

IowaWorks

Iowa Integration

Based on the comprehensive changes that the Iowa economy and workforce continue to face, the state has determined that the optimal way of organizing and delivering workforce development services requires increased flexibility, effectiveness and efficiency. More workers need expedient access to more services -- featuring opportunities to acquire or expand skills in demand.

Iowa Workforce Development is implementing ***an integrated services model*** to help ensure that:

- Businesses across Iowa have the skilled workers they need; while workers gain and expand skills in demand;
- Workforce services and processes prove to be more efficient and effective; and
- The workforce development system makes a relevant, valuable contribution to each region's economic vitality.

In addition, the integration initiative is designed to achieve the requirements of Iowas' 2008 workforce service integration law, House file 2699.

Service Integration

The integrated service delivery system has three major components:

- **Integrated Customer Pool** – All Center customers will move through a standardized process that co-enrolls individuals into multiple programs based on eligibility. This unified customer pool will be shared and served by multiple partners within a Center. Increased automation solutions and reductions in redundant processes are targeted, so that staff spend more time serving customers.
- **Integrated Customer Flow** – Based on initial assessment, customers will progress through services in a unified, standard process flow organized by “function” rather than “program.” Each customer starts with membership services (stream-lined program enrollment and initial triage); advances to skill development services (to build occupational and job seeking skills), and then finds success in employment services (with structured and facilitated job search).

Instead of a list of “program services,” customers will be recommended to one of three integrated service cohorts within the customer flow: career development for new workers; career advancement for workers in transition; and employment express to quickly return skilled workers to the workforce. Staff will ensure that services are customized to meet individual customer needs.

- **Integrated Customer Service Functions/Teams** – IowaWorks partner members work together in this functionally-organized service delivery model. Staff from multiple programs in each office will be assigned to the membership function/team, skills development function/team, or employment function/team, or combination of function/teams as appropriate for staff size and duties.

In addition to Wagner-Peyser, Trade, Veterans, and WIA Title 1 Adult and Dislocated Worker programs, the Iowa service integration will adopt standards and processes for increasing the integration of unemployment insurance customers and services to New Iowans. Beyond the transition phase, or within each Center as can be agreed upon by co-located partners, integration of other services will be developed with each relevant partner. This may include, for example, Older Worker programs, Vocational Rehabilitation, Job Corps, PROMISE JOBS, etc.

Staff will be led by integrated Leadership Teams in each region. Based on assignment to a specific role – and not what program employs them, each Leader will play a part in functionally supervising the integrated staff/teams. In addition, the Leadership Teams will ensure that workforce development activities are aligned with the regional economic development needs.

In order for the Center teams to be successful, and to align the team functions around the integrated customer flow, staff will work side-by-side with other staff performing the same *function* -- not necessarily employed by the same *program*. Office layouts will be modified so that staff are located in the area on a floor plan that is the same area where customers will receive the services of the team/function, and have open and unhampered access to customers receiving services under the function.

Transition Process

The Iowa integration model will be built on promising practices from around the country – adopted and customized for optimal impact in Iowa. In addition, a “learning lab” process will incorporate local input while testing and improving elements of the model prior to statewide implementation.

As launched, these new integrated Centers will bear the state’s new workforce services brand: IowaWorks.

State-level Activities

1. Develop objectives, model and methods, implementation plan
2. Provide clarification on state role; develop and distribute state-level policy, standards, requirements
3. Adopt service delivery principles; minimum service requirements
4. Develop evaluation and continuous improvement efforts

Regional/Center-level Activities

5. Establish common customer pool
6. Design customer (not program) flow
7. Develop unified operational policies
8. Create/operate functional service units
9. Assign and supervise staff by function
10. Prepare a procedures manual
11. Identify and train new staff skills

Performance and Impact Evaluation

In addition to federally mandated program performance measures, Iowa will adopt evaluation methods for quality and process components of the workforce development system.

