



# **Madera County Workforce Assistance Center**

## **Integrated Service Delivery Initiative**

**Madera County Workforce Assistance Center  
Integrated Service Delivery Initiative  
Local Plan**

**State Policy Framework:**

**Element 1**

**Local Boards will adopt, implement, and continuously improve a demand-driven, skill-based, integrated services plan for the local One-Stop Career Center system. This plan will be developed with significant partner participation.**

**Plan Components:**

*Briefly describe how the integration initiative was introduced to your Local Board and provide information on the questions, concerns, and discussions held. Provide background information on how your Local Board approved/approached moving forward with the design of an integrated service delivery system. Discuss the degree of interest and support provided by the Local Board, and whenever possible, share plans for keeping the Local Board apprised of the progress made on the local integration efforts. Descriptions of actions that have/will be taken by the Local Board to implement a demand-driven, skill-based, integrated services model for the local One-Stop Career Center system should be provided whenever possible as these practices will provide the information needed to identify best practices for replication.*

*Provide information on how the One-Stop Career Center partners (i.e. Workforce Investment Act (WIA) Adult, Dislocated Worker, Wagner-Peyser, Trade Act, and Veterans) have been included in the planning process, and how they are represented on any locally established integration leadership teams.*

*Describe the leadership teams that were developed to support the change effort, their charters, and the information on how the membership of those teams was determined.*

*Indicate any techniques you identified which enhanced the level of support and cooperation provided by the One-Stop partners (as described above).*

*Provide information as to how the teams will be used in the learning lab implementation.*

The Madera County Workforce Investment Board (MCWIB) volunteered in June of 2007 to participate in the Integrated Service Delivery Initiative as one of the twelve Learning Labs to gather best practices and develop more efficient and

effective methods for utilizing resources while improving customer service to both job seekers and employers. The MCWIB has received periodic updates since June 2007. The Madera WIB's Executive Director is a member of the State Integration Planning Team and of the State Integrated Customer Pool work group.

The Madera County Workforce Investment Board was initially briefed regarding the Integrated Service Delivery Initiative at their meeting on June 21, 2007. The Executive Committee of the Board approved Madera County's participation as a Learning Lab on July 26, 2007. A progress report was provided to the Executive Committee of the Board on September 27, 2007, and participation was approved by the full Workforce Investment Board on December 20, 2007. Feedback from Board members has been favorable, and staff will continue to solicit input from the Board as planning and implementation moves forward. The Executive Committee of the Madera County Workforce Investment Board was briefed again at their meeting on February 28, 2008, and expressed specific concerns regarding the lack of resources attached to this project, given the current state of WIA funding, Federal rescissions, and lack of movement on reauthorization. The Board and Executive Committee have continued to receive regular updates and information at each of their regularly scheduled meetings. The Integrated Service Delivery Learning Lab project is now a standing agenda item for each Board meeting; updates and reporting are anticipated to continue throughout duration of the implementation year.

The local Workforce Development Office has a very positive working relationship with local EDD Job Service staff, and the two organizations have worked closely with one another since the inception of the local One-Stop system. EDD and WDO management and supervision have taken on Joint leadership roles in the development and planning for the Integrated Service Delivery model in Madera County and have been meeting weekly to coordinate planning, staffing, supervision, and implementation strategies as well as to resolve and address any issues or challenges that have been encountered since implementation on July 1<sup>st</sup>. These weekly meetings will continue as long as is deemed necessary. Additional meetings between functional supervisors from EDD and WDO and their staff are also occurring.

Madera County's Joint Leadership Team is patterned after the functional design that was developed by the State Integration Workgroup. Two teams have been developed that represent the functional areas of service delivery: the Welcome Team and the Business, Employment and Skills Team. WDO and EDD staff have developed specific processes and procedures related to their areas of responsibility for service delivery and their suggestions have been reviewed and approved by the Joint Leadership Team. Flowcharts for customer service, along with service menus, an extensive product box, resource lists, and basic staff processes have been developed. A general overview of the customer flow has also been developed. These items will be incorporated into our local Staff

Procedure Guide so that all team members have access to standardized guidance related to their functional duties within our Integrated Service Delivery System. The teams have been meeting regularly to review and, if necessary, modify processes to better facilitate the service delivery model.

