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ABSTRACT

This technical assistance guide was developed to consolidate a statewide understanding of the effort to systematize the delivery of employment and training programs through the local formation of job centers in Wisconsin, and to provide a compilation, drawn from 20 local models, that explains how the programs are delivered. The guide is organized in seven parts. Part 1 presents a background and overview of the job centers programs. Part 2 identifies common ground of the programs and provides a model for joint planning structures. In part 3, instructions are given for inventorying existing programs and who is being served; a flowchart model is suggested. Part 4 suggests four actions to take in order to unify common functions (intake, assessment, case management, and employer services, with models profiled for each action. Part 5 contains an example of a local job center operation; part 6 explores three facets of job center operation--joint management, outreach and marketing, and other functions. The final section is a short summary of the job center program in Wisconsin. Three appendixes provide the following: (1) an outline of a job center overview for presentation; (2) a service site inventory tool; and (3) a Wisconsin Job Centers Service Location Directory. (KC)
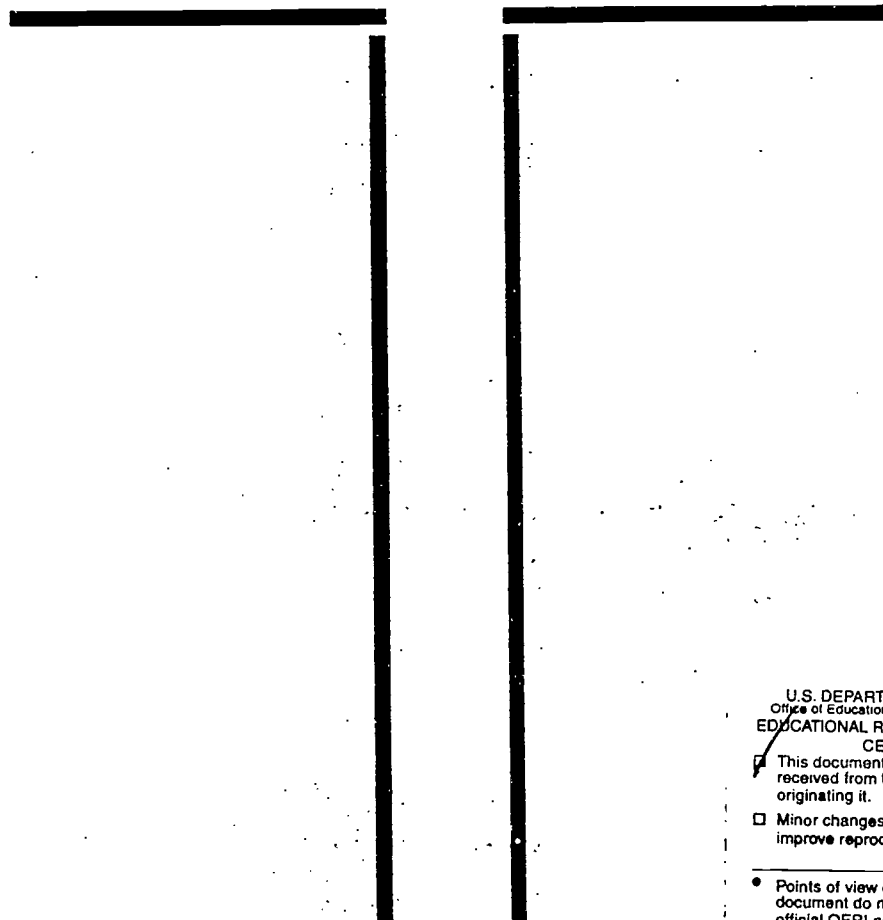
Systematizing the Delivery of Local Employment and Training Services

The Job Center Technical Assistance Guide

DILHR

Jobs, Employment and Training
Services Division

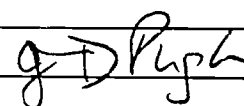June M. Suhling
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Systematizing the Delivery of
Local Employment and Training Services

The Job Center Technical Assistance Guide

September, 1993

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PREFACE

Somebody once said that the mistake railroads made was thinking they were in the railroad business rather than thinking they were in the transportation business. The managers, planners and professionals who run employment and training programs must be certain not to repeat that mistake; they must see themselves as being in the human resource investment business.

Being in that business means working beyond program boundaries to tap into the larger array of resources that society invests in nurturing, maintaining, redefining, and reclaiming the potential for and growth of human output.

Two important steps toward that end have come to be called "coordination," and "job centers."

The Wisconsin Jobs Council, which recommends to the governor the state's employment and training policy, and reviews and approves the program plans of all of the major employment and training programs operated in Wisconsin, has made local coordination efforts leading to the formation of job center service locations a top priority. The Council is staffed by the Department of Industry, Labor and Human Relation's Division of Jobs, Employment and Training Services. Both the Department and the Division have made "job centers" crucial tenets in their respective strategic plans.

This Technical Assistance Guide to the local formation of job centers is a product of those strategic planning processes. It is a statewide compilation of the successful coordination and job center efforts of various local employment and training service providers in Wisconsin intended to put forward ideas and models that other local areas can use.

Local service providers are the best source of information about how specific coordination achievements came to be, so this Guide keeps explanations short, but includes contact names and phone numbers for topical areas.

Since local needs and interests are very different from area to area, only a few "working tools" have been included in appendices. Besides serving printing costs and readability well, this allows you to order just the items you want. Note that some items are available on computer disk.

The Guide has also been organized so that material especially pertinent to planners and managers is separated from that which is pertinent to front line work groups. This hopefully will enable you to reproduce just the sections you need when you need them.

For quick reference, "model" information is printed on yellow paper while the supporting text is on white pages. The yellow pages do photocopy well. Each "models" section begins with an identical format that summarizes for the topic at hand: "Intent," "Features That Have Worked Locally," "Related State Level Activity," and "Looking Ahead."

While this Technical Assistance Guide does reflect years of work and learning by many, many people, it is still the beginning of what will be a growing and changing document. In the coming years it's intended that this Guide be put on DILHR's electronic bulletin board where real time updating and additions could make it truly a "living" document.

For this first compilation, the Guide focuses on employment and training programs and does not directly address linkages between this system and other systems in the realm of "human investment" such as school to work transition (including youth apprenticeship and Tech Prep), and incumbent worker training and retraining.

New developments that are already in sight include continuing Tech Prep, Youth Apprenticeship, and workplace literacy program development, the introduction of Career Development Centers aimed particularly at youth, a required "Gateway Assessment" for Wisconsin's tenth grade students, and a computerized clearinghouse with a database of training and retraining consultants and service providers both public and private.

Even within the more narrow focus taken by this Guide, the employment and training arena, new developments are having an impact on inter-program linkages. Job Service's "Office of the Future" initiative will greatly change that local partner's role, and establish a new network of self-service access to the labor exchange. Technological changes in Unemployment Insurance claims taking will redefine "customer service" for that entitlement, and experimentation with benefit payments in some states (such as the creation of segregated training funds, and business start up programs) may foreshadow developments in Wisconsin. Technological changes in the dissemination of labor market information and restructuring of the role of local analysts aim to improve access to labor market information: a vital input to program planning and customer decisions. Reforms in the Registered Apprenticeship Program could lead to a better bridge between the higher pay, higher skill jobs characteristic of the trades, and female and minority participants in all employment and training programs. And the Guide has ample room for more "model" examples of inter-program linkages with Department of Development programs (such as Development Zones), and Corrections employment and training programs.

One of the patterns that is emerging in local areas that do successfully form linkages between employment and training programs and with other human investment sub-systems is that they branch out slowly once systemization has been accomplished on a smaller scale.

"Pick battles big enough to matter, small enough to win."
Jonathan Kozol

"Faced with the choice between changing one's mind and proving there is no need to do so, almost everybody gets busy on the proof."
John Kenneth Galbraith

"Things will get better -- despite our efforts to improve them."
Will Rogers

PART A:

"TALKING THE TALK"

Wisconsin's strategy to systematize the delivery of employment and training services boils down to the formation of job center service locations. Whether you think of it as making a quilt out of patches or a mall out of stores, forming job center service locations is the retail end of a restructuring process that begins with wholesale changes in inter-program relationships and is continuously driven by a desire to achieve the best quality of customer service.

Where job center service locations exist now, they are the product of a fairly lengthy local process. The process didn't start with a discussion about moving into a building together. It started with steps that built understanding and trust, and from there moved on to the discovery and pursuit of mutual goals for customers.

I. BACKGROUND AND OVERVIEW

A. Introduction

Including the first state dollars awarded to four job center pilot projects in 1988, Wisconsin's local and state level players continue to put forward an extensive effort to systematize the delivery of employment and training services. This is necessary because, left to its own, the considerable array of funds, eligibility targeting, and program administration and operation that is "employment and training" is fragmented: a patchwork of sometimes disparate, sometimes overlapping missions, goals, objectives and requirements. As such, gaps or redundancies in service can occur, using the patchwork of services can be cumbersome for customers, inefficiencies can arise, and effectiveness can suffer.

It should be obvious that funds arrayed in such a non system can't accomplish as much as they could if they were arranged in a system, and there is concrete evidence from local areas that have accomplished some inter-program systemization that verifies this. The experience of these areas indicates that systemization can: reduce overhead costs; free up more program dollars to be used for providing services; improve job placement and retention rates; and increase service levels to more difficult-to-serve participants while simultaneously improving the outcomes achieved by those participants.

The purpose of this Technical Assistance Guide is to consolidate a statewide understanding of the who, what, where, when, and why of the effort to systematize the delivery of employment and training programs through the local formation of job centers, and to then provide a compilation of local undertakings that helps answer the final question: "how." This compilation especially draws upon the undertakings of the twenty existing job center locations in Wisconsin.

B. What's To Systematize?

What "Array" of Funded Programs?

Based on the most recent in-state (1993) compilation of federal and state employment and training resources, the following programs, alphabetically, are operating in locales or statewide in Wisconsin:

1. Adult Basic Education	7. Dislocated Workers
2. Apprenticeship	8. Displaced Homemakers
3. Carl Perkins Programs	9. Federal Bonding Program
4. Chippewa Youth Corps	10. Food Stamp E&T
5. Corrections Programs	11. Job Corp
6. Customized Labor Training	12. JOBS (Job Opportunities & Basic Skills)

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13. Job Ride Program
14. Job Service
15. JTPA (In Addition to Dislocated Workers)
16. Nat. & Community Service Act
17. Operation Hard Hat
18. Refugee Assistance
19. RNIP (Relief for Needy Indian Persons)
20. Targeted Jobs Tax Credit
21. Tech. College Degree Programs
22. Title V -Older Workers
23. Trade Adjustment Assist.
24. Unemploy. Insurance
25. Vocational Rehabilitation
26. WI Conservation Corps
27. WI Development Zones
28. WI Job Opportunity Business Subsidy
29. WI Service Corps
30. WI Youth Conservation Camp

What Array of Eligibilities and Target Populations?

Based on the same source as above, the following eligibilities or target populations, alphabetically, come into play in the employment and training programs operating in locales or statewide in Wisconsin (and sub-categories could be listed under many of these):

1. AFDC/Welfare Recipients
2. Dislocated Workers
3. Displaced Homemakers
4. Economically Disadvantaged
5. Employers
6. General Public
7. Migrants
8. Minorities
9. Native Americans
10. Offenders
11. Older Workers
12. Persons with Disabilities
13. Refugees
14. Single Parents
15. Unemployed Persons
16. Veterans
17. Women
18. Youth

What Array of Program Administration and Operation?

The following state agencies have some level of responsibility for major federal and state funded employment and training programs. This responsibility may include any combination of: serving as a gatekeeper for federal or state funds; actually operating programs; overseeing the administrators or monitoring the operators of programs; issuing policies and procedures; and, providing assistance and guidance to program operation. The agencies are:[*]

1. Department of Corrections
2. Department of Development
3. Department of Health & Social Services
4. Department of Industry, Labor and Human Relations
5. Department of Public Instruction
6. Educational Approval Board
7. Department of Veterans Affairs
8. Wisconsin Board of Vocational, Technical and Adult Education

([*] For this Guide, UW System programs are not included in the employment and training sphere.)

Responsibility for the operation of these employment and training programs does not always rest with state employees. The following entities administer or operate employment and training programs at the county or at a regional level:

State Employee Operators:
1. DILHR-Apprenticeship Bureau
2. DILHR -Job Service Bureau
3. DILHR-Unemployment Comp.
4. DH&SS -Voc. Rehabilitation
5. Department of Development
6. Department of Veterans Affairs

Local Administrators/Operators:
1. Private Industry Councils
2. Technical Colleges
3. County Social/Human Serv. Departments
4. JOBS Administrative Agencies
5. Native American Trib Authorities
6. Economic Development Authorities
7. Some City Offices
8. Area Joint Apprenticeship Committees
9. Cooperative Educational Service Areas

Additionally, in their administration and/or operation of the programs, the entities above may contract with one another or with a host of others to provide specific services under the program and to connect with specific target constituencies. These other service providers may range from Community Based Organizations (such as the Urban League and Green Thumb) to Sheltered Workshops, Community Action Agencies, and private firms both for and not for profit.

C. What Are We Setting Out To Do?

Acknowledging this array of programs exists to help various *eligible people* improve their work skills and find and keep work for their own sake, for the sake of *employers* who need able workers, and for the sake of *society* which must bear costs if this is not so, what does it mean to "systematize" the array?

It means, in light of these *customers*, that a local area looking across its array of programs can say that it is four things:

1. Comprehensive:
The most extensive possible range or menu of employment and training services as well as attendant support and related services should be available through the local system.

2. Seamless:
There should be no "wrong door" for customers of the system. The system should provide direct services to or formal referrals for all eligible customers. Customers should encounter a minimum of duplication when crossing program/funding source lines and needn't be overly aware of those lines.

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3. Efficient:

The employment and training system should maximize the resources available for customer service by eliminating or minimizing funds consumed by its own operation.

4. Effective:

The local employment and training system should be able to achieve the outcomes agreed to between it and its customers. The system should be open and ready to adjust to changes in outcomes as demanded by customers over time and circumstances. Outcomes should be meaningful in terms of individual/family needs, employer expectations, and a "return on investment" to the community.

D. Who Do We Want To Do It?

As was shown above, the array of program administrators and operators is considerable. Entirely achieving a local employment and training system will require all of the active entities to work in concert. However, most local areas have found that, as a practical matter, they need to work up to this in increments.

Based on the number and range of customers (participants, employers, community) that will benefit from systematizing, the following comprise a logical, minimum "core" partnership for a meaningful effort:

- JOBS Program Administrative Agency
- JTPA Program Administrative Entity
- Job Service District
- Technical College District

From there, no definitive pattern has emerged yet as to additional partners joining in the effort. However, based on their role as a managing partner or their collocation in current job centers, the following list shows in what order they've appeared to date:

- Community Based Organizations
- County Departments of Social/Human Services
- Vocational Rehabilitation
- Cooperative Educational Service Areas (CESAs)
- Department of Corrections
- Department of Development
- Literacy Councils
- UW -Extension
- Area School Districts
- DILHR -Unemployment Compensation

Beyond the minimum core partners, the appropriate and workable mix of additional partners is something that has to be determined locally and will vary locale by locale because administrative bodies, service providers and the availability of some programs at all, varies locale by locale. However, to make partnership efforts worthwhile, consideration should be given to the number and range of customers affected by the fact that a funding source is or is not participating in the efforts of the partnership.

As is discussed later, completing an inventory of services and service sites is an important step in the systemization of employment and training programs. The information gained from such an inventory may help to identify partners with the greatest portion of resources, planning information critical to the partnership as a whole, and aligned with customer constituencies crucial to the outcomes intended of the partnership.

The following may be useful considerations:

♦ Linkages to Community Based Organizations (CBOs) have provided some job center service locations with better access to most-in-need individuals through their operation of food pantry and other basic need services. Additionally, a CBO serves as the leaseholder in another job center location which made leasing arrangements less complicated for state-run agencies.
♦ Vocational Rehabilitation case managers have reported decidedly improved services for their participants in job center operations relative to non job center operations. Gains for these individuals seem to be made especially in assessment and service planning that is both more expedient and has greater continuity.
♦ Local Labor Market Analysts can provide objective planning information that is foundational to all of the partner's program goals. Too often, the existence of Labor Market Information and various analyses of it are performed independently by agencies unaware of the existence of one another's work and accumulated knowledge.
♦ UW Extension personnel have been utilized by job centers to get local demographic information, assist in employer survey design work, and tap into rural economic development efforts.
♦ The Registered Apprenticeship Program continues to seek improvements in the number of females and minorities that become indentured apprentices.
♦ The collocation of economic support case managers with employment and training program case managers has, for one job center location, clearly communicated to participants the community's expectation that the welfare entitlement is linked to an education and training effort aimed at achieving self-reliance. At the same time, red tape gets cut to the benefit of participants and program operators.

E. Where Do We Want To Do It?

The many different geographic boundaries that go with the programs and agencies listed above have been a complicating factor in nearly every local area's efforts to rationalize their employment and training programs. It's straight forward enough to plan service locations to be responsive to customers, but the meeting, planning and implementing that must occur between the funding sources pertinent to a service location may involve different sets of partners, for example, county by county. This can mean having to reinvent the wheel for local partners who serve a region that includes two or more of those counties.

Local areas are encouraged to define their employment and training system across a JTPA region (Service Delivery Area). In other words, program operations should be systematized across that entire region with minimal variation in the basic functions of the system from county to county. This is not to say that counties cannot have different goals for the use of employment and training resources in their part of the region. Where highly urban and rural counties exist in the same region, for example, it will be necessary to target resources differently. However, the functional aspects of the operation needn't be drastically different from county to county. There are some good reasons to consider this:

♦ With the exception of some Technical College districts, the program boundaries of the "core" partners are contiguous with JTPA regions. Therefore, agreement on system-wide practices, including things such as policy, procedures and forms can be implemented areawide by two of the core partners.
♦ Much labor market information, for use by program participants, employers and program planners is normally categorized by JTPA regions.
♦ Local Elected Officials (i.e. county executives or administrators) are organized under a Chief Local Elected Official within the JTPA region. Thus, a key constituency is organized to work within the JTPA region.
♦ State policy directed at the systematizing of local employment and training programs has been and will in the near future continue to be designed primarily with respect to JTPA regions. This includes the required existence of a Local Coordination Planning Team and Local Coordination Plan.

The previous sections have given an overview of the why, what, who and where of the effort to forge customer-driven systems from the array of employment and training programs. A summary is contained in *Appendix A*. It is printed in an outline form designed for copying to overhead slides for use in presentations. The outline can also be obtained on disk in Word Perfect (v5.1).

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F. How Do We Do It?

As the title of this Guide makes clear, Wisconsin's strategy to systematize the delivery of employment and training programs boils down to the formation of job center service locations. Nationally, this is beginning to be called the "one stop shop" approach to employment and training services. But whether you think of it as making a quilt out of patches or a mall out of stores, forming job center service locations is the retail end of a restructuring process that begins with wholesale changes in inter-program relationships and is continuously driven by a desire to achieve new heights for the quality of customer service.

So a successful effort will begin when the local environment is such that program administrators <u>want</u> to change the way business gets done, want to come together, want to identify who customers are and what outcomes are desired, and want to find ways to work in concert.

Where job center service locations exist now, they are the product of a fairly lengthy local process. The process didn't start with a discussion about moving into a building together. It started with steps that built understanding and trust, and from there moved on to the discovery and pursuit of mutual goals for customers.

Not surprisingly, those mutual goals rest mostly on one simple truism: there is an enormous drive at the front line of all programs to "do right" for the people being served and with the public funds being entrusted.

It's when this light goes on that programs start working to make services more thorough, easier, better, and cheaper for customers.

The rest of this Technical Assistance Guide gives you an idea of "how" some local areas have done that.

PART B:

"WALKING THE WALK"

Employment and training programs
share common ground in that, to
serve participants and employers, they
all perform the functions of intake,
assessment, case management, and
employer services.

Looking across programs at each one
of these functions provides a way to
gauge the seamlessness with which
program services are delivered to
customers.

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II. COME TO THE TABLE

A. Identify Common Ground Across Programs

As broad of an array as they comprise, employment and training programs share firm, common ground. *First, all of the programs are aimed at achieving progress for the people who participate in them.* Depending on the status of the participant when they enter a program, this may entail a range of steps from drug rehabilitation, to educational remediation, adjustment of attitude and work habits, specific skill training or retraining, and help with job search, placement and retention. But, *in order to serve participants ut all, programs share in a fairly consistent functional pattern: they do intake, assessment (including writing a service plan) and case management.*

For the most part the real bottom line of employment and training programs is working with participants to get and keep a job. For this bottom line to stick, the job needs to be, or lead to, one that affords the participant the opportunity to be self-sustaining. For this reason, employment and training programs share a second common ground: *they need to have strong ties to the employers in their service area.* This includes a need to know what kind of training is in demand by employers and what the future of that demand is, and the need to be in position to satisfy that demand.

A third common ground shared by employment and training programs is that *they all exist because "society" entrusts with them the management of it's investment.* This means that for all the programs, the extent to which their outcomes satisfy society's intentions determines the usefulness of their existence.

Finally, all the programs share the common ground that *they require infrastructures in order to operate.* Office space, systems for planning and management, tracking, and reporting information, advisory councils, labor market information, FAX, phones, and copiers are all examples. Additionally, all of the programs will incur operating expenses such as for utilities, forms & supplies, legal and accounting fees, marketing, grant competition, and more.

B. Have a Table to Come To

Of course it's impossible to share common ground without communication between programs. A regular forum needs to exist for the partners to meet, discuss, plan, implement, and manage the coordination effort and the establishment of job centers.

Creating such a forum was the intent behind the Wisconsin Jobs Council's requirement that, within each JTPA region there exist an area wide Local Coordination Planning Team (LCPT). It was also required that each team write and begin implementing a

Local Coordination Plan and that the plan reflect the input and agreement of a broad base of partners in the local system.

As things stand, local planners and managers from various programs often are meeting to participate jointly in program-specific planning, work out contractual relationships, team up on funding proposals, and so on. While these are examples of items that might be addressed by sub-groups of the inter-program forum, they should not be confused with concerted, joint meetings aimed specifically at re-inventing inter-program relationships for the purpose of achieving a comprehensive, seamless, efficient and effective employment and training system.

It's an important fact that the Chief Local Elected Official was required to convene the first LCFT meeting. This assured that no local agency or program would appear to have an assumed leadership role. The intended message was that leadership of the local process was to be defined by the local stakeholders. What the experience of local areas to date seems to indicate is that local action can be formulated and carried out either by agencies acting as equal partners, or a strong-willed individual; what really matters is that the locale *choose* it to be so.

It is upon this basis that customer-oriented systemizing of local employment and training resources can occur, and, when systemization is extensive enough, job centers can be formed.

Following are examples of local joint planning structures that are currently active.

> ### Employment and Training Programs:
>
> ♦♦♦
>
> - *Aim to achieve progress for participants.*
>
> - *Need strong ties to employers.*
>
> - *Manage a societal investment.*
>
> - *Need infrastructures to operate.*

MODELS ITEM #1

Local Planning Structures

INTENT

To have a recognized local forum through which the administrators of employment and training programs meet, discuss, plan, implement, and manage the effort to achieve for customers a comprehensive, seamless, efficient and effective employment and training system.

FEATURES THAT
HAVE WORKED LOCALLY

◆ Leadership of the team is agreeable to the program representatives. Critical to this is the perception that the leadership is program neutral. Among others, Chief Local Elected Officials and economic development staff have successfully met this need. The leader is able to act as a "turf buster."

◆ In customer service, the team finds a shared vision and mutual goals and these are real enough that the team can always fall back on them when major disagreements threaten the process.

◆ The team has broad participation by equal partners who regularly attend. Certainly, the minimum core partners (Job Service, Technical College, JOBS and JTPA) regularly participate.

◆ Team members have adequate decision making authority for the program or agency they represent, either because they are in that position or have the complete backing of their management.

◆ Meetings are held about quarterly and are conducted under published agendas and minutes. (Less often as systemization is accomplished.) Often a steering committee presides over several working groups, and the groups are charged with accomplishing specific tasks that enable the system to work in a unified way (such as will be discussed later in this guide).

◆ The team is connected to a DILHR coordination liaison to give input to policy formulation, have a read on policy direction, and troubleshoot inter-agency roadblocks.

◆ The team is used to at least review and comment on, if not also give input to and approve the official plans of at least the core partner programs.

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RELATED STATE
LEVEL ACTIVITY

♦ The State Collaborative Planning Team (SCPT) meets at least quarterly and serves as the inter-program forum for planning and implementing state level coordination efforts related to employment and training programs.
The SCPT drafts and recommends to the Wisconsin Jobs Council (WJC) the Governor's Statewide Employment and Training Policy and the WJC's Coordination Policy.
Contact: Gene Becker, DILHR, JETS Division: (608)267-4106.

