

**NORTH SHORE CAREER CENTER**

**CHARTER 2014**

## Table of Contents

	Page
I. Mission and Values	3
II. Collaborative Model	3
III. The Charter	4
IV. Roles and Responsibilities	5
V. Implementation	8
VI. Performance Measures	9
VII. Reporting, Monitoring and Evaluation Requirements	9
VIII. Remedies, Sanctions and Appeals	9
IX. Signatories	12
X. Attachments	

## I. MISSION AND VALUES

The mission of the North Shore Career Center System is:

To provide the highest quality, workforce development services to individuals and employers within the North Shore area, leading to economic self-sufficiency for individuals and strong human resource choices for employers.

Area Career Centers are positioned to meet the challenges of this mission based on the attraction and allocation of a robust set of organizational assets. These assets include a strong Workforce Investment Board/ Career Center working relationship, willing and constructive community participation, engaged program partners, state of the art technology available in all center locations, and well positioned facilities in Lynn, Salem and Gloucester. In addition, the Career Centers have resources aimed at the needs of the local customers and motivated staff coordinated with the focus of developing a culture of outstanding service to customers.

The values which guide the operation of this system, and which ensure fulfillment of our mission statement, are as follows:

### ***I. We know who our customers are and have an innate respect for them.***

1. Our customers are the individual job seekers and employers within the North Shore area.
2. Each customer comes to us with individual needs due to their unique circumstance.
3. Each customer is equally important, whether they need minimal services or require intensive assistance and intervention to meet their workforce needs and goals.
4. Each customer must be treated as the most important customer, with professional courtesy and efficiency.

### ***II. We believe in high quality customer service that meets customer needs.***

5. Staff must meet each customer with an open mind, not with a preconceived notion of what the customer may or may not need.
6. Staff must take the time to know the customer, listening carefully to his or her needs and concerns and approaching their situation from this perspective.
7. Such services often require creatively reviewing needs, researching options, and developing service plans that fit the individual circumstances, not the convenience of the Career Center staff or related parties.
8. Staff must help customers make the decisions and choose the services that are right for them, not dictate a particular path which they must follow.
9. Staff will adjust service offerings and styles based upon feedback from customers.

### ***III. We are responsible for seeking out, developing, and providing this service.***

10. Staff understands the need for continually upgrading their skills so that they can provide the best services available to our customers.
11. Technology is a tool to success, and that the most up-to-date technology must be available at all times for customer use.
12. Staff must seek out best practices that exist across the region, state, and nation, and be willing to replicate those that show promise for our area.

### ***IV. We are responsible to our funding sources and to our community.***

13. We are goal driven and accountable for performance.
14. We continually evaluate and adjust our activities based upon performance.
15. While creativity and flexibility is our goal, staff must also adhere to federal and state requirements for grant management, and must design services with these requirements in mind.
16. Customers in general do not need to understand these requirements, and should be served from a seamless perspective.

### ***V. We will serve the customer fully and completely.***

17. A fully-serviced customer is:
  - a. a job seeker employed in a satisfying position that provides them with the capability to support themselves and their family, and
  - b. an employer whose human resource needs have been met, contributing to continued productivity and company growth.

Both types of customers should be willing to return to the Career Center for any future services needed.

## II. NORTH SHORE COLLABORATIVE MODEL

The North Shore Career Centers are collaborative--an integrated partnership between existing North Shore organizations-- chartered, supported, and overseen by the Workforce Investment Board (WIB). The key elements are:

- a. A lead partner responsible for programs and service delivery, administrative duties, implementation of an integrated operational budget, and coordination of the collaboration;

- b. Career Center partners working with the lead partner on an equal basis to provide services to customers and to coordinate the necessary resources, systems, and procedures;
- c. An integrated management structure composed of a Career Center director, a Career Center management team, and management and line staff from the lead and partner organizations working together in each center to build a comprehensive local system from formerly categorical and disparate funding sources (e.g., Wagner-Peyser, Workforce Investment Act, and Massachusetts Department of Transitional Assistance funding);
- d. A commitment to a local collaborative model in which staff duties and priorities are driven by the work required to meet customer demands and in which there are shared responsibilities (1) among all lead and partner organizations and (2) across hierarchical levels in the Career Center staffing structure;
- e. An active continuous quality improvement of services;
- f. A close working relationship between the Career Center partners and the North Shore WIB, which is responsible for chartering, technical assistance, evaluation and monitoring performance.

### **III. THE CHARTER**

#### **A. Grant of the Charter**

The North Shore Workforce Investment Board (WIB), pursuant to the authority granted to it by the Executive Office of Labor and Workforce Development (EOLWD), charters The Employment Partnership (TEP)--a collaboration of the North Shore Office of Employment and Training and the Massachusetts Division of Career Services (DCS) TEP will provide services through three collaborative Career Centers located at 181 Union St., Lynn, 70 Washington St, Salem, and 5 Pleasant St., Gloucester. This charter and the roles and responsibilities of parties to the charter may be revised based on the requirements of any changes to the federal Workforce Investment Act, or related legislation.

#### **B. Parties to the Charter**

The parties to this charter are the WIB, the Mayor of Salem, and TEP.

TEP is composed of a lead partner, the North Shore Office of Employment and Training (NSOET), and a second partner agency, the Massachusetts Division of Career Services (DCS). WIB partners include: the Department of Transitional Assistance, the Massachusetts Commission for the Blind, the Massachusetts Department of Elementary and Secondary Education, Post-Secondary Education providers, Community Based Organizations, Labor Representatives, Economic Development Representatives, Public Schools Representatives and the National Senior Network. Additional non-WIB partners that are involved in the workforce system and sub-committees of the board include: Massachusetts Rehabilitation Commission, the Independent Living Center of the North Shore and Cape Ann and other non-profit organizations. It is anticipated that during the life of this charter, additional partner organizations will be added to the collaborative as (1) dictated by customer demands, (2) required by state and federal policies, (3) allowed through state and federal funding resources, and (4) facilitated by WIB strategic planning and operational partnerships formed by TEP.

#### **C. Term of the Charter**

This charter is effective on Jan. 1, 2014, and shall remain in effect through Dec. 31, 2015, provided that the renewal terms and conditions in this charter are met.

At the end of the second calendar year, the WIB shall have no obligation to renew the charter. However, it is assumed that, if TEP is meeting performance goals, the WIB, in coordination with the Mayor of Salem, will give first consideration to TEP for Charter renewal.

#### **D. Renewal Terms and Conditions**

Implementation of a high quality, effective local labor exchange system is the overall measure that will be used for charter renewal. Specifically, TEP must:

Achieve the performance measures and standards established by the Workforce Systems Committee of the WIB. See Section VI.

Implement a business plan that is approved by the Workforce Systems Committee of the WIB for the period concurrent with this Charter.

Participate in the WIB's monitoring and evaluation initiatives. Correct any performance problems identified by the WIB.

