



## **ATTACHMENTS**

**Northern Virginia Workforce Investment Board (Area #11)  
Operational Plan  
July 2013 through June 2014**



**Northern Virginia Workforce Investment Board**  
**Area XI**  
**Consortium Agreement**

For The Period of July 2012 - June 2014

**CONSORTIUM AGREEMENT  
BETWEEN**

FAIRFAX COUNTY  
CITY OF FAIRFAX  
CITY OF FALLS CHURCH  
LOUDOUN COUNTY  
PRINCE WILLIAM COUNTY  
CITY OF MANASSAS  
CITY OF MANASSAS PARK

Establishing the

**I. WORKFORCE INVESTMENT ACT**

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*WHEREAS*, the Commonwealth of Virginia has determined that workforce development is critical to the long-term economic health of the state, and

*WHEREAS*, the driving force for the envisioned workforce development system should be local, employer driven partnerships focused upon continuous improvement of customer services, and

*WHEREAS*, cost effective grant management, oversight and strategic planning for the local partnerships, is best provided through intergovernmental collaboration, and

*WHEREAS*, the Commonwealth of Virginia Workforce Board (“State Board”) established pursuant to the Workforce Investment Act of 1998 (“WIA”) is required to designate Workforce Investment Areas (“Areas”) as expeditiously as possible, and

*WHEREAS*, each Area shall have a local Workforce Investment Board (“Local Board”) appointed by Chief Local Elected Officials in accordance with the WIA and State criteria, and

*WHEREAS*, each Area containing two or more general purpose local governments (cities and counties) is required to execute a Consortium Agreement (“Agreement”) between the Chief Local Elected Officials of those governments,

NOW, THEREFORE, BE IT RESOLVED as follows:

**1. AREA DESIGNATION**

The Counties of Fairfax, Loudoun, and Prince William, and the Cities of Fairfax, Falls Church, Manassas and Manassas Park, hereinafter referred to as the parties, jointly apply for designation as a Workforce Investment Area.

**2. AREA NAME**

The Area shall be entitled the Northern Virginia Workforce Investment Area.

**3. THE CHIEF LOCAL ELECTED OFFICIAL**

The parties shall select a single Chief Local Elected Official (“CLEO”) as follows: Each of the parties will select a chief elected official from the general purpose local governmental body. These Chief Local Elected Officials will form the Consortium. They will select a Chair of the Consortium, who will serve as the single Chief Local Elected Official for the Area. The Consortium shall appoint Local Board members in accordance with the Consortium Agreement and the Consortium Chair will have a seat on the Local Board.

The Consortium will meet at least two times a year for the purpose of strategic planning and approving the Area's plan. At least one of these meetings shall be in conjunction with the Local Board.

**4. LOCAL ELECTED OFFICIAL (CLEO) AND WORKFORCE INVESTMENT BOARD (WIB) FUNCTIONS**

The parties, acting through the CLEO chosen in accordance with the preceding section of this Agreement, shall perform the following functions:

- a. Oversight over the local workforce investment system;
- b. Oversight over the youth programs and other funding sources which may from time to time fall under the purview of the Local Board;
- c. Consultation on appointments to the Local Board’s Youth Council;
- d. Plan and plan modification review and approval for WIA programs, and other programs for which the Local Board is given responsibility;
- e. Review and approval of the budget for the local workforce investment system;
- f. To the extent feasible, align all investments in workforce development in the Area, whether WIA resources or other resources, under the policy umbrella of the Local Board;
- g. When applicable, ensure that policies of the Local Board for workforce development, become integrated into county and city overall policies for economic development, education, and workforce investment;
- h. Other functions as assigned by agreement between the CLEO and the Local Board, by this Agreement, by the WIA, by the State or by the parties.

In partnership with the Local Elected Officials, the WIB shall perform the following functions to fulfill the requirements of the federal Workforce Investment Act of 1998 (P.L. 105-220) including:

- a. Develop a five (5) year strategic plan that connects all investments in workforce development
- b. Conduct strategic oversight to the workforce delivery system
- c. Oversee the One Stop Delivery System
- d. Develop and enter into a Memorandum of Understanding with workforce development system partners for the implementation and operation of the service delivery system in the local area
- e. Certify one-stop center operators and affiliate sites
- f. Promote quality in customer service
- g. Provide continuous accountability and evaluation through customer satisfaction surveys and other performance outcomes

## **5. LOCAL BOARD APPOINTMENTS**

The Parties agree to appoint Local Board members in accordance with the Workforce Investment Act, implementing federal regulations, criteria established by the State and this Consortium Agreement. The Local Board shall consist of no fewer than 48 members. Appointments shall be made by each of the Chief Local Elected Officials as follows: Appointments shall be principally based on the respective populations of member's governments, with the business and non-business representation being divided up for appointment by each of the Chief Local Elected Official. Population estimates will be updated annually and will be based on data from the Institute of Government, University of Virginia. Some of the appointments shall be regional, and those shall be appointed by consensus of all the Chief Local Elected Officials making up the Consortium. If consensus is not reached, such regional appointments shall be made on a proportionate basis using relative population figures as indicated above.

The following constitute the criteria for appointments to the Local Board:

- All jurisdictions will have at least one representative on the WIB regardless of the locality's population size. When a unit of government has only one seat on the Board, said board member shall be a representative from the business sector,
- The largest jurisdictions will cede some of their seats to accommodate the need for regional representation and to allow the smaller cities to have at least one representative on the Board,
- A total of seven (7) members from the following sectors will be determined to be 'regional representatives' on the WIB: Federal Labor organizations (2); Northern Virginia Community College (1); Virginia Department of Rehabilitative Services (1); Virginia Department for the Visually Handicapped (1); Virginia Employment Commission (1); and Job Corps (1), and
- The remainder of the seats will be assigned to the localities based on the closest figure proportionate to the size of the populations of member governments.

## 6. LOCAL BOARD TERMS

Board members shall be appointed for a 4-year term. Term limits will not apply for the Chief CLEO and the mandatory non-business seats. Any vacancy in the membership of the Board shall be filled in the same manner as the original appointment, and vacancies resulting from resignations or removal of mandatory members, as defined under the WIA, shall be filled within 120 days pursuant to the requirements of the Commonwealth of Virginia, Virginia Community College System Policy #99-2 (Establishment of Local Workforce Investment Boards).

## 7. THE GRANT RECIPIENT AND SUBRECIPIENT

The parties designate Fairfax County as the grant recipient for the WIA. The parties also designate The *SkillSource* Group, Inc., a non profit corporation, as the grant subrecipient and fiscal agent. Fairfax County will authorize the transfer of such funds as they become available and are approved by the Local Board, to the *SkillSource* Group, Inc., for the limited purpose of fulfilling the requirements of the Local Board under WIA.

- The SkillSource Group, Inc., shall follow the federal cost principles contained in OMB Circular A-122 (“Cost Principles for Non-Profit Organizations”). On an annual basis, the SkillSource Group, Inc., shall submit audited year-end financial statements to include Single Audit requirements under OMB Circular A-133. The audited financial statements shall be submitted within the 30 days after receipt of the auditor’s report or six months after the end of the fiscal year, whichever occurs first. The SkillSource Group, Inc., shall provide these audited financial statements to any other party upon request.
- The SkillSource Group, Inc. shall make available financial and programmatic records as requested by the County of Fairfax or its independent auditors.

## 8. LIABILITY INSURANCE

- (a) The Local Board, or its authorized representatives, may provide from eligible funds liability insurance policies for its (i) representatives, (ii) the Policy Council, (iii) the Youth Council, (iv) officers, (v) employees, (vi) volunteers, and (vii) members (“the covered persons”) and may provide legal defense of claims thereunder in accordance with the terms of the policies of insurance. The liability insurance should be in such amounts as are sufficient to cover any and all claims resulting from the performance of the official duties and responsibilities of the covered persons. The Local Board, or its authorized representatives, shall retain legal counsel to represent the covered persons to the extent deemed necessary to supplement legal counsel provided under said liability insurance policies.

- (b) Nothing contained in this Resolution shall be construed to abrogate or waive any defense of governmental or sovereign immunity on behalf of the Local Board or its representatives, the Policy Council, the Youth Council, officers, employees, volunteers, and members.

## **9. TERM**

This Agreement shall take effect when the Area is designated by the Governor and shall remain in effect until terminated in accordance with this paragraph or until the WIA is otherwise dissolved. Any party may terminate this Agreement by giving advance written notice to each of the other parties on or before January 1 of the year in which termination is to occur. Termination shall be effective June 30, 2014. Termination of this Agreement shall not effect the liabilities incurred prior to the termination date.

## **10. AMENDMENT**

This Agreement may be amended at any time by the written, signed consent of all the parties.

## **11. MEETINGS**

The Chief Local Elected Officials (CLEOs) of the parties shall meet at least twice annually and at such other times as are deemed necessary by the CLEO designated under Section 3 of this Agreement. A majority of the CLEOs may also call a meeting. CLEOs shall be notified in writing at least two weeks in advance of meetings. The notice shall include the time and place for the meeting and the proposed agenda. Advanced notice may be waived by unanimous consent of the parties.

## **12. DECISIONS**

Decisions shall be approved by a majority of the CLEOs, except as otherwise established in this Agreement, by the state or from time to time by resolution of the CLEOs.

## **13. DUTIES**

The CLEOs may each designate a single representative at a senior staff level to carry out any duties assigned to them by this Agreement. A Policy Council, made up of senior staff designees, shall be established to carry out operational and administrative functions. Notification to the designee shall be considered notice to the CLEO the designee represents.

## **14. SEVERABILITY**

Should any part of this Agreement be invalidated otherwise rendered null and void, the remainder of this Agreement shall remain in full force and effect.

**15. AUTHORITY**

The undersigned officials are authorized to execute this Agreement on behalf of the parties.

FAIRFAX COUNTY

By:   
Name: Sharon Bulova  
Title: Chairman, Fairfax County Board of Supervisors  
Date: \_\_\_\_\_

PRINCE WILLIAM COUNTY

By:   
Name: Corey A. Stewart  
Title: Chairman, Prince William Board of County Supervisors  
Date: \_\_\_\_\_

LOUDOUN COUNTY

By:   
Name: Scott K. York  
Title: Chairman, Loudoun County Board of Supervisors  
Date: July 19, 2012

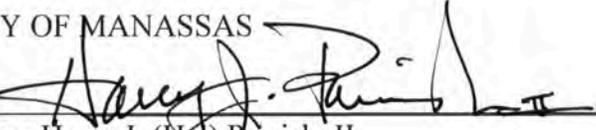
CITY OF FAIRFAX

By:   
Name: R. Scott Silverthorne  
Title: Mayor, City of Fairfax  
Date: 9/14/12

CITY OF FALLS CHURCH

By:   
Name: Nader Baroukh  
Title: Mayor, City of Falls Church  
Date: 8/13/12

CITY OF MANASSAS

By: 

Name: Harry J. (Hal) Parrish, II

Title: Mayor, City of Manassas

Date: \_\_\_\_\_

CITY OF MANASSAS PARK

By: 

Name: Frank Jones

Title: Mayor, City of Manassas Park

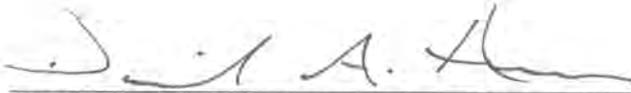
Date: 9-20-2012

**MEMORANDUM OF AGREEMENT  
BETWEEN  
SKILLSOURCE GROUP, INC.  
AND  
FAIRFAX COUNTY GOVERNMENT**

1. **Parties to the Agreement:** This Agreement is entered into by and The *SkillSource* Group, Inc. (SSG, Inc.), and Fairfax County Government on behalf of the Department of Family Services (DFS).
2. **Statement of Purpose:** The purpose of this agreement is to establish the terms and conditions under which the parties to this agreement provide workforce development services on behalf of the Northern Virginia Workforce Investment Board (NVWIB) to WIA Area XI. The Grants that will be administered under this agreement are listed in **Appendix A**. Any additional work will be negotiated between the parties and added to this agreement accordingly.
3. **The Parties agree to the following:**
  - a. DFS will implement the requirements of each grant under this agreement as agreed to with SSG, Inc. DFS will also be responsible for invoicing SSG, Inc. for programs and services provided under this agreement.
  - b. SSG, Inc. will contact the DFS Self-Sufficiency Division Director or the designee for all services that DFS will perform under this agreement. The Division Director will direct DFS staff to perform the work, if applicable.
4. **Period of Agreement:** This Agreement is effective from the date of signature through June 30, 2014.
  - a. Automatic renewals of this agreement are prohibited. SSG, Inc. reserves the right to renew the agreement for two additional years, one (1) year at a time. This agreement may be renewed at the expiration of its term by agreement of both parties.
  - b. Notice of intent to renew will be given to the Contractor in writing by Skill Source Group, Inc., normally ninety (90) days before the expiration date of the current agreement. (This notice shall not be deemed to commit the SSG, Inc. to a renewal of this agreement.)
5. **Compensation:** SSG, Inc agrees to pay DFS the amount specified for services provided for the period July 1, 2012 through June 30, 2013 per the attached budget (Appendix A). Each new year of the contract, DFS will provide SSG, Inc with a new budget.

6. **Availability of Funds:** It should be noted that grants may be continued each Fiscal year only after funding appropriations and program approval have been granted. In the event that grant funding does not get appropriated for a given grant, then the affected grant under this contract becomes null and void, effective the date of such funding denial.
7. **Agreement Modification:** All parties shall mutually agree upon modifications to this Agreement. Any modifications to this Agreement, to be valid, must be in writing and signed by all the parties. Oral modifications shall have no effect. If any provision of the Agreement is held invalid, the remainder of the Agreement shall not be affected.
8. **Reporting:** The parties will negotiate required reports as needed.
9. **Monitoring:** Any monitoring activities will be mutually agreed upon by the parties.
10. **Access To and Inspection of Work:** SSG, Inc. staff shall, at all reasonable times, have access to the work being performed under this agreement, wherever it may be in progress or preparation. Upon written request, DFS shall make available to SSG, Inc. all reports, records and other documents reasonably required.
11. **Indemnification:** SSG, Inc. shall have no liability for claims, damages and action of any kind or nature arising solely from acts or omissions of DFS, or its officers, employees or agents in the work performed under this contract. No person performing work pursuant to this contract shall be deemed an employee of SSG, Inc. Nothing contained herein shall be deemed an expressed or implied waiver of the sovereign immunity of SSG, Inc. or Fairfax County.
12. **Confidentiality:** All parties to this agreement shall adhere to Virginia Code § 63.2-104 and agree that all findings, memoranda, correspondence, documents or records of any type, whether written or oral, and all documents generated by the parties as a result of services provided under this Agreement, are confidential records (Records), and neither the Records nor their contents should be released, nor their contents disclosed, to any person other than the signatories, or their designees. The parties agree that all oral or written inquiries from any person or entity regarding the status of any Record generated as a result of the existence of this Agreement shall be referred to the signatories or designees for response. No termination of this Agreement shall have the effect of rescinding, terminating or otherwise invalidating this section.
13. **Termination:** Any party may withdraw from this agreement by giving written notice of withdrawal to all parties to this agreement at least 90 calendar days prior to the effective date of withdrawal. If this agreement is terminated, SSG, Inc. will be responsible for all costs incurred by DFS in the performance of its duties prior to the effective date of the termination. Additional work that must be performed to transition the work from DFS to the new vendor will be negotiated prior to the start of said work.
14. **Program Close-Out:** DFS agrees to perform close-out work on all cases in accordance with said grant requirements.

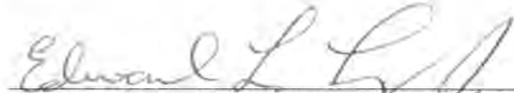
**ACCEPTANCE:**



DAVID A. HUNN, PRESIDENT AND CEO  
THE **SKILLSOURCE** GROUP, INC.

8-10-2012

DATE



EDWARD L. LONG, JR., COUNTY EXECUTIVE  
COUNTY OF FAIRFAX, VIRGINIA

8/6/12

DATE

# NORTHERN VIRGINIA WORKFORCE AREA #11 ONE STOP OPERATORS AGREEMENT

April 2013

The following Operating Agreement (the Agreement) sets forth the terms of agreement for cooperative operation and management of the full service and affiliate one stop centers located within the Northern Virginia Workforce Area #11. This Agreement sets up the operating consortium between the *SkillSource* Group, Inc., (operating as the Fiscal Entity on behalf of the Northern Virginia Workforce Area) and the Northern Virginia Workforce Investment Board, Northern Virginia Community College and the Fairfax County Department of Family Services and the Fairfax County Department of Housing and Community Development (The Agencies).

## 1. PURPOSE OF AGREEMENT

The purpose of this Agreement is to define the operating partnership between the Northern Virginia Workforce Investment Board's designated One-Stop Operator, designated as the consortia of Northern Virginia Community College and the Fairfax County Department of Family Services and the Fairfax County Department of Housing and Community Development (The Agencies) and inclusive of the NVWIB administrative entity, collectively herein after referred to as the 'One-Stop Operator'. It is further the purpose to set forth the relative duties of each of the operating partners insofar as they pertain to the Centers' operations, planning, and implementation of individual and shared duties, obligations, and responsibilities under the Workforce Investment and Wagner-Peyser Acts.

## 2. ONE STOP CAREER CENTER COMMITMENTS

For the Centers located within the Northern Virginia Workforce Area #11, each of the agencies party to this agreement supports the following one stop career center operation policies and procedures:

- Promote the further integration of programs through joint planning
- Use of the Center's CQI Team as the onsite continuous improvement and management approach on behalf of the one stop operator
- Utilize the policies and procedures to manage onsite collocated staff
- Utilize the Design Team recommendations for establishment of protocols for the services, processes, and functions that impact the system's ability to operate in a more integrated fashion.
- Utilize the System's current CQI Team as the partners' approach to continuous process improvement of the System's Center operations.
- Operate in accordance with the Northern Virginia Workforce Investment Board's certification quality standards.
- Utilize the Leadership Team's strategic planning/policy recommendations for the System's vision, values, and standards.

These agreements can also be found in the Workforce Investment Board's Memorandum of Understanding for the Implementation of the Workforce Investment Act.

