Central Region Workforce Investment Board

Strategic Plan For

Title 1 of the Workforce Investment Act

and the

Wagner-Peyser Act

Program Year 2010

Table of Contents

I.	CWIB's Vision	4
II.	Local Workforce Investment Priorities	4
III.	Local Structure	6
	a. Geographical area, population, growth trends, etc.	6
	b. Economic conditions	10
	c. Public comment	13
IV.	Economic and Labor Market Analysis	14
	a. Employment opportunities	14
	b. Job skills needed for employment	17
V.	Overarching Local Strategies	18
	a. Waivers	18
	b. Apprenticeship policy	18
VI.	Major Local Policies and Requirements	18
	a. Supportive Services	18
	b. Item deleted	**
	c. Funding needs	20
	d. Youth eligibility	21
	e. Veteran's priority	21
	f. Individual Training Accounts	22
	g. Dual enrollment	23
	h. Service accessibility (ADA)	23
	i. Limited English proficiency	24
	j. Integration of services beyond dual enrollment	24
	k. Board approved local credentials	25
	l. Expenditures for adult and dislocated workers	27
VII.	Integration of One Stop Service Delivery	27
	a. Description of one stop delivery system	28
	b. Plan development process	29

VIII. Administration & Oversight of Local Workforce Investment 29

a. One stop operators 29

b. Board members (Attachment 2)

c. By-laws (Attachment 3)

d. CLEO agreement (Attachment 4)

IX. Service Delivery 30

a. One stop delivery strategy 30

b. Adults and dislocated workers 31

c. Rapid Response 38

d. Youth 42

e. Business services (Attachment 9)

f. Innovative service delivery strategies 48

X. Local Administration 52

a. Performance levels 52

b. Disbursal of grants 53

c. Competitive process 53

d. Elimination of duplicative costs 54

e. NGCC impact on duplicative costs 54

f. Complaint and grievance 54

g. Planning budget summaries 55

Addendum A (Nation Strategic Direction) 57

Addendum B (Apprenticeship Program Information) 58

CENTRAL REGION WORKFORCE INVESTMENT BOARD

Plan Modification
For Program Year 2010

I. Local Workforce Investment Board's Vision

State the local board's vision for the workforce investment region and how this vision meets interprets and furthers the Governor's vision and the national direction.

The Central Region Workforce Investment Board (CWIB) strives to provide an integrated, seamless demand-driven workforce system that identifies the employer's needs and qualifications for sustaining a productive workforce and opportunities for job seekers to increase skills to meet workforce demand and increase earning potential.

II. Local Workforce Investment Priorities

Identify the workforce investment needs of businesses, jobseekers, and workers in the local area, and how those needs were determined.*

Business Needs

Each year, CWIB meets with representative from local businesses throughout the region to assess labor market demands. Business Forums held in PY 2009 and PY 2010 confirmed that businesses in the central region have difficulty finding dependable, qualified workers. They believe Missouri Career Centers in the Central Region should focus efforts on developing a readily available pool of skilled, dependable workers to meet labor demands. They reported deficiencies within new and current employee's basic qualifications including: unwillingness to accept personal responsibility; lack of positive work ethic; limited or no soft skills, and they lack job related transferrable skills. Many workers have chemical addictions, behavior disorders, and significant personal problems, which affect job performance. These issues coupled with low academic skills (math and science) are increased burdens on human resources, supervisors and negatively impact job performance.

The previous and current economic trends of 2008 and 2009 led to mass lay-off throughout the region, ranking Central Missouri among the highest unemployment in the nation. Thus far in 2010 the Central Region's economy has seen limited increases in job creation and new employment. Increases are sporadic in specific geographic areas and are not prevalent throughout the region. When job announcements are posted the business is typically flooded with applications from unqualified job seekers. This hampers the hiring process, especially for smaller businesses not equipped to effectively screen and assess job applicants to fill one or two jobs. Businesses need simplified and immediate access to assessment and screening tools to evaluate job applicant's skills and qualifications to fill job vacancies and reduce turn-over. The Missouri Career Center system is an effective catalyst for screening, assessing and connecting job seekers to employment and training opportunities. The Central Region

encourages greater collaboration between local and regional economic developers to promote job growth, attract new businesses to the region and expand opportunities for current businesses to hire, train and retain a qualified workforce.

Job Seeker and Incumbent Worker Needs

The Central Region has adopted the NGCC model as an effective tool for assisting job seekers. All first time job seekers, including those who have not received Career Center services within the previous twelve months and the majority of return job seekers (those who have received service within previous 12 months) receive basic skills assessment to evaluate basic skills. This process ensures the majority of all job seekers "knows their current basic skill level" and are provided access to services to "increase their existing skills." The Central Region offers "Skill Enhancement" services to assist job seekers in developing new skills and increasing current skills to meet employment qualifications. The region's "Products and Services" includes adult education and skills development to increase academic ability; standardized job search assistance, computer skills development at basic and intermediate levels, incumbent worker training, financial aid to access post-secondary education and employer based On-the-Job Training. The region's economic growth potential increases as more job seekers participate in services to increase skills offering new employers a qualified workforce.

Evaluating the Central Region Workforce Needs

In addition to annual business forums, the CWIB reviews workforce performance at each monthly meeting. Subcontractors responsible for One-Stop Operation, Functional Leadership and programmatic services receive guidance from the CWIB to strengthen and support communication and collaboration with business leaders. CWIB provides technical guidance to subcontractors based on state and federal regulations for sound financial and programmatic practices. Information from employer surveys and business forums are provided and utilized in the development and enhancement of Training curriculums and for planning new services. CWIB utilizes customer satisfaction surveys and input from front line staff to enhance services to job seekers.

Survey results confirm that jobseekers want easy access to reliable information in a timely fashion and staff assistance provided by friendly, knowledgeable workforce professionals. Surveys also confirm an increased demand for Support Services to stabilize personal circumstances during training and initial weeks of new employment. CWIB authorizes subcontractors to allocate a percentage of individual budgets to assist eligible job seekers with WIA funding as a last resort to resolve barriers affecting transportation, childcare, food, clothing, emergency housing, drug screening and addiction problems and other barriers that threaten the participant's ability to successfully complete a WIA funded service and enter full-time unsubsidized employment. CWIB leadership encourages collaboration with non-WIA agencies to develop resources to assist job seekers with barrier resolution as needed. Referral processes are in place to ensure quick access to service.

III. Local Structure

A. Describe the geographical workforce investment area, including the area's major communities, major employers, training and educational institutions in the area (technical and community colleges, universities, etc.), population, diversity of the population, and relevant growth trends.

The Central Workforce Investment Area (WIA) consists of 19 counties in central and south central Missouri. The region has two Metropolitan Statistical Areas, Columbia (Boone and Howard Counties) and Jefferson City (Callaway, Cole, Moniteau, and Osage Counties). Washington County is part of the St. Louis MO-IL Metropolitan Statistical Area. Other Metropolitan Statistical Areas include Mexico (Audrain County), Rolla (Phelps County), Lebanon (Laclede County), and Fort Leonard Wood (Pulaski County).

The Central Workforce Investment Area accounts for 10% of the state's workforce. The area is home to the State Capitol in Jefferson City (Cole County); the Lake of the Ozarks, one of the state's most extensive recreational areas, is located in Camden County and Fort Leonard Wood Chemical Training and Engineering military training facility, which is the state's largest military base.

Major employers located in the Central Region, include: the State of Missouri, Boone Hospital Center, Capitol Region Medical Center, St. Mary's Health Center, Scholastic Incorporated, Shelter Mutual Insurance, U S Food Service, University Children's Hospital, University Hospitals and Clinics, and University of Missouri.

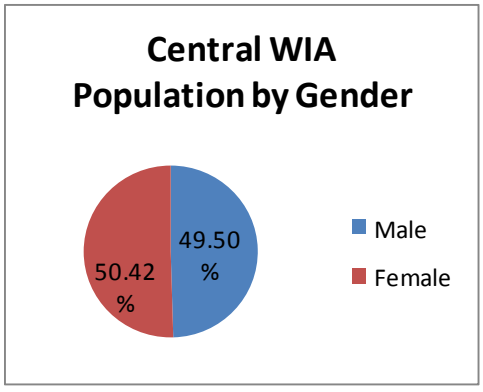
Source: MERIC, U.S. Bureau of Labor Statistics

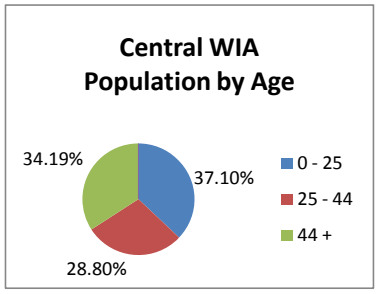
The University of Missouri system has two campuses in the region: University of Missouri – Columbia, and Missouri University of Science and Technology. Other training and educational institutions in the region include: Lincoln University, Linn State Technical College, Boonslick Technical Educational Center, Columbia Area Career Center, Columbia College, Lake Career and Technical Center, Lebanon Technology and Career Center, Missouri School for the Deaf Vocational School, Nichols Career Center, Rolla Technical Center, Rolla Technical Institute/Rolla Technical Center, Stephens College, Tri-County Technical School, Waynesville Technical Academy, Westminster College, William Woods University.

Source: Missouri Department of Higher Education

CENTRAL WORKFORCE INVESTMENT AREA POPULATION DIVERSITY BY COUNTY

County	Female	Male	Age 0 - 25	Age 25 - 44	Age 44 +	County Total
Audrain	12,090	11,359	7,708	5,955	9,786	**23,449**
Boone	67,867	62,312	56,467	42,030	31,682	**130,179**
Callaway	19,531	18,373	13,926	11,484	12,494	**37,904**
Camden	17,620	16,976	9,491	8,513	16,592	**34,596**
Cole	33,840	35,672	23,764	23,263	22,485	**69,512**
Cooper	7,830	8,323	6,109	3,997	6,047	**16,153**
Crawford	11,598	10,829	7,602	5,925	8,900	**22,427**
Dent	7,380	6,877	4,677	3,281	6,299	**14,257**
Gasconade	7,665	7,310	4,691	3,771	6,513	**14,975**
Howard	4,993	4,668	3,413	2,421	3,827	**9,661**
Laclede	16,188	15,231	10,768	8,454	12,197	**31,419**
Maries	4,201	4,222	2,806	2,030	3,587	**8,423**
Miller	11,825	10,799	8,133	6,108	8,383	**22,624**
Moniteau	6,791	6,522	4,749	3,729	4,835	**13,313**
Morgan	9,732	9,176	5,314	3,922	9,672	**18,908**
Osage	6,159	6,365	4,740	3,325	4,459	**12,524**
Phelps	19,119	19,835	15,387	10,167	13,400	**38,954**
Pulaski	16,954	21,276	16,372	12,345	9,513	**38,230**
Washington	11,486	11,868	8,873	6,581	7,900	**23,354**
Region Total	**292,869**	**287,993**	**214,990**	**167,301**	**198,571**	**580,862**



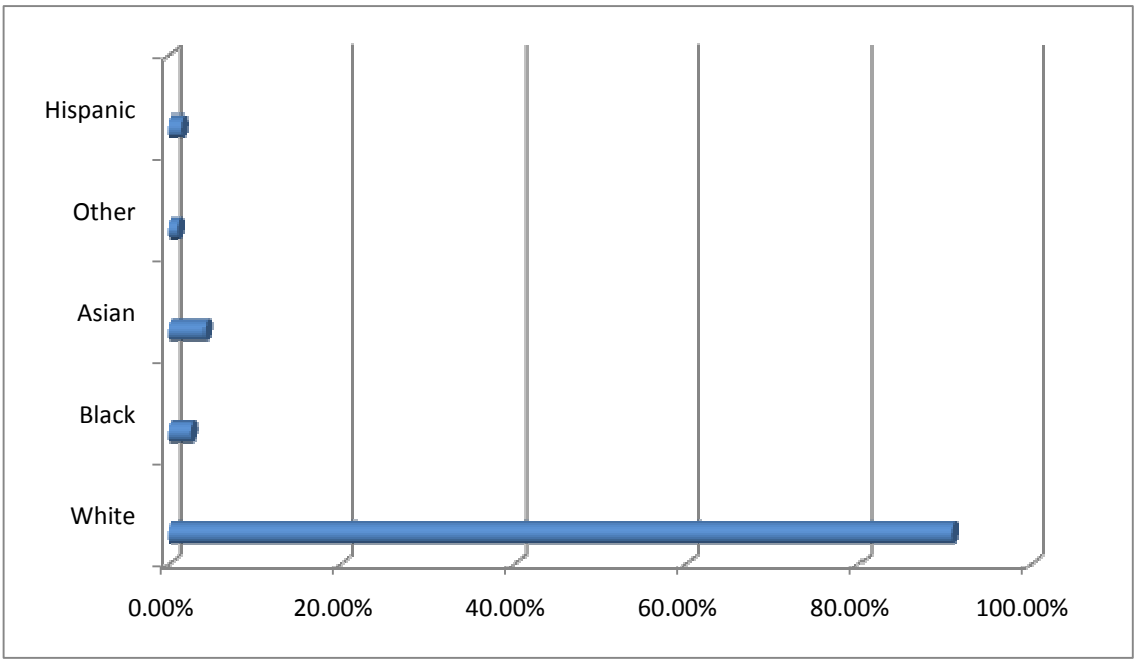


Source: MERIC, U.S. Bureau of Labor Statistics – 1999 Central Region Demographics

CENTRAL WORKFORCE INVESTMENT AREA ETHNIC POPULATION BY COUNTY

County	White	Black	Asian	Other	Hispanic	Total
Audrain	23,547	1,859	89	130	189	25,814
Boone	115,714	11,572	4,015	1,540	2,413	135,254
Callaway	37,420	2,307	210	336	377	40,650
Camden	36,190	95	107	277	346	37,015
Cole	62,158	7,084	625	649	915	71,431
Cooper	14,844	1,493	39	109	143	16,628
Crawford	22,408	33	30	145	176	22,792
Dent	14,489	59	32	136	112	14,828
Gasconade	15,141	19	24	51	64	15,299
Howard	9,306	699	12	83	88	10,188
Laclede	31,552	138	95	284	401	32,470
Maries	8,674	29	10	80	103	8,896
Miller	23,090	65	30	181	231	23,597
Moniteau	13,752	561	46	280	435	15,074
Morgan	18,796	98	23	156	161	19,234
Osage	12,884	21	10	43	77	13,035
Phelps	39,825	596	936	447	485	42,289
Pulaski	32,254	4,935	936	1,571	2,404	42,100
Washington	22,286	578	35	193	170	23,262
Region Total	**554,330**	**32,241**	**7,304**	**6,691**	**9,290**	**609,856**

CENTRAL WIA POPULATION BY ETHNIC DIVERSITY



Source: MERIC, U.S. Bureau of Labor Statistics – 2000 Central Region Demographics

The fastest growing industries in the Central Region are retail trades, construction, health care, social assistance, and administrative and waste services. Most of the fast growing industries have low employment bases, pay low wages, and are not nationally competitive. However, the ambulatory health care services sector pays above average wages, has a large number of openings, and is one of the area's more nationally competitive industries.

The Central Region has 22 nationally competitive industries, of which 17 are growing and five are declining. Competitiveness means that the Central Region has a competitive advantage in these industries relative to the rest of the United States, indicating that the Region is highly specialized in these sectors in terms of value-added. The top competitive and growing industries include: farming, federal military, rail transportation, nonmetallic mineral product manufacturing, motor vehicle manufacturing, utilities, mining, beverage/tobacco product manufacturing, and retail trade sectors. It is expected that these industries will continue to be the competitive drivers of the Central Region economy. The top competitive, but declining, industries include electrical equipment manufacturing, state/local government, and food manufacturing. These industries are in danger of losing their competitive advantage, to the detriment of the Central Region.

The number of new businesses that formed in the Central Region in 2009 was led by businesses in the retail trade, construction, health services, and professional services sector.

The service business sector saw the biggest increase with more than 275 new businesses (many of those in the field of home health care) forming in the region in 2009. More than 75 new businesses were formed in the construction industry.

Source: MERIC, U.S. Bureau of Labor Statistics

B. ***Describe the region's economic condition, including the following information by county and the overall region:***

- ***Average personal income level***
- ***Number and percent of working age population living at or below poverty level***
- ***Unemployment rates for the last five years***
- ***Major lay-off events over the past three years and any anticipated layoffs***

The Central Region has been impacted by the economic downturn which has resulted in business closures, mass layoffs, and reduced employment opportunities for job seekers. Businesses, workers, and jobseekers face challenges that many have not experienced in their lifetime. Approximately 80% of the major lay-offs were in the manufacturing sector.

Dislocated workers fortunate enough to become reemployed often do so at a wage that is significantly less than their previous one. The average unemployment rate through 2009 for the region was 9.4%.

The sector that has offered the most opportunity for employment is healthcare, and dislocated workers have entered training for nursing, radiology, and surgical technician careers.

AVERAGE PERSONAL INCOME LEVEL FOR THE CENTRAL REGION

Area	Population 2009	Income 2008		Taxable Sales Revenue 1st Quarter 2010
		Total Personal Income	Per Capita Income	
Audrain County	25,556	$789,073,000	$30,612	$50,136,090
Boone County	156,377	$5,576,452,000	$36,133	$509,956,836
Callaway County	43,727	$1,201,404,000	$27,563	$64,432,023
Camden County	40,705	$1,341,965,000	$32,963	$117,294,667
Cole County	75,018	$2,867,651,000	$38,550	$241,047,879
Cooper County	17,298	$505,689,000	$29,187	$34,458,950
Crawford County	23,915	$696,926,000	$29,188	$36,720,492
Dent County	15,042	$394,696,000	$26,175	$31,717,622
Gasconade County	15,096	$453,905,000	$29,758	$33,739,676
Howard County	9,857	$333,720,000	$33,877	$11,410,584
Laclede County	35,432	$934,685,000	$26,345	$83,262,778
Maries County	8,821	$244,036,000	$27,346	$9,590,992

Miller County	24,778	$638,539,000	$25,730	$65,037,434
Moniteau County	15,132	$456,232,000	$30,264	$19,787,532
Morgan County	20,527	$592,837,000	$28,529	$36,783,436
Osage County	13,561	$450,076,000	$33,553	$18,985,787
Phelps County	42,248	$1,275,088,000	$30,264	$102,829,073
Pulaski County	46,457	$1,820,487,000	$40,672	$89,864,308
Washington County	24,400	$597,528,000	$24,401	$30,086,735
Central Region Summary	653,947	$21,170,989,000	$32,568	$1,587,142,894

UNEMPLOYMENT RATES

County	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009
Audrain	3.0	4.2	5.3	6.1	5.7	5.1	4.4	4.9	6.2	9.5
Boone	2.1	2.9	3.4	3.5	3.8	3.5	3.3	3.7	4.3	6.3
Callaway	2.8	3.8	4.3	4.6	4.7	4.7	4.3	4.4	5.3	8.1
Camden	3.9	5.0	5.7	5.6	5.6	5.1	4.7	4.8	6.2	9.6
Cole	2.5	3.4	3.8	3.9	4.0	4.1	3.8	3.9	4.4	6.9
Cooper	3.1	4.7	4.6	4.6	5.0	4.7	4.3	4.5	5.7	9.0
Crawford	4.2	5.1	5.8	6.4	6.3	6.0	5.7	7.0	8.2	11.1
Dent	4.6	6.7	6.1	6.3	6.5	6.2	5.8	6.7	7.7	9.7
Gasconade	3.3	4.8	5.5	6.1	6.1	5.5	5.4	5.5	7.7	11.6
Howard	2.9	4.1	4.4	4.1	4.7	4.5	4.4	4.4	5.8	8.4
Laclede	3.5	5.5	5.6	8.2	7.3	5.4	4.7	5.5	7.5	12.4
Maries	3.5	4.9	5.2	5.0	5.0	4.6	4.5	5.1	6.3	8.2
Miller	4.2	5.4	6.3	5.9	6.3	5.7	5.1	5.2	6.7	11.7
Moniteau	3.0	4.3	4.9	4.5	4.7	5.0	4.6	4.6	5.4	8.2
Morgan	3.9	5.8	6.5	6.2	6.4	6.4	6.6	6.1	7.5	12.6
Osage	3.7	4.8	5.2	4.9	4.5	4.7	4.6	4.7	6.1	6.8
Phelps	3.3	4.1	4.2	4.4	4.5	4.5	4.3	4.9	5.9	7.3
Pulaski	4.7	5.5	5.2	5.3	5.7	5.3	4.8	5.1	5.6	7.1
Washington	5.7	7.0	8.3	8.2	8.7	8.7	8.0	8.2	10.2	14.1
Average	3.6%	4.8%	5.3%	5.5%	5.6%	5.2%	4.9%	5.2%	6.5%	9.4%

MAJOR LAY-OFF EVENTS OVER THE PAST THREE YEARS

Year	Company Name	Number of Employees
2007	Collins & Aikman	260
2007	Moeller Marine Products	63
2007	Jefferson City Manufacturing Corp	53
2007	Fasco Motors	393
2007	Sporian Div Parker Hennifin	153
2008	3M	240
2008	Salton/Toastmaster, Inc.	89
2008	Dana Corporation	64
2008	Johnson Controls, Inc.	141
2008	AB Chance Company	50
2008	Fasco Motors	393
2008	Regal Beloit Electric Motors Inc.	50
2008	Keiper LLC	52
2008	Doe Run Mine Company	182
2008	ABB Incorporated	121
2008	Bentley Industries	60
2008	Modine	340
2009	APS Healthcare	79
Total		2783

Anticipated Layoffs

Apria Healthcare is currently laying off employees in the Central Region, as well as statewide. These layoffs will continue throughout the year.

MISSOURI INDUSTRIES WITH THE MOST PROJECTED JOB LOSSES DURING 2006 - 2016

Motor Vehicle Parts Manufacturing	**-3216**
Printing & Related Activities	-2978
Motor Vehicle Manufacturing	-2342
Newspaper, Periodical & Directory Publishers	-1935
Converted Paper Product Manufacturing	-1704
Electrical Equipment Manufacturing	-1667
Federal Government	-1599
Miscellaneous Manufacturing	-1014
Postal Service	-926

Source: MERIC, U.S. Bureau of Labor Statistics

C. Describe the process used by the local board to provide an opportunity for public comment, including comment by representatives of businesses and labor organizations, and input into the development of the local plan, prior to submission of the plan. *

*Denotes WIA-Mandated Planning Requirements

Prior to the submission of the plan, a public notice was posted on the CWIB website for thirty days. Diverse population groups were notified of the local plan and invited to make comment. The plan was available for public comment for a period of thirty days.

Local public officials, WIA service providers and the WIB, which is composed of a majority of representatives of business, were involved in the development and approval of the plan. Representatives of organized labor also serve on the board and are involved in the process.

D. Identify the local comprehensive one-stop center(s), including current mailing and street addresses, telephone and fax numbers and list them in Attachment 1 to the local plan.

See Attachment 1, Comprehensive One-Stops.

E. Identify the one-stop partners that are physically located at each of the comprehensive center(s) and the services provided by these partners and list them in Attachment 1 to the local plan.

See Attachment 1, Comprehensive One-Stops.

F. Identify the local affiliate one-stop sites, including current mailing and street addresses, telephone and fax numbers and list them in Attachment 1 to the local plan.

See Attachment 1, Comprehensive One-Stops.

G. Identify the one-stop partners that are physically located at each of the affiliated sites and the services provided by these partners and list them in Attachment 1 to the local plan.

See Attachment 1, Comprehensive One-Stops.

IV. Economic and Labor Market Analysis

A. Identify the current and projected employment opportunities in the local area.*

Due to poor economic conditions, employment opportunities are limited at this time. High growth industries and the top ten industries by projected growth based on MERIC research are shown below.

Quarterly Census of Employment and Wages
Top 10 High Growth Industries
(2-digit sector)
4th Quarter 2009

Industry	Number of Firms	Average Employment	Total Wages	Average Weekly Wage	Percentage Growth from Prior Year
44 - Retail Trade	2,238	36,331	$207,116,044	$439	0%
22 - Utilities	49	2,071	$43,243,991	$1,606	0%
61 - Educational services	127	3,164	$23,007,259	$559	0%
62 - Health care and social assistance	1,333	25,843	$256,397,196	$763	0%
42 - Wholesale trade	655	6,792	$68,147,810	$772	-100%
23 - Construction	2,155	10,700	$107,988,132	$776	-100%
51 - Information	213	3,444	$32,554,242	$727	-100%
71 - Arts, entertainment, and recreation	222	2,724	$19,908,648	$562	-100%
55 - Management of companies and enterprises	113	3,737	$52,636,593	$1,083	-100%
56 - Administrative and waste services	737	7,150	$42,927,039	$462	-100%

Industry	Number of Firms	Average Employment	Total Wages	Average Weekly Wage	Percentage Growth from Prior Year
334 - Computer and electronic product manufacturing	10	383	$5,313,966	$1,066	0%
451 - Sporting Goods/Hobby/Book/Music Stores	122	1,833	$9,144,132	$384	0%
446 - Health and personal care stores	138	1,564	$13,088,987	$644	0%
448 - Clothing and Clothing Accessories Stores	216	2,525	$9,053,676	$276	0%
452 - General Merchandise Stores	101	9,601	$47,691,446	$382	0%
111 - Crop production	38	253	$1,596,637	$485	0%
112 - Animal production	48	409	$2,981,048	$561	0%
115 - Agriculture and forestry support activity	26	108	$653,510	$467	0%
212 - Mining, except oil and gas	40	397	$5,436,268	$1,053	0%
221 - Utilities	49	2,071	$43,243,991	$1,606	0%

Top 10 Occupations by Projected Growth						
Occupation	Employment		Change		Annual Average Openings	Outlook
	Estimated 2008	Projected 2018	Numeric	Percent		
151032 - Computer Software Engineers, Systems Software	293	381	88	30%	12	53 - Well Above Avg. A-
499062 - Medical Equipment Repairers	77	99	22	28.6%	4	54 - Above Average B+
291126 - Respiratory Therapists	315	404	89	28.3%	15	53 - Well Above Avg. A-
132052 - Personal Financial Advisors	204	260	56	27.5%	8	53 - Well Above Avg. A-
292055 - Surgical Technologists	192	244	52	27.1%	10	54 - Above Average B+
191042 - Medical Scientists, Except Epidemiologists	238	301	63	26.5%	11	53 - Well Above Avg. A-
339021 - Private Detectives and Investigators	94	114	20	21.3%	4	54 - Above Average B+
253021 - Self-Enrichment Education Teachers	615	742	127	20.7%	23	53 - Well Above Avg. A-
312021 - Physical Therapist Assistants	148	178	30	20.3%	5	54 - Above Average B+
132051 - Financial Analysts	208	249	41	19.7%	8	53 - Well Above Avg. A-

Source: MERIC

Central Region TOP 50

Careers in the Central Region with the most job openings between 2006-2016
For a complete listing of occupations, wages, and skills information, visit the MERIC website at:
www.missourieconomy.org

Occupation Title	Total Openings	Average Annual Wage	Education/Experience Typically Required	Grade	Workkeys© Scores AM	LI	RI
Architecture and Construction							
Civil Engineers	196	$57,949	Bachelor's degree	A-	7	5	6
Electrical Power-Line Installers and Repairers	185	$48,196	Long-term on-the-job training	A	4	4	4
Arts, Audio/Video Technology and Communications							
Musicians and Singers	610	$49,723	Long-term on-the-job training	A+	0	4	4
Music Directors and Composers	229	$64,730*	Bachelor's or higher degree, plus work experience	A	0	4	4
Art, Drama, and Music Teachers, Postsecondary	98	$51,836	Doctoral degree	A-	4	4	6
Writers and Authors	72	$40,954	Bachelor's degree	A-	0	4	5
Business, Management and Administration							
Accountants and Auditors	513	$47,137	Bachelor's degree	A-	6	5	5
Managers, All Other	359	$66,948	Work experience in a related occupation	A-	5	5	5
Business Operations Specialists, All Other	249	$43,397	Bachelor's degree	A	5	4	5
Training and Development Specialists	139	$39,928	Bachelor's or higher degree, plus work experience	A-	5	4	5
Human Resources, Training, and Labor Relations Specialists, All Other	103	$47,619	Bachelor's degree	A-	5	5	5
Advertising Sales Agents	90	$41,313	Moderate-term on-the-job training	A-	4	4	5
Public Relations Specialists	65	$47,639	Bachelor's degree	A-	0	5	5
Education and Training							
Elementary School Teachers, Except Special Education	1,061	$37,774	Bachelor's degree	A-	3	4	4
Secondary School Teachers, Except Special and Vocational Education	880	$40,227	Bachelor's degree	A-	4	5	5
Middle School Teachers, Except Special and Vocational Education	491	$38,952	Bachelor's degree	A	3	4	4
Special Education Teachers, Preschool, Kindergarten, and Elementary School	325	$39,388	Bachelor's degree	A	4	5	5
Postsecondary Teachers, All Other	245	$70,780*	Doctoral degree	A+	5	5	5
Health Specialties Teachers, Postsecondary	241	$70,780*	Doctoral degree	A+	5	5	6
Education Administrators, Elementary and Secondary School	201	$65,191	Bachelor's or higher degree, plus work experience	A-	5	5	5
Educational, Vocational, and School Counselors	189	$40,618	Master's degree	A	3	5	5
Coaches and Scouts	144	$48,877	Long-term on-the-job training	A-	4	4	4
Special Education Teachers, Middle School	103	$38,936	Bachelor's degree	A-	4	5	5
Education Administrators, Postsecondary	87	$70,780*	Bachelor's or higher degree, plus work experience	A-	5	5	5
Business Teachers, Postsecondary	86	$80,411	Doctoral degree	A-	5	5	6
English Language and Literature Teachers, Postsecondary	76	$70,780*	Doctoral degree	A-	4	5	6
Education Teachers, Postsecondary	63	$70,780*	Doctoral degree	A-	5	5	6
Clinical, Counseling, and School Psychologists	59	$52,671	Doctoral degree	A-	5	5	5
Government and Public Administration							
Postal Service Mail Carriers	189	$42,655	Short-term on-the-job training	A-	3	4	4
Health Science							
Registered Nurses	1,773	$54,308*	Associate degree	A+	4	4	5
Pharmacists	131	$95,881	First professional degree	A-	6	5	6
Physical Therapists	89	$54,044	Master's degree	A-	4	5	6
Respiratory Therapists	78	$44,058*	Associate degree	A-	4	5	5
Occupational Therapists	57	$57,778*	Master's degree	A-	4	4	6
Hospitality and Tourism							
First-Line Supervisors/Managers of Food Preparation and Serving Workers	212	$30,514	Work experience in a related occupation	A-	6	4	5
Information Technology							
Computer Systems Analysts	282	$55,444	Bachelor's degree	A+	5	5	5
Network Systems and Data Communications Analysts	232	$49,440	Bachelor's degree	A	6	5	5
Network and Computer Systems Administrators	225	$47,516	Bachelor's degree	A	5	5	5
Computer Software Engineers, Applications	223	$59,682	Bachelor's degree	A+	7	5	5
Computer Software Engineers, Systems Software	94	$71,430	Bachelor's degree	A-	7	5	5
Computer and Information Systems Managers	90	$76,977	Bachelor's or higher degree, plus work experience	A-	6	5	5
Law, Public Safety, Corrections and Security							
Police and Sheriff's Patrol Officers	506	$29,773	Long-term on-the-job training	A-	4	4	5
Fire Fighters	268	$42,840*	Long-term on-the-job training	A-	4	5	4
Manufacturing Career							
First-Line Supervisors/Managers of Mechanics, Installers, and Repairers	184	$50,048	Work experience in a related occupation	A-	5	4	5
Telecommunications Equipment Installers and Repairers, Except Line Installers	88	$50,284	Postsecondary vocational award	A-	4	4	4
Marketing Sales and Service							
Customer Service Representatives	1,374	$27,429	Moderate-term on-the-job training	A-	4	4	4
Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	552	$46,241	Work experience in a related occupation	A-	5	4	5
Sales Representatives, Services, All Other	297	$49,420	Work experience in a related occupation	A	4	4	4

Career Cluster:
Based on the National Career Clusters with occupations assigned to primary career clusters. Some occupations may be in multiple clusters, therefore, primary cluster status was established.

*Statewide wage data used as a proxy for suppressed regional wage data.

WorkKeys© Skills Scores:
Range-least complex (3) to most complex (7)
AM-Applied Mathematics (Level 3-7)
LI-Locating Information (Level 3-6)

The Central Region anticipates that approximately 1,020 jobs will be created in the region as a result of Recovery Act Funds. The majority of the jobs are in the healthcare, environmental & energy, construction, and information technology sectors.

B. ***Identify the job skills necessary to obtain current and projected employment opportunities.****

Projections for 2008 – 2010 indicate that seventy percent of workers in Missouri will be employed in occupations that require no formal postsecondary education, but require short-term On-the-Job training. Workers in occupations that require a Bachelor's degree will account for 12 percent of employment in 2010. Occupations requiring Associate's, Bachelor's, and Doctoral degrees will experience the highest employment increase from 2008 – 2010.

Some form of post-secondary education will be necessary to obtain employment that pays above minimum wage. Many of the required skills are specific to each employment sector. Healthcare, education services, and life sciences require the appropriate training and certification. Computer training will be beneficial in many fields, including local and state government positions. Employees in the construction trades will require some form of training or apprenticeship. Advanced manufacturing requires on-the-job training and a strong background in math and possibly engineering. One – two year vocational technical training in an in-demand field and licensure or certification will be valuable for many job seekers.

Most employers require basic skills in math, reading, and science; many jobseekers are deficient in these areas. Math is required in many fields that may not be readily apparent, such as construction and manufacturing. The healthcare field requires a background in science. The degree of skill required will vary with the job. Many employers will not consider applicants who do not have a high school diploma or GED.

As more unemployed job seekers ages 30 and older visit Career Centers due to job loss and dislocation it is evident that these workers not only struggle due to job related skill deficiencies, they are also affected by changes in the job seeking process. Job seekers who cannot operate a computer to enter basic information required for on-line job application submission, need basic computer skills development and training to navigate the Internet. Without this ability they are unable to compete in the current labor market and quickly become dependent on public services for their lively hood.

Generally, employers report a shortage of human/soft skills among job seekers. Employers are looking for individuals who are dependable, punctual; team oriented, and have a strong work ethic. Workers should have problem solving skills, be able to learn, and have a sense of responsibility towards their job. Interpersonal skills and the ability to get along with others are also skills that are valued by employers.

V. Overarching Local Strategies

A. *Identify which of the DOL approved waivers (except those approved for the Summer Youth Programs only) the region will utilize and how this wavier(s) will support the local implementation of NGCC.*

The Central Region is utilizing the following waivers: Common Measures, Youth ITAs, and OJT Reimbursement.

The Common Measures waiver has allowed the region to streamline the reporting process and focus on data that is relevant in determining customer outcomes and planning new strategies.

Central Region youth ages 18 and older who meet WIA eligibility can access funding to help pay tuition and related expenses while participating in the WIA Occupational Skills Training program to obtain a credential. This waiver eliminates the need for co-enrollment in the WIA Adult program. This streamlined process reduces tracking requirements and reserves WIA Adult funding to specifically serve low income adults.

The OJT Reimbursement waiver is an incentive to stimulate job growth through higher reimbursement rates for training new employees. This makes OJT more attractive, especially to small businesses when increasing and training their workforce.

B. *Describe the local board's policy on providing apprenticeships.*

The Central Region Workforce Investment Board has no formal policy on apprenticeships but currently offers the Century 21 program, which trains individuals to become apprentices in the construction trades.

VI. Major Local Policies and Requirements

A. *Identify the local areas policy for supportive services and/or needs based payments to enable individuals to participate in Title I activities. This policy should address how resources and service coordination is managed in the local area and the procedures for referrals to services. In addition, this policy should identify:*

How such services will be funded when they are not otherwise available from other sources

The Central Region's local policy allows CWIB subcontractors to allocate a percentage of their programmatic budget to provide Support Services when assessed necessary to assist WIA eligible low income adults, dislocated workers and low income youth with existing barriers to employment. Typically WIA funding is utilized as a last resort to meet the assessed need. Financial Needs Determination is completed in Toolbox to evaluate the "need". Once "need" is

established the Team Member assisting the participant completes a "Support Service Request" form to request support. Depending on the customer's "need" this form may be completed at any level of service, however funding dictates availability at all service levels. When Support Service is provided, the participant's Employment Plan must be updated to reflect the Support Service award and a service note must be entered describing the benefit to the participant in their ability to successfully complete training and enter employment.

The services that may be provided

Central Region Policy allows WIA funding to be utilized to support employment or training related needs, for example Support Services may be authorized for purchase of uniforms or specified types of clothing needed during Job Search, Training participation and for employment. Support may be issued for purchase of interview clothing, hygiene supplies and hair cut/style when assessed necessary. Support Services may be authorized to assist with ADA Accommodations to assist participants who have documented disabilities and who are determined ineligible for assistance from vocational rehabilitation services and must be applicable to Training, job placement and/or job retention. Support Services may be authorized to assist with emergency food, if the participant is not eligible for other non-WIA resources, i.e. Food Stamps, MOCA, Salvation Army, or when Food Pantry services are not available. Support Services may be authorized to provide housing related expenses including a one-time rental payment, a one-time utility payment or deposit to activate service. Payments will not be approved to pay outstanding bills or for penalties assessed as a result of late fees. Mortgage payments are not included. Support Services may be authorized to purchase small equipment and or tools needed for Training and/or employment. Transportation assistance may be provided to individuals during job search or training participation and may be authorized to assist participants with transportation during the initial weeks of employment, prior to the first pay check. Payments for drug testing, mental evaluations, medical evaluations, exam fees, and other employment or training related fees may be authorized when deemed appropriate and beneficial to the participant's goal attainment. Support Services may be authorized to assist with childcare payments to allow the participant to attend Training, complete job search or during the initial weeks of employment prior to the receipt of the first pay check. Childcare payments are limited to care of two children.

Documentation required for requesting service:

Job seekers must meet WIA eligibility as a low income adult or youth or dislocated worker. Toolbox assessment must be completed including completion of the Financial Needs Determination. The Central Region Support Service Request form must be completed and clearly state the reason for the request, the dollar amount needed and how authorization of the request will benefit the job seeker. There must be evidence that non-WIA resources are not available to assist the job seeker in meeting the identified need. Bids may be required to ensure the most reasonable cost for the identified service or product. There must be evidence verifying the vendor's agreement to accept payment from the subcontractor to pay for the service or product needed. Completed job logs, attendance forms and other related documents may be requested prior to issuing the Support Service Payment. When support is requested to assist with travel costs associated with new employment, the request form must state when

the first payroll check will be received and the number of hours the first check will include. In situations where less than 40 hours of pay are issued, it may be necessary to provide support until the first full payment (40 hours) of payroll are issued.

The maximum dollar amount and length of time for each supportive service (i.e. transportation, childcare, etc.) or needs based payments available to participants:

A target of $150 per participant is suggested as an average goal for "Support Service" provision. In circumstances where $150 is not adequate to meet need, the Functional Leader may grant an increased amount, not to exceed $1000, as long as funding is available in the budget and all process requirements are fulfilled. Transportation assistance may be provided to individuals during job search or training participation. "Map Quest" will be used to determine the distance between locations and payment will be based on these results. A detailed explanation of supportive services can be found in Attachment #6 of the Central Region Integration Policy & Training Manual, which is Attachment 10 of the local plan.

Identify the maximum dollar amount for all Supportive Services combined per participant, and procedures established to justify an exception to the limits established above

Authorizations that exceed $1000 must be submitted to the CWIB Executive Director for approval. Low income adults and dislocated workers attending Training may receive Support Services exceeding $1,000 when it is determined that the participant is attending Training or Re-training services, non-WIA resources are not available to the participant, personal finances are not available to meet the assessed need and Support Services are needed to ensure the participant does not drop from Training. Authorization of Support Services is based on funding availability. Awards are based on Financial Need of the eligible participant. In all cases CWIB directs subcontractors to safeguard state and federal tax dollars by utilizing the lowest bid or lowest purchase price available to purchase needed items/services.

Customers may request "Support Services" throughout their active enrollment as long as participation and need is verified. Participants who have "Exited" from WIA services may request Support Services as a follow-up to ensure job retention when necessary.

B. Item Deleted

C. Describe the criteria to be used by the local board, under 20 CFR 663.600, to determine whether funds allocated to a local area for adult employment and training activities under WIA sections 133(b)(2)(A) or (3) are limited, and the process by which any priority will be applied by the one-stop operator.*

C-WIB utilizes current Census Data to project funding needs for each of the 19 counties within the region. Analysis of data has verified that funding allocated to each sub-region, (Lake of the Ozarks, Meramec and Mid-MO), is not adequate to meet the projected need. For this

reason, priority has been given to serve low-income adults as priority recipients for enrollment and participation in WIA activities.

D. ***Define the sixth eligibility criteria for youth, described in WIA section 101(13) (C) (iv) as "an individual who requires additional assistance to complete an educational program, or to secure and hold employment".***

In accordance with the WIA Act, youth applicants must meet eligibility criteria and provide documentation to verify that they are low income and that they have a barrier to employment. To ensure that youth applicants who require additional assistance to complete an education program or to secure and hold employment" are considered for enrollment, C-WIB has adopted the following locally defined barrier and statement: "An additional eligibility barrier will be established in the Central Region for youth who have "special needs". Special needs include: migrant youth, youth aged out of foster care at 18, youth of incarcerated parent, and youth with behavioral problems at school, family illiteracy problems, domestic violence, substance abuse, limited English proficiency, lacks occupational goals/skills, disabled, or has chronic health conditions, or any other barrier that requires additional assistance to complete an educational program or to secure and retain employment. Youth who lack work history are included in the "special needs" category. A lack of work history is defined as "prior work experience has been spasmodic (6 months or less in any prior job) or with virtually no or little skills training that would lead to self-sufficiency or long term employment", or, "lacks work experience to succeed in their local/chosen field/interest or study".

Documentation will be provided in the file to verify the "special needs" status of the youth, which may include copies of individual education plans, doctor's statements, hospital records, treatment center records, etc.

E. Describe how "veteran's priority", as required by Public Law 107-288, will be incorporated into all programs.

Veterans' priority is a requirement in all programs funded wholly or in part by DOL. Veteran's Priority of Service applies to both veterans and certain eligible spouses. The term *Covered Person* includes eligible spouses and veterans. Priority will be measured in terms of enrollment in affected programs. Referral to the DVOP/LVER does not constitute priority of service. For all programs with statutory requirements, covered persons must meet the program eligibility requirements in order to obtain priority of service.

In the WIA Adult and Dislocated Workers Program, the current law requires that first priority for intensive and training services be given to public assistance recipients and low-income individuals when adult funds allocated to a local area are limited. In regard to covered persons, the priority of provision of services is established as follows: First to be served will be public assistance recipients and low-income individuals who are also covered persons. The second group to be served will be public assistance recipients and low-income non-covered

persons. Among participants who are not public assistance recipients or low-income individuals, covered persons will receive priority over non-covered persons.

Additionally, in programs when targeting of groups are discretionary or optional priorities at the local level, covered persons priority takes precedence over those optional or discretionary priorities. Covered persons priority is applied in advance of the opportunities and services provided to the population group covered by the optional priority.

Each provider will provide information regarding priority of service to "covered persons" regarding benefits and services that may be obtained through other entities or service providers and ensure that each covered veteran or eligible spouse who applies to or is assisted by any covered program is informed of the employment related rights and benefits to which the person is entitled. The requirement for notification about priority of service will be met by providing printed materials to the covered person if the material includes all required elements.

When there is a registration requirement associated with receipt of services for an impacted program or grant, collection of the individual's covered person status is required. Missouri Career Source, Missouri's automated public labor exchange system, provides the opportunity for covered persons to self-declare their status. In addition, Toolbox collects covered person's data during intake and assessment.

F. Identify the funding limit for Individual Training Accounts (ITAs).

The Skills Team is responsible for assisting participants assessed to be in need of post-secondary training with the development of the ITA. The ITA is the written document that records all funding streams and the amount available to assist with Training expenses. WIA funding is allocated as a last resort and only considered after all other available financial aid has been allocated. Skills Team members are authorized to determine if 100% of the PELL Grant is to be utilized or if a portion of the grant may be given to the customer to assist with other Training related expenses.

The Central Region has set a limit of $5,000 per participant per program year for training; funding availability dictates the annual award. Priority will be given to training in "green" courses of study, and in-demand, high growth occupations. All training costs that exceed $3,500 annually must be approved in writing by the C-WIB Executive Director.

The Skills Team is asked to consider the following when obligating WIA funds:

1. Does the participant have adequate basic skills to successfully complete Training (recommended minimum grade level of 9.9);
2. Is the Training connected to an occupation that is in "High Demand";
3. Is the provider and the course certified by Department of Elementary and Secondary Education;

4. If more than one course and/or more than one provider is necessary, will the credits achieved, transfer for assignment, to the school awarding the post-secondary credential;
5. Can the Training be completed within two years;
6. The type of credential to be received at the completion compared to the cost; and compare the cost of Training with other providers (is the cost reasonable or excessive).

The Skills Team is encouraged to establish strong communication with Training providers to ensure participant's progress is consistently updated and that Progress and Attendance forms are submitted monthly.

G. Describe how the local region promotes integration of services through dual enrollment processes, beyond the automatic dual enrollment of the NGCC initiative.

The Skills Team is encouraged to consider all funding streams available to assist with the customer's assessed needs and to ensure that duplication does not occur.
The Toolbox System is utilized to document and track dual enrollment activities.

Implementation of Functional Management in 2008 allowed cross-training to occur across departments and agency boundaries. Implementation of Functional Leadership in 2010 strengthened integration as staff assignments to teams was accomplished. Staff assignments to Welcome, Skills and Jobs Teams were based on staff expertise to ensure services are delivered efficiently and effectively to serve customers in accordance with the NGCC model. Welcome Teams ensure age validation is completed and that "Membership" screens are utilized to collect the 15 demographics necessary to complete WIA enrollment in Staff Assisted Core Services. All new customers and the majority of return customers receive WIN basic skills assessment. All job seekers register with Missouri Career Source, which gathers education and work history. This data is transferrable to Toolbox screens and utilized by all funding streams. The shift from individual service provision to team services supports dual enrollment. Teams now provide service and consider all funding streams available in the process to enhance the job seekers ability to increase skills needed to obtain full-time employment in a high growth occupation.

H. Describe how the local region will ensure that the full array of one-stop services are available to all individuals with disabilities, so that these services are fully accessible. In particular, identify those resources that are available in the region's Products & Services Box to assist in the provision of these services.

The Central Region has invested funding to ensure that each of their seven Career Centers have ADA approved accommodations accessible to assist individuals with disabilities. Teams are trained to assist customers in the use of ADA equipment. Functional Leaders ensure that agencies such as Vocational Rehabilitation and Rehabilitation Services for the Blind are informed of available services to assist individuals with disabilities and encourage these

agencies to refer disabled customers to Career Centers to access services and to utilize the Career Centers when meeting with individuals with disabilities.

The Career Centers are equipped with the UbiDuo, a communication device that enables deaf, and hearing impaired (partially and fully) customers to communicate face-to-face with appropriate team members. At each career center, (except for the Fort Leonard Wood career center) a text telephone, or TTY, is also available for use. Relay Missouri is also available for use. The Central Region Career Centers offer assistive technology to assist individuals with disabilities, including WindowEyes screen reader, ZoomText screen enlarger, CCTV, height adjustable table and other assistive technologies. All equipment is utilized when assisting customers with Products and Services (individually and during group participation) to ensure service delivery is effective and beneficial to the customer.

I. Describe how the local region will ensure that the full array of one-stop services is available to all individuals with limited English proficiency. In particular, identify those resources that are available in the region's Products & Services Box to assist in the provision of these services.

The C-WIB encourages Functional Leaders at each of the seven Career Centers to establish "English as a Second Language" classes to offer to customers who need to improve or develop English speaking ability.

Welcome Teams have received training on *Language Select Telephone Interpreting Services (LSTIS)* and Language Select materials have been posted in the Career Centers and affiliate sites. This valuable resource is especially beneficial when providing orientation to services including description of Products and Services. LSTIS is utilized during workshops as needed with non-English speaking customers to provide skill enhancement opportunities.

J. Describe how the local region promotes integration of services through dual enrollment processes, beyond the automatic dual enrollment of the NGCC initiative.

Subcontractors are encouraged to consider all funding streams available to assist with the customer's assessed needs and to ensure that duplication does not occur.
The Toolbox System is utilized to document and track dual enrollment activities.

Implementation of Functional Management in 2008 allowed cross-training to occur across departments and agency boundaries. Implementation of Functional Leadership in 2010 strengthened integration as staff assignments to teams was accomplished. Staff assignments to Welcome, Skills and Jobs Teams were based on staff expertise to ensure services are delivered efficiently and effectively to serve customers in accordance with the NGCC model. Welcome Teams ensure age validation is completed and that "Membership" screens are utilized to collect the 15 demographics necessary to complete WIA enrollment in Staff Assisted Core Services. All new customers and the majority of return customers receive WIN basic skills assessment. All job seekers register with Missouri Career Source, which gathers education and work history.

This data is transferrable to Toolbox screens and utilized by all funding streams. The shift from individual service provision to team services supports dual enrollment. Teams now provide service and consider all funding streams available in the process to enhance the job seekers ability to increase skills needed to obtain full-time employment in a high growth occupation.

The Dual Enrollment Policy for the Dislocated Worker Program (DWD Issuance 21-2009) was integrated into the staff procedures manual. The issuance was thoroughly reviewed with staff. Dual enrollment is occurring as mandated to ensure customers are provided access to all services for which they are eligible, including dislocated workers who qualify for WIA Dislocated Worker Services, Trade Act services, and/or National Emergency Grants.

K. List the local credentials that the board has approved, to include: issuing entity, requirements to earn credential, and the expiration date (if any) of the credential.

The C-WIB has approved the following credentials:

On-the-Job Training

Eligible participants are assessed by the Skills Team to determine an appropriate training plan. Job seekers preferring employer based services to enhance skills are referred to employers with available job openings relative to the job seekers occupational choice. Central Region employers are surveyed to determine the occupations available within their workforce labor pool; the basic and job related skill requirements and other information applicable to employment. Subcontractors utilize the O*NET to develop job descriptions based on the occupation available and to determine the length of Training necessary to ensure the participant is skilled to enter and retain employment. The O*NET job description and required training hours are written in the "OJT Training Plan." The immediate supervisor responsible for training, the OJT participant and the subcontractor representative sign the plan. The subcontractor prepares and executes the OJT Contract, which gathers important employer data, states the OJT hourly wage (minimum of $9.00 per hour) and states the reimbursement amount. The OJT Contract is a legal document that is signed by the authorized employer representative and the subcontractor authorized representative. OJT Contracts typically average 160 hours, however additional hours may be provided based on the participants training needs, and the difficulty of the occupational job duties. Funding availability is considered for all contracts and limitations of funding may reduce training hours. Employers must agree to retain all OJT participants at the successful completion of their training. Wages paid to the participant must continue at the same rate of pay or a higher rate of pay, but cannot be reduced. Salary increases provided to the OJT participant during the training period are reimbursable. Reimbursement for training is based on a 40 hour work week; reimbursement of overtime is not allowed. Subcontractors utilize the DWD OJT Manual as guidance for operation of the OJT program, including utilization of DWD approved forms applicable to the program.

