Kansas Department of Commerce
Workforce Services
Policy and Procedures Manual

Policy Number: 5-22-00

Originating Office: Workforce Services

Subject: **KANSAS**WORKS Service Delivery Integration and Functional Management

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Programs: Workforce Innovation and Opportunity Act (WIOA), Titles I and III, Jobs for Veterans State Grant (JVSG), Trade Adjustment Assistance (TAA)

Purpose: To transmit guidance on the roles and responsibilities of Local Workforce Investment Boards (LWDB) Department of Commerce, WIOA Titles I and III, JVSG and TAA Partners

Reference: WIOA as stated below

Contact: Questions should be directed to WIOA Administrator, (785) 296-0607, TTY: 711, email WorkforceSvcs@ks.gov.

Background: The Workforce Innovation and Opportunity Act, its Final Regulations (20 CFR Parts 676, 677 and 678 Joint Guidance) and Training and Employment Guidance Letters (TEGL) received from the US Department of Labor all describe the intent and purpose of WIOA to provide a fully integrated workforce system to better serve customers. The State Workforce Board *has the critical role of leading and guiding the State's implementation of WIOA, which requires aligning Federal investments in job training, integrating service delivery across programs, and ensuring that workforce investments are job-driven and match employers with skilled workers* (20 CFR Part 679). The State Workforce Board provides policy and guidance to Local Workforce Development Boards as described in this document to ensure an integrated and seamless service delivery system for job seekers and employers.

Further, the preamble to the Regulations describes how WIOA workforce development system will be evaluated based on integration of services and the state Workforce Board's evaluation of that system must include how well the one-stop center integrates available services for participants and businesses, meets the workforce development needs of participants and the employment needs of local employers, operates in a cost-efficient manner, coordinates services among the one-stop

partner programs, and provides access to partner program services to the maximum extent practicable (20 CFR 678.755)

Finally, TEGL 4-15 provides the following direction for the WIOA Workforce Development System:

> ***Organize and integrate services by function*** *(rather than by program); when permitted by a program's authorizing statute and as appropriate, and by coordinating staff communication, capacity building, and training efforts. Functional alignment includes having one-stop center staff who perform similar tasks serve on relevant functional teams, e.g. Skills Development Team, Business Services Team. Service integration focuses on serving all customers seamlessly (including targeted*
> *populations) by providing a full range of services staffed by cross-functional teams, consistent with the purpose, scope, and requirements of each program.*

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INTEGRATED SERVICE DELIVERY

The **KANSAS**WORKS State Board seeks to move **KANSAS**WORKS from the operation of individual workforce programs to a focus on quality integrated service delivery.

Goals of Integrated Service Delivery

- Design **KANSAS**WORKS as a demand driven, skills-based and functionally managed and integrated public workforce system
- Improve access to quality services for all customers, businesses and job seekers
- Provide a framework to empower and support Local Workforce Development Boards' integration of Wagner-Peyser, WIOA, Trade Adjustment Assistance (TAA) and JVSG program operations at the local level
- Reduce duplication and seek efficiencies

Components of an Integrated Service Delivery System

An integrated service delivery system has four major components:

- A commitment to and a process for an integrated customer pool, so One-Stop customers (whenever eligibility permits) are registered simultaneously in the performance measures calculation as defined by the US Departments of Labor and Education
- An integrated customer flow setting clear parameters for a service delivery process based on individual customer needs (non-sequential) that does not emphasize program eligibility and program participation
- An integrated staffing chart to lead and provide services to the integrated customer pool as they are served through the adopted, integrated customer flow
- A Business Services team dedicated to meeting the demands of employers.

Implementing an Integrated Service Delivery System

Each LWDB will adopt, implement and continuously improve a demand-driven, skills-based, integrated services plan for the Local Area's One-Stop System using these parameters as a basis for development of the Service Delivery Integration and Functional Management Plan. Detailed integration plan requirements are found in Attachment A and are included in Local/Regional Plan instructions.

