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INTRODUCTION

This Employment and Training Resource Guide & Operational Policy provides insight into the processes used at regional American Job Centers to prepare Job Seekers for good-paying jobs in fast growing “high demand” occupations, to prepare Youth for participation in educational training beyond high school and to assist area Employers with fulfilling their labor needs.

Regional “American Job Centers” (aka: WORKFORCE WV Career Centers) are committed to providing Job Seekers, Youth and Employers access to a full-range of Career and Training Services and Resources.

Eligible individuals, especially those with barriers to employment, are provided with the opportunity to actively participate in American Job Center activities, Services and Programs, as needed. Assistive technology may be made available to meet the anticipated wide range of customer needs. If necessary, unique and individualized Programs, Services and Activities may be made available to eligible individuals.

In an effort to make American Job Center Services as accessible as possible to individuals, the region has two (2) comprehensive, full-service American Job Centers and one (1) affiliate American Job Center:

Wheeling American Job Center (Comprehensive Site)
1275 Warwood Avenue
Wheeling, WV
Ohio County
304-232-6280

Weirton American Job Center (Comprehensive Site)
WV State Building Complex
200 Municipal Plaza
Suite 350
Weirton, WV
Brooke County
304-723-5337

American Job Center (Affiliate Site)
New Martinsville Shopping Plaza
257 State Route 2
New Martinsville, WV
Wetzel County
304-455-6184

Selection of American Job Center sites were based on the following criteria: handicap accessibility, easy access, spacious rooms/offices, available public transportation, ample free parking and for customer convenience/accessibility reasons, to name a few. American Job Center sites offer inviting environments to Job Seekers, Youth and Employers. American Job Centers offer the following:

- **24 HOUR A DAY, SEVEN DAYS A WEEK ACCESS TO INFORMATION AND RESOURCES** to ensure customers have access to American Job Center employment opportunities and local, State and national economic labor market information via the NPWDB, Inc.'s website "npworkforcewv.org" or the State's website "workforcewv.org;"
- **ARRANGED MEETINGS AT ALTERNATIVE LOCATIONS** permit customers with particular needs, such as those with disabilities, to continue progress toward their employment goals;
- **SCHEDULED AFTER- HOURS APPOINTMENTS** for those customers whose training or work schedules prevent them from visiting American Job Centers during regular operating hours;
- **PERIODIC AND FREQUENT EMPLOYER RECRUITMENT VISITS** that encourage Employer participation in an effort to increase the customer's choice of employment;
- **JOB FAIRS AND SIMILAR EVENTS** that unite Job Seekers and Youth with potential Employers; and,
- **EMPLOYER OUTREACH INITIATIVES** will extend beyond the American Job Center facility and into company offices and local businesses in an effort to facilitate customer choice with good job matches.

Collaboration and coordination between Job Center Operator Staff, Core and Required Partners allows us to leverage available resources while creating a facility capable of "universal" service delivery to Job Seekers, Youth and Employers. Subsequently, we have developed an American Job Center system that offers:

- **EMBODIMENT OF UNIVERSALITY**—American Job Centers focus on many different types of Career and Training Services for customers. American Job Centers are committed to creating a "One Stop" in practice, as well as in name, to assure that Job Seekers, Youth and Employers can enter any American Job Center in the region and receive Career and/or Training Services that will help them progress toward achieving their goals;
- **COMMITMENT TO ADDRESSING THE NEEDS OF CUSTOMERS**-- Job Center Operator Staff, Core and Required Partners continually monitor economic and labor market trends to ensure Career and Training Services are meeting the demands of the customer populations. As changes in national and local economics occur, Job Center Operator Staff coordinates with Core and Required Partners, customers and funding sources to eliminate any gaps in Services to Job Seekers, Youth and Employers;
- **SPECIALIZED ATTENTION TO EMPLOYERS**— A variety of Training Programs and Career Services for Employers are available to ensure that the needs of Employers are being addressed at any given time;
- **SPECIALIZED ATTENTION TO JOB SEEKERS**--Each Job Seeker entering an American Job Center is paired with a Job Center Operator Staff Member. This pairing increases the customer's comfort level, individualizes service delivery and eliminates redundancy of Career and/or Training Services;
- **SPECIALIZED SERVICES TO YOUTH** - Each Youth entering an American Job Center is introduced to a wide array of Youth Programs and Services that include the fourteen (14) activity elements described in the Workforce Investment & Opportunity Act (WIOA);

- **CUSTOMER OUTREACH** – In the interest of reaching new customers and increasing choice and quality service delivery for existing ones, Job Center Operator Staff actively incorporates outreach initiatives. Through special events, such as open houses and job fairs, customers learn about opportunities available to them at regional American Job Centers;
- **CUSTOMER ACCESS TO INFORMATION AND RESOURCES**- Job Center Operator Staff's priorities is to provide customers with access to the most updated information and resources that will enable them to become or to remain as self-sufficient as possible; and,
- **INTEGRATION OF FUNDING SOURCES**-- While funding streams remain directed toward particular customer populations for which they are allocated, all separate sources of funding are invisible to customers. In the spirit of the local workforce development system, Job Seekers, Youth and Employers will be able to access and use funds from multiple funding streams concurrently while remaining unaware that any agency other than the American Job Center had any particular involvement. By erasing the boundaries and barriers that prevent customers from accessing the full-range of career and training resources, American Job Centers will bridge the gap between the needs of all customers .

STAFFING

The NPWDB, Inc. recognizes Job Center Operator Staff as one of our most important assets in delivering Programs and Services to our customers and achieving the quality of performance required. An investment in Staff is an investment in the customer. To serve customers effectively and efficiently, Job Center Operator Staff will incorporate diverse perspectives and specialties of each Core and Required Partner into the service delivery method for customers. Through a collaborative effort and ongoing Staff cross-training, customer needs will be addressed at any given time.

Further, to ensure a well-run efficient local workforce development system and in an effort to achieve desired outcomes, it is critical to determine necessary staffing levels at each regional American Job Center. Staffing at American Job Centers is fluid to respond to changing demands of available Programs and needs of customers.

Job Center Operator Staff, when necessary, will be hired at American Job Centers in accordance with program goals and staffing level requirements set forth by the NPWDB, Inc. Additional One Stop Operator Staff may be hired to fill positions that do not currently exist in the American Job Centers. Only the best qualified applicants will be considered for employment at American Job Centers. Thoughtful consideration is given to identifying and hiring employees based on ability, experience and possession of requisite skills. American Job Centers use Job Descriptions to ensure that individuals being considered meet the qualifications identified as important. Job Descriptions provide clear guidelines regarding performance expectations and responsibilities for Job Center Operator Staff and the qualifications needed to fulfill particular project roles. Job Center Operator Staff includes, but is not limited to: a Job Center Operator Manager, a Part/Time Bookkeeper; a Customer Service Facilitator; Customer Service Representatives; and, Case Managers (Customer Career Planners/Data Control Coordinators).

The Job Center Operator Manager serves as the direct link between the NPWDB, Inc., Core and Required Partners and the community. Job Center Operator Staff are responsible for: Establishing and maintaining a positive working relationship with Core and Required Partners; Overseeing the functional daily operations of American Job Centers, while working closely with Core and Required Partners; Creating desired goals for all measurable variables under the direction of the NPWDB, Inc.; Comparing desired goals with actual program performance. Directives will be reviewed on a regular basis for compliance with federal, State and local policies prior to implementation; Executing the principal components of Career Services and counseling; and, Establishing Employer relationships; and, Assisting Customers.

Staffing levels at American Job Centers are based on projected customer volume and performance indicators (ie: The respective number of individuals accessing each American Job Center dictates the number of Staff assigned). The Job Center Operator Manager may assign/reassign Staff among American Job Centers if needed/necessary.

Along with Job Center Operator Staff, Greeters* and Core and Required Partner Staff round out staffing levels at regional American Job Centers. Staffing integrates Job Center Operator, Core and Required Partner Staff's expertise.