♦ Establishment of a Local Coordination Planning Team and the writing and implementation of a local Coordination Plan was required under the Wisconsin Jobs Council's 1990 "Coordination Policy" (an adjunct to the Governor's Statewide Employment and Training Policy). Continued implementation of the local plan is required under the 1993 policy.
Contact: Same As Above.

♦ The Department of Industry, Labor and Human Relations provides two staff to serve as coordination liaisons between the SCPT and the Local Coordination Planning Teams. These staff respond as requested to local inquiries, track the activities of the local teams, and network with state and local staff to share model information, troubleshoot coordination barriers, and formulate policy direction.
Contact: Same As Above.

♦ The most recent editions of the planning guidelines for the JOBS Program and for the Adult Basic Education and Carl Perkins Vocational Education Act programs were drafted to require local planning pertaining to coordination.
Contact: Pete Van Ness, DH&SS, DES: (608)266-7456.
Contact: Norm Kenney, WBVTAE, (608)266-1766.

♦ By requiring the use of inter-program local office planning teams, the Program Year 1993 planning guidelines for Job Service (Wagner-Peyser funding) offered a concrete task for currently functioning Local Coordination Planning Teams and an impetus for the renewal of inactive ones. Job Service's approach to program planning set the stage for "core coordination planning," discussed below.
Contact: Jack Hetzer, DILHR, JETS Division: (608)266-1943.

LOOKING
AHEAD

♦ As specified in the WJC's 1993 Coordination Policy, the State Collaborative Planning Team, based on input from the Local Coordination Planning Teams, will consolidate into a "core planning" process the coordination planning that now occurs under separate programs. The "core" process will increase the specificity of coordination planning as well. This process will apply to JTPA, JOBS, Job Service, Carl Perkins Act, and Adult Education Act program planning. In essence, the process will require

the local representatives of these programs and funding sources to jointly plan operational and infrastructural aspects of their delivery system. At this point, it appears as though the common functions of intake, assessment, case management and employer services will be invoked as common planning points across the programs and that the resulting "core" document will be prerequisite to and a module of each subsequent program specific plan.

♦ Momentum for states to form Human Resource Investment Councils (HRICs) continues to build at the federal level. HRICs are envisioned as "Super Jobs Councils" that not only review and approve the plans of all employment and training programs (as the Wisconsin Jobs Council currently does), but also provide guidance to the broader spectrum of society's investment in people, including school to work transition, and incumbent worker training and retraining. The existence of regional HRICs seems a natural extension of this thinking and they are beginning to take shape in states such as Massachusetts, Texas and Connecticut.
Just as the State Collaborative Planning Team is for the Wisconsin Jobs Council, Local Coordination Planning Teams are laying the groundwork for regional HRICs, should regional HRICs come to exist in Wisconsin.

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LOCAL PLANNING STRUCTURES

Model Practice	**3-C's Advisory/Steering Committee**
Location	**Northwest Wisconsin Area (Ashland, Bayfield, Burnett, Douglas, Iron, Price, Rusk, Taylor, Sawyer and Washburn Counties)**
Local Contact	Steve Terry, Local Coordination Facilitator Northwest CEP 100 W. Main Street P.O. Box 616 Ashland, WI 54806 (715) 682-9141
Materials Available	Area Wide Memorandum of Understanding Minutes of 3-C's Advisory/Steering Committee meetings Minutes of workgroup meetings Minutes of annual area wide coordination meetings
Description	The 3-C's Advisory/Steering Committee (A/SC) was charged -- by a May 1990 areawide mini-conference -- with the task of addressing local coordination issues on an ongoing basis. To this end, it has created a 3-tiered structure for areawide collaborative planning:

1. <u>inter-agency workgroups</u> that investigate -- and make recommendations on -- specific service delivery issues;

2. <u>the A/SC</u>, which meets quarterly to (a) address coordination policy matters, (b) create -- and act on recommendations from -- the workgroups, (c) assist in developing major local program plans, (d) respond to the coordination directives associated with individual programs (e.g. JTPA Objectives and Coordination Criteria and 8% funding, etc.), and (e) exchange relevant information from its members; and

3. <u>an annual "area wide coordination meeting"</u>, organized by the A/SC, at which the past year's coordination progress is reviewed and new issues raised to focus the coming year's work.

Structurally independent of its member agencies, the A/SC is positioned as a neutral advisor to these agencies. Its facilitator, though a PIC (CEP) staffer, was chosen on an inter-agency basis and has continued to serve since the Committee's inception. Meetings are conducted under published agendas and extensive minutes.

From the start, the A/SC ha: enjoyed broad-based representation and excellent attendance. Current membership includes the local administrative entities for JTPA, Job Service and VTAE, and a representative of the 10 local JOBS administrative agencies. Other members include CESA, CBOs, and regional representatives of state employment and training programs (i.e. DVR, Corrections, and Apprenticeship).

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LOCAL PLANNING STRUCTURES

Model Practice   **Workforce Development Center Management Team**

Location   **Waukesha County Workforce Development Center (under development)**

Local Contact   Maurie Weitekamp, JOBS Manager
                      Waukesha County Human Services Department
                      500 Riverview Avenue
                      Waukesha, WI 53188
                      (414) 548-7225

Materials   MOU for a Workforce Development Center in Waukesha County
Available   Minutes of the WDC Management Team

Description   The WDC partners participate on a Management Team that (a) directs
                      WDC development (full colocation expected by mid-1994), (b)
                      oversees the interim coordination steps (e.g. joint procurement of
                      assessment/testing, case management, and other services common to
                      some or all partners), and (c) in addition to WDC policy and strategic
                      planning, will perform the following ongoing system management roles.

                      Program plan review. The Team conducts a peer review of each
                      member's annual program plan in relation to the WDC's operations.
                      Such review includes budget priorities, program design (including local
                      E&T system service gaps), target group requirements, etc.

                      Joint procurement of services. The Team develops and oversees a
                      joint RFP process for services shared by the partners, with multiple
                      funding sources supporting a single contractor that provides services to
                      some (if not all) WDC partners. (Note: Funding decisions are made by
                      an independent Proposal Review Board.)

                      Management oversight (after colocation). The Team will oversee the
                      performance of partners with assigned WDC management duties -- e.g.
                      Job Service for applicant intake, the PIC for maintaining the WDC
                      computerized management information system, etc. In this capacity,
                      the Team is authorized to make decisions regarding these types of
                      ongoing management assignments.

                      Team members include the County Executive's Office, the PIC, County
                      DHS (JOBS/FSE&T/etc.), Waukesha County Technical College, Job
                      Service, DVR, the county's Economic Development Corporation, and
                      Partners for Education, Inc.

During the WDC development stage, the Team has been meeting on a bi-weekly schedule, under formal agendas and minutes. Partner attendance has been consistently high. The Team has also created three inter-agency staff workgroups -- "Customer Issues Team", "Move Coordinator Team", and "Management Information System Team".

III. INVENTORY WHAT EXISTS

In order for a local area to begin discussing customer service in relation to the operation of its employment and training system, the Local Coordination Planning Team (LCPT) must know what services now comprise the mix available to customers and from what sites delivery occurs.

By taking inventory of services by site, the LCPT can get a read on the comprehensiveness of its system, pinpoint all service delivery sites, and itemize the services available at those sites.

From this information, the team can begin to address "gaps" and "overlaps" in the services available, analyze the physical layout of service locations in the area relative to availability, population distribution, access to transportation, sustainability and other customer considerations, and establish a baseline from which to enhance or reconfigure the service mix site by site.

In the process of doing this inventory, the LCPT can also begin to institutionalize information about the local system so that as program representatives on the team, elected officials and state staff come and go, the information remains.

A. Do the Inventory

A format for doing the inventory is included here as **Appendix B**. You can photocopy the format or receive it on computer disk in Word Perfect (v. 5.1). Of course, if you receive it on disk, you can modify it to your liking.
Contact: Gene Becker, DILHR -JETS Division: (608)267-4106.
Contact: Howard Landsman, DILHR -JETS Division: (608)267-7514.

The inventory will only be useful to the extent that it exhausts all sites at which one or more of the services listed in the format are provided. You should note that this tool is limited to some of the services provided by the minimum core partners. Local areas ready for a more comprehensive inventory will need to design an addition to the tool that captures services offered by other providers.

B. Lay Out Who's Getting Served

If a local system is going to consciously manage its array of employment and training resources, it needs to know what its customer priorities are, and then be able to deploy available resources accordingly. In order to see whether resources are being deployed consistent with priorities, local planners need to know who's getting what services.

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Documenting overall funding and service levels for a local area is cumbersome due to the fact that geographic boundaries, program years and counting methods vary from funding source to funding source. Additionally, some figures lend themselves to a tally by the central office, while others, such as for Community Based Organizations, have to be compiled locally.

Leading up to the distribution of this TA Guide, figures have been compiled for an extensive array of funding sources (as well as for very basic demographic and labor market information) within each JTPA Service Delivery Area. Samples of the figures available are included on the following three pages. More funding sources will be added over time, but what is shown in the samples is available for your local area now.
Contact: Gene Becker, DILHR -JETS Division: (608)267-4106.
Contact: Howard Landsman, DILHR -JETS Division: (608)267-7514.

This information gives a sense of activity in the system as a whole, but it does not indicate, for example, the extent to which funding sources are being combined for people who have multiple eligibilities and need more intensive services in order to be successful.

No local areas were identified that formally compile and use such information in a system-wide fashion. Ad hoc information does exist and is used on a program by program basis, however. JTPA reports, for example, do indicate what percentage of program participants fall into other categories such as JOBS eligible, disabled, and so on.

Until better information system cross-walks are available at the state level, it seems local areas will have no simple way to analyze how services are distributed to eligible people on an inter-program basis. The best Local Coordination Planning Teams can do is assemble the most digestible array of ad hoc reports from each of the individual programs. These might include: demographic compilations of the Job Service applicant file, the regular and ad hoc JTPA reports alluded to above, JOBS reports for such figures as "required" and "received services," any reports available from the local Technical College, such as demographic compilations on people who receive financial aid, and DVR reports pertaining to who received education, skill training, support, and job placement resources.

This will give a better snapshot of how the system is using its resources, but short of doing a painstaking tally social security number by social security number, a pinpointing of how services get distributed isn't something we know how to do yet.

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C. Chart the Flow Through Services

As a step in their approach to systematizing employment and training functions (discussed next), several local areas have found it useful to map out or draw participant flow charts. You may find it useful to do so both for current operations and for the vision of future operations.

Figure 1 provides a very general example of a system flow chart. It lacks the detail you may need for an areawide or service location flow chart, but gets at the idea.

Actual local charts sometimes depict specific aspects of the operation such as when orientation to the system's "menu of services" occurs, points at which service plans are triggered, when participant information is entered into a data base for referral or job matching, and finer breakdowns of steps that lead to various levels of intensity within functions such as assessment and case management and within actual services such as motivation and educational remediation.

The exercise of doing a flow chart can lead to or pin down inter-program discussion of such labels as "job ready" and "not job ready." Such discussions might help define the local system's priorities and give clues as to how services should be configured.

Figure 1 System Flow Chart

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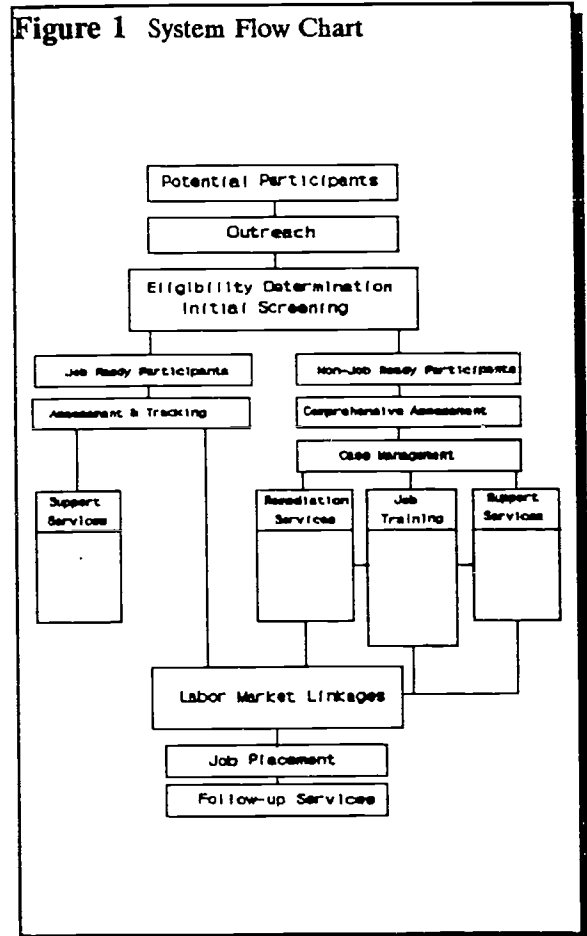
SAMPLE SERVICE DELIVERY AREA

THUMBNAIL LMI AND RELATED DEMOGRAPHICS

1992 Average SDA Population: 253,045

1992 Average SDA Unemployment Rate: 4.8%

1992 Average SDA Total Civil. Laborforce: 141,500

1991 Average SDA Covered Employment: 120,321   Average
                                                                     Weekly Wage

● % Covered In Agriculture, Fisheries & Forestry:	•••	$ 314.03
● % Covered In Mining:	•••	$ 428.56
● % Covered In Construction:	4%	$ 524.94
● % Covered In Manufacturing:	37%	$ 608.90
● % Covered In Transportation, Comm. & Utilities:	4%	$ 447.95
● % Covered In Wholesale/Retail Trade:	20%	$ 226.04
● % Covered In Finance, Insurance & Real Estate:	3%	$ 431.37
● % Covered In Services:	20%	$ 319.57
⊃ % Covered In Public Administration:	12%	$ 467.62

Occupations With Highest Employment:*
1) Salespersons, Retail
2) Gen. Managers & Top Executives
3) Waiters and Waitresses
4) General Office Clerks
5) Cashiers

Occupations With Most Job Openings:
1) Salespersons, Retail
2) Gen. Managers & Top Executives
3) Janitors and Cleaners
4) General Office Clerks
5) Waiters and Waitresses

Fastest Growing Occupations:*
1) Hairdressers & Cosmetologists
2) Maids & Housekeeping Cleaners
3) Salespersons, Retai
4) Waiters and Waitresses
5) Dining Room & Bartender Helpers

Fastest Declining Occupations:
1) Shoe & Leathers Workers
2) Precision Assemblers
3) Plasterers
4) Weighers, Measurers, Checkers
5) Brokerage Clerks

(* 500+ Employment)

(••• Less Than 1%)

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SAMPLE SERVICE DELIVERY AREA

EMPLOYMENT & TRAINING FUNDING OUTLINE

☑ CY 1992 Total UI Benefits Paid: $ 25,605,887
(Unemployment Compensation)

☑ PY 1991 ES-UC Expend: $ 49,117
(Job Service Services for UI)

☑ 91-92 Total VTAE Expended: $ 33,061,324*
(Technical College Operations)

-Pell Grants:	$	972,516
-Perkins VEA:	$	364,738
-Basic Education-AEA:	$	130,844
-State/Fed. Literacy:	$	74,890
-Displ. Homemakers:	$	47,363
-All Other Sources:	$	31,470,972

☑ CY 1992 JOBS Budgeted: $ 1,627,207

☑ PY 1991 Total JTPA Expended: $ 1,228,500

-Title IIA Expended:	$	608,071
-Title IIB Expended:	$	347,658
-Title IIC Expended:	$	N/A
-6% Awarded:	$	116,354
-8% Awarded:	$	23,650
-Title III Expended:	$	132,766

☑ PY 1991 Wag.-Peyser Expended: $ 477,261
(Job Service Operations)

-90% Funds:	$	410,846
-10% Funds:	$	66,415**

☑ FFY92 Vets Expended: $ 161,352
(Veterans DVOP and LVER Programs)

☑ FFY92 DVR Total Expended: $ 2,472,725
(Vocational Rehabilitation)

-Not Direct Case Services:	$	1,025,566
-Direct Case Services:	$	1,447,160
- Diagnos. & Restore:	$	550,828
- Education:	$	395,671
- Skill Training:	$	59,853
- Job Placement:	$	16,303
- Support/Other:	$	424,504

☑ PY 1991 TJTC Aids Expended: $ 905,346
(Targeted Jobs Tax Credit)

☑ PY 1991 TAA Aids Expended: $
(Trade Adjustment Assistance)

☑ PY91 TJTC & TAA Administrative: $ 21,192

☑ PY 1991 WisJobs Expended: $ 0
(Targeted Wage Subsidy)

☑ PY 1991 Title V Expended: $ 183,628
(Older Workers)

☑ FFY92 Refugee E&T Expended: $ 138,958
(Key States Initiative)

☑ CY92 McKinney Act Expended: $ 0
(Homeless E&T Program)

☑ 1992 CBO Based
E&T Funds Expended
Exclusive of Above Sources:

● _____ : $

● _____ : $

● _____ : $

TOTAL ALL ABOVE: $ 65,932,497

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* Exclusive of Service Contracts
** Includes LMI Funding

CY 1992 = Calendar Year 1992
PY 1991 = July 1, 1991 - June 30, 1992
91-92 VTAE = Fall '91 - Spring '92 School Year
FFY 1992 = October 1, 1991 - September 30, 1992

SAMPLE SERVICE DELIVERY AREA
EMPLOYMENT & TRAINING SERVICE ACTIVITY OUTLINE

■ CY 1992 Total UI Claimants: 16,095
(Unemployment Compensation)

■ 91-92 Year Technical College(s) Activity:
Degree Program Enrollment: 9,500
Graduates: 787
Graduates Employed: 642*
  -Carl Perkins Students: 1,062
  -Adult Basic Ed. Students: 4,520
  -State/Fed Literacy Students: 290
  -Displaced Homemaker Students: 166

■ Welfare Indicators:
General Relief Recipients: 391
(Point-In-Time Sample 12/31/92)
Adult AFDC Recipients: 2,242
(Point-In-Time Sample 12/31/92)

■ CY 1992 JOBS Program Activity:**
(Training Program for Welfare Recipients)
Total (Required) Enrolled:
Total Who Received Services:
  -"Received Services" Who
    Entered Employment: 444
  -% of "Entered Employment"
    With 180+ Day Job Retention: 66%

■ PY91 JTPA Program Activity:
(Training Program for Economically Disadvantaged)
Total Eligible Based on Income: 19,430
Total Who Received Services: 780
  -Title IIA (Adult):   559
  -Title IIB (Youth):   221
  -Title IIC (Doesn't Exist Yet):   --
  -Title III (Dislocated Workers):   141
  -Title III Placements: 78

Total Job Placements: 228
  -IIA (Adult):   204
  -IIB (Youth):   24
  -Placements 90 Day Job Retention: %

  -% Total Job Placements Achieved
    For People On Public Assistance: %
  -IIA (Adult):   84%
  -IIB (Youth -AFDC Only):   25%

■ FF⁻ ⁻992 Veterans Served:
(Vetei ..s DVOP and LVER Programs)

■ PY 1991 Job Service Activity:**
(Wagner-Peyser Funding)
Applications New & Renewed: 33,996
Job Openings Listed: 8,452
Direct Placements: 3,951
  -"Direct Placements"
    151+ Day Retention Rate: 79%

■ FFY92 DVR Service Activity:
(Vocational Rehabilitation)
Overall Caseload Activity: 2,349
Cases Receiving Expenditures: 1,461
  - Diagnos. & Restore: 880
  - Education: 232
  - Skill Training: 59
  - Job Placement: 39
  - Support/Other: 251

■ PY 1991 TJTC Activity:
(Targeted Jobs Tax Credit)
  -Certifications: 949

■ PY 1991 TAA Activity:
(Trade Adjustment Assistance Act)
  -Individuals Served: ***
  -Businesses Utilizing: ***

■ PY 1991 WisJobs Activity:
(Targeted Wage Subsidy)
  -Total Jobs Created: ***
  -Number Employers Participating: ***

■ PY 1991 Title V Served: 34
(Older Workers)

■ FFY 1992 Refugee Served: 65
(E&T Program for Refugees)

■ CY 1992 McKinney Act Served: 0
(E&T Program for Homeless)

* Minimum figure; only counts those who responded to survey.
** Figures are "transactions," not individuals.
*** No figure available/applies.

CY 1992 = Calendar Year 1992
PY 1991 = July 1, 1991 - June 30, 1992
91-92 VTAE = Fall '91 - Spring '92 School Year
FFY 1992 = October 1, 1991 - September 30, 1992

IV. UNIFY FOUR COMMON FUNCTIONS

Once the inventory of available programs and services is completed and the flow through those services is sketched, it's possible to look at how well linked to one another the services are. Obviously, the array of employment and training programs in a local area can be very comprehensive, but if the programs do nothing to work in concert then a customer driven "system" can't yet exist.

As was stated earlier, the programs share common ground in that, to serve participants and employers, they all perform the functions of intake, assessment (including writing a service plan), case management, and employer services.

The programs perform the intake and employer services functions for virtually all clients. However, they perform the assessment and case management functions for only some clients, in particular those people who have relatively greater needs or more barriers to employment.

Looking across programs at each one of these functions provides a way to gauge the seamlessness with which program services are delivered to customers.

A. Unify Intake

A person in a local area may become aware of an employment and training program because of self initiative, word of mouth, outreach to their ethnic or other group, an advertisement that appeals to their situation, or because they were mandated to in order to receive other public assistance, ranging from unemployment compensation to welfare. As such, they can "land on the doorstep" of any number of service providers. For the most part, people are not aware either of the array of employment and training services available or for which ones they are eligible.

It is possible, and it happens, that while one program is having a hard time locating individuals with certain characteristics that make them a high priority for service, another program, unaware of this need, has let just such a person walk in and out none the wiser.

A basic idea behind intake in an employment and training system can be to identify the broadest possible range of likely eligibilities for the largest possible number of people who land on any given doorstep in the system, and then connect them with the necessary level of services in as few steps as possible. While demand for services will by far outstrip supply, casting such a wide net will enable the system to prevent the scenario above and, based on a combination of local criteria and the criteria that

are part and parcel of the funding for programs, assign priority to the allocation of services.

Labels such as "one stop shop" may convey an unrealistic notion of a system that accomplishes eligibility spotting, eligibility documentation, labor market enlightenment, program enrollment, service plan writing, support service arrangments, a seat in an occupational education course, and a related part time position with employer sponsored training all for walking through the door today. Still, planners of local inter-program systems do strive to have the programs accomplish the maximum connections to resources for the participants, rather than seeing the non system as some sort of obstacle course on which individuals hunt for treasure.

In essence, as the Texas job center effort characterized it, there should be "no wrong door" to the services of the system.

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MODELS ITEM #2

Unified Intake Structures

INTENT

To aid the seamlessness of the local employment and training system for participants by making all "doors" to programs capable of being doors to a larger system, or by consolidating intake to a more centralized "port of entry" to the system.

FEATURES THAT
HAVE WORKED LOCALLY

♦ There is a system-wide "menu of services" available at all service locations, especially, for starters, any used by the four minimum core partners. Through it, whether it be paper, video, or computerized, participants can easily survey the range of assistance that may pertain to their needs and situation.

♦ Whichever service location door through which a participant walks, they come into a non-redundant process that will, or will enable the individual to, "spot their likely eligibilities" for a broad range of services in the system; certainly those of the core partners.

♦ In some job center operations, the above features are accomplished through the use of scheduled, group intake sessions followed by one-to-one help as warranted.

♦ A referral process or pool, potentially transparent to the participant, makes available to relevant partners any pertinent intake information already gathered on a likely eligible person. If too many referrals to sort out is a concern, priorities are jointly established and implemented. The targeting requirements of programs are served by the process or pool.

♦ The paperwork associated with this process is streamlined for the participant. It incorporates getting permission from the individual so that information can be shared between programs. It helps to convey a sense of "system" to the individual, rather than being an amalgamation of agency logos.

RELATED STATE
LEVEL ACTIVITY

♦ Under the JTPA Program's "6% Policy" (Governor's Coordination Standards), DILHR established financial incentives for JTPA administrative entities to unify intake processes with the JOBS Program and Job Service. One aspect of the policy

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allowed local areas to design an application form for inter-program use, but required that the Job Service application form be the starting point. This requirement was intended to build upon the largest existing applicant data base, namely the Automated Matching System (AMS). From July, 1990 through June 1992, JTPA administrative entities were, including for their application form efforts, awarded a total of approximately $103,000 for unifying this function under the policy.