Integrated service delivery has four major components, as stated above, and the developed local plans are to include each of these:

- A commitment to and a process for an integrated customer pool, so job seekers (whenever eligibility permits) are registered simultaneously in the performance measures calculation of all of the following programs: WP, WIOA Adult and Dislocated Workers, TAA and JVSG. Additionally, this policy requires all job seekers receive a service-needs evaluation. Consequently, workforce center job seeker customers will be registered/enrolled (if eligible) as described in state and federal guidance.

- An integrated job seeker customer flow which clearly defines a service delivery process which does not emphasizing program eligibility and program participation. This flow has three required services to be offered and provided to all job seekers:

  (1) administration of a skills assessment (staff will administer the appropriate assessment based on business requirements and job seekers' career interests) to build a service plan to help job seekers create "best fit" service options;
  (2) selection of most appropriate demand-driven, skill enhancement products (including, but not limited to, occupational training); and,
  (3) creation of a market attachment strategy based on the available labor market openings and, whenever possible, verification of skills prior to referral to employers.

- An integrated staffing chart to lead and provide services to the integrated customer pool as they are served through the adopted, integrated customer flow. Functional teams will staff the adopted customer flow and team membership will include staff funded by different funding sources, with affiliation by team and not by position funding. The identified manager and team members will be named without regard to funding source and shall coordinate the functional teams in the implementation of the integrated flow.

- All workforce centers will have an integrated, business services function responsible for connecting local employers to the local One-Stop system. This team also has as a major function ensuring that all **KANSAS**WORKS services continuously improve and are responsive to the needs of local employers and the local economy.

FUNCTIONAL MANAGEMENT

Upon implementation of this policy, the Functional Manager model will be required. Additionally, it is important to note LWDBs will be held accountable for U.S. Department of Labor definitions of performance measures. As required, WIOA Title 1 programs, labor exchange programs funded under the Wagner-Peyser Act, the Veterans' Employment and Training Services and the Trade Adjustment Assistance program will be held to the same performance definitions. These integrated workforce system performance measures will make the **KANSAS**WORKS workforce system more efficient and effective.

KANSASWORKS partners will focus on meeting employers' needs and on putting people to work in job-driven career paths, developing and matching the skills of job seekers with the needs of employers. Local Boards are also responsible for providing reasonable accommodations for persons with disabilities in addition to auxiliary aids and services upon request for all programs. Memoranda of Understanding will include how partners will contribute to the provision of reasonable accommodations, aids and services to disabled customers. By refocusing performance assessment from individual program performance measures to universal outcome measures, service integration will be enhanced. In addition, employment, retention, disability accommodation, average earnings, market penetration and cycle time must be tracked at the Local Board level for all programs using **KANSAS**WORKS.com.

LWDBs are currently responsible for the designation, oversight and continued operation of **KANSAS**WORKS workforce centers in each of the Workforce Development Areas of the state. LWDBs have the responsibility to ensure employment and training programs in their communities operate at a high level of quality and satisfy the expectations and needs of their customers.

LWDBs are also responsible for functionally managing all one-stop programs.

Goals of Functional Management

- To provide a truly seamless workforce system to all customers, both job seekers and employers
- Improve business and job seeker customers' access to quality services
- Reduce management duplication
- Empower Local Boards to manage the outcomes on which their performance is based
- Formalize the participation of all workforce system partners

Components of Functional Management

- All customers experience workforce centers as seamless, service-driven facilities, served by dedicated staff of **KANSAS**WORKS rather than by staff of individual partner agencies
- All partner staff members of each facility understand the function they are to serve, creating increased responsiveness to customer needs
- Each Local Area has a single, identifiable person who is responsible for the day-to-day operation of the Local Area One-Stop System. This individual has the authority to direct the function(s) of each staff member

Implementing Functional Management

As stated earlier, each LWDB will develop and implement an integrated services plan for the Local Area One-Stop System using these parameters as a basis for development of the Service Delivery Integration and Functional Management Plan (see Attachment A).

