Presented at SETA

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THIRD PARTY ONE STOP OPERATOR ON A BUDGET

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SELECTION OF A ONE STOP OPERATOR

- § 678.605 (a) Consistent with paragraphs (b) and (c) of this section, the Local WDB must select the one stop operator through a competitive process, as required by sec. 121(d)(2)(A) of WIOA, at least once every 4 years.

- A State may require, or a Local WDB may choose to implement, a competitive selection process more than once every 4 years.

WIOA ONE STOP OPERATOR ROLES

- Across the country OSO roles have significant range
  - Minimal: Coordinating AJC services provided by partners
  - Substantial leadership: Managing day-to-day operations of the AJCs and/or delivering services

Some Models of One Stop Operation

- Consortium: current partners manage center
- Consultant: periodic assessment of current process, plan for continuous improvement
- One Stop System Operator (OSSO): Direct participation consulting. Monthly or quarterly visits.
- OSSO + One Stop Manager (OSM): Consulting + direct hire(s)
- OSO + Direct Services: Single entity providing services and management
- WDB Operations: Board and board staff manage centers

Why did WIOA add requirement of competitive procurement of OSO?

- We think about the function as a system operator NOT a center manager or a deliverer of services

- **Why?**

- The basic role of the One Stop Operator is to coordinate the service delivery of participating one-stop partners and service delivery providers in addition to ensuring the Career Centers meet credentialing requirements.

- Need to function as a neutral party on behalf of the partnership

3 KEY ONE STOP SYSTEM OPERATOR ROLES AND RESPONSIBILITIES

BUILD AND SUSTAIN A PERFORMANCE CULTURE

a. Cultivate and sustain a culture of customer focus, continuous quality improvement, and high performance.

b. Ensure system partners are fulfilling and maintaining their respective responsibilities as defined in the Memorandum of Understanding, and in other cooperative agreements.

c. Coordinate customer satisfaction systems, to include data reporting and analysis; Provide training and technical assistance on data reporting.

d. Manage, through the workforce system partnership, attainment of tactical items related to the WDB's strategic and regional plan.

e. Define and support expectations to gather and analyze customer data

f. Facilitate system-wide focus on performance management of WIOA common measures and other agreed upon system performance goals

g. Coordinate compilation of data reporting by partners as necessary to populate reports

h. Facilitate system-wide understanding of compliance with federal and state legislation and guidance, as well as local WDB policies, procedures and protocols as they pertain to service delivery models

BUILD CAPACITY

a. Facilitate and support partnership teams to build competence and capacity for partners in implementing the WDB's vision for the system

b. Contemporize partnership governance structure and provide technical assistance and coaching to new members on the systems approach to workforce preparation services

c. Infuse local design work with perspective drawn from professional experience, current best or promising practice, innovative ideas, etc.

d. Work with the WDB, system partners, and partnership teams to build capacity to sustain quality service delivery and a productive workforce system enterprise

e. Conduct on-site training for partnership staff on standards for one-stop certification

f. Monitor, debrief and advise content of partners' meetings as an activity to further strengthen system integration and alignment

g. Organize cross training of staff from partner organizations to increase staff knowledge of other partners' programs and services and share expertise related to the needs of specific populations

OPERATIONAL OVERSIGHT

a. Operationalize and coordinate effective service delivery structures and strategies within the Centers and among partners, including effective referral processes and tools developed and/or adopted by the partners

b. Oversee that operations implemented in center and affiliate sites are in alignment with WDB's guidance

c. Ensure the region's customer flow model is integrated and functioning at each location

d. Ensure an environment that is welcoming, productive and responsive to customer needs while assuring access to center and system services to a universal population

e. Ensure systems are in place to manage behavioral incidents or emergencies at center sites

f. Assure partnership staff understand their required roles in accordance with local protocols and there is appropriate consistency among all local centers regarding system integration and quality standards.

g. Develop and champion use of a common communication process as the partnership's central tool for organizing partnership work.

Implementing Continuous Improvement

1

Establish the leadership team (decisionmakers onsite)

2

Identify and prioritize improvements (MOU/strategic plan directives; desired measurements; customer feedback)

3

Establish a plan – tasks, timelines and measurements

4

Create regular cycle of review

Approximate costs by model

OSO Model	Cost Range	Variables
Consortium	$50-$60K	Cost of individual(s) in the role.
Consultancy	$50-$80K	Number of site visits, reports, professional development.
OSSO	$60-$100K	Frequency of meetings/progress.
OSSO+OSM	$120-$150K	Cost of individual in OSM role (higher with more staff).
OSO+DSP	$50-$80K +DSP budget	Cost of individual in OSO role.
WDB	$50-$80K	Cost of individual in OSO role.

Who we are

- Andy Hightower, President, Hightower Workforce Initiatives
  www.workforceinitiaitves.com

Andy Hightower founded Hightower Workforce Initiatives LLC to help the workforce system leverage partnerships and realize its full potential within the WIOA framework of continuous improvement. As the former Senior Policy Advisor and Chief of Staff to Kentucky's Education and Workforce Development Cabinet, Mr. Hightower led as Kentucky's WIOA expert. He led Kentucky's effort to build the state and local policy infrastructure necessary to implement WIOA and build a Community Engagement workforce component in Medicaid. He is an expert in WIOA rules and policy, both state and federal requirements. He created and implemented federally-compliant cost allocation methods to incorporate Medicaid funding and customers into the WIOA system. Additionally, he has led financial reviews of local workforce development area expenditures, including resolving over $2 million in initial questioned costs from one local area.

- Lori Strumpf, President, Strumpf Associates
  www.strumpfassociates.com

Strumpf Associates offers an unparalleled depth of experience in the human services, community development, workforce development, and organization development fields. This includes knowledge of best practices from other communities across the country that have tackled envisioning a new way of doing business rethinking their service delivery structure, diversifying funding, developing technology-driven solutions, and developing new organizational structures. Her strengths are content knowledge and expertise in workforce development, a comprehensive understanding of how to apply quality management practices in the public sector as well as human service delivery in the context of broader economic and community development efforts. She knows what takes to change organizations and deliver quality services. Strumpf Associates has over 35 years of experience in strategy development and change management in public systems.

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