When determining staffing levels at each American Job Center, the following objectives are considered: Building on existing processes; Incorporating input of the customer base and Staff; Building a robust, streamlined delivery system that can adapt to changing needs, fluctuating

budgets and demanding performance measures; and, Applying lessons learned and “Best Practices” acquired from similar projects. In keeping with these objectives, American Job Center, Core and Required Partner Staff are dedicated to continually improving program and service operations.

* Each American Job Center designates a “Greeter” to be responsible for greeting customers once they enter an American Job Center. Greeters are trained and knowledgeable in American Job Center Programs and Services.

CORE AND REQUIRED PARTNER PROGRAM INFORMATION

I. WV DIVISION OF REHABILITATION SERVICES

The West Virginia Division of Rehabilitation Services (WVDRS) is the state's primary vocational rehabilitation resource for individuals with disabilities who desire to become employed. The WVDRS has specially trained Rehabilitation Counselors who assist customers by evaluating individual skills and interests to help eligible individuals obtain vocational success. Customers may be eligible for WVDRS Services if there is a physical or mental condition that interferes with their ability to get or keep a job and want to work to the best of their abilities. Services include: Work-related Counseling and Guidance; Vocational, Medical, Psychological or Educational evaluations. Worksite assessments and accommodations; Assistive technology; Medical or Psychological treatment; Physical, Occupational, Speech or Hearing Therapy; Orthotics, Prosthetics, Hearing Aids and other adaptive devices; On-The-Job Training; and, Employment Services that include resume writing, interview skills development and job search placement.

II. ADULT EDUCATION AND LITERACY SERVICES

The West Virginia Adult Basic Education and Literacy Program provides customers with: High School Equivalency preparation; Readiness Assessment for TASC (Test Assessing Secondary Completion); TASC Test Registration; Distance Education, TABE (Test of Adult Basic Education) testing; Basic Academic Skills improvement; Post-Secondary Preparation; Career Exploration; Career Pathways/Tracks; Contextualized Instruction; and Job Readiness Prep like, resume and interview development, employability skills modules, computer literacy and English language acquisition.

III. WAGNER PEYSER EMPLOYMENT SERVICES

Wagner Peyser Employment Services are delivered by WORKFORCE West Virginia Staff. Wagner Peyser Employment Services include: Unemployment Compensation/Insurance Program; Veteran Services; Dislocated Worker Services; Employer Services; Trade Act Services; and Career Services. Wagner Peyser Staff is co-located at all regional American Job Centers.

IV. YOUTH PROGRAMS AND SERVICES

Youth Programs and Services are offered for eligible in-school and out-of-school youth between the ages of 14-24. Participating youth are recruited within local school systems and from Emergency Shelters, Transitional Living Programs, Runaway and Homeless Youth Programs, substance abuse programs, outpatient facilities, in-home Programs, TASC, SPOKES and WVDRS Programs. Participating youth are provided with fourteen (14) program elements like: Tutoring Skills Training; Alternative Secondary School Services/Dropout Recovery Services; Paid and Unpaid Work Experiences; Occupational Skill Training; and, Educational Training Opportunities. Youth Programs and Services are provided in the region by Youth Services System, Inc.

V. OLDER AMERICAN SERVICES

The National Council on Aging (NCOA)'s mission is to improve the health and economic security of millions of older Adults. Services provided are orientation and job search assistance. NCOA is able to tailor training activities to the needs, desires and abilities of its participants. NCOA has an extensive referral network for participants.

VI. CAREER AND TECHNICAL EDUCATION PROGRAMS

West Virginia Northern Community College (WVNCC) has a record of excellence in classroom, affordability and accessibility of its three (3) campuses in Wheeling, Weirton and New Martinsville. WVNCC has more than seventy (70) Programs in the arts and sciences, career-technical education and dozens of continuing education offerings. WVNCC is the first two (2) year institution in the region to offer degree Programs online.

VII. HOUSING AND URBAN DEVELOPMENT EMPLOYMENT AND TRAINING SERVICES

The Housing and Urban Development (HUD)'s Family Self-Sufficiency (FSS) Program is a voluntary program that helps families improve their economic situation so they don't have to depend on public assistance. Each FSS participant creates a five-year plan that includes employment goals and identifies training and educational needs.

VIII. SECOND CHANCE ACT SERVICES

The Lee Day Report Center offers Services to clients of Drug Court. Services include: Individual and Group Counseling to address issues like, substance abuse, relationship skills, family skills, daily living skills, socialization, relapse prevention and employment readiness. Each client is required to attend community-based programs such as AA or NA.

IX. TEMPORARY ASSISTANCE FOR NEEDY FAMILIES SERVICES

The West Virginia Department of Health and Human Resources (WVDHHR) offer the Temporary Assistance for Needy Families (TANF) Program. This program provides monthly cash assistance to families who qualify.

CUSTOMER ENTRY INTO THE AMERICAN JOB CENTER SYSTEM

Entering a facility as “universal” as an American Job Center can be disorienting and overwhelming to a customer, whether that customer is the president of a large corporation or a long-time welfare recipient looking to re-enter the workforce. The goal of Job Center Operator Staff is to make the experience of entering an American Job Center less intimidating.

Job Center Operator Staff is committed to providing high quality customer service. A Greeter will be responsible for greeting customers once they enter an American Job Center. Customers entering American Job Centers are served promptly, comprehensively, efficiently and professionally.

Greeters will ask each customer to “sign-in” in the reception area. Customers will be asked by Greeters if they would like to be given a brief guided tour of the facility. Sign(s) are displayed at American Job Centers showing the layout. Repeat customers are able to direct themselves to the appropriate area and begin working independently.

After initial contact with a Greeter has been made, customers will be referred to a Job Center Operator Staff Member who will orientate the customer on Career and Training Services available.

Customers will be referred to appropriate Job Center Operator, Core and/or Required Partner Staff depending on Services being requested. Customers will then be informed of the total range of available requested Services and be provided with the opportunity to choose which Service(s) best meet their needs and goals. Individuals will receive needed, appropriate Services and benefits within the specified time limits determined by the WIOA.

All American Job Centers are ADA compliant and special care is exercised to not discriminate on the basis of race, color, national origin (including limited English proficiency), sex (including pregnancy, childbirth or related medical conditions, gender identity, and transgender status), age, disability, religion, political affiliation or belief, participant status, and against certain non-citizens in accordance with WorkForce West Virginia Guidance Notice 6-16.

The NPWDB, Inc. will be notified, in writing, of any and all customer complaints received at American Job Centers. The Job Center Operator Manager will investigate the complaint and update the NPWDB, Inc., in writing, on the status of the investigation within five (5) working days of the file date of the complaint. Complaints, while generally limited to a single customer, are invaluable to the NPWDB, Inc. in assessing the quality of our performance and ensuring that the complaint is not a precursor of systemic problems that if left unresolved has the potential to become a major contributor to substandard performance.

PRIORITY OF SERVICES

I. PRIORITY OF SERVICES FOR TRAINING SERVICES FOR ADULTS:

- Veterans and eligible Spouses, including those who are also Recipients of Public Assistance;
- Other Low Income Individuals or Individuals who are Basic Skills Deficient;
- Individuals who are not Veterans or eligible Spouses but are Recipients of Public Assistance, Low Income or are Basic Skills Deficient;
- Veterans and eligible Spouses who are not Recipients of Public Assistance, who are not Low Income or who are not Basic Skills Deficient; and,
- Individuals who do not meet the above Priorities.

II. PRIORITY OF SERVICES FOR TRAINING SERVICES FOR DISLOCATED WORKERS:

- Veterans and eligible Spouses, including those who are also Recipients of Public Assistance;
- Other Low Income Individuals or Individuals who are Basic Skills Deficient;
- Individuals who are not Veterans or eligible Spouses but are Recipients of Public Assistance, Low Income or are Basic Skills Deficient;
- Veterans and eligible Spouses who are not Recipients of Public Assistance, who are not Low Income or who are not Basic Skills Deficient; and, Individuals who do not meet the above Priorities.