- This plan will be developed with significant partner participation, especially regarding state merit-staff positions

- This plan will be embedded in all related One-Stop System documents, including Memoranda of Understanding, One-Stop LWDB Agreements and contracts for service providers

- One-Stop Workforce 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

- Local Area One-Stop System service design emphasizes identified functions to be performed by each center

- Consistent service design is evident at all locations within the Local Area One-Stop System

Functional Management has several major components and the developed local plans are to address each of these components:

Leadership and Management

A. Multi-Disciplinary Leadership Team
Each LWDB will designate a leadership team with a clear understanding of the reporting structure for all employees at the workforce center.

B. Functional Supervision (defined and addressed below)
The LWDB shall designate at least one Functional Manager for each local workforce investment area. Each Functional Manager must be authorized to organize all Title I and other co-located partner staff by function, designate functional unit supervisors and establish the purpose of each functional unit. *Functional Supervision* focuses on the day-to-day supervision of programmatic functions (e.g., intake, assessment, case management, resource room, business services, job fairs, etc.). *Formal Supervision* focuses on personnel matters including compensation, personnel actions, terms and conditions of employment, performance appraisals and accountability of employees. State supervisors are responsible for formal supervision of state staff and partner agency supervisors are responsible for formal supervision of their respective employees.

C. Staff Cross Training
The LWDB shall ensure a comprehensive cross training and development plan be established for each office and its staff. This plan shall ensure staff members are adequately trained in each of the programs provided under the Center's available funding streams for purposes of fostering program integration and eliminating functional silos.

Job Seeker Customer Flow

Each Comprehensive One-Stop and workforce center will utilize a single customer flow model based on customer need rather than program requirements. Such customer flow shall maximize the number of staff available and shall ensure minimal customer wait time. Each customer flow design should incorporate a methodology to identify customer needs immediately upon entry and provide immediate engagement and connectivity to services during the customer's first visit. The LWDB shall ensure staffing is adjusted according to customer needs and traffic flow and meet the requirements of the Customer Flow section of the Combined WIOA State Plan.

Functional Units

The LWDB shall establish at a minimum each of the following functions in each workforce center:

A. Welcome Function
Those staff serving in the Welcome Function will strive to meet all customers and will not wait passively behind the desk for customers to come to them.

Welcome Function staff work with job seekers to determine the best set of services available for each job seeker. This team processes center registrations, conducts a preliminary evaluation of service needs based on skills, interests and on labor market information. This team coordinates with the Skills/Employment and Business Services teams to manage services.

Every new job seeker will receive a service-needs evaluation and will be offered a skills assessment in the welcoming process. This includes determination of the customer's need for auxiliary aides and services (e.g. sign language interpreter, Braille or large print documents, assistance with completing forms, etc.) in order to access workforce services. If a job seeker desires a skills assessment, he or she will be channeled to the Skills/Employment Function.

The service-needs evaluation will assist in triaging individuals to the next appropriate set of services. Service choices may include:

- Greeting
- Orientation to center services
- Identification of basic skills deficits (service-needs evaluation—defined by the LWDB's policy)
- Referral to next service/functional service team
- Registration – real-time data entry into the system
- Resource Room services
- Self-assisted referral and placement

B. Skills/Employment Function

This functional team is responsible for implementing the service strategies for new job seekers as recommended by the Welcome Function team and providing ongoing assistance to returning job seekers based on need. This team provides information on all aspects of the job search, provides job information based on identified skill levels, creates training and skill development plans and promotes training opportunities. Innovative service delivery is guided through the use of comprehensive labor market information. Service choices may include:

- Basic skills training
- Comprehensive assessment
- Career Pathways counseling
- Labor Market information
- Skills certification
- Individual Training Accounts
- Customized training
- Pre-vocational training
- Work-based training, including on-the-job training and Registered Apprenticeship
- Referrals to community services
- Workshops
- Employment retention skill development

