

# Polling Question – as participants log in

I am attending this session to learn:

- ▶ About the release of ETA's new Workforce EN Technical Guide?
- ▶ How operation as a Workforce EN can strengthen my workforce system?
- ▶ How to become a Workforce EN?
- ▶ How to strengthen my Workforce EN?
- ▶ Compare my experience of Workforce EN operation with those of others?

**Check all that apply...**



EMPLOYMENT AND TRAINING ADMINISTRATION  
UNITED STATES DEPARTMENT OF LABOR



# Practices in Workforce Employment Network Operation

New Technical Guide

May 26, 2021

# Moderator and Welcome



Steven Rietzke

*Division Chief for National Programs,  
Tools, and Technical Assistance*

Employment and Training  
Administration

U.S. Department of Labor

# Vision and Opportunity

- ▶ Support to Workforce Systems in inclusion of skills and talents of people with disabilities in Career Pathway models.
- ▶ Partnership with the Office of Disability Employment Policy and the Social Security Administration.
- ▶ Building on previous workforce guidance from ETA tying EN Operation into WIOA implementation.

# New Technical Guide

- ▶ Compliments the onboarding training provided by SSA – to support application in a collaborative workforce system.
- ▶ Used as a resource guide for specific questions – or as a workbook with activities to support implementation.
- ▶ Those systems going through from start to finish will complete an EN Readiness Checklist and an Operation Plan.
- ▶ Input from the field has identified challenges in Workforce EN operation, and practices that they recognize as useful in addressing those challenges – there is a section in the guide devoted to this discussion

# Today's Presenters

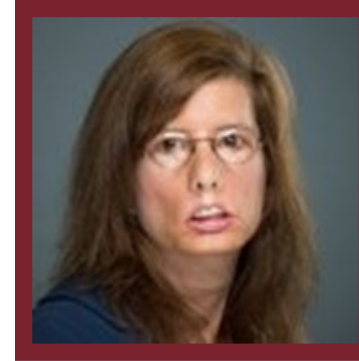


Doug Keast

*Ticket to Work Subject Matter Expert*

DEI Technical Assistance Team

National Disability Institute (NDI)



Laura Gleneck

*Project Manager*

DEI Technical Assistance Team

National Disability Institute (NDI)

# Voices from the Field



Brian Dennis

Workforce Program Coordinator – Disability  
Services, Iowa Workforce Development



Michelle O'Camb

Workforce Development Manager, Sacramento  
Employment and Training Agency (California)



Charlotte Hirte

Ticket to Work Coordinator,  
Rural Minnesota Concentrated Employment  
Program

“

Have patience with the process, it is a long-range investment. It is a focus on customer outcomes. It is also ‘systems change’ which requires time. As you get some experience and seeing individuals experience success, you can develop a stronger appreciation for what can be accomplished. You focus on quality first and always, and as people experience success, you can get a sense of what to expect so you can invest it in ways that improve capacity in a way that makes sense (and benefits planning is one of these things). Every service that you can offer in terms of Ticket are services that you should be providing anyway.

”

- ▶ Brian Dennis - Workforce Program Coordinator-Disability Services, Iowa Workforce Development



“

There was a point in time where organizations serving those with disabilities may not have had a lot of confidence referring customers to our job centers. That all changed as a result of the Disability Employment Initiative. We not only used the grant to increase the overall numbers of people with disabilities served, but also used it to expand the professional capacity of system staff to improve the service quality for people with disabilities, and to increase their access to education, training, and employment opportunities within the workforce system. In addition, the active use of the multidisciplinary, Integrated Resource Team model, and the engagement and cross-system coordination with partners with expertise in serving people with disabilities, has, overall, created a more “welcoming” environment for people with disabilities.

”

- ▶ Michelle O’Camb - Workforce Development Manager, Sacramento Employment and Training Agency (California)

“

We're early in the process and developing small goals first, but we'd like to see it continue to grow and through it, increase our investment in resources. We recognize our capacity to respond to a lot more Ticket holders.

”

- ▶ Charlotte Hirte - Ticket to Work Coordinator, Rural Minnesota Concentrated Employment Program

# Today's Objectives



- ▶ Benefits of participating as a Workforce Employment Network.
- ▶ Describe and illustrate key features of a new “Employment Network Technical Guide.”
- ▶ Hear insights from the experiences of three current workforce systems from the Workforce EN operators themselves.



- ▶ Lessons learned from the Disability Employment Initiative (DEI):
  - ▶ Purpose of the DEI
  - ▶ Improving Customer Service and Collective Impact
  - ▶ Building Capacity
  - ▶ Increasing knowledge and awareness
  
- ▶ Recognizing the opportunity with SSA Partnership

# Background & Vision for the Technical Guide



- ▶ Support the expansion of Employment Networks – or EN – in the public workforce system.
- ▶ Promote the benefits of participating as an EN – support workforce systems in EN implementation.
- ▶ Enhance awareness of available resources, including effective strategies and promising practices.

