PLAYBOOK

Developing a WIOA Referral System

Reducing Chutes and Ladders for Customers

2019 Raising the Bar Conference

BlueOps, Inc.

Acknowledgments

Unless otherwise noted herein, materials were developed by the WIOA Partners of the Frederick County Workforce Development System and/or by BlueOps, Inc., serving as the One-Stop Operator. Thank you to the original members of the Frederick County Local Implementation Team who started this process in 2017 and did an amazing job developing a robust referral system:

-Kim Duncan, Frederick Community College (WIOA Title II)
-Patty McDonald, Frederick County Workforce Services (WIOA Title I)
-Michelle Day, Frederick County Workforce Services (WIOA Title I)
-Leslie Slaby, Frederick County Dept. of Social Services (TANF)
-Joyce Bouchard, Maryland Dept. of Labor (WIOA Title III)
-Adele Connolly, Maryland Division of Rehabilitation Services (WIOA Title IV) – Retired

About BlueOps

BlueOps, Inc. is a veteran-owned and operated, Maryland-based boutique consulting firm providing workforce development, project management and operational expertise to government and business clients. Currently, BlueOps serves as the One-Stop Operator in Frederick and Anne Arundel Counties.

Disclaimer

Views expressed herein are the sole responsibility of BlueOps, Inc. and are not given or endorsed by Frederick County Government, the Frederick County Workforce Development Board or any other entity. Author makes no warranties or guarantees of any kind. Further, the contents herein are intended to convey general information only and not to provide legal advice or opinions.

Questions

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INTRODUCTION

As with any new project, designing an effective referral system for your local WIOA area can be fairly straightforward if some advance planning is undertaken. We've provided some recommended steps below based on Frederick County's WIOA Referral Process and drawing upon resources from other systems and outlets. These steps are only recommendations and the needs of your customers, staff and partners will dictate how best to proceed in your local area.

At the outset, we think it's important to identify the following overarching principals and priorities when designing your system:

1- Design a customer-centric process

2- Foster staff participation and buy-in at every step of the process

3- It's ok to try something, adjust, re-tool and try again. Celebrate and learn from failures.

4- Don't wait to deploy your referral system until it's perfect. There will never be a perfect solution or system. Anything that helps customers receive the services they need and navigate the system more effectively can only help.

Step 1
Form a Team

Because the referral process is to be utilized across multiple agencies, it's important to develop a team that includes members from multiple partners. The project team membership could be comprised of all of your WIOA partners, or established as a subcommittee of your partner committee. Or the team could be a dedicated working group as long as it periodically reports out to partners and stakeholders.

One member should facilitate or lead the team's efforts in order to coordinate meetings, efforts and follow up. The facilitator could be your One-Stop Operator depending on their scope of services.

Selecting the right team members can be critical in determining your success. However, it's important to mention that team members should be sharing ideas, soliciting feedback and ideas and informally vetting each part of the process with her/his colleagues.

 Potential sources for team members include:

-Leaders and Managers
-Key Front Line Staff
-One Stop Operator
-LWDB Members

When forming a team, consider:

-Staff with experience and expertise in the areas of referrals, collaboration and/or coordinating multiple programs
-Staff who can contribute and support the process (not just idea folks, but "doers")
-Innovators
-Influencers
-Agents of change
-Staff members with strong project management skills
-Recommend inclusion of at least one staff member who is well versed in navigating legal and compliance issues

Folks to avoid when forming a team:

-Staff members who don't enjoy or embrace change
-"Naysayers"
-Staff not committed to achieving the objectives/mission of the team
-Staff who will not be able to devote time and energy to the effort

Frederick County Experience:

Frederick County Partners formed a Local Implementation Team (LIT) to lead the referral development process.

LIT comprised of leaders from the following partners:

-Frederick Community College (WIOA Title II)
-Frederick County Workforce Services (WIOA Title I)
-MD Division of Rehabilitation Services (WIOA Title IV)
-Frederick County Dept. of Social Services (TANF)
-Team expanded to include MD Dept. of Labor (WIOA Title III)

Eventually, responsibility for referral system shifted from LIT to all WIOA Partners. Beginning in 2018, the One-Stop Operator assumed role of facilitator

Step 2
Establish a Plan

The team should develop a plan or written strategy for developing a referral system. The plan does not need to be lengthy or overly-complicated. However, we recommend the plan be customer-centric rather than compliance-focused. Obviously, the referral system needs to be compliant with applicable laws and regulations but let's focus on customers first. Developing a referral process that only checks a box on your monitoring questionnaire overlooks the spirit and intent of the requirement and opportunities to better serve customers.

Consider including the following provisions in your plan:

-Identify requirements, goals and objectives
-Identify needed resources
-Establish a realistic timeframe for each phase
-Sketch out staff engagement, communication and outreach strategies
-Anticipate obstacles and identify potential solutions/resources to overcome same
Keep in mind that plans change over time so the team should periodically update their written plan. Maintaining an updated written plan is more effective then referencing notes from meetings that are found in 10 different emails.

Frederick County Experience:

The following goals were developed in Frederick County:

1) Educate staff members about the services offered within the WIOA local system.
2) Encourage and facilitate client engagement with the WIOA system, linking customers with the services and benefits that they need.
3) Facilitate warm customer hand-offs between WIOA partners.

4) Provide for a more seamless customer transition and positive experience when navigating multiple partnering agencies.
5) Reduce duplication of efforts when and where possible.
6) Share customer information and pertinent documentation when appropriate.

Step 3
Referral Form and Tools

So you've put your team together and you have established a working plan or at least, an outline of a plan. The next step is to develop a draft referral form. Referral forms could be a hard copy/paper version, electronic version, both or something else. Some local areas utilize an online referral platform (Google Form) or spreadsheet. But keep in mind that without customers' written authorization, partners don't have the ability to share information. You need to weigh the pros and cons of each option and move forward with what works best for your customers and staff. And of course, you can always change versions later.

Additionally, there is no requirement to re-invent the wheel. Take a look at what other areas are using and borrow the best provisions from each. Ask your partners if they use a referral process internally that could be adapted. At this point in the process, we are only looking for a draft that can be used to start vetting and receive feedback.