Work Experience – Youth

Subcontractors assess eligible youth participants to determine soft skills, work experience history and assess work habits. Participants who lack positive experience, have limited or not work history and need to develop soft skills to find and retain employment may be considered for Work Experience assignment to enhance career awareness and develop transferrable skills for future employment. Work Experience assignments range from 120 to 999 hours. Wages paid during work history must be no less than the federal minimum wage. Work Experience Agreements including a job description describing the skills to be developed are included in the agreement. Worksite supervisors responsible for direct supervision, the participant and an authorized subcontractor representative must sign the agreement form. Employers and participants receive orientation prior to placement. Orientation includes at minimum review of child labor laws, process for filing an injury report and for providing emergency medical treatment in the event of a worksite injury, process related to participant payment for hours worked and other information applicable to the program. Employers are required to complete time sheets and provide an evaluation of the participant at the end of each pay period. Timesheets must be signed by the participant, the worksite supervisor and the subcontractor's authorized staff person. Participants must successfully complete the Work Experience to be awarded a credential. There is no expiration date.

Adult and Dislocated Worker Internship

The Skills Team and the Jobs Team will assess job seekers to determine skills and discuss best options for skills development. Eligible adults/dislocated workers who lack soft skills and transferable job related skills or work experience in a specified occupation may be placed in an Internship. Internships range from 40 to 160 hours, however may be extended based on assessed need, the occupation type and the qualifications for entry level employment. Participants will be paid a wage of no less than the federal minimum wage for Internship hours of participation. Participants who successfully complete Occupational Skills Training may utilize Internship to connect to a training related occupation when the occupation leads to full-time employment in a training related occupation. Budget availability determines the availability of this activity and the length of the activity.

Workplace Readiness

The Workplace Readiness (WPR) Program is a classroom-training program that provides customized training for a wide variety of occupations and needs. The initial curriculum was developed by employers and has been enhanced by input from employers, schools, customers, and partnering agencies. Training varies from 1-6 weeks. To obtain a credential, participants must successfully complete the course. There is no expiration.

Introduction to Computers and Introduction to Windows Based Personal Computers for Intermediate Users

A credential is earned by participants who successfully complete one of the above classes. The Introductory course is 12 hours and the Intermediate Course is 6 hours. Students must complete all activities including pre/post tests. The curriculum was developed by, and is kept current through, employer input. No expiration date.

Red Cross Courses

Participants must successfully complete any of the following courses, including testing, to receive a credential. No expiration.

- American Red Cross Standard First Aid with AED
- American Red Cross Standard First Aid
- American Red Cross First Aid
- American Red Cross Adult CPR/AED
- American Red Cross Adult CPR
- American Red Cross Infant and Child CPR
- American Red Cross Injury-Control Modules
- American Red Cross Preventing Disease Transmission
- American Red Cross Oxygen Administration of the Lay Responder

Food Handler's Permit

The Food Handler's training certification is conducted by the City of Columbia, MO Health Department. Participants must successfully complete the course, which consists of ten safe food-handling skills. No expiration.

Drivers Education

Training may be provided by the public school system or a certified private trainer. Obtaining a driver's license is necessary for the participant to gain employment. Following the completion of the course, the participant must pass the state driving test. No expiration date.

Safety in the Workplace

Curriculum was developed by Digital 2000, Inc. Participants must complete the course and successfully pass the exam. No Expiration.

L. Provide your region's proposed training expenditure rates for both Adult and Dislocated Worker regular formula fund allocations. In addition, describe the local process for determining who will receive training under the NGCC initiative.

The Skills Team is responsible for assessing job seekers and determining Training needs. Training type (classroom or employer based) is written in the eligible participant's Employment Plan. The subcontractor's authorized representative reviews the ITA or OJT Contract to evaluate the length of training, and to ensure the training leads to a demand occupation. When considering Occupational Skills Training the training course and the training facility must be approved by DESE. The Central Region has a target goal of 50% expenditure, based on a combination of Skill Enhancement and Training services.

VII. Integration of One-Stop Service Delivery

A. ***Describe the one-stop delivery system in the local region, including:***

1. ***A description of how the local board will ensure the continuous improvement of eligible providers of services through the system and ensure that such providers meet the employment needs of local employers and participants;****

The Central Region Workforce Investment Board regularly reviews the performance of subcontractors, including review of fiscal operations and programmatic services. Opinion Meters are utilized to assess Customer Satisfaction at each Career Center. The C-WIB reviews the Opinion Meter report at their monthly meetings. Subcontractors submit monthly reports to the C-WIB to report program activities and services. The C-WIB conducts continuous improvement reviews annually to ensure a high level of performance. Functional Leaders provide updates to the C-WIB reporting Career Center activities. CWIB conducts annual "Business Forums" with regional employers to obtain input from the business community to be utilized to improve programs and services. Information obtained from these forums is provided to subcontractors to incorporate in program services. CWIB encourages local staff and subcontractor staff to participate in Webinars and training services provided by the state to enhance team qualifications to ensure professional service delivery to employers and job seekers.

2. ***Describe how all partner agencies will strengthen their integration of programs and services so that it provides a more seamless system; and***

CWIB requires all Career Center staff members, who serve customers (employers and job seekers) to be fully trained to provide integrated service delivery. As a result of implementation of the NGCC, Career Center employees are no longer recognized by their "employer of record" status, rather all team members are recognized as employees of the Missouri Career Center. Functional Leadership ensures teams meet on a scheduled basis to review performance and service delivery. Functional Leaders utilize the NGCC Implementation Guide to implement services and meet NGCC minimal standards of operation.

3. ***A copy of each memorandum of understanding (between the local board and each of the one-stop partners) concerning the operation of the one-stop delivery system in the local area.* (This should be included as Attachment 8 to the local plan.) Also, included as an addendum to the MOU is each Career Center's negotiated cost-sharing worksheet that includes the line item's dollar amounts and percentage rages for DWD and the WIB.***

A single "umbrella" Memorandum of Understanding was developed in 2010 to support the Next Generation Career Center initiative. The MOU is included as Attachment 8. Current signature pages are included with the attachment.

B. ***The expectation is that the local region will involve business, organized labor, local public officials, community-based organizations, WIA service providers and other stakeholders in the development and review of this plan. Describe the plan development process, including how input for the plan was obtained by all the partners involved in the MOU.***

The C-WIB Local Plan became available for public review and comment on July 31, 2010. To ensure public awareness, notices were placed in the Rolla, Lebanon, and Jefferson City newspapers; the Plan review period was thirty days.

C-WIB members and staff came together with subcontractors to develop the Plan, and it was discussed in detail on September 22, 2010 at a meeting of the C-WIB Planning Committee. The full C-WIB and Local Elected Officials approved the Plan on September 22, 2010.

Dewey Thompson (representing Education), Melinda Macker (representing Family Support Division), and Harold Haldiman (representing private business) received a copy of the plan draft in advance of the Planning Committee meeting.

Other organizations were included by virtue of their representation of the C-WIB Planning Committee. Agencies represented include vocational rehabilitation, community-based organizations, labor, vocational and higher education, and private business.

VIII. Administration & Oversight of Local Workforce Investment System

A. ***Identify the one-stop operator(s) for the comprehensive and affiliate one-stop centers in the region.***

One-Stop Centers in Central Missouri by city (county):

Missouri Career Center – Camdenton (Camden)	Paula Curtman, Functional Leader
Missouri Career Center – Columbia (Boone)	Deanne Stubblefield, Functional Leader
Missouri Career Center – Ft. L. Wood (Pulaski)	Trish Rogers, Functional Leader
Missouri Career Center – Jefferson City (Cole)	Judy Widner, Functional Leader
Missouri Career Center – Lebanon (Laclede)	Paula Curtman, Functional Leader
Missouri Career Center – Rolla (Phelps)	Trish Rogers, Functional Leader
Missouri Career Center – Mexico (Audrain)	Julie Fredette, Functional Leader

Affiliate sites by city and county:

Lake of the Ozark Sub-Region:	Paula Curtman, Functional Leader

Eldon (Miller County)
Versailles (Morgan County)
Waynesville (Pulaski County)

Meramec Sub-Region: Trish Rogers, Functional Leader

Cuba (Crawford County)
Salem (Dent County)
Belle (Maries/Gasconade County)
Potosi (Washington County)

Mid-Missouri Sub-Region: Joyce Davis, Functional Leader
Boonville (Cooper County)
Fayette (Howard County)
California (Moniteau County)
Linn (Osage County)

B. Identify the members of the local workforce investment board, the organization or business they represent, and the area (i.e. business, education) in Attachment 2 to the local plan.

See Attachment 2, WIB Member List.

C. Include a copy of the local workforce investment board's current by-laws in Attachment 3 to the local plan. The completed "Local Workforce Investment Board's Attestation For Review of By-Laws" form is included.

See Attachment 3, 3a, and 3b for the C-WIB By-Laws and amendments.

D. If the region includes more than one unit of local government, include a copy of the Chief Local Elected Officials' agreement that specifies the respective roles of the individual chief elected officials as Attachment 4, and include the name, jurisdiction, and official title of each member, if not included in the agreement.

The central region requests an extension on this item until January 31, 2011 to allow for changes resulting from the November 2010 elections to take effect.

IX. Service Delivery

A. One-Stop Service Delivery Strategies

Describe how the local region is assisting customers in making informed choices based on quality workforce information and accessing quality training providers. In

particular, identify those resources that are available in the region's Products & Services Box to assist in the provision of these services.

Welcome Teams ensure all customers are registered in Missouri Career Source to receive job matching services. All new customers and the majority of all return customers receive basic skills assessment utilizing the Worldwide Interactive Network. Toolbox assessment gathers personal data and along with basic skills assessment results is utilized to identify barriers. Referrals, including referral to Products & Services and non-WIA resources are made to assist the customer with barrier resolution. Job seekers who are uncertain of appropriate goals for employment and or training may be assessed using the O*NET Profiler to identify suitable occupations matching their skills, interests and aptitudes. Job seekers who have skills but no formal credential to verify competency may be assessed by Work Keys to obtain the National Career Readiness Certification. Skills Team and Jobs Teams utilize MERIC to research local and surrounding labor market trends and to determine if a selected occupation is in "high demand" and if wages and benefits meet self-sufficiency requirements. Post-secondary training providers and courses applicable to assessed training must be approved by DESE prior to development of an ITA. OJT sites must be appropriate and lead to entry into a demand occupation with wages of no less than $9.00 per hour. Additional resources included in the Central Region Products & Services box, include: Standardized Job Search Workshops; Missouri Career Source Enhancement Workshop; WIN Remediation; Computer Skills Development Workshops; Interactive Video Training; Universal Challenge Center Leadership and Team Participation Training; Mobile Lab Services; a variety of self-esteem and self improvement workshops. All customers (employers and job seekers) receive "orientation" to Career Center services including information describing available services at the Core, Intensive and Training levels; incentives and Training programs available to promote employment and training. MERC and the DESE hotlink are incorporated in mandated research when assisting job seekers with decision making regarding employment and training. Missouri Career Guides are made available to all customers at the Welcome Team level. Functional Leaders are responsible for providing training to all incumbent and new Career Center employees to ensure staff are knowledgeable and skilled in assisting customers.

B. Adults and Dislocated Workers

*1. Provide a description and assessment of the type and availability of all adult and dislocated worker employment and training activities in the local region. **

There are seven Career Centers and eleven satellite offices in the nineteen counties of the Central Region. All locations are linked to Missouri Career Source to ensure customer access to Next Generation Career Center services. Welcome, Skills and Jobs Teams are available at each location to provide services at all levels.

Under the Next Generation Career Center model, all new customers are co-enrolled in Wagner Peyser and WIA Staff Assisted Services. Eligibility for WIA Staff Assisted Services occurs at the Welcome Team level as customers complete "Membership" screens to enter the

required 15 demographics and complete age validation. All new and the majority of return customers receive basic skills assessment (WIN) to evaluate basic skills. Toolbox assessment is completed to obtain personal data necessary to identify barriers and strengths related to employability. Referrals are issued at the Welcome Team level to obtain needed resources to resolve barriers and to resources available in the Central Region Products and Services box. Increasing the level of service beyond WIA Staff Assisted Core level is contingent on:

- Customer's need for Intensive/Training services as a result of assessed deficiencies in the customer's soft skills or a lack of job related skills within a demand occupation.
- Occupational choice and skills relevant to the occupation selected.
- Customer's ability to meet WIA eligibility beyond Staff Assisted Core level.

The Skills Team is responsible for assisting job seekers with services to resolve barriers and enhance skills and qualifications leading to a high level of employment and job retention in a high growth occupation offering wages leading to self-sufficiency.
The following activities are available for adults and dislocated workers at the intensive and/or training levels.

- Assessments to evaluate the customer's academic level
- Assessments to evaluate the customer's career interests and aptitude
- Short-term Intensive level workshops, including computer training, and workshops leading to certification or credentialing
- Short-term classroom training
- Employer Internship activities
- Classroom Occupational Training
- On-the Job Training
- Customized Training
- Trade Adjustment Assistance and Trade Readjustment Allowance
- Other services as listed in the Products and Services box

Skills Development Team Services

Customers will receive an orientation summarizing the services available through the Skills Development Team. The customer will be interviewed by a team member to obtain additional employment goals information.

Assessments may be conducted to evaluate the customer's academic skills. Customers assessed to be basic skills deficient will be referred to Adult Education and Literacy or WIN remediation. Customers who do not have a high school diploma or GED will be referred to Adult Education and Literacy classes to prepare for the GED exam.

The customer's short-term and long-term education and/or employment goals will be reviewed. Wage requirements to attain self-sufficiency will be reviewed.

Job goals will be discussed to determine if goals are achievable with current skills or if additional training is needed. Job goals will be evaluated to ensure they are achievable within the local labor market. The customer will be assisted in the development of an Employment Plan that clearly documents benchmarks and strategies for increasing skills and obtaining suitable employment.

The need for additional assessments will be determined; additional assessments may include:

- O'Net Interest Profile Inventory – used to assess career interests
- Work Keys – used to identify transferrable skills relevant to occupational goals. This is best suited for customers who desire employer based training, such as On the Job Training, or direct job placement.
- Career Scope – used to identify occupational goals and career planning strategies. This is most appropriate for customers who do not have an occupational goal or who desire classroom occupational training.
- Pre-Vocational Training – this is a good option for introducing a customer to a specific occupation prior to or immediately following classroom occupational training. This may include and internship with an employer.
- Customers will be assisted in the selection of services from the regional Products and Services box to develop skills to reach their occupational or educational goals.
- Supportive Services or Needs Related Payments are available to ensure successful completion of training activities. These services are provided in accordance with the C-WIB Supportive Services policy.
- The Skills Development Team members will collaborate with Employment Team members as needed to support the customer's employment plan.

Employment Team Services

The Employment Team's mission is to provide customers with high quality job search assistance and skills development opportunities to enhance the customer's opportunities to receive the best job at the highest possible wage and provide employers with highly skilled job candidates.

The services provided by the Employment Team include:

- One-on-one interviews with job seekers to determine how the customer may be assisted in reaching their employment goal.
- Determining the most effective way for connecting the customer to employment (direct job placement, On-the-Job Training, Internship). All available employer incentives will be considered.
- Address barriers that threaten successful employment.
- Updating of Employment Plans as needed.

- Referral to employment seeking activities to connect customers to employers.
- Referral to appropriate workshops to enhance soft skills and job skills.
- Access to self-help and informational resources.
- Access to quality labor market information.
- Job referrals and job leads.

Follow-Up Services

Issuance 10-2009 provides guidance for provision of Follow-up services applicable to customers who exit from all three levels of WIA service (Staff Assisted Core/Intensive/Training). WIA follow-up services must be made available to all participants enrolled in the Adult & Dislocated Worker programs for a minimum of twelve months after the first day of unsubsidized employment. While WIA statutory requirements mandate that follow-up services should be available in a local area, it also states these services must be appropriate. Examples of WIA Adult & Dislocated follow-up services include:

- Career planning and counseling.
- Assistance with work-related problems.
- Required contact with the participant's employer.
- Peer support groups.
- Supportive service referrals.
- Information regarding educational opportunities.

The Central Region Workforce Investment Board is committed to greatly increasing the capacity of the workforce system to serve workers in need.

The Central Region will intensify their efforts to serve the adult population and will increase the number served and those who enter training through OJT and classroom training. The C-WIB intends on addressing the immediate needs of participants while providing services that will contribute to long term economic recovery and an improved workforce system. The skills, abilities, and career goals of adults will be assessed and matched with current and anticipated career opportunities. Career counseling will be based on current labor market information to ensure that training and job search activities are in alignment with areas of anticipated economic and job growth.

The C-WIB will be guided by the Recovery Act requirement that priority use of WIA Adult program funds be used for services to recipients of public assistance and other low-income individuals as described in WIA section 134(d)(4)(E).

Fifty percent of the participants will be enrolled in skill enhancement activities. Emphasis will be placed on training for "green jobs" and in-demand occupations. Not all "green jobs" are in new or unique occupations, but may exist in existing occupations. Electrical engineers, HVAC mechanics and installers, roofers, and construction workers may all be involved in the green initiative. Growth industries include wind technology, including wind turbine engineers and technicians, solar energy, and energy-efficiency building retrofitting.

Individuals seeking services at the Missouri Career Center will be informed of the Adult Program. Eligible participants will be served according to the priority outlined in TEGL 14-08. Customers who do not qualify for the Dislocated Worker program will be considered for the Adult Program. Career Center staff will participate in referring customers to the Adult Program. Adult services in the Central Region will be provided by Central Ozarks Private Industry Council, Lake of the Ozarks Employment Services, and Central Missouri Community Action.

The ITA system will be used administer Recovery Act funds. There will be various components used in serving the adult population that may include the WorkKeys/Missouri Career Readiness Certificate system for the assessment of skill/educational levels. WorkKeys assessments will include Applied Mathematics, Reading for Information, and Locating Information. Counselors will review the assessment results to determine if remedial training is needed prior to the participant being enrolled in a training activity. If remediation is needed it may be provided by the approved training facility and be included in the participant's course of study. Following the completion of training, the participant may be given the assessment again to measure any increase skill levels. Scores for pre and post-training assessments will be entered into Toolbox 2.0.

When possible, the Central Region will focus on accelerated training programs that will quickly prepare participants for in-demand jobs. The region will review the current ITA policy to ensure maximum flexibility in meeting the intent of the Recovery Act. The C-WIB anticipates working with community colleges and other approved training providers to serve participants effectively. Public and private training providers who are DESE approved will be used for training and will be paid through ITAs when the training is funded by the C-WIB.

When appropriate, On-the-Job Training will also be used for occupational training. Only approved employer worksites will be used for OJT. OJT contracts will be limited to the period of time required for a participant to become proficient in the occupation the training is designed for. In determining the appropriate length of the contract, consideration will be given to the skill level of the participant, prior work experience, and the participant's Individual Employment Plan.

Entrepreneurial training may be used when appropriate. In cases where entrepreneurial training is provided, the C-WIB will fund the training with Recovery Act funds.

In accordance with the Recovery Act, there will be increased emphasis on providing supportive services to eligible Adult participants. Supportive services will be available to assist participants while in training activities or job search after training. There may be instances where supportive services are made available prior to the beginning of a training activity. Supportive services may include transportation, child care, dependent care, housing, NRPs, and other assistance that is required to participate in a WIA activity. The C-WIB will review their supportive services policy to ensure that all key components are addressed. The Central Region will work with other agencies such as faith-based organizations to provide the needed support

so participants can maintain family life and pursue their career goals. Veterans and eligible spouses who are members of the Recovery Act priority group will receive the highest priority within that priority group, followed by nonveteran members of the Recovery Act priority group.

The Central Region will provide quarterly fiscal reports reflecting the amount obligated each quarter, amount paid each quarter, total amount obligated, and total paid to-date. DWD Financial Management will provide a separate reporting tool to be submitted quarterly. Reports will address expenditures in the following categories:

- Occupational Skill Training (including tuition, required books and supplies, required fees)
- On-the-Job Training (OJT) Supportive Services
- Needs-Related Payments

2. Include a description of the local individual training account (ITA) system and the procedures for ensuring that exceptions to the use of ITAs, if any, are justified under WIA section 134(d)(4)(G)(ii) and 20 CFR 663.430.

How has the Recovery Act projects affected these exceptions and will this become part of the regular WIA programs' operation?

Program Operators who subcontract with the C-WIB are required to prepare and utilize Individual Training Account (ITA) forms to assist participants who are requesting funding to enroll in Classroom Occupational Training (COT). ITA forms include information pertaining to the participant (name, address, telephone number, email address and social security number). The name of the course, the name of the school and contact information is included; information pertaining to non-WIA financial aide and grant information is included, the dollar amount requested from WIA for tuition, fees and related supply costs is included. The ITA form must be signed by a representative of the training provider who can verify that the dollar amounts reported are accurate. The ITA is completed by the Program Operator's Executive Director who allocates the amount of WIA funding, which may not be the amount that has been recommended (funding allocations are based on WIA budget availability). Once the WIA allocation has been made and the Executive Director signs the form, a copy is sent to the school to be used for billing and a copy is sent to the participant.

The ITA is reviewed during all stages of monitoring to ensure that payments have been made in accordance with the form allocations.

On a case by case basis it may be feasible to exceed the maximum allowed training cost of $5,000, however, these instances will be rare. The training would have to be in a green, in-demand, high growth occupation with limited funding available from other sources in order for an exception to be considered. All training costs that exceed the previous limit of $3,500 must be approved in writing by the C-WIB Executive Director.

3. ***Provide a description of how Worker Profiling and Re-employment Services will be delivered on a weekly basis between DWD and partner staff.***

Division of Employment Security (DES) refers selected Unemployment Insurance claimants for participation in Worker Profiling. A list is sent to the Careers Centers in advance of the customer's appointment date and DWD staff checks to ensure the referral is reflected in the customer's Toolbox registration.

When customers report, Welcome Team staff identifies those who are "possible" enrollments in Worker Profiling and, after Welcome Team services have been provided, the customer is directed to the first available staff for enrollment in Worker Profiling.

Under the NGCC model, all customers are informed of the products and services available. Employment or Skills Team staff guide Worker Profiling customers toward the products and services which will improve the customer's skills/employability most, based on assessment results.

If it is determined the customer is in need of WIA intensive or training services, procedures are followed to determine eligibility. Collaboration between all teams ensures that information is shared and documented in the customer's automated file.

C. ***Rapid Response***

Describe how the local board will coordinate workforce investment activities carried out in the local region with statewide rapid response activities, as appropriate. Specifically, identify the services (not programs) that may be provided to dislocated workers in the region under NGCC.

The Central Region's Rapid Response activities are designed to plan and deliver services to enable dislocated workers to transition to new employment as quickly as possible, following either a permanent closure or a mass lay-off, or a natural or other type of disaster, which results in a mass job dislocation. The State of Missouri will notify the Central Region's WIB of potential plant closures; the WIB staff will notify the Rapid Response Coordinator of this action and the pending lay-off. Rapid Response staff will collaborate with partnering agencies within the NGCC system of the Central Region to ensure that accurate and timely response is provided. NGCC services to dislocated workers will include: Initial Assessment; On-site workshops; Computer Labs; Tools and Equipment made available; Job search websites; Unemployment benefits; Career exploration tools; Financial resources and assistance to fund training and retraining; Resources and help with basic living needs.

The C-WIB Rapid Response Coordinator shall:

1. Utilize the business side of Toolbox and enter case notes in the business section regarding contacts with businesses currently identified as working with the NGCC's.

2. Coordinate Rapid Response activities and conduct Rapid Response meetings within the LWIA whenever a company layoff exceeds 10 employees, up to 49. Rapid Response meetings for layoffs of less than 10 are at the discretion of the local Rapid Response Coordinator and the affected Functional Leader. (The state Rapid Response Coordinator may initiate or assist with certain layoffs of less than 50.) Such coordination shall include:

    a. Initiate contact with the company to explain NGCC services and schedule Rapid Response activities that may include employer consultations and employee meetings.

    b. Contact the state Rapid Response Coordinator to arrange for an Unemployment Insurance representative to attend Rapid Response meetings when deemed necessary by DWD. Contact with Employment Security will be made by DWD staff only.

    c. Contact the Missouri American Federation of Labor-Congress of Industrial Organization (AFL/CIO) representative, or United Auto Workers (UAW) representative when appropriate, if a union represents the affected employees, to inform them of any Rapid Response meetings. In consultation with the NGCC Functional Leader and the AFL/CIO representative determine when a Transition Team can be established, the local Rapid Response contact person will work with the AFL/CIO to insure appropriate NGCC services are presented.

    d. Arrange any Rapid Response meetings for affected employees and ensure that all necessary outplacement information is presented and made available. The local Rapid Response Coordinator must maintain an adequate inventory of updated meeting materials (i.e. handouts, pamphlets, manuals, booklets, etc.). The local Rapid Response Coordinator will work with the Functional Leader to establish integrated service linkages with other agencies in the local community that provide supportive services (i.e., United Way, Department of Social Services, Family Support Division, Department of Mental Health, local credit counseling services, etc.).

    e. The Contracting Agency is responsible for meeting required performance standards as outlined in the Scope of Work. Successful performance of the standards will determine the availability of future funding.

f. The local Rapid Response Coordinator is responsible for entering information in the Rapid Response activity report in Toolbox describing the Rapid Response activities within the LWIA. The State Rapid Response Coordinator will review the information on a regular basis. Data shall be entered in Toolbox within five business days. Local Rapid Response Coordinators are responsible for ensuring all information entered in Toolbox is accurate.

g. The local Rapid Response Coordinator is required to collect standardized surveys from employees attending Rapid Response meetings. The surveys should collect data such as what types of services employees are interested in including training and re-training needs as well as general employee contact information (name, address, email address, etc.). All local Rapid Response Coordinators are required to use the survey for local and state level Rapid Response. DWD will provide the Survey results to the Local Rapid Response Coordinator. The local Rapid Response Coordinator is responsible for dissemination of the survey results to the NGCC Functional Leader and appropriate NGCC Teams.

h. The local Rapid Response Coordinator will submit detailed monthly reports that include the name of the company, location, and number affected. Monthly Reports shall be submitted to the appropriate State Rapid Response Coordinator, either by mail or e-mail, no later than 15 days after the last day of each month.

i. The local Rapid Response Coordinator in consultation with the NGCC Functional Leader will establish contact with community agencies, employers, chambers of commerce and other social services organizations in the LWIA. In response to notification of a layoff or closure, the local Rapid Response Coordinator will provide the above agencies with information regarding services the Rapid Response Unit, the NGCC and the Department of Economic Development (DED) can provide. The local Rapid Response Coordinator may coordinate with the state Rapid Response Coordinator to make presentations to local organizations and chamber of commerce on programs and services available. The local Rapid Response Coordinator will also suggest ways in which local community agencies can provide assistance for affected workers and the community. In the event of a mass layoff, the local Rapid Response Coordinator will assist the state Rapid Response Unit in coordination of community services.

3. Notify the appropriate state Rapid Response Coordinator of any layoffs reaching a total of 50 or more employees. The local Rapid Response Coordinator shall not contact the company except at the direction of the state Rapid Response Unit. In those instances where 50 or more people are affected or the number affected is undetermined, DWD

shall make initial contact. Additionally, the local Rapid Response Coordinator shall be available to assist DWD in any state level Rapid Response including:

a. The local Rapid Response Coordinator shall attend employer meetings, scheduled by the state Rapid Response unit, within the LWIA to explain available Dislocated Worker services and procedures available at the NGCC.

b. The local Rapid Response Coordinator will present information at employee meetings scheduled by the state Rapid Response unit. If the local Rapid Response Coordinator cannot attend, the NGCC Functional Leader, or local Rapid Response Coordinator shall delegate Rapid Response to the alternate local Rapid Response Coordinator. The local Rapid Response Coordinator should always present specific WIA Dislocated Worker information at Rapid Response meetings.

4. The local Rapid Response Coordinator may at the direction of the Functional Leader provide follow-up contacts to all laid-off workers who have not taken advantage of the services available at the NGCC.

Follow up may include:

a. Working with any affected Labor organization to assist with recruitment.

b. Send an informational letter or e-mail to laid-off workers who have not accessed services;

c. The state Rapid Response Coordinator shall be responsible for obtaining a list of affected employees from the company or union laying off 50 or more. The local Rapid Response Coordinator will be responsible for obtaining the list for layoffs of less than 50.

5. At the request of DWD, and at the direction of the Functional Leader, the local Rapid Response Coordinator shall assist in the preparation of National Emergency Grant (NEG) applications and Department of Labor reporting requirements thereof. This may include gathering information for the NEG proposal, including employee and employer survey data. When more than one LWIA is included in the development of a NEG, DWD in consultation with the Functional Leaders, may designate a LWIA as a local administrative lead. The local Rapid Response Coordinator shall submit to the appropriate state Rapid Response Coordinator all pertinent, reportable NEG activities as outlined by the NEG application in a timely manner.

6. Additionally, the local Rapid Response Coordinator shall:

a. The Local Rapid Response Coordinator will provide a NGCC Business Card to each worker attending a rapid response meeting. The worker will be instructed to complete the information on the back of the card and bring it to the NGCC to verify their attendance at the Rapid Response meeting.

b. In an effort to increase communication and develop a plan of action with the NGCC and the Functional Leader the Local Rapid Response Coordinator will complete a Rapid Response Meeting Planning Summary. This summary will be used by the State Rapid Response Coordinator, the Local Rapid Response Coordinator and NGCC Functional Leader to develop the plan of action for Pre and Post services for each layoff or closure. The plan will include the identification of necessary funding sources for each layoff, (formula funds, 25% Dislocated Worker funds, Trade Act funds, National Emergency Grant funds and/or employee benefit funds (i.e. severance packages)). As activities occur the form will be updated to keep a running record of the services desired and provided by the NGCC. Services provided Pre and Post layoff will be at the direction of the affected NGCC's.

c. The Local Rapid Response Coordinator shall be responsible for the collection of individual worker information at all Rapid Response meetings. The Local Rapid Response Coordinator shall then enter this data into the Missouri Toolbox 2.0 data collection system to create an initial case record instruction for creating the record).

7. As a part of the development of a Rapid Response Plan of Action the use of Customer Centered Workshops will become an integral method for the delivery of Pre and Post re-employment services. The workshop may be customized to the current layoff, they should be able to provide current labor market information, job seeking skills, interviewing techniques and practice, job application instructions, make available a written resume, and when possible, provide a electronic resume copy to participants. As a part of the NGCC Product Box the affected Functional Leader may elect to use the services of the University of Missouri Extension (UME) Career Options Workshops, FastTrac New Venture Projects, and Taking control of Your Finances Workshops.

   When it has been determined during the Rapid Response planning phase that any of the UME workshops are needed to deliver pre or post services coordination between the local Rapid Response Coordinator with UME shall include:

   a. Contact UME to notify them of the need for the workshop.

   b. Schedule UME staff to present at Rapid Response meeting or Transition Team Training.

c. Provide a list of laid-off workers who have expressed interest in attending the workshop

d. Insure that all prospective participants are registered in Toolbox 2.0 when necessary request they visit the NGCC to register in WIA prior to attending meeting.

e. Attend the Career Options workshops; provide a short presentation on the benefits of services available at the NGCC's.

D. Youth

1. Provide a description and assessment of the type and availability of youth activities in the local region, including an identification of successful providers of such activities.* (This should include the local board's policy on partnering with and prioritizing services for serving youth most in need, such as out of school youth, those at risk of dropping out, youth in foster care, those aging out of foster care, youth offenders, children of incarcerated parents, homeless youth, and migrant and seasonal farm worker youth.)

C-WIB contracts with Central Missouri Community Action Agency (CMCA), Central Ozarks Private Industry Council (COPIC), and Lake of the Ozarks Employment Services (LOES) for provision of youth WIA funded employment and training services in the Central Region. These Program Operators have a long history of designing, implementing, and operating programs to serve "in-school and out-of-school youth." Programs are operated year round throughout the region's 19 counties, and during the summer. Unless stipulated by special contract, funding for "summer program operations" may be allocated in February to ensure total expenditure by the ending date specified in the contract, or June 30 if no date is specified.

C-WIB utilizes current Census Data and information gained from the region's Youth Council to determine characteristics of youth. WIA regulations are utilized in program design. Board policy requires Program Operators to partner with available resource agencies throughout the region to connect youth to non-WIA resources when assessed necessary. This includes collaboration with secondary schools and alternative education sites. Camden and Rolla Missouri Career Centers operate "Adult Skills Development Programs" to ensure youth who have dropped out of high school have access to education resources needed for GED preparation. Youth who are at risk of dropping out of school may be considered for enrollment in WIA funded activities emphasizing "life-long learning" to assist with career planning. This may include assignments to job shadowing or work experience to enhance career exploration. Board Policy directs Program Operators to recruit and serve youth residing in low income households and who have existing barriers to employment. Program Operators collaborate with

Family Support Division and Division of Youth Services to recruit youth in Foster Care, especially youth aging out of the Foster Care program. Collaboration with Juvenile Services in each county ensures youth offenders are considered for WIA services. Collaboration with Missouri Probation and Parole, Lake Area Advisory Council and Meramec Addiction and Counseling services help identify youth whose parent(s) are incarcerated are considered for WIA services. Staff employed by Program Operators serve on local committees and agency boards serving youth. Typically, this results in the referral of youth to WIA services. A representative from each Program Operator currently services on the Central Region Youth Council to evaluate programs and services and recommend appropriate services to assist youth. Central Region has noted an increase in youth who are no longer living at home with their immediate family (parent(s), grandparent(s)). These youth may or may not meet the WIA definition of homeless. This hampers the intake and eligibility for WIA and may require an "applicant statement" witnessed by a reliable person who can verify the youth's circumstances as a last resort for establishing eligibility to participate in WIA programs and services.

To determine eligibility for enrollment, youth must be 14 to 21 years of age. Youth applicants must prove low-income status and that they have at least one of the current barriers to employment as listed above; additional barriers that may be considered for eligibility include youth who are pregnant or parenting, youth with "special needs" and youth who lack work history or determined to be basic skills deficient. Documentation of the barrier must be evident in the file during file review and monitoring.

Youth applicants must prove low income status and prove existence of at least one barrier to employment, which include:

- basic skills deficient
- high school dropout
- offenders
- homeless/runaway
- youth who are pregnant or parenting

The Central Region has also established an additional barrier for in-school and out-of-school youth with "special needs" due to physical or mental disabilities, or any other barrier that requires additional assistance to complete an educational program or to secure and retain employment.

Youth who lack work history are included in the "special needs" category. A lack of work history is defined as "prior work experience has been sporadic (6 months or less in any prior job) or with virtually no or little skills training that would lead to self-sufficiency or long term employment" or "lacks work experience to succeed in their local/chosen field/interest or course of study."

Documentation must be included in the participant's file to verify the youth's low income eligibility and barrier status, including "special need status" if applicable or "lack of work history" as defined. Documentation may include copies of individual education plans, doctor's statements, hospital records, treatment center records or other official forms of

documentation. Program Operators are encouraged to utilize "Work Smart" to obtain technical assistance guidance for establishing WIA eligibility and documenting barriers to employment.

Youth with existing barriers who fail to meet WIA income eligibility may be considered for enrollment through the region's 5% window category. Program Operators must submit a written request to the C-WIB Executive Director, stating why enrollment is suggested and explaining how enrollment will enable the youth to minimize or resolve the negative barrier. The C-WIB Executive Director will consider each request and provide a written response to be kept in the participant's file.

Program Operators are responsible for designing programs and services to assist youth with training that will enhance future employment and career planning opportunities. Standard components of training include:

Work Experience

Eligible youth may be considered for placement in Work Experience when assessed necessary and beneficial to future employment. Assignment includes placement at a public or private work site for a scheduled length of time typically 160 hours, but may be extended up to 999 hours if assessment deems necessary and funding is available. Work Experience assignments are designed to assist youth in developing soft skills including:

- development of positive work habits
- developing positive attitudes about working
- gaining a good understanding of work responsibilities, including meeting an employer's expectations

Career Exploration during Work Experience identifies skill requirements for occupations related to the assignment, and education requirements for career advancement in the related employment field. Work sites serving as "host" sites for youth must comply with Child Labor Laws. Required paperwork for placement includes a completed "Worksite Agreement" signed by the worksite supervisor and the Program Operator's Executive Director or designated representative. Hours of participation are recorded on time sheets and are submitted on a scheduled basis. Time sheets must be signed by the participant, the worksite supervisor or authorized representative, and approved by the Program Operator's Executive Director. Hours worked and reported on the time sheet must be compliant with Child Labor Laws. Participants are paid the federal minimum wage or higher, depending funding availability.

Job Shadowing

Career Exploration may include "Job Shadowing" activities to allow participants to observe daily job duties within an occupational category related to their assessed interest and/or aptitudes. Limited hands-on involvement to develop job related skills is allowed. However, the activities performed by the participant cannot contribute to the production or income potential of the employer. Job Shadowing is strictly designed to improve awareness; wages are not paid during participation.

Basic Skills Training

Younger youth who are attending secondary school may be enrolled in training designed to enhance academic performance and development of job-related skills. Components of this activity may include classroom instruction, tutoring, and individual instruction or supervised activities. The length of training is based on individual need. Participants may be concurrently enrolled in Basic Skills Training and other program activities written into the Individual Service Strategy.

Workplace Readiness

Available to all youth categories and designed to improve soft skills by:

- enhancing job seeking and job retention
- increasing academic performance
- developing job related skills transferrable to future employment

Career Awareness and Exploration are typically components of Workplace Readiness. Additional training components may include:

- Anger Management
- Conflict Resolution
- Financial Management
- Leadership
- Team Participation Skills Development
- Computer Literacy
- Workplace Safety and Career Planning
- drug and alcohol prevention
- other topics related to personal management and future employability

Support Services may be provided to participants to assist with transportation to and from training locations. Participants who successfully complete Workplace Readiness training receive a certificate which is recognized as a "credential" by the C-WIB in the Central Region.

On-the-Job Training

Older Youth who are out-of-school and choose to participate in job-related training to develop skills needed for career development may be enrolled in On-the-Job Training. Prior to enrollment, Program Operator's staff meets with employers authorized to provide OJT to develop the OJT Contract. The OJT Contract includes the employer's name, address, telephone phone number, Federal Employer Identification Number and Unemployment Insurance Contribution Number. The contract includes:

- a "Training Plan" that stipulates the skills to be developed and the allowable hours to developed the skills
- the wage amount the employer agrees to pay the OJT participant
- the percentage of reimbursement the employer will receive for the length of the training
- the start date and the anticipated ending date of the contract

Eligible participants may be placed at public or private worksites to receive training. The length of training is based on skill development needs to obtain a "credential" that is transferable to other related occupations. At the successful completion of training, employers are expected to retain the participant at a wage not less than the wage paid during training.

Program Operators reimburse the employer up to 50% of the wages paid to the participant during training. Contracts are based on a minimum of 30 hours of work per week and not to exceed 40 hours per week. Employers must verify that all employees, including the trainee are covered by Worker's Compensation. OJT participants cannot replace existing members of the employer's workforce and in the event that a reduction in force occurs while the participant is receiving training the contractual agreement for reimbursement will be frozen until the employers labor force returns to full operation.

Classroom Occupational Training

Older Youth who choose to attend post secondary school to develop skills leading to a "credential" may be enrolled in this activity. Training providers and the selected course of training must be approved by the Department of Elementary & Secondary Education. Participants must agree to meet all stipulations for successful school enrollment and may be required to complete a drug test. Training must be accomplished within two calendar years (24 months) and must lead to a "credential". Priority for enrollment is focused on occupations that are considered to be "in demand" for the local and surrounding area. Participants of this program are required to submit Progress and Attendance reports to the Program Operator on a monthly basis. Failure to meet this requirement may void the agreement of the ITA. Participants must apply for all available financial aid, including, but not limited to, the Pell Grant. Non-WIA financial aid must be utilized prior to receiving WIA funds. Program Operators determine the dollar amount to be allocated to the participant's training from WIA dollars. A percentage of the Pell Grant may be given to the participant to be utilized for training-related expenses if circumstances are warranted.

Support Services

Participants of all categories may be assessed to receive Support Services. Funding for these services is utilized to provide resources needed to enhance the training experience. Included might be assistance with transportation, childcare, training-related clothing or supplies, drug screening, counseling services, emergency food, housing or limited equipment needed for successful completion of training. Policy guidance for provision of support services must include completion of the Financial Needs Determination form, completion of the written Support Service Request form and verification forms applicable to the type of support requested.

Youth activities under the Recovery Act include:

- All youth will complete assessment to identify occupational interests necessary for job matching. Pre and Post Assessments will be administered to document work related competency.
- All youth will participate in Work Experienced, 240 minimum hours.
- All youth will receive Career Guidance and Counseling services.
- All out-of-school youth will be placed in follow-up services at the completion of the NGJT experience.
- Dual enrollment with regular WIA may occur if necessary to assist youth in meeting career goals**.**

2. Provide a description of any innovative service delivery projects for youth currently operating in the region. Describe the local board's involvement in the projects, and the board's efforts to continue involvement and funding for the continuation of these projects. Examples include In-School classroom opportunities such as Jobs for Missouri's Graduates, Work Experience or Internship Opportunities (SPYC), Diploma Equivalency Classes (GED), Youth-focused Career Fairs, Youth Offender Collaborations, Youth Build, I Can Learn, Cisco, etc.

Central Region youth providers successfully operated two youth programs during the summer of 2010: the State Parks Youth Corps and the Missouri Summer Jobs Program.

The State Parks Youth Corp project provided youth the opportunity to gain valuable work experience to prepare for future careers, while working on projects designed to help preserve and enhance the Missouri State Park system. Youth ages 17-24 participated in this project which was operated in conjunction with the Missouri Division of State Parks.

The Missouri Summer Jobs Program provided low-income youth, ages 14 to 24, the opportunity to gain work experience in areas of occupational interest. The focus of the program was to train the youth for jobs in growth occupations, emerging industries, or community service related jobs.

Traditionally, the Central Region's youth services and regular funding expenditures exceed DWD's requirements. However, the last two summers of serving year round youth, ARRA youth, SPYC youth, and TANF youth (plus making a major shift to the NGCC model and funding cuts) has left reduced funding and staff in which to support a major youth innovation program. Despite the challenges, the spirit of innovation remains, and the Central Region continues to explore methods and means to offer services to youth.

Ongoing service delivery projects for youth are listed below.

Universal Challenge Center (UCC)

Universal Challenge programs focus on developing important life skills such as trust, communication, leadership and confidence. Groups such as dislocated workers, Workforce Investment Act (WIA) and Temporary Assistance for Needy Families (TANF) participants, scout troops, companies, community organizations, and school groups come to the course to focus on their own objectives. The course is made up of group problem-solving games; low elements that are one to two feet off the ground; and high elements that are 30 to 40 feet off the ground. Each type of activity serves a purpose and plays an important role in developing self-esteem and group reliance. The activities at UCC teach participants how to overcome challenges both individually and as a team, breaks the ice in groups that don't know each other well, and encourages participants to trust each other and themselves. A variety of programs and customized training are available for groups as small as six individuals. Participants ranging in age from 8 to 65 are welcome at UCC, and accommodations are available for participants with disabilities.

School dropouts are referred to Adult Education and Literacy classes. Work experience and occupational skill training are offered to youth at the post-secondary level.

3. Include the local Youth Council membership (name, business/organization represented, position title, and contact information-telephone number, mailing address, and e-mail address for each member.

see Attachment 5

E. Business Services

Include the Business Services Team Plan as Attachment 9.

F. *Innovative Service Delivery Strategies*

1. Describe how the region will support the Missouri Re-entry Process (MRP) ex-offender initiative. Include the services to be provided for ex-offenders and the process to be used to identify employers willing to hire ex-offenders.

The Central Region is actively partnered with Missouri Department of Corrections-funded MRP projects in Missouri Probation and Parole Districts 20 *(Benton, Camden and Hickory counties)*, District 34 *(Miller and Morgan counties)* and District 35 *(Laclede County)*. The three projects all involve a combination of personal evaluation and counseling *(The DOC-funded portion of the projects)* and job search and placement activities *(CWIB's portion of the projects)*. Each ex-offender either referred by the District Probation and Parole District office or identified by staff of the closest Missouri Career Center or Work Connections office is referred, depending on need, to local AEL programs, assessed with Career Scope and referred to the career center or Work Connections Employment Team. Members of the career centers' and Work Connections offices' Employment Teams are tasked with identifying local employers who are amenable to hiring ex-offenders. The region is in the process of expanding this program design to all the counties of the region.

2. ***Explain the region's strategies for increasing the number of participants receiving Career Readiness Certificates, as well as increasing the participation in and awarding of credentials for GED (i.e., provide space and extended evening and/or weekend hours) OJT and short-term training, and strategies for encouraging local employers and eligible Unemployment Insurance recipients to participate in WorkReadyMissouri.***

February 2010 CWIB established a "Regional Leadership" team to ensure all front line workers received training to provide integrated services. Training focused on development of three staff teams (Welcome, Skills and Jobs Team) to serve job seekers. Functional Leaders were appointed to facilitate the "team" process and ensure effective center operations. Recognizing that the seven Missouri Career Centers in the Central Region are individually unique the service strategy is identical at each location. Welcome Teams interview job seekers to gather personal demographics, education and work history and to assess the job seeker's basic skill level. The results of the initial interview, observational assessment and basic skill assessment are utilized to further direct the service plan for assisting the job seeker in obtaining their employment goal. Upon completion of the Welcome Team process, the job seeker is directed to either the Skills Team or Job Team.

Skills Team comprehensive assessment enables job seekers to identify strengths and transferrable skills related to potential employment. Barriers are identified and referral to resources is provided to resolve the barrier and strengthen job retention. Skills Team members assist job seekers through individual face-to-face services and during groups. Job seekers with skill deficiencies may receive additional comprehensive assessment, career guidance and counseling, including reviewing occupational demand and customer training needs. The Skills Team assists the customer with the application process to apply for financial aid, including Workforce Investment Act and Trade Act funding when appropriate. The Skills Team utilizes the Missouri Employment Research Information Center's (MERIC) website to ensure job seekers have access to current labor market information, which is critical for jobseekers to make wise career decisions. Job seekers are referred to short-term training and workshops to increase

soft skills, job related and academic skills as needed to increase the job seekers employability and meet local workforce demand. Skills Team services are available to assist Incumbent workers to enhance skills and meet workforce qualifications for job retention in the evolving workplace.

Career Center Jobs Teams connect job seekers to potential employment utilizing the Missouri Career Source to match the job seeker's skills to skill requirements listed in job postings and initiate referrals to employers for possible employment. Team members assist job seeker's in updating resumes and honing interview skills to better compete for employment. Jobs Team collaboration with business services cultivates development of qualified applicant pools based on local labor trends to better assist employers in hiring qualified workers when job vacancies occur.

The economic crisis and continued sluggish economy has forced the majority of employers in the Central Region to reduce overhead operating expenditures in an effort to prevent closure or mass lay-off. Job growth has been slow and has affected job seekers at all levels in their ability to obtain employment offering self-sustaining wages. As major employers in the region have closed, large numbers of worker layoffs have generated a staggering number of dislocated workers seeking services from Central Region Missouri Career Centers. Traffic demand reflected well over 20,000 each month with some centers still serving over 3,500 customers each month.

As low end manufacturing disappeared in Central Missouri, increased numbers of dislocated workers with below average basic skills and minimal transferrable skills were forced to consider basic level training and post-secondary training. These workers, accustomed to earning above average wages could not compete for jobs offering possible wage replacement. Training needs include: Job Readiness Preparation i.e. resume preparation; interviewing skills; job search skills, self-esteem/motivational techniques, computer proficiency, reading & writing proficiency, and assistance obtaining a GED. The region continues to provide services to dislocated workers, who in many cases have received more than one extension to Unemployment Insurance and need some form of training to retool their skills in order to reenter the job market. These idled workers are becoming dependant on Unemployment Insurance weekly payments and lack motivation to correct their deficiencies. CWIB subcontractors are challenged with high unemployment rates, limited employment options and UI claimants with low self-esteem and inadequate motivation to improve personal circumstances. Workshops, training opportunities and program services must be adjusted to effectively resolve these barriers to ensure the region's applicant pool grows equally with the demand for skilled workers. Workers who are employed will need ongoing training to ensure their skills are current and relevant to the needs of employers.

Identification of individuals who would benefit from obtaining the NCRC should come from a review of the edu/cert and testing section of the unemployed client's seeker record.

If the client does not have an occupation-ready certification such as a degree or specific occupational certification FOR THEIR DESIRED OCCUPATION, they should be targeted for the

NCRC. Marketing to clients should include communicating to them that there has been increased interest and acceptance of the WorkKeys/NCRC among employers.

Employers in the Central Region who have obtained job profiles for specific jobs include:

- Kingsford/Clorox, Belle
- Paramount Apparel, Bourbon
- Missouri Ozarks Community Action, Richland
- Central Electric/Azazz, Fulton

In addition to these employers, many other employers in neighboring regions of Missouri have obtained job profiles for specific jobs. Many other employers who have not obtained job profiles are nevertheless, aware of what the basic workplace skills that the NCRC demonstrates.

For those who agree to work toward achieving a NCRC, the next step would be helping them determine when they are ready to take the WorkKeys test:

- Review their use of WIN. If they have not used WIN beyond the initial assessment, they should continue the placement test for all three skills until their top level is known. These levels should then be matched against the levels shown for their desired occupation(s) on MERIC… AND/OR for job profile skill levels set for a specific job at a specific employer.

- If they are not currently at the targeted skill level, they should complete WIN remediation until they have passed the post test at or above that skill level. At least one level above is highly recommended.
- At the point they test at or above the targeted skill levels on WIN, they should be scheduled to complete the WorkKeys exam.

Excellent TABE scores for Reading and Applied Mathematics could possibly be substituted for WIN scores on those skills but not for Locating Information.

G. Strategies for Faith-based and Community-based Organizations

Describe those activities to be undertaken to: (1) increase the opportunities for participation of faith-based and community organizations as committed and active partners in the one-stop delivery system; and (2) expand the access of faith-based and community-based organizations' clients and customers to the services offered by the one-stops in the state. Outline efforts for conducting outreach campaigns to educate faith-based and community organizations about the attributes and objectives of the demand-driven workforce investment system. Indicate how these resources can be strategically and effectively leveraged in the local workforce investment area to help meet the objectives of WIA. (For more information, reference DOL's tool, Making It

Real: Strategies for State Agencies and Local Workforce Boards to Increase Partnerships with Faith-Based and Community Organizations.)

As is true through the rural portion of the nation, there are few faith-based organizations with interest in developing initiatives in workforce development. However, the WIB has contacted those that do and is always open to the development of relationships with other faith-based organizations. The WIB distributed throughout the region a quarterly newsletter with information on WIA programs. The newsletter provides information to faith-based and community-based organizations in the region concerning workforce development programs. In addition to the quarterly newsletters, the WIB conducts three group employer meetings during the year in various portions of the region and employs three Business Representatives to visit with employers on an individual basis. Certainly, many of these employers are members of faith-based and community-based organizations.

