



Illinois Workforce Innovation Board
JB Pritzker, Governor

John Rico, Co-Chair
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XXXX DATE

WIOA POLICY 18-WIOA-1.13

SERVICE INTEGRATION

I. Policy

1.13 Service Integration Purpose

Programs in the workforce system refer to those we serve in various ways such as clients, participants, students, customers, etc. For the purpose of this Service Integration Policy, we use the term customer throughout.

The Service Integration policy provides requirements that move the Illinois workforce system to a customer-centered approach that enhances customers' experiences. Within the policy are prerequisites for the certification of one-stop centers and how Local Workforce Innovation Boards (LWIBs) pursue and document progress toward equitable access and a holistic approach to service.

1.13.1 Service Integration Summary and Background

1. *Summary:* Illinois's Service Integration Policy focuses on improving customer service by building strong partnerships to share resources and expertise across the workforce, education, and social services systems. This policy applies to the WIOA Core and Required Partners network in Illinois.
2. *Background:* The Workforce Innovation and Opportunity Act (WIOA) is a key driver in transforming how workforce development programs can offer integrated service delivery. This integrated approach is operated through a network of one-stop centers and partner organizations branded as the American Job Center (AJC) network. One-Stop Centers, referred to in Illinois as Illinois workNet Center/partner of AJC, provide central contact points for job seekers and businesses to access employment and training services.

The Illinois workNet Center System, an American Job Center is an equal opportunity employer/program. Auxiliary aids and services are available upon request to individuals with disabilities. All voice telephone numbers on this website may be reached by persons using TTY/TDD equipment by calling TTY (800) 526-0844 or 711.

These services are delivered through six core programs: Title I Youth, Adult and Dislocated Worker; Title II Adult Education and Literacy; Title III Wagner-Peyser; and Title IV Vocational Rehabilitation. Additionally, WIOA requires 12 partner programs to provide access through the one-stops:

- a. Career and Technical Education (Perkins)
- b. Community Services Block Grant
- c. Indian and Native American Programs
- d. HUD Employment and Training Programs
- e. Job Corps
- f. Local Veterans' Employment Representatives and Disabled Veterans' Outreach Program
- g. National Farmworker Jobs Program
- h. Senior Community Service Employment Program
- i. Temporary Assistance for Needy Families (TANF)
- j. Trade Adjustment Assistance Programs
- k. Unemployment Compensation Programs
- l. YouthBuild

Local boards may include additional partners in one-stop centers such as employment and training programs operated by other federal agencies (e.g., the Social Security Administration and Small Business Administration), local employers, community-based, faith-based and/or not-for-profit programs.

Effective planning and coordination among these many workforce development programs are needed to maximize their value and benefits to business and job seeking customers. The foundation of this policy is the building of relationships and consistent and ongoing communication among partners to align service delivery in a cohesive way to achieve greater outcomes for employers and job seekers.

We recognize and acknowledge that the core of this system are federal programs with specific regulations. State-level partners have a responsibility for helping to understand and implement these programs.

Vision Statement:

Service Integration connects people with resources within and outside the workforce development system. Customers of the local workforce system are supported with integrated services as core and required partners, and other community partners. These partnerships will value customers, equity, and the law.

3. This policy builds on the existing guidance and support for service integration within the Illinois workforce eco-system.

- a. The Unified State Plan, which sets the vision, goals, and strategies for the workforce system in Illinois.
- b. The *Governor's Guidelines to State and Local Program Partners Negotiating Costs and Services under WIOA* guides how one-stops coordinate and jointly use WIOA resources.
- c. The IWIB has embedded service integration expectations in key planning and policy documents, including the *Unified State Plan* and the IWIB's strategic plan.
- d. The IWIB's Certification of One-Stop Centers policy was adopted in March 2017.
- e. The *Career Pathways Dictionary* provides a framework for the definition of career pathways in Illinois developed by workforce, education, and other stakeholders.
- f. The IWIB's definition of equity: "The state, quality, or ideal of being just, impartial, and fair. The concept of equity is synonymous with fairness and justice. To be achieved and sustained, equity needs to be thought of as a structural and systemic concept." Source: The Annie E. Casey Foundation

1.13.1.1 Service Integration Definition

1. The IWIB defines service integration as a combination of strategies to align and simplify access to one-stop center services and supports for employers, job seekers, and system customers with the goal of providing the best experience possible. Service integration may occur across entities delivering specific services or programs, across time as customer needs change, or both.

