

California Integrated Service Delivery Initiative
Local Planning Components
Riverside County
December 2007

Summary and Background

In July 2004, the Riverside County LWIA embarked on the overlay of Continuous Quality Improvement (CQI) to all processes at the One-Stops or Workforce Development Centers (WDC) as they are referred to in Riverside County. Beginning with the 2004 strategic plan the WDCs and the Employment Development Department began the process of integrating services. Throughout 2004-2005 WDC and EDD management and staff met through teams using CQI as its guiding principles to establish the parameters, needs and processes that would result in a more seamless delivery of services to our common clients.

WDC and EDD management formed the Steering Committee that would oversee all aspects of CQI and integration. The plan unfolded with the creation of cross agency teams that addressed various critical elements in our service delivery. The Systems Alignment Team was chartered to provide direction and assistance to the WDCs on new or revised policies and procedures that would align processes across partners and centers. The Center Operations Alignment Team was chartered to design and implement tools, strategies and processes that move the operations within and across centers to a more integrated approach. The Information and Analysis Team was chartered to identify and refine the data elements required to measure fully the outcomes identified for the goals in the strategic plan, the critical measures, and customer satisfaction. As the plan was further implemented, additional teams and workgroups were formed to address specific areas of the local integration plan. The Integrated Planning Team was established to oversee the incorporation of the statewide integration policy components into the local integration plan.

The State of California's decision to develop statewide integration of WIA and Job Service provides the additional support from policy makers to break down barriers and allow the next phase of our local plan of integration to be facilitated beyond local controls and constraints.

State Policy Framework Element

1. Local Boards will adopt, implement, and continuously improve a demand-driven, skill-based, integrated services plan for the local One-Stop Career Center system. This plan will be developed with significant partner participation.

Plan Components:

- A. Briefly describe how the integration initiative was introduced to your Local Board and provide information on the questions, concerns, and discussions held. Provide background information on how your Local Board approved/approached moving forward with the design of an integrated service delivery system. Discuss the degree of interest and support provided by the Local Board, and whenever possible, share plans for keeping the Local Board apprised of the progress made on the local integration efforts. Descriptions of actions that have/will be taken by the Local Board to implement a demand-driven, skill-based, integrated services model for the local One-Stop Career Center system should be provided whenever possible as these practices will provide the information needed to identify best practices for replication.

- *In 2004, the Steering Committee comprised of WIA and EDD local management presented the plan to the Board for integrating programs for the benefit of Riverside County job seekers and businesses.*
- *The Board unanimously endorsed and agreed to move forward with the plan. The Board approved and sought out WIA and EDD management and staff participation through various teams designed to incorporate inclusion of management and staff expertise. The teams are as follows:*
 - *Center Operational Alignment Team (COAT)*
 - *The Integrated Planning Team (IPT)*
 - *Systems Alignment Team (SAT)*
 - *Information & Analysis Team (IAT)*
 - *Customer Skill Assessment and Development (CSAD)*
 - *Integration Training Team (ITT)*
 - *Steering Committee*

The Board members and stakeholders have a vested interest in the success of the integrated system as it relates to their respective regions. The Board will support all of the aforementioned teams engaged in meeting the integration system's goals. The Board and regional committees will be informed of the integration system's progress at each quarterly meeting by WIA, EDD and other partner staff.

- *The existing Continuous Quality Improvement (CQI) system (enacted in 2003 through the present) will compliment the integration system. CQI has progressively moved EDD and WIA management and staff through the development process of quality, seamless services as they relate to external and internal customers.*

- *Most recently the Board was informed of the State's support of the integrated system and the Centers acting as a learning lab. The learning labs development and implementation process will allow the State the opportunity to determine the best model to use throughout California. Additionally, the Board will require reports of the integration system's outcomes based on the interaction with the Steering Committee and other teams.*

B. Provide information on how the One-Stop Career Center partners (i.e. Workforce Investment Act (WIA) Adult, WIA Dislocated Worker, Wagner-Peyser, Trade Act, and Veterans) have been included in the planning process, and how they are represented on any locally established integration leadership teams.

All the existing teams and workgroups that were in place prior to the state's integration draft policy include representation from both WIA and EDD management and staff. An additional three teams (see item C. below) were established to incorporate the state policy into the local plan. These teams also included management, customer service, and front line staff from each partner.

C. Describe the leadership teams that were developed to support the change effort, their charters, and the information on how the membership of those teams was determined.

As a result of integration planning sessions held with One-Stop Career Center partners, the following six leadership teams have been developed in support of the change effort:

- ***The Integrated Planning Team (IPT):** *will provide oversight of the development & implementation of an integrated service delivery model. To accomplish this, the team will use the principles and practices of continuous quality improvement (CQI). The IPT will oversee and support the integration assignments of current CQI teams and Integration specific workgroups. The IPT will ensure that the learning lab model adheres to the State Integrated Service Delivery policy and the broad parameters established by the Statewide Planning Group.*
- **Systems Alignment Team (SAT):** *The charter of this team is to align all internal processes and procedures with the practices of continuous quality improvement (CQI) as an organizational culture and set of operating principles. The workgroup will focus on alignment from two potential perspectives: Ensuring that policies and procedures facilitate and do not hinder a contractor's ability to practice the culture of CQI; and ensuring the policies and*

procedures are aligned to the WDB and Council for Youth Development's certification process.

- **Center Operations Alignment Team (COAT):** This team's charter is threefold:

a. To recommend strategies to the Process Alignment Team designed to further integrate and align core operational processes within and across centers.

b. To design and implement tools, strategies and processes that move the operations within and across centers to a more integrated approach; and

c. To ensure that core processes across all centers are operated in a consistent and systemic fashion.

- **Information & Analysis Team (IAT):** This team will identify and refine the data elements required to measure fully the outcomes identified for the goals in the strategic plan, the critical measures, and customer satisfaction.

- ***Customer Skill Assessment and Development (CSAD) Team:** will identify assessment tools and skill development options for job seekers and will determine best delivery methods.