C. Business Services Function

Every staff member assigned to the Business Services Function team shall build relationships with employers, identify opportunities to address the human resource challenges of employers, and market a robust product line designed to assist them in meeting their human resource needs. Business Services Function staff shall ensure the entire **KANSAS**WORKS employer product line is marketed to each employer (see "Product Line" below for details). Specific team functions shall include:

- Business outreach
- Recruitment and referral for priority industry job vacancies through **KANSAS**WORKS.com
- Job seeker qualifications review
- Provision of economic, business and workforce trends information
- Organized service delivery around priority industry system
- Information on human resource services
- Referral to community services

Prompt Service

All job seekers will receive prompt service with no future scheduling of appointments for initial welcoming functions, including service-needs evaluations, unless provision for interpretive services is required and no interpreter is immediately available.

Service Plans

Every new job seeker will have the opportunity to know their skills, improve their skills, and obtain a job which best matches their skills. To accomplish this objective, every new job seeker will receive a service-needs evaluation. The evaluation may result in referral to the Skills/Employment function where a skills assessment will be provided and, if appropriate, a full Individual Employment Plan created. As deemed appropriate, clients shall be scheduled for a follow-up service facilitated by either the Welcome function or Employment/Skills function. Service plans shall be tied to regional labor market data relative to local job-driven occupational needs as determined by LWDBs. The goal of the service plans should be long-term self-sufficiency and continuous growth/progression of the job seeker through the provision of comprehensive skill development activities and training services.

Outreach and Branding

All workforce centers will comply with the **KANSAS**WORKS branding policy. LWDBs shall conduct outreach activities to recruit and serve both the unemployed and employed workforce as well as employers.

Product Line

All **KANSAS**WORKS sites shall offer innovative and integrated product lines targeted toward employer human resource needs, readily known by all staff and actively marketed to all customers. These product lines may or may not be outsourced. The job seeker product line shall include items and services for job seekers of all skill, educational and employment levels and must be accessible and usable for persons with disabilities. This product line shall include products built specifically for both the unemployed and employed workforce. At a minimum, the job seeker product line must include the following:

- Basic skills training (OED, basic math/literacy, remedial training)
- Digital literacy (basic computer skill development training)
- Resume writing and development
- Online job search skill development
- Career pathways information
- Professional dress & demeanor
- Workplace behavioral expectations training
- Local labor market information

The employer product line shall include items and services for employers with high-demand jobs, regardless of the business' size, maturity or location. This product line shall include products designed for employers who choose to maintain or not maintain their own Human Resources Department. At a minimum, the employer product line shall include:

- Business Services Function, staff-assisted, customized job matching services
- Training on use of **KANSAS**WORKS.com
- Referral of appropriate employment candidates as specified by employer
- Assistance with initial candidate screening
- Labor market information targeted to the employer's needs
- Training on writing job requisitions which result in finding the right candidate
- Information regarding on-the-job training opportunities, Registered Apprenticeship, worker retraining and worker retention

ADDITIONAL GUIDANCE

The LWDB must designate at least one identified person as the Functional Manager, and must provide all partners with a clear roster of the duties and responsibilities of the Functional Manager. These responsibilities include conducting on-site staff meetings, coordinating program services, developing referral procedures, managing common functions and common areas, developing program evaluations and outcome reports for the Local Board and the Department of Commerce and managing center resources to ensure center objectives are met. If the LWDB chooses to assign functional management duties to an individual not employed by the LWDB, it may do so.

The Functional Manager must be housed in a workforce center. Key functions for this position should be defined by the LWDB. The LWDB should communicate a clear vision for the Local Area One-Stop System, with a standing committee working with Functional Manager. While the LWDB, through its Functional Manager, manages across the rules of various programs, the overall function is still considered a single process. The Functional Manager provides day-to-day supervision of all staff performing each designated function, even though *formal supervision* (hiring, firing and appraisal) is done by state merit-staff or partner agency staff. The *formal supervisor* will provide the opportunity for the Functional Manager to provide input in the performance appraisals of non-LWDB staff. Likewise, the Functional Manager will provide the opportunity for management-level partner staff to provide input in the performance appraisals of LWDB staff.