When developing a referral form, consider:

1- What information do you want to capture?
2- What goals and requirements are you trying to achieve with the referral?
3- What information would be helpful to receiving partners?
4- What information can be included in order to minimize customer having to re-tell her/his story?
5-Identifying the who, what, why and where
6- Identify customer's barriers to employment
7- Note benefits/public assistance that customer is currently receiving
8- Allocate additional space for sharing applicable details and additional information
9-Authorization for release/sharing of information and documents and customer signature line
10- How will the form be transmitted and tracked
11- Thinking ahead, how will you translate the referral form in other languages for ELL customers?

Agency One-Sheeters

In Frederick County, one of the biggest obstacles for staff making referrals was not knowing about other partners' programs, services and contacts, so the LIT developed agency 'one-sheeters.' The goal of the one-sheeters was to provide easily accessible information about each partner's programs so staff 1) have sufficient knowledge about each partner's services, 2) can share appropriate information with customers about other partners/programs and 3) facilitate warm handoffs between agencies. Again, nothing complicated just basic facts - save the fancy trifold brochures for the customers.

When developing One-Sheeters, consider including:

-Brief narrative regarding the agency's overall mission or purpose
-Brief narrative or set of bullet points describing agency's program(s)/service(s)
-List eligibility requirements (and needed documentation)
-Provide a brief overview of agency's intake process (e.g., prospective customers must attend orientation workshop held each Tuesday and Thursday from 9:00 to 10:30, etc.)
-List office location and hours

-Website (if customers can register online or if the site has helpful info)
-Key Staff Contact Information (i.e., direct numbers and email addresses for program specific staff)
-If not already covered, provide information on how staff and customers can connect with the partner/program(s)
-A One-Sheeter for each program/service if each program has very different information, eligibility requirements, etc. For example, Title I provider might consider a separate one-sheeter for WIOA Youth programs and one for WIOA Adult and Dislocated Worker services
-Any other information that would be helpful to staff when making referrals

Additional One-Sheeters can be found at: https://sites.google.com/blueops.us/wioa-referrals/home

Baltimore County utilizes a similar tool, called Partner Snap Shot. An example can be found at: https://www.workforcegps.org/-/media/Global-Site/Content/ETA-Webinars/2017/February/20170222_WIOA_Wed/Partner-Brief---DORS--FINAL.ashx

Splash Page

During the Beta Test process (see Step# 6), BlueOps developed a simple website for the Frederick County Referral process. The site can be viewed by visiting: https://sites.google.com/blueops.us/wioa-referrals

The splash page is a good way to store referral forms, one-sheeters and other tools and make them available to staff of all partners. This is important since all partners have their own database/online systems/case management systems that don't communicate with one another. BlueOps used Google Sites, part of the Google Suite, to develop the referral splash page. Splash pages are very easy to design, develop and update. You can add a spreadsheet to the page in order to help track referrals, but in order to protect PII, you will need to password protect the splashpage. But again, with Google, that's fairly easy to accomplish. It's important to note that the State of Maryland has a contract with Google to provide Google Suite/Apps to all state employees including email and has already approved Google security[1].

Step 4
Vetting and Improving

Convenings
In Frederick County, the partners hosted a series of WIOA Convenings in order to develop the referral system, vet the draft referral form and tools. Convenings are a gathering of staff of all WIOA partners.

Utilizing interactive group activities, staff were asked to vet the draft referral form at Convenings. Interactive and engaging activities were most effective for staff. An example of one such activity follows:

> Participants were seated in groups, comprised of staff from various agencies. Each group was presented with customer scenarios to work through and complete the referral form. This helped staff identify what partners could assist with a customer's needs and barriers and vet the form. Groups were asked to record feedback and suggested changes to the

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[1] Maryland Dept. of Information Technology Contract ID: ADPICS#060B2490001 for Cloud Messaging and Collaboration Services, Term: 9/22/2011 – 9/21/2026

referral form. At the conclusion of the activity, a representative reported out to the Convening, detailing the scenario(s) and what referrals were made. This usually prompted questions and discussion. We also asked each team to report out what type of assessments are needed at each agency. Finally, we asked groups to identify and report out any areas of overlap and duplication.

<u>When developing Convening programs, consider:</u>

-Interactive activities such as scenarios, role playing, group activates, etc.
-Closing your AJC (e.g., opening late at 1:00pm) to ensure that all staff have the opportunity to participate
-Games such as Jeopardy or Kahoot! quizzes
-Assigned seats so staff are not just sitting with their own agencies in order to facilitate networking

Additional Convening resources found online at: https://sites.google.com/blueops.us/wioa-referrals/training-resources

<u>Agency/Legal Vetting</u>

Prior to beta testing, the referral form and process needs to be vetted and approved by the WIOA partners. Since release of PII is involved, it is also recommended that each partner route the referral form to their legal counsel for review. In Frederick County, each state partner sent the form to their respective Assistant Attorney General for review. Changes were suggested by the AG office and incorporated in the form. Likewise, Workforce Services routed the form to the County Attorney's Office. Due to FERPA – The Family Educational Rights and Privacy Act, it is vital that your Title II provider has reviewed and approved the release language.

Step 5
Educate and Foster Connections

In addition to the One-Sheeters, Convenings are also a great opportunity for networking and for staff to learn about services offered at other partners. Staff are more likely to pick up the phone when helping a customer and call another agency if they have met and interacted with that staff member in the past.

An example of a Convening activity is an intake role-playing session. A participant plays the role of a customer and another participant plays the role of a staff member. They act out an intake scenario at a partner's office. The "customer" tells her/his story and what they need/want and the "staff member" goes through the process of explaining what services they offer, what the process looks like and what the customer can expect from the partner/program. In Frederick County, this activity led to good discussion about programs and eligibility requirements.

Encouraging all WIOA partners to visit the AJC and other partners' offices is a great way to help connect staff. Staff can visualize where they are referring their customers and can help prepare them accordingly.

Sharing updates, information about events and new programs can be done at Convenings and through other means such as quarterly email newsletters for the whole WIOA system, etc.

Step 6
Beta Test

So at this point, you are probably feeling good. You've put your team together, written your plan, drafted and vetted your referral form, educated your staff, provided tools such as the one-sheeters, and held a Convening or two. Please resist the temptation to jump right to deploying the referral process and making it live. A beta test (or road test) is highly recommended in order to vet the system <u>with actual customers</u>. Form a test team with one or two key staff members from each partner participating in the beta test,

<u>When developing a Beta Test, consider:</u>

1- Selecting key front line staff and case managers to serve on your beta test team
2- Establish a timeframe for the beta test (e.g., 3 months)
3- Determine how many referrals you want to capture during your test period
4- Determine how and who will track referrals
5- How will you solicit and capture feedback from staff about the process?
6- How will you gauge outcomes?

