



Arkansas Workforce Center Certification Criteria

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Proposed revisions may be located on
Pages 13, 38 and 39~~Governor Huckabee and the~~
~~Arkansas Workforce Investment Board~~

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Purpose of Certification

The goal of this process is to develop a world-class workforce center network that goes well beyond the minimal requirements established by the federal Workforce Investment Act. It is critical to make the centers user friendly and attractive, creating a public image that is inviting to job seekers, education seekers, and employers seeking skills and talent in the local labor markets.

This document brings all the tools approved by the Arkansas Workforce Investment Board (WIB) into a single reference for Local Workforce Investment Board members involved in certifying or recertifying local Arkansas Workforce Centers. It is the intent of the Arkansas WIB to provide this instrument as a guide to what is expected, not to provide the means of how it is to be accomplished. Ongoing organizing, implementation, and ensuring continuous improvement of the local certification process are the responsibility of the local WIB.

Included are minimum core standards that must be a part of the local certification/recertification process. In a clear, concise manner this guide documents the Arkansas Workforce Board Certification Process needed by the local WIB when conducting certification site visits. It also reviews the Quality Assurance Process to be used by the Arkansas WIB to ensure minimum standards are met and that the Arkansas Workforce Center brand name is protected. It is expected that each local workforce investment area may supplement these core standards with additional locally applicable criteria and performance measures to ensure continuous improvement.

Certification is not just about a one-time designation. It is an ongoing process that keeps all parties involved and achieving at high performance levels. As such, the certification process also allows for achieving excellence standards as continuous improvement planning occurs. This certification process serves as an opportunity to continually re-examine, improve, and revise procedures to ensure that the Arkansas workforce development system is a primary asset in Arkansas' economic growth and subsequent high quality of life.

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Part I

Introduction

The following are core principles for building and continually improving the Arkansas Workforce Center system:

- ◆ **High quality services to employers**, with quality expectations defined by business and industry needs.
- ◆ **High quality services to individuals**, with quality expectations defined by system users.
- ◆ **Single points of access** for a wide array of integrated and coordinated publicly available services.
- ◆ **Customers who are empowered** by information and user-friendly system tools.
- ◆ **A variety of access points and services** that attract a broad range of system users.
- ◆ **Coordination of funding sources** aimed at addressing identified customer priorities.
- ◆ **Reducing unnecessary duplication** of services.
- ◆ **Increased accountability** at all levels.
- ◆ **Improved youth services** through better career counseling, information, and connections between employers and schools.
- ◆ **Infusion of continuous improvement methods** throughout the system.
- ◆ **Increased overall value** of the system through new, creative partnerships.

Historical Background

The Workforce Investment Act of 1998 (WIA) provided the framework for States to create a more comprehensive, customer-focused workforce investment system. Governor Mike Huckabee signed Arkansas Act 1125 of 1999, the Arkansas Workforce Investment Act, on April 6, 1999, thereby providing the process that linked employers and job seekers through a Statewide workforce development delivery system. The establishment of a one-stop delivery system for workforce development services was a cornerstone of the reforms contained in Title I of the Workforce Investment Act, and in Arkansas' workforce development and economic development initiatives.

The State of Arkansas was divided into 10 local workforce investment areas based on common geographic and economic factors. Each area contains at least one comprehensive service center, and may have other satellite centers as part of local access networks connected to the comprehensive sites.

This system provides customers a single point of contact for employment, training, education, and supportive services. Under the oversight of the Arkansas Workforce Investment Board, Arkansas Workforce Centers in communities throughout the State integrate multiple workforce development programs and resources, and make them available to individuals at the “street level” through a user-friendly delivery system.

It was envisioned that the local Arkansas Workforce Centers would be designed by employers for employers, to help find and train qualified workers, and assist qualified workers to find jobs in business and industry. The idea was to simplify the maze of current programs into a comprehensive, streamlined system of services for job seekers and employers, eliminating the need to visit different locations and understand multiple, complex program requirements.

A significant key to implementing the Arkansas Workforce Center system was the “no wrong door” approach to providing services that encompasses the principles of universal access, integration, co-location, collaboration, and performance as the building blocks to the system. With the “no wrong door” philosophy, when a customer approaches any Arkansas Workforce Center partner requesting assistance with employment and training needs or services in support of the customer’s job search or skill development, the customer is able to access the best mix of services from the combined menu of all partners’ resources, and gain immediate access to the appropriate next step.

The system was designed to be an open marketplace where:

- ◆ Employers define the skills and workforce levels they need.
- ◆ Job seekers are armed with information and resources to acquire and document skills they can use in the marketplace.
- ◆ Employers, through participation on workforce investment boards, are able to hold the system accountable through performance standards, strategic information, and system oversight.
- ◆ The Arkansas Workforce Center brand name is widely recognized and valued.
- ◆ Public resources are targeted and coordinated toward clearly identified customer needs.

The Future

Progress toward complete implementation of Arkansas' workforce development vision is ongoing. A crucial element in this is the continued involvement of business, industry, and community leaders. Workforce development depends heavily upon the vision and leadership of our State's employers.

The Arkansas Workforce Centers will bring about the integration of federal, State, and local workforce programs, giving employers and workers a chance to connect in real or virtual communities, and access labor market information, education, and training.

Ultimately, the workforce investment system is designed to increase the employment, retention, occupational skill levels, and earnings of Arkansas' workers through universal access to career management tools and high quality service, while creating a well trained, more competitive workforce for Arkansas' employers. As a result, these systems will improve the skills of the workforce, increase worker income with resulting increases in family self-sufficiency, reduce welfare dependency, enhance the productivity and competitiveness of the State of Arkansas, and ensure a high quality of life for all Arkansans.

Part II

The State Workforce Investment Board's Mission

To establish a unified, flexible, accountable workforce development system implemented through local workforce investment boards to enhance collaboration of business, industry, labor, service providers, and citizens, delivered through an accessible and responsive Arkansas Workforce Center system. The system will offer employers a resource for workers in existing and emerging occupations, and empower Arkansans to receive employment services as well as job-specific training.

The State Workforce Investment Board's Vision for Certification

To provide business and industry with a skilled, trained workforce so that current and future market needs can be fully met. This will be accomplished by creating an environment that integrates services across agencies and programs, minimizing duplication of services and funding, improve job seeker and business customer access, and create a framework for continuous improvement.

Part III

Role of the State Workforce Investment Board for Certification

The Arkansas WIB will establish and coordinate policy for use by local workforce investment boards in conducting certification and recertification of Arkansas Workforce Centers. This policy will be provided to the local workforce areas. The Arkansas WIB will ensure that the workforce centers meet the minimum criteria to be designated as a certified Arkansas Workforce Center. The Arkansas WIB will seek to ensure that other State agencies participate fully in the workforce centers, through MOUs, resource sharing, and cost allocation. Issues that cannot be resolved by the local WIB should be forwarded to the Executive Director of the Arkansas WIB for determination. If the Arkansas WIB decides that these standards are not being met, the local WIB will be notified and a corrective action plan will be requested. If the deficiencies are not corrected in a timely manner, decertification of the center will be recommended to the Governor.

Role of the Local Workforce Investment Board for Certification

It is the responsibility of the local WIB to select a One-Stop operator through methods described in the Workforce Investment Act. The local WIB may select a single operator for a network of multiple, comprehensive sites, or may choose a separate operator for each site. The local WIB is also responsible for certification and recertification of the Arkansas Workforce Centers in their area. The local WIB will use the minimum criteria provided by the Arkansas WIB. The local WIB has the authority to add criteria beyond the State minimum levels. In order to ensure quality, best practices are encouraged throughout the workforce system; any additional criteria should be shared with the other areas and the State Board. The local WIB has the responsibility to monitor the Arkansas Workforce Centers to ensure compliance with the certification/recertification process. If the local WIB determines that these standards are not being met, the One-Stop operator will be notified and a corrective action plan will be requested. The local WIB has the authority to revoke certifications and/or select new operators if standards are not met and corrective actions of the operator are not successful. The Local WIB will seek to ensure that adequate, attractive, and functional facilities are provided.

➤ Part IV

Arkansas Certification Policy

As a Statewide system, Arkansas Workforce Centers cover metropolitan areas as well as rural areas. Therefore, different types of centers are required in order to meet our customers' needs, ensure statewide coverage, and provide easy access to services. The overall Arkansas workforce development system is a combination of a wide array of public and private resources and programs. Comprehensive Arkansas Workforce Centers are the cornerstones of information and access to these resources. The comprehensive centers are complemented by satellite and affiliate centers that provide broader access but more limited on-site service offering connections back to the comprehensive sites. ☞Centers must:

1. Be strategically located to maximize service to employers and employees.
2. Have enough traffic to warrant operations.
3. Provide on-site services (interpreter, documents, etc.) based on demographic need.
4. Have hours of operation that are based on customer needs and are customer driven.
5. Ensure that uniform procedures are in place to implement Veterans Preference for job placement.
6. Ensure that priority of service for training opportunities for veterans is clearly implemented for all U.S. DOL programs.

The minimum core standard certification criteria (Appendix B) approved by the Arkansas WIB will be used to certify comprehensive centers, as well as satellite centers. Consistent with the State Plan, the Local WIB will certify each local workforce center. At its discretion, the local WIB may set certification requirements and/or standards that exceed the minimum criteria established by the Arkansas WIB.