- ***Integration Training Team (ITT):** will determine staff training needs for skill development and cross training of integration partner's management and staff.

- **Steering Committee:** will steer the process of change driven by the CQI Plan for the entire one stop partnership. The Committee will focus on four functional areas for implementation of the plan – connecting the plan with the work in various units/divisions and to employees; alignment of process and procedures to support a CQI culture; infrastructure building of systems required to support the work of the plan; and developing measurements and indicators of performance.

*** DENOTES NEW TEAMS CHARTERED TO INCORPORATE THE STATE'S DRAFT INTEGRATION POLICY.**

Invitations for membership on Riverside County EDA LWIA leadership teams were sent out to all partnering staff members. Selections were made based on employee interest and a commitment from staff to actively participate in service integration change efforts.

- D. Indicate any techniques you identified which enhanced the level of support and cooperation provided by the One-Stop partners (as described above).

In 2004, Riverside County WDC partners understood the need for cooperation and support from each One-Stop Career Center partner in the

planning, development and implementation of integrated services. Inclusion of partners in every aspect of the integration process proved to be a successful technique in garnering support and participation. The integration plan from state has further solidified local integration efforts, and local government is continually echoed throughout each phase of the system alignment process, as a reminder to partnering staff that integration will improve and enhance service delivery to Riverside County LWIA workforce customers, while making efficient use of staff and fiscal resources.

- E. Provide information as to how the teams will be used in the learning lab implementation.

Each of the leadership teams identified above meet regularly to discuss, develop, plan and implement specific integration processes and service flow design elements which will be used in the implementation phase of the learning lab. Recommendations of customer-focused strategies specific within each team are made and a consensus is arrived at among members to incorporate the agreed upon processes into the learning lab service delivery model, with oversight provided by the Integrated Planning Team.

State Policy Framework Element

2. As applicable, the local plan will be embedded in all related One-Stop Career Center system documents, including Memoranda of Understanding, One-Stop Operator agreements, and contracts for service providers.

Plan Components:

- A. How will you anticipate incorporating the language of the integrated service delivery model policy framework into your existing agreements?

EDA will develop MOUs to include the new Integration language and requirements of the pilot project plan to fully commit the partnership and resources as defined in each agreement combining WIA/EDD systems. Prior to the pilot start date on July 1, 2008, EDA and EDD will have several planning meetings to identify the pilot design and determine the "who, what, when, where and how" of combined WIA and EDD staff and resources. EDA proposes to run the pilot for a minimum of six months to establish a baseline budget and determine what the real costs of Integration will look like. A baseline will need to be established whereby costs for the pilot Integration can best be determined. The MOU and budget will then be amended to address actual combined costs of the Integration. The agreements will include clear start and end dates and will address the role of each partner's resources.

- B. Indicate whether you will revise existing agreements or create addendums to agreements for meeting this requirement.

Agreements will be amended to include required language specific to the Integration plan. If necessary, addendums will be created to address the evolving process expected by the Integration. Agreements will include an identification of the criteria for measuring the success of the learning lab experience with an understanding of the purpose and expectations in service integration that will be useful in refining the operational design. Performance levels will need to be aligned with the system goals of integration locally. Consideration of the learning lab and how it affects performance will be addressed by negotiating appropriate performance levels to insure protection from sanction should service integration testing adversely impact performance.

- C. To the extent possible, identify which agreements will require revisions to incorporate integrated service delivery system language.

The partner agreements will identify and incorporate language of the integrated service delivery system.

- D. Where do you foresee challenges that may delay the timely execution of these agreements?

Delays in the timely execution of these agreements may occur due to the complex nature of combining WIA and EDD systems, staffing, cross-training and on the review and approval process for the integrated partners.

- E. Include an estimated timeline for agreement approvals.

Initial agreements will be completed by May/June 2008. Any amendments to agreements are estimated to be approved by the second quarter of the 2008 once a baseline budget has been established and actual costs of the Integration can be identified and included in the agreements.

State Policy Framework Element

3. One-Stop Career Center service design will be driven by the local economy and employer needs, and draw on quality workforce intelligence, local labor market information, and local employer validation of data.

Plan Components:

- A. Describe what methods you will employ to assess the local economy and employer needs.

Riverside County EDA/WDC currently uses its Business Intelligence Unit to assist in the compilation and analysis of local labor market, demographic and economic information. This unit relies heavily on the

EDD LMID for local and regional data as well as access to ALMIS InfoUSA database. In addition, EDA has partnerships with the local community colleges through the Chancellor's Tech Prep program and the Department of Labor through the WIRED Initiative. Both of these partnerships involve detailed research into the local business economy and include extensive surveying of local companies. Surveys are coordinated and completed by business services staff from the workforce development centers to assess both industry health and workforce needs.

- B. How will you validate the information gathered in this process, (e.g., workforce intelligence and related labor market information)?

*As mentioned in number one above, the information will be analyzed by the business intelligence unit. LMID's occupational projections are compared and validated where appropriate to survey results regarding worker skills, both current and future, validated using O*NET, and shared with the local education community to identify any skill gaps related to curriculum. This approach is currently being used successfully in the WIRED project.*

- C. Once you have completed the data collection and the information gathering process, how do you anticipate your discoveries will influence your approach to system integration and service delivery?

This approach enables all partners to use the same data for decision making. With access to current demographic and educational information, a local "skills inventory" can be identified and coupled with our "business inventory." These data are used by:

- *Our economic development team for business attraction and retention*
- *The business services team for recruitment*
- *Career resource area staff for job matching*
- *Regional partners for industry cluster analysis*
- *Our local education partners in the development of regional training strategy*

State Policy Framework Element

4. One-Stop Career Center service design will emphasize skill assessment, skill enhancement, and skill-based labor market attachment for all Center customers, with the goal of transforming job seekers into even more competitive job candidates.

Plan Components:

- A. How will the One-Stop Career Center service design enhance your local system's ability to effectively link qualified job seekers with employment opportunities that best match their skills?