<u>Beta Test Feedback</u>:

One-Stop Operator solicited feedback from team members throughout the test period in a number of different ways:

-A pre and post-test survey (using Google Forms). Feedback was shared with Project team and at partner meeting
-Bi-weekly conference calls with test team members to identify what was working well with the process, areas for improvement and customer engagement. Did the customer make it to the other partner and register for services? What was the outcome? If the customer did not connect, who will follow up? How can we work together to assist the customer?
-Test team members encouraged to share feedback with OSO
-Splash page hosted a Google Form for feedback
-Call or send an e-survey to customers and ask her/him/them to rate the effectives of the referral process

Step 7
Deploy System

Once you are satisfied with your Beta Test results, it's time to roll out your referral process to the whole system. Communication and training are critical components when executing your process. Once the system is "live," host another Convening to walk staff through the process or each partner agency can train their staff using the referral system internally.

We recommend a cheat sheet, desk guide or step-by-step quick reference guide for staff to help facilitate referrals. Alternately, you may choose to draft a formal SOP for the referral process.

Step 8
Monitor, Evaluate, Improve & Ongoing Efforts

Like any system or procedure, partners need to reevaluate the referral process periodically to ensure effectiveness and confirm that goals and objectives are being met. Based on feedback from staff and customers and reviewing outcomes, please re-tool the form and process as needed.
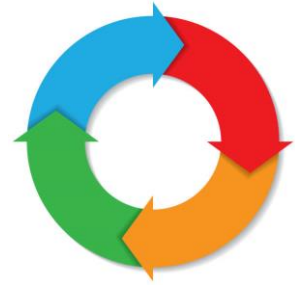
Consider:

-Examine customer outcomes including customer engagement/disengagement
-Are staff making appropriate referrals?
-Are partners receiving necessary information in order to facilitate referrals (e.g., assessments, case notes, documentation)?
-Are warm handoffs happening effectively?
-Is there one or more partner who is not using the referral process? How can we provide outreach and/or staff training to help them implement the system?
-Solicit feedback from staff and customers
-Identify additional tools and resources that would help staff and/or customers
-Is our system of tracking outcomes working well?

 Finally, undertake efforts to explore and support co-case management. How do two or more partners come together to support a mutual customer? What does that interaction look like? How can the partners support and develop resources and tools to facilitate co-case management?
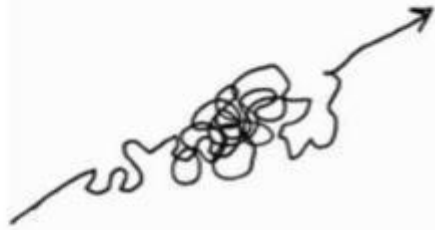
Step 9
Celebrate Successes!

Don't forget to highlight and share the success stories that result from the referral process!

Success

what people think
it looks like

Success

what it really
looks like

Frederick County Workforce Development System

Frederick County Workforce Innovation and Opportunity Act Partner Referral

CUSTOMER INFORMATION

Name: Last 4 digits of SSN: DOB:

Street Address:

City: State: Zip:

Veteran: YES / NO   Primary Language: Country of Origin:

Home Phone: Cell Phone:

Email address: Preferred contact method:

Requires accommodations to receive services: YES / NO

Accommodations required:

Eligibility to work in US?   Currently seeking employment?

Currently working? Full-time / Part-time   Income:
                                        Hourly_____ Weekly_____ Monthly_____

Highest Level of Education Completed:

Currently enrolled in school?   YES / NO   School:

Household Size: Number of Children living in home age 18 or under:

Others living in the home (indicate relationship):

WIOA Partners customer is currently or has previously worked with (Check all that apply):

☐ Department of Labor, Licensing & Regulation (DLLR)   ☐ Frederick County Workforce Services (FCWS)
☐ Division of Rehabilitation Services (DORS)   ☐ Jewish Council for the Aging (JCA)
☐ Frederick Community College (FCC)   ☐ Council of Three Rivers American Indian Center
☐ Frederick County Dept. of Social Services (DSS)   ☐ Frederick Community Action Agency (FCAA)
                                                         ☐ Other_____

Benefits Received (Check all that apply):

☐ Cash Assistance (TCA)   ☐ Housing Assistance   ☐ Unemployment Insurance/Benefits
☐ Childcare Assistance   ☐ Medicaid   ☐ VA Insurance
☐ Developmental Disabilities   ☐ Medicare   ☐ WIC
Administration   ☐ SSI/SSDI   ☐ Other_____
☐ Food Stamps (SNAP)   ☐ Tri-care Insurance

Reasons for Referral (Check all that apply):

☐ Basic Needs (Food, Shelter)   ☐ ESL Completion   ☐ Lay off/Job Termination
☐ Basic Skills Development   ☐ Financial Assistance   ☐ Medical Insurance
☐ Career Advancement   ☐ HS Diploma Completion   ☐ Pre-Employment Transition Service
☐ Career Exploration   ☐ Individualized Job Coaching ☐ Re-entering Workforce
☐ Childcare Subsidy   ☐ Interview/ Resume Assistance ☐ VA Benefits
☐ Digital Literacy   ☐ Job Readiness/Skills Development   ☐ Other_____

Barriers (Check all that apply)

☐ Caregiver of an adult or child with a disability   ☐ Lack Support System

☐ Childcare   ☐ Language and/or Cultural Barriers

☐ Disability – Please specify in box below   ☐ Long-term Unemployed (>26 weeks)

☐ Educational barriers   ☐ Mental Health and/or Substance History

☐ Foster Youth   ☐ No Insurance

☐ Homelessness or in transitional housing   ☐ Transportation

☐ Justice Involved   ☐ Unaccompanied Youth

☐ Lack of Income/No Income   ☐ Underemployed

☐ Lack of/Limited Work Experience   ☐ Other_____

Additional Information - If available, please provide status of involvement with services including attendance, course/program completion, goals and services requested, assessments and results as well as reason for referral.

