

Collaborative Strategic Planning for Service Alignment

Workforce Innovation
Technical Assistance Center
(WINTAC)



Presenter



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Learning Objectives

1. WIOA requirements for service alignment.
2. An operational understanding of the definition of service alignment.
3. Benefits of shared planning and service alignment of AJC partner services.
4. Differences between standard organizational strategic planning and integrative strategic planning with partners.
5. Examples from states using Strategic Self-Assessment and Planning for Service Alignment.

Integration Continuum and Strategic Governance: State Level

- WIOA requires the State Workforce Development Boards to develop strategies for effectively coordinating programs and services among one-stop partners for job seekers with barriers to employment.
- The Integration Continuum model establishes a strategic approach and a measurement of progress.
- The Integration Continuum approach demonstrates the dissemination across the core programs of Statewide strategies/operational goals, policies, procedures, goals, etc.*
- Career Pathways and Integrative Services Competencies are core components of the Integration Continuum.

* Himmelman, Arthur. *COLLABORATION FOR A CHANGE Definitions, Decision-making models, Roles, and Collaboration Process Guide*. Himmelman Consulting, Minneapolis, MN.

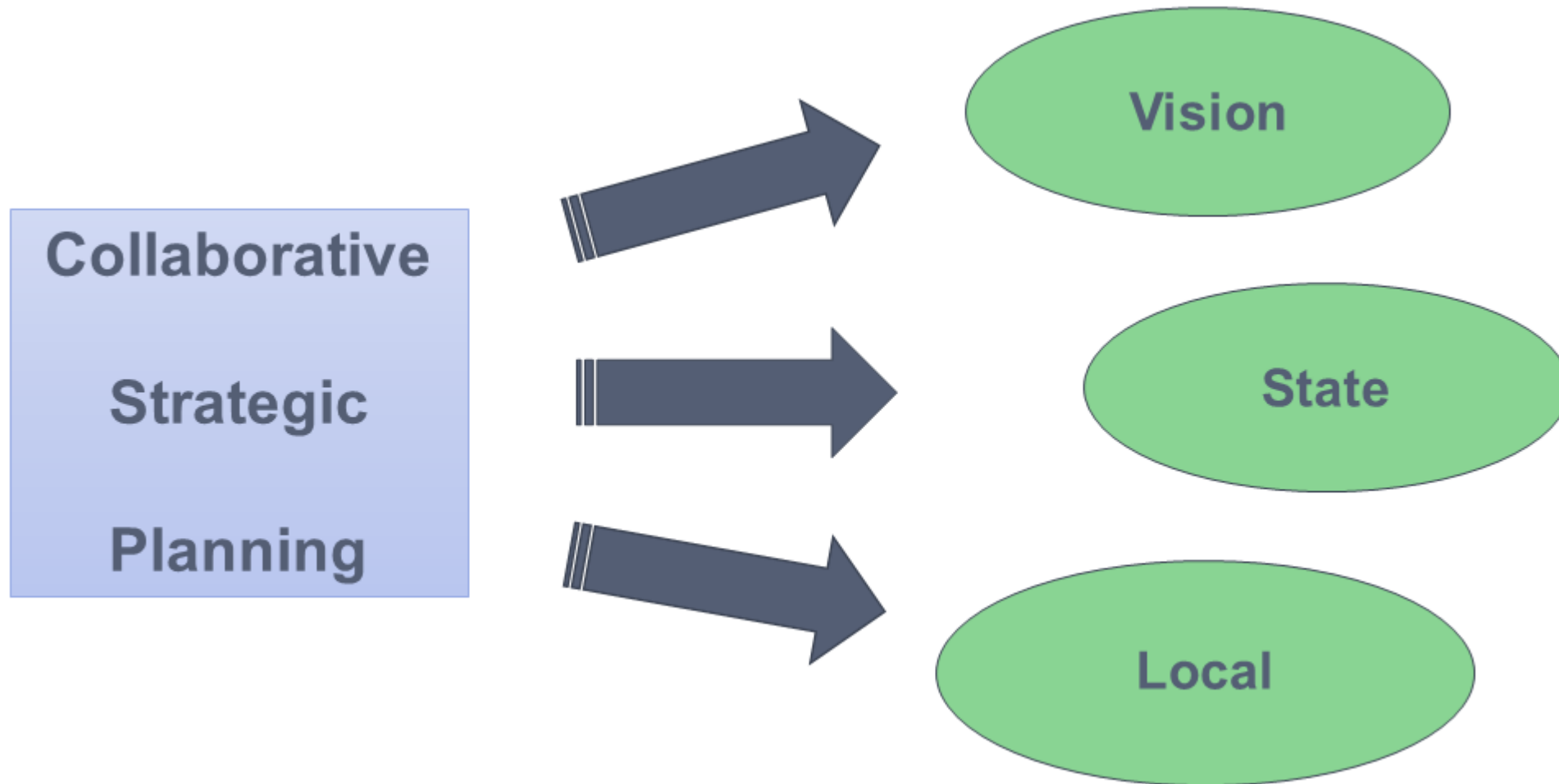
Integration Continuum and Strategic Governance: Local Level

