

TRAINING AND EMPLOYMENT NOTICE	NO. 13-20
	DATE January 4, 2021

TO: STATE WORKFORCE AGENCIES
STATE WORKFORCE LIAISONS
STATE WORKFORCE DEVELOPMENT BOARDS
LOCAL WORKFORCE DEVELOPMENT BOARDS
ALL AMERICAN JOB CENTER PROGRAMS

FROM: JOHN PALLASCH /s/
Assistant Secretary

SUBJECT: Advancing a *One Workforce* Vision and Strategy

1. **Purpose.** Promote adoption of a *One Workforce* strategy by State Workforce Agencies, State and Local Workforce Development Boards, American Job Centers (AJCs), and Workforce Innovation and Opportunity Act (WIOA) partner programs and stakeholders.
2. **Action Requested.** Share the *One Workforce* vision broadly with all workforce stakeholders and to promote its adoption.
3. **Summary and Background.**
 - a. Summary – The *One Workforce* approach, endorsed and recommended by multiple federal programs, fosters greater collaboration, integrated service delivery, shared data, and leveraged resources that leads to positive employment and training outcomes for customers. This notice provides details on the vision and suggestions for implementation.
 - b. Background – The Workforce Innovation and Opportunity Act (WIOA) serves as a key driver in the transformation of how workforce development programs working together can provide the best possible integrated service delivery. When enacted in 2014, the vision of WIOA was to redesign the workforce system to increase program collaboration at the federal, state, and local level to ultimately integrate all available programs and services to job seekers and businesses through American Job Centers. WIOA advanced this vision through major system changes such as aligned performance measures, greater opportunities for combined state planning, and further defining one-stop operations. While WIOA has greatly improved many aspects of the nation’s public workforce system, the true vision of WIOA—aligned and seamless service delivery—has not yet fully come to fruition. Many program funding and reporting requirements still vary across programs, which has led to continued fragmentation when it comes to front line services.¹ While states have incorporated more programs into state planning, it has not

¹ See Government and Accountability Office report 19-200 on 43 overlapping programs, available at <https://www.gao.gov/products/GAO-19-200>

significantly changed how services are delivered at the local level, where individual jobseekers are still not able to easily access services from multiple programs in one physical or virtual location and from one case manager. There are examples of innovative information technology (IT) system integration to improve access to customer information and inform decisions on how to best serve each individual, but that progress has been limited. As states and local areas undergo the various stages to re-open their economies and deliver workforce services that will fuel recovery and effectively address acute unemployment challenges due to COVID-19, the public workforce system has an opportunity to further advance the vision of *One Workforce System* – an aligned, flexible, and streamlined state and local-driven system of workforce development services and programs that bring all partners together with a shared goal of enhancing service delivery, leveraging all available resources to help job seekers overcome their barriers, and achieve economic self-sufficiency and mobility for American workers and businesses.

As states and local areas support economic recovery efforts, they must ensure that coordinated services are effectively matched to job seekers and employer customers' specific needs. This is critically important as the demand for these services increases and businesses continue to rebound from the economic downturn brought on by the pandemic. Currently, there are specific workforce development programs available for adults, youth, dislocated workers, persons with disabilities, trade-affected workers, Native Americans, justice-involved individuals, and veterans, and multiple programs that contribute to the economic stability of low-income populations. For instance, in FY 2019 Temporary Assistance for Needy Families (TANF) served over 700,000 work eligible adults in any given month, while the WIOA Adult program served 640,822 participants for the entire program year between 7/1/2018 and 6/30/2019.² Similarly, in FY 2019 SNAP served over 35 million individuals on average every month.³ The *One Workforce* vision of collaboration, cooperation and, ultimately, seamless integration across the spectrum of workforce development programs and services offered at the federal, state and local levels will be paramount as the strengthening of America's economy continues.

