



Integrated Service Delivery Initiative Local Planning Components Plan

Preliminary 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.

It has been acknowledged that due to the pilot nature of this project, the following plan is being presented as the initial framework of the Integration Pilot. This Preliminary Plan as presented will clearly evolve as necessitated to include any additional modifications as needed or directed by the State of California Employment Development Workforce Division or the work2future board.

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.

In June 2007 Senior Management attended a meeting with approximately 60 attendees from various WIBS from the state and local level. Dennis Petrie, Deputy Director, Employment Development Department (EDD) Workforce Services, stated that by July 1, 2008, WIA and EDD would be integrated with a Demand-Driven, Skill-Based Integrated Service Delivery model, to be piloted by 12 local workforce boards as Integration Learning Labs that included work2future. On July 19, 2007, an executive team meeting was held which introduced the Statewide Service Integration Planning Initiative.

The work2future WIB has been committed to creating a more integrated service delivery structure since 2005. An infrastructure to facilitate integrated problem solving, decision-making, and service delivery has been growing in the organization since that time. This structure includes the Continuous Quality Improvement (CQI) Teams, the Leadership Team, and the Design Team, who have been working on integration of work processes, systems, and services. Currently integrated systems are being employed in partnership with the EDD and other partners. While our current state has evolved with regard to integration of services, we are not integrated at the level of common technology. Therefore, some modification regarding common technology and database will have to occur.

Board Involvement

The Operations Committee, Executive Committee and full board have been actively engaged in learning about this initiative. There have been monthly meetings since its July 2007 introduction where the initiative has been discussed and consensus reached to proceed as a learning lab. Below is a summary of some of the discussions, comments and concerns that have emerged.

The board has also agreed that the integration initiative will be a standing item for all committees/board meetings for the next 6-9 months. Committees meet on a monthly basis.

Waiver: work2future has communicated with the California Workforce Association (CWA), Employment Development Department Job Services Division and other partners regarding the learning lab. work2future has also discussed the need for a waivers for the first year of service. For work2future to successfully carry out the vision to improve upon service integration and to streamlines services we will be requesting to waive certain requirements.

One time costs: There may be a one-time infrastructure cost, training staff, modification of current technology i.e. I-Train – work2futures web based case management system, and the development of policy & procedures. See Integration Start up Expenses below.

Given the parameters of state integration, work2future will track costs associated with the new service delivery model to maintain a consistent level of client related services comparable to prior years. Currently, work2future enrolls 500 clients in Intensive Services work2future will move to a model where we will be serving and enrolling up to 24,000 new clients.

With the new integrated service model more customers will be receiving enhanced services at a lower cost per service activity. Case Management services that are currently being provided is very staff intensive and are only being provided to a small number of customers, the new integrated model will shift to larger number customers being served, of an activity based model with more services, with less intensives staff involvement.

To support the current model work2future currently contracts intensive case management services at a cost of 2 million dollars per year, not inclusive of training, workshops and supportive services. Any significant funding reduction of 20% or greater over a three year period will result in a reduction of the number of services that can be provided through the new integrated model. Primarily, these reductions will result in the decrease of staff and other essential services, i.e. training and workshops. This will limit the availability of assistance to the large number of individuals seeking services.

Integration Startup Expenses

work2future

SOURCES OF CAPITAL

work2future		\$70,000
Workstation Reconfigurations		\$10,000.00
Initial Assessment Tool		\$10,000.00
High Speed Scanners		\$14,000.00
Supplies / Materials		\$5,000.00
IT Upgrades / Touch Screen / Swipe Card Readers		\$11,000.00
I-Train (Case Management System) Updates		\$15,000.00
Consultant Evaluation and Assessment		\$5,000.00
Total Startup Expenses		\$70,000.00

Partner Participation: Better integration of WIA and EDD services will lead to improvements that benefit all workforce system stakeholders. Since 2005, work2future has worked to coordinate activities with EDD and work2future staff to assist in the development and implementation of a plan to integrate WIA and EDD services. The plan has focused on a system-wide approach for One-Stop services integration. work2future and EDD are collaborating regarding the collection and assessment of data, and the distillation of lessons learned as they relate to the integration of customer services. work2future is confident that the integration project will only be feasible with the support of partner agencies, if the support is not available then the practicality of moving toward an integrated service delivery model that is effective will be difficult to implement.

work2future is facing the possibility of not of having a strong EDD presence to assist in the integration endeavor and its true intent. Regrettably, seismic issues are preventing staff from the Employment Development Department from being at the work2future One-Stop Center – San Jose facility for no more than 16 hours per person per week. The plan will assume that EDD will make available 5-10 staff to provide service at the work2future San Jose site, 5-10 staff work2future staff will be available to provide services at the Campbell facility. In addition, work2future also faces the considerable task of

data collection and program compliance. The final plan will assume that the State of California EDD will accept the recommendations presented in the plan for compliance to serve the large number of anticipated clients as indicated in the overall goals of this effort.

Documentation: The issue of collecting the appropriate documentation becomes more prevalent as we are currently serving individuals that are not required to bring documentation to access core services. Though they are not enrolled, they have been utilizing our services through workshops and services at the career center. Under the new integrated service delivery strategy all customers that utilize the one-stop will have to show right to work documentation which may create a problem for individuals that do not have the proper right to work documentation.

Assessment: Currently less than 5-10 percent of customers visiting the center are assessed. The new model states that every integrated One-Stop Learning Lab will:

- Conduct an initial (limited employer based) skills assessment of each customer
- Offer both basic and job skills assessment
- Conduct assessments of skill attainment after each skill improvement activity
- Ensure that assessments are consistent with employer needs

Board members expressed concern regarding the capability to provide this service and the impact on staffing levels related to ensuring a quality experience for the customer with regard to timely and efficient service. Our current center managers along with EDD management staff will make assignments to ensure adequate coverage, and other operational duties as directed under established policy guidelines by EDD and work2future.

Staff Involvement

Commencing in August of 2007 the integration initiative was introduced to staff. work2future has been working closely with EDD and partners to collaborate on the integration effort. Management provided information from other WIBs engaged in integration and shared practices. Board members expressed a desire that if an EDD or WIA staff person is communicating with customers, the customers experience should be the same.

work2future's CQI, and Design Teams have been actively engaged in the initial creation of the subgroups to develop and plan the service delivery model.

work2future also utilizes a web based system <http://www.onestoppartners.org> to inform and communicate with staff, partners and our board on initiatives and policy & procedures.

