

We will begin shortly.

Building TANF and WIOA Partnerships to Improve TANF Recipient Employment Outcomes: Lessons Learned from TANF/WIA Coordination

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OFFICE OF FAMILY ASSISTANCE

An Office of the Administration for Children & Families



Building TANF and
WIOA Partnerships
to Improve TANF
Recipient
Employment
Outcomes: Lessons
Learned from
TANF/WIA
Coordination

Welcome!

- **Nisha Patel, Director**, Director, Office of Family Assistance, Administration for Children and Families, U. S. Department of Health and Human Services
- **Lisa Washington-Thomas, Chief**, Self-Sufficiency/Technical Assistance Branch, Office of Family Assistance
- James Butler, **Family Assistance Program Specialist**, Office of Family Assistance
- **Damon Waters, Family Assistance Program Specialist**, Office of Family Assistance

State Presenters

- **Iowa:** Robert (Bob) Krebs, Angela Madison, Shari Seivert, and Todd Spencer
- **Pennsylvania:** Tamila Lay
- **Lancaster, Pennsylvania Workforce Investment Board:** Scott Sheely
- **Texas:** Laurie Biscoe
- **Utah:** Karla Aguirre

Iowa's TANF/WIA Coordination

Iowa's TANF/WIA Coordination

- The Department of Human Services (DHS) is the state TANF agency for Iowa.
- Iowa's TANF cash assistance program is the Family Investment Program (FIP).
- Iowa's employment and training program for TANF cash assistance participants is known as PROMISE JOBS.
 - ❖ PROMISE JOBS is an acronym for Promoting Independence and Self-Sufficiency through Employment, Job Opportunities, and Basic Skills
- DHS has overall responsibility for administering both FIP and PROMISE JOBS.

Iowa's TANF/WIA Coordination

DHS Role:

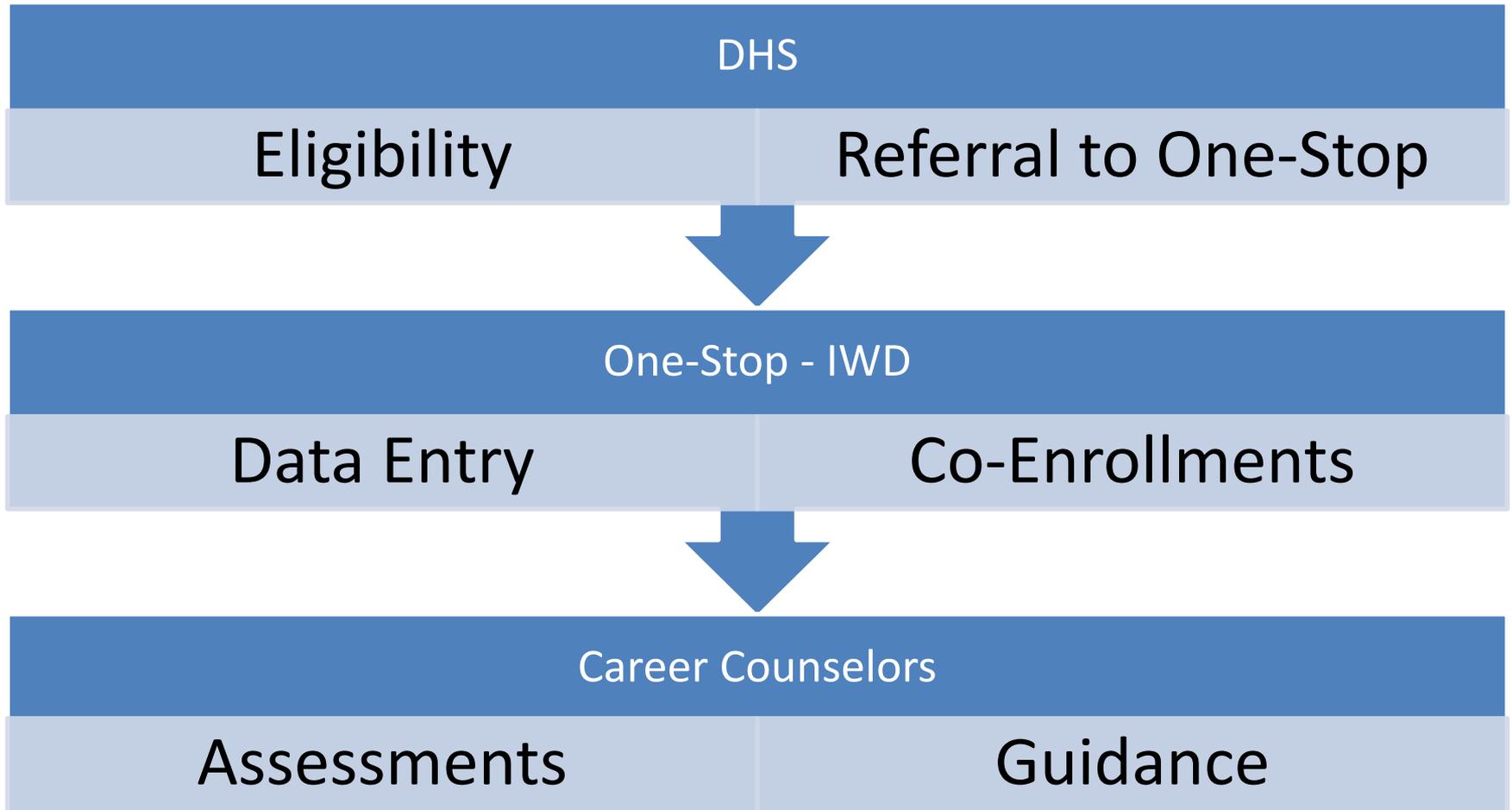
- Determines initial and ongoing FIP eligibility
- Determines which FIP applicants or recipients are required to participate in PROMISE JOBS.
- Refers individuals by electronic interface to PROMISE JOBS
- Funds PROMISE JOBS (federal TANF and state MOE) and supportive services, such as child care and transportation
- Prepares and submits quarterly TANF data report
- Updates and administers state law, rule, and policy changes

Iowa's TANF/WIA Coordination

- DHS contracts with the state Iowa Workforce Development (IWD) agency, to provide PROMISE JOBS services.
- The contract identifies:
 - ✓ DHS responsibilities
 - ✓ IWD responsibilities
 - ✓ Services that must be provided
 - ✓ Funding
 - ✓ Performance Measures

Note: To the extent that the current structure does not fully meet the requirements of WIOA, the contract between DHS and IWD can be amended with minimal effort to address any deficiencies.

