



**PIEDMONT**  
Workforce Network

**Program Planning & Service Delivery Committee Meeting**

September 16, 2016 – 10:00 AM – 11:30 AM

PVCC Eugene Giuseppe Center (Greene County Library, 2<sup>nd</sup> Floor)

222 Main Street

Stanardsville, VA 22973

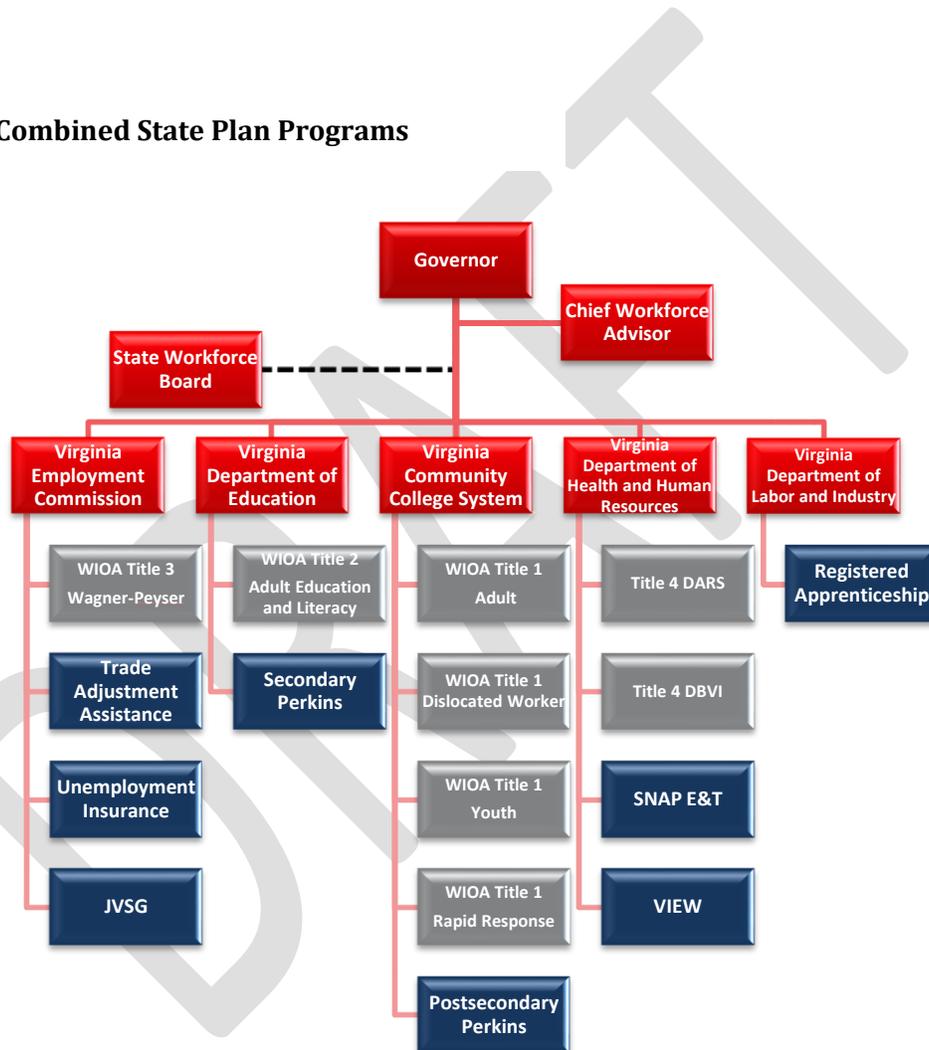
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|--|----------------------------|
| <b>I. Welcome &amp; Introductions</b>  | <b>10:00 AM – 10:05 AM</b> |
| <b>II. PWN Board Staff Update</b> – <i>Morgan Romeo</i> <ul style="list-style-type: none"><li>• Local Plan Development<ul style="list-style-type: none"><li>○ Agencies Involved</li><li>○ MOU Development</li></ul></li><li>• Additional Funding Sources<ul style="list-style-type: none"><li>○ America’s Promise Grant</li><li>○ Locality Funding</li><li>○ Workforce Innovation Fund Grant</li></ul></li></ul> | <b>10:05 AM – 10:30 AM</b> |
| <b>III. Strategic Planning Retreat</b> – <i>Darla Rose</i> <ul style="list-style-type: none"><li>• Review old Strategic Plan</li><li>• New Strategies?</li></ul>   | <b>10:30 AM – 10:50 AM</b> |
| <b>IV. VBWD Policies for the One Stop System</b> – <i>Morgan Romeo</i> <ul style="list-style-type: none"><li>• Career Services Implementation</li><li>• One Stop Service Delivery</li></ul>  | <b>10:50 AM – 11:10 AM</b> |
| <b>V. Partner Roundtable</b> – <i>Darla Rose</i><br><i>New Initiatives? New Programs? Needs?</i>   | <b>11:10 AM – 11:30 AM</b> |
| <b>VI. Additional Business</b>   | <b>11:25 AM – 11:30 AM</b> |
| <b>VII. Adjournment</b>  | <b>11:30 AM</b>            |