# Seven Benefits to Workforce EN Operation - 1



- ▶ **Generate more flexible funding to invest in customer services** – Provides a proven revenue source that can complement state and Federal resources. It is discretionary funding, allowing flexibility with how ENs use the income.
- ▶ **Increase capacity of workforce system to enhance AJC services to more people with disabilities** – Invest Ticket income in staff with expertise to help build the capacity of AJC programs to increase the service response to and inclusion of job seekers with disabilities.
- ▶ **Increase the quality of customer service for all customers** – Reinforces WIOA priorities of a customer-focused workforce system.
- ▶ **Increase collaboration or service alignment in AJC customer service** – Engaging VR supports state WIOA requirements to enhance partnerships.

## Seven Benefits to Workforce EN Operation - 2



- ▶ **Address a priority in the local workforce plan to increase employment outcomes for people with disabilities** – Many local boards establish objectives in engagement of people with disabilities. Workforce EN operation is a strategy, with Ticket payments serving as evidence of system impact.
- ▶ **Advance racial equity and disability justice for underserved members of the community** – Supports and reaches all individuals including people of color and others who have been historically underserved, marginalized, and adversely affected by persistent poverty and inequality.
- ▶ **More people with disabilities achieve employment outcomes** – All of the reasons lead to this! The effort that goes into successful EN operation, and increased system capacity that occurs leads to more people with disabilities being engaged in work in their communities.

# Insights from the Field

Informed by 19 workforce systems currently operating as ENs

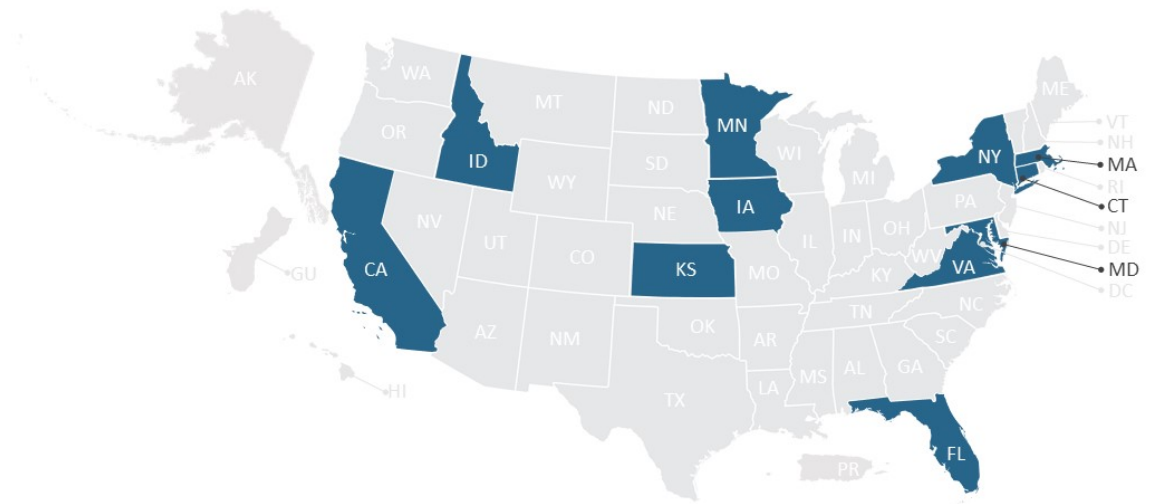
## Workforce EN Representation

### ► Direct Interviews

- ▶ 10 Workforce ENs engaged in the Disability Employment Initiative (DEI) Rounds VI-VIII

### ► Two Facilitated Discussions

- ▶ 9 Workforce ENs – strong current and historical workforce EN activity
- ▶ Consulted with SSA Ticket Program Manager





# Guide Development

- ▶ Emphasis on Outcomes – Why are we doing it?
- ▶ Emphasis on Systems Alignment – “skin in the game”
- ▶ Emphasis on Growth Planning
- ▶ Emphasis on the Long Game

# Operating a Workforce EN: Planning Guide and Workbook



**Ticket to Work: Operating a Workforce EN**

*Planning Guide and Workbook*

**Submitted To:**  
U.S. Department of Labor  
Employment and Training Administration

**Submitted By:**  
Maher Disability Employment TA Project

**Date:** May 17, 2021



*Promote the benefits of participating as a workforce Employment Network (EN) and enhance awareness of resources, including guidance and promising practices.*

# How to Use this Guide - 1

- ▶ **EN Readiness Checklist** - arranged to outline the steps necessary for becoming a workforce EN. The content is aligned with the EN Readiness Checklist.
- ▶ **Navigating the Guide** – two approaches to navigating the guide.
- ▶ **Who will Benefit from the Guide** - specifically designed for workforce systems that are either considering operation as a workforce EN or re-evaluating their current operation.
- ▶ **Desk Aid** - designed to be used by workforce ENs as a tool for program staff working with job seekers in the American Job Center.
- ▶ **Promising Practices and Opportunities** - common workforce EN challenges and demonstrated solutions/practices to address them.

