

FINAL FORM**Functional Alignment Addendum
Development Guidelines**

The Functional Alignment Addendum to the LWIA's Comprehensive Three-Year Local Plan will include a narrative section describing the local area's plans to achieve functional alignment of the WIA Title IB and Wagner-Peyser programs and service structures (at a minimum) in the local One-Stop system. The addendum will also include a description of any progress made in this area to date, a timeline for further actions necessary to achieve functional alignment, a single customer flow chart that applies across all access points in the local system, and a formal WIA Title I budget estimate detailing how WIA funds will be used to support the functional alignment of service delivery. The required budget forms and instructions for their completion are provided as a separate attachment to this Technical Advisory. No functional alignment addendum will be accepted from any local area which does not dedicate resources to training. All plans must reflect implementation no later than July 1, 2006, with timelines that reflect active strategies to lay the foundation for functional alignment through the remainder of PY 2005.

The review of each Functional Alignment Addendum will determine whether:

- 1) all components are present;
- 2) all bulleted points are addressed in the narrative;
- 3) the plan moves the local area from their current level of alignment toward the goals they have established;
- 4) the outcomes of functional alignment are measurable;
- 5) the budget reflects and supports the narrative;
- 6) increased participant levels are planned in both WIA Title I and the Employment Service as a result of the functional alignment;
- 7) an appropriate budget has been established within the budget for training; and
- 8) there is evidence of LWIA sustainability and viability to remain a stand alone workforce area based on the projected budget and functional alignment submission.

Required Narrative – Contents:

Within the narrative section of the Functional Alignment Addendum, discuss the specific steps being planned within your local area to achieve functional alignment of WIA Title IB and Wagner-Peyser services. Address each of the following points:

1. Describe the current level of WIA Title IB and Wagner-Peyser service integration in your One-Stop Centers and local system.

Currently in the GLOW region at the 6 One Stop Centers/Affiliate Sites, business services are integrated and teams respond to business needs, which

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involve WIA Title IB and Wagner Peyser Staff. All Centers have integrated customer flow. Job seeking customers receive the same services regardless of how staff is funded. We have universal access to the Job Bank, workshops, and usage of WD Suite. For staff assisted core, we are well aligned in all 6 Centers. Integrated services for job seeking customers is more prominent in the 2 full One Stops (Genesee and Orleans County), but we are addressing the other areas in our functional alignment plan. At each One Stop/Affiliate Site, the initial contact with the jobseeker is the same. Each office utilizes the ES100 form and attachments, the intake process is the same for all Centers, all applications packets are uniform for all Centers, and all Centers use the same Customer Evaluation Surveys. The process to evaluate customer feedback for continuous improvement is overseen by the GLOW WIB as the System Operator and is the same for all 6 Centers. When a customer leaves any One Stop/Affiliate Site, they know what their next step is. We are all utilizing the One Stop Operating System (OSOS) in the GLOW 6 One Stop/Affiliate Sites.

2. What goals does the local area seek to achieve through this functional alignment plan?
 - a. How will the local system move beyond co-location of staff at One-Stop Centers to achieve even greater functional alignment of WIA Title IB and Wagner-Peyser program services? Functional alignment plans must include areas such as:

Through our Functional Alignment Plan, the GLOW region seeks to achieve increased ability to provide services as needed without reference to who funds the staff. Our goal is to allow combined staff access to OSOS (not all staff have access to all sections of OSOS), increase the number of individuals served by having staff cross-trained in light of reduced resources, schedule capacity building staff training for all staff regardless of funding source, and ensure that functional leadership and supervision is present at all sites.

- shared customer pool as defined in the Common Measures TEGL

Starting with the implementation of the Functional Alignment Plan, all customers who report to a GLOW One-Stop Center, whether a full-service or affiliate site, will be considered to be common customers to both the WIA partner and the Wagner Peyser partner. Regardless of which partner program is the starting point for service to a customer, the other partner will assist in helping the customer receive the services necessary to obtain suitable employment. The One Stop Operating System will be the vehicle through which services are coordinated and through which the two partner programs will be kept apprised of progress on the customer's service plan.