The Workforce Development Centers are designed to connect the business and job seeker flow to serve our customers quickly and efficiently. The job seeker flow will direct job seekers through a process of assessment, skill building and job referrals. The welcome team will use a variety of assessment and interview techniques to determine how to facilitate the job seekers employment goals. They will refer to the Training and Development Team and Employment Services for enrollment and job referrals.

If the job seeker needs job readiness skills, the Training and Development team will conduct in-depth assessment and will refer for appropriate skill training. Training may include; workshops, on-line courses, community college classes and/or other resources.

Business Services is comprised of Business Solutions and Employment Services. Business Solutions will work in the field to assess and deliver business solutions. Business solutions could include any need of the business including recruitment services. Recruitment requests will be given to Employment Services. Employment Services is responsible for general business services including recruitment, job match, job fairs, job posting and general Labor Market Information. Employment Services will connect job ready job seekers by utilizing all available resources including CALJobs, rivcojobs.com and SMARTware. The team will also conduct pre-screening and/or pre-testing prior to referring a candidate to the business. Employment Services will conduct a follow-up with the business to ensure that the proper candidates were referred and to obtain placement information.

- B. If you have made or intend to make changes to the design of office space and/or your policy and procedure manuals, please provide information on the nature of the changes and how you believe they will improve the delivery of services or integration of staff.

In order to facilitate the initiatives of integrated service delivery, the One-Stop Career Centers of Riverside County will continue its current system design of co-locating Wagner-Peyser and Workforce Investment Act staff within its centers. As an added feature of the current program design, Employment Development Department (EDD) and Economic Development Agency (EDA) staff having similar position responsibilities i.e. business and customer services representatives will be strategically located together in "mini-units" within each center. Implementing these changes in the design of office space will accomplish the goals of integration by leveraging the staff and resources for both partners, while enhancing and expediting seamless delivery of services to program customers.

The Indio One-Stop Career Center will make changes to the design of its office space that will improve the delivery of services to its customers. Adjustments include re-positioning of one of the customer counters in the reception area of the Career Resource Area (CRA) so that the counter faces south towards the CRA's entrance. This change will give customers a clear line of vision to begin accessing services. A second counter in the CRA will face the computers, telephones, and waiting area. The CRA resources library currently located near the reception area will be relocated in order to provide additional space in the waiting area, and allow for better crowd control and efficient customer flow. The telephone stalls currently located in the middle of the CRA will be moved against the wall in an L-shape, and tables and chairs from the resource library will be moved to the reception center to allow for a larger and more accommodating waiting area for customers.

The One-Stop Career Centers intend to make changes to the policy and procedures manuals that incorporate the program design elements of Wagner-Peyser and Workforce Investment Act functions. As the service integration initiative moves forward in implementation, policy and procedure changes will be put into place throughout the One-Stop Career Centers that align the systems and functions of both entities, affecting a more seamless method of service delivery.

- C. How will you assess the skills and needs of job seekers? Where will this occur and what staff will be tasked with this function?

Riverside County will apply the whole-person approach in assessing job seekers to obtain a complete picture of the individual. Therefore, a variety of assessment methods will be utilized to measure skills, abilities, and interest. As a preliminary assessment, staff will review the information on the registration/intake form and conduct a structured interview with the job seeker. At this time, the job seeker's characteristics, such as past work history, education, and employment goals will be reviewed. In addition, the job seeker will complete an on-line initial assessment regarding their skill level and career goals. The results of this assessment, along with the interview, will help determine if the job seeker is considered "job ready", or referred for additional assessment and/or skill development activities.

The Welcome Team will conduct the initial assessment on all job seekers at the time they are registered with the Workforce Development Centers. Comprehensive assessments will be conducted by the Training and Development Team to measure job-relevant skills and the need for further skill development. Prior to referring a candidate to an employer, the Employment Team may also assess for job specific skills to ensure the candidate meets the job requirements.

- D. If new tools and systems are being introduced, describe your plan for training functional teams in the use of the tools/systems.

The teams will be trained on all assessment instruments to ensure valid results. Training will be conducted in accordance with each test publisher's guidelines, either by a representative from the assessment company or by our Staff Development Unit. Staff will also be trained on the importance of sensitivity, environmental conditions, security, confidentiality, reasonable accommodations, and test appropriateness.

State Policy Framework Element

5. This service design and all services will be available at all locations within the local One-Stop Career Center system.

Plan Components:

- A. Describe your strategy for ensuring that the integrated service delivery model you have designed will be consistently implemented throughout the local area.

To ensure consistent implementation of the integrated service delivery model designed by the Riverside County LWIB, the Workshop Alignment Workgroup (WAW) has been chartered. The WAW is tasked with designing and implementing tools, strategies and processes that move the operations within and across centers to a more integrated approach, as well as ensuring that core processes across all centers are operating in a consistent and systemic fashion.

- B. Provide a list of One-Stop Career Center locations and other service points in your area where the integrated service model will be implemented. If you are phasing in implementation, please provide a timeline?

The service integration model will be implemented by the target date of July 2008 at the following One-Stop Career Center locations:

- *Workforce Development Center (WDC) @ Riverside*
- *WDC @ Hemet*
- *WDC @ Indio*
- *WDC @ Temecula*
- *Employment Development Department (EDD) @ Corona*
- *EDD @ Blythe*

State Policy Framework Element

6. Integrated service delivery has the following three major components which are to be incorporated into each locally developed plan.
 - I. A commitment to and a process for an integrated customer pool, so that all One-Stop Career Center customers (whenever eligibility permits) are registered simultaneously in the performance measure calculation of the Workforce Investment Act, Wagner-Peyser Act, Trade Adjustment Assistance, and Veterans Employment and Training programs.

Plan Components:

A. Implementation of an integrated customer pool requires an automated reporting system. This system must provide for a single participant record that can be accessed and updated by staff with the required customer information and services provided, regardless of the funding stream supporting the activity. Duplicate data entry should be avoided and data must be transmitted to the EDD Workforce Services Division in compliance with federal and state reporting requirements.