### 3. MANAGEMENT OF OPERATIONS STRUCTURE

**ONE STOP OPERATOR ROLE/FUNCTION.** The One Stop Center will be directed by a site Operations Management Team comprised of representatives from the agencies that make up the One Stop Operator as identified in Section 1 of this agreement. It will be comprised of a manager from each partner and a designee will be appointed from each agency. It will be their responsibility to provide operational oversight to Center staff to ensure that the service delivery system at the Center fully integrates the System's goals and policies. Every effort will be made to resolve issues regarding policies and procedures between the consortia partners. Any unresolved issues will be presented to the Operations Committee of the WIB for final resolution. The service design of the respective Centers will make use of the Design Team's products, protocols, and quality standards and employ the CQI methodology embraced by the System. The team will organize themselves to realize the synergistic potential of a good partnership. The team will align, as required, their respective program practices/procedures to provide the best mix of quality, leveraged services at the One Stop System's service centers.

The contact person for all staff with regard to *service issues* is the Center Coordinator. Service issues are items that have to do with scheduling of staff for center functions (e.g., resource room coverage, workshops, etc.), customer flow, and changes to service delivery, etc.

The Executive Director of the NVWIB is the contact person for Workforce Investment Board policy *issues*. The *SkillSource* Group, Inc. Vice President for Operations is the contact person for Workforce Investment Board program issues.

**STAFF INTEGRATION.** The staff of the One-Stop Operator and all collocated Partners will integrate service functions as required to deliver universal services as envisioned by the existing Memorandum of Understanding and the Workforce Investment Act. This service integration will be defined over time through the work of the Leadership Team, Design Team and the Executive Directors of the Agencies.

**LEASEHOLDER.** The physical site will have a facilities site manager designated by the leaseholder. It is the responsibility of the facilities site manager to insure that the site is a safe and secure environment for the workers and customers who occupy and use the site. As the building agent, this person will insure that the physical plant is completely operational pursuant to all lease and sub-lease agreements.

**CENTER COORDINATOR ROLE/FUNCTION.** The Center Coordinator's role is to provide operational oversight to the Center. The Coordinator for the site is responsible for operational management, ensuring that services are being delivered in accordance with the Partnership's products and processes and use of the Continuous Quality Improvement initiatives of the Partnership. The Coordinator has primary responsibility for ensuring the tools and strategies developed by the Design Team and the CQI Team is implemented. The Coordinator is responsible for ensuring that the integrated service delivery system at the Center supports all of the WIB policies related to oversight and implementation of the one-stop delivery system.

The Coordinator provides direction to all collocated staff with regard to day-to-day operational needs. The Coordinator ensures all staff operate within the agreed upon policies and procedures to manage onsite collocated staff; with the agreed upon protocols for operations, customer interactions, and staff interactions, and operate in accordance with the WIB certification quality standards.

#### **4. THE ROLES AND FUNCTIONS OF THE SYSTEM'S TEAMS**

**LEADERSHIP TEAM (LT).** The Leadership Team is an advisory body organized to sustain the System and oversee its ethical stewardship. It is comprised of the leadership of the various formal partners within the workforce system. The LT sets and communicates the vision and values of the System and strives to provide collective leadership toward the shared goals. It accepts or rejects the activities of the Design Team aimed at better service models and advises the managing partners on matters to insure that policies, and the procedures that interpret them, maintain integrity and functionality. All signatories to this agreement will have representation of the organization's leadership on the LT.

**DESIGN TEAM (DT).** The Design Team is organized to develop approaches to the areas identified in the Integration Project Report and the further establishment of protocols for the services, processes, and functions that impact the system's ability to operate in a more integrated fashion. The DT will forward those recommendations to the Leadership Team for acceptance. Once accepted, these recommendations will be deployed. When the protocols are in place, the DT will hand off responsibility to the CQI Team. This team is made up of collocated and non-collocated partners.

**CONTINUOUS QUALITY IMPROVEMENT (CQI) TEAM ROLE/FUNCTION.** The CQI Team's primary role is to implement tools and strategies developed by the Design Team to further integration of services and to develop additional tools and strategies and to deploy them within the Center. They provide feedback to the Design Team which will use it to further refine the processes. The CQI Team will also identify ongoing training and skill development needs for professional staff. They will develop and maintain operational policies, procedures, and practices around customer flow, customer services, operations, and insure that a process is in place for continuous quality improvement. The CQI Team works to align all service practices with performance management for WIA and all partners programs. This team is made up of line staff and program supervisors from collocated and non collocated staff.

**BUSINESS SERVICES TEAM.** The Business Services Team is the system-wide (partnership-wide) process by which the business customer gains access to the full array of HR services available throughout the workforce system. The team is made up of Business Service Account Representatives from within all participating partners that work on behalf of the business customer exclusively. They come together as this team to represent all the products and services of all the organizations that are formally part of the workforce system.

**5. DURATION OF AGREEMENT**

The Agreement will commence upon the signature of all parties and shall remain in full force and effect until the 30<sup>th</sup> day of June 2014 or until the Agreement is canceled by any party to this Agreement in accordance with the terms set forth herein.

**6. TERM**

This Agreement shall take effect when collocation occurs and shall remain in effect until terminated in accordance with this paragraph. Any party may terminate this Agreement by giving advance written notice to each of the other parties on or before January 1 of the year in which termination is to occur. Termination shall be effective June 30, 2014. Termination of this Agreement shall not affect the liabilities incurred prior to the termination date.

**7. AMENDMENT**

This Agreement may be amended at any time by the written, signed consent of all the parties.

**8. MEETINGS**

Representatives of the parties shall meet regularly and at such times as are deemed necessary by either party. The Operations Management Team shall meet twice monthly and at such other times as are deemed necessary by any member of the Committee, the Center Manager, or the Executive Directors. The Continuous Quality Improvement Team shall set a regular meeting schedule in advance and provide notification to the Agencies.

**9. SEVERABILITY**

Should any part of this Agreement be invalidated otherwise rendered null and void, the remainder of this Agreement shall remain in full force and effect.

**10. AUTHORITY**

The undersigned officials are authorized to execute this Agreement on behalf of the parties. The undersigned Agencies bind themselves to the faithful performance of this Agreement. It is mutually understood that this Agreement shall not become effective until executed by all Parties involved.

**Northern Virginia Workforce Investment Board (on behalf of the Workforce Investment Area #11)**

By: *[Signature]*  
(Name)

(Title)

Date: *April 9, 2013*

**Northern Virginia Community College**

By: \_\_\_\_\_

(Name)

(Title)

Date: \_\_\_\_\_

**Fairfax County Government**

**(Representing the Fairfax County Department of Family Services and the Fairfax County Department of Housing and Community Development)**

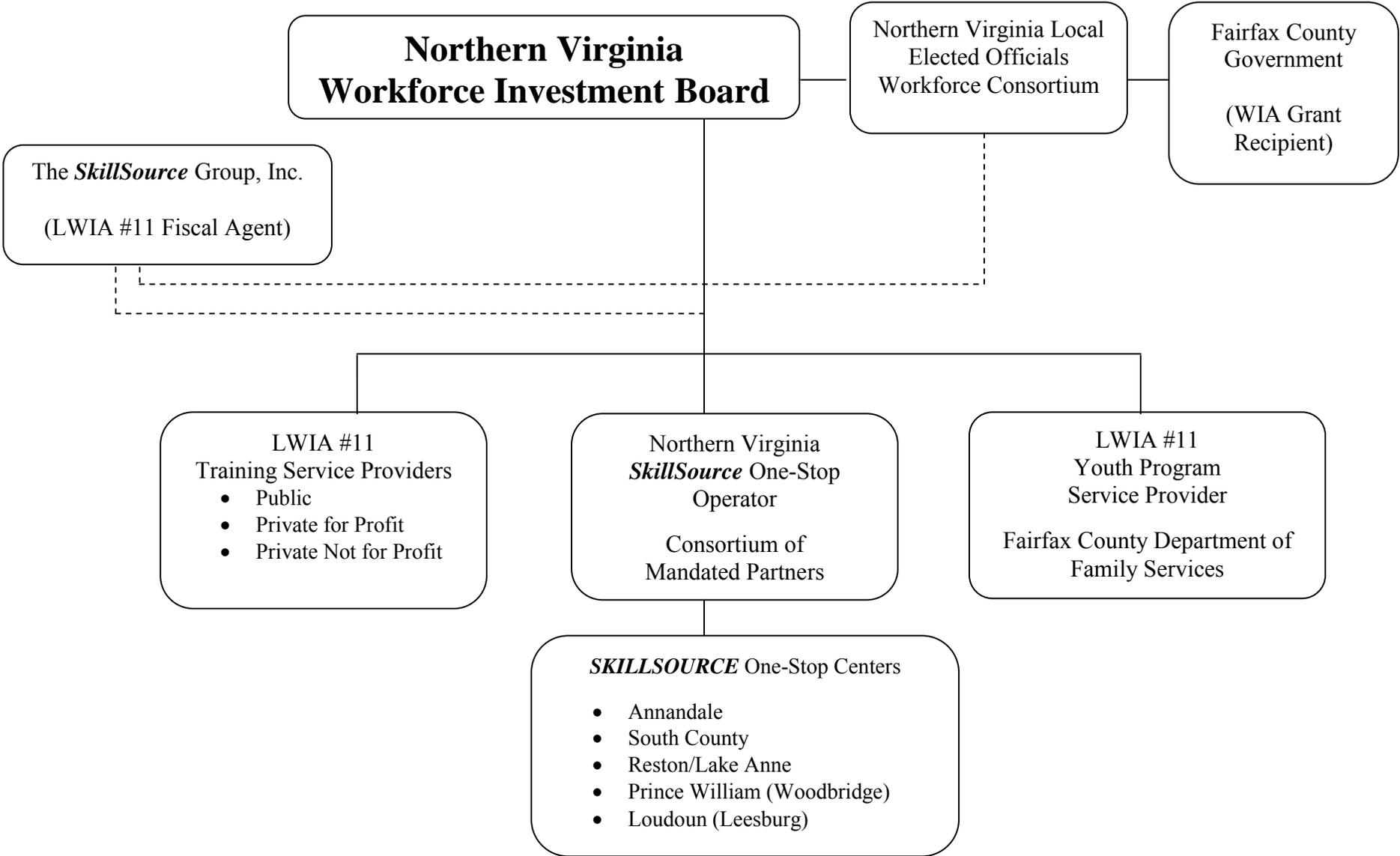
By: \_\_\_\_\_

(Name)

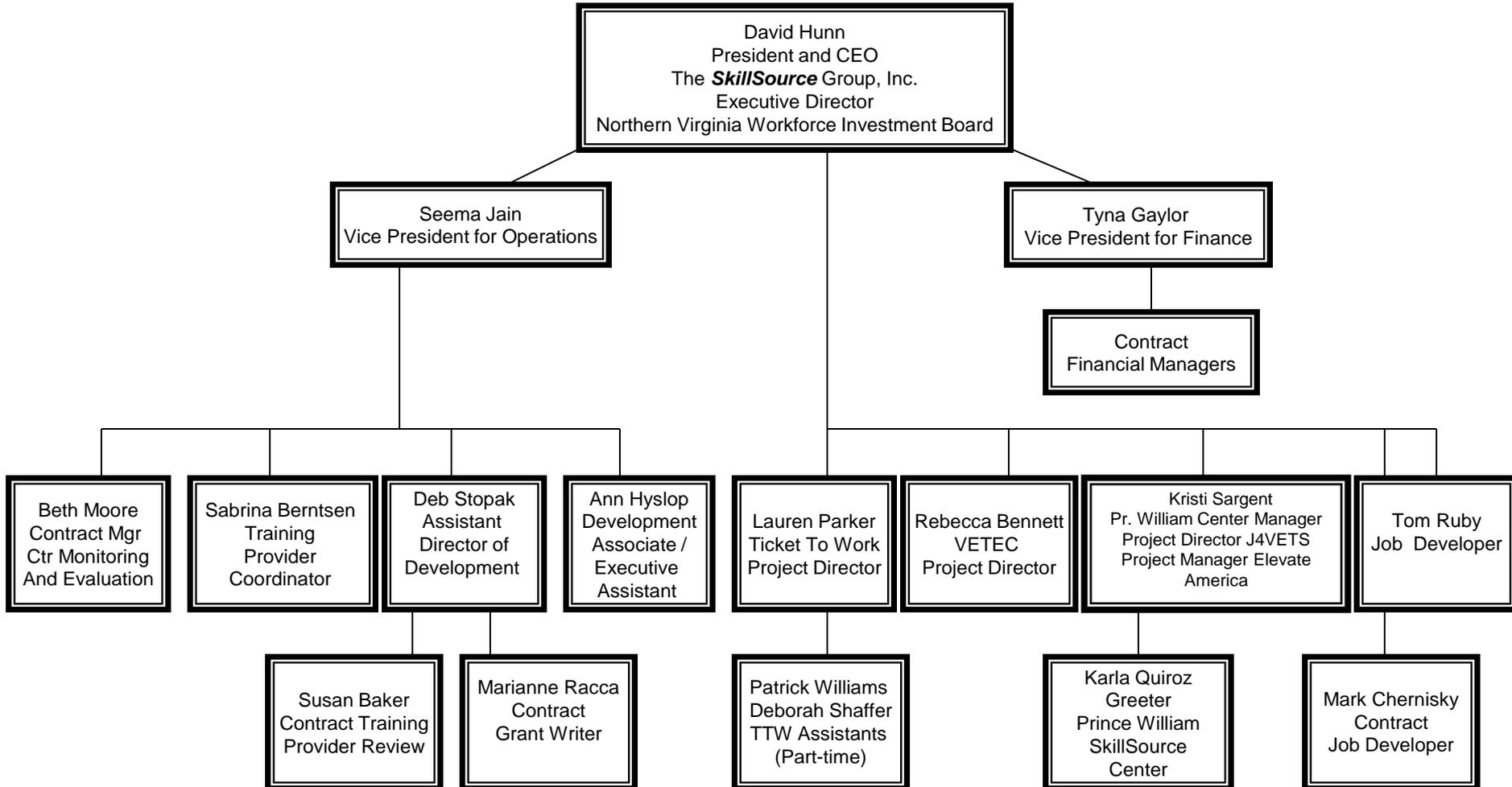
(Title)

Date: \_\_\_\_\_

# Northern Virginia Workforce Investment Board (LWIA #11) Staff Organizational Structure



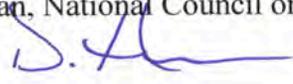
The **SkillSource** Group, Inc.  
Staffing Configuration  
April 2013



## Memorandum

July 6, 2012

**TO:** Dr. David C. Miles, Northern Virginia Workforce Investment Board  
Janet Samuelson, The *SkillSource* Group, Inc.  
Nannette M. Bowler, Fairfax County Department of Family Services  
Paula Sampson, Fairfax County Department of Housing & Comty Development  
Rick Slusher, Virginia Employment Commission  
Douglas James, Virginia Department of Again and Rehabilitative Services  
Dr. Jack Dale, Fairfax County Public Schools  
Timothy Brown, Virginia Department of the Blind and Visually Impaired  
Maria Martin, Job Corps  
Dinah Ditton, Loudoun County Department of Family Services  
William Gary, Northern Virginia Community College  
Shirley Bazdar, Loudoun County Public Schools  
Donna Motsek, Prince William County Public Schools  
Addie Whitaker, Manassas Park Department of Social Services  
Ron King, City of Manassas Department of Social Services  
Victoria Norman, National Council on Aging

**FROM:** David Hunn   
Executive Director

**SUBJECT: 2012 – 2014 MOU for the Northern Virginia Workforce Area**

Every two years, the Northern Virginia Workforce Investment Board works with its partner organizations to review and ratify the Memorandum of Understanding for the Northern Virginia Workforce Area. This MOU outlines the roles and responsibilities of the Workforce Board and each partner organization in the planning and delivery of regional workforce services through the Federal Workforce Investment Act.

Attached for review and approval by your organization is the 2012-2014 Memorandum of Understanding for Workforce Area #11. This document is consistent with prior year MOUs and has been updated for consistency with the NVWIB Strategic Plan and other recent documents.

We are circulating the original version of this MOU for each Partner Organization's approval and will generally follow the order of the organizations listed on this Memorandum. You will be contacted by the NVWIB Executive Assistant, Ann Hyslop at 703-752-1606 or [ann.hyslop@myskillsource.org](mailto:ann.hyslop@myskillsource.org) in the days ahead. Ann will make courier arrangements from your office to the next location.

Thank you for your organization's continued support of the Northern Virginia Workforce System.

Attachments



## **MEMORANDUM OF UNDERSTANDING**

**For Implementation of the Workforce Investment Act  
For the Period of  
July 1, 2012 – June 30, 2014**

Northern Virginia Workforce Investment Board  
8300 Boone Boulevard, Suite 450  
Vienna, VA 22182  
Tel: (703) 752-1606  
Web: [www.myskillsource.org](http://www.myskillsource.org)

## Table of Contents

	<u>Page</u>
Listing of Partners	1
I. Purpose of Agreement	2
II. Strategic Vision for the System and Map	2-3
III. NVWIB Common Core Values and Common Ethics	4
A. Common Organizational Core Values of the NVWIB and the Partnership	4
B. Common Ethics of the Partnership: Core Ethical Obligations that Align to the NVWIB's Values	4
IV. Duration of Agreement	5
V. Program Description	5
VI. General Provisions	6
VII. Responsibilities of the Agencies Under Agreement	6
A. Northern Virginia Workforce Investment Board	6
B. Agencies	6
C. Agency Commitments	7
1. Systemwide Commitments	8
2. One Stop Career Center Commitments	8
D. Resource Sharing	8
1. Cost Allocation Methodology	8
2. In-Kind Arrangements	8
3. Fiscal Lead	9
VIII. System Support	9
IX. Supplemental Agreements to Interagency Cooperative Agreement	9
X. Federal and State Non-Discrimination Clause	9
XI. Responsibility of Claims	10
XII. Dispute Resolution	10
XIII. Amendment or Cancellation of Agreement	10
Approvals	10-13

**Memorandum of Understanding Between the Northern Virginia Workforce Investment Board and Its  
Partners in the Northern Virginia Workforce System for 7/1/12 – 6/30/14**

**Listing of Partners**

The following Memorandum of Understanding (the Agreement) sets forth the terms of agreement for cooperation and consultation with regard to implementation of the Workforce Investment Act among the following agencies (the Agencies):

- ❑ Northern Virginia Workforce Investment Board (NVWIB)
- ❑ The *SkillSource* Group, Inc.
- ❑ Fairfax County (through its Department of Family Services)
- ❑ Fairfax County (through its Department of Housing and Community Development)
- ❑ Fairfax County Public Schools
- ❑ Job Corps
- ❑ Loudoun County (through its Department of Family Services)
- ❑ Loudoun County Public Schools
- ❑ City of Manassas (through its Department of Family Services)
- ❑ City of Manassas Park (through its Department of Social Services)
- ❑ National Council on Aging
- ❑ Prince William County (through its Department of Social Services)
- ❑ Prince William County Public Schools
- ❑ Commonwealth of Virginia (through its Department of Aging and Rehabilitative Services)
- ❑ Commonwealth of Virginia (through its Department for the Blind and Vision Impaired)
- ❑ Commonwealth of Virginia (through the Virginia Employment Commission)
- ❑ Commonwealth of Virginia (through the Northern Virginia Community College)

This Agreement constitutes the entire understanding of the parties. All previous dealings between the parties as to matters covered by this Agreement are merged into this agreement. If any part or parts of this agreement are held invalid by a court of competent jurisdiction, the remainder of the agreement shall be enforceable as written.