X. Local Administration

A. ***Identify the local levels of performance negotiated with the Governor and chief elected official to be used to measure the performance of the local region and to be used by the local board for measuring the performance of the local fiscal agent (where appropriate), eligible providers, and the one-stop delivery system in the local region.***

The local levels of performance negotiated with the Governor and chief elected official for PY 10 are as follows:

Adult	
Entered Employment	65%
Six-Month Retention	81%
Average Earnings	$11,321
Dislocated Worker	
Entered Employment	62%
Six-Month Retention	90%
Average Earnings	$10,039
Youth	
Placement in Employment or Education	62%
Attainment of a Degree or Certificate	43%

Literacy and Numeracy Gains	35%
Wagner-Peyser	
Entered Employment	66%
Six-Month Retention	80%
Average Earnings	$9,291

B. ***Identify the entity responsible for the disbursal of grant funds described in section 117(d)(3)(B)(i)(III), as determined by the chief elected official or the Governor under section 117(d)(3)(B)(i).****

The Central Region Workforce Investment Board is the entity responsible for the disbursal of grant funds.

C. ***A description of the competitive process used to award the grants and contracts in the local area for activities carried out under subtitle I of WIA, including the process to procure training services for youth (reference DWD Issuance 03-02) and any that are made as exceptions to the ITA process.****

A Request for Proposal is prepared and a notice announcing the availability of an RFP is posted in three newspapers of general circulation in the region. The RFP is sent to anyone responding to the advertisement as well as everyone on the bidder's list.

At least three administrative staff, including the Fiscal Officer, will open and evaluate all bids to ensure that the bids are responsive. Responsive bids are analyzed in accordance with the evaluation criterion established in the RFP, which are reflected in the Staff Bid Evaluation. Staff Bid Evaluation sheets will be signed and dated by the staff performing the evaluation.

The WIB Chairman appoints at least three members to serve on the RFP Evaluation Committee. Any WIB member having a conflict of interest, either real or apparent, will not serve on this committee.

The WIB Evaluation Committee reviews the Staff Bid Evaluation sheets and performs their own evaluation of each proposal. The committee then makes their recommendation to the WIB; the WIB may take the committee's recommendation or re-evaluate the bids based on all applicable requirements. When a final decision is reached, an award notice will be issued to the successful bidder.

Primary consideration in selecting service providers is the effectiveness of the agency in delivering services based on goals, cost, and quality of training. A satisfactory record of integrity, business ethics, and fiscal accountability is required.

To procure training services for youth, a public notice is placed in three newspapers in the region and a letter is sent to all occupational skill training providers in the area, as well as, WIA eligible and non-WIA eligible providers. The notice and letter state that funds are available to serve youth in skill training and that if the training providers are interested in serving youth in skill training, the training providers must be on the WIA Eligible Training Provider List. The providers must meet the Training Provider Certification requirements.

When a determination is made that skill training is appropriate for a youth participant, the case manager and the youth determine which type of training is the most appropriate. The case manager then assesses the training that is available based upon the Eligible Training Provider list. After reviewing costs, location, performance etc. of the training program, the best option for training is selected, and the reasons for selecting a particular training provider are documented.

D. ***Describe how the local region is working towards eliminating duplicative administrative costs to enable increased training investments.***

The Central Region has implemented the Next Generation Career Center model which was designed to reduce administrative and other operational costs to allow more funds to be used for training and direct client service costs. The region has functional leaders who supervise career center staff, eliminating the duplication of management staff. Equipment such as copiers and fax machines are being shared, as are office supplies to reduce operating costs.

E. ***Identify how the local region ensures that services are not duplicated. In particular, explain how the NGCC initiative has impacted this issue.***

The WIB regularly surveys the region to find existing services that might be of assistance to the region's workforce development system and refuses to fund duplicative services.

All career center partner services are coordinated through the integrated service delivery plan (NGCC) which requires that all individuals are enrolled in every program or funding stream for which they are determined eligible. Duplication of core services is avoided through an enrollment process that results in all individuals being enrolled in Wagner-Peyser and WIA Adult services.

F. ***Establish and define the local policy and procedure for Complaint and Grievance in accordance with the WIA Act 20 CFR 667.600 and 29CFR Part 37.70, Implementation of the Nondiscrimination and Equal Opportunity Provisions of the Workforce Investment Act of 1998. (Both policies should be incorporated into the MOU and disseminated***

throughout the region for all workforce development professionals to understand and implement. This should adhere to federal, as well as state complaint and grievance guidance.) Include a copy of this policy as Attachment 4 to the local plan.

The Central Region adheres to the Workforce Investment Act Complaint and Grievance Guide for the Missouri One-Stop System. A copy of this policy has been distributed as an attachment to the Central Region's MOU partners. Notification of these procedures is posted in the Career Centers. (Attachment 6)

G. ***Include the Planning Budget Summaries for Program Year 2010 and Fiscal Year 2011 in Attachment 7 to the local plan.***

Planning Budget Summaries for Program Year 2010 and Fiscal Year 2011 are included as Attachment 7.

Attachments to the Local Plan

1. **List of Comprehensive One-Stop Centers and Affiliate Sites**
2. **Local Workforce Investment Board Membership List**
3. **Local Workforce Investment Board By-Laws and Attestation Form**
4. **Chief Local Elected Official's By-Laws**
5. **Youth Council Membership**
6. **Complaint and Grievance Policy**
7. **Planning Budget Summaries for Program Year 2010 and Fiscal Year 2011**
8. **Memorandum of Understanding and Cost Sharing Worksheet**
9. **Business Services Team Plan**
10. **Regional NGCC Plan**

Denotes WIA-Mandated Planning Requirements

Public Comment Process

Prior to submission, the local plans shall provide notice to the public of the plan's availability for comment. Local regions are expected to involve business, organized labor, local public

officials, community-based organizations, WIA service providers and other stakeholders in the review of this plan. To ensure as many individuals as possible have an opportunity to comment, notice should also include any known groups representing the diversity of the population in the region. This public comment period shall consist of 30 days.

Plan Submission Process

Deadline for local plan submissions will be September 30, 2010. A hard copy of the plan, with original signatures, as well as an electronic copy in Microsoft Word is required.

The hard copy should be sent to:

Division of Workforce Development
Planning and Research
P.O. Box 1087
421 E. Dunklin Street
Jefferson City, MO 65102-1087

The electronic copy should be sent to both Sue Sieg (sue.sieg@ded.mo.gov) and Anita Henry (anita.henry@ded.mo.gov).

Addendum A

National Strategic Direction

The purpose of this attachment is to inform the local regions of the national strategic priorities and direction for the workforce investment system for this planning cycle:

- **Implementation of a demand-driven workforce system (preparing workers to take advantage of new and increasing job opportunities in high growth/high demand and economically vital industries and sectors of the American economy);**
- **System reform to eliminate duplicative administrative costs and to enable increased training investments;**
- **Enhanced integration of service delivery through One-Stop delivery systems nationwide;**
- **A refocusing of the WIA youth investments on out-of-school youth populations, collaborative service delivery across Federal programs, and increased accountability;**
- **Improved development and delivery of workforce information to support workforce investment boards in their strategic planning and investments; providing tools and products that support business growth and economic development; and providing quality career guidance directly to students and job seekers and their counselors through One-Stop Career Centers;**
- **Faith-based and community-based organizations playing an enhanced role in workforce development;**
- **Enhanced use of waivers and workflex provisions in WIA to provide greater flexibility to States and local areas in structuring their workforce investment systems; and**
- **Reporting against common performance measures across Federal employment and training programs.**

Federal goals for this two-year cycle include realizing the reforms envisioned by WIA, and incorporating new statutory and regulatory program requirements that have evolved since the passage of WIA, such as priority of service for veterans as prescribed by the Jobs for Veterans Act.

For further information on DOL's national direction, please refer to the Federal Register/Vol. 70, No. 69 dated Tuesday, April 12, 2005, *Planning Guidance and Instructions for Submission of Two Years of the Strategic Five-Year State Plan for Title 1 of the Workforce Investment Act of 1998 and the Wagner-Pesyer Act; Pages 19206 through 19209.*

Addendum B

Apprenticeship Program Information

The President's High Growth Job Training Initiative is advancing the partnership between industry employers, community colleges and workforce providers to train workers who can compete in emerging fields like biotechnology, high-tech manufacturing, health care, and many others. Apprenticeship has been recognized as a successful model for providing skilled workers, first in the construction trades and now biotechnology, health care, information technology, retail and numerous occupational areas.

Apprenticeship sponsorship, in collaboration with community colleges and the career center, uses classroom instruction and on-the-job training to provide quality training and certification of individuals needed now and in the future.

To promote apprenticeship sponsorship and collaboration, DWD is suggesting that the representatives from the U.S. Department of Labor Bureau of Apprenticeship and Training be invited to WIB meetings (and other meetings, such as Missouri Employer Committee, chamber of commerce, etc.), invited to attend job fairs and conferences and arrange to work directly with career center staff, including business representatives. DWD encourages innovative ideas from local workforce investment boards for outreach to business and academic institutions to advance apprenticeship sponsorships.

ATTACHMENT 1
August 19,2010

Central Region Workforce Investment Board

Comprehensive One-Stop Centers

And

Partners Located at Each Center

Camdenton Career Center
106 West Hwy 54
P.O. Box 786
Camdenton, MO 65020-0066
Phone: (573) 346-5616
Fax: (573) 346-2007

Partners:

Lake of the Ozarks Employment Services

WIA Services: Youth, Older Youth, Adult, Dislocated Worker-
Core, Intensive and Training. Career Assistance Program (CAP)
Job Placement Assistance
Resource Room, Interactive Video Classroom

Division of Workforce Development

Wagner-Peyser Act Services
Core Self Service
Job Corp – UMOS
Local Veteran's Employment Representative
Heroes at Home
Show-Me Heroes
Trade Adjustment Assistance (TAA)
Alternative Trade Adjustment Assistance (ATAA)
Labor Market Information
Post Job Openings
Information on Filing UI Claims
Missouri Employment and Training Program (METP)
Work Ready Missouri
Missouri Re-Entry Process

Adult Education and Literacy

Adult Education & Literacy Classes
Study for the General Education Development IGED)
Study for the ACT, ASVAB
English as a Second Language

Lake Area Citizen's Advisory Board

Substance abuse counseling and testing

Columbia Career Center
1500 Vandiver Drive, Ste 115
Columbia, MO 65202-1921
Phone: (573) 882-8821, (573) 884-3640
Fax: (573) 884-5055, (573) 884-3641

Partners:

Central Missouri Community Action

WIA Services: Youth, Older Youth, Adult, Dislocated Worker-Core, Intensive and Training. Missouri Work Assistance Program, Job Placement Assistance, Training Information, Tuition Assistance

Division of Workforce Development

Wagner-Peyser Act Services
Job Corp – UMOS
Local Veteran's Employment Representative
Disabled Veteran Outreach Program
Heroes at Home
Show-Me Heroes
Trade Adjustment Assistance (TAA)
Alternative Trade Adjustment Assistance (ATAA)
Labor Market Information
Post Job Openings
Information on Filing UI Claims
Missouri Employment and Training Program
Work Ready Missouri
Missouri Re-Entry Process

Adult Education and Literacy

Adult Education & Literacy Classes
Study for the General Education Development
Study for the ACT, ASVAB
English as a Second Language

Vocational Rehabilitation

VR is a program designed to assist individuals who have physical and/ or mental impairments. Provides evaluations, guidance to suitable employment, basic living and transportation assistance necessary for the client to participate in a training program.

Family Support Division

Food Stamps Eligibility
TANF Eligibility
Division of Aging
Foster Care

Fort Leonard Wood Career Center
Room 2203, Building 470
P.O Box 440
Fort Leonard Wood, MO 65473-0440
Phone: (573) 596-0281
Fax: (573) 596-0281

Partners: **Central Ozarks Private Industry Council, Inc.**

Welcome Team Services, Referral for WIA services

Division of Workforce Development

Labor Exchange Services
Resource Room equipped with computers, telephones, fax machine, copy machine, resume resources, typing test, and interest/aptitude assessments.
Local Veteran's Employment Representative
Missouri Employment and Training
Information on Filing UI Claims

Referral Services
UI Worker Profiling
Recruiting Assistance
Missouri Re-entry Process

Jefferson City Career Center
1716 Four Seasons Drive
Suite 101
Jefferson City, MO 65101-1815
Phone: (573) 526-8115
Fax: (573) 526-3494

Partners: **Central Missouri Community Action**

WIA Services: Youth, Older Youth, Adult, Dislocated Worker-Core, Intensive and Training. Missouri Work Assistance Program, Job Placement Assistance, Training Information, Tuition Assistance

Division of Workforce Development

Wagner-Peyser Act Services
Job Corp – UMOS
Local Veteran's Employment Representative
Heroes at Home
Show-Me Heroes
Trade Adjustment Assistance (TAA)
Alternative Trade Adjustment Assistance (ATAA)
Labor Market Information
Post Job Openings
Information on Filing UI Claims
Missouri Employment and Training Program (METP)
Work Ready Missouri
Missouri Re-Entry Process

Family Support Division

Food Stamps eligibility
TANF eligibility
Division of Aging
Foster Care

Experience Works

Assisting eligible adults 55 year of age and older seeking part-time employment.

Lebanon Career Center
2639 South Jefferson Avenue
Suite 1
Lebanon, MO 65536-5205
Phone: (417) 532-6146
Fax: (417) 532-6013

Partners:

Lake of the Ozarks Employment Services (LOES)

WIA Services: Youth, Older Youth, Adult, Dislocated Worker-
Core, Intensive and Training. Career Assistance Program (CAP)
Job Placement Assistance, Resource Room, Interactive Video Classroom

Division of Workforce Development (DWD)

Wagner-Peyser Act Services
Core Self Service
Job Corp – UMOS
Local Veteran's Employment Representative
Heroes at Home
Show-Me Heroes
Trade Adjustment Assistance (TAA)
Alternative Trade Adjustment Assistance (ATAA)
Labor Market Information
Post Job Openings
Information on Filing UI Claims
Missouri Employment and Training Program (METP)
Work Ready Missouri
Missouri Re-Entry Process

Family Support Division

Food Stamps Eligibility
TANF Eligibility
Division of Aging
Foster Care

Mexico Career Center
3626 B. South Clark
Mexico, MO 65265-4104
Phone: (573) 581-4576
Fax: (573) 581-4590

Partners:

Central Missouri Community Action (CMCA)

WIA Services: Youth, Older Youth, Adult, Dislocated Worker-
Core, Intensive and Training. Missouri Work Assistance Program,
Job Placement Assistance, Training Information, Tuition Assistance

Division of Workforce Development (DWD)

Wagner-Peyser Act Services
Core Self Service
Job Corp – UMOS
Local Veteran's Employment Representative
Heroes at Home
Show-Me Heroes
Trade Adjustment Assistance (TAA)
Alternative Trade Adjustment Assistance (ATAA)
Labor Market Information
Post Job Openings
Information on Filing UI Claims
Missouri Employment and Training Program (METP)
Work Ready Missouri
Missouri Re-Entry Process

Family Support Division (FSD)

Food Stamps Eligibility
TANF Eligibility
Division of Aging
Foster Care

Vocational Rehabilitation

VR is a program designed to assist individuals who have physical and/
or mental impairments. Provides evaluations, guidance to suitable

employment, basic living and transportation assistance necessary for the client to participate in a training program.

Rolla Career Center
1202 Forum Drive
Rolla, MO 65401-2562
Phone: (573) 364-7030
Fax: (573) 364-1865

Partners:

Central Ozarks Private Industry Council (COPIC)

WIA Services: Youth, Older Youth, Adult, Dislocated Worker-Core, Intensive and Training. Career Assistance Program (CAP)
Job Placement Assistance
Resource Room

Central Region Workforce Investment Board

Administrative Entity providing oversight of workforce development activities in the central region.

Division of Workforce Development (DWD)

Wagner-Peyser Act Services
Core Self Service
Job Corp – UMOS
Local Veteran's Employment Representative
Heroes at Home
Show-Me Heroes
Trade Adjustment Assistance (TAA)
Alternative Trade Adjustment Assistance (ATAA)
Labor Market Information
Post Job Openings
Information on Filing UI Claims
Missouri Employment and Training Program (METP)
Work Ready Missouri
Missouri Re-Entry Process

Meramec Addiction Counseling Services

Substance abuse counseling and testing

One-Stop Affiliate Sites

Callaway County
610 Collier Lane
Fulton, MO 65251
Phone: 573-642-3316 / 573-642-3317
Fax: 573-592-0977

Central Missouri Community Action
WIA Services: Youth, Older Youth, Adult, Dislocated Worker, Core, Intensive and Training. Career Assistance Program (CAP), Job Placement Assistance

Cooper County
401 E. High St., Ste. C
Boonville, MO 65233
Phone: 660-882-5601 / 660-882-5602
Fax: 660-882-9622

Central Missouri Community Action
WIA Services: Youth, Older Youth, Adult, Dislocated Worker, Core, Intensive and Training. Career Assistance Program (CAP), Job Placement Assistance

Crawford County
412 N. Franklin
Cuba, MO 65453
Phone: 573-885-4425
Fax: 573-885-4420

Central Ozarks Private Industry Council
WIA Services: Youth, Older Youth, Adult, Dislocated Worker, Core, Intensive and Training. Career Assistance Program (CAP), Job Placement Assistance

Dent County
1100 West Scenic Rivers Blvd.
Salem, MO 65560
Phone: 573-729-7137
Fax: 573-729-6595

Central Ozarks Private Industry Council
WIA Services: Youth, Older Youth, Adult, Dislocated Worker, Core, Intensive and Training. Career Assistance Program (CAP), Job Placement Assistance

Howard County
104 N. Church
Fayette, MO 65248
Phone: 660-248-3503/ 660-248-5213
Fax: 660-248-3915

Central Missouri Community Action
WIA Services: Youth, Older Youth, Adult, Dislocated Worker, Core, Intensive and Training. Career Assistance Program (CAP), Job Placement Assistance

Maries/Gasconade County
206 C. South Alvarado
Belle, MO 65013
Phone: 573-859-6100
Fax: 573-859-6104

Central Ozarks Private Industry Council
WIA Services: Youth, Older Youth, Adult, Dislocated Worker, Core, Intensive and Training. Career Assistance Program (CAP), Job Placement Assistance

Miller County
403 W 4th
Eldon, MO 65026
Phone: 573-392-7854
Fax: 573-392-9018

Lake of the Ozarks Employment Services
WIA Services: Youth, Older Youth, Adult, Dislocated Worker, Core, Intensive and Training. Career Assistance Program (CAP) Job Placement Assistance

Moniteau County
318 South Oak Street
California, MO 65018
Phone: 573-796-3238
Fax: 573-796-8338

Central Ozarks Private Industry Council
WIA Services: Youth, Older Youth, Adult, Dislocated Worker, Core, Intensive and Training. Career Assistance Program (CAP), Job Placement Assistance

Morgan County
111 N. Fisher
Versailles, MO 65084
Phone: 573-378-4164
Fax: 573-378-2289

Lake of the Ozarks Employment Services
WIA Services: Youth, Older Youth, Adult, Dislocated Worker-Core, Intensive and Training. Career Assistance Program (CAP) Job Placement Assistance

Osage County
305 East Main St., Kuster Building
PO Box 228
Linn, MO 65051
Phone: 573-897-3523
Fax: 573-897-3168

Central Missouri Community Action
WIA Services: Youth, Older Youth, Adult, Dislocated Worker, Core, Intensive and Training. Career Assistance Program (CAP), Job Placement Assistance

Pulaski County
704 Historic Rt. 66, Unit 101
Waynesville, MO 65583

Phone: 573-774-4004
Fax: 573-774-1039

Lake of the Ozarks Employment Services
WIA Services: Youth, Older Youth, Adult, Dislocated Worker-
Core, Intensive and Training. Career Assistance Program (CAP)
Job Placement Assistance

Washington County
10231 W. State Hwy. E,Suite C
Potosi, MO 63664
Phone: 877-283-2252 / 573-438-4414
Fax: 573-438-4414

Central Ozarks Private Industry Council
WIA Services: Youth, Older Youth, Adult, Dislocated Worker,
Core, Intensive and Training. Career Assistance Program (CAP),
Job Placement Assistance

C-WIB Member List

County	Member	Representing	Board Duty
	Lake of the Ozarks Sub Region		
Camden	**Shauna Qualls**	UI	Oversight
	Gay Ann Christy	Private	Innovation Planning
Laclede County	**Melinda Macker**	Welfare	Oversight
	Janet Kinnet	Wagner Pyser & Veterans Core and Intensive Service Provider	Nominations Executive By-Laws Planning Personnel Career Center Subcommittee
Miller County	**Susan Streit**	Experience Works, Inc.	Planning Executive
	Christina Spencer-Hess	Education	
Morgan	**Don Drew**	CBO	Planning
	William D. Hunter	Private	1st Vice Chair Oversight Executive
Pulaski County	**Bill Debo**	Private	Budget Chair Treasurer Educ./Retire. By-Laws Executive Evaluation
	David Miller	CBO, Community Service Block Grant	Budget Sick Leave
	Meramec Sub Region		
Crawford County	**Jinny Ryle-Kaemmerer**	Private	Budget Innovation Educ./Retire.
	Earl Horsefield	CBO	Oversight Executive Career Center Subcommittee
Dent	**Tonette Anderson**	Private	Innovation & Technology Oversight
	Joyce Jones	CBO	Secretary Executive By-Laws Personnel
Gasconade	**Rod Thompson**	Private	Innovation & Technology
	Tina Sooter	Private	Budget Executive
Maries	**Kevin Guffey**	Private	
	Vicki Nelson	Private	Executive Budget
Phelps	**Nancy Montgomery**	Private	Budget
	Earl Brown	Voc Rehab Housing/Urban Development	Nominations Chair Sick Leave Executive Educ./Retire.

C-WIB Member List

			Evaluations Oversight
Washington	**Sharon Gibson**	Private	Executive Evaluation Sick Leave
	Thomas R. Dudley	Private	Oversight Innovation & Technology
	Mid Missouri Sub Region		
Audrain	VACANT	VACANT	VACANT
	Betty Jo Brooks	Private	Innovation Planning Executive Career Center Subcommittee
Boone	**Dewey Thompson**	Higher Education	Planning Innovation & Technology Career Center Subcommitte
	Russell Unger	Organized Labor	Executive Budget Career Center Subcommittee
Callaway	**Mary Hughes**	Private	Oversight Chair Executive Nominations Personnel Career Center Subcommitte
	Kathy Groves	Private	
Cole	VACANT	VACANT	VACANT
	Curtis Chick	Organized Labor	Planning Executive Innovation & Technology
Cooper	**Sarah Gallagher**	Economic Development	Executive Oversight Career Center Subcommittee
	Beau Aero	Private	
Howard	**John C Vaughn**	Private	Budget Executive Personnel
	Collin Brink	Education	Planning
Moniteau	**Harold Haldiman**	Private	2nd Vice-Chair Personnel Executive Budget
	VACANT	VACANT	VACANT
Osage	**Denise Boeckmann**	Private	Executive Budget

C-WIB Member List

			Career Center Subcommittee
	VACANT	VACANT	VACANT

At Large Positions

Jim Dickerson	Private	Chairman
Rick Robertson	Private	Planning Chair Educ./Retire. Nominations Executive
Stacy Minnick	Private	Innovation Planning Personnel

Local Workforce Investment Board

ATTESTATION FOR REVIEW OF BY-LAWS

The following form must be completed and submitted to the Division of Workforce Development annually. The purpose of the form is to assure that all members of the Local Workforce Investment Board have reviewed and understand their current by-laws. The form must be signed and dated by at least a quorum of the membership. Please include the printed name of the member on the line below their signature. If additional signature/date lines are needed, please add them accordingly.

Name of Local Workforce Investment Board: Central Region

The following local board members attest by their signatures that they have reviewed and understand the board's current by-laws:

Jim Dickerson	9-22-10 Date	Jinny Ryle-Kaemmerer	Date
Shauna Qualls	09-22-10 Date	Earl Horsefield	Date
Gay Ann Christy	Date	Tonette Anderson	Date
Melinda Macker	Date	Joyce Jones	9/22/10 Date
Janet Kinnett	Date	Rod Thompson	Date
Susan Streit	Date	Tina Sooter	Date
Don Drew	Date	Kevin Guffey	Date
William D Hunter	Date	Vicki Nelson	9-22-10 Date
Bill Debo	9-22-01 Date	Nancy Montgomery	Date
David Miller	9/22/2010 Date	Earl Brown	9/22/10 Date

Sharon Gibson	9-22-10 Date	John C Vaughn	9-22-10 Date
Thomas R. Dudley	09.22.2010 Date	Collin Brink	Date
Betty Jo Brooks	Date	Harold Haldiman	9-22-10 Date
Dewey Thompson	Date	Denise Boeckmann	Date
Russell Unger	Date	Rick Robertson	9/22/10 Date
Mary Hughes	Date	Stacy Minnick	9-22-10 Date
Curtis Chick	Date	(Insert name of member)	Date
Sarah Gallagher	9/22/10 Date	(Insert name of member)	Date
Beau Aero	Date	(Insert name of member)	Date
Insert name of member)	Date	(Insert name of member)	Date

Local Workforce Investment Board

ATTESTATION FOR REVIEW OF BY-LAWS

The following form must be completed and submitted to the Division of Workforce Development annually. The purpose of the form is to assure that all members of the Local Workforce Investment Board have reviewed and understand their current by-laws. The form must be signed and dated by at least a quorum of the membership. Please include the printed name of the member on the line below their signature. If additional signature/date lines are needed, please add them accordingly.

Name of Local Workforce Investment Board: Central Region

The following local board members attest by their signatures that they have reviewed and understand the board's current by-laws:

Jim Dickerson	Date	Jinny Ryle-Kaemmerer	Date
Shauna Qualls	Date	Earl Horsefield	Date
Gay Ann Christy	Date	Tonette Anderson 9-22-10	Date
Melinda Macker	Date	Joyce Jones	Date
Janet Kinnett	Date	Rod Thompson	Date
Susan Streit	Date	Tina Sooter	Date
Don Deew	Date	Kevin Guffey	Date
William D Hunter	Date	Vicki Nelson	Date
Bill Debo	Date	Nancy Montgomery	Date
David Miller	Date	Earl Brown	Date

Sharon Gibson 9-22-10	Date	John C Vaughn	Date 9-22-10
Thomas R. Dudley 09.22.2010	Date	Collin Brink	Date
Berry Jo Brooks	Date	Harold Haldiman 9-22-10	Date
Dewey Thompson	Date	Denise Boeckmann	Date
Russell Unger 9-27-10	Date	Rick Robertson 9/27/2010	Date
Mary Hughes	Date	Stacy Minnick 9-22-10	Date
Curtis Chick 9/22/10	Date	(Insert name of member)	Date
Sarah Gallagher	Date	(Insert name of member)	Date
Beau Aero	Date	(Insert name of member)	Date
Insert name of member)	Date	(Insert name of member)	Date

Local Workforce Investment Board

ATTESTATION FOR REVIEW OF BY-LAWS

The following form must be completed and submitted to the Division of Workforce Development annually. The purpose of the form is to assure that all members of the Local Workforce Investment Board have reviewed and understand their current by-laws. The form must be signed and dated by at least a quorum of the membership. Please include the printed name of the member on the line below their signature. If additional signature/date lines are needed, please add them accordingly.

Name of Local Workforce Investment Board: Central Region

The following local board members attest by their signatures that they have reviewed and understand the board's current by-laws:

Jim Dickerson	Date	Jinny Ryle-Kaemmerer	Date
Shauna Qualls	Date	Earl Horsefield	Date
Gay Ann Christy	Date	Tonette Anderson	Date
Melinda Macker	Date	Joyce Jones	Date
Janet Kinnett	Date	Rod Thompson	Date
Susan Streit	Date	Tina Sooter 9/27/10	Date
Don Drew	Date	Kevin Guffey	Date
William D Hunter	Date	Vicki Nelson	Date
Bill Debo	Date	Nancy Montgomery	Date
David Miller	Date	Earl Brown	Date

Caucus of Chief Elected Officials
Central Region of Missouri
BY-LAWS

Preamble

WHEREAS, the counties of Audrain, Boone, Callaway, Camden, Cole, Cooper, Crawford, Dent, Gasconade, Howard, Laclede, Maries, Miller, Moniteau, Morgan, Osage, Phelps, Pulaski, and Washington have been duly constituted themselves to be the Central Region of Missouri Caucus of Chief Elected Officials.

NOW THEREFORE, the Caucus does hereby adopt the following by-laws.

ARTICLE I
Caucus Established

The counties of aforementioned do hereby constitute themselves to be the Caucus of Chief Elected Officials for the purpose of Section 117 (c) (1) (B) of Public Law 105-220, the Workforce Investment Act.

ARTICLE II
Governance

A. Caucus

The Caucus shall be governed by 19 members (herein "the Caucus"), which shall consist of the Chief Elected Officials of each of the 19 counties or his designee thereof, as provided hereinafter.

1. The Presiding Commissioner shall be the Chief Elected Official (LEO) or his designee of the 19 counties listed in the Preamble of these by-laws.
2. Any Presiding Commissioner designee must be an associate commissioner in his county. No alternates, other than county commissioners for the county represented, shall be allowed.

B. Officers

1. The Caucus shall meet in June and meet one month in each quarter each year thereafter to elect from its membership a chairperson and vice chairperson for a term of one year or until a successor is elected and qualified. Vacancies shall be filled by election for the remainder of the unexpired term. The Executive Director of the Central Region Workforce Investment Board (C-WIB) shall appoint a staff member to serve as the board clerk.
2. The Chairperson shall preside over meetings of the Caucus, be responsible for managing the affairs of the Caucus and serve as the

Caucus Chief Elected Official under Section 117 (c) (1) (B) of Public Law 105-220. The Chairperson shall sign all documents when authorized by the Caucus.

3. The Vice Chairperson shall perform the duties of the Chairperson in his/her absence.
4. The Clerk shall be responsible for the taking, recording, duplicating, distribution and files of all minutes of the Caucus. The Clerk shall be responsible for keeping on file all official public records and correspondence of the Caucus.

C. Committees

1. The Caucus may create other committees and authorize the Chairperson to appoint same. All committees shall consist only of Caucus members.
2. All committees authorized hereunder shall report and be accountable to the Caucus.

D. Powers of the Caucus

The Caucus shall exercise those powers granted to the Local Elected Officials in a consortium of local units of government under Public Law 105-220 including:

1. Appointment of the Workforce Investment Board (WIB) as authorized under Section 117 (c) of Public Law 105-220.
2. Designation of an entity to serve as a local grant sub-recipient.
3. Designation of an entity to serve as fiscal agent.
4. Entering into planning and operations procedural agreement with the WIB under Section 117 (d-i) of Public Law 105-220.
5. Selection of One Stop Operators jointly with the WIB under Section 121 (d) (1).
6. Approval of a Local Plan, jointly with the WIB, under Section 118 of Public Law 105-220.
7. Approval of a budget, developed by the WIB, for carrying out the duties of the local WIB under Section 117 of Public Law 105-220.
8. Exercise of other duties as jointly determined by the Caucus and the WIB.

ARTICLE III
Procedural Rules

A. Rules of Order

The current edition of Robert's Rules of Order Newly Revised, shall govern the proceedings of the Caucus insofar as they do not conflict with applicable law, administrative rules, the charter agreement or these bylaws.

B. Quorum

A quorum shall consist of a simple majority of the Caucus duly representing member counties.

C. Agreements, Plans, and Budgets

All agreements, local plans, and budgets under Public Law 105-220 requiring Caucus approval and any amendments thereto, shall be approved by simple majority vote of the members present at a meeting of the Caucus prior to execution by the Chairperson.

D. Meetings

1. The Annual meeting in June shall be the meeting at which officers are elected.
2. Quarterly meetings shall be held at the same place and date as meetings held by the WIB unless otherwise ordered by the Caucus.
3. Special meetings may be called when requested by the Chairman or any seven members in writing to the clerk at least 10 days in advance.

E. WIB Appointments

1. All appointments to the WIB shall be approved by a simple majority vote of the Caucus.
2. All appointments to fill vacancies on the WIB shall be made by the Caucus for the remainder of the unexpired term as such term is defined in the by-laws of the WIB

F. Caucus Records

All records of the Caucus shall be kept at the office of the WIB in the custody of the Clerk of the Caucus.

G. Proxies

Absent members of the Caucus may authorize another member of such member's Commission or another member of the caucus to stand as their proxy. Such proxy authorization shall state the date of the meeting, the name of the absent member and the name of the proxy; include a notarized signature of the absent member; and shall be submitted to the Clerk of the Caucus at or prior to the meeting for which the proxy is effective. If the proxy authorization is properly executed and submitted, the proxy may act with all powers of the absent member; however, no proxy shall cast a vote on any by-law of the Caucus.

ARTICLE IV

A. Amendments may be proposed to the Caucus in writing by any member. Bylaws or amendments may be adopted by the affirmative vote of a majority of the entire membership of the Caucus at any regular meeting called for that purpose.
B. Copies of all proposed amendments shall be furnished in writing to each member of the Caucus at least fifteen (15) days prior to consideration.

The revised by-laws become effective upon approval on December 16, 2009.

Central Region Youth Council

Required Slot	Member	County
Chairman	Jim Dickerson	Camden
Job Corp	Debbie Atkinson	Audrain
Youth Service Provider	Joyce Davis	Boone
Education	Jill Flakne	Callaway
Youth Service Provider	Paula Curtman	Camden
Education	Dewey Thompson	Boone
Education	Carla McDaniel	Osage
Juvenile Officer	Tyrel Scott	Phelps
Former Participant	Alex Stanley	Camden
Education	Sharon Gibson	Washington
Youth Service Provider	Trish Rogers	Phelps
Voc Rehab	Robyn Smith	Phelps
Housing Authority	VACANT	Pulaski
Parent of Youth Seeking Assistance	Debbie Aksoy	Phelps
Division of Youth Services	Debbie Akright	Boone

Attachment 4

MISSOURI WORKFORCE INVESTMENT ACT - *Complaint Guide*

STEP 2
If the decision fails to satisfactorily resolve the grievance, the complainant has five (5) days from the receipt of the program operator's decision to present a written request for an impartial hearing and review of the decision. The program operator must ensure that a qualified hearing officer conducts an impartial hearing, within thirty (30) days of the original receipt of the written grievance. The complainant and respondent (if not the program operator) will be provided with a written notice of the date, time, and place of the hearing and all parties will have the opportunity to present evidence and to be represented by an attorney.

The hearing officer is to present a written decision to the program operator, which in turn issues its decision to the complainant/respondent. In any case, the program operator must issue a written decision within sixty (60) days of its original receipt of the written grievance. If the decision fails to satisfactorily resolve the grievance, a party to the grievance may request a State review under the procedures outlined in Step 3.

If the program operator fails to issue this written decision to the complainant/respondent within sixty (60) days of its original receipt of the written grievance, the complainant has the right to request a State review under the procedures outlined in Step 3.

STEP 3
To request a State review, the disappointed party must submit its request, in writing, to:

Division of Workforce Development
421 E. Dunklin, P.O. Box 1087
Jefferson City, MO 65102

This written request must be received by DWD not more than ten (10) days after the disappointed party received the written decision from the program operator or, if no decision was rendered, within fifteen (15) days of the date on which the decision should have been received (60 days from the date initially filed).

The review process performed by DWD may be conducted by its own staff, a licensed attorney through an impartial hearing or any other means of independent review or investigation. DWD will provide a written final decision to the parties within sixty (60) days of the date that the request for review was received.

APPEALS TO THE SECRETARY OF LABOR
Should DWD fail to issue a written final decision within sixty (60) days of receipt of the request, the disappointed party may request from the Secretary of Labor a determination as to whether reasonable cause exists to believe that the Act or its regulations have been violated.

This request must be filed within sixty (60) days of the date the final decision should have been issued from DWD. The complaint should contain the following:

1. The full name, address and telephone number of the person making the complaint;
2. The full name, address and telephone number of the respondent against whom the complaint is made;
3. A clear and concise statement of the facts, including pertinent dates, constituting the alleged violation;
4. The provision(s) of the Act or regulations believed to have been violated;
5. A statement disclosing whether any other proceedings involving the subject of the request have been commenced or concluded before any Federal, State or local authority and, if so, the date of such commencement or conclusion, the name and address of the authority and style of the case; and
6. A statement of the date the complaint was filed with DWD, the date on which DWD should have issued a final decision, and an attestation that no decision was issued.

A request will be considered to have been filed when the Secretary receives from the disappointed party a written statement sufficiently precise to evaluate the complaint and the grievance procedure utilized by the State and Statewide program operator.

LABOR STANDARD COMPLAINTS
Complainants may:

a. Exhaust the non-criminal administrative process by submitting the complaint directly to DWD for review and disposition within sixty (60) days; or
b. Submit the grievance to a binding grievance procedure if a collective bargaining agreement covering the parties so provides. If sixty (60) days expires with no decision or an adverse decision is rendered, the complaint may be submitted to the U.S. Department of Labor that may change, reverse or issue a final decision.

CRIMINAL COMPLAINTS
Complaints alleging fraud, abuse or criminal activity must be immediately reported to the Department of Labor, Office of Inspector General-Investigation, 200 Constitution Avenue NW, Washington, DC 20510-55514. The hotline number is 1-800-347-3756. The required incident report forms are available through the program operator or from DWD. Program operators must simultaneously notify DWD of the filing of any incident report with the Office of Inspector General.

NON-WIA REMEDIES
In any case where the alleged violation of the Act or regulations is also an alleged violation of another law, nothing in this process shall prohibit an individual or an organization from filing a complaint or grievance with the appropriate authority under that law.

PROHIBITION AGAINST REPRISAL
No person, organization or agency may discharge or in any other manner discriminate or retaliate against any person or deny to any person a benefit to which that person is entitled because such person has filed any complaint, instituted or caused to be instituted any proceedings under or relating to the Act, has testified or is about to testify in any proceedings or investigation or has provided information or assisted in any investigation.

CONFIDENTIALITY OF INFORMATION
The identity of any person who has furnished information relating to or assisting in the investigation of a possible violation of the Act shall be kept confidential to the extent possible consistent with the need to conduct a fair review of the issues.
For further information or assistance, please telephone or write to your WIA contact person listed below.

Contact Name _____

Program Operator _____

Address _____

City _____ State _____ Zip _____

Phone _____

E-Mail _____

Auxiliary aids and services are available upon request to individuals with disabilities.

Alternate formats for non-English speaking individuals available upon request.

The Missouri Division of Workforce Development is an Equal Opportunity Program/Employer.

Missouri Division of Workforce Development
421 E. Dunklin, PO Box 1087
Jefferson City, MO 65102-1087
(573) 751-4750
TDD 1-800-735-2966

DWD-100 (2-05) AI/P

MISSOURI WORKFORCE INVESTMENT ACT

Complaint Guide
Complaint Guide
Complaint Guide
Complaint Guide
Complaint Guide
Complaint Guide

MISSOURI DEPARTMENT OF ECONOMIC DEVELOPMENT
DIVISION OF WORKFORCE DEVELOPMENT
421 E. Dunklin, P.O. Box 1087
Jefferson City, Missouri 65102-1087
(573) 751-4750
TDD 1-800-735-2966

PLANNING BUDGET SUMMARY

Local Workforce Investment Area (LWIA): _____Central _____

Program Year Source of Funds: **PY' 10 or FY'** _____

Non-Administration Transfer From Title I-B Adult to Dislocated Worker: $ $ -

Non-Administration Transfer From Title I-B Dislocated Worker to Adult: $ $ -

WORKFORCE INVESTMENT ACT LOCAL ALLOCATIONS:	**Original Allocation**	**Revised Allocation with Transfer(s)**
Title I-B Adult	$ 236,439.00	$
Title I-B Youth	$ 1,491,157.00	$
Title I-B Dislocated Worker	$ 338,125.00	$
GRAND TOTAL LOCAL WIA ALLOCATIONS	$ 2,065,721.00	$

(for transfers, fill in both Original **and** Revised Allocation columns above for **all** funding)

TITLE I-B ADULT:	**AMOUNT**
Use whole numbers - minimums must be rounded up and maximums rounded down	
Local Administration (Maximum 10%)	$ 23,643.00
Program Services (Minimum 90%)	$ 212,796.00
Transfer from Adult to Dislocated Worker	$ -
GRAND TOTAL TITLE I-B ADULT	$ 236,439.00

TITLE I-B DISLOCATED WORKER:	**AMOUNT**
Use whole numbers - minimums must be rounded up and maximums rounded down	
Local Administration (Maximum 10%)	$ 33,812.00
Program Services (Minimum 90%)	$ 304,313.00
Transfer from Dislocated Worker to Adult	$ -
GRAND TOTAL TITLE I-B DISLOCATED WORKER	$ 338,125.00

TITLE I-B YOUTH:		**AMOUNT**
Use whole numbers - minimums must be rounded up and maximums rounded down		
Local Administration (Maximum 10%)		$ 149,115.00
Program Services In School Youth	$ 300,000.00	
Program Services Out of School Youth	$ 505,242.00	
Summer Employment Opportunities In School Youth	$ 268,400.00	
Summer Employment Opportunities Out of School Youth	$ 268,400.00	
Total Program Services (Minimum 90%)		$1,342,042.00
GRAND TOTAL TITLE I-B YOUTH		$ 1,491,157.00
GRAND TOTAL (must equal Grand Total Local WIA Allocations above)		$ 2,065,721.00

NOTE: 1) In accordance with 20 Code of Federal Regulations (CFR) Part 664.320 (a), the total of the Title I-B Youth line items "Program Services Out of School Youth" and "Summer Employment Opportunities Out of School Youth" MUST be a Minimum of 30% of the amount shown on the line item "Total Program Sevices".
2) A separate Planning Budget Summary form must be prepared for each Program Year (PY) and Fiscal Year (FY) source of funds.

TRANSFERS: Per DWD Issuance 05-05, the U.S. Department of Labor (USDOL) recently approved the state of Missouri's waiver request giving the state the authority to approve local area requests to transfer more than the 30 percent limit between the WIA Adult and Dislocated Worker program.

Additionally, please be aware that transfers require additional supporting narrative documentation to be submitted justifying the proposed transfer to be considered.

PLANNING BUDGET SUMMARY

Local Workforce Investment Area (LWIA): _____Central _____

Program Year Source of Funds: **PY'___ or FY' 11_____**

Non-Administration Transfer From Title I-B Adult to Dislocated Worker: $ $ -

Non-Administration Transfer From Title I-B Dislocated Worker to Adult: $ $ -

WORKFORCE INVESTMENT ACT LOCAL ALLOCATIONS:	**Original Allocation**	**Revised Allocation with Transfer(s)**
Title I-B Adult	$ 1,125,749.00	$
Title I-B Youth		$
Title I-B Dislocated Worker	$ 897,937.00	$
GRAND TOTAL LOCAL WIA ALLOCATIONS	$ 2,023,686.00	$

(for transfers, fill in both Original **and** Revised Allocation columns above for **all** funding)

TITLE I-B ADULT:	**AMOUNT**
Use whole numbers - minimums must be rounded up and maximums rounded down	
Local Administration (Maximum 10%)	$ 112,574.00
Program Services (Minimum 90%)	$ 1,013,175.00
Transfer from Adult to Dislocated Worker	$ -
GRAND TOTAL TITLE I-B ADULT	$ 1,125,749.00

TITLE I-B DISLOCATED WORKER:	**AMOUNT**
Use whole numbers - minimums must be rounded up and maximums rounded down	
Local Administration (Maximum 10%)	$ 89,793.00
Program Services (Minimum 90%)	$ 808,144.00
Transfer from Dislocated Worker to Adult	$ -
GRAND TOTAL TITLE I-B DISLOCATED WORKER	$ 897,937.00

TITLE I-B YOUTH:		**AMOUNT**
Use whole numbers - minimums must be rounded up and maximums rounded down		
Local Administration (Maximum 10%)		$ -
Program Services In School Youth	$ -	
Program Services Out of School Youth	$ -	
Summer Employment Opportunities In School Youth	$ -	
Summer Employment Opportunities Out of School Youth	$ -	
Total Program Services (Minimum 90%)		$0.00
GRAND TOTAL TITLE I-B YOUTH		$ -
GRAND TOTAL (must equal Grand Total Local WIA Allocations above)		$ 2,023,686.00

NOTE: 1) In accordance with 20 Code of Federal Regulations (CFR) Part 664.320 (a), the total of the Title I-B Youth line items "Program Services Out of School Youth" and "Summer Employment Opportunities Out of School Youth" MUST be a Minimum of 30% of the amount shown on the line item "Total Program Sevices".
2) A separate Planning Budget Summary form must be prepared for each Program Year (PY) and Fiscal Year (FY) source of funds.

TRANSFERS: Per DWD Issuance 05-05, the U.S. Department of Labor (USDOL) recently approved the state of Missouri's waiver request giving the state the authority to approve local area requests to transfer more than the 30 percent limit between the WIA Adult and Dislocated Worker program.

Additionally, please be aware that transfers require additional supporting narrative documentation to be submitted justifying the proposed transfer to be considered.

Central Region Workforce Investment Board

MEMORANDUM OF UNDERSTANDING

Introduction

This Memorandum of Understanding (MOU) is entered into by the Central Region Workforce Investment Board, hereafter referred to as the C-WIB, and the Career Center signatory partners, hereafter referred to as the partners. This MOU is designed to describe services available through the Career Center System and to assist partners in planning how their various funding streams and resources can be utilized to better serve mutual customers, both job seekers and employers, through an integrated system of service delivery operated at seven comprehensive sites and eleven satellite sites.

The mission of the C-WIB is to design and direct high-performance, results-oriented, universal employment services to meet the workforce development needs of employers, workers, and job seekers in Central Missouri.

The Central Region Workforce Investment Area (WIA) consists of the following 19 counties: Audrain, Boone, Callaway, Camden, Cole, Cooper, Crawford, Dent, Gasconade, Howard, Laclede, Maries, Miller, Moniteau, Morgan, Osage, Phelps, Pulaski, and Washington. The C-WIB's principal address is 1202 Forum Drive, Rolla, MO 65401.

As of July, 2010 a new integrated service delivery strategy, the Next Generation Career Center (NGCC) is in effect. The NGCC maximizes resources in a seamless integration of partner services. This delivery strategy allows for an expansion of products and services available to customers, both job seekers and employers. The NGCC principles include:

- Creating a Career Center service model that values skills and jobs.
- Increasing responsiveness, quantity, and the quality of skills development services.
- Integrating services to better serve customers.
- Streamlining service delivery, removing barriers and waste.
- Defining success through quality.

Statement of Nondiscrimination and Equal Opportunity Assurance

The Central Region Workforce Investment Board and all parties of this MOU agree to comply fully with the nondiscrimination and equal opportunity provisions of the following laws:

1) Section 188 of the Workforce Investment Act of 1998 (WIA), which prohibits discrimination against all individuals in the United States on the basis of race, color, religion, sex, national origin, age, disability, political affiliation, or belief, and against beneficiaries on the basis of either citizenship/status as a lawfully admitted immigrant authorized to work in the United States or participation in any WIA Title I B financially assisted program or activity;

2) Title VI of the Civil Rights Act of 1964, as amended, which prohibits discrimination on the basis of race, color, and national origin;

3) Section 504 of the Rehabilitation Act of 1973, as amended, which prohibits discrimination against qualified individuals with disabilities;

4) The Age Discrimination Act of 1975, as amended, which prohibits discrimination on the basis of age; and

5) Title IX of the Education Amendments of 1972, as amended, which prohibits discrimination on the basis of sex in educational programs.

Parties assure compliance with the ADA of 1990, which prohibits discrimination on the basis of disability as well as applicable regulations and guidelines issued pursuant to the ADA.

SERVICES AVAILABLE THROUGH THE NEXT GENERATION CAREER CENTER

Worker Resources

Assistance from knowledgeable staff
Missouri's career information site, Missouri Career Source.com
Worker's Compensation information
Information for filing an employer complaint
Job skills assessment tools
Use of computers for job search activities
Access to printers, copiers, scanners telephones, and fax machines
Access to employer directories, phone books, and other reference materials
Occupational information: resources to explore employment, wages, and growth industries
Basic computer skills training
Resources on available training assistance and providers
Resources for attaining a General Equivalency Diploma

On-Site Workshops

Career Exploration, Job Readiness, Networking
Resume Preparation, Interviewing Skills
Career Success
Computer skills training at various levels

On-line training

On-line training available for a variety of skills including computer skills, typing, and math skills, English as a second language, financial management, resume writing

Language Resources

Interpretation services available
Access information on English language proficiency programs

Disability Services and Resources

Assistive technology is available to assist individuals with disabilities
Resources on a variety of services to assist individuals with disabilities

Services for laid-off workers

Four week reporting for unemployment claims
Workshops available to provide assistance with career exploration, finance management, and starting a business
Trade Adjustment Assistance for workers dislocated due to foreign trade competition.
Resources on training providers and types of training available

Youth Services

Employment and training programs

Veterans Services

In- person assistance is available for any veteran at all Missouri Career Centers
Various job search resources available to assist veterans
Specialty workshops designed to assist veterans

Information and Resources for Entrepreneurs

Resources including workshops and links to agencies to assist business development

Agricultural Services

Assistance for agricultural employers in the recruitment of workers
Job search assistance for agricultural workers seeking employment
Resources for migrant and seasonal farm workers

Business Services

Specialized recruitment assistance
Access to computers, telephones, fax machines, and interviewing space
On-the- Job training
Rapid Response Program
Work Opportunity Tax Credit Program
Show-Me Heroes – veterans program
National Career Readiness Certificate program
Consultation services
Work Ready Missouri
Federal Bonding Program

Resources for Business

Missouri Career Source – Missouri's on-line location to list jobs and find employees
Industrial training programs
Missouri Business Portal
Business and Community Services information
Business start-up information
Small business assistance
Missouri labor market information
Shared Work Program
Employer assistance networks

Financial Assistance

Resources for applying for PELL grants, Federal Student Aid, Missouri Division of Rehabilitation assistance

Ex-Offender Services

Links to resources providing assistance in finding employment

Experienced Workers Services

Job search resources for older workers

Systematic Referral Process for Career Center Customers

Partners of the NGCC system will provide outreach for other partners and will provide written and verbal information and referral materials when applicable. It is agreed that the partners of this signed MOU will conduct referrals for services in the following manner.

1. Customers referred for partner services will receive a written referral form with the date, time, and place of the appointment when possible.
2. Appointments will be scheduled as promptly as possible; ideally within three working days.
3. The individual scheduling the appointment will follow-up to ensure the scheduled appointment took place and that the customer's needs were met.
4. The referring organization will keep records of referrals made, including: the customer's name, organization referred to, date, and reason for the referral.

5. The organization receiving the referral will maintain a record of each referral including all pertinent information.

Confidentiality of Customer Information

The confidentiality of customer and employer information will be the prime consideration with regard to the release of any information and/or data. In cases where information must be released to other related agencies, the handling of the information will be based on the *Division of Workforce Development's Confidentiality and Information Security Plan.* Copies are available upon request.