Iowa's TANF/WIA Coordination



Iowa's TANF/WIA Coordination

- Joint decision-making process between both agencies for:
 - ✓ Reviewing/commenting on proposed federal regulations as applicable
 - ✓ Code changes
 - ✓ Rule changes
 - ✓ Policy changes
 - ✓ System changes
 - ✓ Form changes
 - ✓ Training
 - ✓ Quality Assurance
 - ✓ Electronic data sharing
- Monthly meeting to discuss:
 - ✓ Policy
 - ✓ Procedures
 - ✓ Performance measures
 - ✓ Data discrepancies
 - ✓ Improvement strategies

Iowa's TANF/WIA Coordination

Roles and Responsibilities of One-Stop Partners [Sec. 121(b)(1)(A)]	
<p>WIOA Provision</p> <p>Provide access through the one-stop delivery system to such program or activities carried out by the entity, including making the career services described in section 134(c)(2) that are applicable to the program or activities available at the one-stop centers (in addition to any other appropriate locations)</p> <p>[sec. 121(b)(1)(A)(i)]</p>	<p>Current Structure</p> <p>All 15 One-Stop locations in the state provide work and training services under PROMISE JOBS to FIP participants</p> <p>The list of career services in section 134(c)(2) is extensive – some of these services are already being provided while others are not applicable to FIP/PROMISE JOBS</p>
<p>Enter into a local memorandum of understanding with the local board, relating to the operation of the one-stop system, that meets the requirements of subsection (c) = MOU provisions</p> <p>[sec. 121(b)(1)(A)(iii)]</p>	<p>The PROMISE JOBS contract between DHS and IWD and resulting subcontracts by IWD serve this function</p> <p>MOU provisions are addressed below</p>
<p>Participate in the operation of the one-stop system consistent with the terms of the memorandum of understanding, the requirements of this title, and the requirements of the Federal laws authorizing the program or activities</p> <p>[sec. 121(b)(1)(A)(iv)]</p>	<p>PROMISE JOBS services are already integrated into Iowa's one-stops</p>
<p>Provide representation on the State board to the extent provided under section 101</p> <p>[sec. 121(b)(1)(A)(v)]</p>	<p>DHS is currently not a member of the State Workforce Investment Board</p> <p>WIOA does not require that DHS be a member of the State Board, nor require that DHS be designated as a required one-stop partner to be a member of the Board, rather it provides that the Governor:</p> <p>(II) may include such other representatives and officials as the Governor may designate, such as—</p> <p>(aa) the State agency officials from agencies that are one-stop partners not specified in subclause (I)</p> <p>[sec. 101(b)(C)(iii)(II)]</p>

Iowa's TANF/WIA Coordination

Memorandum of Understanding Contents [Sec. 121(c)(2)]

WIOA Provision	Current Structure
<p>The services to be provided through the one-stop delivery system consistent with the requirements of this section, including the manner in which the services will be coordinated and delivered through such system</p> <p>[Sec. 121(c)(2)(A)(i)]</p>	<p>PROMISE JOBS services are specified in the contract between DHS and IWD and the IWD subcontracts</p>
<p>How the costs of such services and the operating costs of such system will be funded, including—</p> <p>(I) funding through cash and in-kind contributions (fairly evaluated), which contributions may include funding from philanthropic organizations or other private entities, or through other alternative financing options, to provide a stable and equitable funding stream for ongoing one-stop delivery system operations; and</p> <p>(II) funding of the infrastructure costs of one-stop centers in accordance with subsection (h)</p> <p>[Sec. 121(c)(2)(A)(ii)]</p>	<p>The current PROMISE JOBS contract between DHS and IWD and IWD subcontracts have funding provisions, including allocating joint costs</p>
<p>Methods of referral of individuals between the one-stop operator and the one-stop partners for appropriate services and activities</p> <p>[Sec. 121(c)(2)(A)(iii)]</p>	<p>Referrals of PROMISE JOBS participants to other programs and services are incorporated into individual Family Investment Agreements (FIAs)</p> <p>Provisions for making referrals and writing FIAs are addressed in state administrative rules and Employees' Manuals for FIP and PROMISE JOBS</p> <p>The current PROMISE JOBS contract between DHS and IWD and IWD subcontracts meet this requirement by requiring that IWD and its subcontractors comply with these rules and Employees' Manuals</p>

Iowa's TANF/WIA Coordination

Memorandum of Understanding Contents [Sec. 121(c)(2)]

WIOA Provision	Current Structure
<p>Methods to ensure the needs of workers and youth, and individuals with barriers to employment, including individuals with disabilities, are addressed in the provision of necessary and appropriate access to services, including access to technology and materials, made available through the one-stop delivery system</p> <p>[Sec. 121(c)(2)(A)(iv)]</p>	<p>See above</p>
<p>The duration of the memorandum of understanding and the procedures for amending the memorandum during the duration of the memorandum, and assurances that such Memorandum shall be reviewed not less than once every 3-year period to ensure appropriate funding and delivery of services</p> <p>[Sec. 121(c)(2)(A)(v)]</p>	<p>The PROMISE JOBS contract is presently extended through June 30, 2015</p> <p>The contract includes amendment provisions as well as language for possible extensions of up to 5 additional 1-year periods</p> <p>The contract is routinely amended as necessary</p> <p>Subcontracts include corresponding provisions</p>
<p>Such other provisions, consistent with the requirements of this title, as the parties to the agreement determine to be appropriate</p> <p>[Sec. 121(c)(2)(B)]</p>	<p>Like all contracts, the PROMISE JOBS contract and corresponding subcontracts can be amended as necessary to add or eliminate requirements</p>

Iowa's TANF/WIA Coordination

Memorandum of Understanding Contents [Sec. 121(c)(2)]

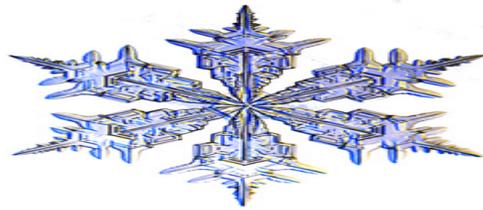
WIOA Provision	Current Structure
<p>In addition to the funds provided to carry out subsection (h) [infrastructure costs], a portion of funds made available under Federal law authorizing the programs described in subsection (b) and administered by one-stop partners, or the noncash resources available under such programs, shall be used to pay the additional costs relating to the operation of the one-stop delivery system that are not paid from the funds provided under subsection (h), as determined in accordance with paragraph (3), to the extent not inconsistent with the Federal law involved</p> <p>Such costs shall include the costs of the provision of career services described in section 134(c)(2) applicable to each program and may include common costs that are not paid from the funds provided under subsection (h)</p>	<p>The funding provisions of the current PROMISE JOBS contract between DHS and IWD and IWD subcontracts include allocating joint costs not limited to those meeting the definition of infrastructure costs</p> <p>See earlier comment</p>
<p>[Sec. 121(i)]</p>	