4. Program Guidance.

- a. Key Aspects of the One Workforce Vision:** The passage of WIOA offered an opportunity to modernize and establish a workforce system that is customer-centered: where the needs of businesses and workers drive workforce solutions; and where AJCs meet customers' needs in a holistic way that leverages the resources and expertise of all of the workforce system partners. Achieving these goals requires strong partnerships throughout and across the workforce, education, and social services systems at both the state and local levels. A crucial first step was the commitment of multiple Federal agencies including the Departments of Agriculture, Education, Health and Human Services, Housing and Urban Development, and Labor

² TANF Work Eligible Individual counts can be found in the FY 2019 Work Participation Rates tables at: <https://www.acf.hhs.gov/ofa/resource/work-participation-rates-fiscal-year-2019> while WIOA Annual Results can be found at <https://www.dol.gov/agencies/eta/performance/results/annual-results>.

³ SNAP data from SNAP National Level Annual Summary can be found at: <https://www.fns.usda.gov/pd/supplemental-nutrition-assistance-program-snap>

to work in a coordinated fashion to assist states in successfully navigating various program requirements and utilizing available federal resources – in response to participants’ needs.

A total of 32 states submitted Combined State Plans for Program Years 2020 – 2023. A combined plan goes above and beyond the required core WIOA programs to include other programs that support workforce development strategies and related services —such as Career and Technical Education programs authorized by the Carl D. Perkins Career and Technical Education Act, the Temporary Assistance to Needy Families program, and Supplemental Nutrition Assistance Program Education and Training—to create a more holistic and aligned service system for American workers and job creators. While both Unified and Combined WIOA State Plans can move the public workforce system towards the concept of *One Workforce*, expanding to coordinate with as many potential partners in ongoing strategic planning is ideal to achieve the goal of *One Workforce* and increase access to employment and related services for all Americans.

Working together, these partners can advance a shared *One Workforce* vision that encompasses the following key concepts of: 1) systemic collaboration of key workforce system partners to take a comprehensive approach to assessing and addressing customer needs and removing barriers to employment; 2) integrated service delivery that provides seamless and comprehensive services to customers; 3) shared data for effective decision making and enhanced data collection and analysis to support program operations; 4) leveraged resources across the programs; and ultimately: 5) improved employment and training outcomes through stronger connections between the training offered through the workforce system and the training needed by employers.

i. **Systemic Collaboration**

The one-stop delivery system envisioned in WIOA encourages states and local areas to bring together workforce development, educational, and other human resource services in a seamless customer-focused service delivery network that enhances access to services and improves long-term employment outcomes for individuals receiving assistance. While one-stop partners administer separately funded programs, they must be delivered as a set of aligned streamlined services to customers.

The WIOA governance structures of state, regional, and local planning and AJC infrastructure along with the formal processes of required Memorandum of Understanding (MOU) and joint policies enable and enshrine the collaboration. While establishing these formal agreements and partnerships can prove challenging, they serve as critical mechanisms for moving toward the *One Workforce* delivery system. In fact, a shared vision can provide inspiration and motivation for partnerships to more easily form and flourish. Also, governors and local elected officials can make Workforce Board appointments with this objective in mind—to reflect the diversity of programs and customers – to align

service delivery in a cohesive way to achieve greater outcomes for employers and job seekers.

State and local leaders or practitioners are often knowledgeable about their programs and experts on the needs of different populations. At the heart of a *One Workforce* approach is that all of the partner programs acknowledge that they share common customers, many of whom are low income or face challenges to employment, as noted in Training and Employment Guidance Letter (TEGL) 7-20, *Effective Implementation of Priority of Service Provisions for Most in Need Individuals in the Workforce Innovation and Opportunity Act (WIOA) Adult Program*. It is vital for state and local Workforce Development Boards, AJCs, and partners to collaborate in the establishment of integrated systems that build on proven workforce system strategies for effectively connecting jobseekers with employers, training and education providers, and/or associated services that will allow them to retain or return to financial independence.