NGCC Performance Criteria

It is agreed that the NGCC will strive to achieve the following for its customers, employees and partners:

All customers will receive:
Prompt courteous service from knowledgeable staff
The services required to assist them in achieving their job placement goals
A structured grievance procedure to file complaints

All employees can expect:
To work in a safe and professional environment
To receive the tools needed to assist customers

The NGCC will operate under the guiding principles of:
Customer Satisfaction, Cost Effectiveness, Self-Sufficiency and Welfare Reduction, Enhanced Linkages between Workforce Services and Business Needs and Universality/Customer Choice

All partners will:

1. Actively secure and share participant information and records with applicable WIA partners according to applicable state and federal law, rules and regulations, including but not limited to A) Information and referral for needed service B) Assessment results as applicable to training.
2. Coordinate with all applicable partners in scheduling orientation or group activities involving shared customers.
3. Jointly develop and present information that ensures clear and effective communication of each partner's services to the public and shared customers.
4. Deliver high quality services through the NGCC system.

Governance of the NGCC

The ultimate accountability and responsibility for the NGCC organizational processes, services, and accomplishments will rest with the C-WIB, the Functional Leaders, and partners.

The C-WIB's responsibilities will be to:

1. Serve as a liaison between the Missouri Division of Workforce Development and NGCC partners.
2. Facilitate communication, collaboration, and coordination among partners to ensure the effective delivery of NGCC services.
3. Provide training or access to training whenever possible.
4. Provide monitoring and oversight of the Central Region NGCC system.

The Functional Leader's responsibilities include:

1. Supervision of all NGCC daily operations.
2. Provide written reports to the C-WIB as requested.
3. Ensure a safe facility for employees and customers.
4. Coordinate meetings of local NGCC staff and other service or resource providers.
5. Oversee NGCC staff training.
6. Represent the NGCC at appropriate meetings.
7. RFP as needed for facility and other NGCC equipment and services.

Duration and Modification of the MOU

The NGCC partners agree that the terms of this MOU will take effect as of July 1, 2010, and will continue in effect until June 30, 2012 or such time as any partner or partners will modify, extend, or terminate this MOU.

Any party to this Memorandum of Understanding may propose amendments to this Agreement at any time by providing written notice of such amendments to the C-WIB. Amendments must be mutually agreed to and signed by the parties prior to the effective date of change.

Specific agreements, such as financial arrangements between the C-WIB, the NGCC operator, and other partners will be addressed through attachments to this MOU.

Indemnification and Liability

By executing this MOU, each entity agrees to work together to deliver NGCC services for employers, employees and those seeking employment. However, the entities are not legally "partners" to the extent that term encompasses joint and several liability. Each legal entity under this MOU is responsible for its own employees, representatives, agents, and subcontractors.

Termination

The Local Board may terminate any practice related to failure to perform the provisions or requirements of this MOU, and may proceed with the work required under effected provision in any manner deemed effective by the partners, or proper by the State.

With 30 days notice to the other parties, a party to this agreement may notify the others of termination, such that another representative of the same partner entity may be named.

The undersigned enter this agreement in good faith on behalf of their corresponding organization and stakeholders.

Signatory Partners to the Next Generation Career Center system

Central Region Workforce Investment Board	Janet Vaughn Janet A. Vaughn, Executive Director
Central Missouri Community Action	Darin Preis Authorized Signature
Central Ozarks Private Industry Council	Patricia Rogers Authorized Signature
Columbia Area Career Center	Linda Rawlings Authorized Signature
Davis H. Hart Career Center	Randall Gooch Authorized Signature
Experience Works	Diane Chambers Authorized Signature
Lake Career & Technical Center	Gail White Authorized Signature

Lake of the Ozarks Employment Services	Paula Curtman Authorized Signature
Lebanon Technology and Career Center	Gail Holcomb Authorized Signature
Linn State Technical College	Donald Claycomb Authorized Signature
Mel Carnahan Learning Center	Cheryl Harlan Authorized Signature
Meramec Addiction Counseling Lake Area Citizen's Advisory Board	MOU agreement mailed Authorized Signature
Missouri Department of Elementary and Secondary Education	Steve Coffman Authorized Signature
Missouri Division of Employment Security	MOU agreement mailed Authorized Signature
Missouri Division of Vocational Rehabilitation	MOU agreement mailed Authorized Signature
Missouri Division of Workforce Development	Julie Gibson Authorized Signature
Missouri Family Support Division	MOU agreement mailed Authorized Signature
Missouri Ozarks Community Action Agency	David Miller Authorized Signature
Nichols Career Center	Michael Kriegshauser Authorized Signature

Rolla Technical Institute/ Rolla Technical Center	Janece M Martin Authorized Signature
United Migrant Opportunity Services Wagner-Peyser Migrant Seasonal Farmworker program	Stephen Borders Authorized Signature
Waynesville Technical Academy	Laura Hendley Authorized Signature

Part I: Executive Summary

1. Why Create A Business Services Outreach Plan?

Discussions about the reasons for creating a business services outreach plan have clarified a number of issues for team members from the Central Region. With regards to the provision of services to businesses, a fairly distinct set of problems has emerged.

Foremost, it seems that businesses lack an understanding about the workforce development system. This problem manifests itself in many ways ranging from businesses not utilizing our services at all to frustration with trying to access the services but not knowing whom to contact. Contributing to this problem is the fact that although a number of partners are providing services, a lack of a standardized approach leaves businesses without any concept of who comprises the Missouri Career Center system. The expected outcome of creating this plan is that businesses throughout the region will gain a better overall understanding of the system and have less trouble accessing our services. This will be accomplished through a number of strategies including clear, consistent, system-inclusive printed materials utilized by all partners contacting businesses; a structure facilitating enhanced communication and coordination between system partners with regards to business contacts; and increased visibility of staff in business-related activities in each community.

A related problem is that although various partners are currently providing business services, each agency and/or program tends to operate independently of all the other partners. Although there has been movement in the past few months to ensure that all staff members making business contacts promote the system's services and not just their agencies services, there is still work to do in this area. The problem seems to have less to do with "turf" issues and theoretical differences of service delivery than with the lack of a system and structure to ensure that a coordinated effort is made. The expected outcome is that a plan will be outlined in this document to first define and then more closely coordinate the staff and activities that are being provided to businesses.

Another issue that has surfaced is the tendency of current system staff, as a general rule, to focus almost exclusively on the job-seeker/participant customer. Historically, the job-seeker customer has been the focus of our system services. But, because the board believes that the employer is the

customer and the job seeker is the "product", we must begin to focus on product improvement. Anticipated outcomes will include formal training on how to serve business customers, including a presentation about how to respond to business requests and a printed and laminated reference list of services the system has available to businesses (see Attachment A) that can be used by staff. This focus will also be shifted through the implementation of a skill set analysis program for employers that will ensure the system "product" meets the identified and assessed needs of the customer.

As staff provide business services more frequently, the need to track those services and contacts will become more urgent. The ToolBox system has an "employer side", but it does not appear that all Career Center staff is using it to log their business contacts. Expected outcomes here are that, again, formal training will be necessary to ensure that all appropriate staff are aware of and understand the employer side of ToolBox. This will probably be best accomplished by providing two or three short training sessions. Another important aspect of this solution is to help staff prioritize their ToolBox entries by the amount of time they spend assisting each employer.

Finally, our current inability to measure or track the satisfaction of business customers is a problem. Most business customers are not accessing services in person at the Career Centers, so they are not being surveyed via the Opinion Meters. And, the results of the Customer Satisfaction surveys that our region does on a quarterly basis provide very limited feedback. Through this plan, we will develop a simple system for measuring satisfaction and tracking feedback from our business customers. Some of the strategies we will explain later in more detail include postcard evaluations, employer forums, and a ToolBox tracking system.

2. Who Is Involved in the Plan?

Partners involved in the first phase of the delivery of coordinated services throughout the entire Central Region will include all the WIA Title I providers (COPIC, HDC, and LOES); all the Wagner-Peyser, Trade Adjustment Assistance, and Veterans services providers coordinated through DWD; as well as the providers of public assistance (TANF) and Food Stamp Employment and Training (METP). The second phase of the plan implementation will include optional partners, as appropriate and available in each of the seven Missouri Career Centers.

3. What Are the Services?

Business services proposed in this plan include a new skill set analysis program, expansion of drug testing and substance abuse counseling services, sharpened focus on "mining" of job banks and expansion of employer contacts to increase the number and diversity of job listings in Missouri Career Source as well as continuation of current business services.

4. When Will Implementation Begin?

The bulk of implementation activities will begin with the 2004 Program Year and continue indefinitely.

5. Where Will the Services Be Offered?

All services will be offered throughout the region.

Part II: Mission, Vision, Values and Goals of the Local System

1. Mission

According to federal mandates, the mission of the system is to improve the quality of the workforce and enhance the productivity and competitiveness of the nation by providing all employment and training programs in a single, customer-friendly system. Locally, the C-WIB has determined that their mission is to initiate, coordinate, and lead the process to attain a workforce development system in the region that will meet the skilled workforce needs of current and future employers in the region and provide the necessary tools for the region's residents to meet their career goals.

2. Vision

Leaders of the local workforce development system envision a system focused on meeting the needs of job seekers and worker customers by making business our "number one" priority. Employers will be the customers of our system and a skilled workforce will be our product. To make that vision a reality, a conceptual shift must occur. For many years, the job-seeker customer has been the primary customer of our system, and although there has been movement in the direction of business services, additional work will be needed to achieve our vision. Through this planning process, we hope to put in place a process that will increase the focus of all partners on business services, coordinate the actual services more effectively than we have in the past, and increase visibility and ultimately usage of the Missouri Career Center system by businesses.

3. Values

The Central Region workforce system embraces a number of values including business involvement and input for our system, customer satisfaction, continuous improvement through quality initiatives, local empowerment, teamwork, coordination, and life-long learning.

4. Goals

The Central Region will work towards meeting a number of goals through this planning and outreach process. Goals for business services include:

- 100% of Phase I partners providing business services utilizing:
specially designed printed materials to promote all system services (to ensure a consistent look and message for the Missouri Career Center system in the Central Region)
an on-line electronic calendar for business outreach scheduling
the ToolBox for recording business contact outcomes
- 100% of business services staff from Phase I partners formally trained in system services. Additional training is provided every six months.
- 25% increase in the number of presentations by Phase I partners to community groups.
- 30% of businesses coming in contact with our system surveyed for customer satisfaction.
- Creation and implementation of a skill set analysis program.
- Improvement in market penetration rates (as measured via Tool Box reports). For PY04, these rates will be something like:

    - 72% of "New Hires" used the workforce system
    - 29% of businesses that hired were registered in MissouriWORKS!/Great Hires
    - 10% of businesses that hired had a job order

Part III: Description of the Outreach Plan

1. Description of the outreach strategy.

a. Identification of the needs of local businesses:

Training Services: either we provide the training or we develop a list of referrals to training:

- Incumbent worker training
- All basic skills and soft skills
- Compliance: OSHA, EEO, Safety, Wage and Hour
- Work readiness
- Remedial English/math
- Diversity in the workplace: gender, generational, minorities
- Customer service/telephone skills
- Job coping and retention skills

Human Resources (HR) training, including:

- How to better judge applications/resumes
- How to conduct interviews with regards to avoiding legal issues
- How to conduct background and reference checks while avoiding legal problems
- How to clarify job descriptions
- How to be family-friendly
- How to decide what combination of wages and benefits to offer
- How to find affordable health insurance packages
- How to improve retention
- Small business management training
- How to use Great Hires

Other Services:

- Formal drug screening programs
- Criminal background checks
- Screening Services: to get more/better qualified applicants
- Assistance with non-English speaking/non-US citizens (workers & applicants) – helping them learn job-related English skills.
- More intensive mentoring/job coaching for clients that are placed for employers that are already using our services.
- Helping them make connections with other employers, our services, etc.

- Increased awareness of services already available.
- More responsiveness from the educational system
- More flexibility from us in meeting their needs/schedules/etc.
- Assistance for employees with transportation, childcare, domestic issues, and drug abuse

Describe the Need to Validate the List.

The needs of businesses as listed in the previous section were taken directly from summaries of regional Business Forums held annually by the C-WIB. The Forums are an opportunity for business people to give their input on workforce issues in their area. The Forums began in 2001. Employer input is utilized to create the list of needs. The C-WIB holds three Forums per year, one in each of the three subregions, to solicit input from businesses. Members of all the Chambers of Commerce throughout the region are invited, and data is collected, summarized, and distributed to participating employers, the WIB, and the partners of the workforce system. (See Attachment B). It is anticipated that the continuation of these Forums will meet the need for continued validation of our data. In addition, anecdotal evidence from various partners was used to confirm the list.

b. Responsibilities of the business outreach representatives.

i. List of responsibilities:

- single point of contact
- internal champion/liaison
- gathering complaints/suggestions
- providing direct program services
- making frequent contact with employers
- LMI – providing to employers
- human resource consultant
- promoting all services
- understanding local needs
- participating in coordination meetings
- sharing of business contact information
- sharing of information about available jobs
- maintaining regular communication with all staff doing business services
- promoting a comprehensive list of system services
- reducing unnecessary duplication
- simplifying access

- providing/compiling data regarding results of system services
- streamlining employer contact with the system

c. Description of how services will be delivered.

i. Outreach: Currently most partners are involved to some extent in promoting their own programs as well as system services. It is anticipated that all partners will continue to do outreach, but a coordinated effort will be made to ensure that both materials and delivery create a unified look and product for our system. The following efforts will be introduced or continued:

- Regional Newsletter: The C-WIB currently distributes a quarterly newsletter to several thousand businesses around the Central Region. The content is business-focused, and information about the system as a whole is included. The C-WIB will continue to fund and oversee production of the newsletter, and an increased effort will be made to secure partner involvement in the newsletter's content. The newsletter will also be used as a vehicle for gauging customer satisfaction, market penetration, and ongoing business dialogue through the inclusion of surveys. A sample of the newsletter is attached. (See Attachment C).

- Employer Packets: A few of the Phase I partners currently use an informational packet for their outreach to businesses. The packets are generally agency specific. We plan to utilize the informational packet strategy but in a way that fosters promotion of system-wide services and a universal image for all Phase I partners. The packet will be developed jointly by the WIB and the DWD Business Representative, with the input of the entire marketing team. We plan to include general information about various aspects of the system's services, as well as local contact information. Basically, the packet will be customizable for each of the three Central Region subregions while providing a unified look and description of services. After the team, as well as each individual agency involved, approves the design and content of the packets, they will be produced at a central location and distributed to all partners for use in their business contacts. After the initial distribution, a staff person at the central location will be designated to update the packet as needed and to fulfill requests for packets from partner agencies.

- Standardized Power Point Presentation: Based on the new employer packet described above, a regional Power Point presentation will be created. Like the packet, the presentation will contain information on system services

but will be customizable by each subregion. And, again the creation and continual updating of the presentation will be handled in the same manner as the packet. Laptops and projectors will be designated for use with the presentation and will be stationed in various locations throughout the region. All partner staff will be able to check out the equipment and presentation for use with local groups.

- Standardized Phone Book Listings: A quick review of telephone listings for the Phase I partners reveals an array of different listings. The entries even vary within each agency by county. The listings are so confusing that even the partners sometimes have trouble finding one another in the directories. We propose the implementation of a standardized Yellow Page ad for the workforce development system. The layout and placement will be the same region-wide, while the content will vary locally. In addition, white page listings will be revised as much as possible. The layout and placement of all listings will be decided by the local marketing team, with the approval of all agency directors or supervisors and the WIB.

- Regional website: The regional team believes there is a need for a regional as well as local website(s). We would like to see a regional website that includes information on the system services and that contains links to Career Center and agency websites. At this time, the website would be geared for business marketing, but the site(s) would be expanded for participant and partner use at a later time. In addition to information on business services and links to service providers, the website would also contain links to labor market information sites, like MERIC, and Great Hires. A CD will be produced for distribution to employers without Internet capabilities.

- System of Regular Communication With the Media: The various partners occasionally submit press releases to local newspapers. However, as with other marketing activities, they are usually agency-specific and are done intermittently. The C-WIB has recently contracted with a group to provide monthly press releases to media outlets throughout the region. The C-WIB will solicit partner input for these releases.

- Chamber of Commerce Involvement: Some partners are currently involved with some of the Chambers of Commerce around the region. The marketing team will determine which partner(s) are active members of which Chambers, and any gaps will be filled. Our goal is to have at least one system partner staff person regularly involved with each of the major Chambers in the region. Each of these staff members will be responsible for acting as a liaison between the Central Region workforce development

system and their particular Chamber of Commerce. In addition to distributing business packets, as appropriate, they will also give presentations, or arrange for another staff person to present, as often as possible. In both cases, they will utilize the standard employer packet and Power Point presentation.

This same system will be used for other business groups throughout the region. And, after implementation of this strategy, the marketing team will evaluate the levels of involvement by local staff with Chambers and business groups on a biannual basis.

- Advertising in Special Publications: Partners will be encouraged to continue advertising in business journals and other special publications. A guide to format and content will be created and distributed by the marketing team to ensure a unified look and message throughout all advertising.

- Common identification: The regional team will investigate options for a common identifier for all Phase I business services staff. We recognize the need to present a unified, system-wide look to avoid the perception by businesses that we are separate agencies each with different services. The method may be as simple as a standardized name tag or business card.

- Regular Coordination: An important part of the outreach effort will be ongoing coordination of efforts between the Phase I partners. Quarterly coordination meetings will be held to facilitate communication and planning.

ii. Job Development: Each of the partners has done their own job development in the past. We anticipate that this will continue to be the case since it seems overly bureaucratic to try to centralize this function when dealing with a large geographical area. However, coordination and communication methods to be described in greater detail later will be used to limit duplicate contacts by the various partners. The Missouri Career Centers in Camdenton, Columbia, Fort Leonard Wood and Lebanon all have Veteran's Services staff. Each of these staff members are tasked to spending at least 50% of their time with employer outreach activities. In addition, newly developed regional process documents developed as part of the Next Generation Career Center (NGCC) initiative give a specific charge to each career centers Employment Team to be in regular contact with employers for job development.

iii. Coordination and Communication: WIB members and staff, WIA Title I providers, DWD management and staff came together in early September 2003 to discuss how to implement the "single point of contact" idea in the nineteen-county Central Region. Information was shared about

how business contacts were being made, and a WIB staff member was assigned to assist the DWD Business Representative with incorporating all partners' information into her marketing materials. In addition, it was determined that the Business Representative would send a brief electronic report on a weekly basis to inform all partners of her business activities, as well as a formal monthly report to the WIB.

In addition, we are using an on-line electronic calendar to coordinate business contacts throughout the region. Eventually, all partner staff members making business contacts will have access to the calendar for viewing the proposed contacts of other staff and for entering their proposed schedule of employer visits. This method will prevent unnecessary duplication of contact and will allow the various business services staff to be informed on a daily basis of everyone else in the region making business contacts. It also provides the ability to know and communicate in advance if two different business services staff have a need to visit or contact the same employer. They can then accomplish their purpose with just one visit or a coordinated visit between the two.

Reports about the visits or contacts after they've occurred will be made weekly and monthly by the DWD Business Representative, as mentioned previously. In addition, all partner staff will enter the outcomes of their visits and/or contacts in the ToolBox. Training sessions will be provided to all business services staff to ensure that information is entered correctly and consistently.

ToolBox entries will be standardized across the region, and will at a minimum include the following information:

- The author of the entry
- The name of the business
- The physical location of the business visited or contacted
- Any other locations (within the Central Region) of that same business
- The name of the person contacted at the business
- Date of the contact
- Method of contact (visit, phone, e-mail, etc.)
- Services requested by the business
- Services provided to the business
- Follow-up conducted
- Follow-up intended

Should a visit and/or contact result in information about job openings, the staff member with the information will notify all appropriate business

services representatives as well as the appropriate Missouri Career Center operators.

iv. Identification of Program Partners' Responsibilities: For administrative purposes, as well as for labor market discussions, the region is often subdivided into three subregions: Lake, Meramec and Mid-Missouri. Each of the three subregions has a single provider for WIA Title I services, so there is no overlap between the Title I providers in the region. Each provider bears the responsibility of contacting employers in their area.

The region also contains seven Missouri Career Centers. All the partners identified in Phase I of this plan are located within those Centers, and processes have been in place for some time at most of the Centers to decide which partner is responsible for which businesses.

v. Services All Partners Will Sell: All partners will sell all system services. Through regular, comprehensive business services training, all business services staff members will be aware of and able to promote all system services. Actual services will be discussed further in Section "e" of this Part.

d. Description of the Single System of Contact.

For clarity at the local level, we will refer to the "Single Point of Contact" idea as a "Single System of Contact." There is a common perception in the region that "Single Point of Contact" means that a single person will handle all business services in the region. As the Central Region is a large area geographically and as there are seven Career Centers in the region, the use of the term immediately raises alarm and resistance. Therefore, we will use the "Single System of Contact" term to avoid this issue in implementation activities.

d.1 Agricultural Employers/Migratory and Season Farm Worker Outreach
One to three million year round and seasonal farmworkers are employed in the U.S. food industry, with several thousand working in Missouri's agricultural businesses. According to the Office of Social and Economic Analysis, 66% to 81% of agricultural workers are immigrants. Nationally, five out of six farmworkers speak Spanish.

What must be recognized in outreach attempts are the frequent moves of MSFW's within and across state lines. Seasonal production demands require many farm workers to live a transient lifestyle. Statistically, farmworkers live in substandard housing and rarely have access to

healthcare or other social services, so referrals from such providers are unlikely.
New customers are screened at career centers for a history of agricultural work. Very few customers (or their families) have a history of agricultural work which makes them eligible for service under the service under the Wagner-Peyser program located at 20 CFR 653. To reach this population, an outreach program is necessary.
Walk in referrals are easily screened. The central region will also research local business associations, particularly agricultural associations, to tap into their knowledge of MSFWs. Outreach will also include discussions with chambers of commerce, Hispanic and Latino Groups, and a partnership with UMOS (currently under negotiation).
CWIB is currently identifying areas with businesses which hire MSFWs. Notices about our services will be posted in these areas where farmworkers are likely to visit: grocery stores, laundry mats, fuel stations, churches, etc. Press releases describing our services can also be published in local newspapers. Through cooperation with business owners, on site recruitment will also be possible.
(sources: Office of Social and Economic Analysis, Cornell University "Facts on Farmworkers in the United States")

i. Business contacts to the Career Center System: The Employment Team at each career center will bear the responsibility for business requests, offering additional services, and following-up to ensure that services were provided. They will make referrals to partners to provide the services a business needs, but they will still be responsible for following-up with the business to ensure the effectiveness of the system. Basically, they will act as coordinators of business services at the local level. It is also expected that all partners will utilize the Tool Box system as described in previous sections to report their activities in response to business-initiated contacts. WIA Title I county offices.

ii. Targeted Outreach to Businesses: The process for determining which businesses to target will be explained in Section "f' of this same part.

Once a list of targeted businesses has been compiled, the actual outreach will be conducted by each career center's Employment Team. The duties of the Employment Team will include analysis of skill sets as described in Section "e" of this same part; outreach to business; and coordination of business services between DWD, the WIB, WIA Title I providers, and TANF employment and training providers whether located in a Missouri Career Center or in a satellite office.

As described in the "Coordination and Communication" discussion in Section "c" of this same part, an on-line, electronic calendar will be used to coordinate business outreach activities. Everyone making business contacts will enter business appointments into the calendar within 24 hours after setting the appointment. The same calendar will be used region-wide to allow coordination of the regional DWD Business Representative's services and Rapid Response services with local business services. It is expected that all staff involved in business outreach will view the calendar on a regular basis, and especially before making a contact, to ensure that no business is receiving duplicate contacts.

iii. Promoting System Services At Every Contact: Our region has been making progress in this area through cross-training and coordination meetings. However, with the implementation of this plan, we are making a concentrated effort to sell a well-defined, consistent set of business services. Our main strategy for ensuring that system services are promoted at every contact is the creation of a regional marketing packet for businesses.
A related initiative is the creation of a standardized Power Point presentation based on the packet information. Like the packet, the presentation will be created at the regional level and then be customizable for local contact information.

Another important strategy is the creation of a laminated reference list of system services that all business services staff will use when working with businesses. The list format will be created at the regional level with each Career Center customizing the list to include their specific services. The use of the list will be a part of the formal training program, and a person will be designated at each Center to update and distribute the list on a regular basis. Overall, the purpose of the list is to equip all staff with a quick reference guide of things to offer businesses.

All of these strategies should ensure that system rather than individual agency services are promoted at every opportunity. In addition, the creation of standardized promotional materials should alleviate the problem of businesses not understanding who or what comprises the Missouri Career Center system.

e. Description of the services the local area will provide to businesses.

i. Skill Set Analysis: A large portion of the Central Region's effort to provide business services will be the creation and implementation of a skill

set analysis program. As indicated in the "Vision" section, the WIB views employers as the main customers of the system. Job-seekers are our product. Regional leadership believes that the best way to provide business services is to improve the quality of our product. This will be accomplished by first figuring out employers' needs and then by training job-seekers in those areas.

The program design for this initiative will include hiring new staff whose main function will be to work closely with employers to identify skill sets. For the purposes of this document, we will refer to these staff members as WIB Business Representatives. For each occupation, these new staff members will conduct a thorough examination and then define the occupation in terms of the tasks and skills necessary to work in that occupation. The WIB Business Representatives will then determine the training and/or education options available to meet the need. If appropriate programs are not available, the WIB will investigate establishing needed programs.

ii. Drug Testing and Substance Abuse Counseling: At the present time, the Missouri Career Center – Camdenton houses the Lake Area Citizens' Advisory Board (LACAB), and the Missouri Career Center – Rolla houses the Meramec Area Citizens' Advisory Board (MACAB). LACAB and MACAB provide a number of services, including drug testing and substance abuse counseling, to residents of the Lake and Meramec subregions. The WIB is investigating expanding the services to other Career Centers and counties around the region. As area businesses have indicated that they need access to formal drug screening programs, it should prove a valuable business service.

iii. Continuation of Current Service: In addition to the new services listed above, current business services will be continued. These services include:

- use of Career Center space and staff for processing and interviewing applicants
- customized screening and referral
- customized incumbent worker training
- assistance with placing job orders
- automated job matching
- layoff assistance.

iv. Customer Satisfaction Tracking

Besides instituting some new services, additional attention will be given to gauging the satisfaction of business customers. Currently, a small number of business customers are surveyed quarterly through the WIA required customer satisfaction system.

To supplement the current system, a simple postcard evaluation system will be implemented. A postcard containing a few basic questions regarding the quality of services will be developed. Stamped and addressed postcards will be given to businesses whenever they come into contact with the system. Repeat business customers will be given a postcard at least quarterly. Business services staff will encourage customers to complete and return the postcards. All completed postcards will arrive at a central location where they will be tabulated quarterly. Results will be shared with all partners on a quarterly basis.

The continuation of the WIB-sponsored Business Forums will also allow for solicitation of business feedback. A unique benefit of the Forums is that not all attendees are customers of the workforce development system, so they provide feedback not captured via the other survey methods.

f. Description of the service delivery strategy for targeting businesses.

i. Key Industries in Our Area

Lake/Meramec

- Metal Forging and Stamping
- Metalworking Machinery
- Refrigeration Machinery
- Life Sciences (Industrial Chemicals and Dairy Products)

Mid-Missouri

- Motor Vehicles
- Construction and General Machinery
- Electrical Distribution
- Electric Lighting and Wiring
- Equipment

Statewide

- Healthcare
- Advanced Manufacturing
- Information Technology
- Biotechnology

ii. Strategy for Determining Which Businesses to Target: Each of the key industries mentioned in the previous section will be broken down into a list of actual businesses within that industry that are located within our region. This will be done via subscription to Sorkins Directory or a similar service. Lists will be created using the attached Business List by Key Industry form (See Attachment D). Once we have lists of businesses, we will evaluate the businesses via the method suggested by Sandra Hastings, the workforce development consultant facilitating this business outreach planning, to narrow down the list. This method involves utilizing six criteria that are applied to each business:

- Connection between the business market and the job seeker market (• Buying capacity of the business (for our product)
- Performance standards (Will this relationship help us meet our performance standards?)
- Capacity to support our system.
- Our capacity to serve their needs.
- Our desired market position.

This evaluation will be completed on a grid form (See Attachment E). Businesses meeting the most of these six criteria will be selected for targeting. The lists of targeted businesses will be further divided into current, dormant, or acquisition accounts, as suggested by Sandra Hastings. This evaluation and classification will be done by the WIB Business

Representatives, in conjunction with the regional DWD Business Representative. It is anticipated that upon completion, there will actually be three lists – one for each subregion. The targeting process will be conducted annually and the targeting lists revised each year. The lists of targeted businesses will be shared with all partners.

iii. Strategy for Determining the Level of Service for Target Businesses: We propose using a scoring system to guide outreach and marketing to the targeted businesses listed as "acquisition accounts" in the previous section. The scoring system will take into account such factors as:

- Wage targets
- Number of full-time positions
- Anticipated growth
- Multiple occupations available
- Hiring volume
- Benefits offered
- Employee training opportunities
- Employee promotional opportunities
- Retention/Turnover

This evaluation will be completed on a scoring sheet (See Attachment F), and will also be done by the WIB Business Representatives in conjunction with the Employment Team at each career center. After the scoring is complete, results will be recorded on a Service Level Ranking form (See Attachment G).

iv. Description of Service Levels: Service levels will be organized into Core, Intensive, and Enhanced categories. Acquisition accounts, as defined and ranked in the two previous sections, will be offered services using these three levels. All other current accounts will be offered Enhanced Services.

Core services may include:

- Orientation to the Missouri Career Center system
- Labor market information
- Performance information
- Automated job matching
- Regulatory and compliance information
- UI and tax credit information
- Rapid Response and Trade Act Services for lay-offs
- Job Listing
- Interview space and assistance

Intensive services may include:

- Account management
- Screening
- Recruitment
- Assessment of incumbent workers
- Drug testing
- All services available under Core

Enhanced service may include:

- Access to training services, including incumbent worker training
- Skill set analysis
- Supported work and/or job coaching
- Retraining
- Substance abuse counseling
- All services available under Core and Intensive

2. Description of How Success Will Be Measured.

The effectiveness of the Central Region's Business Outreach Plan will be gauged in three ways. External measures will include market penetration rates and customer satisfaction rates. In addition, internal surveys responses from front-line business services staff will be tracked.

As the overall goal of the business outreach planning is to increase service to the business segment of our customer base, the most important indication of success will be whether or not more businesses are accessing Career Center system services. The most basic way to measure whether or not we have achieved that is through ever increasing market share or market penetration rates. Regional reports are currently available via ToolBox that show regional market penetration rates from July 2002 to the present. These reports compare "New Hire" data from the Department of Revenue with lists of job seekers and businesses who have used the workforce system by accessing Missouri Career Source, placing job orders, etc.

Therefore, the first measure of success will be improved market penetration rates. Three different types of data are currently available through the *Business Market Penetration Report*.

Percent of "New Hires" that used the workforce system: The PY 2002 rate is 72%. Data for PY 2003 is not yet complete, however it appears that rates

will be a few percentage points lower than the previous year. The first measure of success will be to regain the 72% rate in PY 04 and increase to 74% in PY 05. This measure is calculated by dividing the number of "New Hires" that have used MissouriWORKS!/Great Hires by the number of businesses that hired in the period.

Percent of businesses that hired that were also registered in MissouriWORKS!/Great Hires: The PY 2002 rate is 29%. The expected PY 04 rate will be 29% with an increase to 31% in PY 05.

Percent of businesses that hired that also had a job order: The PY 2002 rate is 10%. The expected PY 04 rate will be 10% with an increase to 12% in PY 05.

The second measure of success for the business outreach planning will be improved customer satisfaction rates. Quarterly telephone surveys will be continued, and a postcard survey system will be instituted.

Quarterly Telephone Survey: as part of compliance with DWD Issuance 10-01, quarterly phone surveys are conducted to determine both participant and employer satisfaction rates. Average scores on the three mandatory questions for employers generally range from 8 to 9. The success of the business outreach plan will be gauged by a modest increase in the rates on this survey. After July 1, rates should be consistently between 9 and 10 for each question each quarter.

Postcard Surveys: As described on page 15 of the plan, a simple postcard evaluation system will be implemented. Business services staff will distribute postage-paid survey postcards to businesses and ask that businesses complete and return the cards. Results will be tallied on a quarterly basis. Data from the first quarter of implementation will be used as a baseline, and modest increases will be expected each succeeding quarter.

Finally, there are number of things to track that do not lend themselves to simple data collection methods. These include:

Improved internal communication
Increased numbers of presentations by the system to various groups
Increased numbers of first-time customers
Increased numbers of services accessed by current customers

An internal tracking system will be instituted, probably through the use of quarterly self-reporting forms to continually solicit feedback on these issues from all system staff who serve business. The results will be tabulated by WIB staff and distributed among all partners. Resulting discussions should lead to continuous improvement in the services the system provides to businesses.

Part IV: List of the Centers and Program Partners Participating in the Local Business Outreach Initiative

- Paula Curtman – Functional Leader – Camdenton Career Center
- Joyce Davis - Employment and Training Director – Central Missouri Community Action (CMCA) – WIA Title I Provider – Mid-Missouri Subregion
- Trish Rogers –Functional Leader-Rolla Career Center
- Cheri Tune – Central Region Business Representative – DWD – Rolla City Career Center
- Mike Brown – Veterans Program – DWD – Columbia Career Center
- Alan Galindo – Rapid Response Coordinator – Central Region WIB – Rolla Career Center

Attachment A

DRAFT

SERVICES FOR BUSINESS CUSTOMERS

Access to a large pool of job ready applicants
Use of Career Center for recruiting
Pre-screening
Internet Job Bank
Labor Market Info
Training
Layoff assistance
Business resources
Work Ready Missouri
On the Job Training

Would you prefer to be contacted by phone or mail to learn about more services for businesses?

Please forward this information to:
Cheri Tune, DWD Business Representative.
Phone: (573)526-8115
E-Mail: cheri.tune@ded.mo.gov

Attachment B

Central Region Workforce Investment Board (C-WIB)

BUSINESS FORUM
Compilation of All Groups Discussions

Lebanon, Cuba, & Columbia – Autumn 2002

Hiring Issues

Lake Forum – Lebanon
Applicants speaking little or no English is a barrier
Some are not US citizens
Poor English and math skills are a problem
There are not enough qualified applicants
It is especially difficult to fill the more highly skilled positions
Applicants cannot pass the drug tests, especially younger workers
They lose employees after hiring due to random drug tests
There are skill training needs (welding, marine technology certification, etc.)
Employees leave after being trained and go to work for the competition
Some skilled workers (welders) can write their own ticket
Honesty, loyalty, and integrity is lacking
There is a lack of work ethic
Younger workers need to be taught business practices
Attendance is poor
References are a difficult issue
Many employers will not give references due to fear of being sued
Resumes are often embellished and it takes a lot of the employers' time to sort that out
Employers cannot afford to provide benefits

Meramec Forum - Cuba
Can't find anyone but teenagers who are willing to work in the resort business – would love to have a senior citizen to work in the office
Available workforce is not dependable
The younger generation has different priorities regarding employment than previous generations
Work ethic is severely lacking – it should be taught at home
Those with good work ethics often can't pass reading and math tests at the seventh grade level
Much of the work available is seasonal, and it is hard to find workers interested in seasonal work

Those willing to work in an agricultural setting are those who can't do anything else

Attachment B

It is hard to find workers for the most physically demanding positions where weather is a factor – the work in the summer is hot, and the work in the winter is cold
No one wants to do the jobs that require physical labor
Approximately 70% of workers will steal from their employers
Lack of a valid Driver's License is an issue
There are some applicants who can't pass the physicals or drug screens
Domestic issues impact worker attendance and performance, especially in the factory setting
Absenteeism is a problem
Being able to provide health insurance is a huge issue – the cost to small business is astronomical

Mid-Missouri Forum - Columbia

Lack of qualified applicants
Lack of qualified applicants and skilled workers, especially with laboratory skills, computer skills and spreadsheets knowledge, and writing and technical writing skills
Quality support staff are hard to find – especially those with technical skills like computer software knowledge
Highly skilled employees to fill part-time positions are almost impossible to find
A decreasing pool of workers to fill seasonal jobs
A college degree is not necessary in all fields, but many high school graduates lack even basic skills
Poor work history – many applicants don't even have six months of stable work experience in their work history
A criminal record and/or substance abuse issues
Work ethic is lacking – character is more important than skill because skills can be taught
Finding candidates with good attitudes is difficult
Poor interpersonal skills and basic communication skills – applicants/new hires lack telephone etiquette, conflict resolution skills, and in some cases there is a language barrier
Finding people who can work in a team environment is difficult
Dependability
Generation Xers are not aware of customer needs and they seem to lack work a strong work ethic. This generation appears to need better

orientation to what is expected of them, but they also seem to resent being "told" what the standards are
Employers cannot be expected to change to conform to fit the available workforce
The workforce is aging
There is a generation gap between managers and employers – the two groups have different priorities, values, and work ethics
Diversity

Attachment B
There is a lack of a qualified pool of diverse applicants, especially at the management level
Family issues such as childcare, divorce, etc.
Hiring is not really an issue – it is more a problem of retention
The attrition rate is the sales field is at least 52% (burnout is a major factor)
Many new employees lack basic job keeping skills like how to be on time, how to call in sick, etc.
Poor interviewing skills and poor résumés
Lack of adequate transportation

Do you use the Career Center System? Why or why not?
Lake Forum – Lebanon
No, was not aware of it / did not know what services the system provides
Yes, the Chamber of Commerce in Lebanon uses *MissouriWORKS!/Great Hires*
Yes, the school system uses the Missouri Career Center system and even houses a center representative at the school
No, only aware of the tax credit programs, and there is too much paperwork to deal with
No, get enough applicants applying directly to us
Yes, it saves the employer some time

Meramec Forum – Cuba (no discussion of this topic)
Mid-Missouri Forum - Columbia
Yes, to some extent
Yes, mostly for professional positions
Some have used the system, but they find the job matching on *MissouriWORKS!/Great Hires* returns some inappropriate applicants
Not all employers are aware of the system
Some employers are using services of some of the system partners, but they aren't aware they are accessing the Missouri Career Center system

Some employers get enough walk in applicants to fill their openings, and they do their own training so they do not use the system
Some do not use the system because the lack of coordination between state agencies is frustrating

Are there any other programs we can offer that would be helpful to you?

Lake Forum – Lebanon
Increase awareness of the current services available to the employer community
Send newsletters to the Chambers of Commerce
Advertise in the TV listings sections or in a publication like the Weekly Trader
Give employers a brochure about the Missouri Career Center system when they apply for their FEIN number

Attachment B
Set up a program to reimburse companies who assist in educating their employees
Provide funding to failing or new businesses, maybe through tax cuts
Provide more customized training
Provide safety classes or training, to work with OSHA
Resume preparation training
Do more to promote technical training to high school students
Help promote the job opportunities available through the unions
When layoffs happen, explore programs that offer real jobs
Help companies to find minorities to hire
Drug abuse is a serious problem for employers in this area, both the symptoms of abuse which affect work quality and the lure of easy money that entices people not to do honest work
Private employers want to see government employees working as hard as they do
Prevent abuse of the system – government services are too easy to access and the jails are too nice
We have to find a way to create societal change – need to work with the home to make this happen

Meramec Forum - Cuba
Provide a place for employers to send people who can't pass reading and math tests

Mid-Missouri Forum – Columbia
Offer training programs geared to younger workers. Rather than employers adjusting to fit the new generation of worker, couldn't the system train the

Generation Xers about the employer/employee relationship and about work ethics?
The school system is not doing its job. Too many kids are graduating even though their performance is poor. They don't realize that failure is an option until they hit the workplace. There needs to be more emphasis on educational attainment and less on "self-esteem". They need to be trained in what will be expected of them at work (punctuality, attire, performance, etc.).
It appears that graduates of current work readiness programs are not really work-ready. Are the programs evaluated? If participants have not mastered job readiness skills, then can't the program operators continue to work with them rather than employers having to? If forty hours is not enough training, extend the programs. Students need to be graded here as well. Failure must be an option.
One group suggested that employers review the work readiness curriculums being used by the system
The Centers could offer situational training where participants have the opportunity to "practice" handling certain situations. For instance, role playing an employee handling a difficult or irate customer could be used to allow people to think through their responses to various situations they might encounter.

Attachment B
More mentoring opportunities could be provided. For clients accessing the On-the-Job training program, there should be someone to help them get acquainted with the new worksite and their responsibilities. And it might help if they were given a number of job-shadowing opportunities before being placed at any one worksite.
The Career Center system could help to emphasize to secondary schools the opportunities that are available in the health care field
The system could assist in providing diversity training for dealing with people of other cultures, especially Hispanic and Muslim people.
ESL classes could be expanded and offered more frequently to make them more convenient to more of the population.
Expand the hours of the Centers to allow for more access by the public.
Do more marketing and outreach to increase name recognition of the system.
Offer training in customer service skills and telephone skills.
More GED training needs to be available, especially in rural areas.
The system needs to do a better job of assessing job orders and applicants.

Attachment B

Central Region Business Forums
Spring 2001 - Camdenton, Jefferson City, & Rolla

Common Issues Throughout the Region

Hiring Issues
The lack of skilled workers
Office support staff, computer support staff (data processors, systems technicians, programmers, etc.), and employees for the service industries are very hard to find
Basic skills are lacking: math, reading, grammar, typing, communication (verbal and written), computer literacy,
Lack of GED or high school diploma
Lack of stable work history
Lack of soft skills: how to work with others, positive attitudes
The lack of work ethics
Dependability
Maturity
Company loyalty
The lack of available transportation (especially in the Lake and Meramec subregions)
The need for employer training on hiring practices
Employers need help to stay competitive on wages and benefits

Training Issues and Options
The need for more customized training that is geared to specific employer needs
Sales
Supervisory
Customer service
Secretarial: including filing, delivering messages promptly and dependably, spelling, operation of basic office equipment
Medical
Orientations for unskilled workers to teach job-specific skills (like Workplace Readiness classes)
The needs for basic skills training
Soft skills
Basic computer use
Literacy
Basic academics: math, reading, spelling

Retention Issues
Wages and benefits
Small employers cannot compete with wages that large companies offer

Attachment B
Employees lack the ability to evaluate the value of benefits in addition to wages
How to provide affordable benefits is a big issue
Some employers think that companies need to offer assistance programs for employees including childcare, tuition for employee's children, eldercare, etc.

How the Career Centers Can Help
Provide human resources training in recruitment and retention for employers, perhaps through free seminars and workshops, on topics such as
How to better judge applications/resumes
How to conduct interviews with regards to avoiding legal issues
How to conduct background and reference checks while avoiding legal problems
How to clarify job descriptions
How to be family-friendly
How to decide what combination of wages and benefits to offer
How to find affordable health insurance packages
Small business management training
How to use Missouri Works
Help employers make connections
Not only with programs and service providers, but also with each other by helping them establish Employer Associations
They also need a single point of contact, a human resource referral program, to direct human resource staff to appropriate agencies when they need help or have questions
Do a better job of marketing our system
Provide further information/training on all that is available to help employers (WIA programs, Career Centers, tax credits, etc.)
Publicize the Missouri Works Internet site by using TV, radio, newspapers, etc.
Establish and maintain a WIB web site to describe services offered in the region and to provide contact information for providers
Continue to visit Chambers of Commerce, Rotary Clubs, manufacturers groups, etc.
Step up our recruitment efforts
Go nationwide
Foreign workers
Go into places where people live - neighborhoods, grocery stores, etc.

Recruit from the schools - especially for support staff needs
Further tap the pool of people on Unemployment Insurance
Continue to offer classes/training to upgrade basic skills of all workers

Attachment B
Central Region Business Forums
Spring 2001 - Camdenton, Jefferson City, & Rolla

Compilation of All Groups Discussions

Hiring Issues

Camdenton Business Forum
Lack of qualified applicants
The Lake area is not well known among job seekers from other areas and is often over-looked.
Employers in specialized fields have the greatest difficulty filling positions with local job seekers.
Service positions are difficult for employers to keep filled. Employees in these fields are often short term, and there is a high turnover rate.
In a field such as healthcare, when a new facility or program is opened, it is very difficult to have adequate, experienced staff at the time of start up.
Lack of public transportation
"Seasonal" work ethic
Work ethics in general
Affordable housing
Employers need access to up-to-date information on comparable wages for similar jobs in the Lake area.
Need small business management training related to human resources including information on how to conduct interviews and how to clarify job descriptions (i.e. week-end work and overnight trip requirements) and benefits, as well as how to be family friendly
Difficulty judging resumes that are received - many job seekers embellish their skills and qualifications
Hiring sources in approximate descending order of importance were identified as:
- Word of mouth
- Referral from co-workers or friends
- Missouri WORKS
- Agency referrals

Soliciting from out of the area (Employers advertise available positions in newspapers in Lebanon, Springfield, St. Louis and Kansas City.)
Employers have not had much success using databases for hiring. The classifications are not specific enough for certain positions. This makes it difficult for employers and job seekers. In some cases, there is no job classification in the database for certain occupations.
healthcare field, in general, does not use the Internet much for job seeking

Some employers listed jobs on Missouri Works but received no response

Attachment B

Mid-Missouri Business Forum

Lack of skilled workers
Lack of GED or High School Diploma
Lack of stable work history
Poor behavioral skills: working with others, attitudes, etc.
Maturity level of potential employees is extremely low
Good work ethic and dependability are lacking
Entry-level employees do not have basic office and clerical skills
They are lacking in math, typing, communication, and computer skills
Support staff and engineers are needed - support staff is just not available
Change the merit system - the 3 month process is much too long - it wastes everyone's time
Quality data processors are almost non-existent (programmers, systems techs, etc.)
Computer support employees are needed
Poor work ethics
Entry-level employees want to start at the top
Lack of job loyalty (watching other people, including parents, to see how they handle job responsibilities)
Too many applicants view a job as an entitlement
There are more older workers and immigrants in the workforce now
In Mid Missouri, state employees taking early retirement are becoming an important source of employees for other businesses
Applicants have trouble understanding how to fill out applications.
Applicants need to have good judgment and customer service skills
Too many applicants are looking for jobs only to fulfill the requirement of some agency
Employers must adjust their expectations - relax their standards for new hires (i.e. frequent job changes and previous discharges shouldn't necessarily disqualify an applicant)
More marketing of job opportunities is required
Employers are looking to underemployed as well as unemployed people to fill their openings
Drug screening is limiting the applicant pool - some employers are dropping drug screening
Hiring methods include the merit system, on-line, word of mouth, advertising, referrals from coworkers or friends, agency referrals, human resource networking, job fairs, and hiring bonuses.

Deciding what benefits and wages to offer
Employers that offer a fair wage and good benefits can't compete with companies that offer higher wages and fewer benefits

Meramec Area Business Forum
Lack of skilled applicants
Reading and math skills are low among employees - many have fifth and sixth grade level skills - grammar skills are poor
Transportation - some workers with transportation problems do not qualify for Job Ride, although the program has been helpful

Attachment B
Lack of childcare
Competitive wages
It is difficult for small and mid-sized companies to compete with large companies that offer high wages. Many employees value high wages over benefits.
Human resources
Job stress
Schools, training providers, and the WIB need to coordinate and share information on what is available.
Provide assistance to the spouses of employees recruited to work in this area with finding employment before they actually move here
Expand customized training programs
It would be helpful if specific testing could be developed for employer use, based on the skills are that most important in a specific field
Educate employers as to what is available to them
Aim programs to the smaller employers in the region
Provide basic "life skills" training to incumbent workers as well as to those in training (budgeting, childcare, etc.)
Emphasize how to act in an interview (how to complete the applications, how to dress, etc.) - teach interviewing skills
Poor resumes

Training Issues & Options

Camdenton Business Forum
Cost of training employees
Need more customized training/occupation-specific training that is geared to specific employer needs
sales training
supervisory training
customer service training

secretarial training
how to file
setting up files
getting messages to the boss
spelling
operating office equipment
board training
orientation for unskilled workers
workshop training on job-specific skills is needed (like Workplace Readiness classes)
Applicant training in soft skills is critical in times of low unemployment.
Finding employees who are skilled in basic computer use is difficult.

Attachment B
Lack of literacy skills is common.
The hospital is a site where students complete their "clinicals" - this helps fill positions.
In-house training programs are being utilized - both formal and informal programs.
Training for employers in recruitment and retention is needed.

Mid-Missouri Business Forum
Applicants need training in basic academics
Computer support skills training is needed
Basic skills training in keyboarding, telephone, customer service, etc.
A class in math, typing, communication, and computer skills would greatly benefit the baking industry
Occupation specific training geared to specific employer needs is needed
Lack of good keyboarding classes
Entry-level staff is not willing to get further training - this makes it difficult to develop a skilled workforce
Leadership training for management is needed
Training for employers on appropriate interview techniques is needed to help them avoid legal problems
Certifications are needed for certain jobs
Tuition reimbursement seems to work
Employers would like regulations that would protect them regarding background and reference checks
Training resources are abundant in this subregion

Meramec Business Forum
The population is aging
Types of training needed

Medical
Small business
Customer service
How to interview, write a resume, complete a job application, etc. - This should be incorporated into the public school curriculum and be taught by teachers who are current on the topic.
Free seminars for employers
Small companies are not able to get funding for job training because they are not hiring additional employees. They need funds for testing and training of current employees.
Workplace Readiness classes are very beneficial, but due to the low unemployment rate, it is difficult to get people into the classes.
Employers would like to see a summer youth program involving internships. They would be
willing to share the cost.

Attachment B
Retention Issues

Camdenton Business Forum
Lack of work ethic
Attitude of employees has steadily declined
There is very little loyalty among employees to their employers
Entry-level employees don't understand that they must start at the bottom and work their way up - they become frustrated and leave for other employment.
Seasonal economy impacts negatively on year to year retention
Wages
Small employers can't compete with the wages that large companies offer
Employee benefit packages
Staff knowledge of entire benefit package and non-salary expenses incurred by the employer is lacking
Performance review and criticism
Use of incentive programs is working for some employers
How to keep turnover down and how to provide affordable benefits is a big issue
Affordable health benefits
Family coverage
Smoker's coverage
Maternity benefits

Mid-Missouri Business Forum

Burn out
Worker transience
Workers change jobs frequently and casually
Employees leave for higher paying jobs
Employees lack loyalty to the employer
Attendance is a common problem
The Cooper County hospital may have trouble competing on wages with the gambling operation that is moving to the area
Benefits and wages
Wages are not the only motivator in retention
Wages and benefits must be competitive
Management issues
Poor supervisory skills increase employee turnover
Management must be accessible and responsive
Lack of communication
Performance review and criticism
Drug screening

Attachment B

Hours and bonuses
Work ethic has changed - younger workers have a more "me/I" attitude
Employers need to offer assistance programs for employees, not just an Employee Assistance Program, but childcare, college tuition for employees' children, eldercare, etc.
Employee empowerment is important
Employer flexibility is required
Employers may have to adjust hours/job duties to accommodate employees
Employers need to recognize family responsibilities
Continuation of orientation after the time of hire might motivate employees
Orientation and reorientation to the organizational culture and its values are important
Employee recognition can be a tool to boost retention - morale is key to retention
Promoting employee growth and development aids in retention

Meramec Business Forum

Lack of childcare on site or centrally located - the WIB could help establish this type of service
Health insurance - benefits that get cut
Wages do not always cover expenses

Current workers could use training in "life skills" such as financial management, personal issues, etc. or could use a referral system to get such services - establish a local or regional employee assistance program
Employees transitioning from welfare to work sometimes have retention problems
Students graduating cannot afford to work
In the healthcare field, scholarships and bonus pay for staying with an employer for a specified amount of time has proven effective in retention.