Iowa's TANF/WIA Coordination

Other Provisions Relating to Partner Programs	
WIOA Provision	Current Structure
<p>Provide access to programs and activities carried out by one-stop partners (One-Stop Delivery System)</p> <p>[Sec. 121(e)(1)(D)]</p>	As noted above, PROMISE JOBS services are already integrated into the state's one-stop centers
<p>Make each of the programs, services, and activities described in paragraph (1) accessible at not less than 1 physical center in each local area of the State (One-Stop Delivery System)</p> <p>[Sec. 121(e)(2)(A)]</p>	See above
<p>May also make programs, services, and activities described in paragraph (1) available—</p> <p>(i) through a network of affiliated sites that can provide 1 or more of the programs, services, and activities to individuals; and</p> <p>(ii) through a network of eligible one-stop partners— (One-Stop Delivery System)</p> <p>[Sec. 121(e)(2)(B)]</p>	See above
<p>Assessing at least once every 3 years the effectiveness, physical and programmatic accessibility in accordance with section 188, if applicable, and the Americans with Disabilities Act of 1990 (42 U.S.C. 12101 et seq.), and continuous improvement of one-stop centers and the one-stop delivery system, consistent with the requirements of section 101(d)(6)</p> <p>[Sec. 121(g)(1)]</p>	<p>This is actually a One-Stop Center requirement that is automatically applicable to One-Stop partners</p> <p>The PROMISE JOBS contract includes boiler plate language regarding nondiscrimination as well as quality improvement provisions</p>

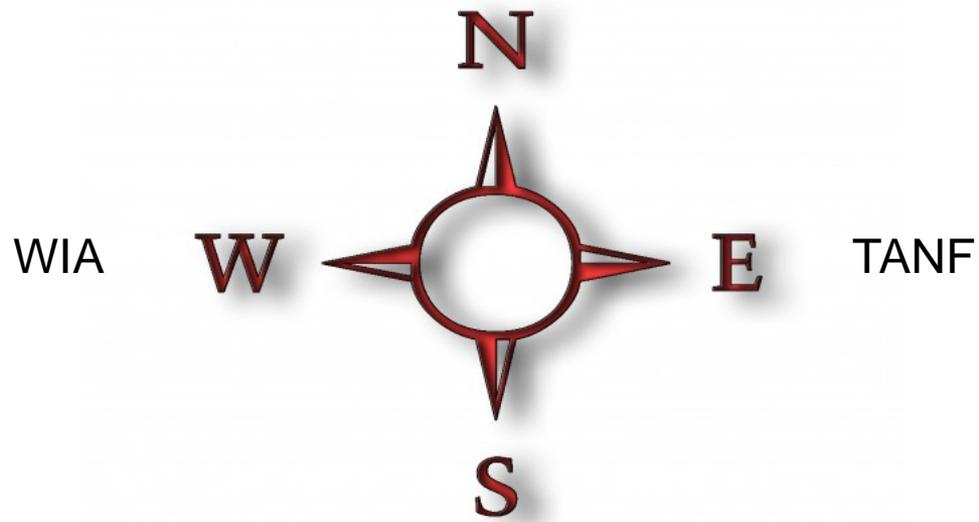
Workforce Innovation and Opportunity Act (WIOA)

