



Workforce Delivery System Policy -Local Business Plan-

SOUTHWEST CORNER WORKFORCE INVESTMENT AREA

Pennsylvania CareerLink® Beaver County

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Start Date: October 1, 2014

End Date: June 30, 2016

SOUTHWEST CORNER WORKFORCE INVESTMENT AREA
PA CareerLink® Beaver County Business Plan
July 1, 2014 – June 30, 2016

II. PA CareerLink® Operator Consortium.

The Southwest Corner Workforce Investment Board (SCWIB) is responsible for the oversight of the local Workforce Delivery System. This is accomplished in part through the designation of an operator. In Pennsylvania, the operator is required to be a consortium of program entities that have demonstrated effectiveness in employment and training. SCWIB, with the agreement of the Chief Elected Officials, ensure oversight and full service delivery integration within the PA CareerLink® system.

- 1. PA CareerLink® Beaver County Operator Consortium** is made up of the following five (5) program entities that have demonstrated effectiveness in employment and training. Working in the Southwest Corner Workforce Investment Area (SCWIA) and having supervisory authority over staff they represent, individual Operator Consortium members for each agency comprise a PA CareerLink®) Operator Management Team. Operator Consortium members are:

- Bureau of Workforce Partnership & Operations – Wagner-Peyser program provider;
- Job Training for Beaver County, Inc. – Title I WIA Adult and Dislocated Worker service provider;
- Adult Literacy Action Penn State – Adult Education & Literacy Activities, under Title II of WIA, service provider;
- Beaver County Assistance Office – Temporary Assistance for Needy Families;
- Office of Vocational Rehabilitation – Programs authorized under parts A7B of Title I of Rehabilitation Act.

- 2. PA CareerLink® Beaver County Operator Consortium Lead** is Title I Operator Job Training for Beaver County, Inc. (JTBC). The Lead for the PA CareerLink® Beaver County Operator Consortium was determined in a vote by the Consortium based primarily on level of interaction with partners and level of service conducted onsite at the one-stop facility. In role of WIB Title I Provider, JTBC interacts with majority of partners to coordinate the delivery of services for WIA adult, dislocated worker, and youth funded activities. To encourage consensus building among the Operator Consortium, JTBC will promote the linking of strategic outcome measures to operations in the decision making process.

- 3. Operator Agreement**

See Appendix A.

4. PA CareerLink® Partner Agreement

See Appendix B.

5. PA CareerLink® Beaver Resource Sharing Agreement (RSA)

See Appendix C.

6. Monitoring and Evaluation

The monitoring and evaluation of the PA CareerLink® system with the Southwest Corner Workforce Investment Area (SCWIA) will ensure continuous improvement of the Workforce Delivery System, and identify problems, promising practices and trends that can be used to manage the programs. SCWIA will conduct annual compliance and evaluation review of the PA CareerLink® system with results provided to the SCWIB. Technical assistance will be provided by the SCWIB and its staff. Correct action of any findings must be initiated within thirty (30) days of report to the SCWIB.

PA CareerLink® Beaver County will also conduct internal monitoring of all services to insure a seamless delivery that meets customer expectations in accordance with the SCWIB Local Plan. In addition, PA CareerLink® Beaver County will provide necessary information for SCWIB compliance evaluation reviews to support evidence of capacity building and continuous improvement.

7. Partner Responsibilities

All partners who wish to be physically co-located within the PA CareerLink® Beaver County site will provide their respective services within following parameters:

- A. Make their Core Services available and seamless ad directed by Operator Consortium or Site Administrator to the degree allowable by WIA and other applicable federal and state laws and other contractual agreements.
- B. Make available through Seamless Process other Activities and Programs, if allowed by PA CareerLink® Beaver County Operator Consortium, authorized under their program direction or authorizing law.
- C. Ensure staff is fully trained on their respective program rules and regulations and capable in the delivery of services.
- D. Enter into PA CareerLink® Partner Agreement with SCWIB that establishes shared success indicators, operating strategies and procedures, customer flow for effective seamless service delivery. See Appendix B.

- E. Participate in PA CareerLink® Beaver County functional unit cross-training of staff as determined necessary by the Operator Consortium.
- F. Ensure Adequate Staff coverage at all times by coordinating with Operator Consortium.
- G. Maintain direct supervision over respective staff and volunteers who support their program.
- H. Commonwealth partners required to ensure state personnel rules and regulations, collective bargaining agreements and partner agency policy continue to govern all state merit staff at PA CareerLink® Beaver County. Unless otherwise specified by the state, all state employee positions will be treated as nonexempt under the Fair Labor Standards Act.
- I. Commonwealth agencies will follow the Commonwealth discipline policies applicable to their agency for the below actions. Non-Commonwealth partners shall have and follow a personnel policy that addresses the following employee actions:
 - a. Hiring and retaining the sole discretion to determine which employees must occupy positions;
 - b. Termination;
 - c. Discipline;
 - d. Promotion;
 - e. Permanent assignments (functional supervisors may temporarily assign staff coverage and positively impact service);
 - f. Permanent transfer (functional supervisors may temporarily assign staff to ensure coverage if consistent with applicable collective bargaining agreements);
 - g. Performance evaluations with input from the functional supervisor;
 - h. Grievances and complaints (each partner will be responsible for receiving and acting on complaints received from their own employees);
 - i. Corrective Action;
 - j. Timesheet and leave approval; and
 - k. Approval of costs not addressed in the RSA with SCWIB related to the operation of the PA CareerLink® Beaver County.

III. PA CareerLink® Certification.

Local Workforce Investment Boards are responsible for certifying and re-certifying PA CareerLink® sites under their purview. All PA CareerLink® sites are initially certified by Local Workforce Investment Boards for a three-year period and then must be renewed at least once every three years thereafter, except that PA CareerLink® sites must be recertified immediately if there is a change in the PA CareerLink® Operator Consortium. Local Workforce Investment Boards may certify as many PA CareerLink® sites as are

necessary to provide adequate employment and training services to jobseekers and employers in the Local Workforce Investment Area.

A PA CareerLink® Business Plan, covering all PA CareerLink® sites within a local workforce investment area, must be completed by the PA CareerLink® Operator Consortium as prescribed by the Local Workforce Investment Board. The PA CareerLink® Business Plan addresses all major factors that are critical to providing quality services and effective and efficient operations of a PA CareerLink® site. This plan is critical to identifying short- and long-term business planning needs, including tying PA CareerLink® products and services to job seeker and employer needs. It is an inclusive document, in that it requires each PA CareerLink® site to address accessibility, quality review, staff development and other criteria.

A. CERTIFICATION CRITERIA: *Comprehensive PA CareerLink® Sites.*

Each Local Workforce Investment Area is required to have at least one physical, comprehensive PA CareerLink® site. In order for a site to be certified as a comprehensive PA CareerLink®, a Local Workforce Investment Board must demonstrate that the following minimum criteria have been met:

- 1. Mission Statement** (*A mission statement is posted and visible to public*)- PA CareerLink® Beaver County shares the goals of the SCWIB, which are to alleviate labor shortages that threaten key industries, decrease unemployment and underemployment in targeted segments of the population and improve coordination and accountability throughout the workforce development system.

The vision of the PA CareerLink® is to advance the economic well-being of the area by developing an effective workforce development system that services and supports area employers and citizens. The system will complement the overall education and economic strategy in the creation of a high quality and globally competitive workforce. This will be achieved by the integration and co-location of key employment, education/training and human service organizations that will guide resources in a customer focused and user-friendly manner and allow for growth and change.

The mission of the PA CareerLink® Beaver County is to link employers and job seekers to workforce and career services that will advance their economic well-being.

The skills today's workers most need to connect to family sustaining wages are obtained through advanced education and training, resulting in labor market relevant credentials that are valued by employers. Workers require a workforce system that connects them to quality training services, career counseling to navigate confusing labor market terrain, and opportunities to gain on-the-job experience and skills while helping employers meet their goals.

Mission and vision statements are posted throughout the Career Resource Center ensuring visibility to the public. PA CareerLink® Beaver County outreach materials such as brochures, flyers and materials all have mission and vision statements included.

- 2. Full Time Hours of Operation** - Full-time hours of operation are maintained for WIA Adult and Dislocated Worker Services, Wagner-Peyser Labor Exchange, and access to Unemployment Insurance assistance. The Operator Consortium is encouraged to be open in non-traditional hours to support customer access. Hours of operation must be posted on the door or in view of the outside entrance.

PA CareerLink® Beaver County is located at the Beaver Valley Mall in Monaca, PA. The location is central to the county and offers easily accessible public transportation options. We offer full-time hours of operation are:

- *Monday, Wednesday, Thursday and Friday 8:30am to 4:00pm*
- *Tuesdays 10:00am to 4:00pm.*

Hours of operation are posted on the front entrance. Hours of operation are also printed on various brochures, flyers, outreach materials as well as included on our phone system greeting.

- 3. Site Administrator** - A Site Administrator has been assigned by the Operator Consortium and has a job description that is inclusive of overseeing the day-to-day operations of the site.

The PA CareerLink Administrator serves as a functional supervisor to all partners and is responsible for directing and coordinating all functions and operations of the PA CareerLink site in alignment with the state Workforce Investment's strategic plan and the local Workforce Investment Board Local plan. The PA CareerLink Administrator currently demonstrates skills in seven key areas: leadership, local planning, workforce connections, job seeker service delivery, business services, resource management and facility maintenance. The PA CareerLink Administrator is functionally supervised and organizationally by the Operator Consortium. The PA CareerLink Administrator receives direction from, and reports to, the Operator Consortium. The PA CareerLink Administrator provides direction to the PA CareerLink staff, however the human resource and personnel matters fall with the employing agency. In order to monitor and oversee the PA CareerLink® Administrator, Operator Consortium meetings are held bi-monthly. Meeting include an agenda, prior meeting minutes, PA CareerLink monthly activity reports and updated copies of the PA CareerLink Beaver County two-year Strategic Plan.

