| **Current State** | **Improved Interim State** | **Desired Future State** |
| --- | --- | --- |
| **Leadership** |
| Leaders of various programs in the system make decisions in program silos, without coordination across the system. | While leaders for the various programs satisfy their own organizations’ requirements, they work to support staff and increase coordination and communication across the system. | Leaders from the various programs in the system jointly develop and support the implementation of common quality improvement plans that improve outcomes for the entire system; support and celebrate the success of all staff; and jointly use customer input to make all programs successful. |
| Leaders are responsible for their own staff, and narrowly focus staffing resources to meet their own program’s needs. Functional leadership is not allowed. Communication about system initiatives often does not reach front line workers. Each partner plans new initiatives and staffing changes without consultation with other partners  | Leaders model and strongly encourage collaboration, coordination and team work, but remain responsible for their own staff. Leaders share responsibility for strategic communications and coaching with onsite staff regardless of agency or program. Some leaders allow partners to provide limited functional leadership to multiagency teams, but scope of functional leadership is limited to non-merit staff. Partner initiatives or staffing changes may be are shared before implementation feedback is sought about the impact before implementation.  | Leaders model functional responsibility for the system and set an example for staff to follow. They share responsibility for decision-making and oversight of the system. Their individual functional roles within the system are interchangeable depending on demands, priorities, and availability. Leaders and their staff view themselves as being part of a single team. New changes and initiatives are discussed and coordinates across the leadership teams prior to implementation. |
| **Business** |
| Job seekers are the customer. Business and industry do not see our system as a resource. Meeting the workforce needs of the business customer is the responsibility of Business Service Teams, which operate independently of other services, not as part of an integrated service delivery system.  | All partners understand business is the ultimate customer since the goal of the system is employment. Staff are trained on how to work with business and understand how business services are provided in the system. | Meeting business demand is everyone’s job. Business services are integrated into the system. Information about business needs drives program design/job seeker services. Low unemployment and steady wage progression are hallmarks of the region. Business-responsive services expand business engagement. Business come to the region because they know talent resides here and will be made available to them. |
| **Partners & Staff** |
| Staff in the local System identify with their specific location, organization, and program. | Staff in the local system identify with the system brand, the PacMtn WorkSource/AJC network, rather than focusing on their program identity or location. | Staff in the local system identify with the system brand and are comfortable working in any local WorkSource office. They confer with staff from all programs. Staff act as problem solvers for the local system, not just their program or site. Staff are flexible, accommodating, adaptable and creatively meet the needs of the customer.   |
| Staff are deployed based on the funding stream that pays for their salaries. | Staff funded with the WIOA Title I and WIOA Title III Wagner Peyser funds work together in functional teams to support job seeker and business customers. | Staff are deployed in functional teams based on their skills, knowledge, abilities, and interests regardless of funding streams, to the greatest extent possible. |
| Resources are disjointed and poorly coordinated. For example, staff funded by Title I dedicate resources primarily toward longer term training for about 8% of staff assisted job seekers while staff funded by Title III Wagner Peyser have a limited understanding of training needs/options and focus on immediate employment connections for the majority of customers. Staff and leaders are unclear about partner programs and services. This lack of understanding creates friction between partner staff. | Staff from all programs are cross-trained to better understand the resources provided by each program. Staff funded by Title I, Title III Wagner Peyser and other programs serve as brokers to identify training and support funds for all customers who need them, including shorter term, on-line, apprenticeship, and other non-seat-based training. Warm hand-offs among programs increase. | Staff from all programs work as a coordinated team, jointly planning how to deploy resources, including staff time, to respond to the highest needs of job seeker and business customer based on trend data (objective reports and customer feedback) and the guidance provided by the PacMtn Workforce Development Council (WDC). All programs jointly set targets and coordinate efforts to increase the number of business and job seeker customers served. All programs set targets together to increase the number and variety of high-quality services available to customers. Non-WIOA resources are leveraged whenever possible in support of these strategies. |
| Low numbers job seekers served by Title 1 resources create high cost per job seeker, while large numbers of job seekers served by Title III Wagner Peyser resources result in a very low cost per seeker. | Title 1 increases actual participant numbers using same fund amount—lowering the cost per. Title III Wagner Peyser offers stronger access to and support for no cost training programs and possibilities. Services to customers meeting Title I training eligibility increase. Staff from both programs work together to leverage resources and services to improve customer satisfaction.  | Staff deploy new service delivery strategies that increase effective services for those customers most in need while also meeting the needs of those customers with lower needs. Services are tailored and packaged in ways to assure the best outcomes for all customers. The gap between number of customers served by Title I and Title III Wagner Peyser resources shrinks.  |