*STATE PROGRAM AND STATE BOARD OVERVIEW*

**Description of Organizations and Delivery Systems**

The following figure depicts the core programs (in grey) and non-core partner programs (in blue) included in this Combined State Plan. The Secretary of Commerce and Trade serves as the Governor’s Chief Workforce Advisor and directs a small 3-person team. The state workforce board is a strategic entity that operates outside of any one agency and works with the governor to provide system-spanning policy recommendations, strategic direction to the One-Stop service delivery system, and performance oversight.

**Virginia’s Combined State Plan Programs**





## **Piedmont Workforce Network**

### *Creating a Strategic Action Plan*

#### *Final Report (January 2013 to December 2015)*

### **Introduction**

During the spring and summer of 2012, the Piedmont Workforce Network Council and Board began the planning process for the development of a strategic action plan to guide the work of PWN for the next three years. It was evident during the initial stages of the planning process that a mission or strategic imperative needed to be identified in order to focus the work of the planning. Board and Council members, working with Dominion Education Services, created the following statement to serve as the guide for the planning process.

*“To be a proactive partner with employers and economic development leaders by providing a qualified workforce that meets current and future job demand.”*

The importance of being a proactive, nimble organization that responds to the needs of employers was established as key to the future of PWN.

A planning retreat was held on October 17, 2012 and facilitated by Dominion Education Services. At the retreat, Council and Board members reviewed the strategic planning process and examined workforce data. They then discussed strategic issues, identified strengths, weaknesses, opportunities and challenges, and developed long-range strategic actions. Finally, they defined strategies for each of the action areas. These actions and strategies served as the foundation for the development of the remainder of the strategic action plan to include goals, responsibilities, schedules, desired outcomes and metrics.

## The Strategic Planning Process

The following process cycle was used to guide the development of the strategic plan.

# STRATEGIC PLANNING CYCLE



## **The SWOT/C Analysis – Identifying Strategic Issues**

The analysis of strategic issues was conducted in two parts – the first through the lens of the present and the second by projection to the future.

### **Where are we now?**

Participants in the planning process were encouraged to analyze PWN’s current performance in light of customer relationships (employers and employees), services offered, existing processes and organization, current leadership and people skills, and existing facilities, systems, and budgets. The following is a summary of the SWOT/C analysis.

#### ***Strengths -- Present***

- Number of post-secondary providers
  - Strength of community colleges, including internet-based learning and presence of University of Virginia
- TJPED as fiscal administrator, connecting PWN with economic development
- Some level of presence in each jurisdiction
  - Job seeker, employer presence in all jurisdictions

#### ***Weaknesses-- Present***

- Lack of control of funding stream including inability to predict funding for future years
- Lack of branding that provides knowledge and awareness of purposes and services
- Diversity of regional interests, with lack of alignment of purpose