RELEASE OF INFORMATION

Pursuant to the Workforce Innovation and Opportunity Act (29 USC §721(a)(20) and 29 USC §3174 (c)(2)(A)(v), et al.), I _____ hereby authorize my service provider to release and disclose information and records about me (and/or my minor child(ren), as appropriate), to Frederick County Workforce System WIOA partners, including Frederick County Workforce Services, Frederick Community College, Maryland Division of Rehabilitation Services, Maryland Dept. of Labor, Licensing & Regulation, Frederick County Dept. of Social Services, Frederick Community Action Agency, Jewish Council for the Aging, and Council of Three Rivers American Indian Center. I understand and agree that information shared may include my social security number, date of birth, address, benefits information and verification, medical and disability information, financial and educational information, case notes, information contained herein, any other information necessary to coordinate benefits, programs and services as required by federal law. This release is effective until one (1) year following case closure or one (1) year following exit from program(s), whichever occurs later.

Customer Signature: Date:

Parent/Guardian Signature (if under 18):   Date:

Witness Signature: Date:

REFERRAL CONTACT INFORMATION

Agency: **Staff Name:**

Phone: **Email:**

Referred to: ☐ DLLR ☐ DORS ☐ DSS ☐ FCAA ☐ FCC Adult Ed/ESOL ☐ FCC Perkins ☐ FCWS ☐ JCA ☐ Three Rivers Council ☐ Other

Frederick Community College

Title II: Frederick Community College Adult Basic Education and Diploma Preparation Program Reference Sheet

FCC MISSION

With teaching and learning as our primary focus, FCC prepares an increasingly diverse student body to complete their goals of workforce preparation, transfer, career development and personal enrichment with quality, innovative lifelong learning. In traditional and alternative learning environments, we anticipate and respond to the needs of our local, regional and global communities.

ADULT BASIC EDUCATION AND DIPLOMA PREPARATION MISSION

Provide students with the skills needed to improve basic math, reading and writing skills, successfully obtain a high school diploma, and transition into post-secondary education or employment training, with the goal of earning a living wage and being contributing members of the Frederick community.

PROGRAM OVERVIEW

Basic skills and diploma preparation classes to prepare students to attain a Maryland high school diploma, post-secondary education/career training, or employment. Program offers flexible schedule options with seven different enrollment periods, morning, evening and weekend class options, as well as multiple class locations including Goodwill Industries, FCADC, and Head Start. The program is grant funded. Most classes are free of charge and include instructional materials.

ELIGIBILITY FOR SERVICES

- Maryland resident
- 18 years of age or older
- Officially withdrawn from school
    - 18 Year olds must provide DLLR GED® Office Withdrawal/Exemption Form at enrollment

  AND AT LEAST ONE OF THE FOLLOWING:
- Basic Skills Deficient
- Lacking a high school diploma
- Earned only a Certificate of Completion

*F-1 or J-1 Visa holders are not eligible for this grant program

SERVICES PROVIDED

Comprehensive Intake and Assessment process that includes program overview, diploma options in the state of Maryland, individual interviews, goal setting, writing sample, and skills assessment in math and reading. Classes to meet the needs and goals of each student, including:

- Adult Basic Education Classes: intended to support basic literacy and financial skills, focused on life skills reading and math. Many students have a goal of earning a high school diploma or improving academic skills for the workforce.
- Pre-Diploma Classes: intended to support students preparing to take the GED® exam or enter the NEDP program. Provides basic skills review and introduces algebra, writing essays, reading for information, etc.

- GED® Preparation Classes: focused on single subject areas (Math, Language Arts, Science or Social Studies) to prepare students to take and pass those subject areas of the GED® exam. Students taking and passing all 4 sections of the GED® exam are awarded a Maryland State High School Diploma
- National External Diploma Program (NEDP): Offered to students qualifying on math, reading and writing assessments, this program is intended for mature, self-motivated students **18 years or older with extensive life and work experience**. Students work independently throughout the week to complete computer-based projects to demonstrate competency in 65 different areas and submit a portfolio for review. Students meet individually with an advisor on a weekly basis to review progress toward portfolio completion. Upon successful completion of the program, students receive a Maryland State High School Diploma. The program cost is $208 per student and is broken into two separate payments. Financial assistance may be available through the FCC Foundation for those who qualify.

HOW TO ENROLL

Students must attend a 2.5 hour orientation session (no appointment necessary) AND complete a 2.5 hour assessment to determine math and reading skill level. For up-to-date orientation dates and times, visit www.frederick.edu/adulted or call 240-629-7962.

INFORMATION REQUIRED FOR ENROLLMENT

- Personal Information: Name, Address, Phone Number, Email Address, Birthdate, Social Security Number (if applicable), Country of Birth, First Language, Ages of Children, Emergency Contact information, Educational History
- **ONLY IF 18 YEARS OLD**:
  - DLLR GED® Office Withdrawal/Exemption Form or GED® Office Home Instruction Verification Form

KEY CONTACTS

Intake and Assessment Specialist: Steve Ferguson, Sferguson@frederick.edu, 240-629-7964

Adult Education Program Assistant: Abigail Matos Martinez, amatosmartinez@frederick.edu, 240-629-7962

OFFICE INFORMATION

Location	Hours	
Frederick Community College 7932 Opossumtown Pike Frederick, Maryland 21702 Annapolis Hall Office A106	Monday-Thursday Friday Saturday Sunday	8:30am to 9:45pm 8:30am to 4:30pm 7:30am to 12:30pm Office Closed

Frederick County Workforce Services (FCWS) - Reference Sheet
Title I Adult & Dislocated Worker

FCWS MISSION

Assist unemployed and underemployed job seekers to develop the skills and knowledge, and gain marketability necessary for employment at sustainable wages.

PROGRAM OVERVIEW

Individualized support for unemployed and underemployed/WIOA eligible individuals that are in need of assistance in connecting to the Labor Market and accessing career pathways that offer self-sustainable wages. We emphasize support for those who have barriers to employment.