#### **IV. ROLES AND RESPONSIBILITIES**

This charter has been reviewed and approved by the WIB and by the Mayor of the City of Salem. Both parties are responsible under federal legislation and state policies for jointly approving the charter and allocating resources to TEP for Career Centers.

The WIB, the Mayor of the City of Salem, and TEP, each have distinct roles in the development, operation and financing of Career Centers.

##### **A. Workforce Investment Board**

The North Shore WIB is responsible for establishing policies and overseeing the implementation of TEP's Career Centers. The Workforce Systems Committee of the WIB is responsible for developing Career Center policies and the WIB executive director is responsible for carrying them out.

###### **1. Policy and Program Development**

Establish program, policy and performance standards and reports, consistent with, but not limited to state and federal requirements.

Establish and provide oversight for WIB and federal/state-mandated policy and standards for Career Centers and resolve policy issues with federal/state-level agencies on behalf of TEP.

Oversee allocation of resources to employer customers and job seeker customers. Include Career Center leadership in the development of program plans and budgets.

Consult with the Mayor of Salem on Career Center policy development and program design.

Authorize and review key components of the local labor exchange system, including the service menus, number of centers, sites, budget, and fee schedule for fee-based services.

Approve changes in the Career Center system, including the integrated management structure and additional partners, service menus, number of centers, sites, budget, fee schedule, and grant applications.

###### **2. Chartering and Monitoring**

Establish a local Career Center system: review and approve Career Center business plans and updates with the involvement of the Mayor of Salem and TEP, write and sign the Career Center charter(s), and renew the charter(s) or conduct a competition for new operators.

Conduct performance monitoring and evaluation of TEP as part of on-going operations and the re-chartering process.

Ensure that data are collected and that reports required by Career Center funding sources are produced and submitted in a timely manner.

With the state, monitor TEP's legal, contractual and financial compliance, and implement corrective action, as necessary. Align local monitoring with state and federal monitoring, as much as possible, to reduce unnecessary demands on TEP.

With the Mayor of Salem, consider any appeals of decisions not to renew the charter as identified in Section VIII. C.

###### **3. Capacity Building**

Lead an on-going internal review process, i.e., the Data Academy, bringing WIB and Career Center staff together five to six times per year to analyze specific issues of concern and recommends actions for improvement/change.

Oversee and participate in the development and implementation of a customer satisfaction and continuous quality improvement system.

Convene and broker the involvement of stakeholders, including employers; job seekers; local elected officials and other policy makers; education, training, employment and support service agencies; and other interested parties.

Direct all appropriate and necessary locally-controlled financial and other resources to the support of services at and through TEP.

Provide ongoing oversight and evaluation of TEP performance. Develop an ongoing, independent, objective evaluation that extends beyond the review of outcomes to include organizational development, customer satisfaction, and continuous quality improvement. Methods may include peer team review, contracting with an outside evaluator, and mystery shopping.

Actively increase and allocate resources strategically to enhance the capability of TEP, including initial staff training, system-wide customer feedback, best practices, and national models.

Work to increase education and training options on the North Shore (with particular focus and ties with the critical and emerging industries identified within the 2010 Labor market Blue Print – and 2014 Labor Market Blue print to be completed in October 2014), including additional approved training vendors, On the Job Training, and/or Registered Apprenticeships.

Provide Labor Market Information and related data to the Career Centers and the North Shore community, allowing for more informed decision making and higher quality services and outcomes within the local workforce system.

In addition, other subcommittees of the WIB will provide guidance, direction, and/or assistance to the Career Centers as needed and consistent with their specific area of responsibility and expertise. In FY 2012, the WIB published a new three year strategic plan building on the previous plan developed in 2009. The WIB will continue to utilize its sub-committee structure to help attain goals and benchmarks and guide the local workforce system. These committees include the following:

1. Youth Pipeline Committee (Youth Council): oversee the development of a coordinated youth workforce development system in North Shore, including fully integrating the various WIB youth programs as well as a teacher externship program, improving the ability of the Career Centers to serve youth, developing a better understanding other North Shore youth services, supporting them, and advocating for increased services where gaps occur.
2. Workforce System Committee: oversight to ensure high quality service to job seekers and employers through the One Stop Delivery System. Establish policies that drive Career Center performance, develop specific goals as part of the One Stop Charter, and evaluate performance of the Career Center and related program vendors.
3. Skills Gap Committee: develop policies that ensure appropriate service to customers lacking skills necessary to become or remain successfully employed in the local labor market, including basic literacy and more advanced technical capabilities. Oversee services to customers affected by plant downsizings and closings, and to customers requiring basic skills instruction. Reach out to critical and emerging industries, as determined through research described below, to develop sectoral initiatives that attack structural problems within industries and implements solutions accordingly.
4. Resource Committee : members include the City of Salem Chief Financial Officer as well as the WIB Executive Committee – oversee all financial activity of the WIB/City in regard to administration and program operations, ensuring appropriate spending and financial planning.
5. Partnership Committee: help disseminate the various messages surrounding workforce development to the region, including economic trends, employer needs, and job seeker services; responsible for educating the public about workforce realities and requirements, and building support for appropriate public and private responses. In addition, help facilitate new WIB member recruitment and the development and oversight of a WIB marketing plan.

## **B. Mayor of Salem**

The Mayor of Salem holds, as required and designated in federal legislation, the responsibilities of the lead elected official for the North Shore Career Center system. Responsibilities include:

Consult with the North Shore WIB on Career Center policy development and program design.

Review and authorize key components of the local labor exchange system, including the service menus, number of centers, sites, budget, and fee schedule for fee-based services.

Approve changes in TEP operations of Career Centers, including the integrated management structure and additional partners, service menus, number of centers, sites, budget, fee schedule, and grant applications.

Convene and broker the involvement of stakeholders, including local elected officials, employers; job seekers; local elected officials and other policy makers; education, training, employment and support service agencies; and other interested parties.

Direct all appropriate and necessary locally-controlled financial and other resources to the support of services at and through TEP.

With the WIB, consider any appeals of decisions not to renew the charter.

Manage all fiscal duties associated with Career Center operations, including purchasing, contracting, auditing, and other fiscal activities.

### **C. The Employment Partnership**

TEP is composed of the Career Center partners, starting initially with NSOET and DCS, which together are responsible for implementation of the local collaborative Career Center model.

1. Operations
  - Submit business plans and modifications to gain a Career Center charter and charter renewal(s).
  - Develop core, intensive, training, and fee-based service menus and deliver services to employers and job seekers.
  - Meet WIB, state, and federal legislative, regulatory, and program requirements and service goals.
  - Select Career Center locations, subject to WIB and City review and approval, and lease, refurbish, and maintain TEP facilities and equipment.
  - Develop, organize, and improve TEP service delivery systems to the highest possible quality level.
  - Recruit, train, and supervise staff.
  - Maintain customer data using the information system as required by the WIB, state, and federal Career Center policies.
2. Quality and Continuous Improvement
  - Build a customer-driven, learning organization.
  - Develop and implement a continuous quality improvement program.
  - Establish, operate, and improve effective information systems and provide staff training.
  - Work with the WIB to determine the best available state-level resources and other system capacities developed by other Career Centers.
3. Market services to both employers and job seekers.
  - Continually work to improve the knowledge and understanding of Career Center services across the region by employers and job seekers.
  - On an on-going basis increase the usage of the Centers by employers and job seekers.
  - Increase the level of customer satisfaction at the Centers by employers and job seekers.