#### ***Opportunities – Present***

- Rebrand PWN as a quality workforce resource to employers
- PWN as facilitator of complementary partnerships in the region
- Develop a universal assessment for all PWN partners in order to help PWN/community partners understand the skill level of the region’s workforce

#### ***Threats/Challenges – Present***

- Lack of adequate transportation
- Overall public/private collaboration
- Lack of awareness of what PWN is and does
- Ability to be responsive to needs
- Funding – need sustainable fiscal model

## **Where are we going?**

The following questions were used to stimulate discussion:

- Where does PWN want to be in 3 years?
- What would PWN look like in 3 years if:
  - It maximized its strengths?
  - It minimized its weaknesses?
  - It took advantage of its opportunities?
  - It overcame its threats and challenges?

The following is a summary of the SWOT/C analysis.

### ***Strengths – 3 Years***

- PWN serves as a technical assistance specialist for workforce development and job creation and coordination, helping localities assess needs
- Being an essential, nimble partner, responding to needs
- Creation and cultivation of a regional economic ecosystem identity (think Research Triangle)
  - Example: Biotech in Charlottesville – get manufactured products from outlying counties instead of manufacturers outside of region
- Provide one entity to offer spectrum of tailor-made services to most localities – be a regional clearinghouse
- Incentivize usage of PWN by tying it to results and accountability – use marketing benefits

### ***Weaknesses – 3 Years***

- Diversification of monetary services (seeking private grants, providing for-fee services)
- Adjust PWN's branding to match business cycle
- Regional alignment through PWN – in turn member localities and partners will disperse knowledge of PWN as a resource

### ***Opportunities – 3 Years***

- Identify services PWN offers – “This is who we are and what we offer.”
  - In order to be responsive, each group needs to understand the vision, how we play into the vision, and the resources PWN can leverage.
- Label to brand services PWN offers
- Create partnerships and systems to ensure that support services are delivered

### ***Threats/Challenges – 3 Years***

- Develop “best in class” reputation
- Need for exceptional public/private collaboration resulting in access to:
  - Reliable transportation, sponsorship (funding), and available talent database

## The GAP Analysis – Where We Are versus Where We Want to Be

Following the analysis of current and future strategic issues, participants were asked to identify critical gap areas between where PWN currently functions and where they want to be in the next three years. Everyone was reminded to focus on the “what,” rather than the “how.” The following gaps were identified.

### Gaps

#### ➤ *Employer Engagement*

##### ○ Need

- single, unified coordination of services
- determination of common business and community needs
- recognized regional branded entity so that businesses recognize the brand and know what it stands for – “a seal of approval”

#### ➤ *Branding*

##### ○ Need

- alignment of services PWN provides with customers PWN serves and with economic cycle

#### ➤ *Not Unified Enough*

##### ○ Need

- unitary organizational culture issuing from commitment, buy-in, and competency – resulting in common brand
  - clear, streamlined lines of communication
  - to become the “go to” place
- Example: Businesses come to city or county to tell them what they need in terms of employees; county turns to PWN and tell it about the employer’s needs, and that message is passed through PWN to various groups and localities.

#### ➤ *Clear Message*

##### ○ Need

- a clear message and a message script
- communication systems, mechanisms, and strategies
- to serve as a neutral provider of services, having an agreed-upon way to resolve issues that might divide localities

## Strategic Actions

Following the gap analysis, the next step in the process was to identify specific actions needed in order to close the four identified gaps areas. Participants were asked to identify actions that were specific, measurable, and achievable. The actions should also clearly support the strategic imperative

