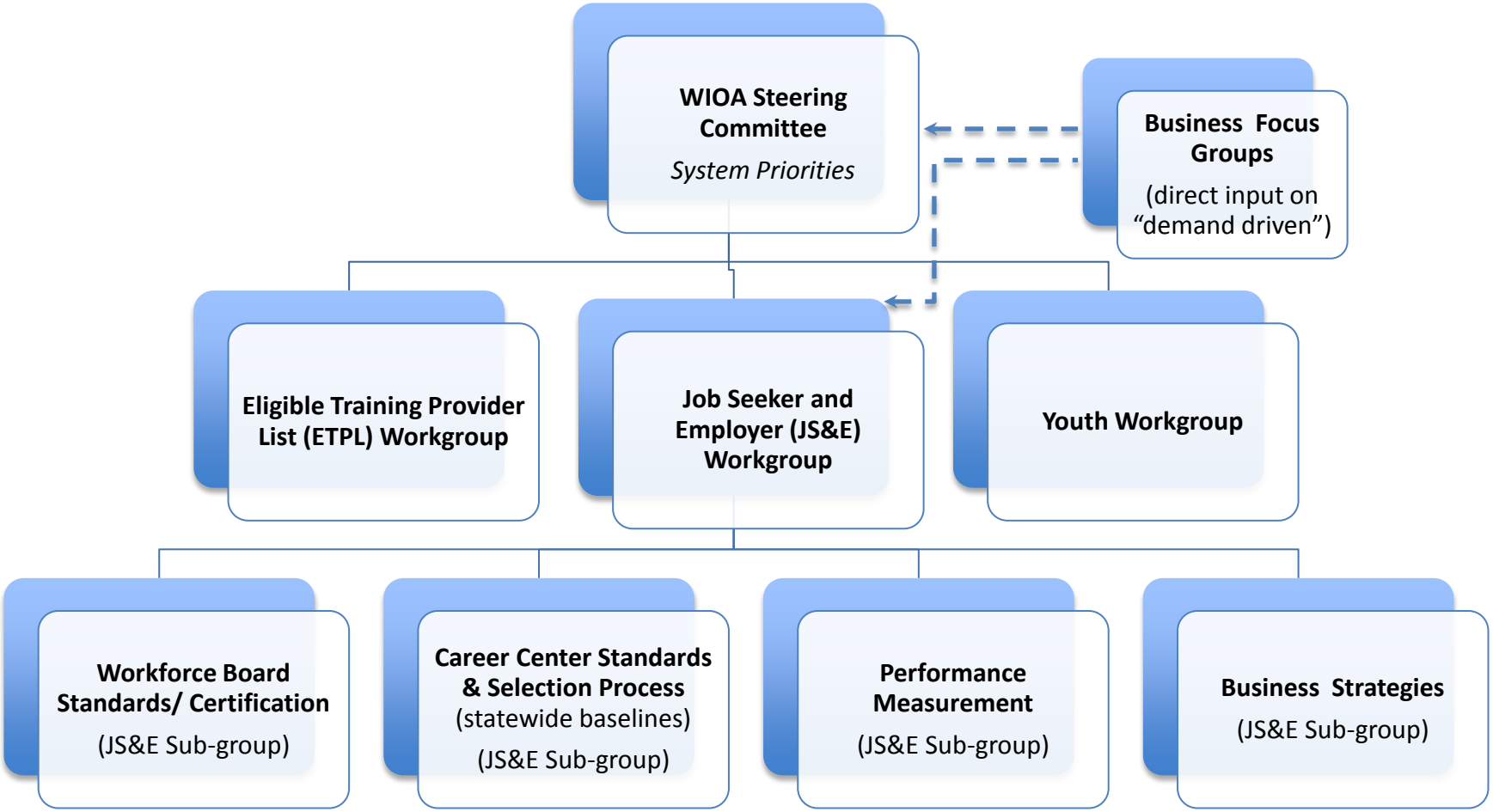
WIOA Implementation

Update on Steering Committee

WIOA Steering Committee

- WIOA Steering Committee will take on **key priority and strategy issues** (*e.g. define demand-driven and "flip the system", cross-agency partnerships*) to inform the workgroups.
- Committee will set-up **functional workgroups** that will report back to Committee. Workgroups will be **outcome focused** to ensure debate and dialogue lead to meaningful changes for our customers
- Committee will bring **policy and operational recommendations** to the appropriate decision-makers (i.e. MWIB, Secretaries, State Administrators, etc.)
- **Timeline** (attached)

WIOA Planning & Stakeholder Engagement Structure



Demand-Driven

Topic #1: Re-think approach to workforce system, refocus service delivery models ("flip the model")

- *Discussion: What does this mean in terms of systems-change and better outcomes for customers?*
- *Develop demand-driven matrix to share with Workgroups*

