

Career Center Standards & Process Workgroup

Overview of Group's Responses to Brainstorming, Improvement & Definitions

I. 4 Brainstorming Ideas for 1, 5 and 6 (Structural)

Both business and job seeker services are integrated.

- The different parts (organizations and staff) act as a unit (Merriam-Webster Dictionary)
- Duplication of services is minimized
- The roles of each of the partners are specified
- Both the job seeker and business easily understand that the menu of services is, what the content of each service is, and how they get access to the service

The career center operator coordinates services among the one-stop partners.

- Duplication is eliminated
- All staff understand their role and their roles relate to those of other staff and are trained to provide professional services
- Establishes operational procedures to encourage and oversee the delivery of services

The career center operator provides maximum access to partner program services

- Identifies obstacles to access for both job seekers and business
- Develops, implements and evaluates strategies to ensure and perhaps increase access to services

Integrates Available Services for Participants and Businesses

- Integration should not be understood as meaning that all partners do each other's jobs but instead as partnerships where members are quickly and quantifiably responsive to each other's customer needs and who reasonably reinforce each other's effectiveness and accountability.

Meets the Workforce Development needs of Participants and Local Employers

- Local Employers have competing interests within their industry sector and industry sectors sometimes compete with each other for limited workforce development funds. Our resource allocations may always result in more unhappy than happy people.
- Service needs within both unemployed/underemployed and employer categories vary in different situations at different times. Service guidelines should consequently be flexible enough to be able to prioritize and adjust to economic conditions, labor employment rates, and unemployed/underemployed people's education and experience.
- Available service integration should also address the tension between Job Seeker and Employer needs. Job seekers want work that they can enjoy, an excellent wage, and a boss who will guide and mentor them. Employers want productive people who work hard no matter what, for relatively little money, and with minimal supervision. Our system may best aim to address the mean in both categories.
- We should also much better articulate how Career Centers are pulled in at least two competing directions that the system always needs to balance – 1] helping people with multiple barriers get jobs and 2] helping employers get the most effective and productive employees.

Operates in a cost effective manner

- From MVWIB's perspective, this is the critical question. WIOA is an excellent opportunity to set guidelines under which career center staff can be more responsive to unemployment rates as rates move up and down, and to employers whose companies grow while also providing more and not fewer workers with real opportunities for growth.
- Institutional expectations are difficult to change once specific guidelines are issued. If we had unlimited resources prioritizing services would not matter. But since resources are limited, MVWIB believes that, with WIOA, we should incorporate flexibility into how staff see the customer services they provide so that allocations can be better correlated to different situations and economic conditions.
- MVWIB believes that when unemployment is high, effectiveness requires that we more flexibly allow more training and services for unemployed people who require fewer services and training resources so that those people can more quickly go to work and begin to pay taxes. In essence, when there are a lot of unemployed people, resource allocations should be made to people who clearly indicate that they will use limited resources well.
- When unemployment is low, effectiveness means that we provide more help to people who need lots of help to enter the workforce.

Coordinates services among the One-Stop Partner Programs

- We should start by sharing timely information on what happens to customers referred to each other. Though we don't want to double count when it's not called for. We should also recognize that we share many of the same customers and that we all have work to do in different roles in a 'seamless continuum of services'.
- We may also want to more clearly define partner services. For example, can we count Community College staff as at least a 50% FTE partner if a career center with only Wagner Peyzer and Veterans staff is located at a community college. What type of 'coordination' would be necessary to make that partnership situation work as the necessary, minimal 50% FTE?
- Provides max access to partner program services (even outside normal business hours)
- Apart from sharing multi-language phone and internet access for all and sharing more info and thus accountability on outcomes related to referred customers, it should not be too onerous to require evening hours once or twice per week.

