



# Building Cross-System Alignment into Your WIOA System Part 2: Cross-System Coordination and Programmatic Accessibility

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# HOUSEKEEPING I: CAPTIONING

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# HOUSEKEEPING II: QUESTIONS

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# WELCOME



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# LEARNING OBJECTIVES

## Participants will learn strategies to:

- ▶ Move from plans to action by leveraging resources and improving cross-system services and alignment.
- ▶ Create and support interagency workgroups to advance shared initiatives.
- ▶ Collaborate on shared intake, referral, and service delivery processes.
- ▶ Collaborate on training and resource coordination.



# IMPROVED OUTCOMES THROUGH CROSS-SYSTEM COORDINATION - 1

WIOA promotes:

- ▶ System coordination, integration, and alignment.
- ▶ The public workforce system as a “comprehensive, integrated, and streamlined system to provide pathways to prosperity for those it serves...”  
([Pub. L. 113-128](#)).
- ▶ Equity and inclusion of people who are underrepresented.
- ▶ Programmatic accessibility.



# IMPROVED OUTCOMES THROUGH CROSS-SYSTEM COORDINATION - 2

WIOA promotes the provision of:

- ▶ “a broad array of integrated services;”
- ▶ customer access to “a seamless system of high-quality services through coordination of programs, services, and governance structures;” and
- ▶ support of “the alignment of workforce investment, education, and economic development systems, in support of a comprehensive, accessible, and high-quality workforce development system.”



# WHAT WE ARE LEARNING ABOUT SYSTEM ALIGNMENT - 1

- ▶ Umbrella MOUs:
  - ▶ Promote alignment and coordination of services and operational policies
  - ▶ Set uniform performance expectations
  - ▶ Leverage resources across systems
  - ▶ Support cross-training
  - ▶ Enable data sharing
- ▶ States can set and align equity goals across agencies and projects, including tracking disaggregated data to improve outreach, services, and outcomes related to diversity, equity, inclusion, and accessibility.



# WHAT WE ARE LEARNING ABOUT SYSTEM ALIGNMENT - 2

- ▶ Standing interagency workgroups design, implement, and evaluate cross-system initiatives, advancing priority initiatives.
- ▶ Workgroups may focus on equity, equal opportunity, service integration, policy development, Employment First, developing the State as a Model Employer, service alignment, service quality and performance standards, business services and engagement, data reporting/sharing, financial literacy services, capacity building for AJC staff and partners, and more.
- ▶ Shared intake, referral, and service delivery processes to facilitate co-enrollment, and leverage resources across systems to promote equity and inclusion.





# **Benchmarks of Success for Maryland's Workforce System**



# Maryland's Benchmarks of Success

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- Maryland's workforce system is using the *Benchmarks of Success* as a framework for guiding the partners in working towards the shared goals and activities of the WIOA system.
- The *Benchmarks of Success* allow partners to think systematically about:
  - How workforce services are delivered;
  - Whether services are reaching priority populations;
  - Where to eliminate gaps to create a more efficient, effective system; and,
  - How to build a more prepared, responsive workforce for Maryland businesses.

