

North Carolina



Career Planning, Training
& Placement Services

THE NORTH CAROLINA JOBLINK CAREER CENTER SYSTEM

Chartering Criteria and Chartering Process Guide

A Framework for High Quality Service

And

Continuous Improvement

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INTRODUCTION

Local Workforce Development Boards (WDB) in North Carolina have the responsibility to ensure that employment and training programs in their communities operate at a high level of quality and satisfy the expectations and needs of their customers. Because each WDB oversees the provision of services by various public and private organizations that may be quite different from each other, it is important that the WDB has tools and methods which it can use to push for and assure quality service delivery to workforce development customers.

The North Carolina Commission on Workforce Development (Commission), in partnership with WDBs, began working toward the development of a system of JobLink Career Centers in North Carolina in 1996. This system was envisioned to impact the State's workforce and economy through the provision of labor market information, access to career training, job placement services, and linkages between employers and workers. The JobLink system is the vehicle for WDBs to fulfill their "quality assurance" role.

The Commission developed a JobLink Career Center chartering process as the framework for assuring a consistent level of quality service delivery in the system. Originally developed in September 1996, revised in 2002, and again in 2007, this document supports the concept of continuous improvement. While the Commission's vision is that these criteria move the system to higher levels of quality and seamless service, it is important to note that the general purpose of the chartering criteria and its related process requirements remain as originally established:

- To provide a framework for establishing that a JobLink Career Center is capable of meeting or exceeding quality standards set by the Commission and WDBs;
- To provide a framework that fosters performance accountability and continuous improvement;
- To establish minimum standards that would allow for local flexibility, while protecting the minimum service expectations of the JobLink brand.

The continuous improvement vision throughout the chartering criteria and chartering process is modeled after the seven Baldrige principles: Leadership, Information and Analysis, Strategic Planning, Human Resource Utilization, Process Management, Customer Satisfaction, and Results. The basic premise of the Baldrige principles is that successful organizations operate with systems, structures and strategies to achieve superior performance, continuous improvement, and highly satisfied customers.

To that end, WDBs will use the revised chartering criteria found in this document, along with related process documents, to assess the capacity of operator partnerships to develop and manage JobLink Centers, to charter JobLink Centers, and to provide subsequent oversight and performance management.

ROLES OF GOVERNING BODIES AND STAFF

THE NC COMMISSION ON WORKFORCE DEVELOPMENT (COMMISSION)

The Commission on Workforce Development works on behalf of the Governor and under the authority of the Workforce Investment Act (WIA) and NC General Statutes Chapter 143B to develop an effective and efficient workforce development system in North Carolina. The Commission maintains general oversight responsibilities for the implementation and ongoing development of the JobLink Career Center system.

The Commission establishes minimum chartering criteria, related documents and processes, and in partnership with WDBs, helps to carry out the chartering process of JobLink Career Centers. The Commission is assisted by the following entities:

- The Workforce Delivery System Committee is the subcommittee of the Commission that reviews and advises the Commission on matters related to the JobLink Career Center System.
- The JobLink Unit (Unit) carries out the Commission's administrative and operational duties as it relates to the JobLink system. It carries out pre-assessment of JobLink chartering applicants and makes recommendations to WDBs on chartering applicants' conformity to minimum chartering standards. The Unit also has a technical assistance and support role for the system and is responsible for working with state and local agency partners, and WDBs in identifying capacity building and training needs and ensuring that these needs are being addressed by the appropriate entities. The Unit has an ongoing responsibility of evaluating the overall performance of JobLink Centers and the JobLink system and providing information to the Commission concerning the condition and the needs of the system.

THE LOCAL WORKFORCE DEVELOPMENT BOARD (WDB)

The WDBs, under the WIA and NC General Statutes 143B, are policy, planning, and oversight entities responsible for organizing a comprehensive, community-wide response to the challenges of building a highly skilled workforce. In carrying out this responsibility, WDBs are responsible for assessing the needs of employers and job seekers and determining the appropriate geographical locations where JobLink Centers are needed. WDBs designate JobLink operators as defined in the WIA. The WDB is responsible for establishing performance expectations of the JobLink system, establishing an accountability method for the JobLink system, and providing ongoing monitoring and evaluation of the JobLink system in the local workforce area.

WDBs have the responsibility of chartering and re-chartering JobLink Career Centers in their area. Working in partnership with the Commission, it is expected that WDBs work toward ensuring that the JobLink brand is protected and that operational and service quality standards are being followed by chartered JobLink Centers.

CHARTERING POLICY

The Workforce Investment Act requires that there be at least one (1) comprehensive One-Stop site (JobLink Career Center) in each workforce investment area that delivers core, intensive, and training services from certain programs or legislation.

WIA Adult	Welfare to Work
WIA Dislocated Worker	Migrant & Seasonal Farm Worker Program
WIA Youth	Trade Act
Wagner-Peyser	Veterans Employment
Unemployment Insurance	Title V Older Workers
Community Service Block Grants	Rehabilitation Act of 1973 (OVR)
HUD	Job Corps
Native American Program	Adult Education and Literacy
Carl Perkins Vocational Education & Technical Education	

While the above programs are mandated by federal law to be in each comprehensive JobLink Career Center, North Carolina has recognized that all of these programs are not available in all parts of the state and have identified the minimum program services that must be present in a chartered JobLink: Workforce Investment Act Adult and Dislocated Worker services and the NC Employment Security Commission's labor exchange services.

The minimum chartering standards, as established by the Commission, will be used as a baseline to charter or re-charter Centers. Each WDB charters the Center(s) in its geographic area and may set chartering requirements and/or standards that exceed the Commission's minimum criteria. When the Commission reviews a Center for charter/re-charter, the review will be to verify that minimum State standards are met and does not involve the assessment of any additional criteria required by the WDB.

