



Workforce Alliance of South Central Kansas KansasWORKS Workforce Centers One Stop Services Integration Policy



When enacted in 2014, the vision of the Workforce Innovation and Opportunity Act (WIOA) was to redesign the workforce system to increase program collaboration at the federal, state, and local level to ultimately integrate all available programs and services to job seekers and businesses through American Job Centers (AJC). WIOA established the Local Workforce Development Boards (LWDBs) and the state of Kansas has charged them with designating, overseeing, and continually operating the workforce centers in each of the local areas in the state, including the integration of programs under the One-Stop model. Additionally, the LWDBs have the responsibility to ensure employment and training programs in their communities operate at a high level of quality and satisfy the expectations and needs of their customers.

State policy encourages LWDBs to design, implement, and seek to continuously improve a demand-driven, skills-based, service plan that includes enhancements to customer flow and service delivery that supports and advances the integration of employment and training services¹. According to State policy, the LWDBs functionally manage all one-stop programs.² The LWDB serving six counties designated as Local Area IV in the Wichita, Kansas region is the Workforce Alliance of South Central Kansas (WA).

To best leverage resources and align services from the **KANSASWORKS** Workforce Centers in Local Area IV, a customer service integration strategy will be implemented by the one-stop partners. The goal of the service integration model is to provide high quality services to employers and job seekers, even when faced with limited resources. Through an integrated services model, the local workforce system will operate programs based upon unified purposes, goals, and policies and will be better positioned to meet the needs of customers - job seekers and employers.

Employers are recognized as the primary customer for the Workforce Alliance in order to better serve job seekers. The intent of the One Stop service integration model is to coordinate employer engagement in a partnership strategy to support employment goals and program outcomes for one-stop partners. It is also a way to improve services to employers and increase engagement of the business community in the public workforce system.

WIOA implemented common performance measures across workforce programs. Programs are operating with the same goals for the participants they serve, with the end goal of long-term self-sufficiency for job seekers. Integrated services ensure job seekers have an opportunity to know their skills, improve their skills, and obtain a good job³ which best matches their skills. Services are tied to regional labor market data relative to local job driven occupational needs determined by the LWDB when determining demand occupations and self-sufficient wages.

A key feature of the integrated service model is to co-enroll eligible customers across programs when possible to support seamless service delivery. Customers who progress to a Job Seeker Services level are co-enrolled, creating a group of integrated customers. This commitment to building an integrated customer pool allows all staff, including Wagner Peyser (WP), WIOA Adult, Dislocated Worker, and Youth, Senior Community Service Employment Program (SCSEP), Trade Adjustment Assistance, Jobs for Veterans State Grant, and RESEA to be

¹ KW policy 5-22-00, pg. 1

² **KANSASWORKS** (KW) policy 5-22-22, pg. 3

³ TEGL 07-22 part 4

fully integrated and able to provide consistent services to any customer without concern for programmatic guidelines, and the documentation requirements which need to be followed. Thus, defining a service delivery process which does not emphasize program eligibility nor program participation.

Integrated Service Delivery and Functional Management

To administer these efforts a “Functional Manager” is designated by the WA to manage the day to day operations of service integration strategies in Local Area IV. The Functional Manager in Local Area IV is the One Stop Operator (OSO). The primary duty of the OSO is to reduce duplication of services, streamline customer flow throughout the workforce system, and ensure a non-sequential service delivery process based on individual customer needs that does not emphasize program eligibility nor program participation.⁴ The OSO coordinates operations in conjunction with leadership at the **KANSASWORKS** Wichita Center including the Director of Integrated Job Seeker Services, the Director of Integrated Employer Services, and the Regional Operations Manager for the Kansas Department of Commerce.

One-Stop operations in Local Area IV utilize a functional services model⁵; workforce center staff are organized by services provided, rather than by program or partner agency. Each service group is overseen by a functional supervisor who provides oversight and supervision of day-to-day activities. Formal managers, representing a one-stop partner, are also available for guidance specific to an agency or organization (including staff evaluations, wage concerns, etc.). As LWDBs are responsible for functionally managing all one-stop programs,⁶ the WA will work in conjunction with partners to designate an appropriate functional supervisor for each service group. Attempts are made for all WIOA and WP staff to be cross-trained on each function, but staff will be assigned a primary function based on skills, knowledge and experience.⁷

One-Stop Service Functions:

- Welcome Function
 - Information Services
 - Job Seeker Services
- Skills Training Function
- Business Services Function

The description of functional and formal supervision for customer service at KansasWORKS Workforce Centers is below.

