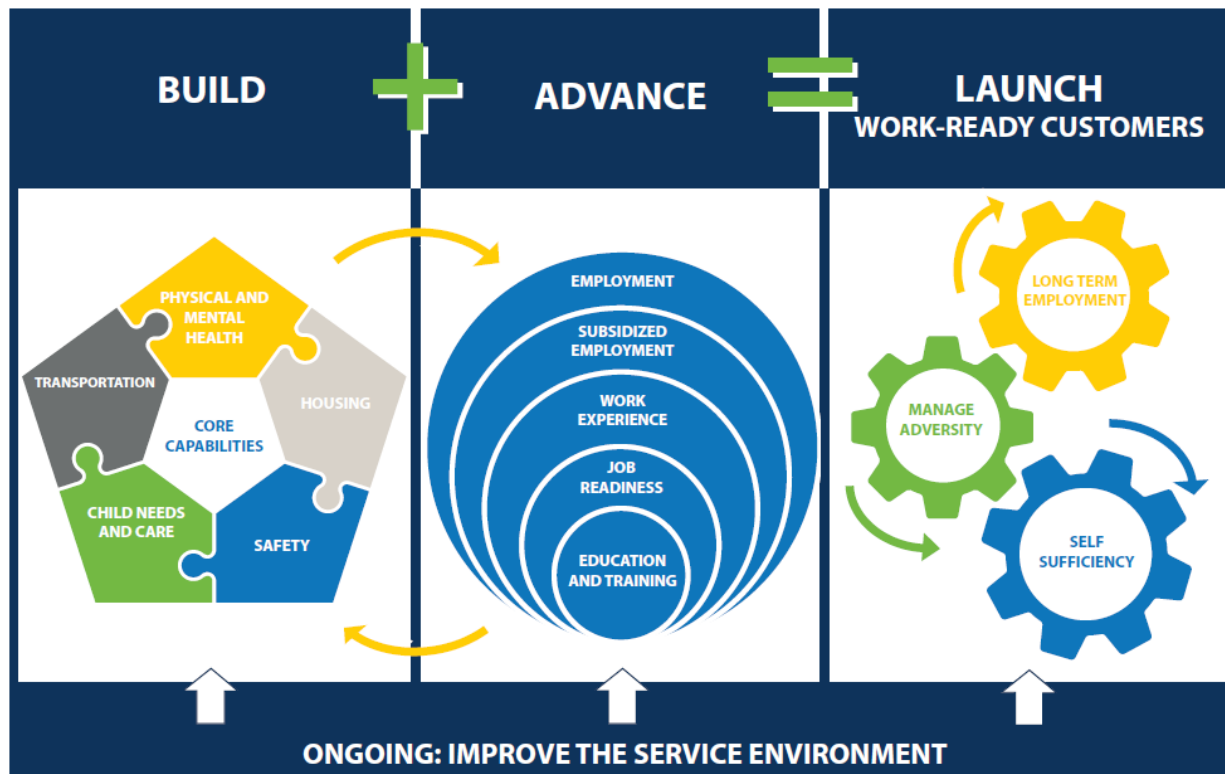


INTENTIONAL SERVICE SELECTION: THE RIGHT SERVICES FOR THE RIGHT CLIENTS



An updated engagement strategy that meets customers where they are, prioritizes activities based on customer needs, and succeeds through customer-centered goal setting.

Success in work and work-like activities is easier to achieve if customers have their basic needs met and have a voice in deciding the best path forward. Through Intentional Service Selection (ISS), workers consider each client's unique circumstances and goals as a starting point for developing their welfare to work plan. Depending on this starting point, entering directly into work or work-like activities may or may not be realistic.

ISS is about working with clients in a way that will motivate them to participate in the program and eventually transition into employment. This sometimes translates into "ramping up" participation over time. County leaders and staff need to be comfortable with some clients not meeting the work participation requirements right away as their basic needs are met and core capabilities are developed. But, by taking clients' unique needs and circumstances into account, workers and clients are developing a plan that has the highest chance of success and sustainability over time.

What does ISS mean for workers?