JobLink Career Centers must meet federal requirements as stated in the Americans with Disabilities Act (ADA) before a Center is eligible to receive the JobLink charter or utilize the JobLink name or official signage. Centers are to work with their Division of Vocational Rehabilitation (VR) partners to assure ADA compliance.

To be considered for a charter, the JobLink operator and the JobLink partners are required to **jointly** prepare a JobLink Business Plan and the other documentation required to meet the elements of the Continuous Improvement Matrix and the minimum JobLink criteria.

Whether a non-comprehensive site is chartered through a comprehensive site or independently is determined at the discretion of the WDB. Each site chartered independently will complete the full chartering process. A local area may have a combination of non-comprehensive sites chartered through a comprehensive center and those chartered independently. Regardless of the WDB's decision on how non-comprehensive sites are chartered, all sites must meet the minimum criteria and any additional requirements of the WDB.

MINIMUM JOBLINK STANDARDS

The criteria listed below, Level I of the Continuous Improvement Matrix, and a completed Business Plan are the minimum requirements to be met for each of the types of sites in North Carolina's JobLink Career Center system:

Comprehensive Site	Non-comprehensive Site
<p>Hours of Operation: The Center must be open full time as defined by the WDB.</p> <p>Levels of Staffing: Simultaneous presence and full service capacity shall be present for WIA Adult and Dislocated Worker services and ESC core and intensive services for no less than full time (demonstrated by a written staffing schedule). Customers must also be able to access support services for training.</p>	<p>Hours of Operation: The Center must be open at least 16 hours per week.</p> <p>Levels of Staffing: Simultaneous presence and full service capacity shall be present for WIA and ESC core services for no less than 16 hours per week (demonstrated by a written staffing schedule).</p> <p>Staffing Waiver - Under extenuating circumstances that require alternative staffing, the WDB will submit a waiver request for approval to the Workforce Delivery System Committee that describes how and shows evidence that required core services of WIA and ESC will be provided on site.</p>

All JobLink Career Centers must:

Provide a Resource Room as defined on page 22
Provide a designated "greeter" as defined on page 21.
Provide a written referral process to services not provided on site.
Have all full time and itinerant on-site staff participate in and complete JobLink Management Information System (MIS) and customer service training that includes the components as defined on page 20.
Provide a process established for the integration of job development and job placement.
Have all JobLink partners participate in staffing the Resource Room and provide their core services.
Provide an inventory of Community Resources maintained and available for customer and staff use.
Provide a facility that is ADA compliant (with reasonable physical and programmatic accessibility).
Encourage the participation of more partners and make efforts extend hours of operation beyond what is minimally required to ensure that the needs of the customer and the community are met.
Have all appropriate JobLink staff trained in the use of and have access to the ESC system that contains job orders, including employer contact information.
Have a completed Business Plan and attain at least Level 1 of the Continuous Improvement Matrix.

Under certain circumstances, a WDB may be granted an extension of a charter or may use the Multi Site – Single Charter Model. Please contact Workforce Commission staff for more information on these options.

BASIC CHARTERING STEPS

Comprehensive and Independently Chartered Non-comprehensive Sites

General steps to follow when applying for charter are as follows:

- Step One* WDB establishes a vision for the local JobLink system
- Step Two* WDB establishes local chartering process and criteria incorporating minimum Commission criteria
- Step Three* WDB selects the JobLink Operator and the site
- Step Four* Business Plan is developed and submitted to WDB
- Step Five* Site opens
- Step Six* WDB reviews all chartering documentation from the site and takes appropriate action.
- Step Seven* WDB formally requests Commission staff review of site for conformity to minimum criteria at Level I, Level II, or at Level III.
- Step Eight* Commission staff visits site and advises WDB on site's conformity to minimum criteria at the appropriate Level.

Steps Six through Eight are followed for re-chartering purposes.

To aid with determining whether a site has met all the minimum State requirements to bear the JobLink brand name, the Continuous Improvement Matrix will be used to provide consistency in the Commission's charter site visits across the State. Both comprehensive and non-comprehensive sites must qualify for at least Level 1 of the Continuous Improvement Matrix.

A complete chartering "package" consists of the following:

- **Documentation of minimum JobLink standards (page 6)**
- **Business Plan (pages 11 - 12)**
- **Documentation for appropriate Level (I,II, or III) of the Continuous Improvement Matrix (pages 13 - 18)**

SCORING SYSTEM

Meeting all criteria in Level I of the Continuous Improvement Matrix, along with the minimum standards set forth in the list on page 6, and a completed Business Plan are the minimum state chartering requirements set forth by the Commission. A Center may attain Level II certification by meeting all of the Level I criteria and all of the criteria in the seven principles specified in Level II. Similarly, Level III can be attained by meeting all of the criteria in Levels I and II and all of the criteria in at least six of the seven principles specified in Level III.

The chart below further explains the matrix scoring system:

Level of Matrix	Overall Quantity of Principles Required for Attainment		
	Level I	Level II	Level III
Level I	7/7		
Level II	7/7 and	7/7	
Level III	7/7 and	7/7 and	6/7

7 Principles: Leadership, Information & Analysis, Strategic Planning, Human Resource Utilization, Process Management, Customer Satisfaction, and Results

During the site visit, the Commission staff will assess each site to determine that the State minimum criteria are met and for what level of performance readiness the evidence presented qualifies. The Commission staff will then summarize the score and advise the WDB within one week of the review of the Center's readiness for charter based on the State's minimum criteria. Documentation from the visit will be kept on file at the Commission office.

The Commission will provide technical assistance to each Center in addressing items that may prevent the site from meeting minimum State criteria. In the event that the Commission does **not** recommend charter/re-charter, the WDB will be provided with information that will assist it in working with the Center for charter/re-charter at a later date. The WDB will then request a follow-up visit by the Commission. After the site is determined ready for charter under the minimum State criteria, the WDB will then proceed with appropriate actions to complete the process.

