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# **A Study of TANF/WIA Coordination**

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# Presentation Overview

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- 🌀 **Study overview**
- 🌀 **Benefits**
- 🌀 **Circumstances that generate and support coordination**
- 🌀 **Strategies**
- 🌀 **Limitations**
- 🌀 **Final considerations**

# Study Motivation: Why Consider Coordination?

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- ❧ **Create greater efficiencies in employment and training services**
- ❧ **Improve the type and range of services offered to customers in each program**
- ❧ **Strengthen the workforce development system to address the needs of low-income workers**

# Study Approach and Data Collection

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## Promising practices approach

- Sites selected based on indicators of coordination

## Data collection

- Site visits to 11 communities in eight states
  - Sonoma County, CA; Hartford and Norwich, CT; Pinellas County, FL; Burlington, IA; Hennepin and Stearns counties, MN; New York City, NY; Dallas, TX; Wasatch Front North and South Regions, UT
- Document review (for example, organizational charts, client flow, and state plans for TANF and WIA)

# Study Framework

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## Components examined

- Administration and management
- Funding
- Policies and procedures
- Program missions and knowledge
- Accountability and performance measurement
- Services for customers

## Definitions

- **Collaboration:** work jointly on an endeavor
- **Coordination:** harmonious functioning of parts
- **Integration:** to blend into a unified whole

# Benefits of TANF/WIA Coordination

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- ❧ **Finding on degree of coordination**
  - TANF and WIA are parallel but coordinated programs with varying degrees of integrated components
- ❧ **Benefits TANF brings to WIA services**
- ❧ **Benefits WIA brings to TANF services**

# Circumstances That Generate & Support Coordination

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- ❧ **Making use of a changing environment**
- ❧ **Leadership (state and/or local level)**
- ❧ **TANF ES flows through the workforce system**
- ❧ **Co-location: shared physical space with common entry**
- ❧ **Job Center operator and TANF employment services provider are same entity**
- ❧ **WIA and Wagner-Peyser employment services are integrated within Job Center**

# Strategies for Coordination

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- ❧ **Integrating management structures at the Job Center level**
- ❧ **Aligning job classifications and pay scales across programs**
- ❧ **Using specialized positions at local level to support knowledge across programs**
- ❧ **Cross-training and shared training to build rapport across staff and lessen anxiety of the unknown**



# Strategies for Coordination

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- ❧ **Sharing indirect and direct costs of services**
- ❧ **Messaging a shared focus on employment**
- ❧ **Adopting shared procedures and tools**
- ❧ **Using shared metrics for accountability and performance measurement**

# Strategies for Integrated Services

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## **Sharing responsibility for core services in American Job Centers**

- WIA and TANF staff help with entry processes, staffing resource rooms, facilitating workshops

## **Making TANF-required workshops applicable to a broader population of job seekers**

- Work Success in Utah
- Six Steps to Successful Employment in Iowa

## **Integrating staff functions**

- Career counseling and training
- Job development and placement

# Limitations: Motivation

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- ❧ **No policy or structural barriers that make coordination and integration impossible**
- ❧ **Lack of evidence on benefits of coordination and integration**

# Limitations: Service Delivery Preferences

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- ❧ **Lack of choice and/or competition for employment services in integrated sites**
- ❧ **Interest in maintaining long-standing partnerships with community-based organizations**

# Limitations: Program Requirements and Funding

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## **TANF program requirements keep it separate**

- Up-front orientation requirements
- Monitoring participation makes integrated job functions across programs difficult
- Training is not a focus at this time

## **WIA funding cannot meet needs of all workers**

- Funding tends to be lower than TANF
- Criteria to determine suitability for training creates selection for program inclusion

# Final Considerations for Coordination

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- ❧ **Ultimate goal is seamless flow for customers through broad range of services**
- ❧ **Efficiencies in staff or financial resources are not known**
- ❧ **Tradeoff between co-location and other service delivery preferences**
- ❧ **Ability to build on integration of core employment services within Job Centers**
- ❧ **Program policies and funding strategies that keep services separated by program**

# For More Information

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