The PA CareerLink® Administrator's duties include the following: management of site activities and services to customers on a daily basis, creating a professional and customer-friendly environment, facilitating change, processing information, conflict management, coordinating services provided by partners to avoid duplication, overseeing of local PA CareerLink system technology and security, overseeing of Operational Budget for Shared Costs and reports out at the Operator Consortia meetings. The PA CareerLink® Administrator also prepares for and facilitates weekly PA CareerLink® staff meetings and is responsible for management of the facility. The PA CareerLink® Administrator evaluates customer needs and satisfaction data to continually refine and improve service strategies, responds to community needs and provides outreach to promote PA CareerLink services and recruit new partners.

In the absence of the PA CareerLink® Administrator, the PA CareerLink Program Supervisor for Bureau of Workforce Partnership Operations will be in charge. In their absence, the Program Manager for Job Training for Beaver County, Inc. will function as the person in charge of office operations.

Attachment #1 - Job Description

- 4. Functions** - Functions have been, or will be, established no later than July 1, 2014. At a minimum, three (3) functions that are overseen by the Operator Consortium and its respective Site Administrator are (or will be) in place. It is the responsibility of the Operator Consortium to identify staff for these functions with the flexibility that, if staff is limited, one may have multiple roles. Individual needs will vary, and not all individuals will need to follow the same process flow of services offered in a PA CareerLink® center. The intent is to efficiently provide services to individuals based on their needs that lead to re-employment

as quickly as possible; therefore, an effective triage environment is critical to ensure the necessary and appropriate services are provided to job seekers.

The following functions have been established for the PA CareerLink® Beaver County site. These functions are overseen by the Southwest Corner Workforce Investment Board, Operator Consortium and Site Administrator.

- a. **Welcome Function.** The PA CareerLink® staff serving in this function will strive to greet all customers and will not wait passively for customers to approach him/her to determine the best set of services. Every new job seeker will receive an initial assessment of potential service needs and will be provided information about the skills assessment tools available that can assist the customer in determining the next appropriate set of services. Services associated with the welcome function may include: registration, orientation to services, provision of labor market information, access to resource room, initial assessment, access to assessment tools that assist individuals in the identification of basic skills, self-assisted job referral and placement, referral to generic workshops, and referral to other community services. The staff involved in this function will coordinate with the staff of the Skills/Career Development and Business Services functions to manage and coordinate services.

A part-time permanent greeter and part time senior workers is assigned the front desk function. The Greeter ascertains a customer's reason for coming in and directs them accordingly. A team approach involving all partners in the areas of common services such as resource center assistance, workshops, job development, and an assessment of the customer's need for intensive services is utilized in moving customers through the system. Assigned Career Resource Center staff will provide customers with an orientation that includes an overview of the services and information of how they can access, and a tour of the Center. Customers will be encouraged to enroll via the Internet based system, but staff will also be particularly sensitive and helpful to customers who are intimidated by computers. Customers will be given written material which will include a schedule of workshops, "how to" sessions and events for which they can sign up. The customer is also requested to complete an orientation survey that provides opportunity to request partner services. These forms are faxed or given to appropriate partner supported by a tracking system to determine if referral was acted upon in a responsive manner.

Assessment of customer needs helps to facilitate customer flow and can be initiated in a number of ways. All customers are made aware that they may request a one-on-one assessment; a staff person may recognize a need or the need for assessment may be identified during follow-up contact. An eligibility overview is conducted during assessment to determine which partner is most appropriate to provide services. When a referral for intensive services is appropriate, intensive services staff will sit down with the customer to prepare a plan of service. Skills assessment, aptitude testing, tutoring, intensive job search assistance, training, placement, retention, case management and follow-up may be provided as is appropriate for the individual customer.

- b. **Skill and Career Development Function.** The PA CareerLink® staff involved in this function is responsible for assisting customers that require or desire more than

informational and self-directed services. Services associated with the Skill and Career Development Function includes, but is not limited to, intensive, training and supportive services. Participants will be referred to assessment and career development based on needs assessment survey and need for intensive services.

PA CareerLink® Beaver County has a Participant Services Team that is staffed by partner staff including Bureau of Workforce Partnership Operations, Office of Vocational Rehabilitation and Job Training for Beaver County, Inc., Beaver County Assistance Office, Adult Literacy Action and Veteran's Staff. This determination was made after surveying the PA CareerLink® Partners (Bureau of Workforce Partnership Operations, Job Training for Beaver County, Inc., OVR, and CAO) to determine what staff regularly interacted with job seekers to explain respective services and assist in accessing services.

This team is focused on continuous improvement goals, set by the team, based on local and state initiatives, labor market conditions and local community needs. The team has a mission statement, specific yearly goals, projected activities, etc. The PST Team Leader's responsibilities include holding quarterly meetings with an agenda, completing meeting minutes, providing weekly reports during staff meetings and keeping a current roster of team participants. PA CareerLink® Administrator monitors and advises the team.

The following are Participant Services Team objectives address the skill and career development function:

- Ensure staff is aware of the needs of the UC Claimants coming in to file claims and complete mandatory Work Search Activities.
- Ensure job seekers are informed of the benefits of participating in the Work Certified Program and increase referrals to program.
- Ensure job seekers are informed of the benefits of participating in the all Job Search/job Readiness Services and increase referrals to program- specifically TGI Tuesdays.
- Monitor materials in the Resource Center according to categories, have professional signage and an inventory conducted.
- Ensure CRC bulletin boards are continually updated to contain latest statistics and information to assist the job seeker.
- Ensure that all staff is aware of Apprenticeship and Civil Service Information. (Note: Accomplished through email notification to staff when notices are received regarding openings in apprenticeship programs and civil service positions. These will be posted in the CRC.)
- Ensure when assisting job seekers who come into PA CareerLink® Beaver County, individuals have resumes worthy of sending to employers. Signage at each computer workstation will provide guidance on enrollment.
- Ensure all job seekers are given the opportunity to receive one-on-one assistance with developing a career plan. Process facilitated with usage of O*Net assessment tools and additional assessments as appropriate.
- Ensure partner referrals are made and entered into CWDS (to include all job readiness activities).

- Report the number of referrals made to job readiness activities monthly to Site Administrator.
- Report the number of job readiness completers monthly to Site Administrator.
- Ensure participants are educated on how to use the new Job Gateway website, including new enhancements and social media features.
- Support and assist in facilitating Job/Career Fairs as scheduled
- Provide Public Service Announcements regarding PA CareerLink activities and events.
- Facilitate and ensure staff awareness of all events associated with the PA CareerLink office.
- Promote PA CareerLink services to job seekers such as TGI Tuesdays Workshops and upcoming Job Fairs.
- Implement latest Social Networking Technology into PR activities (twitter new job orders, post of Linked In, etc.).

Staff assigned to the Career Resource Center are responsible to offer assistance, make referrals and market following services. Note: Core Service is available to all customers (universal access) of the PA CareerLink® or affiliate partner agency. Core services include self-help services and services requiring minimal staff assistance as described under Section 134 (d) (2) of the Act. Intensive Service is available to adults and dislocated workers who have completed one or more Core Services and are still unable to gain employment or who are employed and have been determined in need of services to get a better job in order to gain self-sufficiency.

- Initial Assessment (Core Service):
 - O*Net and TORQ
 - PA Career Coach
 - Connection to Job Readiness
- Comprehensive Assessment (Intensive Service):
 - SAGE – Compute-A-Match, TABE and WRAT (Intensive service)
 - Comprehensive career development and specialized assessment of skill levels and needs may be accomplished through the use of Compute-A-Match, Career Exploration, Interests/Temperaments, and the TABE test. In-depth interviewing and evaluation to identify employment barriers and goals is also conducted to develop a customer profile/needs assessment. Case Managers compile assessment results to complete plan of action outlining service delivery and goals. Use of assessment results to connect/job match to job opportunities posted on Job Gateway system.
- Job Readiness (Core Service):
 - Work Certified Program
 - Offered at Job Training for Beaver County office (adjacent to PA CareerLink) once a month
 - Two-week course
 - Increase in marketing to employers and job seekers

- Host employer and community resource events with work certified presentation (human services forum, collaborative action network,
 - Market Work Certified at Chamber of Commerce events (weekly networking breakfasts)
 - E-mail distributions to alert employers to the value of Work Certified participants
 - Additional signage in the career resource center
 - Include work certified flyers in orientation packets, mass mailings, UC Exhaustee contacts and PREP orientations
 - Job search workshops
 - Jump Start Your Job Search
 - Job Search Tools and Tips
 - Basic Computer Skills
 - Job Seekers are referred to the Big Interview functionality on Job Gateway system
 - Career Counseling Core Service:
 - Job Seekers referred to PA Career Coach
 - Referrals are made to other agencies as appropriate (documented and follow-up as part of case management)
 - Follow-up services- follow-up and recurring call-in should occur as appropriate for each clients' level of need for assistance (minimum of 90 days and 180 days)
 - Career Counseling Intensive Service:
 - Development of an Individual Employment Plan – should be relevant, meaningful and individually appropriate for each client.
- c. **Business Services Function** - The PA CareerLink® staff involved in this function is responsible for building relationships with employers through regional initiatives, including but not limited to: sector partnerships, business alliances and identifying opportunities to address the human resource needs of employers. The goal is to become the bridge between business and job candidates by coordinating with all PA CareerLink® staff to actively recruit and refer qualified job candidates based on the needs of business. Services associated with the Business Services Function include but are not limited to the following: business outreach; recruitment and referral for job vacancies primarily for targeted business and industry; job candidate qualification review; provision of economic, business and workforce trend data and information; organized service delivery around business and industry needs; referral to human resource and other business services; and job development.