TIME OF PERFORMANCE FOR CHARTERS

A charter will be issued for a period of no more than **three** (3) years.

At any time within that three-year period, the Center may request an upgrade in levels as described on the Continuous Improvement Matrix. This would be considered a re-charter and the period for the re-charter would start over from the time of approval of the upgrade.

REVOCAION OF JOBLINK CAREER CENTER CHARTER

A WDB or the Commission can terminate a charter for failure to meet the minimum State chartering requirements.

Revocation by the WDB

If the WDB determines that a charter should be revoked because the above-referenced standards are not met, it will meet with the leadership of the Center and provide technical assistance, including the development and deployment of a corrective action plan, within sixty days of notification to the Centers' leadership of failure to meet charter requirements. The WDB can also revoke a charter if the Center meets the above-referenced standards but does not meet the additional requirements of the WDB. The

WDB may request technical assistance from the Commission during the corrective action process. The WDB will update the Commission of the status of the Center after the corrective action plan is completed.

Revocation by the Commission

The Commission retains the right to revoke use of the JobLink brand name and access to the JobLink MIS if the WDB has not taken action to do so. JobLink Unit staff will notify the Workforce Delivery System Committee of the Commission if it is determined that the above-referenced standards are not being met and a charter should be revoked. Since the WDBs are the chartering bodies, the Workforce Delivery System Committee will work cooperatively with WDBs to seek remedial action and provide technical assistance. Development and implementation of a corrective action plan must occur within sixty (60) days of notification to the WDB of failure to meet standards. In the event that compliance is not reached, the Workforce Delivery System Committee will take the recommendation for revocation of charter to the Commission and the WDB may be directed by the Commission to revoke the charter.

CHARTER UPDATE VISITS AND SELF-ASSESSMENT

Each WDB is to provide ongoing oversight to the JobLink Career Centers. The Commission will conduct a charter update visit to each Center at least one time during the length of the charter or more often if requested by the WDB. The purpose of the interim visit is to check progress on the continuous improvement of the Center and offer technical assistance prior to re-chartering.

WDBs are encouraged to have each Center conduct an annual self-assessment to use as an indicator of its progress in continuous improvement of services. Two suggested documents for the self-assessment process are Simply Better, found under Training Resources on www.ncjoblink.com; or the Continuous Improvement Matrix found in this document.

IDENTIFICATION OF JOBLINK SYSTEM SITES

Only chartered JobLink Career Centers may display the official JobLink Career Center signage, as appropriate. The WDB may define and set local policies for sites that do not qualify as chartered centers, but do provide JobLink information and are a valuable part of the local JobLink system. These sites may display a JobLink label, but the term "Career Center" cannot be used on the signage. Information sites, partner sites, and kiosks are examples of these locations.

BUSINESS PLAN GUIDE

The Business Plan provides the structure for how a JobLink Career Center is managed and how partners work together to provide services to its customers. All partners to a JobLink Career Center are required to develop, sign, and abide by the Business Plan that they collectively develop.

Each comprehensive and independently chartered non-comprehensive site must have its own Business Plan. If a non-comprehensive site is chartered through a comprehensive site, then the Business Plan of the comprehensive site must be amended to show how the non-comprehensive site will operate. All Centers must keep the Business Plan current. This should be done through an amendment process that includes signatures of all the partners. At re-charter, the Business Plan will be reviewed to see that it is up-to-date and includes any governance, operational, and provisional changes for the upcoming term of charter. All framing questions should be considered when updating the Business Plan.

The following sections must be included in the completed and signed document:

- I. Defining the Business
- II. Governance and Management Structure - Definition of Relationships/Roles
- III. Products and Services to be Provided
- IV. Operational Methods
- V. Measuring Success - Performance Goals
- VI. Marketing
- VII. Terms
- VIII. Signature Page

The completed Business Plan is to be formatted as listed above with the framing questions in each section addressed within the section they are asked. Local WDBs have the flexibility to add additional requirements to the Business Plan.

MINIMUM BUSINESS PLAN CONTENT

INTRODUCTORY SECTION

1. What is the date, month and year the Plan/Agreement is being entered?
2. Who are the parties entering into the Plan/Agreement?

PART I – DEFINING THE BUSINESS

1. What is the JobLink Career Center's vision and mission in the community?
2. Who comprises the JobLink Career Center's current and/or proposed customer base and how is the customer base related to the local labor market needs?
3. What location has been chosen for the JobLink Career Center and why? How may the location change in the future after lease agreements, etc. are considered?

PART II – GOVERNANCE AND MANAGEMENT STRUCTURE – DEFINITION OF RELATIONSHIPS AND ROLES

1. What is the oversight role of the WDB relative to the JobLink Career Center? What are the roles and responsibilities of the JobLink Career Center in relation to the WDB?
2. What is the Center's management structure and what are the roles and responsibilities of the partners at the JobLink Career Center as they relate to the management and governance of the Center?
3. Who is the JobLink Operator and what is its role and responsibilities in the Center? If the JobLink Operator is a consortium of 3 or more entities, what are the roles and responsibilities of each consortium member?

PART III – PRODUCTS AND SERVICES TO BE PROVIDED

1. What are the primary products and services of the JobLink Career Center for employers, individuals, and others? How will these services be delivered? (Refer to pages 23 - 24 for a detailed listing.)
2. What are the plans for expanded, on-site service delivery by partners and recruitment of non-traditional partners? (Examples of what may be included are: service integration, co-location of partners by full time presence of existing partners, on-site presence of additional partners, and extended hours of service.)

PART IV – OPERATIONAL METHODS

1. What are the challenges that effect operations at the JobLink Career Center, such as space constraints, staffing, up-to-date equipment and technology, etc.?
2. What is the Center's service delivery structure as it relates to the referral process to both on-site and off-site partner services/agencies and customer flow through the Center?
3. How does the Center plan to address needs of its customers during non-traditional hours?
4. What are the collaborative efforts of the Center's partners in coordinating job development activities, job placement, and gathering information on employer skill requirements and other human resource needs?
5. What are the Center's plans for gathering customer satisfaction feedback from employers, individuals and JobLink staff? What methods will be used?
6. What is the operating budget of the Center and are costs divided among the partners?