- The Integration Continuum model can assist the Local Workforce Development Board with creating the process for **collaborative local plan and Memorandum Of Understanding** (MOU) development.
- The Integration Continuum approach is an approach for the Local Workforce Development Board to develop **coordinated strategies** of core program service delivery efforts to those seeking employment, to employers, and/or service providers as expected in the law.
- This can include the Local Workforce Development Board requirement **to create strategies** for developing and implementing career pathways.
- Using the Integration Continuum for one-stop certification, implementation and documentation can **demonstrate how the Local Workforce Development Board involves core partners**, including certification for both comprehensive and affiliate American Job Centers.

What Do Your Customers Experience?

- Loose association of separate agencies that make referrals to each other?
- Complicated service information that has them “drinking from a firehose” of information before beginning services that support them in achieving their original purpose for service?
- Program-based services?
- Immediate engagement in a progression of functional services that are easy to access, in support of their career objectives?

WIOA Partners Aligning Strategy to Align Services



WIOA Shared Expected Outcomes

Innovative talent development strategies:

- Enhanced sector strategies
- Coordinated **career pathways**
- Strengthening **connections between core programs**

Fresh operational approaches:

- Implementing evidence-based promising practices
- Use of technology to connect intake, case management systems
- **Customer flow/service** (e.g., customer-centered service design)

What is Service Alignment?

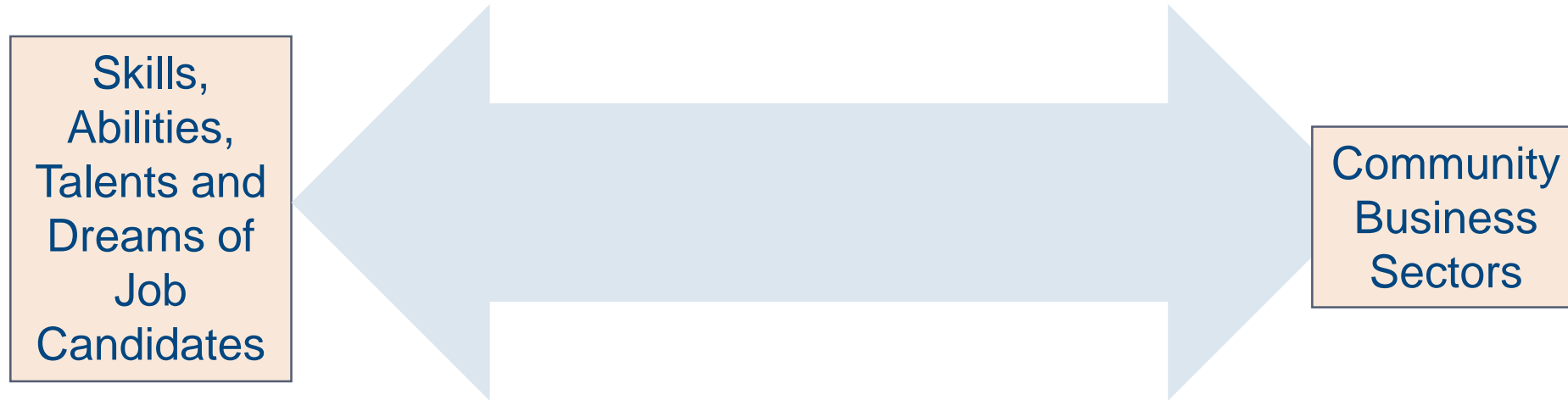
Service alignment involves:

- A combination of strategies to align and simplify access to client services and supports with the goal of providing the best experience possible.
- Implementation of a distinctive mix of **partner agencies**, strategies and processes based on the resources available, the needs of the clients served and WIOA requirements.
- The introduction of innovative practices into Core Programs' service systems which have a positive impact on ...
 - **Service delivery policies and procedures**
 - **Management information systems**
 - **Performance management systems**

Do We Have Multiple Labor Exchanges?



What Is Labor Exchange?



Differences Between Standard Strategic Planning and Integrative Strategic Planning

Standard Strategic Planning

- Designed for competitive advantage
- Usually done in isolation and then retrofitted to include partners; thinking and doing are separated
- Environmental scan of key organizational issues
- Frequently focused on problem-solving

Integrative Strategic Planning

- Designed to create a collective advantage
- Done through collaborative process and action learning with local partner agencies
- Environmental scan of key issues affecting all partners and its impact on the system
- Focused on system capacity and improvement

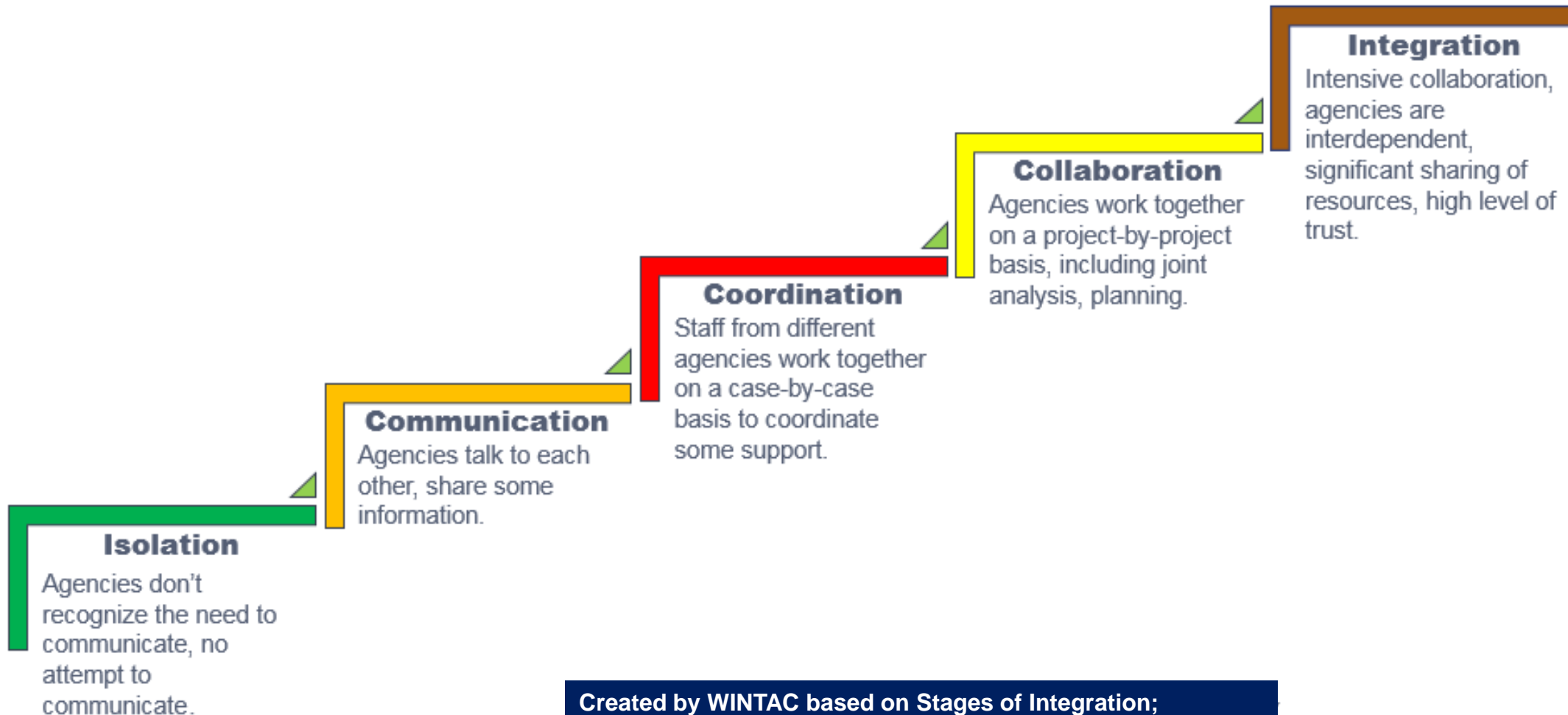
Moving Forward Together Means Knowing Where We're Going