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- single customer flow as guided by the Common Measures TEGL
All customers in the GLOW One Stops/Affiliate Sites navigate our system in the same way as seen in the diagram (chart attached).
- capacity building of staff
In GLOW we have initiated capacity building staff training for WIA Title 1B and Wagner Peyser staff as they will serve as the core for the initial stages of Functional Alignment. We will ensure that these staff development efforts continue.

In addition to streamlining customer service delivery, we will initiate a timeline and Action Plan for cross training of all staff that will begin 7/1/06 and conclude 6/30/07.

- identification of the functional service units necessary for an effective local employment and training One-Stop Center
In all of the GLOW One Stops/Affiliate Sites, the functional services units include:
 - 1) **Intake/Initial Assessment – Agency Service Rep (ASR), Account Clerk Typist, Keyboard Specialist, Receptionist**
 - 2) **Job Development/Placement – E&T Counselor, Labor Service Rep (LSR), Sr. E&T Counselor and Comprehensive Assessment/Training – E&T Counselor, Employment Counselor, LSR, Sr. E&T Counselor**
 - 3) **Business Services – Employment Service Rep (ESR), Division Manager, E&T Directors, DOES Manager, E&T Coordinator, Supervising LSR (SLSR), SR. E&T Counselor**
 - 4) **Data/Reporting – Account Clerk Typist, Supervisory Account Clerk**

As a result of this Functional Alignment Plan, we will ensure staff at all Centers are cross-trained, customer flow is consistent among all sites, and all staff are trained on the process.
- functional leadership and supervision
Functional Supervision is provided as follows:
Genesee County Career Center – the WIA Manager
Livingston County (as of 7/1/06) – The WIA Manager
Orleans Center for Workforce Development – the Wagner Peyser Manager
Wyoming County – as cross-training begins, Wagner Peyser staff will be assigned to WCCA Inc. and the WIA Director will provide functional supervision at that site and the Wagner Peyser Manager will provide functional supervision to WIA staff who will be assigned to the DOL Office in Warsaw.
- joint business service strategies

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In the GLOW region, we have a Funding Application Consultant Team (FACT) that works as a Team to respond to and assist businesses with their training and employment needs. All businesses in the GLOW region receive the same services from our Team regardless of who funds the staff. Our future goals include continuing this regional effort to assist businesses. The GLOW WIB staff coordinates this business service effort to ensure services are not duplicated. There currently are WIA/Wagner Peyser funded Business Services Teams in each County who respond to GLOW business requests, questions, and issues. This exemplifies integrated business services regardless of funding. Targeted recruitment and Job Fairs are also being done with WIA and Wagner Peyser combined staff in all GLOW Counties.

- technology to streamline services
The OSOS system will be utilized by all Partners, which will ensure the most effective and integrated system. At all of our sites, there are computers in our Resource Rooms, which allow access to the New York State Job Bank. In addition there is access to other popular search engines for employment opportunities and resume software programs. As funding resources have declined, we have relied more on self-directed programs.

- data management (One-Stop Operating System)
Combined staff will have access to OSOS services to better serve customers and to serve more customers. At present, not all WIA Title 1B and Wagner Peyser staff have the proper OSOS access to support those goals. Once the planned changes to OSOS are made, we will ask our OSOS Security Coordinator to request the necessary access for those staff. GLOW WIB Staff will assist in training staff in the OSOS System.

- performance management (common measures)
In the GLOW region, the WIB staff, E&T Directors and Coordinators meet quarterly to ensure data management for performance. WIB staff will extend this quarterly meeting to include the Wagner Peyser Manager and Supervising Labor Service Representatives for “common measure” analysis commencing with the July 2006 Meeting. All staff will be cross-trained in common measures by 7/31/06 as part of staff cross training.