STRATEGIC ACTION AREAS			
Employer Engagement	Branding	Marketing	Unified Organizational Culture
<b>STRATEGIC ACTIONS</b>			
<ul style="list-style-type: none"> <li>▪ Create content – what is PWN message</li> <li>▪ Train PWN partners</li> <li>▪ Develop talking points</li> <li>▪ Develop materials for recruiters</li> <li>▪ Conduct quarterly business and provider roundtables</li> <li>▪ Gather needs from employers</li> <li>▪ Disseminate PWN message</li> <li>▪ Gain local governments' validation/ buy-in/ commitment and funding</li> <li>▪ Utilize technology to access and show PWN resources</li> </ul>	<ul style="list-style-type: none"> <li>▪ Link branding effort of TJPED &amp; PWN</li> <li>▪ Develop/build cross function team</li> <li>▪ Select name/label</li> <li>▪ Define signature services – short list of what PWN does well and how it is nimble</li> </ul>	<ul style="list-style-type: none"> <li>▪ Develop and implement brand awareness campaign (to internal &amp; external customers)</li> <li>▪ Secure funding for brand awareness campaign</li> <li>▪ Engage internal teams to serve as ambassadors for brand awareness campaign</li> <li>▪ Create “elevator speech” &amp; train internal team to deliver</li> </ul>	<ul style="list-style-type: none"> <li>▪ Identify key issues across jurisdictions important to employers and workforce stakeholders</li> </ul> <p>(See list of possible key issues below)</p>

Possible key issues to unify organizational culture:

- Shallow retail pool – new retailers in area in need of qualified employees
- Under-employment , unemployment, working poor – drain on local resources
- Attract new employers – create career ladders – identify potential employees and skills needed

## Words and Thoughts

Throughout the day words and statements were captured. Those, such as the following, serve to provide an overview of some of the common themes.

- ❖ Nimble and responsive
- ❖ Essential
- ❖ Clearing house
- ❖ Ecosystem
- ❖ Dynamic
- ❖ Branding
- ❖ “Every focus needs to be on how to meet needs of employer.”
- ❖ “Let’s make it so that Board membership is in high demand.”
- ❖ “The one thing that is keeping us from doing all those things is trust.”

## Outcomes

As a result of the strategic actions, PWN will achieve the following outcomes at the end of the three year plan period. Recognizing this as a process of continuous improvement, PWN will monitor progress at the end of each year.

**Outcome 1:** Recognition in the region of PWN as *the* resource for meeting the needs of job seekers and employers.

Achievement Indicator: An increase each year in the number of employers, non-profits, chambers, and individuals aware of PWN as a resource.

Achievement Indicator: An increase in the level of participation by localities with PWN.

Data Collection and Reporting: To be determined. A system for documenting and reporting awareness will be developed and reported.

**Outcome 2:** Increased employer engagement and utilization of PWN services.

Achievement Indicator: An increase each year in number of contacts with employers.

Achievement Indicator: An increase in the number of business services projects.

Data Collection and Reporting: To be determined. A system for documenting and reporting contacts with employers will be developed and reported by the Business Services Teams, in conjunction with the Business Service Manager. Systems for monitoring requests, including the use of the website and other electronic media will be developed.

**Outcome 3:** Increased job seeker utilization of PWN services.

Achievement Indicator: A Career Pathways model is in place for the demand occupations in the region.

Achievement Indicator: Increase in credential attainment in demand occupations.

Achievement Indicator: Increase in job placement in demand occupations.

Data Collection and Reporting: Utilization of existing metrics and establishment of new systems to track VEC and non-intensive service job seekers. The demand occupations will be defined by TJPED.

### **Recommended strategic actions based on identified outcomes**

Commonalities may be found among the four areas initially identified as strategic action areas. And, in addition to the commonalities, linkages can be found among each of the three areas. The following is used as the organization structure for the strategic actions, with the Branding action area being subsumed under the heading of Marketing.

<b>STRATEGIC ACTION AREAS</b>		
To Increase Employer Engagement	To Develop a Marketing Strategy	To Create a Unified Organization Culture
	Branding would be a part of the marketing plan	

As strategies were developed for each of the actions, the following questions were used as a check to make sure that the strategies are aligned with the long-range goals of PWN as defined in the strategic planning process.

1. Is the purpose of the strategy clear?
2. What are the key elements of the strategy?
3. How does the strategy address the issues and achieve issue-specific goals?
4. What parts of the organization are required to implement the strategy?
  - Whole organization
  - Departments
  - Providers
  - Board and Council

The following chart re-groups the actions as headings, followed by specific goal statements. Also included are examples of strategies that may help to achieve the stated goals and possible indicators to consider.