♦ Changes in Job Service policies were critical to the workability of the JTPA 6% Policy. Much state level effort went into opening up inter-program staff access to AMS so that participant intake and referral information could be shared there. Besides overcoming administrative policy hurdles, this effort invested heavily in and succeeded at making AMS affordable to non-Job Service staff.
Contact: Pete Kroll, DILHR, JETS Division: (608)267-2396

♦ Later, DILHR tried but failed to parlay the above incentive policy into a statewide common application format for JTPA, JOBS and Job Service.

LOOKING
AHEAD

♦ An application form, one critical aspect of intake processes, is mainly an input document for computer based information systems. Now, JTPA, JOBS and Job Service are all undergoing major changes to their information and reporting systems. As a result, their intake "forms" will be changing, and in some cases eliminated.
Under Job Service's "Office of the Future" initiative, basic "registration" will sometimes occur over the phone using Voice Response Units and offices themselves will be converting to computerized Self Service Work Stations. Phone registration as currently scripted will refer people to their local Job Service office for information about other employment and training program services. It's possible, but uncertain when at this point, that the Work Stations will be programmed so as to lead individuals into an awareness of eligibilities they have for other services. Initially, the Work Stations will have non-interactive menus of services, and it's anticipated that these will be able to be customized to include services besides those offered by the local Job Service.

♦ Meanwhile, the JOBS program is beginning to implement CARES, its new reporting and information system. Since CARES integrates the computer system for "work programs" (such as JOBS) with the one for economic support, it's anticipated that all intake information in this system will be on-line; either pulled up from economic support files and/or entered at the service location. This is likely to be similar to the intake screen used now in the WIDS/WPRS system, and the intent is for available information to be "pulled up" from the Job Service Information System for applicable participants. As is the case now, under CARES, local JOBS administrative agencies will be able to participate in interagency intake forms, however, the needs of the on-line format will have to be met. Efforts are planned at the state level to improve on this situation, but won't get under way until CARES is fully implemented. Under current plans, this would be so by about the middle of 1994.

♦ Under the new JTPA Amendments, changes to eligibility and reporting requirements have caused the statewide, required Eligibility Determination Form (EDF) to be changed. However, any intake processes leading up to the EDF remain a matter of local policy.

♦ The JTPA Program's financial incentives pertaining to unified intake have ended; incentive resources have been focused on coordination of the assessment and case management functions.

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UNIFIED INTAKE STRUCTURES

Model Practice	**Applicant Pooling for Referral to Training Services**
Location	**Milwaukee County (Career Advancement Centers)**
Local Contact	Tina Koehn, Program Director Milwaukee County Private Industry Council 101 W. Pleasant Street, Suite 104 Milwaukee, WI 53212 (414) 271-7557 Chris Tappero, Job Service Supervisor Milwaukee HIRE Center 838 W. National Avenue Milwaukee, WI 53204 (414) 649-4820 or (414) 227-4418
Materials Available	CAC Common Application CAC Activity Reports

Description

The three Milwaukee Career Advancement Centers (CAC) are being developed as points of entry to the local E&T system. While multiple points of entry continue to exist outside of the CAC system, the CACs have been able to pilot-test a common application and applicant pooling process that presently includes JTPA (including MATC's JTPA 8% project) and portions of the JOBS program. This process also provides access to the Job Service AMS. In subsequent phases, the CACs hope to bring additional programs into the CAC system.

Persons walking into a CAC complete a form that consists of the standard Job Service application with an insert that captures information sufficient to screen for JTPA and JOBS eligibility. All applications are entered into AMS, and those applicants interested in education or training services have their application tagged in AMS. (Note: These are locally-defined codes.)

Applicants interested in education or training services are assigned to a CAC case manager for assessment and employability planning, including identification of support service needs. If an appropriate education or training slot is not immediately available, the applicant remains in a training pool within AMS. In addition, Milwaukee JOBS enrollees on the Job Service caseload that have unsuccessfully completed "job search" and who express interest in education or training are also placed in the CAC training pool.

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Education and training providers -- including all JTPA providers and the part of JOBS run by the County DHS -- contact the CACs when they have slots available. The providers specify the trainee characteristics being sought, and -- using AMS -- the CACs identify and refer pool members with those characteristics to the providers.

(Note: Job Service also has a strong presence at the CACs. Full-time staff are outstationed at each CAC, in order to provide employment assistance to anyone who may request the service and who may not qualify for JTPA or JOBS services.)

A major issue for the CACs has been maintaining an up-to-date pool. Applicants who have been in the pool without being called for several months or more have (a) sometimes changed their mind about training, (b) moved or otherwise become unreachable, or (c) simply fail to respond to referrals when they finally occur.

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UNIFIED INTAKE STRUCTURES

Model Practice   **Common Application for JTPA, JOBS and Job Service**

Location   **Indicated below**

Local Contact   **Listed below**

Materials   Copies of the common application used in each local area or job center
Available

Description   All of Wisconsin's job center service locations and some other local
areas have adapted the standardized Job Service application to serve
as a initial application for services from the JOBS and JTPA
prog. ns and from Job Service (and, in some cases, from the local
technical college, DVR, and/or other programs/agencies).

These common applications typically use a locally-designed 1- or 2-
page insert to capture additional information needed to determine
whether an applicant is -- or might reasonably be -- eligible for JTPA,
JOBS and/or other programs and services. Most often, the insert
includes personal income and target group information as well as a
signature line used to obtain permission to share applicant information
with cooperating local agencies.

In those local areas with access agreements, the data from these
applications -- excluding the "insert" page(s) -- is entered onto AMS.
In some areas, AMS entry occurs during intake. In others, it occurs
after JOBS and/or JTPA case managers determine that a client is job-
ready. AMS entry -- coupled with access agreements -- has made this
client record accessible to staff from JOBS and JTPA programs in
several local areas.

Copies of these common applications are available from the following
sources.

--   **Green Lake County Job Center** (contact Joe Halter, Chief
          Operating Officer, Winne-Fond Lake PIC, 315 Algoma Blvd.,
          Suite 107, Oshkosh, WI 54901, (414) 424-0020)

--   **Appleton and Chilton Job Centers** (contact Bud Klister,
          Executive Director, Northern Lake Winnebago PIC, 426 W.
          College Ave., Appleton, WI 54911, (414) 832-5657)

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-- **Marathon County Job Center Network** (contact Phyllis Bermingham, Director, Marathon County Department of Employment and Training, 326 River Drive, Wausau, WI 54403-5449, (715) 847-5460)

-- **Sawyer County Job Center** (contact Fred Schnook, Executive Director, Northwest CEP, 100 W. Main Street, P.O. Box 616, Ashland, WI 54806, (715) 682-9141)

-- **Adams, Marshfield, Montello and Wautoma Job Centers** (contact Mike Irwin, Executive Director, Central Wisconsin PIC, 130 2nd Street North, Suite 1, Wisconsin Rapids, WI 54494, (715) 422-4700)

-- **Langlade County** (contact Kent Larsen, Program Manager, Forward Service Corporation, P.O. Box 597, Rhinelander, WI 54501, (715) 362-7811)

-- **Job Centers of Grant, Green, Iowa, Lafayette, and Richland Counties and of Fennimore** (contact Roberta Early, Executive Director, Southwestern Wisconsin PIC, 1210 N. Bequette St., Route 2, Box 4, Dodgeville, WI 53533, (608) 935-3116)

-- **Monroe County Job Center** (contact Jerry Hanoski, Executive Director, Western Wisconsin PIC, 402 N. 8th Street, P.O. Box 2908, La Crosse, WI 54602-2908, (608) 785-9936)

-- **Door and Kewaunee Counties** (contact Jeff Deprez, Program Manager, Forward Service Corporation, 2 N. 8th St., Suite 204, Manitowoc, WI 54220, (414) 684-6445)

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B. Unify Assessment and Service Planning

As a step in assisting some individuals to determine reasonable personal goals and a course of action to achieve them, programs assess and test the individuals' abilities, needs, and career interests. Based on agreement with the participant, the programs then begin to formalize their allocation of resources to this person through the writing of a service plan and actual enrollment in program components, such as basic education or occupational training.

If there is no inter-program process or structure in place to assure otherwise, it's possible for an individual who is served concurrently or successively by programs to encounter duplicative assessment as well as service planning that lacks continuity and is therefore less effective than it could have been. Given that "more needs" generally translates to "eligible for more programs," duplicative or disjointed service has the greatest potential to occur for those who can least afford it.

Additionally, if a program approaches assessment and testing as a process related only to its service components, then it is sure to fail to assess other needs the individual may have that could be addressed by other program services in the system.

Both of these concerns relate more so to individuals towards the "not job ready" end of the range where a holistic service approach is more crucial to success than to those on the "job ready" end where programs may spare assessment and testing resources. Therefore, the investment a local area makes in unifying the assessment structure will be a function of the extent to which the system intends to target multiple funding sources at "most in need" individuals.

To date, unifying a local employment and training system's assessment structure has boiled down to three things: making sure that the assessment and testing tools employed produce results that will meet the requirements of subsequent or concurrent service providers (e.g. measure, for example, reading level to the least common denominator level of the programs); making sure that subsequent or concurrent service providers will be aware of and can access the results of assessment or testing already completed on the individual; and, inventing and committing to a universal service plan format with companion policies and procedures to ensure that it is used exclusively and there is only one in effect for a person at any point in time.

MODELS ITEM #3

Unified Assessment and Service Plan Structures

INTENT

To aid the seamlessness of the local employment and training system for participants by using an inter-program framework for assessment that assures program operators can take full advantage of assessment information already existing for a participant, and that participants are neither assessed in a redundant manner nor have more than one service plan in effect simultaneously, while still encouraging the use of multiple funding sources for participants who need such.

FEATURES THAT
HAVE WORKED LOCALLY

♦ Assessment and testing procedures and tools that are identical, or that logically fit (or "nest") together, are used by all of the programs exclusively, especially for programs offering similar services to participants with similar characteristics. Following from this, any additional assessment of an individual adds to or builds upon assessment information already obtained about that individual.

♦ A universal format exists and is the only one used for the service plan that is written to describe and monitor the actions a participant agrees to carry out (e.g. the Individual Service Strategy or Employability Development Plan).

♦ Policies are formulated and adhered to by the partners to assure that assessment results for a participant can be shared across programs.

♦ In some systems, all of the above are accomplished by centralizing the assessment function for several programs in one service provider.

RELATED STATE
LEVEL ACTIVITY

♦ Under the JTPA Program's "6% Policy" (Governor's Coordination Standards), DILHR established financial incentives for JTPA administrative entities to unify assessment and service planning processes with the JOBS program. From July, 1990 through June 1992, JTPA administrative entities were awarded a total of approximately $103,000 for unifying this function under the policy.
Contact: Alex Zanello, DILHR, JETS Division: (608)266-0368.

♦ In October, 1990, DILHR made available a Technical Assistance Guide on Assessment: "Assessment... Ensuring Success" [ETP-8890-P (N. 10-90)].
Contact: DILHR -JETS, Library: (608)266-6867.

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LOOKING
AHEAD

♦ Under the latest amendments to JTPA's legislation, that program's administrative entities are required to still more rigorously target resources to "most in need" people. This may imply that JTPA operators will invest more heavily in assessment for these participants to better assure appropriate services and successful outcomes.

♦ The JTPA Program continues to offer financial incentives related to the coordination of assessment and service planning, and these incentives continue through June 30, 1994. Beyond that date, it's likely that JTPA incentive funds will continue to be directed at local job center formation.

♦ Under the Job Service's "Office of the Future" initiative, Wagner-Peyser resources are to be restructured to concentrate on applicant empowerment, including the use of service plans that spell out individual and agency roles and responsibilities.

♦ It's anticipated that new Job Service procedures will require all veterans to be served under an individual service plan.

♦ The ability of local areas to devise and implement inter-program "service plan" formats will be complicated by the implementation of CARES, the new information and reporting system for the JOBS program. When CARES is implemented statewide (approximately mid 1994), JOBS program operators will be required to use the system's on-line service plan format (the Employability Plan). This means their participation in any locally designed inter-program format will have to accommodate the CARES format. Among other snags, since only JOBS participants can be entered into the CARES system, other programs won't have the option to use the JOBS program format on line for non-overlapping participants.

Efforts are planned at the state level to improve on this situation, but won't get under way until CARES is fully implemented. Under current plans, this would be so by about the middle of 1994.

♦ New assessment and counselling resources are available under state legislation currently proposed to create Career Development Centers. A competitive "Request for Proposals" process will be used to determine local areas that will serve as pilot sites.

♦ The Department of Public Instruction is beginning to implement an assessment system with traditional knowledge and concepts exams in reading, English, math and science plus performance tests in language arts, math, science and social studies. The exams were first administered voluntarily at grades 8 and 10, November, 1992. They will be administered annually to all students beginning with the 1993-94 school year. The tests are being developed and will be administered for the first time to all students at grades 4, 8, and 10 during the 1996-97 year. State standards of performance will be developed for the system and student results will be reported in terms of these standards. Employment and training programs might look to the 10th grade assessments as "sign posts" for evaluating competency levels of participants. It seems likely that, in the interests of "Tech Prep" efforts, local technical college entrance requirements will be articulated with these DPI assessments.

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UNIFIED ASSESSMENT AND SERVICE PLAN STRUCTURES

Model Practice	**Multi-Program Assessment Centers**
Location	**Central Wisconsin Area (Adams, Marshfield, Montello, and Wautoma Job Centers)**
Local Contact	Mike Irwin, Executive Director Central Wisconsin Private Industry Council 130 Second Street North, Suite #1 Wisconsin Rapids, WI 54494 (715) 422-4700
Materials Available	"Checklist of Needed Services" form "Job Center Participant Assessment Tools List" "Employability Development Plan: Part I - Staff Assessment"
Description	Each job center functions as an "assessment center" for the part of the local E&T system that includes JTPA and JOBS (including their subcontractors) and Job Service. They coordinate the entire assessment process for all job center applicants, either administering the process on-site or brokering arrangements for off-site testing (using a limited menu of assessment (screening) and testing (in-depth analysis) tools agreeable to all "major agency" job center partners.

After intake, all job center applicants first complete a self-administered "Checklist of Needed Services". Those enrolling in JOBS and/or JTPA also receive staff-administered basic skills tests ("Job Corps Reading Screening" and "Wide-Range Achievement Test" (math portion). The final step in all applicants' initial assessment is job center staff's completion of a checklist-type summary of client assets and barriers to employability (first 3 pages of the job center ISS/EP). This summary is completed based on the client's application, the "Checklist", the staff-client interview, and any additional basic skills test results.

Applicants identified as "multi-barriered" during assessment are referred to a Job Center Case Management Team, and work with an "Inter-Agency Case Manager". The Team reviews these individual cases, and typically requests additional testing. These tests are sometimes administered on-site by job center staff, and sometimes off-site by a job center partner (most often the local VTAE college).

Assessment/testing-related information on all Job Service, JOBS and JTPA enrollees is entered on the client's ISS/EP ("Part I -- Staff Assessment"). This plan is maintained in a paper-based central file accessible to all job center partners. In addition, each client file contains a signed, dated "release" form that allows this information to be shared -- without further notice to the client -- with all in-house programs and most community programs that receive referrals from the job center.

ASSESSMENT AND SERVICE PLANNING STRUCTURES

Model Practice	**Multi-Program Assessment Center**
Location	**Sawyer County Job Center**
Local Contact	Fred Schnook, Executive Director Northwest CEP 100 W. Main Street P.O. Box 616 Ashland, WI 54806 (715) 682-9141
Description	The Sawyer County Job Center in Hayward is a partnership between Job Service, Northwest CEP (JTPA administrative entity), the Sawyer County DSS (fiscal agent for JOBS consortium), Wisconsin Indianhead Technical College (WITC), and DVR. The partners are colocated, and also provide space for additional itinerant service providers including Green Thumb and UW-Extension Continuing Education.

Early in their planning for the job center, the partners identified assessment, evaluation and remediation as a key service gap. Through collaborative planning, the job center partners identified JTPA 8% funding as an opportunity to establish a colocated WITC-operated "Learning Center" as part of the job center menu of services. (Note: JOBS is also one of the Learning Center's multiple funding sources.)

The Learning Center marks the first time that WITC has had a permanent presence in Hayward. It provides assessment and evaluation services on an "open access" and "quick response" basis. Using a battery of tests/instruments considered acceptable by all job center agencies, the Learning Center offers basic skills testing on-site. It also brokers any necessary off-site advanced/specialized assessment services available through WITC or other partner agencies such as DVR or Sawyer County's 51.42 Board.

Learning Center services are available to clients of all job center agencies -- not only to JOBS and JTPA participants -- on an as-needed basis. JOBS staff have lead responsibility for managing assessment/testing when JOBS participants are jointly enrolled. The job center partners have agreed to transfer assessment/testing results between agencies when clients are jointly- or sequentially-enrolled.

By including on-site basic skills instruction as part of its service menu, the Learning Center has been an effective vehicle in attracting and successfully serving Native Americans. (Note: Native Americans now comprise roughly 1/4 of the Learning Center's student body.) Before the Learning Center existed, getting any Native American participation in basic education programming was very difficult.

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UNIFIED ASSESSMENT AND SERVICE PLAN STRUCTURES

Model Practice	**Common Employability Plan (EP)/Individual Service Strategy (ISS)**
Location	**Indicated below**
Local Contact	See below
Materials Available	Common EP/ISS forms
Description	Local areas that met the JTPA Governor's Coordination Standards for "case management" for PY 1991 have established a procedure whereby (1) "case managers operating under either the JTPA or JOBS programs will develop a single employability development plan or for jointly-served participants", and (2) this plan is signed by staff from both the JTPA and JOBS programs.

Such coordination is a simple matter in areas where JTPA and JOBS are administered by the same agency. However, when the two program administrative agencies/entities are different -- or when JOBS is administered by a multi-agency consortium -- development of a common EP/ISS requires inter-agency agreement. This occurred in 5 SDAs during PY 1991.

Since the promulgation of a standardized, statewide JOBS EP by DHSS in early 1993, these 5 areas have adapted their common EP/ISS to meet the new JOBS program requirements while maintaining locally-desired features.

* **Walworth County:** Contact Glenn Smith, Job Center, 1000 East Centralia Street, Elkhorn, WI 53121, (414) 723-4775.

* **Calumet and Outagamie Counties:** Contact Bud Klister, Executive Director Northern Lake Winnebago PIC, 426 W. College Avenue, Appleton, WI 54911, (414) 832-5657.

* **Grant, Green, Iowa, Lafayette, and Richland Counties:** Contact Bruce Palzkilll, Job Service Supervisor, Iowa County Job Center, 1210 N. Bequette Street, Route 2, Box 4, Dodgeville, WI 53533, (608) 935-3116.

* **Adams, Marquette and Waushara Counties:** Contact Marty Lee, Central Wisconsin PIC, 130 2nd Street North, Suite One, Wisconsin Rapids, WI 54494, (715) 422-4700.

* **Clark and Pepin Counties:** Contact Sharon Franklin, Regional Operations Manager, West Central Wisconsin PIC, 2105 Stout Road, Menomonie, WI 54751, 715-232-1412.

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C. Unify Case Management

Whole books and annual conferences have been dedicated to the topic of case management (most prefaced with their own definition of it). It's a big topic to be sure, but there are aspects of the case management process that local teams can take on to improve inter-program connectivity -- to make the system seamless.

Local areas that have undertaken this work seem to deal with four basic things: establishing a system to track past and current services allocated to an individual regardless of which program was/is the source; institutionalizing a communication structure that requires and enables case managers within any program to tap into the tracking system; creating means by which case managers can be aware of all the resources potentially available to an individual, and, building cross-walks for case managers between the employment and training system and other systems (such as human services and school) for when they are needed.

As was so for unifying assessment structures, systematizing the case management function across programs is intended to poise the system for achieving successful outcomes for those individuals who face the most barriers to employment. A JOBS program case manager working with an AFDC recipient who is divorced from an alcoholic and abusive husband, and who has custody of a teenager who is having truancy problems at school, must be enabled by the system to know the larger realm of resources that can be brought to bear on this case, and must be able to quickly plug into a team that will bring them to bear in a cooperative, customer-focused manner.

Similarly, as was so for unifying the assessment structure, it follows that the investment a local area makes in unifying the case management structure should be a function of the extent to which the system intends to target multiple funding sources at "most in need" individuals.

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MODELS ITEM #4

Unified Case Management Structures

INTENT

To aid the seamlessness of the local employment and training system for participants by using an inter-program framework for case management services that institutes continuity and prevents redundancy in service plan development, service allocation (including support services), and record keeping and sharing, while assuring that case managers are aware of the full ı ıay of services applicable and available to a participant and can come together across funding lines to "stack" services when appropriate.

FEATURES THAT
HAVE WORKED LOCALLY

♦ Programs with overlapping eligibilities use the same service plan format and have companion policies and procedures by which case managers jointly develop, agree to, and modify the plan and resolve disputes about joint service strategies.
♦ Case managers are provided with clear information from management as to what participant characteristics constitute a priority for the system's services, in particular, inter-program services, including the use of hiring incentives.
♦ Common case files exist, whether paper or electronic, and are accessible to the broadest possible range of service providers. They are used by case managers to know the participant, their eligibilities, and the record of the services they have received.
♦ Inter-program case manager meetings occur on a regular basis to accomplish team problem solving related to participant goals, to constantly build inter-program awareness and rapport, and to provide essential feedback to local management about ways to improve customer service.
♦ Daily communication between case managers is aided by such means as collocation, electronic mail, FAX, and inter-program "red tape cutter" protocols.
♦ Possibly, a jointly funded, interagency case manager is used to lead monthly inter-program case manager meetings, broker services across funding lines, and maintain strong ties to the human services system -- all for participants with particularly high needs.

RELATED STATE-
LEVEL ACTIVITY

♦ State level efforts related to this function have been focused on facilitating the communication and information sharing needs of inter-program case management. The state's approach has been to make existing state computer systems accessible and affordable enough to serve these needs.

Changes to policies pertaining to the Job Service Information System (JSIS) have been a key part of this effort. JSIS offers two sub-systems that can aid communication and information sharing between case managers: SYSM, an electronic mail system, and TEXT, writing space that can be formatted to an area's liking, such as for an Employability Plan format, a service record, or case notes. Recently, ACOM was redesigned to create a more efficient sub-system to replace TEXT for the uses cited.

So that staff on the DH&SS mainframe could use their existing terminals and equipment to access ACOM and SYSM and all other JSIS sub systems, a "link" was built between that mainframe and DILHR's using money from the job center pilot grant received by Marathon County. The "link" is operational and staff of all agencies can take advantage of these sub systems by acquiring the appropriate logon and training.

Contact: Pete Kroll, DILHR, JETS Division: (608)267-2396.

♦ After the "link" became operational, DH&SS, Division of Economic Support, expanded query-only access for JOBS program staff to economic support (CRN-IMP) computer records. This can be used by other program staff to streamline certain verification processes. For example, under JTPA, individuals receiving economic support are automatically eligible for services. Access is available for appropriate staff, and requires the issuance of a logon. The local JOBS administrative agency makes final determination on, and is held accountable for, who gets access, and access can be granted to non-JOBS staff.

Contact: Your Local JOBS Program Administrative Agency.

♦ DH&SS, Division of Economic Support, offers access to its electronic mail system (WSNS) which may be of interest for daily communication purposes.

Contact: Wanda Bowers, DH&SS, DES: (608)266-1349.

♦ Under the 1989 Job Center Network pilot grants, Western Wisconsin Technical College (WWTC) connected its district mainframe to the DILHR mainframe. This created the technological capability for all existing WWTC terminals to access both the JSIS systems and, via the "link," economic support records as described above. We say "technological capability" because actual access requires staff operating with authorized logons. There were substantial upfront costs to this connection (approximately $15,000 in hardware), and there has been limited follow up on the usefulness of the idea.

Contact: Gene Becker, DILHR, JETS Division, (608)267-4106.

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♦ Under the JTPA Program's "6% Policy" (Governor's Coordination Standards), DILHR established financial incentives for JTPA administrative entities to unify case management processes with the JOBS program. From July, 1990 through June 1992, JTPA administrative entities were awarded a total of approximately $103,000 for unifying this function under the policy.
Contact: Alex Zanello, DILHR, JETS Division: (608)266-0368.

♦ In April, 1992, DILHR made available a Technical Assistance Guide on this topic: "Case Management: The Cornerstone of Effective Service Provision" [JETI-9344-P (N. 4-92)].
Contact: DILHR, JETS Division, Library: (608)266-6867.