Provide information on how the One-Stop Career Center partners (i.e. Workforce Investment Act (WIA) Adult, WIA 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.

The Joint Planning Committee consists of work2future staff representing WIA Adult and Dislocated Workers program, EDD job services that represent Wagner-Peyser, Trade Adjustment Act and Veterans Programs. Each of the representatives is also a member of a work group and has participated in the planning process since inception. This structure allows for a collaborative partnership with EDD, National Council on Aging, Job Corps and other One Stop partners. The commitment of the integration effort will ensure additional roles and responsibilities assigned to partner staff i.e. Welcome Team and Staff Development Team. work2future anticipates that we will gain at a minimum four staff from our partners to assist with integration. These new opportunities will challenge, inform, organize and bring staff together to provide more informed services to our local area customers.

work2future has been developing a detailed work plan that will consist of new policy, procedures and Memoranda of Operation (MOO) with EDD.

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.

The Joint Planning Team Committee comprised of work2future and EDD staff created the following Leadership Teams that are responsible for providing services to clients: Welcome Team, Client Services Team, Process Improvement Team, Staff Development Team, Workforce Intelligence Team, and Business Services Team to support the integration effort. Membership was based on the current in house structure of One-Stop Integration effort. During the first year, or pilot phase, membership was determined by existing partner affiliations. Work2future's integration efforts reflect the Board's desire to offer a seamless service network to our job seeking and business customers. Driven by a CQI approach, the partners strive to integrate their services to allow customers using our one stops to quickly and appropriately secure the services that best meet their needs. At the cornerstone of the one-stop integration effort are the CQI, Design, and Leadership Teams. **See Attachment A - Charters**

Below are the Teams as developed by the Joint Planning Team:

Welcome Team - An integrated customer flow will utilize an "Integrated Welcome Team" that clearly defines a service delivery process with a sequence of demand-driven, universal services that does not emphasize program eligibility and program participation, i.e. Universal Application: All center customers (whenever eligibility permits) will be registered simultaneously in the performance measure calculations of all of the following programs: WPA, WIA Adult and Dislocated Workers, TAA, and VETs.

Client Services Team - The Client Services Team will conduct appropriate interviews and needs assessments with customers to identify barriers, skills, aptitudes and interests in relation to their employment goals. The Client Services Team will also deliver a variety of employment and skill development services for customers addressing their needs in the areas of education and employment. These services will also maintain a high level of expertise with the local labor market to ensure that services are aligned with employer and labor market needs.

Staff Development Team – The Staff Development Team will be utilized to create an ongoing training plan to develop the skills and competencies of all staff to fully function in an integrated environment.

Workforce Intelligence Team - This team will develop the organizational framework and procedures for acquiring, distributing and training all One-Stop staff on workforce intelligence products. This team is composed of the local LMID Analyst, the WIB Manager responsible for research, labor market and program development, and the WIB Analyst responsible for integrating the *work2future* Geo-Mapper into the One-Stop System. Membership on this team was based upon inclusion of all staff that are involved in the various aspects of Workforce Intelligence as defined by the "Building Labor Market Information into Workforce Intelligence" position paper developed by the State Integration Team.

Business Services Team - This teams goal is to understand businesses needs and to answer their service requests in an integrated, timely and customer friendly manner. By assessing and meeting local small business and industry needs, the Business Service Team can help with local economic and workforce development. In coordination with local partners, EDD, Job Corps, Evergreen Community College and others to make a comprehensive outreach to the business/employer community to market services and programs.

Process Improvement Team – Two goals of the integration efforts include the simplicity of design and the reduction of program requirements. In an effort to realize these goals work2futures Process Improvement Team will work to streamline services. This will involve the systemic reduction and or elimination of current policy and procedures in place. Further work2future will shift towards an technology based environment in which electronic transactions and electronic signatures will become the norm, which in turn will reduce paperwork. This team is responsible for all aspects of work2future policy & procedure development, implementation and modifications as necessary to ensure continuous quality improvement. This will be determined with data collection, analysis and reporting.

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

work2future has embraced and championed integration since 2005 and is fervent regarding this initiative. The current team-based structure, commitment to CQI principles and focus on collecting customer satisfaction data has enhanced the level of support from partners over the last two years. This message has resonated with the board, staff and partners, which has increased the level of interest, and support. Updates in the form of newsletters, discussions emails and presentations have been communicated throughout the organization and included in the timeline to consistently provide updates regarding the project.

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

The **Welcome & Evaluation Team** will be utilized to greet customers, begin the assessment of customer skill levels consistent with employer needs, and direct customers by marketing the services and opportunities of work2future in a manner that captures the customer's interest, while maintaining integrity of data.

This one-on-one process is an opportunity for the customer to begin receiving services in the work2future Center. In this process, a customer completes all enrollment activities, which will enable them to access the full range of services being offered in the center. During the one-on-one experience, the customer will take an initial skills assessment (at this time work2future is researching three assessment options) and sit with a Welcome Team Advisor to discuss service needs as well as to compile all of the information that is required for enrollment.

The **Client Services Team** - Each customer will participate in additional assessment activities as appropriate, based on the knowledge, expertise, and judgment of the Employment and Training Advisors. The Client Service Team will assist motivated customers to become self-sufficient. This will be accomplished by facilitating development activities in a friendly and professional environment. Our customers will learn what their current skills are and have opportunities to improve and gain new skills that are in demand with area employers. Customers will obtain sustainable employment through the successful marketing of their skills.

The **Staff Development Team** will be utilized to create a training plan to develop the skills and competencies of all staff to fully function in an integrated environment. The team will create and deliver a staff-training plan that identifies the topics, competencies, audience and frequency of needed training. The team will analyze the requisite skills required and conduct a needs assessment with staff to identify what skills they think they need.

Workforce Intelligence – This team will interface with the Welcome & Evaluation Team, and Client Service Team in order to provide technical expertise on display of workforce intelligence materials and products (e.g., the GeoMapper), and to coordinate staff training to ensure that all customers receive the full complement of information available to make occupational and industry choices. In addition,

this team will develop policies and develop protocols that will be adopted by the Process Improvement Team in the area of workforce intelligence.