PA CareerLink® Beaver County Business Services Team is staffed by partner staff representative of Bureau of Workforce Partnership Operations, Office of Vocational Rehabilitation and Job Training for Beaver County, Inc., Adult Literacy Action, Community College for Beaver County and Penn State Beaver. This determination was made after surveying the PA CareerLink Partners (Bureau of Workforce Partnership Operations, Job Training for Beaver County, Inc., OVR, and CAO) to determine what staff regularly interacted with employers to explain respective services and assist in accessing

services. All Vocational Rehabilitation Counselors make employer contacts on behalf of specific clients as part of the client centered job placement services provided to individuals with disabilities. A Vocational Rehabilitation Placement Counselor supports and supplements individual counselor job placements efforts.

This team is focused on continuous improvement goals, set by the team, based on local and state initiatives, labor market conditions and local community needs. The team has a mission statement, specific yearly goals, projected activities, etc. The BST Team Leader's responsibilities include holding quarterly meetings with an agenda, completing meeting minutes, providing weekly reports during staff meetings and keeping a current roster of team participants. PA CareerLink® Administrator monitors and advises the team.

The Business Service Team is a collaborative effort to respond locally to the businesses in high growth, demand driven industry clusters. The Business Service Unit is pro-active in marketing, recruiting, coordinating and delivering core, intensive and training services to employers. Focus has been to strategically increase service delivery to our Beaver County employers by –

1. Responding locally to the businesses in high growth, high demand industry clusters in our local region.
2. Strategically increasing service delivery and the number of employer customers served (especially business in critical industry clusters and small businesses).
3. Working together to help each partner attain the common measures goals.
4. Connecting the local PA CareerLink® system to demand-driven and economic development initiatives.

- **Employers- Core Services:**

Core services are provided by many partners and are monitored by the Business Services Team. Core services for employers include:

- Conduct orientations to all newly registered employers (overview of all services available);
- Assist with employer registration on CWDS/Job Gateway;
- Provide information on post job orders and running automated searches for qualified candidates;
- 24/7 website access to CWD/Job Gateway;
- Labor Market Information such as numbers of unemployed in the labor market, comparative wage data, UC and access to labor law and compliance information, and other labor market information available in the Career Resource Rooms;
- Promotion of On-the-Job Training and Work Certified™ Program.

- **Employers-Intensive Services:**

Intensive services are also provided to employers. These services include:

- Applicant search and prescreening services;
- Job Posting Assistance;
- Applicant search assistance;

- Employer seminars and informational workshops;
- Lay off aversion services;
- On-Site and off-site employer recruitments;
- Assistance with accessing Tax credit program information.

- **Employer – Training Services:**

Training services provide to employers include:

- On-the-Job Training;
- Customized job training programs;
- Industry Partnership Training;
- Incumbent Worker Training;
- Short-time subsidized employment programs.

- d. **Other Functions** - Other functions may be established by the Operator Consortium if staffing allows for more specialization. Operator Consortia are encouraged to consider the establishment of functions focusing on customer assessments and customer retention. A description of all functions must be included in the business plan.

PA CareerLink® Beaver County has established a Health and Safety Team. This team also has a mission statement, specific yearly goals, projected activities, etc. The H&S Team Leader’s responsibilities include holding quarterly meetings with an agenda, completing meeting minutes, providing weekly reports during staff meetings and keeping a current roster of team participants. PA CareerLink® Administrator monitors and advises the team. The mission of the PA CareerLink® Beaver County Safety Committee is to identify and correct safety hazards, increase safety awareness and ensure safety in the workplace. Team goals include; Provide Safety Education to staff, Conduct Fire Drills, Conduct Evacuation Drills, Update documents and phone numbers/contacts in case of emergency, Distribution of safety information during staff meetings/cross training, Conduct PA CareerLink® walk-through to remove potential hazards, and an Accessibility Checklist Review – check if present and working properly, Ensure Smoke Detectors working and Ensure Fire Extinguishers working properly

5. **Staff Development and Capacity Building** - To ensure individuals working with customers have the skills and knowledge needed to provide exemplary customer service, staff will be required to complete any core competencies training, provided by the Department, with annual refreshers related to policies and customer service. The Operator Consortium must provide a strategy for ensuring staff have the skills and knowledge to be successful.

The development of employees and building their capacity in the one-stop environment is ongoing in the PA CareerLink® Beaver County. Workshops and presentations are conducted to develop processes for staffing the Core Services Resource Center, orientation and delivery of core services and customer flow, surveying customer satisfaction surveys and customer assessment and referral. All new hires receive a New Employee Orientation conducted by the PA CareerLink® Staff. All PA CareerLink® staff receives training on the PA CareerLink® Operating System/Job Gateway and the partners and services available at the site or by referral to other community organizations. Site Administrator also assigns staff to specific trainings, community events and webinars that have direct impact to their job functions.

- 6. Job Seeker Services and Employer Services** - The comprehensive PA CareerLink® centers must offer core, intensive and training services as defined under WIA Section 134(d), and provide job seeker access to partner services specified in Section 121(b). At a minimum, the following services will be available for job seekers who meet eligibility criteria set by the SCWIB in compliance with state and federal policy. The Operator Consortium must provide to the job seeker a specific list of services available at each PA CareerLink® site.

The job seeker service delivery at PA CareerLink® continuously works to integrate our services and be customer-focused. Currently, partner staff from every agency, training provider and organization that is partnered with PA CareerLink® provides some level of service to job seekers. The Workforce Investment Act affords three levels of services – Core, Intensive, and Training – with service at one level being a precondition for moving to the next level. The following details services available within each level and how facilitated at the PA CareerLink® Beaver County.

- a. **Triage and Initial Assessment** – to identify whether the individual is in crisis, has basic needs, or is ready to work and/or get on a path toward a career.

PA CareerLink® Beaver County has two functioning triage computers for individuals to sign-in upon entering the PA CareerLink. The electronic sign-in process captures important customer data which is used to identify trends in service needs. First-Time Visitors are provided with an orientation packet and a needs assessment survey. A staff member guides the visitor to a PowerPoint orientation presentation which details service availability. Once the visitor completes the PowerPoint orientation presentation, a staff member oversees the completion of the needs assessment survey and assists the visitor in completing the O*NET assessment tools, and JobGateway enrollment. Process that includes a First Time Visitor Checklist to insure all needs are identified and addressed. The checklist includes: View Orientation/Power Point Presentation, Completion of the Needs Assessment Survey, Completion of an Initial Assessment (O*Net Interest Profiler) and Completing the Job Gateway Registration process.

- b. **Core Services Without Significant Staff Involvement** – All of the following services are encouraged; however, at least five (5) of the following services must be offered at a comprehensive PA CareerLink® center:

- i. Resource Room
- ii. Career Exploration (PA Career Coach or other occupational exploration tools)
- iii. Job Search (JobGatewaySM)
- iv. Labor Market Information
- v. Standardized Skills Assessment
- vi. Jobseeker Workshops
 - a. Self-Directed/Computer-Based
 - b. Group Workshops

PA CareerLink® Beaver County offers all of the above listed services. Our site employs a three-tiered approach to serving job seekers. Core services are designed to meet job seeker's basic needs (e.g., registration on the Job Gateway system, labor market information, tips for applying to job openings and development of the on-line resume). First time job seekers coming into the PA CareerLink® attend an orientation which provides information on hours of operation and services available, and how to enroll on

the Internet-based system to post a resume and apply for jobs. Information obtained from jobseekers during the orientation, such as special needs or status (e.g., veteran) is routed directly to the appropriate PA CareerLink® staff members, through their respective agencies. Thanks to the "universal access" feature of the PA CareerLink® system and the development of a standard referral form, when customers meet with staff from different agencies (partners) or transition from one level of service to another, their information follows them electronically. This yields efficiencies for the staff and convenience for customers. Customers also benefit from the fact that staff members understand the range of services and resources that each partner offers, creating a more seamless service delivery experience for customers.