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- increased service levels
Service levels will increase as all customers will be counted in the common measures and all staff will assist customers in similar ways after cross training occurs.
- service delivery designed from a customer perspective
The customer will not know the funding source of the employee that is serving them. Our goal is to be able to have staff cross-trained so that all staff can assist customers in a way that there is no division between funding sources.

b. How will the planned WIA Title IB and Wagner-Peyser service integration help to increase the number of customers that can be served and improve the quality of services provided in your local system?

The WIA Title IB and Wagner Peyser Integration Plan will help us to increase the number of customers that can be served by improving the ability of all staff to work with all customers.

c. In analyzing the resources available to operate the local One-Stop Centers after July 1, 2006, and the cost to maintain the current operations of the local One-Stop Centers, is there a gap? If there is a gap, how will your planned functional alignment of WIA Title IB and Wagner-Peyser resources and services help to close this gap?

In Livingston County the DOL office will co-locate with the WIA Affiliate Site by 7/1/06. This will allow opportunity for reduction in operating costs. In the GLOW region, all WIA One Stop Operator budgets, Grant Recipient, and WIB budget have been cut by over 20% for 7/1/06. With these cuts, there will be no gaps in the resources available to maintain current operations. Both operational and staff cuts were made to ensure resources were available for operation and training in all counties. In addition, the GLOW region is strategizing “fee for service” opportunities and additional grant opportunities to increase resources available for sustainability.

3. What new unified policies and procedures and/or changes to existing policies and procedures need to be put in place by the Local Board and Chief Local Elected Official(s) to support the local/regional functional alignment plans and goals?

There are no changes necessary at this time in our policies and procedures to support the GLOW regional functional alignment plans and goals.

4. How will the Local Board strengthen the authority and accountability of its One-Stop Operator(s) to help achieve WIA Title IB and Wagner-Peyser resource and service integration? What revisions will need to be made to the One-Stop Operator Agreement(s) and system level Memorandum of Understanding (MOU)?

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Currently there is a process in place that is outlined in our GLOW One Stop Operator Recertification to ensure accountability of One Stop Operators. The Program Evaluation/Oversight Committee oversees the process for the Recertification and will also review and assess the Integration process. The One Stop Operator Agreement and MOU will be amended in relevant areas to reflect the Functional Alignment Plan.

5. What changes will occur based on the implementation of the new Common Measures to support greater resource and service integration?

The changes that will occur based on the implementation of the new common measures to support greater resource and service integration will include all staff working toward the same goals. Better customer flow will be achieved as we ensure WIA and Wagner Peyser staff is cross-trained and all customers receive services from staff without regard to who funds them. All staff will be able to document all services provided in OSOS, which will ensure better coordinated efforts.

6. If the local area is exploring a regional strategy beyond the boundaries of the current LWIA to align the provision of services with other adjoining local areas or units of government, provide an update on any discussions held and next steps being planned. If the LWIB, in concert with the Chief Elected Official(s), seeks to merge with another workforce area or unit of government, refer to Attachments F and G for information on the process and form for requesting re-designation.

There has been a Regional approach taken in economic development through the WIRED Grant, which includes workforce development as a focus. Initiatives will be explored to regionally develop collaborative recruitments, marketing, and advertising.

Additional Requirements:

In addition to providing the narrative which addresses the above bulleted points, the local area must provide a timetable for the actions to be undertaken as part of the plan for increased WIA Title IB and Wagner-Peyser service integration. The timetable must identify when these actions are expected to be initiated and concluded, and identify who will be involved in each action and who will be made responsible for ensuring its completion.

