



Missouri Division of Workforce Development
DWD Issuance 10-2014

Issued: March 3, 2015
Effective: March 3, 2015

Subject: Strategic Framework for Missouri's Next Generation Career Centers

1. Purpose: This Issuance is written to provide the framework revisions that will continue to guide the workforce system toward implementation of the Next Generation Career Center (NGCC) model in alignment with the new Workforce Innovation and Opportunity Act (WIOA).

2. Background: In 2009, Missouri, along with the rest of the country, was plunged into an economic downturn that resulted in historically high unemployment. Workers were dislocated from high wage jobs in the manufacturing, automotive, and other industry sectors, and did not have the occupational skills to enter the new and emerging industries paying high wages. In order to assist these dislocated workers, the Division of Workforce Development (DWD) and the Local Workforce Investment Boards (LWIB) designed the NGCC model, which was the original strategic framework of principles to streamline Career Center processes.

It is in this same spirit of responding to both a changing economy and to the changing needs of the customers of the Career Centers that DWD designed the new Strategic Framework for Missouri's NGCCs.

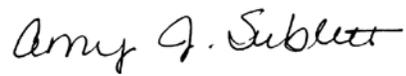
3. Substance: The new Strategic Framework for Missouri's NGCCs, in alignment with WIOA, sets forth these five guiding principles:

- Continue to Create a Career Center Service Paradigm that Values Both Skills and Jobs.
- Increase the Number of Career Center Customers Accessing Skill Development and Training Services.
- Integrate Services to Better Serve Customers.
- Lean Processes and Streamline Service Delivery by Removing Bureaucratic Barriers and Waste.
- Engage More Businesses, Improve Business Services, and Link with Economic Development.

4. Action: This policy is effectively immediately. Please distribute to appropriate individuals.

5. Contact: Please contact Special Projects Manager Melissa Woltkamp at (573) 526-8241 or by email at Melissa.woltkamp@ded.mo.gov if you have any questions regarding this Issuance.
6. Reference: None
7. Rescissions: This Issuance supersedes and replaces DWD Issuance 05-2009 dated November 5, 2009.
8. Attachments: Strategic Framework for Missouri's Next Generation Career Centers.

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STRATEGIC FRAMEWORK FOR MISSOURI'S NEXT GENERATION CAREER CENTERS (NGCC)

In 2009, the Missouri Division of Workforce Development (DWD) and Local Workforce Boards (LWIB) embarked on the significant transformation of Career Centers to successfully respond to a changing economy with changing customer needs.

Much has been accomplished and learned in the last five years and the Missouri workforce system is now ready to build on those successes with continuous improvement, capture the expanded opportunities presented by the new Workforce Innovation and Opportunity Act (WIOA), and recommit to the enduring principles of the NGCC.

1. **Continue to Create a Career Center Service Paradigm that Values Both Skills and Jobs**
 - a. All Career Center staff value both skills and jobs, strive to connect them for our customers, and continuously promote the opportunity for customers to have both. The Career Centers will continue to shift from implementing a rigid, “work-first” service paradigm to a “skills-for-work, forever” service strategy. As such, unemployment and underemployment needs to be redefined as a time to skill up and train for the next opportunity – rather than a time for work search only.
 - b. All Career Center customers will be provided with the opportunity to know their skills, improve their skills, and get the best job possible with their skills. Every job seeker that enters the Career Centers’ door will leave as a better job candidate because of the value-added services received.
 - c. The Career Center customer flow includes a first-visit, standardized initial skills assessment, easy access paths to a wide range of skill development services, and the opportunity to improve their employment opportunities through skill upgrading, skill validation, and credentialing.

