

2019 National TANF State Directors' Meeting  
Partnering to Build a Stronger Society  
September 18, 2019



# Today's Speakers



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National Initiatives on Poverty & Economic Opportunity  
**Heartland Alliance**

*My pronouns: She, her, hers*  
*@schnurtles*



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*My pronouns: She, her, hers*  
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# Game Plan Today

Go Cubs Go!

- Introduce Us
- Table Introductions
- WIOA/TANF: Why Collaborate?
- Forthcoming WIOA/TANF Toolkit & Recommendations
- Questions/Discussion

# Equity. Opportunity. For ALL.

**We believe society is better for everyone when all of us can participate, prosper, and reach our full potential.**

**Direct service efforts in 100 communities nationwide and 12 countries internationally, research & evaluation, policy & advocacy, and systems change.**

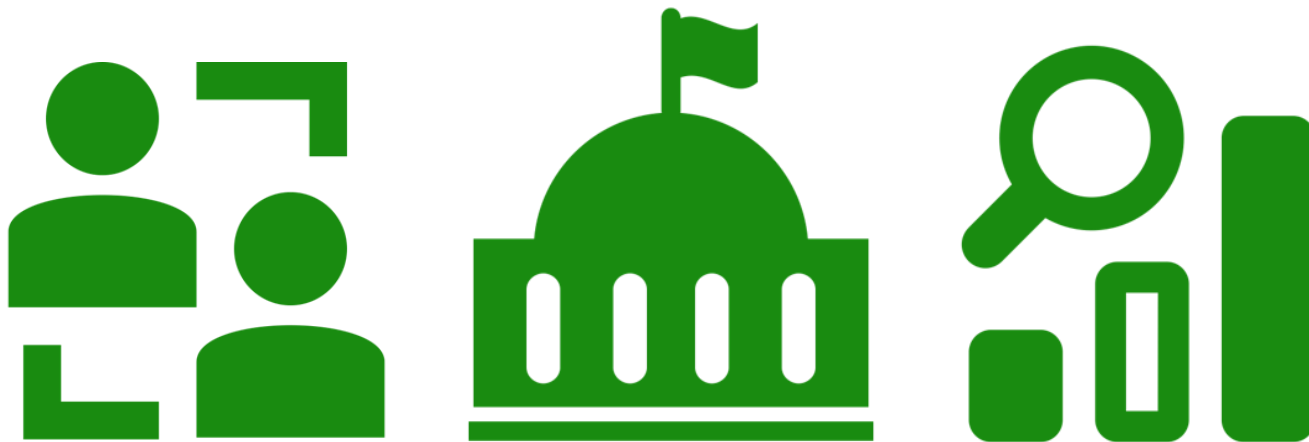


# National Initiatives on Poverty & Economic Opportunity



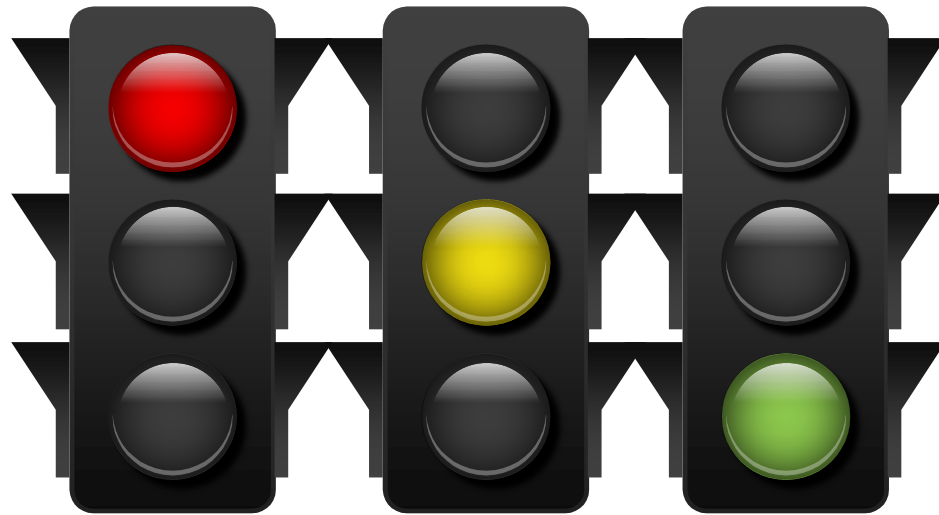
**We are  
dedicated to  
ending chronic  
unemployment  
and poverty.**