- **Common** customer service **goals**
- **Common definitions** for service outcomes
- **Common definitions** for service steps
- **Common understanding** of our relationship with others in terms of customer service
- **Common understanding** of where we'd like to be in terms of customer service
- **Commitment to communicate** to customer what we offer as services together to meet the requirements of WIOA

The Concept of Continuum

- Not every system or process can change at the same time.
- Core partners will be at different stages of the continuum at different times.
- It is important to recognize the stages of the interaction between the core partners so you can determine where you are at present.
- Some plan elements will be easier to implement than others.
- The concept uses a self-assessment based on gradients of alignment rather than a binary 'yes or no' assessment of alignment.

Are We Collaborating? Levels of Collaboration



Created by WINTAC based on Stages of Integration;
Burt and Spellman 2007

Effective Strategies for Today

Effective strategy answers three questions:

1. Where are **we** now?
2. Where do **we** want to be?
3. How will **we** get there?

Effective strategy is done through ...

- A simple process or discipline that can design and guide strategic collaborations quickly; and
- A collaboration that can move toward measurable outcomes by following a clear pathway while making the inevitable adjustments along the way.

The Reality

Several lessons have emerged from WINTAC's involvement with States:

- Successful service alignment requires broad-based support.
- This support depends only partially on facts. Emotions — how people feel about their future — play an equally important role.
- Leaders cannot generate these positive emotions by facts alone.
- The presumption that only a small group of leaders can design and implement a strategy does not hold in most places.

It Starts with Conversation

- Strategies around aligning services require collaboration, and collaboration begins with conversation.
- WINTAC uses the Integration Continuum to generate and focus the conversation.
- The focus is on ...
 - Current levels of alignment (where are we now); and
 - Desired levels of alignment (where we want to be).



The conversation creates a depth of understanding of the current system of service delivery which can lead to the establishment of common goals for improvement.

AJC Partners: Self-Assessment

How does self-assessment help us?

- Provides an environmental scan of key factors for core partners and the system, not just on one agency or another.
- Identifies which partnerships benefit from strategic strengthening.
- Establishes integrative service priorities and operational objectives.
- Focuses on meeting customer objectives/outcomes.
- Establishes a baseline for evaluating progress toward alignment.

Where Are We Now?

- The conversation about **where we are now** is one of non-judgment.
- Core partners will be at different stages of the continuum at different times.
- Every location has its own unique circumstances, characteristics, partner dynamics and history.
- The 'system in place' has its own history, reason for being and momentum.
- Moving from **where we are now** to **where we want to be** takes effort and heart ... and **it can be done**.

Where We Want to Be

Moving to **where we want to be** includes a conversation on ...

- What we can do ...
- What we should do ...
- What outcomes and measures we need ...
- How agreeing to track progress in the same way allows for alignment and continuous improvement.

Meeting Agenda

Introductions

WIOA Vision: State, Regional and/or Local Objectives

Integration Continuum and Major Processes Examples

Integration Continuum Assessment (Small Groups)

Priority Areas Discussion (Small Groups)

- Each group identifies 2-3 areas they would like to work on locally this year.
- Each group identifies priority area activities for the coming year.