2. Increase the Number of Career Center Customers Accessing Skill Development and Training Services

- a. Missouri's Career Centers will continue to develop, continuously improve, and actively promote a wide range of skill development opportunities while improving the structure and delivery of service to better address the employment and skill needs of each customer.
- b. All services in this robust "product box" are available to all Career Center customers, embedded in an integrated customer flow, and easily accessed by customers with the support of all Career Center staff.
- c. DWD and the LWIBs will continue to improve the quantity and quality of career and training services and work toward a standardized set of quality services that are available to all Missourians regardless of where they live and which Career Center serves them.
- d. The workforce system must continue to invigorate workforce and education partnerships and engage businesses, industries, and partners to define and create career pathways. We must strive to create and implement a system where adults move easily between the labor market and further education and training over a lifetime to advance in their careers.
- e. The Career Centers will continue to expand opportunities for credential attainment to enhance career pathway advancement for our customers. These credential attainment opportunities include a minimum of a high school diploma or equivalent coupled with work-based learning, on-the-job training, apprenticeship, short-term certificated and/or credential training, and traditional one-, two-, four-year degree programs."

3. Integrate Services to Better Serve Customers

- a. Missouri's Career Centers will continue to move beyond mere partnership to true integrated service delivery for all of our customers.
- b. The Adult, Dislocated Worker, Youth, Adult Education and Literacy, Wagner-Peyser, Vocational Rehabilitation, and Temporary Assistance for Needy Families (TANF) program partners commit to a strengthened partnership so customers can easily reap the full benefits of the workforce system.
- c. Career Centers implement an integrated customer flow that responds to customer needs. Staff-supported services are emphasized and Career Center services are continuously promoted and provided until the customer's goal has been achieved. This integrated flow has three major functions: welcome/assessment, skill development, and employment.

- d. Cross-trained Career Center staff fulfills all of these customer flow functions. Staff focus on the service function and not on silo programs.
- e. All Career Center customers are enrolled in the performance pool of both the WIOA Adult program and Wagner-Peyser program during the first Career Center visit. All Trade Act customers are enrolled in the performance pool of the WIOA Dislocated Worker program.
- f. Enhanced opportunities will be provided for the customers of the Adult Education, Vocational Rehabilitation, and TANF program partners to be easily co-enrolled in the Wagner-Peyser and/or the Adult programs, so customers can benefit from comprehensive workforce services.

4. Lean Processes and Streamline Service Delivery by Removing Bureaucratic Barriers and Waste

- a. In order to serve customers better, reserve staff time for value-added service delivery, and make integrated services a reality, DWD will continue to actively work to streamline requirements and alleviate bureaucratic silo barriers to providing customer-focused quality service. DWD will continue to look for opportunities to remove unneeded paperwork, move to paperless files whenever possible, reduce unnecessary documentation and reporting, and ensure all policies and requirements support integrated and efficient service delivery.
- b. DWD will continue to focus its monitoring on quality service delivery and with “compliance” as a necessary responsibility. LWIBs and Career Centers will continue to streamline their own policies, procedures and practices; and require no more than what is required by state policy regarding customer eligibility and data system management.

5. Engage More Businesses, Improve Business Services, and Link with Economic Development

- a. LWIBs will work with DWD to:
 - (1) Develop strategies to actively engage businesses and seek the workforce intelligence needed to develop effective, demand-driven services for workforce system customers;
 - (2) Customize and disseminate labor market information that will contribute to the human resource planning for businesses and information needs of economic development partners;
 - (3) Coordinate with state, regional, and local economic development partners in recruiting, retaining, and expanding businesses for vibrant local economies;

- (4) Ensure that Career Centers offer customized comprehensive recruitment services that help businesses find the workers they need through easy access to the full range of workforce system talent, services, and partners;
 - (5) Support entrepreneurial skill development to help individuals start and grow businesses to help local economies thrive.
- b. LWIBs will work regionally to target key economic sectors, convene those sectors, map talent pipelines, and develop career pathways to ensure businesses have available the qualified workforce they need to grow and prosper. DWD and the LWIBs will continuously seek alignment of the workforce system and Career Center services with the identified needs of the targeted sectors.