## How to Use this Guide - 2

- ▶ Use in Concert with SSA's Onboarding Modules
- ▶ Ready Resource for Specific Reference
- ▶ Workbook for Planning and Implementation

# Ready Resource

- ▶ Hyperlinks included in Table of Contents
- ▶ Navigate directly to content desired
- ▶ Go to a specific activity or resource in the Appendix
- ▶ Footnotes in each section with links to additional resources or guidance

<b>Stage 1: Envisioning the Operation of a Workforce EN .....</b>	<b>11</b>
Workforce System Alignment .....	11
Choosing Your Employment Network Model .....	12
Leadership and Oversight .....	17
Local / State Plan Priority for Inclusion of People with Disabilities in American Job Center Services ....	17
Plan for Section 188 – Programmatic Access in American Job Center .....	19
EN Leadership and Program(s) that will provide oversight is/are established (including VR) .....	19
Determining the Fiscal Agent .....	20
<b>Stage 2: Process to Become an EN .....</b>	<b>22</b>
Suitability Clearance .....	22
EN Application .....	24
Agreements: Agencies and Partners .....	25
<b>Stage 3: Workforce EN Operation .....</b>	<b>27</b>
System Operation .....	27
Oversight .....	28
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# Workbook: Planning and Implementation



- ▶ Focus on aligning EN implementation with Workforce Board plans.
- ▶ Start to Finish – a manual with activities to support translation of knowledge to action.
- ▶ In order of EN Operation in Workforce Systems:
  - ▶ Envisioning
  - ▶ Becoming
  - ▶ Planning and Implementation
- ▶ Users complete a Readiness Checklist and Operation Plan.

# Workbook with Activities

## Staff Assignment, Qualifications and Training



### Activity: Staff Assignment, Qualifications, and Training

Use the activity worksheet in [Appendix VIII: Staff Assignment, Qualifications, and Training](#) to map out the staffing needed to support the EN.

## EN Readiness Checklist #3 – Local / State Plan Priority for Inclusion of People with Disabilities in AJC Services



### EN Readiness Checklist #3 – Local / State Plan Priority for Inclusion of People with Disabilities in AJC Services

How would you score your system? (Add your score for Local / State Plan Priority to the [EN Readiness Checklist in Appendix IV.](#))

- ☐ 1 = Employment outcomes for individuals with disabilities are not a priority in Local Plan [or State Plan if State EN Model]
- ☐ 2 = No option for a 2 score
- ☐ 3 = Local Plan [or State Plan if State EN Model] prioritizes employment outcomes for individuals with disabilities.
- ☐ 4 = Local Plan [or State Plan if State EN Model] prioritizes employment outcomes for individuals with disabilities and includes a strategy which is the responsibility of one of the programs.
- ☐ 5 = Local Plan [or State Plan if State EN Model] prioritizes employment outcomes for individuals with disabilities and describes targets and strategy to improve as a system.

# Appendices: Activities



- ▶ Guide is designed to assist state and local area workforce leadership:
  - ▶ In the process of applying to become an EN and/or who are new to providing EN services
  - ▶ Or who wish to take a fresh look at what they have been doing.
  
- ▶ Includes a set of activities to help walk through the process of planning and operating a Workforce EN:
  - ▶ Checklists
  - ▶ Discussion questions
  - ▶ Exercises