On January 31, 2013, the combined PWN Council and Board met to approve the strategic actions and to review the indicators to achieve those strategic actions over the course of the three-year term of the Strategic Plan. The third column of indicators provides an overview of the work.

	Examples of strategies	Indicators
<p><b>Employer Engagement</b></p> <p><b>Increase PWN’s presence in the business community.</b></p> <p><i>(Focus in Years 1 and 2 of the plan)</i></p>	<p>Create content – what is PWN message</p> <ul style="list-style-type: none"> <li>▪ Develop talking points</li> <li>▪ Train PWN partners</li> <li>▪ Develop materials for recruiters</li> <li>▪ Disseminate PWN message</li> </ul> <p>Utilize technology to access and show PWN resources</p> <p>Gather needs from employers</p> <ul style="list-style-type: none"> <li>▪ Conduct quarterly business and provider roundtables</li> </ul>	<ul style="list-style-type: none"> <li>▪ Track number of employers served</li> <li>▪ Utilize Executive Pulse as a tool for tracking</li> <li>▪ Increase private sector involvement on the PWN Board</li> <li>▪ Presentations to chambers, trade associations, business groups about PWN’s resources</li> <li>▪ Under TJPED’s direction, identify PWN’s resources to meet needs of targeted industries</li> <li>▪ Number of companies served</li> <li>▪ Number of contacts with businesses</li> <li>▪ Number of services to business</li> </ul>

<p><b>Branding and Marketing</b></p> <p><b>Create an identifiable brand and a marketing strategy to increase awareness of PWN’s purpose and services.</b></p> <p><i>(Focus in Year 1 of the plan)</i></p>	<p>Define signature services – short list of what PWN does well and how it is nimble</p> <ul style="list-style-type: none"> <li>▪ Link branding effort of TJPED &amp; PWN</li> <li>▪ Create “elevator speech” &amp; train internal team to deliver</li> <li>▪ Select name/label</li> </ul> <p>Develop marketing strategy</p> <ul style="list-style-type: none"> <li>▪ Develop and implement brand awareness campaign (to internal &amp; external customers)</li> <li>▪ Secure funding for brand awareness campaign</li> <li>▪ Engage internal teams to serve as ambassadors for brand awareness campaign</li> </ul>	<ul style="list-style-type: none"> <li>• Brand/logo identified and implemented</li> <li>• Use Google Analytics to track Website activity</li> </ul>
<p><b>Creating a Unified Organization Culture</b></p> <p><b>Develop a plan to unify the work of PWN in order to become a proactive partner that responds to key workforce and economic development issues.</b></p> <p><i>(Focus in Year 3 of the plan)</i></p>	<p>Identify key issues across jurisdictions important to employers and workforce stakeholders</p> <p>Develop/build cross-function team</p> <p>Gain local governments’ validation/buy-in/commitment, and funding</p> <p>Develop/build career pathways models for demand occupations with local stakeholders</p> <p>Gain buy in from local stakeholders on career pathways models to promote credential attainment and job placement in demand occupations</p>	<ul style="list-style-type: none"> <li>▪ Offer Board Orientation</li> <li>▪ Active, fully functional Business Services Teams in place</li> <li>▪ Strong working relationship with each economic development jurisdiction</li> <li>▪ Maintain local elected official involvement</li> <li>▪ Increase Job Seeker utilization of the workforce centers</li> <li>▪ Increase credential attainment for job seekers</li> <li>▪ Increase job placement in demand occupations</li> </ul>

<b>Policy Area:</b> One-Stop Service Delivery	
<b>Title of Policy:</b> One-Stop Delivery: Comprehensive and Affiliate One-Stop Career Centers	<b>Number:</b> 300-02 (2016)
<b>Effective Date:</b> October 1, 2016	<b>Review by Date:</b> October 1, 2018
<b>Approved Date:</b> September 15, 2016	<b>Approved by:</b>
<b>Revision Date:</b>	

**I. Purpose**

This issuance defines and describes the requirements for comprehensive and affiliate one-stop career centers in Virginia as authorized under the Workforce Innovation and Opportunity Act (WIOA).