Priority Areas Report Out (Large Group)

- Share priority areas and proposed activities.
- Consider regional goals.

Implementation Considerations (Small Groups)

- Consider issues around capacity to accomplish your activities.
- Identify areas where you will need assistance, and consider who might provide it.

Debrief and Next Steps

Career Services

ISOLATION	COMMUNICATION	COORDINATION	COLLABORATION	INTEGRATION
Each agency has its own separate career service options; does not regularly inform partners of those services.	Inform partners of available career services (resume workshops, etc.).	Some individuals in VR-eligible individuals with disabilities receive career services for other AJC programs.	Staff may meet cross-agency with customer to develop their specific employment plans, including the utilization of career services within those plans for those individuals who are co-enrolled.	Core Programs work together to align services in their respective employment plans to better serve those individuals who are co-enrolled between agencies.



Strategic Self-Assessment and Planning for Alignment in Action: Delaware

Delaware

- State-level Self-Assessment and Planning
- Incorporated into State Workforce Board Strategic Plan
- Local area involvement
- State level action plans with local involvement roll down to local plans
- WINTAC Consultation
 - Self-Assessment and Strategic Planning
 - Adult Career Pathways
 - Business Engagement
 - Front-End Services: Data Sharing, Common Assessment, Common Intake

Strategic Self-Assessment and Planning for Alignment in Action: Delaware Screenshot



WIOA Strategic Planning Efforts 2019

- [7-9-19 DWDB Strategic Planning PPT.pptx](#)
- [Business Engagement Action Plan - Final Edit for June Mtg 2019.docx](#)
- [Case Mgmt Action Plan - Final Edits for June Mtg 2019.docx](#)
- [Front End Services Action Plan - Final Edits for June Mtg 2019.docx](#)
- [PPT for April MandM Retreat 2019.pptm](#)
- [DE WIOA Partners' Survey_results_20190205sd.docx](#)
- [DE_WIOA_Plan_Summary_20190129.docx](#)

Service Integration Continuum Assessment – WINTAC

- [1-2019 Delaware Integration Continuum Assessment - Final Results and Recs.pdf](#)
- [WINTAC PPT SERVICE INTEGRATION CONTINUUM - 9-2018.pptx](#)
- [2018 WINTAC Service Integration Continuum Assessment Info.pdf](#)

The Science of Implementation

- [Hexagon Tool 2019.JPG](#)
- [Implementation Science one pager 2019.docx](#)
- [WIOA-The Hexagon Discussion CaptureTool 2019.pdf](#)
- [WINTAC DE Program Implementation PPT 9-2019.pptx](#)

Adult Career Pathways

- [Adult Career Pathways Working Group Members 2019.docx](#)
- [Adult Career Pathways Planner.PDF](#)
- [Links to Adult Career Pathways Initiatives.docx](#)
- [Report - Good Jobs That Pay Without a BA.pdf](#)
- [7-23-2019 Career Pathways around the nation - WINTAC PPT.pptx](#)
- [Career Pathways - implementation-of-accelerating-opportunity-lessons-for-the-field.pdf](#)
- [Career Pathways Toolkit 2011 - WorkforceGPS.pdf](#)
- [Entrepreneurship-Industry-Competency-Model.pdf](#)
- [WIOA Career Pathways Checklist with Definitions.pdf](#)

Customer Feedback & Complaints Process

- [12-18 PPT on Feedback Buttons for Customer Surveys.pptx](#)
- [10-18 WIOA Leader Handout - Customer Feedback and Complaints.docx](#)
- [SimplyBetter_The Voice of the Customer Workbook.pdf](#)
- [DET Customer Survey FINAL 2018.docx](#)
- [Business Engagement Self-Assessment Tool 2018 \(PDF\).pdf](#)
- [Sample SEP Employer Survey 8-17.pdf](#)
- [Youth Participant Questions Policy 10-18 from Joyce.docx](#)