Northern Virginia Workforce Investment Board  
8300 Boone Boulevard, Suite 450  
Vienna, VA 22182  
Tel: (703-752-1606  
Web: [www.myskillsource.org](http://www.myskillsource.org)

**Memorandum of Understanding Between the Northern Virginia Workforce Investment Board and Its  
Partners in the Northern Virginia Workforce System for 7/1/12 – 6/30/14**

**I. Purpose of Agreement**

It is the purpose of this Agreement to establish a cooperative and mutually beneficial relationship among the Agencies and to set forth the relative responsibilities of the Agencies insofar as they relate to planning and implementation of individual and mutual duties, obligations, and responsibilities under the Workforce Investment Act.

To ensure the utmost flexibility for all Agencies within this Agreement, it is understood and agreed that two or more Agencies may enter into separate Supplemental Agreements among themselves. Such Supplemental Agreements, when relevant to the Workforce Investment Act, will become part of this Agreement as long as they are consistent with the terms of this Agreement and do not impose any duties or obligations on any other party to this Agreement without such party's express written consent. The Supplemental Agreements shall specify what the individual agreements are and the obligations that are applicable to the two or more agencies involved in such Supplemental Agreements. These Supplemental Agreements shall also be subject to all the terms in this Agreement, including but not limited to, the limitations set forth in Sections VII, VIII, and IX of this Agreement.

**II. Strategic Vision for the System and Map**

The Agencies commit to the vision, mission, and strategic goals set forth by the NVWIB for the Workforce Development System through Agency policies and through resources where appropriate.

**Vision:** A vibrant business and workforce region that is globally competitive.

**Mission:** To facilitate and enhance the employability of individuals seeking employment and employer access to a qualified workforce.

**Value**

**Proposition:** We are consultative in meeting business needs by creating a flow of ready and prepared potential workers; helping businesses envision and implement alternative workplace environments that enhance the ability of workers to be more effective in the workplace; and providing resources to support skill development for future and current workers.

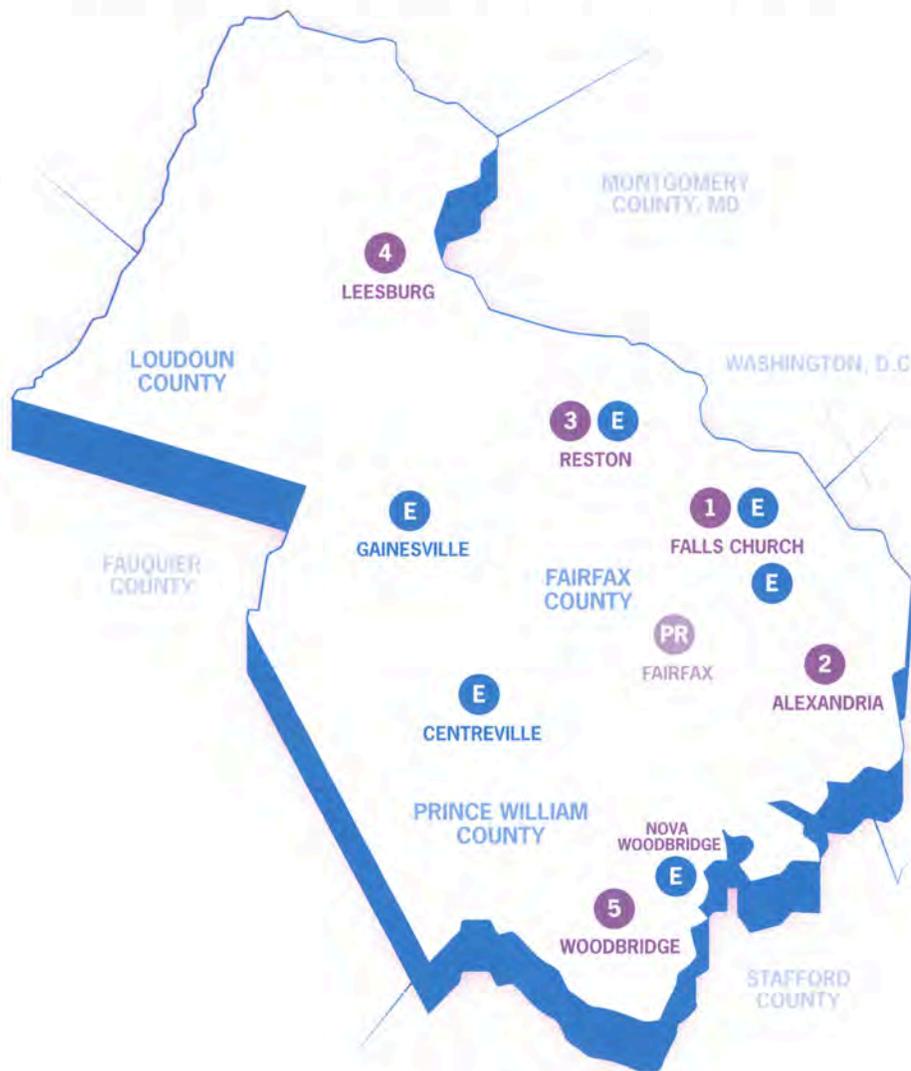
**Goal #1** Support and help to build and prepare a skilled and competitive workforce for Northern Virginia business and industry.

**Goal #2** Increase effectiveness in service delivery to the long-term unemployed and to jobseekers with multiple needs.

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Memorandum of Understanding Between the Northern Virginia Workforce Investment Board and Its Partners in the Northern Virginia Workforce System for 7/1/12 – 6/30/14

**Goal #3** In support of goals one and two, we will align the WIB's service delivery system to meet industry needs and to enhance the WIB's image and visibility.



As of July 2012, the Northern Virginia Workforce System has four (4) full service *SkillSource* Centers, one (1) affiliate *SkillSource* Center, and one (1) emerging *SkillSource* Center at the Woodbridge Campus of Northern Virginia Community College. The System also includes the Fairfax County Pre-Release Employment Center and five (5) SHARE Network sites at local faith and community based organizations.

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**Memorandum of Understanding Between the Northern Virginia Workforce Investment Board and Its Partners in the Northern Virginia Workforce System for 7/1/12 – 6/30/14**

1. Falls Church SkillSource Center, 6245 Leesburg Pike, Falls Church 22041
2. South County SkillSource Center, 8350 Richmond Highway, Alexandria 22309
3. Lake Anne Employment Resource Center, 11484 Washington Blvd West, Reston 20190
4. Loudoun Workforce Resource Center, 102 Heritage Way, N.E., Leesburg, 20176
5. Prince William Workforce Center, 13370 Minnieville Road, Woodbridge, 22192
6. Career Development and Employment Services Center, Northern Virginia Community College, 15200 Neabsco Mills Road, Room 254, Woodbridge, 22191
7. Fairfax County Pre-Release Employment Center, 10520B Judicial Drive, Fairfax, 22030
8. SHARE Network Site at Reston Interfaith, 11150 Sunset Hills Road, Reston, 20190
9. SHARE Network Site at Katherine Hanley Shelter, 13000 Lee Hwy, Fairfax, 22030
10. SHARE Network Site at Auspicious Cloud Monastery, 2101 James Madison Hwy, Haymarket, 20169
11. SHARE Network Site at Boat People SOS, 6066 Leesburg Pike, Suite 100, Falls Church, 22041
12. SHARE Network Site at Kingsley Commons, 3175-B Monticello Drive, Falls Church, 22042

### **III. NVWIB Common Core Values and Common Ethics**

#### **A. Common Organizational Core Values of the NVWIB and the Partnership**

We believe in the following shared principles, beliefs, and priorities:

**INNOVATION.** We believe in embracing on-going innovation, creativity, and change for achieving continuous improvement and growth.

**INTEGRITY.** We believe in living our values every minute of every day. We believe in doing the right thing right the first time for our customers and always honoring our commitments.

**STEWARDSHIP.** We believe in our role as stewards of the public trust and take seriously our responsibility for fiscal management of the public tax dollars.

**LEARNING.** We believe learning and growth are what matters. For our community, for our employees, and for our organization.

**RESULTS.** We believe that results are essential to our success. Results are obtained by focusing on customer expectations, by providing a return on investment, and by ensuring future growth.

#### **B. Common Ethics of the Partnership: Core Ethical Obligations that Align to the NVWIB's Values**

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The following are the standards of behavior that each Partner agency across the *SkillSource* system is committed to in organizational practice and personal application:

**CUSTOMER SELF-DETERMINATION.** Respect and promote customer freedom of choice and informed consent.

**CONFIDENTIALITY.** Respect an individual's right to privacy.

**IMPARTIALITY.** Demonstrate fair, equitable, and objective behavior at all times with all customers. Act and communicate non-judgmentally.

**INTEGRITY.** Follow through on commitments to customers and do what you say you will do.

**CONFLICT OF INTEREST.** All workforce system professionals have a duty to disclose any conflict, real or perceived, to their employer. Individuals avoid situations where real or potential conflicts of interest may arise.

#### **IV. Duration of Agreement**

The Agreement will commence on the 1st day of July 2012, and shall remain in full force and effect until the 30<sup>th</sup> day of June 2014 or until the Agreement is canceled by the Agencies in accordance with the terms set forth herein.

#### **V. Program Description**

It is agreed by the agencies listed in this agreement to conduct the following, when feasible:

1. To jointly promote the further integration of programs through joint planning;
2. To align planning and budgeting processes to the vision and goals of the workforce system;
3. To jointly identify and support workforce skill standards and industry performance measures to drive common outcomes;
4. To coordinate resources and programs and to promote a more streamlined and efficient workforce development system;
5. To promote information sharing and the coordination of activities to improve performance of local parties;
6. To use common release of information processes subject to confidentiality provisions and to preserve records for the period required by law;
7. To identify and address barriers to coordination;
8. To promote the development and implementation of the Common Measures as a more unified system of measuring performance and accountability under the Workforce Investment Act;

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9. To promote the development of common data systems to track progress and measure performance;
10. To commit to customer service by using performance data, including the Workforce Investment Act Common Measures, to continuously improve services; and
11. To authorize WIA training funds to support workforce development and employment and training opportunities in occupations that are identified as a high-demand group.

**VI. General Provisions**

It is understood by the Agencies that each should be able to fulfill its responsibilities under this Agreement in accordance with the provisions of law and regulation that govern their activities. Nothing in this Agreement is intended to negate or otherwise render ineffective any such provisions or operating procedures.

**VII. Responsibilities of the Agencies Under Agreement**

In consideration of the mutual aims and desires of the Agencies participating in this Agreement and in recognition of the public benefit to be derived from effective implementation of the programs involved, the Agencies agree that their respective responsibilities under this agreement shall be as follows:

**A. The Northern Virginia Workforce Investment Board shall:**

In partnership with the Local Elected Officials, fulfill the requirements of the Federal Workforce Investment Act of 1998 (P.L. 105-220), including:

- Develop a five (5) year strategic plan that connects all investments in workforce development.
- Conduct strategic oversight to the workforce delivery system.
- Oversee the One Stop Delivery System.
- Develop and enter into a Memorandum of Understanding with workforce development system parties for the implementation and operation of the service delivery system in the local area.
- Certify one-stop center operators and affiliate sites.
- Promote quality in customer service.
- Provide continuous accountability and evaluation through customer satisfaction surveys and other performance outcomes, including the Workforce Investment Act Common Measures.

**B. Agencies**

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Each agency shall participate in a region-wide Leadership Team that will meet as necessary. This Leadership Team will be used as a mechanism for agencies to develop joint policies, communicate commonly with the Workforce Investment Board, and to evolve opportunities to collaborate to further integrate the workforce development system. The Leadership Team will also be used to implement the provisions of Section V and Section VII.

Each agency agrees to promote the provision of that agency's authorized core services as defined by WIA through the one-stop delivery system. The minimum core services, as defined by WIA for those agencies mandated to participate, include:

- eligibility determination;
- outreach, intake, and orientation to the information and other services available through the one-stop delivery system;
- initial assessment of skill levels, aptitudes, abilities, and support service needs;
- job search and placement assistance, and career counseling where appropriate;
- provision of labor market information (e.g., job vacancy listings, information on job skills required; information on demand occupations);
- provision of performance information and program cost information from eligible training providers;
- provision of information on the one-stop system's performance measures, including the Workforce Investment Act Common Measures;
- provision of information on the availability of support services, including child care and transportation, and referral to such services;
- provision of information regarding filing for unemployment compensation;
- assistance in establishing eligibility for welfare-to-work and financial aid assistance; and
- follow-up services for not less than twelve months after the first day of employment.

### **C. Agency Commitments**

#### **1. Systemwide Commitments**

Each of the parties to this Agreement specifies individual agency commitments through the one-stop delivery system.

**CORE SERVICES** to be provided by each agency as part of the One-Stop delivery system.

Participation in a **COMMON REFERRAL SYSTEM**

Participate in a **COMMON CUSTOMER SATISFACTION SYSTEM**

Use of **SKILL STANDARDS**

Participation of **CROSS AGENCY TRAINING**

Ensure **CUSTOMER** groups are served

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**Memorandum of Understanding Between the Northern Virginia Workforce Investment Board and Its  
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Participate in the use of ***COMMON TECHNOLOGY***

Each of the parties to this Agreement commits to the use and continued evolution of the Partnership's products and processes.

Each of the parties to this Agreement commits to the Continuous Quality Improvement initiatives of the Partnership and the Workforce Investment Board.

**2. One Stop Career Center Commitments**

Each of the parties to this Agreement supports the following one stop career center operating principles:

- agreement with the use of team-based management as the onsite management approach on behalf of the Partnership;
- agreement with the policies and procedures to manage onsite collocated staff;
- agreement with the protocols for operations, customer interactions, and staff interactions;
- agreement to operate in accordance with the NVWIB certification quality standards; and
- agreement with the NVWIB's designated One-Stop operator.

**D. Resource Sharing**

The purpose of this part of the Agreement is to establish the terms and conditions under which the parties will share resources in performance of the One Stop implementation plan. The parties will share system costs, i.e., those costs associated with operating the one-stop system and shared service costs, i.e., the costs associated with providing the planned shared services at a single Career Center, including but not limited to annual costs for lease, utilities, janitorial, and equipment subject to the allowability of such financial participation under the state or federal law that governs each Agency's funds.

**1. Cost Allocation Methodology**

The parties agree to the extent feasible to align individual agency resources to support workforce development systems integration. Each agency commits to sharing costs for Centers where the agency participates. These agreements will be negotiated using the appropriate cost allocation methodology, e.g., proportional share of customers, or workstation cost, or FTE, or space or square footage.

**2. In-Kind Arrangements**

In addition to selecting a method for the allocation of on-going costs, parties may contribute to the costs of the partnership on an in-kind basis. Such a contribution must be agreed to by all of

**Memorandum of Understanding Between the Northern Virginia Workforce Investment Board and Its  
Partners in the Northern Virginia Workforce System for 7/1/12 – 6/30/14**

the parties and may be used to offset the costs of a party's responsibility for costs under the cost allocation plan.

**3. Fiscal Lead**

The *SkillSource* Group, Inc., the fiscal agent for the Northern Virginia Workforce Investment Board, has been designated by the parties to be responsible for all the fiscal activities related to and including the operation of this Resource Sharing Part of this Agreement.

**VIII. System Support**

The participating agencies commit to align, in accordance with each agencies rules and regulations, available agency resources toward the workforce development system integration over time. Resources may include cash, in-kind, or other. Each agency is responsible for the costs of that Agency in carrying out that Agency's commitments of Section VII, Part C. In no event, except as may be provided in a Supplemental Agreement, shall any Agency be obligated to pay or reimburse any expense incurred by another Agency under this Agreement.

**IX. Supplemental Agreements to Interagency Cooperative Agreement**

Each Agency that is a party to this Agreement (MOU) understands and agrees that all of the terms and conditions contained within are binding upon subsequent Supplemental Agreement between Agencies. In addition, a Supplemental Agreement to this Agreement shall be subject to all the terms in this Agreement, including but not limited to the limitations set forth in Section X of this Agreement. The Supplemental Agreements are not binding on Agencies not parties to the Supplemental Agreements. The Agencies further agree that such Supplementary Agreements shall be in furtherance of and complementary to this Agreement. Each Agency that is a party to a Supplemental Agreement shall provide all other Agencies with copies of any Supplemental Agreement they may enter into within thirty days from the date of execution of the Agreement.

**X. Federal and State Non-Discrimination Clause**

- A. The parties to this MOU agree that they will comply with the nondiscrimination and equal opportunity provisions of Section 188 of the Workforce Investment Act of 1998 and its implementing regulation at 29 CFR Part 37.
- B. The parties to this MOU agree that they are required to comply with all applicable state and State and Federal laws prohibiting discrimination in employment practices and services. In the event of any party's noncompliance with the nondiscrimination clause or with any such laws, as determined by an administrative agency of the state or federal government or a court of competent jurisdiction, this MOU may be terminated or suspended by the LWIB.