**II. Summary**

The WIOA requires at least one comprehensive one-stop center in each local workforce development area in a state. A comprehensive one-stop center is a physical location where job seeker and employer customers can access the programs, services, and activities of all required one-stop partners. In addition, affiliate one-stop career centers may exist in local workforce development areas. Affiliate one-stop career centers have WIOA partner programs available at a smaller scale than comprehensive one-stop career centers. Local Workforce Development Boards are required to provide physical and/or programmatic access in their designated local workforce areas through this network of comprehensive and affiliate sites. All comprehensive and affiliate sites will adhere to the federal branding requirements (deadline July 2017) and conform to local branding

This policy will be fully implemented after the execution of partner Memorandums of Understanding for program year 2017.

**III. References**

- Workforce Innovation and Opportunity Act (Pub. L. 113-128)
- Training and Employment Notice No. 05-14, *Workforce Innovation and Opportunity Act Announcement and Initial Informational Resources*
- Training and Guidance Letter No. 19-14, *Vision for the Workforce System and Initial Implementation of the Workforce Innovation and Opportunity Act of 2014*
- Notice of Proposed Rulemaking (NPRM) Docket No. ETA-2015-0002, RIN: 1205-AB74: Subpart F, § 361.305 through § 361.315
- INSERT FINAL RULES REFERENCE HERE

**IV. Policy**

The mandatory partner programs involved in one-stop delivery in Virginia include the following:

1. Programs authorized under title I of WIOA, including Adults, Dislocated Workers, and Youth; Job Corps; YouthBuild; Native American programs; and Migrant and Seasonal Farmworker programs
2. Wagner Peyser Employment Services
3. Adult Education and Literacy activities authorized under title II of WIOA
4. Vocational Rehabilitation
5. The Senior Community Service Employment Program (SCSEP)
6. Carl D. Perkins career and technical education programs at the post-secondary level
7. Trade Adjustment Assistance
8. Jobs for Veterans State Grants authorized under chapter 41 of title 38
9. Community Services Block Grant (CSBG) employment and training activities
10. Department of Housing and Urban Development (HUD) employment and training activities
11. Programs authorized under state unemployment compensation laws
12. Second Chance Act programs
13. Temporary Assistance for Needy Families (TANF)

The WIOA requires at least one comprehensive physical one-stop center in each local workforce development area. The comprehensive one-stop center must be physically and programmatically accessible to individuals with disabilities. In Virginia, a comprehensive one-stop center has the following requirements:

1. A comprehensive one-stop center is a physical location where both job seeker and employer customers can access the programs, services, and activities of all required one-stop partners.
- 2a. A comprehensive one-stop center must have full-time staff present from each of the following programs:
  - WIOA Title I—Adult, Dislocated Worker, Youth programs
  - WIOA Title II—Adult Education and Literacy services
  - WIOA Title III—Wagner Peyser employment services
  - WIOA Title IV—Vocational Rehabilitation services
  - Jobs for Veterans State Grants-funded staff (including Disabled Veteran Outreach Program or Local Veterans Employment Representative staff)
- 2b. The following programs must be accessible at a local one-stop career centers, and the access strategy must be specifically addressed in the negotiated MOU how individuals served at the Center will be provided access:
  - Virginia Department of Labor and Industry – Registered Apprenticeship