A Pennsylvania perspective on
the TANF Impact

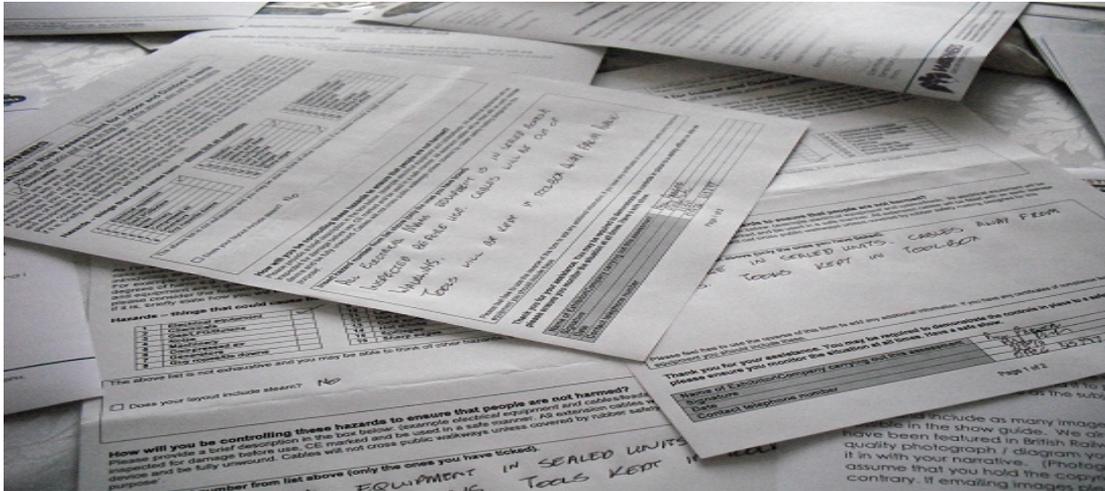


I LOVE WINTER

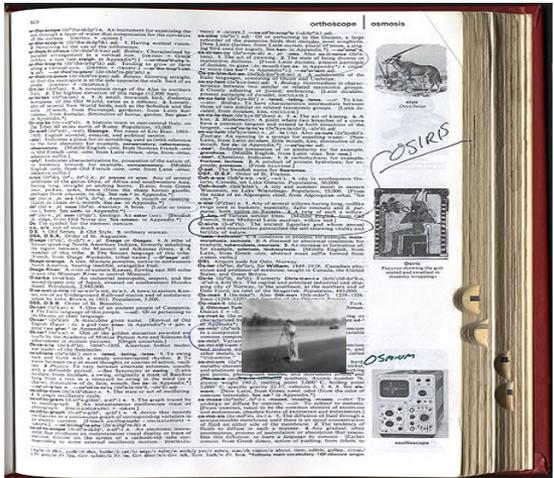


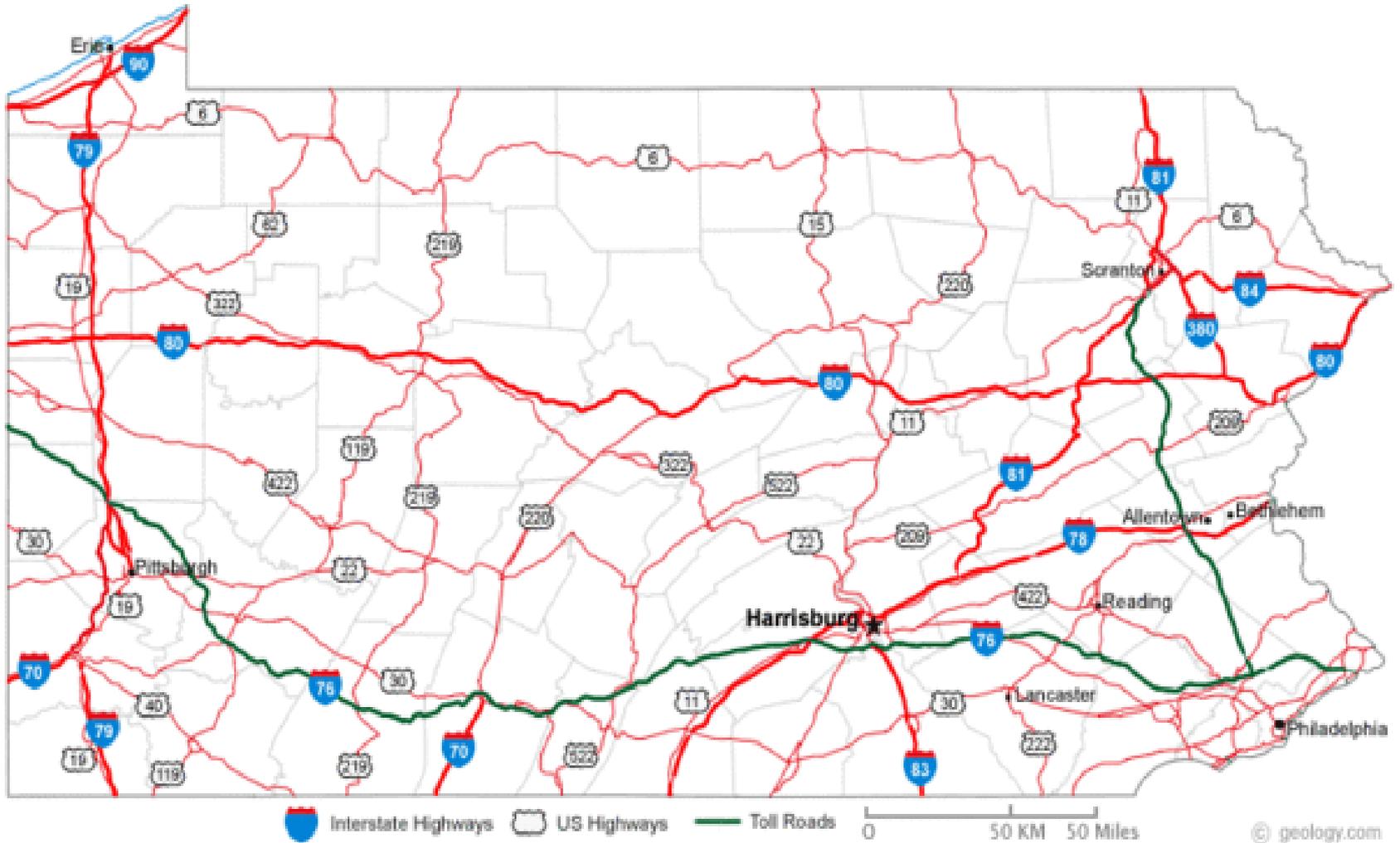






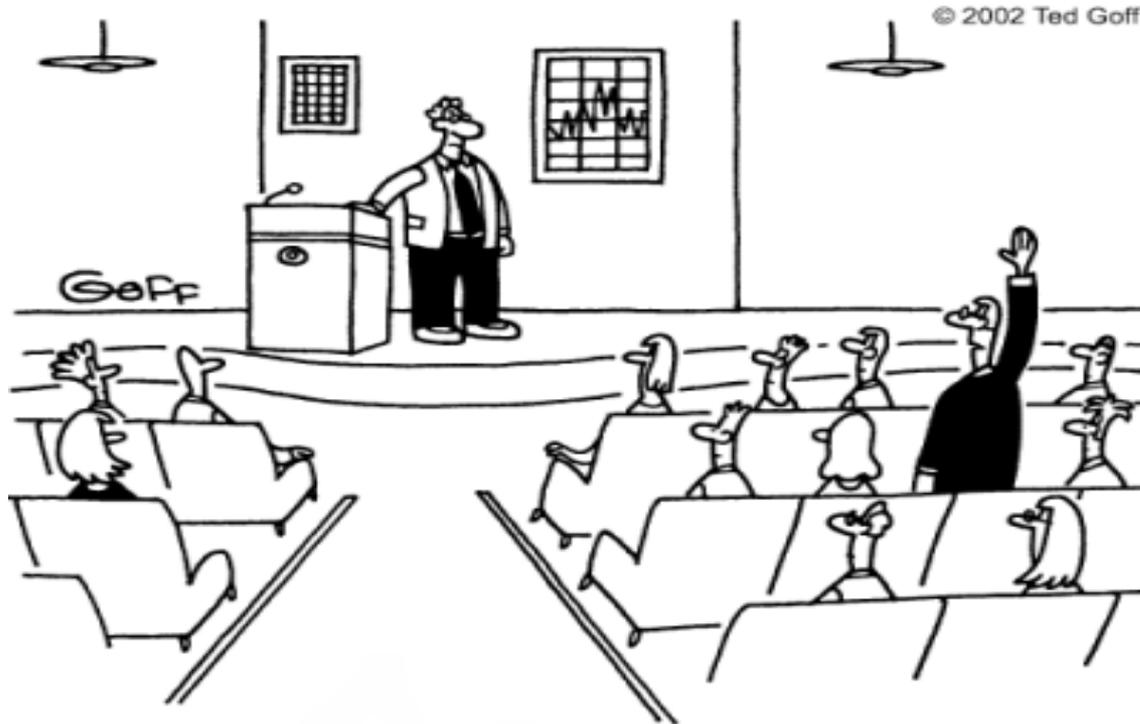






Common Requests

- Collocated Staff
- Unified and Simplified Forms
- Aligned Measures
- Computer System Access



“Could we extend the annual meeting? I still have a lot of complaining to do!”