**Working at the intersection of  
practice, policy, and research,  
we catalyze change that is practical,  
informed by evidence, and grounded in  
experience.**



# TANF & Workforce System Collaboration: Current Status Table Conversations

- Share your name and the community where you're based.
- What does collaboration currently look like?
- What challenges?
- What successes?

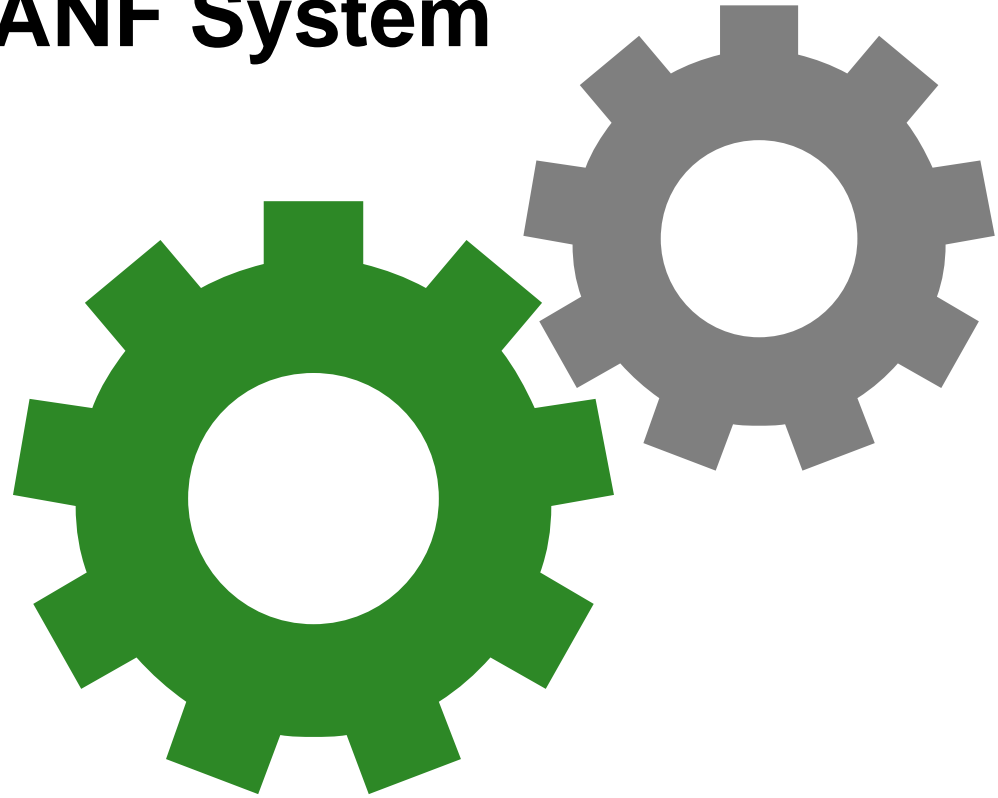


# Why Foster WIOA/TANF System Collaboration?

TANF recipients can and do work but many face substantial personal and structural barriers to employment.

System collaboration is critical to supporting TANF recipients interests & needs.

Barriers among TANF recipients include limited education and work experience, mental and physical health challenges, caring for a child who has special needs, experiencing domestic violence, having a criminal record, or having limited access to transportation.