LOOKING AHEAD

♦ To the extent that they rely on computer systems managed at the state level, local efforts to coordinate the case management function will be complicated by the considerable array of changes to these systems described earlier under the "Intake" and "Assessment" sections ("Looking Ahead"). Looking at sub-systems of the Job Service Information System (JSIS), SYSM and ACOM will continue to operate and thus be usable for daily communication and, for example, service plans and tracking records. Recall, however, that case management related records for participants in the JOBS program will be required to be kept on the CARES (JOBS Program reporting and information) system. It's anticipated that query access to economic support (CRN-IMP) records for staff authorized by the local JOBS administrative agency will not change with the implementation of CARES or will require minimal, if any, re-training to use.

♦ Additionally, state level actions to consolidate the mainframes of major departments to a "computer utility" have resulted in substantially higher operating costs for some users. What this means for the use of ACOM and SYSM has not been analyzed. It should be noted that these costs and general trends in technology are creating an impetus for DILHR-JETS management (Job Service, JTPA, Apprenticeship, Labor Market Information) to look ahead to personal computer-based reporting and information systems.

♦ Under the July, 1993 through June, 1996 Wisconsin Jobs Council Coordination Policy, state agencies are directed to assess how they are using their existing information systems to: a) better coordinate across programs, and b) simplify inter-agency access to, and usage of, these systems, for non-reporting purposes (e.g. case management). It is the role of the State Collaborative Planning Team (SCPT) to organize local input to address this policy directive. Indications at this point are that the SCPT will begin to do so after the implementation of CARES is completed, at which time the SPIR system (the JTPA Program's new federally required reporting system) will have had some "field time."

♦ The JTPA Program continues to offer financial incentives related to unified case management, and these incentives continue through June 30, 1994. Beyond that date, it's likely that JTPA incentive funds will continue to be directed at local job center formation.

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UNIFIED CASE MANAGEMENT STRUCTURES

Model Practice	**Computer-Based Inter-Agency Case Management System**[1]
Location	**Southwestern Wisconsin Area (Grant, Green, Iowa, Lafayette and Richland Counties)**
Local Contact	Bruce Palzkill, Job Service Supervisor Iowa County Job Center 1210 N. Bequette Street, Route 2, Box 4 Dodgeville, WI 53533 (608) 935-3116
Materials Available	"Southwest Job Centers Automated Case Management System" (being updated under Job Training 2000 grant; completion expected 3/17/94)
Description	All job center partner agencies have agreed to (a) use a common employability plan (EP) format[2], (b) jointly develop, approve and update those EPs when serving common clients[3], and (c) maintain a centralized set of electronic case files -- including the EP and subsequent case management notes -- on AMS/TEXT. Each client's AMS/TEXT case record has the following 3 screens:

- Client directory. This screen contains the client's history as an enrollee in various E&T programs, including existence of an EP, prior assessment/testing results, etc. All job center staff have query and data entry access to this screen.

- Employability plan. This screen contains sections on client labor market expectations, education, assessment/test results, pertinent life circumstances, and action plan. All job center staff have query access, and the lead case manager also has data entry access.

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[1] Southwestern Wisconsin's job center network is currently re-examining the system described below, to incorporate "Office of the Future" systems and procedures.

[2] EPs are created for all "special targeted groups". Such groups include participants in the JOBS, JTPA, Food Stamp E&T, and Veterans programs.

[3] When clients are concurrently enrolled in both mandatory and voluntary programs, the primary program's case manager has lead responsibility for EDP development and updating. "Primary" refers to the case manager with the program that provides the majority of the client's services. For example, in the case of a JOBS-JTPA participant receiving books and tuition funding from JTPA and support service funding from JOBS, the "primary" case manager would be from JTPA.

* <u>Case notes</u>. This screen is an unstructured, program-specific, ongoing narrative record of contacts between job center staff and their clients. It includes a summary of the updated EP, and progress toward EP goals. Case notes are maintained separately for each program area, updated solely by program area staff. Query access to all case notes is available to all job center staff, regardless of program affiliation.

Most partner agencies -- i.e. those with AMS access agreements (including JOBS, JTPA, VTAE, and UMOS) -- have direct, electronic access to these screens. Those without such access can readily obtain print-outs of the pertinent AMS/TEXT screens.

EP-related information for JOBS participants is also entered into WIDS/WPRS. Selected staff from the other partner agencies (including all who are at least partially funded by JOBS) have direct access to WIDS/WPRS, while other partner agency staff can readily obtain print-outs of WIDS/WPRS screens.

UNIFIED CASE MANAGEMENT STRUCTURES

Model Practice	**Paper-Based Case Management System**[1]
Location	**Central Wisconsin Area (Adams, Marshfield, Montello, and Wautoma Job Centers)**
Local Contact	Mike Irwin, Executive Director Central Wisconsin Private Industry Council 130 Second Street North, Suite #1 Wisconsin Rapids, WI 54494 (715) 422-4700
Materials Available	Job Center File Folder System: File Folder Contents
Description	These job centers have used the following ingredients (along with a standardized EP/ISS) to unify case management. The inter-agency relationships established under this paper-based system are the foundation on which a new computer-based system is being built.

Inter-Agency Case Management Team. All multiply-enrolled job center clients have their case monitored by a case management team comprised of staff from all job center partner agencies. The Team typically meets monthly, to review the status of these cases and consider adjustments to their EP/ISS. Team members contribute their knowledge of services available in the community (and relevant eligibility requirements), as well as their knowledge of the individual families being served.

Inter-Agency Case Manager (IACM). The IACM works with those clients determined by the Team to be "multi-barriered" and, to this end, maintains strong ties to the entire local human services system. The IACM reviews the client's file, interviews the client, refers them for additional testing, develops the EP/ISS, and brokers services across program/funding lines. The IACM also serves as mediator in the event of disagreement between the staffs of agencies serving the client. This position is funded partly by JTPA 8%, IIA and III monies.

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[1] This system is supported by a limited, locally-developed computerized data base that consists of a matrix of clients eligible for -- and/or enrolled in -- multiple programs. This data base helps with the selection of clients for special workshops and/or training and programs that match up well with their needs.

Centralized Paper Files. Each job center's central file cabinets are conveniently located in the reception area. Each file includes a signed and dated release of information, making them accessible to JTPA, Job Service, JOBS, and all other partners[2]. They are maintained daily by job center staff, and loaned (via an "OUT" card) to program staff.

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[2]   Under this system, a substantial number of cooperating agencies have access to a client's case files. This ranges from 5 agencies at the Wautoma Job Center to 13 agencies at the Adams Job Center.

UNIFIED CASE MANAGEMENT STRUCTURES

Model Practice	**Participant Information Release**
Location	**Indicated Below**
Local Contact	See below
Materials Available	Common applications, with comprehensive client sign-off Single-purpose sign-off forms Stand-alone, comprehensive client release forms
Description	Many job centers have developed comprehensive client release forms that permit the exchange -- among all job center partners -- of information on commonly- or sequentially-enrolled clients. Among these job centers are:

- Walworth County Job Center (Contact: Glenn Smith, Job Center, 1000 E. Centralia Street, Elkhorn, WI 53121, (414) 723-4775)

- Kenosha County Job Center (Contact: Larry Jankowski, Kenosha County Job Center, 8600 Sheridan Road, P.O. Box 4248, Kenosha, WI 53141-4248, (414) 697-2500)

- Calumet County and Appleton Regional Job Centers (Contact: Bud Klister, Executive Director, Northern Lake Winnebago PIC, 426 W. College Ave., Appleton, WI 54911, (414) 832-5657)

- Monroe and Juneau County Job Centers (Contact: Jerry Hanoski, Executive Director, Western Wisconsin PIC, 402 N. 8th Street, P.O. Box 2908, La Crosse, WI 54602-2908, (608) 785-9936)

Some local collaborative planning teams have developed comprehensive participant information release forms for use among the planning partners, irrespective of their formal participation in a job center. These areas include the following.

- Southeastern Wisconsin SDA. All agency members of the SDA-level Macro-Area Planning (MAP) Team have agreed to share participant information with each other via common use of a comprehensive release form. Contact: John Milisauskas, Executive Director, Southeastern Wisconsin PIC, 440 Main Street, Suite 310, Racine, WI 53403-1065, (414) 632-3103.

* <u>Winne-Fond Lake and Northern Lake Winnebago SDAs</u>. This dual-SDA planning team has developed a comprehensive release form. The form was reviewed and approved for use by Fond du Lac County's corporation counsel. <u>Contact</u>: Diane Hausinger, Manager, Fond du Lac County Employment and Training Department, 87 Vincent Street, P.O. Box 1196, Fond du Lac, WI 54936-1196, (414) 929-3773.

The Central Wisconsin job centers use a comprehensive battery of single-purpose "release of information" forms that enable the center partners to obtain and share specialized medical information such as doctors' progress notes, medical assessments, treatment plans, psychological and mental health reports, AODA-related information, etc. (<u>Contact</u>: Marty Lee, Central Wisconsin PIC, 130 2nd Street North, Suite #1, Wisconsin Rapids, WI 54494, (715) 422-4700)

Local areas that met the JTPA Governor's Coordination Standards for "common intake and eligibility determination" PY 1991 have established a "single, initial application form which is usable for entry into AMS". Language included on this application form specifies that the participant's signature empowers case managers operating under either JTPA or JOBS to "view the participant's file information, including Income Maintenance file data, without further notice to the participant". These areas include the following.

* <u>Winne-Fond Lake</u> (Contact: Joe Halter, Chief Operating Officer, Winne-Fond Lake PIC, 315 Algoma Blvd., Suite 107, Oshkosh, WI 54901), (414) 424-0020)

* <u>Northern Lake Winnebago</u> (Contact: Bud Klister, Executive Director, Northern Lake Winnebago PIC, 426 W. College Ave., Appleton, WI 54911, (414) 832-5657)

* <u>Marathon County</u> (Contact: Phyllis Bermingham, Director, Marathon County Department of Employment and Training, 326 River Drive, Wausau, WI 54403-5449, (715) 847-5460)

* <u>Northwest Wisconsin Area</u> (Contact: Fred Schnook, Executive Director, Northwest Wisconsin CEP, 100 W. Main Street, P.O. Box 616, Ashland, WI 54806, (715) 682-9141)

* <u>Central Wisconsin Area</u> (Contact: Mike Irwin, Executive Director, Central Wisconsin PIC, 130 2nd Street North, Suite #1, Wisconsin Rapids, WI 54494, (715) 422-4700)

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- <u>Waukesha-Ozaukee-Washington Area</u> (Contact: Len Cors, Executive Director, W-O-W PIC, 1900 Pewaukee Rd., Suite A, Waukesha, WI 53188-2447, (414) 521-5375)

- <u>North Central Wisconsin Area</u> (Contact: Kent Larsen, Forward Service Corporation, 21A South Brown Street, P.O. Box 597, Rhinelander, WI 54501, (715) 362-7811)

- <u>Southwestern Wisconsin Area</u> (Contact: Roberta Early, Executive Director, Southwestern Wisconsin PIC, 1210 N. Bequette Street, Route 2, Box 4, Dodgeville, WI 53533, (608) 935-3116)

- <u>Western Wisconsin Area</u> (Contact: Jerry Hanoski, Executive Director, Western Wisconsin PIC, 402 N. 8th Street, P.O. Box 2908, La Crosse, WI 54602-2908, (608) 785-9936)

- <u>Lake Michigan Area</u> (Contact: Jeff DePrez, Forward Service Corporation, 2 North 8th Street, Suite 204, Manitowoc, WI 54220, (414) 684-6445)

D. Unify Employer Services

Developing sources of job openings is a bottom line activity for all employment and training programs. In its simplest sense this activity boils down to getting job orders and filling them with people who work out for the employer -- work out so well that the employer comes back for more. As always, the simplest sense is a great understatement of reality. The job development and employer services function carried out by employment and training programs is complex.

Programs want not just job openings for their participants, but ones with decent pay and benefits. "Decent" has to be defined in terms of a job's potential to contribute to an individual's ability to be self-sustaining, or to move in that direction. Once defined, such jobs are often found to be the exception rather than the rule; therefore an inclination to guard sources of such jobs may seem natural. While some job sources may be being jealously guarded, plenty more may exist unaware of the relationship they could have with employment and training programs.

Some programs are equipped with financial incentives to offer to employers who hire particular individuals. Given different management outlooks in different programs, these might be viewed concurrently or alternately as compensation to an employer for taking on higher risk, a public-private pact to create jobs and relieve social costs, or a boost to a person who needs it.

And being out and about in this marketplace raises questions: which relatively high paying employers are going to be hiring in what positions and how should the answer to that be translated into the design of training sponsored by programs? Beyond existing employers and their projections, are there employers who might come to exist in a locale given a supply of a particular skill, or the existence of a training system capable of meeting a prospective employer's specified demand?

Finally, this whole function of the programs carries with it certain costs to the employer. It takes time to become aware of and understand the "give and get of the relationship," and there are record keeping and legal responsibilities associated with the various incentives, be they tax credits or wage subsidies.

There are opportunities for employment and training programs to work jointly to forge a system amid these complexities. First, it needs to be established that a greater "whole" can result from an inter-program effort than is being accomplished through disparate efforts. This requires sharing employer contact lists across programs to take stock of local efforts. Without doing this, no one is in a position to answer the basic questions: What percentage of the total number of employers in our local area is or isn't in contact with what programs, and what are the outcomes of that contact?

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If there is overlap in the employers being contacted by the various programs and if the number of employers not being contacted is equal to or greater than that overlap, then, working together, programs could achieve a greater number of contacts than they do working alone.

To take a team or inter-program approach to employer contact will mean jointly devising and implementing a plan for systematically making the maximum number of contacts, and managing them over time. This is likely to require "account managers" or some sort of "single points of contact" between employers and the system. It will open the door for a system-wide mechanism for feedback from employers on the usefulness of the contact occurring, which in turn will need to be plugged back into planning and management decisions.

In order to execute employer contact jointly, the programs will need to package what they have to offer to and what they want to get from employers. This means packaging explanations of the services (not of the programs), having a protocol to give and get labor market and training information, having a common depository for job openings (and an inter-program policy to access that depository), having a protocol for the use of incentives (one that is consistent with the goals of the system pertaining to such outcomes as "serving the most-in-need"), and having an interface with the local economic development system so that the employment and training system is aware and can mobilize when prospective employers come knocking.

MODELS ITEM #5

Unified Employer Services Structures

INTENT

To aid the seamlessness of the local employment and training system for existing and prospective employers by forming a package out of the employer services available through each program and then, as a system, brokering the package to employers. The package should be easy for employers to understand and managed in a way that eliminates duplicate contact while providing as nearly as possible a single point of contact between a given employer and the system.

DESIRABLE
FEATURES

♦ A "menu" of services, not organizations and logos, is communicated to existing and prospective employers through some combination of verbal presentation, print and/or video media.

♦ An inter-program team(s), or team(s) independent of the programs, carries the service package to employers and recruits job orders. The team maintains close communication with the local economic development system and plays a non- duplicative role in that system.

♦ One process exists to track which employers have been contacted and when. This data is used to maximize the number of local employers contacted over time, keep contact at a reasonable level, allocate hiring incentives, and get feedback from employers about their awareness of the system's services and the usefulness and quality of those services.

♦ Any given serviceable employer is assigned an account representative or similar staff who serves as an on-going point of contact with the system.

♦ Job orders are pooled and available to the participants of all programs.

RELATED STATE-
LEVEL ACTIVITY

♦ State level activity aimed at facilitating local coordination of the employer services function has been focused on establishing low cost access to the Automated Matching System (a sub system of the Job Service Information System) for non Job Service employment and training program staff. The AMS contains all job orders listed with Job Service and provides an electronic means of matching likely applicants to them. As described in the previous sections, such access is available and, if you already have either a DH&SS or DILHR terminal, requires only a logon and training. Note also that a mainframe to mainframe connection like the one between Western Wisconsin Technical College and DILHR (described under the "Case Management" section above) makes it possible to "plug in" large networks of existing equipment, such as WWTC's, to AMS access.
Contact: Pete Kroll, DILHR, JETS Division: (608)267-2396

♦ Under the JTPA Program's "6% Policy" (Governor's Coordination Standards), DILHR established financial incentives for JTPA administrative entities to enhance the coordination of employer services. From July, 1990 through June 1992, JTPA administrative entities were awarded a total of approximately $103,000 for enhancing this function under the policy.

LOOKING
AHEAD

♦ The Job Service's "Office of the Future" initiative will have a major impact on local areas' efforts to coordinating the employer services function. Under this initiative, the Automated Matching System noted above will change substantially. In an effort to reallocate staff time from application-taking and job match-making to work search and other locally-defined counseling and assistance activities, Job Service will pilot the first office (Madison, Dane County) sometime in the autumn of 1993. The initiative's intent to put technology in the hands of job seekers and employers so they can carry out their own "matching" work (through the use of Self Service Work Stations), means that the notion of sharing job orders obtained by Job Service will, in the long run, be a moot point because all orders will be available to everyone.

Depending on the overall level of Wagner Peyser funding over time, this could translate to Job Service districts being able to offer up more staff time to the local system's employer services efforts, and more time to the system's effort to impart to participants the knowledge they need to seek out the four of five jobs (usually higher paying ones) not listed in the Automated Matching System.

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Additionally, the fact that Self Service Work Stations will be able to be located anywhere (malls, libraries, technical colleges) means that the "placement" function will be greatly decentralized for all employment and training customers.

A key question currently being worked on under the initiative is to what extent the work stations will be able to be used to house other employment and training computer programming, such as: the Wisconsin Career Information System, local job center greeting and registration, and for applicant data down'oading/sharing.

♦ Local Labor Market analysts have been reorganized and are now part of the JETS Division's Bureau of Workforce Policy and Information. While the reorganization resulted in fewer local analysts covering the state, efforts are under way to reallocate their time in a way that should result in more information of use to employment and training customers and the underlying program planners. In the longer run, depending on the availability of these staff, Bureau policy may evolve to formalize the analyst's role in the local coordination planning process.

♦ The JTPA Program's financial incentives pertaining to unified employer services have ended; incentive resources have been focused on coordination of the assessment and case management functions.

UNIFIED EMPLOYER SERVICES STRUCTURES

Model Practice	**Inter-Agency Employer Services Unit**
Location	**Kenosha County Job Center**
Local Contact	Larry Jankowski, JOBS Program Manager Kenosha County Job Center 8600 Sheridan Road P.O. Box 4248 Kenosha, WI 53141-4248 (414) 697-2500
Materials Available	Kenosha County Employment and Training Coordination Team's Employer Packet that markets the services available to employers
Description	Kenosha County's Employment and Training Team is a collaborative effort of 8 partners -- the PIC, Job Service, Gateway Technical College, the Kenosha Area Development Corporation, the County DSS (JOBS), UMOS, DVR, and Goodwill Industries. The partners provide the Team's office space and funding, and oversee its operations.

The team provides employers with a single, highly visible point of contact through which it can access the E&T system's direct placement, customized training, hiring and training subsidy services. In addition, the Team coordinates all job development and placement and employer marketing activities for the partners. The Team uses AMS to pool the partners' job orders and applicants. A separate PIC application -- ACT! -- is used to track and monitor employer contacts.

The <u>Team Coordinator</u> is responsible for planning and implementing the Team's employer contact program, and for managing other Team members. The Coordinator also serves as the initial contact point for new employer accounts. The <u>Incentive Broker</u> provides expert information on hiring and training incentives such as OJT, TJTC, and Work Supplementation, and packages these incentives for specific employers. The Team also packages employer-specific as well as general customized training programs through Gateway Technical College (GTC). <u>All</u> team members and placement staff market the Team's services to employers, identify contacted business' workforce needs, and broker relationships between the employer and appropriate service providers. Other Team members include an <u>Employer Outreach Specialist</u> (PIC), <u>Placement Specialists</u> (Job Service and GTC), <u>Employment Specialist</u> (UMOS), and a Rehabilitative Counselor (DVR).

All Team members are housed at the Job Center. Day-to-day supervision of the Team Coordinator is provided by LJJ Associates in Management Services, Inc. The Team meets on a monthly basis with an inter-agency Oversight Committee, to review Team activities and performance, and to resolve specific employer concerns.

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UNIFIED EMPLOYER SERVICES STRUCTURES

Model Practice	Account Representative System[1]
Location	Southwestern Wisconsin Area (Grant, Green, Iowa, Lafayette and Richland Counties)
Local Contact	Bruce Palzkill, Job Service Supervisor Iowa County Job Center 1210 N. Bequette Street, Route 2, Box 4 Dodgeville, WI 53533 (608) 935-3116
Materials Available	Southwestern Wisconsin Job Center Manual (Chapter VI), which describes the "employer relations" practices of all six (6) job centers. Basic forms used by account reps (including "Menu of Services" and "Master Job Order" forms, and "Plan of Action" worksheet).
Description	This SDA has 6 job center service locations. Each center has an inter-agency team of account representatives. These teams are comprised primarily of PIC and Job Service staff, but also include other agencies that have entered into an MOU with the job center partners. At a minimum, every employer with 10 or more workers has an account rep. These reps are responsible for (1) keeping the employer informed of the job center's current service menu, (2) developing and maintaining a mutual understanding re: center services to be provided (using a "Menu of Services" form), and (3) ensuring timely service to the employer (using the "Plan of Action" worksheet and JSIS/SYSM calendar to establish a tickler file with planned action dates). The job centers use 12 criteria to assign specific staff as account reps for specific employers. The reps use a 3-level system to rank employers for priority attention. The reps also use a 5-step process to develop individualized plans of service for each active account.

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[1] Southwestern Wisconsin's job center network is currently re-examining the system described above, to incorporate "Office of the Future" systems.

For active accounts, records of all employer contacts, service delivery, and basic employer information are maintained on AMS EMPL and TEXT records, to which all reps have access. For these accounts, the reps also maintain (in a paper file) a "Master Job Order" form that contains information on typical job openings and their requirements.

Each rep is responsible for filling job orders for their employer accounts. In this capacity, the rep acts as the agent for all job center partners. All of the partners' job-ready registrants are entered into AMS, thus forming the pool from which the reps fill their job orders.

UNIFIED EMPLOYER SERVICES STRUCTURES

Model Practice	**Linkages to Economic Development**
Location	**Racine County**
Local Contact	Virginia Rydeberg Racine County Economic Development Corporation 4701 Washington Avenue Racine, WI 53406 (414) 638-0234
Materials Available	Racine County E&T Coordination Team and Job Link Coordination Agreement Employer Services Matrix
Description	In Racine, the local E&T community connects with the county's major economic development arm -- Racine County Economic Development Corporation (RCEDC) -- via Job Link. Job Link is an inter-agency network of all local organizations involved in placement. Its members include PIC, Job Service, Gateway Technical College, Racine County HSD (the JOBS Administrative Agency), UW-Parkside, Probation and Parole, DVR, and several CBOs such as the local Urban League and OIC affiliates and the Spanish Center.

Prior to implementation of the Job Link Program, each CBO, each target population, and each funding source with an employment objective had ongoing efforts to contact private sector employers. From the employer perspective, the resulting barrage of placement specialists led to confusion, irritation and dissatisfaction.

To solve this problem, RCEDC developed Job Link. With funding from JOBS and JTPA, Job Link outstations a full-time staff person at the RCEDC office. This staffer operates an E&T "telephone hotline" for employers, coordinates a FAX-based job order-sharing system, and develops other plans for marketing the local E&T system's services to employers. She also staffs the bi-monthly Job Link meetings.

The hotline provides information on available services within the local E&T system, and refers callers to specific agencies in position to meet their company's needs. For example, companies interested in hiring elderly or disabled persons -- or other target group members -- are referred to agencies that work most closely with those client groups.

To complement the hotline, Job Link has developed an easily-understood matrix of employer incentives, training options, and employee assistance resources. This matrix is distributed by Job Link to employers.

The job order-sharing system addresses orders called in to the hotline, as well as those generated by the member agencies' individual job development activities. The Job Link staffer will FAX all job orders that she receives to the member agencies. In addition, member agencies FAX their unfilled job orders to the Job Link staffer, who in turn FAXes them to the other member agencies. (Note: A few of the smaller member agencies do not have FAX machines. In these cases, the Job Link staffer will transmit the job orders by phone.)

RCEDC operates a small business financing program and acts as a catalyst in Wisconsin's Development Zone program. They have a policy that recipients of RCEDC loans or Development Zone tax credits must at least interview JOBS and JTPA participants for job openings that occur within their companies. The Job Link staffer serves as a central point of contact for these companies' job orders, and FAXes them to the member agencies.

Job Link operates under an MOU signed by the chief executives of each of the partner agencies. The members' job development staff meet on a bi-monthly basis to share information, coordinate their employer contact activities, and address issues facing the local E&T system.