Business Services – The Business Services Team will interface with the Client Services Team to deliver services to customers through specialized recruitments, job postings and job fairs. The Business Services Team, working with the CQI and Design Teams assistance will develop customer satisfaction information collection systems using a common criteria and databases for a better understanding of job seekers and business hiring needs. Building on existing industry relationships and partners the Business Services Team will promote and expand job-matching services and opportunities for both the job seeker and business customer.

As part of the Business Service Team approach is to collaborate with 39 business service providers to develop a virtual system to deliver on-line services to start up and small businesses. The BusinessOwnerSpace.com (BOS) system allows for small businesses to access information a 24/7 basis and for them to self-select what they really need with out going through a maze of bureaucracies.

Also a member of BOS is the State of California Employment and Training Panel. Prior coordination of work2future and ETP has produce an ETP approved training program for Nanosolar, a locally expanding green business. This collaboration resulted in developing career-training opportunities for over 100 employees.

Process Improvement Team – This team is responsible for the development, implementation and modification as needed of current policy & procedures, additionally the Team will aid in the reduction of unnecessary policy, procedures or current systems in place, which will ultimately assist in streamlining future customer interactions that will become quicker and where information will be easily accessible.

State Policy Framework 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?

work2future has three types of agreements that codify relationships with suppliers and partners. They are contracts, one stop operator agreement and partner MOUs. We will incorporate language regarding integration in the following ways:

Contracts – all contracts for services will specify how the contractor is expected to work on the various customer flow Teams, how contractors are expected to report and record using the common data base, and specify the contractors commitment to the initiative to fully integrate services.

MOUs – the MOU required by WIA will be amended to specify each partner's role in a more integrated service delivery structure, commitments to common technology and common use of initial assessment information.

One Stop Operator Agreements – this agreement will be amended to specify that the operators will commit and support to the integration activities as specified in this plan.

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.

work2future will create addendums to support the integration effort. The agreements that will require revisions will be the Adult Title I contracts and MOUs with partners to ensure delivery of services.

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

Challenges that may delay the timely execution of these agreements is contingent upon successful contract negotiations with our current Title I Adult providers and partners.

Include an estimated timeline for agreement approvals.

Based on conversations with the current Adult Title I providers work2future anticipates June 30, 2008 as an estimated timeline for agreement approvals.

State Policy Framework 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.

work2future Business Services has been working within the local business and economic development environment as a charter member of Business owner space.com (BOS), a collaborative network of 39 business service providers.

BOS partners work to assist small businesses with a variety of business needs such as technical assistance, information, accessing capital and human resources. The BOS website offers information and a link to each partner to facilitate self-service for start up and small businesses. The hallmarks of this virtual system are to provide relevant information in a centralized format for small businesses to access self-service and self-selection of service providers. The BOS partners can also cross-refer customers to the other organizations to provide a more robust service delivery. In an effort to keep Continuous Quality Improvement (CQI) at the heart of the system various customer satisfaction measuring techniques such as Mystery Shoppers and Comment Cards will be deployed.

work2future will also utilize labor market information and studies as well as the work2future Geomapper. The Geomapper is a new web based interactive Interface system developed as a powerful, robust tool for workforce development and planning for the City of San Jose's work2future Workforce Investment Board. The website includes dynamic thematic mapping of a "Time Series" databases, ("National Establishment Time Series Database" from 1990 through the present), the Association of Bay Area Governments "Jobs and Housing projections" and Census Databases. The site features detailed interactive printable/exportable economic and demographic profiles of any selected census geography or city-defined boundary. It also features multi-criteria searching.

Constantly evolving technologies and software offer economic and workforce professionals and agencies an opportunity to work smarter. But the increased opportunity comes at the expense of increased complexity. work2futures GeoMapper proposes to help workforce development organizations, and economic development agencies to develop strategies for sustainable development. By providing a tool that access and process information from a variety of sources and display it in a spatial and visual medium. GeoMapper supports decision-making and promotes better

organizational integration and knowledge management for the workforce and economic professional. Industries that are adding jobs need employees with the required skills, and supplying the workforce needed to fill the better-paying jobs raises the standard of living of a region. Filling the workforce needs of the region's high-growth, high-wage industries is a service to business and to the whole regional economy.

Santa Clara County continues to expand upon its longstanding reputation for innovation. There are now three emerging technologies gaining momentum, for expansion and growth, and one being revived, Nanotechnology, Biotechnology, Clean-Green-Energy, and the revival of Advanced Manufacturing.

In order for individuals to respond to new market signals such as wage changes, and job opportunities in a timely fashion, a certain threshold of knowledge is required. The creation and dissemination of accurate LMI performs the critical task of creating informed labor market participants. The GeoMapper differentiates itself by being the only workforce based Geographic Information System (GIS) available and through competitive pricing and the development of unique query reports, making it a very affordable tool to add to the workforce community.

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

The Workforce Intelligence Team will use on-going customer satisfaction surveys to ascertain the relevance with the end user of our products. In addition, as part of the on-going grant activities of the integrated system, funds will be secured to provide outside research that will survey and canvas the business community to determine changes and opinions. This research (conducted by both in-house staff and outside researchers) will validate such items as high growth industries/wages, emerging technologies and successes of the local workforce system.

work2future staff sits on the State LMI advisory group and will validate information prior to dissemination. Moreover, since work2future staff sit on the State LMI Advisory Committee, coordination and access to new products and comparisons to successes in other locales will be facilitated.

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?

Businesses, job seekers and the workforce community use data to study the labor force and develop earnings for selected industries, estimates of the current labor force and industry employment, historical employment and unemployment data, immigration-related studies, industry growth, trends, legislative analysis and more.

Most often the business services staff (and the thirty-nine members of the BOS network) use our data and workforce intelligence tools in collaboration with the business community to enhance their experience at the One-Stops. Similarly, the Welcome & Evaluation Team and Client Services Team will use our products to better serve the job seekers at the One-Stop.

Moreover, during the past years work2future has developed solid partnerships with other workforce and economic development systems. Such as the Silicon Valley Economic Development Association, composed of the top economic development professionals from each city within Silicon Valley.

State Policy Framework 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?