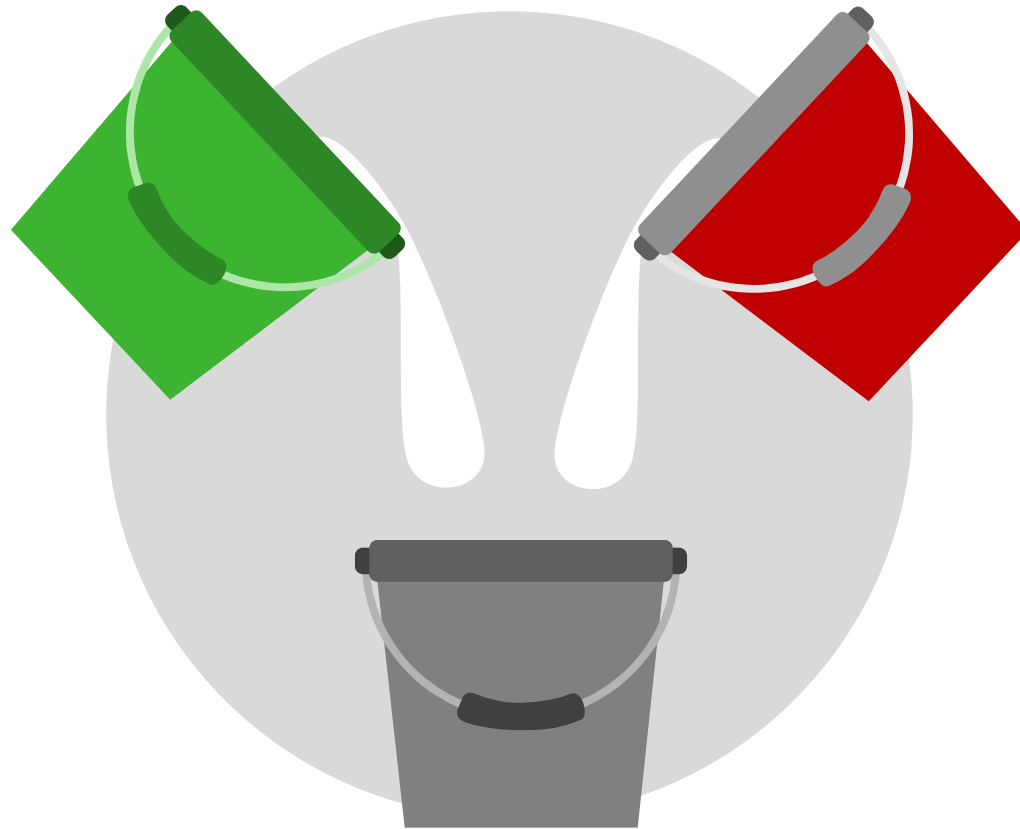




# Forthcoming Toolkit...

## Strengthening WIOA/TANF Collaboration

Robust review  
of the  
literature



Over 30 expert  
interviews with  
workforce  
development  
and TANF  
stakeholders

