Maryland Workforce Innovation and Opportunity Act (WIOA) Initiative:

Increasing Earnings of TANF and Workforce Clients

Maryland's WORKFORCE SYSTEM · PeerTA

December 15-16, 2016 • Hanover, MD

Increasing Earning Capacities of TANF and Workforce Clients

OFA Policy Academy Project
Maryland

December 2016

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Meeting Objectives

- **Create collaborative, productive, and mutually beneficial relationships for implementing the Workforce Innovation and Opportunity Act (WIOA)**

- **Identify specific and measurable goals for increasing the earning capacities of low-income job seekers in Maryland**

- **Introduce the Learn, Innovate, Improve (LI^2) process, an analytic, replicable process for program change**

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Exploring the motivation for systems change

Creating a vision—People before performance

Putting People Before Performance

Current approach

- **Compliance-oriented**

- **Driven by federal performance measures (e.g., WPR, WIOA performance measures)**

- **Strong emphasis on Work First**

- **Practice focuses on adherence to federal and state policies**

Putting People Before Performance

- **Comprehensive assessment of jobseeker needs, circumstances and aspirations guides path to self-sufficiency**

- **State and local partnership and resources optimally utilized to benefit individuals/ families and maximize WPR/WIOA performance measures**

- **County practice and state policies influenced by science, research evidence, and practice wisdom**

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Characteristics of a Compliance-Oriented System

- **Rules drive decision making and most day-to-day actions**

- **Success is defined by how well rules are followed**

- **System outcomes and goals may not correspond to the reality of individuals' and families' lives, and may not be achievable**

- **Goals defined by the system, not the individual**

- **Goals often focus on process and not on outcomes (in the case of TANF)**

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Characteristics of a People-Centered System

- **Precisely-defined benchmarks and goals local service areas can realistically achieve, guided by a vision of what's best for individuals and families**

- **Systems and actions within local service areas are designed to reflect achievable goals for the program, its staff, and its clients**

- **Day-to-day interactions between staff and clients focused on mutually agreed upon goals and steps to achieve them**

- **Structure provides a mechanism for obtaining ongoing feedback to guide program improvement efforts**

- **Program goals help to define road to greater success, including how to increase engagement and employment and improve the WPR/WIOA performance measures as well as intermediate program outcomes**

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Focal Areas

- **Employment**

- **Occupational skills and credentialing**

- **Life management skills**

- **Personal and work supports**

- **Partnerships and collaboration**

What would the "ideal" look like in a system that focuses on improving earning capacities of clients <u>AND</u> puts people before performance?

Program Self-Assessment Tool

Implementing the WIOA local plans

	In place	Partially in Place			Not in Place		
		Almost fully in place	Partly in place	A few steps taken	Very interested	Somewhat interested	Not at all interested
I. Program Approach							
1. **Evidence-informed, goal-focused program framework**							
- **System design and actions are aligned and framed around explicit achievable goals**							
- **Well-defined service pathways are aligned with the characteristics, needs and aspirations of the caseload**							
- **Draws upon the behavioral science and research evidence (e.g., self-regulation, executive functioning, behavioral insights, and trauma informed care, etc.)**							

Identifying opportunities, expectations, and resources

Discussion Questions

- **What would you like to accomplish?**

- **What would change look like for your organization? Program? Staff? Clients?**

- **What might get in your way?**

- **What resources do you need to accomplish your goal(s)?**

The Process—Learn, Innovate, Improve (LI^2)

- **Learn**
  - Identify opportunities for improvement
  - Assess readiness for change

- **Innovate**
  - Explore possibilities
  - Define the "Roadmap for Change"

- **Improve**
  - Road test and refine the approach, tools, process, etc.
  - Ensure a solid, integrated implementation
  - Develop guidance for replication and scaling across counties

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Exploring the roadmap for change

Targets—

Relationships, behaviors, skills, attitudes, beliefs

Assessing the program environment

Headwinds and Tailwinds

- **Political will and leadership**

- **Resources (e.g., funding, staffing, institutional knowledge)**

- **Staff skills/abilities**

- **Interagency partnerships/collaboration**

- **Other??**

Wrap up for the day...

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Recap of Day 1

Exploring Relationships

- **Not all relationships are equal**

- **Figure out what you can and can't have with the different partners**

- **Trust takes time**

Revisiting LI^2

- **What problems are we trying to fix? What do we know about them? (Learn)**

- **What strategies can we use to solve them? What difference would that strategy make (i.e., So what?)? (Innovate)**

- **Let's try it out! (Improve)**

Example: Larimer County, Colorado

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Intermediate Outcomes

- **Improving access to individualized services**

- **Communication and coordination across agencies**

- **Improving efficiency—reducing duplication of services**

Individualized Services

	Job seeker prototype #1	Job seeker prototype #2	Job seeker prototype #3
Definition of the Prototype			
Employment services			
Education and credentialing			
Life skills management			
Supportive services			
Goals relevant to the jobseeker prototype			

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	Work-ready, job-seeking	Hard-to-employ, not in crisis	Underemployed
Definition of the Prototype			
Employment services	Job placement	Job readiness	Job retention and advancement
Education & credentialing	Basic job skills training		Voc. education; post-secondary education
Life skills management	Guidance for managing work and family	Developing healthy work habits; guidance for managing work and family	
Supportive services	Transportation Child care Work supports	Transportation Specialized services Personal supports (e.g., MH, SA)	Transportation Child care Work supports
Goals relevant to the jobseeker prototype	WPR and WIOA common measures	Making progress toward required hours and activities	Credential attainment, wage increase, job retention/advance

Improving Communication and Coordination

- **Common vision, goals, and messaging**

- **Regular partnership meetings**

- **Co-location**

- **Cross-training staff**

- **Warm hand-offs**

- **Data sharing**

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Improving Efficiency

- **Common intake**

- **Reducing duplication of services**

- **Data sharing**

- **Braiding funding**

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Measuring progress and success

Creating an Implementation Timeline

- **Key tasks**

- **Allocation of roles and responsibilities**

- **Timing of activities**

- **Process for reviewing progress**

- **Making midcourse corrections – fail fast!**

- **Celebrating successes**

For More Information

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