While workforce development programs may be designed or tailored toward the needs of a specific population or focused on a particular training strategy – such as work-based learning – workforce development programs share the same goals of providing a good job and economic mobility. Federal, state, and local leaders engaged with workforce programs must look for opportunities to align their systems toward meeting those common goals to achieve better, lasting outcomes for their customers.

ii. **Integrated Service Delivery**

WIOA has a clear vision for integrated service delivery. ETA initially laid out this vision in TEGL 19-14: *Vision for the Workforce System and Initial Implementation of WIOA*. Five years into implementing WIOA, state and local Workforce Boards now have the experience necessary to fully embrace this vision and articulate expectations for an integrated service delivery system through policy and planning.

Too often, job training services are siloed, disjointed, and do not work together in an efficient and coordinated manner, and program administration can become focused more on program requirements and services than the ultimate needs of the customer. To deliver integrated services, the workforce system partners must work to align and connect their operations and systems. Further, case managers must not feel constrained by the services available in one program, but must have the training and ability to offer customers the services they need from multiple programs. The system cannot afford siloed programs and funding that limit services to customers.

To move toward integrated service delivery, many state and local workforce development programs are establishing integrated intake systems – “no wrong door”/multiple entry points for customers with the understanding that all partners share responsibility for the customers and will match services to their needs. This

model assumes that all populations – youth, adults, veterans – will receive the necessary services regardless of where they enter the system, such as coming through the AJC (either virtually or in-person) or connecting with a partner program or agency. Designing these types of systems has implications for how workforce development staff working in AJCs and partner agencies are trained and deployed. A *One Workforce* approach supports an integrated workforce staff, so that any customer who walks into any AJC can be served seamlessly by any staff member. The front-line staff will need to understand industry needs and resources available in their area to provide customers with services tailored to their needs. To accomplish this, staff is cross-trained across funding streams and programs to deliver comprehensive services. An example of this described below applies to the Employment Service (ES), WIOA, the Trade Adjustment Assistance (TAA) programs. States and local workforce development boards may create processes and staffing models to deliver these combined services through one team. ETA published two rules earlier this year, one for ES and one for TAA, that both encourage each local area to cross-train staff to provide TAA, ES, and WIOA employment and case management services.

Co-enrollment is another important strategy to provide services to a customer that a specific program might not be able to fund themselves. Co-enrollment of an individual to provide an array of services across multiple funding streams and to share accountability for that individual. Such co-enrollment advances a *One Workforce* system approach that integrates multiple programs to holistically meet the needs of workers and businesses at any point in the economic cycle. Co-enrollment alone may not be sufficient for truly integrated service delivery. To deliver integrated services, jobseekers should receive the supports they need to enter and advance in employment, from the combination of programs and services that is most appropriate for their individual needs through braided funds. The case managers that help jobseekers should have access to information that helps them provide holistic services, e.g., they are aware of and can coordinate with other programs with which a jobseeker is already interacting through data sharing, integrated IT, shared case notes, and other communication methods.

Further, while these resources prove invaluable for many Americans, it is also important that federal and state programs provide quality services that are customized and targeted to match the needs of local employers with the skills of job seekers regardless of the program title that delivers those services. Beyond implementing a *One Workforce* strategy, State and Local Workforce Boards must also be responsive to employers' and customers' needs by providing increased integrated virtual, online, and off-site services. Local workforce areas should document the roles and responsibilities of each workforce partner for working with employers, particularly in one-stop partner program MOUs. Technical assistance on MOUs and aligning services is available at <https://ion.workforcegps.org/resources/2017/08/22/18/16/OneStops-and-AJCs-Other-Key-Resources>.

iii. **Data-Informed Services**

States and local areas can use data and evidence from evaluations to facilitate and inform a *One Workforce* approach to service delivery. A linchpin for integrated service delivery is sharing data across partners to foster greater connectivity across programs. States can establish data systems that allow for sharing of information where it benefits the customer, e.g., assessing customers, sharing case notes, tracking individuals' service and skill needs, providing follow-up services, and tracking employment outcomes. Many IT applications now have options to differentiate data fields for sharing, so states can continue to meet their obligations for protecting the privacy of sensitive data. Data systems that share information can reduce duplication, improve access to services, and reduce the burden on customers who no longer need to repeat themselves when interacting with different programs. The WIOA IT Support Center has published market scans of IT systems that provide a range of data integration functions (see Solutions Marketplace in www.naswa.org/witsc).