Forthcoming TANF/WIOA Toolkit





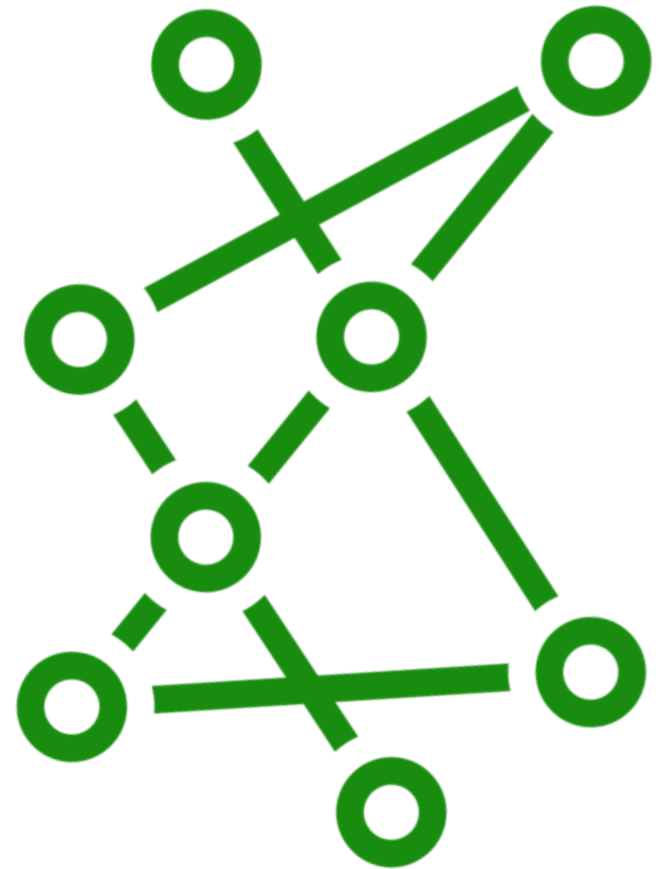


# Enhancing TANF and WIOA Systems Coordination & Collaboration: *Frameworks & Actionable Strategies*

**Sneak preview**

# Five Systems Change Levers

- Funding flows & resource allocations;
- Data & knowledge;
- Performance measures;
- Organizational culture & values;
- State & local policy implementation choices.



***But first...***

# **Shared Governance Facilitates Systems Coordination and Collaboration**



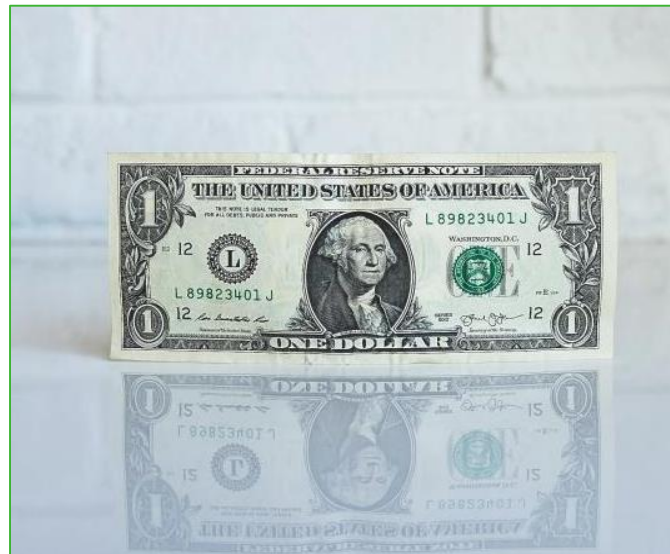
# #1: Funding Flows & Resource Allocations:

**Systems Spending Choices to Support and Enhance Coordination and Collaboration**



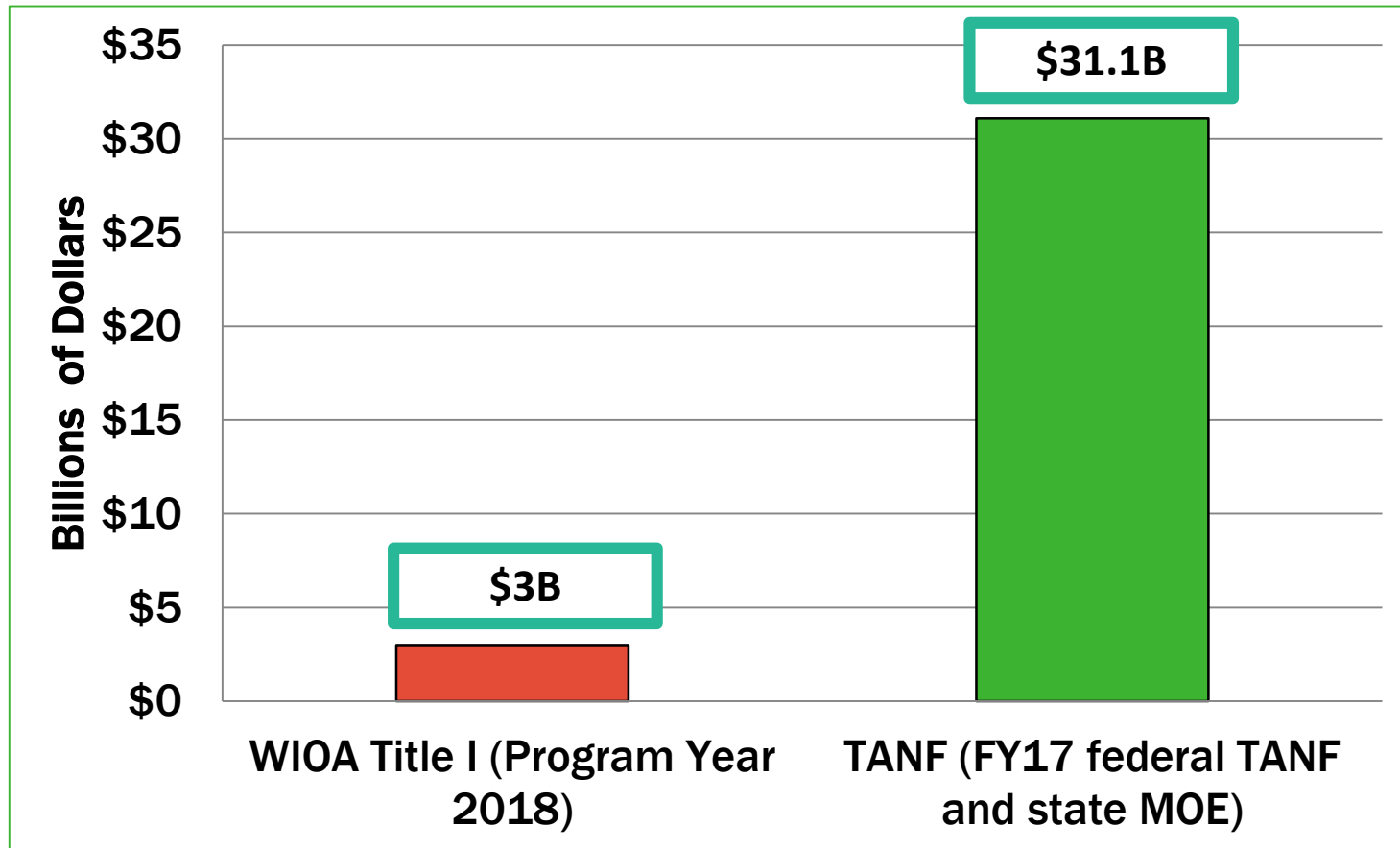
# *Resource allocations matter...*

**When the TANF and WIOA systems put dollars toward employment, training, education, and support services that meet the needs and interests of TANF recipients, it's easier for these systems to work together.**