It is the decision of the local level to decide which of the following three automated case management systems to use to meet the requirements.

1. A combination of CalJOBSSM (and the associated subsystems) and the Job Training Automation (JTA) System.
2. A locally developed system that will upload data to JTA in accordance with federal and state reporting requirements. This local reporting system must provide for collection of the full range of data required across all the integrated programs.
3. A combination of CalJOBSSM and a locally developed client management system. This local reporting system will provide for collection of the full range of data required across all the integrated programs. Data will be uploaded to the JTA system for reporting in compliance with federal and state reporting requirements.

It is the decision of the local level to use a combination of CalJOBSSM and a locally developed client management system. This local reporting system will provide for collection of the full range of data required across all the integrated programs. Data will be uploaded to the JTA system for reporting in compliance with federal and state reporting requirements.

In order to assure an accurate unique count of customers entering the One-Stop, a single reporting option will be selected after an initial assessment of both CalJOBS^S and Smartware systems is completed. The

result of this assessment allows the local area to determine which system will best capture the required data without duplication.

The Information and Analysis team is using the attached model as a starting point for data flow and collection (see Attachment "A"). Our team understands that improving the coordination among data management systems will be far more manageable under a streamlined, integrated service model. The team meets regularly and will perform the assessment and make a final recommendation on the data collection system for the local area one-stops to use.

Again, for emphasis, while much planning and strategy development is still ahead of us, we do not foresee any technology barriers to service

- A. In order to assure an accurate unique count of customers entering the One-Stop, a single reporting option must be selected by the local partnership. Please indicate the option your local partnership has selected and describe how it will be implemented throughout the One-Stop Career Center system.

In order to ensure an accurate and complete reporting of customers entering our One-Stop Career Center system, this LWIA has selected to utilize its locally developed client management tool already in use throughout the Riverside County WDCs. The SMARTware client management system, a web-based case management tool, will serve as our system for capturing and storing unique customer information for tracking and reporting purposes. This web-based case management tool is accessible and available for input and updates by all partners.

- B. How have you designed the flow of customers through your One-Stop Career Center system to assure that all clients will be reported? In order to ensure reliability of the data collected under universal reporting requirements, all One-Stop Career Center customers (self-service and staff-assisted) must be captured through the identified reporting option.

Each job seeker customer will be greeted upon entrance to the center, and if they have not registered with any of the centers, they will be asked to fill out the required paperwork to do so. Once paperwork is completed, they will be issued a scannable membership card, which will track all services accessed by customers while utilizing any of the centers. This information will be input into the SMARTware system referenced above, creating a single participant record which is accessible by all partners of the integration. This design ensures that all customers to the One-Stop Career Centers in Riverside County will be reported as required.

- C. Adult Common Measures outcome goals will be negotiated for the integrated customer pool. Although negotiations are not required at this

phase of the planning process, if your partnership has discussed expected entered employment, retention, and average wage levels for the common customer pool please provide some background on that discussion, and what the partnership's recommendation was for performance levels.

The Common Measures outcome goals have not been finalized at this time.

- D. If recommended performance goals have been developed, please describe the method used for determining these levels and any historical data used to evaluate performance expectations for the common customer pool.

The performance goals have not been finalized at this time.

State Policy Framework Element

- II. An integrated customer flow that clearly defines a service delivery process with a sequence of demand-driven, universal services that focuses less on specific program eligibility and participation.

Plan Components:

- A. Describe the integrated customer flow you have designed and provide information on how it will offer all customers three types of services, including (1) an initial, standardized skill assessment from which an initial service plan is designed; (2) a robust menu of demand-driven, skill enhancement products (including, but not limited to, occupational training); and, (3) a method for attaching center customers to the labor market by responding to employer qualifications and, whenever possible, verifying skills prior to referral of job candidates to employers.

The integrated customer flow is designed to serve customers quickly and efficiently by combining resources and staff to identify immediate customer needs and provide them with three types of services.

- 1. Customers will complete an on-line skills assessment to determine job readiness. Based on this initial assessment, customers who are not job ready will be referred to staff who will conduct a comprehensive assessment. The results of these assessments will be used to design an employment plan with the customer.*
- 2. A comprehensive menu of demand-driven, skill enhancement products including soft skills training, vocational training, vocational English, career counseling, and job search assistance i.e. mock interviews and resume preparation/update, will be offered through various workshops, community college courses, on-line courses and other resources.*

3. Individuals who are job ready, or who have participated in and completed any of the skills enhancement products identified above are placed in the center's Employment Candidate pools that include: the industry cluster pool, CalJOBs, rivcojobs.com and the SMARTWare system. These customers are selected for pre-screening and pre-testing to verify whenever possible, they meet the specific, identified skills requirements of the employer prior to referral.

B. Please discuss which skill assessment tool(s) the learning lab will use, how and why the tools were selected and what skill enhancement products that the learning lab will offer. How will your system approach determining employer skill requirements and preparing job candidates for referrals based on those requirements?

A Customer Skill Assessment and Development Team was chartered for the purpose of identifying a variety of assessment tools and skill development options. The assessment tools were selected based on format availability, administration time, ease of use, cost effectiveness, test purpose, test reliability, test validity, fairness, literacy level, and the availability in other languages. In identifying the various tools, the team emphasized the need for all the assessments to be user-friendly and to build upon one another. The selected tools are:

- Structured Interviews
- O*Net On-Line
- Tests of Adult Basic Education (TABE)
- Kenexa Prove It!
- Riverside County Human Resource Employment Testing

These assessment tools will allow Riverside County to meet the four main objectives for the use of assessments within the workforce system. These objectives are; 1) Exploring career options and person-career matches to ensure that individuals undertake skills preparation that is suited to their existing level of readiness, as well as their aptitudes, abilities, and informed career goals; 2) Identifying skills gaps and education needs to ensure that individuals develop the skills and competencies that are in demand by high growth businesses and industries; 3) Referring qualified candidates to available job openings; and 4) Promoting attainment of industry-recognized credentials to ensure that candidates referred to business and industry partners are qualified for those positions.