III. PRIORITY OF SERVICES FOR TRAINING SERVICES FOR YOUTH:

- Individuals must be between the ages of 18-24;
- Individuals must meet WIOA Eligibility Guidelines;
- Individuals must reside within the six county Region (Hancock, Brooke, Ohio, Marshall, Wetzel and Tyler counties);
- Individuals who are deficient in Basic Literacy Skills;
- School Drop-Out;
- Homeless, Runaway and/or Foster Child; Pregnant or Parenting;
- Offender;
 - Any Individual, including an Individual with Disabilities, who requires additional assistance to complete an Educational Program or secure/maintain Employment;
 - Children of Incarcerated Parents; and,
 - Migrant and Farmworker Youth.

Job Center Operator Staff uses its partner network to strengthen its reach to targeted populations. Job Center Operator Staff identifies priority populations through data collected via the Mid-Atlantic Career Consortium (MACC) system.

ORIENTATION SESSIONS/ELIGIBILITY DETERMINATION FOR JOB SEEKING CUSTOMERS

The orientation process is intended to be an all-inclusive information session that facilitates informed “customer choice.” All information collected by Job Center Operator Staff during contact with a Job Seeking Customer will be kept confidential.

Orientation Sessions will stress four (4) major points: 1) Benefits and advantages of working; 2) Personal responsibility; 3) Temporary nature of cash assistance for (WIOA customers; and, 4) Job Center Career and Training Services.

American Job Center orientation sessions emphasize a seamless continuum of Career and Training Services, providing important information to customers that allow them to make informed choices about which Programs and /or Services are most appropriate and effective for them.

Program orientation is provided on an individual or group basis. Based on demographics of the area, individual or small group orientation sessions are most appropriate. Program orientation sessions are offered based on customer flow. Orientation sessions are held on a scheduled basis with flexibility for those customers with circumstances that may prohibit their attendance at a scheduled orientation.

Orientation Sessions fall into two (2) broad categories: 1) Orientation to American Job Center Services; and, 2) Orientation to specific Career Services and Training Programs. When a potential customer enters an American Job Center, a Job Center Operator Staff will thoroughly explain and detail Programs and Services available. If required during this first meeting, a preliminary determination of eligibility may be made for Job Seeking Customers. An initial assessment is also completed during the Orientation Process that will provide Job Center Operator Staff with preliminary information that includes literacy, numeracy, and English language proficiency, with the identification of any skill gaps and supportive service needed. Job Center Operator Staff is prepared to provide individualized assessments for those individuals with disabilities to meet their unique needs. Job Center Operator Staff, including WVDRS Staff, will be available to provide rehabilitation counseling on site.

Final eligibility for specific Career and/or Training Programs or Services and funding level(s) will be determined during the career counseling and planning process. This process includes a one-on-one interview with Job Center Operator Staff. Information collected from a Job Seeking Customer will include demographic information such as: Name, Address, and Social Security Number; Family Information (Number and Ages of Children); Work History; Income; Level of Educational Achievement; Level of Literacy; and immediate Supportive Service Needs, such as Child Care or Transportation, Etc. This information is incorporated into the customer’s Individualized Employment Plan (IEP) or Individualized Service Strategy Plan (ISS) which will be developed for Job Seekers.

Orientation Sessions include an overview of customers’ rights and responsibilities. Job Center Operator, Core and Required Partner Staff will collectively determine the content of the Orientation Session. However, at the very least, each Orientation Session will include the following information:

- Education/Training Opportunities;
- Career/Employment Opportunities;
- Career Pathways Services and Planning;
- Available Supportive Services*;
- Labor Market Data;
- Types of Career Counseling available;
- Eligibility/Work Registration;
- Placement Assistance;
- Referral to Jobs/Job Search Assistance and other Partnering Agencies as needed;
- Information on Basic/Job Skills Training;
- Post-Employment and Follow-up Services;
- TASC Services;
- Employability Skills (Job Preparation);
- Assistance in accessing Financial Aid for Training/Education;
- Job Postings; and,
- Information about upcoming American Job Center Events.

* Each participant or applicant will be made aware of Supportive Services provided by Core and Required Partners. Referrals will be made as needed and necessary (WIOA 129(c)).

A list of approved, eligible Training and Service Providers is given to Job Seeking Customers. By informing Job Seekers of all Services available, Job Center Operator Staff upholds the principle of “customer choice.” Thus, Job Center Operator Staff will help guide the Job Seeking Customer in making an informed choice about what Programs and Services he/she could seek.

Job Seeking Customers will be asked to complete a packet of documents/paperwork during the Orientation Process that includes:

- American Job Center Registration Form,
- Needs Assessment Form,
- Supplemental Data Form,
- Civil Rights Statement,
- Release of Information Form,
- Work Readiness Form,
- Job Search Log;
- Drug Screen Policy;
- WIOA Eligibility Documentation;
- Common Intake/Partner Referral Form, and,
- A Resume.

Once the Orientation Session has been completed, Job Seeking Customers will be asked to complete the “Career Pathways for Adult Participants” Booklet, which is initiated by Job Center Operator Staff then followed-up by Job Center Case Managers. WIOA Section 3(8) defines Career Planning as the provision of a “client-centered” approach in the delivery of Programs and Services, designed:

- To prepare and coordinate comprehensive Employment Plans, such as Service Strategies, for participants to ensure access to necessary Workforce Investment Activities and Supportive Services, using, where feasible, computer-based Technologies; and,

- To provide Job, Education, and Career Counseling during Program participation and after Job Placement.

Job Center Operator Staff will assist the Job Seeking Customer in the following areas while helping him/her with Career Planning:

- Assess Hobbies and Interests;
- Examine His/Her Educational Background;
- Review Work History;
- Weigh Pros and Cons of Career Goals;
- Consider possible Jobs or Prospective Employers in “High Demand” Industries using local Labor Market Data;
- List Interests; and,
- Identify Occupations that best match Personal Preferences.

Job Center Case Managers will then help the Job Seeking Customer with the following tasks:

- Setting Goals;
- Listing Abilities;
- Detailing Employability Skills;
- Determining Areas of Deficiency;
- Detailing Skill Levels;
- Researching “High Demand” Occupations using local Labor Market Data;
- Identifying Career Clusters and related Pathways that match Career and Education Goals;
- Describing Supportive Services that are needed while attaining Career Goals; and,
- Developing a Road Map to get to final Training/Employment Outcome.

Job Center Operator Staff will remain associated with the Job Seeker until he/she has concluded all activities associated with an American Job Center.

JOB SEEKING CUSTOMER FILE DOCUMENTATION

Job Center Operator Staff will maintain up-to-date files for each Job Seeking Customer who applies for and/or is served through the WIOA. Job Center Operator Staff will assure that Job Seeking Customer files will include required information and documentation as applicable. At a minimum, information will include: WIOA enrollment, results of all objective assessments, the IEP or ISS and any modifications, progress reports, time and attendance reports, training completion certification, counseling notes, hardship exemption requests, MOU, priority of service plan, job placement information and job retention verification and all required civil rights and grievance awareness documentation. All data entry into the MACC system will be kept in accordance with federal, State and local guidelines with respect to timeliness and content.

During the first appointment with a Job Center Case Manager eligibility will be determined based on household income or unemployment. Job Seeking Customers are required to bring all supportive documentation needed to complete this process, which was explained in the Orientation process. Participation occurs after the registration process of collecting information to support eligibility determination and begins when the Individual receives a staff-assisted WIOA service, which does not include self-service or informational activities (20 CFR 668.110)

A Job Center Case Manager will complete the following documentation with Job Seeking Customers for eligibility determination:

- Participant Information;
- Checklist;
- Intake;
- Family Household Income;
- Higher Wage Career/Earnings Worksheet;
- Individual Training Account (ITA); and,
- MOU.