The Integration Model Overview

3 Purposes:

- Demand-Driven
- Skill-Based
- Integrated Service Delivery

3 Customer Needs:

- Know Skills
- Improve Skills
- Get Job with Skills

3 Methods:

- Integrated Customer Pool
- Integrated Customer Flow
- Integrated Staffing

3 Functions/Teams:

- Membership
- Skill Development
- Employment

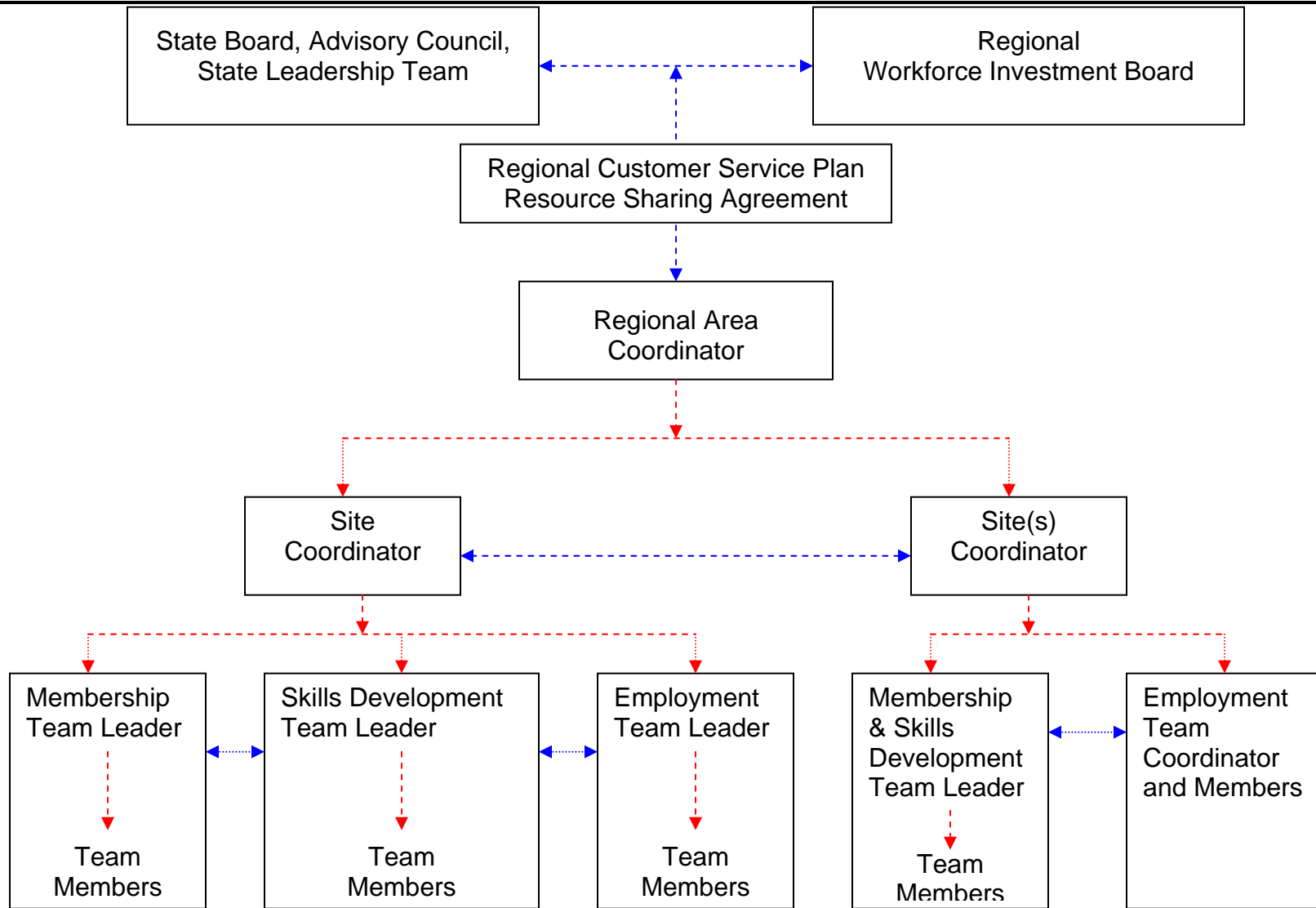
3 Integrated Inputs/Outputs:

- Increased Volume
- More with Multiple Services
- Higher % Skill Enhancement

3 Integrated Outcomes:

- Entered Employment
- Labor-Market Retention
- Earnings

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Blue lines indicate collaboration and cooperation
 Red lines indicate functional supervision

NOTE: This is a "functional" chart, intended to show the relationships of functions in an integrated services model; this chart is not, nor does it replace "organizational" charts.