Please see the list below for a comprehensive menu of skill enhancement products Riverside County will provide for job seekers:

- ITA Approved Occupational Training Programs (Community Colleges, Universities, Adult Education, Regional Occupational Programs, Private Vocational Schools)

- On the Job Training
- Customized Employer Training
- Basic Skills Remediation (Math and Reading Comprehension)
- GED
- English As A Second Language (ESL)
- Workplace Literacy
- Apprenticeship Programs
- Job Corps
- Industry Seminars/Trainings
- Mock Interviews
- Computer Literacy
- Tutorials
- Facilitated Workshops
- Transferable Skills
- Interviewing Skills
- Resume Writing
- Cultural Diversity
- Customer Service
- Presentation Skills
- Listening Skills
- Learning Skills
- Speaking Skills
- Critical Thinking Skills
- Time Management
- Troubleshooting
 - Problem Solving
 - Decision Making
 - Instructing
 - Writing Skills
 - Job Search Techniques
 - Computer Basics

Our integrated service delivery system will determine the employer skills requirements by a questionnaire. The employer questionnaire will be used as a primary tool in determining employer needs such as: job classification, job description, industry clusters, and required skills including education/certification and salary information.

Labor Market Information (LMI) is an additional tool which may be used in making a wage comparison and assisting employers in obtaining additional relevant information such as: skill requirements, occupational trend, and industry demand.

Appropriate candidate will be selected from all available resources including the industry cluster pool, CalJOBS, rivcojobs.com and SMARTware. They will be pre-screened and/or pre-tested. Qualified

candidates will be advised and prepared for employment referral which could include mock interviews, resume update, appropriate dress attire.

State Policy Framework Element

- III. An integrated staffing chart to lead and provide services to the integrated customer pool as they are served through the adopted, integrated customer flow. Include in this discussion your considerations for continuous quality improvement for this flow to reflect the changing needs of your customers based on ongoing workforce intelligence.

Plan Components:

- A. Describe how you approached the creation of cross-functional service delivery teams. Indicate who has responsibility for functional supervision, management and staffing functions for the new service delivery model.

Discussions regarding the creation and responsibilities for functional supervision, management and staffing functions will be discussed at the Integrated Planning Team meeting February 19, 2008.

- B. What challenges were encountered during the planning process?

See A. Above.

- C. What mechanisms have been implemented to encourage early identification of ineffective practices, problem resolution and continuous improvement based on the intent of this initiative to support learning as the model evolves?

The established teams noted elsewhere in this plan employ the principles of CQI in their analysis and recommendations for implementation of new processes. Each team is responsible for the continuous evaluation of any of their recommendations and makes new recommendations based on information gathered.

- D. How will the functional teams provide services under the adopted customer flow, with affiliation by team and not by program funding? How were the managers and team leaders of this effort named? Note: The managers and team leaders should be named without regard to funding source and should coordinate the functional teams in the implementation of the integrated flow.

Decisions regarding functional team's structure, provision of services and the implementation of services within the teams will be discussed at the meeting of the Integrated Planning Team on February 19, 2008

State Policy Framework Element

7. All local One-Stop Career Center systems will have an integrated, employer services team that has responsibility for connecting local employers to the local One-Stop system. This team also has as a major function ensuring that all One-Stop services continuously improve and respond to the needs of local employers and the local economy.

Plan Components:

- A. What is the composition of your employer services team? Describe the methodology used in building teams to promote the services of the One-Stop Career Centers in the local community. What will be done to build relationships with the local business community for the purpose of establishing ongoing employment opportunities for One-Stop customers? Whenever possible, please provide some examples of actual activities that are representative of the tactics used in serving the business customer.

The County of Riverside Workforce Development Division as the Local Workforce Investment Area with its WIA partners has had and continues its strong bond to the business community both through its' structure and core values.

Structure-Workforce Development is a Division of the Riverside County Economic Development Agency and through its organizational structure works with the economic and redevelopment division staff in collateral referrals of new and existing businesses seeking assistance. Seeing a need to be more responsive to the diverse needs of local industry in such a large county as Riverside the local areas have Regional Committees of the Workforce Development Board. Starting with the Eastern Region, almost two years ago there are now four regional boards...Eastern, Mid-County, Southwest and Western. These regional boards are sensitive to the diverse economies of their local area providing demand-driven solutions in assisting their area businesses.

Core Values-The Continuous Quality Improvement Process started over three years ago with EDA and EDD staff participating in evaluating the workforce development system values relating to the delivery of service. Based on the survey results chartered teams were created to focus on providing superlative customer service to both businesses and job-seekers and to provide it consistently across Centers and agencies. EDA and EDD staff volunteers have spent many hours in teams and workgroups to improve and integrate the delivery of services to businesses.

Integration-- Business Community Relationships and Structure:
Business services are composed of two components, Business Solutions and the Employment Services. (See Process Flow in Attachment "C".)

Business Solutions will work in the field to bring solutions to the needs of the business including recruitment. Business Solutions will work with the Riverside County Workforce Development Board, the regional committees, cities, chambers, Economic Development groups, Enterprise and Empowerment Zones and other business groups to develop business relationships. As stated earlier, Business Solutions and our Economic Development Division are aligning to provide services to new and existing businesses. Business Solutions will analyze the needs of the business and coordinate all partners and resources to provide solutions for the business. Business Solutions will also provide a "value added" for all solutions provided. When the need of the business is recruitment, Business Solutions will involve the Employment Team.

The Employment Team is responsible for general business services including recruitment, pre-screening, pre-testing, job posting, job fairs and labor market information. The Employment team will coordinate a candidate pool utilizing all available resources like SMARTware, CALJobs, rivcojobs.com, schools and other agency referrals. The Employment Team will ensure that all candidates meet the job criteria of the business and only refer qualified candidates.