PART V – MEASURING SUCCESS – PERFORMANCE GOALS (See pages 26 - 27 for examples of measures)

1. What are the performance goals of the JobLink Career Center and how will these goals be measured?
2. How will the results of the measures be used for continuous improvement plans of the Center?

PART VI - MARKETING

1. What is the short and long-term marketing strategy of the JobLink Career Center? Please describe the marketing strategy for both jobseekers and employers.
2. What is the community's awareness of the JobLink Career Center and what is the JobLink Career Center best known for in the community?

PART VII – TERMS

1. What is the process for revising the Business Plan? Include when it can be modified and by whom.

PART VIII – SIGNATURE PAGE

1. The signature page must include the signatures of all the partner of the JobLink Career Center.

The following statement will be included on the signature page: By signature hereto, the parties attest to participation of development of the plan and agree to abide by all terms and conditions of the Business Plan.

**CONTINUOUS IMPROVEMENT MATRIX
FOR CHARTERING AND ASSESSMENT
NORTH CAROLINA COMMISSION ON WORKFORCE DEVELOPMENT**

Site: _____	Date of Review: _____	Reviewed by: _____
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Leadership Team (LT): Term used for the meeting of the local level agency directors, or their designee, of required JobLink partners
 JobLink Management Team (JLMT): Term used for the meeting of the JobLink Coordinator and others who are involved in the day-to-day operation of the Center

Principles	Measures		
	Level I	Level II	Level III
I. LEADERSHIP: Public and private leadership works collaboratively to provide supportive and active management of the JobLink Career Center.			
1) IDENTIFIABLE LEADERSHIP STRUCTURE	A. A leadership and service delivery structure exists within the JobLink. <u>Required Evidence:</u> -Single organizational chart that shows all JobLink management and staff by position. B. The on-site JobLink Coordinator is responsible for coordinating JobLink activities and services on a daily basis, providing functional supervision and coordination of JobLink staff, and serving as point of contact for JobLink information and data between the Center, the WDB, and the Commission is required. <u>Required Evidence:</u> Job description.	A. Relevant information that pertains to JobLink service delivery is shared directly by the JobLink Coordinator to all JobLink staff and partners instead of the communication flowing only from the partner agency to that agency's JobLink staff representative. <u>Required Evidence:</u> -Written communication on JobLink staff-wide level vs. agency-specific level. B. The JobLink Coordinator's designated job responsibilities include scheduling partner cross-education and cross training, and representing the Center at community functions. <u>Required Evidence:</u> -Revised job description includes designated responsibilities -Documentation of cross-education and cross training schedules and completion	A. JobLink Coordinator is responsible for JobLink staff administration. <u>Required Evidence:</u> -Written documentation of JobLink Coordinator's involvement in assignment and re-assignment process for staffing Center. B. JobLink Coordinator's only responsibilities are those of managing the Center. <u>Required Evidence:</u> - Job description showing full-time coordinator who has no other specific program responsibilities

Principles	Level I	Level II	Level III
1. Leadership (Continued)			
	<p>C. Regularly scheduled meetings occur among partner staff and agency management of the Center.</p> <p><u>Required Evidence:</u> -Minutes of partner staff, LT, and/or JLMT meetings</p> <p>Criteria Met? _____</p>	<p>C. Discussion in partner staff meetings, LT, and JLMT meetings lead to action plans.</p> <p><u>Required Evidence:</u> -Minutes partner staff, LT, and/or JLMT meetings -Documentation of action plans and related task assignments</p> <p>Criteria Met? _____</p>	<p>C. Plans that result from partner staff meetings, LT, and JLMT meetings are followed through.</p> <p><u>Required Evidence:</u> -Documentation of completion of action plans</p> <p>Criteria Met? _____</p>
II. INFORMATION AND ANALYSIS: Consistent use of meaningful, current, and reliable information by both staff and customers is fundamental to success.			
<p>1) JOBLINK MANAGEMENT INFORMATION SYSTEM (MIS)</p>	<p>A. The JobLink staff is trained and uses the JobLink MIS to create reports on JobLink activity.</p> <p><u>Required Evidence:</u> - Reports produced</p> <p>Criteria Met? _____</p>	<p>A. JobLink partner staff and/or LT analyzes reports from the JobLink MIS.</p> <p><u>Required Evidence:</u> - Minutes of partner staff and/or LT meetings</p> <p>Criteria Met? _____</p>	<p>A. Plans that result from an analysis of JobLink MIS data at partner staff meetings, LT, and JLMT meetings are followed through.</p> <p><u>Required Evidence:</u> - Minutes of partner staff, LT, and/or JLMT meetings</p> <p>Criteria Met? _____</p>
<p>2) COMMUNITY BARRIERS</p>	<p>A. Information is gathered to identify barriers to employment in the community.</p> <p><u>Required Evidence:</u> -Documentation of staff awareness of the barriers</p> <p>Criteria Met? _____</p>	<p>A. Information on barriers to employment is analyzed and resources for eliminating barriers are identified.</p> <p><u>Required Evidence:</u> -Documentation of data analyses and resources available</p> <p>Criteria Met? _____</p>	<p>A. A cross-agency JobLink problem solving team(s) coordinates efforts with other community agencies and businesses to solve problems that address the identified barriers to employment.</p> <p><u>Required Evidence:</u> -Documentation of action plans</p> <p>Criteria Met? _____</p>