Functional Supervision: Each Functional Supervisor will serve as primary supervisor for day-to-day work activities. The Functional Supervisor will be responsible for the following:

- Providing oversight of daily activities/group functions
- Organizing and maintaining staffing schedule for group
- Directing, assigning and reassigning group members based upon operational needs

⁴ KW policy 5-22-00 pg. 1

⁵ KW policy 5-22-00, pg. 3

⁶ KW policy 5-22-00 pg. 3

⁷ KW policy 5-22-00, pg. 5

- Monitoring and tracking services provided by group
- Providing coaching and feedback based upon observations and staff inquiries
- Identifying and facilitating the timely resolution of questions, problems, concerns/complaints and other issues affecting or involving group
- Responding to questions/concerns of group members
- Addressing customer issues that involve group members or services provided by group
- Coordinating approvals of leave requests for group members
- Scheduling and conducting staff meetings and trainings for group members
- Communicating any meaningful action of the above-mentioned tasks timely to Formal Supervisors

Formal Supervision: Each staff member will retain a Formal Supervisor, as identified by the respective employer upon hire. The Formal Supervisor will be responsible for the following:

- Ensuring employees work in accordance with the agency's personnel policies
- Addressing behavior and performance concerns of employees at corrective action level based upon the agency's personnel policies
- Signing time sheets
- Approving expense reports/travel vouchers
- Communicating agency policies, procedures, required activities, news etc. to Functional Supervisor in a timely manner

The Functional and Formal Supervisors for each staff member will work closely together on the following:

- Ensuring work performance is, at a minimum, falling within an acceptable level
- Identifying and monitoring performance goals/priority outcomes
- Conducting performance reviews and preparing staff development plans
- Coordinating staff meetings and trainings
- Communicating changes to daily activity or tasks timely
- Ensuring all reports or spreadsheets are shared between agencies monthly

As mentioned above, the Workforce Centers in Local Area IV are overseen by a single functional manager: The One-Stop Operator. The responsibilities of the Functional Manager (One Stop Operator) are:

- Coordinating the one-stop delivery system and ensuring all required services are being effectively delivered in the local area
- Ensuring access to career and training services (will not provide direct client services)
- Providing data, information, and analysis of appropriate labor market data
- Supporting partnerships employers, their intermediaries and other community based organizations to boost and build the system of job placements for one stop operations in Local Area IV.
- Assisting in developing convening and/or implementing industry or sector partnerships to support one stop operation in Local Area IV.

Within the Centers, functional service groups are broken into two categories: Employment and Employer services. Employment services include Welcome and Skills Training functions; Employer services include the Business Services function.

The responsibilities of each functional service group are as follows:

Welcome Function:

Staff assigned to this function work with job seekers to determine the best set of services available given their needs⁸. This group is responsible for processing registrations, conducting preliminary evaluations of service needs based on skills, interests, and labor market information. The WA Board has divided this function into two areas: Information Services and Job Seeker Services.

Information Services (Front Desk & Public Access Computers area)

While the WA funds a full-time staff position with responsibilities covering the Information Desk, as part of the Integrated Service Model, all staff and partners providing services in the Centers have a responsibility for coverage of the Information Desk. This also includes staffing for the Resource Area as well as the job search computers. All customers entering a Center shall receive a prompt initial greeting, be checked in for services per Centers' policies and procedures, and given a Career Intake Assessment. As the first point of contact for all customers, the expectation is to provide exceptional customer service and have a working knowledge of all partners and programs within the Centers⁹. Information Services staff are also responsible for determining a customer's need for auxiliary aides and services.