As stipulated by federal law, all Americans with Disabilities Act (ADA) compliance requirements must be met before a center is eligible to receive the Arkansas Workforce Center certification, or utilize the Arkansas Workforce Center name and logo. For specific requirement compliance see DOL Memorandum "WIA Section 188 Disability Checklist" dated 22 July 2003 from Assistant Secretaries of Labor Pizzella, Grizzard, DeRocco.

For an Arkansas Workforce Center to be considered for certification, the One-Stop operator, with the mandated and optional partners, will be required to

jointly prepare an Arkansas Workforce Center site business plan (see Appendix B). The business plan will identify the available products and services, the organizational structure, an operational and financial plan including cost allocations based on square footage, staff development training, marketing strategies, and other related information necessary to operate an Arkansas Workforce Center. The review and approval of that plan by the local WIB will ensure the avoidance of duplication of services and provide for the inclusion of partners.

Arkansas Workforce Center partners are required to share costs of the centers consistent with their on-site staffing participation on a square footage basis. The Arkansas WIB will ensure all partners at the State level understand and fully participate in the MOU/Cost Allocation process. The square footage basis will be used to allocate the space used directly by staff, and for the allocation of shared space and other shared operating costs. Shared costs may include cash and in-kind products and services. Staff time used in common areas will be considered as in-kind contribution.

The local WIB will be responsible for overseeing partner cost-sharing commitments and for re-negotiating commitments when needed. The One-Stop operator will be responsible for notifying the local WIB when commitments are not being implemented or when commitments need to be re-negotiated. The local WIB will hold the partners accountable for adherence to the cost allocation memorandum of understanding, and the business plan implementation. The local WIB will be responsible for negotiation and enforcement of partner commitments as needed, including seeking assistance from the Arkansas WIB with State-level commitments when appropriate. The MOU and cost allocation templates provided as Appendices D and E will be used so that the procedure is standardized throughout the State.

Before a site can receive a certification, the local WIB must ensure that the site is operational and the following items are provided by the local WIB to the Arkansas WIB:

- ◆ Approved Governance Agreements (MOU, Cost Allocation and Business Plan).
- ◆ Approved ADA compliance plan.
- ◆ Fully functional Resource Area (Facility Checklist, see Appendix B, Basic Resource Center Review).

Local WIBs will notify the Arkansas WIB when a certification is issued, renewed or revoked. Marketing activity utilizing the Arkansas Workforce Center name is allowed when the local WIB approves and issues a certification. If a certification is revoked, the affected center must cease using the Arkansas Workforce Center name in its marketing until the identified problems are addressed.

Comprehensive Centers

One of the key responsibilities of the local WIB is to ensure that the Workforce Investment Act's core services are available in at least one comprehensive center located in each designated workforce investment area. Comprehensive centers are expected to provide all of the core services as outlined in Section 134(d)(2) of the Workforce Investment Act. Local WIBs may add to these minimum requirements based on the needs of each area.

□ A Comprehensive Arkansas Workforce Center is the physical location where, at a minimum, all the core services of the required programs will be available (if partner/program services are provided in the workforce area). Any center staff who has been cross-trained and maintain proficiency may perform these core services:

- WIA Title I Adults
- WIA Title I Dislocated Workers
- WIA Title I Youth
- Unemployment Insurance
- Job Corp
- Native American programs
- Migrant & Seasonal Farm Workers Programs
- Wagner Peyser (Employment Service)
- WIA Title II - Adult Education & Literacy
- Trade Act
- Social Security Programs (Employment & Training Program)
- Title V Older Workers
- Carl Perkins
- Veterans Employment
- Community Service Block Grants
- Rehabilitation Act of 1973 (ARS and DSB)
- HUD (Employment & Training Program)

Additionally, non-mandated partners/programs may include:

- Economic Development
- Literacy Councils
- Libraries
- County Veteran Service Officers
- Chambers of Commerce
- State Agencies
- Non-Traditional
- Non-Federal funded partners
- Other appropriate organizations

~~At least ten of these programs must be provided within a comprehensive center.~~
At a minimum all required programs as noted above ~~least ten of these programs must be provided within a comprehensive center~~ centers, if available in the area.
The Arkansas WIB will seek to ensure that all organizations that receive federal

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funds for employment and training services make these services available in the workforce centers. Employment Services, Adult & Dislocated Worker, and Veterans Services must be accessible on site on a full time basis.

Each comprehensive center will have a center manager to ensure that:

- ◆ Services are provided in an integrated, seamless delivery method under the name of Arkansas Workforce Centers.
- ◆ Staff from the various programs is available and cross-trained to deliver services in an integrated and seamless manner.
- ◆ Services and funding between partners are not duplicated.
- ◆ The center manager will be an employee of the One-Stop Operator or will work under the direction of the One-Stop operator.

To facilitate integration, partners will share resources, technology platforms, job development teams, coordinate case management of co-enrolled customers, job databases, support services, application protocol and forms, assessment, business services, marketing plans, performance and evaluation measures.

The center will have a business liaison team as the single point of contact for business services. It is expected that staff involved with initiating employer contacts will participate in the team in a coordinated outreach program under the Arkansas Workforce Center name and marketing approach. The team will consist of business contact staff from all partner programs and will, at a minimum, provide the following structure and coordination in approaching the business community:

- ◆ A team leader to coordinate the activities of the team.
- ◆ A coordinated “script” to market the system to employers.
- ◆ Use of the Arkansas Workforce Center name as the primary marketing approach, with agency specialty areas (i.e. Arkansas Rehabilitation Services, Services for the Blind, DVOP/LVER Veterans Services) presented as a part of the overall system as needed.
- ◆ An information sharing strategy that makes contact results available to all team members.
- ◆ A clear menu of services across all partners.
- ◆ A division of duties with employer sector specializations as deemed appropriate for quality customer service.
- ◆ Multiple agency participation with clear cost and information sharing commitments.
- ◆ At a minimum, Job Search or Job Development leads performed by any center staff will be entered into the Wagner Peyser database. Note this also applies to both the satellite and affiliate locations.

Comprehensive centers are also encouraged to create opportunities to establish additional points of access. These are viewed as additional, free, mutually beneficial services provided to the community that provide evidence of continuous improvement in serving employer and workforce needs.

~~The Arkansas WIB will create a website for public access to the Arkansas Workforce Center network, including a means for area input. Each local WIB will be responsible for ensuring that its comprehensive centers maintain and update the website for public access. Additionally, at least one comprehensive center in a Workforce Investment Area must have a toll free telephone number, so information is easily accessible to clients throughout the area.~~

The Arkansas WIB will provide or make available to the workforce centers a web-based operating system that will provide a system of record for these services. This system should incorporate:

- ◆ One common database for the State.
- ◆ Common intake into program systems.
- ~~◆ Swipe cards to record services used.~~
- ◆ Virtual One-Stop entry (can be accessed by customers from any computer that is internet connected).
- ◆ Pathways to labor market information/job searches/information for job seeker-businesses.

Satellite Centers

A satellite is a physical location where five or more programs are delivering services, providing access to the web-based system, and providing staff assistance to customers. Each satellite must be a part of a comprehensive center's business plan, with the relationship of the satellite to the comprehensive site fully explained. The following represent minimum requirements for the establishment of a satellite center. Local WIBs may add to these minimum requirements based on their area's needs.

An Arkansas Workforce Center satellite office must:

- ◆ Be linked through the business plan to a comprehensive center, as coordinated by the One-Stop operator.
- ◆ Ensure that it operates within the core standards of the business plan, with its connection explained as a sub-part of the business plan of the comprehensive center.
- ◆ Have a minimum of five programs, two of which must be mandated WIA programs, providing services on a full time basis.

- ◆ Provide universal access to core services with a referral process to the comprehensive center or other provider locations for services not delivered on-site. Any center staff who have been cross-trained and maintain proficiency may perform these services.
- ◆ Include a resource center as defined in Appendix B.
- ◆ Consistently meet client traffic/intake levels to warrant establishing and maintaining a center as established by the local WIB.

Minimum certification criteria as approved by the Arkansas WIB for the certification of comprehensive centers will also be used by the local WIB to certify a satellite workforce center. The local WIB will certify each satellite workforce center using the core standards in Appendix B. As with comprehensive centers, in order to display the Arkansas Workforce Center name and logo, workforce center satellites must be certified by the local WIB. A copy of this certification must be provided to the Arkansas WIB.

Affiliate Sites

~~Affiliate Sites must be tied to a comprehensive site through the business plan. Affiliate Sites may include stand-alone partner program facilities as well as virtual sites.~~

~~Affiliate Sites display signage specified by the Arkansas WIB indicating it is an Arkansas Workforce Center. Additionally, upon agreement with the comprehensive One Stop Operator, Affiliate Site must make available brochures and signage indicating what customer services are available at the Comprehensive Site.~~

~~To be an official Workforce Center Affiliate Site, a location must:~~

- ~~• At a minimum having hardware, software and Internet access~~
- ~~• Provide a measurement of usage~~
- ~~• Provide staff assistance, if available, to its customers in using the computer~~
- ~~• Promote Arkansas Workforce Center to its customers by making available Arkansas Workforce Center brochures, newsletters, directories and other information useful to customers~~
- ~~• Agree to make a referral to an Arkansas Workforce Center for additional services as needed.~~

Affiliate Sites

~~Affiliate Sites must be tied to a comprehensive site through the business plan. Affiliate Sites may include stand-alone partner program facilities as well as virtual sites.~~

Affiliate Sites display signage specified by the Arkansas WIB indicating it is an Arkansas Workforce Center. Additionally, upon agreement with the comprehensive One-Stop Operator, Affiliate Site must make available brochures and signage indicating what customer services are available at the Comprehensive Site. To be an official Workforce Center Affiliate Site, a location must:

- At a minimum having hardware, software and Internet access
- Provide a measurement of usage
- Provide staff assistance, if available, to its customers in using the computer
- Promote Arkansas Workforce Center to its customers by making available Arkansas Workforce Center brochures, newsletters, directories and other information useful to customers
- Agree to make a referral to an Arkansas Workforce Center for additional services as needed.

