




**Kentucky
Career Center**
Career Training Employer

Functional Supervision:

Customer-Focused Career Center
Organization and Service Delivery

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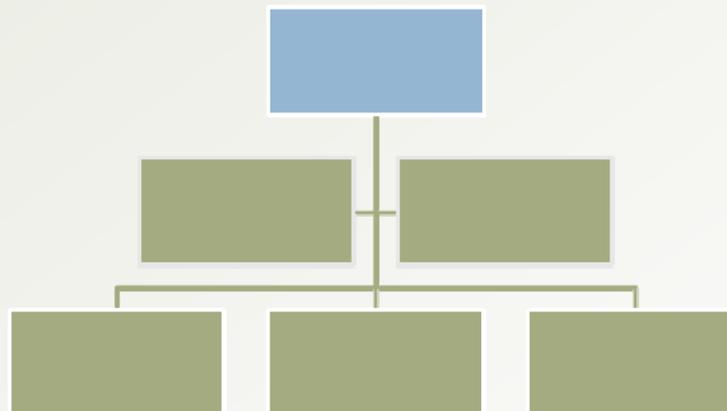
Agenda & Objectives

- Welcome
- Functional Supervision:
 - What is it? What is it NOT?
 - Benefits
 - Supervision and performance evaluation considerations
- Relevant Kentucky Career Center Certification Standards
- Models from Other Areas
- Wrap-Up: Critical Success Factors
- Defining Next Steps



Welcome

- What aspects of functional organization are you most interested in learning about during this session?



Understanding Our Area of Focus:

- ❑ What is “functional organization” and “functional supervision”?
- ❑ Why is this approach beneficial?
- ❑ How is employee supervision and performance evaluation handled in a functionally-organized Center environment?

Key Principles

- Alignment and coordination of Center staff and services around common customer functions to ensure:
 - Seamless, *customer-focused* service delivery;
 - More strategic investment of limited resources; and
 - More effective collaboration among Center partners and programs.



Functional organization IS...

- The organization of Center staff *across agencies, programs, and funding streams* on teams based on common customer functions.
 - E.g., greeting/reception, assessment, career coaching, employer services, etc.



Functional supervision IS...

- The day-to-day, operational coordination/supervision of functional teams by individuals selected for their management and subject matter expertise, rather than their agency or program affiliation.



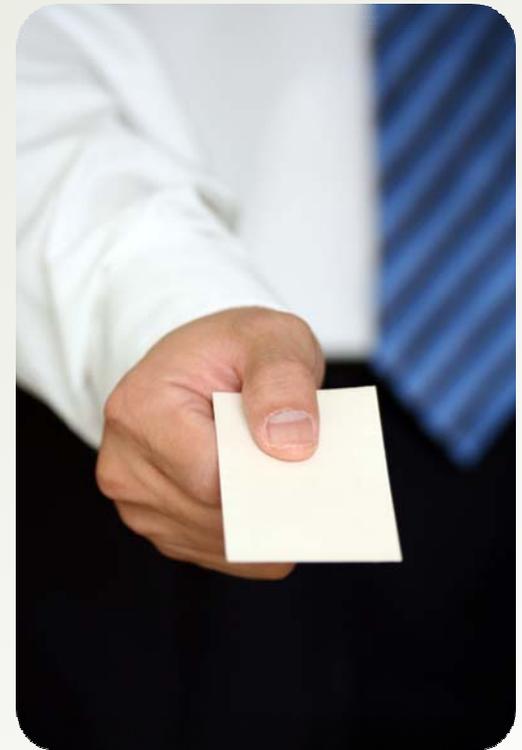
Common Myths: Functional organization and supervision is NOT...

- ❑ Having to do someone else's job;
- ❑ Having someone else do your job;
- ❑ Operating outside of program/funding stream policies and requirements; or
- ❑ Severing the supervisory connection between agencies and their employees.



How does functional organization improve Center operations and service delivery?

- ❑ Aligns Center partners around a shared vision and shared goals;
- ❑ Provides customers an intuitive, service-driven experience based on *their* needs – not “bureaucratic” needs;
- ❑ Enhances communication and knowledge exchange among programs/partners;
- ❑ Reduces duplication in service delivery; and
- ❑ Enhances resource leveraging and use.



Supervision and Performance Evaluation Considerations

- Employing agency typically maintains responsibility for conducting formal performance evaluation.
- Functional supervisor provides agency supervisor with input to employee's performance evaluation.
- Functionally-organized Centers may find “360-degree” models particularly useful for performance evaluation and staff development planning.
 - Input from supervisors, peers, subordinates, and customers



Questions/Discussion

- At your tables, discuss what barriers you see or concerns you have about organizing and operating functionally in your Career Center or Career Center system.
- Please be prepared to report out and share thoughts/feedback with your colleagues.





Kentucky's Career Center Certification Standards:

Expectations for Functional
Organization and Supervision
(Adopted by the KWIB August 2011)

Career Center Management (1)

- *At a minimum*, reception, the resource room, and employer services are delivered as common functions by all Center partners.
- Centers are organized and labeled by customer function, rather than by agency or program affiliation.