As they implement IT systems that support integrated service delivery, states and local areas have an opportunity to analyze individual or aggregated administrative data for program insights, such as whether TANF customers are able to access WIOA title I training and their resultant employment outcomes, or how many customers need the services of multiple programs, and whether there are unintended disparate impacts of services that are not equitably available by geography, race, or disability status. States and local areas can often use simple data tools to conduct basic analysis; ETA also provided tuition for states to learn more advanced data analytics skills and the use of the Administrative Data Research Facility. To maximize their productive use of data and support data analysis, states have leveraged the expertise and skills of State Labor Market Information offices, used in-house evaluators, and/or partnered with universities.

To support transformation to a *One Workforce* system, states and local areas can use data, evidence, and resulting analysis to better inform decisions and policy. For instance, states can review outcomes data for training providers through www.trainingproviderresults.gov coupled with the latest employer demands to determine which providers should remain on eligible training provider lists. Local areas can use data on who has accessed services to inform outreach strategies, and outcomes data to adjust service delivery. States and local areas can also assist workforce system customers and jobseekers to make data-informed career decisions by broadly sharing labor market information about what jobs are available, what skills are in demand, and what training is most likely to have strong employment outcomes.

iv. **Leveraged Resources**

Effectively leveraging resources is one of the hallmarks of an integrated *One Workforce* system. This requires leveraging and braiding an array of public and private financial and in-kind resources to ensure sufficient broad support to meet the service and training needs of all participants. Leveraged resources can come

from a variety of sources, including, but not limited to, businesses, industry associations, labor organizations, community-based organizations, education and training providers, and/or federal, state, and local government programs.

There are a myriad of training and support resources that the public workforce system can weave or braid together to fully meet the needs of individuals seeking services as no one program can address all of their needs. At a minimum, the public workforce system should be aware of other federally-funded workforce training resources from across government, including training funded by WIOA partner agencies, the Departments of Education and Health and Human Services, and employment supports funded by the Supplemental Nutrition Assistance Program (SNAP), as well as resources for job training and job support services from the Departments of Commerce, Defense, Housing and Urban Development, Transportation, and Veterans Affairs.⁴

v. **Outcomes for Business and Jobseeker Customers**

Central to the *One Workforce* vision is the focus on achieving improved outcomes for business and jobseeker customers. This vision not only focuses on measuring the actual outcomes, but on reflecting how well people are served by looking at the contributions of the partners in achieving positive outcomes for individuals. In addition, it is important to look at the broader context of economic mobility to determine whether these services are helping individuals achieve self-sustaining wages and employment. As stated in TEGL 10-16, section 116 of WIOA establishes performance accountability indicators and performance reporting requirements to assess the effectiveness of States and local areas in achieving positive outcomes for individuals served by the workforce development system's six core programs.⁵ These six core programs are the Adult, Dislocated Worker, and Youth programs, authorized under WIOA title I and administered by DOL; the Adult Education and Family Literacy Act (AEFLA) program, authorized under WIOA title II and administered by ED; the Employment Service program authorized under the Wagner-Peyser Act, as amended by WIOA title III and administered by DOL; and the Vocational Rehabilitation (VR) program authorized under title I of the Rehabilitation Act of 1973, as amended by WIOA title IV and administered by ED. WIOA provides a historic opportunity to align performance-related definitions, streamline performance indicators, integrate reporting, and ensure comparable data collection and reporting across all six of these core programs, while also implementing program-specific requirements related to data collection and reporting.