1.13.2 Service Integration Goals and Outcomes

1. Seven service integration functions are the focus of Illinois' one-stop centers: customer-centered design, staff, intake and assessment, services, career pathways, information, and evaluation. Goals, outcomes, and application for each function are listed below and represent a long-term, high-level vision for one-stop service integration in Illinois. Operationalizing these goals will occur locally through the WIOA planning, one-stop certification, and MOU negotiation processes.

1.13.2.1 Service Integration Policy Goals and Outcomes

1. Customer-Centered Design Goals

Vision for Customer-Centered Design Goals:

Workforce partners use the IWIB Equity Lens to center the customers' needs, goals, and challenges in designing and delivering of services. Customers are respected, heard, and responded to.

Outcomes for Customer-Centered Design Goals:

To the extent allowable, every customer can find efficient and streamlined workforce services that meet their needs, goals, and challenges regardless of their entry point.

Application of the Customer-Centered Design Goal for all Stakeholders such as, State and Local Partners, Local Workforce Innovation Boards (LWIB), and One-Stop Operators (OSO) as applicable:

- a. Customer input is collected on an ongoing basis from local users (including One Stop walk-in customers, enrolled participants, and employers) and, at a minimum, evaluated annually by partners.
- b. Customer input is used to evaluate and improve technologies, programs, services, interactions, accessibility, and environments within the local area. Based on customer input, local partners will propose improvements and a timeline for implementation.
- c. The LWIB will set the expectation for the One Stop Operator to manage service integration initiatives in the OSO scope of work. The OSO will report to the LWIB on service integration initiatives, timelines, and progress.
- d. Users of the system will be provided access to other options for feedback outside of an annual input process and be made aware of complaints procedures and appeal rights. WIOA partners will not retaliate against users who provide negative feedback, complaints or make appeals.

2. Partner Staff Goals.

Vision for Partner Staff Goals:

All partner staff have up to date information and receive ongoing training on available services, customer eligibility and service integration strategies, and are supported by all partners.

Outcomes for Partner Staff Goals:

Partner staff understand the goals of integrated service delivery and reinforce that framework through their daily work activities.

Application of the Partner Staff Goals for all Stakeholders such as, State and Local Partners, Local Workforce Innovation Boards (LWIB), and One-Stop Operators (OSO) as applicable:

- a. Cross-training and program information resources addressing the roles, services, performance expectations, and eligibility requirements of all WIOA partner programs are provided for all partner staff, including information and encouragement to acquire professional credentials.
- b. Communication across partners is consistent, comprehensive, and timely.
- c. All partner staff receive professional development that is current and relevant to service integration goals.
- d. All partner staff are treated as valued and respected team members.

3. Intake and Assessment Goals.

Vision for Intake and Assessment Goals:

Partners will limit duplicative processes and increase informed customer choice while protecting confidentiality.

Outcome for Intake and Assessment Goals:

Customer needs are promptly, accurately, and thoroughly identified so that partners can respond efficiently and collaboratively.

Application of the Intake and Assessment Goal for all Stakeholders such as, State and Local Partners, Local Workforce Innovation Boards (LWIB), and One-Stop Operators (OSO) as applicable:

- a. Customers provide basic information once through a common intake form or information-sharing across programs.
- b. During intake, partner- designated staff provide customers an overview of partner services, eligibility, and suitability requirements.
- c. An open dialogue during intake and a comprehensive assessment(s) between partner staff and customers leads to informed choice and becomes the foundation of a service plan.
- d. If partners use different assessments for the same purpose, they must, to the extent possible, designate a single assessment.
- e. Partners inform and support customers throughout the process to secure the documents and verification needed for program participation.
- f. Partners will review and apply asset-based and barrier-reduction practices to intake and assessment processes while using best practices to protect customer confidentiality and reduce stigmas of accessing public services.

4. Service Goals.

Vision for Service Goals:

The partners meet jobseekers' employment, education, and training needs through communication, assessments, referrals, and resources that occur through relationships with frontline staff.

Outcomes for Service Goals:

The outcome of these goals is that all customers have access to quality integrated services that meet their needs efficiently and seamlessly. Frontline staff are empowered to meet service integration goals and have the support they need to meet these goals through ongoing professional development and training.

Application of the Service Goals for all Stakeholders such as, State and Local Partners, Local Workforce Innovation Boards (LWIB), and One-Stop Operators (OSO) as applicable:

- a. WIOA partners support service integration by identifying and empowering a leader from each title who will engage in ongoing communication and relationship building.