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V. JOB CENTER OPERATION

At a minimum, job center operations are those that are managed by the four "minimum core partners" (the JOBS and JTPA program administrative agencies; Job Service, and the Technical College) and that function under unified systems for intake, assessment, case management, and placement/employer services.

Figure 2 Package Customer Services

Figure 3 The Participant Package

Figure 4 The Employer Package
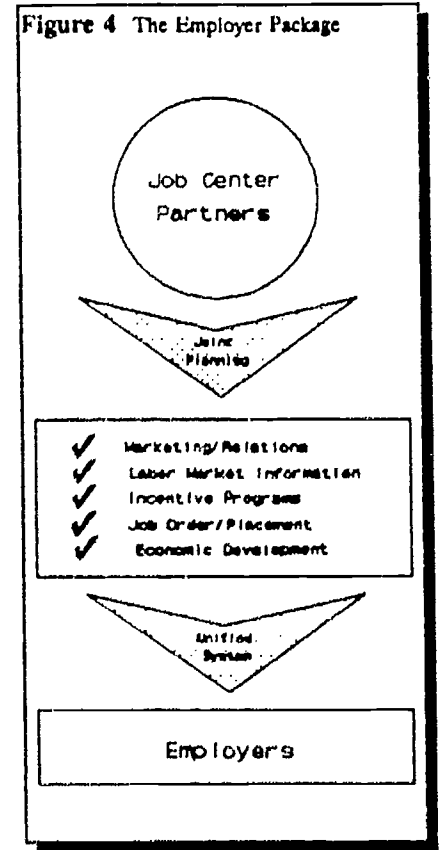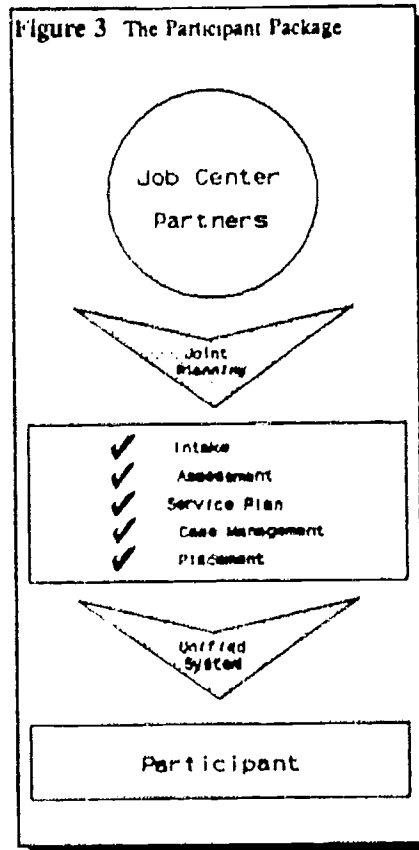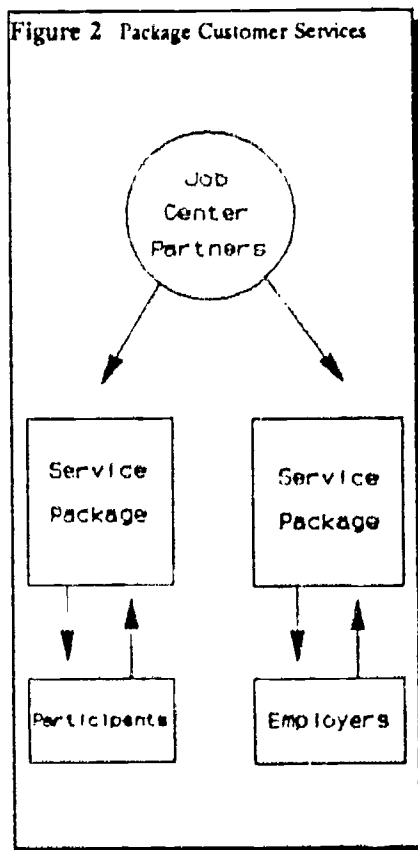
In the most basic sense, the job center managing partners package service functions for customers, and customers are defined as both program participants (potential and actual) and employers.

At a given service location, how this accomplishment manifests itself is very much a local matter. Whether approached through collocation, the application of technology, or both, statewide experience indicates with certainty that local actions are the

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determining factor in the equation that produces a comprehensive, seamless, effective, and efficient service delivery system. Across the state, job center service locations are characterized by a broad range of physical arrangements, management team configurations, verbal, paper, and computer based information systems.

Local areas' objectives for the targeting of program resources run a broad range as well. This is no surprise given the diversity of labor market conditions, political environments, and social agendas that characterize different local areas; would they be local areas otherwise? What's important is that job center operation can accommodate this diversity and help assure that a local area indeed has objectives for the use of employment and training resources.

The mere existence of a job center ensures neither top notch services nor ones that are well directed relative to social payback. Excellent staff and planning accomplish those things. The job center idea is an organizational framework and a mode of operation that ensures the capability of separate programs to work in concert, and to form a system that is greater than the sum of its parts.

There are now 20 job center service locations in 19 of Wisconsin's 72 counties within 9 of the 17 JTPA Service Delivery Areas. Approximately 20% of the state's workforce resides in the counties served by these inter-program operations. State estimates are that by 1995, 39 "one-stop-shop" service locations will exist in counties representing approximately 80% of the workforce.

For a listing of job center service locations, please see **Appendix C**.

Most of the 20 locations exceed the minimum definition given at the beginning of this section and include either on site access to or strong formal linkages to support services, vocational rehabilitation, community based organizations, and human services. Most of the 20 job center service locations house a number of programs under one roof. However, mainframe computer linkages and network and stand-alone personal computers have, all along, played a critical role in job center operations.

Following are brief scenarios of local job center service locations currently operating in the state.

EXAMPLE OF JOB CENTER OPERATIONS

Model Practice | **Colocated Job Center**

Location | **West Bend Job Center (Washington County)**

Local Contact | **Cal Langer or Joan Arlette**
Job Center
333 E. Washington Street, Suite 2200
West Bend, WI 53095
(414) 335-5300
(414) 335-5321 FAX

Key Characteristics

The West Bend Job Center involves four primary agency partners -- Job Service, Washington County DSS, Moraine Park Technical College (MPTC), and W-O-W PIC (administrative agency/entity for JTPA and JOBS). These primary partners serve as the management team, and each has staff stationed at the job center. This includes MTPC math and reading instructors and County DSS support service staff who work with JOBS participants. In addition, PIC staff have access to AMS.

The primary partners have been colocated since 1990, when the job center was located in a retail complex. In October 1992, the job center moved to the main entrance level of Washington County's new Public Agency Center building. Several human service agencies are located elsewhere within the building, e.g. non-job-center portions of the County DSS, Comprehensive Nursing Services, UW-Extension, state Probation and Parole office, and several agencies that serve area farmers.

Coming To The Table

Cooperative relations among the partners already existed prior to any discussions of colocation. For example, Job Service, MPTC and the County DSS had been subcontractors of the PIC. However the key factor that led to serious planning for colocation was a common recognition that program funding cuts were likely to continue, and that the partners would increasingly need to maximize the use of all available resources.

As partners in an existing job center, and with positive prior relations between the partners and the County Board Chair (who chaired the project's planning committee), the County DSS, MPTC, Job Service and PIC were well-positioned to participate in the planning for the new County Public Agency Center building.

38-A

**Unifying the
Four Common
Functions**

Intake. The Job Center has a central reception/intake area, with Job Service and PIC sharing staffing responsibilities for it. Each is knowledgeable about both the services available in/through the center and their associated eligibility factors.

The job center uses a common application ("Pre-Application Information Form") to perform initial pre-screening. This form captures the information needed for AMS data entry, preliminary determinations of JTPA eligibility and JOBS target group status, training and support service needs, etc. The partners have also devised a common "menu of services" available at -- or through -- the job center. The menu is built into the job center intake process for all new registrants.

After pre-screening, new job center registrants are referred to one of two intake processes, both of them run jointly by PIC and Job Service staff. One is the highly-structured weekly group intake sessions conducted for mandatory and voluntary JOBS and GA work relief registrants referred by the County DSS, and for persons who appear to be interested and eligible for JTPA. (This latter group includes new JOBS registrants who are not members of a target group, and who will not be offered additional JOBS services but will be offered the opportunity to enroll in JTPA.)

The other intake process is for all other walk-ins and referrals, including persons required to register with Job Service as part of the UC claims process. It is handled on a one-to-one basis, again by PIC and Job Service intake staff. It ensures that the "menu of services" is received and understood by all registrants. It also provides for an exit interview with each new registrant, to review their application data and provide referrals to needed, desired or required services.

Lastly, during Job Service's 6-hour workshop for UC claimants, information on JTPA dislocated worker programs is provided and appropriate referrals to JTPA are made.

Assessment. The major partners have identified a common set of instruments to be used in assessing new Job Center registrants. (These include the Asset, GATB, Harrington O'Shea, and TABE). They also share assessment results for jointly- or sequentially-enrolled clients.

All JOBS and JTPA -- and all other new Job Center registrants appearing to not be job-ready -- receive an assessment. (In the event that a participant was recently assessed using one of the aforementioned instruments, the job center will accept and use these results.) A more detailed assessment is provided for JOBS and JTPA participants, to assist case managers with EP/ISS development.

Routine initial assessment/testing is performed on-site by job center staff (i.e. either PIC's assessment specialist or Job Service's counselor). Persons found to have basic skill deficiencies are referred to MPTC's job center staff for further testing, a more precise identification of deficiencies, and scheduling of ABE/GED classes held at the job center. When more in-depth assessment services are needed off-site for a particular client, job center staff broker them.

For jointly-enrolled JOBS-JTPA participants, the case manager initially enrolling the client manages assessment/testing. Staff from the partner agencies -- especially PIC and Job Service -- routinely notify each other of clients on their caseload who appear to be eligible for the other agency's services.

Formal employability planning is limited to JTPA and JOBS participants and to veterans. A common EP/ISS is used for all three client groups. Job Service's counselor also provides a less formal kind of employability planning for other members of the general public for whom assessments have been performed. In the case of veterans enrolled in JOBS or JTPA, the two case managers collaborate on EP/ISS development.

Case Management. Case management is provided only to JOBS, JTPA and GA participants (via PIC staff) and to veterans (by Job Service's Veterans Specialist). For jointly-enrolled clients, lead case management responsibilities are generally assigned based on initial job center enrollment status. (For example, for an AFDC recipient who enrolled first in JOBS, the JOBS case manager would take the lead.)

The job center uses a mix of computerized and paper methods for establishing and maintaining case records for JOBS and JTPA participants. Client case records are maintained in paper files, in a common file cabinet. Per a client release included on the "Pre-Application Information Form", these case records are made available to other partner agencies and colocated providers with whom a particular client may be working.

38-C

In addition, PIC prepares and distributes -- on a regular and frequent basis -- a computerized "Case Management Report". This report displays demographic data, assessment results (including "needs scores"), history of program activities, and outcomes.

Employer Services: Job Development. The job center's job development activity is conducted by separate PIC and Job Service units, and each unit is responsible for servicing the orders that they have developed. Each unit enters its job development activity on AMS.

In planning future contacts, the two units exchange information on scheduled employer visits. In addition, PIC shares its "Employer Data Base" system with Job Service staff. This data base includes a comprehensive listing of employers within the SDA. For many of these, it also includes information on workforce characteristics, growth tre..ds, future hiring expectations, and the name and phone number of a contact person.

Employer Services: Sharing Job Orders. Via PIC's access to AMS, JOBS and JTPA participants have exposure to all job orders on file with Job Service. In addition, the PIC's JTPA/JOBS job developer enters all developed jobs onto AMS, for sharing with Job Service and thus the general public.

To date, job orders listed with MPTC have not been shared with the other partners. Nor have the other partners shared their job orders with MPTC.

Employer Services: Placement. PIC and Job Service maintain a pool of job-ready applicants on AMS, and have agreed to refer only AMS-registered applicants to job openings. PIC enters all of its job-ready JOBS and JTPA participants into AMS. Job center staff are permitted to make direct referrals of any AMS-registered applicant to fill job orders on file at the center. The partners have also agreed to observe veterans preference in filling all job orders.

Other Aspects of
Unified Operations

Outreach and Marketing. Beginning with its grand opening and continuing on an annual basis, the job center has conducted a direct mailing to Washington County employers, to inform and update them on the menu of available services. The cost of this mailing is shared by PIC and Job Service.

In addition, both job development units (PIC and Job Service) market the job center's services as a whole, explaining the methods by which employers can access E&T services and information and developing long-term relationships between the center and area firms.

On-Site ABE/GED Instruction. MPTC provides several computer-based, self-paced instructional programs. Pre- and post-testing is done regularly, until skill deficiencies have been corrected.

E-Mail. Communication among case managers and other job center staff is facilitated by JSIS/SYSM. All PIC and Job Service staff have use of this E-Mail system.

On-Site Job Search Workshops. JOBS and JTPA participants also have access to on-site job search workshops conducted by Job Service, at no cost to JOBS or JTPA.

Computer Hardware. PIC staff use their WIDS-WPRS (JOBS) hardware to access AMS and SYSM.

Hartford Outreach. The job center has established a second service location in Hartford (in southwestern Washington County), under the leadership of the same management team. Colocated staff from PIC, the County DSS, and MPTC -- combined with AMS access (scheduled for October 1993 installation) -- are expected to provide a similar mix of services to those available in West Bend.

Structure for
Ongoing Joint
Management

Overall policy direction is set by a team that includes managers includes from the W-O-W PIC, Waukesha/Lake Michigan Job Service District, the County DSS, and MPTC. In the early stages of job center development and operations, this team met monthly to formulate overall philosophy and service design. It now meets infrequently.

At the same time, the PIC and Job Service directors now meet on a quarterly basis, along with key staff members, to address management issues as needed. From time to time, the two directors appoint inter-agency staff workgroups to develop policies and procedures for integrated service delivery. However, all four management partners have been supportive of these efforts.

In addition, a 3-party MOU (between PIC, Job Service, and the County DSS) is in place that governs collaborative operations of the four common direct service functions (intake, assessment, case management, and employer services).

Day-to-day site operations are managed jointly by the Job Service Office Manager and PIC Lead Staff. These two leaders meet on-site as needed.

Materials Available	Job Center Brochure
	Job Center Application ("Pre-Application Information Form")
	Job Center Menu of Services
	Computerized Case Management Report
	Client Needs Score Sheet

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EXAMPLE OF JOB CENTER OPERATIONS

Model Practice	**Non-Colocated Job Center Network**
Location	**Marathon County**
Local Contact	Phyllis Bermingham, Director Marathon County Department of Employment and Training 326 River Drive Wausau, WI 54403 (715) 847-5460

Key Characteristics

Marathon County's Job Center Network (JCN) involves over a dozen local agencies. At the same time, three major partners -- Marathon County Department of Employment and Training (MCDET), Job Service, and Northcentral Technical College (NTC) -- provide overall JCN management direction. This area's administrative organization gave it a strong start toward JCN development, with MCDET being the administrative entity for JTPA, JOBS, Food Stamp E&T, and GA Work Relief.

Marathon County's JCN is unique in the state, in that the major partners are not colocated. Instead, the 3 JCN service locations (Job Service office, MCDET office, and NTC campus) are linked via electronics, common service delivery procedures, systematic inter-agency communications, and a joint management structure. Each partner and service location has access to AMS, SYSM electronic mail, and WIDS/WPRS (and will have access to the emerging CARES system).

Coming to the Table

The partners decided to formalize a partnership in 1989, to pursue state Job Center demonstration funding. Though they had a history of good working relationships, they saw demo funding as an opportunity to establish a non-colocated network of agency service sites at which both job-seekers and employers could gain access to the services of all 3 partners. (A conscious decision was made to limit the size of the partnership until the JCN was well-established.)

Upon receiving its demo grant award, the partners established several inter-agency workgroups to work out the mechanics of unifying the four common functions. These workgroups were comprised of supervisors of direct service staff, and in some cases included agencies other than the major partners.

Intake. The major local points of entry into the E&T system are MCDET office, the local Job Service office, NTC, the JOBS office, and JTPA-funded service providers (who refer likely program eligibles to MCDET). At each of these points of entry, all walk-ins and referrals (including JOBS referrals from the county) complete a "common application" consisting of the standard Job Service application. An insert that includes financial and target group-related information is completed by those seeking JTPA services. All information included on the common application is entered into a common data base -- i.e AMS -- by either Job Service or MCDET. NTC students nearing completion of training have their applications entered at that time.

All walk-ins and referrals are given a standard orientation to the menu of employment and training and related support services available in Marathon County. These include JOBS, FSE&T, and Work Relief referrals from the County DSS, and JTPA referrals recruited by program operators.

MCDET and Job Service are currently considering two primary ways of enhancing the common intake process: (1) cross-training, to enhance the eligibility screening abilities of their respective staffs, and (2) outstationing of each agency's staff at the other's office.

Assessment. The partners have agreed to accept the results of a specific set of mutually-agreeable assessment instruments. The partners routinely share assessment results amongst themselves, as well as with the JOBS and JTPA subcontractors of MCDET, sometimes via manual transfers and sometimes via computer files (via SYSM, to which all partners and necessary staff have access).

Walk-ins and referrals to the 3 JCN service locations receive GATB testing and interpretation. NTC provides additional no-cost assessment upon request of the partners' line staff. In addition, other assessment sources (e.g. DVR) are sometimes used.

Case Management. The JCN provides case management to clients of the "second chance" programs -- i.e. JOBS, JTPA, FSE&T, and GA Work Relief. A standardized EP/ISS format is used for participants of these programs. Program staff have established a "case manager" system for jointly-enrolled JOBS/JTPA participants, with the JOBS case manager developing/updating the EDP and maintaining the case file.

38-H

The JCN partners' case management system includes both paper-based and computer-based elements. All case managers in JOBS, FSE&T, GR, and JTPA have AMS access. A brief summary of each client's EP/ISS is entered on the AMS ACOM screen, so that it is available to all partners.

Master (paper) files are kept at the case manager's office, and copies of these files are kept at the office of other agencies that serve the client. Line staff update each other on common cases -- and exchange paperwork -- via bi-weekly JCN staff meetings (a.k.a. the "JCN Group"). These meetings typically draw 15-20 line staff from partner and other cooperating agencies. (Agencies represented include human service providers such as the County Department of Social Services, The Women's Community, DVR, and the Marathon County Commission on Aging.) The meeting agenda includes exchanges of information about -- and problem-solving for -- clients of multiple agencies. The meetings are also used to update members on policy and procedural changes.

Employer Services: Job Development. Each partner agency (as well as each of MCDET's subcontractors) has a separate job development staff and a separate client caseload (although some clients are jointly-registered). Each agency also retains responsibility for managing those job orders that they have developed.

At the same time, all of the partners' job developers post on AMS their employer contacts on behalf of specific clients. MCDET subcontractors that lack AMS access inform MCDET of their job development activity, and MCDET posts this information on AMS. Thus, all partner agency staff are able to monitor the activities of their peers on behalf of common clients.

Employer Services: Sharing Job Orders. All JCN partners have agreed to share their job orders with all other partners. The partners enter their orders -- and changes in job order status -- daily onto an AMS TEXT screen. The partners also enter onto AMS/TEXT all referral and outcome information for each job order. MCDET enters job order information (including status changes, referrals and outcomes) for those of its subcontractors that lack AMS access. (Note: Those orders with requests for referrals with specific program eligibilities, those requiring candidate testing, those developed for a specific client, and those already fully referred are available for referral only by the responsible agency.)

Employer Services: Placement. All JCN partners have agreed to refer only AMS-registered applicants to job openings listed with the JCN. As long as certain qualifications are met (e.g. regarding client qualifications, refe.ral limit, and other referral instructions), the partners are permitted to refer their own clients to all job orders posted on AMS, regardless of which agency developed the job. MCDET subcontractors without AMS access may also refer their clients to these job orders, but only after checking first with the agency responsible for generating the order.

Other Aspects of Unified Operations	The JCN has developed a labor market information publication that is available to registrants of all JCN member agencies.
Structure for Ongoing Joint Management	Marathon County uses a two-tier management structure. A Job Center Management Team -- with members drawn from the 3 managing partner agencies -- meets on a monthly basis. The Team addresses system-level resource issues such as PY 93 Wagner-Peyser plan development (it served as the SDA-level team), the state's new Career Counseling Center initiative, JCN perform :ce issues (e.g. planned vs. actual), etc. It also serves as a forum for exchanging management-level information across programs (e.g. changes in local JTPA program design triggered by the new federal amendments, etc.).

The aforementioned "JCN Group" is the vehicle through which other cooperating agencies are involved. The Group's discussions focus on operational matters such as developing common procedures (e.g. new common EP/ISS), addressing the recruitment needs of member agencies (e.g. to meet program targeting goals), tracking of state-level developments (e.g. CARES), and a wide variety of information-sharing (e.g. re: personnel changes at member agencies, training slot availability, new job development opportunities, etc.). In addition, the Group serves as an arena for discussing client-specific situations, especially for jointly-served clients.

Materials Available	Job Center Network Common Application Standard E&T System Orientation Curriculum Job Center Network EP/ISS Job Center Network Job Development Contact Form Job Center Network Assessment Documentation Form

VI. FACETS OF JOB CENTER OPERATION

A. Joint Site Management

In addition to the joint planning structure described early in this Guide, local areas that operate job center service locations generally have a joint management team(s) that oversee daily operations at the service location(s). These teams deal with the practical aspects of implementing service provision at a given site or sites more so than with areawide system planning, but their "front line" orientation provides essential input to the areawide planning process.

On-going, staffing patterns, personnel issues, budget implementation, marketing, staff training, program performance reviews, and the like are all examples of "rubber meets the road" issues for this level of joint management.

Be sure not to confuse the functions talked about here with the one time, up-front work a team does to get a job center site started.

Where successful job center operation has been in place for a length of time, some commonalities in these team structures can be seen across local areas. First, though comprised of equal, inter-program partners, the teams have designated leaders. As was so for leadership of the local planning structure, it's essential that this leadership be defined by and acceptable to the partners. Second, the teams operate on written memorandums of understanding, policies, and procedures that come to institutionalize site operation. These are formulated and agreed to by the higher level planning structure, and, over time, may even become "operation manual" type documents. As stated above, the site management team will have played a significant role in the development and evolution of these written documents. And third, the team members spend time educating each other about their program's

> *Joint Site*
> *Management Team*
> *Members*
>
> ◆◆◆
>
> - *Consist of equal partners, but have a team leader.*
>
> - *Operate on written MOUs, policies and procedures.*
>
> - *Educate each other about service components to develop an ability to coordinate service allocation.*

service components so that the team's ability to make decisions about the allocation of those services to participants and employers is constantly improving.

Logically, the size of operation for which a site is esponsible influences the structure and membership of a joint site management team. In one larger, urban operation, the large site management team membership is almost completely distinct from that of the higher-level local planning structure, but overlaps into work groups under that structure. In one smaller, rural operation, the management team membership overlaps to some extent with that of the planning structure, and to a large extent with that of the interagency case management team.

JOINT SITE MANAGEMENT

Model Practice	**Job Center Staff Teams and Operations Framework**
Location	**Southwestern Wisconsin Area (Grant, Green, Iowa, Lafayette, and Richland Counties)**
Local Contact	Bruce Palzkill, Job Service Supervisor Iowa County Job Center 1210 N. Bequette Street, Route 2, Box 4 Dodgeville, WI 53533 (608) 935-3116
Materials Available	Job Center Teamleader Position Description Minutes of Job Center Team Meetings Minutes of Job Center Teamleader Meetings Job Center annual planning guidelines and sample plans
Description	Characteristics of the Job Center Network. This area's job center network has 6 service locations, each housing/hosting a unique mix of agencies and services. Job Service, PIC and Grant County DSS (the JOBS Administrative Agency) are the "primary partners". In addition, 5 other agencies have partnership MOUs with the primary partners. (The additional partners include Southwest WI Technical College (SWTC), DVR, Southwest WI Community Action Program (SWCAP), and United Migrant Opportunty Services (UMOS).)

Local job center management. Each job center has inter-agency staff that functions as an integrated team (as distinct from the cluster of related but separate agency offices often found in job centers elsewhere in Wisconsin.) These staff teams vary in size in accordance with the mix of agencies and staffing levels at each job center -- from a high of 11 at the Richland and Grant County Job Centers, to a low of 3 at the Fennimore Job Center on the SWTC campus. Each local partner agency is represented on these 6 teams. (Note: Each partner agency retains responsibility for hiring, firing, disciplining, and evaluating its employees.)