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**XI. Responsibility for Claims**

Each party to this Agreement shall be responsible for claims of negligence, errors or omissions against itself, its employees, agents, volunteers or officers that arise from alleged injury to persons or any alleged damage to property. All claims against entities of the Commonwealth of Virginia are subject to the Virginia Torts Claims Act. No party to this agreement assumes any responsibility to any other party for the consequences of any act or omission of any third party. This paragraph shall not be construed as a waiver of the sovereign immunity of any party.

**XII. Dispute Resolution**

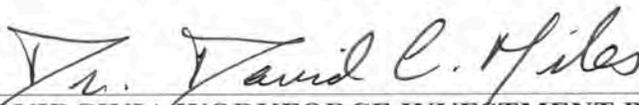
The parties agree to communicate openly and directly and that every effort will be made to resolve any problems or disputes in a cooperative manner. For disputes regarding the terms and conditions, the performance, or administration of this MOU, that cannot be resolved through communication between the parties, the following procedure will be initiated: (1) the parties will document the negotiations and efforts that have taken place to resolve the issue; (2) the LWIB Chairperson will meet with the appropriate parties to resolve the issue. The Chairperson's decision is non-binding on any of the parties, unless all parties agree.

**XIII. Amendment or Cancellation of Agreement**

The Agreement may be amended at any time in writing and by mutual consent of the Agencies. Each Agency may cancel its participation in the Agreement upon sixty (60) days written notice to the other agencies. In the event an Agency determines that funds are unavailable to carry out the activities set forth in this Agreement, the Agency shall terminate its part in this Agreement by notifying all other Agencies in writing immediately and its part of the Agreement shall terminate upon the delivery of such written notification. When the cancellation is for cause, i.e., a material and significant breach of any of the provisions of this Agreement, it may be canceled upon delivery of written notice to the other Agencies.

**APPROVED:**

The undersigned Agencies bind themselves to the faithful performance of this Agreement. It is mutually understood that this Agreement shall not become effective until executed by all parties involved.



**NORTHERN VIRGINIA WORKFORCE INVESTMENT BOARD**

NAME: DR. DAVID C. MILES

TITLE: CHAIRMAN

DATE: July 11, 2012

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**THE SKILLSOURCE GROUP, INC.**

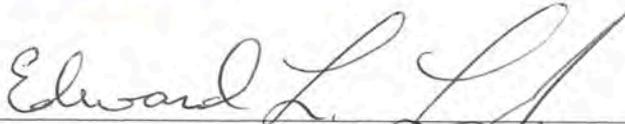
NAME: JANET SAMUELSON  
TITLE: CHAIRMAN  
DATE:



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**FAIRFAX COUNTY PUBLIC SCHOOLS**

NAME: Jack D. Dale  
TITLE: Division Superintendent  
DATE: 1/25/2013



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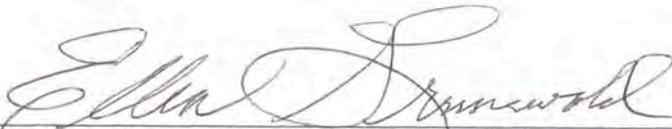
**FAIRFAX COUNTY (ACTING THROUGH ITS DEPARTMENTS OF FAMILY SERVICES AND HOUSING AND COMMUNITY DEVELOPMENT)**

NAME: EDWARD L. LONG, JR.  
TITLE: COUNTY EXECUTIVE  
DATE: 7/20/12

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**JOB CORPS**

NAME:  
TITLE:  
DATE:



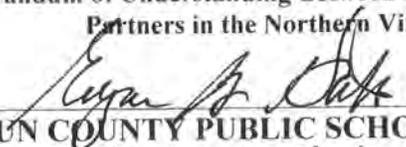
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**LOUDOUN COUNTY (THROUGH ITS DEPARTMENT OF FAMILY SERVICES)**

NAME: Ellen Grunewald  
TITLE: Director  
DATE: 3/14/13

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Memorandum of Understanding Between the Northern Virginia Workforce Investment Board and Its  
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**LOUDOUN COUNTY PUBLIC SCHOOLS**

NAME: Edgar B. Hatrick  
TITLE: Superintendent  
DATE: 12/12/12

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**CITY OF MANASSAS PARK (THROUGH ITS DEPARTMENT OF SOCIAL SERVICES)**

NAME:  
TITLE:  
DATE:

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**CITY OF MANASSAS (THROUGH ITS DEPARTMENT OF FAMILY SERVICES)**

NAME:  
TITLE:  
DATE:

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**PRINCE WILLIAM COUNTY (THROUGH ITS DEPARTMENT OF SOCIAL SERVICES)**

NAME:  
TITLE:  
DATE:

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**NATIONAL COUNCIL ON AGING**

NAME:  
TITLE:  
DATE:

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**PRINCE WILLIAM COUNTY PUBLIC SCHOOLS**

NAME:

TITLE:

DATE:

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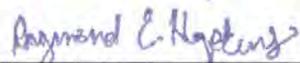
**COMMONWEALTH OF VIRGINIA Through its Department for Aging and  
REHABILITATIVE SERVICES)**

NAME:

TITLE: **James A. Rothrock, Commissioner**

DATE: 12.7.12

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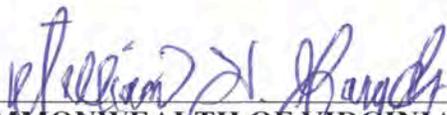
**COMMONWEALTH OF VIRGINIA (THROUGH ITS DEPARTMENT FOR THE  
BLIND AND VISION IMPAIRED)**

NAME: RAYMOND E. HOPKINS

TITLE: COMMISSIONER

DATE: AUG. 15, 2012

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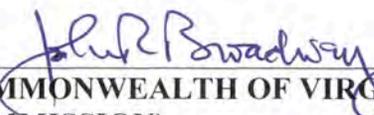
**COMMONWEALTH OF VIRGINIA (THROUGH NORTHERN VIRGINIA  
COMMUNITY COLLEGE)**

NAME: William H. Gary Sr.

TITLE: VP, Workforce Development Division

DATE: September 18, 2012

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**COMMONWEALTH OF VIRGINIA (THROUGH THE VIRGINIA EMPLOYMENT  
COMMISSION)**

NAME:

**John R. Broadway  
Commissioner**

TITLE:

DATE:

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**APPENDIX A – SPECIFIC AGENCY COMMITMENTS**

**NVWIB 2012 – 2014  
MEMORANDUM OF UNDERSTANDING**

**For the Period July 2012 – June 2014**

**I) FAIRFAX COUNTY DEPARTMENT OF FAMILY SERVICES**

Fairfax County Department of Family Services shall provide the following:

**a) Core Services**

Provide the core services identified in the following chart:

Core Services	<b>MANDATED PARTNERS</b> <i>(WIA Title I)</i>						<b>VOLUNTARY PARTNERS</b>	
	Dislocated Workers	Adult	Youth	NCOA	WtW	CSBG	VIEW	DSB
Eligibility Determination	X	X	X	X		N/A no E&T activities		
Outreach, Intake, & Orientation to Information and Services Available through One-Stop	X	X	X	X	X		X	X
Assessment, aptitudes, abilities, & support services	X	X	X	X	X		X	
Job Search, placement, assistance & career counseling	X	X	X	X	X		X	
Labor Market Info	X	X	X		X		X	X
Performance Info & Program Cost from Eligible Training Providers	X	X	X	X	X		X	X
One-stop System Performance Measures	X	X	X	X	X		X	X
Support Services Info	X	X	X	X	X		X	X
Unemployment Compensation Info	X	X	X	X	X		X	X
Assistance in Establishing Eligibility for Welfare to Work, and Financial Aid Assistance	X	X	X		X		X	
Follow-up Services for no less than 12 months after month of employment	X	X	X					

## For the Period July 2012 – June 2014

Through the one-stop delivery system.

**b) Common Referral System**

Participate in a common customer referral system, which includes agreeing to accept information (i.e., demographic, assessment and other information) previously collected on the customer through the one-stop system and includes providing information back to the referring agency on the status of the referral.

**c) Common Customer Satisfaction System**

Participate in a common customer satisfaction data collection and analysis system by agreeing to survey customers through comment cards, focus groups and random survey methods. Agree to use the data to improve service delivery and therefore, customer satisfaction.

**d) Workforce Skill Standards**

Accept and use the workforce skill standards in assessment; curriculum design, training, and certification of job seekers; in job development activities and in marketing to customers.

**e) Cross Agency Training**

Accept the jointly identified competencies (i.e., our industry's skill standards) required of professionals in a one-stop delivery system and participate in cross-agency training designed to build these competencies in all the professionals within the system. This participation may take the form of jointly funding the training, advertising the training, using the cross agency training as a method to meet some training goals internal to each agency, and by insuring that individuals attend the training.

**f) Customers**

Work to insure that its segment of the employer and job seeker (emerging, transitional, and incumbent) customer base is fully served through the one-stop delivery system.

**g) Common Technology**

Participate in the development and use of common technologies that assist in:

- Integration of services within and across agencies and systems through agreed upon technological approaches
- Streamlining resources and programs
- Sharing information on customers, agency services, and labor market needs
- Unifying measurement and accountability, and
- Developing common data systems to track progress
- Providing access to information
- Providing access to customers
- Aligning internal processes to allow technology interface.

**II) FAIRFAX COUNTY DEPARTMENT OF HOUSING AND COMMUNITY DEVELOPMENT (HCD)**

Fairfax County Department of Housing and Community Development shall, as a voluntary agency partner, through its Housing Management Division, provide the following:

**Core Services:**

- Provide the following core services for housing applicants and program participants as part of the one-stop delivery system:
- Preference to working families on its program waiting lists
- One-stop employment information to applicants, participants and walk-in visitors to HCD
- Special outreach efforts regarding job opportunities, job advancement and information about the one-stop system to its Family Self-Sufficiency participants
- Integrated referral procedures to the one-stop system
- Consultation and involvement with the WIB and MOU partners to develop a "magnet housing" prototype in special employment centers (such as the Dulles corridor)
- Information, workshops, and consultation to MOU partners regarding the administration, policies and procedures related to HCD's assisted housing programs
- Contingent upon County funding support, computer terminals for use by applicant participants at HCD's central and/or area office to link-up with the one-stop delivery system
- Integration of one-stop client information into HCD's housing application database where feasible

**III) FAIRFAX COUNTY PUBLIC SCHOOLS**

Fairfax County Public Schools shall:

1. Through its **Office of Adult and Community Education (ACE), Adult Basic Education Programs** and **Adult English as a Second Language Program**, provide the following:

**a) Core Services**

Provide the following **core services** for adult education and family literacy as part of the one-stop delivery system:

- assistance in eligibility determination for adult basic education and adult English as a second language programs
- outreach, intake, and orientation to the information and other services available through ACE and through the one-stop delivery system
- initial assessment of skill levels, aptitudes, abilities, and support service needs of adults eligible for adult basic education and English as a second language programs
- job search and placement assistance, and career counseling, through the Adult Education Counselors, Adult High School Counselor, and other internal and external resources

## For the Period July 2012 – June 2014

- provision of labor market information (e.g., job vacancy listings, information on job skills required; information on demand occupations) through the Adult Education Counselors, Adult High School Counselor, and other internal and external resources
- provision of performance information and program cost information
- provision of information on the availability of support services and referral to such services
- assistance in establishing eligibility for financial aid assistance in programs available to students in adult basic education and English as a second language programs.

### b) **Common Referral System**

Participate in a common **customer referral system** which includes agreeing to accept information (i.e., demographic, assessment and other information) previously collected on the customer through the one-stop system and includes providing information back to the referring agency on the status of the referral (subject to confidentiality requirements and concerns).

### c) **Common Customer Satisfaction System**

Participate in a common **customer satisfaction** data collection and analysis system. Agree to use the data as appropriate to improve service delivery and therefore, customer satisfaction.

### d) **Workforce Skill Standards**

Accept and use the **workforce skill standards**, which will be jointly identified/agreed to, in assessment, curriculum design, education and training of job seekers and in job development activities.

### e) **Cross Agency Training**

Accept the jointly identified competencies required of professionals in a one-stop delivery system and participate in **cross-agency training** designed to build these competencies in all the professionals within the system. This participation may take the form of jointly funding the training, advertising the training, using the cross agency training as a method to meet some training goals internal to FCPS, and/or taking actions to insure that individuals attend the training.

### f) **Customers**

Work to insure that ACE's segment of the employer and job seeker (emerging, transitional, and incumbent) **customer base** is fully served through the one-stop delivery system. Those customers are adults aged 18 years and over, who:

- lack a high school credential;
- have limited basic skills or English language proficiency; or
- require education/training to prepare for, secure, retain, or progress in employment.

## For the Period July 2012 – June 2014

### g) **Common Technology**

Participate in exploration for possible use of **common technologies** that may assist in:

- integration of services within and across agencies and systems through the One-stop Operation System
- streamlining resources and programs
- sharing information on customers, agency services, and labor market needs
- unifying measurement and accountability
- developing common data systems to track progress
- providing access to information
- providing access to customers
- aligning internal processes to allow technology interface.

2. Through its **Office of Adult and Community Education**, career development programs including Apprenticeship Related Instruction,

### a) **Core Services**

- outreach, intake, and orientation to the information and other services available through ACE and through the one-stop delivery system
- job search and placement assistance, and career counseling, through the Adult Education Counselors, and other internal and external resources
- provision of labor market information (e.g., job vacancy listings, information on job skills required; information on demand occupations), through the Adult Education Counselors, and other internal and external resources
- provision of performance information and program cost information
- provision of information on the availability of support services and referral to such services
- assistance in establishing eligibility for financial aid assistance, through the Adult Education Counselors

### b) **Common Referral System**

Participate in a common **customer referral system** which includes agreeing to accept information (i.e., demographic, assessment and other information) previously collected on the customer through the one-stop system and includes providing information back to the referring agency on the status of the referral (subject to confidentiality concerns).

### c) **Common Customer Satisfaction System**

Participate in a common **customer satisfaction** data collection and analysis system. Agree to use the data as appropriate to improve service delivery and therefore, customer satisfaction.

## For the Period July 2012 – June 2014

### d) **Workforce Skill Standards**

Accept and use the **workforce skill standards**, which will be jointly identified/agreed to, in assessment, curriculum design, education and training of job seekers and in job development activities.

### e) **Cross Agency Training**

Accept the jointly identified competencies required of professionals in a one-stop delivery system and participate in **cross-agency training** designed to build these competencies in all the professionals within the system. This participation may take the form of jointly funding the training, advertising the training, using the cross agency training as a method to meet some training goals internal to FCPS, and by insuring that individuals attend the training.

### f) **Customers**

Work to insure that ACE's segment of the employer and job seeker (emerging, transitional, and incumbent) **customer base** is fully served through the one-stop delivery system. Those customers are adults aged 18 years and over.

### g) **Common Technology**

Participate in exploration for possible use of **common technologies** that may assist in:

- integration of services within and across agencies and systems through the One-stop Operation System
- streamlining resources and programs
- sharing information on customers, agency services, and labor market needs
- unifying measurement and accountability
- developing common data systems to track progress
- providing access to information
- providing access to customers
- aligning internal processes to allow technology interface.

3. Through its **Office of Adult and Community Education**, regional Education for Independence Program for Single Parents and Displaced Homemakers:

### a) **Core Services**

Provide the following core services for adult education and family literacy as part of the one-stop delivery system:

- assistance in establishing eligibility determination
- outreach, intake, and orientation to the information and other services available through ACE and through the one-stop delivery system
- initial assessment which may include interests, values, skill levels, aptitudes, abilities, job search readiness, employability barriers, and/or support service needs
- job search and placement assistance, and career counseling

## For the Period July 2012 – June 2014

- provision of labor market information (e.g., job vacancy listings, information on job skills required; information on demand occupations)
- provision of performance information and program cost information
- provision of information on the one-stop system's performance measures
- provision of information on the availability of support services and referral to such services
- assistance in establishing eligibility for financial aid assistance
- follow-up services for up to twelve months after program completion.

### b) **Common Referral System**

Participate in a common **customer referral system** which includes agreeing to accept information (i.e., demographic, assessment and other information) previously collected on the customer through the one-stop system and includes providing information back to the referring agency on the status of the referral (subject to confidentiality concerns).

### c) **Common Customer Satisfaction System**

Participate in a common **customer satisfaction** data collection and analysis system. Agree to use the data as appropriate to improve service delivery and therefore, customer satisfaction.

### d) **Workforce Skill Standards**

Accept and use the **workforce skill standards**, which will be jointly identified/agreed to, in assessment, curriculum design, education and training of job seekers and in job development activities.

### e) **Cross Agency Training**

Accept the jointly identified competencies required of professionals in a one-stop delivery system and participate in **cross-agency training** designed to build these competencies in all the professionals within the system. This participation may take the form of jointly funding the training, advertising the training, using the cross agency training as a method to meet some training goals internal to FCPS, and by insuring that individuals attend the training.

### f) **Customers**

Work to insure that ACE's segment of the employer and job seeker (emerging, transitional, and incumbent) **customer base** is fully served through the one-stop delivery system. Those customers are adults aged 18 years and over, who are single parents or displaced homemakers, who are economically disadvantaged, and who lack sufficient job skills to earn a living wage.

### g) **Common Technology**

Participate in exploration for possible use of **common technologies** that may assist in:

## For the Period July 2012 – June 2014

- integration of services within and across agencies and systems through the One-stop Operation System
  - streamlining resources and programs
  - sharing information on customers, agency services, and labor market needs
  - unifying measurement and accountability
  - developing common data systems to track progress
  - providing access to information
  - providing access to customers
  - aligning internal processes to allow technology interface.
4. Through its **Office of Adult and Community Education, Onsite Training and Education (Group Contract Training) Program:**
- a) **Core Services**  
Provide the following **core services** for adult education and employment training as part of the one-stop delivery system:
- initial assessment of skill levels, aptitudes, abilities, and support service needs
  - provision of performance information and program cost information
- b) **Common Referral System**  
Participate in a **common customer referral** system, which includes agreeing to accept information and includes providing information back to the referring agency on the status of the referral (subject to confidentiality concerns).
- c) **Common Customer Satisfaction System**  
Participate in a common **customer satisfaction** data collection and analysis system. Agree to use the data as appropriate to improve service delivery and therefore, customer satisfaction.
- d) **Workforce Skill Standards**  
Accept and use the **workforce skill standards, which** will be jointly identified/agreed to, in assessment, curriculum design, education and training of job seekers and in job development activities.
- e) **Customers**  
Work to insure that ACE's segment of the employer **customer base** is fully served through the one-stop delivery system. Those customers are area employers, both public and private.
- f) **Common Technology**  
Participate in exploration for possible use of **common technologies** that may assist in:
- integration of services within and across agencies and systems through the One-Stop Operation System

## For the Period July 2012 – June 2014

- streamlining resources and programs
- sharing information on customers, agency services, and labor market needs
- unifying measurement and accountability
- developing common data systems to track progress
- providing access to information
- providing access to customers
- aligning internal processes to allow technology interface.