The following Job Seeker Core Services Without Significant Staff Involvement are Offered at the PA CareerLink® Beaver County:

- Orientation and Outreach to the PA CareerLink® system and comprehensive center
- Enrollment in PA CareerLink Operating System/Job Gateway
- Access to Job Openings including job skills requirements for job listings, and information on demand occupations
- Labor Market Information
- Career Information
- Information on Training and Schools- available electronically on Job Gateway website and printed material in the Career Resource Center
- Reassessment for Enhanced Services
- Information regarding filing for Unemployment Compensation and Mandated Work Search Activities

c. ***Core Services With Significant Staff Involvement*** – All of the following services are encouraged; however, at least five (5) of the following services must be offered at a comprehensive PA CareerLink® center:

- i. Resource Room
- ii. Career Exploration Activities
- iii. Job Search Activities
- iv. Staff-Administered and Interpreted Standardized Skills Assessments
- v. Job Referral with Staff Help in Decision Making Process
- vi. Scheduling Appointments with Appropriate Community Based Organizations
- vii. Follow-up Contact After Job Placement

PA CareerLink® Beaver County offers all of the above listed services. Career Resource Center staff assistance is offered during full-time hours of operations with trained staff available to meet one-on-one with any job seekers needing additional assistance. The following Job Seeker Core Services With Significant Staff Involvement are Offered at the PA CareerLink Beaver County:

- Referrals made and documented on labor exchange
- Job Search Workshops
- Financial Aid Information and Workshops on Computer Literacy
- Computer workshops including Introduction to Computers, Introduction to Word
- Career Exploration workshops

- d. **Intensive Services** – All of the following services are encouraged,; however, at least seven (7) of the following services must be offered at a comprehensive PA CareerLink® center:
- i. Individual Employment Plan (must be one of the seven)
 - ii. Case Management for individuals seeking training services
 - iii. Structured Job Search
 - iv. Staff-Administered Skills Development Strategies
 - v. Career Planning
 - vi. Research on Training Options
 - vii. Pre-Employment Workshops
 - viii. Group Counseling
 - ix. Short-Term Pre-Vocational Services such as Adult Basic Education, English as a Second Language, Basic Computer Literacy, Interviewing Skills, Soft Skills

Advancing from Core to Intensive Services, requires job seeker to have received one core service as denoted by initial assessment or individual's inability to obtain employment through core services and has been determined to be in need of intensive services. If individual is employed and has received one core service, and does not meet SCWIA's definition for self-sufficiency, client may advance from core to intensive services to obtain or retain employment that allows for self-sufficiency. ALA partners to staff the Skills Center which provides customers with basic skills tutoring and GED Preparation.

Comprehensive and specialized assessment of skill levels and needs may be accomplished through the use of SAGE, Career Exploration, Interests/Temperaments, and the TABE. In-depth interviewing and evaluation to identify employment barriers and goals is also conducted to develop the customer profile/needs assessment. Case managers compile assessment results to complete plan of action outlining service delivery and goals.

Case management is currently being offer to job seekers from various partners in the PA CareerLink® include WIA, Wagner Peyser, OVR and DWP. Based on the jobseeker's goals, Case Managers make suggestions about what services etc. would assist the jobseeker in achieving those goals and the information and resources available.

- The jobseeker's unique needs must drive the process. The case manager works among service providers and jobseekers to ensure that the jobseeker's needs and goals on the IEP are met realistically.
- The jobseeker and case manager share responsibility for achieving the IEP goals.
- Mutual respect of the goals and the process to achieve those goals.
- Many 'hands' possibly, but one agreed-upon document to implement, monitor, and modify.
- The options and actions that a jobseeker takes lead to concrete outcomes – intended or unintended.
- The need to adapt IEP actions and goals to changing circumstances requires problem-solving.
- The case manager facilitates the jobseeker's access to appropriate resources.

Structured Job Search is offered through a nationally recognized Workforce Readiness Credential. This program addresses the basic needs of what employers expect and is

recognized by more than 70 Beaver County Employers who want and look for Work Certified™ graduates. The 10-day class schedule covers the following areas:

- Team work – relating effectively with others
 - Organizational skills
 - Communicating within the workplace
 - Overview of what is needed to be an effective/valuable employee
 - Computer programs (Microsoft Word and Microsoft Excel)
 - Math and Reading
- e. **Training Services** – Occupational skills training programs funded through individual training accounts (ITAs) must be accessible through the comprehensive PA CareerLink® centers. Other training services may include:
- i. On-the-Job Training
 - ii. Programs that Combine Workplace Training with Related Instructions (Including Cooperative Education Programs)
 - iii. Skill Upgrading and Retraining
 - iv. Job Readiness Training
 - v. Adult Education and Literacy Activities when Integrated with Other Training Services Customized Training
 - vi. Registered Apprenticeship Programs

- **Job Seeker Training Services:**

As with intensive services, the job seeker must meet specific criteria before moving on to training services. Specifically, job seeker must have received at least one core service and intensive service, and have been determined to still be unable to find or retain employment through such services; and, be determined to be in need of training services and to have skills/qualifications needed to successfully complete particular training program. Training must be in field directly linked to employment opportunities (high priority occupations). Job seeker must also seek out grant assistance to help offset cost of such.

Training Services Include:

- Occupational Skills training through Trade Adjustment Assistance (TAA) or WIA funded Individual Training Accounts
- On-the-Job Training
- Customized Job Training
- Entrepreneurial Training
- Skill Upgrading and Retraining training

A continuum of education and training opportunities will be made available designed support a skilled workforce. Focus will be placed on preparing new workers for high priority occupations jobs and upgrading the skills of incumbent workers so they can continue to be productive and their firms can compete successfully. PA CareerLink® staff work with these customers to help them develop a career plan that reflects their own skills and interests but is also grounded in an understanding of the labor market, employers' needs, and the availability of training.

Use of WIA Title I funds to underwrite individual training accounts (ITAs) and on-the-job training (OJT) for eligible adults, youth and dislocated workers will be conducted. Provision will be made for client access of the Work Certified™ Program, which delivers short term soft-skills training and up -to-date information about employers' needs and expectations, to eligible jobseekers. We recognize the critical role of institutions of higher education, especially our local community colleges, in equipping jobseekers with skills necessary to obtain meaningful employment and incumbent workers with skills to help them retain their jobs and advance up the career ladder.

7. Mandatory Partner - Programs and activities are physically or virtually accessible, either directly or through referrals, for all eligible jobseeker and employer customers.

PA CareerLink® Beaver County has several processes in place where all eligible jobseekers and employer customers are referred to both mandatory partners and associate partners. Referrals are done using the following methods:

- The Needs Assessment Survey tool is processed for each job seeker requesting services
- ***Attachment #2 – Partner Referral Form***
- All Veteran's coming into the PA CareerLink® are asked to complete the form regarding eligibility for DVOP services and given priority of service.
- Employers requesting services are referred to partners who provide services in areas of need. This is done via e-mail and phone contacts.

Attachment #3 – Mandatory Partner List

IV. SERVICE INTEGRATION.

Service integration requires partners to work collaboratively in the delivery of services available under multiple programs. The Wagner-Peyser Act, which focuses on providing a variety of employment-related labor exchange services for both job seekers and employers, was amended in 1998 to make Wagner-Peyser funded programs a mandatory partner in the Workforce Delivery System. The WIA goal of universal access to core services is to be achieved through close integration of Wagner-Peyser, WIA Adult and Dislocated Worker funded programs and other partners in the Workforce Delivery System (TEGL 11-12). The minimum requirements for integration are as follows:

The PA CareerLink® Beaver County partners provide an integrated approach to the delivery of services. All partners participate in strategizing and managing the customer services and flow at the PA CareerLink®. Partners participate in weekly staff meetings with opportunities to express ideas, concerns, program updates, events, etc. All PA CareerLink® partners provide core services to both job seekers and employers. Partners provide core services in the Career Resource Center and a monthly calendar is developed to adequately staff the CRC that coincides with staff schedules. Other partners provide core employer services and attend monthly Business Services Team meetings and participate in employer activities. All partners provide specialized services and have specific programmatic responsibilities. Staff is required to participate on PA CareerLink® teams for service delivery and on-site operations. The Operator Consortium, in collaboration with the Site Administrator, has identified staff for each function with the assignment to a functional team with the flexibility that, if staff is limited, one may have multiple roles.

Integration of staff and resources from partnering agencies coupled with the access to the PA CareerLink® Internet based system are primary to job seeker successful attachment to the workplace. Customers are able to conveniently access employment, training, and informational services that they need at a single location. This is achieved through a high level of cooperation demonstrated by participating partners. Cooperation is developed through staff working together functionally to achieve the same goals (as measured by our Local Strategic Plan). The physical layout of the center, i.e., BWPO funded CareerLink Specialist sitting beside WIA funded Business Service Representative, promotes two-way communication.

A. **Functional Alignment**

Functional alignment is both an opportunity and a tool to effectively streamline customer service delivery and capitalize on the strengths of staff and technology to deliver services; thereby, reducing duplication. In order for the PA CareerLink® system to succeed, services must be integrated and delivered according to customer need rather than program focus. By July 1, 2014, Comprehensive PA CareerLink® sites must have in place a Welcome Function, Skill and Career Development Function and Business Services Function. By July 1, 2014, Affiliate PA CareerLink® sites must have a Welcome Function and Skill and Career Development Function.

By establishing a functional alignment, a single service delivery process is in place. This alignment helps to establish a single customer pool and service flow for delivery of core, intensive, and training services. PA CareerLink® Administrator carries out functional supervision of staff. Cross training has been provided to staff in all aspects of the functional unit. All staff received training on the PA CareerLink® Operating System and is fully aware of partner services available at the site or by referral to other community organizations. Functional PA CareerLink® Teams have been established by assessing strengths of staff and then assigning to specific teams

Attachment #4 - PA CareerLink® Beaver County Teams

PA CareerLink® Beaver County has in a place a two-year Local Strategic Plan. This plan has specific action steps, goals and timelines established and assigned to specific functional teams. Site Administrator oversees the monthly progress of the Strategic Plan and reports to the Operator Consortium bi-monthly. These processes avoid duplication of services, as well as integration of all partner staff in the service delivery process. A Rapid Response Team is also in place, made up of WIA Title I and Wagner-Peyser staff to collaboration of serving affected workers who are undergoing layoffs. The team coordinates efforts to conduct rapid response orientations, re-employment workshops, enrollments, assessments, training services and conduct targeted job fairs.