Meeting needs of disabled population

- We should meet the needs of both disabled people and economically disadvantage people through work with appropriate, specialized partners that most effectively use tax dollars. We should also recognize that there are broadly different opportunities for people with different disabilities and backgrounds. A person in a wheel chair can excel at office work and maybe in a factory but probably won't work in the trades. A person with learning disabilities may be an excellent laborer but probably unsuitable as a pharmacist. Intake and assessment should guide customers appropriately with minimum cost and maximum effectiveness. Services to economically disadvantaged people will not suffer as much if we appropriately balance services to both LMI and reasonable expectations.
- Referral Process for Partner and non-Partner services
- Structured Referral AND Follow up Process

- Maximize co-funding Opportunities
- Cross-Train Staff on all Programs

A high-performing One Stop Career Center will be able to provide evidence that:

- Business service reps and counseling staff share information with each other consistently and regularly instead of working in separate spheres
- Whatever resources are available are carefully and strategically divided between business services and job seeker services: should have a strong rationale for how/why funding distributed as is
- Staff have access to and are trained in obtaining and explaining labor market data to customers: e.g. use of Wanted Analytics, etc.
- Counseling staff have the opportunity to develop area of industry expertise, even if they still act as a “general” counselor: e.g. to become a counselor with particular experience/understanding of healthcare jobs; another for manufacturing, etc.
- Coordinates Services among the One Stop Partners

A high-performing One Stop Career Center will be able to provide evidence that:

- One Stop partners do not operate separately under the same roof
- There are frequent opportunities for information-sharing and collaboration
- Joint staff meetings/activities/goals are encouraged
- Different departments and programs in the One Stop communicate, coordinate, and co-enroll where appropriate
- Provides max access to partner program services (even outside normal business hours)
- A high-performing One Stop Career Center will be able to provide evidence that:
- Partner programs are included in promotions/advertising/communications to customers – in seminars, in reception, etc.
- Efforts are made to accommodate partner activities as part of One Stop Schedule, offerings, Menu of Services, etc. including, when feasible, outside normal office hours
- Meets the Workforce Development needs of Job Seeker Participants
- Job seekers have the opportunity to develop/refine resumes
- Job seekers know how to gain access to and interpret information about the local labor market
- Are aware of training opportunities and their potential outcomes
- Job seekers can access helpful info/services even if not eligible for training
- Customer satisfaction surveys (1 to 2 times per year) indicate high levels of satisfaction with services
- Criticisms are analyzed and followed up on as feasible.
- The % of employers in a region served by BSRs increases every year, assuming level or increased staffing
- The % of repeat users increases every year, assuming the same
- Employers beyond temp firms regularly use the One Stop for on-site recruitments, or to help plan recruitments elsewhere
- Employer services change in response to constructive feedback
- OSCC is working with the REBs/WIBS to respond to the needs of industry clusters
- Persistent vacancies among particular employers or employer clusters are analyzed with an eye toward modifying OSCC services/guidance to job seekers and/or educating employers
- One Stop partners and individual staffpersons work as a team: overall, and with each other in small groups—to address common goals
- Services and programs complement rather than compete with each other

II. Ways to Improve the System

- Strategic Intake and Customer Flow with short turnaround time to first appointment
- Effective Partnerships
- Regionalization efforts
- Cross-Train and coordination of Staff on all Programs
- Regular staff professional development
- Consistency in data and products
- Increased outreach to populations and business
- Better use of technology
- Addresses customer barriers (including technology)
- Demand Driven/Defined business need
- Management/Staff commitment to common goals
- Cultural integration of Career Center services

III. Definition of Coordination, Integration and Access

A. Coordination

- proper order or relationship Integration
- combining to make a whole The different parts (organizations and staff) act as a unit (Merriam-Webster Dictionary)
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B. Integration

- The different parts (organizations and staff) act as a unit (Merriam-Webster Dictionary)
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C. Access

- Maximum access to partner program services seems to speak to some priority of service to shared customers
- internet connection/access between partners
- Identifies obstacles to access for both job seekers and business
- Develops, implements and evaluates strategies to ensure and perhaps increase access to services