⁴ As a resource, the Department of Labor supports the development of the Braided Funding Toolkit to support state and college teams through the complex process of developing a comprehensive, sustainable funding model for integrated pathways. See http://application.jff.org/braided_funding_toolkit/

⁵ Also published as Program Memorandum 17-2 by the Department of Education's Office of Career, Technical, and Adult Education and as Technical Assistance Circular 17-01 by the Department of Education's Office of Special Education and Rehabilitative Services

To ensure there is not a disincentive to serve low-income individuals and individuals with multiple barriers to employment and to remove the incentive for local programs to “cream” by only serving those that are most likely to succeed, WIOA performance measures incorporate a statistical adjustment model to calculate WIOA outcomes. ETA recently released guidance on effectively prioritizing individuals who are most in need in TEGL 07-20: Effective Implementation of Priority of Service Provisions for Most in Need Individuals in the Workforce Innovation and Opportunity Act (WIOA) Adult Program. In addition to describing the priority of service requirements that apply to the WIOA Adult program, this guidance also provides a variety of strategies, opportunities for system alignment, and available resources for serving low-income individuals and individuals with multiple barriers to employment.

ETA is also working to provide greater transparency and accountability to allow customers to make more informed decisions about which training providers provide in-demand skills that match the customers’ skills. A major part of this effort comes in the form of ETA’s new eligible training provider outcomes website, www.trainingproviderresults.gov. Customers will be able to compare and contrast local training providers by cost, location, and outcomes. This transparency will allow workers to find quality job training while ensuring accountability.

- b. ***One Workforce in Action***: The following examples provide a glimpse into how state and local areas are already deploying a *One Workforce* strategy in administering their operations and systems across various funding streams and programs.
 - i. ***UI, RESEA, and WIOA***: The public workforce system is currently focused on re-employing those laid off due to COVID-19. The Unemployment Insurance (UI) program serves as one of the principal “gateways” to the public workforce system and is often the first workforce program accessed by individuals who need workforce services. However, rarely is one program or service ever sufficient to meet the varying needs a worker who has recently lost his or her job may have. WIOA emphasizes integrating services to better serve workforce customers. All workforce system partners have a shared responsibility to facilitate the reemployment of these individuals, with each partner program contributing services to individuals that meet its criteria. As states work to reopen their state and local economies by providing expanded virtual services or returning to in-person service delivery where possible, states are strongly encouraged to integrate workforce programs, especially those that directly address the reemployment needs of UI claimants, such as the Reemployment Services and Eligibility Assessment (RESEA) Program to help UI claimants return to work faster, into their reopening strategies. In broad terms, integration of these programs should result in UI claimants having full access to the complete range of services offered by the state’s public workforce system. Specific efforts to support this integration may include but are not limited to: integrating data systems; co-enrollment of UI claimants across programs serving dislocated workers; streamlining case

management, intake and assessment; delivering select reemployment services modules online; and ensuring the timely provision of needed job search or training services that reflect the current labor market conditions. Additional information and specific strategies for integrating UI and WIOA programs is provided in Unemployment Insurance Program Letter (UIPL) 14-18: *Unemployment Insurance and the Workforce Innovation and Opportunity Act*.

- ii. ***TAA and WIOA connections:*** With the staffing flexibilities provided in 20 CFR 618.690, ETA envisions states posting jobs (or soliciting contracts) for staff to be cross-trained in ES, WIOA, and TAA programs. States and local workforce development boards may issue contracts for combined services. ETA encourages each local area to cross-train staff to provide TAA, ES, and/or WIOA employment and case management services. There is no longer a need for local staff providing WIOA, state staff providing ES, and separate state staff providing TAA. This model would give states maximum flexibility to plan for changes in workload and shift as workload changes. For example, if a state or local area suffers a major dislocation, they have the utmost ability to react, absorb, and address worker needs. One hundred cross-trained staff are far more nimble and effective than 33 TAA staff, 33 ES staff, and 34 WIOA staff, and represents a model of integrated case management.
- iii. ***Expanding Apprenticeships:*** To ensure that job seekers have access to work and learn opportunities through apprenticeships, ETA is advancing a strategic framework for achieving broad apprenticeship expansion through partnerships that support *One Workforce System* building; strategic investments to help Americans obtain relevant skills and high paying jobs by modernizing Registered Apprenticeship Programs (RAP); and the recently launched Industry-Recognized Apprenticeship Programs (IRAP). ETA's vision for a *One Workforce System* includes greater integration of RAPs and IRAPs within the WIOA delivery system. Current WIOA reporting shows that just over 4,900 apprentices have been served nationwide in the last year. There is a great opportunity for WIOA to incentivize greater adoption of apprenticeship as a partnership broker. Activities can include but are not limited to: 1) Boards that become sponsors of apprenticeship; 2) AJCs that ensure business service representatives are adequately educated to speak to employers and job seekers about apprenticeship opportunities in their area; 3) the cross training of business service representatives with State Apprenticeship staff and Apprenticeship Training Representatives; 4) WIOA funds that support participants in the OJT portion of their apprenticeship, Related Technical Instruction (i.e., classroom training), and supportive services; and 5) Boards that act as strategic leaders and guiding and leverage other apprenticeship investments to reduce duplication of efforts and optimize results (e.g., state apprentices expansion grants; youth apprenticeship grants; and H-1B-funded apprenticeship grants)..
- iv. ***TANF, SNAP, and WIOA connections:*** The TANF program is a required partner in AJCs, and in addition to cash assistance, can provide multiple supports for the