How Can the Career Centers Help?

Camdenton Business Forum

Provide basic skills training/tutoring, i.e. letter writing, math, etc.
Educate job applicants on benefit packages as part of total compensation package
Using nationwide system, recruit from out of area - market Lake area quality of life
Alien (Hispanic and others) workers are an asset in labor intensive jobs - recruit them
Notify employers when a Workplace Readiness class is graduating - combine the graduation with a mini job fair (employers were interested in hiring graduates)
Notify employers on a regular basis of what is available in the labor pool (i.e. post applicant listings for employers as we do job listings for workers)
Provide on-the-job training for eligible referrals
Provide testing and evaluation of potential employees who are eligible for the Workforce Investment Act
Provide trained applicants
Provide a learning lab for updating current employees' skills

Attachment B

Train employers on hiring and retention skills
Provide employer workshops on various human resource issues
Provide small business management training
Assist employers in the development of work sharing resulting in year-round work
Assist in identifying affordable housing for developing workforce
Missouri Works
Provide access to Missouri Works
Assist employers with job listings
List better jobs on Missouri Works that will attract qualified workers
Missouri Works needs more specific job classifications - there needs to be more detailed information from job seekers and employers.

Mid-Missouri Business Forum

Reach out to potential employees where they live and go - neighborhoods, grocery stores, etc.
Require all those receiving unemployment insurance benefits to register with Missouri Works
Make more referrals to jobs directly from the Division of Workforce Development
Provide accurate, up-to-date wage survey information
Have the capability of communicating with non-English speaking clients
Get more publicity for Missouri Works by using TV, radio, newspapers, etc.
Find some support staff employees - get out and recruit them from the schools, etc.
Assist job seekers on Missouri Works - some of them are not entering all the required information
Assist employers in establishing Employer Associations where they can combine their efforts to address similar issues and find common solutions
Assist employers in sharing a labor force - Scholastic may be able to access some workers from the Lake area since they gear up in September and the Lake gears down as summer ends
Help small employers find health insurance (affordable)
Teach professionalism in dress, etc.
List the applicant's wage at prior jobs on their Missouri Works listing

Meramec Business Forum

Do a better job of marketing the services and programs available to employers through all types of media available: print, electronic, Internet, etc.
Establish and maintain a WIB web site containing services offered in the region, lists of staff and the programs they provide, an annual report, and links to others sites of use to employers.
Establish a Human Resource Referral Program to direct HR staff to the appropriate agency or entity to help with problems or to answer questions.
Provide further training for employers on how to use Missouri Works
Link the Chambers of Commerce with Missouri Works

Attachment B

Information about Missouri Works should be presented to Rotary Clubs and Chambers of Commerce. Dent County and other areas in need of economic development would benefit from information on Missouri Works
Do a better job of sharing clients among the partners in the Centers
Division of Workforce Development staff would benefit from customer service training to help them deal with job seekers

There needs to be better communication with skilled unemployed workers to link them with jobs.
Unskilled workers may be having trouble using computers in the Career Centers - be sure they have assistance
Employers agreed that when an individual draws Unemployment Insurance benefits, they should also be involved in another job-related activity, such as job training. There should be an immediate referral to staff at the Career Centers so they can assist the unemployed person in a job search.
The C-WIB may want to investigate involvement with the Meramec Manufacturers Council, which consists of Brewer Science, Marbal, Tacony, Briggs & Stratton, etc.
Dent County would benefit from an economic development plan. The C-WIB may be involved in this process.

Attachment D

Business List by Key Industry Form Instructions

Subregion: Indicate which subregion of the Central Region the form is for (Lake, Meramec, or Mid-Missouri).

Key Industry: Indicate which of the key industries listed in the Central Region *Business Services Outreach Plan* for which this form is intended.

Businesses Within the Key Industry: Using the *Sorkins Directory*, list businesses that are found within the region for the key industry indicated at the top of the form.

Attachment D

Business List by Key Industry

Subregion _____

Key Industry _____

Businesses Within the Key Industry
1
2
3
4
5
6
7
8
9
10
11
12
13
14
15
16
17

18
19
20

Attachment E

Business Targeting Grid Instructions

Subregion: Indicate which subregion of the Central Region the form is for (Lake, Meramec, or Mid-Missouri).

Key Industry: Indicate for which of the key industries listed in the Central Region *Business Services Outreach Plan* the form is intended.

Business: In the *Business* column, list the businesses recorded on the *Business List by Key Industry* form. Then for each entry in the *Business* column, answer the six questions in the shaded boxes.

Selected for Targeting: Using the answers to the six questions, determine if the business is a good candidate for targeting. To be selected for targeting, a business should have affirmative answers on most of the questions. Indicate "yes" or "no" in the *Selected for Targeting* column.

Current/Dormant/Acquisition: For each business marked "yes" in the *Selected for Targeting* column, determine whether the business is a Current customer of the workforce investment system, a past customer (Dormant), or a potential customer (Acquisition). Indicate "C", "D", or "A" in the *If "Yes", Current Dormant Acquisition* column.

Attachment E

Business Targeting Grid

Subregion _____ Key Industry _____

Business	Is there a connection between the business market and the job-seekers market?	What is the buying capacity (for our services) of this business?	Will this relationship help us meet our performance standards?	Does this business have the capacity to support the workforce investment system?	Do we have the capacity to serve this business?	Will this business help us achieve our desired market position?	Selected for Targeting?	If "Yes", Current Dormant Acquisition

Attachment F

Service Level Scoring Sheet for Acquisition Accounts
Form Instructions

Subregion: Indicate which subregion of the Central Region the form is for (Lake, Meramec, or Mid-Missouri).

Acquisition Business: For each business marked "Acquisition" on the *Business Targeting Grid*, complete a scoring sheet. Indicate on the "Acquisition Business" line the name of the business. A separate sheet will be completed for each business.

Service Level Determination: This blank will be filled in after completion of the scoring sheet. Once the scoring is finished enter whether the business will be targeted for Enhanced, Intensive, or Core services.

Scoring Section: Complete the scoring section by awarding points according to the values and criteria. Record the score in the right-hand column. After evaluating all criteria, total the score at the bottom right of the scoring section. Based on total points, indicate in the "Service Level Determination" whether the business will be targeted for Enhanced, Intensive, or Core services.

Attachment F

Service Level Scoring Sheet for Acquisition Accounts

Subregion _____

Acquisition Business _____

Service Level Determination _____

Value	Criteria	Score
1 point	Average wage of at least $8 per hour?	
1 point	At least ?# full-time positions?	
1 point	Anticipated growth?	
1 point	Multiple occupations available that are likely to match job seeker pool?	
1 point	Hiring volume of not less than ?# annually?	
1 point	Employer provides at least some subsidized healthcare benefits?	
1 point	Business offers/supports employee training?	
1 point	Promotional opportunities and/or career paths are available in the business?	
1 point	Retention is likely (no seasonal layoff expected)?	
	TOTAL SCORE	

7-9 POINTS: Enhanced Services

4-6 POINTS: Intensive Services

LESS THAN 4 POINTS: Core Services

Attachment G

Service Level Rankings for Acquisition Accounts
Form Instructions

Subregion: Indicate which subregion of the Central Region the form is for (Lake, Meramec, or Mid-Missouri).

Key Industry: Indicate the key industries listed in the Central Region *Business Services Outreach Plan* for which this form is intended.

Enhanced, Intensive, and Core Sections: Transfer information from the *Service Level Scoring Sheet for Acquisition Accounts* Forms into the appropriate section based on the score each business received. Within each section rank the businesses from highest to lowest.

Attachment G

Service Level Rankings for
Acquisition Accounts

Subregion _____

Key Industry _____

Business Name	Contact Info	Score
Enhanced		
Intensive		
Core		

9/24/2010 3:54:00 PM

9/24/2010 3:54:00 PM

CENTRAL REGION

Integration POLICY & TRAINING MANUAL

3-10-2010

DRAFT

Central Region Policy Manual

Table of Contents

I. Overview …… 4
II. Economic Growth …… 5
III. Leadership / Management (attach – Regional Integrated Org Chart) …… 7
IV. Regional Marketing …… 13
V. Employer & Business Services …… 14
VI. Welcome Team …… 15
A. Greeting / Responsibilities …… 16
B. Tracking …… 22
C. Angry Customers …… 24
D. Veterans …… 26
E. ADA Compliance …… 29
F. Youth – Out of School …… 29
G. Interview Process …… 31
H. Basic Assessment …… 33
J. Wagner/Peyser Services …… 34
K. WIA Co-Enrollment …… 36
L. Barriers …… 37
M. Scheduling Appointments …… 37
VII. Skills Team …… 40
A. Responsibilities …… 40
B. Referrals …… 41
C. WIA …… 42
D. Services & Activities …… 44
E. Requesting WIA Funding …… 51
F. Documenting WIA Attendance …… 56
G. Requesting OJT Funding …… 56
H. Documenting OJT Attendance & Reimbursement …… 59
J. Monthly Progress Evaluation …… 59
K. Entered Employment …… 60
L. Posting Outcomes …… 60
M. Follow-up Services …… 61
VIII. Employment Team …… 63

DRAFT

A. Responsibilities ……..…… 63
B. Procedures …… 64
C. Monthly Evaluation(s) ……. 67
IX. Quality Assurance ……. 68
X. NGCC Quality Compliance ……..……...…. 71
A. Objectives …….. 71
B. Team Selection …… 72
C. Review Process …… 73
XI. Best Practices …… 74

Attachments

Attachment #1 Integrated Organization Chart (3 pages) …….. 75
Attachment #2 Job Seeker Services – Product Box (4 pages) ……..…… 78
Attachment #3 Employer Services – Product Box (2 pages) …… 82
Attachment #4 Welcome Team – Flow Chart (1 page) …… 84
Attachment #5 Skills Team – Flow Chart (1 page) ……. 85
Attachment #6 Employment Team – Flow Chart (1 page) …… 86
Attachment #7 Team(s) Employment Goal (1 page) ……..… 87

Appendices

Appendix #1 Welcome Team Product Orientation (7 pages) ……..... 88
Appendix #2 Economic Drivers (1 pages) …… 96
Appendix #3 Case Note Guidance (2 pages) …….. 97
Appendix #4 TRA / TAA Program Guidance (5 pages) ……..…….. 99
Appendix #5 Customer Flow Patterns (4 pages) …….. 104
Appendix #6 Regional WIA Support & Needs Payment (7 pages) ……... 108

DRAFT

Central Region Next Generation Career Center, (NGCC)

Integrated Services Manual

SECTION I:

OVERVIEW OF THE CENTRAL REGION: The Central Region is composed of 19 counties (Audrain, Boone, Callaway, Camden, Cole, Cooper, Crawford, Dent, Gasconade, Howard, Laclede, Maries, Miller, Moniteau, Morgan, Osage, Phelps, Pulaski and Washington). The region is home to the University of Missouri's flagship campus and the state capital on the forested, rolling edge of the Ozarks. It's also home to the state's playground, Lake of the Ozarks, and military chemical and engineering training base at Fort Leonard Wood. Top area industries include retail trade, farming, food services and construction. The Central region has a population of 651,003. The two largest economic centers include Columbia, where roughly 32 % of area residents work, and Jefferson City at 21%. The average wage in 2008 was $33,262, lower than the state average of $40,710. In 2008 non-farm employment for the area was just over 188,000, which included public and private sectors. Healthcare and educational services (both public and private), combine with public administration to employ 4 out of every 10 workers. Retail is also a large industry since Columbia and Jefferson City serve as regional shopping destinations. Other large sub-sectors include universities and colleges, that employ over 12,000 workers, and the Missouri state capital located in Jefferson City provides over 21,000 jobs in state government.

SECTION II:

ECONOMIC GROWTH: Central Region's integrated service delivery model is built upon our region's economic drivers, as described in Appendices. The Central Region Workforce Board's (CWIB) Mission is "to design and direct high-performance, results-oriented, universal employment services to meet the workforce development needs of employers, workers, and job seekers in Central Missouri". This Mission uniquely models the NGCC principles:

- Creating a Career Center service paradigm valuing both skills and jobs.
- Increasing responsiveness, quantity and quality of skills development services.
- Integrating services to better serve customers.
- Removal of bureaucratic barriers and waste to streamline service delivery.
- Define success through quality.

The Central Region plan for accomplishing the above Mission is based on the state's strategic framework for the creation and implementation of NGCC and the CWIB goals of meeting both state and federal performance standards. Effective July 1, 2010 the Central Region will:

- Implement a fully integrated regional workforce system that empowers customers to identify existing skills through basic assessment.
- Encourage customers to participate in opportunities to increase skills relevant to regional demand as described in Appendices, and obtain employment in a growth occupation with higher wages leading to full self-sufficiency.
- Improve the quality of the regional workforce by developing skill enhancement and training opportunities for individuals based upon business needs, occupations in demand, analysis of high wage/high demand jobs and the regional economic drivers obtained during regional strategic planning.
- Serves more customers with a high level of quality products and offer customers skill enhancement opportunities, to upgrade qualification of the regional labor pool, and maximize return on the investment of workforce development funds.

- Improve customer service through a more efficient delivery of services by reducing duplication and redundancies through integrated leadership and integrated service teams and expand new service options to assist more customers.
- Deliver a robust line of service products for job seekers to provide basic foundational skills, computer literacy, enhanced soft skills, employer based skill development and classroom occupational training, for regional businesses, and delivering a full array of customized recruitment and screening services.

MISSOURI ECONOMY RESEARCH & INFORMATION CENTER DATA FOR INDUSTRY PATTERNS IN CENTRAL REGION: Industry pattern analysis revealed core clusters and a spot strength in central Missouri, which included production of printed publications, machinery, and electrical equipment comprising three manufacturing patterns in Central Missouri. Warehousing and logistics, along with insurance services, round out the five business patterns. These core cluster and spot industries account for over 9 percent of all regional private employment. The region's numerous universities and colleges in central Missouri also play a key role in attracting new income to the area, a trait that all pattern industries share. Although standard industry measures are less suited to gauging higher education contributions, the positive influence of these institutions is part of the region's development plan.

SECTION III:

CENTRAL REGION NGCC LEADERSHIP AND MANAGEMENT: To ensure compliance with Division of Workforce Development (DWD) Issuance 18-2009, issued and effective February 11, 2010, the CWIB has assigned a "Functional Leader" at each of its seven Missouri Career Centers. Functional Leaders will have authority to organize staff by function, designate team leaders and Team Members for the center's Welcome Team, Skills Development Team and Employment Team and establish the duties of each team. The Functional Leader will focus on the day-to-day supervision of service delivery. The Central Region's Functional Leadership model recognizes that the employer of record has internal human resource functions that must still be managed within their organizations. This includes final hiring and firing decisions, performance appraisals, and signature authority on timesheets. However, it should be noted that even in these areas Functional Leaders will have input and the opportunity to influence decisions.

FUNCTIONAL LEADER RESPONSIBILITIES: The following list of duties and responsibilities is not all inclusive and duties/responsibilities may be added or deleted as warranted by the Central Region Workforce Investment Board.

- Schedule daily team assignments and work flow.
- Arrange daily work schedules to ensure proper coverage.
- Coordinate vacations/unscheduled absences with employer of record to ensure center coverage.
- Ensure Team Members are properly trained and provide technical assistance as needed.
- Provide constructive feedback to Career Center Team Members regarding their duties.
- Provide input regarding employee performance to formal supervisors.
- Notify formal supervisor immediately of any leave requests or unexcused absences, disciplinary needs, changes in employee status (resignations, etc.).
- Identify Career Center staffing needs to One-Stop Operator.

- Contribute to a positive work environment.

Functional Leaders will be housed at their designated Career Center. Functional Leaders assigned to comprehensive centers will be housed at that center full-time. Functional Leaders assigned to non-comprehensive center(s) will spend one day a week at the non-comprehensive site.

REGIONAL LEADERSHIP TEAM: The Central Region has established a Regional Leadership Team consisting of DWD staff, CWIB staff, local service provider's staff and partner staff located within the Career Center. These members were selected based upon their programmatic knowledge, skills, and experience, and leadership abilities. The Central Region's Integrated Organizational Chart reflecting Functional Leadership assignment per location and team designations is provided in Appendices.

See Attachment 1 – Central Region Integrated "organization chart"

FUNCTIONAL TEAMS: In compliance with DWD Issuance 05-09, effective November 5, 2009, the Central Region followed the strategic framework guide for implementing Missouri's NGCC system. Four regional teams consisting of DWD staff and local service providers were tasked with creating and implementing the regional NGCC system.

- **Customer Flow Team**: Front line Team Members and managers serving on this team were responsible for designing the regional customer flow process to be implemented at each center location. Functional Leaders are responsible for ensuring implementation of the new customer service module and for monitoring the customer flow process at their respective location. Recommended changes for enhancement when warranted must be reported to the Regional Customer Flow Team for admittance to the regional Customer Flow process.
- **Policy Alignment Team**: Front line Team Members and managers serving on this team are responsible for reviewing local policies and reducing out dated and unnecessary requirements to ensure an efficient streamlined system.
- **Products and Services Team**: local and state Business Representatives, Veterans Representatives, frontline Team Members and managers are

responsible for identifying existing products and services and creating new products for establishing a standardized regional “Products and Services” box. These services will be used to assist customers in upgrading their skills and developing new skills. Offerings include services to assist job seekers, employers and incumbent workers.

See Attachment 2 – Product Box / Job Seeker
See Attachment 3 – Product Box / Employer

- **Regional Leadership Team**: Members of this team review and approve recommendations of the Customer Flow Team, the Policy Alignment Team and the Products and services team. Team Members, including Functional Leaders for each location meet monthly to ensure services are operating efficiently and in accordance with the service plan. Minutes of the Regional Leadership Team are submitted to the CWIB. Recognizing that the system will evolve to meet the demands of the changing economy and meet the needs of the growing and changing customer base, CWIB has established benchmarks to be evaluated by the Regional Leadership Team to ensure positive performance and customer satisfaction. Appendix C contains a chart reflecting the regional benchmarks and expectations.

Implementation of the NGCC system creates a Career Center service paradigm focused on skills and jobs, restructuring the service philosophy from the “work-first” mandate to “skills development”, to “entered employment” and “job retention with wages and benefits leading to self-sufficiency”. In accordance with NGCC mandates, each Career Center has adopted an integrated team approach to services. Team Members assigned to designated teams are fully trained to provide integrated service delivery. In this structure neither job titles nor organization will be used to differentiate staffing. The C-WIB will provide all Career Center and Field office staff with uniform ***Name Tags*** and all Team Members will be expected to wear them during business hours. Functional

Leaders will ensure staff cross-training occurs to ensure backup is available to meet daily customer demand for services.

Three functional work teams have been established at each center location and include a Welcome Team, Skills Development Team, and Employment Team. Functional Leaders may assign Team Members to work on an Unemployment Insurance Reporting Team to meet high traffic related to UI Four-week reporting. These teams will be supported by Team Members of the Business Service Teams, and Quality Assurance Teams.

REGIONAL FIELD OPERATIONS: The 19 county Central Region is the largest geographic regional designation in the State of Missouri. To reduce the burden of travel for the region's customers the Central Region has established seven Missouri Career Centers and has 12 non-comprehensive satellite facilities electronically linked to the Career Centers. Each satellite location has one to three Team Members (based on customer traffic) who provide Welcome, Skills Development and Employment Team services to the designated county. Functional Leaders are responsible for service operations at the Career Centers. Field Operations Supervisors are assigned by Employer of Record to oversee operations at satellite facilities to ensure services are effective in meeting customer service demand. The Field Operation Supervisors ensures the satellite offices are staffed and that Team Members are cross-trained to offer integrated services based on availability. Each Field Office will have the responsibility of providing services of the Welcome Team, Skills Development Team and Employment Team in the assigned county.

FUNCTIONAL RESPONSIBILITIES OF THE REGIONAL FIELD OPERATIONS SUPERVISOR:

- Provide daily supervision and guidance to assigned satellite offices.
- Review Toolbox 2.0 entries to ensure Toolbox 2.0 files are complete and reflect accurate and current customer status within a specific timeframe.

- Review WIA eligibility and grant “authorization to proceed” with enrollment or provide detailed instructions to the applicable Skills Development Team Member for correcting the eligibility file for re-submission. ***IMPORTANT: Enrollment in Intensive services cannot occur until “authorization to proceed” is attained***
- Review enrollment forms to ensure accuracy.
- Review Toolbox 2.0 enrollment activities to ensure accuracy and completion within the specified timeframe.
- Review case notes to ensure customer status is described and that required contact is completed and documented within specified timeframe.
- Review Individual Training Accounts to ensure all applicable information has been documented to:
    - Verify the requested training is connected to a demand occupation and available in the Central Region; if not available in the Central Region a relocation plan must be developed and submitted with the request for funding.
    - Ensure the customer’s basic skills are adequate for participation in a Training component.
    - Ensure an Employment Plan has been developed documenting the plan of action, including participation in a WIA program component if applicable and clearly documents all barriers to employment and resource referrals to assist the customer in resolving barriers.
    - Ensure a realistic timeframe has been established to complete Training and to find employment and is documented in the Employment Plan.
    - Ensure hard files are complete and include all applicable forms required for enrollment in Intensive and/or Training services.
- Review timesheets, OJT Reimbursement forms and COT Progress and Attendance forms to ensure accuracy and to ensure required signatures are on the form.
- Authorize payments.
- Track funding obligations.
- Track payments.

- Prepare reports.
- Track enrollments to ensure 50% of customers enrolled in an Intensive activity are placed in Training.
- Provide oversight and guidance of Team Members assigned to satellite offices.
- Assist with annual Team Member(s) evaluations and provide information from a “quality” perspective to be considered in overall evaluation.
- Train Team Members.
- Conduct staff meetings.
- Other duties as assigned.
- Contribute to a positive work environment.

SECTION IV:

Regional Marketing:

The Central Region Marketing Team composed of the Regions' Business Representatives and the Functional Leaders collaborate with the Products and Services Team to create materials to market the region's Products and Services to job seekers and to businesses. The team utilizes guidance from the state when developing materials to ensure compliance. The team reports directly to the CWIB Executive Director.

Goals:

1. The team will develop and implement an NGCC Regional Marketing Plan to coincide with implementation of NGCC systematic services. The plan will evolve as new Products and Services are developed and implemented throughout the Central Region.

2. The Products & Services Team is developing Regional Career Center NGCC Websites. These Websites these Websites will offer:

- General Information about Workforce Development
- Directory of Services
- Workshops Offered & Schedules
- On-line Enrollment
- Download Files (PDF format)
    - Workshop Outlines / Handouts
    - Workshop Curriculum Material(s)
    - On-line Workshop Registration
    - Career Center Brochures

SECTION V:

Employer & Business Services Team:

The Central Region employs Business Representatives (BR) assigned to designated areas within the region. Local BRs coordinate efforts with the DWD State Business Representative to market NGCC services to local Businesses throughout the region's 19 counties.

Each year, the Business and Services Team are instructed by the C-WIB Chairman to meet with large groups of employers invited to participate in "Business Forums" held at numerous locations throughout the Central Region. The forums offer opportunities for Businesses to express opinions of services and recommend improvements applicable to current labor market trends. The recommendations are utilized to improve services necessary for enhancing qualifications of the existing labor pool.

The Business and Services Team collaborates with local Skills Development Teams and Employment Teams to ensure job postings are made in Missouri Career Source to notify job seekers of job availability.

The regional Business and Services Team serve as members of the regional Marketing Team and participate in various marketing functions throughout the year, including job fairs, community events, county fairs and other group functions.

Members of the Business Services Team represent NGCC at Chamber(s) of Commerce and Missouri Employer Committee (MEC) meetings. One member, typically the DWD Supervisor or State Business Representative, is designated as the Coordinator for the regional MEC, serving as the liaison between the MEC and DWD.

SECTION VI:

WELCOME TEAM MISSION: The mission of the Central Region NGCC Welcome Team is to greet customers promptly, listen and gather information to create a confidential electronic record. Team Members will assess basic skills and barriers, and direct customers to appropriate services and opportunities relevant to their skills and interests, and to the current labor market demand.

POINT OF SERVICE: Each Career Center has two important points of entry; the telephone switchboard and the front door. The Career Center's Functional Leader will assign Welcome Team Members to both important entry points. Front door "Greeters" (one or more depending on customer traffic) will be assigned to a Career Center Greeting Station located near the entrance of the facility. Greeting Stations are equipped with a counter or desk, a computer connected to the Internet for quick access to Missouri Career Source (MCS) and Toolbox 2.0 (Missouri's Management of Information System for Workforce Development). Team Members assigned to Greeting Stations must ensure office space surrounding the Greeting Station maintains a professional welcoming appearance at all times, free of clutter with no beverage containers, food, newspapers or magazines visible to customers. Welcome Team Members assigned to Greeting Stations must be suitably dressed following a business casual dress code and wear NGCC Name Badges when performing job duties. Welcome Team Members acting as Career Center Greeters will greet customers in a prompt, friendly, welcoming, and professional manner.

****See Attachment 4 – Welcome Team "flow chart"***

IMPORTANT CUSTOMER STATUS IDENTIFICATION:

The NGCC process categorizes customers in three groups:

1. New Customer: Toolbox 2.0 record confirms customer has not received service at a Career Center.

2. Return Customer: Toolbox 2.0 record confirms customer has completed the Welcome Team process and is returning for a scheduled service.
3. Exited Customers: Toolbox 2.0 record confirms customer exited from a service within 12 months from the date of exit.

A. Greeting / Responsibilities

WELCOME TEAM STANDARDIZED TELEPHONE GREETING RESPONSIBILITIES: The Functional Leader will assign a Welcome Team Member to staff the center's switchboard to route customer calls to the appropriate location within the Career Center. Switchboards are isolated away from Greeting Stations and heavy customer traffic areas. Switchboards are staffed constantly during the hours of operation (8am-5pm). **Switchboard stations should be located away from the Greeting Station, not at the same desk.**

FUNCTIONAL RESPONSIBILITIES FOR WELCOME TEAM MEMBER @ SWITCHBOARD:

- Consistently demonstrate customer friendly and professional skills when answering the telephone (smile when you answer the phone, makes voice sound warm and friendly).
- Answer all incoming calls, routing calls promptly and correctly to proper Career Center Team Members.
- Take and relay urgent messages to the appropriate Career Center Team Member (immediately).
- Other clerical duties as assigned.
- Contribute to a positive work environment.

STANDARDIZED TELEPHONE GREETING PROCEDURES:

- Incoming calls will be answered by the third ring.
- Answer the phone by saying "Missouri Career Center How May I Direct Your Call?".

- After listening to the caller's request say "Please Hold While I Direct Your Call".
- Callers should be advised that if a Team Member does not pickup it means they are busy helping other customers; If voice mail is available, advise the caller to be sure and leave their name and a reliable contact number for call back.
- If voice mail is not available, take the caller's name and number and advise the caller that a call back will occur as soon as possible. BE SURE TO GIVE THE MESSAGE TO THE APPROPRIATE TEAM MEMBER–IMMEDIATELY.
- CALLS FROM EMPLOYERS SHOULD BE ACCEPTED WITHOUT DELAY WHEN POSSIBLE.
- The large number of calls received by each Career Center mandates the necessity for a backup system to ensure calls are answered promptly.
- The Welcome Team Member assigned to switchboard should always notify backup if he/she needs to step away from the switchboard.
- To ensure the switchboard does not create delays in other calls attempting to get through, the Welcome Team Member at the switchboard should not attempt to "provide service over the telephone". Calls should be transferred as quickly as possible to the appropriate Team Member for provision of requested services.

The following table highlights the most frequent types of phone calls that are expected and an appropriate response. ***Check with the Functional Leader to ensure responses are correct due to service variations at each center.***

Questions or concerns regarding how to file a claim for Unemployment Insurance	1. Advise the caller that a claim can be filed by calling 800-320-2519. Explain that calls are answered in the order received and that customers need to respond to the questions. Hanging up will remove responses entered and require the caller to call back and start the process again from the beginning. 2. Advise the caller that Internet access is available 24/7 to file a claim and to claim weekly benefits at: www.moclaim.mo.gov. 3. Advise the caller that if difficulty is experienced he/she may visit a Missouri Career Center to request help in filing a claim.
Questions or concerns regarding a UI claim.	1. Ask the customer if he/she has attempted to contact a Regional Claims Center.

	2. If not provide the phone number nearest to the location of the region. The Central Region's location would be Jefferson City: (573)-751-9040 or Statewide toll-free number (800) 320-2519. 3. Inform UI claimants requesting assistance with problems that they have been unable to resolve by calling the above number, that they may go to any Missouri Career Center and ask to complete a MODES 4605 "Unemployment Insurance Request for Assistance" form. Fax the completed form to the number on the form. Department of Employment Security assures us that these requests receive prompt attention. ***IMPORTANT: This is the only number we are allowed to give to customers.*** 4. If a call is received from a customer outside of Central Region, the additional Regional Claims Center numbers are: (417) 895-6851 – Springfield area; (816) 889-3101 – Kansas City area; (314) 340-4950 – St Louis area. ***IMPORTANT: Advising a customer to contact a different Regional Claims Center outside of their local area designation is not appropriate and does not provide additional assistance to the customer in resolving their concerns.***
General Questions regarding the Career Center hours of operation.	1. Advise the caller of the Career Center's normal operating hours. 2. If a Career Center is scheduled to be closed on a specific day within the month the call is received, advise the caller that the Career Center will be closed on the specific date.
Employer calling to post a job order.	1. Ask the caller to "please hold while I transfer your call to a Business Team Member". 2. ***Important to monitor the transfer to make sure it is picked up. In centers where "all call" is available put call on hold and do "all call" asking a Business Team Member to take the call".***
Job Seeker calling to inquire about possible help finding a job.	1. Ask the customer if he/she has received assistance from the Career Center or a satellite office prior to this call. This will determine if the transfer should be made to Welcome Team or Employment Team. 2. Ask the job seeker which county he/she lives in and if the job seeker lives closer to a satellite office ask the customer if he/she is aware of the county office and be sure to give the county office telephone number in case they want to contact that office. 3. If the caller chooses to receive assistance from the Career Center instead of a county office say: "Please hold while I transfer your call

	to a member of the Career Center Welcome Team (new customers) or Employment Team (if the customer has received prior assistance)". 4. ***First attempt to transfer the call to the Career Center Welcome or Employment Team Leader. If the Team Leader is not available, transfer the call to an available member of the Welcome or Employment Team.***
Customer calling to inquire about funding availability to assist with education or training expenses.	1. "May I ask what county you currently reside in?" ***If the caller lives closer to a satellite office give the caller the telephone number to call the applicable field office.*** 2. Ask the caller if he or she has received assistance from a Career Center or satellite office in the past. ***"If the caller lives closer to the Career Center "***Please hold while I transfer your call to a member of the "Welcome Team (new customers) or Skills Development Team." ***First attempt to transfer the call to the Welcome or Skills Development Team Leader. If the Team Leader is not available, transfer the call to an available member of the Welcome or Skills Development Team.***
Calls requiring information about WIN/Work Keys assessment	1. Ask the caller if he/she has received services from the Career Center or a satellite office prior to this call. 2. New customers should be transferred to the Welcome Team; return customers should be transferred to the Skills Development Team. "Please hold while I transfer your call to the Welcome or Skills Development Team Member." "If they do not answer it means they are busy assisting other customers; leave your name and a reliable phone number for call back." "Be sure and leave a message that you want to schedule an appointment for WIN/Work Keys assessment." 3. Customers who are directly referred by their employer for Work Keys assessment should be transferred to the Skills Development Team Leader. If the Team Leader is not available, transfer the call to a member of the Skills Development Team.
Calls requesting assistance to develop a resume.	1. Ask the customer if they have received assistance from the Career Center or a satellite office prior to this call. 2. If the caller lives closer to a satellite office give the customer the contact number and name for that location and advise him/her that assistance can be obtained at the satellite office.

	3. If the customer chooses to come to the center say "Our Career Center is open Monday through Friday from 8 until 5 to assist customers". "You may stop by anytime within those hours." 4. If the customer wants to talk to a Team Member to ask a question about their resume, transfer the call to a Skills Development or Employment Team Member. Advise the customer that if the team member does not answer it means he/she is assisting other customers and to please leave name and contact number for call back.
Calls inquiring information concerning Trade Act	1. Transfer the call to the Team Member "specialist" for Trade Act services.
Calls inquiring information concerning Veterans Services, Youth Services, METP, UI Profiling, RES, CAP	1. Ask the customer if this is the first time he/she will be receiving services from the Career Center. 2. New customers should be transferred to a member of the Welcome Team. 3. Return customers should be directed to a member of the Skills Development Team or Employment Team.
TDDY for ADA	Direct the call to the appropriate TDDY equipment in the Career Center.
Complaints about services received at the Career Center.	1. All complaints are to be transferred to the Functional Leader. "Your call is very important to us." "May I have your name and a telephone number in case call back is necessary?" "Please hold while I transfer your call to (First Name of Functional Leader) the Career Center Functional Leader". "If the Functional Leader does not answer please leave your name and phone number on voice mail and I will also alert him/her that you are expecting a return call." "He/She will call you back ASAP."
Angry Customers	1. Listen to the customer's complaint for a "reasonable" length of time. 2. Say, "I understand that you are upset, may I have your name and telephone number." *Write down the information provided and the time of the call.* Then say "Please hold while I transfer your call to a person who can assist you with this problem?" 3. If the customer says he/she is calling long distance and cannot hold say (I understand and I will have a Team Member call you back at the number you have provided, repeat the name and number back." 4. Immediately give the message to the Functional Leader or another Team Leader for call back and ask them to please return the call ASAP (sooner than later).

	5. If the caller does not agree with the transfer or leaving a message with you to give to the appropriate Team Member and the call becomes abusive say "I'm sorry you are angry; please try to calm down; I will transfer your call to a person who will attempt to help resolve the problem." Transfer to Functional Leader or another team leader if the Functional Leader is out of the office. 6. If the caller continues to berate the Welcome Team Member at the switchboard, hang-up and give the name and number of the caller to the Functional Leader or another team leader if the Functional Leader is out of the office. ***Be sure to tell the leader the circumstances.***

STANDARDIZED CAREER CENTER FUNCTIONAL GREETING RESPONSIBILITIES IN PERSON VISITS:

- Greet customers in a prompt, friendly, welcoming, and professional manner.
- Determine the purpose of each customer's visit and direct them accordingly.

STANDARDIZED GREETING PROCEDURES IN PERSON VISITS – ALL CUSTOMERS:

- ALWAYS GREET customers with a smile as they approach the Greeting Station.
- Acknowledge their visit by saying "Welcome to the Career Center." "How may we help you today?"
- Listen intently as the customer explains what has brought him/her to the Career Center.
- Ask the customer to enter their Social Security Number into the system using the numeric key pad located on the Greeting Station counter or desk. ***NEVER ASK A CUSTOMER TO STATE THEIR SOCIAL SECURITY OR UI PIN NUMBER OUT LOUD. THIS IS A BREACH OF CONFIDENTIAL INFORMATION.*** Entry of the Social Security Number opens the customer's Toolbox 2.0 record.
- Ask the customer to enter the following personal information on the top of the Customer Service form:
    - Name
    - Today's Date

- Age

  ☐ Veteran ☐Disabled Veteran ☐Eligible Person

  ☐Please check this box if you have a disability that requires special accommodation.

- Quickly review the customer's Toolbox 2.0 record to determine required services to be provided at today's visit and to determine if this is the customer's first time visiting a Career Center or if he/she has exited from a Career Center program within the past 12 months.
- Direct returning customers to the appropriate Skills Development or Employment Team Member to receive services.
- Customers who have not visited a Career Center for more than 12 months will be served as a New Customer.
- Complete the customer service traffic form.

B. Tracking

CUSTOMER SERVICE TRACKING: Central Region Next Generation Career Centers utilize a standardized tracking process to:

- Identify customer status and dictate the services to be provided at each visit.
- Ensure Veterans receive service priority and access to available Veterans services.
- Ensure youth receive access to Workforce Investment Act (WIA) Youth Services, including information relevant to the required eligibility for WIA enrollment in Youth Services.
- Document daily traffic through the center.
- Document the reason for the Career Center visit.

STANDARDIZED CUSTOMER SERVICE TRACKING PROCEDURES:

- When the customer arrives at the Greeting Station, ask the customer to enter the following personal information on the top of the Customer Service form:
  - Name
  - Today's Date

- Age

  ☐ Veteran ☐Disabled Veteran ☐Eligible Person

  ☐Please check this box if you have a disability that requires special accommodation.

- Ask the customer to enter Social Security Number in the system using the numeric keypad located on the counter/desk. This will open the customer Toolbox 2.0 record.
- After reviewing Toolbox 2.0 to identify all needed services, check all services to be provided at this visit on the Customer Services form.
- To differentiate "new" customers from "return" customers, all new customers tracking forms will be copied on "**yellow**" paper; all return customers will be copied on "**white**" paper. To identify customers who are Veterans the Customer Service form will be copied on **"green"** paper**.**
- Using the time clock at the Greeter Station, stamp the time on the customer's tracking form.
- Place the form in the designated pickup slot.
- When a Team Member picks up the form, that Team Member will write their first name on the form and again time stamp the form (below the arrival time) to reflect the starting time of service provision.
- When services are complete the assisting Team Member will escort the customer to the front Greeting Station, time stamp the form (under the service starting time) to reflect service ending time.

CUSTOMER SERVICE TRACKING AND REPORTING: Functional Leaders will utilize the stamped tracking forms to analyze:

- The length of time each customer spends in lobby waiting area prior to receipt of services and determine if improvements are needed to reduce customer service delays.
- The time each Team Member spends with the individual customer in providing services and determines if improvements are needed to reduce length of time spent in providing customer services.

- If specific Team Members or the entire team requires training to improve skills necessary for efficient delivery of services.

C. Angry Customers

DEALING WITH ANGRY CUSTOMERS AT THE FRONT DOOR: Follow these procedures when dealing with angry customers.

- If the customer is angry when entering the Career Center the Welcome Team Member at the Greeting Station needs to stop smiling and say, “I understand you’re upset”.
- If the stated issue cannot be resolved by a Welcome Team Member, call the Team Leader.
- The Leader should go to the lobby and introduce self; hand the customer your business card when you introduce yourself.
- Escort the customer to another area, preferably where the customer can be seated. ***IMPORTANT if the Leader’s desk area is in a private office or in the same area as the lobby, the Leader should escort the customer to an area that is more confidential than the front lobby, but not to a private office while the customer is angry.***
- The leader should ask another team leader or Team Member (if a team leader is not available) to sit in on the conversation.
- The Leader should document the conversation and attempt to resolve the customer’s anger and problem.

  Process:

  - Lower your voice and tell the customer “I understand you are upset and I will do all that I can to help you”.
  - Do not make constant eye contact as if attempting to stare down or appear to be aggressive, but do act interested, (nod head that you understand).
  - Ask the customer for name and contact telephone number.
  - Listen and write information on paper to reference.

- Ask questions when appropriate.
- Allow the customer to vent for a “reasonable” length of time.
- Again, say “I understand you are upset, let me see what can be done to resolve this problem and then proceed with services to resolve the problem”.
- If the customer appears to become angrier, say: “I understand you are angry but I cannot help you unless you calm down”.
- ***IMPORTANT: When selecting a room or area to use under these circumstances, select a room that allows the Team Members to sit near the exit. The customer should be seated the farthest distance from the exit and preferably with a table or desk between the customer and the Team Members.***
- If you are sitting, stand-up as if you are planning to leave the room; step away from the customer to give more space.
- If the customer is not willing to calm down ask the customer to leave and return at a time when they are calmer. Once this statement is made, immediately walk away but do not leave the area. Escort the customer to the front and repeat “I am sorry you are upset. I will be happy to provide additional assistance when you return and can more calmly discuss the circumstances.

IMPORTANT: Each Career Center should have a plan of action to alert security or 911 in the event a situation escalates out of control. The plan should include a process that is “out of the ordinary” for alerting all staff that a situation warranting a 911 call exists. One example to consider, if a circumstance warrants calling 911 the Team Member should calmly say “just a second please (as if you need to do something) pick up the phone and hit the all call button; announce “attention Missouri Career Center staff the time is now, then state the actual time of day.” This announcement is out of the ordinary and could be an alert to other employees that a 911 call needs to be placed immediately.

If the customer becomes angry in the process of receiving service, (while seated for interview, during assessment or while participating in a Skills Development activity:

- Remain calm and calmly state let me get a manager for you to talk with. Do not hesitate, immediately call the Functional Leader to your desk.
- If the Functional Leader is out call another team leader to your desk.
- Don't say anything else to the customer.
- When the Functional Leader or team leader arrives, calmly introduce the customer to the leader and say "I have not been able to resolve (customer's) problem. "Would you please listen to his/her concerns.
- The Team Members should remove himself/herself from the desk seated area and allow the leader to take a seat.
- The Team Member should remain within visibility and hearing distance of the room/area and continue to document the conversation.
- If the situation escalates out of control ask the customer to leave and return when he or she can calmly discuss the situation.
- If necessary follow center safety plan for calling security or 911.

D. Veterans

VETERANS PRIORITY OF SERVICE: All customers including Veterans will be welcomed to the Career Center at the Greeting Station. The greeting process encourages the customer to self-identify by checking applicable "Veteran" OR "Individual eligible for priority service" status on the Customer Service form. When customers check "Veteran" OR "Individual eligible for priority service" status on the form guidance from DWD Issuance 09-2008 will be followed.

Proof of Status: Verification of the status of a veteran or individual eligible for priority service will not be required at the point of entry, unless the individual who self-identifies: a) is to immediately undergo eligibility determination and be registered or enrolled in a program; and, b) the applicable federal program rules require verification of veteran or individual eligible for priority service status at that time. Even in those instances in which eligibility determination and enrollment occur at the point of entry, a veteran or eligible person should be enrolled and provided immediate priority and then be permitted to follow-up subsequently with any required verification of his or her status as a veteran or

individual eligible for priority service. For programs or services that cannot rely on self-attestation (e.g. classroom training), verification only needs to occur at the point at which a decision is made to commit outside resources to one individual over another. In contrast, the commitment of program staff effort does not require verification of status by a veteran or eligible person.

STANDARDIZED GREETER PROCEDURES FOR GREETING NEW CUSTOMERS-VETERAN STATUS:

- ALWAYS GREET customers with a smile as they approach the Greeting Station.
- Acknowledge their visit by saying "Welcome to the Career Center." "How may we help you today?"
- Listen intently as the customer explains what has brought him/her to the Career Center.
- Ask the customer to enter Social Security Number in the system using the numeric keypad located on the counter/desk. This will open the customer Toolbox 2.0 record. ***NEVER ASK A CUSTOMER TO STATE THEIR SOCIAL SECURITY OR UI PIN NUMBER OUT LOUD. THIS IS A BREACH OF CONFIDENTIAL INFORMATION.*** Entry of the Social Security Number opens the customer's Toolbox 2.0 record.
- Ask the customer to enter the following personal information on the top of the Customer Service form:
    - Name
    - Today's Date
    - Age

      ☐ Veteran ☐Disabled Veteran ☐Eligible Person

      ☐Please check this box if you have a disability that requires special accommodation.
- Quickly review the customer's Toolbox 2.0 record to determine required services to be provided at today's visit and to determine if this is the customer's first time visiting a Career Center or if he/she has exited from a Career Center program within the past 12 months.

- After reviewing Toolbox 2.0 to identify all needed services, check all services to be provided at this visit on the Customer Services form.
- To differentiate "new" customers from "return" customers, all new customers tracking forms will be copied on "**yellow**" paper; all return customers will be copied on "**white**" paper. To identify customers who are Veterans the Customer Service form will be copied on **"green"** paper**.**
- Using the time clock at the Greeter Station, stamp the time on the customer's tracking form.
- Place the form in the designated pickup slot.
- **Form for Veteran's should be placed in separate section and clearly visible to Welcome Team Members as an alert that a Veteran is in the lobby and should be given priority for service. The Priority Service poster is displayed at the Greeting Station to aid customers and Team Members in determining whether the customer qualifies for "priority service".**
- When a Team Member picks up the form, that Team Member will write their first name on the form and again time stamp the form (below the arrival time) to reflect the starting time of service provision.
- When services are complete the assisting Team Member will escort the customer to the front Greeting Station, time stamp the form (under the service starting time) to reflect service ending time.

NEW CUSTOMERS-DISABLED VETERAN STATUS: Customers who are disabled may require special accommodation during service provision. If the customer indicates on the Customer Service Tracking form that he/she is a disabled Veteran and requires special accommodation, escort the customer to the first available Welcome Team Member and be sure the Team Member understands special accommodations may be required during service provision.

E. ADA Compliance

ENSURING ADA COMPLIANCE: NGCC facilities throughout the Central Region are inspected annually to ensure facilities and equipment comply with ADA regulations. Assistive Technology Stations are located at each Career Center and will be used to assist customers as necessary for service provision and assessment of skills. Team Members are trained to provide assistance and utilization of equipment.

F. Youth – Out of School

IDENTIFING YOUTH AT THE GREETER STATION: All customers, including youth will be greeted at the Greeter Station. Customers who indicate they are 18-21 and out of school will be initially served by the Welcome Team. Customers who indicate they are less than 18 or still in school will be directed to WIA Youth Services.

STANDARDIZED GREETING PROCEDURES FOR SERVING NEW CUSTOMERS WHO ARE YOUTH:

- ALWAYS GREET customers with a smile as they approach the Greeting Station.
- Acknowledge their visit by saying “Welcome to the Career Center.” “How may we help you today?”
- Listen intently as the customer explains what has brought him/her to the Career Center.
- Ask the customer to enter Social Security Number in the system using the numeric keypad located on the counter/desk. This will open the customer Toolbox 2.0 record. ***NEVER ASK A CUSTOMER TO STATE THEIR SOCIAL SECURITY OR UI PIN NUMBER OUT LOUD. THIS IS A BREACH OF CONFIDENTIAL INFORMATION.*** Entry of the Social Security Number opens the customer’s Toolbox 2.0 record.
- Ask the customer to enter the following personal information on the top of the Customer Service form:
    - Name

- Today's Date
- Age

  ☐ Veteran ☐Disabled Veteran ☐Eligible Person

  ☐Please check this box if you have a disability that requires special accommodation.

- Quickly review the customer's Toolbox 2.0 record to determine required services to be provided at today's visit and to determine if this is the customer's first time visiting a Career Center or if he/she has exited from a Career Center program within the past 12 months.
- After reviewing Toolbox 2.0 to identify all needed services, check all services to be provided at this visit on the Customer Services form.
- To differentiate "new" customers from "return" customers, all new customers tracking forms will be copied on "**yellow**" paper; all return customers will be copied on "**white**" paper. To identify customers who are Veterans the Customer Service form will be copied on **"green"** paper**.**
- Using the time clock at the Greeter Station, stamp the time on the customer's tracking form.
- Place the form in the designated pickup slot.
- **Form for Veteran's should be placed in separate section and clearly visible to Welcome Team Members as an alert that a Veteran is in the lobby and should be given priority for service.**
- When a Team Member picks up the form, that Team Member will write their first name on the form and again time stamp the form (below the arrival time) to reflect the starting time of service provision.
- When services are complete the assisting Team Member will escort the customer to the front Greeting Station, time stamp the form (under the service starting time) to reflect service ending time.
- If the customer is younger than 18 direct the customer to the WIA Youth Services Team.
- New customers who are 18 and out-of-school will be seen by a Welcome Team Member who will refer the Youth to receive WIA Youth Services if appropriate.

- Using the time clock at the Greeter Station, stamp the time on the customer's tracking form.
- Direct the customer to the next available Welcome Team Member.

G. Interview Process

WELCOME TEAM INTERVIEW PROCESS: Welcome Team Members will interview customers at their desks to obtain work history, education history, identify job goals and identify barriers to employment. All information is utilized to assist the customer in recognizing their existing skill level and its relevancy to job availability and to empower the customer in setting goals for increasing skills in an effort to obtain a job in a demand occupation, more relevant to attaining self-sufficiency.

FUNCTIONAL RESPONSIBILITIES OF WELCOME TEAM MEMBERS:

- Assist customers through each step of the Welcome Team Process.
- Provide orientation and answer questions about NGCC services and resources, as well as other community resources that may be available to assist the customer.
- Ensure compliance with Regional Confidentiality Policy when interviewing customer to obtain personal information.
- Conduct a one-on-one interview to obtain personal data, education and work history.
- Enter 10 demographics in Toolbox 2.0 for each customer to create an electronic file.
- Evaluate customer's service needs and barriers to employment.
- Set up and facilitate basic skills assessment and analyze results.
- Utilize basic assessment results to refer customers as appropriate to the Skills Development Team, and/or Employment Team.
- Record assessment results and other services provided in case notes to document customer interactions.
- Schedule appointments for customers as needed.

- Data entry.
- Utilize Customer Tracking system to evaluate personal abilities and time spent assisting customers. Set goals to improve efficiency to better serve more customers.
- Support other teams as needed.
- Attend staff meetings, submit required reports, interpret program information, and make policy and/or procedural recommendations.
- Contribute to a positive work environment.

STANDARD PROCEDURES FOR INTERVIEWING NEW CUSTOMERS AT WELCOME TEAM LEVEL:

- Pick up new Customer Service Tracking forms at the Greeting Station (printed on YELLOW paper).
- Document the time the customer begins the interview by stamping the time on the form, directly under the arrival time stamp.
- Provide "Orientation" to NGCC services and the process for accessing needed services to enhance employability. (See Appendices for a copy of "Orientation").
- Explain the Welcome Team process, including the basic skills assessment to identify the customer's current skills and the anticipated length of time needed to complete the process.
- Explain how basic skills assessment results will be utilized to refer the customer to needed resources to increase skills and how skills will be considered during the job referral process.
- Ask the customer if he/she is a citizen of the United States. If yes proceed with services. If "NO" staff assisted services cannot be provided.
- Be sure the customer understands the new process and the intent, which is to better meet customer needs and to connect the customer to skill enhancement opportunities as assessed.
- Ask the customer to present driver's license.
- Enter the driver's license number in the system.