TYPES OF AVAILABLE SERVICES FOR JOB SEEKING CUSTOMERS

One of the most important Services provided to the Job Seeking Customer is access to the most recent labor market and career data, including job vacancies, occupations in “high demand,” job skill requirements, etc. The ability for a Job Seeker to choose a realistic course toward employment and self-sufficiency will require assistance from Job Center Operator Staff.

One of the goals of Job Center Operator Staff is to ensure that Job Seeking Customers are empowered to choose their future careers to the greatest extent possible. The Job Seeking Customer will be provided with as many choices as possible given the restrictions of the WIOA, available funding and available opportunities in the labor market. Job Seeking Customers will follow the plan developed and recorded in their IEP or ISS under the guidance of Job Center Operator Staff. It is the task of the Job Center Operator Staff to coordinate appropriate Career Services for each Job Seeker Customer, matching ability and preference to an existing work or training opportunity.

Job Center Operator Staff will make referrals and coordinate Services accordingly. Some Job Seeking Customers may be able to find jobs with minimal assistance from Job Center Operator Staff. However, Job Center Operator Staff may assist those who require additional assistance beyond self-service. Job Center Operator Staff will be trained to routinely ask Job Seekers about their job search efforts and will be proactive in volunteering their assistance.

A. INDIVIDUAL EMPLOYMENT PLAN - An assessment process is carried out with a specific purpose – the development of a customized IEP or ISS for Job Seeking WIOA eligible Customer. Job Center Operator Staff focuses on “career management” via an IEP/ISS that emphasizes our commitment to helping Job Seeking Customers beyond simply getting a job. This Plan is essentially an agreement between the American Job Centers and the individual (Individual will be required to sign the IEP/ISS. The customer’s needs are identified quickly so an Action Plan can be developed to meet the customer’s needs. A Job Seeking Customer’s needs are regularly re-evaluated on an ongoing basis and his/her IEP or ISS is continually updated as activities are completed or Services are needed. Job Center Operator Staff guide individuals in the development of their personal IEP/ISS. Individuals will learn the process of personal life planning, how to set goals, how to establish reporting or review due dates and how to recognize progress and accomplishment. The IEP/ISS will identify the customer’s strengths and any barriers to employment that must be overcome to achieve success. The IEP/ISS will become a “living road map” and will, at a minimum, include: a listing of any and all Career Services provided, number of hours assigned to each activity, Supportive Services provided, expected completion date and expected employment outcome(s) or goals.

Periodic reviews of the Plan, completed by both the individual and Job Center Operator Staff, will note the Job Seeking Customer’s progress and changing circumstances. Any modifications to the plan will be done collectively by the individual and Job Center Operator Staff.

B. TRAINING SERVICES* – Training will be made available to those Job Seeking Customers in need of Training Services in order to obtain or regain employment that leads to economic self-sufficiency or wages comparable to or higher than wages from previous employment. A training priority is to support Programs that lead to recognized post-secondary credentials

aligned with “high demand” industry sectors in the region. In any case, Training Services selected must be directly linked to “high demand” employment opportunities in the local area or the region, or in another area where the Adult or Dislocated Worker is willing to commute or relocate. Training Services will be made available to eligible individuals who have been determined in need of Training Services through assessment or evaluation and through the delivery of Career Planning Services. The Job Seeking Customer’s IEP/ISS will be referenced during this process. The NPWDB, Inc. will use Individual Training Accounts (ITAs) which maximizes customer choice. Individual Training Accounts (ITAs) are training vouchers that are authorized by the NPWDB, Inc. for WIOA eligible Job Seeking Customers in accordance with WIOA guidelines. Customers will be provided with a copy of the Eligible Training Provider List (ETPL) and be given guidance about the quality and performance of Training Providers to help them make an informed decision about an appropriate Training Provider. The most important consideration when selecting a training program is a simple question: Will the training increase my chance of obtaining employment once the training is completed? After the customer reviews the data and makes his/her selection of a Training Provider, the customer will be provided with a referral to that Training Provider. In order for an individual to secure ITA funding for a college level training program, the individual must have a score of at least a twelfth (12th) grade level in two (2) out of three (3) areas of Reading, Math, and/or English on a generally accepted standardized test approved for use in the region. The NPWDB, Inc. uses the Test of Adult Basic Education (TABE) and the Career Plan Development Manual to assess WIOA eligible Job Seeking Customers. The cost limit for an ITA under WIOA funding is \$4,750 per participant per program year not to exceed \$9,500 for a maximum period of two (2) program years (Besides WIOA funding, Job Center Operator Staff will identify other sources of outside funding that may first be accessed to cover training costs which may include: financial aid available through the training vendor, Pell Grants, scholarships, loans, etc.).

* To participate in any training service, a participant will adhere to WorkForce West Virginia Guidance No. 15-12 – WIA Participant Drug Screening which states that a participant must successfully pass a WorkForce West Virginia approved Drug screening Test prior to enrollment into a training program. The NPWDB, Inc. reserves the authority to reject a request for WIOA funding if the participant fails the WorkForce West Virginia approved Drug Screening Test. A participant must only drug screen test once throughout his/her period of participation in training. A negative/pass drug screening test result will be valid until the participant exits American Job Center Services. Hard copy documentation of negative/pass drug screening test results must be provided by participant to Job Center Operator Staff prior to enrollment in a Training Program.

Job Center Case Managers complete the following forms/documents to register a WIOA eligible Job Seeking Customer into the ITA Program:

- Client Checklist;
- ITA Quality Control Reporting Form;
- ITA Application;
- Review of WIOA Grievance Policies and Procedures;
- Participant Awareness Form;
- Memorandum of Understanding with Participants;
- Justification Letter;
- ITA Policy and Procedures under WIOA;
- Participant Awareness Form and Disclaimer;
- Priority Services System;
- Information Sheet;
- Drug Free Workplace Requirements.

After WIOA eligibility has been determined and after the Job Seeking Customer returns his/her ITA paperwork to the Job Center Case Manager, the WIOA eligible Job Seeking Customer is required to take a TABE Test* (Test for Adult Basic Education) and Work Readiness Test (if unemployed). A score of at least a twelfth (12th) graded level in two (2) out of three (3) areas of reading, math and/or English must be attained in order to qualify for participation in the ITA Program. However, if an individual does not meet the minimum required score level, he/she will be referred to RESA 6 for tutoring assistance**.

Also at this time, WIOA eligible Job Seeking Customers are given appropriate paperwork/documents for the required drug screening. Once the WIOA eligible Job Seeking Customer gets drug test results, he/she must return results to their Job Center Case Manager. If a negative drug screening is received, the Job Center Case Manager sends the appropriate paperwork/documentation to the NWPDB, Inc. for approval of WIOA funding.

If approval of funding is provided, a letter is sent to the individual and the Job Center Case Manager stating funding approval was given. The Job Center Case Manager will register the WIOA eligible Job Seeking Customer into the MACC system. And, the WIOA eligible job seeking customer will be instructed to contact chosen training provider to confirm their start date.

* The NPWDB, Inc. uses the Test of Adult Basic Education (TABE) Assessment Tool to assess WIOA eligible participants.

** RESA 6 will be charged with the sole responsibility of conducting English language assessments of those participants in need of this type of assessment on behalf of the NPWDB, Inc. and other Core and Required Partners.

C. OCCUPATIONAL SKILLS TRAINING-- American Job Centers may offer On-the-Job Training (OJT) and Customized Training (if funding is available), Work Experience combined with Education Training, Apprenticeship Training, Incumbent Worker Training; Skills Upgrade and Retraining; Job Readiness Training; and, Adult Education and Literacy Activities.

D. JOB PLACEMENT ASSISTANCE—American Job Centers provide a wide array of resources and strategies for customers in their attempts to identify suitable long-term employment. The Job Seeking Customer is encouraged to use his/her own skills and experiences in determining what type of position he/she wants.