The above roles and responsibilities of the signatories are presented in greater detail below and in the business plan and are in full compliance with documents signed by the WIB and the Massachusetts EOLWD.

#### **D. North Shore Office of Employment and Training**

NSOET has lead responsibility for administrative, contractual and fiscal components of The Employment Partnership. Duties include:

- Overall responsibility and final decision-making authority for TEP operations, quality control, and continuous improvement.
- Maintaining close working relationships with all parties to the charter.
- Hiring and supervising a Career Center director.
- Development of staff and other resources for individual Career Centers.
- Meet WIB, state and federal legislative, regulatory, and program requirements.
- Operate management information systems and file reports which are timely and in compliance with WIB, state, and federal requirements.

#### **E. Division of Career Services**

As the primary TEP partner in the operation of the Career Centers, DCS responsibilities include:

- Hiring and supervising a local Field Management Capacity.
- Provision of all labor exchange services as funded under the Wagner-Peyser Act.
- Through inter-agency agreement with the Division of Unemployment Assistance (DUA), administration of Unemployment Insurance-related services.
- Provision of outreach and case management services under the Disabled Veterans Outreach Program (DVOP) and the Local Veterans Employment Representative (LVER) program.
- Provide cost-sharing support for Career Center operation consistent with the Memorandum of Understanding (MOU) with the WIB.

### **V. IMPLEMENTATION**

#### **A. Recognition of State and WIB Authorization**

TEP will use the name of North Shore Career Centers for all North Shore Career Centers; include the state one stop Career Center logo in all formal materials, to the maximum extent feasible; and cite the WIB's chartering role and include the WIB's logo in all formal materials, to the maximum extent feasible.

#### **B. Business Plan**

The North Shore WIB/North Shore Career Center business plan, and specific plans developed under that, e.g., Business Services Unit and Youth Career Center Business Plans, shall be a part of the charter.

It is a living document. The business plan will be modified with the approval of the WIB Workforce Systems Committee to reflect gains in organizational development; revisions to customer service menus; the opening of additional Career Centers; changes in state Career Center information systems and financing mechanisms; changes required by state and federal legislation, regulations and policy and other changes stemming from the WIB's and TEP's experience in operating Career Centers.



If needed and/or desired, TEP shall submit proposed revisions to the WIB's business plans to the Workforce Systems Committee on or about July, 2014, and on or about July 2015. Such revisions will be based, among other things, on guidelines developed by the WIB's Workforce Systems Committee.

## **VI. PERFORMANCE MEASURES**

### **A. Qualitative Measures**

The TEP will implement systems and report at all WIB Workforce Systems Committee meetings on the results of surveys, focus groups, and other data elements that speak to the quality of service provided at the Career Centers. Primary required indicators, involving customer satisfaction and customer usage, are outlined in the Attachments. The Career Center may report on any other indicators that they feel reflect the progress of the Centers toward high quality services.

### **B. Quantitative Measures**

The presumed system for data collection is the MOSES system. All elements included within MOSES will be collected by the Career Centers and made available to the WIB as part of on-going program oversight. These include measures that relate to all funding sources, and that are reflected in the various plans, grant agreements and documents that the WIB enters into on behalf of the Career Centers.

## **VII. REPORTING, MONITORING AND EVALUATION REQUIREMENTS**

Reporting requirements and schedules established by the WIB in consultation with TEP are currently outlined in Policy Number P-16, as updated and will be refined periodically. These reports include the following:

Monthly Performance Summaries for **all contracted programs**

Monthly Performance Summaries for **Wagner-Peyser, WIA Title I Adult, Youth, and Dislocated Worker Programs**

Monthly **WIA Performance Reports** as follows:

- Title I Plan vs. Actual
- Title I Plan vs. Non-Low Income Report
- Title I Plan vs. Out-of-School Youth Report
- Title I Participant Characteristics Outcomes Report

**OSCCAR Report**

**Others as requested periodically**

**Mystery Shopping reports**

In addition, customer satisfaction and usage reports, along with benchmarks for services to specific groups identified during this year's charter review as being in need of improved services at the Career Centers, are included as Attachments to this charter. Particular attention will be placed toward Career Center Consolidation, Performance, and Other Goals (e.g. staff training, social media implementation plan etc.)

TEP will maintain records as required by the WIB and state and federal agencies overseeing implementation of Career Centers. TEP will provide access for the WIB and its agents, for EOLWD, and for other authorized government agencies to the information needed for monitoring and evaluation of performance and financial management.

The WIB and TEP recognize that full reporting of the required data elements is dependent, in part, on the capacity, quality and timeliness of the state's Career Center information systems. The WIB and TEP will substitute current or easily developed local data collection and data retrieval systems should the state information system not provide the needed information for whatever reason.

The WIB will monitor all programs on an on-going basis and at least once per year in greater detail. The TEP will be provided with the results of these monitors, and will respond as needed to corrective action.

In addition, the WIB will hold periodic meetings and focus groups with customers to determine the status and quality of service. The TEP will receive notification of the results of these activities on an on-going basis, and will use the results as part of the continuous improvement process.

## **VIII. REMEDIES, SANCTIONS AND APPEALS**

### **A. The Goal of Mutual Cooperation**

It is the intent of the parties that problems be avoided, corrected, and resolved by mutual cooperation if that is feasible. Both the WIB and TEP are committed to the continuous quality improvement of services provided to employer and job seeker customers. Identifying and resolving performance problems and customer dissatisfaction is central to continuous quality improvement.

### **B. Performance Review**

Performance review will take many forms, as follows:

1. The WIB and TEP will meet each month to review performance and activities.
2. The WIB Workforce Systems Committee will meet bi-monthly to discuss program performance and to develop appropriate action to reach goals.
3. Service to targeted populations, as defined in the attached goals chart, will be monitored at each Workforce Systems Committee meeting. Lack of reasonable progress, as defined by the Committee, will place TEP under corrective action as defined in section VIII, C below.
4. On-site monitoring will take place at least once per year. TEP will be formally notified in writing of monitoring events.
5. Regardless of the above, an evaluation of TEP's performance in regard to this charter and potential charter review will begin on or about March, 2014 and will end on or about December, 2015. The WIB will provide TEP with oral and written reports of the findings.