- b. WIOA partners must be familiar with WIOA eligibility and suitability and are responsible for ensuring appropriate referrals and referral outcomes, working effectively to leverage partner resources for the benefit of customers, including training and directing applicable staff.
- c. Consider the customer's experience and the processes involved, such as referrals and their outcomes. Assessments that are necessary should be reviewed, streamlined, and coordinated through continuous collaboration with partners. The alignment of these assessments should also be ensured by working with partners.
- d. Individual service plans and goal statements are used to provide and coordinate services as well as guide follow-up. These plans are continuously updated to respond to changing customer needs and evaluated for referral opportunities on an on-going basis.
- e. Customers receive timely and coordinated access to all WIOA employer and job seeker services whether on-site, through technology, at a partner site, or by other appropriate and accessible community services.

5. Career Pathways Goal.

Vision for Career Pathways Goals:

Integrated services are shaped through the lens of career pathways as defined by the State.

Outcome for Career Pathways Goals:

A shared philosophy among education, workforce development, employers, and economic development regarding college and career pathways aims to enable Illinois residents to progressively build toward college and career success through aligned education and training which may include stackable credentials leading to sustainable employment opportunities.

Application of the Career Pathways Goals for all Stakeholders such as, State and Local Partners, Local Workforce Innovation Boards (LWIB), and One-Stop Operators (OSO) as applicable:

- a. The workforce development system will create strong partnerships with community programs to streamline services and provide funding for the wrap-around support needed for career pathways.
- b. Service integration will seek employer input to ensure that pathways investments align with the needs of employers and prioritize career pathways that align with future employer demands.
- c. Current and timely labor market information informs career planning and sector-based initiatives.

6. Information Goals.

Vision for Information Goals:

Partners continually use a range of information gathered to make informed decisions and improve integrated services to provide excellent customer services.

Outcome for Information Goals:

Decisions are made utilizing all available information and data collected including but not limited to customer feedback, labor market research, program performance and evaluations.

Application of the Information Goals for all Stakeholders such as, State and Local Partners, Local Workforce Innovation Boards (LWIB), and One-Stop Operators (OSO) as applicable:

- a. Information will be shared on a continual basis among all partners.
- b. All partners share national and state policies, procedures, and guidance with each other and use this information to make local decisions.
- c. The design and delivery of workforce services is guided by current and timely labor market information.
- d. One-Stop Operators will facilitate the process of ongoing consistent communication among local partners.
- e. Customer information will be shared, as appropriate and feasible, with all partner programs and services following confidentiality requirements.
- f. Customers are informed of their Appeal Rights.

7. Evaluation Goal.

Vision for Evaluation Goal:

State and local workforce board expectations drive the evaluation of one-stop performance, operations, and compliance for service integration.

Outcome of Evaluation Goals:

The outcome of this goal is that local service integration efforts are evaluated regularly to identify and implement continuous improvement opportunities.

Application of the Evaluation Goals for all Stakeholders such as, State and Local Partners, Local Workforce Innovation Boards (LWIB), and One-Stop Operators (OSO) as applicable

- a. Partners must create and use customer satisfaction tools, analyzing the feedback on a continual basis.
- b. Partners must conduct an evaluation using The IWIB Evaluation Toolkit to assess local service integration efforts and create evidence-based policymaking and system design.

1.13.3 Service Integration Implementation

1. The IWIB will regularly update the State's one-stop certification criteria and evidence measures to reflect current service integration goals. Each LWIB will be responsible for assessing the level of service integration in all seven functional areas for the local one-stop system which includes all one-stop center(s) it oversees. One Stop Operators will lead partners in an annual service integration self-assessment (attached) to evaluate progress and identify improvement targets and align with other deadlines as appropriate, such as MOU guidance.

2. Each LWIB will be responsible for assessing the level of service integration in all seven functional areas for the local one-stop system which includes all one-stop center(s) it oversees. This assessment requires annual updates to evaluate progress and identify improvement targets. A self-assessment tool is available as an attachment to the policy for use by LWIBs.
3. In the event any local partner is unable to fulfill the provisions of this policy, the matter will first be taken to the appropriate State partner(s).
 - a. If resolution is not successful at that level, the local board will attempt to resolve the matter.
 - b. If this is unsuccessful, relevant procedures established by the State Interagency Technical Assistance Team and/or State Leadership Team will be pursued, followed by consultation with the IWIB and Governor's Office.
4. A complete One Stop Certification and self-assessment must be on file and must describe how the results were used to improve service integration efforts.