MODULE 3:
Operation of TANF, Child Support, and Workforce Investment

FACILITATOR NOTES

What you need to say/do

1. Instruct participants to turn to Module 3 in their materials.
2. Present the Module Objectives for this lesson.
3. Present the Introduction: tell participants that this module is intended to help them understand how each agency works and where goals and clients overlap.
4. Ask participants to break up into their assigned small groups. Each participant should be sitting at a table with representatives from the other two agencies with whom he/she will be directly working (and collaborating).
5. Ask participants to briefly introduce themselves to the other members of their small group, identifying their agencies, titles, and responsibilities. They may already know each other. Allow about 5 minutes for these introductions.
6. Walk around the room while the groups are meeting to ensure that they are engaged in the conversation and to answer any questions.

What you need to know

1. This module will take approximately 2 hours to complete.
2. The Introduction will take about 2 minutes.
3. Participants should be seated at their assigned tables (Group A, B, or C). This seating arrangement is the small group arrangement. If the seminar targets a county, managers should be grouped according to location of offices. If the seminar targets staff from a larger geographic area, managers should be grouped by region of the state.
4. Depending on the schedule, this is the final module of the day (Schedule 1) or participants have a 15 minute break after Activity 1 (Schedule 2).

Handouts/Exhibits

- **Exhibit 3-A**: Example of a flow chart
- **Exhibit 3-B**: Child Support Agency Operations
- **Exhibit 3-C:** TANF Agency Operations
- **Exhibit 3-D**: Workforce Investment Agency Operations
- **Exhibit 3-E**: Current Areas of Intersection

Seminar Objective

Child support, TANF, and workforce investment managers will understand how working collaboratively will help to achieve agency goals and will help clients and families.

Module Objectives

Participants will be able to describe common agency goals and clients, the operations of the TANF, child support, and workforce investment agencies in their localities, and areas where the agencies intersect.

Introduction

Module 2 provided an overview of agencies and their programs. In this module we want to explore how child support, TANF, and workforce investment operate in practice in your localities. By the end of this module, participants should have a better understanding of how all three agencies work and where their own activities and goals link with those of the other agencies. This will include specific points of intersection where two or more agencies currently do or could collaborate for a particular client.

Participant Introductions

Each of you should be seated at a table with representatives from two different agencies and possibly another representative from your agency. The participants at your table should also represent offices that are in the same region as your agency. Take some time to introduce yourselves.

State your name, title, and your responsibilities within your agency. You will be working closely with the other people in your group for much of the remainder of this seminar.

For Activity 1—**Specific Agency Operations**—each group member will describe, in detail, how his or her agency operates in order to identify aspects that they have in common. At the conclusion of the module, each participant will have a better understanding of how the other agencies operate.

FACILITATOR NOTES

What you need to say/do

1. Ask participants to read the directions for Activity 1, **Specific Agency Operations**. Participants will describe their agency operations, including areas where clients and goals intersect.
2. If there is more than one representative from an agency (e.g., two TANF managers), then ask them to work together in the discussion, rather than having each give his or her own description of the operations.
3. Have someone volunteer from each group to be a note-taker and a presenter (they do not have to be the same person). Tell participants that at the end of this module, each group will summarize what they discussed in the following sections. If flipcharts are available, recommend that the note-takers record the discussion directly on flipcharts.
4. Advise participants that when they are discussing their agency's operations, they might find it useful to diagram their descriptions. **Exhibit 3-A** provides an example of a flow chart, which highlights the points of intersection between agencies. **Exhibits 3-B through 3-D** provide space for each agency to diagram its operations. Or, participants may choose to use flipcharts or scratch paper for this exercise. The key is to identify areas of intersection as these will form the basis for future activities.
5. Walk around the room to determine if each group understands the activity and offer assistance if needed.

What you need to know

1. This activity will take about 50 minutes.
2. Participants have worksheets to diagram, mark or list areas where there are intersections among agencies. Participant worksheets can be found in their materials.

Handouts/Exhibits

- **Exhibit 3-A**: Example of a flow chart
- **Exhibit 3-B**: Child Support Agency Operations
- **Exhibit 3-C:** TANF Agency Operations
- **Exhibit 3-D**: Workforce Investment Agency Operations

ACTIVITY 1

Specific Agency Operations

During this activity, each participant will discuss the specifics of his or her agency. The idea is to give others an understanding of the operations for the purpose of identifying points where collaboration could or should occur. Think in terms of what aspects of your agency you would most want managers from the other two agencies to know about. Also think about what you would want to know about their agencies.