Techniques that have been used to promote, support and demonstrate collaboration of the One-Stop partners have included presentations and discussions at staff meetings, partner meetings and WIB meetings. In addition, staff have been provided with the opportunity and encouraged by the Joint Leadership Team to fully participate and provide key input to the integrated model. Staff have provided feedback and have received immediate response to issues and/or concerns by the Joint Leadership Team so that staff understand they are supported. Additionally, the Executive Director has presented the Integrated Service Delivery System model concept to local employers through her involvement in the Madera County Economic Development Commission, Madera Coalition and the Madera Compact. The model has also been presented to the Madera County Board of Supervisors through routine presentations and updates by the Executive Director.

## **Element 2**

**As applicable, the local plan will be embedded in all related One-Stop Career Center system documents, including Memoranda of Understanding, One-Stop Operator agreements, and contracts for service providers.**

### **Plan Components:**

*How will you anticipate incorporating the language of the integrated service delivery model policy framework into your existing agreements?*

*Indicate whether you will revise existing agreements or create addendums to agreements for meeting this requirement. To the extent possible, identify which agreements will require revisions to incorporate integrated service delivery system language.*

*Where do you foresee challenges that may delay the timely execution of these agreements?*

*Include an estimated timeline for agreement approvals.*

The MCWIB is in the process of revising all appropriate MOU's to incorporate language to address and acknowledge the Integrated Service Delivery System Model. Any changes will also be reviewed to ensure that they are consistent with the local plan. MOU's with required and non-required partners were to be completed no later than June 30, 2008. We are pending one partner MOU but the delay is not due to the integrated services model or the language that has

been added to the MOU related to the model. If appropriate, any future contracts or agreements developed will include and reflect the services delivery model. We do not anticipate any delays or issues with the incorporation of the language related to the integrated service delivery model framework within our contracts or MOU's. However, one of the mandated partners did request several meetings prior to the signing of the new MOU to get further clarification and understanding of the integrated model. This partner was also asked to make physical staff relocations in order to facilitate the integration of the EDD and WDO staff. The partner expressed a concern that the model would potentially delay and/or undermine their ability to access their customer base or the customer would be delayed in receiving a referral or appropriate services from their agency. The partner's concerns were assuaged satisfactorily and the MOU has since been signed. At this time it is unknown when the remaining MOU will be signed but we are following up.

### **Element 3**

**One-Stop Career Center service design will be driven by the local economy and employer needs, and draw on quality workforce intelligence, local labor market information, and local employer validation of data.**

#### **Plan Components:**

*Describe what methods you will employ to assess the local economy and employer needs.*

*How will you validate the information gathered in this process, (e.g., workforce intelligence and related labor market information)?*

*Once you have completed the data collection and the information gathering process, how do you anticipate your discoveries will influence your approach to system integration and service delivery?*

The MCWIB recently participated in a regional targeted labor market survey project with the Central California Workforce Collaborative funded by the California Partnership for the San Joaquin Valley. The survey is targeting occupational clusters that have been identified by the Partnership and the CCWC as being occupations in demand in our region. This survey will give us current local workforce intelligence as we continue to operate the Integrated Service Delivery System Model. The survey results, along with continued contact with local employers, will drive the skill development focus areas for our system. This information, combined with a training gaps analysis that will be conducted after the completion of the survey, will also support discussions between local training