ELIGIBILITY FOR SERVICES

Access to Individualized Services/Case Management

- **Adult eligibility (requires verifying documentation)**
    - 18 years and older
    - Frederick County resident (or laid off from a Frederick County business if not a county resident)
    - Eligible to work in the US (with verifying documentation)
    - Selective Service Registration (for Males)
- **Dislocated Workers (Laid off or terminated, Displaced Homemaker, Military related dislocation)**
    - Criteria above
            AND
    - Evidence of dislocation (eligibility for Unemployment Insurance-UI, UI records, lay-off letter, business closing announcement)
    - Unlikely return to previous industry without assistance (Barrier, Education level, LMI declining industry)
- **Access to Training Funds**
    - Criteria above
            AND
    - Household income under self-sufficiency level for family size
    - Demonstrated need and ability to successfully participate in training.

SERVICES PROVIDED

- Individualized Services/Case Management: One-one intensive job search assistance, (career assessment, building a job search strategy, LMI research and interpretation, resume assistance, interview preparation, networking advice).
- Training Services: Funding option for upskilling for those in financial need (verified). Training provided by an eligible training provider. Training meets Labor Market needs and is in line with individuals identified career pathway.

- Supportive Services: (for enrolled and active participants only) Enable participation in Career and Training Services (assistance with transportation, Child/ Family member Care, training and job search supplies, MHA)
- Priority of Services is given to Targeted populations/Those with Barriers to employment, including:

<div style="column-count:2">

- o Veterans
- o Low Income
- o Basic Skills deficient
- o Older workers
- o Single parents
- o Justice connected
- o Homeless
- o Long-term unemployed
- o Individuals with disabilities

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HOW TO ENROLL
- Customers must create a profile in the Maryland Workforce Exchange-www.mwejobs.maryland.gov
- **Eligibility determination with verifying documentation through Registrar appointment (Typically preceded by referral from: Navigating Success session or on-one session)**
- Once eligibility is determined, registration is completed after participant meets with Employment and Training Specialist and agrees.

INFORMATION REQUIRED FOR ENROLLMENT
(Additional documentation may be required to complete application.)

Basic Eligibility Documentation: Proof of age, residence, and eligibility to work in the US
Dislocated Worker: Dislocation documentation (UI records, lay-off letter, business closing announcement)
Training Services (or fundable services): Income verification (paystubs, tax documents, social assistance documents), Proof of family size

BUSINESS SERVICES UNIT
Serves local business as primary customer. Provide recruitment support and access to employer support programs (tax credits, training funds, etc) and refers to other business partners locally (Chamber of Commerce, SCORE, SBDC, etc.) Works closely with office of Economic Development to support growth of existing businesses. Coordinates with business for work based learning experiences. May work with businesses during layoff phase.

KEY CONTACTS
Program Assistant/Intake and Outreach- Micha Hagans,
mhagans@frederickcountymd.gov, 301-600-2179
Program Assistant/Registrar – Gwen Edwards,
gedwards@frederickcountymd.gov, 301-600-2764

WEBSITE
www.frederickworks.com

OFFICE LOCATION

Location	Hours	
Frederick County American Job Center 200 Monroe Avenue, Suite 1 Frederick, Maryland 21701	Monday-Friday Saturday Sunday	8:00am to 4:00pm Office Closed Office Closed

Frederick County's Referral Process Splashpage

https://sites.google.com/blueops.us/wioa-referrals

WIOA PARTNER REFERRALS

WIOA PARTNER REFERRAL FORM

Referral Form - PDF

Referral Form - MS Word

Referral Form - PDF Fillable Format - Coming Soon

Please copy **wioareferrals@blueops.us** when emailing the completed referral form to WIOA partner.

For questions or problems, please contact Bob Gunter at bob@blueops.us or 240-490-9850. Thank you!

AGENCY ONE-SHEETERS & ADDITIONAL INFORMATION

Please remember that One-Sheeters are for staff use only and should not be given to customers. Thank you!

One-Sheeters for 5 Core Partners - PDF Packet

FCC Adult Education & GED One-Sheeter

FCC English as a Second Language One-Sheeter

DORS Services One-Sheeter

MD Dept. of Labor One-Sheeter

Social Services One-Sheeter
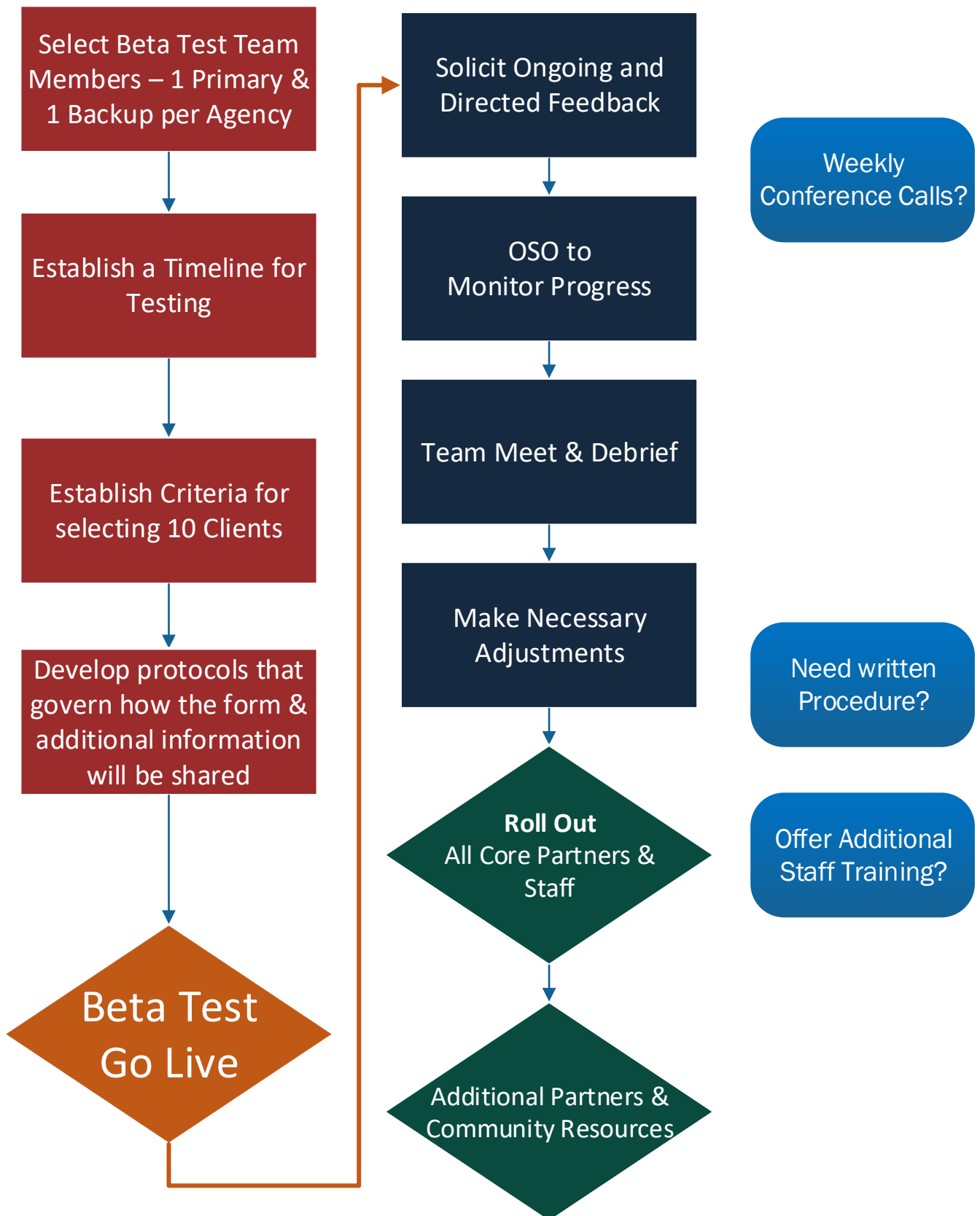
DSS Temp. Cash Assistance One-Sheeter