It may be helpful to diagram the agency process on paper. **Exhibit 3-A** is an example of an agency flow chart, which highlights the points of intersection between agencies. **Exhibits 3-B through 3-D** provide space to diagram each agency's operations. Or, you may choose to use scratch paper or a flipchart.

In discussing your agency's operations, make sure to note the main **points of intersection** with the other two organizations. **In your notes and on your diagrams, draw a star (*) next to the areas of intersection with the other two organizations.** In the next section you will be asked to refer to these areas.

1. Describe in detail your agency's operations.

    - How does a client enter?
    - What information is collected at intake and other key points?
    - What information is forwarded to other agencies?
    - What information is provided by other agencies?
    - What services are provided by other agencies?
    - What types of follow-up occur with other agencies?

FACILITATOR NOTES

What you need to say/do

1. Instruct the small groups to read the directions for Activity 2, **Analysis Synthesis**, in the participant materials.
2. Explain that groups should note the areas marked with a star (*) that indicate areas. These will be the basis for the discussion.
3. Instruct groups to have their note-taker record their findings. Also instruct them to set aside a few minutes at the end of the activity to review their findings. They may find it useful to record information on **Exhibit 3-E**, the Activity 2 worksheet, or directly onto a flipchart.
4. Walk around the room to determine if each group understands the activity. Offer assistance if needed.

What you need to know

1. This activity should take about 30 minutes.
2. This will be a small group exercise.
3. Offer each group a flipchart and easel. Groups may find it easier to present information that is recorded directly on a flipchart.

Handouts/Exhibits

- **Exhibit 3-E**: Areas of Collaboration—Areas of Intersection

ACTIVITY 2

Analysis and Synthesis

In this section, managers will discuss areas of intersections among their agencies and collaboration efforts. Each small group should be prepared to summarize this discussion to the full group at the end of the module. Small groups should set aside a few minutes of their time so they review the highlights of their discussion. Use **Exhibit 3-E** to complete this activity (attached at the end of this module).

1. Record the areas of your diagrams or worksheets that your group marked with a star (*). List them on **Exhibit 3-E**.

2. Discuss collaboration efforts to date for these areas (and record them on **Exhibit 3-E**).

3. If there has been no collaboration, discuss why.

FACILITATOR NOTES

What you need to say/do

1. For Activity 3, instruct the groups to answer the questions in this section as a way of summarizing their **Analysis and Synthesis** discussion. Give each group 10 minutes to present (for a total of 30 minutes).
2. If the small group did not already record its responses on a flipchart, write each group's answers on a flipchart or whiteboard so that the participants can refer to them in the following modules.
3. One facilitator should note where there are areas of agreement among the groups and where there are differences. This will help during the summary of the module.

What you need to know

1. This will be a large group discussion.
2. A presenter from each group should discuss the group's answers to the three questions on the opposing page.
3. This discussion will take about 30 minutes.
4. Each group should make a presentation, even if it is duplicating information that was discussed by another group.

ACTIVITY 3

Large Group Discussion

Now, each group should take about 10 minutes to summarize the highlights of its discussion using the following questions:

1. What are the points of agency intersection?

2. What are collaboration efforts to date?

3. What are reasons for lack of collaboration?

FACILITATOR NOTES

What you need to say/do

1. Summarize the activities in this module:
   - Participants should have a better understanding of other agencies' operations and how they affect their own agencies.
   - Participants have identified key points and needs of their own agencies and of other agencies.
   - Participants have begun to assess their current state of collaboration.
2. Summarize the large group discussion. Review the flipcharts or whiteboards and note:
   - The key intersection points
   - The areas of similarities between the presentations
   - The areas of differences
3. Ask participants what made an impression on them. Ask for volunteers.
4. Review the next module. Suggest that participants begin thinking about the issues that will be discussed.
5. Following this module, the facilitator should post the flipchart pages or leave the whiteboard notes displayed for use in Module 4.

What you need to know

1. The facilitator's summary should take about 5 minutes.

Summary

Module 2 discussed, in general terms, how agencies interconnect and could benefit from working together. Module 3 focused on the specific operations of child support, TANF, and workforce investment as a way to identify points of intersection, as well as current and future areas of collaboration around these points. Participants also discussed past and potential barriers to collaboration.

In the next module we will discuss elements of a highly collaborative effort. Participants will describe the structure of an ideal partnership, the desired outcomes, and how to measure collaboration effectiveness.

The final module will result in an action plan.