State employees are allowed to be designated as Functional Managers provided they do not create an additional organizational layer within the One-Stop System chain of command. All state personnel will receive day-to-day direction from the One-Stop appointed Functional Manager. In instances where the LWDB opts to select state staff as the Functional Manager, they will serve in a dual role as both the Functional Manager for the local workforce system and the formal supervisor for assigned state staff.

State managers are responsible for formal personnel matters for state employees. In addition to these roles, other duties may be assigned by the state agency, including program evaluation in consultation with LWDB/Contractor staff, training and technical assistance, assistance with One-Stop certification processes and facilities management in state leased facilities.

The Department of Commerce will determine the number and classification of State staff members in accordance with State Statute, Commerce Policy and any other regulatory and personnel interests. For purposes of this policy, LWDBs may assign the daily work of any state employee as negotiated in the MOU between the Department of Commerce and the LWDB.

Nothing prohibits the LWDB from formally procuring Functional Managers for workforce centers if they so choose. Formal procurement is however required for Operator contracts and the LWDB may include Integrated Service Delivery and Functional Management duties as a part of this process.

Although each LWDB is responsible for its own service delivery, the State Workforce Board requires a job-driven, skills-based, integrated service delivery model. This model must be developed with all co-located workforce system partners, and as many other partners as possible, to establish consistent service delivery among regions.

REQUIRED ACTION

The LWDB and the Workforce Service Division of the Kansas Department of Commerce must implement this policy.

Implementation strategies must be included as part of a Service Integration and Functional Management Plan submitted to the Kansas Department of Commerce as a part of the Local Area/Regional WIOA Plan.

Complete implementation is expected when the aforementioned plan is approved by the state. Attachment B contains the checklist used by Commerce staff to measure the implementation, effectiveness and continuous improvement of the local integration and functional management model.

Attachment A: Kansas Service Integration Plan Content Outline

Each local area's plan for service integration shall include the following elements:

1. Description of the LWDB strategies for developing a skill-based, demand-driven system tied to LWDB and state goals and objectives.
   - Industry/industry clusters/occupation priorities
   - Skill policies/goals – skill certification/verification of job seekers – which candidates, for what occupations, etc.
   - Definition of minimum level of competency – reading, math, understanding graphic information, computer skills
   - Definition of outcomes for each of the objectives (e.g.,10 % increase in number of service industry candidates with a service certification, 80% of applicants placed in advanced manufacturing jobs have been assessed for required skills)

2. Description of the process being used to continuously improve service delivery integration.

3. Copy of the organizational chart that includes relationship between LWDB, one-stop operator if appropriate, state staff and other partner staff per functional unit. The designated functional manager must be specifically identified.
   - List each type of workforce center/location/facility (i.e., comprehensive, affiliate co-located and itinerate) and explain how integration will occur in each
   - Explanation of how the LWDB will use the skills of state management staff (managers and supervisors) who may or may not be responsible for the daily supervision of units of staff even though they will maintain "personnel" supervisory responsibilities – include job descriptions

4. Description of the functional management structure and job descriptions as listed below.
   - Job descriptions for functional managers
   - Job descriptions for functional supervisors (as needed)
   - Job descriptions for team leaders (as needed)

5. Description of the functional work teams.
    - Functional job descriptions including a description of the job duties of staff in each unit

6. Description of customer flow – including customer flow charts and a narrative describing the single customer flow and shared customer pool.
    - Description of data used to ensure that customer needs drive the service delivery model (job seeker and employer/business) as determined by the LWDB
    - Description of customer flow for job seekers and businesses
    - Description of service delivery methodologies (web-based, distance learning, e-mail, text messaging, etc.)
    - Description of tools and technology used to expand service delivery to increase efficiencies and to expand the customer pool
        a. List the skill assessment tools used for each job seeker customer group (e.g., define by business needs, not job seeker needs – all job seekers for entry level service jobs will be required to complete a WorkReady practice test and a computer skills assessment)