### **C. Performance Problems and Corrective Action Plans**

TEP shall inform the WIB in writing as soon as possible whenever it appears that a problem or event may occur, or be occurring, that could undermine the successful implementation or operation of the North Shore Career Centers or could lead to TEP's default under the terms of this charter. In addition, the WIB will notify TEP when performance issues are evident through routine monitoring or other WIB data collection procedures as outlined above.

In those instances when performance and customer problems are identified and remain unresolved, the WIB will consult with TEP. TEP will develop a plan to resolve the problems, inform the WIB of its plans, and take the steps necessary to resolve the problems identified. If the WIB believes that problems have not been resolved within a reasonable period of time, the WIB shall provide a written notice identifying the problems and requesting resolution within a specified period of time. If TEP is not responsive to this request, the charter be terminated according to the provisions in the following three sections.

### **D. Default**

The term "default" as used in this charter shall mean failing to carry out roles and responsibilities outlined above in Section IV, within a reasonable period of time and within the constraints and resources provided by other parties to this charter and by state and federal sources.

Each of the following events, unless cured within a reasonable grace period set forth below or resolved through the appeal process, shall constitute a default:

1. Generally, a default by TEP will occur when there is a breach or failure in the performance of any material term, provision, obligation, or condition of this charter, and when such default, breach, or failure continues in effect, or remains uncorrected beyond any reasonable notice or grace period provided for in this charter.
2. Breach of Representation or Warranty. A default shall occur if any material representation or warranty made by TEP herein or in TEP's business plan or in any other instrument or document relating to the North Shore Career Centers shall at any time be materially false or misleading.

3. Fraud. A default shall occur if TEP is misusing Career Center funds, deliberately or knowingly charging customers for core services, or otherwise defrauding the WIB or the Mayor of Salem.

## **E. Grace Period**

A grace period is the period of time following a default during which the charter remains in full force and effect, notwithstanding the default. During the grace period, TEP has the opportunity to correct the default. There shall be a thirty (30) day grace period for any other default following written notice to TEP from the WIB. If any such default remains uncorrected upon the expiration of the thirty (30) day grace period, the WIB shall be entitled to exercise any or all of its remedies as provided in this charter agreement.

There is no grace period for default involving breach of representation or warranty or fraud.

## **F. Remedies and Termination**

### **1. Termination of the Charter by the WIB**

Upon the occurrence of default and the expiration of any applicable grace period, the WIB shall be entitled, following a vote of concurrence from the WIB Career Center and Executive Committees, to terminate this charter immediately by delivering written notice of termination to TEP. Upon the delivery of such written notice, the charter shall terminate and TEP shall have no further rights with respect to the implementation or operation of North Shore Career Centers subject to appeal (Section G).

In cases of breach of representation or warranty and fraud, the WIB may take immediate action to revoke the charter or seek other changes in performance and administration of Career Centers.

### **2. Action by the Commonwealth of Massachusetts**

A copy of the termination notice shall be delivered to the EOLWD, the WIB Workforce Systems Committee, the WIB Executive Committee, and the Mayor of the City of Salem so that they may take such action as they deem appropriate. Upon termination of the charter, the Commonwealth of Massachusetts contracts with TEP will simultaneously terminate.

### **3. Termination of the Charter upon Termination of the Commonwealth of Massachusetts Funding Contract**

Regardless of whether a default has occurred, if the Commonwealth of Massachusetts funding contract is terminated by the DWD, this charter shall simultaneously terminate without any requirement of the delivery of written notice of termination by the WIB to TEP. In the event of any such termination of the charter agreement, TEP shall not have any further rights with respect to the implementation or operation of Career Centers.

## **G. Appeal Process**

If TEP is informed of the WIB's finding of default and/or intent not to renew the charter, it shall have one week from the receipt of such notice to provide a written appeal to the WIB executive director, who is responsible for the immediate distribution to the WIB Workforce Systems Committee, the WIB Executive Committee, and the Mayor of the City of Salem.

Within two weeks of receipt of an appeal, the chair of the WIB Workforce Systems Committee will convene the Workforce Systems Committee, the WIB executive director, representatives of TEP, and others as appropriate to consider renewal of the charter. The Workforce Systems Committee will establish processes for gathering information and debating the merits of arguments presented, which will be approved by the WIB Executive Committee before proceeding. The Workforce Systems Committee will make its decision concerning charter renewal and /or default within two weeks of its first meeting.

If TEP is not satisfied with the decision of the WIB Workforce Systems Committee, an appeal may be made within one week in writing to the WIB Executive Committee and the Mayor of the City of Salem. The WIB Executive Committee and the Mayor of the City of Salem shall convene an appeal hearing within two weeks, provide all parties with a description of the process to be used, gather and review such information they deem to be relevant, and consider the merits of the appeal until consensus between the WIB Executive Committee and the Mayor of the City of Salem is reached. The decision of the WIB Executive Committee and the Mayor of the City of Salem to renew or not to renew the charter shall be final.

**IX. SIGNATORIES**

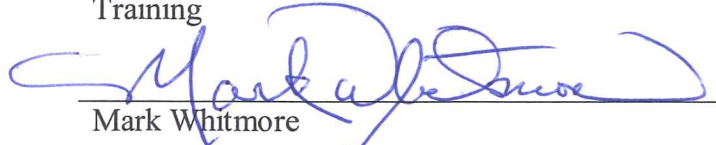
For the City of Salem



\_\_\_\_\_  
Kimberley Driscoll, Mayor

3/7/14  
Date

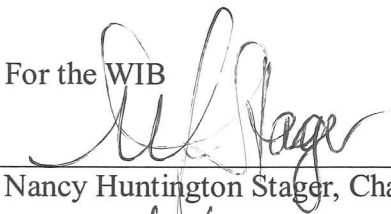
For the North Shore Office of Employment and Training



\_\_\_\_\_  
Mark Whitmore

3/7/14  
Date

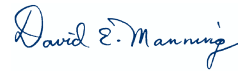
For the WIB



\_\_\_\_\_  
Nancy Huntington Stager, Chair

3/13/14  
Date

For the Division of Career Services



\_\_\_\_\_  
David Manning

February 19, 2014

\_\_\_\_\_  
Date

**Charter Goals 2014 - 2015:**

**CONSOLIDATION GOALS AND ACTIVITIES**

1. **Review current staff and determine if job functions are properly aligned to goals**
  - a. **Review and update all job descriptions and related state forms (Form 30) by March 31, 2014**
  - b. **Discuss updated job descriptions/train staff on new model during February to June, 2014. Include in training not just career center BSU staff but other partners such as Manufacturing Market Managers, business staff from Mass Rehab, Employer Engagement Teams, etc. Include in training Solutions Sales (e.g. Sandler or others) and National Career Readiness Credential.**
2. **Determine appropriate services levels for companies and job seekers levels in new design of consolidated center with access points – estimates are:**
  - a. **Job Seekers:**