Sample TANF Flow Chart

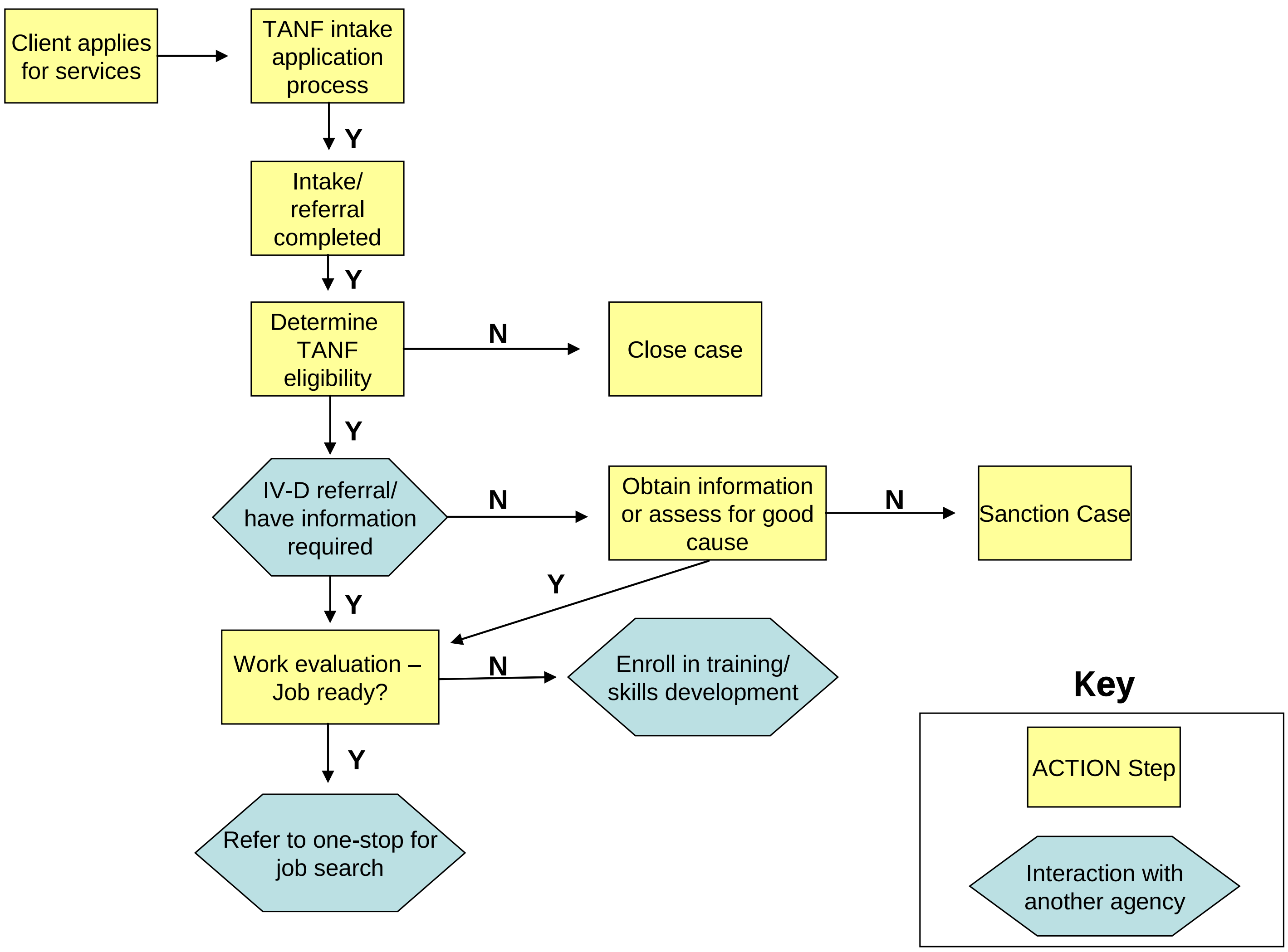

Exhibit 3-B: Child Support Agency Operations
(Use for notes or flow chart)

Exhibit 3-C: TANF Agency Operations
(*Use for notes or flow chart)*

Exhibit 3-D: Workforce Investment Agency Operations
(*Use for notes or flow chart*)

Exhibit 3-E: Activity 2 Worksheet

Current Areas of Intersection	
Intersections between Child Support and TANF	**Collaboration?**
Intersections between Child Support and Workforce Investment	**Collaboration?**
Intersections between TANF and Workforce Investment	**Collaboration?**