B. **Functional Management.**

1. ***PA CareerLink® Operator Consortium.*** The Operator Consortium will ensure seamless service delivery within each PA CareerLink® to include details of the day-to-day functional supervision that may take the form of a site administrator or other means as determined effective. The duties of the Operator Consortium include: organize and coordinate all co-located partner staff by function in accordance with state personnel rules, collective bargaining agreements and state policy and guidance; establish a service delivery model

that is customizable to the needs of individual customers; develop operational procedures and protocols that promote effective and seamless service delivery ensuring that individual partner program performance and outcomes are not negatively impacted; communicate workforce system policy, directives and information according to communication protocol; and establish policies and procedures for situations such as inclement weather, holidays, breaks or time off, accounting for relevant policies that may not be consistent across partners. *(State employees must be governed by state personnel rules, collective bargaining agreements and state policy.)*

2. **Site Administrator.** The PA CareerLink® Operator Consortium must designate a site administrator for each comprehensive and affiliate PA CareerLink® site. A site administrator may be hired, selected from current partner staff, or by other alternative method to ensure functional supervision of day-to-day operations. A site administrator may oversee multiple sites. Duties must include: staffing plans that provide adequate office coverage at all times in a manner that allows fair and equitable opportunity for time off; ensuring staff adhere to all applicable policies and procedures; ensuring staff present a professional and positive image; and, ensuring consistent communication procedures are followed.

After conducting an extensive search, PA CareerLink® Beaver County Operator Consortium made a hiring decision for the Site Administrator position based on skills/experience necessary to carry out job functions noted in attached job description. Employer of record for current site administrator is PA Dept. L&I Bureau of Workforce Partnership & Operations.

3. **State Agency/Workforce Partner Supervisor.** A state or workforce partner supervisor must be vested with the authority to hire, terminate, discipline, promote, assign, and transfer their employees. Each state agency or workforce partner supervisor will retain authority over all actions that may affect the current base pay, status, or tenure of their employees. The state will retain the sole discretion to determine which employees must occupy positions throughout the state. Duties retained by the state and other workforce partners include: changes to permanent work schedule, including lunches and breaks; pre-approval for vacations, sick leave and personal leave; and travel and travel expense approval. State supervisors authority must be exercised in compliance with Commonwealth administrative procedures. Note: Employer of record for current site administrator and supervisor is PA Dept. L&I Bureau of Workforce Partnership & Operations.
4. The Operator Consortium, site administrator and state agency or workforce partner supervisor, must determine the purpose and activities of the functional units incorporating individual partner activities of their employees.

PA CareerLink® Beaver County Operator Consortium and management team recognizes integrated customer service is achieved through defined purpose and objectives of the functional unit. A strategic plan outlining team goals and objectives is driven by team leaders and partnering staff. In the process, staff continually take part in cross-training and capacity building activities to insure full capability and consistency of service delivery.

- C. **State Partner Staff Provisions.** Pennsylvania state personnel laws and collective bargaining agreements must continue to govern all state merit staff in a PA CareerLink® site. No part of this

policy shall infringe upon any collective bargaining agreement. Unless otherwise specified by the state, all state employee positions will be treated as nonexempt under the Fair Labor Standards Act.

1. *Performance Evaluations.* State supervisors will complete performance evaluations of state employees in accordance with state rules and regulations, collective bargaining agreements and agency policy.
 2. *Grievances and Complaints.* The state partner agency must fulfill the duties and responsibilities defined in the agency and state personnel and collective bargaining agreement's grievance process in the employee's initial grievance meeting. The state must conduct appropriate investigation(s), conduct the initial grievance meeting and follow state policies and procedures. The state retains the responsibility for all actions on grievances after the initial meeting.
 3. *Corrective Action.* The state partner agency will determine and implement any necessary corrective actions, in accordance with the procedures in the agency and state personnel policies, laws, regulations and collective bargaining agreements. All complaints and/or grievances as a result of corrective action must follow the procedures identified in paragraph 3(b) above.
 4. *Disciplinary Action(s).* The state agency retains the sole right to terminate, demote and suspend its employees for disciplinary reasons, pursuant to Commonwealth administrative policies. The PA CareerLink® Operator Consortium and site administrator will assist and provide information deemed necessary by the state partner agency in conjunction with proposed disciplinary action(s).
 5. *Timesheet and Leave Approval.* Final approval of timesheets and leave requests for all state employees must remain with the state agency.
 6. *State Veterans' Programs.* Veterans' employment services staff working in PA CareerLink® sites must be functionally supervised consistent with Subsection IV(B). The state veterans employment representatives must oversee the delivery of veterans' programs and services under Title 38, the Special Grant Provisions, and as provided in the Wagner-Peyser funding proposal. State veterans employment services staff must comply with PA CareerLink® operational procedures, but veteran program requirements and staff responsibilities must continue as stated in Title 38 in accordance with the Grant Agreement, to include 100 percent of their time being assigned to the duties outlined in the grant or program.
- D. **Staff Cross-training.** Southwest Corner Workforce Investment Board, through the PA CareerLink® Beaver County Operator Consortium, ensures a comprehensive cross-training and development plan is established for each comprehensive and affiliate PA CareerLink® site and its staff. The purpose of cross-training is to facilitate full access to services and the appropriate exchange of information, not to produce fully interchangeable staff between partners.

Site Administrator organized and conducts weekly staff meetings each Tuesday at 8:45 a.m., which includes all partner staff. Business hours have been adjusted so that all staff can attend. Site Administrator prepares an agenda for each meeting listing the issues to be addressed.

Meeting notes are recorded and distributed to staff. The meetings follow a format to keep staff updated on operational changes, upcoming projects and community events, provides partners and other organizations opportunities to do presentations on their services, allow opportunities for problem identification and resolution, review of customer activity and customer satisfaction results. There is also time set aside specifically for staff to share experiences about customers and to get input from staff. Additionally, scheduled cross-information training is regularly conducted with invited guest speakers to update the staff on various programs, providers, services, etc. in Beaver County. There is an opportunity for open discussion where staff can ask questions or raise issues. Staff will also continue to attend all agencies required training and meetings as scheduled by program supervisors. Hands-on demonstrations for staff have been conducted during staff meeting on the changes and enhancements to the Job Gateway system.

Various Webinars are held for staff and content of each Webinar determines which staff will be required to participate.

- E. **Customer Flow.** Each comprehensive and affiliate PA CareerLink® site must utilize a customer flow model based on customer need. Each customer flow model should incorporate a methodology to identify customer needs upon entry, and provide immediate engagement and connectivity to services during the customer’s first visit. The PA CareerLink® Operator Consortium must ensure staffing is adjusted according to customer needs and traffic flow. A customer flow model will create one customer pool that will be served jointly by WIA, Wagner-Peyser and other partner staff, specifically at core service level.

Attachment #5 - Customer Flow Chart

- F. **Co-enrollment.** Co-enrollment of participants across programs and funding streams, when appropriate, encourages the coordination and leveraging of resources among partners and facilities. Co-enrollment is a strategic necessity in the context of limited resources.

Referrals to partners are detailed in the Customer Plan of Action developed by staff with input from client. This plan often combines services provided by partner agencies. Forums for exchanging information to enable partners and staff to maintain knowledge and understanding of what each partner and affiliate can offer are ongoing.

An example of joint services coordination is TAA/WIA enrollment. Involved staff received training in process so that each partner was aware of available services and client flow. Joint files are maintained with involved staff having access to records. A status report indicating core-staff assisted/intensive/training results is generated on a monthly basis. Report details enrollment, exit, seeking employment, pursuing training, training completion, and employment obtained.

Participants are also often co-enrolled with Office of Vocational Rehabilitation if eligible, to provide the maximum quality of training and job placement services for individuals with disabilities.

- G. **Implementing Service Integration and Functional Management.** Each Local Workforce Investment Board will develop and implement an integrated services and functional management plan as part of its Local Plan. Guidance for this requirement will be provided by the Department. Each Local Workforce Investment Board will be required to modify the Local

Workforce Investment Area's approved Program Year (PY) 2012-2016 Local Plan following receipt of the revised Local Plan guidance. The plan will be developed with significant partner participation, including state merit staff. Local Workforce Investment Board staff will ensure the plan adequately addresses the requirements established by the state and Local Workforce Investment Boards.

PA CareerLink® Beaver County staff has access to Southwest Corner Workforce Investment Area Local Plan. Review of plan is regularly conducted at staff meetings and by Functional Unit Leaders to insure compliance and positive goal outcomes.

V. OUTREACH AND BRANDING

The workforce delivery system outreach and branding is a shared state and Local Workforce Investment Board responsibility. The PA CareerLink® branding will be used to ensure recognition of the statewide seamless workforce service delivery system. Brochures, flyers, advertising media and announcements, stationery, business cards, and name tags used by the PA CareerLink® staff will reflect the PA CareerLink® branding only. Signage outside and inside all affiliate and comprehensive PA CareerLink® sites will reflect the PA CareerLink® branding. No single partner or other tenants' signage will be combined or incorporated on comprehensive PA CareerLink® signage. All branding must be done in compliance with the PA CareerLink® Name and Logo Usage Guidelines issued by the Department. Any advertising using the trademarked name not covered in the guidance document must be approved by the Department. Satellite sites may only use the PA CareerLink® brand if it is approved by the Department.