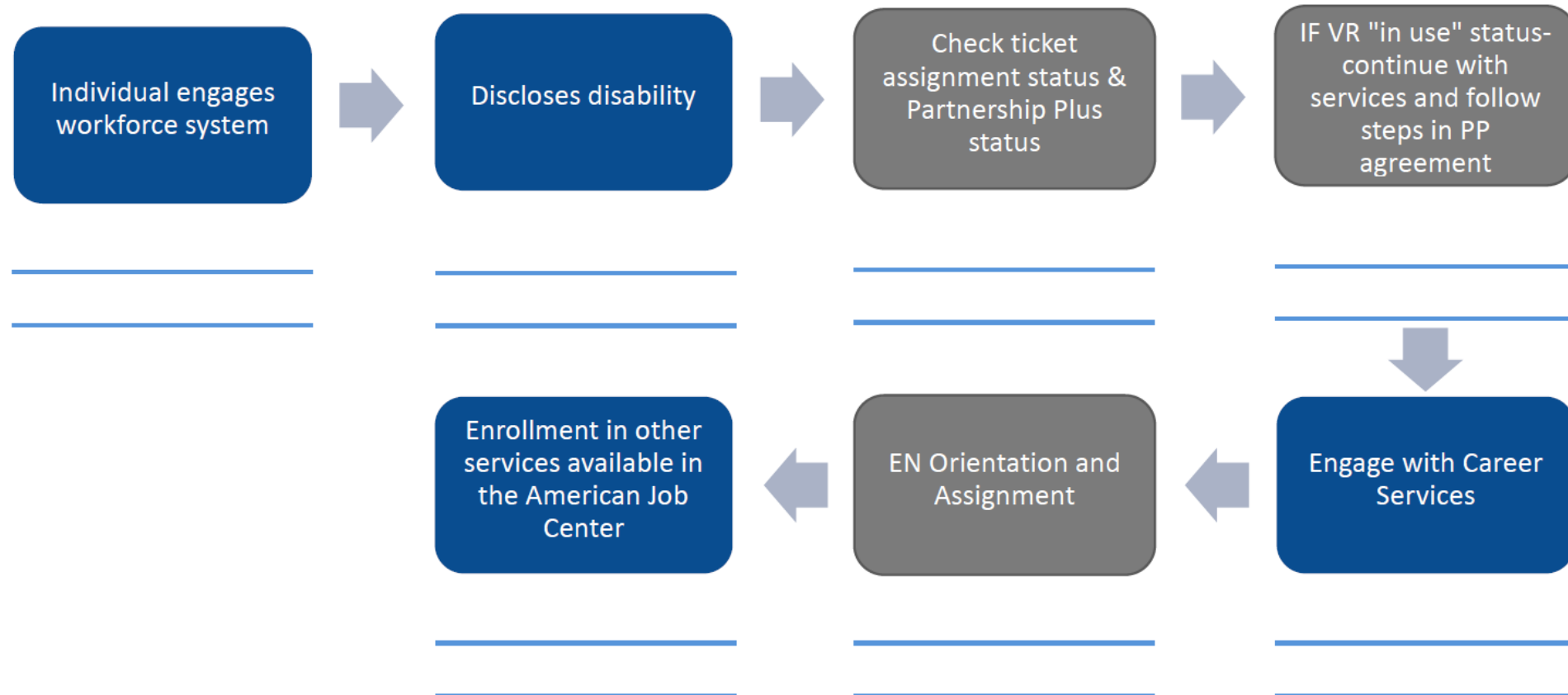


# Appendix I: Desk Aid



## American Job Center Service Engagement

There are two service flow charts reflected below. The first reflects the initial engagement of job seekers in the American Job Center, and the second reflects job seekers in programs providing case management level services. The gray boxes reflect EN related activity that is aligned in these AJC service flows, with space to identify the individuals or teams responsible for each activity. ([Return to main document.](#))



# Appendix V: AJC Customer Service Alignment



## American Job Center Alignment Activity



As you consider the Integration Continuum structure as indicated in the graphic below, identify how the programs in your American Job Center align in providing service to all customers.

[\(Return to main document.\)](#)

☐ Isolation

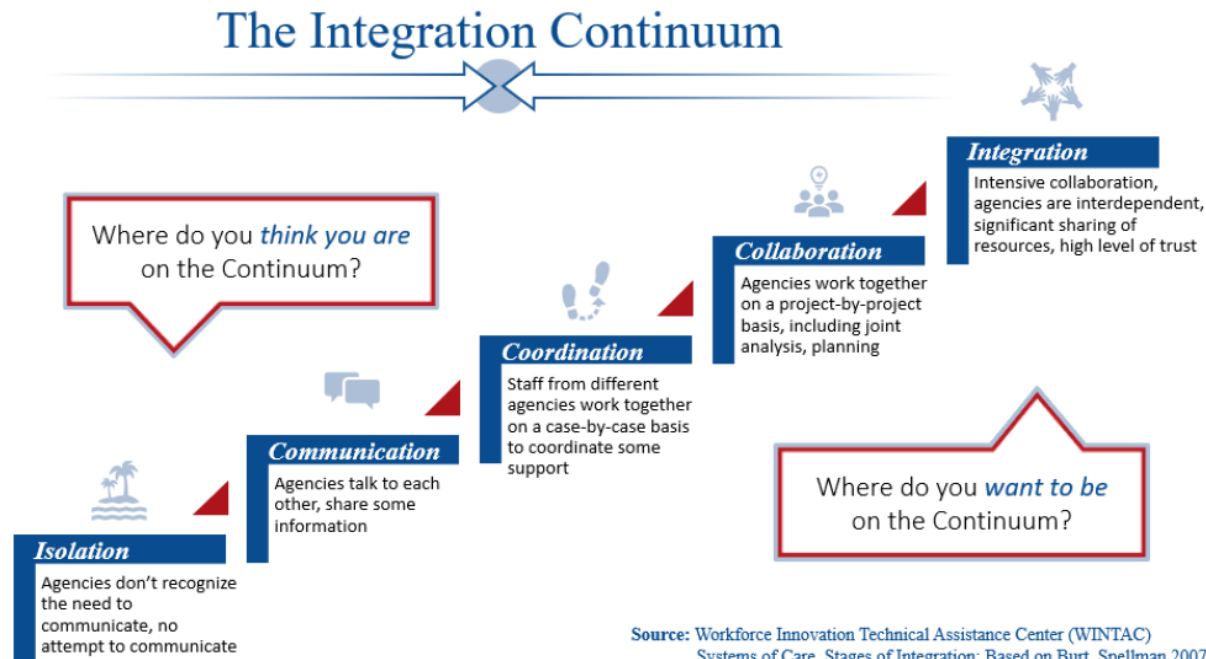
☐ Communication

☐ Coordination

☐ Collaboration

☐ Integration

### The Integration Continuum



Source: Workforce Innovation Technical Assistance Center (WINTAC)  
Systems of Care, Stages of Integration; Based on Burt, Spellman 2007