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Certification/Recertification Overview

The certification of a site to bear the Arkansas Workforce Center name involves meeting and sustaining core standards. The local WIB is the agent charged with substantiating that, at a minimum, the Arkansas WIB standards are met. These standards are based on the business plan model for continuous improvement. The seven core standard components embody quality principles and practices that have been proven to produce superior results in areas such as customer satisfaction, financial performance, employee satisfaction, and productivity.

Part of the certification process will involve site visits by the local WIB. After a site has become operational, it will be certified. The local WIB works with the One-Stop operator to make certain that each site meets established administrative, physical, and operational standards.

In order for a workforce center to be certified, it must meet the minimum core standards as outlined in Appendix B. Initial certification will be for two years. Recertification of centers must occur at the end of every two years using criteria that require continuous improvement as outlined in the standards for excellence (section II). To achieve recertification, documentation showing continuous improvement (statistical material, business relationship improvement, etc.) must be provided.

Initial Certification (Core Standards)	Two years duration
First Recertification (Excellence Standards)	Two years duration; specific qualitative improvements clearly demonstrated and documented through metrics,

	performance standards, employer & customer surveys, etc.
Subsequent Recertification (Updating of Excellence Standards)	Renew every two years, based on continuous improvements that can be demonstrated and are documented.

Certification Process

Steps that may be taken in issuing a certification are as follows:

- Step One** Local WIB establishes a vision for the local Arkansas Workforce Center system.
- Step Two** Local WIB establishes certification process and criteria incorporating Arkansas WIB criteria of core standards. The local WIB selects the One-Stop operator. The local WIB also selects/approves the network of sites in the workforce area. It is important that the local WIB and operator have an agreed upon set of mutual expectations. Several discussions may be needed between the parties before reaching agreement on the final business plan.
- Step Three** One-Stop operator opens Arkansas Workforce Center on-site and operates based on the agreed upon business plan.
- Step Four** After an agreed upon amount of time, the local WIB conducts a site visit to document that the core standards are met (see Appendix B for documentation requirements). The Local WIB also conducts a facility review of the site and the resource center to ensure compliance.
- Step Five** If the operator and site meet the core standards for the business and site plan, the local WIB issues a certification. If there are deficiencies, the local WIB issues a letter to the One-Stop operator requiring corrective actions with an expected deadline for completion. On or before the deadline, the operator requests a review to receive the certification.
- Step Six** The local WIB will provide to the Arkansas WIB a copy of the certification instrument for each site.

To aid with determining whether a site has met all the requirements to bear the Arkansas Workforce Center brand name, the Arkansas WIB's Arkansas Workforce Board Certification Process and its core standards will be the instrument used when conducting a site visit. The local WIB has the authority to

add additional criteria and measures, as well as determine the method of measurement.

Recertification Process

Initial certification (core standards) is for two years. Once a center has been certified, it is the local WIB's responsibility to recertify every two years utilizing a continuous improvement plan to find ways to improve customer satisfaction.

Steps that may be taken to issue a recertification are as follows:

- Step One** Local WIB establishes recertification process and criteria incorporating Arkansas WIB criteria for excellence standards.
- Step Two** Local WIB reviews the amended business plan and conducts site visit to review documentation and to conduct site facility check.
- Step Three** Local WIB issues recertification or letter on deficiencies to One-Stop operator.
- Step Four** The local WIB will provide to the Arkansas WIB a copy of the recertification instrument for informational purposes.

Part V

Quality Assurance Process

Monitoring and continuous improvement assessment is a consistent theme throughout the Workforce Investment Act. These responsibilities reside at several different levels within the overall workforce investment framework. Adhering to the basic certifying criteria established by the Arkansas WIB is a core element of the monitoring and evaluation process. Monitoring and continuous improvement assessment occurs at both the State and local levels.

Certification responsibilities reside with the local WIBs. These boards are the bodies that must approve all new certifications and recertification of any existing centers. The local WIBs may use criteria for certifying in addition to the basic certifying criteria established by the Arkansas WIB, but the boards must ensure that the basic core standard criteria are part of their processes.

All Arkansas Workforce Center sites operate similar to franchises of major private sector businesses. In order to display the Arkansas Workforce Center name and use the workforce center operating system, the centers must meet minimum core standards established by the Arkansas WIB. The Arkansas WIB will conduct scheduled and random quality assessments of centers, as needed, to ensure that the minimum core standards are being met in order to protect its “brand name.”

However, since certifying the centers is ultimately a local WIB responsibility, feedback and any corrective action necessitated by the joint reviews will be channeled back to the local WIBs for response. The Arkansas WIB retains the right to revoke use of the Arkansas Workforce Center brand name if minimum core standards are not met at any particular center. Since the local WIBs are the certifying bodies, applying any sanctions will be carried out through the local WIBs. The Arkansas WIB will work cooperatively with local WIBs, if problems are identified, to seek remedial action. In the unlikely event that compliance is not reached, the local WIB may be directed by the Arkansas WIB to revoke use of the Arkansas Workforce Center name.

Local WIBs are required to have at least one comprehensive center within their workforce investment area. If that requirement is not met, the Arkansas WIB is responsible for initiating action against the local WIB. Such action may include technical assistance, but could ultimately result in reorganization of the local WIB as provided under the Act.

Local WIBs will be responsible for an ongoing process of continuous improvement strategies as they maintain oversight of their certified network of Arkansas Workforce Center sites. The process will include ongoing efforts to

move toward all excellence standards during the course of the certification period. The local WIBs will incorporate any guidance provided by the Arkansas WIB in developing the revised standards that will become core for the upcoming recertification period following the initial two-years. Many or all of the excellence standards may become the new set of core standards for recertification. The setting of higher performance expectations by the local WIB will be part of an ongoing process of continuous improvement for future recertification.

Appendix A: Definitions

Affiliate site— ~~In addition to the responsibilities outlined on page 16, affiliate sites may also provide opportunities to disseminate workforce information through other entities, such as libraries, high schools, etc.~~

Affiliate site In addition to the responsibilities outlined on page 16, affiliate sites may also provide opportunities to disseminate workforce information through other entities, such as libraries, high schools, etc.

Comprehensive workforces center A physical location where all of the core services of all programs mandated by the WIA are accessible to all patrons of the workforce center.

Core services Core services are provided by all workforce center partners and universally accessible to all customers. There are no eligibility requirements for core services.

Cost allocation methodology The square footage for each agency and the amount of time per week the space is utilized is determined. Agency contributions (rent, janitorial, utilities, workers, training, etc.) are figured. This amount is shown on the budget and the agency fair share is determined by the percentage of total square footage usage divided by the overall amount paid.

In-kind contributions In-kind contributions are tangible products and services assigned to the center in lieu of cash consistent with the negotiated cost allocation plan. Such products and services may be used to cover certain items in the overall budget of the center. Examples include phone systems, copiers, marketing materials, paper, supplies or other budgeted items. Time spent on-site by partner staff may be considered an in-kind contribution if performed for the benefit of the entire center.

One-Stop operator The One-Stop operator is an agency or organization designated by the local WIB and charged with the responsibility for establishing and maintaining a highly effective network of workforce centers focused on team building to deliver quality services to both the employer and job seeker. The One-Stop operator is responsible for ensuring that sufficient space in the workforce centers is made available to all providers of services mandated by the Workforce Investment Act to enable those agencies to provide employment and training services in the center. The One-Stop operator is responsible for overseeing the activities conducted in the common areas of the workforce center, including the center's resource room facilities.

Physically located For an agency or organization to be considered to be physically located at a workforce center, the core services provided by that agency or organization must be available to workforce center customers.

Satellite workforce center A physical location where five or more workforce center partner(s) are providing services for their programs, and also providing access to the web-based workforce center system and staff assistance to customers.

Shared operational costs Shared operational costs of a center are those costs that cannot be directly allocated to the housing/occupancy requirements of the partner staff, or to program-specific usage of space. Examples include rent for common reception and resource areas, and the general greeter/receptionist. All site partners, as specified by the approved cost allocation plan, will share such costs.

Workforce center system A workforce center service delivery strategy which includes a workforce center (comprehensive or satellite) where customers can choose how to access information and services.

Services, Job Seekers

Core

- ◆ Available to the general public requiring no eligibility requirements.
- ◆ Outreach, intake (which may include worker profiling and re-employment services), and orientation to the Arkansas Workforce Center system.
- ◆ Initial assessment.
- ◆ Eligibility information for services for all partner employment and training programs.
- ◆ Job search assistance, career information, and counseling.
- ◆ Job matching and referral.
- ◆ Local, regional, and statewide labor market information.
- ◆ Information on financial assistance, including unemployment insurance.
- ◆ Information on certified education and training providers, performance outcomes of service providers, workforce center activities such as job fairs and supportive services.
- ◆ Orientation to personal computers for access to self-directed services.
- ◆ Follow-up activities including reassessment services.