providers regarding the needs of local employers and the types, frequency, delivery methods, and curricula that will best prepare local job seekers to fill available jobs in the community. The survey was completed and is in final draft review for each LWIA that was included in the survey project. The data that has been received is directly from employers and the survey company was successful in obtaining an excellent sampling of the targeted industries and specifically what their needs are, along with current and anticipated job openings. We have also recently had the local representative from the LMI Division of EDD conduct a presentation at an all staff meeting related to finding and obtaining labor market information that can assist staff and management make appropriate and demand-driven decisions. This particular representative also attends WIB meetings. The draft survey report does not provide any different data that we as a system have not already been keenly aware of and that is that the employers are in desperate need of a more skilled workforce. That data will continue to influence and drive the approach to the integrated model which is more short-term, non-traditional delivery models, less costly, career technical education and skill enhancement opportunities for customers.

#### **Element 4**

**One-Stop Career Center service design will emphasize skill assessment, skill enhancement, and skill-based labor market attachment for all Center customers, with the goal of transforming job seekers into even more competitive job candidates.**

#### **Plan Components:**

*How will the One-Stop Career Center service design enhance your local system's ability to effectively link qualified job seekers with employment opportunities that best match their skills?*

*If you have made or intend to make changes to the design of office space and/or your policy and procedure manuals, please provide information on the nature of the changes and how you believe they will improve the delivery of services or integration of staff.*

*How will you assess the skills and needs of job seekers? Where will this occur and what staff will be tasked with this function?*

*If new tools and systems are being introduced, describe your plan for training functional teams in the use of the tools/systems.*

The Madera County Workforce Assistance Center's Learning Lab is being designed to enhance the system's capacity to focus on skill development –

providing job seekers with the skills needed in the local labor market – and to strengthen the job getting (skill marketing) function of connecting job seekers to employers who desire their skills. This will be accomplished by providing access to skill assessment, skill enhancement or development, and skill certification services within the local integrated service model.

The objective of the learning lab is to ensure that the local one-stop system provides a menu of relevant, employer-driven, skill development activities that prepare candidates to meet the needs of local and regional employers in the identified occupational clusters as well as other identified local occupations in demand. These occupational clusters have been adopted and are reviewed periodically by the Madera County Workforce Investment Board, and include: Agri-Business, including Food Processing, Ag Technology, and Bio-Technology; Manufacturing; Supply Chain Management and Logistics; Health and Medical; and Renewable Energy.

The initial services to be provided by each functional team are as follows:

**Welcome Team:** Services will include an overview of the One Stop System, the need for self-registration in the Virtual One Stop system (VOS) and the benefits of that registration. The benefits are an initial customer profile (which is commonly being referred to as an initial skills assessment), a program application and enrollment and, when appropriate, referrals to other agencies. Staff will focus on engaging the customer on their first visit, and providing a “warm hand-off” to a BEST staff member to ensure their continued participation in the integrated model as well as to encourage their return to participate in skill development and/or job getting activities.

**Business Employment and Skills Team:** Services will include skill assessments, career planning, labor market information, job readiness training, basic skills training, comprehensive career assessment and desk coaching, and the development of an individual action plan. These assessments and activities are more comprehensive and may require staff assistance and may be conducted in groups, in the resource center, or one-on-one, and the results will drive the referral process to other products for skill enhancement, skill upgrade and/or skill development as well as possible intensive occupational skills training. Other services will include labor market information, resume and interviewing assistance, job matching, pre-screening and referrals, job fairs, employment networking, career counseling, job development and placement, retention and skill upgrade activities. The team will use the results of the assessments, along with local workforce intelligence to match job seekers to local employers.

The Madera “Initial Skills Assessment” model will start with the Welcome Team staff focusing on an initial customer profile that provides critical information and data about each client’s work history, barriers, educational level, their self-attested skills and their needs and the BEST staff determining appropriate

assessment based on the customers profile. The State has since purchased Prove It!, and with the Virtual One-Stop self-assessment tools, the PESCO SAGE system, WorkKeys, O'NET. Additionally, with our recent participation in a pilot project with the Madera Adult School, we will have ECASAS and are currently scheduled for training. Customers and staff will have a vast array of more comprehensive skills and academic and workforce assessments available to them to better assess their skills and any skill gaps.