State Policy Framework Element

8. Local Boards will identify clear success indicators to evaluate the shift to a demand-driven, skill-based integrated service delivery system and include those metrics in their local plans.

Plan Components:

- A. How do you propose to document the success of your integration effort? What indicators will you use to communicate to your Board, staff and customers the effectiveness of your model? Describe the benchmarks that will be used to validate the level in which the leaning lab has successfully shifted to the integrated service delivery model and describe the methodology you will use to calculate your results.

Based on the measures defined in Attachment "D", information will be gathered on a monthly basis and reported by posting on the WDC intranet in the Integration Section. A comprehensive report will be presented to the Steering Committee and the WDB on a quarterly basis. Challenges encountered and improvements will be noted as applicable. The

benchmarks and methodology for validation are described in Attachment “D”.

- B. What indicators will you compare as you evaluate your new model against past practice? Items that you may consider including are impact on service quality, ease of data collection, increased efficiencies and effectiveness, impact on performance outcomes, sufficiency and identification of resources to meet the responsibility, increase in the number of customers receiving skills and other training, impact on cost per customers served, and the impact on duration of unemployment. How will these indicators assist you in evaluating your new model?

Some of the measures outlined in Attachment “D” have been evaluated as part of the local plan for integration. Additional measures have been added and refined to align with the state policy. All measures are defined with the CQI process in mind which includes constant measuring, refined and redefining. The initial quantifiers under the standards are still being discussed.

California Integrated Service Delivery Initiative
Attachments

- A. Data Flow and Collection
- B. Customer Flow
- C. Business Services Flow
- D. Proposed Measurements for Integration Pilot

**Attachment: “A “
Data Flow and Collection**

DATA ELEMENTS BY SERVICE PHASE (applies to all funding sources, phases are driven by service level not funding stream)

Data Group A – Self-service and Informational Services

Self-service and informational activities are those core services that are made available and accessible to the general public; that are designed to inform and educate individuals about the labor market, their employment strengths and weaknesses, and the range of services appropriate to their situation; and that do not require significant staff involvement with the individual in terms of resources and time.

Self-service occurs when participants serve themselves in accessing workforce investment system information and activities in either a physical location, such as a One-Stop Career Center resource room or partner agency, or remotely via the use of electronic technologies.

Informational activities in a workforce investment setting may include both self-services and staff-assisted core services that are designed to inform and educate a participant about the labor market and to enable a participant to identify his or her individual employment strengths, weaknesses, and the range of services appropriate for the individual. The exception is core services that require significant staff involvement (definition below) [Training and Employment Guidance Letter 17-05, p. 29]

DATA ELEMENTS REQUIRED (Data Group A—Self-service & Informational)

Funding Stream (Auto populated as Wagner-Peyser & WIA Adult)
Date (this becomes the participation date)
Social Security Number
Date of Birth
Gender
Disability Status
Race/Ethnicity
Employment Status
Veterans Status
Rapid Response (Yes, No)—optional not in WIASRD, is in WISPR
Rapid Response Number --- optional not in WIASRD, is in WISPR
Exit Date^{2/}

Data Group B—Staff Assisted Core (Core services with significant staff involvement)

Significant staff involvement in a workforce investment setting is any assistance provided by staff beyond the informational activities described above regardless of the length of time involved in providing such assistance.

Significant staff involvement includes a staff member's assessment of a participant's skills, education, or career objectives in order to achieve any of the following:

- Assist participants in deciding on appropriate next steps in the search for employment, training, and related services, including job referral;
- Assist participants in assessing their personal barriers to employment; or
- Assist participants in accessing other related services necessary to enhance their employability and individual employment related needs.

[TEGL 17-05, p. 29]

ADDITIONAL DATA COLLECTION AT STAFF-ASSISTED CORE

State code of residence (not collected, auto populated)

Labor Market Area (not collected, auto populated)

ETA Assigned Code (not collected, auto populated)

County of residence

Zip code of residence

Unemployment Insurance Status

Highest Grade Completed

Farmworker status

Offender

Limited English Proficiency

Homeless

Record all services

Exit Date^{2/}

DEFINITION OF CORE SERVICES

CORE SERVICES [Workforce Investment Act (WIA), Section 134(d) (2)]

- Determinations of eligibility
- Outreach, intake, and orientation
- **Initial assessment of skill levels, aptitudes, abilities, and supportive service needs**
- Job search and placement assistance

CORE SERVICES [Workforce Investment Act (WIA), Section 134(d) (2)]
(Continued)

- *Provision of employment statistics information, including the provision of accurate information relating to local, regional, and national labor market areas...*
- *Provision of performance information and program cost information on eligible providers of training services.*
- *Information on local performance measures*
- *Provision of accurate information related to supportive services*
- *Provision of information regarding the filing of Unemployment Insurance claims*
- *Assistance with eligibility for alternative programs*
- *Information about financial assistance options for training*
- *Follow-up services*

Data Group C – *Case Managed Services –Intensive & Training Services*
(regardless of the funding stream providing case management)

<u><i>INTENSIVE SERVICE [WIA Section 134(d)(3)(C)]</i></u>	<u><i>TRAINING SERVICES [WIA Section 135(d)(4)(D)]</i></u>
<i>Comprehensive & Specialized Assessment</i>	<i>Occupational Skills Training</i>
<i>Development of Individual Employability Plan</i>	<i>On-the-Job Training</i>
<i>Group Counseling</i>	<i>Work-based Training and Cooperative Education</i>
<i>Individual Counseling & Career Planning</i>	<i>Skill Upgrade Training</i>
<i>Case Management</i>	<i>Entrepreneurial Training</i>
<i>Short-term vocational services</i>	<i>Job Readiness Training</i>
	<i>Adult Education & Literacy</i>
	<i>Customized Training</i>