| WorkSource welcome areas and resource rooms are viewed as a WP/ESD funded function while community outreach is viewed as a Title I funded function.*(NOTE: a concern was voiced that resource room has a specific meaning in K-12 which might create confusion when talking about a WorkSource site)* | Staff and resources from Title I funded programs expand the mix of services available to customers in the welcome areas and resource rooms. Title III Wagner Peyser funded staff are available to support community outreach. Onsite services and outreach increase the number of people served and the effectiveness of service of service delivery overall.  | All WorkSource partners clamor to “work” the welcome areas and resource rooms to identify potential customers, tailor services based on the needs of those accessing the sites, and recruit job seekers for business customers. Staff from all programs, to the extent possible, help to bring WorkSource services to the places where people who need those services are present in the community. Service delivery portals increase through connections sites and direct linkages. |
| **Services** |
| The limited number of workshops are typically assigned, managed and delivered by Title III Wagner Peyser funded staff. Content of workshops is based on staff interest rather than industry need, and no accountability system is in place to ensure relevant of professional delivery. Workshops are infrequently updated, and staff stick to the script, rather than adapting workshops based on customer needs and interests.  | A team that includes representatives from various partner organizations determines the nature and type of workshops that customers need and who should deliver and manage them. Limited customer feedback, solicited in passive ways, is occasionally used to increase effectiveness of workshops.  | A wide range of workshops (including on-line) is developed in real time to meet customer needs, delivered by staff most skilled at delivery and knowledgeable about the topic. Offerings change with changing customer needs, labor market dynamics, industry needs, and technology. Strong accountability systems are in place to ensure the professional delivery and effectiveness of workshops. Business and job seeker feedback is actively sought and used to improve quality. |
| Eligibility for services is tightly managed by staff in program siloes. | All Title I and Title III Wagner Peyser staff have been trained and implement the Co-Registration process for services funded by these two programs. | All customers are provided basic eligibility for a multitude of programs and co-registered in all possible programs for which they are eligible. Support and training resources are used to meet customer need. |
| Each program is focused on meeting its own performance targets based on their current customers. Separate outcomes are negotiated for Title I and Title III Wagner Peyser funded programs | All staff are aware of the performance targets for partner programs and have defined some system and site goals that reach across all programs. Title I and Title III funded programs have the same negotiated outcomes, allowing staff funded with these resources to focus on the same goals.  | All programs commit to the same performance outcomes for customers, system and site goals, and measure and achieve high levels of customer satisfaction.  |
| **Customers** |
| Customers are only served by staff assigned to specific programs. Staff do not feel responsible for customers in other programs. Customers belong to a program, not the system. | Information to assist with service delivery is shared among partners from different programs to assure a more seamless customer experience. Customers benefit from multiple programs and staff expertise.  | Job seeker and business customers are “everyone’s” customer. While staff play different roles and contribute different resources to achieve customer success, planning for customer services is consultative, collaborative and collegial and information is easily shared with staff from different programs. |
| Customer input is used in a limited way to meet management expectations. Job seeker and business customer input is limited and collected in passive ways, via surveys, input boards and anecdotal customer comments.  | Areas where customer input is needed to make changes in the system are identified, and input is solicited for these purposes. Staff from across the system are informed of customer feedback and engaged in identifying potential improvements based on that feedback. | Business and job seeker input drives how services are delivered, when new services/partnerships are needed, and which services to eliminate/change. Customer input is continually collected in active, real time and systematic ways, including focus groups, trained observation, etc. Staff test changes made with customers to assure they have an impact. Customers and staff are continually informed about how input is being used. Business and job seeker customers express high level of satisfaction with system services. |
| **Outreach** |
| Expectations for outreach are set by the leaders of each program and there is little or no coordination of outreach among partners. When a partner conducts outreach it is primarily to bring meet their own program goals. Some partner programs treat outreach as an add on, while others focus heavily on outreach and have very limited availability at the sites.  | All partner programs engage in outreach based on program and system priorities and leaders of the partner programs communicate with each other about outreach efforts and the results of these efforts. Staff at the sites are aware of outreach efforts and how these might impact their work. Staff conducting outreach know enough about the other programs in the system to be able to share information about these. | Outreach is a highly coordinated system function designed to bring services to more customers, especially to customer who have been identified as being underserved by the system. When partners conduct outreach, they are adequately trained to represent the services of the entire system, not just their own program, and to recruit new customer appropriately. Outreach efforts are coordinated with the work at sites so that both on-site and outreach functions are adequately staffed. Partners share the results of outreach and strategize about how best to bring new customers into the system. |

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