Using Labor Market Information, and the Geomapper technology, job seekers can access employment projections, local wage and labor market information to assist with hiring and other Human Resource needs. Data is updated monthly, which includes labor force and unemployment data for California LWIAs Labor Market Information Division (LMID) uses a variety of data sources to develop California's labor market statistics. Businesses, Job Seekers and the Workforce Community use these data to study the labor force and develop earnings for selected industries, estimates of the current labor force and industry employment, historical employment and unemployment data, immigration-related studies, industry growth, trends, legislative analysis and more.

As we move to an integrated One-Stop delivery system, that serves more customers, we must make additional information available to job seekers. Computer-based products and easy to access hard documents and resources will be made available in the Resource Rooms at each of the One-Stops.

work2future has developed its own labor exchange website "Jobs San Jose" system that is dedicated to matching qualified individuals with challenging careers in the San Jose Region. Additionally, Jobs San Jose was created to be the common employer and job seeker interface for our region. Jobs San Jose combines today's powerful Internet search technology with a wealth of recruitment, selection and practical job information pertinent to the San Jose Region. Our trained staff understands the unique needs of San Jose residents, employers, and jobseekers.

Access to private and public sector job opportunities is provided to prospective candidates without charge. Agency profiles and links to employer home pages help candidates to further evaluate job listings selected on the basis of location, job classification, requirements, salary and other search criteria. Resume posting and forwarding features facilitate job seekers' efforts to communicate with prospective employers and begin the application process. San Jose City government, private, and public sector agencies with limited funding have historically had less money than many other areas with which to train, recruit and hire its workforce. Jobs San Jose provides an economical method for employers to harness the powerful communication and interactive database search capabilities of the Internet.

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.

work2future is planning the redesign of the career centers to improve the flow and services available to clients through a new integrated model that will allow us to serve up to 24,000 customers. As part of the integration strategy the Joint Planning Team will make recommendations to the work2future board on the service delivery model that will incorporate both EDD and WIA staff to improve the delivery of services through the Welcome, Skills and Employment Team.

The Process Improvement Team will be responsible for the development, implementation and modification as need of policy & procedures that will allow work2future to be able to transition to a the new integrated service delivery model.

There are a number of Code of Federal Regulations (CFR's) that work2future is requesting to be waived or modified that would assist the WIB in providing services to the increased number of individuals that will be enrolled in the program and to make certain that the goals of the integration project are reached. To create a demand-driven, responsive, customer service focused agency, which will serve an increased number of customers, work2future must have the ability to simplify design and reduce program requirements. This will have to be accomplished with limited resources.

Currently Workforce investment boards are required to be monitored for compliance with applicable federal and state laws, regulations, and policies related to the Workforce Investment Act (WIA).

CFR WIA 188(a)(5); WIA 189(h); 20 CFR 663.105-115; 20 CFR 664.200-240; WIAD01-4; WIAD04-18; WIAD06-22. Eligibility Verification: This assumes that the state will allow work2future to utilize the Immigration and Naturalization Service (INS) Form I-9 to verify employment (right to work) eligibility as opposed to collecting the required documents and having copies in each client file. Which would also affect the Data Validation Initiative TEN No. 8-02. Further this plan understands that for eligibility purposes the need for applicant statements/self certifications may increase.

Oversight and Monitoring 20 CFR 667.400(c)(1); 20 CFR 410; WIAD00-7 Program reviews must be made available for review by a State monitor which request that work2future ensure that its sub-recipients comply with the requirements in WIA Directive WIAD0121 regarding nondiscrimination and equal opportunity; comply with the requirements in WIA Directive WIAD0312 regarding WIA program complaint and grievance procedures: To streamline services work2future will assume that the state will allow work2future to utilize an electronic format to be included in each clients electronic file with an electronic signature.

CFR 663.150 indicates: "Follow-up services must be made available, as appropriate, for a minimum of 12 months, following the first day of employment, to registered participants who are placed in unsubsidized employment." The "Follow-up services could include, but are not limited to: additional career planning and counseling; contact with the participant's employer, including assistance with work-related problems that may arise; peer support groups; information about additional educational opportunities, and referral to supportive services available in the community."

work2future will be unable to provide follow-up services as indicated above with each individual customer (anticipated 24,000) due to the volume and limited resources. work2future will however provide follow up services on a quarterly basis through e-mails or a newsletter communicating to customers the services that are available at the one-stops. i.e. job fairs, specialized recruitments and workshops.

The plan is based on the assumption that the Integration Project will eliminate the Core A services requirement WIA §134(d)(2); 20 CFR 662.240] and WIA §134(d)(2); 20 CFR 662.240, 20 CFR 663.160 Core B services which state that career center are required to make all of the core services available at each center § 662.250(a), to establish gateway activities that lead from participation in core to intensive and training services. This plan also assumes that all customers will go directly to intensive services upon entry, without the need for the requirement listed above.

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

Through this new model the Welcome Team staff will greet customers in a friendly, welcoming, and professional manner and determine the purpose of each customer's visit and direct them accordingly.

If the customer is interested in additional services staff will direct the customer to the Skills Team to conduct a one-on-one interview to assess the skill levels, aptitudes and abilities of the perspective work2future customer and concurrently enter required application information into the I-Train system. Further staff will evaluate the service needs and barriers to employment of work2future customer. At this point staff will set up and facilitate the assessment activities, analyze assessment results, record assessment and other services provided in I-Train, including entry of case notes to document customer interactions. Based on assessment information, customers will then be referred back to the Skills Team or the Employment Team where the customer will, begin the development of the Individual Employment Plan (IEP), schedule appointments when necessary for customers to return and other activities as assigned.

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

See Attachment B – Training Plan

State Policy Framework 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.

work2future has an established a oversight and monitoring team to ensure consistency, which will include on-site monitoring visits utilizing a quality index tool that surveys ongoing performance. The current structure of CQI and Design Teams are charged with process management improvements. These teams will continue to evaluate the core processes and find opportunities for improvement. Finally, we will utilize our ongoing customer data collection and analysis system to gather feedback from customer on whether the processes that affect them are deployed and operate in a consistent fashion.