- Carl Perkins Career and Technical Education – Post-Secondary Training
  - Non-Credit Workforce Training provided by the Virginia Community College System
  - Trade Adjustment Assistance
  - Temporary Assistance for Needy Families (TANF) and the Virginia Initiative for Employment not Welfare (VIEW)
  - SNAP Employment and Training (SNAP ET)
  - Other programs authorized under title I of WIOA, including Job Corps; YouthBuild; Native American programs; and Migrant and Seasonal Farmworker programs
  - The Senior Community Service Employment Program (SCSEP)
  - Community Services Block Grant (CSBG) employment and training activities
  - Department of Housing and Urban Development (HUD) employment and training activities
  - Programs authorized under state unemployment compensation laws
  - Second Chance Act programs
3. A comprehensive one-stop career center must provide full access to career (basic and individualized) and training services. Access is defined as (1) having partner program staff physically present at the one-stop career center appropriately trained to provide information to customers about the programs, services, and activities available through partner programs; and/or (2) providing on-demand direct linkage through technology to program staff who can provide relevant information and/or services.
  4. Each comprehensive one-stop career center must provide a full array of labor market information for job seekers, including online access to tools and resources. This information shall be provided by the Virginia Employment Commission through the Virginia Workforce Connection and VirginiaLMI.com and may be supplemented with local tools and resources.
  5. Comprehensive one-stop career centers must provide access to programs, services, and activities during regular business days and hours. Program access strategies must include consideration for program access during non-traditional hours.
  6. Comprehensive one-stop career centers must have referral processes in place in order for employers and job seekers to have access to specialized or other services available through partner programs and service providers. These processes must be documented in the partner MOU.

The WIOA also allows affiliate one-stop career centers. In Virginia, an affiliate one-stop career center has the following requirements:

1. An affiliate one-stop career center must have at least two or more partner programs with a physical staff presence at the location. An affiliate one-stop career center does not need to provide access to every required one-stop partner program, although it is encouraged

that remote access be provided, such as program partner electronic intake forms and appointment scheduling at other locations. The frequency of the physical presence of various program staff at the affiliate one-stop career center is determined at the local level through arrangements with program partners. At each affiliate one-stop center, a program partner lead shall be identified. This lead could be any partner described in sections 2a-2b. This encourages an expansive and inclusive network of physical one-stop center locations.

Wagner Peyser employment service sites cannot be affiliate one-stop career centers unless they are collocated with another program partner. In this particular case, “another partner program” may not include the partner administering the Jobs for Veterans State Grant Program (JVSG), Trade Act Program, or unemployment insurance programs.

If Wagner Peyser employment services are provided at an affiliate site, there must be at least a WIOA Title I service provider at the affiliate site with staff physically present more than 50 percent of the time the center is open, in addition to any other partners as established in the local workforce area plan.

**V. Procedures**

All local plans should include details of all comprehensive and affiliate one-stop career centers in local workforce development areas. Arrangements are further detailed in a local Memorandum of Understanding (MOU), including roles and responsibilities of partners and cost sharing arrangements, including the local infrastructure funding agreement. Local areas requiring technical assistance should submit an official request to the WIOA Title I Administrator outlining the issue, possible resolution or options, and a specific request for assistance.

<b>Policy Area:</b> Programs and Services	
<b>Title of Policy:</b> Provision of Career Services	<b>Number:</b> 401-03 (2016)
<b>Effective Date:</b> October 1, 2016	<b>Review by Date:</b> October 1, 2018
<b>Approved Date:</b> September 15, 2016	<b>Approved by:</b>
<b>Revision Date:</b>	

**I. Purpose**

This issuance provides the Virginia public workforce system with a comprehensive framework for the consistent provision of career services as authorized under the Workforce Innovation and Opportunity Act (WIOA), and funded as employment services under the Wagner Peyser Act, Title III of WIOA.

**II. Summary**

The Workforce Innovation and Opportunity Act (WIOA) authorizes “career services” for adults and dislocated workers. Career services replaces “core” and “intensive” services and removes the sequence of services authorized under the Workforce Investment Act (WIA). There are three types of career services: basic career services, individualized career services, and follow-up services. The three levels of career services can be provided in any order based on local priorities and the employment needs of job seeker customers.

This policy supports integrated service delivery in the one stop centers and braids funding for career services in the centers.