Intensive

- ◆ Any funding source or partner may provide services; e.g., services routinely provided by veterans' services staff and vocational rehabilitation staff for clients who qualify for their assistance.
- ◆ Comprehensive assessment of knowledge, skills, abilities and interests by use of various assessment tools, such as testing.
- ◆ Development of individual employment plans.
- ◆ Group counseling.
- ◆ Individual career counseling.
- ◆ Case management.

- ◆ Short term pre-vocational and stand alone services, such as basic adult education, English as a second language, General Educational Development (GED), basic computer literacy, interviewing skills, and soft skills.

Training

- ◆ Training may be provided from multiple sources, including Pell grants, WIA, Individual Training Accounts (ITA), or clients own resources.
- ◆ Occupational skills training, including training for non-traditional employment, will be provided through ITAs for adults and dislocated workers.
- ◆ On the job training.
- ◆ Programs that combine workplace training with related instructions, which include cooperative education programs.
- ◆ Private sector training programs.
- ◆ Skill upgrading and retraining.
- ◆ Entrepreneurial training.
- ◆ Job readiness training.
- ◆ Adult education and literacy activities where they are integrated with other training services.
- ◆ Customized training conducted with commitment to employ the individuals upon successful completion of training.
- ◆ Registered apprenticeship and training programs.

Services, Employers

Core

- ◆ Orientation to the Arkansas Workforce Center system and services.
- ◆ Self-enrollment and common application for services with validation criteria.
- ◆ Multiple methods to list jobs available to the public, and the method of referral.
- ◆ Access to America's Career Kit that integrates America's Job Bank system.
- ◆ Automated job matching.
- ◆ Screening and referral of qualified candidates.
- ◆ Training programs, providers, and consumer reports on effectiveness of specific providers.
- ◆ Labor market information to bridge economic and workforce development.
- ◆ Human resource information, i.e., tax credits, unemployment insurance, and access to labor law and compliance information.
- ◆ Initial skills assessment and/or occupational profile of positions.
- ◆ Access to computerized training to upgrade incumbent basic skills.

- ◆ Rapid response, initial contacts.

Intensive

- ◆ Account executive services, including brokering with other service providers/resources.
- ◆ Job profiling.
- ◆ Rapid response services, including outplacement.
- ◆ Seminars and informational workshops.
- ◆ Customized assessment for new hires/exiting staff.
- ◆ Linkages with other employers that have similar needs.
- ◆ Individualized recruitment plans.
- ◆ Access to entrepreneurial assistance.
- ◆ Access to economic development programs and services.

Training

- ◆ Incumbent worker training.
- ◆ On the job training.
- ◆ Customized job training funded under WIA.
- ◆ Advanced skills training.

Appendix B: Arkansas Workforce Board Certification Process

Documentation of Business Plan & On-Site Review

Location _____

Date _____

Reviewer _____

Business Plan & On-Site Review Checklist

1. Check yes or no to indicate that the business plan reflects the criteria.
2. Check yes or no to indicate if the described documentation was obtained during on-site review.
3. Describe the center's strengths and opportunities for improvement.

Items in Section I (core standards) must be checked "yes" for both the business plan review column and the column for on-site documentation for an initial certification to be awarded. This will document that the center meets minimum core standards necessary for awarding of an initial certification.

Items in Section II (excellence standards) will be rated as documentation of progress toward excellence. It is anticipated that the standards in this section will become part of the baseline standards for recertification. The local WIB will discuss progress toward meeting all of these standards during its ongoing quality review discussions throughout the certification period.

Defining the Business

Section I – Core standards	YES	NO	Documentation	YES	NO
The plan describes the core business of the center and where the center fits in the marketplace – including major partners and major competitors.			Interview with management level partners reflects understanding of the core business and the relationship of the business to similar organizations in the marketplace.		
The plan describes the center as a single business with multiple investors in a joint venture – it includes a clear description of each investor's contribution to the business and their expected benefit.			Interview with management level partners determines that partners are able to describe specific investments they are making and the specific returns that make the investments a wise use of funds.		
The plan includes an internal analysis of the center's strengths and weaknesses and an external analysis of the opportunities and threats in the marketplace.			Interview with management level partners identifies specific opportunities that the center intends to seize and specific threats that the center has a plan to address.		
Section II – Excellence Standards	YES	NO	Documentation	YES	NO
The plan has a rationale for the location and layout of the center that connects directly to the needs of the customer base.			Center has analysis of site locations, site layouts, and assessment of how current site relates to the ideal.		
The plan indicates how the center is coordinated with economic development and social service networks in the community.			Interviews with economic development and social services leaders confirm coordination strategies with the center.		
The plan describes how center leadership is involved with other One-Stop operators and with the local WIB in regional service strategies.			Documentation of collaboration meetings with the local WIBs and other centers is presented to reviewers.		
The center has an active business advisory group that keeps the center aligned with the service needs of employers.			Documentation of advisory group meetings, attendance and key actions in support of the center are presented to reviewers.		
The center utilizes external data about the community, the labor market needs, and employer hiring practices to define its core business purpose and strategies.			Key data sources and evidence of uses of data in planning are presented to reviewers.		

Strengths (use back of page if needed):

Opportunities for Improvement (use back of page if needed):

Products and Services

Section I – Core standards	YES	NO	Documentation	YES	NO
The center describes its set of products and services to the public as a “menu of services” for a single business operation, not a menu of separate organizations operating under one roof.			Observation at the site of the unified presentation to the public of the clear menu of services.		
The plan identifies the major customer groups of the center and describes the major service needs of each group.			Interviews with management level partners show evidence that the center used input from customers to establish needs and create appropriate products and services for each major customer group.		
The plan describes the resources available to the general public and the assistance available from partner commitments for continual staff support to the public in the resource room.			Observation on-site of the resources available and the staff interaction with customers in accordance with their needs.		
Section II – Excellence Standards	YES	NO	Documentation	YES	NO
The center has established quantified service standards for customers accessing the products and services of the center (wait times for computers, shifting of staff to address bottlenecks, empowering staff to use multiple funding sources).			Interviews with on-site staff to test knowledge of standards and observation on-site to see application of standards to customer service.		
The center has identified additional services that customers need and has created new arrangements with service partners to meet the needs.			Interviews with on-site staff to identify the means of providing the new services and for identifying new needs. Observation of application to customers.		
The center has identified key community based organizations that assist the center in creating future products and services for key target groups.			Evidence of meetings with community organizations and new products developed. Interviews with community organizations.		

Strengths (use back if needed):

Opportunities for Improvement (use back if needed):

Marketing

Section I – Core standards		YES	NO	Documentation	YES	NO
The center plan describes an external communications strategy explaining how the center will communicate with the community – content, frequency, media.			Copies and examples of materials are reviewed on-site and are consistent with plan			
Center has identified specific approaches for attracting customers consistent with the customer targets identified.			Interviews with management level partners confirm targeted approaches and on-site evidence is noted – including presentations and visits to other organizations.			
The center plan describes the identity that the center is establishing in the community – when/how partner staffs identify with the center name vs. agency names.			On-site reviews of documents reflect promotion of center image through use of signage, nametags, letterhead, and marketing materials.			
Section II – Excellence Standards		YES	NO	Documentation	YES	NO
The center plan describes the coordination of marketing efforts with the local WIB and with the Arkansas WIB in the promotion of the center brand name.			On-site review of evidence of coordination meetings and results of meetings. Evidence in marketing materials of broader promotion of region and State.			
The center plan describes the coordination with other centers and with the local WIB to address sector-based responses from employers.			On-site review of evidence of coordination with business services staff of other centers and with the local WIB to address regional consistency in marketing to employers.			
The center has identified specific funds that will be used for the marketing budget.			On-site review of marketing budget, expenditures and evidence of use of funds for marketing materials and approaches.			

Strengths (use back if needed):

Opportunities for Improvement (use back if needed):

Management & Organizational Structure

Section I – Core standards	YES	NO	Documentation	YES	NO
The business plan includes an organizational chart that demonstrates a functional structure. The major functions are identified as well as the cross-agency staff for each function.			On-site observation of staff organization within the center is consistent with functional alignment and presents a “one employer” image to the public.		
The plan identifies the center manager and the manager’s internal communications strategy with front-line staff of all service partners at the site – content, frequency, media used, staff meetings.			On-site evidence of communication strategies described in plan, including staff meeting agendas and internal memos. Interviews with front-line staff to confirm.		
The plan describes the staff development strategy that will be employed for all staff of the center, including cross-information with other organizations.			On-site evidence of overall plan, including interviews with staff to confirm that development strategies are being implemented.		
Section II – Excellence Standards	YES	NO	Documentation	YES	NO
The business plan includes a staff code of professional ethics in dealing with the public – professionalism, dress code, and phone procedures, courtesy.			On-site evidence that plan is being implemented in interactions with public and staff-to-staff. Review of customer satisfaction feedback to confirm		
Center manager has a staff customer satisfaction survey and a process for addressing staff issues – management has set goals for staff satisfaction.			On-site review of process and results – evidence that internal changes were made in response to staff feedback.		
There is a coverage plan on-site to ensure that absence of a key management or operational staff person does not result in failure of a key function.			Interviews with key staff confirm that they know who covers for them and for others when needed to perform key functions.		