WIOA Steering Committee: *Demand Driven Systems*

Key Question: *How can we foster a demand-driven system through our grant-making, service delivery models, staffing and professional development, performance metrics and culture?*

	What are the critical elements of a "demand-driven" system?	***What Looks Different?*** ***Goal for Change…***	**WIOA Strategy**
System Culture	• **Workforce professionals and leaders expect to spend significant time recruiting business leaders** (versus job seekers), discussing needs and utilizing business intel to drive system. • **System is framed by business needs** and business buy into using system. • **System addresses array of job seekers** and produces job placement outcomes in the context of hiring demand. • **Culture of the professional environment** and leaders is focused on job placement (not just job preparation). • **Expectation of consistent quality** services *statewide*. (Not just "my center".)	• *Businesses and job seekers using "system" at high levels. "Optimize" usage.* • *Customer satisfaction (CSI) as driver of quality.* • *Staff focus is on business / job seeker matching (not just job preparation), industry hiring needs and increasing placement outcomes.*	WIOA Steering Committee: • Develop "demand driven" principles (this document) to change the system culture (and impact policy, operations, staffing qualities etc) as a "baseline" across system partners o Develop statewide expectation for staff to focus on business / job seeker matching (not just job preparation), industry hiring needs and increasing placement outcomes. Job Seeker & Business Workgroup: • Define "optimization" of system by business and job seekers (*e.g. high volume versus quality of service?*) • Policy / Operational Leaders rethink structure and service flow based on "demand driven" principles • Define baseline CSI process for system partners, including both business and job seeker performance metrics.

DRAFT

Demand-Driven Strategies

System Culture

- **Define "optimization" of system by business and job seekers** (e.g. high volume versus quality of service?)
- **Incorporate a statewide set of "demand driven" principles (this document) in statewide policy, operations, staffing qualities** etc. as a "baseline" across system partners.
- **Policy / Operational leaders rethink structure and service flow** based on "demand driven" principles

Intel on Business Demand

- **Design a state /regional process (through WDBs) to embed business hiring information across workforce partners.** Structure system to share, follow-up, and respond to business intel/feedback with staff and job seekers (e.g. Training on hiring requirement for Penn national through discussion with WIB, OSCC, Colleges etc. that was used to train front line staff in recruitment process)
- **Design state policy (regional planning?) to ensure each region has a clearly defined set of career pathways** that are critical to the region shared across partners (TANF, ABE etc.).
- **Define and design statewide policy to promote expectations on use of labor market information**, industry panels, business outreach, BSR intel in regional service design (WIB and OSCC standards)

Demand-Driven Strategies

Service Design

- **Outline statewide policy/practices** to support "universal access" and increase business engagement / increase job placement for high-need job seekers e.g.:
  - **Identify required shifts in job responsibilities** / descriptions for WIB staff, Wagner Peyser, WIOA paid staff, core WIOA partner staff etc. to ensure Career Center has capacity to engage and work with business.
  - **Identify and promote models that increase job placement for customers with "barriers"** that are *designed on* the requirements of an industry/ pathway for that population.
  - **Create a statewide strategy to increase use of "business-based" models** like "talent pipelines", apprenticeship, internships, and other models for mainstream service delivery.

Professional Development

- **Layout framework for statewide professional development**

Performance Results

- **Develop baseline for CSI** (customer service indexing) metrics, including both business and job seeker performance metrics.
- **New metrics for business outcomes**
- **Increase and measure credentials for job seekers** (industry need)

Funding

- **Create WDB standards & accountability framework** to promote demand-driven funding growth

Partnership Model for Effective Services

Topic #2: Define effective services across workforce partners.

