A Study of TANF/WIA Coordination

August 19, 2013

Presentation at the National Association for Welfare Research and Statistics

Julia Lyskawa  Michelle Derr  Elizabeth Laird
Presentation Overview

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

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)
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

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

- 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

- 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

- 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

🌿 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

- No policy or structural barriers that make coordination and integration impossible
- Lack of evidence on benefits of coordination and integration
Limitations: Service Delivery Preferences

- 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

- 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

- 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
Please contact:

- **Julia Lyskawa, Research Analyst**
  - jlyskawa@mathematica-mpr.com
  - (202) 554-7513

- **Michelle Derr, Project Director**
  - mderr@mathematica-mpr.com
  - (202) 484-4830