Each service location has a "Teamleader" who serves as a "facilitator" (as opposed to a supervisor). Each Teamleader is a direct service staffer who also has the special quasi-management responsibilities of team leadership. By agreement of the primary partners, 5 of the 6 Teamleaders are provided by Job Service, while the 6th is provided by SWTC. Job Service and SWTC hire their respective Teamleaders, with substantial input from PIC and other job center partners.

Each job center team develops its own annual operating plan. These plans -- and the guidelines used in their preparation -- are described in a profile elsewhere in this guide.

The job center teams also coordinate day-to-day operations. They meet on a weekly basis to address operational issues such as staffing levels (e.g. equitable distribution of the workload, coverage during vacation periods, etc.), facility-related matters (e.g. need/plans for maintenance/remodeling), staff training, etc. Meetings are facilitated by the Teamleader, and decisions are made on a consensus basis.

The Teamleader is also responsible for monitoring the overall performance of each job center in relation to the center's annual operating plan. The Teamleader prepares monthly reports to the partner agencies and to the LAWCC, and leads job center performance-related discussions at team meetings.

SDA-level management framework. All 6 job centers operate under (1) a set of MOU between the 3 primary partners and other cooperating agencies, and (2) a Job Center Operations Manual which provides a procedural framework for day-to-day operations.

SDA-level oversight of job center operations is handled by an "Operating Committee" (OC) comprised of top management from the 3 primary partners. The OC establishes the guidelines for development of the local job center operating plans, and works with the Teamleaders during local plan development to resolve any concerns that the OC may have with these emerging local plans. The OC also oversees the maintenance and updating of the Operations Manual. In addition, the OC addresses issues such as staffing and service delivery design (e.g. opportunities to further minimize duplication of services). The OC meets monthly.

The 6 job center Teamleaders also meet as a group on a monthly basis. In these meetings, they address issues such as program operations, procedural changes, and new activities. At a recent meeting, the agenda included (1) information-sharing about installation of the Wisconsin Career Information System (WCIS), plans for addressing the Targeted Jobs Tax Credit (TJTC) backlog, upcoming staff training opportunities, funding proposal status, and progress being made by various active workgroups, (2) participant recruitment for new occupational training courses, (3) updates and reminders re: proper AMS usage procedures, access to counseling services, etc., and (4) gathering input on an updated job center pamphlet for employers.

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An SDA-level Partnership Guidance Management Team (PGMT) --
comprised of the directors of 7 partner agencies -- meets monthly to
provide broad strategic and policy direction to the job centers. The
PGMT serves as the inter-agency SDA-level team for Wagner-Peyser
planning. In this capacity, the PGMT provides the framework within
which the local job center planning guidelines are developed. The
PGMT reviews the job center monthly performance reports prepared
by the Teamleaders, and addresses issues raised by these reports.

The PGMT also handles development of special grant proposals and
the management of any such grants that are secrued. (Note: The
PGMT oversees the area's Job Training 2000 grant, and supervises the
JT 2000 grant management staff.)

Finally, an inter-a ncy Local Area Wide Collaboration Committee
(LAWCC) -- comprised of the MOU signatories, private sector
members, and the area's CLEO -- meets quarterly. The LAWCC
addresses a wide array of "big picture" education, employment and
training, and labor market issues -- e.g. matters such as assessments of
unmet customer needs, service delivery system design, partnership
expansion, etc. The LAWCC maintains and updates the inter-agency
MOUs, and provides a forum for resolution of disagreements among
the partners. The LAWCC meets on a quarterly basis.

JOB CENTER ORGANIZATIONAL CHART
March 24, 1993

| JOBS CONSORTIUM (DHSS) Jon Angeli | SOUTHWEST TECHNICAL COLLEGE Dick Rogers | SOUTHWEST COMMUNITY ACTION PROG Richard Strand | SOUTHWEST JOB SERVICE Bruce Palmkill | SW PRIVATE INDUSTRY COUNCIL Roberta Early | DIVISION OF VOCATIONAL REHABILIATION Tom Newman | BLACKHAWK TECHNICAL COLLEGE Bob Borremans | UNITED MIGRANT OPP. SERVICES Lupe Martinz |

JS ADMINISTRATION
Kathie Edge, Prog Asst

CORE TRNG CENTER
Tom Haley, Coor.
Paul Ramsden, Couns

PIC ADMINSTRATION
Bill Drury, Project Coor
Darilyn Buss, JTPA Grant Mgr
Jim Victora, JOBS Oper. Mgr
Maxine Patchin, Finance Mgr
Eileen Cooney, Adm. Asst.
Jennifer White, Adm. Sec.
Rita Moore, Account Clerk

JOB CENTER MANAGEMENT

GRANT COUNTY	GREEN COUNTY	IOWA COUNTY	LAFAYETTE COUNTY	RICHLAND COUNTY	SW TECH COLLEGE
100% Lois Knoble, Tmldr [1] Basic Labor Exchange JOBS Placement	100% Mary Alice DeBruin, Tmldr [1] Basic Labor Exchange JOBS Placement	70% Mike Perkins, Tmldr [1] Basic Labor Exchange JOBS Placement	30% Mike Perkins, Tmldr [1] Basic Labor Exchange JOBS Placement	100% Jann Kilkus-Ikeler, Tmldr [1] Basic Labor Exchange JOBS Placement	10% Sheila Marten, Tmldr [4] 1% Funding
100% Lola Sweezey [1] Basic Labor Exchange	100% Brad Willborn [1] JTPA	100% Bev Ley [3] JTPA	100% Ed Flanagan, Co-Tmldr [3] JTPA	100% Christina White [1] JTPA	50% Kristy Wint [4] JTPA
100% Bill Zwettler [1] JTPA	100% Dave Shaw [1] JOBS Case Manager	100% Elaine Adamski [3] JTPA Assistant	100% Vivian Kammerude [1] Community Services	100% Jo Marshall [1] JOBS Case Manager	50% Rhonda Wait [4] Receptionist
100% Karl Oates [1] JTPA	100% Steve Horne [1] JOBS Resource Coordinator	100% Mike Livingston [1] Veteran Placement	100% Jill Knorr [1] JOBS CW/CWEP/Res Coor.	50% Lisa Wheeler [3] JTPA Assistant	
100% Judy Behncke [1] JOBS CWEP/OJT	20% Pat Schultz [6] DVR Specialist	100% Bobbi Jo Faull [1] JOBS Case Manager	100% Sara Lange [3] JTPA	100% John Havlik [1] JOBS Resource Coor/CM	
100% Jmoe We...[1] JOBS Case Mgr	20% Chris Wellington [1] BTC	100% Peggy Trunkle [1] JTPA		80% Josie Garcia [7] UMOS Representative	
70% Barbara Erdahl [1] Older Wrkr Spec.	60% Pat Hanson [1] Receptionist	50% Bill Drury [1] JTPA		100% Laurie Pink [1] Community Services	
100% Alethia Filiatraul [1] JOBS Resour.ce Coor.		80% Carolyn Seales [1] JOBS Resource Coor		100% Karla Sandberg [1] CAP Assistant	
20% Janis Wood [5] DVR Specialist		50% Evelyn Mueller [1] Receptionist		20% Kelly Archbreak [6] DVR Specialist	
20% Jan Strum [4] GED Instructor				20% Edie Slaybeck [4] GED Instructor	
60% Jane Laufenberg [1] Receptionist				50% Nancy Garden [1] Receptionist	

AGENCY STAFF CODING:
1: Job Service
2: Private Industry Council
3: Both JS & PIC
4: SW Technical College
5: Community Action Program
6: Division of Voc. Rehabilitation
7: United Migrant Opportunity Services
8: Blackhawk Technical College

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JOINT SITE MANAGEMENT

Model Practice	**Annual Planning Guidelines for Local Job Center Operations**
Location	**Southwestern Wisconsin Area (Grant, Green, Iowa, Lafayette, and Richland Counties)**
Local Contact	Bruce Palzkill, Job Service Supervisor Iowa County Job Center 1210 N. Bequette Street, Route 2, Box 4 Dodgeville, WI 53533 (608) 935-3116
Materials Available	Planning guidelines document Sample plans from each job center

Description

Management of each of Southwestern Wisconsin's 6 job center service locations occurs within the framework of an annual operations plan. These plans are developed locally, by the staff team within each of the 6 centers, under the overall guidance of the job center's Teamleader.

Plan development occurs in response to the annual planning guidelines document issued by the Southwestern Wisconsin Job Center Operating Committee (comprised of management from PIC, Job Service, and Grant County DSS (the JOBS administrative agency)). The Operating committee reviews the proposed local plans and works with the Teamleaders during plan development to resolve any emerging management-level concerns.

The annual operating plan identifies the center's menu of services, plans for marketing the job center's services, and descriptions of proposed special projects/initiatives planned for the coming year. A major focus of these planning guidelines is the allocation of staff time commitments -- by agency and individual staff person -- to the various functions associated with job center operations. This allocation makes clear the roles and responsibilities -- and specific time commitments -- of each partner agency. See the attached PY 93 guidelines excerpt.

The planning guidelines also identify the major issues to be addressed and resolved in the coming year's plan. Examples of some issues from the 1992-93 guidelines include (1) allowable costs for various funding sources, (2) staff perceptions of inequitable workload distribution, and (3) staff confusion over job center vs. agency-specific work responsibilities. (Note: Southwest reports that, as of August 1993, these issues have been largely resolved.)

LOCAL OFFICE STAFFING WORKSHEET
PY93 GUIDELINES

	PY93 Work load	PY93 Staff	Job Service Resources (FTE)						Other Agencies Staff Resources (FTE)						
									PIC						
			90%	10%	VETS	JOBS	OW	TJTC	JTPA	2000	JOBS	VTAE	CAP	DVR	UMOS
INTAKE (ind)	10,000														
INTAKE (trans)	13,000	3.99	2.17	0.11	0.05	0	0	0	1.07	0.03	0	0.56	0	0	0
ASSESSMENT	6,800	8.99	0.29	0.13	0.1	0	0	0	2.3	0.55	4.03	0.35	0.84	0.15	0.25
CASE MANAGEMENT	3,100	13.39	0.68	0.09	0.25	1.68	0.23	0	2.3	0.55	2.76	0.95	2.7	0.45	0.75
EMPLOYER (orders)	1,200														
SERVICES (openings)	2,400	8.05	1.42	0.59	0.55	0	0.2	0.13	3.25	0.58	0.73	0.6	0	0	0
GENERAL OPERATIONS		3.9	0.96	0.18	0.03	0.05	0.05	0	1.28	0.25	0.9	0.2	0		0
STAFF TRAINING		0.96	0.18	0.03	0.02	0.05	0.02	0	0.4	0.04	0.18	0.04	0	0	0
TOTAL		39.28	5.7	1.13	1	1.78	0.5	0.13	10.6	2	8.6	2.7	3.54	0.6	1

B. Outreach and Marketing

Separately, seeking relationships with employers, seeking certain target participants, or informing the public at large about available services, employment and training programs conduct outreach and marketing. When the programs come together in a job center operation, this facet of operations lends itself well to inter-program efforts which can have concrete payback in terms of efficiency and effectiveness.

It's not unusual for the reception area of a program office to have a large bulletin board plastered with a myriad of brochures and flyers that highlight the many services that may be of interest to individuals. From a customer perspective, this may be a very graphic representation of a large, and perhaps confusing, array of choices or entitlement. Employers receive a similar array of printed materials and often express the perception that they are bombarded with surveys, the design of which clearly indicates that the author agencies are not aware of what each other is doing. In both cases, the "system" is leaving it to the customer to dig through the literature to find the services.

An inter-program marketing effort can accomplish a number of pluses for the partners: first, it can enable the system to have an areawide strategic plan for marketing. Without inter-program communication over such a plan, there's no way to know what sort of "market coverage" and "customer awareness" is being accomplished, and no way to analyze and act upon gaps and overlaps. Second, an inter-program effort helps to focus the materials on *services* rather than agencies, and that is what customers need to know. Third, it can generate economies of scale which in turn opens up broader coverage, or higher quality products, or new media and tools that might otherwise be beyond the resources of any one program. Video production, for example, may require a pooling of resources. For some job centers, the local Technical College partner has tapped into its marketing and printing students to produce materials at very reasonable costs to the partners.

> ### Inter-Program Joint Marketing Efforts
>
> ♦♦♦
>
> - Open the door for an areawide strategic plan for marketing.
>
> - Help to focus marketing materials on customer services.
>
> - Generate economies of scale.
>
> - Can appeal to a broader set of customer needs.

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Fourth, an inter-program marketing effort can broaden the appeal and sensibility of all services by depicting the broader array of offerings available through the whole system rather than just one of its parts. Despite its truth, an advertisement saying one should invest in one's future by taking classes at a technical college, for example, may not hit home with a single, underemployed parent wondering where the time, money and support would come from. However, coupled with information about concrete help being available for such needs, the same ad might connect well with that individual.

Local job center operations have produced numerous joint marketing materials including letterheads, building signs, brochures, videos, employer service folders, and joint employer survey instruments.

In and of itself, the formation of a job center service location can generate sub. :-ntial publicity in local news media. In one instance, the grand opening of a job center served as a community event of sorts, and an opportunity to have the local public access television station video tape a walk-through of the center. Besides being able to be played on the station for information purposes, such a tape (free to the partners) could be edited for future purposes.

Owing largely to requests from the state-level for purposes of annual reports, newsletters, articles and other publications, current job centers have documented "case stories" about participants who have become self sufficient through inter-program employment and training service packages. Local areas might consider using such scenarios as a way to depict to all customers: participants, employers and the community, what he system is and does.

Following are examples of local inter-program marketing efforts.

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Model Practice	**Inter-Agency Marketing Program**
Location	**Kenosha County Job Center**
Local Contact	Larry Jankowski, JOBS Program Manager Kenosha County Job Center 8600 Sheridan Road P.O. Box 4248 Kenosha, WI 53141-4248
Materials Available	Kenosha County Job Center (KCJC) Marketing Strategy (1991-92)
Description	KCJC's inter-agency Marketing Committee develops -- and oversees implementation of -- a comprehensive plan to market KCJC as a single entity. Committee members are drawn from the PIC, Job Service, Gateway Tech, Goodwill Industries, and LJJ Associates in Management Services, Inc. It issues recommendations to, and operates under overall direction from, the KCJC Management Team.

The committee has identified 5 target customer groups: (1) business, (2) participants. (3) government/policymakers, (4) service providers, and (5) general community. For each, the c~ ~mittee formulated marketing goals, e.g. increasing the number of i~ ⌄ openings listed with KCJC, increasing business use of KCJC training capabilities, etc. Workgroups were used to develop strategies and recommended activities for each goal for each customer group. With these in hand, the committee established budgets, implementation responsibilities and timelines, and evaluation procedures.

The Marketing Plan includes a wide variety of torls to enhance marketing Job Center services and activities. Tools used include KCJC staff participation/membership in business-related and service groups, and formal presentations to such groups; radio/TV public service announcements; a weekly radio spot offering employment opportunities to the public; articles in the local media; promotional releases printed in the Chamber of Commerce and Area Development Corporation newsletters; employer surveys; advisory committees targeted to specific customer groups; public signage; ongoing training for placement staff; tours for groups as well as single employers; and personalized employer information packets. KCJC has also used its participation in special community service projects -- e.g. publication of the Kenosha County Minority Business Directory -- as a marketing tool.

Marketing tools currently under development include a professional video presentation for business and service groups, increased usage of radio/TV announcements, and paid advertising in business magazines.

OUTREACH AND MARKETING

Model Practice	**Inter-Agency Brochures, Fliers and Letterhead**
Location	**Winne-Fond Lake Area (Green Lake County Job Center)** **Northwest Wisconsin Area (Sawyer County Job Center)** **Southwestern Wisconsin Area (Grant, Green, Iowa, Lafayette and Richland Counties)** **Western Wisconsin Area (Juneau and Monroe County Job Centers)** **Southeastern Wisconsin Area (Kenosha County Job Center)**
Local Contact	Noted below
Materials Available	Described below
Description	<u>Fliers and brochures</u>. These materials are generally written in jargon-free language, geared to the interests of employers, and generally provide a single phone number to call (for each job center) for more information. They generally describe services as available from the <u>job center</u>, rather than from specific agencies or programs.

* **Green Lake County Job Center Flier.** The job center uses a single-sheet, 2-sided flier that describes the services available to local employers through the job center. (<u>Contact</u>: Joe Halter, Chief Operating Officer, Winne-Fond Lake Private Industry Council, 315 Algoma Boulevard, Suite 107, Oshkosh, WI 54901, (414) 424-0020)

* **Western Wisconsin Job Center Network Brochure.** This tri-fold, 2-sided brochure focuses on three key services -- automated matching system, TJTC, and training assistance. (<u>Contact</u>: Jerry Hanoski, Executive Director, Western Wisconsin Private Industry Council, 402 N. 8th Street, P.O. Box 2908, La Crosse, WI 54602-2908, (608) 785-9936)

* **Southwestern Wisconsin Job Center Employer Brochures.** "Join the Winning Team" provides an introduction to services offered to employers at each of the area's six job center service locations. It includes testimonials from satisfied employer customers. "Let Us Join Your Team" describes the "account rep" system through which each of these job center locations provide employer services. (<u>Contact</u>: Bruce Palzkill, Job Service Supervisor, 1210 N. Bequette Street, Route 2, Box 4, Dodgeville, WI 53533, (608) 935-3116)

Inter-agency letterhead. Several job centers have developed inter-agency letterhead. The best ones use special and visually-appealing graphics that are identified with the job center, and that are visually distinct from those of any of the partner agencies. They also provide single point-of-contact information (address and phone number), and identify the participating agency partners. Among those that meet these criteria are the following.

* **Sawyer County Job Center** (Contact: Fred Schnook, Executive Director, Northwest CEP, 100 W. Main Street, P.O. Box 616, Ashland, WI 54806, (715) 682-9141)

* **Western Wisconsin Job Center Network** (Contact: Jerry Hanoski, Executive Director, Western Wisconsin Private Industry Council, 402 N. 8th Street, P.O. Box 2908, La Crosse, WI 54602-2908, (608) 785-9936)

* **Southwestern Wiscosnin Job Center** (Contact: Bruce Palzkill, Job Service Supervisor, 1210 N. Bequette Street, Route 2, Box 4, Dodgeville, WI 53533, (608) 935-3116)

* **Kenosha County Job Center** (Contact: Larry Jankowski, JOBS Program Manager, Kenosha County Job Center, 8600 Sheridan Road, P.O. Box 4248, Kenosha, WI 53141, (414) 697-2552)

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C.
A Networking List For
Other Facets of Job Center Operation

As was stated in the preface to this Guide, local areas that have implemented job center operations are the best source of information about specific tactics they've found successfully achieve various facets of those operations.

It's a fact that while one local area's coordination efforts are mired down, for example, in a debate over client confidentiality and the impacts of that on information sharing between programs, another local area has already handled this issue and has policies, procedures, forms or protocols that could eliminate much "wheel reinventing" for the first area.

The following pages provide the listing compiled to date. You are encouraged to both contact local areas that have experience in the topical areas listed, and to inform state-level staff of model information you have that hasn't been captured in the listing to date.

Contact: Howard Landsman, DILHR -JETS Division: (608)267-7514.

CO-LOCATION STRATEGIES

Model Practice	**Privately-Developed Job Center Service Location**
Location	**Walworth County Job Center**
Local Contact	Glenn Smith Job Center 1000 E. Centralia Street Elkhorn, WI 53121 (414) 723-4775 (414) 723-6360 (FAX)
Description	E&T agencies in small communities often find co-location blocked by a lack of suitable existing facilities. This could be due 'o the lack of vacant space, the need for substantial remodeling of space that <u>does</u> exist in the community, etc. For the potential job center partners, the up-front development costs (acquisition, construction, etc.) are often prohibitive. Walworth County's job center partners overcame these barriers -- without contributing <u>any</u> up-front funds or spending any taxpayer dollars -- by working through a private developer.

In 1989, the locally-based MaGill Construction Company was retained by the Elkhorn Development Corporation (EDC) to develop space for a small business incubator. The incubator site was to be a piece of vacant land on the local Gateway Technical College (GTC) campus, adjacent the local industrial park. As part of this project, MaGill sought the presence of the already-colocated Job Service and PIC as stable "anchor" tenants capable of paying market rental rates. As discussions proceeded, the incubator idea was dropped but plans for a 4-partner job center coalesced.

The final job center development plan had GTC donating their land to MaGill for a 15-year period. The job center partners -- GTC and the Kaiser Group, in addition to Job Service and PIC -- worked with MaGill to custom-design the building. MaGill used its own equity investment funds and bank financing to construct this new building.

The partners have 15-year leases with MaGill, with rental rates locked in at their 1990 levels ($11.25/sq. ft., all operating expenses included). Over this 15-year period, these rent payments will enable MaGill to recover its development costs. At the end of this period, ownership of the land and building will transfer to GTC.

The job center partners had a history of good working relations and had been discussing colocation prior to the EDC initiative. The developer had a solid local track record and financial capacity to complete the project. Also, during the facility planning phase, the partners researched other operational job centers and visited (and received consultation help from) the Southwestern Wisconsin job center network. These three factors helped make the Walworth County plan feasible and the results satisfying to the partners.

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COLOCATION STRATEGIES

Model Practice	**Request For Proposals**
Location	**Dane County Job Center (opening November 1993)**
Local Contact	Mary Witt, Director Dane/Southwest Job Service District 206 North Broom Street P.O. Box 7943 Madison, WI 53707 (608) 266-1889
Materials Available	Request for Proposals (RFP) Bidder Invitation List
Description	Plans for a job center in Dane County grew out of the space needs of the local Job Service and Unemployment Compensation offices and of Dane County's Department of Human Services (JOBS Administrative Agency). These agencies were occupying outmoded buildings that were scheduled to be sold.

Plans for colocating grew out of an invitation issued by DILHR Secretary Carol Skornicka to a wide range of local employment and training providers and funding sources. The County, Madison Area Technical College, and several non-profit CBOs -- including Operation Fresh Start (OFS), a major county subcontractor -- responded to this invitation.

These discussions yielded significant direction on various programmatic and space-related issues. For example, it was agreed that the center would house all of the county's economic assistance programs -- i.e. AFDC, Food Stamps, Medical Assistance, and General Assistance. At the same time, no clear direction emerged regarding facility plans. With no clearly-preferred site in mind, and a willingness to conisder a variety of site-related options -- e.g. "build-to-suit", remodeling or occupancy-as-is at an existing building -- a decision was made to use a competitive RFP process.

The RFP was issued jointly by DILHR, the County DHS, and OFS. Property owners and developers were invited to submit facility and lease proposals that met the partners' specifications, including lease terms, detailed space needs and characteristics, construction specifications, location, parking, handicapped accesibility, security provisions, janitorial provisions, etc.

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Per agreement with the Wisconsin Department of Administration (leasing agent for all state agencies), DILHR's Division of Administrative Services managed the RFP process, including handling communications with prospective bidders.

Seven bidders responded to the partners' RFP. Through an inter-agency review process that considered a variety of criteria, 4 proposals were screened out of further consideration. The remaining proposals were taken to public hearing. The public hearing yielded no clear favorite site/proposal, but helped remove any remaining political barriers to final site selection by the partners.

As of August 1993, the job center was under construction and scheduled to be open for business in November 1993.

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COLOCATION STRATEGIES

Model Practice	**Privately-Leased Facilities**
Location	**Indicated Below**
Local Contact	See Job Center Directory (Appendix C)
Description	Roughly 2/3 of Wisconsin's colocated job centers are located in buildings owned by a private landlord other than one of the job center partners. In many of these cases, recently-vacated commerical space created an opportunity for colocation. In some of these cases, long-term vacancies created highly favorable environments for negotiation of lease terms favorable to the partners.

* Green Lake County Job Center (Berlin)

* Kenosha County Job Center (Kenosha)

* Walworth County Job Center (Elkhorn)

* .ppleton Regional Job Center (Appleton)

* Sawyer County Job Center (Hayward)

* Central Wisconsin Job Centers (Adams, Marshfield, Montello, and Wautoma)

* Southwestern Wisconsin Job Centers (Lancaster, Monroe, Dodgeville, and Richland Center)

In two of these cases (Walworth and Marshfield), new space was custom-developed for the partners by a private developer.

Financing Up-Front Building Costs. Job center tenants have usually found that they are considered by developers and property owners to be stable, cooperative tenants. Thus, property owners have often been willing to assume the financial risks associated with up-front acquistion, new construction, and/or remodeling.

Roughly 3/4 of Wisconsin's colocated job centers required significant remodeling to make them suitable for job center operations. In about 60% of these cases, the landlord paid the up-front remodeling cost, and recaptured these costs over time through higher rent payments.

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In roughly 15% of these cases, the landlord participated -- along with the partners -- in financing these up-front remodeling costs.