E. POST-PLACEMENT FOLLOW-UP, RETENTION AND SKILL UPGRADE SERVICES- Follow-up Services are provided after the Job Seeking Customer is employed/training has been completed in accordance with WIOA regulations. Continued contact with the Job Seeking Customer will ensure appropriate and timely modifications to the IEP/ISS, including Supportive Services. Follow-up Services are provided to participants in Adult or Dislocated Worker Workforce Investment Activities for those who are placed in unsubsidized employment for no less than twelve (12) months after the first day of training or employment.

Job retention will be discussed from day one and continue throughout the Job Seeking Customer's participation in an activity, program or service. Because WIOA programs are open entry/open exit, a customer may spend thirty (30) or more days at an American Job Center, or only one (1) day depending on the customer's needs/goals.

As part of Retention Services, Job Center Operator Staff will provide support such as: Mentoring, Counseling, Referral to appropriate Agencies for additional Training Services,

Employer Mediation, access to Job Fairs and Career Workshops. If job loss occurs, a Rapid Re-Employment Strategy will be put in place by Job Center Operator Staff to secure employment for the job seeking customer quickly so that any interruption to income is minimal.

F. SUPPORTIVE SERVICES COORDINATION - The need for Supportive Services will be determined at the discretion of Job Center Operator Staff with input/assistance from the Job Seeking Customer. A Job Seeking Customer will be made aware of the availability of Supportive Services, as appropriate, during his/her participation at the American Job Center. Support Services procedures/policies will be adhered to according to a customer's needs, WIOA eligibility and funds availability. Supportive Services may include, but are not limited to:

- Childcare;
- Transportation;
- Employment-required Tools;
- Limited Medical Services;
- Dependent Care;
- Needs-Related Payments*:
- Clothing and Footwear; and,
- Car Repairs.

The type(s) of Supportive Services provided will be authorized in accordance with the Job Seeking Customer's IEP/ISS.

* For Dislocated Workers Only.

ORIENTATION SESSIONS/ELIGIBILITY DETERMINATION FOR YOUTH CUSTOMERS

The orientation process is intended to be an all-inclusive information session that facilitates informed “customer choice.” All information collected by Job Center Operator Staff during contact with a Youth Customer will be kept confidential.

Orientation Sessions will stress four (4) major points: 1) Benefits and advantages of working; 2) Personal responsibility; 3) Temporary nature of cash assistance for WIOA Youth; and, 4) Job Center Career and Training Services.

American Job Center orientation sessions emphasize a seamless continuum of Career and Training Services, providing important information to Youth that allow them to make informed choices about which Programs and /or Services are most appropriate and effective for them.

Program orientation is provided on an individual or group basis. Based on demographics of the area, individual or small group orientation sessions are most appropriate. Program orientation sessions are offered based on customer flow. Orientation sessions are held on a scheduled basis with flexibility for those Youth with circumstances that may prohibit their attendance at a scheduled orientation.

Orientation Sessions fall into two (2) broad categories: 1) Orientation to American Job Center Youth Programs and Services; and, 2) Orientation to specific Career Services and Training Programs. When a potential Youth enters an American Job Center, a Job Center Operator Staff will thoroughly explain and detail Programs and Services available. If required during this first meeting, a preliminary determination of eligibility may be made for Youth. An initial assessment is also completed during the Orientation Process that will provide Job Center Operator Staff with preliminary information that includes literacy, numeracy, and English language proficiency, with the identification of any skill gaps and supportive service needed. Job Center Operator Staff is prepared to provide individualized assessments for those Youth with disabilities to meet their unique needs. Job Center Operator Staff, including WVDRS Staff, will be available to provide rehabilitation counseling on site.

Each Orientation Session for Youth will include the following information:

- Education/Training Opportunities;
- Career/Employment Opportunities;
- Career Pathways Services and Planning;
- Available Supportive Services*;
- Labor Market Data;
- Types of Career Counseling available;
- Eligibility/Work Registration;
- Placement Assistance;
- Referral to Jobs/Job Search Assistance and other Partnering Agencies as needed;
- Information on Basic/Job Skills Training;
- Post-Employment and Follow-up Services;
- TASC Services;
- Employability Skills (Job Preparation);

- Assistance in accessing Financial Aid for Training/Education;
- Job Postings; and,
- Information about upcoming American Job Center Events.

* Each participant or applicant will be made aware of Supportive Services provided by Core and Required Partners. Referrals will be made as needed and necessary (WIOA 129(c)).

Youth will be asked to complete a packet of documents/paperwork during the Orientation Process that includes:

- American Job Center Registration Form,
- Needs Assessment Form,
- Supplemental Data Form,
- Civil Rights Statement,
- Release of Information Form,
- Work Readiness Form,
- Job Search Log;
- Drug Screen Policy;
- WIOA Eligibility Documentation;
- Common Intake/Partner Referral Form, and,
- A Resume.

Once the Orientation Session has been completed, Youth will be asked to complete Career Pathways, which is initiated by Job Center Operator Staff then followed-up by Job Center Case Managers and the Youth Program Provider. WIOA Section 3(8) defines Career Planning as the provision of a “client-centered” approach in the delivery of Programs and Services, designed:

- To prepare and coordinate comprehensive Employment Plans, such as Service Strategies, for Youth to ensure access to necessary Workforce Investment Activities and Supportive Services, using, where feasible, computer-based Technologies; and
- To provide Job, Education, and Career Counseling during Program participation and after Job Placement.

Job Center Operator Staff and the Youth Program Provider will assist Youth in the following areas while helping him/her with Career Planning:

- Assess Hobbies and Interests;
- Examine His/Her Educational Background;
- Review Work History;
- Weigh Pros and Cons of Career Goals;
- Consider possible Jobs or Prospective Employers in “High Demand” Industries using local Labor Market Data;
- List Interests;
- Identify Occupations that best match Personal Preferences;
- Set Goals;
- List Abilities;
- Detail Employability Skills;
- Determine Areas of Deficiency;
- Detail Skill Levels;

- Research “High Demand” Occupations using local Labor Market Data, if applicable;
- Identify Career Clusters and related Pathways that match Career and Education Goals;
- Describe Supportive Services that are needed while attaining Career Goals; and,
- Develop a Road Map to get to final Training/Employment Outcome.

An IEP/ISS is developed for each Youth participant that identifies Career Pathways that include education and employment goals, appropriate achievement objectives, and appropriate Services for the Youth taking into account the objective assessment. An IEP/ISS that will identify employment goals, Career Pathways, achievement objectives and Supportive Services that need to be provided to a Youth in order for him/her to meet career goals. The IEP/ISS will be flexible in nature due to the Youth’s age and experience.

A Job Center Case Manager will be tasked with determining WIOA eligibility based on household income or unemployment. Youth are required to bring all supportive documentation needed to complete the eligibility process, which was explained during the Orientation process. Participation occurs after the registration process of collecting information to support eligibility determination.

A Job Center Case Manager will complete the following documentation with Youth for eligibility determination:

- Participant Information;
- Checklist;
- Intake;
- Family Household Income (In-School – Required. Out-of-School – If only Barrier).

Local Youth Programs must provide objective assessment of the academic levels, skill levels, and service needs for each Youth participant. Assessment shall include: a review of basic skills; occupational skills, prior work experience, employability, interests, aptitudes (including interests and aptitudes for nontraditional jobs); Supportive Service Needs; and, Development Needs for the purpose of identifying appropriate Services and Career Pathways for youth participants.

Enrollment in the WIOA Youth Program requires the collection of information to support an eligibility determination and participation in any of the fourteen (14) WIOA youth program elements:

- Youth who participate in the Youth Program must be enrolled in WIOA in order to receive any Youth Service;
- A Youth’s dropout status is determined at the time of WIOA Youth Program enrollment. An individual who is out-of-school at the time of registration and subsequently placed in an alternative school, may be considered an out-of-school youth for the purposes of the seventy-five percent (75%) expenditure requirement for out-of-school youth.

- Employment Opportunity Data must be collected on every individual who is interested in being considered for WIOA Title I financially assisted aid, benefits, Services, or training by a recipient, and who has signified that interest by submitting personal information in response to a request from a grant recipient or designated service provider.