Appropriate and needed staff trainings are already taking place and will continue until all staff feel they are competent and comfortable with all of the assessment tools available to them as well as the Virtual One Stop Case Management system. We are doing refresher trainings whenever asked. We make a concerted effort to have staff trained in groups both for scheduling purposes, but also staff are able to assist each other.

### **Element 5**

**This service design and all services will be available at all locations within the local One-Stop Career Center system.**

#### **Plan Components:**

*Describe your strategy for ensuring that the integrated service delivery model you have designed will be consistently implemented throughout the local area.*

*Provide a list of One-Stop Career Center locations and other service points in your area where the integrated service model will be implemented. If you are phasing in implementation, please provide a timeline.*

The Integrated Service Delivery System Model has been fully implemented throughout the Madera County area and is used at both the comprehensive one-stop center in Madera and the satellite center in Oakhurst. Services are also available through Madera County Works, our Virtual One-Stop system.

### **Element 6**

**Integrated service delivery has the following three major components which are to be incorporated into each locally developed plan:**

**Part A: A commitment to and a process for an integrated customer pool, so that all One-Stop Career Center customers (whenever eligibility permits) are registered simultaneously in the performance measure calculation of the Workforce Investment Act, Wagner-Peyser Act, Trade Adjustment Assistance, and Veterans Employment and Training Programs.**

#### **Plan Components:**

*Implementation of an integrated customer pool requires an automated reporting system. This system must provide for a single participant record that can be accessed and updated by staff with the required customer information and services provided, regardless of the funding stream supporting the activity. Duplicate data entry should be avoided and data must be transmitted to the EDD Workforce Services Division in compliance with federal and state reporting requirements.*

*It is the decision of the local level to decide which of the following three automated case management systems to use to meet the requirements.*

- 1. A combination of CalJOBS (and the associated subsystems) and the Job Training Automation (JTA) System.*
- 2. A locally developed system that will upload data to JTA in accordance with federal/state reporting requirements. This local reporting system must provide for collection of the full range of data required across all integrated programs.*
- 3. A combination of CalJOBS and a locally developed client management system. This local reporting system will provide for collection of the full range of data required across all the integrated programs. Data will be uploaded to the JTA system for reporting in compliance with federal and state reporting requirements.*

*In order to assure an accurate unique count of customers entering the One-Stop, a single reporting option must be selected by the local partnership. Please indicate the option your local partnership has selected and describe how it will be implemented throughout the One-Stop Career Center system.*

*How have you designed the flow of customers through your One-Stop Career Center system to assure that all clients will be reported? In order to ensure reliability of the data collected under universal reporting requirements, all One-Stop Career Center customers (self-service and staff-assisted) must be captured through the identified reporting option.*

*Adult Common Measures outcome goals will be negotiated for the integrated customer pool. Although negotiations are not required at this phase of the planning process, if your partnership has discussed expected entered employment, retention, and average wage levels for the common customer pool please provide some background on that discussion, and what the partnership's recommendation was for performance levels.*

*Federal Regulations describe when and under what circumstances a Governor may request revisions to negotiated levels. For the Learning Labs it is important to note that these circumstances include significant changes in economic*

*conditions, in the characteristics of participants entering the program, or in the services to be provided from when the initial plan was submitted and approved.*

*If recommended performance goals have been developed, please describe the method used for determining these levels and any historical data used to evaluate performance expectations for the common customer pool.*

The Madera County Integrated Service Delivery System Model will use the locally developed Virtual One-Stop (VOS) Madera County Works system. This local case management and reporting system will provide for collection of the full range of data required across all integrated programs. Data will be uploaded to the JTA system for reporting in compliance with federal and state reporting requirements.