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Integration and System Change in a One-Stop Center

Scott Sheely
Executive Director
Lancaster County Workforce Investment Board
Lancaster, PA



In the Beginning

- In 1998, the Private Industry Council of Lancaster County became the Lancaster County Workforce Investment Board with the strong support of the Lancaster Chamber and the private sector;
- Private sector majority with representatives from all of the priority industry clusters in the regional economy (from data-driven research);
- From the beginning, the Board took seriously its mandate to provide services to employers and jobseekers;



Early Development

- In responding to the needs of employers, the Board immersed itself in organizing groups of employers in priority industry clusters to begin talking about the human capital needs of the industry;
- Interventions began that moved beyond customized job training into a shared training model with the goal of raising the skill level in the labor pool as a whole;
- Industry partnerships became the vehicle for carrying out this program with eight partnerships engaging 500+ employers and training thousands of incumbent workers every year



But what I really need...

- As the relationship with employers grew, the priority seemed to shift from the incumbent workforce to the entering workforce;
- Your labor exchange services are fine, but what I really need is...
 - People who can read, write, and compute;
 - People who know how to act at work and can balance the demands of their work and home lives;
 - People who have the skills to do what I need them to do;
- Your One-Stop and my staffing services are not delivering



Re-Design of the One-Stop

- Started with value-stream mapping;
 - An analysis of the flow of client services, identifying duplication of effort and bottlenecks in service delivery
 - Leading to a consideration of how to do things differently
 - Senior practitioners and supervisors led the process
- One system for all client groups;
 - Policy goal to increase effectiveness and efficiency
 - Translated to operational goal which would also address need for more case management
 - A new version of core services to which all programs would be referred
 - Case management becomes the role of special programs



Re-Design of the One-Stop

- Job search begins the moment the jobseeker walks through the door;
 - Sometimes, practitioners and jobseekers forget the ultimate outcome which is placement
 - Starts with a resume that constantly gets refined as a person moves through the service delivery process
 - Wherever possible, we strive for placement in a family-sustaining jobs over just any job
- Suitability (commitment of jobseeker) before eligibility;
 - Making people eligible before they are committed is self-defeating
 - Use existing workshops in resume writing, interviewing, and landing a job with a criminal background as tests of commitment



Re-Design of the One-Stop

- Good job information and career counseling based on local data and done early in the process;
 - Another part of suitability is the development of a career goal
 - Generic workshop which provides career information and encourages thought about career goals is essential
 - Staff need to be sufficiently informed to be able to do this
- Clear standard for work readiness as measured by achievement of an national credential (National Career Readiness Credential);
 - After eligibility is determined, assessment is the next step
 - Clear standards defined using WorkKeys-based process and the National Career Readiness Credential
 - This step must be completed by all



Re-Design of the One-Stop

- Ample opportunities for remediation so that all can be successful, strong partnership with Title II provider;
 - Many people do not meet the standard on the first try
 - There must be many opportunities for enrichment so that they can be successful
 - Great opportunity to partners with Title II agencies
- New opportunities for short-term, skill-based training and online learning to take the place of traditional Individual Training Accounts;
 - Training must be much more flexible, skill-based, and directly related to the needs of key industries
 - Much of the training can be done in the One-Stop but it needs articulations to formal education and training programs so that people have options



Re-Design of the One-Stop

- Employers recruit directly out of training;
 - Business services need to be directly involved in placement
 - They bring employers to the training and follow the placement to ensure that retention goals are met
 - Placement and retention supported by internal case managers and business services representatives;
- Staff who are functionally organized and supervised
 - Every staff person needs to be assigned based on the function that they do rather than the agency that they represent



Net Effects

- Multiple client groups served with the same system...
 - Dislocated workers;
 - Persons transitioning off of welfare (TANF);
 - Mature workers;
 - Incumbent workers;
 - Ex-offenders;
 - Homeless individuals and families;
 - Young people;
- Standardized services allow more time for case management in-house and from referral organizations



Net Effects

- Able to absorb blips in the system...
 - Unemployment law changed in early 2011 to require a work search from UI recipients, causing a 50% increase in traffic to the One-Stop;
 - Cutbacks in TANF funding reduced staff from 12 to 6;
- Continually growing number of employer contacts;
- Increased hiring directly out of new training options;
- Ultimately, the County has an unemployment rate which is below the state and national average



Challenges

- Need for staff development on career counseling and other content (train, train, train)
- Systems often do not interface, requiring multiple work-arounds (opened access where possible);
- Sharing information among staff becomes a challenge (more case conferencing, sharing of files);
- Limitations imposed by labor agreements (push for maximum flexibility and functional organization);
- More flexibility in training (go to the WIA definition of training and push the regulations);
- Keeping the employer engaged and meeting their needs



Results

- Meeting and exceeding all of our TANF and most of our WIA performance standards;
- Lancaster has been the model of integration of WIA and TANF that has been used around the Commonwealth since 2013;
- PA Department of Corrections and Lancaster County Adult Probation and Parole have contracted with PA CareerLink of Lancaster County as a site for a day report center for state and County parolees;
- Getting the job done in spite of the challenges.