Strengths (use back if needed):

Opportunities for Improvement (use back if needed):

Operational Plan

Section I – Core standards	YES	NO	Documentation	YES	NO
The plan describes the customer flow in a manner that presents the center to customers as a single business, not a hand-off from agency-to-agency.			On-site service simulation follows the described flow and confirms the “one business” approach and presentation.		
There is an identified process for creating and using management information and customer feedback to adjust operations to address identified issues or deficiencies.			On-site confirmation with management of process used plus evidence of actions taken to address identified issues.		
There are center-wide policies and procedures that apply to all staff operating on-site.			On-site evidence of Operations Manual with policies and procedures, and staff access to material – interviews with staff confirm knowledge and usage.		
Section II – Excellence Standards	YES	NO	Documentation	YES	NO
A contingency plan exists for dealing with unplanned absences, unexpected traffic (due to layoffs, etc.), and service bottlenecks at the site.			On-site evidence of plan – interviews with staff to determine examples of implementation – observation of implementation, if applicable.		
A technology plan exists for the site – the plan identifies gaps for both customers and staff, and cites specific technology needed to fill gaps.			On-site interviews with staff to confirm relevance of plan – review of staff satisfaction and customer satisfaction results related to technology needs.		
The business plan identifies specific customer service standards for each major function or service offered (wait times, time to return calls, etc.).			On-site review of evidence that management reviews service standards – implementation is observed with customers at site.		

Strengths (use back if needed):

Opportunities for Improvement (use back if needed):

Measuring Success

Section I – Core standards	YES	NO	Documentation	YES	NO
The plan describes quantified and measurable goals for the center as a whole and an action plan to ensure the goals are accomplished (who does what by when).			Interview with management demonstrates they have a strategy for monitoring progress of the goals and taking action if goals are not being met.		
A process is described for how data on center performance indicators and program outcome data for partners is utilized, including how often reports are reviewed, who reviews them, how they are analyzed, where the analysis goes, etc. A copy of the reporting format is included in the plan.			An actual report is available on site along with evidence of usage (such as staff meeting agendas, memos, written action plans).		
The plan describes standards and measures that must be met by each partner in relation to center goals, along with their goals and strategies for meeting and exceeding those standards.			Interview with key management staff describes how goals were established, and how strategies are updated in response to progress review.		
Section II – Excellence Standards	YES	NO	Documentation	YES	NO
The plan describes the format and frequency for reporting of progress to the local WIB in accordance with established outcomes/ processes and with adherence to the certification agreement.			A copy of the report is available, which contains interviews with management on quality of discussions, and changes made as a result of guidance from the local WIB.		
The plan identifies how partners will assist each other in meeting the individual performance standards of each organization and funding source.			Interviews with on-site team leaders from each partner organization will confirm that plan is being implemented and partners are providing assistance.		

Strengths (use back as needed):

Opportunities for Improvement (use back as needed):

Financial Plan

Section I – Core standards	YES	NO	Documentation	YES	NO
The business plan provides a unified, center budget that includes sources and levels of funding. It is clear which organizations pay for which parts of the overall operation, and which activities and spaces are shared.			On-site discussions with partners verify that plan is being implemented and all partners are meeting funding commitments.		
The plan describes how the budget has been developed in response to center vision, goals and resource commitments made by partners.			Interview with management reveals their underlying assumptions, and how they are directing resources to support strategic goals of the center.		
The plan describes how resource gaps and potential funding opportunities have been identified.			Interview with management indicates how they have linked potential funding opportunities with specific gaps, and what the plans are for attracting identified funding sources.		
Section II – Excellence Standards	YES	NO	Documentation	YES	NO
Center manager has discussed funding gaps, needs, and desired re-alignment of resources with partner organizations, and has presented analysis and responses to the local WIB for input into the MOU negotiations.			On-site evidence of financial analyses and discussion with management on actions needed by local WIB to address gap closure and cost sharing among service partners.		
Center manager has established strategy for fund development beyond traditional government sources – including sources such as business contributions, acquisition of grants, and fee-for-service approaches.			Discussion with center manager on fund development plans and actions taken to implement.		

Strengths (use back if needed):

Opportunities for Improvement (use back if needed):

Basic Facility Review

Facility Feature	Yes	No
Located on public transportation (n/a if not available)		
Common Reception Point		
Space for group services		
Private space for personal discussion		
Space for itinerant or part-time services		
Space to expand to add new partners		
Clearly posts hours of operation		
Expanded hours when warranted		
Adequate general parking and handicap parking		
Visible and prominent external signage		
Clean exterior, free of trash and weeds		
Clear and professional internal signage		
Staff wear name tags		
Staff use common logo for stationery and cards		
Site has been ADA reviewed (reference checklist cited on page 10)		
Has adequate computers available for use by general public		
Restrooms are clean and adequately supplied		
Menu of services is displayed		
Vision and mission are displayed		
Information about center performance is displayed or readily accessible		

Facility Strengths:

Facility Opportunities for Improvement:

Basic Resource Center Review

Resource Center Feature	Yes	No
Resource area is the focal point of the center and draws customers in		
Self-help materials are readily available		
Materials are available in alternative formats for the disabled or non-English speaking		
Staff are stationed in the resource area and readily available to customers		
Resources are available for employers as well as job seekers		
Information is available in a wide array of media, including video, audio, books, periodicals, and software		
The area has appropriate signage to guide customers to resources		
The area includes capacity for customers to photocopy, print, telephone, fax, and access the internet		
There are materials appropriate for youth to use in career exploration, postsecondary selection, and financial aid assistance		
Labor market information is easily understandable and accessible		
There are tools for customers to self-assess their skills and develop resumes		

Resource Room Strengths:

Resource Room Opportunities for Improvement:

Certification Recommendation

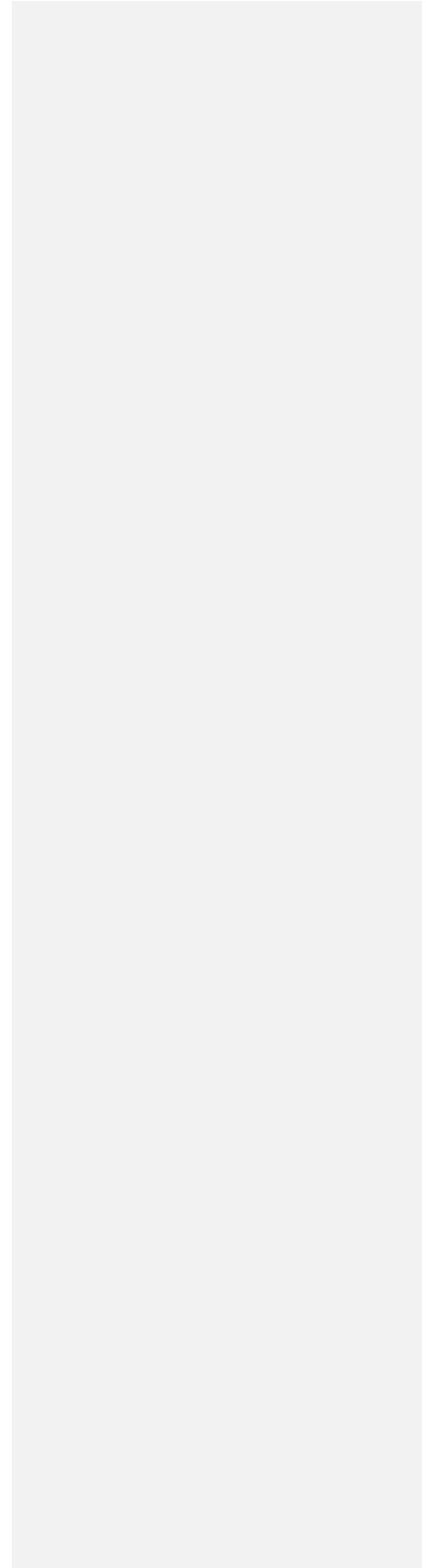
Award Certification: _____

Award Certification subject to meeting the following conditions: _____

Certification Reasons: _____

Certified by: _____

Date: _____



Appendix C: Code of Professional Ethics and Practices

As an Arkansas Workforce Center Professional, I pledge to:

1. Exhibit and uphold the highest standards of professional and ethical conduct in order to ensure the integrity and advancement of the Arkansas Workforce profession. I pledge that I am law abiding, honest, reliable, dependable, fair, cooperative and trustworthy.
2. Advance programs and services that are consistent with the public trust and responsive to the public interest.
3. Demonstrate commitment to maintaining professional competencies through ongoing professional development.
4. Exercise maximum effort in the workplace to ensure optimal benefit to my employers, jobseekers, organization and community.
5. Promote cooperation and collaboration with partner organizations in order to maximize our customers' opportunities for success.
6. Respect the integrity, promote the welfare, and maximize the freedom of choice and informed consent of my customers.
7. Respect and protect the privacy of my customers when gathering, recording, storing and sharing confidential information.
8. Recognize and respect the unique challenges faced by culturally or ethnically diverse, and physically or mentally challenged individuals.
9. Abstain from using my official position to secure personal or political privilege, advantage, gain or benefit.