# Maryland's Benchmarks – Champions

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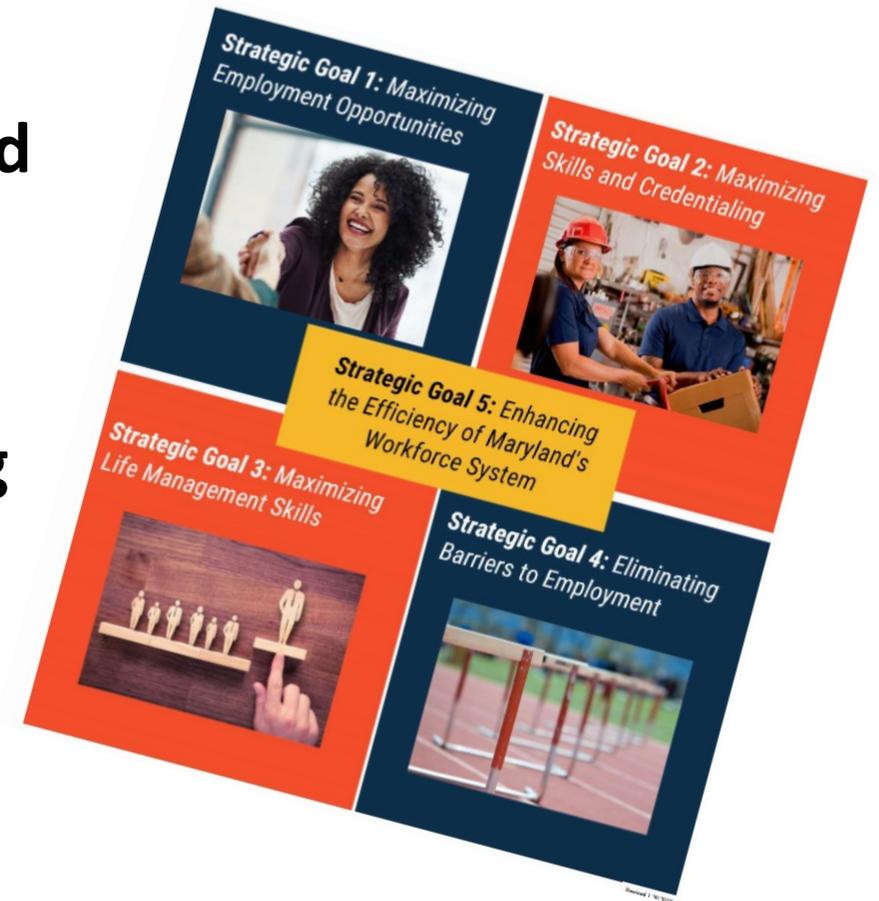
<b>Program</b>	<b>State Oversight Agency</b>
<b>WIOA Title I – Adult, Dislocated Workers, and Youth Programs</b>	Maryland Department of Labor Governor's Workforce Development Board
<b>WIOA Title II – Adult and Family Literacy</b>	Maryland Department of Labor
<b>WIOA Title III – Wagner-Peyser Employment Services</b>	Maryland Department of Labor
<b>WIOA Title IV Vocational Rehabilitation Services</b>	Maryland State Department of Education Division of Rehabilitation Services (DORS)
<b>Temporary Assistance for Needy Families Program (TANF)</b>	Maryland Department of Human Services

# Interagency Leadership and Workgroups



# What's Next?

- ✓ **Policy Committee Report on how virtual programming has impacted service delivery across the workforce system**
- ✓ **Continued coordination regarding COVID-19**
- ✓ **[Visit the Benchmarks of Success Web Page](#)**





Illinois  
Department of Commerce  
& Economic Opportunity

# Illinois Coordination and System Alignment

*Illinois Department of Commerce  
and Economic Opportunity*

# What is Driving Equity in Workforce Programs?

- Governor's Executive Order 2019-03
- Education and Workforce Equity Act
- Governor's Commission on Workforce Equity and Access
- IWIB Equity Task Force





# Governor's Executive Order 2019-03

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- Strengthen workforce development and job creation
- Improve industry targeting
- Align resources to serve disenfranchised populations
- Convene education, workforce, and economic development



# Education and Workforce Equity Act

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- Signed into law on March 8, 2021; called upon the Illinois Workforce Innovation Board (IWIB) to:
- **“Conduct a feasibility study regarding the consolidation of all workforce development programs funded by the federal Workforce Innovation and Opportunity Act *and* conducted by the State of Illinois into one solitary agency to create greater access to job training for underserved populations.”**
- Report made two recommendations to streamline workforce services in Illinois:
  - ***Examine and Memorialize Participant and Stakeholder Experience in WIOA-Funded and Non-WIOA-Funded Workforce Development Programs***
  - ***Evaluate Infrastructure and Technology Systems Across WIOA-Funded and Non-WIOA Funded Programs***



# Governor's Commission on Workforce Equity and Access

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- Equitable accessible and effective future state workforce system
- Grounded in an understanding of user and stakeholder experience
- Racial, social, and geographic inequities inform experience and outcomes across federally and state-funded workforce systems



# IWIB Equity Task Force

**Charge:** This Task Force will develop recommendations for Illinois' workforce system that align with the education system and establish goals that will reduce inequity for the populations we serve.