Job Seeker Services

Staff associated with Job Seeker services are responsible for providing Career Services in the Integrated Services Delivery model. Job Seeker Services include but are not limited to WIOA, WP, and JVSG programs¹⁰ and focus on the assessment and enhancement of job seeking skills. Staff meet with customers one-on-one to provide individualized job search assistance as well as in group settings to conduct workshops. Required functional activities include:

- Conduct initial assessments to determine service needs based on skills, interests, and on labor market information¹¹
- Provide information and demonstration of available services, including on-line registration, occupational and labor market information, assessments to identify interests and aptitudes, and other employment related tools
- Assist job seekers with identification of basic skills deficits using generally available resources including WorkKeys Assessments and pre-screening assessments developed by employers
- Collect and submit documentation for eligibility for local, state, and federal programs utilizing M-Files or other means as appropriate

⁸ KW policy 5-22-00 pg.5

⁹ TEGL 16-16, Section 4 C

¹⁰ KW policy 5-22-00

¹¹ KW Policy 5-22-00 pg. 5

- Support and document customers' individual career goals by instituting customized Individual Employment Plans (IEP)¹²
- Provide case management services to customers enrolled in local, state, and federal programs in accordance with policies, procedures, and forms
- Support One-Stop and other partners through knowledge of resources and referral processes to eliminate customer barriers to meeting employment goals and outcomes
- Document and maintain customer contacts, services, and activities in electronic filing systems such as **KANSASWORKS** and M-Files in accordance with standard procedures, rules and regulations for the purpose of coordinating partner services and documenting program performance
- Participate as needed in job fairs, career day events, workshops, seminars, Rapid Response, networking events and other employment related activities
- Participate in all aspects of daily operations, including: staff-assisted career services including intensive one on one job search activities, and labor market information

Skills Training Function

Staff associated with Skills Training are responsible for providing one-on-one case management services to customers who have already received Job Seeker Services and are enrolled in training activities that ultimately lead to employment (as eligibility and funding allows). Required functional activities include:

- Collect and submit documentation for eligibility for local, state, and federal programs
- Assist customers with assessments
- Support and document customers individual training goals by instituting customized Individual Employment Plans (IEP)
- Provide one-on-one case management services to customers enrolled in local, state, and federal programs in accordance with policies, procedures, and forms
- Help to eliminate customer barriers during training by offering supportive services and referrals to partner and community resources to eliminate customer barriers
- Maintain and document contact with customers; track progress and performance outcomes in electronic filing systems such as **KANSASWORKS**, Alliance Database, and M-Files in accordance with standard procedures, rules and regulations for the purpose of coordinating partner services and documenting program performance
- Support One-Stop Partners to meet employment goals and outcomes
- Participate as needed in job fairs, career day events, workshops, seminars, Rapid Response, networking events and other employment related activities
- Assist as needed with Career Services in LAIV American Job Centers

Business Services Function

Staff serving in the Business Services function work with area employers to assist in identifying solutions for workforce needs. Business Services staff work to match job-ready applicants with the open positions held by

¹² TEGL 19-16, Section 6

area employers with emphasis on positions that meet the federal standards for “good jobs”¹³. The Business Services staff are divided into those that provide internal services and those that provide external services.

Internal Functional activities include:

- Assist placing job seekers in employment opportunities with emphasis on good jobs
- Support One-Stop Partners to meet employment goals and outcomes
- Obtain, input and review job orders. Match applicants with job requirements, using manual and/or computerized file searches. Contact applicants to inform them of employment opportunities
- Refer qualified applicants to employers based on pre-screening assessment results, application review, or other identified criteria
- Document and maintain customer contacts, services and activity in **KANSASWORKS** in accordance with standard procedures, rules and regulations for the purpose of coordinating partner services and documenting program performance
- Coordinate and participate as needed in job fairs, career day events, workshops, seminars, Rapid Response, networking events and other employment related activities
- Communicate regularly with all other functional groups regarding employer and job seeker services as well as providing information on job postings and employer feedback

External Functional activities include:

- Develop and maintain relationships with new and existing employer customers
- Work with employers to determine preferred skills assessments and establish basic skill levels necessary for job seekers utilizing the AJC to gain employment
- Document and maintain customer contacts, services and activity in **KANSASWORKS** in accordance with standard procedures, rules and regulations for the purpose of coordinating partner services and documenting program performance
- Coordinate and participate as needed in job fairs, career day events, workshops, seminars, Rapid Response, networking events and other employment related activities

Performance

The success of One Stop services is measured by a comprehensive performance accountability system in order to optimize the return on investment of federal funds, to assess the effectiveness of services, and to ensure continuous improvements.