priority populations in the WIOA Adult program. SNAP offers nutrition assistance to millions of eligible, low-income individuals and families while providing economic benefits to communities, and also can provide support to recipients to enter and stay in employment. Within the SNAP program, the SNAP Employment & Training (E&T) program assists SNAP participants in gaining skills, training, work, or experience that will increase their ability to obtain regular employment. By closely partnering with the TANF and SNAP E&T programs, the workforce system can help TANF, SNAP, and WIOA participants obtain the skills they need to achieve self-sufficiency. State and local areas have the opportunity to align and leverage these combined program resources towards the common objective of helping millions of low-income Americans enter and advance in stable employment. Together, these programs can engage unemployed individuals to shorten durations of unemployment and reduce disconnections from the workforce that make it harder for individuals to return; connect those who were not participating in the labor force prior to the pandemic through a comprehensive and coordinated public and private effort; and maximize the effectiveness of these efforts in a post-COVID-19 economic recovery to help more families experience the benefits of work.

- v. ***Alignment of workforce programs in a single state cabinet or department.*** Several states have structured their workforce services at the cabinet level to integrate workforce with economic development or other human services. The State of Utah provides a robust example as Utah became the first state in 1997 to consolidate the administration of 36 employment, job training, and public assistance programs from five agencies under one cabinet agency – the Utah Department of Workforce Services (DWS). This streamlined set of services enables customers’ easy access to a wide array of services at any of the “one-stop” employment centers statewide. Today, DWS also uses an integrated case management system where WIOA partners and state programs share information across programs. Through an application interface, the DWS system can share employment plans, milestones, counselor notes, and customer information between all WIOA programs and TANF, VR, Corrections, Juvenile Justice, and Child and Family Services. Other states have brought WIOA core partners together in a single agency, while other states have focused on aligning human services and workforce programs together. While state organizational decisions are always the purview of governors, states that align programs within an agency have been able to efficiently plan, deliver, monitor, and evaluate multiple programs to the benefit of the ultimate jobseeker customers. ETA Regional Administrators stand ready to assist any state examining options, preparing for, or implementing realignments.

- vi. ***Innovative Use of Funding:*** As ETA makes grant awards through its discretionary funding, we are requiring grant recipients to connect and align those funds with the broader workforce system, such as through our most recent H-1B funded *One-Workforce* Grant program. ETA is also providing greater flexibility

for state and local areas to use its funding in innovative ways through Pay for Performance or the Performance for Partnership (P3) pilots. Examples include:

- **H-1B One Workforce Grants.** These grants will build proof of concepts of innovative training models that can be replicated by the broader workforce system. Applicants must build support for a common vision for responding to the workforce challenges within their state and economic regions, ensuring that their projects complement and leverage, but do not duplicate, existing programs. By forging public-private partnerships—H-1B *One Workforce Partnerships*—applicants will bring together industry and employers, education and training providers, the workforce system, state and local government, and other entities that will work collaboratively to align resources in response to employer demand and to offer novel education and job training solutions that generate positive outcomes and results.
- **Pay for Performance (PFP).** PFP contracting strategies seek to maximize the likelihood that the government pays only for demonstrably effective services, and also seeks to secure performance outcomes at a lower cost than might otherwise occur. WIOA introduced PFP contract strategies as an optional activity for certain services allowable under WIOA title I, subtitle B Adult, Dislocated Worker, and Youth programs. PFP presents an opportunity to only pay for outcomes achieved rather than for services that may or may not result in positive outcomes. Such an approach can remove unintended incentives for “creaming,” and explicitly direct payments towards employment success for disadvantaged populations. ETA published guidance on PFP on December 7, 2020, as TEGL 8-20, *Pay for Performance (PFP) Guidance for WIOA title I, subtitle B.*
- **Performance Partnership Pilots (P3) for Disconnected Youth** offer a unique opportunity to test innovative, cost-effective, and outcome-focused strategies for improving results for disconnected youth. The Consolidated Appropriations Act of 2014 first provided authority for the Departments of Labor, Health and Human Services, and Education, as well as the Corporation for National and Community Service, the Institute of Museum and Library Sciences, and related agencies to establish up to 10 Performance Partnership pilots, which continue to allow states, localities, regions, or federally-recognized Tribes to propose pooling a portion of discretionary funds they receive under multiple federal streams while measuring and tracking specific cross-program outcomes. In order to more effectively serve disconnected youth, pilot sites may blend discretionary funds—formula and competitive grants—from the specified federal agencies into one “pot” that is governed by a single set of reporting and other requirements. To establish the most effective and appropriate set of requirements for each pilot, federal agencies may waive requirements associated with individual programs contributing funds.

This model for pooling funds and obtaining waivers of requirements that impede effective service delivery, combined with strengthened accountability for results, is designed to ease administrative burden and promote better education, employment, and other key outcomes for youth.

In summary, while the workforce system has already made strides toward integrated service delivery, federal, state, and local partners have greater impetus to fully adopt and implement a *One Workforce* System vision and approach. The advantages of increased customer satisfaction and outcomes combined with stretching the reach and efficacy of the funding far exceeds the costs of duplication and inefficiencies of operating in silos.

5. Inquiries. Please direct questions and requests for technical assistance to the appropriate ETA regional office. Contact information on ETA's webpage:

<https://www.dol.gov/agencies/eta/regions>. ETA staff are available to share promising practices and assistance with implementing a *One Workforce* approach.

6. References.

- a. WIOA, Public Law No. 113-128, enacted July 22, 2014, available at <https://www.govinfo.gov/content/pkg/PLAW-113publ128/pdf/PLAW-113publ128.pdf>;
- b. Workforce Innovation and Opportunity Act; Final Rule (WIOA DOL Final Rule) published at 81 FR 56071 (August 19, 2016), specifically 20 C.F.R. parts 680 and 687;
- c. ETA TEGLs and TENs (Training and Employment Notices)
 - i. TEGL 19-14: *Vision for the Workforce System and Initial Implementation of WIOA*;
 - ii. TEGL 10-16, Change 1, *Performance Accountability Guidance for Workforce Innovation and Opportunity Act (WIOA) Title I, Title II, Title III and Title IV Core Programs*, August 23, 2017 (https://wdr.doleta.gov/directives/corr_doc.cfm?DOCN=3255);
 - iii. TEN 8-16, *Implementation of an Integrated Performance Reporting System for Multiple Employment and Training Administration (ETA) and Veterans' Employment and Training Service (VETS) Administered Programs*;
 - iv. TEGL 07-20, *Effective Implementation of Priority of Service Provisions for Most in Need Individuals in the Workforce Innovation and Opportunity Act (WIOA) Adult Program*;
 - v. TEGL 8-20 *Pay for Performance (PFP) Guidance for WIOA title I, subtitle B; and*
 - vi. *TEN 9-20 Availability of Training Provider Results Website*.
- d. UIPL 14-18, *Unemployment Insurance and the Workforce Innovation and Opportunity Act*.

7. Attachments. Not Applicable