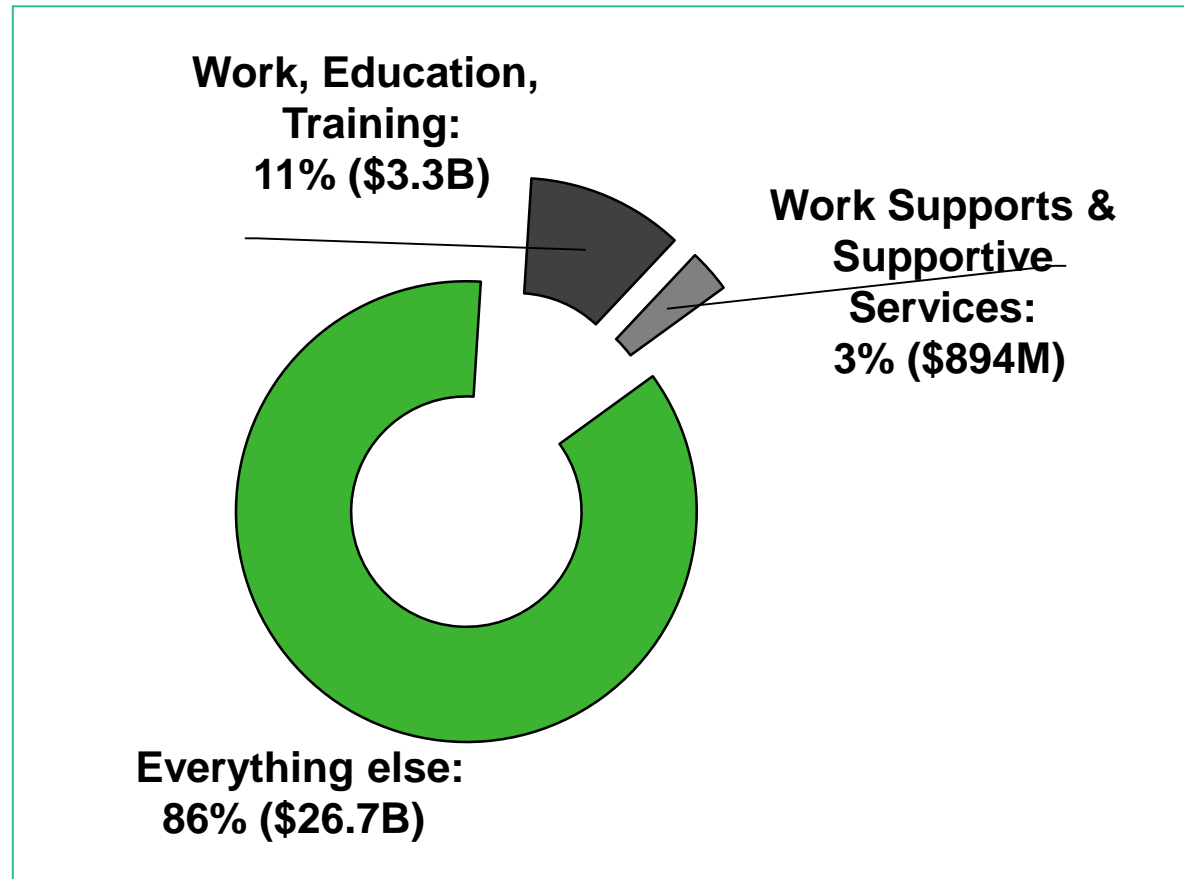
*That being said...*

## System Funding Levels



# States can make different choices about how to direct TANF resources...

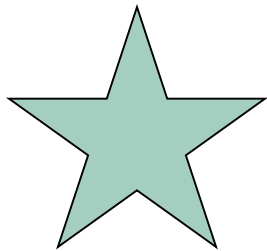
## TANF FY17 Resource Allocation



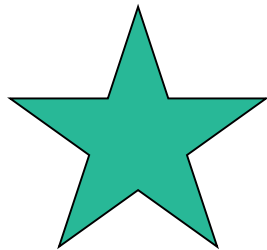
# ***A strategic area for systems collaboration...***

**Leverage TANF dollars to fund subsidized employment, or work with WIOA to identify how to blend cross-system resources for these programs.**

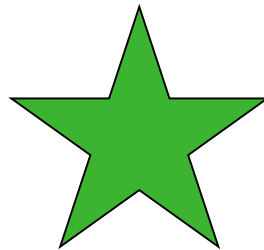
**(Currently: 0.5% of total TANF spending, or \$150M).**



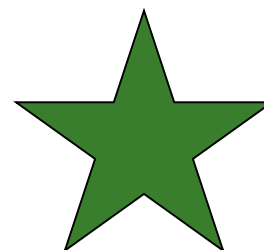
**Evidence based.**



**Spending capped under WIOA...**



**But not under TANF!**



**A core activity under TANF.**



**Recent experience with implementation under ARRA.**

# #2: Data & Knowledge:

**Leveraging Information and Evidence  
to Inform Cross-Systems Decision  
Making and Effective Service Delivery**

# ***Data about Jobseekers Receiving TANF for the TANF (and WIOA) System to Better Understand...***

- How many jobseekers and their characteristics;
- Employment, training, education, and support services needs/interests;
- How existing services/supports align to meet needs and interests;
- The outcomes of services/supports provided.