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?

work2future ONE-STOP SAN JOSE CENTER
1290 Parkmoor Avenue
San Jose, CA 95126-3449
TEL. (408) 277-2727
Fax (408) 293-9052

work2future ONE-STOP CAMPBELL CENTER
2450 S. Bascom Ave.
Campbell, CA 95008
TEL. (408) 369-3606

work2future ONE-STOP GILROY CENTER
7800 Arroyo Circle, Ste A
Gilroy, CA 95020-7345
TEL. (408) 846-1480
Fax (408) 842-2321

State Policy Framework Element:

6. Integrated service delivery has the following three major components, which are to be incorporated into each locally developed plan.
 - 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 CalJOBSSM (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 and state reporting requirements. This local reporting system must provide for collection of the full range of data required across all the integrated programs.
3. A combination of CalJOBSSM 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.*

The local partnership including EDD has discussed the options listed above and will be utilizing option number three: A combination of a work2futures locally developed client management system and CalJOBSSM. 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. This is contingent only if the state can develop the bidirectional system as discussed at a meeting with Liz Clingman, Deputy Division Chief, IT & Program Accountability – California EDD Workforce Services Division on February 28, 2007. The bidirectional system will utilize the work2future web based case management system, “I-Train” as the point of entry into the system that will be uploaded to the JTA system. CalJOBSSM will be used only as the labor exchange system for all clients in addition to Unemployment Insurance claimants. Over the last seven years work2future has invested time and resources into developing the current system in place, which currently automatically uploads to the JTA system. This system has the capabilities to provide specialized reports and real time case management. If the bidirectional system cannot be developed work2future will then utilize option two and develop its own labor exchange system to comply with the requirements of option two.

How have you designed the flow of customers through your One-Stop Career Center system to assure that all customers will be reported?

The Welcome Team Staff will greet customers in a friendly, welcoming, and professional manner and determine the purpose of each customer's visit and direct them accordingly.

If the customer is interested in additional services staff will direct the customer to the Skills Team to conduct a one-on-one interview to assess the skill levels, aptitudes and abilities of the perspective work2future customer and concurrently enter required application information into the I-Train system.

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.

At this time work2future is still in discussion of common measures and goals, to be presented a future board meeting.

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.

At this time work2future is still in discussion of common measures and goals, to be presented a future board meeting.

State Policy Framework Element:

- 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.

Client services will be provided through a flow as demonstrated on page five and six of this documents which gives information on the work teams that have been created to provide client service.

After it has been assessed that a customer is interested in services the work2future Welcome & Evaluation Team will sit with the customer and begin the enrollment process.

The customer will then be scheduled for assessment and an appointment with a Client Services Team member. The Client Services Team will conduct appropriate interviews and needs assessments (includes comprehensive assessment as needed) with customers to identify barriers, skills, aptitudes and interests in relation to their employment goals. The Client Services Team will also deliver a variety of employment and skill development services for customers addressing their needs in the areas of education and employment. These services will also maintain a high level of expertise with the local labor market to ensure that services are aligned with employer and labor market needs.

The Client Service Team will assist motivated customers to become self-sufficient, this will be accomplished by facilitating development activities in a friendly and professional environment. Our customers will learn what their current skills are and if necessary have opportunities to improve and gain new skills that are in demand with area employers. If it has been ascertained that a customer is job ready then the customer will be referred to an employment opportunity built on existing industry relationships and partners of the Business Services Team who with the assistance of the Client Services Team will job-matching opportunities for both the job seeker and business customer.

If a customer is in need of additional services they will be referred to workshops, short-term occupational skills training, apprenticeships, on the job trainings or a long-term training if indicated. Once completed, customers will then have the opportunity to obtain sustainable employment through the successful marketing of their skills by being referred to an employment opportunity built on existing industry relationships and partners of the Business Services Team who with the assistance of the Client Services Team will job-matching opportunities for both the job seeker and business customer.

Prior to the services indicated above the Client Services Team will have interacted with the Workforce Intelligence Team and the Businesses Services Team to study the current labor force, develop estimated earnings for selected industries, research industry employment, historical employment and unemployment data, immigration-related studies, industry growth, trends, legislative analysis and more to assist the customer and be responsive to the labor market and employer qualifications. Additionally, work2future will have the capacity to deliver services to customers through specialized recruitments, job postings and job fairs.

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?

work2future is in the process of determining which skill assessment tools will be utilized.

State Policy Framework Element:

- 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.

The Leadership Team is still in the process of developing the criteria for management and staff of the new integrated service delivery model.

What challenges were encountered during the planning process?

See above

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?

work2future has a Continuous Quality Improvement (CQI) Team which is an ongoing process improvement team chartered by the one stop Design Team. The CQI Team is the process owner of customer data collection, information and analysis, and for making improvements to services and processes based on the feedback. The team is responsible for consistent deployment of the common data collection tools and other service access processes developed by the Design Team based on the common protocols established.

The vision for the team is the creation of a comprehensive, coordinated, and collaborative working group whose primary purpose is the implementation, monitoring and management of the products and procedures for the delivery and improvement of core/universal services. Membership represents all partners co-located at the center. The team employs a consensus decision-making model and strives to inform its decisions with data and input from the organizations represented by the team's members. The team is fully empowered to make decisions related to management of and improvements to center operations. The CQI Team will consult with the Design Team before making changes to any of the core processes for which the Design Team has designed and established protocols for implementing in ways that ensure commonality, consistency, and saturation. For other core process within the center, the CQI Team is responsible for consulting with the center's management if improvements require a substantial set of resources not within the scope of the team to align or reallocate.

The CQI Team will:

- Ensure the integrated service delivery system at the center supports the WIB's strategic goals, policies related to integration, quality and performance
- Align service delivery practices with performance management for all required WIA Partner and resident programs
- Implement methodologies to assess quality, analyze resultant data, and make improvements to universally accessible core services, products, and key processes at the center within the parameters for the process set by the Design Team.
- Develop and maintain site-specific operational procedures and practices for customer flow, customer service, universal/core operations, and continuous quality improvement in the absence of any such procedures available system-wide.
- Identify the ongoing training and skill development needs of *resource room staff*.

Resources available to the team include the Leadership and Design Teams which assist by identifying emerging issues and aiding the team in working through any barriers and/or impasse by providing direction or resolution. The Design Team affords the team a partnership-wide sounding board for ideas and strategies, as well as a source of systemic issues the Center CQI Team may need to address.

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 Leadership Team is still in the process of developing the criteria for management and staff of the new integrated service delivery model.

State Policy Framework 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.

The Employer Services Team consists of representatives from the EDD Development Department Job Services Division and work2future staff. The prior Business Services Team pilot model consisting of work2future and EDD job Service staff working in tandem is being reviewed to develop a business customer service flow.

