



IN COMMON

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Common Good-TRI Partnership Launched

A number of activities will launch the partnership between the For the Common Good project and The Rensselaerville Institute (TRI). Two different types of activities are planned. The first are geared for investors at the state level and will highlight the role of the state investor in an **outcomes funding approach**. On December 7, 2001, an Investor Briefing session was held to introduce investors to the outcomes funding approach. Based on the response to this Briefing, a one-day workshop on investor practices and approaches for state leaders and key staff is planned for January 17, 2002. For more information about the January 17, 2002 workshop, contact Susan Imel at imel.1@osu.edu or by calling (614) 292-8606.

The needs of agencies and organizations at the local level are the focus of the second set of activities that will feature **strategic mapping**. Described as an alternative to conventional planning, strategic mapping is a highly practical, results focused, action-oriented approach to planning and program/agency development. Two regional workshops on strategic mapping are planned. The first will take place on January 25, 2002 in Xenia, OH at the Greene County Social Service Center and the second on February 22, 2002 in Wooster, OH. See page 2 for additional information about these workshops, including how to register.

An article in the August 2001 issue of *InCommon* described the potential partnership between the Common Good State Team and TRI. TRI is interested in working with the Common Good project to introduce state and local leaders to outcome based frameworks. (See <http://literacy.kent.edu/CommonGood/Pubs/cgoodaug01.pdf> for article.)

Study Reveals Common Good Connections to Current Local Interagency Collaboration

During the spring and summer of 2001, a study was conducted to determine what has happened to Common Good Local Linkage Teams (LLTs) as a result of implementation of the Workforce Investment Act. Information from a variety of sources indicating that the implementation of the Workforce Investment Act was having an impact on the LLTs provided a backdrop for the study.

To discover more about the impact as well as the relationship between LLTs and current collaboration activities, data were collected through a mail survey and telephone interviews. A one-page questionnaire was developed and sent to 587 individuals on the current Common Good project mailing list; 204 questionnaires (35%) were returned and used in the analysis. Sixteen one stops that overlap with current and previous Common Good LLTs were identified and individuals at eight of these one stops participated in telephone interviews.

The results of the mail survey and telephone interviews provide answers to the following questions regarding what has happened to Common Good Local Linkage Teams as a result of the implementation of the Workforce Investment Act of 1998 (WIA): *(Continued on page 3)*

Common goals...

Common customers...

Common needs...

Common challenges...

Strategic Mapping Institutes

The Common Good State Team is working with the Greene County One-Stop and the Wayne County Common Good Local Linkage Team to sponsor two regionally based workshops on strategic mapping, a highly practical, results focused, action-oriented approach to planning and program/agency development. At these identical one-day sessions, participants will receive tools, formats, examples, and specific techniques for immediate application. This hands-on session is intended to complement existing planning approaches and serves to integrate data use, outcomes, quality assurance, and planning into a more cyclical, manageable, and practicable sequence for broader use by all agency staff.

When, Where, Fee

Greene County: January 25, 2002, 9:00 a.m. to 4:00 p.m., Greene County Social Service Center; cost: \$50.00, includes a notebook of materials on strategic mapping.

Wayne County: February 22, 2002, 9:00 a.m. to 4:00 p.m. , TBN

Who Should Attend

Local and county public administrators, key leaders, and staff of non-profit agencies at all levels of the organization.

Workshop Facilitator

Both workshops will be led by **Elliot Pagliaccio**, a senior fellow at The Rensselaerville Institute. Elliot has extensive experience in administration of state agencies and county government as well as management of non-profit agencies. His engaging presentation style is highly practical and includes many examples.

Registration Information: To register for the Greene County Workshop, complete and submit the following form.

Name: _____

Agency: _____

Job Title: _____

Street Address: _____

City/State/Zip: _____

Telephone: () _____ **Fax:** () _____

E-Mail Address: _____

Enclose check or money order in the amount of \$50.00 made payable to CETE/OSU and mail to **Common Good, ATTN: Susan Imel, CETE, 1900 Kenny Road, Columbus, OH 43210-1090** or fax to Susan's attention at (614) 292-1260. Questions? Contact Susan at <imel.1@osu.edu> or by calling (614) 292-8606. Deadline: January 18, 2002.

For information on the Wayne County Event, contact Susan Imel at imel.1@osu.edu or by calling (614) 292-8606.