Outreach to Employers: Staff coordinates efforts to avoid duplication of representatives of the partners calling on the same businesses to sell CareerLink® services. Business assignments to staff are assigned by industry clusters utilizing labor market data for the area. Regularly scheduled meetings are held with Site Administrator to monitor efforts and implement new strategies as labor market changes occur. This determination was made after surveying the CareerLink® Partners (Bureau of Workforce Partnership Operations, Job Training for Beaver County, Inc., OVR, and CAO) to determine what staff regularly interacted with employers to explain respective services and assist in accessing services. OVR gave indication that 90% of their employer contacts were coordinated through the Corporation for Owner/Operator Projects (Beaver County Business Incubator). CAO responds to employer's questions regarding tax credits but does not call on employers on a regular basis. The above identified staff has excellent knowledge of local businesses, labor market, trends, needs, hiring practices and ethics, as well as, a background in training contracts, referral and placement.

Community outreach includes the process of educating PA CareerLink® staff and all members of the community about integration and delivery of services and programs. All staff have a general understanding of business and employer services/programs, so they can be prepared to educate the general public and notify the business community of services through local media. Media tools used for outreach include TV, radio, Employer Outreach material, employer presentations, and the newspaper. Outreach is also achieved through representation at community activities to network with businesses. PA CareerLink® agencies and staff are our primary source of information dissemination in the community. Each agency markets their partnership with the PA CareerLink® to provide outreach to their customer base. There will be a continued effort to market PA CareerLink® to employers and recruit businesses with outreach materials meeting approved Department branding requirements.

Community businesses and employers are being encouraged to hold their on-site recruitments on the same day as our staff meeting. In so doing, employers can reach out to staff as well as potential employees.

Outreach to Job Seekers:

PA CareerLink® Beaver County provides outreach to increase number of unemployed customers to attend PA Reemployment Program (PREP) by issuing a more customer friendly letter to client and increasing frequency of client contact. Press releases and e-mail alerts pertaining to employer recruitments are routinely issued. PA CareerLink® staff actively participates in local job fairs such as annual Community College of Beaver County Job Fair and Beaver County Vocational Technical School Job Fair. Site Administrator attends and reports on PA CareerLink® activities at several local board and community meetings that include representation by our local elected officials. Through the CareerLink® partners, outreach is achieved through the following board and member affiliation: Beaver County Collaborative Action, Welfare Local Management Committee, Beaver County Jail Task Group, Beaver County Rehabilitation Advisory Council, Beaver County Drug and Alcohol Advisory Board, Penn State Beaver Advisory Board, Pittsburgh Technical Institute Advisory Board and Leaders Serving Beaver County group.

VI. COMMONWEALTH WORKFORCE DEVELOPMENT SYSTEM (CWDS)

PA CareerLink® sites will utilize CWDS as the common management information system. CWDS is the official system of record used for all data collection and reporting for all required partners located in comprehensive and affiliate PA CareerLink® sites, as well as satellite sites. Shared information and data agreements will be utilized to support access to information and information sharing between the partners as allowed by authorizing law and regulation.

VII. JOBGATEWAYSSM

PA CareerLink® sites will utilize JobGatewaySM as the job-match system when job seekers are looking for employment and employers are searching for candidates.

VIII. WORKFORCE SYSTEM COMMUNICATION PROTOCOL

To promote effective coordination of the delivery of workforce services, all communication regarding workforce system policy, directives and information will flow from the Department to the CEOs, Local Workforce Investment Boards, state regional staff, PA CareerLink® operators and site administrators. The Operator Consortia and site managers must inform PA CareerLink® staff. Communications regarding partner program policy, directives and information will be conveyed from the respective program authority at the state level to appropriate PA CareerLink® staff responsible for program administration ensuring that the state regional staff, Local Workforce Investment Board, PA CareerLink® Operator Consortium and site administrator are simultaneously copied. Communication directly related to state personnel matters will be sent from the state supervisor or official to individual staff. State officials or supervisors in the appropriate offices will be notified when necessary.

CONTACT ENTITY: Inquiries regarding this policy should be directed to the Pennsylvania Department of Labor & Industry, Director of the Bureau for Workforce Development Administration, 651 Boas Street, Harrisburg, PA 17121.

RESCISSIONS: *Workforce Investment Information Notice No. 3-03 Change 2; Guidelines for One-Stop Chartering and PA CareerLink® Certification, dated January 1, 2007*

APPENDIX A: PA CAREERLINK® OPERATOR CONSORTIUM AGREEMENT

APPENDIX B: PA CAREERLINK® PARTNER AGREEMENT

APPENDIX C: PA CAREERLINK® RESOURCE SHARING AGREEMENT (RSA) and BUDGET (RSAB)

ATTACHMENTS:

- **Attachment 1: Job Description**
- **Attachment 2: Partner Referral Form**
- **Attachment 3: Mandatory Partner List**
- **Attachment 4: PA CareerLink® Beaver County Teams**
- **Attachment 5: Customer Flow Chart**

ATTACHMENT 1

POSITION DESCRIPTION

PA CareerLink® Administrator 1

PA CareerLink®

PURPOSE: Direct and coordinate all functions and operations of a small PA CareerLink® site in alignment with the State plan, LWIB strategic plan, and PA CareerLink® site plan. Demonstrate superior skills in leadership, local planning, workforce connections, jobseeker service delivery, business services, resources management, and facility management. Functionally supervised by and organizationally responsible to the Operator/Operator Consortium (Operator).

DUTIES:

- Direct and coordinate PA CareerLink® staff to fulfill operational functions/service delivery within funding streams, collective bargaining agreements, and governmental regulations.
- Create high-performance work environment through development and promotion of functional and cross-functional teams.
- Organize and direct activities of Jobseeker Services and Business Services teams.
- Organize PA CareerLink® by function so that staff are assigned to and identify themselves with services (such as outreach, assessment, training) as opposed to specific agencies or programs.
- Oversee fiscal management of the site in collaboration with Operator and Fiscal Agent; recommend budget changes based on analysis of expenditures, data trends, and service projections.
- Analyze operational needs; collaborate with Operator, partners, and Fiscal Agent to develop and monitor RSA.
- Research other funding sources for additional revenue to reduce partner costs and/or expand services.
- Maintain thorough knowledge of terms of building lease to ensure compliance; act as liaison to landlord.
- Establish and communicate specific and measurable performance standards for staff in collaboration with LWIB and Operator, and with input from staff.
- Develop improvement processes to respond to immediate operational needs while ensuring that short-term actions support long-term objectives.
- Establish and enforce PA CareerLink® policies and procedures that define operations (e.g., office hours, data confidentiality, health and safety, closings and emergencies).
- Maintain knowledge of all partner programs' policies and procedures affecting service delivery to ensure programmatic and statutory compliance.
- Analyze and respond to workforce and economic development needs and expectations of the community and local employers, enhancing, improving, and/or expanding PA CareerLink® services as appropriate.
- Recruit and retain community partners that enhance PA CareerLink® activities and services.
- Establish and maintain effective working relationships with local elected officials, employers, community and union officials, educators, and representatives of public and private agencies and organizations.
- Participate in public relations activities for civic and community organizations to promote awareness and use of PA CareerLink® services; address media and public requests for labor market and workforce information in cooperation with LWIB, Press Office, and CWIA.
- Develop and implement procedures to facilitate efficient customer flow through the system of service delivery; maintain a site floor plan that facilitates efficiency and effectiveness.
- Monitor procedures to address customer feedback and to address service recovery.

- Collaborate with business community to ensure that PA CareerLink® services meet needs.
- Implement LWIB's strategies for the local labor market.
- Assess and track the skills and knowledge of PA CareerLink® staff; address gaps through training and development.
- Develop and implement orientation procedures to train new staff on site procedures and policies.
- Assess service delivery needs; coordinate with Operator to address identified staffing levels to meet need.
- Monitor inventory of equipment, tools, materials, and supplies; ensure accountability for expenditures made with federal, state, and local funds; and ensure proper installation and usage to safety and regulatory standards.
- Evaluate PA CareerLink® staff performance; prepare performance ratings; determine training needs; and maintain discipline.
- Participate on local, regional, and statewide teams and workgroups to implement improvements to PA CareerLink® system.
- Travel as needed to other PA CareerLink® offices, partner agency offices, employer establishments, and other locations.
- Maintain ongoing communication with Operator and BWPO Regional staff on all work activities, timeframes, identified problems, and recommended solutions through reports, scheduled staff meetings, and informal discussions.
- Use Microsoft Office software to present information and reports in a logical, user-friendly format.
- Represent PA CareerLink® at meetings; prepare written summaries of meetings as necessary.
- Use and comply with provisions of all current manuals, handbooks, and other documents derived from federal, state, PA CareerLink® or BWPO policies and procedures.
- Prepare bi-weekly activity report summarizing accomplishments, issues, and upcoming activities.
- Perform related work and duties as required.

DECISION-MAKING:

- Employee has broad latitude to administer site operations, programs, and services. Issues involving strategic direction and guidance are referred to the Operator/Operator Consortium and LWIB.

ESSENTIAL FUNCTIONS:

- Maintain effective working relationships.
- Provide daily functional supervision to PA CareerLink® staff.
- Organize and direct PA CareerLink® operations (staff, fiscal, and facility) and activities efficiently and effectively.
- Establish and communicate PA CareerLink® performance standards.
- Establish and implement PA CareerLink® policies and procedures.
- Respond to requests for information from external and internal customers, the media, and general public, and promote PA CareerLink® services.
- Develop and implement a service delivery system for jobseekers and employers.
- Develop and implement staff training and development policies and procedures.
- Communicate clearly and concisely.
- Travel as needed.