The local area's functional alignment plan for WIA Title IB and Wagner-Peyser integration must also include a single customer flow chart in graphic form that applies to all customers across all One-Stop Centers and affiliate sites in the local system and details the functional units through which the customer will access services. Do not attach a narrative description of customer flow; rather, the common customer flow should be a graphic representation of the area's functional units and illustrate the

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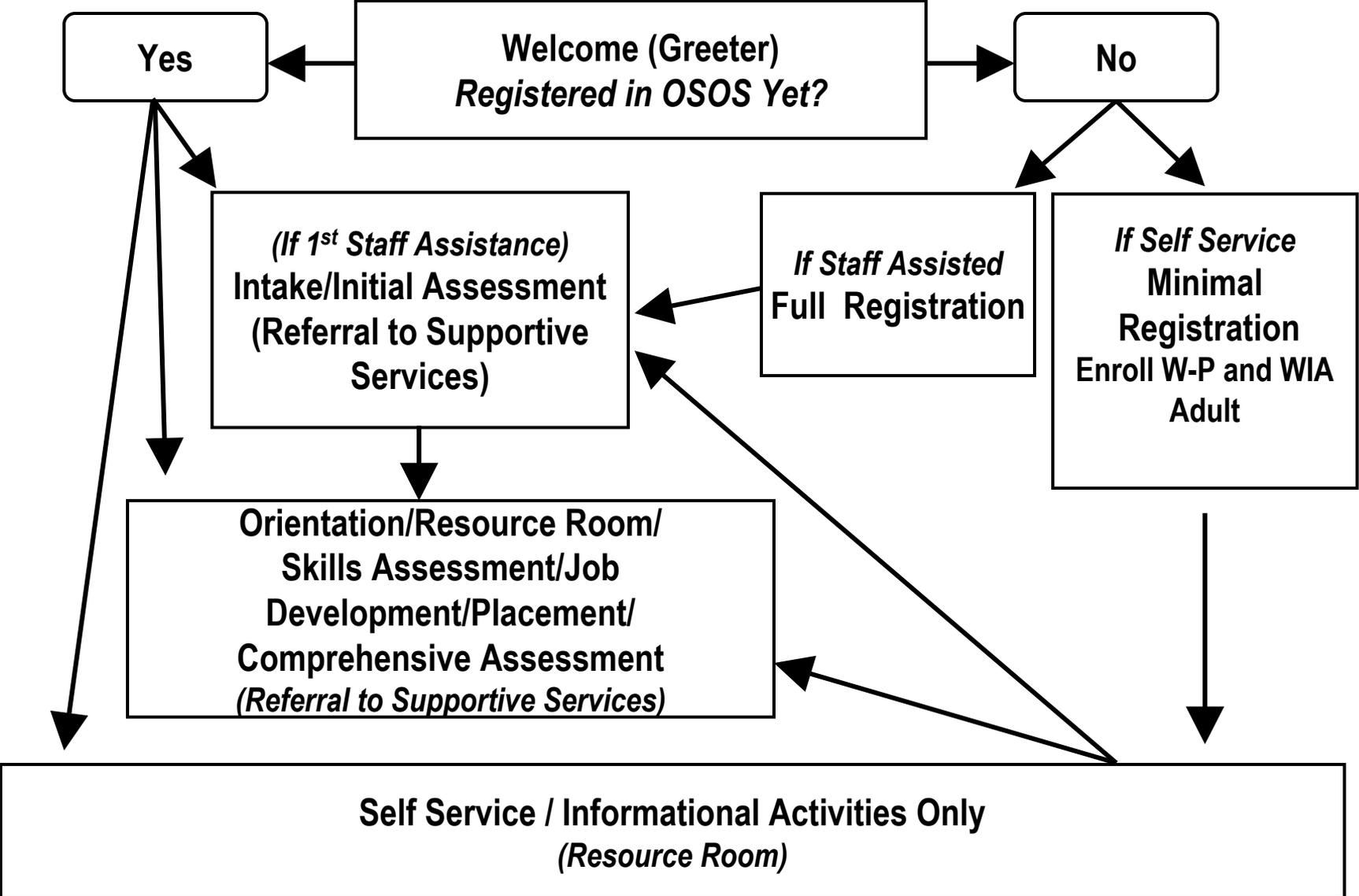
common procedures for directing customers in order to efficiently determine and meet customer needs.