Principles	Level I	Level II	Level III
III. STRATEGIC PLANNING: The JobLink Career Center strategically plans its delivery of services and continuous improvement efforts.			
<p>1) STRATEGY DEVELOPMENT & DEPLOYMENT</p>	<p>A. A strategy for gathering data that could affect the JobLink's service delivery is in place. Examples: population demographic and growth projections, "State of the Workforce" reports, commuting patterns, labor market forecasts, skill gap analyses. <u>Required Evidence:</u> - Reports produced or data gathered by JobLink staff or other groups</p> <p>B. A strategy for gathering data that could affect the region's workforce development service delivery is in place. Examples: regional population demographic and growth projections, "State of the Workforce" reports, commuting patterns, labor market forecasts, skill gap analyses. <u>Required Evidence:</u> - Reports produced or data gathered by JobLink staff or other groups</p> <p>Criteria Met? _____</p>	<p>A. The JobLink leadership and/or partners meet regularly to evaluate and analyze data that could affect JobLink service delivery. <u>Required Evidence:</u> - Minutes of partner staff and/or LT meetings</p> <p>B. Regional workforce development and economic development partners (including JobLink representatives) meet regularly to evaluate and analyze data that could affect the region's workforce development service delivery. <u>Required Evidence:</u> - Meeting agendas or minutes of regional partner staff meetings</p> <p>Criteria Met? _____</p>	<p>A. Plans that result from an analysis of data at partner staff meetings, LT, and JLMT meetings are followed through. The information is used for decision-making for changes to JobLink service delivery. <u>Required Evidence:</u> - Minutes of partner staff, LT, and/or JLMT meetings</p> <p>B. Plans that result from an analysis of data at meetings with regional workforce development and economic development partners are followed through. The information is used for decision-making for changes to JobLink service delivery. <u>Required Evidence:</u> -Minutes of regional partner staff meetings or documentation of action plans</p> <p>Criteria Met? _____</p>
IV. HUMAN RESOURCE UTILIZATION: The JobLink Career Center focuses on employee satisfaction, with management ensuring that staff members have the tools and skills they need to provide excellent service to their customers.			
<p>1) STAFF COMPETENCIES</p>	<p>A. New JobLink staff receives orientation that includes partner program information, training on efficient customer flow through the Center, and resource room material information. <u>Required Evidence:</u> - Orientation manual -Roster(s) of staff members who have received orientation</p> <p>Criteria Met? _____</p>	<p>A. JobLink staff development occurs and includes capacity building on workforce development skills that are not agency specific and exceeds minimum requirements. <u>Required Evidence:</u> -Documentation that shows staff complete different types of workforce development skills training</p> <p>Criteria Met? _____</p>	<p>A. JobLink staff attend/receive training that is directly related to their job function that results in a certificate or diploma. (Excludes required Customer Service Training) <u>Required Evidence:</u> -Increase in number of staff certified in counseling and/or workforce development related curricula.</p> <p>Criteria Met? _____</p>

Principles	Level I	Level II	Level III
IV. HUMAN RESOURCE UTILIZATION (CONTINUED)			
2) REWARDS AND RECOGNITION	A. A plan for JobLink employee rewards and recognition is established that acknowledges good work by employees. <u>Required Evidence:</u> -Documentation of the existence of a long term recognition plan. Criteria Met? _____	A. The plan is implemented and recognition and rewards are given. <u>Required Evidence:</u> -Documentation that shows staff receive recognition and rewards. Criteria Met? _____	A. Recognition is given for both skill building and direct contribution to achievement of organizational goals: 1) given for work teams or individuals; 2) based on supervisory and/or peer input, and 3) awarded through monetary or non-monetary compensation. <u>Required Evidence:</u> -Minutes of JLMT meetings -Documentation of rewards/recognition given Criteria Met? _____
V. PROCESS MANAGEMENT: The JobLink Career Center places a major emphasis on continuous improvement, delivering services in a high quality manner and being flexible and quick in responding to customer needs.			
1) SERVICE PROCESSES	A. Each new customer receives information or orientation on <u>all</u> services and resources available at the JobLink. <u>Required Evidence:</u> -Observation and interview that shows the Greeter(s) knows all services available in the Center -Flow chart for determining customer direction is in place B. Responsibility is assigned to at least one JobLink staff member for assessment of needs of employers; including job openings, skill requirements, and other human resources needs. <u>Required Evidence:</u> -Name of designated individual(s) -Minutes of partner staff and/ or JLMT meetings	A. All JobLink staff are able to provide information to all customers on all programs the Center offers. <u>Required Evidence:</u> -Observation/interview B. Employer needs assessments are occurring and the needs of employers are shared with and available to all JobLink staff. <u>Required Evidence:</u> -Documentation that shows needs of employers are shared with JobLink staff	A. Each JobLink staff member can readily provide detailed information about eligibility requirements and services of all programs the Center offers. <u>Required Evidence:</u> -Interview JobLink staff to assess level of knowledge on each program B. An integrated team of JobLink partners consistently reviews needs of employers, coordinates and provides business services, and advises the service delivery system. <u>Required Evidence:</u> -List of Business Services Team members including agency affiliation -Standard set of marketing materials that showcase all of the partners' business services