**Priorities:**

1. Examining programs, policies, and practices to infuse issues of equity and inclusion into these programs, policies, and practices as authorized by law
2. Assessing and recommending education and workforce tools that can track program access and outcomes and disaggregate data to reveal disparities in policies and program delivery
3. Making recommendations regarding inclusive and diverse approaches, including professional development of staff, to ensure use of an equity lens in serving their diverse populations.



# WIOA Activities and Coordination





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# Illinois vision and strategy

**Governor J.B. Pritzker**

**Illinois Workforce Innovation Board (IWIB)**

Oversees the development, implementation and modification of the Unified State Plan and provides strategic leadership for the state's workforce

**WIOA Interagency Leadership Team**

Conducts high-level policy and operations planning and coordination of State agencies and required partner organizations



# IWIB Committees, Work Groups, Task Forces

## IWIB



Standing Committees  
and Subcommittees



Task Forces



Policy Work Groups



Illinois  
Department of Commerce  
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# Interagency Groups



Advisory Groups  
& Councils



WIOA  
Interagency  
Leadership Team



WIOA  
Interagency  
Technical  
Assistance Team



WIOA Core and  
Required  
Partners



Local Workforce  
Innovation  
Boards



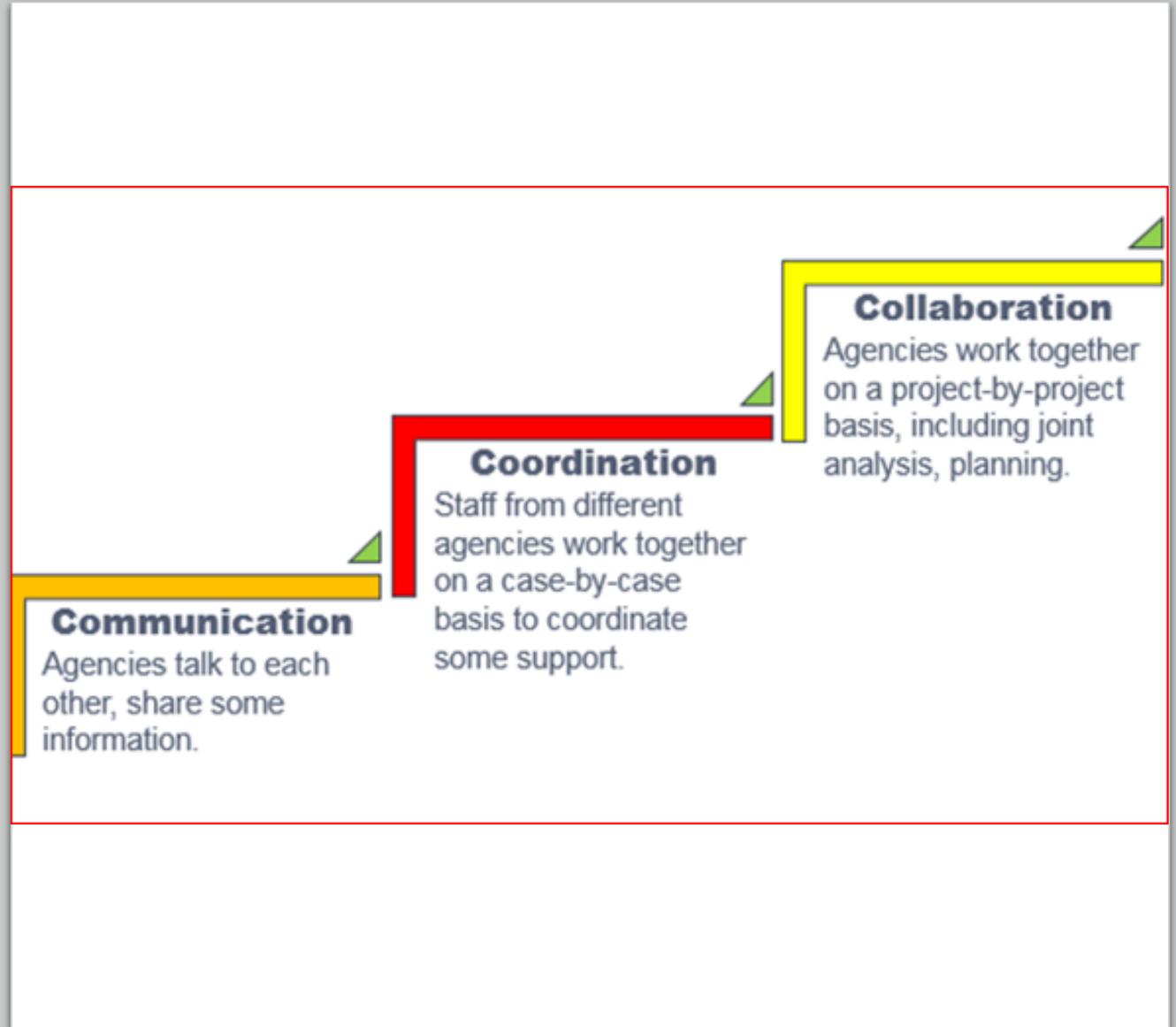
Illinois  
Workforce  
Partnership



Professional  
Development

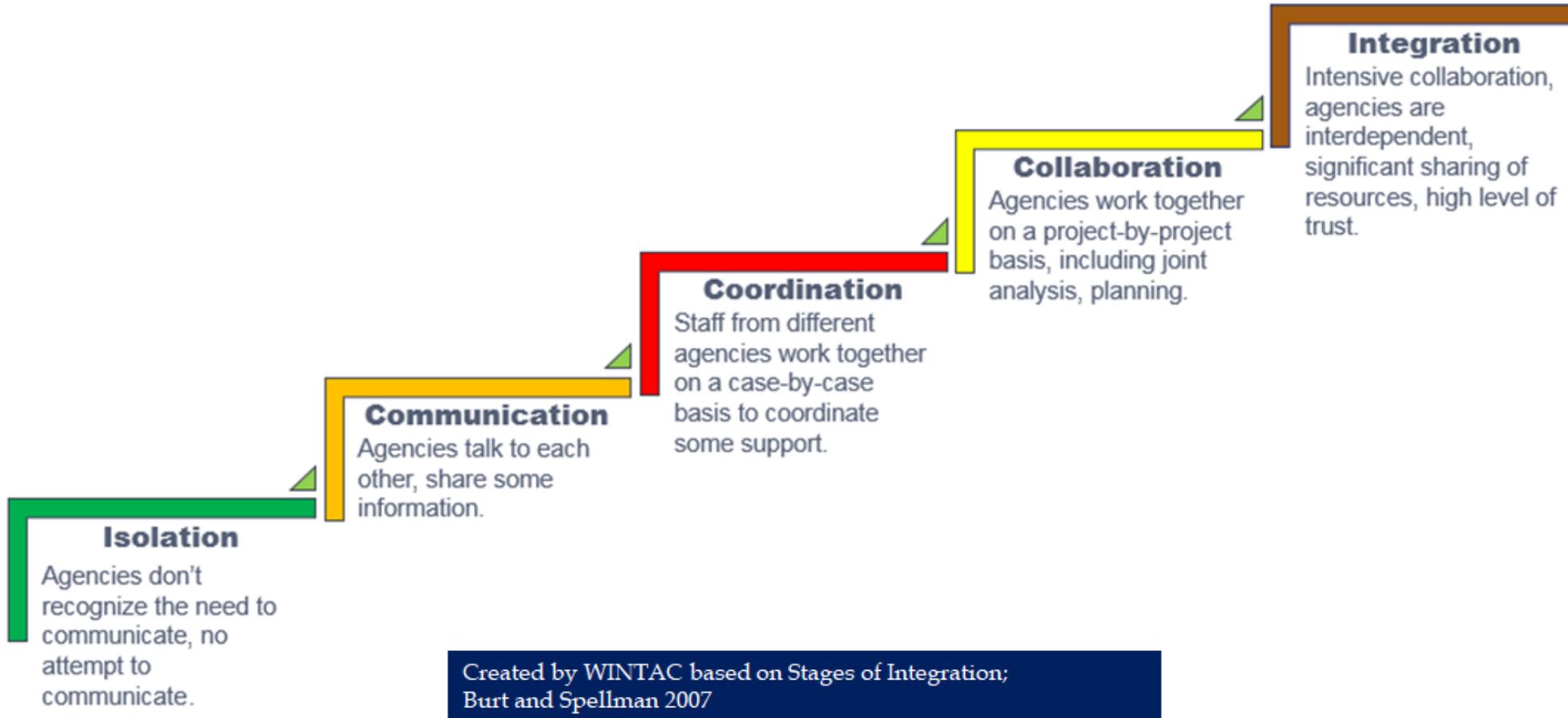


# System Alignment/ Service Integration





# WINTAC Integration Continuum





# Integration Continuum Self-Assessment



The self-assessment looks at the local level of connectivity to other one-stop partners.