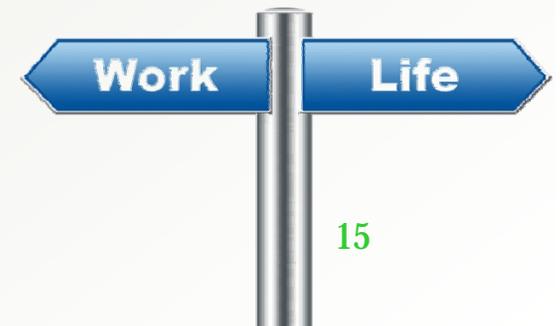


Career Center Management (2)

- The Center has a supervisor and staff assigned to each customer-focused function, or group of closely-related functions.
 - Supervisors and staff are assigned to functional units based on skills, abilities, and capacity to deliver service(s), regardless of supervisors' or staff members' employing agencies.
- Functional team supervisors meet regularly with the designated Center manager to assess and respond to customer feedback.

Employer Services: Regional BSTs

- Include, *at a minimum*, staff from OET, WIA, KCTCS, and a business organization (e.g., Chamber, economic development organization).
- Team members may come from any Center or part of a workforce area.
- Managed by a team leader as a cohesive unit, regardless of program, funding stream, or organization from which BST staff members originate.



Job Seeker Services (1)

- Job seeker staff are organized and located by function, rather than by agency or funding stream.
- Job seeker staff are not distinguishable by agency or funding stream, but rather are assigned to a function based on individual skills and capacity to deliver that function.



Job Seeker Services (2)

- Team-based service delivery and case management approach:
 - Functional teams collaborate to provide job seekers all needed services as responsively and efficiently as possible.
 - The job seeker case management system and processes are integrated, shared, and used by all functional team members.



Questions/Discussion

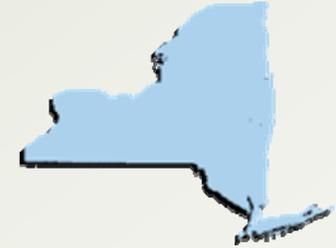
- Please briefly share any thoughts or questions related to Kentucky's standards and measures for Career Center certification in the area of functional organization and supervision.



Implementing Functional Organization and Supervision:

Models from Other Areas –
New York, Texas, Oklahoma, and California

St. Lawrence County Workforce Investment Area (NY)



- Four Center functional team units:
 - Workforce Orientation and Information: Greeting/reception, orientation to Center services, initial assessment
 - Job Search: Customer needs, interests, and skill exploration; job search and referral; resume development; interviewing skills
 - Career Development: In-depth assessment, career coaching, training services
 - Business Services: Applicant screening and referral; on-the-job, customized, and incumbent worker training; other business support

Houston-Galveston Gulf Coast Region (TX)

- Seven multi-program functional specialization areas:
 - Greeting/reception
 - Resource room
 - Assessment and testing
 - Career counseling (job search and matching)
 - Personal services (case management and employment plan development)
 - Financial aid (education financing, ITAs, child care assistance, etc.)
 - Employer services



Southern Workforce Board (Durant, Oklahoma)



- Three functional Center teams:
 - Customer Solutions Team: Welcome, intake, orientation, initial assessment, career counseling and planning
 - Skill Development Team: Comprehensive assessment, training, credential obtainment
 - Staffing Solutions Team: Job and career workshops, job matching and referral, job retention services, employer/business services

Sacramento Works Career Center System (CA)



- Four functional Center areas/teams:
 - Welcome/Talent Engagement: Orientation, initial assessments, initial coaching/career planning interviews
 - Skills/Talent Development: In-depth assessment, career planning and coaching, training, supportive services
 - Job Getting/Talent Marketing: Job identification, resume assistance, screening and referral, interviewing skills, job retention and upgrade assistance
 - Employer Services: Recruitment, screening, and referral; LMI; customized training; downsizing and layoff aversion

Wrap-Up:

Critical Success Factors in Functional Organization and Supervision

Critical Success Factors



- *A primary focus on the customer, not on the program or funding stream!*
 - Program requirements, funding, and performance measures are “back-office” concerns.
- Willingness and support at all levels of partner organizations to work creatively across program/funding stream “silos.”
- Robust training and cross-training for management and staff.
- Strong relationships and communication among agency managers, Center managers, functional team supervisors, and staff.

From Understanding to Action:

What are your action items and next steps?

Small Group Discussion and Report-Out

- What functional team structure would best benefit your individual and employer customers?
- What steps need to be taken in your area in order to:
 - Transition to a functionally-organized environment; and
 - Provide the most positive experience for customers?
- What key action step(s) will you take personally to institute enhance functional alignment and organization in your Center/workforce area?

Closing

THANKS!

Contact Us



732-918-8000

800-90-MAHER

Ronnie Kauder

rkauder@verizon.net