I certify that I have read and understand the Arkansas Workforce Code of Professional Ethics and Practices and promise to follow its guidelines. I further certify that I have never been disciplined by my employer for a violation or situation that is addressed in this Code of Professional Ethics and Practices.

Signature

Date

Appendix D: Memorandum of Understanding Template

Introduction

This Memorandum of Understanding (MOU) is entered into in accordance with the Workforce Investment Act of 1998 (WIA). This agreement among the signature agencies and organizations describes how their resources will be utilized to better serve mutual customers in the _____ Arkansas Workforce Investment Area, and the Workforce Center which is part of the Arkansas Workforce Investment System. It is understood that the Center will be a collaborative effort based on trust and teamwork among agencies working together as partners to accomplish a shared goal of improving the quality of life for individuals through employment, training, and education.

This collaboration will enhance economic development to better serve the present and future needs of employers in this area. This will be accomplished through a comprehensive workforce center located in _____ and the Center's satellite(s) located in _____.

Vision Statement

The purpose of the Arkansas Workforce Center is to advance the economic well being of our area by developing and maintaining a quality workforce. _____ Workforce Center Partners will ensure universal access to services for all customers, provide customer choice in service and service delivery, and ensure accountability in performance and customer satisfaction. These services are designed to connect the unemployed citizen and dislocated worker to a job, prepare the underemployed citizen for a new job, and introduce youth to employment. This will be achieved through the co-location and integration of employment, training, education, and economic development services for youth, job seekers, workers, and employers.

Management and Structure

Parties to this agreement will work as partners to ensure that all youth, jobseekers, workers, and employers will be served comprehensively, in a seamless system, which addresses their needs, merges common services across programs, and minimizes duplication.

Partners will retain responsibilities for reporting and monitoring of their respective programs. In addition, any tracking request by the Workforce Center will be done as required by the law.

Parties to this agreement will work under the direction of the center manager for all non-programmatic issues.

Duration

This Memorandum of Understanding shall remain in effect until terminated by the repeal of the Workforce Investment Act of 1998 (WIA), otherwise by action of law, or in accordance with this section.

Any partner may withdraw from this MOU by giving written notice of intent to withdraw at least 60 calendar days in advance of the effective withdrawal date.

The withdrawal of a partner shall not affect the cost to the remaining partners.

Withdrawal will in no way nullify the MOU for the other partners.

Notice shall be provided to all partners.

All partners may agree to the termination of this MOU in writing.

Any partner may request modification of its terms.

Ratification of the request by all other partners will constitute the modification in question.

Confidentiality

~~All partners agree to honor the attached information release form. Exchanged information shall remain private and confidential in accordance with the most restrictive confidentiality requirements of any of the partners collecting, receiving, or sharing information. Additionally, workforce center personnel must recognize that client counselor communications must be protected and the need for privacy accommodated. All partners agree to honor the attached Authorization to Obtain Information, which also is available to clients online in Arkansas JobLink. Exchanged information shall remain private and confidential in accordance with the terms of the Information Technology Resources policy in AJL and with the most restrictive confidentiality requirements of any of the partners collecting, receiving, or sharing information. Additionally, workforce center personnel and all partner staff accessing information must sign an AJL Security Form and recognize that client-counselor communications must be protected and the need for privacy accommodated. Managers are to keep the signed forms on file. All partners agree to enforce all partners' confidentiality requirements covered by this paragraph, if that partner has access to the State system.~~

Nondiscrimination and Equal Opportunity Provisions

The partners of this agreement and respective staff assure that applicants, claimants, and participants of our Workforce Center programs shall not be discriminated against on the basis of race, color, religion, sex, national origin, age, disability, political affiliation, or belief. Furthermore, if applicants are receiving WIA program benefits or are participating in any WIA Title I financially-assisted program or activity (Section 188 of WIA and 29 CFR Part 37.20 identifies civil rights laws) as a lawfully admitted immigrant authorized to work in the United States, they shall not be discriminated against in any way.

The partners to this agreement will agree on a One-Stop Equal Opportunity Officer for the workforce area who will process complaints of discrimination and attempt to address same as prescribed by 29 CFR Part 37, "Implementation of the Nondiscrimination and Equal Opportunity Provisions of WIA."

The partners to this agreement will abide by 29 CFR Part: Section 188 of WIA, and implementing directive issued by the State of Arkansas.

Veterans Preference

[The Workforce Center partners under this MOU assure that they will comply with the veteran's preference provisions of section 107-288, revised to US Code 38, chapters 41-43.](#)

Cost Allocation Plan

Shared Funding of Services

This MOU will not change with the quarterly review and/or adjustments reflected by the Cost Allocation.

A partner can only pay for costs that are allocable to that partner's fund source. Each partner will contribute services and pay for costs associated with those services. If the partners are only sharing space, "fair share" will be charged according to a formula based on square footage as the basis for allocation. The cost per square foot becomes a pooled cost that is directly charged to the partners located at the Arkansas Workforce Center. For common area computation, WIA Title 1 may be considered as up to three separate funding streams based on the presence of Adult, Dislocated Worker and Youth programs.

Exceptions to the general principle requiring that costs be shared proportionately may include:

- ◆ Unrestricted Funds may be used to pay for any portion of the costs, since there are no restrictions on the type or amount of costs these funds may pay.
- ◆ Partially Restricted Funds may be used to provide services to the general population.
- ◆ Costs Fully Allowable To More Than One Fund Source may be paid in part or in whole by one of the sources without regard to the rules on cost allocation.
- ◆ Immaterial Costs are costs so minor in amount that they do not need to be allocated.

Although the _____ Center is designed to be a seamless service delivery system for the customer, available services will be provided from various entities with different funding accountability. Because of these various funding streams, this plan has been developed to ensure that each partner bears its fair share of the costs of maintaining the Center.

Common Space, which is available for use by all partners, includes a conference room; break room, reception area, storage and restrooms, computer-resource lab, and testing room.

Dedicated Space is space intended for the use of one partner only.

Indemnification

Any public liability claims against the State pertaining to the leased premises shall be submitted to the Arkansas Claims Commission for adjudication in accordance with Arkansas Code Annotated §19-10-201 et. seq.

Systematic Referral Process for Workforce Center Customers

It is agreed that the Workforce System partners of this signed MOU will conduct referral for services in the following manner. Common intake will be used to determine the customer's needs. This will allow staff to make the appropriate referral. The following process will be used for all customers referred for services.

- ◆ Customers will receive a written referral form with the date, time, and place of the appointment.
- ◆ The maximum amount of time to schedule a customer appointment should not exceed three working days.
- ◆ The individual making the appointment will be responsible for follow-up.

Arkansas Workforce Center Performance Criteria

It is agreed that the local workforce center will strive to achieve the following standard of quality service for its customers, employees, and partners.

All partner agencies can expect:

- ◆ To be listed as a source for applicable referrals for services rendered to customers.
- ◆ To work in a safe and professional environment.

All job seekers or those seeking employment enhancement can expect:

- ◆ Prompt and courteous service from the staff.
- ◆ The services designed to assist customers in achieving their educational and/or job placement goals.
- ◆ Access to job listings, which includes job description, salary, location, and required experience/education.
- ◆ Unbiased and/or non-discriminatory pre-screening practices.
- ◆ Courteous service from staff representatives.

Employer customers can expect:

- ◆ Ability to post their job openings either openly for access by any job seeker or in a masked format so that potential applicants are screened.
- ◆ Courteous service from staff representatives.
- ◆ Access to job applicants, either screened by the Workforce center or self-referred.

All employees can expect:

- ◆ To work in a safe and professional environment.
- ◆ To receive the best tools to achieve the desired outcomes for their customers.
- ◆ To be fairly compensated for their-services.

All partners will:

- ◆ Deliver high quality services through the Workforce Centers.
- ◆ Make a positive attempt to place customers in jobs with family sustaining wages.
- ◆ Make a positive attempt to place customers in jobs for a minimum of 180 days.

Governance of the Workforce Delivery System

In accordance with WIA section 117(d), the _____ Workforce Investment Board will select a One-Stop operator with the agreement of the chief elected officials and conduct oversight of the workforce system, youth activities and employment and training activities under title I of WIA, in partnership with the chief elected officials.

In accordance with WIA section 121(d), the agreement between the Local Board and the One- Stop operator shall specify the operator's role. That role may range between simply coordinating service providers within the center, to being the primary provider of services within the center, to coordinating activities throughout the local workforce system.

Each partner in the Workforce delivery system agrees to abide by the Federal and State laws and regulations that apply to their individual programs.

Confidential Personal Information Release

I hereby authorize the Arkansas Workforce Center to use and exchange all pertinent personal information with all One-Stop partners as necessary to better serve my needs.

I understand that all exchanged information shall remain private and confidential in accordance with the most restrictive confidentiality requirements of any of the Workforce Center Partners collecting, receiving, or sharing information.