There is no right or wrong level except Isolation, the desire is to do what best serves the local customers and the customers of the one-stop system.



The intent is to provide a dashboard of the partners in the one-stop system as well as the current level of connectivity.



It can be done every year to track levels of partnerships with various partners.



# Group Assessment & Planning Process

**Assess the current level** of engagement and connectivity between core, required and other partners on specific offerings and activities;

**Join with staff and partners in discussions** regarding the outcome of the assessment results;

**Identify** any local considerations and **possible opportunities** to strengthen or develop improved partnerships;

**Assist teams with short- and long-term planning and establishment of ongoing evaluation** for informing, shaping and measuring efforts, outcomes; and

**Evaluate progress** and provide a renewed focus.



# Tool to Support Service Integration - 1

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- ***Illinois WIOA Service Integration: Overview and Self-Assessment Guide (2019)***

A self-assessment guide has been developed by an IWIB interagency team to help local workforce innovation boards (LWIBs) implement the State's service integration policy. This tool and the continuum model on which it is based were adapted from material developed by the Workforce Innovation Technical Assistance Center funded by the U.S. Department of Education.



## Tool to Support Service Integration - 2

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- ***Facilitator's Guide for Local Service Integration Assessment Process (2019)***  
Provides step-by-step advice for guiding local teams of WIOA partner organizations and agencies through the process of increasing levels of service integration.