The Common Good Website
<http://literacy.Kent.edu/CommonGood/>

Study Reveals Common Good Connections *(Continued from page 1)*

- **Following the implementation of the WIA, are Common Good LLTs still active?** Based on the results of the survey, a number of Common Good LLTs are still active. It is clear, however, that the implementation of the WIA has affected many LLTs. Some LLTs participate as subgroups in interagency collaborative groups that are part of the local Workforce Policy Boards and committees and many members of LLTs responding to the survey are active in WIA collaboration efforts, apart from their role as a LLT member. Some respondents expressed the sentiment that, with the implementation of the WIA, the need for the Common Good LLT decreased because of other interagency collaboration efforts. This feeling was not universal, however, as in some communities represented in the survey, the Common Good LLT is still a leader in interagency collaboration efforts.
 - **Did the collaboration formed through the LLTs provide a foundation for the collaboration under the WIA?** Quite clearly, the LLTs have had a positive influence on the interagency collaboration that is taking place as a part of WIA. Most of the respondents to both the mail survey and the telephone interviews said that the collaboration developed through the LLTs contributed to the current interagency collaboration efforts in their communities. One telephone survey respondent said that the Common Good laid the groundwork for collaboration by helping set up collaboration efforts, identifying key stakeholder groups, and building rapport among agencies. This sentiment was echoed by others who said that the LLTs provided a means for individuals and agencies to become familiar with each other and provided a basis for current activities.
 - **What role did members of LLTs play in forming current collaboration activities?** Members of LLTs played a variety of roles in forming current collaboration activities. In some communities, the LLT members formed the basis for the development of the one stop. In one county, for example, members of the LLT set as a goal the implementation of the one stop; once it was functioning, the LLT dissolved. In other communities, however, the LLT continues to play a role in the one stop while maintaining a separate identity. Based on the results of the mail survey and telephone interviews, it seems clear that many LLT members have been active in current collaboration activities taking place as a part of the WIA.
 - **What type of support is needed for current activities?** Information collected in the telephone interviews indicated that local communities face a number of challenges related to current interagency collaboration, many of which have to do with changes in federal and state policies. Dealing with the many changes at the local and state level that resulted from the merger of the Ohio Department of Human Services and the Ohio Bureau of Employment Services has created a great deal of confusion and uncertainty. Although several of the individuals interviewed indicated they have instituted measures to overcome some of these challenges it seems that state leadership could provide assistance with interpreting new policies and directions.
- The Local Linkage Teams that were initiated and supported by the Common Good project have been instrumental in the success of current interagency collaboration efforts in a number of communities across Ohio. Several LLTs continue to exist separate from the one stop in their local area but others have merged with it. In some areas, those individuals who were active in the LLT are no longer involved in current interagency collaboration activities. In at least some communities, the LLT provided an important foundation for the current activities.

Resource Corner

John J. Heldrich Center for Workforce Development

Located at Rutgers University in New Jersey, the John J. Heldrich Center for Workforce Development is the first university-based organization devoted to transforming the workforce development system at the local, state, and federal levels. The Center engages in research to identify best practices in workforce development and employment and workplace policy. It is also engaged in partnerships with the private sector to design education and training programs and is committed to assisting job seekers and workers.

Identifying one-stop innovations is one of the studies in which the Center is currently engaged. The Center was asked by the U. S. Department of Labor to identify, document and disseminate innovative and promising practices supporting one-stop career centers/systems under the Workforce Investment Act. Three areas were identified for nominations: service to job seekers; service to employers; and one-stop system design and management. Twenty five sites were selected for visits. Lessons learned from the visits include the following:

- Leadership and management were crucial to the success of the sites. Participatory management style that fostered an open organization and worker creativity was evident.
- Early team building efforts that included cross training of staff provided a seamless environment. All direct service staff from all agencies involved participated in the design of customer flow and management.
- At sites that housed multiple agency representatives, success was characterized by seamlessness of service across respective agencies.

More information about the John J. Heldrich Center for Workforce Development and this study can be found at <http://ww.heldrich.rutgers.edu/>

Additional Resource of Note

Another useful resource on interagency collaboration is an *Issue Note*, “Interagency Collaboration and Welfare Reform,” by Tara Sussman. Produced by the Welfare Information Network, this publication raises some of the major issues that agencies may need to address as they consider expanding collaborative efforts called for in recent legislation. A number of policy questions such as “Why is collaboration beneficial?” and “How do agencies identify partners?” are posed and answered. Examples of innovative practices drawn from state and local programs are included. These examples provide a number of possibilities for interagency collaboration. Information for contacting the programs is included as is a list of resource contacts for further information on interagency collaboration. This document can be located at <http://www.welfareinfo.org/crosscuttingTara.htm>.

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