### IV) LOUDOUN COUNTY DEPARTMENT OF FAMILY SERVICES

Loudoun County Department of Family Services agrees to provide the following:

The office space necessary to operate one (1) One-Stop Career Center including but not limited to annual costs for lease, utilities, janitorial and equipment; office equipment as determined necessary by the department including phones, fax, copier, computers, printers and software. Staffing for the Center will be provided jointly by agencies that are partners in this agreement.

#### a) Core Services

The Loudoun County Department of Family Services agrees to provide the following Core Services, at a minimum, including:

- eligibility determination for all programs administered by the Social Services Department
- outreach, intake, and orientation to Social Service information and other services available through the one-stop delivery system
- initial assessment of skill levels, aptitudes, abilities, and support service needs
- job search, placement assistance, and career counseling for eligible individuals
- provision of labor market information as available and appropriate
- performance information and program cost information from eligible training providers for services provided to eligible customers through the one-stop system
- information on the one-stop system's performance measures to the extent it relates to Social Services eligible consumers and providers
- information on the availability of support services including child care, transportation and referral to such services
- provision of information as provided by VEC regarding filing for unemployment compensation
- assistance in establishing eligibility for welfare-to-work and financial aid assistance
- follow-up services for not less than twelve months after the first day of employment.

#### b) Common Referral System

Participate in a common referral system that includes agreeing to accept information previously collected on the customer through the one-stop system and providing information back to the referring agency on the status of the referral. Federal statutes with respect to individual rights and privacy protection shall apply in all cases.

## For the Period July 2012 – June 2014

### c) **Common Customer Satisfaction System**

Participate in a common customer satisfaction data collection and analysis system by agreeing to survey customers through comment cards, focus groups and random survey methods. Agree to use the data to improve service delivery and therefore, customer satisfaction.

### d) **Workforce Skill Standards**

Not Applicable.

### e) **Cross Agency Training**

Participate in cross agency training designed to provide staff of the one-stop system with jointly agreed upon customer service competencies.

### f) **Customers**

Work to insure that individuals that are eligible for services offered by the Social Services Department are fully served through the one-stop delivery system.

### g) **Common Technology**

- Maximize existing technologies to assist in:
- Integration of services within and across agencies and systems;
- Streamlining resources and programs;
- Information sharing on customers, agency services, and labor market needs;
- Unifying measurement and accountability

## V) **LOUDOUN COUNTY PUBLIC SCHOOLS**

Loudoun County Public Schools shall:

### a) **Core Services**

Through the Adult Education Program provide the following core services for adult education and family literacy:

- Eligibility determination for adult education and family literacy programs funded by ( WIA funds)
- Outreach, intake, and orientation to adult education and family literacy information and services provided by the local one – stop system
- Initial assessment of skill levels, aptitudes and support service needs of adults eligible for adult education and family literacy programs
- Information on the availability of support services and the referral to such services
- Provisions of workplace education and post employment support for incumbent workers including former welfare recipients and the working poor adults, who need to upgrade their skills to retain or up-grade their employment

Core services will be provided to the extent capacity is available. Support for one-stop will be based on federal guidelines and regulations from the U.S. Department of Education. Loudoun County Public Schools Adult Education will support the

## For the Period July 2012 – June 2014

development of networks of adult education providers and the connection of the networks to the one-stop to meet the roles and responsibilities for participation in the one-stop delivery system.

**b) Common Referral System**

Participate in a common customer referral system, which includes agreeing to accept information previously collected on the customer through the one-stop system and providing information back to the referring agency on the status of the referral. Federal statutes with respect to individual rights and privacy protection shall apply in all cases.

**c) Common Customer Satisfaction System**

Participate in common data collection or analysis system by agreeing to survey customers through comment cards or random survey methods. Agree to use the data to improve service delivery and therefore, customer satisfaction.

**d) Workforce Skill Standards**

Not Applicable.

**e) Cross Agency Training**

Participate in cross-agency training designed to provide staff of the one-stop with jointly agreed upon customer service competencies.

**f) Customers**

Work to ensure adults enrolled in adult education and family literacy programs are fully served through the one-stop delivery system. Adult Education customers are: Legally out of school adults, age 18 or older who:

- Lack a high school diploma or the equivalent
- Have a high school credential, including a diploma from a foreign country, but have limited basic skills or English language proficiency; and
- Require work-based education to prepare for secure, retrain, or regain employment

**g) Common Technology**

Maximize existing technologies to assist in:

- Integration of services
- Streamlining resources and programs
- Information sharing on customers, agency services, and labor market needs
- Unifying measurement and accountability

## VI) CITY OF MANASSAS DEPARTMENT OF FAMILY SERVICES

The City of Manassas Department of Social Services will provide core services for WIA mandated programs and TANF/VIEW.

## For the Period July 2012 – June 2014

### a) **Core Services**

Eligibility services for Individual Training Accounts and financial assistance programs administered by the Department will be available in the following ways:

- Eligibility services may be accessed electronically by visiting any Full Service or Affiliate One-stop Centers between the hours of 8:00 a.m. and 5:00 p.m. Monday through Friday, and on a face-to-face basis at Certified, Full Service One-Stop Centers on a pre-determined schedule. If Manassas DSS becomes an Affiliate One-stop, the hours will be 8:30 a.m. - 5:00 p.m.
- Staff working at the Department and who may be placed at One-Stop Centers will provide outreach, intake and orientation to information and other services available through the one-stop delivery system
- Staff employed to perform employment-related services will provide initial assessment of skill levels, aptitudes, abilities and support service needs
- The Department will assure that job search and placement assistance and career counseling will be provided by contractors or trained staff
- The Department will maintain and provide labor market information such as job vacancy listings, information of job skills required and information on demand occupations
- The department will provide performance information and program cost information to customers regarding eligible training providers as provided by the Workforce Investment Board
- The Department will provide performance information to customers on the one-stop system's performance measures
- Staff will provide information on the availability of support services and referral to such services
- Staff will provide information regarding filing for unemployment compensation
- Departmental staff will provide assistance in establishing eligibility for welfare-to-work and financial assistance
- Employment staff and / or contractors will provide follow-up services for Individual Training Account (ITA) recipients for not less than twelve months after the first day of employment

### b) **Common Referral System**

Participate in a common customer referral system, which includes agreeing to accept information (i.e., demographic, assessment and other information) previously collected on the customer through the one-stop system and includes providing information back to the referring agency on the status of the referral in accordance with each Department's regulations. Federal statutes with respect to rights and privacy protection shall apply in all cases.

### c) **Common Customer Satisfaction System**

Participate in a common customer satisfaction data collection and analysis system by agreeing to survey customers through comment cards, focus groups and/or random

## For the Period July 2012 – June 2014

survey methods. Agree to use the data to improve service delivery and, therefore, customer satisfaction.

d) **Workforce Skill Standards**

Review and adopt appropriate workforce skill standards in assessment; curriculum design, training and certification of job seekers: in job development activities; in marketing to customers

e) **Cross Agency Training**

Accept the jointly identified competencies (i.e., our industries' skill standards) required of professionals in a one-stop delivery system and participate in cross-agency training designed to build these competencies in all the professionals within the system. This participation may take the form of jointly funding training, advertising the training, using the cross-agency training as a method to meet some training goals internal to each agency and by insuring that individuals attend the training.

f) **Customers**

Commitment to work to insure that its segment of the employer and job seeker (emerging, transitional and incumbent) customer base is fully served through the one-stop delivery system. These Department of Social Services customers may be: Temporary Assistance to Needy Families recipients, Virginia Initiative for Employment not Welfare (VIEW) participants, and Food Stamp clients.

g) **Common Technology**

Participate in the development and use of common technologies to the extent permitted by; Federal, State, and local regulation, and to the extent funding permits. These common technologies will to assist in:

- Integrate services within and across agencies and systems through agreed upon technological approaches
- Streamline resources and programs
- Share information on customers, agency services and labor market needs
- Unify measurement and accountability
- Develop common data systems to track progress
- Provide access to information
- Provide access to customers
- Align internal processes to allow technology interface

## VII) **MANASSAS PARK DEPARTMENT OF SOCIAL SERVICES**

Manassas Park Department of Social Services will provide the following core services for WIA mandated, TANF and VIEW customers:

## For the Period July 2012 – June 2014

### a) Core Services

Eligibility services for Individual Training Accounts and financial assistance programs administered by the Department will be available in the following ways:

- Eligibility services may be accessed electronically by visiting any full service or Affiliate One-Stop Centers between the hours of 8:00 a.m. to 5:00 p.m., Monday through Friday, and on a face-to-face basis at certified, full service One-Stop Centers on a pre-determined schedule.
- Staff working at the Department and out of One-Stop Centers will provide outreach, intake, and orientation to the information and other services available through the one-stop delivery system.
- Staff employed to perform employment-related services will provide initial assessment of skill levels, aptitudes, abilities, and support service needs.
- The Department will assure that job search and placement assistance and career counseling will be provided by or trained staff.
- The Department will maintain and provide labor market information such as job vacancy listings, information of job skills required, and information on demand occupations.
- The Department will provide performance information and program cost information to customers regarding eligible training providers.
- The Department will provide performance information to customers on the one-stop system's performance measures.
- Staff will provide information on the availability of support services and referral to such services.
- Staff will provide information regarding filing for unemployment compensation.
- Departmental staff will provide assistance in establishing eligibility for welfare-to-work and financial aid assistance.
- Employment staff will provide follow-up services for Individual Training Account (ITA) recipients for not less than six months after the first day of employment.

Through the one-stop delivery system.

### b) Common Referral System

Participate in a common customer referral system, which includes agreeing to accept information (i.e., demographic, assessment, and other information) previously collected on the customer through the one-stop system and includes providing information back to the referring agency on the status of the referral in accordance with each Department's regulations.

### c) Common Customer Satisfaction System

Participate in a common customer satisfaction data collection and analysis system by agreeing to survey customers through comment cards, focus groups, and random survey methods. Agree to use the data to improve service delivery and therefore, customer satisfaction.

## For the Period July 2012 – June 2014

### d) **Workforce Skill Standards**

Accept and use the workforce skill standards in assessment; curriculum design, training, and certification of job seekers; in job development activities; in marketing to customers.

### e) **Cross Agency Training**

Accept the jointly identified competencies (i.e., our industry's skill standards) required of professionals in a one-stop delivery system and participate in cross-agency training designed to build these competencies in all the professionals within the system. This participation may take the form of jointly funding the training, advertising the training, using the cross-agency training as a method to meet some training goals internal to each agency, and by insuring that individuals attend the training.

### f) **Customers**

Commitment to work to insure that its segment of the employer and job seeker (emerging, transitional, and incumbent) customer base is fully served through the one-stop delivery system. Those customers are: Temporary Assistance to Needy Families, Virginia Initiative for Employment not Welfare, and Food Stamps.

### g) **Common Technology**

Participate in the development and use of common technologies to extent permitted by Federal, state, and local regulations that assist in:

- Integration of services within and across agencies and systems through agreed upon technological approaches
- Streamlining resources and programs
- Sharing information on customers, agency services, and labor market needs
- Unifying measurement and accountability, and
- Developing common data systems to track progress
- Providing access to information
- Providing access to customers
- Aligning internal processes to allow technology interface.

## VIII) **NORTHERN VIRGINIA COMMUNITY COLLEGE**

Northern Virginia Community College (NOVA) is a comprehensive institution of higher education accredited by the Southern Association of College and Schools. The college offers programs of instruction generally extending not more than two years beyond the high school level. The programs include: Occupational/Technical Education; College Transfer Education; General Education; Developmental Studies to Include English-as-a-Second-Language; Continuing Education; Community Education; Special Training Programs for Entering, Incumbent, and Transitional Employees; and Virginia Works. Comprehensive support services in testing, library/learning resources, counseling and career development are available

Agency commitments in this MOU refer to all programs and resources as appropriate.

## For the Period July 2012 – June 2014

Northern Virginia Community College (NOVA), through its credit and non-credit education and training programs shall:

**a) Core Services**

Provide the following core services as part of the one-stop delivery system:

- Eligibility determination for appropriate educational programs.
- Outreach, intake, and orientation to the information and other services available through NOVA and through the one-stop delivery system.
- Initial assessment of skills levels, aptitudes, and abilities.
- Job search and placement assistance, and career counseling.
- Provision of labor market information.
- Provision of performance information and program cost information.
- Provision of information on the availability of support services and referral to such services.
- Assistance in establishing eligibility for financial aid assistance.

**b) Common Referral System**

Participate in a common customer referral system that includes agreeing to accept information previously collected on the customer through the one-stop system. NOVA, in accordance with law, regulation, and agency policy, agrees to provide information back to the referring agency on the status of the referral.

**c) Common Customer Satisfaction System**

Participate in a common customer satisfaction data collection and analysis system by agreeing to survey customers through comment cards or random survey methods. NOVA agrees to use the data to improve services delivery, and, therefore, customer satisfaction.

**d) Workforce Skill Standards**

Accept and use the workforce skill standards, which will be jointly identified/agreed to, in assessment, curriculum design, education and training of job seekers and in job development activities.

**e) Cross Agency Training**

Provide training to the professional staff of partner agencies on basic knowledge of the services and programs of NOVA, and the basic agency policies and procedures as they relate to the provision of these services. NOVA staff will participate in the training provided by other partner agencies to acquire a basic knowledge of their services and programs also.

**f) Customers**

Work to ensure that our customer base is identified and fully served through the one-stop system. NOVA identified is customer base as "anyone having a high school diploma or the equivalent, or is at least 18 years of age and able to benefit from enrollment, is eligible for admission to NOVA".

## For the Period July 2012 – June 2014

### g) **Common Technology**

Participate in the development and use of common technologies to extent permitted by Federal, state, and local regulations that assist in:

- Integration of services within, across agencies, and systems through agreed upon technological approaches.
- Streamlining resources and programs
- Sharing information on customers, agency services, and labor market needs.
- Unifying measurement and accountability, and
- Developing common data systems to track progress
- Providing access to information
- Providing access to customers
- Aligning internal processes to allow technology interface

## IX) **NATIONAL COUNCIL ON AGING**

The National Council on Aging shall provide the following:

### a) **Core Services**

Provide the following core services, at a minimum, such as:

- eligibility determination for SCSEP program
- outreach, intake and orientation to the information and other services available through the one-stop system
- initial assessment of skill levels, aptitudes, abilities and support service needs as appropriate for the target population we serve
- job search and placement assistance, career counseling and information on training opportunities for eligible SCSEP clients
- provision of labor market information (e.g., job vacancy listings, information on job skills required; information on demand occupations)
- provision of performance information and program cost information from eligible training providers provided to SCSEP clients through the one-stop.
- provision of information on the one-stop=s performance measures
- provision of information on the availability of support services and referral to such services
- provision of information regarding filing for unemployment compensation
- assistance in establishing eligibility for welfare-to-work and financial aid assistance through referrals to appropriate community agencies
- follow-up services for not less than three months after the first day of employment for SCSEP participants and compliance with any other time period for follow-up services required by WIA regulations for this agency.

Through the one-stop delivery system

**For the Period July 2012 – June 2014**

**b) Common Referral System**

Participate in a common customer referral system, which includes agreeing to accept information, with the written consent of the customer,(i.e., demographic, assessment and other information) previously collected on the customer through the one-stop system and includes providing information back to the referring agency on the status of the referral.

**c) Common Customer Satisfaction System**

Participate in a common customer satisfaction data collection and analysis system by agreeing to survey customers through comment cards. Focus groups and random survey methods may also be used when considered feasible and appropriate for SCSEP participants. Agree to use the data to improve service delivery and therefore, customer satisfaction.

**d) Workforce Skill Standards**

Not applicable to Agency's work with SCSEP clients.

**e) Cross Agency Training**

Participate in cross agency training that is applicable to Agency's and one-stop's work with SCSEP clients.

**f) Customers**

Work to insure that its' segment of the employer and job seeker (emerging, transitional, and incumbent) customer base is fully served through the one-stop delivery system. Customers of the National Council on Aging Senior Community Service Employment Program (SCSEP) are persons age 55 and over, who meet low-income program eligibility guidelines and who are residents of Northern Virginia. Participation in SCSEP is subject to availability of funds. Other residents of the above mentioned jurisdictions who are age 55 and over but who do not meet SCSEP low income guidelines or who are not participating in SCSEP for other reasons may also be provided with information and referral in the areas of employment and training if NCOA has sufficient staff resources to meet those requests.

**g) Common Technology**

Participate in the use of technologies that assist in

**Note:**

1. NCOA states that fulfillment of this agreement is contingent upon receiving sufficient funding to enable SCSEP staff to perform the additional duties required of a full partner.
2. NCOA requires that the responsibility for the cost of any shared one-stop system expenses incurred through implementation of this agreement, regardless of the cost allocation method selected, be met by in-kind contributions.

**X) PRINCE WILLIAM COUNTY DEPARTMENT OF SOCIAL SERVICES**

Prince William County Department of Social Services will provide the following core services for WIA mandated and TANF and VIEW customers:

**a) Core Services**

- Provide basic information regarding Department programs and referrals to community services by phone and/or in person.
- Staff working at the Department and out of One-stop Centers will provide outreach, intake, and orientation to the information and other services available through the one-stop delivery system.
- Staff employed to perform employment-related services will provide initial assessment of skill levels, aptitudes, abilities, and support service needs.
- The Department will assure that job search and placement assistance and career counseling will be provided by contractors or trained staff.
- The Department will maintain and provide labor market information such as job vacancy listings, information of job skills required, and information on demand occupations.
- The Department will provide performance information and program cost information to customers regarding eligible training providers.
- The Department will provide performance information to customers on the one-stop system's performance measures.
- Staff will provide information on the availability of support services and referral to such services.
- Staff will provide information regarding filing for unemployment compensation.
- Departmental staff will provide assistance in establishing eligibility for welfare-to-work and financial aid assistance.
- Employment staff and/or contractors will provide follow-up services for Individual Training Account (ITA) recipients for not less than twelve months after the first day of employment.