**III. References**

- Workforce Innovation and Opportunity Act (Pub. L. 113-128)
- United States Department of Labor, Workforce Innovation and Opportunity Act; Joint Rule for Unified and Combined State Plans, Performance Accountability, and the One-Stop System Joint Provisions; Final Rule, 20 CFR, Part 678, Subpart B, One-Stop Partners and the Responsibility of Partners
- Training and Employment Notice No. 03-15, *Guidance on Services Provided through the Adult and Dislocated Worker Program under the Workforce Innovation and Opportunity Act and Wagner Peyser, as Amended by WIOA, and Guidance for the Transition to WIOA Services*

**IV. Policy**

WIOA requires the one-stop system to provide universal access to “career services” to meet the diverse needs of adults and dislocated workers. Service delivery must be universally accessible, customer-centered, and job-driven. The three levels of career services—basic, individualized, and follow-up—may be provided in any order based on local priorities and the employment needs of job seeker customers.

“Basic” career services are defined as including the following:

- Client intake, and orientation to Virginia workforce system services
- Initial needs assessment and evaluation of work history and educational attainment
- Registration in the Virginia Workforce Connection
- Labor exchange services, such as job search and job placement assistance
- Basic job search assistance, including resume writing and interview skills
- Labor market information
- Information on available supportive services
- Assistance through trained and available staff, either onsite at a one-stop career center or by telephone or other technology, on filing unemployment compensation claims
- Staff-supported assistance in resource rooms
- Referrals to other programs and services available through the one-stop system

“Individualized” career services are defined as including the following:

- Comprehensive and specialized assessments of skill levels and service needs
- Development of an individual employment plan and information on available training and training providers
- Assistance in establishing eligibility on non-WIOA financial aid for employment and training programs
- Group and individual counselling
- Career planning
- Short-term pre-vocational services including development of learning skills, communication skills, interviewing skills, punctuality, personal maintenance skills, and professional conduct services to prepare individuals for unsubsidized employment or training
- Internships and work experiences linked to careers
- Financial literacy services
- Out-of-area job search assistance and relocation assistance
- English language acquisition and integrated education and training programs

“Follow-up services” are defined as counselling regarding the workplace, for participants in adult or dislocated worker workforce investment activities who are placed in unsubsidized employment, for up to 12 months after the first day of employment. Follow-up services should be delivered by the program that provided the last service prior to a participant entering into employment.

Basic career services shall be available to all individuals seeking services through the one-stop system, and are to be provided in comprehensive one stop centers by Wagner Peyser-funded staff in coordination with other one-stop partners. If Wagner Peyser-funded staff are present in affiliate sites, they will deliver basic career services in coordination with other one-stop partners. Basic career services shall be accessible to all customers; therefore, any

necessary accommodations shall be available for customers with disabilities or other barriers, including language barriers.

If one-stop staff determines that individualized career services are appropriate to obtain or retain employment, then the individualized career services shall be made available through the one-stop system. Local workforce development boards must have policies and/or processes in place to determine when individuals require individualized career services to obtain or retain employment.

Follow-up Services shall be provided for participants who are placed in unsubsidized employment for up to 12 months after the first day of employment.

Certain career services, such as labor exchange services and labor market information, shall be made available to business and industry customers as part of the region's business service strategy. The Virginia Workforce Connection is the Commonwealth's official labor exchange system. Local workforce boards and business service teams shall identify specific strategies employed to ensure business customers receive these services.

#### **V. Procedures**

All local workforce development boards shall identify eligible providers of individualized career services for WIOA Title I programs and award contracts and/or MOUs, as appropriate. Basic career services provided by state staff through the Wagner Peyser program are not subject to contract requirements and shall provide services using the funding provided by the WIOA Title III, Wagner Peyser Act in comprehensive centers and in affiliate sites where staff is present.

A local workforce development board may act as a provider of career services only with the agreement of the chief local elected official in the local area and the Governor. If a local workforce development board wants to serve as a provider of individualized career services, it must submit a request for waiver to the WIOA Title I Administrator seeking approval by the Governor. If a local board acts as a provider of career services, it must establish a policy documenting appropriate controls and performance review practices.

The VBWD and Title I Administrator will conduct reviews of local workforce development plans and practices to ensure there are sufficient numbers and types of providers of career services in local workforce development areas to ensure that consumer choice and opportunities for individuals with disabilities and other barriers to employment are maximized.