# Appendix VIII: Staff Assignment, Qualifications and Training



## Activity: Staff Assignment, Qualifications, and Training

This activity leads with a partial example and is followed by the activity. The Pleasant Valley Local Workforce Development Board has a Disability One-Stop Committee facilitated by the One Stop Operator. The Disability Committee has selected Goodwill Industries (one of the One-Stop Partner Programs) to be the EN Fiscal Agent and operate the EN under the direction of the Disability Committee (includes all MOU signatory agencies). The Growth Plan projects establishing a “Navigator” (Point of Contact) on a part-time basis the third year, who will also be trained as a Benefits Planner/Advisor. Over time, the Navigator role will be expanded to full-time – along with the Benefits Advisement Role (spread across two positions when the Ticket Income can support it). Functionally, the Navigator will serve in the key role of EN operation. Until the budget can sustain these roles, leadership will support AJC staff in the EN functions of the service flow, with the One-Stop Operator and Goodwill Field Operations Chief handling the Administrative part of the operation. [\(Return to main document.\)](#)

Service Flow	Staff person assigned	(a) Role exists in this Workforce EN operation?	(b) Operational knowledge needed	(c) Training required	How often?
<b>AJC Engagement</b>					
<b>EN Discussion and Assignment</b> AJC Services <ul style="list-style-type: none"><li>• Basic assessment</li><li>• Career counseling</li><li>• Basic workshops</li><li>• LMI</li><li>• Career Pathways</li><li>• Job Referral</li></ul>	EN Point of Contact	(3 <sup>rd</sup> year – with Ticket funding)	<ul style="list-style-type: none"><li>○ Services and contacts with all AJC programs</li><li>○ Ticket Assignment and IWP and case Management processes</li><li>○ Background on disability benefits and employment</li></ul>	<ul style="list-style-type: none"><li>○ One-Stop Operator overview and introductions/participation in weekly staff meetings</li><li>○ AJC Annual Section 188 training</li><li>○ SSA TtW training modules</li><li>○ Security Awareness Training</li><li>○ Benefit Liaison Training with BL network</li></ul>	<ul style="list-style-type: none"><li>○ At initiation and ongoing with meetings</li><li>○ Annually</li><li>○ At initiation</li><li>○ Annually</li><li>○ At initiation</li></ul>
	AJC Staff	Yes – Career Services team in Resource Area with support from One-Stop Operator and Goodwill Field Service Coordinator	<ul style="list-style-type: none"><li>○ Services and contacts with all AJC programs</li><li>○ Ticket Assignment and IWP and case Management processes</li><li>○ Background on disability benefits and employment</li></ul>	<ul style="list-style-type: none"><li>○ One-Stop Operator overview and introductions/participation in weekly staff meetings</li><li>○ AJC Annual Section 188 training</li><li>○ SSA TtW training modules</li><li>○ Security Awareness Training</li><li>○ Benefit Liaison Training with BL network</li></ul>	<ul style="list-style-type: none"><li>○ At initiation and ongoing with Meetings</li><li>○ Annually</li><li>○ At initiation</li><li>○ Annually</li><li>○ At initiation</li></ul>

# Appendix IV: EN Readiness Checklist



The following checklist will support your discussion regarding the impact the EN can have on the capacity of the AJC to serve job seekers with disabilities. As you complete the EN Readiness Checklist Activities in this guide, record the scores you identify for each checklist item in the **Status** column. When you have addressed all items in the checklist, calculate your total score and use the **Scoring Rubric** to determine your readiness. ([Return to main document.](#)).

EN Readiness Item		Status				
1	<a href="#">Customer Service Alignment of Core, Required and Other Programs</a>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
2	<a href="#">Determination of EN Model</a>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
3	<a href="#">Local/State Plan Priority for Inclusion of People with Disabilities in AJC services</a>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
4	<a href="#">Plan for Section 188 - Programmatic Access in American Job Center</a>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
5	<a href="#">EN Leadership and Program(s) that will provide oversight is/are established (including VR)</a>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
6	<a href="#">Determination of Managing Entity / Fiscal Agent</a>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
7	<a href="#">Suitability Clearance</a>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
8	<a href="#">Application Status</a>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
9	<a href="#">Partnership Plus Agreement with VR</a>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
10	<a href="#">Benefits Advisement/ Counseling / Planning</a>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
11	<a href="#">Financial Capability / Coaching</a>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
12	<a href="#">EN Evaluation Plan</a>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
13	<a href="#">Growth Plan for AJC with Ticket to Work Resources</a>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
14	<a href="#">Reporting Responsibility</a>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
15	<a href="#">EN Operation Plan</a>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
<b>Total Score</b>						

# Appendix XII: EN Operation Plan



## ■ Workforce-Employment-Network¶

### ■ Local-Area-Operation-Plan¶

- Local-EN-Model¶
  - Local-Oversight-Entity:¶
- State-EN-Model¶
  - State-Oversight-Entity-(if-applicable)¶
  - Local-Oversight-Entity-(if-completed-locally)¶
- Administrative-EN-Model¶