FCWS Adult & Dislocated Worker One-Sheeter

FCWS Youth Services One-Sheeter

WIOA Partner Agency Acronyms

WIOA Referral Process Beta Test Draft Process

Select Beta Test Team Members – 1 Primary & 1 Backup per Agency

↓

Establish a Timeline for Testing

↓

Establish Criteria for selecting 10 Clients

↓

Develop protocols that govern how the form & additional information will be shared

↓

Beta Test Go Live

Solicit Ongoing and Directed Feedback

↓

OSO to Monitor Progress

↓

Team Meet & Debrief

↓

Make Necessary Adjustments

↓

Roll Out All Core Partners & Staff

↓

Additional Partners & Community Resources

Weekly Conference Calls?

Need written Procedure?

Offer Additional Staff Training?

General Test Parameters

Start Date: June 4, 2018

Projected End Date: August 31, 2018

Projected Duration: 3 Months

Target Test Pool: 5 customer referrals from each participating partner agency

Participating Partners:

1) Frederick Community College (FCC)
2) Frederick County Department of Social Services (DSS)
3) Frederick County Workforce Services (FCWS)
4) Maryland Dept. of Labor, Licensing & Regulation (DLLR)
5) Maryland Division of Rehabilitation Services (DORS)

Team Members

See attached for current list

Overview

The Frederick County WIOA Local Implementation Team (LIT) seeks to deploy and test a common referral and release of information form to facilitate and track client referrals between partnering agencies. The LIT is kicking off the Beta Test in order to establish the procedures of how referrals will be communicated, map out appropriate follow-up measures, seek new ways to collaborate with WIOA partners and track outcomes and customer engagement.

The Beta Test process will be primarily driven by front line staff who interact with clients on a daily basis, make the referrals and serve on the Beta Test team. As the team reports on periodic progress, changes to the test protocols may be made throughout the process. Team feedback and suggestions will be a vital component in finalizing and launching the referral process for the whole Frederick County WIOA workforce development system.

Objectives and Goals

The ultimate objective is the provision of service delivery in a collaborative and cohesive manner. The referral process is a small step in working towards achieving this long-term objective.

While these may change over time, the objectives of the referral process are:

1) Educate staff members about the services offered within the WIOA local system (and eventually, other community resources).
2) Encourage and facilitate client engagement with the WIOA system, linking customers with the services and benefits that they need.
3) Facilitate warm customer hand-offs between WIOA partners.
4) Provide for a more seamless customer transition and positive experience when navigating multiple partnering agencies.

5) Reduce duplication of efforts when and where possible.
6) Share customer information and pertinent documentation when appropriate.

The goals of the Beta Test are:

1) Test the referral process and form, looking for ways to improve same.
2) Work out the logistics of the warm handoffs.
3) Track and monitor referrals to evaluate customer engagement and follow up.
4) Identify other resources helpful to WIOA partners and customers.

Resources

The team will utilize a Google Splash Page to host the referral log and documents for the Beta Test. The page can be found at: https://sites.google.com/blueops.us/wioa-referrals/home. Users are required to enter a login in order to access the page. Please contact the OSO for access or help navigating the page.

Terms

It is helpful to define which agency is making the referral and which is receiving. For the purposes of the Beta Test, we will be using the following terms:

Facilitating Partner or FP: The FP is the WIOA partner making the referral to another partnering agency.

Branch Partner or BP: The WIOA partner agency receiving the referral. Please provide suggestions for this term. Other terms considered were receiving partner, referral partner, beta partner, secondary partner and buddy partner.

Legal and Privacy Priority

Just as a reminder- law, regulation and policy guidance pertaining to equal opportunity, nondiscrimination, universal access, provision of excellent customer service and other WIOA programmatic requirements supersede these protocols at all times.

Likewise, customer privacy and the safeguarding of NPI and confidential information is an important responsibility of each and every member of the Beta Test and WIOA system. Applicable agency guidance governing the safeguarding and disclosure of customer information take precedent over these protocols.

Test Protocols

1) Identify customers who would benefit from and/or express a desire/need to engage with the services of other WIOA partners. Consult one-sheeters and other resources if necessary to determine suitability for referral. If unsure if referral is the best possible option for customer, contact a beta test team member or other staff for more information and guidance. Contact information is listed on the splash page and one-sheeters.

Remember, we don't want to send customers to partners or other locations unnecessarily. But when in doubt or unable to obtain additional guidance, please proceed with the referral.

2) Communicate your intention to initiate a referral with the customer. Give the customer a quick overview of the BP/program and reason for the referral along with location, hours, contact person

as appropriate. Depending on the situation, call or make contact with BP with the customer present in order to introduce the customer to the point of contact at the BP, schedule an appointment, discuss needed documentation or outline other initial action steps.

3) Complete the referral form with an eye towards providing relevant information about the reason(s) for the referral and pertinent customer information. Ask the customer to sign the form. Ideally, this interaction would take place in person, but referral forms can be signed remotely by customers and returned to the FP via mail, fax or secured electronic means as approved by each agency.