Principles	Level I	Level II	Level III
V. PROCESS MANAGEMENT (CONTINUED)			
	<p>C. A plan exists for the inclusion of non-traditional partner services on-site. <u>Required Evidence:</u> -Review of the Business Plan</p> <p>Criteria Met? _____</p>	<p>C. The plan for recruitment of non-traditional partners is implemented. <u>Required Evidence:</u> -Documentation of recruitment efforts</p> <p>Criteria Met? _____</p>	<p>C. Consistent on-site participation of non-traditional partners occurs. <u>Required Evidence:</u> -Documentation of consistent on-site presence of non-required partners at Center</p> <p>Criteria Met? _____</p>
VI. CUSTOMER SATISFACTION: <u>Employer</u> and <u>individual</u> services are shaped and the Center is measured by external and internal customer feedback and articulation of needs.			
<p>1) EXTERNAL CUSTOMER FEEDBACK (JOBSEEKERS, TRAINING SEEKERS, AND EMPLOYERS)</p>	<p>A. A customer satisfaction feedback plan exists for consistent and immediate gathering of data from customers and data is collected. <u>Required Evidence:</u> -Business Plan includes plans for getting feedback from employers and individuals on services, technology resources, and opportunities for improvement -Completed customer satisfaction documents</p> <p>Criteria Met? _____</p>	<p>A. Customer satisfaction information from individuals and employers is collected continuously and analyzed. <u>Required Evidence:</u> -Customer satisfaction reports from both employers and individuals collected over time</p> <p>Criteria Met? _____</p>	<p>A. Customer satisfaction information drives change. <u>Required Evidence:</u> -Documentation showing change as a result of customer feedback</p> <p>Criteria Met? _____</p>
<p>2) INTERNAL CUSTOMER FEEDBACK (JOBLINK PARTNER STAFF)</p>	<p>B. A customer satisfaction feedback plan exists for consistent and immediate gathering of data from JobLink staff and data is collected. <u>Required Evidence:</u> -Review of Business Plan -Completed customer satisfaction documents</p> <p>Criteria Met? _____</p>	<p>B. Customer satisfaction information from JobLink staff is collected continuously and analyzed. <u>Required Evidence:</u> -Customer satisfaction reports collected over time</p> <p>Criteria Met? _____</p>	<p>B. Customer satisfaction information drives change. <u>Required Evidence:</u> -Documentation showing change as a result of customer feedback</p> <p>Criteria Met? _____</p>

Principles	Level I	Level II	Level III
VII. RESULTS: As the Center's operations and service delivery progress, the performance expectations will grow, both in terms of productivity and quality of service.			
1) CUSTOMER-FOCUSED OUTCOMES	A. A process is in place for educating each staff member on the program performance responsibilities of all partner agencies and the collective performance goals of the Center. <u>Required Evidence:</u> -Minutes of JobLink partner, LT, and/or JLMT meetings Criteria Met? _____	A. Data is collected and analyzed for the collective JobLink performance goals by JobLink staff and management. <u>Required Evidence:</u> -Minutes of JobLink partner, LT, and/or JLMT meetings Criteria Met? _____	A. Actual JobLink performance data are compared to planned performance goals and are used to influence change. <u>Required Evidence:</u> -Minutes of JobLink partner, LT, and/or JLMT meetings Criteria Met? _____

This site meets the minimum State criteria for a

___ Comprehensive Center

___ Non-comprehensive Center

___ Neither

Principles	Level of Attainment		
	Level I	Level II	Level III
Leadership			
Information and Analysis			
Strategic Planning			
Human Resource Utilization			
Process Management			
Customer Satisfaction			
Results			
Total Principles Met By Level			
Total Principles Possible	7	7	7

The level of attainment recommended by the reviewer is Level _____

Additional Comments:

REFERENCES

DEFINITIONS

Comprehensive Site: A physical location where all JobLink mandated partners' services are accessible. A comprehensive center meets the minimum chartering standards defined by the Commission and any required by the WDB (see page 6). A comprehensive site simultaneously offers full service capacity of all WIA and ESC core, intensive and training services on a full time basis. Active participation, where available, from mandated partners is required in the following manner: on-site presence at the Center, provision of each program's core and intensive services, updated and plentiful supply of program information, orientation of JobLink staff to general program information, and staffing of the resource center. All staff that serves on-site is required to complete customer service training. An on-site JobLink Coordinator must be present and responsible for coordinating JobLink activities and services on a daily basis; providing functional supervision and coordination of JobLink staff; and serving as point of contact for JobLink information and data between the Center, WDB, and the Commission.

Core Services: Services provided by all JobLink partners and are accessible to all customers, both job seekers and employers. There may be eligibility requirements for core services, depending on the individual program requirements. (See pages 23-24 for a listing of core services.)

Cross-Education: The process of providing information to partner staff about local, regional, state, and federal programs and initiatives that may be beneficial to customers of the JobLink system. This can occur in an individual or group setting.

Cross-Training: The process of training a co-worker in, at least, the minimum job knowledge and tasks of job responsibilities in a position not related to the duties of the co-worker's normal responsibilities. Suggested areas for minimum cross training of co-workers are: 1) general program knowledge, 2) eligibility requirements for the program, 3) initial eligibility assessment of the customer, and 4) initial enrollment process. The purpose of cross training is to allow a Center to continuously provide minimum expected services to customers when the usual program service provider is unable to serve the customer.

Customer Service Training: A separate class involving a trained instructor which meets the following standards:

These training sessions will be designed specifically for JobLink center staff and meet the customer service training requirement in the JobLink chartering criteria. In these workshops participants will be actively engaged in analyzing their current customer service delivery and will develop plans for improvement.

At a minimum, JobLink customer service training will address the following topics:

- What is good JobLink customer service and why is it important?
- Who are your JobLink customers?
- What is your customer service environment?
- Methods for determining customer satisfaction.
- JobLink customer service and satisfaction assessment.
- Influencing customer satisfaction.
- Dealing with customer complaints.
- Personal action planning for customer service improvements.

The minimum number of contact hours for training is 6. This does not include lunch or breaks. Additional training guidelines:

- A professional trainer who has experience in the workforce development arena should deliver the training.
- Training should be conducted in a face-to-face classroom setting attended by JobLink partners.
- A certificate of completion signifying that the staff member has completed X hours of customer service training and signed by the instructor will serve as documentation of the training.
- Any new JobLink partner staff member must be provided customer service training within six months of beginning work.

Greeter: Staff providing the initial physical point of contact for customers to the Center. The greeter must be able to determine the general nature of the customer's needs; assess the customer's ability for self-service in the resource room or need for staff assistance; oversee the completion of assessment instruments and other intake forms as appropriate; and have knowledge of the resources available, both in the resource room and of services provided by partner agencies. The staff in this position will also be able to perform general duties such as answering the telephone and greeting the public in a customer-focused manner.