Data Sharing, Common Assessment, Common Intake

- [12-5-18 Data Sharing-Common Intake WINTAC Facilitated Discussion.docx](#)
- [Notes from 12-5-18 Data Sharing Discussion with Other States - WINTAC.PDF](#)
- [Notes from 6-6-18 Common Intake Webinar.docx](#)
- [Mississippi WIOA Data Sharing Process June 5 2018.docx](#)
- [Common Intake File Layout Draft - Nebraska.docx](#)

Strategic Self-Assessment and Planning for Alignment in Action: Illinois

Illinois

- State-level Policy for local self-assessment and planning
- State established goals
- Local established goal priority
- Local action plans roll up into state plan
- WINTAC Consultation
 - Self-Assessment and Strategic Alignment Planning
 - Facilitator training
 - Technical Assistance to eight Pilot areas
 - Prioritization and Action Planning Training and Consultation
 - Implementation

Strategic Self-Assessment and Planning for Alignment in Action: Illinois Screenshot



SERVICE INTEGRATION AND SELF-ASSESSMENT

Integrating local workforce services for job-seeker and employer customers is a priority for the Illinois Workforce Innovation Board (IWIB). Because Illinois has many departments and programs involved in service delivery, integrating these many resources is essential for customers to have a positive experience. This page provides links to help Local Workforce Innovation Boards (LWIBs), One-Stop Operators, and various core and required partners identified in the federal Workforce Innovation and Opportunity Act understand service integration requirements, investigate effective practices, and exchange ideas and information.



Guidance and Forms

The Illinois Workforce Innovation Board has adopted a service integration policy and a self-assessment process to help L...



Training, Technical Assistance, and Other Resources

Recognizing that systems change takes time and support, the IWIB is making available an array of training and technical ...



Forum and FAQs

Exchanging information and solving problems online is a powerful source of knowledge and helps build implementation netw...



Practices

Innovative and effective approaches to service integration are evident throughout Illinois and other states. This secti...

Self-Assessment and Planning Can Lead To ...

- Customer sharing and co-enrollment
- Braiding expertise in individual customer service (Integrated Resource Teams)
- Stronger Career Pathway models (including all job seekers, and responding to business sector needs)
- Stronger job seeker service experience and service engagement
- Comprehensive business services in a single voice

Summary

- Framing the approach to strategic planning for service alignment
- Concept of the Integration Continuum
- Begins with conversation and vision
- Self-Assessment: Current state and desired state
- Action plans aligning services to the desired services
- Continuous Improvement

Resources

The Integration Continuum:

http://wintac-s3.s3-us-west-2.amazonaws.com/topic-areas/ta_IntegrationVR/ContinuumPromo_ACC.pdf

Himmelman, Arthur. (2002) COLLABORATION FOR A CHANGE Definitions, Decision-making models, Roles, and Collaboration Process Guide. Himmelman Consulting, Minneapolis, MN.

Showkeir, J. D. (2000). Stance. In Advanced Consulting Skills, reinventing the Service Group (p. 7). Westfield, NJ: Henning-Showkeir and Associates

Burt, M., Spellman B., (2007) Toward Understanding Homelessness: The 2007 National Symposium On Homelessness Research. Changing Homeless and Mainstream Service Systems: Essential Approaches To Ending Homelessness. 2007 National Symposium on Homelessness Research, U.S. Departments of Health and Human Services (HHS) and Housing and Urban Development (HUD)

Resources (continued)

Collaborative Strategy Development:

Chris Ansell, Alison Gash, Collaborative Governance in Theory and Practice, *Journal of Public Administration Research and Theory*, Volume 18, Issue 4, October 2008, Pages 543–571, <https://doi.org/10.1093/jopart/mum032>

Are you ready for Integrated Services with the American Job Centers (AJC)? - A checklist for State VR Agencies: http://wintac-s3.s3-us-west-2.amazonaws.com/topic-areas/Are-you-ready-for-Integrated-services-AJC_cn_120617.docx

Finding Integration Video: https://youtu.be/GPR9_GFfbFo

Delaware One-Stop Web Integration Page: <https://det.delawareworks.com/one-stop-system/Team%20Info.php>

Illinois Service Integration Web Page: <https://www.illinoisworknet.com/si>