- Assist the customer with Missouri Career Source (MCS) registration to create a "customer profile" to be utilized for job matching and referral. Welcome Team Member will explain that MCS will be updated as skills are increased and as barriers are eliminated.
- Enter data (10 demographics) necessary for WIA Staff Assisted Core Services.
- Conduct "basic assessment" of the customer's existing skills, utilizing the Worldwide Interactive Network (WIN) assessment tool (Level 3).
- Identify existing barriers and refer customers to resources (outside and internal resources) to resolve barriers.
- Post referrals in Toolbox 2.0.
- **Refer all customers who are 18, out-of-school and have a barrier to employment to the WIA Youth Department.**
- **Assist the customer in completing the hard copy "Quick Application" form. Give the completed application to the Youth Team. A member of the Youth Team will visit with the customer to explain eligibility and the necessary process for enrolling in WIA Youth Services. If a Youth Team Member is not available, give the completed "Quick Application" form to the Functional Leader. The Functional Leader will ensure the youth is contacted as soon as a Youth Team Member is available.**

H. Basic Assessment

BASIC ASSESSMENT: During orientation, Welcome Team Members will explain the customer service philosophy of the Central Region's NGCC, which is based on the premise that customers will have an opportunity to "know their existing skills" and have opportunities to "increase their skills" and receive assistance in their efforts to "find employment based on their skills." Basic assessment is the avenue enabling them to "know their skills."

PROCEDURES FOR CONDUCTING BASIC WIN ASSESSMENT:

- Register the customer for WIN assessment.

- Escort the customer to designated assessment areas, where computers are located.
- Explain WIN assessment process to customer. Assessment will begin at WIN Level 3 and will assess reading, math and locating information; successful completion of Level 3 within the allotted time will constitute basic skills adequacy.
- Instruct the customer to return to your desk when assessment program stops and does not allow the customer to proceed. This is an indication that the test is complete or that the customer was unable to complete within the allotted time frame.
- Review assessment results with the customer. Completing WIN Level 3 within the allotted time frame constitutes basic skills efficiency. Failure to complete WIN Level 3 within the allotted time constitutes basic skills deficiency and warrants a referral to Adult Education and Literacy or WIN Remediation.
- Discuss current skill levels with customer and how they affect employment and earnings potential.
- Discuss options for increasing skill levels including referral to Skill Development Team.

J. Wagner/Peyser Services

WAGNER PEYSER SERVICES*:* Initial job matching and referral will occur at the Welcome Team level, referrals will be based on customer's current skills.

- Assist the customer with job search utilizing MCS for job matching.
- Post job referrals in Toolbox 2.0 (this constitutes enrollment in Wagner Peyser services).
- Enter a case note reflecting Wagner Peyser services.

PROCEDURES FOR COMPLETING A JOB SEARCH:

- From the Seeker Information screen in Toolbox 2.0, click on "Individual Job Order Search".

- Set the search criteria and click on “Search”, which will generate the “Search Results”.
- Double click on the job order number, one at a time, to view the details of each job in which the customer is interested.
- Discuss the job order description and requirements with the customer.
- If they are interested and express an interest in applying for the job, click on “Quick Referral”.
- Ensure the job seeker meets the employer’s minimum qualification requirements;
- If so, click on “Refer”.
- When prompted to print a referral letter, click on “yes” or “no”.
- If yes, referral letter will pop up as a separate window.
- Print referral letter and close window.
- Provide the printed referral letter to the customer.
- Click on “Close Current Form” to return to “Search Results” and continue with additional job orders beginning with step 3 above.

NOTE: Specific instructions for providing a staff-assisted job search is available on pages 127-131 of the “Missouri Toolbox 2.0: Labor Exchange Training Guide” which can be found on WorkSmart Missouri at: https://worksmart.ded.mo.gov/includes/secure_file.cfm?ID=1836&menuID=6.

PROCEDURE FOR POSTING JOB REFERRALS: Welcome Team Members will document job referrals in the customers file each time a referral to a job matching the customer’s existing skill level is made. To document a job referral:

- Open the customer’s Toolbox 2.0 registration.
- Double click on the job order number to open the details of the job order.
- Click in the “refer” button at the bottom right side of screen.
- A message will pop up asking if you want to print the referral letter, click yes or no.

AUTOMATED CALLS: When customers call the Career Center to say they received an automated phone call regarding a possible job do the following:

- Open the customer's Toolbox 2.0 registration.
- Click on the "scratch pad" tab.
- Double click on the job to open the order.
- Provide customer information describing the job.
- Ask the customer if they plan to submit an application; if the customer says "yes".
- Click on the "refer" button located in the lower right of the screen.

K. WIA Co-Enrollment

CO-ENROLLMENT: Integrated service delivery requires a shared customer pool for service provision and performance management. To accomplish this:

- New customers visiting the NGCC for the first time are assisted by Welcome Team Members in completing a Missouri Career Source registration and receive Wagner-Peyser services.
- The Welcome Team interview requires entry of 10 demographics, which include:
    - Name
    - Mailing Address
    - Social Security or pseudo SSN – DWD Issuance 07-2008 (age validation occurs during completion of NGCC member screens)
    - Citizenship/Work Authorization
    - Gender
    - Individual with a Disability
    - Homeless
    - Ethnicity
    - Race
    - Veteran
- When the 10 demographic are entered, the Toolbox 2.0 system automatically enrolls the customer in WIA Staff Assisted Core Services.
- Customers assisted in WIA Staff Assisted Core Services receive basic services including basic assessment.

- Monthly Progress Evaluation is not required at the WIA Staff Assisted Core Service level.

L. Barriers

PROCEDURES FOR IDENTIFYING AND DOCUMENTING BARRIERS: During the interview process, Welcome Team Members will identify and make note of existing barriers impacting the customer's ability to find adequate employment necessary to achieve self-sufficiency. Every effort should be made to find a resource to assist with barrier resolution, which may include referral to a WIA funded service.

Referral to WIA (Intensive Level Services): Welcome Team Members will explain the process of establishing WIA eligibility at the Intensive level and the benefits of enrolling in WIA Intensive level services. Customers interested in enrollment will receive a written memo explaining the eligibility process and the required documents necessary to prove WIA eligibility. Welcome Team Member will schedule an appointment with the applicable Skills Development Team Member (via the Toolbox 2.0 Scheduler) to assist the customer in establishing WIA eligibility. Enter a "Case Note" in Toolbox 2.0 (identified by "post-it note" icon). Case Note guidance available in Appendices.

M. Scheduling Appointments

SCHEDULING APPOINTMENTS IN TOOLBOX 2.0: Welcome Team Members will schedule appointments for customers with the Skills Development Team to attend Workshops, establish WIA eligibility, and complete comprehensive assessment when appropriate, to establish occupational goals. Team Members will utilize the Toolbox 2.0 Scheduler for all appointments and to determine what appointments have been scheduled to ensure Team Members are available to provide needed and scheduled services.

PROCEDURE FOR SCHEDULING APPOINTMENTS IN TOOLBOX 2.0:

- Go to Toolbox 2.0, select Seeker Information icon (binoculars).
- Select Create Appointment icon, which looks like a calendar page.

- Schedule the customer appointment for the “eligibility and comprehensive assessment”.
- Adult Eligibility required documents (post the following statement(s) in the comments section of the Toolbox 2.0 scheduler):
    1. Either an EU summary from FSD OR
    2. Proof of last six month income for everyone in the entire family related by blood, marriage or adoption
    3. If making eligible by income, birth certificates are required for everyone in the family, same as above.
    4. Current Driver's License or State Issued ID
    5. Social Security Card
    6. DD-214 if Veteran
- Dislocated worker required documents (post the following statement(s) in the comments section of the Toolbox 2.0 scheduler):
    1. Letter of layoff/termination from employer
    2. Current Driver's License or State Issued ID
    3. Social Security Card
    4. DD-214 if Veteran
- Select Save.
- Print the notice/letter and make a copy and provide to customer.

SCHEDULING WORKSHOPS: Welcome Team Members will utilize the Career Center’s Workshop Calendar to discuss planned workshops. Customers will be given appointment times to attend Workshops based on availability scheduled in Toolbox 2.0.

PROCEDURES FOR SCHEDULING CUSTOMERS TO ATTEND WORKSHOPS:

- Select the Seeker Information icon
- Select Utility
- Select Workshops - Dropdown
- Select Office Location
- Review Workshops
- Select Workshop/Date
- Enter customer’s name under select date and workshop

- Select Save
- Print appointment notice, make copy for file and give original to customer
- Skills Team Member instructing / proctoring workshop(s) is responsible for entering customer performance in Toolbox 2.0

PROCEDURES FOR POSTING DAILY STAFF SCHEDULES IN TOOLBOX 2.0:

- All Team Members (Career Centers and Field Offices) will be required to post daily schedules in Toolbox 2.0
- Go to Toolbox 2.0 and select Daily Scheduler (clock icon)
- Select the Daily Schedule Tab to pull up the calendar
- At the bottom of the screen, select the + Appointment box
- Select ♦ Appointment Type, enter “office”
- Select Subject, enter brief reference
- Select Location, enter work location
- Select ♦ Date; enter date __/__/__
- Select ♦ Time; enter time
- Select ♦ Duration; enter length in hourly increments
- Select Comments; add appropriate comments
- Select “Save”
- Appointments can be scheduled daily / weekly / monthly

SECTION VII:

SKILLS DEVELOPMENT TEAM MISSION: The Mission Statement of the Central Region NGCC Skills Development Team is to assist customers in identification of strengths and weakness related to skills and employment potential. To assist customers in the process required to increase skills and resolve barriers. To assist customers in obtaining a higher level of employment with increased earning potential necessary for full attainment of self-sufficiency.

****See Attachment 5 – Skills Team "flow chart"***

A. Responsibilities

SKILLS DEVELOPMENT TEAM FUNCTIONAL RESPONSIBILITIES:

- Determine customer's eligibility for WIA Intensive and/or Training services.
- Conduct additional comprehensive assessment (if necessary) to identify skills, aptitudes, interests, and identify barriers to employment.
- Assess customer's financial need to determine Support Services eligibility and appropriateness for resolving barriers.
- Facilitate a variety of employment and skill development services for customers addressing their needs in the areas of education, employment and supportive services.
- Facilitate services, in group and one-on-one settings, to customers with diverse backgrounds.
- Maintain familiarity with the local labor market to ensure services align with employer and labor market needs.
- Develop Employment Plans with customers to establish appropriate career goals.
- Update and modify plan as needed to ensure customer needs are met and efforts to achieve goals are on target.

- Assist customers in planning skills development activities.
- Assist customers with the scheduling of appropriate training activities, locating financial aid and development of an Individual Training Account.
- Documenting and tracking services and customer participation.
- Collaborate with the Products and Services Team to market activities available to customers to develop their skills, including basic skills development, customer service, computer skills, and job search skills;
- Help each customer develop an Employment Plan that includes a job search plan.
- Maintain files (electronic and paper if applicable) and computer databases ensuring proper documentation is available to support program eligibility and service provision.
- Maintain knowledge of and communication with other community agencies, programs and training availability.
- Appropriately refer individuals to community and partner agencies.
- Collaborate with Welcome Team and Employment Team to continuously engage the customer through attainment of employment goals.
- May occasionally assist with special projects such as specialized outreach programs to targeted groups and development of new skills training activities.
- Attend staff meetings, submit required reports, interpret program information, and make policy and/or procedural recommendations.
- Ensure services comply with standards for meeting or exceeding local, state and federal performance.
- Support other Teams as needed.
- Contribute to a positive work environment.

B. Referrals

IDENTIFING CUSTOMERS REFERRED TO SKILLS DEVELOPMENT TEAM:

Welcome Team Members will refer customers to the Skills Development Team for eligibility determination (WIA or Trade Act).

- Select the scheduler icon (clock) at the top of the Toolbox 2.0 screen.
- Locate the appropriate Team Members' name by selecting the applicable "group" or "team" tab.
- Enter the appointment time on the calendar.
- Enter a comment stating what the appointment is for:
    - Intake and eligibility determination
    - Comprehensive assessment
    - Workshops (Staff Assisted or Intensive level)
- If the customer is interested in Training enter "customer is interested in Training services" in the comment section.
- If the customer is eligible for WIA or Trade Act, the Skills Team will proceed with providing access to WIA COT or Trade Act Skills Training.
- If the customer is interested in OJT the customer may be assisted by the Skills Development Team or the Employment Team, or a combination of both team's services.

See Attachment 7 – Team(s) Employment Goal "flow chart"

It is very important that all Team Members check the Toolbox 2.0 Scheduler each day to ascertain appointments and service needs. Two groups will receive assistance from Skills Development Team Members:

- Group I: Customers who meet eligibility for WIA Adult and Dislocated Worker Program.
- Group II: Customers who do not meet eligibility for WIA Adult and Dislocated Worker Program.

C. WIA

WIA ELIGIBILITY: The NGCC paradigm co-enrolls all new customers in Wagner Peyser and WIA Staff Assisted Services. Eligibility for WIA Staff Assisted Services occurs at the Welcome Team level with the provision of limited documentation needed

to establish minimal eligibility. Increasing the level of service beyond WIA Staff Assisted Core level is contingent on:

- Customers need for Intensive/Training services as a result of assessed deficiencies in customer's soft skills or lack of job related skills within a demand occupation.
- Occupational choice and skills relevancy to occupational selection.
- Customer's ability to meet WIA eligibility beyond the Staff Assisted Core level.

DETERMINING WIA ELIGIBILITY FOR INTENSIVE AND/OR TRAINING SERVICES:

Designated Team Members are appointed by the Functional Leader to determine WIA eligibility. Customers can pursue two options for eligibility:

1. **Adult Services Eligibility Requirements:** Customer must provide:
    a. An EU summary from FSD to verify receipt of Food Stamp benefits (customer must be listed as a member of the household receiving Food Stamps). Receipt of Food Stamps establishes eligibility and no additional income is required. **OR**
    b. Proof of family income received by each member of family (***related by blood, marriage or adoption)*** 180 days prior to the date of application. Family income is tabulated and the gross includable income is compared to income guideline amounts (LLIS and OMB).
    c. Proof of Citizenship.
    d. Copy of Social Security Card.
    e. Copy of DD214 – Veterans.

2. **Dislocated Workers Eligibility Requirements:** Customers who have experienced lay-off or termination from employment must provide:
    a. Letter of lay-off or termination from employment.
    b. Copy of Social Security Card.
    c. Copy of DD214 – Veterans.

Additional eligibility documents may be required depending on customer status. Skills Development Team Members must obtain approval from a member of the Quality

Assurance Team confirming that documentation meets eligibility requirements prior to enrollment.

For guidance concerning acceptable forms of documentation authorized for use in establishing eligibility for WIA Adult and Dislocated Workers services go to the Work Smart https://worksmart.ded.mo.gov/includes/secure_file.cfm?ID=1836&menuID=6 Issuance Library "WIA Eligibility" section.

SUBMISSION TO QUALITY ASSURANCE TEAM: The eligibility process must be reviewed and approved by a member of the Quality Assurance Team **prior** to providing and enrolling the customer in Toolbox 2.0 Intensive services. To obtain "Authorization to Proceed" with enrollment submit the "Eligibility Verification Record (EVR)" with all required documents to the Quality Assurance Team. The Team Member will review the documents and the EVR form to ensure the participant is eligible. When/if approved the Quality Assurance Team Member will send an email to the Skills Development Team Member granting "Authorization to Proceed" with enrollment. If authorization is not granted, the Quality Assurance Team Member will email the Skills Team Member specific instructions including what documents are needed to meet WIA eligibility requirements. ***DO NOT PROCEED WITH ENROLLMENT UNTIL MISSING DOCUMENTS/INFORMATION ARE PROVIDED TO THE QUALITY ASSURANCE TEAM MEMBER AND AN EMAIL IS RECEIVED BACK WITH "AUTHORIZATION TO PROCEED."***

D. Services & Activities

SKILLS DEVELOPMENT TEAM SERVICES: Customers will receive orientation as described in Appendices, summarizing services available at the Skills Development Team level and eligibility applicable to criterion for WIA Intensive and/or Training services. Skills Development Team Members will assist customers in reviewing and distinguishing their appropriate eligibility level:

- **WIA Staff Assisted Core level:** Eligibility is established at Welcome Team service level with registration in Toolbox 2.0. Customers must provide documentation to verify age in the form of a valid driver's license or valid identification card. The identification number listed on the documentation will be entered in the system and cross referenced with Department of Transportation records to confirm validity. Once confirmed the system will automatically enroll the customer in WIA Staff Assisted Core services.
- **WIA Intensive and/or Training level:** Skills Development Team Members will assist customers in establishing eligibility for WIA Intensive and/or Training services prior to enrolling in an Intensive or Training activity.

STANDARDIZED SERVICES FOR PROVISION OF SKILLS DEVELOPMENT TEAM SERVICES – WIA STAFF ASSISTED CORE SERVICES ONLY:

- Prior to attending a Skills Development activity the customer will be interviewed by a Skills Team Member to obtain additional information related to employment goals.
- An "Assessment" will be conducted to evaluate the customer's academic skill and determine applicable grade level. Customers assessed to be basic skills deficient will be referred to Adult Education and Literacy or WIN remediation (referral option is based on customer choice).
- Customers who do not have a high school diploma or GED will automatically be referred to Adult Education and Literacy classes to prepare for the GED exam.
- Update MCS with additional information relevant to employment.

The Central Region has developed "standardized" skill enhancement workshops to assist all customers regardless of WIA eligibility status to enhance job seeking skills. Standardized services include:

- **Job Skills Workshops:** ***Objective:*** The Central Region's Product and Services Team has developed a uniform and consistent workshop platform from which "basic" job seeking information is provided. Customers assessed to be lacking in this important soft skill will be referred to the standardized Job Skills Workshop to

receive instruction for the development of “basic” necessary soft skills to launch a successful job seeking effort. Workshops will include one half-day of instruction (individual and/or group). Workshops will include a *Quick-Reference* introduction to the job seeking process offered in a *Building-block* educational format creating a foundation for a more precise effort. Training modules include:

  - Introduction to Job Search Essentials.
  - Job Search Preparation and Resume Development.
  - Successful Job Search (identifying jobs/submitting resumes and applications).
  - Job Interview Skills.

- **Basic Computer Operation and Keyboarding Skills:** Customers with limited or no computer skill will be referred to a workshop focused on computer operation from the point of turning on the computer, use of computer components and navigation through Windows. Customers will participate in hands on activities to articulate use of keyboard and mouse, necessary for word processing and limited data entry.

STANDARDIZED SERVICES FOR PROVISION OF SKILLS DEVELOPMENT TEAM SERVICES – WIA INTENSIVE AND/OR TRAINING LEVEL:

- Interview the customer prior to scheduling a Skill Development activity. This interview and information obtained will initiate training and employment planning.
- Administer assessment to evaluate the customer’s academic skill and determine applicable grade level. Customers assessed to be basic skills deficient will be referred to Adult Education and Literacy or WIN remediation (referral option is based on customer choice).
- Automatically refer customers who do not have a high school diploma or GED to Adult Education and Literacy classes to prepare for the GED exam. If classes are available in the center and time permits escort the customer to the class and introduce customer to instructor.
- Review MCS registration to evaluate work history and identify related barriers and resource needs relevant to prior work history.

- Review MCS registration to evaluate education history and identify related barriers and resource needs relevant to education status.
- Determine if customer has established short-term and long-term education and/or employment goals.
- Determine wage requirements to attain self-sufficiency.
- Discuss job goals with customer to determine if goals are achievable with current skills or if additional training is needed to increase skills; ensure that job goals are accessible within local labor market, if not, an alternative plan including relocation to areas where jobs are available must be developed.
- Determine need for additional or more comprehensive assessment and assist customer in selecting best option, which may include a combination of more than one, i.e. Work Keys combined with Internship assignment:
    - **O*Net Interest Profile Inventory:** Best option for assessing career interests and establishing short term and long term employment goals at the WIA staff assisted level.
    - **Work Keys**: Best option for identifying transferrable skills relevant to occupational goals. Successful completion at Bronze, Silver and/or Gold level ensures Work Readiness Credential. More appropriate for customers who desire employer based training (OJT) or direct job placement. Work Keys assessment is available to customers limited to WIA Staff Assisted Core services and customers eligible for WIA Intensive and Training services.
    - **Career Scope**: Best option for identifying occupational goals and career planning strategies. More appropriate for customers who do not have an occupational career goal or who desire classroom occupational training to attain a credential. Career Scope assessment is limited to customers eligible for WIA Intensive and Training services.
    - **Pre-Vocational Training:** Good option for introducing customer to specific occupation prior to or immediately following classroom occupational training. May include “internship assignment” to allow customer to experience hands on skills development in selected

occupation. Pre-vocational training is limited to customers eligible for WIA Intensive and Training services.

- Assist customers in selecting services from Regional Products and Services box, which can enable customer to quickly develop skills beneficial to attainment of occupational or education goal.
- Determine need for and identify appropriate Skills Development training activity beyond standardized basic services:
    - Classroom Occupational Training
    - Employer Based On-the-Job Training
    - Customized Training
- Determine if Support Services or Needs Related Payments are required to ensure successful completion of training. ***For more information regarding "Central Region's WIA Support Services Policy" see Appendices.***
- If necessary, discuss customer's case with Skills Development Team to determine appropriate plan of action, including coordination of funding streams to pay for training and provide support service needs while assisting customer in goal attainment.
- Post referrals in Toolbox 2.0 to document resources necessary to resolve identified barriers and ensure customer's successful transition to self-sufficient employment.
- Assist customer in creating an Employment Plan that clearly documents related benchmarks and strategy for increasing skills and obtaining suitable employment with adequate wages to ensure self sufficiency.
- Skills Development Team Members will assist customers by facilitating the process of increasing skills and successfully connecting the customer to employment.
- Skills Development Team Members will collaborate with Employment Team Members as necessary for to gain support of customer's employment plan and for job development as needed.

SKILLS DEVELOPMENT TEAM ACTIVITIES FOR CUSTOMERS ELIGIBLE FOR WIA INTENSIVE AND/OR TRAINING ACTIVITIES:

- Standardized Job Search Workshops: Customers who have not participated in these workshops to improve soft skills may participate at the Intensive level.
- Workshops offering training at advanced levels, i.e. advanced computer skills development are available specifically for customers participating in Intensive and/or Training services. At the core level, staff assisted workshops about Missouri Career Source, resume development, computer skills, etc., are offered monthly.
- Short-term classroom training as described in the Products and Services box.
- Internship activities (Adult and Dislocated Workers): An activity connecting customers eligible for WIA Intensive services to employers to participate in activities to develop job related skills.
    - Participants with negative work history may utilize Internship for connection to employers in an effort to resolve the barrier created by their negative work history. While it is not mandated that the employer hire the participant at successful completion of the Internship, employers are strongly encouraged to consider successful graduates of the WIA Internship assigned to their job site in the event that a position becomes available that the participant is qualified to fill.
    - Participants who graduate from classroom occupational training with a credential but have no actual work experience in the specified field may utilize an Internship to develop job related skills utilizing the skills obtained during classroom training to perform job duties and task assigned by the employer. Employers are strongly encouraged to consider Interns for employment if positions become available.
    - Participants who do not have an occupational goal and want to experience hands on opportunities may be placed with an employer to complete an Internship for a limited number of hours to determine if the occupation meets their expectation. Employers are strongly encouraged

to consider successful Intern graduates for any position that may become available that the participant may be qualified to fill.

- COT (Classroom Occupational Training): Participants who are determined to be in need of training and eligible to participate in Training Services may receive funding to assist with payment of tuitions, fees and limited supplies needed to attend post secondary education and training for attainment of a credential. All courses and facilities funded with WIA dollars must be approved by the Department of Elementary and Secondary Education (DESE). To determine if a facility and course are approved, review the DESE Education Hot Link (www.dese.mo.gov).
- On-The-Job-Training: Participants who are determined to be in need of training and eligible to participate in Training Services may be placed with employers (public and private) who agree to serve as contracted training providers. An OJT Contract and Training Plan stipulate the skills the customer will develop as a Trainee. The participating employer is designated as the Trainer and is responsible for supervision of the Trainee to ensure skills are developed according to the Training Plan. The employer (Trainer) must agree to hire the customer (Trainee) and provide wages and benefits equal current employees working in the same occupation at the employer's worksite. The contract stipulates the employer will be reimbursed a set percentage of the hourly rate paid while the Trainee is participating in Training. Employers must agree to retain Trainees who successfully complete the OJT at the same wage and benefit level or higher.
- Customized Training: Employers who are expanding their current business or opening a new business may utilize Customized Training for hiring and training new workers. Customized Training operates the same as regular OJT, however expenses related to classroom training may be written in the contract and scheduled as a reimbursable training expense.
- TAA (Trade Adjustment Assistance) and TRA (Trade Readjustment Allowance) are federally funded programs available to help American Workers who become totally or partially unemployed as the result of jobs lost due to transfer to foreign

countries. These Workers are potentially eligible for full range of services to include Training and Weekly benefits. For program enrollment information see Appendices.

- Additional training services may be available in the Products and Services box. To ensure services meet demand, development of new services is an on-going process for the Products and Services Team.

E. Requesting WIA Funding

PROCEDURES FOR REQUESTING WIA FUNDING FOR POST SECONDARY EDUCATION AND TRAINING: Authorization for WIA Training funds must be approved by the WIA contracted service provider. Skills Development Team Members may assist the customer in requesting WIA funds however enrollment in Training and obligation of funds cannot be made without written approval from the authorized Quality Assurance Team Member responsible for WIA funding authorization. Skills Team Members will determine WIA eligibility for customer participation in Training. Section C of this procedures manual provides limited information describing the WIA eligibility process. For more detailed guidance go the Issuance Library at https://worksmart.ded.mo.gov/index.cfm. If the participant is not successful in entering employment or has not reached self-sufficiency after participation in at least one Intensive level service, enrollment in Training may be warranted.

- Assist the participant in reviewing assessment results. The customer must have adequate basic skills and possess a high school diploma or GED to be considered for enrollment in a WIA Classroom Occupational Training program.
- Assist the customer in establishing a realistic occupational goal in a demand occupation. If the customer does not have an occupational goal, LMI (Labor Market Information) can be obtained at http://www.careeronestop.org/Explore. ***IMPORTANT to evaluate the local labor market to determine if the training selected is connected to an occupation that is in high demand available in the local area. If jobs are not readily available, discuss relocation options and determine if this is feasible. If the participant is not willing to relocate to obtain employment a different occupational goal must be considered. Training must be completed within two years with credential obtained.***

- Assist the customer in reviewing the DESE Education Hotlink to determine if the training facility and the course are DESE approved.
- Review the tuition costs to determine if the tuition and associated expenses are "reasonable" for the credential type to be received (certificate compared to degree).
- Review tuition price at each training location and assist the customer in selecting a location that is within reasonable driving distance and requires reasonable tuition costs.
- Print the DESE Hotlink reflecting the school selected and submit for approval along with the funding request.
- Assist the participant (if necessary) in completing the FAFSA application to apply for a PELL Grant.
- The amount needed for tuition, fees and supplies must be recorded on the ITA form. This information must be obtained from the school. If the customer has already met with a school official to obtain the needed information, enter the dollar amounts needed from WIA to pay expenses. If the customer has not met with the school give the participant the ITA form to take to the school to be completed by an authorized school representative to obtain the course start date and projected ending date; the tuition price, and applicable fees and book price.
- Schedule a return appointment with the customer and advise them of the importance to get the ITA filled out and return so authorization of WIA funding can be considered prior to the training start date.
- At the return appointment, review the ITA form to ensure it is complete.
- Review the tuition and associated expense amount the school listed on the ITA. ***IMPORTANT: The Central Region has set a limit of $5,000 per participant per program year for training depending on funding availability. Priority will be given to training in "green" courses of study, and in-demand, high growth occupations. All training costs that exceed the previous limit of $3,500 must be approved in writing by the C-WIB Executive Director. The Quality Assurance Team will submit the required request to CWIB Executive Director if and when warranted.***

- Ensure PELL Grant information (the amount to be received) is listed on the form along with any additional grant or scholarship the school might have identified and how these funds will be allocated to the total expense. WIA funding is allocated as a last resort and only considered after all other financial aid funds have been reviewed and allocated. The Quality Assurance Team Member responsible for authorizing use of training funds will to determine if 100% of the PELL Grant is to be utilized.
- The Skills Development Team Member requesting WIA COT funding should complete the section on the ITA to "recommend" the amount of WIA funding to be considered for authorization. ***IMPORTANT: submit a detailed case note when submitting to Quality Assurance Team explaining why the recommended amount should be considered based on customer's ability or inability to secure adequate funding to pay for any cost associated with training and not funded. For guidance in completing Case Notes – see Appendix #4.***
- Discuss Support Services, and Needs Related Payments. Determine if Support Services and/or Needs Related Payments are needed to ensure the participant successfully completes training.
- If Support Services and/or Needs Related Payments are necessary and the participant is eligible for one or both, complete the required "request form" and submit to the Quality Assurance Team Member. ***Guidance for requesting WIA Support Services and Needs Related Payments or Trade Act Support Services is provided in Appendices.***
- Submit the completed ITA form to the Quality Assurance Team Member responsible for approving training (this can be done by scanning the ITA form and emailing or by faxing). If approved, the Quality Assurance Team Member authorizing the ITA will email back "authorization to proceed". A response should be available within a short waiting period.
- Complete required COT paperwork, which includes:
    - Complete the Toolbox 2.0 "appropriateness tab" by answering the five questions in the general screen. Click save button.

- Enter the “completed date.
- The “training services” must be added to the Employment Plan by date.
- Assist the customer in reviewing the COT Orientation, which includes a thorough explanation of the required Progress and Attendance monthly report and how failure to comply may affect funding.
- Give the customer enough Progress and Attendance for each month within the training time period.
- Make a copy of the ITA form (stamped approved) and provide to the customer.
- Advise the customer that a letter notifying the school of funding authorization stating the amount approved and what has been approved will be sent within 10 days.
- Submit all hard copy forms to the central office for filing the customer’s hard file.
- ***First day of class:*** Contact the school to confirm that the customer started class as scheduled.
- Enter the participant into the COT service via the Employment Plan:
    - Go to the “Appropriateness” tab.
    - Answer the five questions in the “General” section.
    - Enter the end date (which is the date the five questions were answered in the “General” section).
    - Go to “Objective (F2).
    - Select Employment –Related Education.
    - Select activity 301.
    - Enter the start date (start date must match start date listed on ITA).
    - Select the “Progress” tab.
    - Select the appropriate Training Program.
    - Enter the start date in the Progress tab section.
    - Enter the school (use the drop down box to choose the correct school. If the school is not listed use the free format text box to enter the school name.

- Enter the contact name, phone number and project completion date.
- Enter the amount of WIA funds approved for Training and the amount of the PELL grant approved.
- Select Save.
- Enter a detailed case note.

- **Completion of COT:** When the customer completes Training:
  - Go to Toolbox 2.0, click on Employment Plan Tab.
  - Enter the actual completion date for the 301 activity and the reason for ending the training (training complete).
  - Go to the "Progress Tab" enter the ending date for the school and check "Certificate Obtained" and enter the certificate.
  - Two service options are available to assist the customer in finding employment:
    1. The Skills Development Team can continue to assist the customer with Job Search and job referral for direct job placement.
    2. The customer can be referred to the Employment Team and the Employment Team will assist the customer in with job development, job referral and if necessary assignment to a short-term Internship to connect the customer to full-time employment in a training related occupation.
  - It is also feasible that both the Skills Development Team and the Employment Team interact to assist the customer as needed to ensure entry in to full-time unsubsidized employment.

School must complete appropriate billing forms and submit as invoice to the designated WIA operator. Progress and Attendance forms must be completed and in the file verifying monthly attendance prior to issue of tuition payment.

F. Documenting WIA Attendance

DOCUMENTING ATTENDANCE OF SKILLS DEVELOPMENT ACTIVITIES:

A Progress and Attendance form will be utilized to document daily attendance of each customer. The original Progress and Attendance form must be filed in the customer's file. If the customer is receiving Support Services during attendance of a Skills Development activity, a copy of the Progress and Attendance form must be attached to the Support Service request to confirm daily attendance.

G. Requesting OJT Funding

PROCEDURES FOR REQUESTING FUNDING FOR EMPLOYER BASED ON-THE-JOB TRAINING: In accordance with DWD Issuance 15-2009, enrollment in OJT is the culmination of a customer's assessed needs to become self-sufficient.

- Review the customer's assessment results to determine:
    - If the customer lacks adequate work experience and/or occupational training.
    - Is in need of training services to meet an employer's minimum hiring requirements. **OR**
    - Possess special needs in accordance with written WIB policy.
- If the customer meets one of the assessment objectives (above), the results must be entered in the customer's Employment Plan.
- At this point of service, the customer should be introduced to the Employment Team Member(s) for interview.
- During the interview the Employment Team Member(s) will assist the customer in determining how best assist each customer meet his or her employment goal.
- If the customer is assessed to benefit from an OJT, Employment Team Members will assist the customer in locating an employer and with job referral.
- The employer must interview the customer and determine if the customer is suitable for the job site and the position.

- The employer must agree to hire the employee and pay a wage of not less than $9.00 per hour while the participant is in OJT.
- The employer must also agree to retain the employee after successful completion of the OJT and at the wage rate or higher. ***IMPORTANT: The average wage at exit for Adults is $10.50; the average wage for Dislocated Workers is $11.50. Quality Assurance Teams will monitor exit wages to determine if contracts can be written for wage amount below the average; however no contract may be written for a wage below $9.00.***
- Prior to initiating an OJT contract a member of the Employment Team must interview the employer and conduct an OJT Pre-Contract Application and Evaluation survey to evaluate the worksites status and financial stability.
- Provide OJT orientation during the interview to ensure the employer clearly understand the program and commitments, including the comment to retain the customer at the successful completion of the OJT Contract.
- Discuss status of the employer's current labor pool and determine if there have been lay-offs. The employ needs to sign a "Verification of Employer Layoff Status" form, verifying that "there are no layoffs from this company for the position referenced and matching the O*Net occupational title." A copy of the "Verification of Employer Layoff Status" form is included in Appendices.
- The Employment Team Member will gather information describing required job duties and compare to the O*NET Job Descriptions to obtain a detailed description of the occupation.
- Review and utilize the O*Net SVP levels to determine the length of the training.
- Use the O*NET Job Description to develop a detailed OJT Training Plan.
- The employer representative, the WIA Quality Assurance Team Member authorized to sign contracts and the customer must all sign the Training Plan.
- Explain the reimbursement process to the employer and provide needed "OJT Monthly Progress Report/Invoice" forms to be used for claiming reimbursement of the trainee's wages paid during training.

- Obtain signatures from all “authorized employer representatives” approved to sign applicable OJT forms, including required Monthly Progress Report/Invoice to claim reimbursement.
- Review the OJT General Assurances section of the contract form to ensure the employer understands commitments and assurances; the employer’s signature on the contract verifies the employer carries Workers Compensation as stated in the General Assurances.
- Obtain the employer’s Federal Identification Employment Number and their Unemployment Insurance identification number for the contract.
- Complete the OJT Contract information and obtain required signatures.
- Discuss the E-verify requirement and ensure that the employer understands that regulations require employer affirmation of enrollment and participation in the E-Verify federal work authorization program. Documents verifying participation when completed must be placed in the customer’s file with the OJT Contract.
- To enroll the customer in OJT, go to Toolbox 2.0.
- Select “Appropriateness” tab.
- Answer the five questions in the Appropriateness General section.
- Enter the “completed” date (which is the date you answered the questions in General section).
- Select Save.
- An alert will pop-up stating the length of time the customer will be “appropriate” for OJT.
- Select the customer’s Employment Plan and go to the Employment Plan tab.
- Review O*NET, goals and justification to ensure they concur with the OJT Contract and state the reason for placing the customer in OJT.
- Select “Employment Related Education” as the Objective in the Employment Plan.
- Select 302 activity for OJT.
- Enter the activity start date.
- Enter the hourly wage to be paid during OJT.

- Enter comments to the Task Box.
- Select Save.

H. Documenting OJT Attendance & Reimbursement

OJT REIMBURSEMENTS: The Central Region utilizes the Reimbursement Invoice provided in the DWD OJT Manual and available on the WorkSmart website to assist employers in claiming monthly reimbursement for wages paid to Trainees participating in OJT. Reimbursement is paid monthly and is based on the contract wage and the reimbursement percentage specified in the OJT Contract. Employers acting as Trainer report the Trainee's actual work hours for each week during the month and the rate of pay provided to the Trainee during this timeframe. Verification in the form of paystubs or payroll records must be attached to the Reimbursement Invoice. Reimbursement based on the percentage recorded in the OJT Contract is paid to the employer for each hour of Training. Prior to the end of the Training Contract the employer must evaluate the customer's progress and determine if skills are adequate at the completion the initial timeframe; if skills are not adequate the length of Training may be extended if budget is available to support the additional length of Training.

J. Monthly Progress Evaluation

MONTHLY PROGRESS EVALUATION: The Team Member assigned as the customer primary counselor will be responsible for maintaining contact with the customer at least one time per month (more frequently if there is a problem) to evaluate the customer's progress. The primary counselor is responsible for entering a Toolbox 2.0 case note to document progress each month and if applicable ensuring that the required monthly Progress and Attendance form is filed in the customer's hard file.

K. Entered Employment

ASSISTING CUSTOMERS WITH ENTERED EMPLOYMENT AT THE SKILLS DEVELOPMENT TEAM LEVEL:

- Assist customer in updating MCS registration to reflect increased skills.
- Post outcomes to Toolbox 2.0 to report customer progress and relevancy to employment.
- Assist customers with job search to identify jobs matching customer's skill level.
- Post job referrals in Toolbox 2.0.
- Enter a detailed case note explaining customer's participation in Skill Development activity and relevancy to job search.
- This process must be repeated each time the customer successfully completes an activity.
- Customers requiring direct job placement may be transferred to the Employment Team to receive assisting with job development and job referral on an as needed basis, which may include daily assistance if required.
- Customers requiring Training will remain at the Skills Development Team process until Training activity is complete.
- Customers may be referred back to Skills Development Team services from Employment Team services if assessed necessary; this process may be repeated until customer has successfully entered self-sufficient employment.

L. Posting Outcomes

POSTING OUTCOMES IN TOOLBOX 2.0 AND UPDATING EMPLOYMENT PLAN:

- As customers successfully complete Skills Development activities the Skills Development Team Member will enter a case note documenting the skill attainment and relevance to finding self-sufficient employment.
- Post "outcomes" in customer's Employment Plan to reflect skill attainment.

- Each time a new Skills Development activity is provided the Employment Plan must be updated with a case note describing the service and the "outcome" posted.
- Enter a case note describing Support Service provision each time Support Services are provided and the relevance Support Services have to attaining employment goal.

CUSTOMER STATUS AND SOFT EXIT:

- At minimum, an activity must be entered every 90 days to maintain active status of file.
- The Employment Plan must reflect participation in a Skills Development activity based on case notes entered describing participation and Progress and Attendance reported (when applicable).
- Status that does not reflect an activity on the after 90 days will be scheduled for soft exit.
- To ensure performance is recorded and to meet local, state and federal performance standards, "outcomes" reflecting employment goals must be posted in the Toolbox 2.0 Employment Plan, (prior to soft exit) including:
    - Employer Name
    - Date of Employment
    - Wages

M. Follow-up Services

FOLLOW-UP SERVICES: Issuance 10-2009 provides guidance for provision of Follow-up services applicable to customers who exit from all three levels of WIA service (Staff Assisted Core/Intensive/Training). WIA follow-up services must be made available to all participants enrolled in the Adult & Dislocated Worker programs for a minimum of twelve months after the first day of unsubsidized employment. While WIA statutory requirements mandate that follow-up services should be available in a local area, it also

states these services must be appropriate. Examples of WIA Adult & Dislocated follow-up services include:

- Career planning and counseling.
- Assistance with work-related problems.
- Required contact with the participant's employer.
- Peer support groups.
- Supportive service referrals.
- Information regarding educational opportunities.

Provision of training funds or supportive services to employed participants should be consistent with regulations regarding post-placement services established by the LWIB. If these services are provided they should be documented on the participant's Employment Plan (EP). It is important to reiterate that follow-up services are provided to ensure the participant is able to retain employment, realize wage increases, and facilitate career progression. While a region must have follow-up services available to employed participants, federal regulations state that every adult and dislocated worker will not need or want these services. It is not a requirement that local Team Members provide follow-up services to participants placed in unsubsidized employment unless these services are requested. Therefore, verbal or written contact from a Team Member to a participant or their employer merely to confirm the participant is still employed is not necessary or appropriate unless supplemental employment information is needed for performance outcome documentation. Team Members must document requests for WIA follow-up services in Toolbox 2.0 case notes.

WIA Program Operators are responsible for developing a process to document "WIA follow-up services" if this effort extends beyond documenting the request in a case note.

SECTION VIII:

EMPLOYMENT TEAM MISSION; The Central Region NGCC Employment Team's mission is to provide customers with high quality job search assistance and skills development opportunities, to enhance the customer's opportunities to receive the best job at the highest wage possible and provide employers with highly skilled job candidates.

A. Responsibilities

Functional Responsibilities

- Conduct one-on-one interviews with job seekers to determine how the Employment Team can help each customer meet his or her employment goal.
- Determine the most suitable option for connecting the customer to employment (direct job placement, employer based training (On-the-Job Training), or Internship programs); considering all available incentives (tax credits, training reimbursement) available to employers, in an effort to reduce the cost of employment and training and help customers attain high wages with benefits in a demand occupation.
- Identify unresolved barriers that threaten successful employment retention and consider support service needs, to address those barriers.
- Update Employment Plans (if needed) with customers to establish appropriate career goals and detail specific job search strategies.
- Refer customers to appropriate employment seeking activities to connect customers to employers.
- Recommend appropriate workshops, as well as activities in-house and with community agencies or training institutions to ensure optimal soft skills and job related skills to meet labor market demand.
- Assist customers with accessing self-help and informational resources to enhance employability.

- Maintain a high level of familiarity with the local labor market so services are aligned with employer and labor market needs.
- Make appropriate job referrals and develop job leads based on knowledge of employer requirements.
- May require close coordination with Business and Employer Services Team.
- Maintain files and computer databases ensuring proper documentation is available to support program eligibility and services received.
- Maintain knowledge of community agencies, programs, and trainings offered. Maintain communication with and refer individuals as appropriate to other community and partner agencies.
- Remain current on Local Market Information (LMI).
- Attend Career Advancement Team meetings, submit required reports, and interpret program information, and continue improve policy and procedures.
- Work to meet or exceed local, state and federal performance standards.
- Support other Teams as needed.
- Contribute to a positive work environment.

See Attachment 6 – Employment Team "flow chart"

B. Procedures

STANDARDIZED EMPLOYMENT TEAM PROCEDURES:

- Interview the customer to determine:
    - Employment goals.
    - Experience from prior work history.
    - Skills (new and skills recently developed through during Skills Development Team participation).
    - Discuss unresolved barriers that may still threaten employability.
    - Discuss resource needs to resolve barriers.
    - Soft skills for interviewing with perspective employers.

- Discuss potential referrals to assist customers with needed resources and/or schedule customer to attend available workshops to resume or soft skills (interviewing).
- Discuss suitable options for connecting the customer to potential employment.
- Update the customer's Employment Plan.
- Assist customer in reviewing labor market information and job availability.
- If necessary, contact employer to schedule an interview.
- Assist customer with additional job referrals and post all referrals to Toolbox 2.0.
- Schedule an appointment for the customer to return to receive additional services if no job is found. Instruct the customer to call a Skills Development or Employment Team to report entered employment including employer's name, employment start date, and rate of pay. **OR**
- If customer is assigned to an Internship, the employer must interview the customer first and agree to the assignment. Advise the customer that a member of the Skills Development or Employment Team will contact him/her after the interview and with instruction for process to proceed with applicable service. **OR**
- If customer is entering OJT, inform the customer that a member of the Skills Development or Employment Team will call with information regarding the result of the OJT interview and with instruction for process to proceed with applicable service.
- **Standardized procedures for placing a customer in OJT are included in the Skills Development Team procedures, section D. of this Policy Manual.**

STANDARD PROCEDURES FOR ENROLLING A CUSTOMER IN ADULT/DISLOCATED WORKER INTERNSHIP ASSIGNMENT:

- **ADULT & DISLOCATED WORKER INTERNSHIP:** Customers who have barriers to employment and are experiencing difficulty finding employment may be placed in Adult/Dislocated Worker Internship.
- Create an Internship folder to be left at the worksite; forms applicable to the assignment must also be filed in the customer's hard file.

- Prior to assignment, review the WIA Internship Orientation form with the customer; obtain the customer's signature on the form.
- Assist the customer in completing a W-4 tax withholding form; submit the completed form to the Quality Assurance Team.
- The Quality Assurance Team will utilize the completed W-4 tax withholding form to complete required E-verify for immigration purposes.
- Once E-verify is complete, the Quality Assurance Team will provide verification of E-verify completion to be placed in the customer's hard file.
- Complete the Adult/DW Internship Services form, which includes assurances specific to the Internship assignment and information applicable to the customer's enrollment.
- Worksites must agree to allow the customer to attend training when training is a component of the Internship assignment.
- Worksites must agree to consider the Intern participating in the Internship program for employment at the **successful** completion of the Internship assignment.
- Review the Complaint and Grievance form with the worksite supervisor; obtain the supervisor's signature on the receipt; the Complaint and Grievance brochure stays with the worksite (file in the Internship folder), the signed receipt is placed in the customer's hard file.
- Review the timesheet instruction form with both the customer and the worksite supervisor. Make sure there is an adequate number of extra blank timesheets in the Internship folder to be left with the employer.
- Review the pay calendar with the worksite supervisor and the customer to ensure they understand when timesheets are to be submitted for payment and the process.
- Make sure the worksite keeps the Internship folder and maintains copy of all information pertaining to the assignment for monitoring purposes.
- Select the Toolbox 2.0 Employment Plan icon (paper and pencil icon).
- Click on Employment Plan tab.
- Double click on "Objective" box to bring up menu of services.

- Select Worksite Learning.
- Select 210 WIA Internship.
- Enter the hourly wage to be paid during the Internship assignment.
- Enter a detailed case note.

Customers may be assisted by the Skills Development Team to obtain employment and/or the Employment Team. In some cases the customer may require services from both teams.

C. Monthly Evaluation(s)

MONTHLY PROGRESS EVALUATION: The Team Member assigned as the customer primary counselor will be responsible for maintaining contact with the customer at least one time per month (more frequently if there is a problem) to evaluate the customer's progress. If the customer is placed in a WIA activity (OJT or Internship) for connection to an employer, the primary counselor is responsible for entering a Toolbox 2.0 case note to document the customer's progress each month.

****See Attachment 7 – Team(s) Employment Goal "flow chart"***

SECTION IX:

QUALITY ASSURANCE: The Central Region is divided into three sub-regions. Each sub-region has a Quality Assurance Team responsible for ensuring service quality, process and procedure quality, funding obligation and tracking and ensuring regional performance standards are met as required for contract compliance. The Quality Assurance Team reports directly to the Functional Leader.

FUNCTIONAL RESPONSIBILITIES OF THE QUALITY ASSURANCE TEAM:

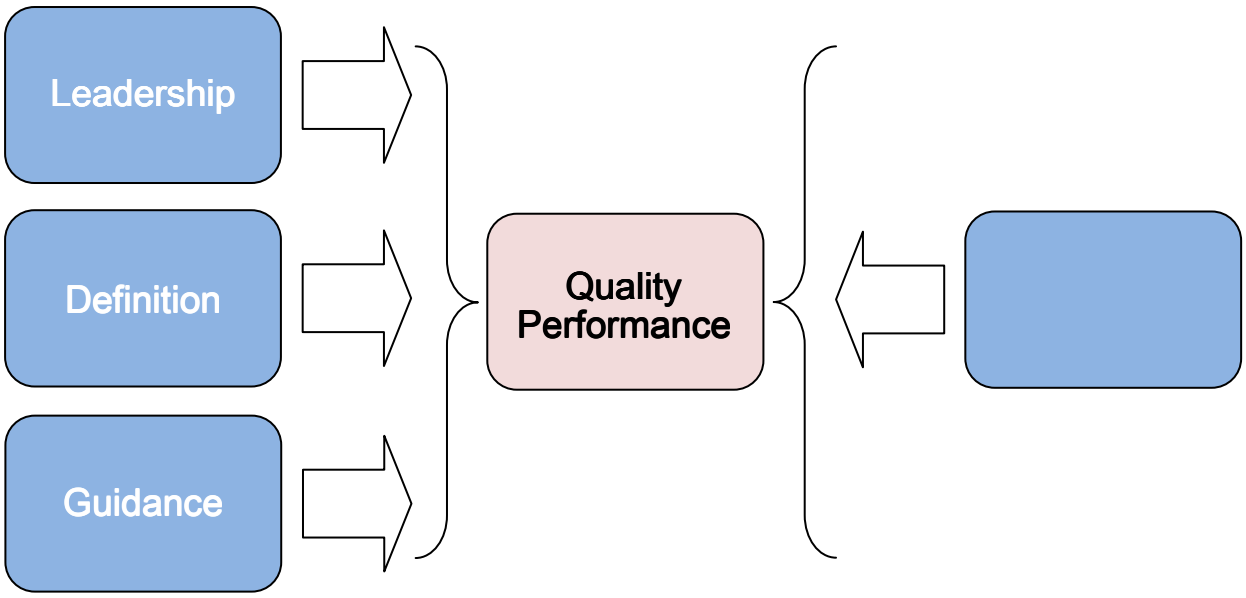
- Review Toolbox 2.0 entries to ensure Toolbox 2.0 files are complete and reflect accurate and current customer status within a specific timeframe.
- Review WIA eligibility and grant "authorization to proceed" with enrollment or provide detailed instructions to the applicable Skills Development Team Member for correcting the eligibility file for re-submission. ***IMPORTANT: Enrollment in Intensive services cannot occur until "authorization to proceed" is obtained.***
- Review enrollment forms to ensure accuracy.
- Review Toolbox 2.0 enrollment activities to ensure accuracy and completion within the specified timeframe.
- Review case notes to ensure customer status is described and that required contact is completed and documented within specified timeframe.
- Review Individual Training Accounts to ensure all applicable information has been documented to:
    - Verify the requested training is connected to a demand occupation and available in the Central Region; if not available in the Central Region a relocation plan must be developed and submitted with the request for funding.
    - Ensure the customer's basic skills are adequate for participation in a Training component.
    - Ensure training facility and course is DESE approved.

    - Ensure an Employment Plan has been developed documenting the plan of action, including participation in a WIA program component if applicable and clearly documents all barriers to employment and resource referrals to assist the customer in resolving barriers.
    - Ensure a realistic timeframe has been established to complete Training and to find employment and is documented in the Employment Plan.
    - Ensure hard files are complete and include all applicable forms required for enrollment in Intensive and/or Training services.
- Review timesheets, OJT Reimbursement forms and COT Progress and Attendance forms to ensure accuracy and to ensure required signatures are on the form.
- Authorize payments.
- Track and manage funding requests and funding obligations.
- Track and manage payments.
- Track and manage funding expenditures.
- Prepare reports.
- Ensure annual audit is complete.
- Assist employer of record with all human resource responsibilities.
- Procure and manage all related insurance coverage.
- Track enrollments to ensure 50% of customers enrolled in an Intensive activity are placed in Training.
- Provide oversight and guidance of Team Members assigned to satellite offices.
- Assist with annual Team Member evaluations and provide information from a “quality” perspective to be considered in overall evaluation.
- Accounts payable.
- Prepare and issue payroll.
- Coordinates and oversees all field office and Career Center operations.
- Prepare and write check so payments can be issued.
- Enters payments in Toolbox 2.0.