In both of the newly-developed job center facilities noted above, the landlord/developer absorbed all of the up-front development costs, recapturing this investment over time through rent payments.

Leasing Arrangements. In roughly 60% of the non-partner-owned job centers, one or two of the partners serve as prime lessee(s), having leases directly with the landlord. The prime lessee(s) then sublease a portion of their space to other job center partners. In a few cases, the partners each have separate leases with the property owner. In two cases -- within the Southwestern WI job center network -- one partner has agreed to pay all of the rent at one job center location in exchange for paying no rent at another job center location.

In several cases, experienced job center developers recommend minimizing the role of the state (i.e. DILHR and/or DOA) in negotiating leases with private owners. They have found that they can achieve significantly more favorable terms when one of the non-state partners leads the negotiations.

Materials Available	Central Wisconsin PIC is willing to share lease agreements, its RFP for developers and bidder invitation list for the Marshfield Job Center. **Contact:** Marty Lee, CWPIC, 130 2nd Street North, Suite One, Wisconsin Rapids, WI 54494, (715) 422-4700.

"Guidelines for Space-Sharing" used by the Southwestern WI job centers are available upon request. **Contact:** Bruce Palzkill, Job Service Supervisor, Iowa County Job Center, 1210 N. Bequette Street, Route 2, Box 4, Dodgeville, WI 53533, (608) 935-3116.

Results of an August 1993 DILHR interview survey on job center colocation are available upon request. **Contact:** Howard Landsman, DILHR/JETS Local Coordination Liaison, P.O. Box 7944, Madison, WI 53707-7944, (608) 267-7514.

COLOCATION STRATEGIES

Model Practice	**Partner-Owned Facilities**
Location	**Indicated Below**
Local Contact	See Job Center Directory (Appendix C)
Description	Roughly 1/3 of Wisconsin's colocated job centers are located in buildings owned by one of the partners.

* **Calumet County Job Center (Chilton -- county-owned)**

* **West Bend Job Center (Washington County -- county-owned)**

* **Lafayette County Job Center (Darlington -- owned by Southwestern WI CAP)**

* **Southwestern WI Technical College Job Center (Fennimore -- owned by SWTC)**

* **Western Wisconsin job centers (Mauston and Tomah -- owned by Western WI TC)**

In 4 of these cases (Chilton/Fennimore/Mauston/Tomah), the partner-owner re-examined its use of existing space, found it possible to reassign existing uses, then freed up space for occupancy by additional partners and -- in some cases -- for expanded operations by existing partner-occupants). In Darlington, the owner-partner had vacant space available to accommodate the new partner-tenants. In the case of West Bend, new space was custom-developed by one of the partners (Washington County) with the needs of all partners in mind.

Future Prospects for Space Availability. In the coming years, increased automation of the Unemployment Insurance claims process is likely to free up space in some Reed Act buildings (i.e. Job Service offices).

Materials Available	Central Wisconsin PIC is willing to share lease agreements, its RFP for developers and bidder invitation list for the Marshfield Job Center. **Contact: Marty Lee, CWPIC, 130 2nd Street North, Suite One, Wisconsin Rapids, WI 54494, (715) 422-4700.**

"Guidelines for Space-Sharing" used by the Southwestern WI job centers are available upon request. **Contact:** Bruce Palzkill, Job Service Supervisor, Iowa County Job Center, 1210 N. Bequette Street, Route 2, Box 4, Dodgeville, WI 53533, (608) 935-3116.

Results of an August 1993 DILHR interview survey on job center colocation are available upon request. **Contact:** Howard Landsman, DILHR/JETS Local Coordination Liaison, P.O. Box 7944, Madison, WI 53707-7944, (608) 267-7514.

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FUNDING

Model Practice	**Local Government Seed Money for Job Center Development**
Location	**Waukesha County**
Local Contact	Susan N. Dreyfus, Executive Assistant Office of the County Executive 515 W. Moreland Boulevard Waukesha, WI 53188-2428 (414) 548-7902
Description	Job center development is a labor-intensive -- and often a capital-intensive -- process. It involves substantial consultation among the partner agencies on service delivery design and client flow, information systems, colocated facility design and office layout, supervision of inter-agency staff units, ongoing management structure and processes, etc. Thus, it typically involves a meaningful up-front financial commitment from each partner.

In some local areas, program managers have had difficulty reserving the time necessary to undertake these up-front planning functions. In addition, local programs/agencies typically lack a ready funding source to support the capital costs associated with colocation, information systems development, etc.

In Waukesha County, planning for the new Workforce Development Center (WDC) has been facilitated by three significant county government committments.

* The County Executive's Office has provided ongoing leadership and a significant staff time to WDC planning. Particularly vital was staff's initial consultations with prospective partners, through which agency interest was identified and mobilized.

* At the County Executive's request, the County Board added $30,000 in local GPR to the Executive Office's 1992 budget to cover costs associated with various aspects of front-end WDC feasibility planning. The Executive also reallocated $20,000 from his Office's 1992 budget to hire a consultant to coordinate site and facility selection.

*   Again at the County Executive's request, the County's Community Development Block Grant (CDBG) Board allocated $50,000 of these locally-controlled federal funds to cover costs associated with planning and development of the WDC's multi-agency management information system.

These funding commitments have been in addition to those made by partner E&T agencies out of their respective operating budgets. By all accounts, they were the key ingredient in catalyzing the WDC initiative and sustaining it through its early planning phases.

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JOINT PROCUREMENT OF SERVICES

Model Practice	**Common Request for Proposals**
Location	**Waukesha County**
Local Contact	Francisco Sanchez, Program Manager W-O-W Private Industry Council 1900 Pewaukee Road, Suite A Waukesha, WI 53188 (414) 521-5375
Materials Available	Request for Proposals -- Vocational Assessment Services for Waukesha County
Description	Inter-program procurement is readily unified when a single agency administers multiple programs, as in Marathon County's Department of Employment and Training (which administers JTPA JOBS, Food Stamp E&T, and GA Work Relief). However, special coordinative efforts -- such as joint RFP processes -- have helped to unify procurement when local program administration is split among multiple agencies.

As a first step toward establishing its new Workforce Development Center (WDC), Waukesha County's 8-agency WDC Management Team decided that certain JOBS and JTPA service components should be provided by a jointly-funded single agency. To this end, the Team has established a joint RFP process.

The initial RFP -- for "vocational assessment" -- was issued in March 1993 for the period 7/1/93 - 12/31/94. A second RFP -- for "case management" -- was under development as of August 1993. (Note: In the "vocational assessment" RFP, the Team noted its intent to expand the scope of clientele served to include General Relief and Food Stamp E&T participants, DVR clients, high school students, and fee-for-service clients including existing employers and the general public.)

The RFP document is developed by the PIC in coordination with the Team, and is issued on the Team's behalf by the PIC. The PIC also prepares funding recommendations for the Team. Final funding decisions made by an independent WDC Proposal Review Board consisting of 6 appointees of the County Executive -- 3 County elected officials and 3 PIC members from Waukesha County. (Note: In Waukesha, JOBS is administered by the County DHS while JTPA is administered by the W-O-W PIC.)

Model Practice	**JSIS (AMS) Access Agreements**
Location	**Listed Below**
Local Contact	**Listed Below**
Description	As described elsewhere in this guide, sharing of the Job Service Information System (JSIS) -- including the Automated Matching System (AMS) -- has enabled job center partners in many service locations to coordinate one or more of the four direct service functions common to all E&T programs (i.e. intake/eligibility determination, assessment and individual service planning, case management, and employer services).

As of August 1993, 22 non-Job Service entities had JSIS access agreements with Job Service. Another 15 such entities had agreements pending. The following 8 agencies/entities have had agreements in place since at least January 1993.

* **Winne-Fond Lake PIC** (<u>Contact</u>: Joe Halter, Chief Operating Officer, 315 Algoma Boulevard, Suite 107, Oshkosh, WI 54901, (414) 424-0020)

* **Fond du Lac County DSS** (<u>Contact</u>: Diane Hausinger, Manager, Fond du Lac County Employment and Training Department, 87 Vincent Street, Fond du Lac, WI 54935-4595, (414) 929-3433)

* **Southeastern WI PIC** (<u>Contact</u>: John Milisauskas, Executive Director, 440 Main Street, Suite 310, Racine, WI 53403-1065, (414) 632-3103)

* **Western Dairyland Economic Opportunity Council** (<u>Contact</u>: Jim Schwartz, Executive Director, P.O. Box 45, Independence, WI 54747, (715) 985-3239)

* **Southwestern Wisconsin PIC** (<u>Contact</u>: Roberta Early, Executive Director, 1210 N. Bequette Street, Route 2, Box 4, Dodgeville, WI 53533, (608) 935-3116)

* **Western Wisconsin PIC** (<u>Contact</u>: Jerry Hanoski, Executive Director, 402 North 8th Street, P.O. Box 2908, La Crosse, WI 54602-2908, (608) 785-9936)

* **Milwaukee County PIC** (Contact: Bill Malone, Manager, Program Planning and Development, 101 W. Pleasant Street, Suite 104, Milwaukee, WI 53212, (414) 271-7557)

* **Northern Lake Winnebago PIC** (Contact: Bud Klister, Executive Director, 426 W. College Avenue, Appleton, WI 54911, (414) 832-5657)

Those who have yet to enter into such agreements may wish to consult with these agencies regarding the pros and cons of JSIS access.

State
Contact

Agencies interested in initiating a request for JSIS access should contact Pete Kroll, DILHR/JETS, P.O. Box 7972, Madison, WI 53707-7972, (608) 267-2396.

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OTHER EXAMPLES OF
COORDINATED EMPLOYMENT AND TRAINING OPERATIONS

Joint Planning

Representative Structure for Larger Urban Area. The 12-member Milwaukee County Collaboration Policy Board has permanent representatives from the 5 largest E&T/human service systems -- MATC, Job Service, JOBS administrative agency, PIC, and the County DSS. Other constituencies -- e.g. secondary education, community-based organizations, private sector employers, economic development agencies, employer organizations, and organized labor -- are represented via rotating seats on the Policy Board. Additionally, topical workgroups typically includes members who are not seated on the Policy Board. Contact: Bill Malone, Milwaukee County PIC, 101 W. Pleasant Street, Suite 104, Milwaukee, WI 53212, (414) 271-7557.

Multiple Roles for Inter-Agency Group. In Sawyer County, the Job Center Board of Directors also serves as the JOBS Advisory Committee and the CWEP Council. Contact: Patricia Acheson, Director, Sawyer County DSS, County Courthouse, 406 Iowa Avenue, P.O. Box 192, Hayward, WI 54843, (715) 634-4806.

Inclusion of Literacy Councils. Central Wisconsin (Directors Meeting) reports using its workgroup structure to involve area literacy councils in collaborative planning. Contact: Marty Lee, Central Wisconsin PIC, 130 2nd Street North, Suite One, Wisconsin Rapids, WI 54494, (715) 422-4700.

Labor Market Information Resource for Joint Planning. The Southeastern Wisconsin Macro-Agency Planning (MAP) Team uses Gateway Technical College's annual graduate follow-up survey as a partial basis for identifying future areawide occupational training priorities. This report includes placement rates and starting wages by occupation as indicators of local labor market demand. Similar reports are published by all other local VTAE districts. Contact: VTAE contact is your local district's Follow-Up Survey Coordinator. Also, John Milisauskas, Executive Director, Southeastern Wisconsin PIC, 440 Main Street, Suite 310, Racine, WI 53403-1065, (414) 632-3103.

Intake and
Eligibility
Determination

Common Orientation. The Marathon County Job Center Management Team reports that the major local employment and training programs use a common orientation curriculum for new enrollees. Contact: Phyllis Bermingham, Director, Marathon County Department of Employment and Training, 326 River Drive, Wausau, WI 54403-5449, (715) 847-5460.

Assessment and Service Plannin̠	**Common Service Provider.** In Ozaukee County, Job Service conducts conducts assessments for JTPA, JOBS, Veterans, and the general public. <u>Contact</u>: Diane Knutson, Director, Waukesha/Lake Michigan Job Service, 141 N.W. Barstow, Waukesha, WI 53188, (414) 521-5054.
Case Management	**Inter-Agency Case Management Teams.** In addition to the Central Wisconsin example cited in Chapter IV.C above, the Walworth County and West Bend Job Centers use regular inter-agency case management staff meetings to coordinate this direct service function. <u>Contact</u>: For Walworth County, Glenn Smith, Job Center, 1000 E. Centralia Street, Elkhorn, WI 53121, (414) 723-4775. For West Bend, Francisco Sanchez, W-O-W PIC, 1900 Pewaukee Road, Suite A, Waukesha, WI 53188-2428, (414) 521-5375.
Employer Services	**Account Representative System.** In addition to the Southwestern Wisconsin example cited in Chapter IV.D above, the Waushara County Job Center uses an "account rep" system to deliver services to employers. <u>Contact</u>: Marty Lee, Central Wisconsin PIC, 130 2nd Street North, Suite One, Wisconsin Rapids, WI 54494, (715) 422-4700.
	Inter-Agency Job Development Unit. In addition to the Kenosha County example cited in Chapter IV.D above, the Calumet County and Appleton Regional Job Centers have a joint PIC-Job Service job development unit. <u>Contact</u>: Larry Smits, Lake Winnebago Job Service, 315 Algoma Boulevard, Oshkosh, WI 54902, (414) 424-2011.
	Computer-Based Job Order Sharing Software. Rock County E&T agencies are using a PC-based system for downloading Job Service's AMS job order files onto terminals at other participating agencies. This system has a two-way capability, through which these other agencies can transmit job orders to Job Service. <u>Contact</u>: Doug Hawthorne, Janesville Job Service, 211 N. Parker Drive, Janesville, WI 53545, (608) 758-6013.
	Jointly-Funded Job Development Staff. The Marathon County Department of Employment and Training (MCDET) job development staff works for clients of the multiple programs for which MCDET serves as administrative agency/entity. MCDET uses all of the respective program funding sources to cover this staff's activities. <u>Contact</u>: Phyllis Bermingham, Director, Marathon County Department of Employment and Training, 326 River Drive, Wausau, WI 54403-5449, (715) 847-5460.
Joint Site Management	**Partnership Expansion Process.** Southwestern Wisconsin uses a formal process for considering additional job center partners. <u>Contact</u>: Bruce Palzkill, Job Service Supervisor, Iowa County Job Center, 1210 N. Bequette Street, Route 2, Box 4, Dodgeville, WI 53533, (608) 935-3116.

Operations Manual. Southwestern Wisconsin uses a comprehensive "Operations Handbook" as a guide for staff in carrying out their day-to-day responsibilities. Sub-sections for policy, procedures, standards and supervision are included for the following topics: intake/outreach and recruitment, assessment, JTPA certification, employment-seeking skills, employer relations, special employment and training, placement, and veterans. This manual is being updated as part of the area's federal Job Training 2000 grant. Contact: Bruce Palzkill, Job Service Supervisor, Iowa County Job Center, 1210 N. Bequette Street, Route 2, Box 4, Dodgeville, WI 53533, (608) 935-3116.

Outreach and Marketing

Using Local Cable TV. The West Bend Job Center had the local public access cable TV station videotape and broadcast the job center's grand opening. The video included a tour of the job center. Contact: Len Cors, Executive Director, W-O-W PIC, 1900 Pewaukee Road, Suite A, Waukesha, WI 53188-2447, (414) 521-5375.

Using Local VTAE College Marketing Program. The Northern Lake Winnebago job center network partners used Fox Valley Technical College's Commercial Art Department to develop and print an informational folder with inserts about services available through the network. In the Western Wisconsin area, the job center partners used similar facilities at Western Wisconsin Technical College to develop a job center network introductory brochure and letterhead. Contact: Bud Klister, Executive Director, Northern Lake Winnebago PIC, 426 West College Avenue, Appleton, WI 54911, (414) 832-5657. Jerry Hanoski, Executive Director, Western Wisconsin PIC, 402 N. 8th Street, P.O.Box 2908, La Crosse, WI 54602-2908, (608) 785-9936.

Colocation

Request for Proposals (RFP). The Central Wisconsin job center network used an RFP process to identify a developer/landlord and site for its Marshfield Job Center. Contact: Marty Lee, Central Wisconsin PIC, 130 2nd Street North, Suite One, Wisconsin Rapids, WI 54494, (715) 422-4700.

Funding

Foundation Grant. Grants from the United Parcel Foundation and local United Way to fund literacy services in Wood County enabled the local Literacy Council to move into the Marshfield Job Center as a paying partner. Along with other funding sources, these grants were instrumental in establishment of this job center. Contact: Marty Lee, Central Wisconsin PIC, 130 2nd Street North, Suite One, Wisconsin Rapids, WI 54494, (715) 422-4700.

Other Facets of
Job Center
Operations
and
Coordinated
Service
Delivery

Computer-Based Learning. Using the PLATO computerized, integrated learning system, all Central Wisconsin job centers now offer on-site, self-directed adult basic education services to all job center enrollees found to be in need of such services. Efforts are underway to use this system to assist with (1) more in-depth client assessments, and (2) the job centers' client competency measurement systems. Contact: Marty Lee, Central Wisconsin PIC, 130 2nd Street North, Suite One, Wisconsin Rapids, WI 54494, (715) 422-4700.

Staff Cross-Training. Virtually all existing job centers report having formal inter-agency cross-training programs in place. The most common topics for these programs include eligibility determination, assessment methods, case management methods, job development and placement methods, program policies and requirements, accessing community services, and use of automated computer systems. Contact: See the Job Center Service Location Directory in Appendix C.

Trade Association. The Rock County Coordination Council has spun off an "Employment and Training Association" with members from 18 local E&T and human service agencies. Their monthly meetings typically include tours of local businesses, information-sharing on services available through the member agencies, job development information, and presentations on topics of mutual interest. Contact: Ron Sanderson, Rock County PIC, 101 E. Milwaukee Street, Suite 601, Janesville, WI 53545-3012, (608) 752-5370.

VII. SUMMARY

The formation of local job center service locations is the result of broad-based, inter-program planning rooted in and continually focused on achieving, for the tax paying community, job seekers, and employers, the best outcomes possible from the delivery of employment and training services. These are the customers of the regional employment and training system, which is a component of the regional human resource investment system. Local employment and training professionals manage this portion of society's investment in nurturing, maintaining, redefining, and reclaiming the potential for and growth of human output.

State level policy, established by the Wisconsin Jobs Council with input from the Local and State Coordination Planning Teams, continues to emphasize the importance of, and push for, coordinated employment and training service delivery. New state level developments, such as the implementation of a "Core Coordination Planning Document," the Job Service "Office of the Future" initiative, Career Development Centers, and the statewide Employment and Training Conference support and are part of this emphasis and push. Current federal actions, particularly the Department of Labor's "One-Stop Career Center" legislative proposal, demonstrate that Wisconsin is in tune with, and at the forefront of, national thinking in this realm, and also present the potential for additional resources.

The local technical college, Job Training Partnership Act, Wagner-Peyser, and Job Opportunity and Basic Skills Program funding sources form a "minimum core partnership" that defines the starting resource base for a job center service location. Under a locally agreeable, joint management structure, the local administrators of these funding sources begin to systematize service delivery by working to unify four functions: intake, assessment, case management, and employer services.

Leading up to this accomplishment, the partner agencies will need to participate in formal, local planning forums through which to plan and implement inter-program coordination, and they may find it useful to undertake inventories of service sites, client flow charting, and analysis of the deployment of program resources.

Joint site management, defined locally, sustains and refines job center operation. The experience of the twenty local service locations that have accomplished this and other facets of job center operation can be a valuable asset to the efforts of local areas just beginning to implement job center systems; this Technical Assistance Guide serves as a directory to these accomplishments and the steps leading up to them.

APPENDIX A

OVERVIEW OF THE JOB CENTER IDEA

WISCONSIN JOB CENTERS

_____TERMS DEFINED_____

A. COMPREHENSIVE

The most extensive possible range or menu of employment and training services as well as attendant support and related services should be available through the local system.

B. SEAMLESS

There should be no "wrong door" for customers of the system. The system should provide direct services to or formal referrals for all customers. Customers should encounter a minimum of duplication when crossing program/funding source lines and needn't be aware of those lines.

C. EFFICIENT

The employment and training system should maximize the resources available for customer service by eliminating or minimizing funds consumed by the operation of the system itself.

D. EFFECTIVE

The local employment and training system should be able to achieve the outcomes agreed to between it and its customers. The system should be open and ready to adjust to changes in outcomes as demanded by customers over time and circumstances. Outcomes should be meaningful in terms of individual/family needs, employer expectations, and a "return on investment" to the community.

WISCONSIN JOB CENTERS

_____OVERVIEW_____

I. **WHERE:**

♦ In Your County's Service Delivery Area (SDA)

II. **WHO:**

Minimum Joint Management:

♦ JOBS Program Administrative Agency

♦ JTPA Program Administrative Entity

♦ Job Service District

♦ Technical College District

Potential Joint Management:

♦ Community Based Organizations

♦ Corrections Employment & Training

♦ Department of Development

♦ Vocational Rehabilitation

♦ Others

III. **WHAT:**

Achieve a local system for the delivery of employment
and training services that is:

♦ Comprehensive

♦ Seamless

♦ Efficient

♦ Effective

Source: 1993 Job Center TA Guide; State of Wisconsin -DILHR

WISCONSIN JOB CENTERS
_____OVERVIEW_____

IV.   HOW:

COMPREHENSIVE_____
- ◆ Know the Universe of Potential Services
- ◆ Inventory the Services Actually Available Service Location by Service Location
- ◆ Optimize the Menu/Mix of Services at Each Location

SEAMLESS_____
- ◆ Recruit and Fill Employer Job Orders as a System
- ◆ Conduct Marketing to Employers as a System
- ◆ Package and Broker Employer Hiring Incentives as a System
- ◆ Unify Participant Intake & "Eligibility Spotting" Across Funding Sources in All Service Locations
- ◆ Unify Participant Assessment and Service Plan Formation Across Funding Sources
- ◆ Unify Participant Case Management

WISCONSIN JOB CENTERS
_____OVERVIEW_____

IV. **HOW (CONTINUED):**

*EFFICIENT*_____
- ♦ Share Facilities and Other Overhead
- ♦ Eliminate Duplicate Operating Expenses
- ♦ Convert Above Overhead & Expenses to Customer Services

*EFFECTIVE*_____
- ♦ Use Labor Market and Wage Information In Joint System Planning to Determine Training and Educational Options of Value to Customers and Worthy of System Resources
- ♦ Unify and Consolidate Program Advisory Boards and Governing Bodies to the Full Extent Possible
- ♦ Be Able to Amass Resources for Eligible Participants Across Funding Sources
- ♦ Focus System Resources on Cases that Have a High Social Payback
- ♦ Diversify the Mix of Funding Sources at a Service Location to Heighten its Ability to Be Sustained

WISCONSIN JOB CENTERS

_____OVERVIEW_____

V. **WHY:**

*THE REASON*_____
- ♦ Optimize the Return on Society's Tax Funded Investment in Human Resources

*RELATED REASONS*_____
- ♦ Maximize the Quality of Service the System is Able to Deliver. More Well-Served Participants Translate To a Higher Quality Workforce, One with the Skills Needed to Propel Existing Employers and Attract New Ones.
- ♦ Make Employment and Training Programs Become Enough of a System So They Can Relate Productively to Other Systems In the Realm of Human Resource Investment, Such As: Economic Development, Human Services, School-to-School and School-to-Work Transition, and Dislocated and Incumbent Worker Training
- ♦ Address the Fact That Resources for Employment and Training Programs Have and Continue to Decline, Causing Employment and Training Programs To Be More Viable and Better Able to Fulfill Their Intent When They Work in Concert

APPENDIX B

PROGRAM AND SERVICE INVENTORY TOOL

EMPLOYMENT & TRAINING SERVICE LOCATION PROFILE

Identification & Location Information:

Service Delivery Area:

County:

Service Location:

    Address:

    Phone #:   ( )-
    FAX #:   ( )-

        Name of Person Reporting:
        Phone #:   ( )-
        FAX #:   ( )-

Site Management Partners (Leave Blank if Site Not Jointly Managed)

    Name of Job Center Site Management Team:

    Average Annual Meetings of Site Management Team:

System/ Program/ Agency	Participates on Site Management Team? (check one)		Name of Representative to Site Management Team (if any)
	Yes?	No?	
Job Service			
JTPA			
JOBS			
VTAE			
DVR			

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Site Management Partners (Continued)

This table identifies any additional site management partners that did not fit into the table on the previous page.

System/ Program/ Agency	Participates on Site Management Team? (check one)		Name of Representative to Site Management Team (if any)
	Yes?	No?	