4) Once signed, send referral form along with appropriate case notes, assessments and other information and documentation helpful to a beta test team member at the BP (and keep in mind our goal of reduction of duplication of efforts). Only utilize secure email or other forms of secure communication (hand delivery) when transmitting the form and other customer information. FP to keep the original form and file/archive as appropriate. If form is transmitted in person or hand delivery, FP should retain original and provide photocopy to BP.

5) If FP has access to MWE, please make a note of referral in MWE in customer's account. Partner agencies may wish to undertake similar efforts in their customer electronic record system. BP shall follow their agency's policies regarding new client intake and denote, if possible, that customer was referred from the FP.

6) FP to complete applicable information on the referral log, found on the splash page.

7) BP to periodically update referral log as appropriate.

8) Beta Test team to participate in bi-weekly meetings/conference calls to update team on client status and observations regarding the referral process.

Questions and Feedback

Please direct your questions to the OSO, contact info provided below, to your manager, or designated LIT agency leader. Please submit regular feedback and suggestions via the Google Splash page or emailing same to OSO. OSO will also send out surveys to team members in order to solicit feedback.

Facilitator

Bob Gunter
One-Stop Operator (OSO)
Phone: 240-490-9850
Cell: 240-447-6341
Email: bob@blueops.us

Beta Test Results Summary

WIOA Referral Process

Beta Test period: 6/1/18 – 8/31/18

Total Number of Referrals Logged: 12

Feedback from Beta Test Team Members:

1) Formal referral process made it easier to facilitate referrals to other partners.

2) Of those who participated in the survey, 60% of the Beta Test Team thought that the referral process helped reduce client disengagement.

3) When rolling-out process to the whole WIOA system, Beta Test Team members recommend a refresher training for all staff.

4) Brochures or other collateral would be helpful when talking to customers about other partner agencies. However, another Beta Test Team Member indicated that brochures would not be helpful and probably just result in customers throwing them away.

5) Additional tools requested were a quick reference chart that indicates all services offered and who offers them; and updated one-sheeters (some staff contact information is no longer current).

6) Aside from all WIOA partners, recommend agencies to eventually include in the referral process include: MHA, Housing, Goodwill, Freedom Center, Literacy Council, Community Action Agency, Religious Coalition, and Advocates for Homeless Families.

7) Feedback from team as to biggest challenges in implementing the process for the whole local WIOA system:

-"Making sure partners understand each other's roles clearly so that customers are not being referred to an agency that isn't able to assist directly. Referring customers to WIOA partners unnecessarily would just cause frustration all around."

-"The follow-up, as the log takes time to complete, and we are going from one or two touch points to everyone having access."

-"Finding coverage to actually take the customer out of the room to complete the referral process."

-Time constraints when interviewing clients. This really depends on the scenario, i.e. if they identify during a group setting, then they will need to stay after to complete the referral."

-"Follow through of staff and consumers."

System-Wide Roll Out Considerations:

1) Additional staff training

2) Updating one-sheeters

3) Identifying point persons in each agency to receive referrals

4) How will we track and follow-up on referrals?

Road Test Planning Template

Site: _____

A "road test" is an opportunity to try out a new change on a small scale, collect information about how things are working and for whom, and revise the change before full implementation. Working out the "sticking points" prior to full implementation encourages an efficient, collaborative change process and reduces staff change fatigue.

For a road test, typically, small numbers of staff and clients participate over a short period of time (about four to six weeks) and provide formative feedback about their experience using the new approach or strategy. Afterward, the team analyzes the data and feedback to develop concrete recommendations for refining or revising the strategy. Road tests often include two or more of these feedback periods, known as learning cycles.

Over the next few months, your team will use the road test process to try out, gather feedback about, and improve aspects of your project. To get to this point, you've done some serious learning, innovating, and planning. Use this template to document what you've done and where you're headed.

What specific problem or issue are you are trying to solve?
(1 or 2 bullet points)

-
-

What are the strategies you've identified to address this problem or issue?

-
-
-

Which one or two strategies are you road testing?

What are your learning objectives for the road test?
Specifically, what do you hope to learn about your strategies?

-
-
-

What type of feedback and information will you collect during the road test?
(Check all that apply)

Staff feedback through:	Client feedback through:	Others' feedback:
☐ Questionnaire	☐ Questionnaire	*Please specify who and how*
☐ Focus group	☐ Focus group	
☐ Interview	☐ Interview	
☐ Existing data	☐ Existing data	
☐ Other *(please specify)*	☐ Other *(please specify)*	

What will your learning cycles look like?

How many learning cycles between [Date] and [Date]?   *How many weeks will each learning cycle last?*

Please map your road test timeline below. Be sure to include key steps in the road test process: designing feedback forms and processes, implementing new strategies, the start and end dates of your learning cycle(s), and when you will analyze the information you've collected. The process steps in grey below each month are suggested benchmarks. Feel free to highlight steps in the process where you feel like you need additional support.

Timeline: _____	Timeline: _____	Timeline: _____	Timeline: _____
Planning & preparing the road test	*Implementing strategies & beginning*	*Road tests underway*	*Process findings & apply learning*
When will you plan and prepare the road test? What are those planning pieces?	When and how will you implement strategies?	When will you start the road test? When will you collect feedback? When will you analyze data?	When will you aim to present findings to administrators and staff? When will you recommend adjustments to the strategy and/or implementation process? When will you implement adjustments to the strategy? When will you revise the road test strategies? When will you scale up?

