



DWD Issuance 18-2009

Issued: February 11, 2010
Effective: February 11, 2010

Subject: Functional Leadership for Missouri's Next Generation Career Centers

1. Purpose: The purpose of this issuance is to provide guidance on the roles of the Local Workforce Investment Boards, One-Stop Operators and Functional Leadership positions and to clarify their responsibilities.

2. Background: The Next Generation Career Center model moves beyond mere partnership and co-location and transforms to truly integrated service delivery with an integrated customer flow to respond to the needs of the customers. This integrated flow will include three major functions: welcome, skill development, and employment. Integrated, cross-trained staff teams, with functional leadership, will fulfill these flow functions. The Next Generation Career Center model requires staff to work together collaboratively in the delivery of services available under multiple programs. This will result in staff receiving direction and day-to-day assignments from someone who is not necessarily their employer of record.

3. Substance: **Role of Local Workforce Investment Boards (LWIBs) with respect to Next Generation Career Centers**

LWIBs are responsible for the designation, oversight, and continued operation of Missouri Career Centers in each of the 14 Workforce Investment Areas of the state. The LWIBs have the responsibility to ensure that employment and training services in their communities operate at a high level of quality and satisfy the expectations and needs of their customers. LWIBs are also responsible for the selection of One-Stop Operators to administer one-stop services within the Next Generation Framework model, as well as the designation of the Functional Leader for every Career Center.

Role of One-Stop Operator

The Workforce Investment Act section 121 (d) and the Final Rule section 662.400 outline the One-Stop Operator designation process as well as the options for the role of the One-Stop Operator. This Issuance is not intended to restrict any of the Local Area flexibility, nor mandate any additional requirements regarding the One-Stop Operator.

Role of the Functional Leader

Each Functional Leader must have the authority to organize staff by function, designate team leads, and establish the duties of each team. The Functional Leader will focus on the day-to-day supervision of service delivery. The formal supervision (hiring, firing, and appraisal) is done by the employer of record such as state merit staff or service provider agency staff.

The Functional Leader will:

- Schedule daily team assignments and work flow.
- Arrange daily work schedules to ensure proper coverage.
- Coordinate vacations/unscheduled absences with employer of record to ensure center coverage.
- Ensure staff is properly trained, and provide technical assistance as needed.
- Provide constructive feedback to Career Center staff regarding their duties.
- Provide input regarding employee performance to formal supervisors.
- Notify formal supervisor immediately of any leave requests or unexcused absences, disciplinary needs, changes in employee status (resignations, etc.).
- Identify career center staffing needs to One-Stop Operator.

The Functional Leader will not be responsible for:

- The interview process of Career Center staff (unless designated to do so).
- Disciplinary action of staff.
- Completing performance appraisals, except for staff in their direct employ.
- FMLA.

The Functional Leader will not have access to personnel information or disciplinary actions for staff unless under their direct employment.

The Functional Leader must be housed in the One-Stop Career Center. In non-comprehensive Career Centers, Functional Leaders are not required to be on-site full time, provided that the Functional Leader spends at least one day a week at the non-comprehensive site and the management strategies are outlined in the Business Plan.

Designation of the Functional Leader

The Functional Leader must be designated by the LWIB in conjunction and agreement with the DWD Regional Coordinator. If an agreement cannot be reached, an impartial arbitrator must be sought to help resolve the issue. The designated Functional Leader may be an existing Career Center staff person, or may be chosen through a competitive procurement process. If the LWIB

chooses the procurement process, the Functional Leader must serve as an independent contractor and not an employee of the board.

The cost of the Functional Leader must be shared among the One-Stop partners. Funding this position will be determined on a case-by-case basis as part of the overall Next Generation Career Center cost sharing agreement developed between DWD and the LWIB.

4. Action: LWIBs and Regional Coordinators should immediately begin the Functional Leader designation process.
5. Contact: If you have any questions regarding this Issuance, please contact your respective DWD Regional Coordinator.
6. Rescission: DWD Issuance 13-2006, Integrated Management for Missouri Career Centers
7. Reference: DWD Issuance 05-2009, Strategic Framework for Missouri's Next Generation Career Centers
8. Attachments: None



Julie Gibson
Director



Jeremiah W. (Jay) Nixon
Governor

David Kerr
Director

Division of Workforce Development

Julie Gibson
Director

MEMORANDUM

To: All Career Center Staff

From: Julie Gibson, Director, Division of Workforce Development
All Regional Workforce Investment Board Directors

Date: July 8, 2010

Subject: Functional Leadership under NGCC

As we approach the implementation of the Next Generation Career Center (NGCC) model beginning July 9, we wanted to take an opportunity to express how important the role is of each and every staff member. This is an exciting step for workforce development and its success is up to each of us. Our customers must see a united front and hear one voice. Your efforts to embrace the NGCC model will make a difference for job seekers and businesses.

It is critical that functional Center Leaders and Team Leaders have the full cooperation and support of all staff. This is the time to finally put to rest the "us" and "them" and become the "we". With this, staff should be open to taking direction from the Center leader and their respective team leader, regardless of what agency they represent.

These functional leaders are charged with creating a work environment that facilitates staff efforts to implement the NGCC model. By building Career Center teams that work cohesively to provide effective and responsive services to customers, customers will witness the united front. DWD Issuance 18-2009 sets out specific responsibilities for functional leadership as follows:

- Schedule daily team assignments and work flow.
- Arrange daily work schedules to ensure proper coverage.
- Coordinate vacations/unscheduled absences with employer of record to ensure Center coverage.
- Ensure staff is properly trained, and provide technical assistance as needed.
- Provide constructive feedback to Career Center staff regarding their duties.
- Provide input regarding employee performance to formal supervisors.
- Notify formal supervisor immediately of any leave requests or unexcused absences, disciplinary needs, changes in employee status (resignations, etc.).
- Identify Career Center staffing needs to One-Stop Operator.

Successful execution of these responsibilities requires that all Career Center staff – along with the leadership structures of their respective organizations – respect and support the functional leaders' supervisory role. Further, we encourage staff to actively seek out opportunities to assist customers and to help co-workers with navigating new processes and toolbox requirements.

Thank you for your efforts so far, and for all you'll be doing to make our transition to NGCC a success!