## *Another note about data...*

**To promote racially equitable employment/earnings outcomes, both systems should disaggregate and analyze their data by race and ethnicity.**

**Doing so helps identify disparities in services provided and outcomes and move systems toward solutions.**



## *Data, continued...*

In addition to the WPR data elements the TANF system must collect, states should also gather data on employment outcomes and earnings for TANF recipients.





*And from the knowledge side...*

**Ensure that the employment, training, education, and support services offered are grounded in evidence-based models and reflect best and promising practices.**



# **#3: Performance Measures:**

## **Aligning How TANF and WIOA Measure Success to Facilitate Systems Coordination and Collaboration**

*We were told that...*

**Both TANF and WIOA's systems  
performance measures pose barriers to  
coordination and collaboration...**



*...That said,*

Stakeholders from both systems agree that the TANF system should leverage its flexibility to collect, report, and hold itself accountable to participant outcomes more closely aligned with WIOA's.



# WIOA's Performance Measures...

- Employment rate after exit
- Earnings after exit
- Credentialing
- Skills gains
- Effectiveness in serving employers

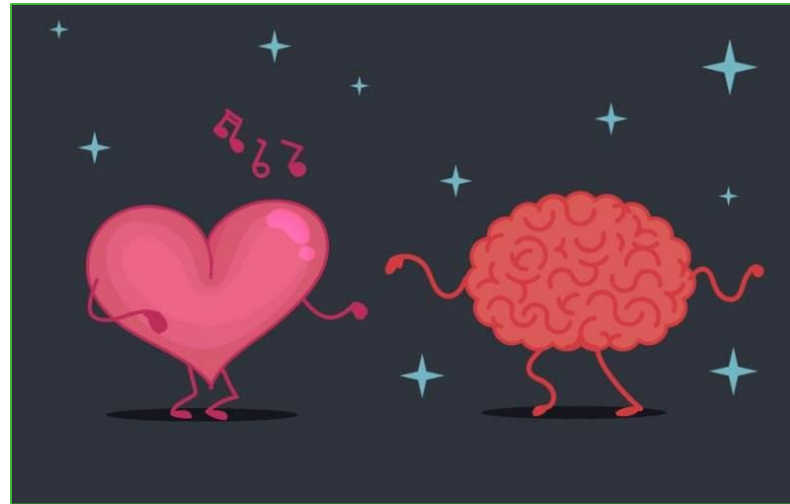


# **#4: Organizational Culture** **& Values:**

**Tackling Negative Beliefs and Assumptions about TANF Recipients Can Open Pathways to Better Systems Coordination and Collaboration**

*It's not just about performance measures...*

**Organizational culture change efforts aimed at breaking down misconceptions about a shared service population (and each other's systems) is often essential to advancing systems collaboration.**



# *In the experience of TANF stakeholders, WIOA stakeholders seem to believe...*

TANF recipients  
are lazy.

TANF recipients  
aren't "worthy" of  
WIOA  
programming.

TANF recipients  
don't really want  
to work.

TANF recipients  
aren't "the type"  
of clients the WIOA  
system serves.

TANF recipients  
aren't "work  
ready."



**Racial and gender stereotypes underlie beliefs**



# *Our interviews strongly suggest that the WIOA and TANF systems need to...*

- 1) Work together to challenge/shift negative beliefs and assumptions about the employability of TANF recipients;**
- 2) Establish a shared vision/approach for serving TANF recipients that is grounded in positive values about the worth these individuals bring to the workforce.**

# ***Ideas for Shifting WIOA and TANF Organizational Culture and Values...***

- Leverage data to challenge misconceptions;
- Engage in cross-training;
- Institutionalize a shared systems vision;
- Reorient toward a “Zero Exclusion” approach to service delivery.