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.

work2future will continue to respond within 24 hours to a business request for human resource support. Where work2future has and will continue to distinguished itself is by its proactive approach to serving small business, and particularly minority- and women-owned firms. In addition work2future Business Team frequently presents to local business associations, commissions and chambers to provide them with service information and updated trends.

Looking ahead, work2future will expand its mandate to serve the large base of entrepreneurs in Silicon Valley. For example, work2future will reach out to the many businesses receiving permits and business licenses to inform them of available services. In addition, work2future has coordinate with its many partners, to develop a website, customized in content and language, to serve small business and entrepreneurs. BOS. Lastly, and leveraging its CQI operations, it will expand its network of partners to offer specialized recruitments and offer job fairs which will match customers to employment opportunities by utilizing needs assessments, and making and following up on referrals from businesses.

State Policy Framework 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 leaning lab has successfully shifted to the integrated service delivery model and describe the methodology you will use to calculate your results.

See Attachment C - Integrated Service Delivery Initiative – Proposed Measurements for the Integration Pilot.

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 collection, increased efficiencies and effectiveness, impact on performance outcomes, sufficiency and identification of resources to meet the responsibility, increase in the number of customers receiving skills and other training, impact on cost per customers served, and the impact on duration of unemployment. How will these indicators assist you in evaluating your new model?

These indicators will be analyzed to assist work2future in improving services, make recommendations, and informed decisions. This information will allow work2future to assess whether we are likely to meet performance levels, manage our programs on a real-time basis, and track the broader one-stop population. Further it will provide for more stringent guidance and monitoring of the data; work2future can also provide assistance to other workforce investment boards in developing and sharing promising practices on interim performance indicators; and develop an adjustment model or other systematic method as needed per the indicators listed above. **See Attachment C - Integrated Service Delivery Initiative – Proposed Measurements for the Integration Pilot.**

WELCOME TEAM CHARTER

Team Members Contact Information

Name	Department	Phone	E-Mail
Kathy Parker	EDD	408-842-6239	kparker@edd.ca.gov
Joy Salandanan	work2future	408-277-3135	joy.salandanan@sanjoseca.gov
Tamia Brown	work2future	408-277-3033	tamia.brown@sanjoseca.gov
Lidia Doniz	work2future	407-277-3269	lidia.doniz@sanjoseca.gov
Angela Cipperly	work2future	407-277-3035	angela.cipperly@sanjoseca.gov

Team Goals and Objectives:

To design an efficient and effective customer flow to enhance delivery of client services that provides a positive experience for all customers. The following are the team's specific objectives:

- Design Customer Plan
- Design Access to Skills Team
- Design Access to Assessment
- Design access to Employment Team
- Design easy access to all services
- Create a Mechanism (tool) for clients to give feedback after initial visit
- Identify resources needed (e.g. staff, equipment, software etc.)
- Evaluate User-Friendly Self-Assisted Tools

Key Strategies

- Ensure that all staff are cross trained
- Identify two sets of Teams to avoid staff burn out
- Provide Job Seeker Certification for all Welcome Team

Outcomes

Excellent Customer Service:

- Customers feel welcome and important)
- All customers will be offered the opportunity (and encouraged) to participate in Work2Future services that will lead to skills enhancement and employment.

CLIENT SERVICES

ASSESSMENT, SKILLS, AND EMPLOYMENT INTEGRATION TEAM

Team Members Contact Information

Name	Department	Phone	E-Mail
Carl Begay	EDD	408-369-3606	cbegay@edd.ca.gov
Kandy Aglony	work2future	408-277-3004	kandy.aglony@sanjoseca.gov
Tamia Brown	work2future	408-277-3033	tamia.brown@sanjoseca.gov
Linda Higgins	work2future	407-277-3269	linda.higgins@ibpwia.org

Team Goals and Objectives:

To properly evaluate and identify each client's needs for their employment goals.

- Select team members
- Develop a transition method from evaluator to skills team
- Employment team should develop positive working relationships with employers
- Monitor and improve processes
- Design an evaluation check list
- Identify resources for each team
- Increase onsite partners services

Key Strategies

- Provide targeted/specialized recruitments on a regular basis
- For Evaluators/Enrollment Counselors to identify all barriers
- I-Train must have an appointment scheduler feature for all staff (evaluators, employment, and skills team)
- Cross Train Staff

Outcomes

Excellent Customer Service:

- Skills/Employment should work as a team with two subunits
- Skills/Employment will have standing meetings to discuss incoming clients
- All customers will receive one-on –one evaluation from counselors
- All new enrolled customers will receive an initial assessment
- Customers will have access to current localized labor market information
- Customer will receive an appointment card

PROCESS IMPROVEMENT TEAM CHARTER

Team Members Contact Information

Name	Department	Phone	E-Mail
Monique Melchor	work2future	408-277-3130	Monique.Melchor@sanjoseca.gov
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Denise Ceballos	EDD	408-369-3628	dceballos@edd.ca.gov
Elizabeth Kaylor	work2future	408-277-3047	Elizabeth.Kaylor@sanjoseca.gov

Team Goals and Objectives:

-
- Create the simplicity of design and the reduction of program requirements.
 - Shift towards an environment in which electronic transactions and electronic signatures will become the norm, which in turn will reduce paperwork
 - Create and deliver a staff-training plan that identifies the topics, competencies, audience and frequency of needed training
 - Create a training plan to develop the skills and competencies of all staff to fully function in an integrated environment
-

Key Strategies

-
- Will work to stream-line services
-

Outcomes

-
- Systemic reduction and or elimination of current procedure and policy in place
 - Customer interactions will become quicker and information will be easily accessible
 - All staff will fully function with skills and competencies, in an integrated environment
-

WORKFORCE INTELLIGENCE TEAM CHARTER

Team Members Contact Information

Name	Department	Phone	E-Mail
Ray McDonald	Work2future	408-842-6239	Ray.Mcdonald@sanjoseca.gov
Janice Shriver	EDD	408-369-3606	J.Shriver@edd.ca.gov
Javier Vanga	work2future	408-277-3168	Javier.Vanga@sanjoseca.gov

Team Goals and Objectives:

-
- To develop the organizational framework and procedures for acquiring, distributing and training all One Stop staff on workforce intelligence products
 - To develop policies and develop protocols that will be adopted by Policy Team in the area of workforce intelligence
 - Conduct semi-annual update training for staff on labor market information, and monthly e-mail updates
-

Key Strategies

-
- Will be guided by “Building Labor Market Information into Workforce Intelligence”, position paper developed by the State Integration Team
 - Interface with the Welcome & Evaluation Team, and Client Service Team, in order to provide technical expertise on display of workforce intelligence materials and products (e.g., the GeoMapper), and to coordinate staff training to ensure that all customers receive the full complement of information available to make occupational and industry choices
 - Workforce Intelligence will be used primarily after the initial assessment to inform the decisions of either the business or job/training seeker
-

Outcomes

-
- All Staff will receive current Labor Market Information on an ongoing and updated basis
 - Customers will have detailed market information regarding industry clusters and trends in employment
 - Workforce Intelligence is primarily an online product (Geomapper/LMI) which is always available to staff, but is updated on an ongoing basis
-

BUSINESS SERVICES CHARTER

Team Members Contact Information

Name	Department	Phone	E-Mail
BJ Sims	work2future	408-277-3159	bj.sims@sanjoseca.gov
Carl Begay	EDD	408-369-3606	cbegay@edd.ca.gov
Denise Ceballos	EDD	408-369-3628	dceballos@edd.ca.gov

Team Goals and Objectives:

This teams goal is to understand businesses needs and to answer their service requests in an integrated, timely and customer friendly manner

- Business Services Team, working with the Design and CQI teams assistance will develop customer satisfaction information collection systems using a common criteria and databases for a better understanding of job seekers and business hiring needs
- Understand businesses needs and to answer their service requests in an integrated, timely and customer friendly manner

Key Strategies

- Business Services will interface with the Client services team to deliver services to clients through specialized recruitments, job postings and job fairs
- Continue to Collaborate with 39 Business Service providers to develop a virtual system to deliver on-line services to start up and small businesses
- The BusinessOwnerSpace.com (BOS) system allows for small businesses to access information a 24/7 basis and for them to self-select what they really need with out going through a maze of bureaucracies
- In coordination with local partners, EDD, Job Corps, Evergreen Community College and others to make a comprehensive outreach to the business/employer community to market services and programs

Outcomes

- Building on existing industry relationships and partners Business Services Team will promote and expand job-matching services and opportunities for both the job seeker and business customer
- By assessing and meeting local small business and industry needs, the Business Service Team can help with local economic and workforce development

STAFF DEVELOPMENT TEAM

Team Members Contact Information

Name	Department	Phone	E-Mail
Tamia Brown	work2future	408-277-313033	tamia.brown@sanjoseca.gov
Lori Strumpf	Strumpf and Associates	202-257-2971	Strumpfctr@aol.com
Michael Burciaga	EDD	408-369-3606	m.burciaga@edd.ca.gov

Team Goals and Objectives:

-
- Create and deliver a staff-training plan that identifies the topics, competencies, audience and frequency of needed training
 - Create a training plan to develop the skills and competencies of all staff to fully function in an integrated environment
-

Key Strategies

-
- Analyze the requisite skills required and conduct a needs assessment with staff to identify what skill they think they need
-

Outcomes

-
- All staff will fully function with skills and competencies, in an integrated environment
-

**Training Plan
Developed by the Staff Development Subgroup
Final Draft for Review - December 2007**

This training plan was developed by the team using a needs assessment survey with staff. Twenty-three (23) responses were collected, 13 from EDD staff and 10 from WIA staff. The plan responds to the highest responses with regard to the Knowledge Areas and the Skills and Competency areas identified on the Needs Assessment.

Training Topic	Competencies to be Obtained	Approach/ Method of Delivery	Target Audience	Trainer(s)	Schedule (date(s) and time)
Service Overview of Offerings from EDD and WIA (WP, TAA, WIA, VETS) Will also include the partners like COA, NCOA, WVC, CITD, YEOP, etc.	Obtain a working knowledge of each program Ability to identify a content expert for help	Interactive stand up and deliver	All staff	EDD & work2future Staff	March for Gilroy April and May for all others
Systems Training on I-Train CalJobs ACES PASS GEOMapper JTA Assessment Tool	Obtain a working knowledge of each system Ability to use each system and to help jobseekers use the system(s)	Interactive stand up and deliver and practice at computers	All staff	EDD & work2future Staff	March for Gilroy March, April, May for all others
Conflict Resolution in Dealing with Difficult Customers	Ability to diffuse an angry customer Ability to discern a potentially dangerous customer from an angry customer Ability to resolve the conflict productively	Interactive stand up and deliver with role play/case studies	All staff	work2future consultant	March for Gilroy March, April, May for all others
Complaint Process	Obtain knowledge of the policies and procedures that govern how to handle a customer complaint across systems (EDD and WIA)	Interactive stand up and deliver	All staff	EDD & work2future Staff	March for Gilroy March, April, May for all others
Ethical Behavior	Develop an understanding of legal issues such as sexual harassment in the workplace (e.g., staff to staff and customer to staff, and	Interactive stand up and deliver and case studies	All staff	work2future consultant	March for Gilroy March, April, May for all others

ATTACHMENT B

	<p>staff to customer).</p> <p>Develop an understanding of the use of ethics as part of organizational practice</p> <p>Demonstrate the knowledge and skill required to apply workplace ethical standards and values</p>				
Supervisor Training	<p>Demonstrate ability to work as a team</p> <p>Develop joint problem solving techniques</p> <p>Develop knowledge of programs in EDD and WIA</p>	<p>Interactive stand up and deliver and case studies</p>	<p>All EDD and WIA supervisors</p>	<p>Work2future consultant</p>	<p>March for Gilroy</p> <p>March, April, May for all others</p>
Customer Flow	<p>Develop team skills</p> <p>Develop customer service skills</p> <p>Develop knowledge and skills to carry out the functions required in each team</p> <p>Obtain an understanding of the appropriate policies and procedures for each team's functions (include Forms and Processes)</p> <p>Develop an understanding of best practices within core functions</p> <p>Knowledge of Assessments given to clients</p> <p>Knowledge of Partner and Non-partner services (Community Resources)</p> <p>Knowledge of work2future Customer Service Standards</p>	<p>Interactive stand up and deliver, role play, case studies, practice.</p>	<p>Team members as a team on the Welcome Team, Get a Job Team, and Skills Development Team</p>	<p>work2future consultant & work2future staff</p>	<p>Each Team will be trained as a team in each of the core areas for their team between March and June 08, over the course of 4 – 4 hour training modules.</p> <p>During April and May 08 each team will be provided an overview of the other teams' functional tasks in 1- 4 hour module.</p>
Using Technology	<p>Trouble shooting in specific instances</p> <p>Develop skills in</p>	<p>Interactive including practice on computers,</p>	<p>All staff</p>	<p>EDD & work2future Staff</p>	<p>March thru June in modules.</p>