Through the one-stop delivery system.

**b) Common Referral System**

Participate in a common customer referral system, which includes agreeing to accept information (i.e., demographic, assessment, and other information) previously collected on the customer through the one-stop system and includes providing information back to the referring agency on the status of the referral in accordance with each Department's regulations.

**c) Common Customer Satisfaction System**

Participate in a common customer satisfaction data collection and analysis system by agreeing to survey customers through comment cards, focus groups, and random survey methods. Agree to use the data to improve service delivery and therefore, customer satisfaction.

**For the Period July 2012 – June 2014**

d) **Workforce Skill Standards**

Accept and use the workforce skill standards in assessment; curriculum design, training, and certification of job seekers; in job development activities; in marketing to customers.

e) **Cross Agency Training**

Accept the jointly identified competencies (i.e., our industry's skill standards) required of professionals in a one-stop delivery system and participate in cross-agency training designed to build these competencies in all the professionals within the system. This participation may take the form of jointly funding the training, advertising the training, using the cross-agency training as a method to meet some training goals internal to each agency, and by insuring that individuals attend the training.

f) **Customers**

Commitment to work to insure that its segment of the employer and job seeker (emerging, transitional, and incumbent) customer base is fully served through the one-stop delivery system. Those customers are: Temporary Assistance to Needy Families, Virginia Initiative for Employment not Welfare, Food Stamps.

g) **Common Technology**

Participate in the development and use of common technologies to extent permitted by Federal, state, and local regulations that assist in:

- Integration of services within and across agencies and systems through agreed upon technological approaches
- Streamlining resources and programs
- Sharing information on customers, agency services, and labor market needs
- Unifying measurement and accountability, and
- Developing common data systems to track progress
- Providing access to information
- Providing access to customers
- Aligning internal processes to allow technology interface.

**XI) PRINCE WILLIAM COUNTY PUBLIC SCHOOLS**

Prince William County Public Schools Adult Education Program (including adult education services for Manassas City Public Schools and Manassas Park City Public Schools) as a provider of adult education for Prince William County, Manassas City, and Manassas Park City shall:

a) **Core Services**

**Through the Adult Education Program provide the following core services for adult education:**

- assistance in eligibility determination for adult basic education and adult English for speakers of other language (ESOL) programs
- outreach, intake, and orientation to the information and other services available through adult education and the one-stop delivery system

## For the Period July 2012 – June 2014

- initial assessment of skill levels, aptitudes and support service needs of adults eligible for adult basic education and ESOL programs
- information on the availability of support services and the referral to such services
- provisions of workplace education and post employment support for incumbent workers, including former welfare recipients and the working poor adults, who need to upgrade skills to retain or upgrade their employment

Core services will be provided to the extent capacity is available. Support for one-stop will be based on federal guidelines and regulations from the U.S. Department of Education. Prince William County Public Schools Adult Education will support the development of networks of adult education providers and the connection of the networks to the one-stop to meet the roles and responsibilities for participation in the one-stop delivery system.

b) **Common Referral System**

Participate in a common customer referral system, which includes agreeing to accept information previously collected on the customer through the one-stop delivery system and providing information back to the referring agency on the status of the referral. Federal statutes with respect to individual rights and privacy protection shall apply in all cases.

c) **Common Customer Satisfaction System**

Participate in common customer satisfaction data collection and analysis system by agreeing to survey customers through comment cards or random survey methods. Agree to use the data to improve service delivery and therefore, customer satisfaction.

d) **Workforce Skill Standards**

Accept and use the workforce skill standards, which will be jointly identified/agreed to, in curriculum design, education and training as appropriate for job development activities.

e) **Cross Agency Training**

Participate in cross-agency training designed to provide staff of the one-stop with jointly agreed upon customer service competencies.

f) **Customers**

Work to ensure that adults enrolled in adult education and ESOL are fully served through the one-stop delivery system. Adult Education and ESOL customers are legally out of school adults, age 18 or older who:

- lack a high school diploma or the equivalent
- have a high school credential, including a diploma from a foreign country, but have limited basic skills or English language proficiency; and/or
- require work-based education to prepare for, secure, retrain or regain employment.

g) **Common Technology**

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8300 Boone Boulevard, Suite 450  
Vienna, VA 22182  
703-752-1606  
[www.myskillsource.org](http://www.myskillsource.org)

## For the Period July 2012 – June 2014

Participate in exploration for possible use of common technologies that may assist in:

- integration of services within and across agencies and systems through the One-Stop Operation System
- streamlining resources and programs
- sharing information on customers, agency services, and labor market needs
- unifying measurement and accountability
- developing common data systems to track progress
- providing access to information
- providing access to customers
- aligning internal processes to allow technology interface.

### XII) VIRGINIA DEPARTMENT OF AGING AND REHABILITATIVE SERVICES

The Virginia Department of Aging and Rehabilitative Services (DARS) shall provide the following:

#### a) Core Services

- DARS agrees to provide technical assistance to the One-Stop Operator(s) as resources are available to insure appropriate accommodation and access to the One-Stop delivery system for persons with disabilities. If DARS is co-located at the One-Stop Center, DARS staff make itinerant stops at the Center or otherwise meet with consumers at the One-Stop, DARS staff shall have access to office space that protects the confidentiality of consumer personal information.
- VR Services for Consumers Provided Through One-Stop Delivery System

#### (1) Purpose and Scope of VR Services

- **Purpose:** The purpose of VR services is to assist individuals with disabilities, who meet DARS' eligibility criteria, to obtain, maintain or advance in employment. VR services assist individuals with disabilities, including individuals with significant and most significant disabilities, to pursue meaningful careers by securing gainful employment commensurate with their abilities, interests, capabilities and informed choice. VR services are designed to lessen the impact, or eliminate entirely, the impediment(s) to employment.
- **Scope:** For One-Stop Delivery System consumers determined eligible for the VR Program, the scope of services provided by the DARS may include: (1) assessment for determining vocational rehabilitation needs; (2) vocational rehabilitation counseling and guidance; (3) referral and other services to secure needed services from other agencies; (4) job-related services including job search and placement assistance; job retention services, follow-up services, and follow along services; (5) vocational and other training services, including personal and vocational adjustment services, books, tools, and other training materials, except that training services at an institution of higher education are subject to comparable benefits; (6) physical and mental restoration to the extent that financial support is not readily available from a source (such as through health insurance of the consumer) or through comparable benefits; (7) maintenance for additional costs incurred while participating in the eligibility determination

## For the Period July 2012 – June 2014

assessment, assessment of VR service needs, or while receiving services under an Employment Plan; (8) transportation to access any other service described in this section and needed by the consumer to achieve an employment outcome; (9) on-the-job or other related personal assistance services needed to access any other service described in this section; (10) interpreter services provided by qualified personnel for individuals who are deaf or hard of hearing or reader services for individuals who are determined by a qualified, licensed professional to be blind; (11) occupational licenses, tools, equipment, and initial stocks and supplies; (12) Technical assistance to eligible individuals pursuing self-employment or telecommuting or establishing a small business operation as an employment outcome; (13) rehabilitation technology; (14) transition services for students with disabilities; (15) supported employment services; (16) services to the consumer's family needed to assist the consumer to achieve an employment outcome; (17) specific post-employment services needed to assist the consumer to retain, regain, or advance in employment.

(2) **Provision of Services.** The specific service(s) to be provided must be necessary to determine eligibility; assess VR service needs, and to assist the consumer to achieve an appropriate employment outcome and is included in a mutually agreed upon and signed Employment Plan, including any amendments. Furthermore, provision of certain services is subject to a search for comparable benefits or consumer financial participation.

- The parties agree that VR Program decisions will be made only by a DARS qualified VR counselor. These decisions include, but are not limited to: (1) eligibility determination, assessment of rehabilitation service needs; (2) Employment Plan development, approval, implementation, and review, including authorizing services; and (4) case closure.
- Applicants and consumers of the VR Program may appeal VR decisions through DARS' avenues of consumer appeal established in written agency policy and procedures under Title I, Section 102(c) of the Rehabilitation Act as amended in 1998.
- Order of Selection: In the event that the VR program does not have sufficient funds to serve all eligible individuals, federal law requires that it implement an order of selection. Order of selection prioritizes individuals into categories according to the significance of their disabilities and ensures that those with the most significant disabilities are selected first to receive services. Those individuals assigned to a closed category remain on a waiting list for services until there are sufficient resources to open closed categories.

### b) Common Referral System

- The DARS agrees to refer consumers to the One-Stop Delivery System for services, as appropriate. To insure all One-Stop customers have ready access to DARS

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## For the Period July 2012 – June 2014

services, DARS will at a minimum provide information about the availability of the VR program, using appropriate mode of communication.

- Where DARS has a physical presence within the One-stop Center (e.g., establishing the One-stop as an itinerant point on a regularly scheduled basis) or where DARS has established a designated staff person as the point of contact, the DARS staff person(s) assigned will establish a referral protocol with the other partners. This protocol may include such things as a written referral form/process, a calendar for other partners to plan refer/schedule customers to DARS when DARS staff are not physically present, etc. Additionally, written information regarding DARS services and other pertinent information such as the local DARS office phone number, DARS web site address, etc., will be made readily available and accessible to One-stop customers.
- VR Program consumers shall have access to the System Core Services and to Individualized Training Accounts under Title I of WIA.
- Personal information regarding DARS applicants and consumers shall be shared consistent with DARS' written policies and procedures that are consistent with federal and state laws and regulations.

### c) Common Customer Satisfaction System

- DARS shall actively participate in the One-Stop Delivery System while maintaining the VR system integrity. DARS agrees to work with the partners to establish a system of continuous quality improvement for the access of partner services throughout the one-stop delivery system. This system may include but is not limited to: customer surveys, focus groups and random survey methods. However, DARS' accountability measures are dictated by the Commissioner of RSA under the authority of Section 106 of the Rehabilitation Act. The LWIB has no role with regard to the DARS' accountability for programs under Title I of the Rehabilitation Act as amended in 1998. The local DARS representative is accountable only to the full-time director of the DARS. The LWIB's accountability measures do not pertain to the measures of the DARS because they measure performance of programs funded under Title I of WIA.
- The DARS agrees to share aggregate data about the One-Stop Delivery System services in a manner that protects the confidentiality of individual DRS consumers, including applicants.
- The Parties agree that DARS' annual employment outcomes for mutual customers shall be included in the performance goals of the One-Stop Center(s). DARS shall share the results of the federally mandated performance indicators governing the VR program.

### d) Workforce Skill Standards

## For the Period July 2012 – June 2014

- DARS agrees to work towards the development and use of workforce skill standards in assessment; curriculum design, training, and certification of job seekers; in job development activities; in marketing to customers.

### e) **Cross Agency Training**

- To enhance the information available to One-Stop customers, the DARS agrees to participate in staff development and training activities among all partners in One-Stop Delivery System. Topics may include, but are not limited to, consumer eligibility criteria for VR Program; referral system; confidentiality and release/sharing of consumer personal information, promoting program accessibility, including reasonable accommodations, to individuals with disabilities among System partners.

### f) **Customers**

- Eligibility determination. The Core Services of the One-Stop Delivery System shall be available to all consumers, including individuals with disabilities. However, most of the individuals who are eligible for Vocational Rehabilitation (VR) Program services will need additional individualized assistance to obtain appropriate employment. To be eligible for the VR Program, the consumer must be determined eligible by a qualified Vocational Rehabilitation counselor.
- Eligibility Criteria. To be eligible for the VR Program, the consumer must meet these criteria: have a physical or mental impairment; the physical or mental impairment constitutes or results in a substantial impediment to employment; and requires VR services to prepare for, enter, engage in, or retain, employment consistent with the consumer's strengths, resources, priorities, concerns, abilities, capabilities, and informed choice (this includes being eligible to work in the U.S.). The VR counselor shall presume that an applicant can benefit in terms of an employment outcome from the provision of vocational rehabilitation services unless the counselor can demonstrate, based on clear and convincing evidence, that the applicant cannot benefit in terms of an employment outcome due to the severity of the individual's disability. The VR counselor shall presume that individuals receiving Supplemental Security Income (SSI) or Social Security Disability Insurance (SSDI) meet all eligibility criteria and are eligible for the VR program (provided the individual intends to achieve an employment outcome consistent with the unique strengths, resources, priorities, concerns, abilities, capabilities, interests, and informed choice of the individual) unless there is clear and convincing evidence that the individual cannot benefit in terms of an employment outcome due to the severity of the individual's disability. This presumption of eligibility does not create an entitlement to any vocational rehabilitation service.

### g) **Common Technology**

The Virginia Department of Aging and Rehabilitative Services agrees to use its existing technology as appropriate and feasible that assists in:

- integration of services

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## For the Period July 2012 – June 2014

- streamlining resources and programs
- sharing information on customers, agency services, and labor market needs (in a manner that protects the confidentiality of individual DARS consumers, including applicants)
- unifying measurement and accountability, and
- providing access to information
- providing access to customers

### **XIII) THE VIRGINIA DEPARTMENT FOR THE BLIND AND VISION IMPAIRED**

Purpose and Scope of VR Services Provided for Consumers through the One-Stop Delivery System:

- Purpose: The purpose of VR services is to assist individuals with disabilities, who meet DBVI's eligibility criteria, to obtain, maintain or advance in employment. VR services assist individuals with severe visual disabilities to pursue meaningful careers by securing gainful employment commensurate with their abilities, interests, capabilities and informed choice. VR services are designed to lessen the impact, or eliminate entirely, the impediment(s) to employment.
- The specific service(s) to be provided must be necessary to assist the consumer to achieve an appropriate employment outcome and is included in a mutually agreed upon and signed Employment Plan, including any amendments. Furthermore, provision of certain services is subject to a search for comparable benefits or consumer financial participation.

The parties agree that VR Program decisions will be made only by a DBVI qualified VR counselor as identified in the Comprehensive System of Personnel Development State Plan Attachment. These decisions include, but are not limited to: (1) eligibility determination, assessment of rehabilitation service needs; (2) Employment Plan development, approval, implementation, and review, including authorizing services; and (4) case closure.

Applicants and consumers of the VR Program may appeal VR decisions through the agency's avenues of consumer appeal established in written agency policy and procedures under Title I, Section 102(c) of the Rehabilitation Act as amended in 1998.

DBVI agrees to provide technical assistance to the One-Stop Operator(s) as resources are available to insure appropriate accommodation and access to the One-Stop delivery system for persons with visual disabilities, but will not fund the cost. The One-Stop Operator(s) shall be responsible for the cost of accommodation. If DBVI is co-located at the One-Stop Center, DBVI staff makes itinerant stops at the Center or otherwise meet with consumers at the One-Stop, DBVI staff shall have access to office space that protects the confidentiality of consumer personal information.

#### **a) Core Services**

## For the Period July 2012 – June 2014

**Scope:** For One-Stop Delivery System consumers determined eligible for the VR Program, the scope of services provided by the DBVI may include: (1) assessment for determining vocational rehabilitation needs; (2) vocational rehabilitation counseling and guidance; (3) referral and other services to secure needed services from other agencies; (4) job-related services including job search and placement assistance; job retention services, follow-up services, and follow along services; (5) vocational and other training services, including personal and vocational adjustment services, books, tools, and other training materials, except that training services are subject to comparable benefits; (6) physical and mental restoration to the extent that financial support is not readily available from a source (such as through health insurance of the consumer) or through comparable benefits; (7) maintenance for additional costs incurred while participating in the eligibility determination assessment, assessment of VR service needs, or while receiving services under an Employment Plan; (8) transportation to access any other service described in this section and needed by the consumer to achieve an employment outcome; (9) on-the-job or other related personal assistance services needed to access any other service described in this section; (10) interpreter services provided by qualified personnel for individuals who are deaf or hard of hearing or reader services for individuals who blind or visually impaired; (11) occupational licenses, tools, equipment, and initial stocks and supplies; (12) Technical assistance to eligible individuals pursuing self-employment or telecommuting or establishing a small business operation as an employment outcome; (13) rehabilitation technology; (14) transition services for students with disabilities; (15) supported employment services; (16) services to the consumer's family needed to assist the consumer to achieve an employment outcome; (17) specific post-employment services needed to assist the consumer to retain, regain, or advance in employment.

### **b) Common Referral System**

The DBVI agrees to participate in a common referral system that includes agreeing to accept information previously collected on the consumer through the one-stop system and providing information back to the referring agency on the status of the referral. Personal information regarding DBVI applicants and consumers shall be shared consistent with DBVI's written policies and procedures that are consistent with federal and state laws and regulations. To insure all One-Stop customers have ready access to DBVI services, DBVI will at a minimum provide information about the availability of the VR program, using appropriate mode of communication.

Where DBVI has a physical presence within the One-stop Center (e.g., establishing the One-stop as an itinerant point on a regularly scheduled basis) or where DBVI has established a designated staff person as the point of contact, the DBVI staff person(s) assigned will establish a referral protocol with the other partners. This protocol may include such things as a written referral form/process, electronic referral, a calendar for other partners to plan refer/schedule customers to the agency when DBVI staff are not physically present, etc. Additionally, written information regarding DBVI services and other pertinent information such as the local office phone number, web site address, etc., will be made readily available and accessible to One-Stop customers.

VR Program consumers shall have access to the System Core Services and to Individualized Training Accounts under Title I of WIA.

**c) Common Customer Satisfaction System**

DBVI shall actively participate in the One-Stop Delivery System while maintaining the VR system integrity. DBVI agrees to work with the partners to establish a system of continuous quality improvement for the access of partner services throughout the one-stop delivery system. This system may include but is not limited to: customer surveys, focus groups and random survey methods. However, the Commissioner of RSA dictates DBVI's accountability measures under the authority of Section 106 of the Rehabilitation Act. The LWIB has no role with regard to the DBVI's accountability for programs under Title I of the Rehabilitation Act as amended in 1998. The local DBVI representative is accountable only to the full-time director of the DBVI. The LWIB's accountability measures do not pertain to the measures of the DBVI because they measure performance of programs funded under Title I of WIA.