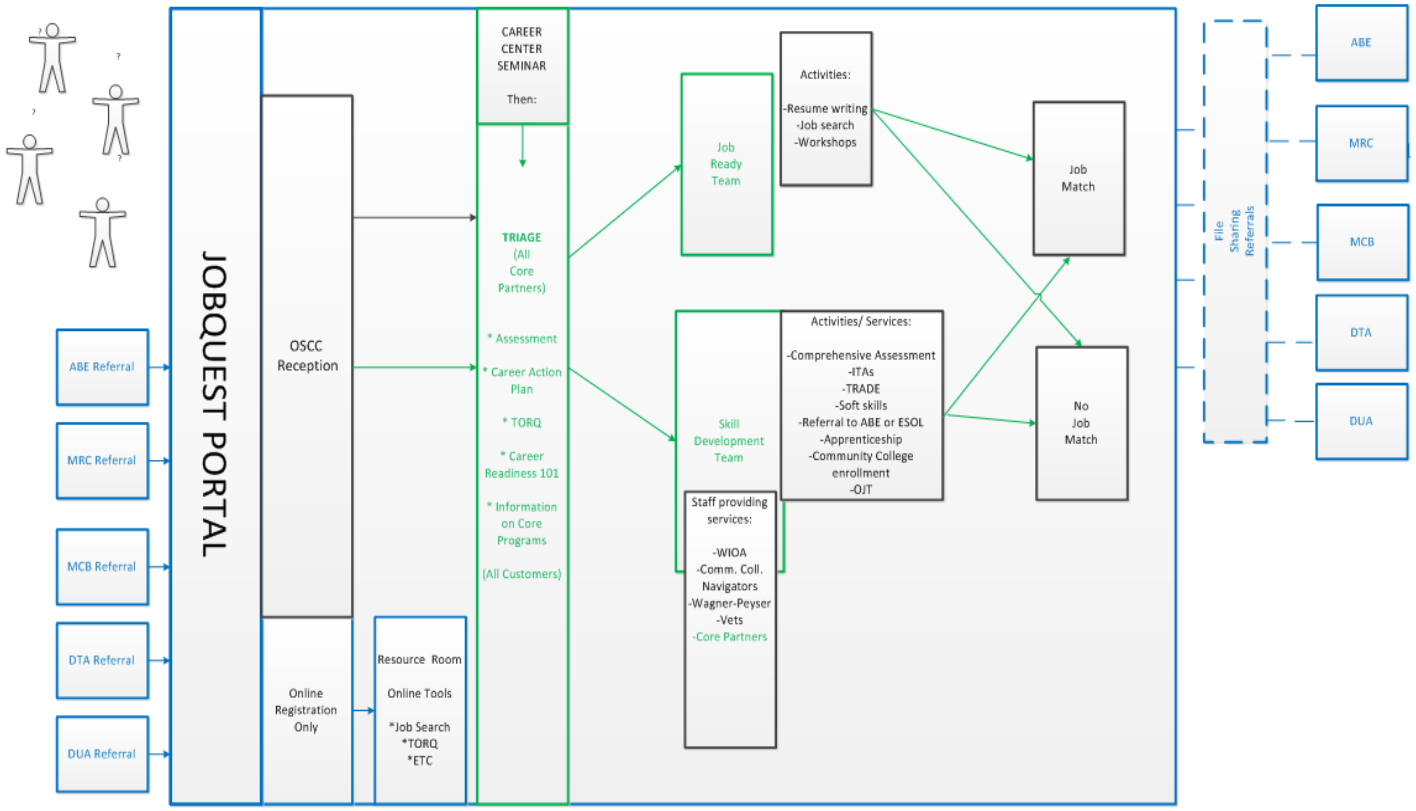
- *Discussion: How can statewide partnerships improve outcomes for job seekers, businesses and youth?*

- *Implications for operating funding and services? (e.g. Co-location of staff, resource sharing, new referral and follow up processes, data analysis to show improved outcomes?)*
- *How should the state design WIOA Infrastructure Funding (core programs provide resources to Career Centers)?*

Areas of Work for Steering Committee

- Flow Chart (Vision)
- State Level MOU (floor criteria for regional MOUs, WIB cert or OSCC standards and Procurement)
- Infrastructure / Shared Costs

MA NEW CUSTOMER FLOW AND CUSTOMER TRIAGE



Legend:

Anything blue = New IT Interface
Anything green = New Staffing / Customer Flow Redesign
Anything black = Exists Today

Note on Reporting: Any reporting/matching which utilizes confidential UI data will be matched and reported through DUA to the extent allowed under Massachusetts law.

Job Seeker Customer Flow = Policy/Operational Strategies

- **State Partners work together** to develop shared vision and partnership agreements (MOU).
- **Regions (WDBs) work with WIOA partners to develop regional shared vision** and MOUs (based on state MOU).
- **WIOA partners (state and regional) define "shared" customers** with each partner and design pathways (*e.g. what assessment characteristics trigger MRC make a referral to adult education or a Career Center? How many people? Key needs and information through referral etc.)*
- **WIOA partners focus on their core competencies and rely on partners** to leverage partner expertise and avoid duplication of service. (*e.g. Career Centers are not adult education programs and work with ACLS providers to expand access. ACLS providers are not job placement agencies and can leverage Career Center services for students.*)
- **Resources (*technology, staff, information, funding etc.*) are shared to support partnerships** and create the best possible service pathways for customers.
- **Career Centers shift "customer flow" and use technology for deeper assessments of a higher volume of customers** to better triage customers to "Job Ready" staff teams versus "Skill Building" staff teams.
- **WIOA partners (regional) work together to define performance goals** for shared customers (*credentials? Jobs?*) in the region.
- **State and regions develop accountability to vision.** Regional Planning process, WDB Certification Process, statewide One Stop Career Center Standards and regional procurement of One-Stop Career Centers incorporate expectations in state and regional MOUs (including resource sharing, partnerships, customer flows – business and job seeker, and shared goals).

Workgroups

- How can you bring these strategies into your work?
- What questions have been generated by workgroups that need larger discussion (MWIB, Steering Committee, state partners etc.)?