Prior to launch, customer outreach and recruitment activities will encourage customers to bring their right to work documents to their first appointment at the Center. Customers will be registered at their first appointment and enrolled into any and all appropriate services thereafter for tracking and inclusion in the performance measurement system.

The Joint Leadership Team has not yet finalized performance goals but has participated in conference calls and discussions regarding performance goals related to the integrated service delivery model. An EDD Manager represented Madera at a recent meeting related to evaluation criteria for the Learning Labs. At first blush, the local performance goals will include the numbers enrolled, the number and types of services provided, specific skill upgrades achieved, and customer satisfaction.

**Part B: An integrated customer flow that clearly defines a service delivery process with a sequence of demand-driven, universal services that focuses less on specific program eligibility and participation.**

### **Plan Components:**

*Describe the integrated customer flow you have designed and provide information on how it will offer all customers three types of services, including (1) an initial, standardized skill assessment from which an initial service plan is designed; (2) a robust menu of demand-driven, skill enhancement products (including, but not limited to, occupational training); and, (3) a method for attaching center customers to the labor market by responding to employer qualifications and, whenever possible, verifying skills prior to referral of job candidates to employers.*

*Please discuss which skill assessment tool(s) the learning lab will use, how and why the tools were selected and what skill enhancement products that the learning lab will offer. How will your system approach determining employer skill*

*requirements and preparing job candidates for referrals based on those requirements?*

There are three customer flow charts for the Madera County Integrated Service Delivery Model that are attached.

Attachment A is the more general Customer Flow chart that depicts the basic process from the door to exit, including a general Product Box. The Product Box has since become quite extensive and is now housed in a Product Box/Resource binder and made available to each staff member. There is also a monthly rotation of two BEST staff members assigned to maintaining and updating the Product Box/Resource binder. This chart also shows the flow of customers through the process and the services provided by each team. Customers will work with Center staff to develop an Action Plan and to determine whether the initial focus of their plan should be skill development or job getting.

Attachment B is the Welcome Team customer flow chart and Attachment C is the BEST Team Flow Chart. Each of the flow charts provides a more comprehensive flow and process that the customer will experience.

**Part C: An integrated staffing chart to lead and provide services to the integrated customer pool as they are served through the adopted, integrated customer flow. Include in this discussion your considerations for continuous quality improvement for this flow to reflect the changing needs of your customers based on ongoing workforce intelligence.**

**Plan Components:**

*Describe how you approached the creation of cross-functional service delivery teams. Indicate who has responsibility for functional supervision, management and staffing functions for the new service delivery model.*

*What challenges were encountered during the planning process?*

*What mechanisms have been implemented to encourage early identification of ineffective practices, problem resolution and continuous improvement based on the intent of this initiative to support learning as the model evolves?*

*How will the functional teams provide services under the adopted customer flow, with affiliation by team and not by program funding? How were the managers and team leaders of this effort named? Note: The Managers and team leaders should be named without regard to funding source and should coordinate the functional teams in the implementation of the integrated flow.*

The two learning lab functional service delivery teams were created through meetings with local EDD and WDO staff and staffing assignments were based on specific programs of expertise. The teams meet weekly to continually develop and refine their menu of services, activities, assessments, and resource lists. The customer flow and processes have changed numerous times in response to staff recommendations. These efforts should result in a system that provides a wider variety of skill-based services to a much broader customer pool, while eliminating duplicative paperwork and redundant processes.

The teams are led and functionally supervised by the WDO Supervisor and the EDD Employment Program Manager. During this implementation period, supervisors have been meeting daily to fine tune processes and improve services to the extent possible and practicable as well as to debrief the day's activities, challenges, etc. A recent decision by the Joint Leadership team has been to designate Fridays as "dark" days. The intent of "Friday dark days" is to provide staff time to complete paper work and to complete tasks related to other program assignments. The integrated services model will not be in place in order for staff to be able to get caught up on workload and also to have some down time to make sure they are not continuously overwhelmed and unable to complete workload, special projects, business services, etc. This decision was made due to the lack of staffing to adequately cover every day all day. In addition, staff assisted services are not provided after 4:00 pm to facilitate daily debrief meetings but also to mitigate overtime that was beginning to occur due to assisting customers after 4:00 pm. As implementation moves forward, information will continue to be shared at the monthly partner meetings to encourage other partner agencies to participate and support the integrated services delivery model.