The DBVI agrees to share aggregate data about the One-Stop Delivery System services in a manner that protects the confidentiality of individual DBVI consumers, including applicants.

The Parties agree that DBVI's annual employment outcomes for mutual customers shall be included in the performance goals of the One-Stop Center(s). DBVI shall share the results of the federally mandated performance indicators governing the VR program.

**d) Workforce Skill Standards**

DBVI agrees to work towards the development and use of workforce skill standards in assessment; curriculum design, training, and certification of job seekers; in job development activities; in marketing to customers.

**e) Cross Agency Training**

To enhance the information available to One-Stop customers, the DHV agrees to participate in staff development and training activities among all partners in One-Stop Delivery System. Topics may include, but are not limited to, consumer eligibility criteria for VR Program; referral system; confidentiality and release/sharing of consumer personal information, promoting program accessibility, including reasonable accommodations, to individuals with disabilities among System partners.

**f) Customers**

Eligibility Determination: The Core Services of the One-Stop Delivery System shall be available to all consumers, including individuals with disabilities. However, most of the individuals who are eligible for Vocational Rehabilitation (VR) Program services will need additional individualized assistance to obtain appropriate employment. To be eligible for the VR Program, the consumer must be determined eligible by a qualified

## For the Period July 2012 – June 2014

Vocational Rehabilitation counselor as identified in the Comprehensive System of Personnel Development State Plan.

Eligibility Criteria: To be eligible for the VR Program, the consumer must meet these criteria: have a severe visual impairment that constitutes or results in a substantial impediment to employment; and requires VR services to prepare for, enter, engage in, or retain, employment consistent with the consumer's strengths, resources, priorities, concerns, abilities, capabilities, and informed choice (this includes being eligible to work in the U.S.). The VR counselor shall presume that an applicant can benefit in terms of an employment outcome from the provision of vocational rehabilitation services unless the counselor can demonstrate, based on clear and convincing evidence that the applicant cannot benefit in terms of an employment outcome due to the severity of the individual's disability. The VR counselor shall presume that individuals receiving Supplemental Security Income (SSI) or Social Security Disability Income (SSDI) meet all eligibility criteria and are eligible for the VR program (provided the individual intends to achieve an employment outcome consistent with the unique strengths, resources, priorities, concerns, abilities, capabilities, interests, and informed choice of the individual) unless there is clear and convincing evidence that the individual cannot benefit in terms of an employment outcome due to the severity of the individual's disability. This presumption of eligibility does not create an entitlement to any vocational rehabilitation service.

### **g) Common Technology**

The Virginia Department for the Blind and Vision Impaired agrees to use its existing technology as appropriate and feasible that assists in:

- integration of services
- streamlining resources and programs
- sharing information on customers, agency services, and labor market needs (in a manner that protects the confidentiality of individual DBVI consumers, including applicants)
- unifying measurement and accountability
- providing access to information
- providing access to customers

## **XIV) VIRGINIA EMPLOYMENT COMMISSION**

The Virginia Employment Commission shall provide the following:

### **a) Core Services**

- Outreach, intake, and orientation to Wagner-Peyser services
- Eligibility determination for appropriate programs
- Initial assessment of skills, aptitudes, abilities, and support service needs
- Job search and placement
- Labor market information
- Information regarding filing for unemployment compensation
- Information on the availability of supportive services and referral to such services

Through the one-stop delivery system.

**b) Common Referral System**

Participate in the development of a common customer referral system. Notwithstanding any other provision of this MOU, the VEC's obligations and commitments under the State MIS System shall take priority over and supercede any obligation or commitment under this MOU.

**c) Common Customer Satisfaction System**

Participate in a common customer satisfaction data collection and analysis system by agreeing to survey customers through comment cards, focus groups, and random survey methods. VEC agrees to use the data to improve service delivery and, therefore, customer satisfaction.

**d) Workforce Skill Standards**

Accept and use the workforce skill standards in assessment; curriculum design, training and certification of job seekers; in job development activities; in marketing to customers.

**e) Cross Agency Training**

Provide training to the professional staff of partner agencies on basic knowledge of the services and programs of the Virginia Employment Commission, and the basic agency policies and procedures as they relate to the provision of these services. Virginia Employment Commission staff will participate in the training provided by other partner agencies to acquire a basic knowledge of their service and programs.

**f) Customers**

Work to ensure that the needs of the workforce center customers are identified and fully served through the one-stop system. These customers are job seekers, unemployment insurance claimants, persons impacted by United States trade import/export policies, military veterans, migrant and seasonal farm workers, and employers.

**g) Common Technology**

Participate in the development of common technology among the partners. The VEC's participation in the State Workforce System may impact the scope and degree of its role in developing and implementing the common customer referral system contemplated by this MOU. Therefore, notwithstanding any other provision of this MOU, the VEC's obligations and commitments shall take priority over and supercede any obligation or commitment under this MOU.



## **Northern Virginia Eligible Training Provider Policy March 2013**

To become an Eligible Training Provider for the Northern Virginia Workforce Investment Board (NVWIB, Area #11) under the Workforce Investment Act (WIA), the training provider must offer a program of training services that leads to: 1) a certificate, an associate degree, a baccalaureate degree or 2) the skills or competencies needed for a specific job or jobs, an occupation, occupational group or generally for many types of jobs or occupations as recognized by employers and determined prior to training. Training Providers are required to complete an application according to the instructions and forms that are available online on the *SkillSource* website at [www.myskillsource.org](http://www.myskillsource.org). Training providers must submit this application directly to the NVWIB's WIA Training Provider Coordinator.

According to the Virginia Community College System's Workforce Investment Act [Policy Number 00-7](#) (June 2010), eligible applicants include programs under Title IV of the Higher Education Act, apprenticeship programs with the National Apprenticeship Act, and public or private, profit or non-profit organizations offering training services. Organizations not eligible under Title IV or the National Apprenticeship Act must provide documentation that they are licensed to operate in the Commonwealth of Virginia and from a licensing or accrediting agency such as the State Council of Higher Education for Virginia (SCHEV), Virginia's Department of Professional and Occupational Regulation (DPOR), or an oversight body pertaining to the program's industry. Providers must demonstrate how the training programs will prepare job seekers with job skills, certification, or associate or baccalaureate degrees. Those applying also must demonstrate how their training program(s) will meet local workforce demand. Providers are required to submit performance information for each program of training reflecting program completion rates for all participating individuals; percentage of all individuals who obtain unsubsidized employment; and the wages at employment placement of individuals.

The WIA Training Provider Coordinator reviews the training provider's application to assure appropriate and consistent responses, including a site visit to all new applicants. The Coordinator works closely with the NVWIB Executive Director and the NVWIB Quality Assurance Committee members to enable the Committee members to review proposed programs and to determine training provider approval status. An application will not be submitted to the NVWIB Quality Assurance Committee for approval unless all of the requirements have been met. If approved by the NVWIB Quality Assurance Committee, the name of the training provider and the approved programs will be listed on the *SkillSource* website and distributed to our five (5)

local *SkillSource* One-Stop Employment Centers. In addition, newly-approved training providers are invited to contact the Fairfax County *SkillSource* Centers Community Relations Supervisor to disseminate information and materials about their training programs.

The WIA Training Provider Coordinator inputs new training provider information into the Virginia Workforce Connection database within 30 days of approval. Submitting this program information enables training provider offerings to be seen on a Statewide level; eligible job seekers may choose from any approved WIA program within the State, if so desired.

Becoming an Eligible Training Provider for the Northern Virginia Workforce Area #11 under the Workforce Investment Act authorizes training providers to accept eligible WIA Adult and Dislocated Worker clients into these training programs who have Individual Training Accounts (ITAs), which will fund training opportunities of up to \$3,000 for unemployed adults or \$3,500 for dislocated workers. ITAs are currently issued only by certified *SkillSource* One-Stop Employment Centers throughout the Northern Virginia area.

The Northern Virginia Workforce Investment Board adheres to the procedure for training providers to appeal the denial of their eligibility or termination of their eligibility, as outlined in the Virginia Community College System's Workforce Investment Act [Policy Number 00-7](#) (June 2010).



## **Individual Training Account (ITA) Policy**

**As of December 2011**

### **I. ITA Eligibility**

To be eligible for training services, the individual also referred to as the WIA participant must have participated in core services activities, and at a minimum, one or more of the following intensive service activities have been provided. The participant must also have been determined unable to obtain or retain employment through core and intensive services.

- a. A completed a comprehensive assessment of skill levels and service needs that may include diagnostic testing.
- b. Participated in an in-depth interview to identify employment barriers and employment goals.
- c. Development of an individual employment plan that identifies the employment goals and appropriate combination of services for the participant to achieve the employment goals. Should occupational skills training be warranted as part of the participant's Individual Employment Plan (IEP), the IEP must include evidence that a review of the labor market information has been conducted to determine that the occupation selected is in demand and those employment opportunities exist. If the participant's desired career interest is not a high growth occupation, the participant must demonstrate an intense need of training due to a prior experience of demand and existence of opportunities that would guarantee employment after completion of the training. Prior approval for this type of training must be obtained.
- d. Individual counseling sessions, which include career planning and case management services, along with short-term pre-vocational services of developing learning skills, communication skills, punctuality, personal maintenance skills, and professional conduct to prepare individuals for unsubsidized employment or training.

The WIA CM is responsible for ensuring the participant's skill levels will result in the successful completion of the training. WIA CM must carefully review the participant's assessment results and immediately refer participants to the Adult Basic Education or Literacy classes if skill levels in reading or math are 8.5 or below, the client has limited English proficiency or results of placement tests from school/training provider require attending prerequisite courses.

Once the participant has completed intensive service activities, the WIA Case Manager (CM) will provide information regarding the availability of training. ITA will be discussed with the participant specifying his/her responsibility regarding the ITA. In consultation with the WIA CM, the participant

will review the Statewide or local list of eligible training providers (ETP) to determine training options. The training provider's requirements for enrollment, performance outcomes, and cost for the training course selected will be discussed with the participant. It will be the responsibility of the WIA CM AND participant to identify and select a training provider from the state or local list of ETPs approved by the Northern Virginia Workforce Investment Board (NVWIB). Training shall be directly linked to occupations that are in demand in the local area or in another area to which an adult or dislocated worker receiving such services is willing to relocate.

## **II. Training Authorization Form (TAF) and Letter of Authorizations (LOA)**

Based on a comprehensive assessment on career interest/aptitude, the skill levels and evaluation of participant's training needs coupled with labor market information on the participant's career interest, the WIA CM will begin the process for initiating the TAF. The TAF is the SkillsSource Center's ITA voucher system which provides information regarding the participant's type of training, duration of training, training costs and training provider. The TAF must be submitted at least two (2) weeks prior to the participant's training start date for LOA processing. An LOA may be expedited with prior approval from the CM Supervisor if and only when there is an immediate need for the participant to begin the training. A written justification must be submitted and approved. An email justification sent to the CM Supervisor may be acceptable.

The following procedures must be implemented to initiate the TAF and LOA:

- a. Training needs justified based on IEP, assessments, and labor market information. WIA CM completes Training Justification Form. (If the WIA CM completed an Unlikely to Return Analysis statement for dislocated workers whose termination was not a result of a mass lay-off or plant closure, the training justification form does not need to be completed.)
- b. Participant completes Customer Request for Training.
- c. WIA CM explains Training Agreement to participant. Participant **must read and fully understand the training agreement** and sign the agreement. WIA CM must reiterate to the participant the importance of immediately informing WIA CM for any change in training status e.g. withdrawal and cancellation and to strictly adhere to training/school provider's cancellation/withdrawal policies. WIA CM must inform the participant that fees paid in advance without prior approval are not reimbursable.
- d. Participant selects training provider from Statewide/Local ETP list.
- e. WIA CM contacts training provider and obtains information on training availability, training costs, curriculum, class schedules, etc. Participant should provide a copy of their Acceptance Letter from school or training provider.
- f. WIA CM gives Financial Award Analysis (FAA) form to participant to bring to training provider's Financial Award Officer (FAO) for completion and signature to validate coordination of training funds or availability of other non-WIA training funds/resources. WIA CM may fax the FAA form directly to training provider.
- g. TAF and LOA are created and submitted to CM Supervisor for approval.
  - TAF and LOA must have accurate information regarding training type, training costs, duration of training and WIA training fund to be charged (Adult, Dislocated Worker,

BRAC, ARRA, Youth, VASAVOR, etc. ). Training costs must include all training related costs (tuition fees, books, supplies, uniforms, other miscellaneous fees).

- One (1) TAF and (1) LOA must be processed for each participant unless it is a group training of individuals under the same WIA Program attending the same training/class.
  - CM Supervisor reviews TAF and LOA for completeness and accuracy, as well as checks the Virginia Workforce Network Virtual One Stop management information system (VWC VOS) to ensure participant's WIA registration and services. The TAF or LOA will not be processed or approved if the training activity information has not been added or entered in the VWC VOS.
  - CM Supervisor sends LOA and TAF via email or original copy to SkillSource Fiscal Officer.
- h. SkillSource Fiscal Officer processes LOA and submits to Program Manager for approval and signature.
- i. Upon LOA approval, Kim-Chi:
- Assigns the funding control # to LOA.
  - Mails original LOA to Training Provider and informs WIA Case Managers and CM Supervisor regarding the LOA approval via email.
  - Sends copies of the LOA to CM Supervisor for distribution to all WIA Case Managers concerned.
  - A copy of signed LOA to is sent to Finance to set aside training fund request.

### **III. WIA Training Cap Limit**

The NVWIB sets the training fund cap limit every program year. Currently, the maximum training fund limit for adults is \$3,000 and \$3,500.00 for dislocated workers. The NVWIB Executive Director is authorized to increase or decrease the funding.

### **IV. WIA Training Forms and Documentation**

The following training forms and documentation must be completed and/or obtained prior to issuing the Training Authorization Form (TAF) and LOA:

- a. Training Justification Form – indicates justification for training need (CM completes this form) (If an Unlikely to Return Analysis statement has been completed for Dislocated Workers (not involved in mass lay off) – there is no need to complete the Training Justification Form)
- b. Customer Request for Training – participant completes this form and indicates purpose of training, choice of training provider, and level of commitment to successfully complete the training.
- c. Training Agreement Form – must be explained to Participant and participant must read and sign the agreement.
- d. Financial Award Analysis – this validates coordination of training funds. The participant must present this form to the training provider's Financial Aid Officer (FAO) for completion and evaluation of other funds/resources that could pay for the participant's training expenses. The form must be signed by the FAO and submitted to the WIA CM.
- e. School's Acceptance Letter – validating participant's registration with school/training provider

- f. Course Curriculum
- g. Information on tuition fees, books, class schedules and other required training related items.

The following documentation must be obtained to validate participant's training activities:

- a. Timesheet or attendance sheet or validation from instructor/school regarding participant's training participation. (Email from school or instructor regarding participant's progress is acceptable).
- b. Participant's progress or evaluation from instructor/school.
- c. Grades or official transcripts
- d. Certificates of completion, diplomas, etc. validating completion of training
- e. For TRADE eligible participants, the WIA CM must coordinate with the Virginia Employment Commission (VEC) Trade staff for all Trade related documentation and training. It is strongly encouraged that copies of Trade documents are kept in participant's case files.

## **V. Distance Learning or Web-Based Training**

Distance Learning or web-based training is another type of training that uses the internet and new interactive computer technologies to provide, create or replicate the types of training that takes place in a classroom setting. Using an online computer connection, distance learning can establish a setting for students and instructors where for example, lessons are assigned, completed and returned and discussions can be held on line.

There has been an increasing demand of students who prefer to complete a course through distance learning. The ability of the WIA CM to monitor attendance in training is the primary concern when determining the approvability of distance training for the participant. Although the regulations do not provide a clear definition of classroom setting, the usual meaning is that the training takes place in a room in a school where students can interact with an instructor. Therefore, the key element to approval of distance learning is based primarily on the interactive nature of the classroom training experience between instructor and student. A means of communication must be established where the instructor can ask questions and the students can respond and ask questions to the instructor.

Distance learning can only be approved when it is part of a curriculum that:

- a. Leads to the completion of a training program;
- b. Requires the students to interact with instructors;
- c. Requires students to take periodic tests and;
- d. Requires students to come onto campus or other approved facility for tests and meetings with instructors.

When the above four conditions are met, it ensures actual participation in order to monitor attendance. WIA CMs must provide validation of meeting the above 4 conditions and tracking of the participant's attendance for distance learning to be approved.

## **VI. Invoice Processing**

The CM Supervisor is the school/training provider's Point of Contact in submitting invoices for payments of tuition fees, books or other training related costs in Fairfax and other Northern Virginia cities/counties except Loudoun County. Case Managers in Loudoun are responsible for receiving, reviewing and sending the invoices for payment. This also applies to the VASAVOR and PRC programs.

The following procedures must be implemented in submitting invoices:

- a. Upon receipt of invoice from school/training provider:
  - CM Supervisor verifies training activity against the VWN VOS to ensure that training information has been entered or added in the VWC VOS.
  - CM Supervisors requests validation of participant's training from WIA Case Managers. If timesheets are not available, WIA CM may obtain validation of participant's attendance through email or other forms of correspondence. The WIA CM must copy the CM Supervisor on any correspondence sent by the training provider/school regarding validation of participant's training activity.
- b. Upon review of invoice and related documentation and validation of participant's attendance, CM Supervisor submits invoice and other documentation to Kim-Chi Ly for payment processing.
- c. CM Supervisor maintains invoice tracking sheet and contacts CM to follow up on outstanding invoices.
- d. CM is responsible for tracking the participant's training funding balance.
  - CM must follow up from the training provider/school on outstanding invoices or cancellation of remaining balances on the LOA.
  - CM must immediately inform CM Supervisor of cancellation of remaining balances in the LOA.
  - CM Supervisor will notify Kim-Chi of cancellation of remaining balances.

## **VII. LOA Cancellation**

Within the first week of training, it is imperative for the WIA CM to verify progress or attendance in training from the school/training provider or client as there may be instances where the client decides to withdraw from the class or the school/training provider cancels the training.