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Support and Entitlement Services:

Mark (X) the following chart to indicate the availability of the services through this service location address.

Service Item	Availability of This Service at Service Location Address				
	Available On Site	Access Via Formal Referral Network	Reference Info Provided	No Related Service at This Site	Other
Unemployment Insurance Claimstaking					
Economic Support (e.g. AFDC, Food Stamps, Medical Assistance, etc.)					
Regulated (Licensed or Certified) Child Care					
Unregulated Child Care					
Transportation					
Physical Health Screening					
Mental Health Screening					
Housing/Energy Needs					
Legal Services					
AODA-Related Services					
Other (list):					

Wagner-Peyser Funded Services (Job Service) At This Service Location Address:

"Yes" marks here pertain only to services provided through Wagner-Peyser funding, not, for example, to services provided by Job Service staff under contract to other funding sources.

Labor Exchange Intake:	( ) Yes	( ) No	
Identify Potential Eligibility for, and Refer To, Other E&T Programs (But Not Under Contract):			
--VTAE:	( ) Yes	( ) No	( ) Referral
--JTPA:	( ) Yes	( ) No	( ) Referral
--JOBS:	( ) Yes	( ) No	( ) Referral
--DVR:	( ) Yes	( ) No	( ) Referral
--Other:	( ) Yes	( ) No	( ) Referral
Counseling:			
--Financial Aids:	( ) Yes	( ) No	( ) Referral
--Career/Occupational:	( ) Yes	( ) No	( ) Referral
Assessment:			
--Vocational:	( ) Yes	( ) No	( ) Referral
--Interes.	( ) Yes	( ) No	( ) Referral
--Educational Needs:	( ) Yes	( ) No	( ) Referral
--Support Services:	( ) Yes	( ) No	( ) Referral
Public Access to Labor Market Information:			
--Hardcopy/Publications:	( ) Yes	( ) No	
--Audio/Video:	( ) Yes	( ) No	
--WCIS/OETIS/Other Electronic:	( ) Yes	( ) No	
Job Posting/Information/Self-Service:	( ) Yes	( ) No	
Work Search Services:	( ) Yes	( ) No	
Job Matching:	( ) Yes	( ) No	
Applicant Screening for Employers:	( ) Yes	( ) No	
Contact With Employers for Job Development:	( ) Yes	( ) No	
List Other (if any):			
--	( ) Yes		( ) Referral
--	( ) Yes		( ) Referral
--	( ) Yes		( ) Referral
--	( ) Yes		( ) Referral
--	( ) Yes		( ) Referral

Vocational, Technical and Adult Education Funded Services At This Service Location Address:

"Yes" marks here pertain only to services provided through Adult Basic Education, Carl Perkins, or other VTAE funding, not, for example, to services provided by VTAE staff under contract to other funding sources.

VTAE Admissions Assistance:	( ) Yes	( ) No	( ) Referral
Counseling:			
--Financial Aids:	( ) Yes	( ) No	( ) Referral
--Career/Occupational:	( ) Yes	( ) No	( ) Referral
Spot Eligibility For (But not under contract):			
--JTPA:	( ) Yes	( ) No	( ) Referral
--DVR:	( ) Yes	( ) No	( ) Referral
--Other:	( ) Yes	( ) No	( ) Referral
Assessment:			
--Vocational:	( ) Yes	( ) No	( ) Referral
--Interest:	( ) Yes	( ) No	( ) Referral
--Educational Needs:	( ) Yes	( ) No	( ) Referral
--Support Services:	( ) Yes	( ) No	( ) Referral
Public Access to Labor Market Information:			
--Hardcopy/Publications:	( ) Yes	( ) No	( ) Referral
--Audio/Video:	( ) Yes	( ) No	( ) Referral
--WCIS/OETIS/Other Electronic:	( ) Yes	( ) No	( ) Referral
Case Management:	( ) Yes	( ) No	( ) Referral
Adult Basic Education/GOAL Lab:	( ) Yes	( ) No	( ) Referral
English as a Second Language:	( ) Yes	( ) No	( ) Referral
Remedial Education:	( ) Yes	( ) No	( ) Referral
Single Parent Program Services:	( ) Yes	( ) No	( ) Referral
Displaced Homemaker Services:	( ) Yes	( ) No	( ) Referral
Sex Equity Programming:	( ) Yes	( ) No	( ) Referral
Other VTAE "Special Needs Population" Services:	( ) Yes	( ) No	( ) Referral
Classroom Occupational Training:	( ) Yes	( ) No	( ) Referral
Degree Program Instruction:	( ) Yes	( ) No	( ) Referral
Access to Job Service Labor Exchange:	( ) Yes	( ) No	( ) Referral
Job Posting/Information/Self-Service:	( ) Yes	( ) No	( ) Referral
Other Job Placement Services:	( ) Yes	( ) No	( ) Referral
Contact With Employers for Job Development:	( ) Yes	( ) No	
List other (if any):			
--	( ) Yes		( ) Referral
--	( ) Yes		( ) Referral
--	( ) Yes		( ) Referral

Job Opportunity and Basic Skills (JOBS) Program Funded Services At This Service Location Address:

"Yes" marks here pertain only to services provided through JOBS funding, not to services provided through any other funding sources.

Enrollment/Orientation	( ) Yes	( ) No	( ) Contract Off Site
JOBS Pre-Assessment	( ) Yes	( ) No	( ) Contract Off Site
Assessment:			
--Educational Needs:	( ) Yes	( ) No	( ) Contract Off Site
--Vocational:	( ) Yes	( ) No	( ) Contract Off Site
--Interest:	( ) Yes	( ) No	( ) Contract Off Site
--Support Services:	( ) Yes	( ) No	( ) Contract Off Site
JOBS Employability Plan Development	( ) Yes	( ) No	( ) Contract Off Site
JOBS Case Management	( ) Yes	( ) No	( ) Contract Off Site
Component Services:			
--Job-Readiness/Motivation	( ) Yes	( ) No	( ) Contract Off Site
--Community Work Experience	( ) Yes	( ) No	( ) Contract Off Site
--Remedial Education	( ) Yes	( ) No	( ) Contract Off Site
--Job Skills Training	( ) Yes	( ) No	( ) Contract Off Site
--On-the-Job Training	( ) Yes	( ) No	( ) Contract Off Site
--Post-Secondary Education	( ) Yes	( ) No	( ) Contract Off Site
--Employment Search	( ) Yes	( ) No	( ) Contract Off Site
--Work Supplementation	( ) Yes	( ) No	( ) Contract Off Site
--Other Work Experience	( ) Yes	( ) No	( ) Contract Off Site
--List Other (if any):			
--	( ) Yes		( ) Contract Off Site
--	( ) Yes		( ) Contract Off Site
--	( ) Yes		( ) Contract Off Site
--	( ) Yes		( ) Contract Off Site
Spot Eligibility For (But Not Under Contract):			
--VTAE:	( ) Yes	( ) No	( ) Referral
--Job Service:	( ) Yes	( ) No	( ) Referral
--JTPA:	( ) Yes	( ) No	( ) Referral
--DVR:	( ) Yes	( ) No	( ) Referral
--Other:	( ) Yes	( ) No	( ) Referral
Counseling:			
--Financial Aids:	( ) Yes	( ) No	( ) Referral
--Career/Occupational:	( ) Yes	( ) No	( ) Referral
Access to Labor Market Information:			
--Hardcopy/Publications:	( ) Yes	( ) No	( ) Referral
--Audio/Video:	( ) Yes	( ) No	( ) Referral
--WCIS/OETIS/Other Electronic:	( ) Yes	( ) No	( ) Referral
Access to Job Service Labor Exchange:	( ) Yes	( ) No	( ) Referral
Job Posting/Information/Self-Service:	( ) Yes	( ) No	( ) Referral
Other Job Placement Services:	( ) Yes	( ) No	( ) Referral
Contact With Employers for Job Development:	( ) Yes	( ) No	
List Other Services (if any):			
--	( ) Yes		( ) Referral
--	( ) Yes		( ) Referral
--	( ) Yes		( ) Referral

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<u>Job Training Partnership Act (JTPA) Funded Services At This Service Location Address:</u>
"Yes" marks (X's) here pertain only to services provided through JTPA funding, not, for example, to services provided by JTPA staff under contract to other funding sources.

(NOTE: IIA: Adult, IIB: Youth, III: Dislocated Workers).

OS = Available On Site
COS = Contracted Off Site
Blank = Not Available

Service	Funding Title for Available Services		
	Title IIA	Title IIB	Title III
Eligibility Determination:	( )OS ( )COS	( )OS ( )COS	( )OS ( )COS
Educational Needs Assessment:	( )OS ( )COS	( )OS ( )COS	( )OS ( )COS
Employability Assessment:	( )OS ( )COS	( )OS ( )COS	( )OS ( )COS
Vocational Assessment:	( )OS ( )COS	( )OS ( )COS	( )OS ( )COS
Interest Assessment:	( )OS ( )COS	( )OS ( )COS	( )OS ( )COS
Support Services Assessment:	( )OS ( )COS	( )OS ( )COS	( )OS ( )COS
Individual Service Plan Development:	( )OS ( )COS	( )OS ( )COS	( )OS ( )COS
Case Management:	( )OS ( )COS	( )OS ( )COS	( )OS ( )COS
<u>Service Components:</u>			
* Work Search Assistance:	( )OS ( )COS	( )OS ( )COS	( )OS ( )COS
* Occupational Training:	( )OS ( )COS	( )OS ( )COS	( )OS ( )COS
* Remedial Education:	( )OS ( )COS	( )OS ( )COS	( )OS ( )COS
* Work Experience:	( )OS ( )COS	( )OS ( )COS	( )OS ( )COS
* On-the-Job Training:	( )OS ( )COS	( )OS ( )COS	( )OS ( )COS
* Vocational Exploration:	( )OS ( )COS	( )OS ( )COS	( )OS ( )COS
* Work Maturity:	( )OS ( )COS	( )OS ( )COS	( )OS ( )COS
<u>Referral To:</u>			
* Work Search Assistance:			
* Occupational Training:			
* Remedial Education:			
* Work Experience:			
* On-the-Job Training:			
* Vocational Exploration:			
* Work Maturity:			

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(Note: IIA: Adult, IIB: Youth, III: Dislocated Workers).

This table lists any JTPA funded services that did not fit on the previous page.

Service	Funding Title for Available Services		
	Title IIA	Title IIB	Title III

Other Services Generally Available On Site Through JTPA Funding:

Spot Eligibility For (But Not Under Contract):
--VTAE:	( ) Yes	( ) No	( ) Referral
--Job Service:	( ) Yes	( ) No	( ) Referral
--JTPA:	( ) Yes	( ) No	( ) Referral
--DVR:	( ) Yes	( ) No	( ) Referral
--Other:	( ) Yes	( ) No	( ) Referral

Counseling:
--Financial Aids:	( ) Yes	( ) No	( ) Referral
--Career/Occupational:	( ) Yes	( ) No	( ) Referral

Access to Labor Market Information:
--Hardcopy/Publications:	( ) Yes	( ) No	( ) Referral
--Audio/Video:	( ) Yes	( ) No	( ) Referral
--WCIS/OETIS/Other Electronic:	( ) Yes	( ) No	( ) Referral

Access to Job Service Labor Exchange:	( ) Yes	( ) No	( ) Referral
Job Posting/Information/Self-Service:	( ) Yes	( ) No	( ) Referral
Job Placement Services Not Listed Above:	( ) Yes	( ) No	( ) Referral
Contact With Employers for Job Development:	( ) Yes	( ) No	

List Other Services (if any):
--	( ) Yes	( ) Referral
--	( ) Yes	( ) Referral
--	( ) Yes	( ) Referral

Service Providers Under Contract to JTPA or JOBS At This Service Location Address:

Information in this table indicates what agencies or organizations provide services under contract to either the JTPA or JOBS funding sources. Listings here are **exclusive** of any other services provided by the agency or organization at this site, under contract off site, or of their own accord off site.

Service Provider **Under Contract to JTPA or JOBS** (Agency/Organization Name)	Indicate JTPA or JOBS then Service/Component Delivered	Service Availability (mark one)	
		Perma-nent?	Itiner-ant?

All Other Services Provided At This Address:

Example services: Customized Labor Training Program, Targeted Jobs Tax Credit, Trade Adjustment Assistance, Development Zone Certification, Migrant/Farm Worker Services, Food Stamp E&T, GA E&T, other E&T services, other human services, etc.

(Economic Support or Unemployment Insurance Claims-Taking Should Be Listed In The Table On Page 3.)

Service Provider (Agency/Organization Name)	Service/Component Delivered	Service Availability (check one)	
		Permanent?	Itinerant?

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APPENDIX C

JOB CENTER SERVICE LOCATION DIRECTORY

JOB CENTER MANAGING PARTNERS
AND CO-LOCATED SERVICE PROVIDERS
AUGUST 1993

<u>Central Wisconsin SDA</u>, Mike Irwin, Executive Director, Central Wisconsin PIC, 130 Second Street North, Wisconsin Rapids, WI 54494, (715) 422-4700

1.   <u>Adams Job Center</u> 205 W. Second, P.O. Box 589, Friendship, WI 53934
     (608) 339-9559

     ♦ <u>Managing Partners</u>: Job Service, Central Wisconsin PIC, Adams County Department of Social Services, Mid-State Technical College, Central Wisconsin Community Action, Adams County Community Programs, Head Start, CESA #5, Forward Service Corporation, Family Crisis Center, Green Thumb, Secondary School Systems Representative, and Adams County Juvenile Justice

     ♦ <u>Co-Located Service Providers</u>: Omni-Val Services, and all of the partners <u>except</u> Adams County DSS and Juvenile Justice, Head Start, CESA #5 and Secondary School Systems

2.   <u>Marshfield Job Center</u> 300 S. Peach Street, #3, Marshfield, WI 54449-4551
     (715) 387-6386

     ♦ <u>Managing Partners</u>: Job Service, Central Wisconsin PIC, Wood County Department of Social Services, Mid-State Technical College, WI Division of Vocational Rehabilitation, North Central Community Action Program, and Literacy Council of Wood County

     ♦ <u>Co-Located Service Providers</u>: Forward Service Corporation, DILHR Unemployment Compensation, Green Thumb, Omni-Val Services, and all of the partners <u>except</u> Mid-State Technical College and Wood County DSS

3.   Montello Job Center   15 West Street, P.O. Box 99, Montello, WI 53949
     (608) 297-7550

     ◆ Managing Partners: Job Service, Central Wisconsin PIC, Forward
       Service Corporation, Madison Area Technical College, Mid-State
       Technical College, WI Division of Vocational Rehabilitation, CESA #5,
       Head Start, and North Central Community Action

     ◆ Co-Located Service Providers: Omni-Val Services, and all of the
       partners except Marquette County DSS, CESA #5, Head Start, and
       DVR.

4.   Wautoma Job Center   P.O. Box 160, Wautoma, WI 54982
     (414) 787-3338

     ◆ Managing Partners: Job Service, Central Wisconsin PIC, Waushara
       County Department of Social Services, Forward Service Corporation,
       Fox Valley Technical College, WI Division of Vocational Rehabilitation,
       CESA #5

     ◆ Co-Located Service Providers: DILHR Unemployment Compensation
       and Migrant Services Bureau, Green Thumb, Legal Services of
       Northeast Wisconsin, North Central Community Action Program, Omni-
       Val Services, Mid-State Technical College, and all of the managing
       partners except Waushara County DSS and CESA #5

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Marathon County SDA, Phyllis Bermingham, Director, Marathon County Department of Employment and Training, 326 River Drive, Wausau, WI 54403-5449, (715) 847-5460

5. Marathon County Job Center Network 326 River Drive, Wausau, WI 54403-5449 (715) 847-5460

    ♦ Managing Partners: Job Service, Marathon County Department of Employment and Training, and North Central Technical College

    ♦ Co-Located Service Providers: Job Service (JOBS only), Wisconsin State AFL-CIO, and Marathon County Department of Employment and Training

Northern Lake Winnebago SDA, Bud Klister, Executive Director, Northern Lake Winnebago PIC, 426 W. College Avenue, Appleton, WI 54911, (414) 832-5657

6. Appleton Regional Job Center 426 W. College Avenue, Appleton, WI 54911 (414) 832-5657

    ♦ Managing Partners: Job Service, Northern Lake Winnebago PIC, Fox Valley Technical College, WI Division of Vocational Rehabilitation

    ♦ Co-Located Service Providers: Job Service, Appleton Area School District, CAP Services, Fox Valley Technical College, Northern Lake Winnebago PIC

7. Calumet County Job Center 206 Court Street, Chilton, WI 53014 (414) 849-9336

    ♦ Managing Partners: Job Service, Northern Lake Winnebago PIC, Calumet County Human Services Department, Fox Valley Technical College, WI Division of Vocational Rehabilitation

    ♦ Co-Located Service Providers: Job Service, Northern Lake Winnebago PIC, and JOBS Plus

Northwest Wisconsin SDA, Fred Schnook, Director, Northwest WI CEP, 100 W. Main Street, P.O. Box 616, Ashland, WI 54806, (715) 682-9141

8.   Sawyer County Job Center P.O. Box 392, Hayward, WI 54843
     (715) 634-4845

     ♦ Managing Partners: Job Service, Northwest CEP, Sawyer County
       Department of Social Services, Wisconsin Indianhead Technical College

     ♦ Co-Located Service Providers: WI Division of Vocational Rehabilitation,
       Green Thumb, UW-Extension Continuing Education, and all of the
       managing partners

Southeastern Wisconsin SDA, John Milisauskas, Executive Director, Southeastern Wisconsin PIC, 440 Main Street, Suite 310, Racine, WI 53403-1065, (414) 632-3103

9.   Kenosha County Job Center 8600 Sheridan, P.O. Box 4248, Kenosha, WI 53140
     (414) 697-2552

     ♦ Managing Partners: Job Service, Southeastern WI PIC, Kenosha County
       Department of Human Services, LJJ-Associates in Management,
       Gateway Technical College, Professional Services Group, Goodwill
       Industries of Southeast WI, SER-Jobs for Progress, In-House
       Information Systems, Systems Management Inc., UMOS, and Children's
       Service Society

     ♦ Co-Located Service Providers: Kaiser Group, Kenosha Homecare,
       Kenosha Child Support Agency, and all of the managing partners. (Note:
       In-House and Systems Management are not providers of direct services
       to clients.)

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10. <u>Walworth County Job Center</u> 1000 E. Centralia Street, Elkhorn, WI 53121
(414) 723-4775

♦ <u>Managing Partners</u>: Job Service, Southeastern WI PIC, Walworth County Human Services Department, Gateway Technical College, Kaiser Group, WI Department of Corrections (Probation & Parole), Vocational Industries, Walworth County Housing Authority.
♦ <u>Co-Located Service Providers</u>: Job Service, Southeastern WI PIC, Gateway Technical College, Kaiser Group

<u>Southwestern Wisconsin SDA</u>, Roberta Early, Director, Southwestern Wisconsin PIC, 1210 Bequette Street, Route 2, Box 4, Dodgeville, WI 53533, (608) 935-3116

11. <u>Grant County Job Center</u> 925 N. Madison, Lancaster, WI 53813
(608) 723-2153

♦ <u>Managing Partners</u>: Job Service, Southwestern WI PIC, Grant County Department of Social Services, Southwest WI Technical College, WI Division of Vocational Rehabilitation, CESA #3, Southwestern WI Community Action Program (SWCAP)
♦ <u>Co-Located Service Providers</u>: United Migrant Opportunity Services (UMOS), and all of the managing partners <u>except</u> CESA #3 and SWCAP

12. <u>Green County Job Center</u> 1518 1/2 11th Street, Monroe, WI 53566
(608) 325-7681

♦ <u>Managing Partners</u>: Job Service, Southwestern WI PIC, Grant County Department of Social Services, Southwest WI Technical College, WI Division of Vocational Rehabilitation, CESAs # 2 and #3, Southwestern WI Community Action Program (SWCAP)
♦ <u>Co-Located Service Providers</u>: Blackhawk Technical College, United Migrant Opportunity Services (UMOS), and all of the managing partners <u>except</u> the CESAs and Southwest WI Technical College

13. **Iowa County Job Center** 1210 Bequette Street, Dodgeville, WI 53533
    (608) 935-3116

    ♦ <u>Managing Partners</u>: Job Service, Southwestern WI PIC, Grant County Department of Social Services, Southwest WI Technical College, WI Division of Vocational Rehabilitation, CESA #3, Southwestern WI Community Action Program (SWCAP)

    ♦ <u>Co-Located Service Providers</u>: All of the managing partners except the CESAs and SWCAP

14. **Lafayette County Job Center** 324 Main Street, Darlington, WI 53530
    (608) 776-4577

    ♦ <u>Managing Partners</u>: Job Service, Southwestern WI PIC, Grant County Department of Social Services, Southwest WI Technical College, WI Division of Vocational Rehabilitation, CESA #3, Southwestern WI Community Action Program (SWCAP)

    ♦ <u>Co-Located Service Providers</u>: All of the managing partners except the CESAs and SWCAP

15. **Richland County Job Center** 373 W. 6th Street, Richland Center, WI 53581
    (608) 647-4222

    ♦ <u>Managing Partners</u>: Job Service, Southwestern WI PIC, Grant County Department of Social Services, Southwest WI Technical College, WI Division of Vocational Rehabilitation, CESA #3, Southwestern WI Community Action Program (SWCAP), and United Migrant Opportunity Services (UMOS)

    ♦ <u>Co-Located Service Providers</u>: VISTA, Migrant Farm Worker Services, Wisconsin Department of Development (Development Zone Certification), and all of the managing partners <u>except</u> CESA, SWCAP and UMOS

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Source: 1993 Job Center TA Guide; State of Wisconsin -DILHR

16. <u>Southwest Technical College Job Center</u> 1800 Bronson Boulevard, Route 1,
    (800) 362-3322 or (608) 822-3262   Box 500, Fennimore, WI 53809,

    ♦ <u>Managing Partners</u>: Job Service, Southwestern WI PIC, Grant County
      Department of Social Services, Southwest WI Technical College, WI
      Division of Vocational Rehabilitation, CESA #3, Southwestern WI
      Community Action Program (SWCAP)

    ♦ <u>Co-Located Service Providers</u>: VISTA, Migrant Farm Worker Services,
      Wisconsin Department of Development (Development Zone
      Certification), and all of the managing partners <u>except</u> Job Service,
      Grant County Department of Social Services, CESA, and SWCAP

<u>Waukesha-Ozaukee-Washington SDA</u>, Leonard Cors, Executive Director, W-O-W PIC, 1900
Pewaukee Rd., Suite A, Waukesha, WI 53188-2447, (414) 521-5375

17. <u>West Bend Job Center</u> 333 E. Washington St. (# 2200), West Bend, WI 53095
    (414) 335-5300

    ♦ <u>Managing Partners</u>: Job Service, W-O-W PIC, Moraine Park Technical
      College, Washington County Department of Social Services

    ♦ <u>Co-Located Service Providers</u>: Comprehensive Nursing Services,
      University of Wisconsin-Extension, WI Department of Corrrections
      (Probation and Parole), and all of the managing partners

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Western Wisconsin SDA, Jerry Hanoski. Executive Director. Western WI PIC. 402 N. 8th Street. P.O. Box 2908. La Crosse. WI 54602-2908, (608) 785-9936

18. **Juneau County Job Center** Western Wisconsin Technical College -Mauston
    (608) 847-4899 Campus, 211 Hickory Street, Mauston, WI 53948

    ♦ Managing Partners: Job Service, Western WI PIC, and Western WI Technical College, Central Wisconsin Community Action Council

    ♦ Co-Located Service Providers: All of the managing partners except Central Wisconsin Community Action Council

19. **Monroe County Job Center** Western Wisconsin Technical College Outreach
    (608) 269-8900 Center, 1310 Townline Road, Tomah, WI 54660,

    ♦ Managing Partners: Job Service, Western WI PIC, Monroe County Human Services Department, Wisconsin Coulee Region Community Action Program, Western WI Technical College

    ♦ Co-Located Service Providers: All managing partners

Winne-Fond-Lake SDA, Joe Halter, Chief Operating Officer, Winne-Fond Lake Ltd., 315 Algoma Boulevard, Suite 107, Oshkosh, WI 54901, (414) 424-0020

20. **Green Lake County Job Center** 144 N. Pearl Street, Berlin, WI 54923
    (414) 361-3400

    ♦ Managing Partners: Job Service, Winne-Fond Lake PIC, Moraine Park Technical College, WI Division of Vocational Rehabilitation

    ♦ Co-Located Service Providers: DILHR Unemployment Compensation, University of Wisconsin-Oshkosh

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