Intensive Services: See pages 23-24 for a listing of intensive services.

JobLink Coordinator: A designated on-site position responsible for coordinating JobLink activities and services on a daily basis, providing functional supervision and coordination of JobLink staff; and serving as point of contact for JobLink information and data between the Center, the WDB, and the Commission. The JobLink Coordinator is responsible for creating a professional and inviting atmosphere that will encourage customers to avail themselves of the JobLink services.

Duties that may be included in the job description for this position may include: schedule management team and committee meetings; maintain minutes of meetings; organize and maintain a schedule for staffing all aspects of the Center; schedule cross-education among partners and the community; facilitate and schedule cross-training among partners/staff; monitor completion of cross-training; act as point of contact for the public and employers; complete and submit quarterly reports and other records to the Local Area and/or the Commission; work to achieve independent funding; manage financial issues (such as JobLink enhancement funds, local government funding, or grants); ensure that the examples of evidence for chartering certification are developed, used, and maintained in an orderly fashion; represent JobLink Center at relevant community functions; and all the other various activities and responsibilities established by the Local Area and the local JobLink team.

JobLink Operator: A single (public or private) entity or a consortium of entities with demonstrated effectiveness in employment and training. The agreement between the WDB and the JobLink Operator shall specify the operator's role. That role may range between simply coordinating service providers within the Center, to being the primary provider of services within the center, to coordinating activities throughout the JobLink system.

JobLink System: A JobLink service delivery strategy that includes local JobLink sites (comprehensive and non-comprehensive) where job seekers and employers are provided assistance in the core, intensive and training services of workforce development.

Local JobLink System: A local JobLink service delivery strategy that includes one or more comprehensive sites, management infrastructure, and systems for capacity building and integration of staff and services in the local workforce area.

Non-Comprehensive Site: A physical location where simultaneous presence and full service capacity shall be present for WIA and ESC core services for no less than 16 hours per week, access to the web-based JobLink MIS is provided, and staff assistance to customers is provided. Under extenuating circumstances that require alternative staffing, the WDB will submit a waiver request for approval to the Workforce Delivery System Committee that describes how and shows evidence that required core services of WIA and ESC will be provided on site. The site meets the minimum chartering criteria defined by the Commission as well as that required by the WDB (see page 6.) The site can be chartered independently or through a comprehensive site in the same Local Area. An on-site JobLink Coordinator is present and responsible for coordinating JobLink activities and services on a daily basis; providing functional supervision and coordination of JobLink staff; and serving as point of contact for JobLink information and data between the Center, WDB, and the Commission. All staff that serves on-site is required to complete customer service training. The site is required to have a written referral process to services not provided on-site.

Resource Room: An area located near the entrance of the Center that contains various local, regional and State resources on job seeking, career development, and employability skills for customers. It includes computers with Internet connections, phone, fax, copier and informational materials presented in an orderly fashion and in various formats such as books and other texts, videos, and audiotapes. Tables and chairs are available for use, as well as a TV and VCR with headphones. Signage is simple and thorough. A resource guide that summarizes the categories of materials available in the resource room and their locations is easily accessible to customers. The resource room is monitored at all times so customer assistance and guidance is available. Resources should be chosen and presented in a manner that makes them useful to customers with a variety of disabilities, learning styles, interests and education levels. The focus of resource options should be that they are of good quality, in good repair, up-to-date, and well understood by staff rather than on large quantity.

Training Services: See pages 23-24 for a detailed list of training services.

SERVICES – JOB SEEKERS

Job Seekers – Core Services

- Outreach, intake (which may include worker profiling and re-employment services), and orientation to the JobLink system.
- Initial assessment
- Eligibility information for services for all partner employment and training programs
- Job search assistance (i.e. workshops), career information, and counseling
- Job matching and referral
- Local, regional, and statewide labor market information
- Information on financial aid, including unemployment insurance (UI)
- Information on:
 - Certified education and training providers
 - Local performance outcomes of service providers,
 - JobLink activities such as job fairs and supportive services
- Orientation to personal computers for access to self-directed services, such as Internet access and resume software
- Follow-up activities, including reassessment services, where needed

Job Seekers – Intensive Services

- Comprehensive assessment of knowledge, skills, abilities and interests by use of various assessment tools, such as testing
- Development of an individual employment plan
- Group counseling
- Individual career planning
- Case management
- Short-term pre-vocational and stand-alone services, such as adult basic education, English as a second language, general educational development (GED), basic computer literacy, interviewing skills, and soft skills

Job Seekers – Training Services

- Occupational skills training, including training for non-traditional employment will be provided through ITA(s) for adults and dislocated workers
- On-the-job training
- Programs that combine workplace training with related instructions, which include cooperative education programs
- Private sector training programs
- Skill upgrading and retraining
- Entrepreneurial training
- Job readiness training
- Adult education and literacy activities, where they are integrated with other training services
- Customized training conducted with the commitment to employ the individuals upon successful completion of the training
- Registered apprenticeship and training programs

SERVICES—EMPLOYERS

Employers – Core Services

- Orientation to JobLink system and services
- Self-enrollment and common application for services with validation criteria
- Multiple methods to list job openings, i.e. telephone, fax, Internet, with employer choice regarding the information on the job listing available to the public and the method of referral
- Access to America's Career Kit that integrates America's Job Bank system
- Automated job matching
- Screening and referral of qualified candidates
- Training programs, providers, and consumer reports on effectiveness of specific providers
- Labor market information to bridge economic and workforce development
- Human resource information; e.g. tax credits, unemployment insurance (UI), and access to labor law and compliance information
- Initial skills assessment/occupational profile of positions
- Access to computerized training to upgrade incumbent basic skills
- Rapid response, initial contacts

