency and program has its own separate career service options.

• Agencies and programs do not regularly inform partners of those services.

• Each separate agency and program promotes services separately to community.
Communication

• Core agencies talk to each other, but they have no planned or required contact.

• Contact is intermittent. Some information is shared, but no formal information or data sharing plan exists.
Coordination

- Core partners work together at all levels (from management to direct service) to align services, but there is no formal structure to their interaction.
- It is done on a case-by-case basis.
Collaboration

- Core agencies agree to work together for mutual benefit.
- The relationship is based on consistent communication and coordination.
- Partners agree they can best achieve goals by working together and using the strengths and expertise of each partner to accomplish common goals.
Integration

Core agencies agree to work together to achieve common goals and create an organizational structure to share information, data and resources to accomplish mutually agreed upon outcomes as an integrated system.
## Outreach and Intake

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<td>Each agency promotes services separately to community.</td>
<td>Share written material between staff. Share contact information of a representative from each agency.</td>
<td>Develop joint brochure/flyer that identifies all partner agencies in the AJC and the services they provide. Agency orientations and intake processes are separate but coordinated to maximize customer flow of service. This may include the timing, sequence of orientations and triage processes of customers being referred to other agency orientation and/or intake processes.</td>
<td>Partners establish a central contact point at the AJC that can connect customers to each of the separate partner agencies. Together, the AJC agencies promote and host resource fairs in the community and participate in rapid response events for plant closings, and provide information regarding how to access each of the separate partner agencies.</td>
<td>Partners establish marketing materials and resource fairs. AJC services identified as functional as opposed to by agency. Efforts to connect to community are planned strategically by teams representing the expertise of all partner service programs.</td>
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<td>Each agency has its own separate assessment process; does not regularly inform partners of assessment options.</td>
<td>Inform partners of available assessments.</td>
<td>Other partner staff may send their customers to VR for additional assessments and related services.</td>
<td>Staff may meet cross-agency with the customer to go over assessment results with individuals who are co-enrolled in other services as with AJC, Special Education, etc.</td>
<td>Agencies participate in assessment strategies, tools and processes with co-enrolled consumers as a cross-agency assessment team for that consumer.</td>
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<td>Each agency has its own separate career service options; does not regularly inform partners of those services.</td>
<td>Inform partners of available career services (resume workshops, etc.).</td>
<td>Some individuals in VR receive AJC career services.</td>
<td>Staff may meet cross-agency with customer to develop their specific employment plans, including the utilization of career services within those plans for those individuals who are co-enrolled.</td>
<td>A common cross-agency employment plan is developed and shared for those individuals who are co-enrolled between agencies.</td>
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## Case Management

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<td>Each agency operates its own separate case management system with no regular communication with other partners.</td>
<td>Seek updates on status with other programs.</td>
<td>Some staff share information about specific customers.</td>
<td>Staff may meet cross-agency with customer to provide joint case management services for those individuals who are co-enrolled.</td>
<td>Staff develop and utilize cross-agency case management practice as a normal practice for all those consumers who are co-enrolled.</td>
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## Follow-Along Services

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<td>Each agency operates its own separate follow-along services with no regular communication to other partners.</td>
<td>Seek updates on status with other programs.</td>
<td>Some staff share follow-along information about specific customers.</td>
<td>Staff may meet cross-agency with customers to provide joint follow-along services for those individuals who are co-enrolled.</td>
<td>Staff develop and utilize cross-agency follow-along practice as a normal practice for all those consumers who are co-enrolled.</td>
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## Business Services

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<td>Each placement specialist in each agency makes his/her own business connections; no sharing of business information between agencies beyond the information generated and entered into the Job Center’s search engine by the Wagner Peyser business representatives.</td>
<td>Placement Specialists meet once a month for coffee and discuss business development strategies; partners share information on their programs, job fairs and similar events.</td>
<td>Placement Specialists and Business Associates meet every Thursday at 3:30 P.M. and share the skill needs of their business contacts for the purpose of meeting the business needs and sharing placement opportunities. Vocational Rehabilitation and Title I Adult Services coordinate outreach to Veterans.</td>
<td>Business Service Specialists meet regularly and plan business events together, such as Job Fairs. They host a business event once a quarter to gain information on the needs of specific business sectors, and to provide information or training on topics identified as areas of interest by those business sectors. Partner agencies still approach businesses separately, but share information with each other to meet business needs.</td>
<td>Cross-Agency Business Services Team is created and sets the strategy for business engagement.</td>
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Meeting Agenda

Introductions

**WIOA Vision:** State, Regional and/or Local Objectives

**Integration Continuum and Major Processes Examples**

**Integration Continuum Assessment** (Small Groups)

**Priority Areas Discussion** (Small Groups)
- Each group identifies 2-3 areas they would like to work on locally this year.
- Each group identifies priority area activities for the coming year.

**Priority Areas Report Out** (Large Group)
- Share their priority areas and proposed activities.
- Consider regional goals.

**Implementation Considerations** (Small Groups)
- Consider issues around capacity to accomplish your activities.
- Identify areas where you will need assistance, and consider who might provide it.

**Debrief and Next Steps**
### Action Plans

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<th>Activities and Tactics: How will we do it?</th>
<th>Key Players: Who should be involved?</th>
<th>Expected Outcomes: What is the result?</th>
<th>Timeline: When will we do it?</th>
<th>Questions and Assistance Needed</th>
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<td>Increase coordination and accessibility of Career Services with the intent to expand topic areas and attendance.</td>
<td>All partners. To include possible partners not currently a part of the core group</td>
<td>Increased offering of workshops and increased attendance across partners.</td>
<td>3 months</td>
<td>Need assistance and input from all partners at the front line and leadership for design. Possible assistance from WINTAC</td>
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<td>Greater cross-agency partnership and involvement with TANF as a mandated activity for customers to attend workshops.</td>
<td>Leslie, Karen, Adam</td>
<td>Increase in use of Career Services as mandated activity of TANF recipients plan to increase successful employment outcomes</td>
<td>3-6 months</td>
<td>Greater coordination between One-Stop and TANF staff.</td>
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<td>Increase marketing of Career Services and workshops through Facebook and other social media and modalities.</td>
<td>All partners.</td>
<td>Increased offering of workshops and increased attendance across partners.</td>
<td>3-6 months</td>
<td>IT and other human resources. Greater coordination across partners and decision making on expanding reach to include other partners.</td>
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Questions and Answers

3. River Ravi, flows in which state?

4. What is the main reason for Divorce?

11. If you had 3 apples and 4 oranges in one hand and 3 oranges and 4 apples in the other hand, what would you have?

13. How can you drop a raw egg onto a concrete floor without cracking it?

Answers

Liquid State

Marriage

Very large hands

Any way you want, because a concrete floor is very hard to crack.
For More Information

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