¶	Section¶	Description¶	¶
1¶	Outreach-/Intake-/Assignment¶	¶	¶
2¶	Services¶	¶	¶
3¶	Professional-Staff¶ <ul style="list-style-type: none"> <li>○→ Qualifications¶</li> <li>○→ Training-/Support¶</li> </ul>	¶	¶
4¶	Partnership¶	¶	¶
5¶	Key-Support-Services¶	¶	¶
6¶	Evaluation-/Program-Improvement¶	¶	¶
7¶	Ticket-Resources-Investment-/Growth-Plan¶ <ul style="list-style-type: none"> <li>○→ Vision-for-Sustainability¶</li> <li>○→ Service-provision-and-support-at-initiation¶</li> <li>○→ Ideal-additional-service-structure-and-costs-to-sustain¶</li> <li>○→ Ticket-revenue-projection¶</li> <li>○→ Budget-plan¶</li> </ul>	¶	¶

Voices from the Field

# Three Workforce EN Operators

# Our Voices from the field



Brian Dennis

*Iowa Workforce Development*



Michelle O'Camb

*Sacramento Employment and  
Training Agency*

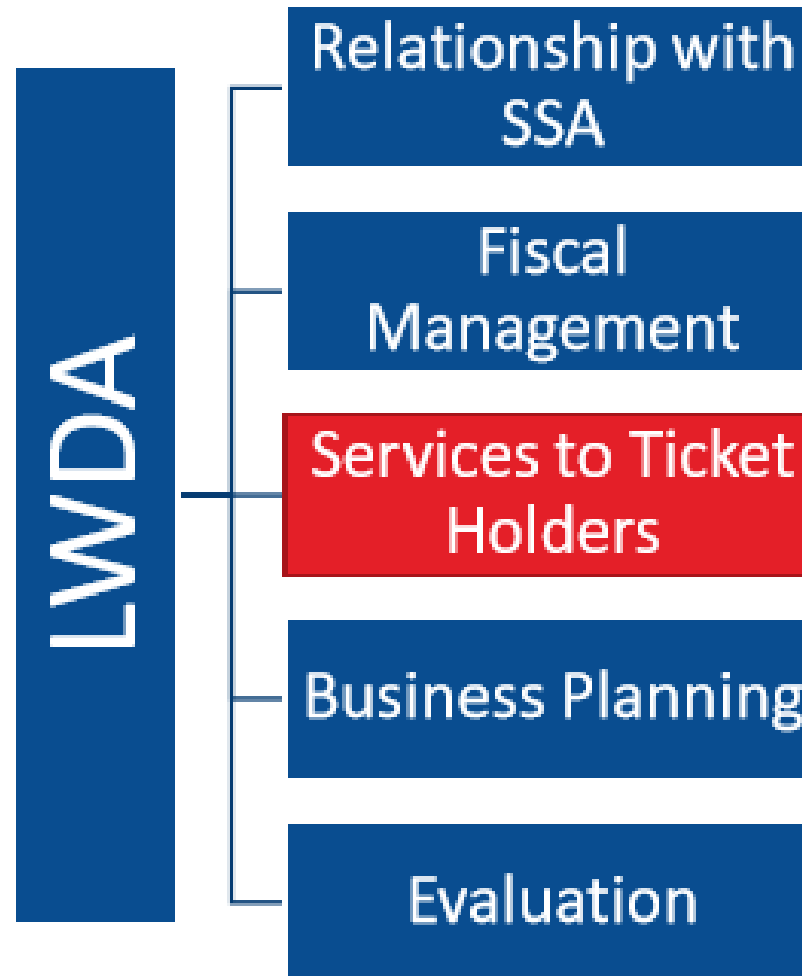


Charlotte Hirte

*Rural Minnesota  
Concentrated Employment  
Program*

# Local Workforce Development Area Experience

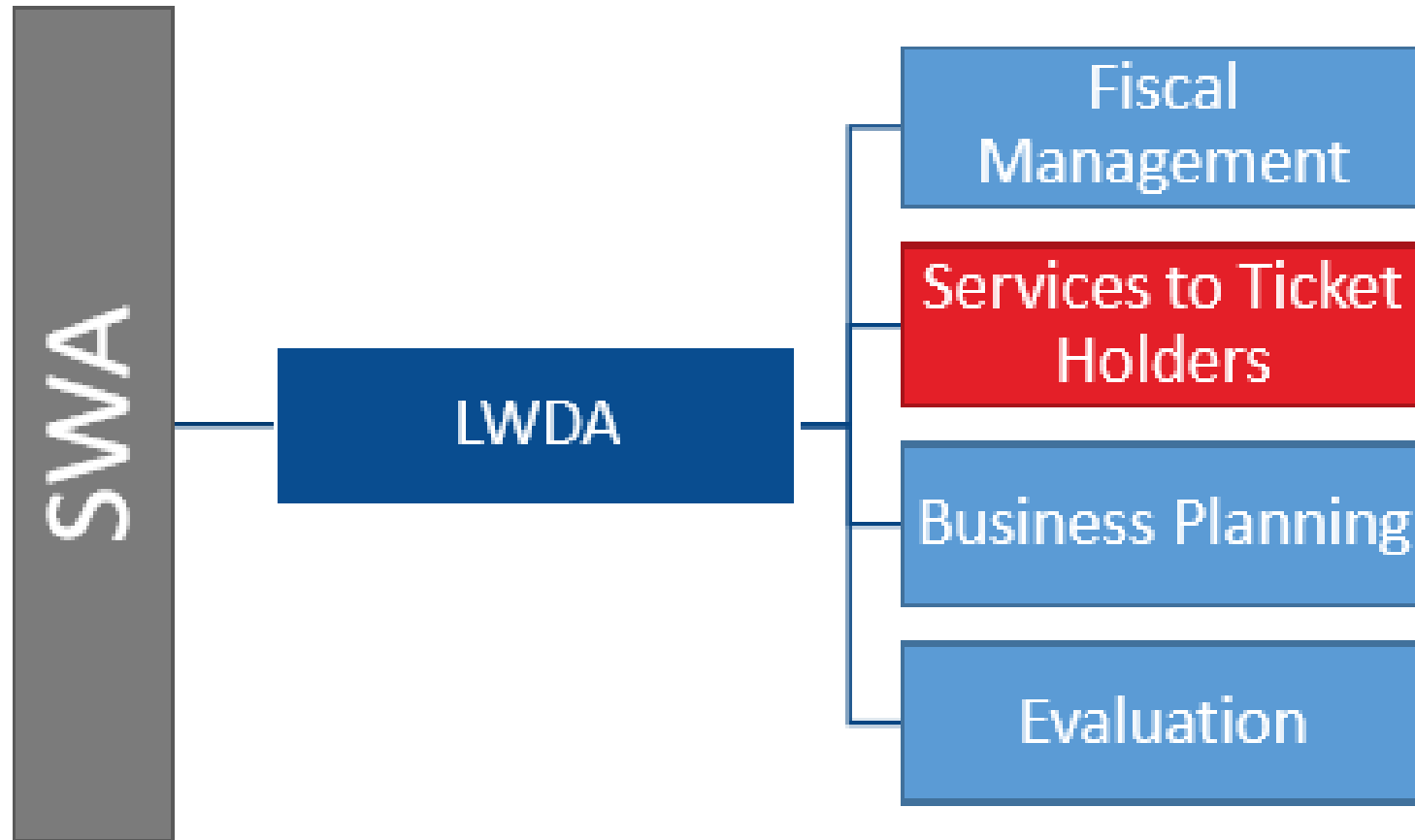
Michelle O'Camb





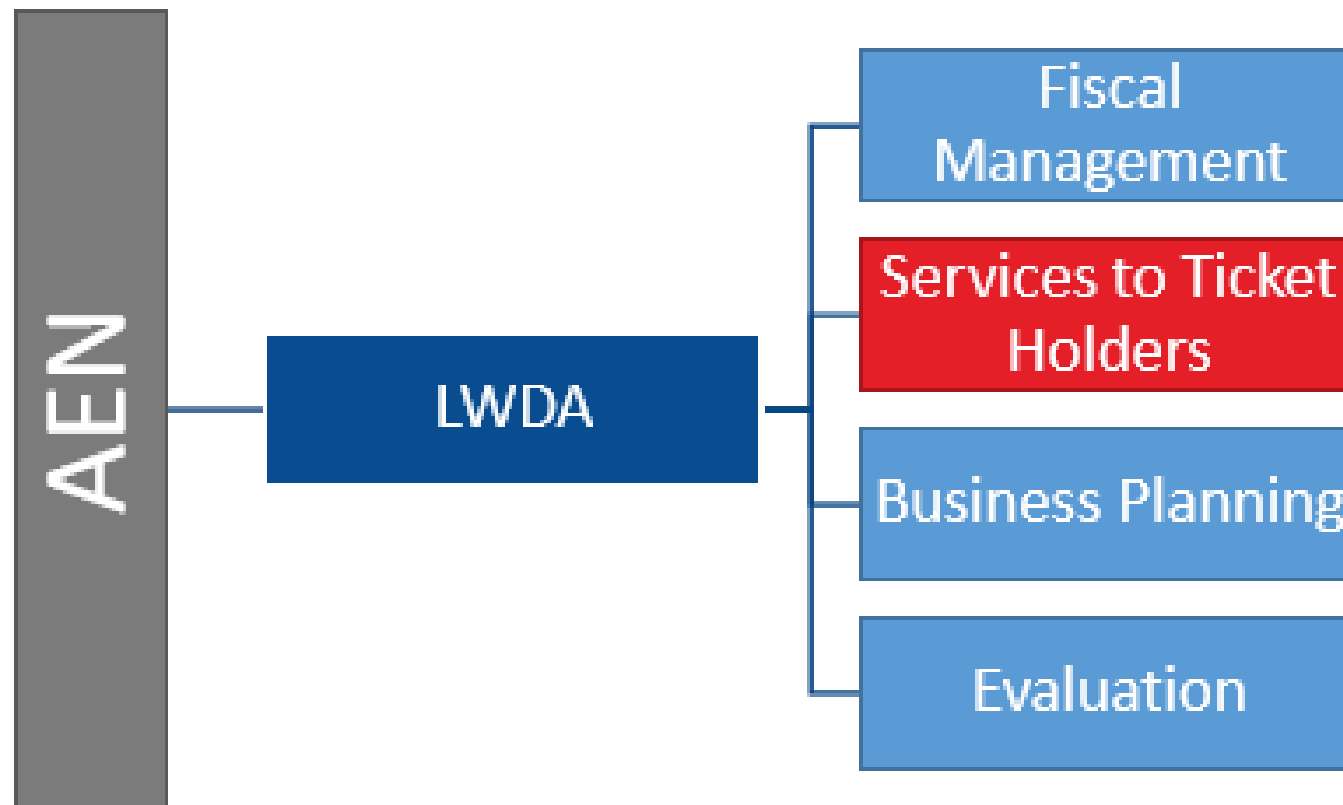
# State Workforce EN Experience

Brian Dennis



# Administrative EN Experience

Charlotte Hirte



# Workforce EN Operation

- ▶ How does the EN Operation fit into your overall Workforce System Operation?