To be eligible to participate in WIOA Title I Youth Programs and Services, a Youth must be either an In-School or an Out-of-School Youth, be a citizen or noncitizen authorized to work in the United States, meet Selective Service Registration requirements and meet WIOA eligibility guidelines. Participating Youth, especially those with significant barriers to employment, receive a preliminary assessment of academic levels, skill levels, aptitudes and supportive service needs. The TABE Assessment Tool is used to assess participating youth.

I. IN-SCHOOL YOUTH ELIGIBILITY GUIDELINES

- An Individual who is: Attending School as defined by State law including Secondary and Post-Secondary School; Not younger than Age 14 (unless it is an Individual with a Disability who is attending School under State law) and not older than age 21 at the Time of Enrollment;
- A Low Income Individual;
- An Individual with one (1) or more of the following: Basic Skills Deficient; or, is unable to Compute or Solve Problems or Read, Write or Speak English at a Level necessary to Function on the Job, in the Individual's Family or in Society;
- An Offender;
- An English Language Learner;
- A Homeless Child or Youth;
- An Individual with Disabilities;
- A Runaway in Foster Care or has aged out of the Foster Care System;
- A Child or Youth eligible for assistance under Section 477 of the Social Security Act or in an Out-of-Home Placement;
- An Individual who is eligible to receive a Free or Reduced Priced Lunch under the Richard B., Russell National School Lunch Act; and,
- An Individual who lives in a High Poverty Area.

II. OUT-OF-SCHOOL YOUTH ELIGIBILITY GUIDELINES

- In Individual who is not attending any School as defined under State Law; not younger than 16 or older than 24 at the Time of Enrollment;
- School Dropout;
- An Individual who falls within one (1) or more of the following Categories; A Youth who is within the age of Compulsory School Attendance but has not attended School for at least the most recent complete School year Calendar Quarter; A Recipient of a Secondary School Diploma or its Recognized Equivalent who is Low Income and is either is Basic Skills Deficient or an English Language Learner; An Individual who is subject to the Juvenile or Adult Justice System; A Homeless Individual as defined in Section 41403 (6) of the Violence Against Women Act of 1994, A Homeless Child or Youth as defined in Section 725 (2) of the McKinney-Vento Homeless Assistance Act, A Runaway, In Foster

Care or has aged out of the Foster Care System, A Child eligible for assistance under Section 477 of the Social Security Act or in an Out-of-Home Placement; An Individual who is Pregnant or Parenting; An Individual with a Disability; or A Low Income Individual who requires Additional Assistance to enter or complete an Educational Program or to secure or hold Employment.

Determination of whether a Youth is an In-School or Out-of-School Youth will be made by Job Center Case Managers at American Job Centers at the time of program enrollment. Once the school status of a Youth is determined, that school status will remain the same through the Youth's participation in a WIOA youth activity.

Job Center Operator Staff and the Youth Program Provider will remain associated with the Job Seeker until he/she has concluded all activities associated with an American Job Center.

YOUTH CUSTOMER FILE DOCUMENTATION

Job Center Operator Staff will maintain up-to-date files for each Youth customer who applies for and/or is served through the WIOA. Job Center Operator Staff will assure Youth customer files will include required information and documentation as applicable. At a minimum, information will include:

- WIOA Enrollment;
- Results of all Objective Assessments;
- IEP/ISS and Modifications;
- Case Notes;
- Eligibility Documents;
- Grievance Procedures;
- MOU;
- Higher Wage Form;
- Completed Certificates;
- ITA Training Documents; and,
- Youth Consent/Release Form.

All data entry into the MACC system will be kept in accordance with federal, State and local guidelines with respect to timeliness and content.

TYPES OF AVAILABLE SERVICES FOR YOUTH CUSTOMERS

Year-Long Youth Programs and Services are provided by the region's Youth Program Provider. Our goal is to ensure Youth graduate high school, and upon graduation, pursue some form of post-secondary training or education in a viable career pathway(s) or successfully gain employment in a high wage, "high demand" occupation. Resources like: educational support, employment opportunities integrated with educational pursuits, work readiness skills, Adult mentoring and other guidance or intervention will be made available and accessible to Youth.

An assessment process is carried out with a specific purpose – the development of a customized IEP/ISS for WIOA eligible Youth. The IEP/ISS focuses on "career management" that emphasizes our commitment to helping Youth beyond simply getting a job. The IEP/ISS is essentially an agreement between American Job Centers and the Youth (Youth will be required to sign the IEP/ISS). A Youth's needs are regularly re-evaluated on an ongoing basis and his/her IEP/ISS is continually updated as Activities are completed or needed Services are identified. Youth will learn the process of personal life planning, how to set goals, how to establish reporting or review due dates and how to recognize progress and accomplishment. The IEP/ISS will identify the Youth's strengths and any barriers to employment that must be overcome to achieve success. The IEP/ISS will become a "living road map" and will, at a minimum, include: a listing of any and all Career Services provided, number of hours assigned to each activity, Supportive Services provided, expected completion date and expected employment outcome(s) or goals.

A. TUTORING SKILLS TRAINING - Intensive one-on-one tutoring is provided with an emphasis on improving literacy and skills so Youth can become gainfully and successfully employed.

B. ALTERNATIVE SECONDARY SCHOOL SERVICES/DROPOUT RECOVERY SERVICES - These Services focus on those Youth who have dropped out-of-school. The goal is to recruit these Youth back into an educational setting while providing the necessary support for the attainment of a diploma or the TASC.

C. PAID AND UNPAID WORK EXPERIENCES - Work Experience Programs are structured learning experiences. Participating in these Programs helps Youth establish work history, credibility and move out of poverty. Work-Based Learning involves actual Work Experiences that are conducted to promote contextual learning opportunities. Integration of the classroom and the worksite is always encouraged. These opportunities will vary from paid Internships to training and may be subsidized or unsubsidized.

D. OCCUPATIONAL SKILLS TRAINING - An On-The-Job (OJT) Program will be made available to older Youth, ages 18 -24, including those with disabilities. This program matches Employer needs with a Youth's qualifications. Area Employers from "high demand" industries participate in the OJT Program.

E. EDUCATIONAL TRAINING OPPORTUNITIES - Older Youth, ages 18-24, are provided with the opportunity to participate in the region's ITA Program. Older Youth are provided with the opportunity to select a "high demand" occupational training program of his/her choice.

F. LEADERSHIP DEVELOPMENT - Leadership development activities include: Analyzing strengths and weaknesses; Setting personal and vocational goals and building self- esteem, confidence, motivation and abilities to carry them out fully; Participating in community life and effecting positive change; Guiding or directing others on a course of action, influence, opinions and behavior of others; and, Serving as a role model.

G. SUPPORTIVE SERVICES - Supportive Services may be provided, if needed and necessary, especially to older Youth, ages 18-24. These Services include, but are not limited to: transportation, child care support, food stamps, health assistance, dependent care costs, housing assistance, work attire, medical child health assistance, earned income tax credit, referrals to Medical Services, etc. If needed, comprehensive guidance assistance, including drug and alcohol abuse counseling, as well as referral to appropriate outside counseling group(s) may be provided.

H. COMPREHENSIVE GUIDANCE & COUNSELING - These Services support a Youth's transition throughout school, achievement of a diploma or TASC or preparation for post high school "next steps."

I. ADULT MENTORING - These Services provide Youth with assistance in defining career goals and objectives that can include job shadowing and career exploration, encouraging positive choices and supporting academic achievement.

J. FOLLOW-UP SERVICES - Follow-up Services are conducted for both In-School and Out-of-School Youth. Follow-up Services include, but are not limited to: Career exploration; Group or individual meetings to discuss career and education opportunities; Use of the internet to research education; and, Career information, mentoring, tutoring and job shadowing. Follow-up Services are conducted by the Youth Training Provider(s) and are provided for a period of no less than twelve (12) months.