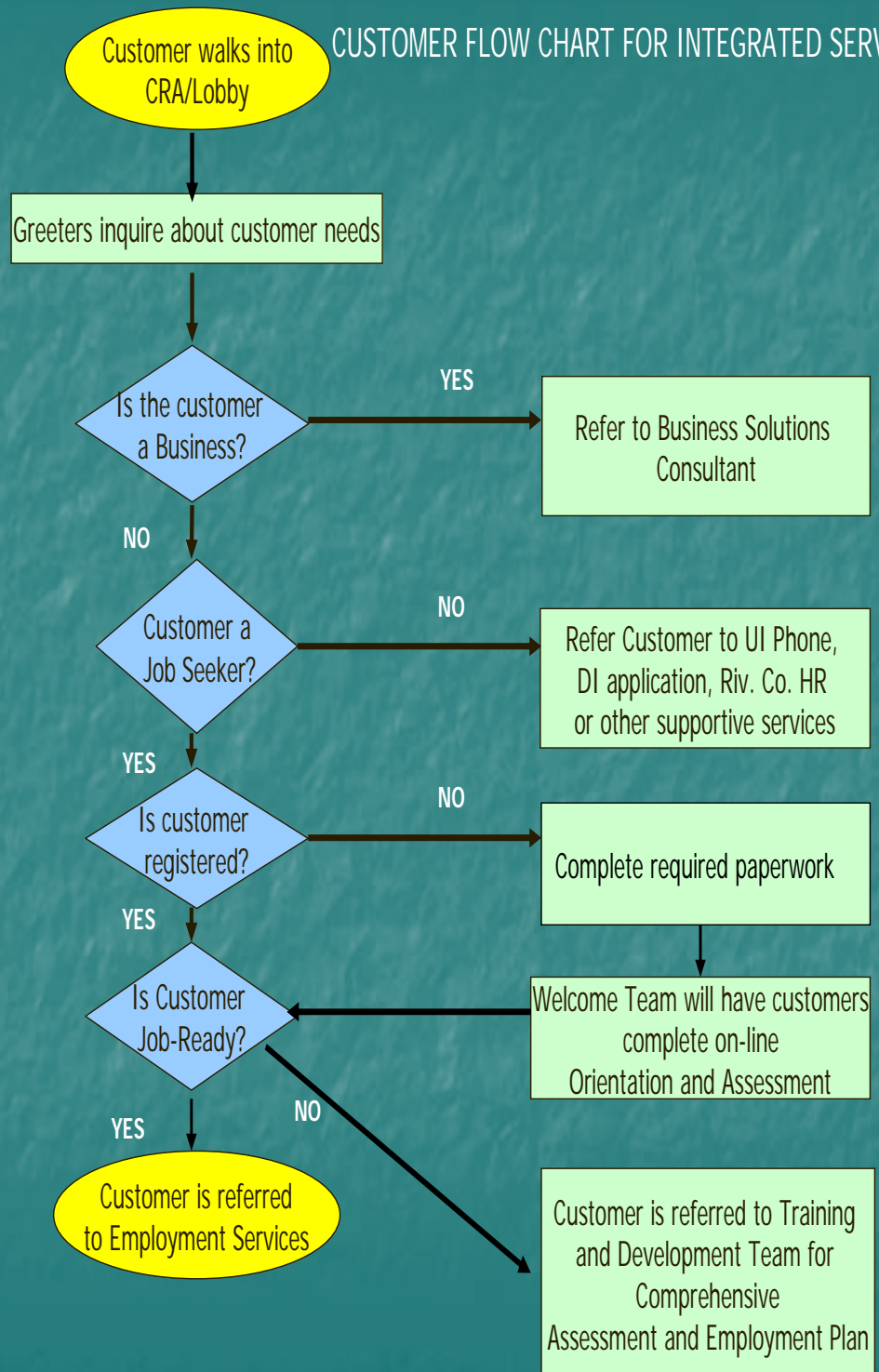
ADDITIONAL DATA ELEMENTS

Low Income/Public Assistance
Dislocated Worker Status
Services
Exit Date^{2/}

^{1/}All data collection is additive from one data group to the next. The automation design should not require duplicate data entry.

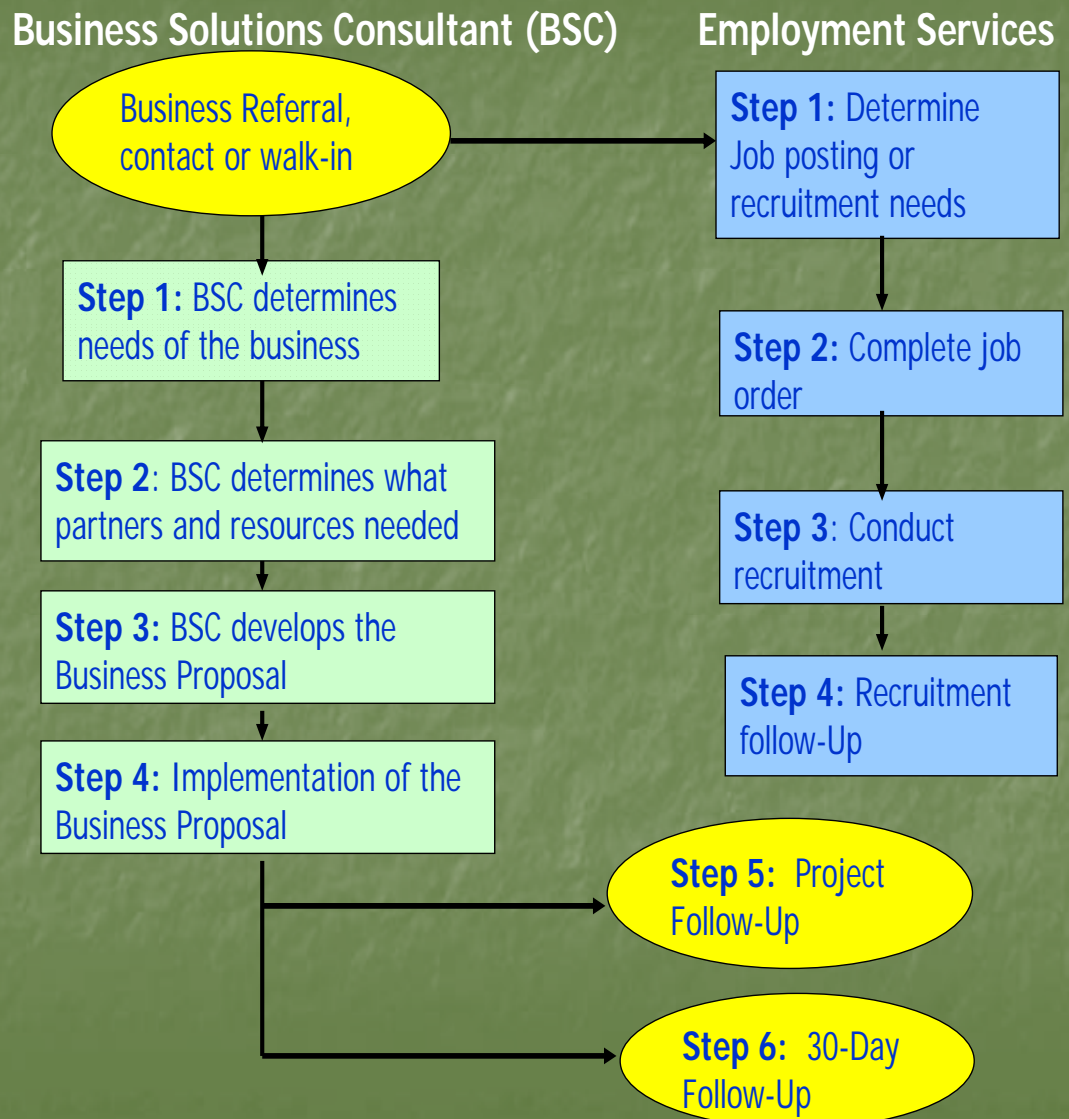
^{2/}Exit may occur at any of the designated points, but only a single exit will occur when the individual completes their full flow of services. For a client continuing services, a period of no more than 90 days should pass without a serve being provided to the client and reported.

