



**To:** The Workforce System  
**From:** The Department of Workforce Development  
**Date:** November 20, 2017  
**Subject:** DWD Policy #2017-06  
WorkOne Managerial Structure and Functional Manager Roles and Responsibilities

---

## Purpose

To provide Local Workforce Development Boards (WDBs), One-Stop Operators, and other Workforce System sub-recipients with instruction and guidance on the functional management structure of Department of Workforce Development (DWD) program staff in integrated WorkOne centers throughout Indiana.

## Rescissions

- DWD Policy #2007-43: WorkOne Managerial Structure and Functional Supervision Roles and Responsibilities

## References

- Workforce Innovation and Opportunity Act 113-128
- WIOA Regulations
- TEGL 4-15, 16-16

## Content

### *Background*

For the workforce delivery system to succeed, services must be integrated and delivered according to customer need, and not specifically according to program focus. In order to achieve this integrated approach, DWD encourages local WDBs to functionally manage DWD program staff in local WorkOne offices. Functionally managing DWD program staff allows the local WDBs substantial flexibility in determining where staff services are needed, and place staff accordingly.

## ***Scope***

For the purposes of this policy, DWD program staff includes only Wagner-Peyser and Jobs for Veterans State Grant (JVSG) funded staff. The following DWD staff are excluded from the scope of this policy: Hoosier Initiative for Re-Entry (HIRE) coordinators, Trade Adjustment Assistance administrative staff, and Unemployment Insurance adjudicators.

## ***Local Workforce System Management***

In order to ensure seamless service delivery to job seeker and business customers, DWD program staff will experience two levels of management: Formal and Functional.

- (1) Formal Management: authority over all actions that may affect the current base pay, status, or tenure of classified DWD program staff.
- (2) Functional Management: authority to supervise day-to-day activities of DWD program staff.

## ***Role and Responsibilities of Functional Managers***

The role of the functional manager includes the day-to-day management of staff service delivery. Functional managers have the general authority to organize staff by function and establish job duties within the pay grade.

### The Functional Manager will:

- Arrange Hours of Work/Work Schedule
  - Knowledgeable of which staff are present in the office and which ones are on FMLA leave
  - Supervise the daily tasks of staff, including identifying and providing work schedules
  - Ensuring Intermittent staff are scheduled appropriately
  - Respond to time off requests
- Provide Regional Training
  - Provide job training
  - Provide coaching and feedback to increase performance of staff
  - Ensure the adherence to state and local policy
  - Monitor the data entry into the WorkOne Data Systems
- Provide Feedback on Performance
  - Document Performance Issues to report to the Formal Manager
  - Provide feedback to the Formal Manager on: Working Tests, Interim Reports, Work Profiles, and Performance Appraisals
  - Provide information for weekly Work Improvement Plan (WIP) follow-up meetings, as needed
  - Assist in the creation of the Veteran Program Annual Action Plan
- Receive and respond to internal and external inquiries
  - Assist in finding state inventory located in the region
  - Resolve Complaints
- Communication with DWD
  - Point of Contact for Formal Manager
  - Disseminate information to staff
  - Willingness to interview for vacant positions

The Functional Manager will not perform the following duties of the Formal Manager:

- Submit
  - Personnel documents, payroll, and travel
- Provide Formal Discipline
  - Work improvement plans, written reprimand, etc.

### ***Functional Management Structure Options***

In order to effectively integrate WorkOne centers in Indiana, DWD believes it is inherent in the responsibilities of each local WDB to manage its local workforce development system, including functionally managing DWD program staff within its local area. However, if a local WDB prefers to have DWD functionally manage its program staff, DWD will appoint DWD state staff to assume this role. The local WDB must select one of the following functional management structure options:

- 1) **Local Functional Management:** In this option, the local WDB assumes the role of functional manager of DWD program staff in its local area and agrees to all responsibilities outlined in this policy. Local functional management will not be reimbursed by DWD. The local functional manager may include local WDB staff, service provider management staff, or one-stop operators.
- 2) **State-Appointed Functional Management:** In this option, the DWD will assume the role and responsibilities of the functional manager of DWD program staff in each local area. This will not be an additional Wagner-Peyser FTE for the region.

### **Effective Date**

November 20, 2017

### **Ending Date**

Upon rescission

### **Contact for Questions**

[policy@dwd.in.gov](mailto:policy@dwd.in.gov)

### **Action**

Local WDBs must inform DWD ([policy@dwd.in.gov](mailto:policy@dwd.in.gov)) of which functional management option it seeks to implement in its region no later than close of business **November 30, 2017**. Once notified, DWD will follow-up with each local WDB to determine next steps and the effective date.