K. FINANCIAL LITERACY EDUCATION - Services provided include helping Youth create household budgets, initiate savings plans and make informed financial decisions about education, retirement, home ownership, wealth building or other savings goals, manage spending, credit and debt including credit card debt, be aware of the availability and significance of credit reports and credit scores in obtaining credit including determining their accuracy and their effect on credit terms, understand, evaluate and compare Financial Product Services and opportunities, etc.

L. ENTREPRENEURIAL SKILLS TRAINING - This training helps Youth develop the skills necessary to start and run their own businesses.

M. LABOR MARKET DATA - Youth are provided with access to the most recent labor market data and trends for the region and State that will enable them to acquire the educational skills and training necessary to get good jobs with high wages.

N. POST-SECONDARY EDUCATION AND TRAINING - Older youth, ages 18 -24, who are eligible to access post-secondary Education or Training Services, may do so through an ITAs.

There is a STEM Youth Room at the American Job Center in Wheeling for area In-School and Out-of-School Youth to visit and learn. The STEM Youth Room was put in place as a way to

introduce Youth to “high demand” training occupations in the science, technology, engineering and mathematics fields and subsequently, entice Youth to enter a training program in any of these fields.

TYPES OF AVAILABLE SERVICES FOR EMPLOYER CUSTOMERS

Job Center Operator Staff continuously works with Employer Customers in an effort to understand current employment trends and demands. Work-Based Training is promoted in the region to ensure that Employer Customers maintain a competitive position and ensure their workers are as skilled and effective as possible.

A. ON-THE-JOB (OJT) TRAINING - OJT Services will be provided through contractual agreements with Employer Customers in public, private non-profit or private sectors. Occupational training is provided by an Employer Customer to an OJT participant in exchange for reimbursement to cover the extraordinary cost of providing training and supervision related to the training. OJT reimbursement will be limited in duration depending on the occupation the new hire is being trained for, but will not, in any circumstance, exceed six (6) months or 1040 hours. Employer reimbursement will occur in accordance with the region's reimbursement sliding scale.

B. CUSTOMIZED TRAINING - Training is offered to an Employer or group of Employers to introduce workers or potential workers, including those with disabilities: To new technologies or new production or Services procedures; To upgrading employee skills for new jobs; or, For other appropriate workforce development purposes in accordance with the WIOA.

C. INCUMBENT WORKER TRAINING - Training is designed to meet the special requirements of an Employer or a group of Employers in "high demand" industries to retain skilled workers or avert the need to lay off employees by assisting workers in obtaining the skills necessary to retain employment.

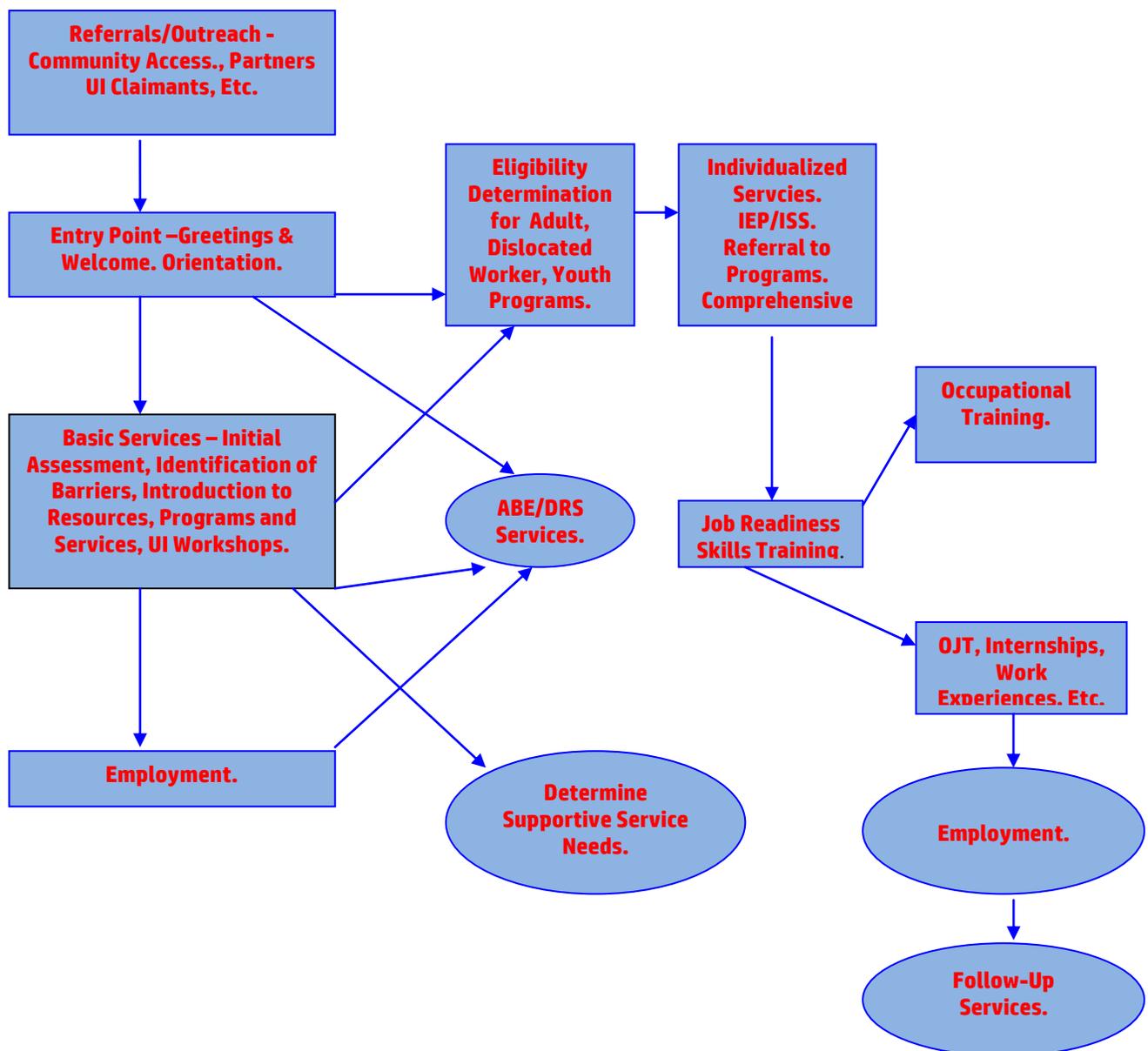
D. TRANSITIONAL JOBS - "Work-Based" training experiences that are time-limited and are subsidized in public, private, or nonprofit "high demand" industries for individuals with barriers to employment.

E. APPRENTICESHIP PROGRAMS - Apprenticeships are industry-driven models that combine on-the-job learning with job-related instruction as an "earn and learn" model.