Employers – Intensive Services

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

Employers – Training Services

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

Workforce Investment Act (WIA) Required One-Stop Partners

Required Programs and Services	Agency Providing Program or Service
Programs under WIA Title 1	
<ul style="list-style-type: none"> Adults 	<ul style="list-style-type: none"> Division of Employment and Training Workforce Development Boards WIA service providers
<ul style="list-style-type: none"> Dislocated Workers 	<ul style="list-style-type: none"> Division of Employment and Training Workforce Development Boards WIA service providers
<ul style="list-style-type: none"> Youth 	<ul style="list-style-type: none"> Division of Employment and Training Workforce Development Boards WIA service providers
<ul style="list-style-type: none"> Job Corps* 	<ul style="list-style-type: none"> Job Corps Outreach Service Provider Job Corps Center Operators Job Corps Placement Service Providers
<ul style="list-style-type: none"> Native American programs* 	<ul style="list-style-type: none"> NC Commission on Indian Affairs Local Tribes
<ul style="list-style-type: none"> Migrant and seasonal farm workers programs* 	<ul style="list-style-type: none"> Telamon Corporation
<ul style="list-style-type: none"> Veterans' workforce programs* 	<ul style="list-style-type: none"> Employment Security Commission
Programs under WIA Title 2	
<ul style="list-style-type: none"> Adult Education and Literacy activities 	<ul style="list-style-type: none"> NC Community College System Local Community Colleges Local Literacy Councils
Programs under WIA Title 4	
<ul style="list-style-type: none"> Vocational Rehabilitation Act: Parts A and B of Title I 	<ul style="list-style-type: none"> Division of Vocational Rehabilitation Division of Services for the Blind
Wagner-Peyser Act programs	<ul style="list-style-type: none"> Employment Security Commission
Welfare-to-Work programs*	These services are no longer available in North Carolina after December 31, 2002.
Title V of the Older Americans Act*	
<ul style="list-style-type: none"> Senior community service employment activities 	<ul style="list-style-type: none"> NC Division on Aging Area Agencies on Aging National Contractors
Carl D. Perkins Vocational and Applied Technology Education Act – Postsecondary vocational education activities	<ul style="list-style-type: none"> NC Community College System Local Community Colleges
Trade Adjustment Assistance and NAFTA Transitional Adjustment Assistance activities – Chapter 2 of Title II of the Trade Act of 1974 and as amended in 2002	<ul style="list-style-type: none"> Employment Security Commission
Local veterans' employment representatives and disabled veterans outreach programs – Chapter 41 of Title 38, USC and as amended by PL 107-288	<ul style="list-style-type: none"> Employment Security Commission
Community Service Block Grant employment and training services*	<ul style="list-style-type: none"> Office of Economic Opportunity Local Contractors (CBOs and CAPs)
Housing and Urban Development employment activities*	<ul style="list-style-type: none"> Local Housing Authorities
Programs authorized under State unemployment compensation laws	<ul style="list-style-type: none"> Employment Security Commission

***Indicates programs that may not be available in all areas of North Carolina**

EXAMPLES OF MEASURES – SIMPLY A TOOL

The following list gives samples of measures from which a Center might choose when developing performance measures. These are examples only and not mandatory requirements.

Customer Satisfaction Results	Financial & Market Results	Human Resource Results	Customer Focused Outcomes
<p><u>(Job Seekers/Individuals)</u></p> <ul style="list-style-type: none"> -Initial needs of customer are met -Overall satisfaction with services received during visit -Availability of services needed on site -Number of first time customers referred by current or former JobLink customer -Customers referred to jobs -Customers placed in training -Satisfaction with training received -Repeat customers brought by quality of service -Satisfaction with job referral 	<p><u>(Job Seekers/Individuals)</u></p> <ul style="list-style-type: none"> -How customers found out about Center -Services requested vs. services available -New services offered -New customers attracted to Center as a result of new services offered 	<p><u>(Staff)</u></p> <ul style="list-style-type: none"> -Satisfaction with work environment -Satisfaction with communication methods at Center -Comparison of partnering agencies' contribution to staff training and development -Overall staff satisfaction -Comparison of rewards and recognitions given over time -Comparison of training needs in individual career development plans to individual training received 	<p><u>(Job Seekers/Individuals)</u></p> <ul style="list-style-type: none"> -Number of customers -Response time for services received -Customer complaints -Satisfaction with handling of complaints -Duplication of efforts among agencies
<p><u>(Employers)</u></p> <ul style="list-style-type: none"> -Number of job referrals -Overall satisfaction with employer services -Availability of services needed by employer -Number of employers as repeat customers -Satisfaction with referral of job seekers -Number of first time customers referred by current or former JobLink customer 	<p><u>(Employers)</u></p> <ul style="list-style-type: none"> -Services requested vs. services available -New services offered -New customers attracted to Center as result of new services 		<p><u>(Employers)</u></p> <ul style="list-style-type: none"> -Number of customers -Job order listings -Customer complaints -Response time for services received -Duplication of efforts among agencies -Satisfaction with handling of complaints

Customer Satisfaction Results	Financial & Market Results	Human Resource Results	Customer Focused Outcomes
	<p>(Center)</p> <ul style="list-style-type: none"> -Funds dedicated for staff development -Funds received through non-traditional means 		<p>(Staff)</p> <ul style="list-style-type: none"> -Attendance at JLMT meetings (obligated vs. actual) -Satisfaction with overall operational process at Center -Satisfaction with referral process among on-site partners -Satisfaction with process for staff input on operational issues -Staff fully trained to begin initial registration process in programs other than one for which responsible
			<p>(Partners)</p> <ul style="list-style-type: none"> -Attendance at LT meetings (obligated vs. actual) -Satisfaction with referral process among partners -Satisfaction with process for developing/revising Business Plan -Satisfaction with meeting goals set in Business Plan