Restructuring staff roles and responsibilities, providing better service through simplified service design, integrating of technologies and consolidating facilities will necessitate a budget revision for WIA Title IB service delivery that reflects a reduction in duplication of effort and perhaps an expansion of the services offered under WIA Title IB and Wagner-Peyser. Attached to this Technical Advisory is a budget template and instructions for completing the template. Although the template will provide information relative to the delivery of only Title IB services, Wagner-Peyser must be fully engaged in the budget dialogue as the provision of core services is a key Wagner-Peyser function and common measures aim to increase the number of Wagner-Peyser participants. Resources saved through WIA/Wagner-Peyser budget discussions and subsequent staff and service integration will be used to support the system's ability to provide expanded customer service.

Checklist of Required Elements for Submission of the Functional Alignment Addendum:

- X Narrative description of functional alignment plan
- X Timetable for planned actions
- X Single customer flow chart
- X Completed functional alignment budget form
- X Completed signature forms:
 - LWIB Director and NYSDOL Regional Administrator
 - LWIB Chair
 - Chief Local Elected Official(s)
 - LWIA Designation Request Form, if applicable

Integrated Customer Flow for All GLOW Center Customers (All 4 Counties to Follow with GLOW WIB Oversight)



Functional Alignment Timeline for WIA and Wagner-Peyser Services in GLOW

Action Item	Initiated		Concluded		Who Will Be Involved	Who Will Be Responsible for Ensuring Completion
	<i>*Genesee/ Orleans</i>	<i>Livingston/ Wyoming</i>	<i>*Genesee/ Orleans</i>	<i>Livingston/ Wyoming</i>		
Combined Staff have access to OSOS (not all staff have access to all sections of OSOS) Training in OSOS given by State and WIB Staff	7/1/06	7/1/06	7/31/06	7/31/06	E&T Directors, WIB Manager, OSOS Liaisons (Mary Spaulding and Tammy Schmidt)	E&T Directors, WIB Manager
Timeline Developed and Plan Implemented for Staff Cross Training	7/1/06	7/1/06	10/31/06	11/30/06	DOL Managers, E&T Directors, WIB Manager, Regional Administrator	DOL Managers, E&T Directors, WIB Manager, Regional Administrator
Ensure Functional Leadership and Supervision present at all Sites	7/1/06	7/1/06	6/30/07	6/30/07	E&T Directors, DOL Managers, WIB Manager, Regional Administrator	E&T Directors, DOL Managers, WIB Manager, Regional Administrator
Continue Regional Outreach Efforts to Assist Business	3/1/06	3/1/06	Continuing Effort	Continuing Effort	E&T Directors, DOL Managers, WIB Manager, Regional Administrator	E&T Directors, DOL Managers, WIB Manager, Regional Administrator

***The Genesee and Orleans Full Service Sites expected to progress more quickly due to WIA and Wagner Peyser Staff already co-located and have already implemented many of the elements of functional alignment.**

	Initiated		Concluded			
Include Wagner-Peyser Staff for "Common Measure" data management meetings	7/1/06	7/1/06	7/31/06 First Joint Meeting to be held in 7/06 – continued meetings quarterly	7/31/06 First Joint Meeting to be held in 7/06 – continued meetings quarterly	WIB Staff	WIB Staff
Livingston County Co-Location (DOL moving into E&T Office)		Ongoing		7/1/06	Livingston County Office Workforce Development/Livingston County DOL Office/ Regional Administrator	Livingston County Office Workforce Development/Livingston County DOL Office/ Regional Administrator
Fee For Service and Additional Grant Opportunity Research	9/05	9/05	Ongoing	Ongoing	E&T Directors, DOL Managers, WIB Manager, Regional Administrator	E&T Directors, DOL Managers, WIB Manager, Regional Administrator
Development of a Functional Alignment Budget	3/1/06	3/1/06	6/30/06	6/30/06	E&T Directors, DOL Managers, WIB Manager, Regional Administrator	E&T Directors, DOL Managers, WIB Manager, Regional Administrator

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