### **Element 7**

**All local One-Stop Career Center systems will have an integrated, employer services team that has responsibility for connecting local employers to the local One-Stop system. This team also has as a major function ensuring that all One-Stop services continuously improve and respond to the needs of local employers and the local economy.**

#### **Plan Components:**

*What is the composition of your employer services team? Describe the methodology used in building teams to promote the services of the One-Stop Career Centers in the local community.*

*What will be done to build relationships with the local business community for the purpose of establishing ongoing employment opportunities for One-Stop customers? Whenever possible, please provide some examples of actual*

*activities that are representative of the tactics used in serving the business customer.*

The Business Employment and Skills Team is comprised of Business Services Representatives and Job Developers from both WDO and EDD. The team is functionally supervised by a Supervisor from both Workforce Development and EDD. Due to staffing constraints for the Best Team, a stand alone Business Services/Job Getting team could not be developed and implemented. However, a rotation schedule has been developed to release BSR/JD staff from the rotation of the internal customer flow to visit, respond and assist with employers requests for services/resources as well as provide “business services” to the employers/businesses. The business services team, EDD and WDO staff as well as other partner agencies in the One Stop, have been working together since the inception of the one-stop system in Madera County, and currently meets regularly to share employer information and job orders, plan job fairs and recruitment events, and market services to the employer community. Successful job fairs that have been hosted by the One Stop, one on one visits with employers, business services being provided such as screening, recruitment, access to our facilities and resources, assessment for employers, specially funded projects that provided seminars and workshops and an Employer Resource Manual, labor market information, referrals from the Economic Development Commission, the local implementation of WorkKeys and the Work Readiness Certificate are just a few of the examples of activities that have led to successful and ongoing relationships with the local business community.

### **Element 8**

**Local Boards will identify clear success indicators to evaluate the shift to a demand-driven, skill-based integrated service delivery system and include those metrics in their local plans.**