- Throughout the intake, assessment and appraisal processes...
 - ✓ Try to draw out customers, listen to their situations and priorities, and ask about their goals.
 - ✓ Do your best to pick up areas of need related to key readiness factors (can use the OCAT, CalMAP and/or Quality of Life Index) such as:

- Executive function
 - Self-regulation
 - Physical health
 - Mental health
 - Safety
 - Housing
 - Child care
 - Transportation
 - ✓ Work with the client to review information from CalWORKs 2.0 tools designed to help you “Learn about the customer.” You may want to pay particular attention to:
 - Questions #4-8 on the Triage Tool
 - Questions #1-7 on the Quality of Life Index; alternatively ask the customer to explain more about how they answered question #10 and why
 - CalMAP responses, starting with (1) Personal and Family Needs; then (2) Work Supports, and lastly (3) Work and Education
 - As you develop the customer’s welfare to work plan...
 - ✓ Make connections between client needs and any programming or activities available to directly address those areas of need. Use the County Resource Map to ensure you are reviewing a comprehensive list of services available in the county.
 - ✓ Guide the customer toward activities designed to intentionally address areas of greatest needs. Present options to the client, explain how they relate to observed client needs, and work intentionally to derive a plan with the client that has their buy-in.
 - ✓ Work with clients to determine a fair sense of their readiness to start work-like activities. Be open to helping the client construct a plan that builds skills steadily to make progress toward meeting more hours each week, rather than immediately.
 - ✓ Allow client choice in what activities they begin with. Consider which activities—education and training, job readiness, work experience, subsidized employment, unsubsidized employment—are most appropriate for the client, given the goals the client has articulated.
 - ✓ **Do not** be directive and **do not** lead with work-like activities, unless that is where the client wants to begin or they do not present areas of significant need around basic life areas or core capabilities.
 - ✓ Always ask the questions:
 - Does this service or activity build core capabilities or address client needs?*
 - Does this service or activity meet the expressed goals of the client?*
 - Can I describe this activity to the client in a way that clearly demonstrates how CalWORKs aligns with their expectations and goals?*
 - As you check-in on progress...
 - ✓ Celebrate success with the client, even if only a baby step forward. Review the plan and the next step toward achieving success.
 - ✓ Remain client-centered in your communication approach by prioritizing what the clients wants to discuss and avoid being directive in suggestions for moving forward.
 - ✓ Model for the client responsiveness, self-regulation and executive functions by being structured in your approach (for example, following the GPDR framework), maintaining a positive conversational tone, and by planning load with client.
-

- ✓ Be sure to frame setbacks or challenges faced in life as feedback opportunities and guide conversations away from the notion of failure. All aspects of managing adversity are learning opportunities and provide critical openings for coaching.
- ✓ If no progress was made, or client faced a setback, ask if something about their situation changed (can update previously completed CalMAP or QOL index). Modify the plan, if appropriate.

What does ISS mean for the county?

- Complete the county self-assessment tool to evaluate the state of your current organizational environment relative to the vision of CalWORKs 2.0. Intentionally prioritize areas for making changes that will move the county culture forward towards the desired “to be” state.
- Complete the county goal-setting guide to reflect these priorities and hold staff accountable in a way that reflects the desired county culture and goals beyond WPR.
- Clearly communicate to staff that it is ok to think more broadly about the paths that might lead clients to full program participation, even if it means they are not meeting required work participation in the short-term.
 - ✓ Avoid sending mixed messages, for example by focusing exclusively on WPR as the measure of staff performance.
 - ✓ Complete the Resource Map
 - Use it as a guide to help identify gaps in services in your county
 - Ensure that resources are designed to meet clients where they are and help them find a path toward full participation and, eventually, employment
 - Consciously make funding decisions about where resources are allocated-acknowledging explicitly when one resource is provided at the exclusion of another
 - Identify areas to expand service offerings, potentially through partnerships if new resources are unavailable
 - Develop a plan for regularly updating the Resource Map
 - ✓ Maximize partnerships and specify contract requirements around intentional service selection model.
 - Use contract negotiations as opportunities to outline how you want staff (in-house and contracted) to engage customers and place them in activities based on their unique needs and circumstances.
 - Prioritize partnership and contract decisions based on findings from self-assessment and resource mapping to fill gaps or expand services for the needs of the largest CalWORKs population segments.