**Total number served in Consolidated Center annually – set at 60% of customers served (youth and adults) in all three Centers – i.e. 60% of 15,436 or 9,262. Total number served at access points annually set at 20% of customers served in all three Centers – i.e. 3,087**
  - b. **Companies:**

**Total number served through new model – increase to 1300 by June 30, 2014 and to 1400 by June 30, 2015**
3. **Communicate with the public on new model:**
  - a. **Prepare and distribute press release and information packet on new model by April 1, 2014**
  - b. **Potentially develop video (You Tube?) to help promote new access point model (study other video-related promotional ideas such as the Care Dimensions video at <http://www.hns.org/> )**
  - c. **Develop and publicize initial list of access points by April 1, 2014**
  - d. **Meet with public officials where possible between April and June 30, 2014**
  - e. **Begin out stationing staff on a gradual basis during fourth quarter April to June of 2014**

**PERFORMANCE GOALS – in addition to those outlined under consolidation above**

1. **Respond to research findings on earnings issues – report published by WIB no later than April 1, 2014)– determine appropriate response plan to include short-term (0 to 3 month) and intermediate (3 to 6 month) term actions to be taken for immediate implementation**
2. **Increase percent of budget for training from 33% to 36% by July 1, 2014 and to 45% by July 1, 2015**
3. **Increase placement rate of Career Center customers from current 49% to 60% by Dec. 30, 2015**
4. **Ensure attainment of all WIA performance goals, with special attention to earnings – ensure that entry level placements in particular in the healthcare field i.e. Certified Nurse Assistants have short and long-term career plans in place.**

5. ***Increase service to youth to 2,750 by Dec. 30, 2015, through the consolidated career center and access points***
6. ***Increase private sector placements of F1rstjobs youth to 190 for the summer of 2014 and 210 for the summer of 2015***

## **OTHER GOALS**

1. ***Improve knowledge and use of social media for staff serving job seeker and business customers***
  - a. ***Training for Career Center staff offered between January and June, 2014 – and on-going***
  - b. ***Review current social media workshop offerings and develop pilot lists of offerings by June, 2014***
  - c. ***Formulate a comprehensive social media implementation plan by September 30, 2014***
  - d. ***Implement and analyze continuously for review by July 1, 2015***
2. ***Improve technology services,***
  - a. ***Ensure fully functioning resource room computers by April 1, 2014 and complete staff computer upgrades by 6/30/2014***
  - b. ***Ensure Microsoft training schedule by April 1, 2014***
  - c. ***Review current on-line ITA offerings – expand by 20% by Dec. 30, 2015***
3. ***Increase networking groups***
  - a. ***Perform a detailed analysis of current networking groups by April 1, 2014***
  - b. ***Increase groups by 20% by Dec. 30, 2014 and by an additional 20% by Dec. 30, 2015***
4. ***Increase use of ACT Suite of Service by Career Center customers (NCRC)***
  - a. ***Determine current level of NCRC awards by June 30, 2014***
  - b. ***Increase NCRC award by 20% by Dec. 30, 2014 and by an additional 20% by Dec. 30, 2015***
  - c. ***Determine current corporate buy-in of NCRC by June 30, 2014***  
  
***Define corporate “buy-in” and increase corporate buy-in of NCRC by 20% by Dec. 2014 and an additional 20% by Dec. 30, 2015***

North Shore Workforce Investment Board

North Shore Career Center

One-Stop Career Center Business Plan

2014 - 2015



## Mission, Vision and Values

- I. The mission of the North Shore Career Center System is: To *provide the highest quality workforce development services to individuals and businesses within the North Shore area which lead to economic self-sufficiency for individuals and strong human resource choices for local businesses.*

Area Career Centers are positioned to meet the challenges of this mission based on the attraction and allocation of a robust set of organizational assets. These assets including: a strong Workforce Investment Board/Career Center working relationship, willing and constructive community participation, engaged program partners, state of the art technology available in all center locations, well positioned facilities in Lynn, Salem, and Gloucester, resources aimed at the needs of the local customers and motivated staff are all coordinated with the focus of developing a culture of outstanding service to customers.

- II. The vision present within the North Shore Career Centers is to continuously adapt and improve the delivery of services to meet the changing needs of area residents and businesses. Such services for individuals include, but are not limited to: labor market information, job counseling and matching, access to education and training services at all levels of need, job search assistance, job search skill building workshops and access to the technologies needed to become an active participant in today's job market. Services for companies include, but are not limited to, job postings, recruitment and marketing of job openings, candidate referral, labor market information, assistance in planning and providing training to new and existing employees, and access to information about other education and job training programs.

Core services provided through the North Shore Career Centers (NoSCC) are free to our customers and remain flexible to meet the ever-changing needs of individuals and companies. Our customers- individuals and businesses - drive our services, giving us input into continuous improvement. This input is our primary measure through which we evaluate and adjust our services throughout our course of operation.

Our services are provided through the collaborative activities of many partners, all of whom provide workforce development and other related services as a part of their mission statements. These partners include, but are not limited to, all members of the education, training, government, and community based organizations in our area that are interested, available and capable of adding value to the system. Such collaborations are both financial and non-financial in nature, bringing whatever resources are available to improve services to our customers.

Successful service delivery is evidenced by placement in appropriate and high quality jobs, including career paths and benefits, to the advantage of both the individual and business. Additionally, we judge our success by the number of individuals and companies who return for services at various times of need and by referrals from previous customers. The Career Centers also place a high value on the customer feedback received via the point of service delivery customer satisfaction surveys.

We approach service to customer from a solution-based perspective, i.e., it is our job to help the customer solve the problem and not to select participants for programs based only on eligibility. While not all our customers meet the specific eligibility criteria required under certain grants, we work to find the resources to meet their needs through collaboration with our various partners.



In addition, the NoSCC has a positive impact on the broader community, providing an effective labor exchange system well into the future. Our name and services are common knowledge in our communities and we strive to be the first place our customers come to for such assistance.

Finally, our efforts lead to an improved set of relationships between the individual and company, sensitizing both to the needs and issues faced by each other in today's work environment. Our customers have a better understanding of the education, training, and community service environment in which they live. They have a clear understanding of how to access these organizations when needed.

The NoSCC strengthens all facets of our society by encouraging communication and collaboration between and among community members. It facilitates change both within and among these members, so the services reflect real need not perception of need or tradition. The NoSCC ensures that our residents and employers have the human resource assistance they need to build a strong economy now and into the future.

III. The values which guide the operation of this system, and which ensure fulfillment of our mission statement, are as follows:

A. *We know who our customers are and have an innate respect for them.*

1. Our customers are the individual job seekers and businesses within the North Shore area.
2. Each customer comes to us with individual needs due to their unique circumstances.
3. Each customer is equally important, whether they need minimal services or require intensive assistance and intervention to meet their workforce needs and goals.
4. Each customer must be treated as our most important customer, with professional courtesy and efficiency.