ATTACHMENT B

	<p>using specific programs and systems that will help serve customer</p> <p>Develop skills in using specific programs and systems that will help employees be more efficient in their work</p>	stand up and deliver			
Problem Solving	<p>Develop skills to: Define a problem before deciding on a course of action</p> <p>Using data to help define and solve the problem</p> <p>Taking calculated risks</p> <p>Finding innovative solutions</p>	Interactive stand up and deliver, role play, case studies, practice	All staff	work2future consultant	March thru June in modules.
Leadership in a Collaborative Environment	<p>Develop skills to: Take the initiative Share credit Joint decision making Learn from mistakes Motivate others</p>	Interactive stand up and deliver, role play, case studies, practice	All Staff	work2future consultant	March thru June in modules.
Customer Service	TBD	TBD	TBD	TBD	TBD

PROPOSED MEASUREMENTS FOR THE INTEGRATION PILOT

ATTACHMENT C

	Measure	Indicators for Measure	Measurements	Standard	State Guidance
1	Increase in the number who participate in a "skill building activity	From a specifically identified set of activities defined as "skill building", compare the total number of individuals participating in all of them pre pilot and after the pilot period	Data collected from JTA	The 1 st year work2future will establish a baseline; 2 nd year work2future will see a 20% increase in activities and a 30% increase in the 3 rd year.	Increase in the number of clients receiving skills and other training
2	Satisfactory level of reported team work within each of the clients focused teams	— Team members report level of team work as satisfactory against specified criteria	Online Survey "Pilot Feedback form" of team members on a monthly basis	1 st year – staff will use a "Pilot Feedback Form" to capture information for improved services, which will establish a baseline. 2 nd year need for improved services will decrease by 20%, 3 rd year need for improved services will decrease by 40%.	Number of formal strategic alliances increases
3	Met performance standards during the pilot as compared to the period prior to the pilot	WIA performance measures	Quarterly data reports from the performance management system	Of the six indicated above work2future anticipates the following performance benchmarks: PY 08/09 4/6 PY 09/10 3/6 PY 10/11 5/6 PY 11/12 6/6	Impact on performance outcomes: For the first year of integration 08/09 work2future anticipates that we will not meet the retention rate based on the large number of clients served (Adult & Dislocated). For year 09/10 work2future anticipates that we not meet Adult and Dislocated Retention and the Adult Earnings measures , based on the large number of individuals being served and due the Adult clients that have not had previous attachment to the workforce making them less likely to retain employment For 10/11 based on two years of past experience work2future will develop new systems that will allow for tracking of the large number of customers for better performance outcomes. For 10/11 based on two years of past experience work2future will develop new systems that will allow for tracking of the large number of customers for better performance outcomes. For 11/12 work2future anticipates that systems developed with knowledge from the last three year of integration will allow for successful performance outcomes. work2future anticipates meeting the performance outcomes listed above at 90%. Which will still allow work2future to receive incentive funding.

PROPOSED MEASUREMENTS FOR THE INTEGRATION PILOT

ATTACHMENT C

4	The length of time a client is enrolled in the program	Amount of time it takes clients to go through the program	The amount of time is reduced pre and post the pilot	The 1 st year work2future anticipates decreasing the length of time an individual is enrolled in the program will be reduced by 20%, notwithstanding those who are in long-term training. The 2 nd year would see an additional 20% decrease in length of enrollment time, notwithstanding those who are in long term training and by the 3 rd year a client can be expected to complete the program in as little as six months	This new integration strategy will allow work2future to serve more clients in less time.
5	The right candidate is referred to the right job	Employers report that they found the right candidate through referrals from the center	Employers report that there is a match of client for employers	Employers currently report that there is a 40% match. The 1 st year work2future anticipates employer reports at 50% match, 2 nd year 60% match, 3 rd year employers will report that there is a match 75% of time they receive referrals from the One-Stop center.	Impact on skills improvement from entry to exit
6	<i>Number of clients reporting that the service received was accurate based on the identified needs</i>	<i>Clients rate the ability of the team to match them to the right service (i.e., the service produced the results that they expected)</i>	The measures in italics (numbers 6-9) are still in discussion regarding the methodology that will be used to collect data	The measures in italics (numbers 6-9) are still in discussion regarding the methodology that will be used to collect data	<i>Increased efficiencies and effectiveness</i> <i>Impact on customer service outcomes</i>
7	<i>Number of Individuals clients reporting that the service received was of quality</i>	<i>Customers rate the service(s) received as being of quality</i>	The measures in italics (numbers 6-9) are still in discussion regarding the methodology that will be used to collect data	The measures in italics (numbers 6-9) are still in discussion regarding the methodology that will be used to collect data	<i>Impact on Service Quality</i> <i>Impact on customer service outcomes</i>
8	<i>Time waited for staff assistance that meets client expectations</i>	<i>Customers report wait time</i>	The measures in italics (numbers 6-9) are still in discussion regarding the methodology that will be used to collect data	The measures in italics (numbers 6-9) are still in discussion regarding the methodology that will be used to collect data	<i>Impact on customer service outcomes</i>
9	<i>The integrated data collection system meets the needs of</i>	<i>WIA and EDD staff report that data needs are met</i>	The measures in italics (numbers 6-9) are still in	The measures in italics (numbers 6-9) are still in discussion regarding the methodology that will be used to collect data	<i>Ease of data collection</i>

PROPOSED MEASUREMENTS FOR THE INTEGRATION PILOT

ATTACHMENT C

	<i>both WA and EDD</i>		discussion regarding the methodology that will be used to collect data		
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Note: The measures in italics (numbers 6-9) are still in discussion regarding the methodology that will be used to collect data