- ***Workforce Innovation Technical Assistance Center, Service Integration Self-Assessment Facilitators Training***  
PowerPoint presentation to be used as a resource by facilitators guiding local teams of WIOA partner organizations and agencies through the process of increasing levels of service integration.



# Customer Centered Design Example - 1

**Customer-Centered Design Goal.** One-stop partners collect and use customer input to design and deliver integrated services to all job seekers, employers, and system customers.

*The outcome of this goal is that one-stop services are shaped by customer needs and preferences.*

## Appendix B

### Illinois Service Integration Self-Assessment Guidelines

Function and Goal	ISOLATION	COMMUNICATION	COORDINATION	COLLABORATION	INTEGRATION
<p><b>Customer-Centered Design Goal 1:</b></p> <p>Customer input drives service design for job seekers, employers and system customers</p>	<p>Each agency promotes services separately to community.</p> <p>Partner agencies do not use customer input to design and integrate services.</p>	<p>Partner agencies share information about service design related to customer input with each other.</p>	<p>Mechanisms that collect customer input concerning service design have been developed. Regular meetings, including discussion at Local Workforce Innovation Board (LWIB) meetings, are held to analyze and discuss both job seeker and business customer input.</p>	<p>Partners meet regularly and plan service design together. Partner agencies still approach service design separately but share information with each other to meet customer needs.</p>	<p>Teams representing all partner programs, the one-stop operator, and the LWIB regularly use customer feedback to design, implement and improve all aspects of service delivery.</p>