B. *We believe in high quality customer service that meets customer needs.*

1. Staff must meet each customer with an open mind, not with the preconceived notion of what the customer may or may not need.
2. Staff must take the time to know the customer, listening carefully to his or her needs and concerns and approaching their situation from this perspective.
3. Such services often require creatively reviewing needs, researching options, and developing service plans that fit the individual circumstances, not the convenience of the Career Center staff or related parties.
4. Staff must help customers make the decisions and choose the services that are right for them, not dictate a particular path that they must follow.
5. Staff will adjust service offering and styles based upon feedback from customers.

C. *We are responsible for seeking out, developing, and providing this service.*

1. Staff understands the needs for continually upgrading their skills so that they can provide the best services available to our customers.
2. Technology is a tool to success and that the most up-to-date technology must be available at all times for customer use.
3. Staff must seek out best practices that exist across the region, state, and nation, and be willing to replicate those that show promise for our area.

D. *We are responsible to our funding sources and to our community.*

1. We are goal driven and accountable for performance.
2. We continually evaluate and adjust our activities based upon performance.

3. While creativity and flexibility are our goals, staff must also adhere to federal and state requirements for grant management, and must design services with these requirements in mind.
4. Customers, in general, do not need to understand these requirements and should be served from a seamless perspective.

E. *We will serve the customer fully and completely.*

1. A fully serviced customer is:
  - (a) A job seeker employed in a satisfying position that provides them with the capability to support themselves and their family, or
  - (b) An employer whose human resource needs have been met, contributing to continued productivity and company growth, with both customers willing to return to the Career Center for any future services needed.

## **Organizational Factors**

The North Shore Career Center is a collaborative initiative operated by two major partners, the North Shore Office of Employment and Training and the Massachusetts Division of Career Services, along with a number of associate partners, many of which participate under the umbrella of the North Shore Employment Consortium.

The lead agency in this collaborative is the North Shore Office of Employment and Training (NSOET), which is a public entity operated by the City of Salem. As the lead partner, NSOET is responsible for the overall operation of the North Shore Career Centers, utilizing an integrated management model that ensures high quality, universal access and seamless delivery of services to all customers. In addition, the lead partner oversees all of the administrative and financial operations of the system. This includes signing, managing and monitoring all contracts with the North Shore Workforce Investment Board (WIB), and overseeing the Career Center budget. NSOET also pays all bills, invoices for all payments, maintains all financial records, and takes the lead in any state or federal audits.

The Massachusetts Division of Career Services, the other major partner of our one-stop collaborative, provides Wagner-Peyser funding, staffing, equipment, DCS Central Office support and other significant resources to help to ensure the delivery of high quality services throughout the local Career Center system. Representatives of NSOET and DCS participate as equal partners in all major decisions regarding the provision of services to customers of the North Shore Area Career Center System.

Joining NSOET and DCS in providing employment and training related services through our collaborative one-stop initiative are our associate partners of the North Shore Employment Consortium. These include the: Massachusetts Rehabilitation Commission, Department of Mental Health, Department of Mental Retardation, Massachusetts Commission for the Blind, and the Independent Living Center of the North Shore and Cape Ann, Inc. The one-stop collaborative also partners with the Massachusetts Department of Transitional Assistance (DTA), National Able Network, Massachusetts Department of Elementary and Secondary Education, Job Corps, Independent Living Center and other Aging and Disability Resource Consortium members (ADRC), local Adult Basic Education providers and has a close affiliation with area colleges, local youth-serving programs and several local community-based organizations.

All of these partners have experience in serving the employment, training or supportive service related needs of their particular constituencies, either directly or indirectly. They are able to assist us in

assessing the various needs of these populations and provide us with creative ideas on how to better communicate with and serve them. As these different agencies are absorbed into our collaborative, we, as partners, have been able to gain a better understanding of the wide variety of resources that can be made available to our customers through a more integrated and seamless service delivery system.

We will continue to recruit additional partners required by WIA along with other educational entities and community organizations in our area that have resources that can assist our customers in meeting their employment and training related needs. It is our plan to welcome all local agencies and service providers that can add quality and value to our system so that we can continue to strive toward making the “One-Stop” concept of providing services a reality on the North Shore.

## **Management/Staffing Plan**

The North Shore Career Center System utilizes an integrated management concept to oversee the operation of the Career Centers across the region. The Career Center Executive Director, an employee of NSOET, has ultimate operational responsibility for carrying out the directives of the integrated Management Team.

This Management Team, which consists currently of six members, is chaired by the Career Center Executive Director, who represents the North Shore Office of Employment and Training (NSOET) as the lead partner. Other members of the Management Team include a three person Career Center Operations Team, one in Salem, one in Lynn, with a third manager floating between the Lynn and Salem Career Centers. This Operations Team oversees full range of daily Career Center activities at the current two full-service North Shore Career Centers locations in Salem and Lynn respectively, with a satellite center in Gloucester. The duties of this Team including but not limited to the following components: oversight of employment-related programming in that location, maintains comprehensive knowledge of Wagner-Peyser and other state and federal employment programming, oversees federal and state funded training programs for dislocated workers, economically disadvantaged adults, youth and targeted customers, who are receiving and/or transitioning off public assistance.

The other members of the integrated Management Team include the Performance and Information Manager, Business Services Unit Coordinator as well as the Youth Career Center Manager. The Performance and Information Manager is responsible for providing the local One-Stop Career Center System with informational evaluation, guidance on matters related to program performance, staff technical assistance related to MOSES operations and quality assurance related to MOSES data. The Business Services Unit Coordinator (currently vacant) directs the delivery and coordination of business specific workforce development services. The Youth Career Center Coordinator oversees the delivery and coordination of youth related activities of the Youth Career Center while maintaining a seamless flow between the Youth and mainstream Career Center activities.

The integrated management team meets at a minimum on a monthly basis and has proven to be an effective vehicle to insure that the needs of customers associated with all programs and targeted activities are given full consideration when establishing and implementing policies and procedures, which govern all Career Center system activities. Other members are added to the management team on an ad hoc basis, as special circumstances require.

## Customer Service Plan

***The plan below will be in place until the Career Center is consolidated into one site and multiple access points are in place around the region, anticipated to be in place within first nine months of 2014. Please see Addendum 1 for the Goals, Activities and Timetable leading to the implementation of the new consolidated Career Center model. A new Customer Service Plan then will be in place and added to this Business Plan.***

The North Shore Career Center partners have continued working with their customers throughout previous charter periods and the maturation of the Workforce Investment Act, to evaluate and modify services that are most needed and determine how best to provide them. This work has led to a customer service plan outlined in detail below. Feedback received consistently indicates that our Centers must provide individualized services that respond to each person's situation in a direct and customized way. The Centers must be welcoming places where information is available in both a traditional and state-of-the-art fashion, i.e., print, video, on-line, in adaptive formats, multi-cultural versions. Staff must be friendly and outgoing, each understanding the full range of services offered and able to guide customers in an efficient and credible manner. Staff must be able to lead customers to where they may receive ancillary services, such as day care, transportation, housing, and healthcare in a manner that ensures that these issues will have minimal impact on the customer's work life. In addition, on-line information must be available to those who are capable of using computers and who are comfortable in this mode. Opportunities for individuals to cultivate these skills must be present to help customers bridge the technology divide and fully utilize the available resources to the best of their abilities. In essence, our Centers will continually work to have the right combination of "high tech/high touch" approach to our community.