Contact

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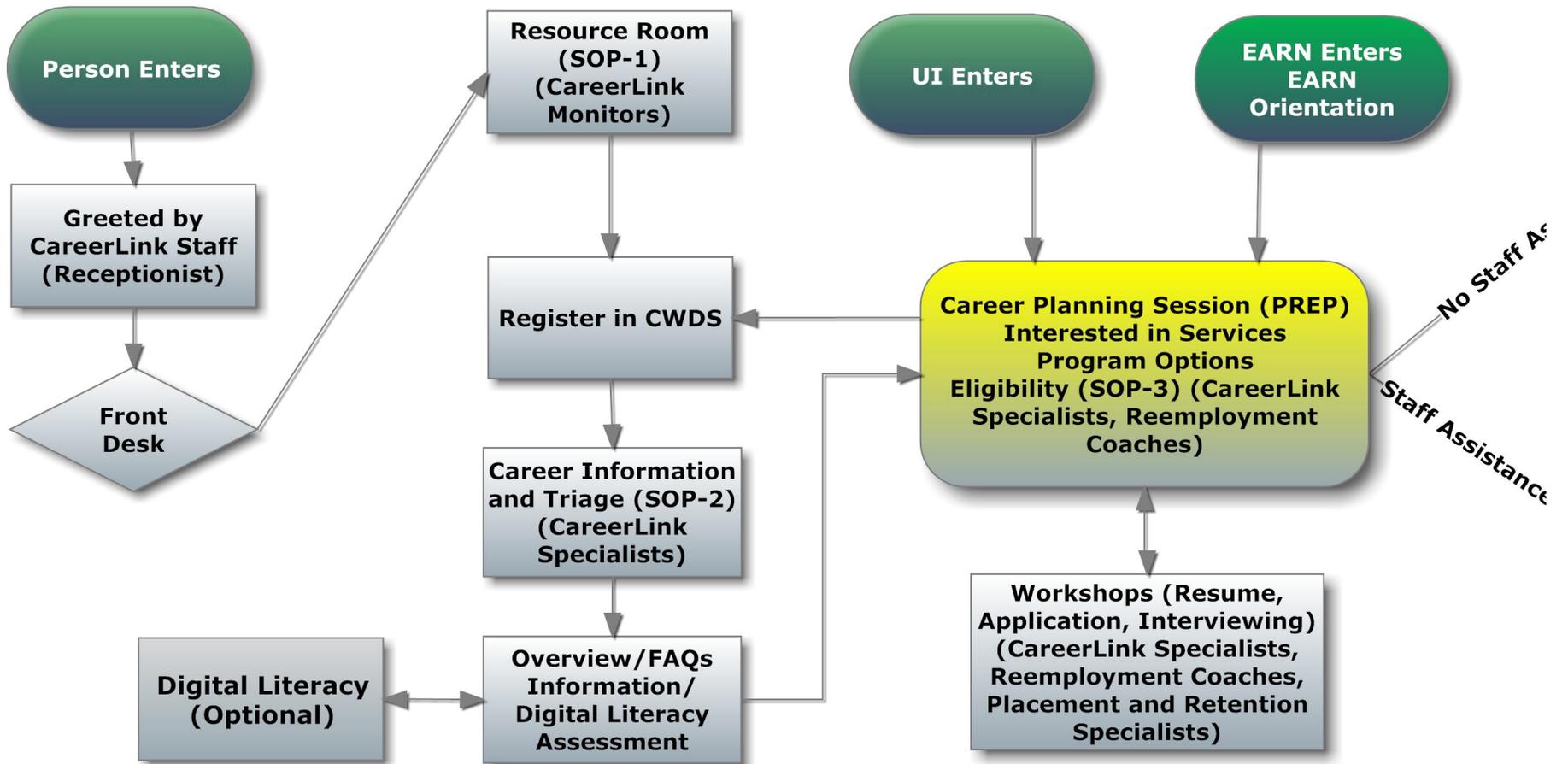
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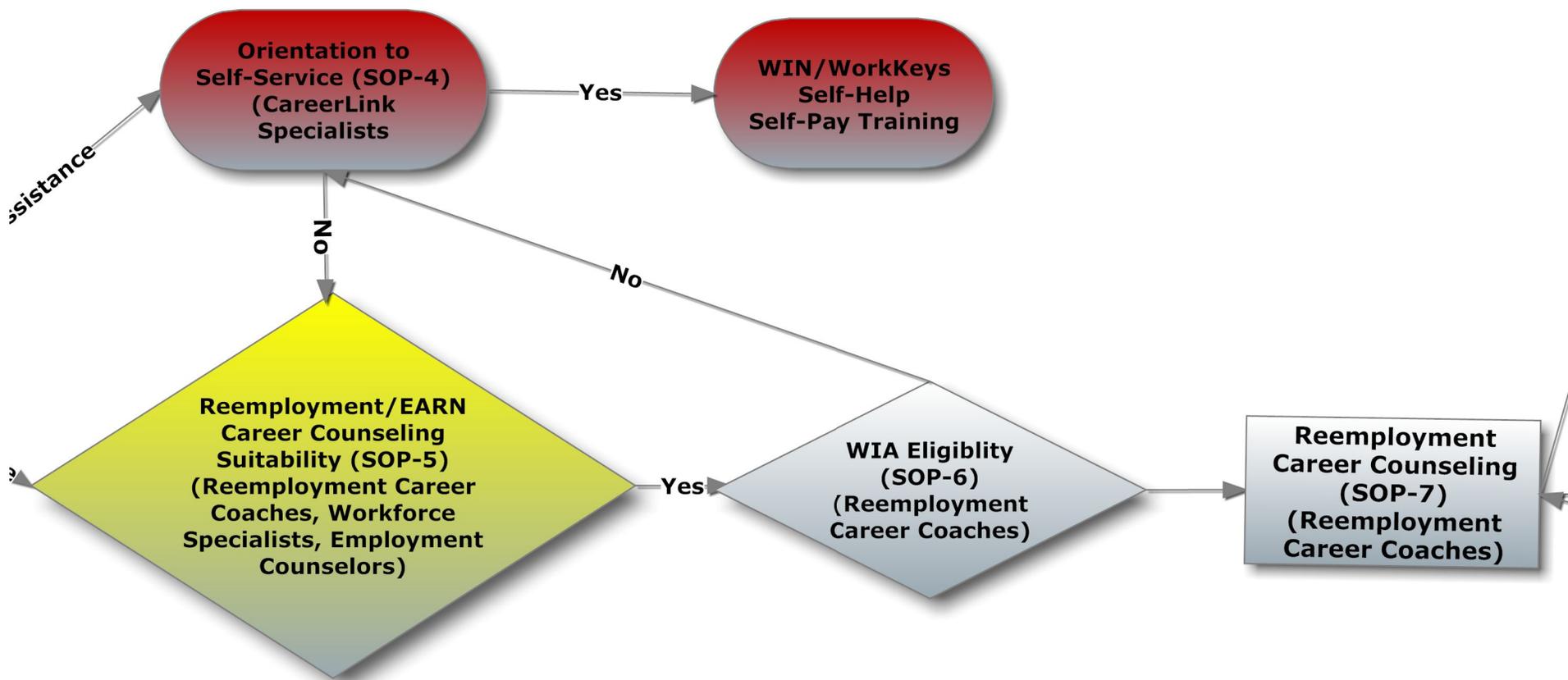
ssheely@lancastercountywib.com