#### **Plan Components:**

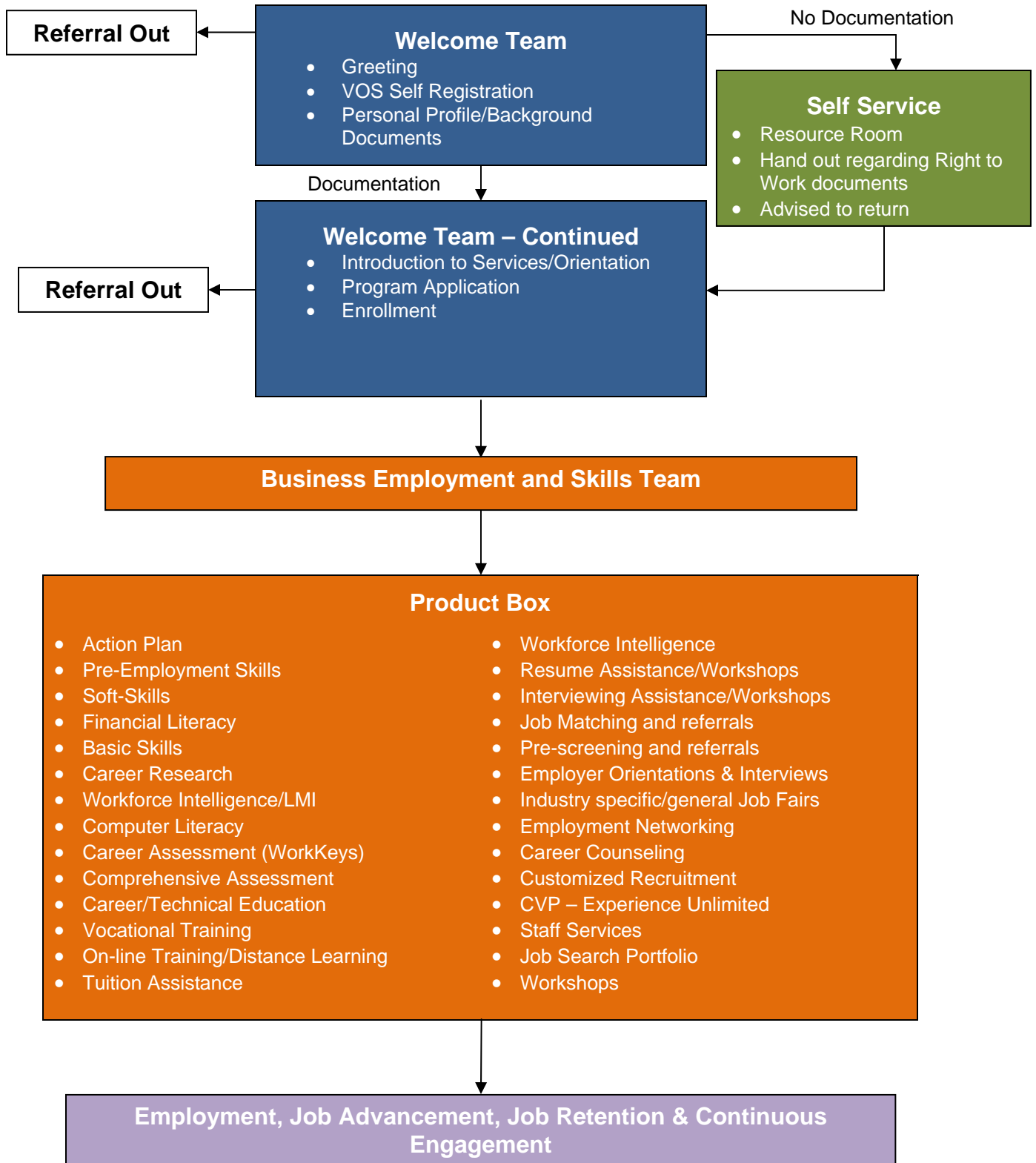
*How do you propose to document the success of your integration effort? What indicators will you use to communicate to your Board, staff and customers the effectiveness of your model? Describe the benchmarks that will be used to validate the level in which the learning lab has successfully shifted to the integrated service delivery model and describe the methodology you will use to calculate your results.*

*What indicators will you compare as you evaluate your new model against past practice? Items that you may consider including are impact on service quality, ease of data collections, increased efficiencies and effectiveness, impact on performance outcomes, sufficiency and identification of resources to meet the responsibility, increase in the number of customer receiving skills and other training, impact on cost per customers served, and the impact on the duration of*

*unemployment. How will these indicators assist you in evaluating your new model?*