CUSTOMER FLOW CHART FOR INTEGRATED SERVICES



Attachment "C"

Process Flow of Business Solutions and Business Services



Attachment “D”

Integrated Service Delivery Initiative Proposed Measurements for the Integration Pilot Proposed by the Systems Alignment Team

As of January 29, 2008

Pilot Measures	Indicator for Measure	Measurement	Standard	Critical Measures selected by the Integration	State Guidance	DOL Adult Common Measures
1. Increase in the numbers who participate in at least one skills building activity.	From a specifically identified set of activities defined as ‘skill building’, compare the total number of individuals participating in all of them pre the pilot and after the pilot period.	Data collected from JTA	The number has increased by X% or by X numbers. ¹		Increase in the number of customers receiving skills and other training	
2. Number of individual customers reporting that they got to the right service at the right time (i.e., service was accurate based on their identified needs)	Customers rate the ability of the team to match them to the right service (i.e., the service produced the result that they expected)	Customer satisfaction survey	Customers rate the <i>right service at the right time match</i> consistently at ‘agree’ or ‘strongly agree’ during the course of the pilot 85% of the time.	Measure #6- Customer Satisfaction has increased	Increased efficiencies and effectiveness Impact on customer service outcomes	
3. Number of individual customers reporting that the service they received was of quality.	Customers rate the service(s) received as being of quality.	Customer satisfaction survey	Customers rate quality and accuracy consistently at ‘agree’ or ‘strongly agree’ during the course of the pilot 85% of the time.	Measure #6- Customer Satisfaction has increased	Impact on service quality Impact on customer service outcomes	
4. Time waiting for staff	Customers report wait time.	Customer satisfaction survey ²	Customers consistently report that	Measure #6- Customer Satisfaction	Impact on customer service	

assistance meets customer expectations.			their wait time was less than X minutes during the course of the pilot 85% of the time.	has increased	outcomes	
5. Satisfactory level of reported team work within each of the customer-focused teams.	<p>Team members report level of team work as satisfactory against specified criteria such as:</p> <ul style="list-style-type: none"> ▪ Tools and equipment to get the job done ▪ Partnerships and alliances are in place to provide services ▪ Level of support provided by team members ▪ Team members meet their commitments to each other and to the customers, etc. ▪ Success of cross training efforts 	Online Survey of Team members monthly	Team members report that the teams are working well (based on the criteria) and that they feel part of the team.	Measure#5- Number of formal strategic alliances increases		
6. Met performance standards during the pilot as compared to the period prior to the	WIA performance measures	Quarterly data reports from the performance manageme	Met performance standards pre and post the pilot.		Impact on performance outcomes	Entered Employment Employment Retention

pilot		nt system				Average Earnings
7. The integrated data collection system meets the needs of both WIA and EDD	WIA and EDD staff report that data needs are met.	Survey of appropriate staff	Staff report data and analysis needs have been met.		Ease of data collection	
8. The amount of time to get a job is reduced for the customer	Amount of time it takes from the time of enrollment to the time of placement	Data collected from JTA	The amount of time is reduced by X% or X days/weeks pre and post the pilot	Measure #1- Openings are filled quickly	Impact on duration of unemployment	
9. The right candidate is being referred for the right job	Employers report that they found the right candidate through referrals from the Center.	Follow-up survey to each employer within 7 days	Employers report that there is a match 85% of the time.	Measure #2- The right candidate is being referred for the right job	Impact on skills improvement from entry to exit	
					<p>There were 3 other areas where the state wants information captured:</p> <p>**Time required to implement integrated service delivery</p> <p>**Resources used to meet the responsibility</p> <p>**Impact on cost per customer served</p> <p>The Alignment</p>	

					Team identified these areas as necessary to collect data on, however they do not rise to the level of being able to evaluate the success of the pilot.	
				<p>Not covered by the Alignment Team recommendation:</p> <p>Measure #4- Increase the percentage of total usage/sales of all products or services offered to business</p> <p>Measure #7- Diversify Resources</p>		