Printed name

Signature

Witness

Date

Date

All partners/programs are expected to participate in the workforce center to the extent allowed by law. For example, the centers need recognize that Arkansas Rehabilitation Services, Division of Services to the Blind, as well as the LVER/DVOP Veterans representatives are restricted by specific federal statutory law to work activities associated with these three programs. The following are the services that will be delivered through the Workforce Center, along with those agencies responsible for delivering the services and the various funding sources that each will bring to the operation:

Example

Core Services	Agencies	Funding Sources
Intake	ES DHS Voc Rehab TEA AARP STW Green Thumb ADE/Lit Administrative Entity.	WIA Title I, Subtitle B WIA Title III, Subtitle A, Wagner-Peyser Subtitle B Department of Human Services WIA Title IV Rehabilitation Act Welfare Reform Act (Dept. of Human Services) Older Americans Act of 1965 Title V School to Work Act of 1994 Older Americans Act of 1965 Title V WIA Title II WtW
One-Stop Services Orientation	GCCC DHS Voc Rehab TEA AARP Green Thumb STW	WIA Title I, Subtitle B Perkins–GCCC Funding Department of Human Services WIA Title IV Rehabilitation Act Welfare Reform Act (Dept. of Human Services) Older Americans Act of 1965 Title V Older Americans Act of 1965 Title V School to Work Act of 1994 WtW
Assessment	GCCC JC DHS Voc Rehab TEA AARP Green Thumb STW Quapaw Tech ADE/Lit VA*	WIA Title I, Subtitle B Perkins WIA Title I, Subtitle C Department of Human Services WIA Title IV Rehabilitation Act Welfare Reform Act (Dept. of Human Services) Older Americans Act of 1965 Title V Older Americans Act of 1965 Title V School to Work Act of 1994 Perkins WIA Title II WIA Title I, Subtitle D (Disabled Veterans Only) WtW

Core Services	Agencies	Funding Sources
Job Search, Placement Assistance, Career Counseling	ES GCCC JC DHS HUD Voc Rehab TEA AARP Green Thumb STW Quapaw Tech ADE/Lit	WIA Title I, Subtitle B WIA Title III, Subtitle A, Wagner-Peyser Subtitle B Perkins WIA Title I, Subtitle C (Job Corps) Department of Human Services Housing and Urban Development (HUD) WIA Title IV Rehabilitation Act Welfare Reform Act (Dept. of Human Services) Older Americans Act of 1965 Title V Older Americans Act of 1965 Title V School to Work Act of 1994 Perkins WIA Title II WtW
Labor Market Information	ES GCCC JC Voc Rehab STW Quapaw Tech	WIA Title II, Subtitle A, Wagner-Peyser Subtitle B Perkins WIA Title I, Subtitle C (Job Corps) WIA Title IV Rehabilitation Act School to Work Act of 1994 Perkins WtW
Local Area Performance and One-Stop Delivery System Information	Green Thumb	WIA Title I, Subtitle B Older Americans Act of 1965 Title V
Local Area Supportive Services Information & Referral	ES GCCC DHS HUD Voc Rehab TEA Green Thumb Quapaw Tech ADE/Lit VA & CVSO	WIA Title I, Subtitle B WIA Title III, Subtitle A, Wagner-Peyser Subtitle B Perkins Department of Human Services Housing and Urban Development (HUD) WIA Title IV Rehabilitation Act Welfare Reform Act (Dept. of Human Services) Older Americans Act of 1965 Title V Perkins WIA Title II WIA Title I, Subtitle D (County Veteran Serv. Officer) WtW
Filing UI Claims Information	ES	WIA Title III, Subtitle A, Wagner-Peyser Subtitle B
Establishing Eligibility WtW Financial, Training and Education	JC DHS Voc Rehab TEA STW	WtW WIA Title I, Subtitle C (Job Corps) Department of Human Services WIA Title IV Rehabilitation Act Welfare Reform Act (Dept. of Human Services) School to Work Act
Follow-up Title I Individuals Unsubsidized Employment	ADE/Lit JC DHS	WIA Title II WIA Title I, Subtitle B WIA Title I, Subtitle C (Job Corps) Department of Human Services
Eligibility Determination Title I of WIA	JB DHS	WIA Title I, Subtitle B WIA Title I, Subtitle C (Job Corps) Department of Human Services

Core Services	Agencies	Funding Sources
Resource Room Usage	JC HUD AARP STW Quapaw Tech ADE/Lit	WIA Title I, Subtitle B WIA Title I, Subtitle C (Job Corps) Housing and Urban Development (HUD) Older Americans Act of 1965 Title V School to Work Act Perkins WIA Title II
Job Referrals	ES GCCC JC DHS Voc Rehab AARP STW Quapaw Tech ADE/Lit	WIA Title III, Subtitle A, Wagner-Peyser Subtitle B Perkins WIA Title I, Subtitle C (Job Corps) Department of Human Services WIA Title IV Rehabilitation Act Older Americans Act of 1965 Title V School to Work Act of 1994 Perkins WIA Title II WtW
Talent Referrals	ES STW	WIA Title III, Subtitle A, Wagner-Peyser Subtitle B School to Work Act of 1994
Screened	ES	WIA Title III, Subtitle A, Wagner-Peyser Subtitle B
Job Clubs	AARP STW	Older Americans Act of 1965 Title V School to Work Act
Internet Browsing Job, Information & Training Searches	ES GCCC JC HUD Voc Rehab STW Quapaw Tech ADE/Lit	WIA Title I, Subtitle B WIA Title III, Subtitle A, Wagner-Peyser Subtitle B Perkins WIA Title I, Subtitle C (Job Corps) Housing and Urban Development (HUD) WIA Title IV Rehabilitation Act School to Work Act of 1994 Perkins WIA Title II
Internet Accounts Career Kit, Personnel Kit	STW	School to Work Act of 1994
For Employees	Agencies	Funding Sources
Labor Market Information	ES GCCC JC Voc Rehab	WIA Title III, Subtitle A, Wagner-Peyser Subtitle B Perkins WIA Title I, Subtitle C (Job Corps) WIA Title IV Rehabilitation Act

Core Services	Agencies	Funding Sources
Training Program Information	GCCC JC DHS HUD Voc Rehab TEA AARP STW Quapaw Tech ADE/Lit VA	WIA Title I, Subtitle B Perkins WIA Title I, Subtitle C (Job Corps) Department of Human Services Housing and Urban Development (HUD) WIA Title IV Rehabilitation Act Welfare Reform Act (Dept. of Human Services) Older Americans Act of 1965 Title V School to Work Act Perkins WIA Title II WIA Title I, Subtitle D
For Employers		
Skills Assessment	GCCC JC DHS Voc Rehab AARP TEA Green Thumb Quapaw Tech ADE/Lit VA*	WIA Title I, Subtitle B Perkins WIA Title I, Subtitle C (Job Corps) Department of Human Services WIA Title IV Rehabilitation Act Older Americans Act of 1965 Title V Welfare Reform Act (Dept. of Human Services) Older Americans Act of 1965 Title V Perkins Department of Human Services WIA Title I, Subtitle D (Disabled Veterans Only) WtW
Screened Referrals	ES GCCC JB Voc Rehab Green Thumb	WIA Title III, Subtitle A, Wagner-Peyser Subtitle B Perkins WIA Title I, Subtitle C (Job Corps) WIA Title IV Rehabilitation Act Older Americans Act of 1965 Title V WtW
WOTC & WtW Tax Credits	ES DHS Voc Rehab	WIA Title III, Subtitle A, Wagner-Peyser Subtitle B Department of Human Services WIA Title IV Rehabilitation Act WtW
Access to Talent Bank		WIA Title I, Subtitle B WtW
Access to Economic Development Information	GCCC JC Quapaw Tech	WIA Title I, Subtitle B Perkins WIA Title I, Subtitle C (Job Corps) Perkins WtW
Job Restructuring	JC Voc Rehab VA*	WIA Title I, Subtitle C (Job Corps) WIA Title IV Rehabilitation Act WIA Title I, Subtitle D (Disabled Veterans Only)

Core Services	Agencies	Funding Sources
Labor Law Information	ES GCCC Quapaw Tech ADE/Lit	WIA Title I, Subtitle B WIA Title III, Subtitle A, Wagner-Peyser Subtitle B Perkins Perkins WIA Title II

Intensive Services	Agencies	Funding Sources
Comprehensive and Specialized Assessments of Skills Levels and Service Needs	GCCC JC Voc Rehab AARP Quapaw Tech ADE/Lit VA*	WIA Title I, Subtitle B Perkins WIA Title I, Subtitle C (Job Corps) WIA Title IV Rehabilitation Act Older Americans Act of 1965 Title V Perkins WIA Title II WIA Title I, Subtitle D (Disabled Veterans Only) WtW
Individual Employment Plan Development	AWIB (Vets Only) GCCC JC DHS Voc Rehab AARP Green Thumb STW	WIA Title I, Subtitle B WIA Title III, Subtitle A, Wagner-Peyser Subtitle B Perkins WIA Title I, Subtitle C (Job Corps) Department of Human Services WIA Title IV Rehabilitation Act Older Americans Act of 1965 Title V Older Americans Act of 1965 Title V School to Work Act of 1994 WtW
Group Counseling	GCCC JC Voc Rehab ADE/Lit	WIA Title I, Subtitle B Perkins WIA Title I, Subtitle C (Job Corps) WIA Title IV Rehabilitation Act WIA Title II WtW
Individual Counseling and Career Planning	GCCC JC DHS Voc Rehab TEA AARP Green Thumb STW Quapaw Tech VA*	WIA Title I, Subtitle B Perkins WIA Title I, Subtitle C (Job Corps) Department of Human Services WIA Title IV Rehabilitation Act Welfare Reform Act (Dept. of Human Services) Older Americans Act of 1965 Title V Older Americans Act of 1965 Title V School to Work Act of 1994 Perkins WIA Title I, Subtitle D (Disabled Veterans Only)
Case Management for Participants Seeking Training	AWIB (Vets Only) JC DHS Voc Rehab Green Thumb VA*	WIA Title I, Subtitle B WIA Title III, Subtitle A, Wagner-Peyser Subtitle B WIA Title I, Subtitle C (Job Corps) Department of Human Services WIA Title IV Rehabilitation Act Older Americans Act of 1965 Title V WIA Title I, Subtitle D (Disabled Veterans Only)