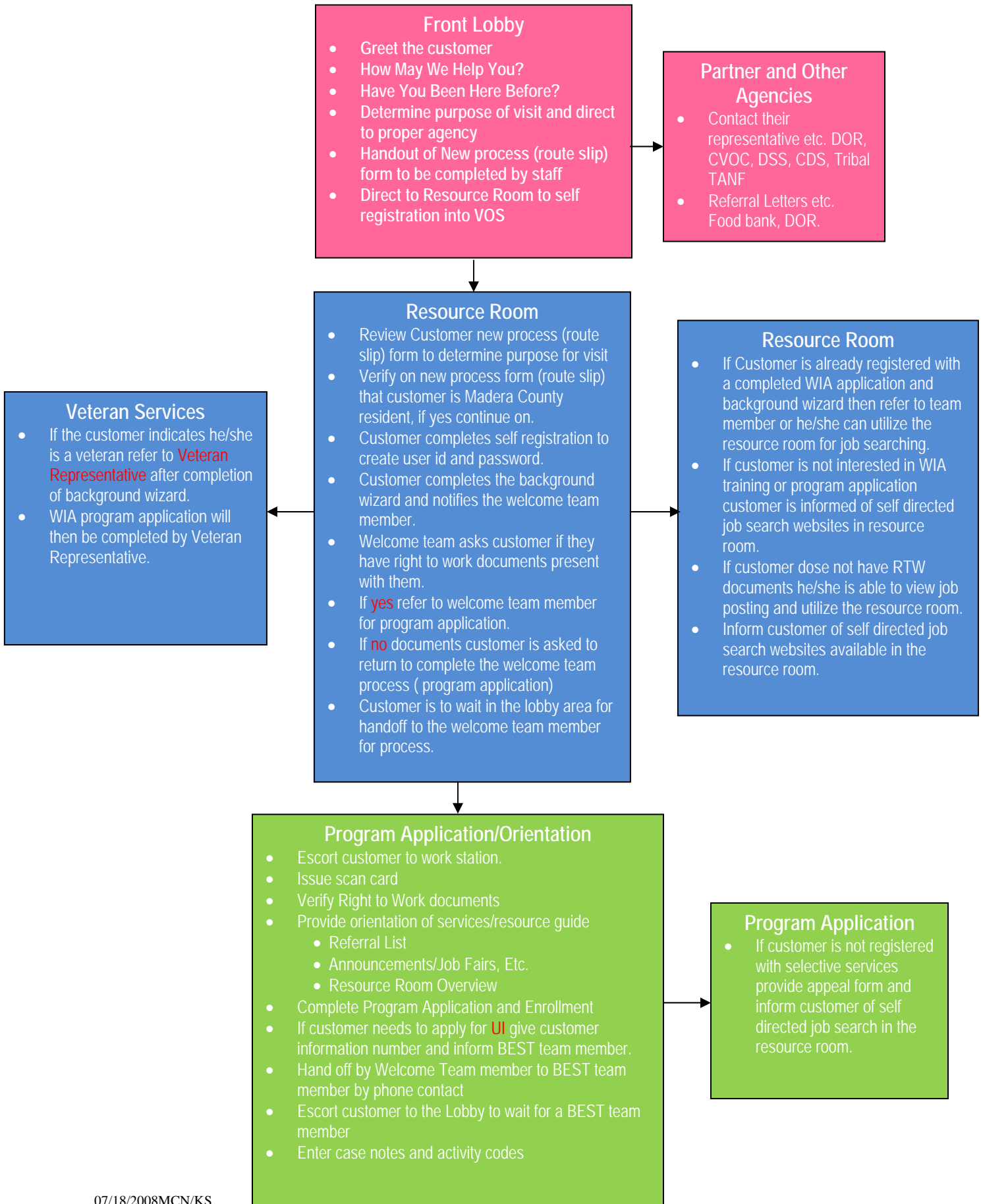
Specific indicators and metrics have not yet been developed by the Joint Leadership Team to evaluate the success of the local integration model. The Team anticipates that as planning moves forward, specific indicators will be developed to bench mark the effectiveness of the Integrated Service Delivery System Model. Some possible indicators might include, increased numbers of individuals registered in the Virtual One Stop (VOS) system, job seeker skill enhancements and skill certifications (the Central California Work Readiness Certificate through WorkKeys), customer satisfaction surveys (both employer and job seeker) and increased numbers of employers served. Tracking of reductions in cost per customer served, and improvements in both ease and accuracy of reporting will also be important indicators to success. The Joint Leadership Team anticipates that reports and data to support these indicators will be readily available in real time through the VOS Madera County Works system.

# Customer Flowchart Madera County Workforce Assistance Center Attachment A



# Welcome Team Flow Chart

## Attachment B



# BEST TEAM FLOW CHART

## Attachment C