# **#5: State & Local Policy** **Implementation Choices:**

**Leveraging Additional Opportunities to  
Spur Cross-System Accountability and  
Access**

*That's right, there's more...*

**States can leverage incentives for WIOA and TANF systems coordination and collaboration that are embedded in WIOA's planning and implementation processes.**



# ***A few opportunities discussed in our brief...***

- Co-location of services;
- Increasing WIOA's accountability to priority of service;
- WIOA performance target negotiation;
- Brokering MOUs that support the employment needs/interests of TANF recipients;
- WIOA and TANF Combined State Planning.



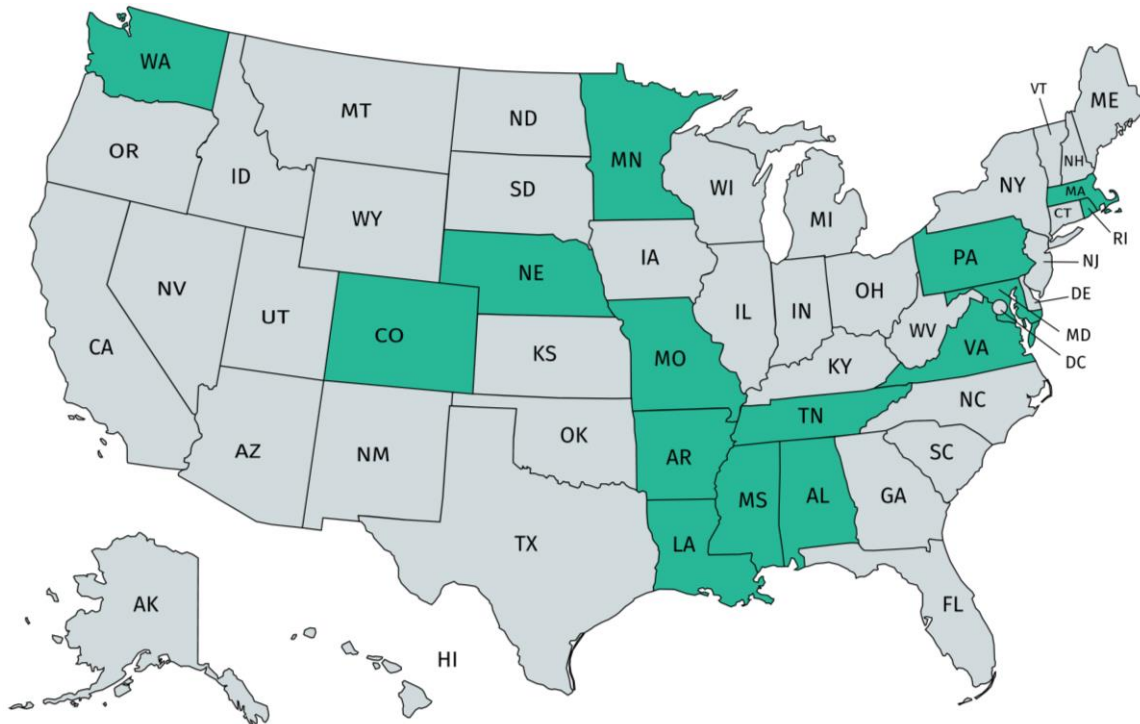
## *Idea #1...*

**Broker a Memorandum of Understanding between the WIOA and TANF systems that supports the employment needs and interests of TANF recipients.**



## Idea #2...

# Opt into creating a WIOA and TANF Combined State Plan



In 2018, only  
15 states had  
WIOA/TANF  
Combined  
State Plans

# Questions?





# Check out our (free!) toolkits

WIOA  
Planning &  
Implementation  
Toolkit



Opportunity  
Youth  
Employment  
Toolkit



Employer  
Engagement  
Toolkit



Working  
To End  
Homelessness  
Toolkit



Transitional  
Jobs  
Programs  
Toolkit



TANF and  
Transitional  
Jobs  
Toolkit



[heartlandalliance.org/nationalinitiatives](http://heartlandalliance.org/nationalinitiatives)

# Contact Information



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