# Customer Centered Design Example - 2

## Appendix G

### Small Group Participant Form – CUSTOMER-CENTERED DESIGN

Goal 1: Customer input used to design and deliver services.	ISOLATION*			COMMUNICATION			COORDINATION			COLLABORATION			INTEGRATION		
<b>Current Level of Integration</b>	Low <input type="checkbox"/>	Mid <input type="checkbox"/>	High <input type="checkbox"/>	Low <input type="checkbox"/>	Mid <input type="checkbox"/>	High <input type="checkbox"/>	Low <input type="checkbox"/>	Mid <input type="checkbox"/>	High <input type="checkbox"/>	Low <input type="checkbox"/>	Mid <input type="checkbox"/>	High <input type="checkbox"/>	Low <input type="checkbox"/>	Mid <input type="checkbox"/>	High <input type="checkbox"/>
<b>Desired Level of Integration</b>	Low <input type="checkbox"/>	Mid <input type="checkbox"/>	High <input type="checkbox"/>	Low <input type="checkbox"/>	Mid <input type="checkbox"/>	High <input type="checkbox"/>	Low <input type="checkbox"/>	Mid <input type="checkbox"/>	High <input type="checkbox"/>	Low <input type="checkbox"/>	Mid <input type="checkbox"/>	High <input type="checkbox"/>	Low <input type="checkbox"/>	Mid <input type="checkbox"/>	High <input type="checkbox"/>

**Why You Selected the “Current Level” You Did:**

Click or tap here to enter text.

**Check Priority Rating:**  Low  Medium  High

**Ideas/Opportunities:**

Click or tap here to enter text.

**Questions/Concerns/Areas for Assistance for the Customer-Center Design Function?**

Click or tap here to enter text.



# Baseline Year - 1

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- The statewide process resulted in nearly **300 pages of quantitative and qualitative data**.
- The vast majority of LWIAs **selected current levels** of integration of either **Communication (51 % of local area goals)** or **Coordination (32 %)**.
- Desired levels of integration were **generally one level higher** on the continuum.
- The final set of information we analyzed quantitatively: the priority rankings for each goal. **Staff cross training (Goal 3)** and **Communication (Goal 4)** are rated with the **highest priority levels**. As a result, those goals were most frequently chosen as focus goals in local areas' action plans.



## Baseline Year - 2

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- The local area action plans each identified 3-5 service integration goals to focus on in the coming year.
  - The most frequently identified goal by a significant margin (20 LWIAs) was Goal 4, communication across one-stop partners.
  - Goal 3, staff cross-training was selected by 14 LWIAs,
  - Goal 8A, business services by 12 LWIAs, and
  - Goal 1, customer centered design by 9 LWIAs.
  - Of the remaining goals, all but three were the focus of multiple LWIAs.



# Ongoing Opportunities for Alignment

- Outreach coordination
- Business Engagement: Apprenticeship and Work-Based Learning
- Systems approach to Coordinated Intake
- Alignment with Education at the Secondary and Post-secondary levels
- Illinois Career Information System (CIS)

\* Not in priority order

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# QUESTIONS AND ANSWERS



# RESOURCES

- ▶ [Promising Practices in Achieving Nondiscrimination and Equal Opportunity: A Section 188 Disability Reference Guide](#)
- ▶ [Maryland's Benchmarks of Success Web Page](#)
- ▶ [Illinois WIOA Service Integration: Overview and Self-Assessment Guide \(2019\)](#)
- ▶ [Facilitator's Guide for Local Service Integration Assessment Process \(2019\)](#)
- ▶ [Workforce Innovation Technical Assistance Center, Service Integration Self-Assessment Facilitators Training](#)

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