Intensive Services	Agencies	Funding Sources
Short Term Prevocational Services – learning, communications, interviewing, personal maintenance, professional conduct – to prepare individuals for unsubsidized employment or training	GCCC JC HUD Voc Rehab TEA AARP Green Thumb STW Quapaw Tech ADE/Lit VA*	WIA Title I, Subtitle B Perkins WIA Title I, Subtitle C (Job Corps) Housing and Urban Development (HUD) WIA Title IV Rehabilitation Act Welfare Reform Act (Dept. of Human Services) Older Americans Act of 1965 Title V Older Americans Act of 1965 Title V School to Work Act of 1994 Perkins WIA Title II WIA Title I, Subtitle D (Disabled Veterans Only) WtW

Training Services	Agencies	Funding Sources
Occupational Skills Training	GCCC DHS* Voc Rehab TEA AARP Green Thumb Quapaw Tech VA*	Perkins Department of Human Services WIA Title IV Rehabilitation Act Welfare Reform Act (Dept. of Human Services) Older Americans Act of 1965 Title V Older Americans Act of 1965 Title V Perkins WIA Title I, Subtitle D (Disabled Veterans Only)
On-the-Job Training	AWIB (Vets Only) JC DHS* Voc Rehab TEA AARP Green Thumb STW Quapaw Tech VA*	WIA Title III, Subtitle A, Wagner-Peyser Subtitle B WIA Title I, Subtitle C (Job Corps) Department of Human Services WIA Title IV Rehabilitation Act Welfare Form Act (Dept. of Human Services) Older Americans Act of 1965 Title V Older Americans Act of 1965 Title V School to Work Act of 1994 Perkins WIA Title I, Subtitle D (Disabled Veterans Only) WtW
Programs combining workplace training with related instruction	GCCC DHS* JC Voc Rehab STW Quapaw Tech ADE/Lit	Perkins Department of Human Services WIA Title I, Subtitle C (Job Corps) WIA Title IV Rehabilitation Act School to Work Act 1994 Perkins WIA Title II WtW
Training programs operated by the private sector	GCCC DHS* Voc Rehab Green Thumb Quapaw Tech	Perkins Department of Human Services WIA Title IV Rehabilitation Act Older Americans Act of 1965 Title V WtW Perkins

Training Services	Agencies	Funding Sources
Skill Upgrading and Retraining	GCCC DHS* Voc Rehab AARP Quapaw Tech ADE/Lit VA	Perkins Department of Human Services WIA Title IV Rehabilitation Act Older Americans Act of 1965 Title V Perkins WIA Title II WIA Title I, Subtitle D WtW
Entrepreneurial Training	GCCC DHS*	Perkins Department of Human Services
Job Readiness Training	GCCC JC DHS* Voc Rehab TEA Quapaw Tech	Perkins WIA Title I, Subtitle C (Job Corps) Department of Human Services WIA Title IV Rehabilitation Act Welfare Reform Act (Dept. of Human Services) Perkins WtW
Adult Education and Literacy activities provided in combination with any of the above training services	JC DHS* TEA Green Thumb Quapaw Tech ADE/Lit	WIA Title I, Subtitle B Department of Human Services Welfare Reform Act (Dept. of Human Services) Older Americans Act of 1965 Title V Perkins WIA Title II WtW
Customized training conducted with a commitment by an employer to employ upon successful completion of training	GCCC Voc Rehab Green Thumb Quapaw Tech	Perkins WIA Title IV Rehabilitation Act Older Americans Act of 1965 Title V Perkins WtW

*DHS – Done as a referral for other agencies

Other Support Services	Agencies	Funding Resources
Needs related payments	GCCC DHS TEA Quapaw Tech	WIA Title I, Subtitle B Perkins Department of Human Services Welfare Reform Act (Dept. of Human Services) Perkins
Transportation	GCCC JC DHS TEA Quapaw Tech	Perkins WIA Title I, Subtitle C (Job Corps) Department of Human Services Welfare Reform Act (Dept. of Human Services) Perkins

Appendix E: Resource Sharing Agreement Template

Resource Sharing Agreement Between Workforce Investment Area and Its Partners in the Arkansas Workforce Center in _____

Period of Agreement

This agreement becomes effective on the date signed by the parties and continues in effect until June 30, 2004, or until terminated by mutual consent; however, if such mutual consent cannot be attained, then any party to this agreement may consider it to be canceled by giving thirty days notice in writing to the other parties, and this agreement shall thereupon be canceled upon the expiration of such thirty day period.

In the event that any party fails to materially fulfill that party's responsibilities in accordance with the provisions of this agreement, _____ may, upon timely written notice of default to the other party, immediately terminate the whole or any part of this agreement.

Furthermore, in the event that federal or State laws or other requirements should be amended or judicially interpreted so as to render continued fulfillment of this agreement, on the part of any party, substantially unreasonable or impossible, or if the parties should be unable to agree upon any amendment which would therefore be needed to enable the substantial continuation of the services contemplated herein, then the parties shall be discharged from any further obligations created under the terms of this agreement.

This agreement is subject to the availability of State and/or federal funds, and if such funds become unavailable, then by written notice the contract will be terminated as specified in the written notice.

Any change in the scope of the agreement must be mutually agreed to in writing prior to, or contemporaneously with, the effective date of the change.

Authority and Purposes

The purposes of this agreement are to:

- ◆ Coordinate the resources and assets of the partnering agencies to provide an efficient system for delivering the core and intensive services for employers and job seekers as envisioned by the Workforce Investment Act.
- ◆ Establish guidelines for creating and maintaining a cooperative working relationship, which will allow the _____ and its partners to

coordinate services to clients served at the Workforce Center located
_____.

- ◆ Provide for joint planning and evaluation to devise methods to effectively coordinate service delivery to clients, and to effect more efficient management of limited financial and staff resources.

General Provisions

All parties to this agreement shall:

- ◆ Comply with Title VI of the Civil Rights Act of 1964 (Public Law 88-352), Section 504 of the Rehabilitation Act of 1990 (Public Law 93-112), The Americans With Disabilities Act of 1990 (Public Law 101-336), The Workforce Investment Act of 1998 (Public Law 105-220), The Jobs for Veterans Act (Public Law 107-288) pertaining to priority of service in DOL funded programs, and all amendments to each, and all requirements imposed by the regulations issued pursuant to these acts. These regulations provide in part that no persons in the United States shall, on the grounds of race, color, national origin, sex, age, disability, political beliefs or religion be excluded from participation in, or denied, any aid, care, services or other benefits provided by Federal and/or State funding, or otherwise be subjected to discrimination.
- ◆ Mutually agree to reasonably assist the other partners in the development of necessary service delivery protocol, including the following:
 - Client orientation, referral, job search and enrollment.
 - Development and coordination of clients' service plans.
 - Sharing client service delivery information between partners and Workforce Center Staff.
- ◆ All partners agree that the provisions contained herein are made subject to all applicable federal and State laws (Facility Use Agreements) regulations and/or guidelines imposed on either or all parties relating to privacy rights to participants, maintenance of records and other confidential information relating to clients.
- ◆ Partners agree that all equipment and furniture purchased by any party for purposes described herein shall remain the property of the purchaser after the termination of this agreement.

Cost Allocation

A partner can only pay for costs that are allocable to that partner's funding sources. Each partner will contribute services and pay for costs associated with

those services. If the partners are sharing space, "fair share" will be charged according to a formula based on square footage as the basis for allocation. If there is agreement between partners, their total staff hours of operations may also be used in conjunction with square footage. The cost per square foot becomes a pooled cost that is directly charged to the partners located at the Workforce Center.

Exceptions to the general principle requiring that costs be shared proportionately may include:

- ◆ Unrestricted Funds may be used to pay for any portion of the costs, since there are no restrictions on the type or amount of costs these funds may pay.
- ◆ Partially Restricted Funds may be used to provide services to the general population.
- ◆ Costs Fully Allowable to More Than One Funding Source may be paid in whole or in part by one of the sources without regard to the rules on cost allocation.
- ◆ Immaterial Costs are costs so minor in amount that they need not be allocated.

Although the _____ Center is designed to be a seamless service delivery system for the customer, available services are provided from various partner locations with separate funding accountability.

The partners are responsible for the total cost of these services.

Because of these various funding streams, this Cost Allocation Agreement has been developed to ensure that each partner bears its fair share of the costs of maintaining the center. Data is being collected to support future adjustments of the cost allocation formula. All partners are responsible for providing verifiable data in an acceptable reporting format to allow the terms of this agreement to be monitored on at least an annual basis. The terms of this agreement may be renegotiated at any time to insure all parties achieve equitable benefit. The cost allocation/resource sharing allocation may be adjusted quarterly and adjusted, as necessary.

SIGNATORY: _____

Having agreed to the terms herein, the undersigned parties hereby represent and warrant that they are authorized to enter into and execute this agreement as an official or representative of their respective partnering agency:

AGREED TO: _____