STANDARDIZED PROCEDURES FOR QUALITY ASSURANCE TEAM: Ensuring contract compliance and efficient management of funding obligation and expenditure is the major component of the Quality Assurance Team. Team Members will utilize existing local, state and federal policy as guidance for performing daily job duties. Team Members submit reports on a regularly scheduled basis and as requested to Functional Leaders. Serving customers is not a direct function of the Quality Assurance Team; however Quality Assurance Team Members receive cross-training to ensure capability of acting as a “back-up” if necessary to the Welcome Team.

SECTION X:

NGCC QUALITY COMPLIANCE: Based on the quality dynamic of the Baldridge principles, the Central Region quality program is based on Leadership and Results driving organizational performance. The Region defines the Leadership dynamic as management interpreting the wishes of governing entities and providing the necessary guidance for staff to implement Career Center programs.



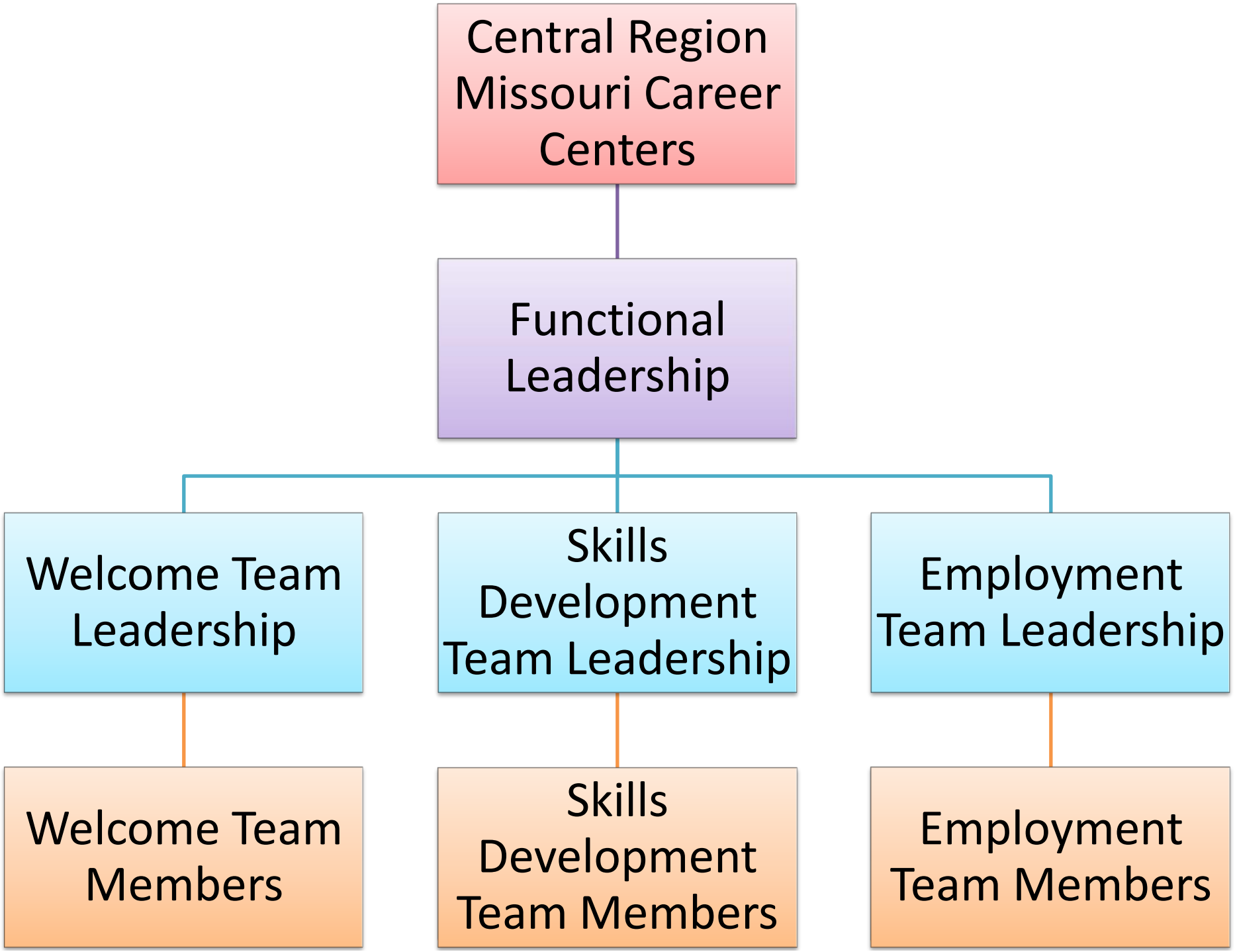
Once implementation is exercised, the Results dynamic ensures that the programs have mature oversight and realistic performance measures to achieve desired results. The ultimate goal at each Career Center is the Quality Performance of every Team Member and Management.

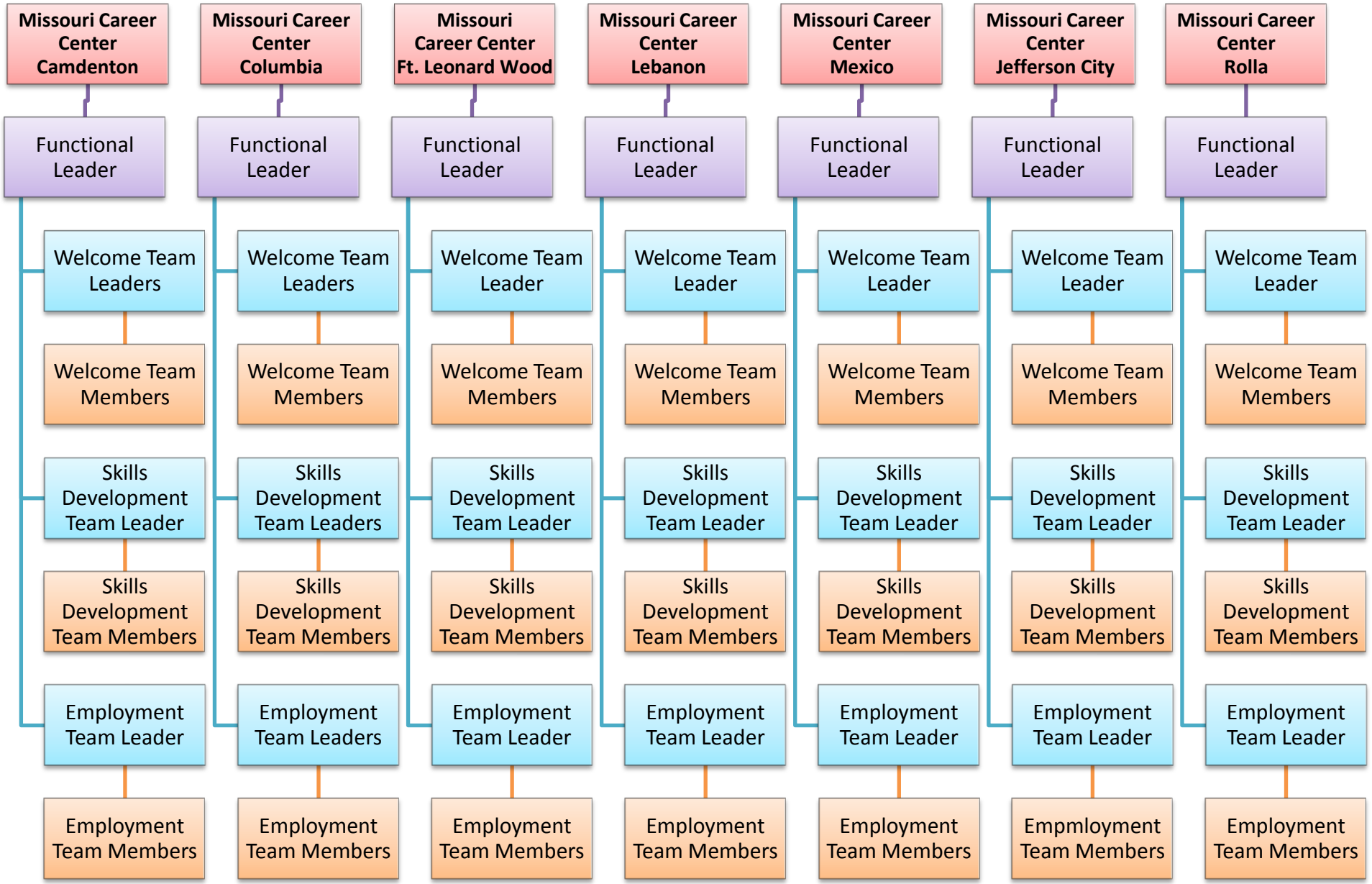
A. Objectives.

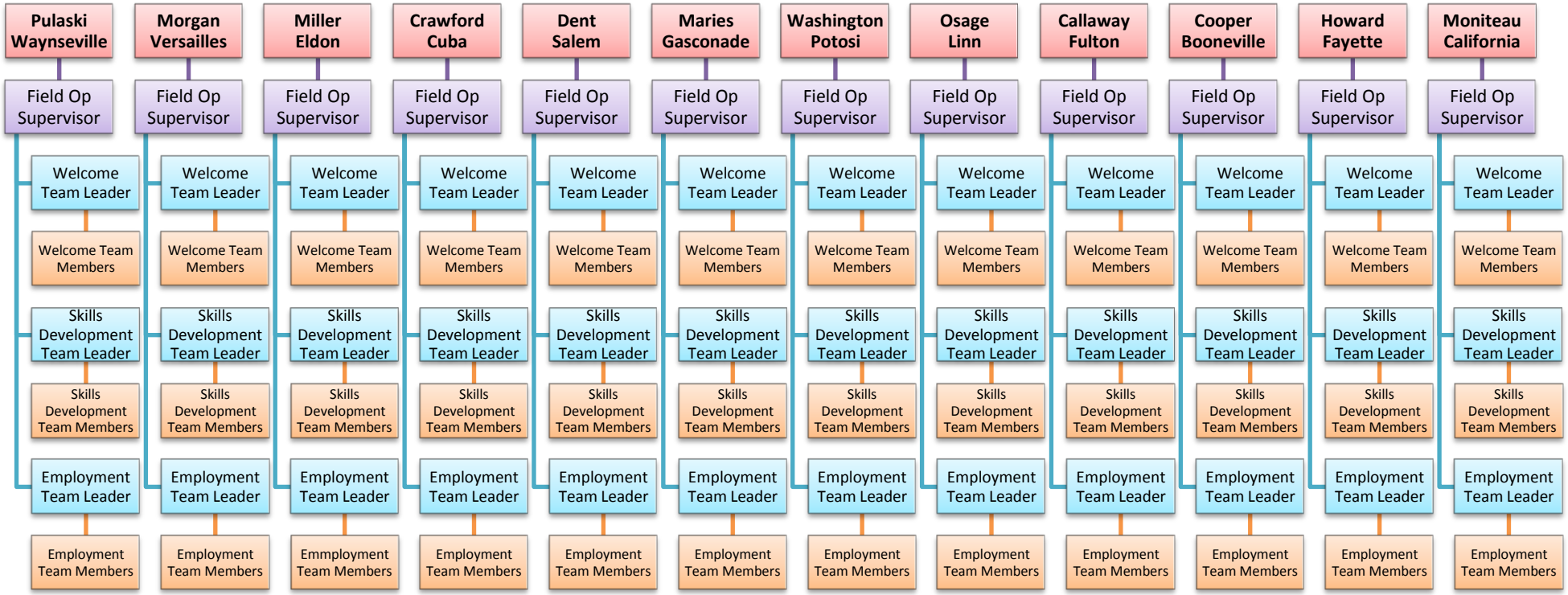
Objective(s) & Strategy: Because of the number of Career Centers located in the Central Region, it becomes necessary to implement a form of NGCC Compliance Peer Review oversight. This oversight is designed to complement and coincide with existing C-WIB annual reviews and offer the specific purpose of ensuring that Career Center

Attachment #1

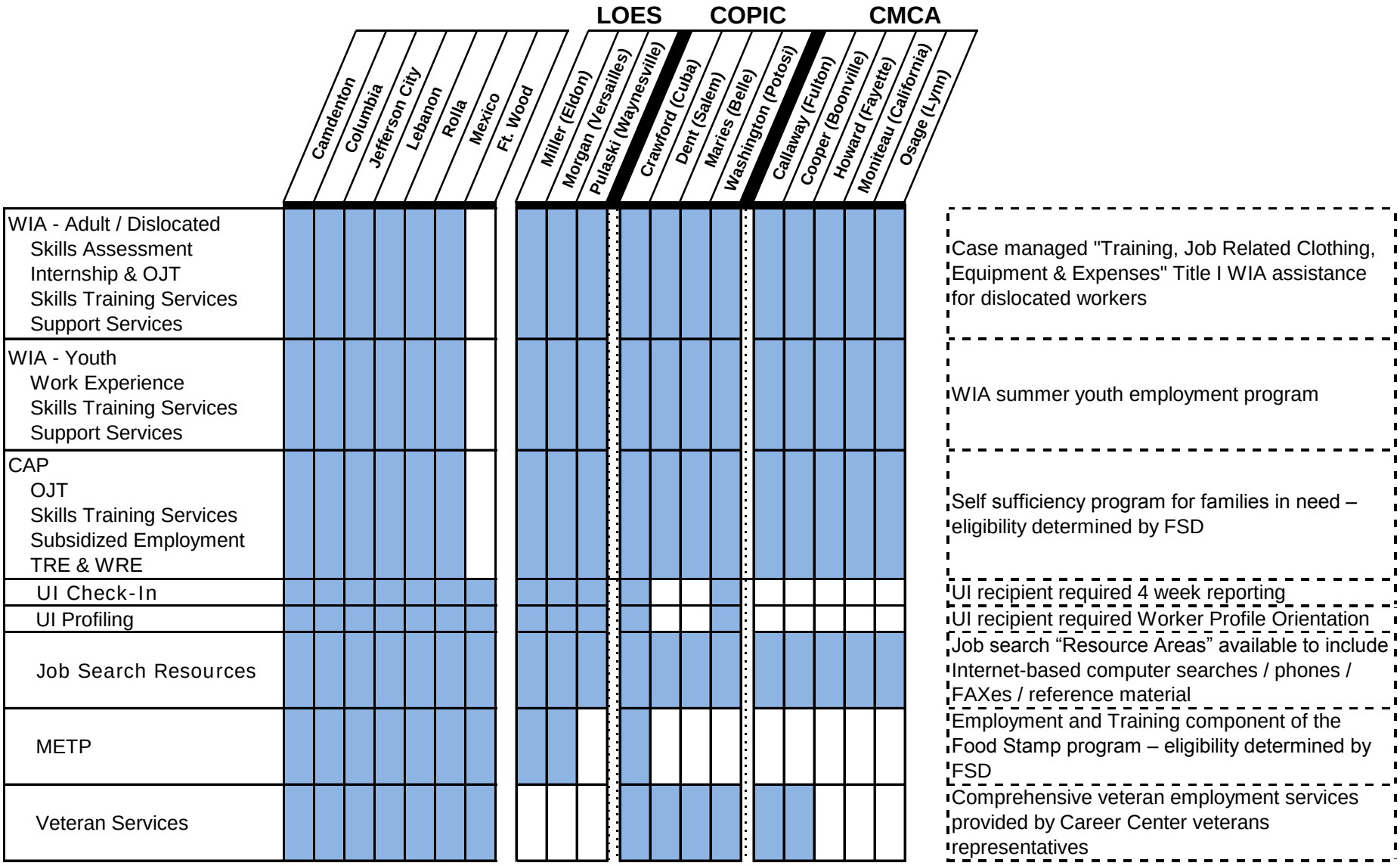
Central Region Integrated Organization Chart



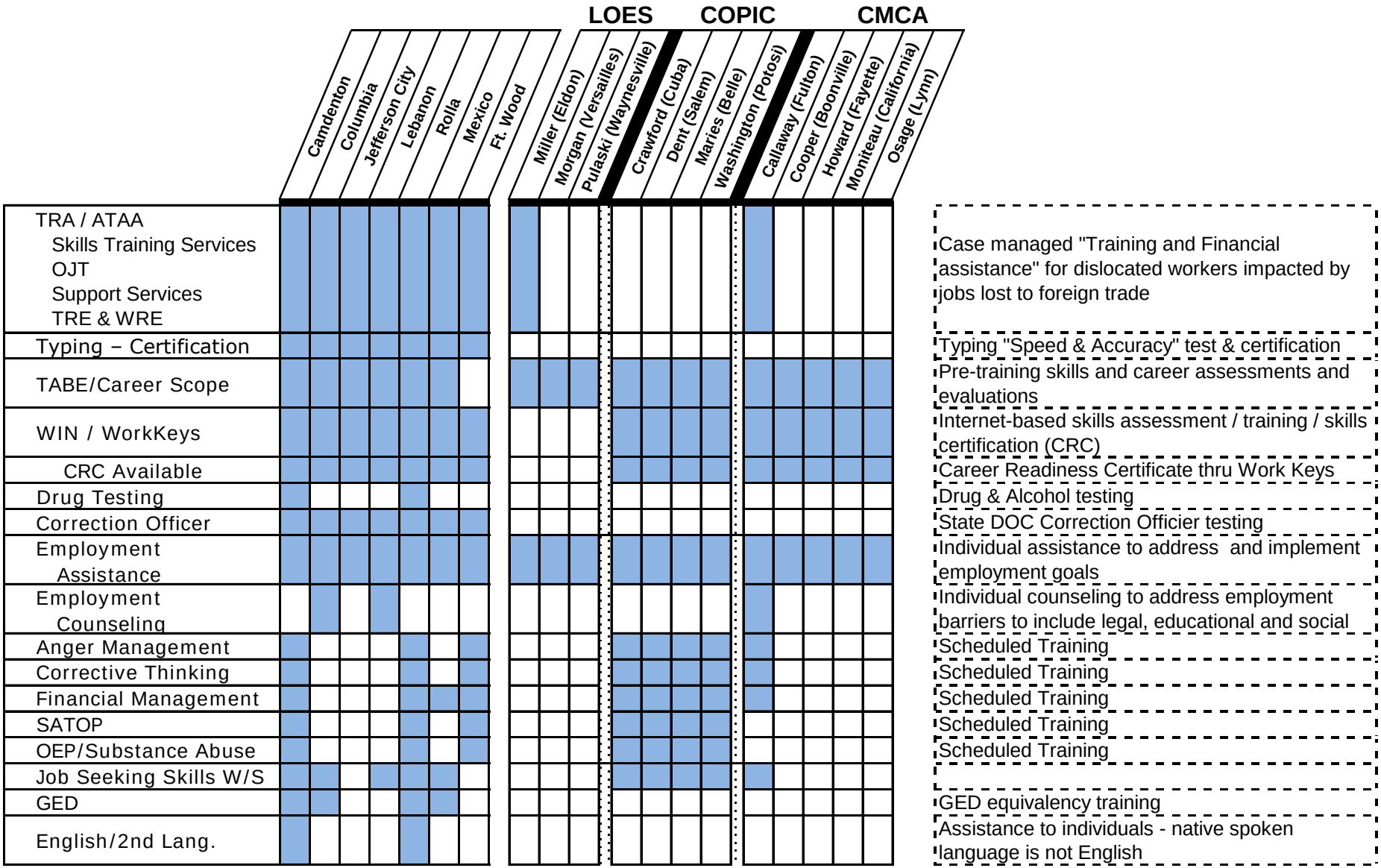

Missouri Career Center Camdenton
Missouri Career Center Columbia
Missouri Career Center Ft. Leonard Wood
Missouri Career Center Lebanon
Missouri Career Center Mexico
Missouri Career Center Jefferson City
Missouri Career Center Rolla
Functional Leader
Welcome Team Leaders
Welcome Team Leader
Welcome Team Members
Skills Development Team Leader
Skills Development Team Leaders
Skills Development Team Members
Employment Team Leader
Employment Team Leaders
Employment Team Members
Empmloyment Team Members


Pulaski Waynseville
Morgan Versailles
Miller Eldon
Crawford Cuba
Dent Salem
Maries Gasconade
Washington Potosi
Osage Linn
Callaway Fulton
Cooper Booneville
Howard Fayette
Moniteau California
Field Op Supervisor
Welcome Team Leader
Welcome Team Members
Skills Development Team Leader
Skills Development Team Members
Employment Team Leader
Employment Team Members
Emmployment Team Members

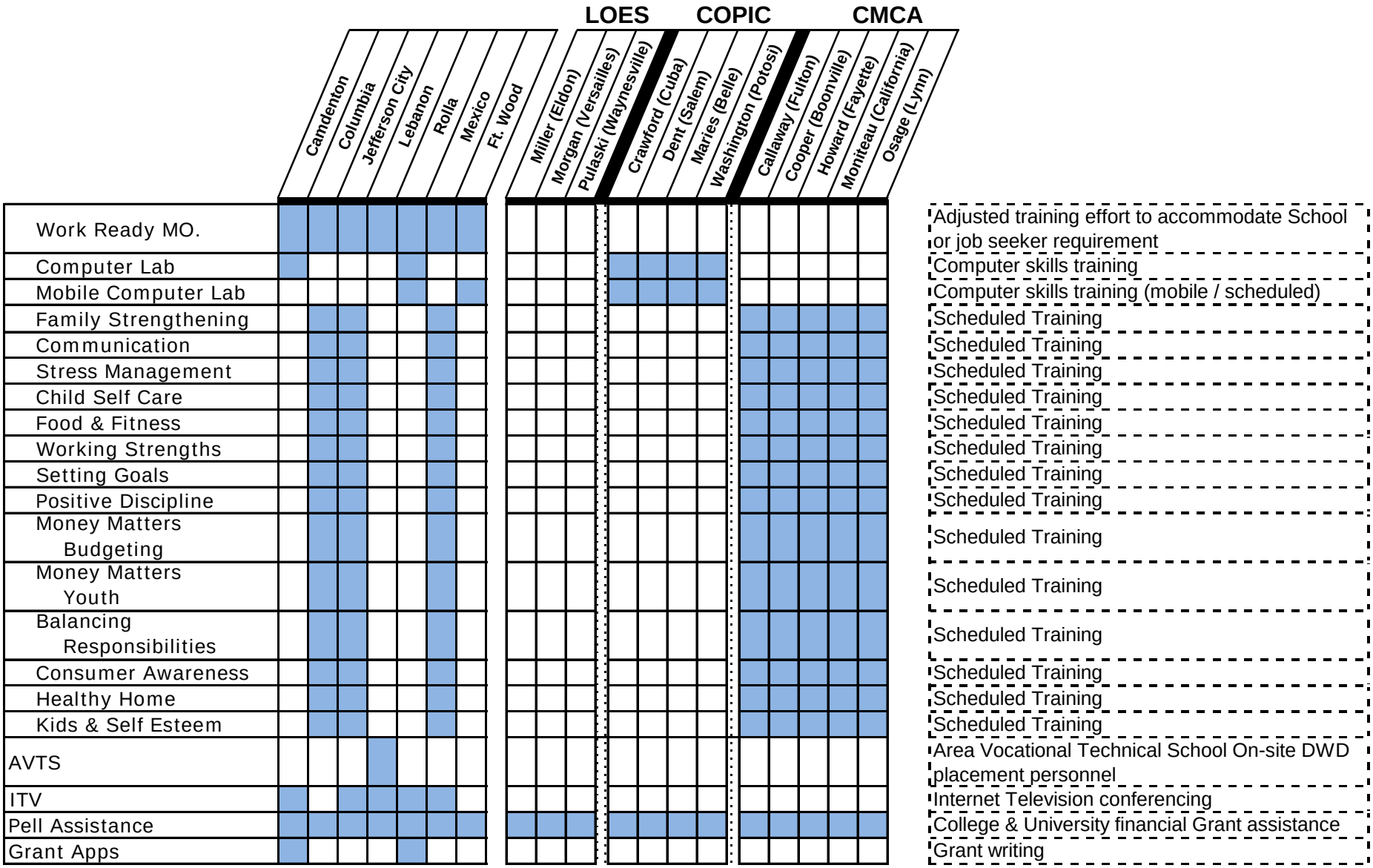
Attachment #2 Career Center / Job Seeker Services



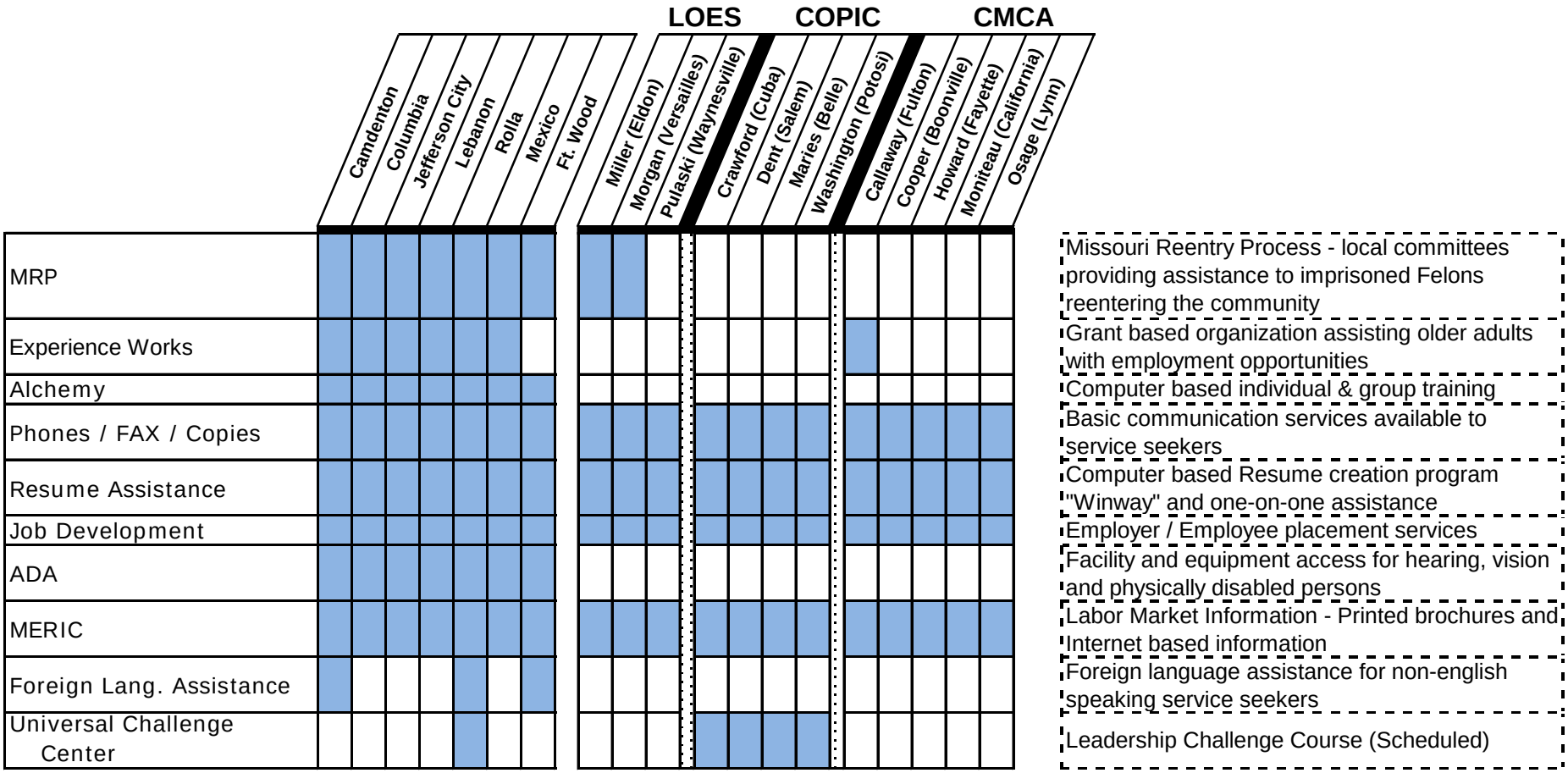
Attachment #2 Career Center / Job Seeker Services



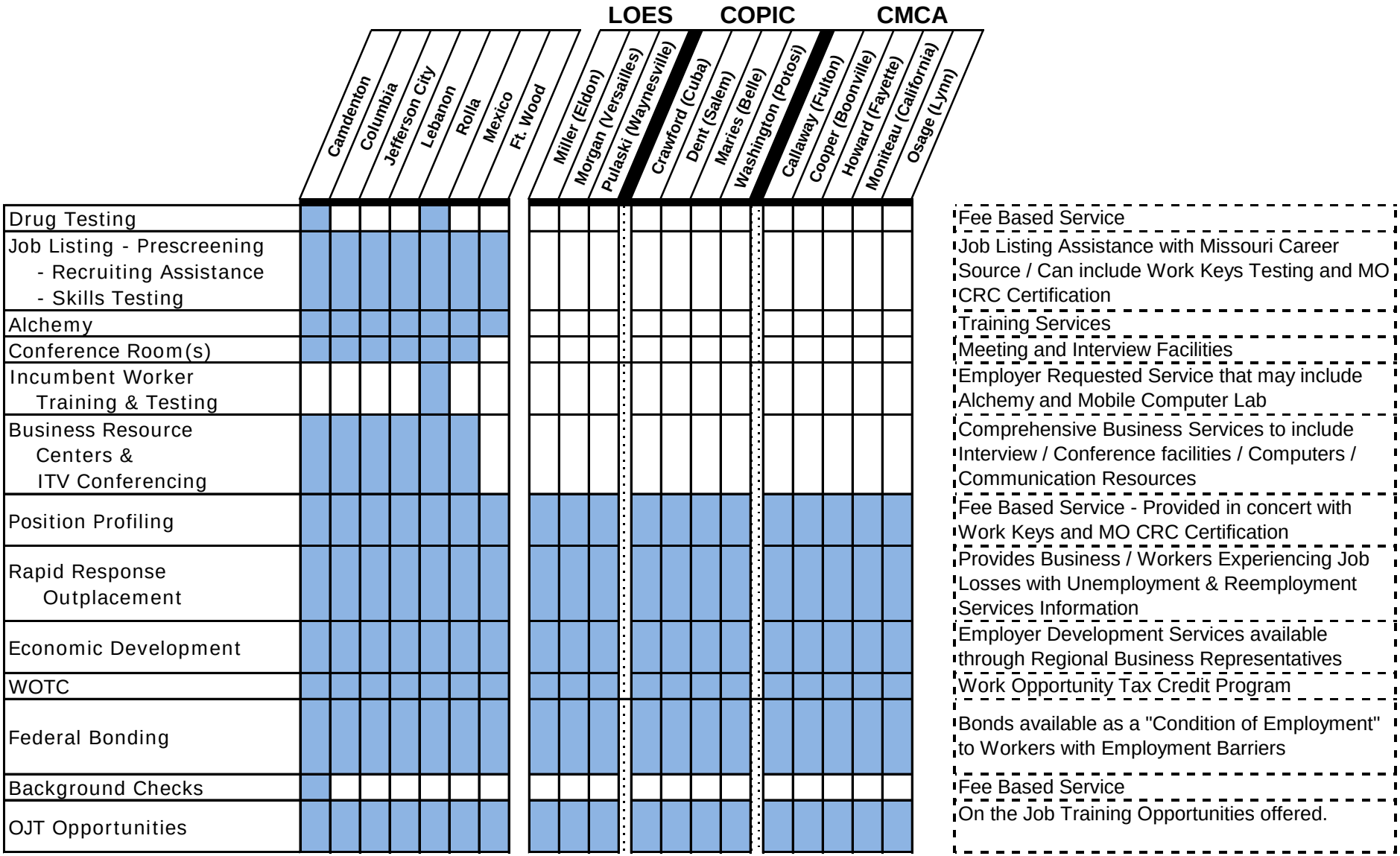
Attachment #2 Career Center / Job Seeker Services



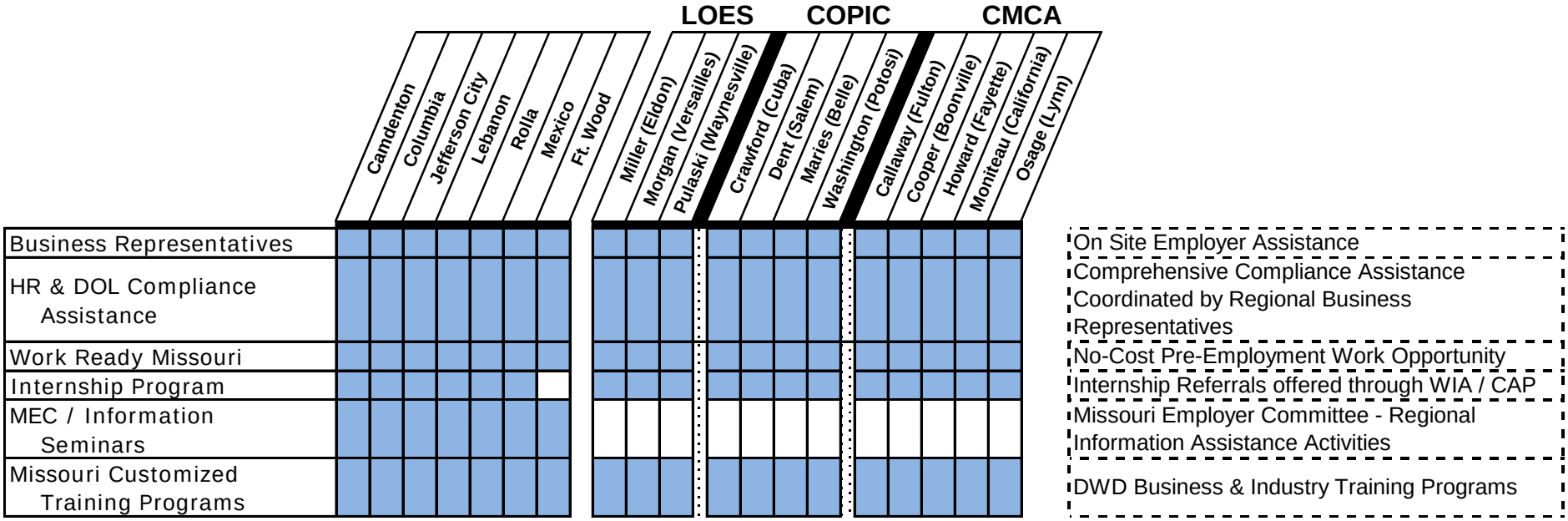
Attachment #2 Career Center / Job Seeker Services



Attachment #3 Career Center / Employer Services

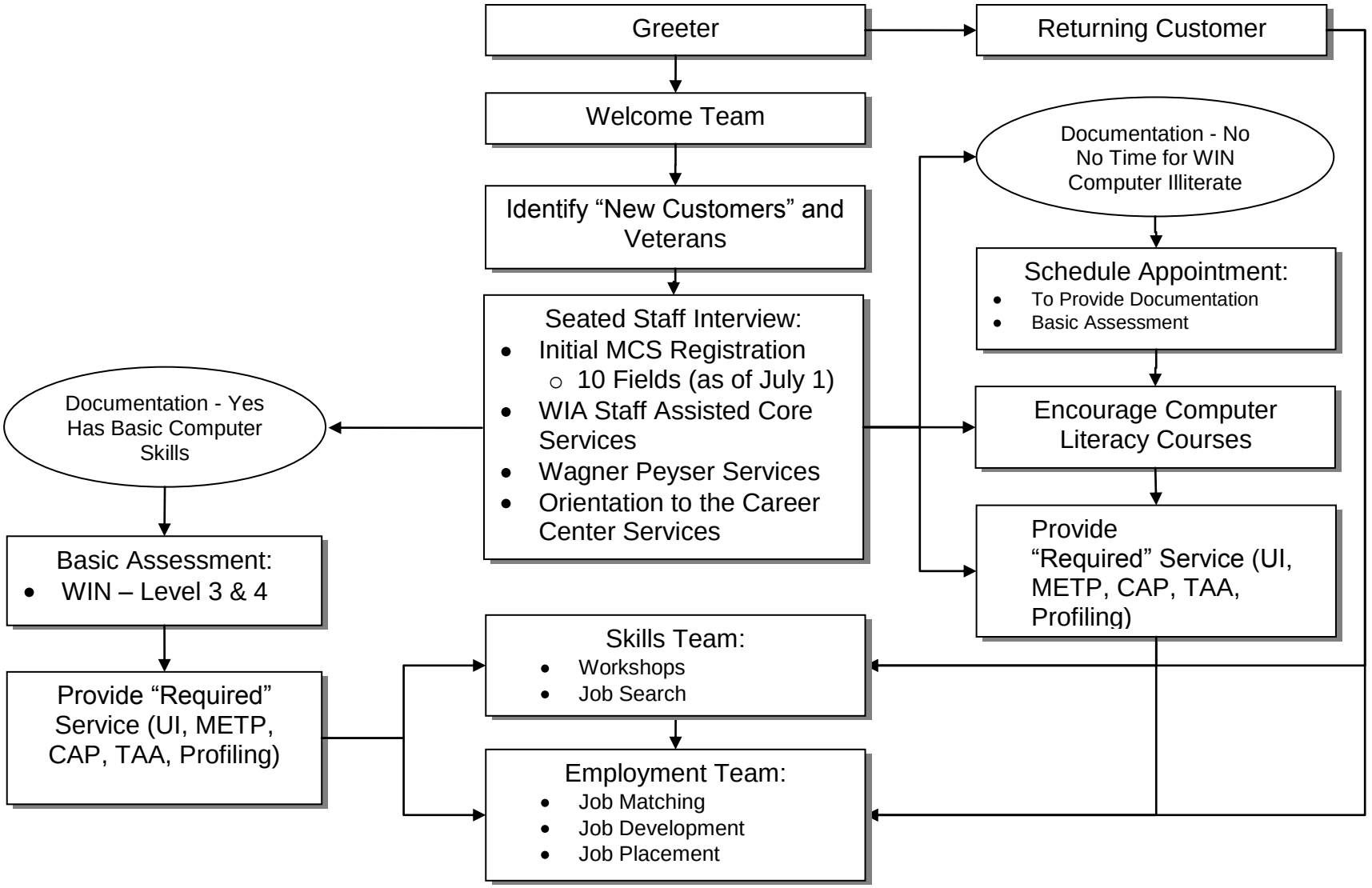


Attachment #3 Career Center / Employer Services

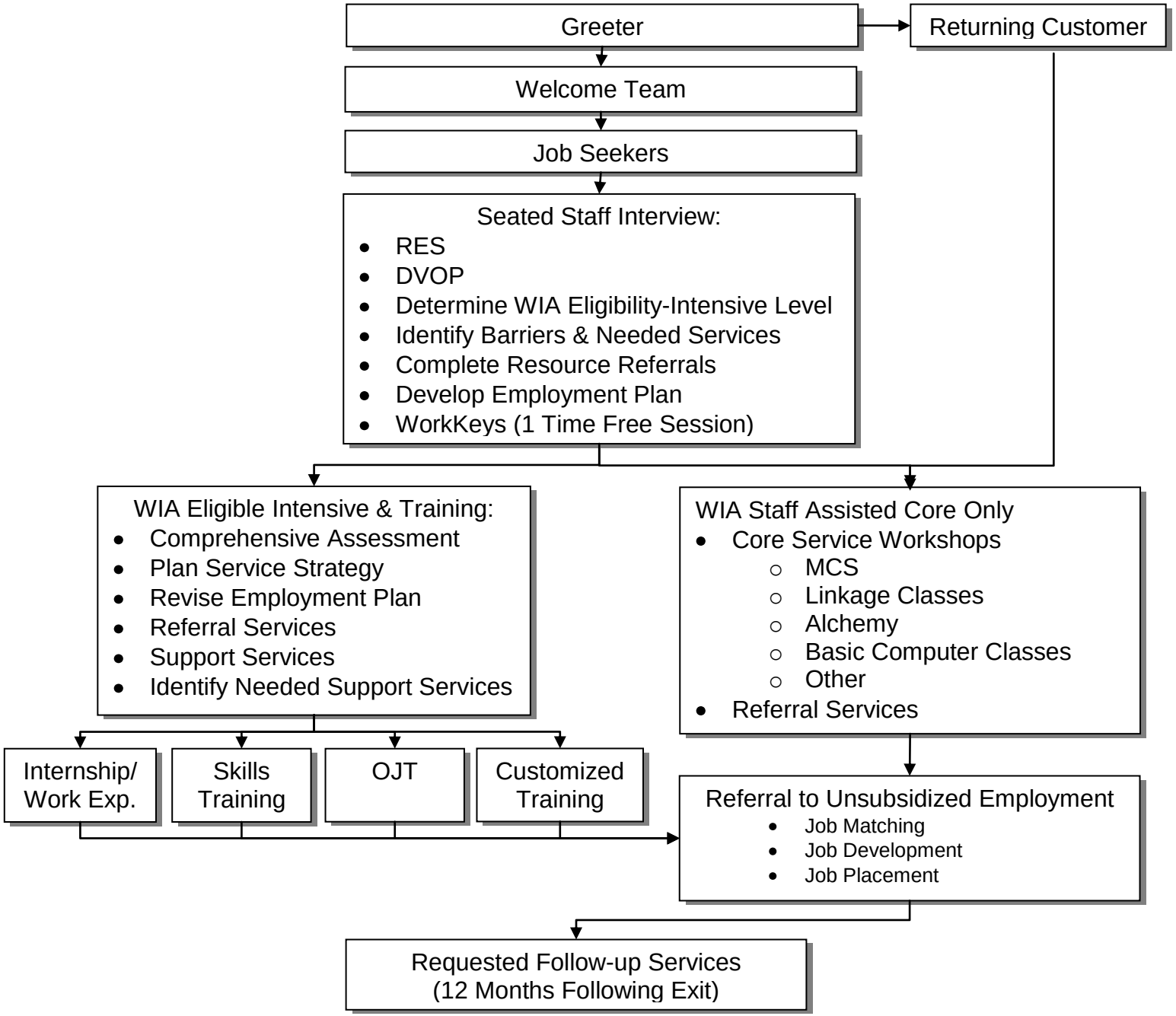


Attachment #4

Central Region Welcome Team Customer Flow Plan

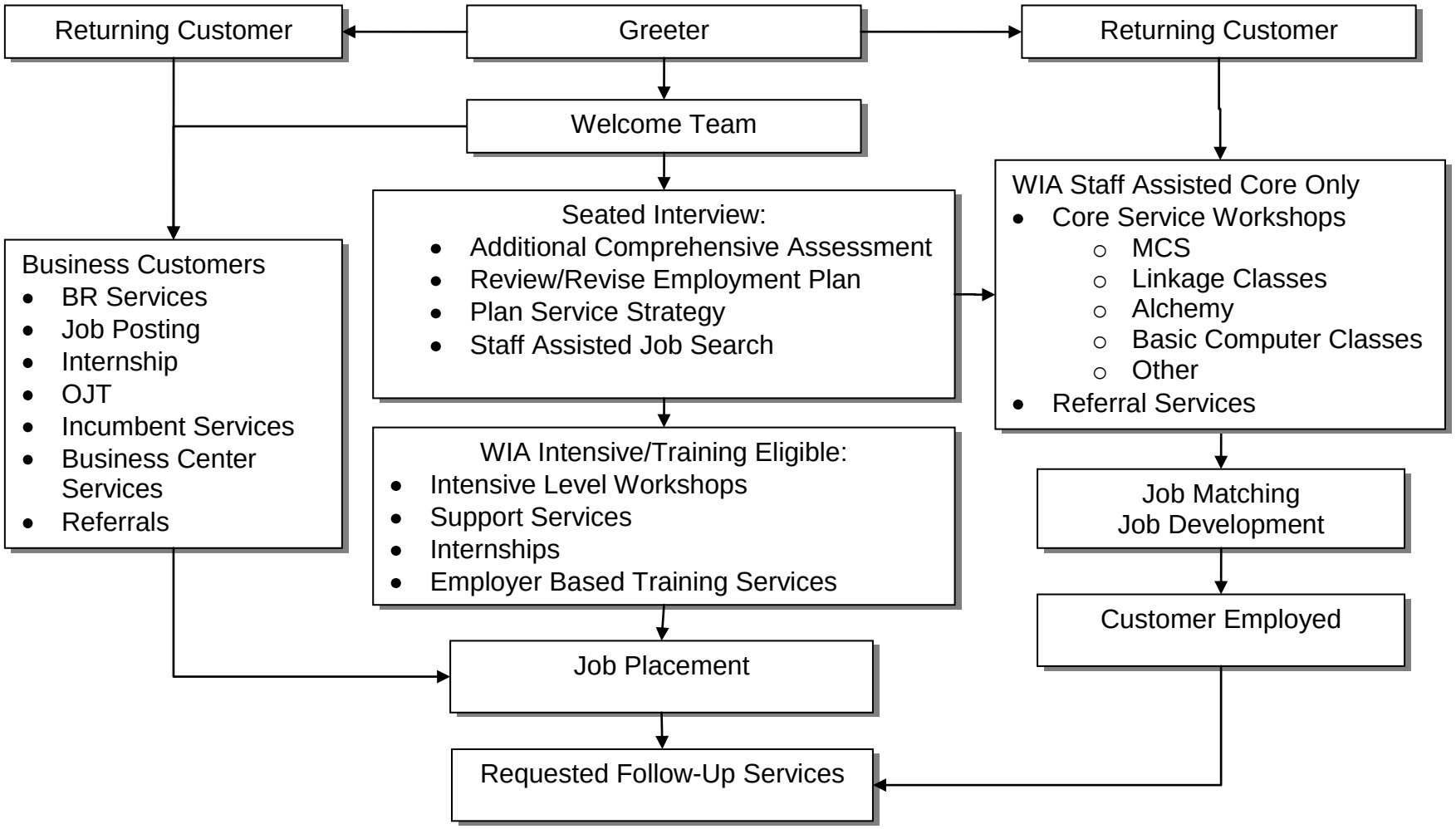


Central Region Skills Team Customer Flow

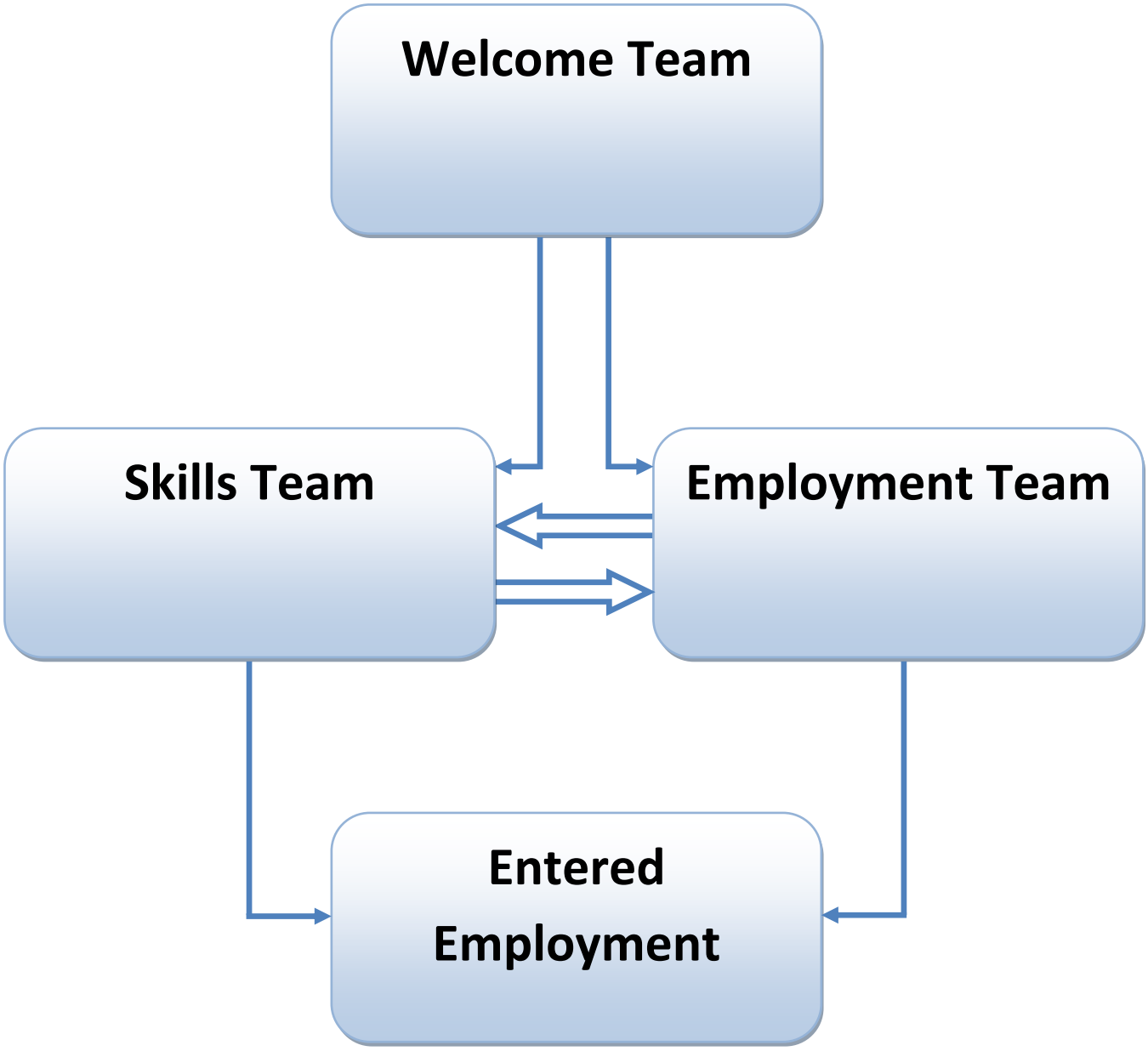


Attachment #6

Central Region Employment Team Customer Flow



Goal Directed Team Process



Welcome Team Product Orientation (Product Box – OUTLINE)

CAREER CENTER Resources

- **General Ser vices**
  - **Computer Access**
  - **Telephone / FAX / Office Supplies**
  - **ADA Resources**
  - **Job Market Information - MERIC**
- **UI Process**
  - **How to File**
    - **Internet**
    - **Phone**
  - **Claim Continuation**
    - **Weekly Claim**
    - **4 Week Reporting**
    - **Stop Claim – Stop Filing**
  - **Part Time Employment & Claiming**
- **Employment Options**
  - **Job Search – Self Directed**
    - **Resource Area**
    - **Job Search Websites**
  - **Job Search – Staff Assisted**
    - **Work Search & Resume Assistance**
    - **Computer Lab (using Career Center resources)**
    - **Workshops**
    - **Internet Information**
    - **Experience Works**
    - **Vocational Rehabilitation**
    - **OJT / Internship**
- **Test & Assessments**
  - **WIN / WorkKeys**
  - **CRC**
  - **Career Scope / TABE**
  - **Typing Test**
- **Training Options**
  - **WIA Services**
  - **Vocational Rehabilitation**
  - **TAA / TRA**
  - **Job Seeking Skill Workshops**
  - **Computer Lab Workshops**
    - **Introduction to Computers (Keyboarding & OS)**
    - **MS/Word**
    - **MS/Excel**
- **Veteran Services**

Welcome Team Product Orientation (Product Box – DESCRIPTIONS)

CAREER CENTER Resources

- **General Services**

Missouri Career Centers offer a variety of job search and training resources to its customers. These resources are in place to provide job seekers with the tools necessary to become work ready and to support them in their job search efforts.