Partner Referral Form

		<u>How May We Help You?</u>												
PA CareerLink® Beaver County														
Week Ending:														
NAME	PHONE#:	WORK CERT Obtaining Computer Skills Services for Older Adults Youth Services Services for Persons w/Disabilities GED or Math/Reading Brush-up Starting My Own Business Veteran's Services Occupational or On-the-Job Training										Education Level	Education Level Key 1- Attained High School Diploma or GED 2- Certification 3- Some college but no degree 4- Associate's Degree 5- Bachelor's Degree 6- Master's Degree 7- Other	

ATTACHMENT 3

PA CAREERLINK BEAVER COUNTY MANDATORY ONE-STOP PARTNERS

PROGRAM	ORGANIZATION	CONTACT/TITLE/ ADDRESS	PHONE/FAX /E-MAIL
Programs authorized under Title I of the Workforce Investment Act (youth, adult, dislocated worker)	Job Training for Beaver County, Inc. (WIA Adult, Dislocated Worker, Youth)	Deborah Newton , President 277 Beaver Valley Mall, Route 18 Monaca, PA 15061	Phone: 724-728-2020 Ext: 101 Fax: 724-728-2074 Email: dnewton@jtbc.org
Wagner-Peyser Act Programs (29 United States Code 49 et seq.)	Bureau of Workforce Partnership Operations	Frank Staszko, Regional Director c/o PA CareerLink 135 Wayland Smith Drive Uniontown, Pa. 15401	Phone: 724-434-5627 x 130 Fax: 724-434-2946 Email: fstaszko@pa.gov
Adult Education and Literacy Activities (Workforce Investment Act , Title II)	Adult Literacy Action, Penn State Beaver	Susan Mansuetti, Executive Director 336 College Avenue Beaver, PA 15009	Phone: (724) 773-7810 Fax: 724-773-7303 Email: skm12@psu.edu
Rehabilitation Act of 1973 Programs (29 United States Code 720 et seq.) Title I	Office of Vocational Rehabilitation	Gail Steck, District Administrator Office of Vocational Rehabilitation 100 Margaret St New Castle, PA 16101	Phone: (724) 656-3070 Fax: 724-656-3265 Email: gsteck@pa.gov
Welfare-to-Work programs authorized under the Social Security Act	Job Training for Beaver County, Inc. Beaver County Department of Public Welfare	Deborah Newton , President 277 Beaver Valley Mall, Route 18 Monaca, PA 15061 Veronica Seery, Executive Director Beaver Co. Assistance Office 171 Virginia Avenue, Rochester, PA 15074	Phone: 724-728-2020 Ext: 101 Fax: 724-728-2074 Email: dnewton@jtbc.org Phone: (724) 773-7373 Fax: 724-773-7850 Email: vseery@pa.gov
Older Americans Act of 1965 (42 United States Code 603 (a)(5)) (as added by section 5001 of the Balanced Budget Act of 1997) Title V Activities	Beaver County Area Agency on Aging, Inc.	Linda Hall, Executive Director Human Services Building 1020 Eighth Avenue Beaver Falls, PA 15010	Phone: 724-847-2262 Fax: 724-847-3490 Email: Linda.Hall@BCoA.Us

Carl D. Perkins Vocational and Applied Technology Education Act Postsecondary Vocational Education Activities (20 United States Code 2301 et seq.)	Beaver County Career & Technology Center	Robert Edwards, Principal Beaver County Career & Tech. Center 145 Poplar Avenue Monaca, PA 15061	Phone: (724) 728-5800 Fax: 724.775.2299 Email: redwards@bcctc.org
Trade Act of 1974 (19 United States Code 2271 et seq.) (Title II, Chapter 2)	Bureau of Workforce Partnership Operations	Frank Staszko, Regional Director c/o PA CareerLink 135 Wayland Smith Drive Uniontown, Pa. 15401	Phone: 724-434-5627 x 130 Fax: 724-434-2946 Email: fstaszko@pa.gov
United States Code Title 38, Chapter 41 Activities (Veterans)	US DOL	Frank Staszko, Regional Director c/o PA CareerLink 135 Wayland Smith Drive Uniontown, Pa. 15401	Phone: 724-434-5627 x 130 Fax: 724-434-2946 Email: fstaszko@pa.gov
Department of Housing and Urban Development Employment and Training Activities	Housing Authority of the County of Beaver	Carl DeChellis, Executive Director Community Action Southwest 300 State Avenue Beaver, PA 15009	Phone: (724) 775-1220 ext 19 Fax: 724-775-8827 Email: hacbcd@comcast.net
State Unemployment Compensation	Unemployment Compensation	Sue Shaver Unemployment Compensation 14 Linden Street Duquesne, PA 15110	Phone: 412-267-1469 Fax: 412-267-1475 Email: sshaver@pa.gov
ADDITIONAL ONE-STOP PARTNERS NOT MANDATED IN THE WIA			
Community College	Community College of Beaver County	John Goberish, Dean of Workforce Development Community College of Beaver Co. 1 Campus Driver Monaca, PA 15061	Phone: 724-480-3581 Fax: (724) 775-468 Email: john.goberish@ccbc.eu
State University	Penn State Beaver	Marian E. Vendemia, M. Ed., Director of Education and Corporate Training Office of Continuing Education 100 University Drive Monaca, PA 15061	Phone: (724) 773-3767 Fax: (724) 773-3769 Email: mev7@psu.edu
Proprietary School	DCI Career Institute	Peggy Tiderman, President 366 Route 18 Beaver Valley Mall Monaca, PA 15061	Phone: (724) 728-0260 Fax: (724) 775-0639 Email: ptiderman@dc.edu
Proprietary School	Great Lakes Truck Driving School	Michael Nease, Director of Business Development 27740 Royalton Rd. Columbia Station, OH 44028	Phone: (440) 236-3436 Fax: 440-236-3507 Email: mnease@greatlakestds.com

Employer	Liken Staffing Services	Robert Liken, President Stone Point Landing 500 Market Street Bridgewater, PA 15009	Phone: 724-774-5299 Fax: 724-774-3550 Email: rliken@likenservices.com
Private 2-year Post-Secondary School	Pittsburgh Technical Institute	Patti Hanley, Admissions Coordinator Pittsburgh Technical Institute 1111 McKee Road Oakdale, PA 15071	Phone: 412-809-5283 Fax: 412-809-5169 Email: hanley.patti@pti.edu
Employer	Valley National Security	Mark Giovanelli, President Valley National Security 318 East Maiden Street Washington, PA 15301	Phone: 724-225-8916 Fax: 724-225-8960 Email: markg1591@yahoo.com
	Domestic Relations of Beaver County Courts	Joe Signore, Executive Director Beaver County Courthouse 800 Third Street Beaver, PA 15009	Phone: (724) 773-8540 Fax: (724) 728-5377 Email: Jsignore@beavercountypa.gov
Proprietary School	Journey Cartage Co., LLC	Steve Krizan, Owner PO Box 282 Leetsdale, PA 15056	Phone: 724-987-0094 Fax: Email: sktrucks@hotmail.com
	Beaver County Behavioral Health	Carol Egliski, DSU Director 1070-8th Avenue Beaver Falls, PA 15010	Phone: 724-891-2827 Fax: 724-847-6229 Email: cegliski@bcbh.org
	Beaver County Adult and Juvenile Probation and Parole Department	Donald Neill, Chief Probation Officer Beaver County Courthouse 810 Third Street Beaver, PA 15009	Phone: 724-770-4642 Fax: 724-622-1279 Email: dneill@beavercountypa.gov

**PA CareerLink® Beaver County
Functional PA CareerLink® Teams**

Management Team (meets as needed)

- Team Leader - Dianne Stoner – BWPO (participants on all teams, attends quarterly meetings as schedule allows).
- Alisa Hatchett - BWPO
- Rich Strother – JTBC
- Rick Riley - JTBC

Mission Statement:

“The Mission of the PA CareerLink Beaver County Management Team is to oversee all operations, services and partnerships, to ensure the highest quality services are being delivered to our customers.”

Goals: To oversee and facilitate the following:

- Improve CRC policies and procedures to offer quality services to job seekers and employers
- Improve CRC process to handle the increase in UC Claimants accessing the PA CareerLink.
- Ensure we are meeting the requirements of the Southwest Corner WIB as stated in the Local Plan, and other directives as given by Labor & Industry
- Ensure staff is trained to better serve participants in the CRC.
- Ensure staff is familiar with the High Priority Occupations and Targeted Industry Clusters in our area. Provide education on the Oil & Gas Industry pertaining to potential growth in the region.
- Ensure delivery of high quality services to the business community.
- Determine existing partner needs and services; evaluate their alignment with PA CareerLink’s vision and service gaps.
- Identify additional partners to fill gaps in needed services and retain current partnerships.
- Coordinate CWDS, Job Gateway and all system enhancements and updates with all staff and partners.
- Provide staff with the tools and training needed to effectively perform their jobs (Webinars, Cross Training, etc.)
- Increase internal awareness of all staff, partners, and participants regarding special events and special topics offered or hosted by CL.
- Evaluate quality customer services in terms of satisfaction levels.
- Oversee scheduling and staffing.
- Respond to customer complaints when management is needed.