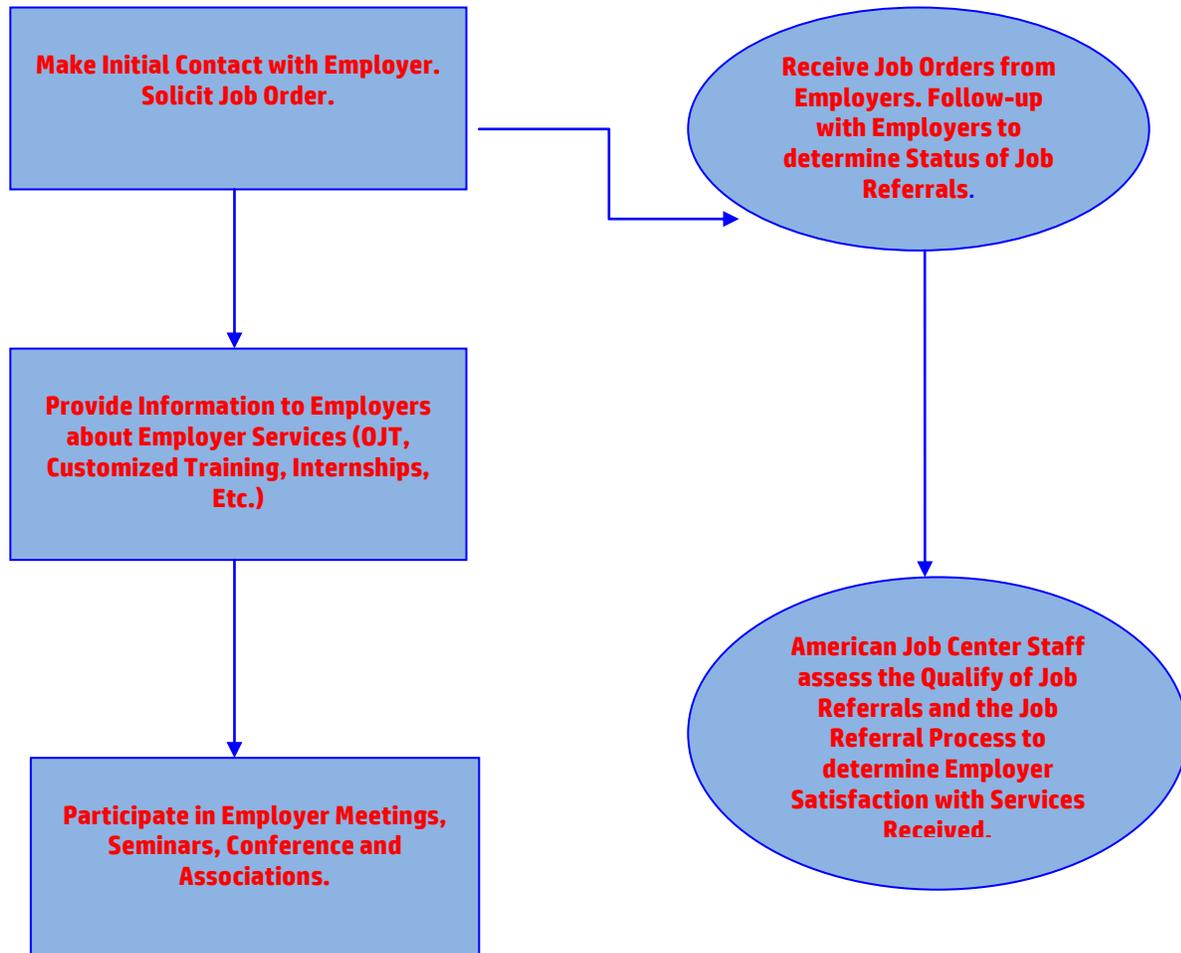
CUSTOMER FLOW CHARTS

Job Center Operator Staff has Customer Flow Chart in place to demonstrate the specific approaches that are used when serving customers at American Job Centers. Some of the features of American Job Center customer flow include: Graceful flow of service delivery to customers encourage continued participation in an American Job Center Programs by limiting exposure to bureaucracy and redundancy of Programs and Services; Integrated, coordinated delivery of Services to customers to ensure that qualified candidates meet with prospective Employers in the fastest, most efficient and most satisfactory way possible; and, Delivery of Career Service components to ensure organization thorough preparation for customers as they pursue and complete job searches, career/educational goals or Training Programs.

JOB SEEKERS AND YOUTH CUSTOMERS



EMPLOYERS CUSTOMERS



QUALITY MANAGEMENT APPROACHES

The manner in which the American Job Center system delivers Services will set the standard for positive outcomes. There are performance measures against which Job Center Operator, Core and Required Partner Staff will challenge themselves to effectively perform to meet performance measures. Performance measures will be tracked quarterly to ensure ongoing successful performance for the region's American Job Center system. The NPWDB, Inc. will use standard quality monitoring methods to determine the performance levels achieved within the American Job Center system.

Monitoring methods used will validate the quality of Services provided while identifying actual and potential deficiencies in order to implement preventive corrective action before the level of performance becomes unacceptable. Desired goals will be compared to actual program performance on a quarterly basis. Data will be made available through reporting, along with recommended strategies to continually improve operations at American Job Centers. The NPWDB, Inc., Core and Required Partners may conduct quarterly qualitative reviews to examine the coordination of Services and Work Activities in an effort to evaluate the overall quality and effectiveness of the Services provided.

The NPWDB, Inc., Core and Required Partners will be responsible for analyzing the qualitative and quantitative data. Performance successes, deficiencies and corrective action remedies will be highlighted. If corrective action is required, the Job Center Operator Manager, in consultation with Core and Required Partners, will draft a Corrective Action Plan, complete with expected outcomes and desired timeframes, and submit it to the NPWDB, Inc. for review and final approval. Upon plan approval, the Job Center Operator Manager will initiate proposed solution(s). The NPWDB, Inc. will monitor the progress of the Corrective Action Plan and prepare reports for the Job Center Operator staff's review.

Customer Surveys will be distributed to job seeking and Employer Customers as a way to measure the quality of Services provided and customer satisfaction. American Job Centers recognizes that customer satisfaction and acceptance of Services provided is a critical element in achieving a cooperative attitude toward a transition into work on the part of customers. Job Center Operator Staff will ask customers to evaluate Services and activities provided through American Job Centers. Surveys and writing utensils will be strategically placed throughout American Job Centers along with a secured box for completed Surveys to be placed. The results will include relevance of service delivered, quality of service and post-placement satisfaction. Customer input will assist Job Center Operator, Core and Required Partner Staff with continuous improvement measures to be implemented.

Reporting will be completed in a timely manner in the statewide MACC system. Further, to ensure the service provided at American Job Centers is consistently high quality, the NPWDB, Inc. will regularly monitor and evaluate its performance.

TARGETED OUTREACH AND RECRUITMENT EFFORTS

Job Center Operator Staff will actively work to engage Job Seeking, Youth and Employer Customers. Each target group faces a number of challenges in their search for educational and/or career fulfillment and self-sufficiency. Job Center Operator Staff will implement a number of marketing and outreach activities to accommodate and assist targeted populations. American Job Center marketing activities will be coordinated in concert with marketing initiatives of its Core and Required Partners and the NPWDB, Inc. Job Center Operator Staff understands the importance and need for a diverse and multi-faceted marketing and outreach plan in order to secure success for its American Job Center system. Job Center Operator Staff is committed to continually improving quality of Services. Job Center Operator Staff provides a wide variety of cost-effective publicity measures, including public presentations to community groups, public service announcements via television, radio, and newspapers, electronic linkages using the Internet and electronic bulletin boards and a widespread distribution of brochures, flyers, and advertising to target customers. Job Center Operator Staff will work closely with Core and Required Partners, training providers, Employers and community-based organizations, etc. in the execution of marketing and outreach plans.

Planned initiatives will encourage potential participants to recognize American Job Centers as the gateway for Job Training and Career Services in the region. Combining local knowledge with the nationwide expertise in marketing Human Services initiatives, American Job Centers can tailor successful Programs launched elsewhere to the unique needs of the local community.

Marketing and outreach initiatives may include:

JOB SEEKING AND YOUTH CUSTOMERS

- Media Outlets (including free advertising);
- Career Fairs;
- Newsletters;
- Public School and Community College Recruitment and Advertising;
- Direct Mailings; and,
- Job Center Workshops/Events.

EMPLOYER CUSTOMERS

- Chamber of Commerce and Community-Based Organization Alliances;
- Career Fairs;
- Newsletter;
- Cold-Calling and Direct Solicitation of Advocacy;
- Direct Mailings; and,
- Other Job Center Workshops/Events.

TARGET GROUPS — Displaced homemakers; Individuals with Barriers to Employment; individuals with Disabilities; Dislocated Workers; Disadvantaged Individuals; Veterans; Older Workers; Migrant and Seasonal Farm workers; Native Americans; In-School and Out-of-School Youth, and, Other Minorities.

MODIFICATION TO EMPLOYMENT & TRAINING RESOURCE GUIDE

Job Center Operator, Core and Required Partner Staff reserve the authority to modify or update this Guide as necessary and required. No modification or update to this Guide can formally be implemented without review and prior written approval from the NPWDB, Inc.