        EXAMPLE:

Assessment	Job Seeker Customer Group
WorkReady Prep	All job seekers seeking entry level customer service jobs
WorkReady	Job seekers seeking employment in advanced manufacturing will be required to reach Silver WorkReady certification.
Microsoft Office products	All job seekers seeking employment as office assistants demonstrate competency in using Word, PowerPoint and Excel Microsoft office products

7. Description of measures of success od service delivery integration. Include WIO performance measures as well as process measures, employer and/or LWDB measures.
    - Explain anticipated increase in services (# enrolled, jobs filled, etc.) and describe how it will be measured
    - Explain anticipated increase/improvement in the quality of the service and describe how it will be measured

8. Description of plan for developing and distributing detailed procedural manuals for each function.

9. Description of training plan to build the capacity of staff.

10. Description of continuous improvement plan.

11. Description of communication plan (intra-office, inter-office, to State agencies & State Board).

12. Appropriate signatures of approval.

Attachment B: Checklist for Reviewing Local Integrated Service Delivery Plan

Purpose: To establish objective criteria that will be used to evaluate the Integrated Service Delivery Plans which are submitted as addendums to the Local Area WIOA/WP plans. This checklist will be used by:

- The State Workforce Board to determine compliance with State Board directives and service integration policies and guidance
- Local Boards to review local Integrated Service Delivery plans to determine their ability to use the plans to implement integration and supply a pool of skilled workers to local companies
- Local Boards to develop an integration plan adequately addressing the requirements established by the State Workforce Board
- Department of Commerce to evaluate local system's ability to deliver services and measure successes using an integrated service delivery system

1. **Description of the local area's vision/mission for a skill-based, demand-driven system tied to LWDB and state goals and objectives.**

Required Elements	Yes	No	Comments
Clearly articulated strategies			
Clearly articulated mission			
Definition of skill-based system			
Definition of demand-driven system			
Clear definition of critical labor shortages and skill gaps in local area to be targeted to meet the hiring demand of local companies			
Clear definition of targeted industry clusters and occupation priorities			
Clear description of strategies to be used to certify/verify skills of job seekers – including industries/occupations/companies that will receive skill assessment as pre-referral service			
Identification of which skill assessments will be used for specific job vacancies			
Estimated number of job seekers that will be prepared for critical skill shortage occupations			
Explanation of how new strategies for using training funds (ITAs/pre-vocational training) to decrease labor shortages in critical demand occupations will be implemented - % funds to be pre-vocational/ITAs			
Strategy for outreach to businesses hiring for demand occupations – new and existing accounts			
Definition of outcomes for each of the objectives (e.g.,10 % increase in number of service industry candidates with a service certification, 80% of applicants placed in advanced manufacturing jobs have been assessed for required skills)			

2. Description of the process being used to create service integration.

Required Elements	Yes	No	Comments
List Implementation team members(i.e., the team that interacts with Commerce)			
Describe the composition of the local team for managing the one-stop center system			
Describe how front-line staff are engaged in the design and development of the new integrated service delivery system – Wagner-Peyser and WIOA staff should be represented on each of the three implementation teams (Welcome team, Skill/Employment team and Business Services team)			
Teams to design and deliver new service integration plan have representation from all levels of staff			

3. Copy of the organizational chart that includes relationship to LWDB and one-stop partners as well as new functional units and functional management.