Targeted outreach activities will once again represent a significant area of attention over the next chartering period as customers and the economy continue to recover from the labor market correction of the past five years. The staff of the North Shore Career Center will seek to expand participation opportunities for groups engaged in Center activities at a rate less than their incidence in the population. Universal target populations dating back to the FY'2008 –2009 period have been individuals with disabilities, youth and customers eligible for Title I Adult services. These audiences along with expanded emphasis on Unemployment Insurance claimants, youth (in WIA eligible subsidized placements) mature workers and dislocated workers will be an outreach priority during the current charter cycle as these populations continue to struggle to recover from the impacts of the labor market correction. Data on customer flow in the past several years has indicated that the Career Center is serving a diverse customer base – one that is more educated and highly skills while simultaneously retaining a customer base in need of intensive skills and job search assistance.

The Career Center Outreach Specialist position proved to be a critical contributor to the Career Center staffing pattern during FY'2009-2010 timeframe, providing the North Shore Career Center with the capacity to work in communities across the North Shore region to expand the reach of Career Center services beyond the walls of the existing operations. (We will look for ways to bring back this position to facilitate partner development and outreach into the community as the consolidation process of the

career center takes place.) An example of this effort was the formulation of community “Access Point” strategy where job seekers and Unemployment Claimants may participate in job search skill building workshops in their local public libraries and other commonly visited public sites. Since FY’2009 the staff of the North Shore Career Center worked in no fewer than six different public libraries including Danvers, Middleton, Gloucester, Swampscott, Saugus and Peabody to offer workshop, job fairs and networking services to in excess of 2,000 area job seekers. During the upcoming charter cycle the staff of the North Shore Career Center intends to implement Memoranda of Understanding with at least two area libraries for the purpose of formalizing the service delivery and outstation relationship between and among these organizations.

Two contributing factors will have an impact on the volume of customers utilizing the Career Center services during the upcoming charter cycle: the move by the Commonwealth of Massachusetts to the new *Unemployment Insurance On-Line* system for new and existing UI Claimants and the continuation of the labor market to recover and strengthen may reduce the population actively seeking services from the Career Centers over the past several years. These impacts will cause the North Shore Career Centers to revisit some of the techniques utilized during the successful outreach period prior to the recent recession such as having various staff engaged in marketing visits to agencies, community-based and faith-based organizations that, as part of the mission, serve the needs of families earning less than a self-sufficiency wage. One focus of these visits is to inform program staff of the scale and scope of the services available at the local Career Centers. The second goal of the visits is to establish opportunities to speak directly with potential customers, establish tours of Career Center locations and listen to the needs of job seekers. Various Career Center staff will be joined by the Disability Resource Coordinator to conduct outreach activities targeted to expand awareness of programming opportunities at the Career Centers and Access Point locations for customers and individuals with disabilities. One approach that will be utilized is the expanded use of social media outlets and techniques such as Linked In, Twitter, Facebook, internet radio and U-Tube video content as strategies to market services, activities and distribute content to interested customers.

In addition to the targeted activities for Title I Adult customers, the Center staff will engage in efforts designed to create a welcoming environment for linguistic minority customers. The Career Center Managers will continue to attempt to negotiate no-cost/low cost outreach and translation agreements with agencies serving the Hispanic, Russian, Cambodian, Brazilian and West African communities in the region, establish joint case management linkages with service agencies to develop a seamless transition into workforce development activities, participate in local ethnic festivals and events, advertising, PSA’s and news stories in ethnic media outlets, native language versions of recruitment materials circulated within agencies and places of business and provide “tickler workshops” (such as internet job search, the hidden job market or interviewing skills) at service agencies to expose customers to services available at the local centers.

The North Shore Career Center is resuming the strategy of producing quarterly or monthly newsletters being distributed to Career Center Members, area organizations and agencies utilizing the internet provider, *Constant Contact*. The newsletters provide a vehicle to promote special activities and ongoing services provided by the Career Center or its partner organizations. In addition the Career Centers are marketing services and activities available at the North Shore locations utilizing a content series that is produced in conjunction with an internet radio outlet and hosted at the North Shore Career Center website and on the internet. These “content segments” are quick audio sessions that provide useful information about services that range from workshops to business services and how they may be accessed. These additions to the organizational outreach strategy will provide new opportunities to reach audiences that previously may not have been aware of the North Shore Career Centers.

A major focus of the operational methodology of the North Shore Career Centers is to strive to conduct business utilizing a *Continuous Quality Improvement* process. A major part of this focus has been to develop methods of collecting customer feedback data and integrating that feedback into improved methods of service delivery. The utilization of a point of contact customer satisfaction survey has provided the staff with information related to customer perceptions of the value and quality of current services. The Career Center is making the process of requesting customer feedback and tabulating survey data easier by utilizing a survey collection process integrated with the workstations in the Career Center resource rooms.

Focus groups led and/or hosted by WIB and Career Center staff that seek as much information as possible as to what, how, and where services should be provided will become an additional element of the customer feedback strategy. Such continued information gathering will remain part of our continuous quality improvement and the chartering process; provide an active link between the Center services and customer needs. Feedback received to date has served as the basis for the development of a set of “customer service standards” that represent the Career Center’s promise to customers related to how we will meet our mission to provide high quality workforce development services throughout the region. The following are the customer service standards that are prominently posted within each center location and in each staff member’s work area:

***“The North Shore Career Centers of Lynn, Salem and Gloucester pledge to provide you with quality services in a timely and consistent manner. To meet this pledge, we adopt the following customer service standards.”***

- *All North Shore Career center locations will provide a welcoming environment that is accessible to all of our customers.*
- *The North Shore Career Centers will provide quality services to all customers in a respectful, compassionate and courteous manner.*
- *Career Center Staff will establish and maintain rapport with our customers. This will be accomplished by:*
  - *Asking about your needs*
  - *Listening to your responses*
  - *Acting appropriately upon your expressed needs*
  - *Providing follow-up support*
- *The North Shore Career Centers will ensure universal access to all our customers and work collaboratively with other partners to provide appropriate levels of services.*
- *The Career Centers will provide professional staff that is committed to continuously expand their knowledge and expertise to meet the changing needs of our customers.*
- *The Career Centers are committed to incorporating customer feedback so that we may continuously improve the quality of our services.*

These customer service standards serve as a guide to the implementation of service delivery to all customers.