# Implementation Challenge

- ▶ Name a specific implementation challenge and how you have addressed it?

# Success

► Can you share a customer success story?

## Lessons Learned

- ▶ Do you have specific suggestions for other workforce systems in implementing a Workforce EN?

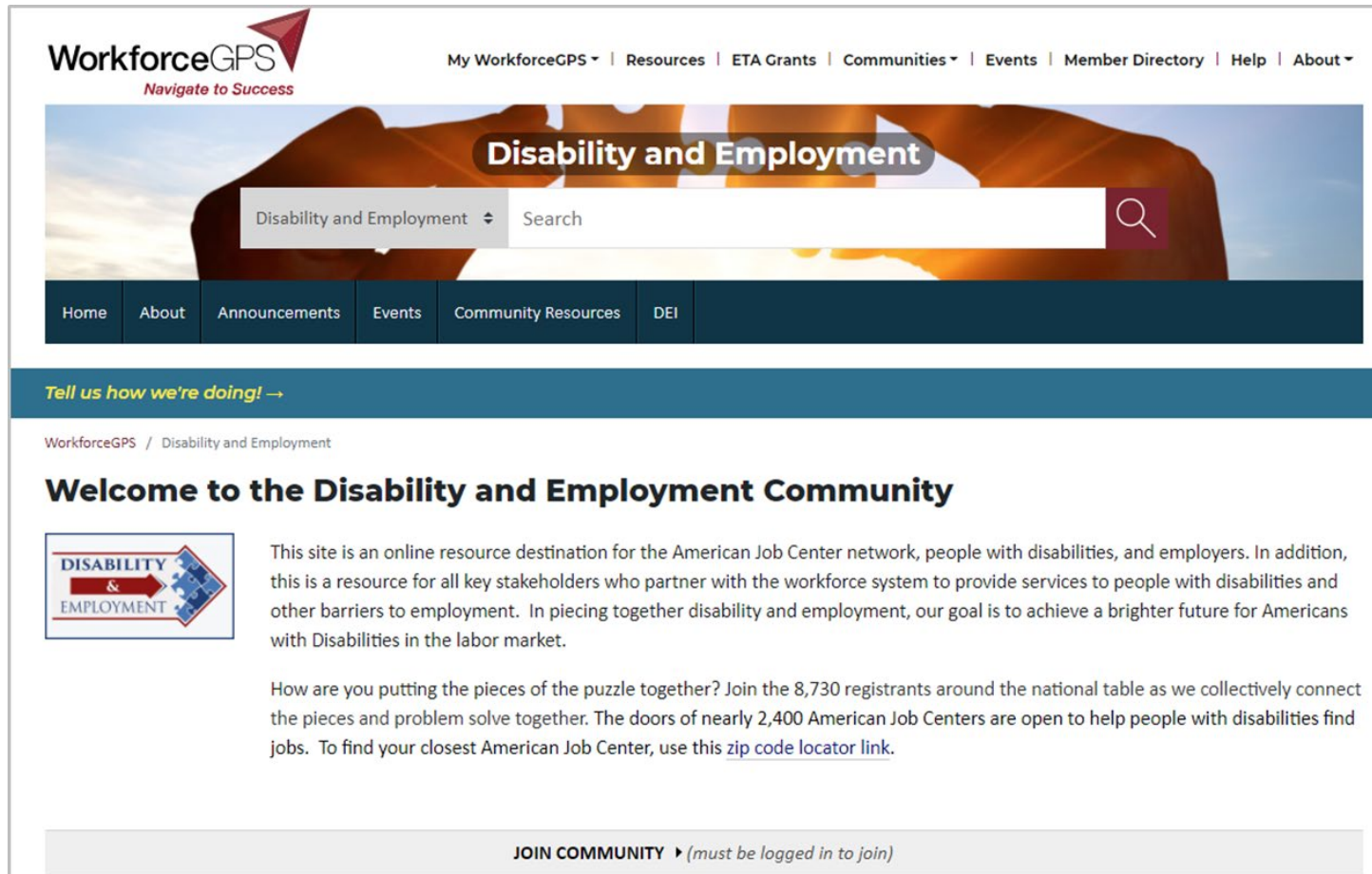
# Wrap Up

## Closing Remarks

# Access on Disability.WorkforceGPS.org



- ✓ The new guide can be found on the Disability and Employment Community [Employment Network \(EN\) Tools and Resource](#) landing page.





# Questions & Discussion