Frederick County WIOA Convening

September 6, 2019 - 9:00 AM to Noon
Frederick Community College's Conference Center

AGENDA

8:30 to 9:00
Check-In

9:00 to 9:03
Welcome and Housekeeping Items
Bob Gunter, President, BlueOps, Inc.
One-Stop Operator

9:03 to 9:15
System Overview
Kim Duncan, Executive Director of Adult Education and Lifelong Learning
Frederick Community College

9:15 to 9:35
Frederick County Labor Market Update
Michelle Day, Director
Frederick County Workforce Services

9:35 to 10:35
Partnering for Success
Leslie Slaby, Assistant Director, Family Investment
Frederick County Department of Social Services

Session Presenters:
1) Ivania Amador/FCC and Julie Hunter/FCWS
2) Rose Hennick/DORS
3) Rick Mayhew/DSS and Gwen Edwards/FCWS

10:35 to 11:00
Game and Networking
Bob Gunter

11:00 to 11:58
Overview of the ADA and Servicing Customers with Disabilities
Darlene Peregoy, Program Manager, Business Relations
Division of Rehabilitation Services (DORS), Maryland Department of Education

11:58 to Noon
Wrap-up Remarks
Joyce Bouchard, Job Services Supervisor
Division of Workforce Development and Adult Learning, Maryland Department of Labor

Noon
End

Training Session# 4 (RESCHEDULED)
April 27, 2018 at 9:00 AM
FCC Conference Center
Frederick County WIOA Partner Convening   **DRAFT PLANNING DOCUMENT**

<u>**AGENDA**</u>

9:00   Facilitator: Bob
<u>**Welcome**</u>

Participants sit at tables of their choice.

9:00 to 9:20   Facilitator: Bob
"<u>**WIOA Match Up**</u>"

Participants will be asked to play an interactive game.

9:20 to 9:35   Presenter: Michelle
<u>**Objectives Recap**</u>

Briefly discuss objectives of referral process, reasons and benefits to clients and partners. Also review any recent changes such as using "facilitating partner" in lieu of "lead agency."

9:35 to 10:50   Facilitator: Bob
<u>**Model Intake Showcase**</u>

Please limit sessions to 15 minutes for each partner

Partners will role-play a model intake for the whole group. Partners may utilize one of the two scenarios that were created at the last training session (agencies can supplement scenarios with additional or substitute information).

<u>Goals:</u>
-Educate staff on partners' intake process and communicate what a successful intake looks like at each partner agency.
-Present a successful client interaction using good body language, active listening skills, asking insightful and leading questions, utilizing clear communication and presenting a professional and friendly demeanor.
-Share strategies for drawing out pertinent information that is useful for facilitating partner and possible referral partners.

<u>Partners need to select:</u>
One staff member to portray the client seeking assistance
One staff member to portray an agency staff member conducting the interview/intake
Partner leaders may choose to play either role.

<u>Proposed Agency Showcase Order:</u>
1) DLLR, 2) DORS, 3) DSS, 4) FCC Adult Ed, and 5) FCWS

10:50   Facilitator: Bob
<u>**Recap and Outline Next Steps**</u>

11:00   Facilitator: Bob
Dismissal of Most Participants

Leaders, supervisors and Beta Test Team to remain

11:00 to Noon   Facilitator: Leaders & Bob
Beta Test Process Discussion

Leaders and beta test team members will discuss and brainstorm ideas on how best to implement the referral process, focusing on:

-Communication (internally and with partners)
-Facilitating warm handoffs when making referrals
-Method of tracking referrals
-Identify other helpful tools (e.g., FAQs, call sheets)
-Next steps

12:00
End

Scenario Worksheet

Agency Creating this Scenario: FCC Adult Educ

Fake Client Name:
Do NOT use real names! Valentina Rodriguez

Applicable Personal Information:
- female   ~~employed pt~~   - lives in MD
- 30 yo   - not working
- from Guatemala / undocumented

Applicable Family/Household/Financial Information:
- 5 children: 2 in Guatemala / 3 in US ; ages 12, 10, 8 (5, 2) ← born in U.S.
- lives w/ husband, children & 4 extended family members
- single income family (income unknown)

Applicable Education/Skills/Background Information:
- 6th grade educ in Guatemala
- English language learner & basic skills (literacy) deficient

Barriers to Employment:
- English lang learner (language learner)
- children/childcare
- undocumented
- education level
- cultural barriers

Additional Life Challenges:
- husband at risk of being deported
- lack of computer literacy

Other Applicable Information:
- goal: legal residency

Scenario Worksheet

Agency Creating this Scenario: **DORS**

Fake Client Name: **Bobby Student**
Do NOT use real names!

Applicable Personal Information: 16 yr old w/ Autism in high School ~~Fascinated~~ w/ Penguins (can talk for hours)
~~scribbled out~~ on diploma bound program
Been in special aide all through school w/ Special Ed Instructional Assistant

Applicable Family/Household/Financial Information:
Helicopter mom (no decision can be made w/out her)
Divorced parents (will not show up together) Both Professional
Want him to go to college (but he is not sure) 2 older siblings successful in college

Applicable Education/Skills/Background Information: IEP
On diploma bound   No work history
Sophomore   Video game designer employment goal
Not passed ~~XXX~~ Parcc

Barriers to Employment:
Low Impulse Control
Executive Dysfunction
Does not drive (cannot learn how)   ~~scribbled out~~
Perseverating on Penguins   Trespassing charge for attempting to
Needs support w/ one on one   Climb in Penguin closure @ National
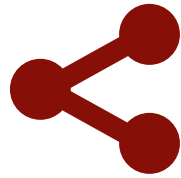   Aquarium in Baltimore

Additional Life Challenges:
Lack of social + communication skills

Other Applicable Information:
Mom + dad will not attend meetings together but both want to be involved + make decisions

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C19

ANNE ARUNDEL COUNTY 2019 WIOA CONVENING

PLEASE JOIN US FOR A CONVENING OF THE PARTNERS OF THE LOCAL WORKFORCE DEVELOPMENT SYSTEM

✔ **EXPLORE SERVICES OFFERED BY PARTNER AGENCIES THAT CAN BENEFIT YOUR CUSTOMERS**

✔ **NETWORK WITH COLLEAGUES FROM ACROSS THE SYSTEM**

✔ **LEVERAGE PARTNERSHIPS TO PRODUCE POSITIVE OUTCOMES FOR MUTUAL CUSTOMERS**

✔ **EXCHANGE IDEAS AND ENJOY LIGHT REFRESHMENTS**

SEPTEMBER 26, 2019
9:00 AM TO NOON
ANNE ARUNDEL CAREER CENTER

RSVP

RSVP ONLINE AT:
C19.EVENTBRITE.COM
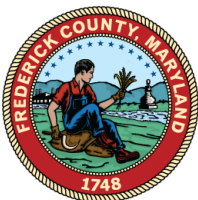
Presented by
The Anne Arundel County Local Workforce Development Board,
the WIOA Partners of the Workforce Development System, and
BlueOps, Inc., One-Stop Operator