- **Computer Access**

Each Center has a Resource Room, which provides customers with computer and Internet access. Using the equipment provided, customers may do job searches, complete online applications, make and update resumes or email a cover letter and resume to a potential employer. Career Center staff are available to assist customers with all of these services.

- **Telephone / FAX / Office Supplies**

In addition to the Resource Room, each Career Center provides phone and FAX service. Whether a customer needs to contact an employer to set up an interview or to FAX an application or resume, these services are important components to successful job searching. The Career Centers also offer basic office supplies necessary to make job search presentations. From quality resume paper to envelopes, our goal is to assist customers in a successful job search effort.

- **ADA Resources**

Every full service Career Center in Missouri offers equipment to assist those who are physically challenged. In compliance with the Americans with Disabilities Act, the Career Centers provide customers with the necessary equipment to facilitate communicate with staff or other State agencies.

- **Job Market Information – MERIC**

- **UI (Unemployment Insurance) Claim Processing**

UI claims for benefits are filed with the Missouri Division of Employment Security. The Division of Employment Security has strategically located Regional Telephone Claim Centers.

Contact Information – Regional Claims Centers:

- **Jefferson City – 573-751-9040**
- **Kansas City – 816-889-3101**
- **St. Louis – 314-340-4950**
- **Springfield – 417-895-6851**
- **Outside calling area – 800-320-2519**

- Automated Information available 24 hours a day
- Claims Center representatives available from 8:00am – 5:00pm, Monday through Friday
- www.moclaim.mo.gov – Available 12:31am, Sunday through 11:30pm Saturday

Steps to maintain a UI claim:

Once an initial claim is filed, a claim for weekly benefits is submitted every week as early as 1:00pm Sunday starting the 1st week. A claim can be filed by logging on to www.moclaim.mo.gov or calling your Regional Claims Center. Have available your Social Security number, your 4-digit PIN, and any hours you worked or payment received for vacation/holiday pay. Once the claim is filed, you will receive confirmation; keep this for your records. In order to continue receiving benefits, you must repeat these steps every week of unemployment. If you regain full-time employment, stop filing.

Visit www.missouricareersource.com for job search registration information. As a requirement to receive benefits, a claimant must actively search for work and report weekly employer contacts and also report in person to a Missouri Division of Workforce Development Career Center once every four weeks. Again, be sure to have your UI PIN with you when you report. Maintain a record all of your job contacts in the Work Search Record you received from the Division of Employment Security.

- **<u>Employment Options</u>**

    - **Job Search – Self Directed**

        - **Resource Area & Job Search Websites**

A goal of Missouri Career Centers is to provide customers with all of the tools necessary to be successful in finding employment. One of those tools is familiarizing customers with self-directed job searches. Career Center staff can provide job seekers with the knowledge to do job searches on Missouri Career Source, the Missouri Job Bank, as well as other websites. With computers available in the resource room, customers have access to current job listings. For job seekers, this knowledge creates a self-sufficiency that can be utilized to job search on a home computer as well.

- **Job Search – Staff Assisted**

  - **Work Search & Resume Assistance**

All Career Center staff are available to provide assistance with all aspects of Job Search Preparation, Job Searching, Submitting Applications and Interview Preparation. If the assistive effort requires a complete orientation, the customer will be referred to Job Seeking Skills Workshops.

  - **Computer Lab (using Career Center resources)**

See Training Options

  - **Workshops**

See Training Options

  - **Experience Works**

Experience Works is a Grant based, case managed program that assists job seekers over 55 with training, job search assistance and interim part-time job placement. The program can assist with skills upgrades as well as job placement. To determine eligibility, contact your nearest Experience Works representative by calling 866-EXP-WRKS to find the closest office to you.

  - **Vocational Rehabilitation**

Vocational Rehabilitation assists people with disabilities to help find work or maintain existing employment if the disability is causing problems while on the job. A Voc Rehab counselor can provide an appropriate assessment or evaluation to help determine what job would be best suited based on interests, job goals, current education and disability restrictions. If a training program, class or employment related supplies are needed to help get into a job, Vocational Rehabilitation can provide assistance and a lot more.

  - **OJT (On the Job Training) / Internship**

Provided through WIA services, OJT is a program that allows individuals to seek employment with an employer who has a current job opening. A participating employer is reimbursed half the employee wages for a pre-determined number of weeks.

Internships may also be available to Veterans through Veterans Services. For more information, contact your Career Center Veterans Representative (LVER).

- **<u>Test & Assessments</u>**

  - **CRC (Career Readiness Certificate) thru WIN / WorkKeys**

The purpose of the Career Readiness Certificate (CRC) is to increase Missouri's economic competitiveness by connecting Missouri businesses with skilled workers who demonstrate proficiency in basic workplace readiness. The CRC is a certificate in which the WorkKeys Assessment is used to identify a person's skill levels in three (3) specific areas: ***Reading for Information***, ***Locating Information*** and ***Applied Mathematics***. These three areas have been consistently identified by employers nationwide as being essential for prospective and incumbent employees both for being hired and for advancement.

WorkKeys is based on two elements: 1)a ***Job Profile***, in which a trained profiler analyzes a specific job and determines what skill sets, at what level, are needed to perform the job; and, 2) an ***Assessment*** of the job-seeker, given at either at the local Career Center or Community College, depending on the arrangements in that Workforce Investment Region.

There are three levels for the CRC: Gold, Silver and Bronze, and they are issued based upon the scores of the three assessments mentioned above. The individual's assessment scores are entered in the Division of Workforce Development's case management system to assist Career Center staff in finding a good job match for the customer. The CRC also influences Career Center service delivery: persons wishing to obtain a higher-level CRC can be provided training as appropriate to lessen the skills gap and improve job matching ability.

- **CareerScope / TABE**

CareerScope is a timed, computer-based assessment tool used to help identify client's strengths (or weaknesses) when choosing a new career or educational path. It is comprised of an Interest Inventory and an Aptitude Assessment. The Interest Inventory includes a list of work activities from twelve Interest Areas. The responses to the Interest Inventory will help determine the kind of work a client would most enjoy. The Aptitude Assessment provides tasks in 7 different areas. Upon completion of all the tasks, the aptitude results are provided in graph form as both standard scores and percentile scores.

The Interest Inventory and Aptitude Assessment results are combined to provide a summary of recommendations based on the client's significant interest areas and aptitude scores that might qualify the client for that work group.

TABE tests are provided for customers who have enrolled in WIA or Trade Act training. The TABE covers Reading, Mathematics Computation, Applied Mathematics, and Language. Upon completion of testing, a grade level at which the customer is currently functioning can be calculated. These results are then used to determine if the

customer's current grade level is acceptable to enter the desired training program or if remedial education is necessary.

- **Typing Test**

Many employers request that potential employees provide an accurate account of their typing skills along with their application or resume. Based on that need, the Career Centers can provide a timed typing test which documents the gross words per minute as well as the number of errors resulting in the net words-per-minute score.

- **Training Options**

  - **WIA (Workforce Investment Act) Services**

WIA is a federally funded program designed to assist Dislocated Workers and unemployed / underemployed Adult / Youth job seekers with achieving self sufficiency through one on one services and case managed activities. This program focuses on educational and occupational goals while exploring the individuals' strengths and potential employment barriers.

WIA offers potential Financial Assistance in approved career and technical training programs, as well as supportive service funds and supplies for work and educational needs. Counselors can assist with Career Assessment and exploration, job readiness training, job search assistance, professional support and career/educational guidance for as long as it takes to reach employment goals

  - **Vocational Rehabilitation**

(see Vocational Rehabilitation under Employment Options)

  - **TAA / TRA**

TAA (Trade Adjustment Assistance) and TRA (Trade Readjustment Allowance) are federally funded programs available to help American Workers who become totally or partially unemployed as the result of jobs lost due to transfer to foreign countries. These Workers are potentially eligible for full range of services to include Training and Weekly benefits.

  - **Job Seeking Skills Workshops**

A successful Job Seeker will go through a process that involves three major steps; ***Assessment***, ***Preparation*** and ***Implementation***. The Central Region Career Centers

offer training in these areas in regularly scheduled Job Seeking Skills Workshops. Although each component is offered separately, the workshops guide the customer through a series of interconnected steps that will produce the intended outcome.

The workshops begin with an ***Overview*** of an effective job search and the services and resources available to assist in each phase of the process. The overview is then followed by components including ***Job Search Preparation***, ***The Successful Job Search***, and ***The Successful Interview***.

As an addition to the Workshops, a video series "The Ultimate Job Search" is available for those job seekers using self-directed approaches or unable to attend the Workshop. This DVD is about 1 ½ hours in length and covers Job Search Preparation, Techniques, Resumes and Interviewing.

- **Computer Lab Workshops**
  - **Introduction to Computers (Keyboarding & OS)**
  - **MS/Word**
  - **MS/Excel**

***Computer Labs and a formal Instruction Program is to be developed at each Central Region Career Center*

- **<u>Veteran Services</u>**

Missouri is committed to providing quality employment and training services to veterans through its Missouri Career Centers and a coordinated network of service providers. This program provides specific job placement services to military veterans and others who may be considered eligible. Listed below are some of the services available to Veteran's through the local Missouri Career Center. *(Note: Available services may vary in some Career Centers.)* See your ***Local Veterans Employment Representative (LVER) OR Disabled Veterans Outreach Program Specialist (DVOP)*** for further details on services available within their local office.

Services that are provided to qualified veterans include:

- Face-to-face orientation of the Missouri Career Center and services provided
- Face-to-face review of MissouriCareerSource.com, the largest source of job openings in the state
- Direct referral to jobs (Both established jobs and job development)
- Assistance looking for a job, developing a resume and preparing for an interview
- Referral to other federal, state and local agencies
- Information on veteran's rights and employment benefits
- Assistance transitioning into civilian employment

- Training incentives and grants
- Guidance finding vocational training
- Post-employment counseling
- Occupational skills assessment

Appendix #2

Central Region TOP 50

Careers in the Central Region with the most job openings between 2006-2016
For a complete listing of occupations, wages, and skills information, visit the MERIC website at:
www.missourieconomy.org

Occupation Title	Total Openings	Average Annual Wage	Education/Experience Typically Required	Grade	Workkeys© Scores AM	LI	RI
Architecture and Construction							
Civil Engineers	196	$57,949	Bachelor's degree	A-	7	5	6
Electrical Power-Line Installers and Repairers	185	$48,196	Long-term on-the-job training	A	4	4	4
Arts, Audio/Video Technology and Communications							
Musicians and Singers	610	$49,733	Long-term on-the-job training	A+	0	4	4
Music Directors and Composers	229	$64,730*	Bachelor's or higher degree, plus work experience	A	0	4	4
Art, Drama, and Music Teachers, Postsecondary	90	$51,836	Doctoral degree	A-	4	4	6
Writers and Authors	72	$40,954	Bachelor's degree	A-	0	4	5
Business, Management and Administration							
Accountants and Auditors	513	$47,137	Bachelor's degree	A-	6	5	5
Managers, All Other	359	$66,948	Work experience in a related occupation	A-	5	5	5
Business Operations Specialists, All Other	249	$43,397	Bachelor's degree	A	5	4	5
Training and Development Specialists	139	$39,928	Bachelor's or higher degree, plus work experience	A-	5	4	5
Human Resources, Training, and Labor Relations Specialists, All Other	103	$47,619	Bachelor's degree	A-	5	5	5
Advertising Sales Agents	90	$41,313	Moderate-term on-the-job training	A-	4	4	5
Public Relations Specialists	65	$47,639	Bachelor's degree	A-	0	5	5
Education and Training							
Elementary School Teachers, Except Special Education	1,061	$37,774	Bachelor's degree	A-	3	4	4
Secondary School Teachers, Except Special and Vocational Education	880	$40,227	Bachelor's degree	A-	4	5	5
Middle School Teachers, Except Special and Vocational Education	491	$38,952	Bachelor's degree	A	3	4	4
Special Education Teachers, Preschool, Kindergarten, and Elementary School	325	$39,188	Bachelor's degree	A	4	5	5
Postsecondary Teachers, All Other	245	$70,700*	Doctoral degree	A+	5	5	5
Health Specialties Teachers, Postsecondary	241	$70,700*	Doctoral degree	A+	5	5	6
Education Administrators, Elementary and Secondary School	201	$65,191	Bachelor's or higher degree, plus work experience	A-	5	5	5
Educational, Vocational, and School Counselors	189	$40,618	Master's degree	A	3	5	5
Coaches and Scouts	144	$48,077	Long-term on-the-job training	A-	4	4	4
Special Education Teachers, Middle School	103	$38,936	Bachelor's degree	A-	4	5	5
Education Administrators, Postsecondary	87	$70,700*	Bachelor's or higher degree, plus work experience	A-	5	5	5
Business Teachers, Postsecondary	86	$80,411	Doctoral degree	A-	5	5	6
English Language and Literature Teachers, Postsecondary	76	$70,700*	Doctoral degree	A-	4	5	6
Education Teachers, Postsecondary	63	$70,700*	Doctoral degree	A-	5	5	6
Clinical, Counseling, and School Psychologists	59	$52,671	Doctoral degree	A-	5	5	5
Government and Public Administration							
Postal Service Mail Carriers	189	$42,655	Short-term on-the-job training	A-	3	4	4
Health Science							
Registered Nurses	1,773	$54,300*	Associate degree	A+	4	4	5
Pharmacists	131	$95,881	First professional degree	A-	6	5	6
Physical Therapists	89	$54,044	Master's degree	A-	4	5	6
Respiratory Therapists	78	$44,050*	Associate degree	A-	4	5	5
Occupational Therapists	57	$57,770*	Master's degree	A-	4	4	6
Hospitality and Tourism							
First-Line Supervisors/Managers of Food Preparation and Serving Workers	212	$30,514	Work experience in a related occupation	A-	6	4	5
Information Technology							
Computer Systems Analysts	282	$55,444	Bachelor's degree	A+	5	5	5
Network Systems and Data Communications Analysts	232	$49,440	Bachelor's degree	A	6	5	5
Network and Computer Systems Administrators	225	$47,516	Bachelor's degree	A	5	5	5
Computer Software Engineers, Applications	223	$59,682	Bachelor's degree	A+	7	5	5
Computer Software Engineers, Systems Software	94	$71,430	Bachelor's degree	A-	7	5	5
Computer and Information Systems Managers	90	$76,977	Bachelor's or higher degree, plus work experience	A-	6	5	5
Law, Public Safety, Corrections and Security							
Police and Sheriff's Patrol Officers	506	$29,773	Long-term on-the-job training	A-	4	4	5
Fire Fighters	268	$42,840*	Long-term on-the-job training	A-	4	5	4
Manufacturing Career							
First-Line Supervisors/Managers of Mechanics, Installers, and Repairers	184	$50,048	Work experience in a related occupation	A-	5	4	5
Telecommunications Equipment Installers and Repairers, Except Line Installers	88	$50,284	Postsecondary vocational award	A-	4	4	4
Marketing Sales and Service							
Customer Service Representatives	1,374	$27,429	Moderate-term on-the-job training	A-	4	4	4
Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	552	$46,341	Work experience in a related occupation	A-	5	4	5
Sales Representatives, Services, All Other	297	$49,430	Work experience in a related occupation	A	4	4	4

Career Cluster:
Based on the National Career Clusters with occupations assigned to primary career clusters. Some occupations may be in multiple clusters, therefore, primary cluster status was established.

*Statewide wage data used as a proxy for suppressed regional wage data.

WorkKeys© Skills Scores:
Range-least complex (3) to most complex (7)
AM-Applied Mathematics (Level 3-7)
LI-Locating Information (Level 3-6)

Appendix #3

CASE NOTE GUIDANCE

If an Event isn't documented, it didn't happen!! (or maybe it did, but you can't prove it)
In many cases, if an event ***IS*** documented, a clients' untruthful claim can be deflated.

I. Case Notes

A. Purpose

1. To document ALL contact and pertinent information *(To include key NON Contact activities)* concerning a Clients' case "History" – tells the Client story to include Milestones and Reminders
2. To follow a Clients' progress through program participation and receipt of services
3. To document the Need for supportive services
4. To assist Program staff in locating Clients when "Contact" is *required*
5. To clarify or summarize information (as necessary)
6. To discuss training plans *(and employment)*
7. Used to "Point" to sensitive documents in a paper file
8. To indicate progress toward Goal acquisition defined in an EP (Employment Plan)
9. For File review to ensure Program Compliance and Quality of Service

** 10. To protect Staff and investigate client complaints

B. Writing Style – Presentation

1. 1st person narrative
2. Simple narrative – clear (not all CAPS and not all LOWER CASE)
3. Content easily understood
4. Use ONLY "Common" abbreviations
5. Factual information (no hearsay and the use of opinions – opinions only where required to support program goals and objectives)

II. Liability & Accountability

A. Liability – Since Case Notes are considered Legal Documents …

1. AVOID – The inclusion of "Sensitive" or "Confidential" information
2. AVOID – Recording a "To Do" item & NOT following through
3. AVOID – The use of Negative, Biased or Prejudicial language
4. AVOID – Recording personal opinions

   NOTE: *Case Managed programs will at times require personal opinions regarding lack of education or experience in order to justify training opportunities*

B. Confidentiality

1. Do NOT "address OR discuss" any "information OR circumstances" related to Anyone other than the "Identified Client"
2. Do NOT "discuss OR share" any "information OR circumstances" concerning a client in an area where "another client" may have "intentional OR accidental" access to that information
3. Case Management Interviews should be conducted with the Client only – If

the Client insists on family member/other participation, it is recommended that a Case Note (generally considered an issue for Case Managed programs, ***particularly with Domestic Violence victims***) indicating the Clients' insistence be submitted

C. Accountability

1. Since Case Notes / Toolbox Notations are considered LEGAL DOCUMENTS and identify you as the source of that information, understand that YOUR Case Note may be viewed by the:
   - Client / Guardian
   - Judges / Attorneys
   - State / Government Representatives
2. Spelling and Grammar in a Case Note / Toolbox Notation can reflect or suggest the quality of services provided

D. Objective *(nothing personal)*

III. Case Notes – Generic Examples

Non-Program Specific

A. Case Note – ***Non-Contact*** (provides information that did not come from Client contact)

Example: *"Client phone has been dis-connected and the follow-up letter I sent was returned with no forwarding address. There was no answer when I called the alternate phone number. I will try calling again this evening."*

B. Case Note – ***Contact***

Example: *"Met with client today to see how she was doing at her new job. She said she would be eligible for a ($__) per hour raise and health insurance in another 4 months. She said she has good working conditions with her supervisor and co-workers.*

C. Case Note – ***EP*** *(Employment Plan)*

Example: *"Client has passed GED and applied for PELL. He expects to enroll in the network administrator program at the community college as planned."*

D. Case Note – ***Summarize*** *Program/Plan Activities*

Example: *"Assessment shows client has interest and aptitude for the health care field, but lacks the skills and abilities necessary to become employed at a self-sufficient wage. Client plans to attend GED classes. After passing GED, client plans to attend LPN training with possible funding through PELL and WIA."*

E. Case Note – ***Sensitive Information*** *"On File"*

Example: *"Customer can no longer participate in classroom training. See file for Dr's statement."*

TAA / TRA – Training / Guidance

PROCEDURES FOR ENROLLMENT IN TRADE ADJUSTMENT ASSISTANCE (TAA):
When a customer reports for the first time and states they were laid off from a Trade-certified employer, the Trade Act specialist in the Career Center will complete the following steps in Toolbox 2.0:

- Click on “Utility”, then select “Petitions”;
- Enter the Trade Act petition number, if known, if not, enter the employer name, then click on “Search”;
- Highlight the appropriate petition from the results in the “Petitions” section;
- Click on “Find” in the “Seekers” section, enter the customer’s name or social security number, and click on “Find” again;
- Provided the customer has filed a Trade Readjustment Assistance (TRA) claim with the Missouri Division of Employment Security (DES), his social security number, name, layoff date, and separation rate of pay should appear highlighted in the “Seekers” section of the “Petitions” screen;
    - If it does not, ask the customer whether they have filed a TRA claim. If he states he has not yet done so, advise him to call the DES Regional Claims Center (RCC) to file a TRA claim.
- Provided his name does appear, double click on his name or social security number to access his registration, the “Seeker Screen”;
- Update the “Seeker Info”, “Des Job Title”, “Edu/Cert”, “Work History”, and “Other” screens within the “Seeker Screen” by clicking on each tab and completing or updating the necessary information for a thorough registration in Toolbox 2.0;
- Click on the “Assessment” and complete the “Employment”, “Education”, “Support System”, “Legal”, and “Screening” forms by clicking on each tab, entering/updating the information, and saving each form;
    - Complete the “Financial Needs” tab only if there is an indication that the customer may not have sufficient financial means to support himself while in training;

  - Complete the “Health/Treatment” tab only if there is an indication that a physical or mental health condition exists which may prevent the customer from being able to successfully complete his training;
- Click on “Employment plan/Enrollment;
- From the “Enrollment” tab, double click on the first line in the “Other Potential DWD Programs” section;
- Select “Trade Adjustment Assistance”, click “OK”, click on “Enroll”, then “Save”;
- Click on the “Employment Plan” tab;
  - Complete the “ONet”, “Goal”, and “Justification” fields;
  - Double click in the first “Objective” field;
  - Click on “Select an Objective” in the “Objective” field and select the desired objective;
  - Click on a selection from the “Desired Services / Activities”;
    - “Add a Task” if additional instructions or clarification is needed regarding the objective.
  - Click on “Save”;

NOTE: Detailed instructions for enrolling a customer in TAA is available in the “Trade Act: Enrolling a Client” desk aid titled “Trade Adjustment Assistance TOOLBOX 2.0” which is available on the WorkSmart Missouri web site at https://worksmart.ded.mo.gov.

After completing the above steps, staff will provide an overview of the services/benefits afforded under Trade Act, which include classroom training, on-the-job training, TRA weekly benefits, Health Coverage Tax Credit (HCTC), and Alternative Trade Adjustment Assistance (ATAA), for petitions numbered lower than 70,000, or Reemployment Trade Adjustment Assistance (RTAA), for petitions numbered 70,000 or higher. Explain the requirement to either be enrolled in Trade-approved training or on a waiver from training: 1) within 8 weeks from the date of certification of the petition or 16 weeks from the last day worked for the Trade-affected employer, whichever is later, for petitions numbered lower than 70,000; 2) within 26 weeks from the date of certification of the petition or last day worked for the Trade-affected employer, whichever is later, for petitions numbered 70,000 or higher. If the customer is utilizing COBRA health

insurance or the waiver deadline is within the next four weeks, issue a TRA waiver the same day. For detailed instructions, refer to section XI of the "Division of Workforce Development: Trade Adjustment Assistance (TAA) Manual" and the "Trade Act: Trade Act Waivers" desk aid titled "Trade Adjustment Assistance TOOLBOX 2.0", which are available on the WorkSmart Missouri web site at https://worksmart.ded.mo.gov.

Have the customer complete, sign, and date the top portion of the "Training Justification and Request for Obligation of Funds" (TRA-13). Complete the top portion of the "Trade Act Individual Certification and Training Agreement" (TRA-6), keep a copy for the file and give the original to the customer, and instruct the customer to have the form completed by the training institution, if he decides to attend skill or remedial training, and submit the completed form not less than 21 nor more than 60 days prior to the scheduled begin date of the training.

For training to be approved for Trade funding, the following six criteria must be met:

1) There is no suitable employment (which may include technical and professional employment) available for an adversely affected worker.
    - Staff will research available job opportunities within a 50-mile radius of the customer's residence to determine whether suitable job opportunities exist based on the customer's existing knowledge, skills, and abilities. Research will include a search of job openings listed on Missouri Career Source, as well as other resources including but not limited to local newspapers, trade magazines other job search web sites, and major employer web sites.
2) The worker would benefit from appropriate training.
    - Staff will research labor market projections provided by MERIC to determine whether the occupation for which the customer is requesting training is projected to be growing, expected to be in demand upon completion of training, and will meet the Trade Act definition of "suitable employment." Suitable employment is defined as employment which will pay a minimum of 80% of the customer's former average weekly wage at

his Trade-affected employer, is full-time, is expected to be of long-term duration, and requires a skill level which is equal to or higher than the job performed previously for the Trade-affected employer.

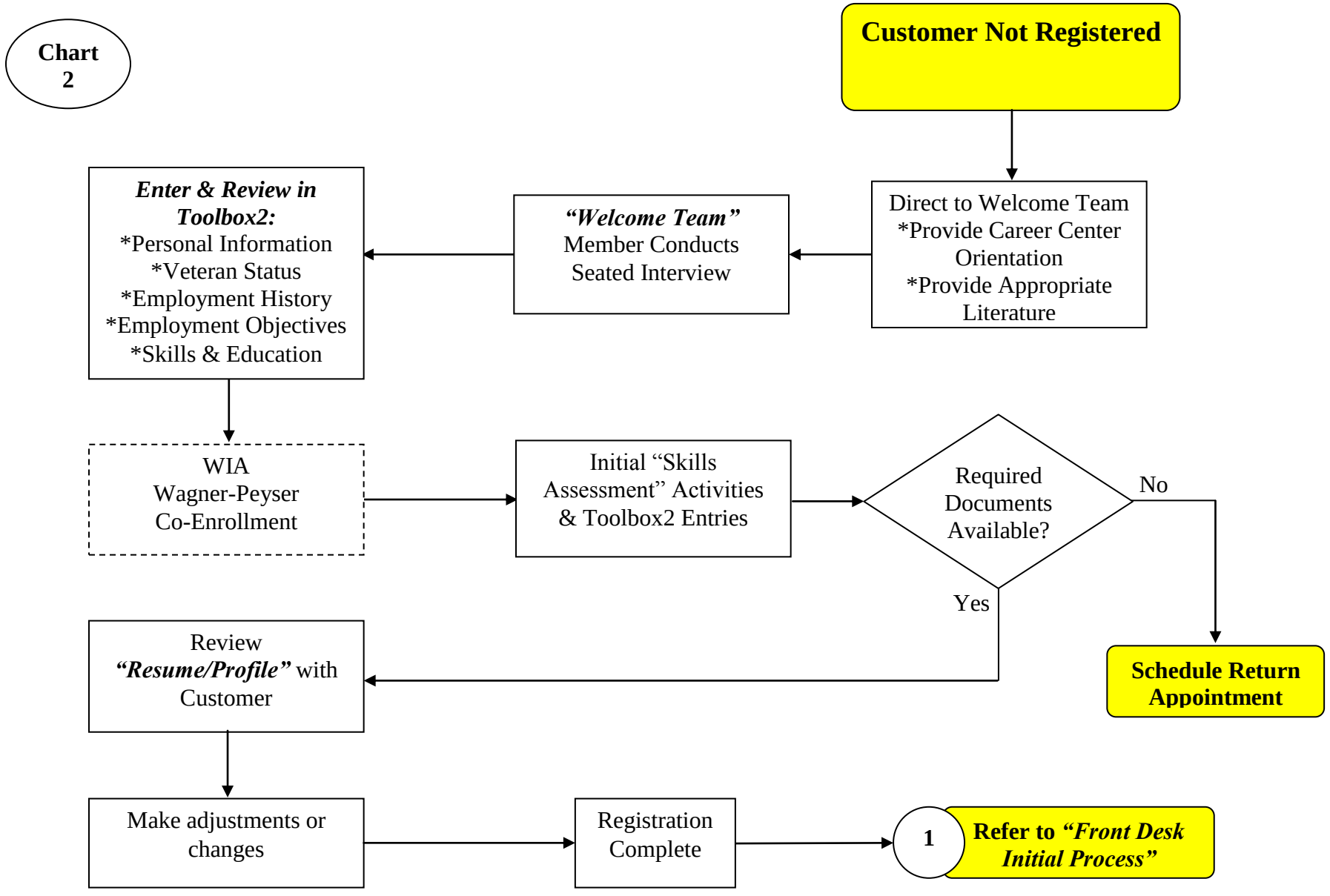
3) There is reasonable expectation of employment following completion of training.
    - Staff will research potential job opportunities by investigating the number of employers within a 50-mile radius of the customer's residence who employ staff in the occupation for which the customer is requesting training.
4) Training approved by the Secretary is reasonably available to the worker from either governmental agencies or private sources (which may include area vocational education schools, as defined in Section 195(2) of the Vocational Education Act of 1963, and employers).
    - Preference will be given to public training institutions and training programs of the shortest duration, within a 50-mile radius of the customer's residence, to ensure the least expensive cost to the program.
5) The worker is qualified to undertake and complete such training.
    - The assessments utilized for determining suitability of training for WIA purposes as mentioned above, including but not limited to WIN, TABE, CareerScope, and WorkKeys, will administered to determine suitability of training for Trade purposes. Staff will review customer's financial circumstances and complete financial tab in Toolbox 2.0 assessment to ensure he has adequate means to support himself for duration of training.
6) Such training is suitable for the worker and available at a reasonable cost.
    - Preference will be given to public training institutions and training programs of the shortest duration, within a 50-mile radius of the customer's residence, to ensure the least expensive cost to the program.

If the customer accepts employment from an employer who requires additional training and who is willing to provide the required training on-the-job, an agreement must be entered into by all parties, the customer, the employer, and the Trade Act specialist. The training must be training that is not only specific to the needs of the employer, but

would also make the customer marketable in that occupation to other employers. Staff will follow the guidelines for preparing an on-the-job training agreement contained in section XIX, pages 154-186 of the "Division of Workforce Development Trade Adjustment Assistance (TAA) Manual" last updated 8/09.

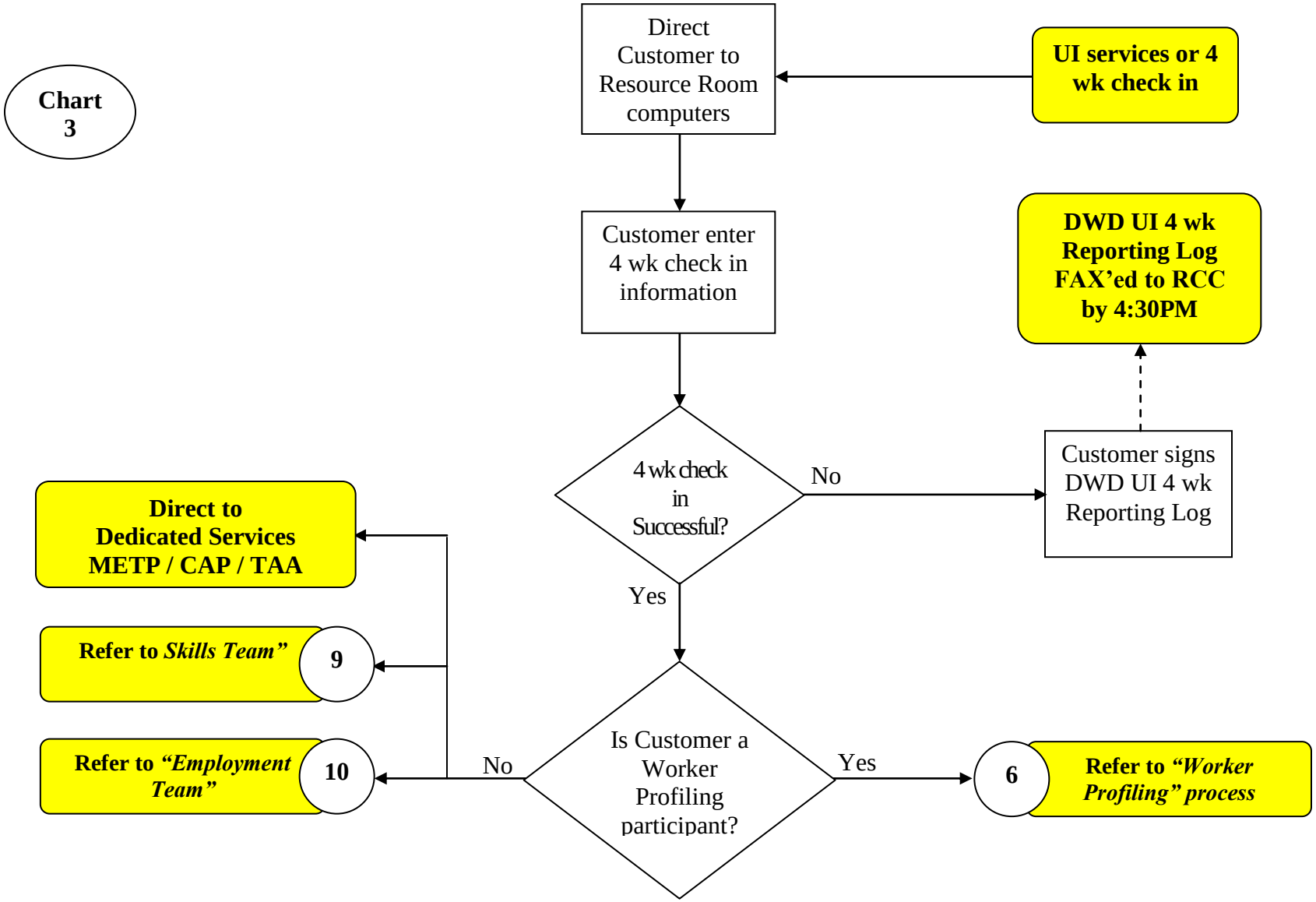
Career Center Customer Flow

Missouri Career Source Registration



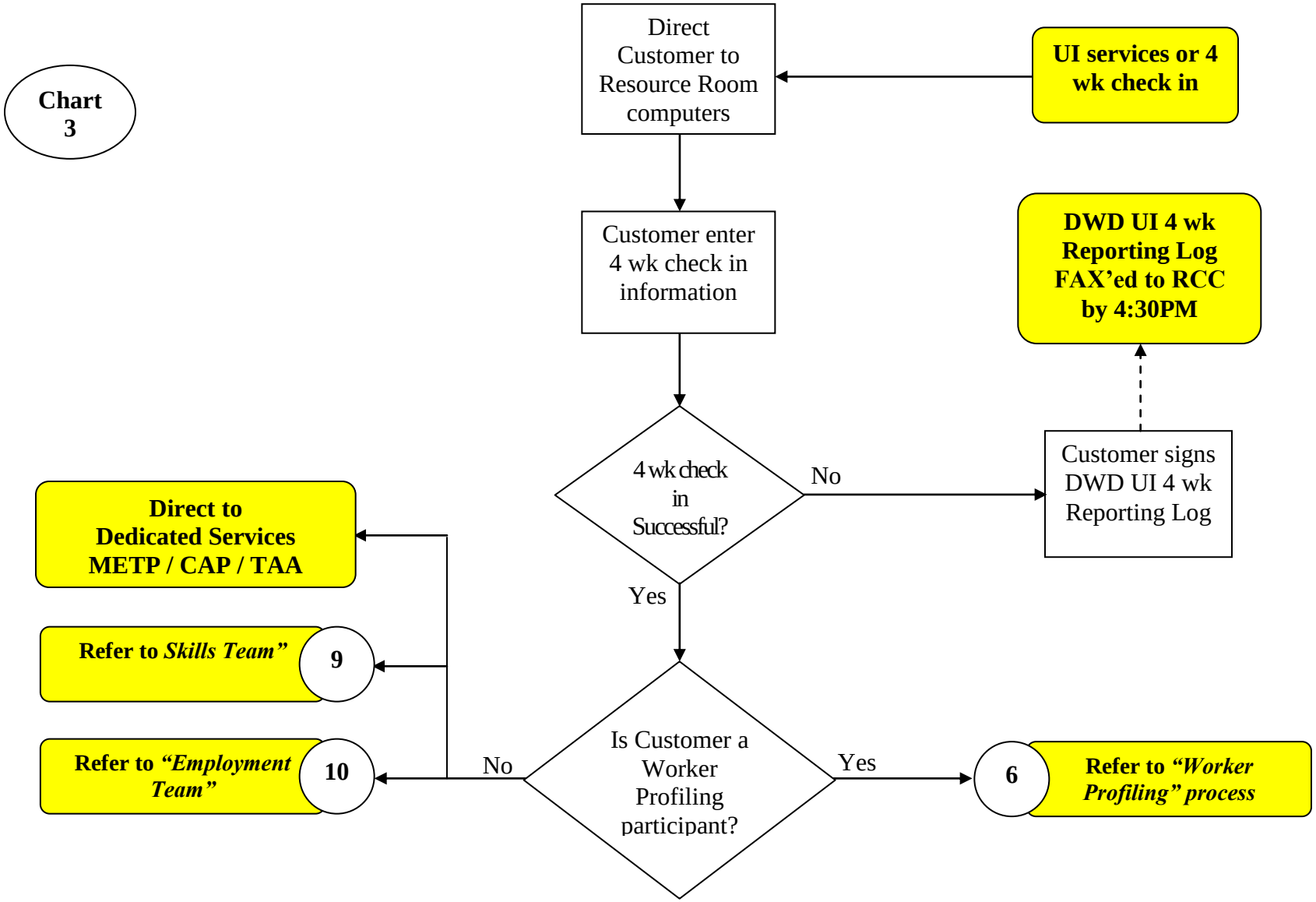
Career Center Customer Flow

UI 4 wk check in Process



Career Center Customer Flow

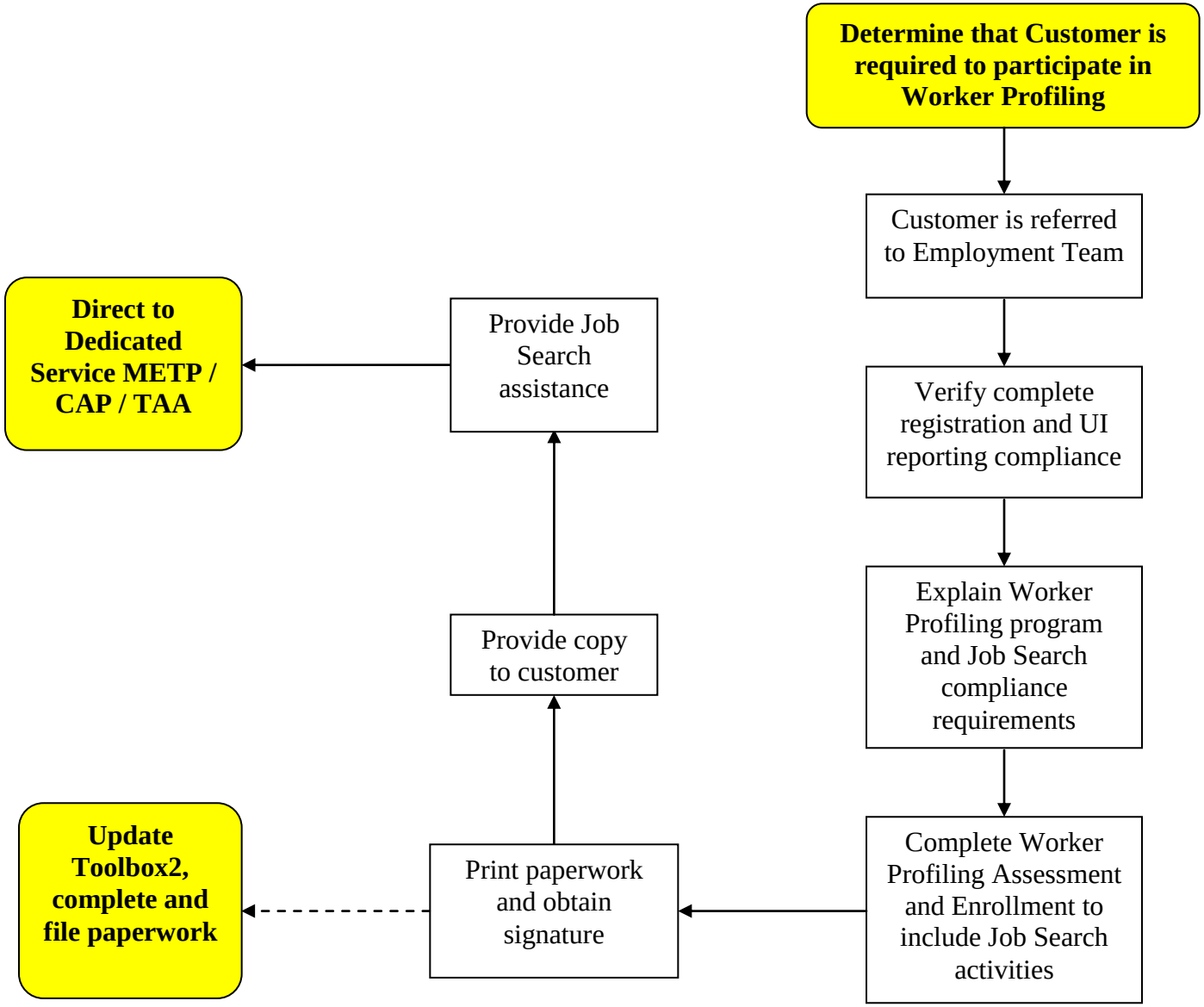
UI 4 wk check in Process



Career Center Customer Flow

Worker Profiling Process

Chart 6



Attachment #6

Major Local Policies and Requirements

Identify the local areas policy for supportive services and/or needs based payments to enable individuals to participate in Title I activities. This policy should address how resources and service coordination is managed in the local area and the procedures for referrals to services. In addition, this policy should identify:

- ***how such services will be funded when they are not otherwise available from other sources;***
- ***the services that may be provided;***
- ***documentation required for requesting service;***
- ***the maximum amount of funding and length of time for supportive services or needs based payments to be available to participants; and***
- ***procedures (if any) established to allow One-Stop operators to grant exceptions to the limits established***

The Central Region's Local Policy for provision of support services allows program operators to provide Support Services to Adults, Dislocated Workers, Older Youth and Younger Youth who have been determined eligible to receive assistance and participate in a WIA Title I activity.

Each customer is required to complete a Financial Needs Determination Form to document the total amount of family income received and submit this information with the "Support Service Request"**.** Depending on the customer's need this form may be completed at any level of service, but at minimum, must be completed with IEP development and up dated every 6 months following.

Program Operators collaborate with agencies within the Career Center system partnership to share and obtain information and access to non-WIA resources. As customers are assessed to determine resource needs, written referrals are made, using the region's "Common Referral" form, which is sent to the partnering agencies to enable customers to apply for services. A copy of the "Common Referral" form is kept in the customer's hard file; a copy is sent to the partnering agency and the customer is given a copy. As barriers are discovered during on-going assessment, this process is followed and must be evident in the hard file. After referrals have been made, WIA staff members are responsible for follow-up communication with partnering agency staff, to ensure that customers have applied for needed non-WIA resources. Discussions are documented in the monthly case history section of the customer's automated file. In the event that non-WIA resources are not available to assist the customer, a WIA "Support Service Request" form may be submitted to the agency director or designated staff member to request that WIA funds be considered to assist the customer.

"Support Services" are justifiable when the customer's personal finances are not adequate to pay all expenses that are related to employment and or training success. "Support Services" are intended to ensure that adequate resources and support systems are in place, to enable the customer too successfully:

- find employment;
- complete training;
- develop skills for new or better employment opportunities;
- enhance job retention and attaining self-sufficiency.

Program Operators budget WIA funding to be utilized in providing "Support Services". All non-WIA resources must be considered and applied first, prior to authorization of WIA funding for "Support Services".

WIA "Support Services" must be employment or training related and typically includes, but is not limited to, funding to provide clothing, supplies, limited small equipment and or tools. Transportation assistance may be provided to individuals during job search or training participation. Payments for drug testing, mental evaluations, medical evaluations, exam fees, and other employment or training related fees may be authorized when deemed appropriate and beneficial to the customer's goal attainment. Limited assistance is provided on an emergency basis when non-WIA resources are not available to assist with food, housing, ADA accommodations, child care, or other emergency needs that may negatively threaten the customer's potential to succeed in employment or training activities.

The process for requesting WIA "Support Services" is as follows:

- WIA staff will assist customers in completing a **"**Request for Support Services" form. The request form must be signed by the customer.

- The request form must include a statement explaining why the help is needed and how it will enhance the customer's ability to successfully attain their goals for employment.

- Verification of need must be provided with the request form as follows:

  - Child Care**:** Participants who request assistance to help pay for childcare must submit a completed Child Care Provider Verification Form with their request form. The form must be completed and signed by the childcare provider and be attached to the request form. The childcare provider must agree to all stipulations stated on the form to receive payment for services from WIA funding. The childcare provider must submit attendance records with a monthly invoice to the Program Operator.

  - Physical & Mental Exams**:** Work related medical examinations (not paid for by the employer) may be considered. A letter from the employer must be attached to the request form, explaining that the evaluation is needed

and stating that medical insurance is not available to cover the expense and that the employer is unable to pay for the medical evaluation. Customers are required to sign a "Release of Information" form (that must be attached to the request form), giving authorization to the medical provider to complete and submit a "Health Status" form to the Program Operator and the employer or training provider, stating their professional medical opinion concerning the customer. If approval of "Support Services" is granted, authorizing the customer to receive the medical/mental evaluation as requested, the "Health Status" form must be returned to the Program Operator, attached to the invoice that is submitted by the medical provider to request payment.

- Drug Testing, Substance Abuse Counseling & Counseling Services: "Support Services" may be requested to assist with payments associated with these services. Program Operators may choose to utilize these services as pre-screening for enrollment into Training services such as OJT or COT. A request form must be submitted for approval prior to obtaining service.

- Travel Assistance: requests for "Support Services" to assist with transportation for "Job Search, participation in Training or assistance during the initial weeks of employment, prior to the first pay check" will be considered. Once approved, a tracking system is implemented to document the number of miles traveled, the reason for the travel, and the amount to be paid to the customer to assist with travel expenses.

    - Transportation Assistance for Job Search Participation: Customers who are actively participating in a Job Search activity must submit a completed "Job Log" form that lists the name and physical address of the business contacted. The form must indicate if the customer was there to submit or pick-up an application or if they were there for an interview. At least 10 contacts per week must be made with not less than six face to face contacts required. The date of the contact and the name of the contact person must be listed on the form. "Map Quest" will be used to determine the distance between locations and payment will be based on these results.

    - Transportation Assistance for Training Participation: Customers who are enrolled and actively participating in a Training activity must provide a monthly "Progress and Attendance" form, completed by the Training provider to verify attendance and progress. The customer must complete a "Travel Log" that includes the date the trip was made, the starting point physical address and the physical address of the destination; the physical address of the starting point for return and the physical address of the return destination. "Map Quest" will be used to

determine the mileage distance between locations and payment will be based on these results.

- Transportation Assistance -New Employment: Assistance may be provided to customers who obtain new employment and are in need of assistance for transportation expenses during the first 30 days of employment or until they have received their first pay check. A "Travel Log" with the same information as required for customers participating in Training will be required.

- Uniforms Necessary for Employment: customers who obtain employment that requires specific clothing to be worn when performing daily job duties, may receive "Support Services" to assist with purchasing costs; this includes: customers who are placed in work experience; OJT, COT or by direct job placement.

- ADA Accommodations: participants who have documented disabilities and who are determined ineligible for assistance from vocational rehabilitation services may receive support services specifically for work or training related accommodations.

- Emergency Food: participants who are in need of emergency food and are found to be ineligible for any other type of assistance (Food Stamps, MOCA, Salvation Army, and Food Pantry) may request support services.

- Housing Related Expenses: participants who request assistance for housing related expenses must confirm that they are not eligible to receive any other type of housing related assistance. A one-time "Support Service" payment may be issued to a landlord and or utility company when it is necessary to ensure that the participant does not become homeless or if it is necessary to secure residence for a participant as a result of relocation for employment or job retention. "Support Service" payments for housing related expenses will only be allowed one time for the length of the participant's enrollment. Mortgage payments are not included.

- Clothing and or Hygiene Products: customers who are actively seeking employment or participating in Training services may receive "Support Services" to purchase clothing necessary for maintaining positive appearance as required for Training participation or for job interviewing. When assessed as necessary, hygiene products will also be approved for purchase. Customers who need to improve their personal appearance to look presentable for job search, training participation or to enter new employment may be assisted with haircuts, hair styling, make-up and consultation to learn how to use these products and maintain appearance.

The service provider's Executive Director must review all requests, consider all evidence applicable to the request and authorize or deny services prior to any allocation of funding.

Funding to assist with "Support Services" is based on individual need and individual agency budget restraints. Program Operators are instructed to compare prices from various vendors prior to requesting assistance and only requests for the lesser amount of purchase will be considered. A target of $150 per customer is suggested as an average goal for "Support Service" provision. In circumstances where $150 is not adequate to meet need, the service provider's Executive Director may grant an increased amount, not to exceed $1000, as long as funding is available in the budget and all process requirements are fulfilled. Authorizations that exceed $1000 must be submitted to the CWIB Executive Director for approval.

Customers may request "Support Services" throughout their active enrollment as long as participation and need is verified. Participants who have "Exited" from WIA services may request support services to ensure job retention during follow-up.

Identify the maximum dollar amount for all supportive services combined per participant.

Program Operators negotiate annual budgets with the C-WIB. Budgets include line items for provision of "Support Services" for each program type. Projection is based on past experience and economic conditions. For example, excessive gas prices are placing a hardship on customers participating in Job Search and Training. As a result, it is anticipated that there will be an increase in requests for transportation assistance; as a result, the line item for transportation assistance may be increased. The final result is based on funding availability.

Attachment #6

Needs Related Payments

Needs Related Payments may be provided to participants served under the American Recovery and Reinvestment Act (ARRA), providing funds are available, according to the policy below. Needs Related Payments may be made available to WIA participants enrolled in training, as funding allows.

Needs Related Payments (NRP) are included as a supportive service and are available to provide financial assistance to participants for the purpose of enabling individuals to participate in training.

NRP eligibility requirements for Adults:

1) **Must be unemployed;**
2) **Must not qualify for, or have ceased qualifying for, UI compensation; and**
3) **Must be enrolled in a program of training services under WIA Section 134(d)(4).**

NRP eligibility requirements for Dislocated Workers:

1) **Must be unemployed; and**

a) **Have ceased to qualify for UI compensation or Trade Readjustment Allowance (TRA) under Trade Adjustment Assistance (TAA); and**
b) **Be enrolled in a program of training services under WIA Section 134(d)(4) by the end of the 13th week after the most recent layoff that resulted in a determination of the worker's eligibility as a Dislocated Worker, of, if later, by the end of the eighth week after the worker is informed that a short-term layoff will exceed six months; or**
c) **Be unemployed and did not qualify for UI compensation or TRA under TAA.**

NRPs may be provided if the participant has been accepted in a training program that will begin within 30 calendar days.

The Recovery Act requires an increased emphasis on providing supportive services to eligible Adult and Dislocated Worker participants. The following funding levels will be permitted:

Up to $8,320 per participant meeting NRP eligibility ($320 per week for 26 weeks). (Note- this amount is a guideline and may be exceeded based on the needs of the participant with written justification and availability of funds ;) and

Attachment #6

TEGL 14-08 states “Guidance on the provisions of NRPs to Dislocated Workers can be found in 20 CFR 663.820 and 663.825.