Internal Business Services Team (meets as needed)

- Team Leader – Alisa Hatchett - BWPO
- Jennifer Onuska - BWPO
- Joe Postich – JTBC
- Christina Shaffer - BWPO

External Business Services Team (meets quarterly)

- Team Leader – Rich Strother, JTBC
- Alisa Hatchett - BWPO
- Christina Shaffer - BWPO
- Dianne Stoner – BWPO
- Deb Newton- JTBC
- Gina Farzati/Frank Platz – Domestic Relations
- Hugh Gallagher/John Goberish/Diane Loverich – CCBC
- Jack Lyden – BWPO
- Jennifer Onuska - BWPO
- Joe Postich – JTBC
- Laura DelVecchio/Jean Boelky - BCCTC
- Lou Perretta/Michael Pavelek – OVR
- Marian Vendemia – Penn State Beaver
- Margaret Lucci – ALA
- Pina Riccio - JTBC
- Poppy Roros – JTBC
- Patti Hanley – PTI
- Zack Hubbard - JTBC

Mission Statement:

“The Mission of the PA CareerLink Beaver County Business Services Team is to provide the highest quality of workforce and economic development services for the employers of Beaver County.”

Goals:

- Increase business services to targeted priority industry sectors
- Define, develop and implement industry cluster business services (presentation and product)
- Evaluate emphasis within each industry cluster quarterly and redefine services as needed.
- Educate employers and all enhancements on CWDS.
- Ensure that all job orders are posted on CWDS and value added services entered
- Utilize Ad-Hoc Reports to manage job postings and closed job orders.
- Screen Job Postings prior to closing to ensure new hires are entered into CWDS.

- Report number of new hires/job placement monthly to Site Administrator
- Expand business community outreach through participation in business community events.
- Coordinate and facilitate an employer event quarterly (focus group, resource day, symposium, B3 Workshop Series, chamber event, etc.)
- Educate employers on the Work Certified Program and the benefits of hiring applicants with Work Certification Credentials
- Support and assist in facilitating Job/Career Fairs as scheduled.
- Implement latest Social Networking Technology into PR activities (twitter new job orders, post of Linked In, etc.).
- Promote PA CareerLink services to employers such as 2014 B3 Workshop Series, labor exchange services, job fairs, conferences, seminars, Work Certified, Compute-A-Match Assessment, employer tax credits, etc.

Participant Services Team (meets quarterly)

- Team Leader – Alisa Hatchett - BWPO
- Rich Strother – JTBC
- Autumn Merenda - JTBC
- Gina Farzati - Domestic Relations
- Bernie Mangie – JTBC
- Barbara Barone – BWPO
- Jack Lyden - BWDO
- Leva Dreher- JTBC
- Mary Scoumis – Receptionist
- Pat Bowker – JTBC
- Poppy Roros- JTBC
- Velma Farley- JTBC
- Vickie Kramer – JTBC
- Christina Shaffer – BWPO
- Sherri Graeser-Ray – CAO
- Zack Hubbard - JTBC
- Megan Koziar - JTBC

Mission Statement:

“The Participant Services Team’s mission is to produce innovative ways in which to better accommodate, assist and advise our customers.”

Goals:

- Ensure job seekers and staff and aware and updated on all features and updates to the Job Gateway system, ex: Job Search functions, the Big Interview, TORQ, PA Career Coach, Approved Training Provider List, etc.
- Ensure staff is aware of the needs of the UC Claimants coming in to file claims and complete mandatory Work Search Activities.

- Ensure job seekers are informed of the benefits of participating in the Work Certified Program and increase referrals to program.
- Ensure job seekers are informed of the benefits of participating in the all Job Search/job Readiness Services and increase referrals to program- specifically TGI Tuesdays.
- Monitor materials in the Resource Center according to categories, have professional signage and an inventory conducted.
- CRC bulletin boards updated to contain latest statistics and information to assist the job seeker.
- Ensure that all staff is aware of Apprenticeship and Civil Service Information. Accomplished through email notification to staff when notices are received regarding openings in apprenticeship programs and civil service positions. These will be posted in the CRC.
- Ensure when assisting job seekers who come into our PA CareerLink they have resumes worthy of sending to employers. Signage at each computer workstation will provide guidance on enrollment.
- Ensure all job seekers are given the opportunity to receive one-on-one assistance with developing a career plan- use O*Net assessment tools.
- Ensure partner referrals are made and entered into CWDS (to include all job readiness activities).
- Report the number of referrals made to job readiness activities monthly to Site Administrator.
- Report the number of job readiness completers monthly to Site Administrator.
- Ensure participants are educated on how to use the new Job Gateway website, including new enhancements and social media features.
- Support and assist in facilitating Job/Career Fairs as scheduled
- Provide Public Service Announcements regarding PA CareerLink activities and events.
- Facilitate and ensure staff awareness of all events associated with the PA CareerLink office.
- Promote PA CareerLink services to job seekers such as TGI Tuesdays Workshops and upcoming Job Fairs.
- Implement latest Social Networking Technology into PR activities (twitter new job orders, post of Linked In, etc.).

Safety Committee (meets quarterly)

- Team Leader - Jennifer Onuska - BWPO
- Margaret Lucci – ALA
- Marie Zigerelli- JTBC
- Mary Scoumis – PA CL Receptionist
- Barbara Barone- BWPO
- Christina Shaffer – BWPO
- Harry Angelo - JTBC

Mission Statement:

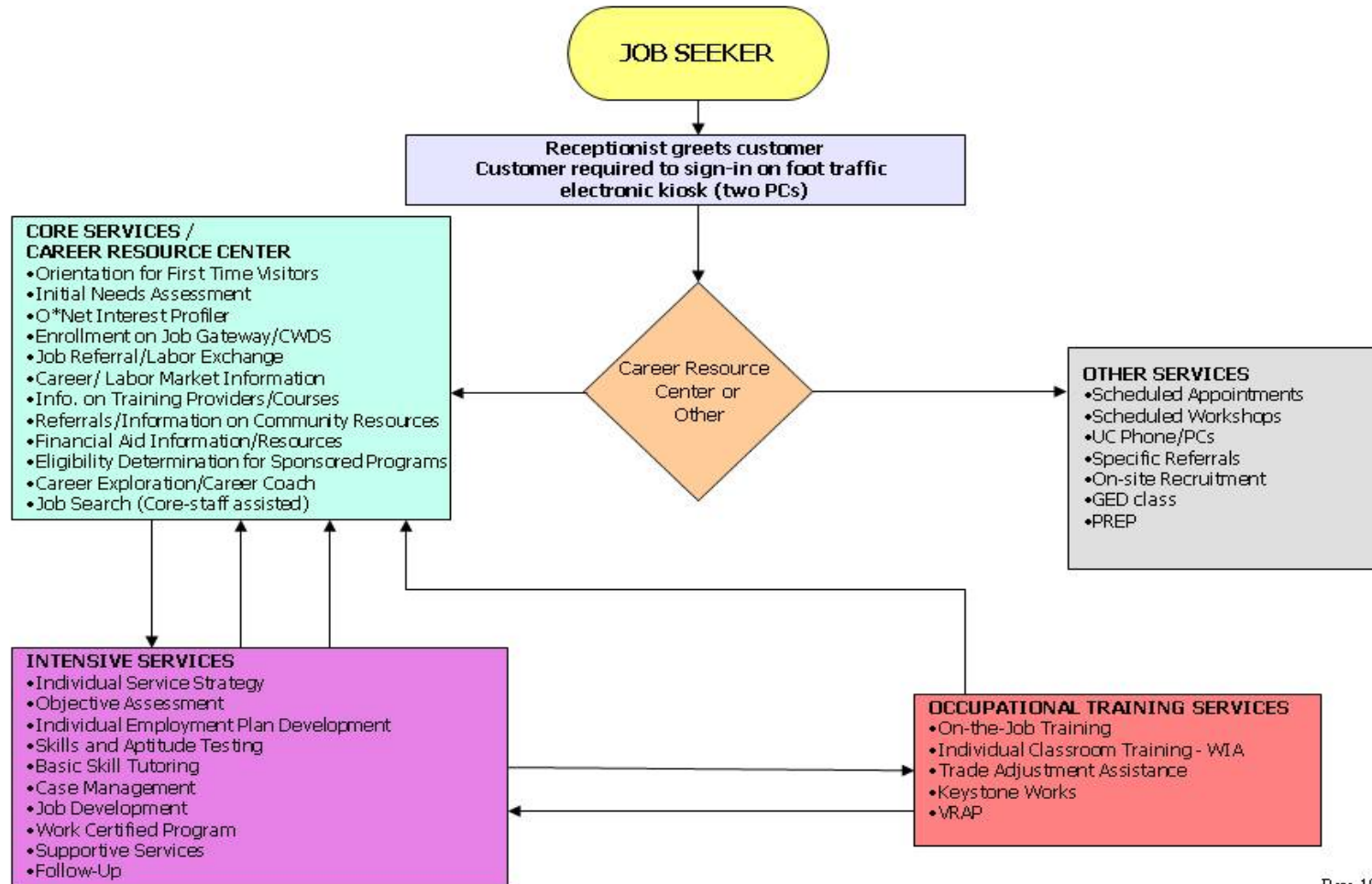
“The mission of the PA CareerLink Beaver County Safety Committee is to identify and correct safety hazards, increase safety awareness and ensure safety in the workplace.”

Goals:

- Provide Safety Education to staff
- Conduct Fire Drills
- Conduct Evacuation Drills
- Update documents and phone numbers/contacts in case of emergency
- Distribution of safety information during staff meetings/cross training
- Conduct PA CareerLink walk-through to remove potential hazards
- Accessibility Checklist Review – check if present and working properly
- Ensure Smoke Detectors working
- Ensure Fire Extinguishers working properly

ATTACHMENT 5

PA CareerLink® Beaver County
Job Seeker Services Customer Flow



Rev. 10/13