The Career Centers, as an additional element of monitoring the customer service delivery process, participates in a “Mystery Shopper” project. The “shoppers” visit all three locations on a regular basis to measure the degree to which staff is delivering services in accordance with pre-established performance benchmarks. The aggregated results are utilized by Center Managers to determine areas of potential service delivery improvement or staff training needs. These results are also shared with individual staff members as a tool to recognize service excellence or in some cases to aid in improving service delivery

technique. The results indicate varying strengths and weaknesses in customer service across the three Center locations. It is the intent of the North Shore Career Center managers to continue to work with staff to review the comments that result from the shopper reports as an on-going quality improvement measure.

The North Shore Career Center instituted another technology related tool to address concerns raised by customers related to maintaining confidentiality of personal data. The North Shore Career Center has brought on-line swipe card technology to aid in the customer registration process. Utilizing bar coded membership cards the customer is able to pass their card through a bar code reader upon arrival at the Career Center reception area before accessing services. This process eliminates the need for the customer to provide social security information in order to be logged in for each visit. This technology proved to be an asset during the heavy periods of new Unemployment Insurance claims activity during FY'2009 by significantly reduced wait times encountered by members of the Career Center before accessing job search services.

Currently, each customer who is permanently separated from their previous employment experience is required to participate in a State-developed and locally supplemented Career Center Seminar (CCS) in order to collect unemployment benefits. All other customers coming into our centers that complete a membership form are encouraged to participate in an individualized desktop Introduction to Career Center Services orientation or to meet with a staff member for a basic assessment and work skills analysis interview. During this interview the skills, interests and needs of the customer are discussed. The customer is made aware of all resources that are available at the Center, and decides what services would be most helpful in meeting his/her needs.

Basic assessment in the form of testing is available on an as-needed basis. Assessment tools such as the Self-Directed Search (SDS), and Myers Briggs Type Indicator (MBTI), and the Career Decision Making System (CDM) are available as core services to assist customers in making accurate occupational choices.

Career counseling is also available to assist customers in decisions concerning vocational choice, change, challenges or adjustment and to help customers look into the possibility of various training alternatives. The staff of the North Shore Career Center has until recently been utilizing Job Quest and MassCIS to aid job-seeking customers in determining their individual work skills and searching for labor market sectors that place a high value on seeking employees with the corresponding skills. This tool has provided staff and customers with valuable information regarding alternative employment areas where customer job skills may be in demand. The NSWIB will also provide information gleaned from HWOL to assist staff and customers in job development activities.

A wide variety of employment related workshops are available through the Career Centers, including resume development and critique, job interviewing techniques, salary negotiations, positive thinking, professional networking, job search transition, labor market information, career exploration and a workshop specifically targeted to the mature worker. Workshop themes will be re-evaluated periodically to coincide with populations that are visiting the centers – this will be most prevalent in the case of a large company or industry layoff. Based on customer feedback the Centers will increase workshop offerings around the use of social media in job search activities.

Customers have access to resource areas that contain a wide variety of printed material such as business journals, newspapers, the Occupational Outlook Handbook, the Guide for Occupational Exploration, DCS's Career Moves, and a variety of books on employment and career related topics. The resource areas also contain a variety of job search related videos.

The Career Center's resource areas also represent another area where customer feedback has resulted in dramatically positive changes in availability of resources. The state network was replaced in the public resource rooms with quicker and more responsive DSL connections and wireless connectivity was added to provide business, workshop facilitators and partner connectivity to improve services to all customers. In addition to the availability of personal computers the centers also offer a variety of PC based self-directed software packages and CD-ROMs, which provide development, career exploration, vocational training, post secondary education and labor market information. These resource areas also provide customers with access to the Internet to explore the various job search and employment related web sites. The Career Centers are looking forward to moving to a Citrix-based user platform over the next few months, which will allow faster and efficient access to data by job seekers and staff. Job ready customers have access to our computerized job listings, which include local, state, and nationwide job opportunities through Job Central and Vets Central Job Banks and the Internet. Each Career Center location also provides customers with updated web-based "hot job lists" which list the many recent local permanent and temporary job openings.

During the basic assessment and work skills analysis interview, job specialists not only ensure that the customers are aware of all the employment related resources that are available to them but also of the possibility that they may be eligible for training assistance in the form of an Individual Training Account (ITA) and other targeted services through various WIA and other program partners. Customers with an interest or determined need for intensive or training services will receive a real-time referral for case managed assistance. A case manager will aid the customer in an eligibility review and the establishment of a personalized career development plan. The Career Development Plan (CDP) provides the customer with a structured method to organize and summarize the critical elements of the career decision-making process. The elements outlined in the CDP include; clarification of employment goals, clarification of previously acquired job skills, identification of vocational skill remediation needs, labor market demand for the training skills, location of optimal training program to meet employment goals, clarification of program admission requirements and identification of support service needs. Customer training requests will be reviewed and evaluated at a weekly case conferencing meeting. In the event that a customer is an unemployment insurance claimant, he/she will also receive detailed instructions on how to apply for the Section 30 program, which allows claimants to collect UI benefits while attending approved training programs.

Our Lynn and Salem locations have a linguistically diverse customer base. We have bi-lingual Spanish, Russian and Khmer speaking staff available to serve customers at our locations. The Centers are making a commitment to continue to provide and expand capacity to access translation services to better assist customers that are speakers of other languages. In addition, individuals in need of American Sign Language translation services will be able to coordinate their translation needs with the Center's assistance.

Addendum 1:

### **CONSOLIDATION GOALS AND ACTIVITIES**

- 4. Review current staff and determine if job functions are properly aligned to goals**
  - c. Review and update all job descriptions and related state forms (Form 30) by March 31, 2014**



- d. Discuss updated job descriptions/train staff on new model during February to June, 2014. Include in training not just career center BSU staff but other partners such as Manufacturing Market Managers, business staff from Mass Rehab, Employer Engagement Teams, etc. Include in training Solutions Sales (e.g. Sandler or others) and National Career Readiness Credential.*
- 5. Determine appropriate services levels for companies and job seekers levels in new design of consolidated center with access points – estimates are:*
  - c. Job Seekers:*

*Total number served in Consolidated Center annually – set at 60% of customers served (youth and adults) in all three Centers – i.e. 60% of 15,436 or 9,262. Total number served at access points annually set at 20% of customers served in all three Centers – i.e. 3,087*
  - d. Companies:*

*Total number served through new model – increase to 1300 by June 30, 2014 and to 1400 by June 30, 2015*
- 6. Communicate with the public on new model:*
  - f. Prepare and distribute press release and information packet on new model by April 1, 2014*
  - g. Potentially develop video (You Tube?) to help promote new access point model (study other video-related promotional ideas such as the Care Dimensions video at <http://www.hns.org/> )*
  - h. Develop and publicize initial list of access points by April 1, 2014*
  - i. Meet with public officials where possible between April and June 30, 2014*
  - j. Begin out stationing staff on a gradual basis during fourth quarter April to June of 2014*