All WIOA core partner programs are outcome based. The effectiveness of each program is measured by capturing customer performance information collected through **KANSASWORKS**. Current performance measures that apply to job seeker customers are:

Common Measures

- Entered Employment Rate 2nd Quarter– The percentage of program participants who are in education or training activities, or in unsubsidized employment during the second quarter after exit

¹³ TEGL 07-22

- Entered Employment Rate 4th Quarter– The percentage of program participants who are in education or training activities, or in unsubsidized employment during the fourth quarter after exit
- Median Earnings – The median earnings of program participants who are in unsubsidized employment during the second quarter after exit
- Credential Attainment- The percentage of participants enrolled in an education or training program (excluding those in OJT and customized training) who attained a recognized postsecondary credential or a secondary school diploma, or its recognized equivalent, during participation in or within one year after exit
- Measurable Skills Gain- The percentage of participants who, during a program year, are in an education or training program that leads to a recognized postsecondary leading to credential or employment and who are achieving documented academic, technical, occupational, or other forms of progress, towards such a credential or employment
- Effectiveness in Serving Employers- Retention with the same employer measures the percentage of participants who exit and were employed by the same employer in the second and fourth quarters after exit and repeat business customers measures the percentage of employers who have used WIOA core program services more than once during the last three program year

Staff are provided the current negotiated standards of common measures for all programs, and are expected to contribute to the achievement of meeting or exceeding the highest of the WIOA program standards.

Integration Oversight & Continuous Improvement

The WA is committed to regular review of service delivery practices to ensure an ongoing focus on continuous improvement within LA IV. The WA One Stop Operator will manage/oversee the delivery of integrated services and works in coordination with the Regional Operations Manager for the Kansas Department of Commerce and other WIOA core partner programs.

Input from customers, internal partners, and community partners is critical to the progression of delivering a high level of customer service while aiming to meet needs of area businesses by connecting employers with a skilled workforce.

The WA will conduct ongoing oversight and monitoring of services, customer files, eligibility documentation, customer payments, level of integration, effectiveness of functional supervision, and performance to ensure compliance with federal and state laws, regulations, and local policies and procedures. In addition, the WA will conduct customer interviews on a quarterly basis.

Data validation is conducted annually by the State of Kansas to ensure that all information entered into **KANSASWORKS** is accurate and documented in the customer file.

In addition to WA oversight and monitoring, the State of Kansas and the U.S. Department of Labor monitors and/or audits the activities and documentation for services delivered.

Referrals

As stated in the Local Area IV Local Plan, all partners are committed to making referrals when a customer may benefit from the services of another partner program or if the customer requests a referral. Referrals shall be made on an individual customer basis and not as blanket referrals to another partner. Partners have agreed to use the standardized Partner Referral Form available from the Workforce Center or a partner's electronic referral option. When sending a referral all the necessary documents requested on the form shall be included. Partners will ensure appropriate releases are obtained from the customers so the partners may work together on services for the customer reducing duplication. Partners are expected to make an initial contact attempt with referred customers within 48 hours of receiving the referral.

Business and Community Outreach

The WA seeks to implement a collaborative and coordinated business outreach process to streamline employer and economic development engagement among partners. The purpose for this strategy is to improve services to employers and increase engagement of the business community in the public workforce system.

The partners will work to continue to coordinate outreach processes to employers. Coordinating employer contact is not intended to constrain access to employers, but rather to expand access to employers by enabling the workforce system to represent their customers equally, vigorously, and simplify the process for businesses. Regardless of who interacts with an employer, the employer's needs are met by including customers from all programs as potential employees.

Opening the dialogue between the partners and creating a streamlined approach to business outreach, will provide the opportunity for key stakeholders to discuss options for creating inclusion and targeted training programs. These programs will enhance employers' hiring capabilities, as well as providing people with multiple barriers to employment opportunities to become employed. This improved engagement will also provide additional paid job opportunities for youth while in school or immediately after, up to age 24. This can include, but is not limited to, internships, apprenticeships, job shadowing and/or training courses.

In an effort to increase the public's recognition of the workforce system, the WA Board adopted the State Workforce Services System Brand. The WA co-brands all outreach material, including print and digital material, with the WA logo and **KANSASWORKS** Workforce Center brand in accordance with State policy¹⁴. The state-wide branding will increase the visibility of all the connected Workforce Centers as well as easily identify access points and satellite centers.

¹⁴ KW policy 6-02-00