

Menu of Services Team (MOST)
Draft Process and Recommendation Summary
(As of 5 October 2009)

The objectives: MOST included DWS employees from the Regions, Finance, Operations Support Division (OSD—program policy and training), Employment Support Division (ESD), Workforce Development & Information Division (WDID), and from Unemployment Insurance (UI). Their assignment was to examine DWS programs and services and determine:

- Which should be operated only at the state level and which should be more flexible and focused on local service areas
- Examine how the programs and services relate to demand-driven concepts
- Address the statutory, regulatory or policy implications of program changes, and
- Assess how current federal trends might impact our services.

The assumptions: Key to moving forward with MOST's work were a few crucial assumptions:

- We will continue to serve disadvantaged populations with the associated funding streams. Clearly, federal funding partners expect us to match our services to the guidelines of those funding streams.
- While adhering to the funding guidelines, we will pursue required waivers/changes to move programs and services toward demand-driven.
- It is preferable to focus on fewer activities that have real, long-term positive impact for our customers rather than many activities with lesser or more general impact.
- Demand-driven front-end processes that are tied to the Eligibility Services Division must be consistent statewide.
- When referring to "local areas," our team means everything below the state level, whether at the region or community level.

The process: The team reviewed the attached 61 programs and services, dividing these into Job Preparation Services (supply) and Employer Support Services (demand). These work groups examined each service in light of the following:

- Whether we should retain the program or service, change it or contract for it.
- Whether the program or service was statewide or locally focused.

- How proposed changes might impact, or be impacted by, current federal or state guidance.
- Whether changes might induce IT impacts.
- Whether changes might have fiscal impacts.
- How the program or service relates to demand-driven concepts and outcomes.

Through this assessment process, MOST determined that 23 of the services should be state-only, and the remaining 38 should be state or locally defined but locally operated.

MOST then began the process to aggregate the major locally-focused programs and services into possible service clusters, preparatory to beginning detailed service delivery design. These service clusters included:

- One stop operations
- Labor exchange
- Training services for external customers
- Labor market information (LMI)
- Child care
- Upfront employment center operations

MOST then provided a summary that highlighted possible constraints under which these service clusters might operate, outlining three elements:

- Mandatory activities: Items that local areas must provide, based on current guidance.
- Some of the allowable activities: Services that are typical but not mandatory.
- “Must not” activities: Those few things that are critical to avoid when providing a local service.

This process provided the “pick and shovel work” so that MOST could make its final recommendations. However, the process also uncovered key questions of service philosophy that must be answered at a more general level before detailed planning can proceed.

The recommendations: Many specific recommendations regarding specific programs and services are included in the matrix of services and other documents, but the over-arching recommendations are as follows:

- Before moving to the next phase of the demand-driven project, DWS should address the questions regarding the philosophy of operations that impact how we move forward to design services.
- Decide, in conjunction with the other four demand-driven work teams, the guidelines for fixed and flexible funding for the following high-impact programs: WIA, Wagner-Peyser, TANF, Child Care and Unemployment Insurance.
- Complete the program design for these key services and other state-focused or locally-focused programs.
- Charter a team, using the service clusters as a starting point and including ESD staff, to create a service delivery design that reflects what must be common in the one-stops while otherwise allowing maximum flexibility for local areas.
- With the service delivery processes and functions determined, move forward with the demand-driven organizational design such that its form fits the service delivery functions.
- Monitor developing trends among our federal funding partners, as the new administration is just beginning to outline its priorities and guidance.

DWS Programs and Services

Recommended State Level Services

Alien Labor Certification, Work Opportunity Tax Credit/Welfare to Work Tax Credit, Child Care CCDF Quality Activities, Worklife Activities & Awards, H2A Housing Inspection, Migrant Seasonal Farm Worker Monitoring & Job Seeking Assistance, UI Contributions/Legal Appeals, Electronic Labor Exchange Services, After school/Youth CCDF & TANF, Child Care for Employed Parents, Child Care Providers, Employer Network (Ticket to Work), Navigator Grant (Disabled), Health Care Tax Credit, Marriage Commission, UI Benefits, UI Appeals/Legal, Disaster Unemployment, Emergency UI (EUC), Federal Additional Compensation, Trade Readjustment Assistance, WIA Incumbent Worker Program, General Assistance.

Services State or Locally Defined but Locally Operated

Bonding, Rapid Response, Labor Market Information, Employer Services, UDH-Displaced Homemaker, Child Care for FEP/RCA, Choose to Work, Ex-offender Programs, Family Employment Program (FEP), TCA, Food Stamp Employment & Training, Re-employment Services for UI Profiled Claimants, Refugee Services (RCA), Refugee 2 Parent, Social Work Services for FEP, TANF non-FEP Training, Trade Adjustment Assistance (TAA), Training Providers, Veterans Services, WIA Adult, WIA Dislocated Worker, WIA Youth, ETV, Americorps/Vista Collaboration, Apprenticeships, Domestic Violence, Homeless Coordination with Local Partners, SOAR Initiatives, Transition to Adult Living (TAL), Worksite Learning, Y & Z Funds, Eligibility Applications Assistance, Job Connections Activities, Re-Employment Activities, Workshops.