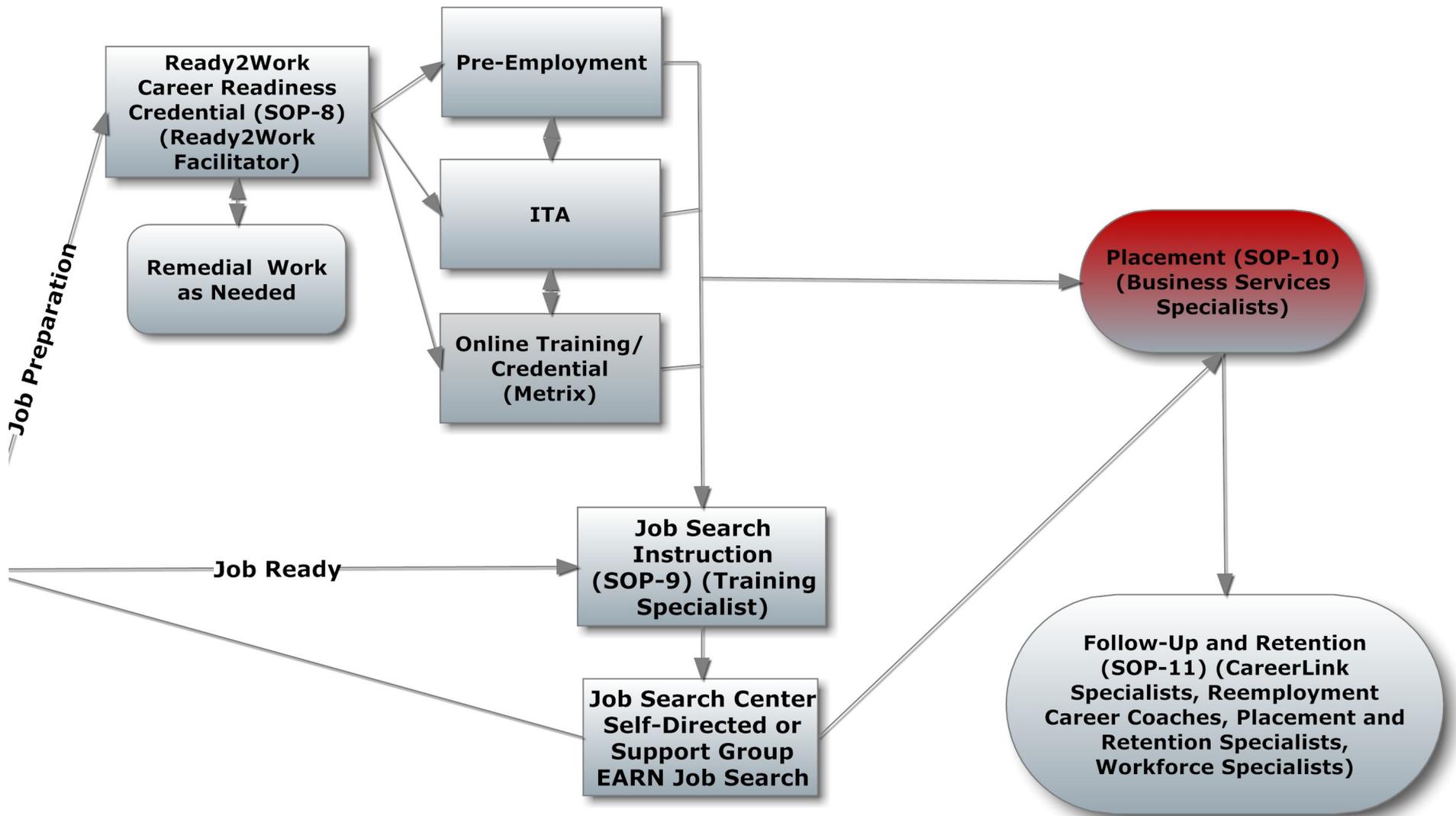
www.LancasterCountyWIB.com

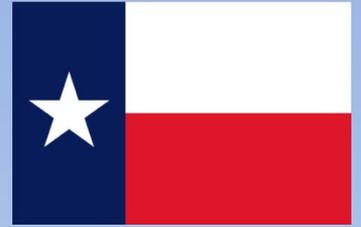
www.Jobs4Lancaster.com

Flow Chart for Jobseeker Services PA CareerLink of Lancaster County





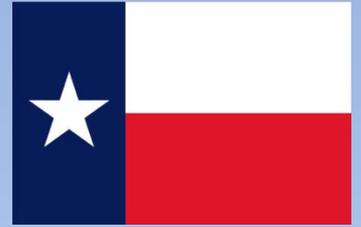




TANF Employment Services in Texas: The Choices Program

Texas Workforce Commission

TANF



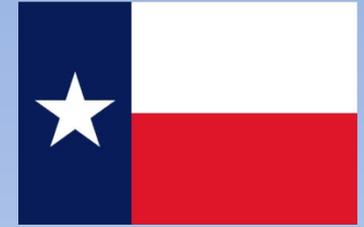
The Health and Human Services Commission (HHSC):

- conducts TANF income eligibility

The Texas Workforce Commission (TWC)

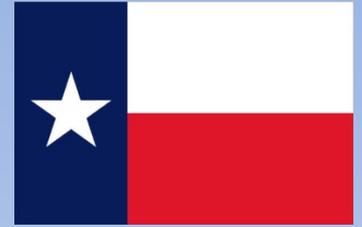
- Administers the Choices employment program for TANF recipients
- Choices staff are co-located in workforce solutions offices

TANF Choices' Work First Design



-
- Choices operates under a Work First service model
 - At point of applying for cash assistance through the delivery of benefits and employment services, Choices customers receive a consistent message:
 - Government assistance is temporary;
 - Texans are responsible for the support of themselves and their families; and
 - Employment is the goal

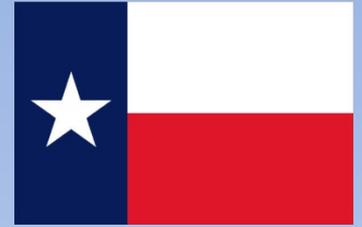
Integrated Workforce Services Overseen by LWDBs



In addition to the TANF Choices Employment program, the 28 LWDBs also administer:

- Wagner Peyser **Employment Services** (ES)
- **Workforce Investment Act** services for Adults, Dislocated Workers and Youth (WIA)
- Supplemental Assistance Nutrition Assistance Program Employment and Training (**SNAP E&T**)
- **Trade Adjustment Assistance** (TAA)
- Subsidized **Child Care**

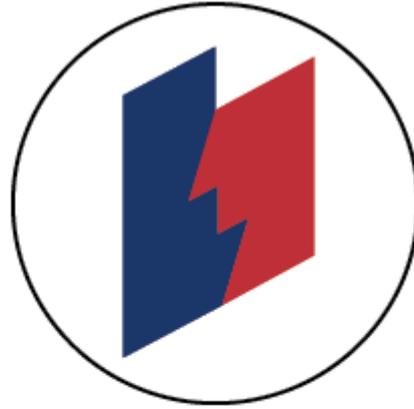
Texas Workforce Development System



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**Department of
Workforce Services**

*Building TANF and WIOA Partnerships
Lessons Learned from TANF/WIA Coordination*

Karla Aguirre

WIA/WIOA, Wagner Peyser and TANF Administrator

Where Do You Begin

You Have a Common Goal...EMPLOYMENT

- 1996 – Through Legislation, Utah’s Department of Workforce Services was created and began delivering services 1997

- Combined 5 Agencies, Funding, and Programs
 - AFDC/TANF Programs (Dept. Human Services “Split”)
 - JTPA/WIA (State Office of Job Training)
 - Child Care (State Office of Child Care)
 - All Job Service Programs WP/UI/Veterans
 - Turning Point (Displaced Homemaker Program)



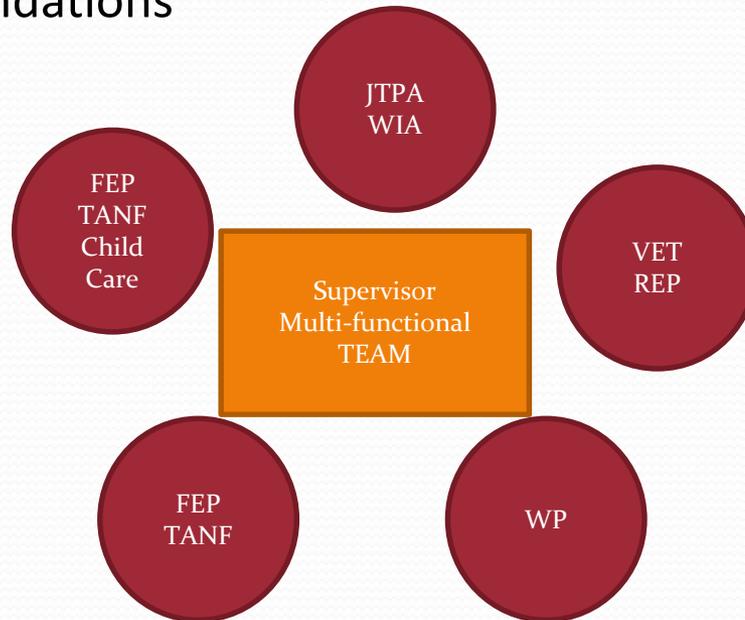
Employment Center Design Team

- Team members representing programs (6 months)
 - Common Goals
- Understanding Partner Programs
 - Population Served/Funding/Systems/Federal Requirement/Reports/Policy/Staff/Locations
- Design a One-Stop Service Delivery System
 - Customers have only one place to get all of the services
 - Design a One-Stop Service Delivery System
 - Co-Location / Multi-functional Teams/Cross Training



Multi-Functional Teams

Employment Center
Design Recommendations



Creating Relationships and Opportunities Moving in “Together”

- Use the Best of the Best and Compromise
 - Assessment/Case Management strategies
 - Access to Labor Exchange, Employers and LMI
 - Access to more programs and resources
 - Cross Training
 - Eliminate duplication.
- Challenges
 - Managing Change – Strong Leadership shaping the culture
 - Staff Training, Location, Pay
 - Understanding each other’s programs, systems, outcomes and purpose
 - Letting go of the old and embracing the new
 - “This is the way we have always done it.” “They don’t understand what we do.”
 - Create a new integrated Service Delivery System (equal partner decision makers)
 - Give local One-Stops flexibility (Utah Employment Centers)



Eliminate Duplication... Focus on Customer Services

Let it go... and Move Forward

- Lions and Tigers and Bears, Oh My
- Forms, Computers and People, Oh My
 - How many times do people need to tell their story, complete forms with their name, their address, birthdate, household etc.
 - Listen to your Customers, Develop “Triage” Approach
- Hmmm ... Maybe we are not so different after all
 - Create a Vision and a plan together.
 - Create a culture
 - Service Delivery System based on Good Customer Service
 - Computer Systems
 - One Eligibility System, multiple programs
 - One Case Management System
 - Labor Exchange (Job Boards, Job Orders)
 - UI Claims
 - Systems sharing information and interface with each other
 - Other State Agencies, Vocational Rehabilitation



Fast Forward.....

“I have one place to go to get all of these services.”



“I can go online to look for a job, get some career counseling then apply for funding to go to college.”



“I can sign my employment plan, enter my job search and work activity hours all on line.”



“I lost my job but I can apply for Unemployment, get job leads and interview with an Employer all at the same place.”



“I can attend Parenting Workshops and a class on Financial Literacy.”



“ They worked with an Employer and developed an OJT for me”



Seamless Service Delivery

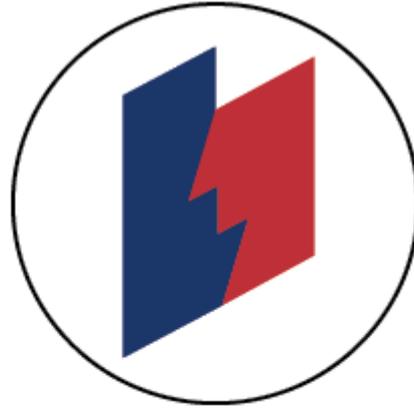
- All DWS Employment Center have the Same Menu of Services
- Replicate Effective Strategies and Outcomes ... Share Good Ideas
- Common Goals and Outcomes
- WIOA TANF “PARTNERSHIPS”

- Administration can maximize funding within the Department
 - Back-to Work
 - Afterschool Programs
 - Co-enrollment

- Programs can be designed to meet the needs of customers
- Policy Alignment
- Shared Resources
 - Work Success
- Streamlined Administrative Costs at the State

It's Good Customer Service!





Department of Workforce Services

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