Required Elements	Yes	No	Comments
Organizational chart for the one-stop system			
Differences (if exist) in structures of workforce center/location/ facility (i.e., comprehensive, affiliate, co-located and itinerate) – clear representation of how each type will be managed			
Explanation of how each type will be integrated			
Staff from Wagner-Peyser and WIOA are assigned to each of the three functional service units			

4. Description of the functional management structure.

Required Elements	Yes	No	Comments
Job description(s) for functional manager(s)			
Job description(s) for functional supervisor(s) (as needed)			
Job description(s) for team leaders (as needed)			
Explanation of how to use the skills of management staff (managers and supervisors) that will no longer be responsible for the daily supervision of units of staff even though they will maintain "personnel" supervisory responsibilities – include job descriptions			
Description of how onsite management will communicate with functional supervisor or functional manager (as needed)			
Description of how onsite management will work with the LWDB one- stop staff – accountability, supervision, personnel functions			
Description of how to designate someone at each site for personnel functions for State merit staff			
Description of how to work together to provide performance reviews and discipline staff (e.g., functional manager and state supervisor provide input together)			
Description of how to provide personnel functions for staff in offices with no management			
Description of how to prepare staff and build buy-in for the management changes			

5. Description of the functional work teams.

Required Elements	Yes	No	Comments
Functional job descriptions that include a description of the job duties to be done by staff in each unit- Welcome unit, Skills/Employment unit and Business Services unit			
Demonstration that WIOA Title I and III staff, and other partners, will be working together in each integrated unit to deliver the services without the constraints of program silos			

6. Description of new customer flow – including customer flow charts and a written narrative that describes the single customer flow and shared customer pool.

Required Elements	Yes	No	Comments
Description of job seeker service delivery system with flow charts for the units to describe how customers will receive services and be connected to services in other units			
Description of business service delivery system with flow charts for the unit to describe how customers will receive services and be connected to services in other units			
Description of data to be used to ensure that customer needs drive the service delivery model? (job seeker and employer/business)			
Description of service delivery methodologies (existing methodologies to include web-based, distance learning, e-mail, text messaging, etc. plus new methods)			
Description of tools and technology used to expand service delivery to increase efficiencies and to expand the customer pool			
List the skill assessment tools used for each job seeker customer groups (e.g., define business needs, not job seeker needs). EX: All job seekers for entry level service jobs will be required to complete a WIN practice test and a computer skills assessment)			

7. Description of measures of success.

Required Elements	Yes	No	Comments
Description of anticipated increase in services (# enrolled, jobs filled, etc.) and description of how it will be measured			
Description of the anticipated increase/improvement in the quality of the service and description of how it will be measured			
Description of how to increase the skills of job seekers including a significant increase in number who have access to training			
Description of how to measure the efficiency and effectiveness of the new customer flow			
Description of how to measure the effectiveness of the functional management structure			
Description of how to measure customer satisfaction with the service delivery system			

8. Description of plan for developing and phasing in the use of detailed procedural manuals for each function.

Required Elements	Yes	No	Comments
List of procedure manuals that will be developed for the one-stop system			
List of content elements for procedural manuals			

9. Description of training plan to build the capacity of staff.

Required Elements	Yes	No	Comments
Description of how to train all staff in culture change – including functional management/supervision			
Description of how to train staff to perform new functions			
Description of how to train staff about the functions performed by other staff			
Description of how to hold staff accountable for the development/use of new skills – how to build competencies over time			

10. Description of continuous improvement plan.

Required Elements	Yes	No	Comments
Description of how to continuously improve service delivery in each functional unit			
Description of how to continuously improve processes to increase efficiencies			
Description of how to continuously improve culture to gain and sustain buy-in of staff in all units			
Description of how to improve performance on all measures			

11. Description of communication plan (intra-office, inter-office, local area to State, LWDB & State Board).

Required Elements	Yes	No	Comments
Description of how to provide clear direction to management team and staff			
Description of how to communicate appointments of managers and staff to units and explain roles and responsibilities			
Describe roles and responsibilities of management staff for communicating intra-office, inter-office, to State, LWDB and State Board			

12. Appropriate signatures of approval.

Required Elements	Yes	No	Comments
Signature of LWDB chair			
Signature of CEO Board			
Signature of LWDB Executive Director			