The following procedures must be implemented:

- a. WIA CM MUST ensure that upon immediate notification of the participant's decision to withdraw or cancel, or when the training provider cancels or postpones the training, the WIA CM must immediately cancel the LOA.
  - Sends the cancelled LOA to the school/training provider and/or notifies the school/training provider regarding the cancellation.
  - CM must work with client in resolving issues or barriers that led to the client's withdrawal from the class. It is recommended that the client's Individual Employment Plan (IEP) must be updated to show client's current service status and revised action plan.

- b. A copy of the cancelled LOA must be faxed or mailed via interoffice mail to the CM Supervisor and Kim-Chi Ly.
- c. For classes that have been cancelled or postponed by the training provider:
  - CM must immediately cancel the LOA, fax copy of the cancelled LOA to CM Supervisor.
  - CM must notify client and determine client's interest in pursuing the training on a later date. CM will submit new TAF and LOA for future training.
- d. The SkillSource Finance Officer will cancel LOA from tracking database and notify the DFS Finance Department regarding the cancelled LOA.

Invoices will NOT BE PAID for participants who NEVER ATTENDED the training at all unless it's special circumstances. In addition, invoices WILL NOT BE PAID for training that was cancelled by the training provider. Supplies or books that were purchased prior to the training start date of participants who failed to attend the training may be paid if the withdrawal or cancellation was due to emergency or medical reasons. Validation for justification to cancel training must be documented via case notes, doctor's notes, etc. The WIA CM must immediately notify the school/training provider of the participant's emergency situation and cancellation of the LOA. Invoices for the school/training provider's withdrawal or cancellation fees may be paid.

Unnecessary payments of invoices for participants who never attended the training could be avoided by constant follow up with participants and immediate notification of the school/training provider about the LOA cancellation.

### **VIII. Completion of Training Program**

The WIA CM must contact participant at least bi-weekly during the participant's training activity to ensure immediate intervention in addressing participant's training needs. This could be accomplished through emails, phone calls or other forms of correspondence. The WIA CM is strongly encouraged to contact the school/training provider for additional information concerning participant's progress in training on a regular basis during participant's training activity.

Upon completion of the training, WIA CM must obtain validation of completion e.g. certificates, diplomas, grades or official transcripts. Copies must be kept in participant's case files.

The WIA CM must be responsible for updating information on the Virginia Workforce Network Information System (VWC VOS) relating to the participant's training activity (completed or not completed) within five (5) business days from date of the change of the participant's training status or progress or receipt of the information.

However, credential information may be entered after participant's exit date up until the 3<sup>rd</sup> quarter after exit.



## **WIA SUPPORTIVE SERVICES POLICY**

**As of December 2011**

### **I. Transportation Service Policy**

Transportation assistance may be provided to WIA participants who are engaged in WIA activities. Transportation services may be provided and not limited to mileage reimbursements, gas cards, taxi vouchers, bus tickets/tokens, etc. The WIA service provider will complete all supportive service documentation prior to paying for services to support transportation costs. These documents include the following:

1. Participant Request for Supportive Services (See attached form)
2. WIA Referral form completed by WIA Service Provider and partnering agency to whom services are being referred. This referral form must be returned to the WIA Service Provider to determine whether service could be provided or not. (See attached form)
3. Statement from DSS and/or other agencies indicating unavailability of funds
4. Supportive Services Voucher. (May use contractor's voucher or see attached form)
5. Mileage Reimbursement Form (if applicable)
6. Participant Time Sheet for verification of invoices and daily transportation to and from training.
7. Reimbursement for mileage costs will be in accordance with the WIA Service Provider's policies for up to a rate not to exceed the Standard mileage Rate established by the Internal Revenue Service, while participants are engaged in WIA activities.
8. A copy of the WIA service provider's policies on travel must be submitted to the NVWIB.
9. The amount of WIA reimbursement will not exceed \$300.00 per month, without prior approval from the Local Area.
10. Quotes should be obtained prior to providing for the service.
11. The WIA Case Manager should exert all efforts in seeking alternative options for the participant to resolve his/her transportation barrier. A plan of action regarding resolution of barrier(s) must be included in the employability plan prior to participant enrollment in any WIA activity. WIA funds may be used to pay for these services, only if they are not otherwise available to the participant.

### **II. Other Supportive Services**

1. WIA funds may pay for services to cover other expenses associated with participating in WIA funded activities upon prior written approval.

2. Additional supportive service payments may include, but are not limited to, assistance in obtaining a driver's license, uniforms and supplies for work, and emergency aid, etc.
3. WIA service providers will maintain adequate documentation to support other supportive service costs.
4. The WIA service provider will complete all supportive service documentation prior to paying for such services. These documents will include the following:
  - a. Participant Request for Supportive Services. (See attached form)
  - b. WIA Referral form completed by WIA Service Provider and partnering agency to whom services are being referred. This referral form must be returned to the WIA Service Provider to determine whether service could be provided or not. (See attached form)
  - c. Statement from DSS and/or other agencies indicating unavailability of funds.
  - d. Supportive Services Voucher. (May use contractor's voucher or see attached form)
  - e. e. Where WIA supportive services are provided, the WIA Service providers should ensure that participants receive financial counseling or participate in a budget management class for the purpose of learning proper budgeting and money management skills and assist them in achieving their goals of economic self-sufficiency.

### **III. Payments**

1. The WIA service provider may be reimbursed for supportive service payments and invoices upon compliance with the following requirements.
2. The WIA service provider must ensure that WIA participants are enrolled and actively participating in any allowable WIA activities for which support payments have been appropriated.
3. The WIA service provider must arrange coordination with other human service agencies to eliminate duplication of services and all documentation must be completed prior to utilizing WIA funds.
4. WIA service provider must provide proper documentation of any supportive service payments to be submitted to the Local Area.
5. The WIA participant must meet attendance requirements of the WIA program. The WIA service provider will maintain participant's time sheets documenting daily attendance.
6. Reimbursement for supportive service payments and invoices will be made monthly to WIA service providers as per contract requirements.



## **On-The-Job Training Policy**

**As of February 2006**

**POLICY:** All On-the-Job Training (OJT) agreements written within the Northern Virginia Workforce Investment Area (NVWIA) will follow the guidelines as outlined in this policy.

### **1. OJT Participants**

- a. The results of objective assessment, as documented on the Individual Employment Plan (IEP) or Individual Service Strategy (ISS), must indicate the participant is in need of, and can benefit from, the activity of OJT. The IEP or ISS must capture the past work history of the applicant from the official file, assess the test results, capture additional information from the applicant about past work experience, volunteer experience, and identify strengths and weaknesses of the applicant. It should include documentation as to the new skills to be acquired during training and how deficiencies will be overcome with the training. ***The primary purpose of the IEP and/or ISS is to determine that there is a need for training and that the applicant is a likely candidate to benefit from the provision of training.***
- b. An individual referred to the WIA program by an employer may be enrolled in an OJT program with such employer. The referred individual must be determined eligible for WIA services and may be enrolled only upon completion of the objective assessment and IEP/ISS in which OJT with such employer has been determined to be an appropriate activity **and** the employer has not already hired the individual.
- c. Employment with a participant's previous employer in the same, similar, or an upgraded job is not permitted.
- d. A person who is related to the OJT Employer, or someone in a managerial, supervisory, or administrative position with the OJT Employer may not be placed in OJT with that employer.
- e. No participant shall be placed with more than one OJT employer. In cases where the participant became displaced due to no fault of his/her own, the NVWIB Executive Director may approve placement with a second OJT Employer.

- f. Should special tools, books and supplies be required prior to employment, or the participant is required to have such items prior to employment, the case representative negotiating the contract shall identify the required items. The allowance for the items shall not exceed \$300.00. An agreement must be prepared between the case representative, OJT Employer and participant concerning care and disposition of the tools should the participant not be employed following training. A clothing allowance may be considered based on need and a justification that without the appropriate clothing, the participant would face further barriers to employment.
- g. On-the-Job Training must be participant specific with the goal being -- *permanent full-time employment*.

## **2. OJT Occupations**

- a. Training shall be conducted only in those occupations in which there is a reasonable expectation of continued and permanent full-time employment in the occupation for which training occurred. While the training should be specific to the needs of the OJT Employer, it should not be so unique that the skills are not transferable to other work settings. The focus should be on occupations where instruction, supervision, and experience can enable a participant to become more competitive in the labor market.
- b. Ineligible occupations include, but are not limited to:
  - 1) Occupations that have not traditionally required specific occupational training as a requirement for employment;
  - 2) Occupations where the primary source of income is tips, commissions, or piecework;
  - 3) Intermittent or seasonal occupations;
  - 4) Occupations with a substantial number of workers currently unemployed in the local labor market (OJT must be for occupations in demand as defined by NVWIB—Refer to NVWIB On-The-Job Training Wage Subsidies Matrix of Authorizations Options);
  - 5) Occupations which include religious or political activity.
- c. Priorities in selecting occupations should include the following:
  - 1) Occupations in demand as defined by NVWIB (Refer to NVWIB On-The-Job Training Wage Subsidies Matrix of Authorizations Options);
  - 2) Wages that meet the minimum hourly wage requirement as defined by NVWIB (refer to NVWIB On-the-Job Training Wage Subsidies Matrix of Authorizations Options);
  - 3) Career advancement potential.

## **3. OJT Employers**

- a. The employer must provide a Federal Employer Identification number to demonstrate that they are a legitimate employer, having full-time employees, and conducting their trade or business at an appropriate worksite.
- b. The NVWIB will not allow an On-the-Job Training contract to be executed with an employer who has had prior OJT contracts and has exhibited a pattern of failing to provide OJT trainees continued long-term employment as regular employees with wages and working conditions at the same level and to the same extent as other similarly situated employees. The NVWIB defines the term “exhibiting a pattern of failure in providing long-term employment to participants” as meaning two or more OJT contracts that have been completed by an employer without any documented problems with the employee, and the employer fails to retain the employee without good and justifiable cause. Termination for just cause will not impact an employer’s eligibility, that is, the employee quit voluntarily; the employee was fired for documented absenteeism/tardiness, objectionable behavior or poor performance; or the employee was laid off due to a documented business downturn which was not foreseeable.
- c. OJT participants must be afforded appropriate conditions of employment, adequate supervision, reasonable health and safety standards and wages and benefits equal to those of similarly situated employees.
- d. Wages paid to OJT participants must meet federal minimum wage law regardless if the employer is exempt. OJT may not be written for positions paying only commission, gratuity, piece rate, or incentive pay.
- e. Training agreements can only exceed three months or 516 hours with specific written approval from the NVWIB Executive Director.
- f. The employer must have the necessary equipment, materials, and supervision to perform the training.
- g. Participants may not work in any sectarian activity or be involved directly or indirectly in any religious or anti-religious activity.
- h. Funds may not be utilized to assist employers in relocating business establishments.
- i. The OJT Employer is required to rate the skill level of the participant for credentialing purposes at the completion of the OJT training using the approved On-The-Job Training Competency Achievement form.
- j. The OJT Employer is required to have and follow a grievance procedure in matters relating to the OJT participant. In the absence of an OJT Employer’s grievance procedure, the grievance procedure established by the NVWIB shall be followed.

- k. The OJT Employer will give the Northern Virginia Workforce Investment Board and any authorized entities access to and the right to examine all related records and documents for monitoring and audit purposes.

#### **4. Length of Training**

On-the-Job Training opportunities will be developed with the length of time being determined by the complexity of the job and the capabilities of the participant as identified through the objective assessment. The training hours may be reduced and negotiated with the employer based on the participant's acquired skills and abilities.

#### **5. Case Management and Monitoring**

- a. The WIA Case Representative shall make contact with the participant at a minimum once each month and shall keep in the participant's file employer reports concerning the progress of training objectives as defined in the contract. Concerns and corrective action necessary to accomplish the objectives shall be recorded and appropriate action and follow-up shall be documented.
- b. A minimum of one on-site monitoring visit must be made during the time of active training of a participant at the worksite.
- c. Monthly time/attendance records must be reviewed prior to forwarding requests for reimbursement.
- d. The employer will maintain and make available, time and attendance, payroll, and other records to support amounts reimbursed under OJT contracts.

Customized Training

**NOT APPLICABLE**



## Priority of Service

**Operational Guidance:** #02-2007 Revised February 4, 2010

**Effective:** July 1, 2007 Revised February 4, 2010

**Subject:** Priority of Service Policy for Unemployed Adults (Revised)

**References:** WIA Public Law Section 101, Definitions, #25  
WIA 20 CFR Section 663.600(d)  
State Field Guidance Memorandum #02-05, Priority of Service

**Purpose:** To revise the Priority of Service Policy that establishes a process and priority ranking system which gives priority for services to recipients of public assistance and other low-income individuals simultaneously serving other individuals meeting other eligibility requirements.

**Background:** WIA section 134(d)(4)(E) and WIA 20 CFR Section 663.600 established the need for the LWIB to have a system of priority of services to unemployed adults in the event that funds are limited in the LWIA. When funds are deemed limited, priority of service must be given to recipients of public assistance or low-income individuals whose income are at or below the 70% LLSIL or 100% of the Poverty Guideline. However, it does not preclude serving other individuals who meet the basic eligibility requirements.

**Action:** The LWIB's Priority of Service Policy is hereby revised as follows:

1. 70% of target # of eligible WIA registrants must be:
  - a. Low-income Military Veterans and eligible spouses
  - b. Recipients of Public Assistance (cash payments under a Federal, Local and State cash based assistance program – TANF, Refugee Assistance, etc.)
  - c. Low-Income Individuals whose income falls AT or below the 70% LLSIL.
  - d. Food Stamp recipients (currently receiving or has received within the last 6 months from application date)
  - e. Homeless
  - f. Foster Child

- g. Individual with Disability whose own income meets the low-income guideline but member of a family whose income does not meet the low-income limit.
2. 30% of target # of eligible WIA registrants may include those who are NOT recipients of public assistance NOR low-income individuals AND who have the following employment barriers:
- a. Obsolete skills that need upgrading
  - b. Basic skills deficient
  - c. Drop outs or no HS Diploma/GED
  - d. Poor employability skills (resume preparation, interviewing skills as to those who have worked for a company in their entire lifetime).
  - e. Offender status
  - f. Limited English proficiency (LEP)
  - g. Other barriers that may hinder employment or job retention

WIA Case Managers must use the revised Priority of Service Policy when determining eligibility for unemployed adults.

**Effective:** Immediately

**Expiration Date:** Indefinite

**Contact:** Marie Hatcher, Supervisor, Case Management

**Distribution:** WIA Case Managers

**Approved:** Dai Nguyen, Program Manager, DFS, Self-Sufficiency, E & T



## **Youth Who Do Not Meet Income Eligibility Guidelines**

### **5% WIA YOUTH POLICY**

As of December 2011

Up to 5% of WIA youth participants served by the Northern Virginia Workforce Area #11 may be individuals who do not meet the income criteria for eligible youth, provided that they are within one or more of the following categories:

- A. Deficient in Basic Literacy Skills – an individual who:
  - 1. Computes or solves problems, reads, writes, or speaks English at or below the 8th grade level on a generally accepted standardized test or a comparable score on a criterion-referenced test; or
  - 2. Is unable to compute or solve problems read, write, or speak English at a level necessary to function on the job, in the individual's family, or in society. [Training and Employment Guidance Letter (TEGL) No. 14-00, Change I, Attachment E]
- B. School Dropout – An individual who is no longer attending any school and who has not received a secondary school diploma or its recognized equivalent.
- C. Behind Grade Level – Individuals with educational attainment that is one or more grade levels below the level appropriate to the age of the individual.
- D. Homeless Youth – An individual qualifies as homeless if they do not have a fixed regular, adequate nighttime residence; and any adult or youth who has a primary nighttime residence that is:
  - 1. A publicly or privately operated shelter for temporary accommodation;
  - 2. An institution providing a temporary residence for individuals intended to be institutionalized; or
  - 3. A public or private place not designed for or ordinarily used as a regular sleeping accommodation for human beings. The term does not include a person imprisoned or detained pursuant to an Act of Congress or State law (Section 03 Stewart B. McKinney Act).
- E. Runaway Youth – A youth (14-18 years old) who absents himself or herself from home or place of legal residence without permission of parents or legal guardian.
- F. Offender – A youth who is or has been subject to any stage of the criminal justice process, for whom services under this Act may be beneficial.
- G. Pregnant or Parenting Youth – An individual who is under 22 years of age and who is pregnant, or a youth (male or female) who is providing custodial care for one or more dependents under age 18.

- H. Face Serious Barriers to employment as defined by the Northern Virginia Workforce Area #11 as experiencing at least one of the following:
1. Possess one or more disabilities (including learning disabilities);
  2. Was habitually truant as defined by state law;
  3. Is referred or treated by an agency for substance abuse problems;
  4. Has aged out of foster care;
  5. Is unable to complete an educational program due to non-receipt of financial assistance as a result of the facility not being an eligible Title IV financial aid institution or is ineligible to receive Title IV financial aid due to no fault of the applicant;
  6. Letter from employer stating youth does not possess skills required for employment;
  7. Lacks soft skills necessary to hold employment;
  8. Poor work history for older youth (has not worked 13 consecutive weeks of thirty hours or more in the last calendar year);
  9. Fired from job within six months of application.



## **Monitoring Policy As of March 2013**

It is the intent of the Northern Virginia Workforce Investment Board to establish a monitoring process and system which contains acceptable standards for ensuring accountability, provides technical assistance as necessary and appropriate, and defines the criteria that will be used to monitor sub-recipients and contractors in the Northern Virginia Workforce Investment Area #11.

### ***Policy***

Through regular oversight and monitoring of WIA sub-recipients and contractors, the Northern Virginia Workforce Area will assess compliance with regulations and policies established by the Workforce Investment Act (WIA), Virginia Community College System (VCCS), the Northern Virginia Workforce Investment Board, as well as compliance with the terms and conditions of contracts between the Northern Virginia Workforce Investment Board and the Program Operator. Monitoring activities will be conducted at least two times per year, and appropriate corrective action will be administered when evidence indicates a possible violation of one of the aforementioned regulations or policies. The major systems of compliance review include, but are not limited to: administrative, financial, and program.

Compliance monitoring will be conducted by reviewing records and documents maintained by the Northern Virginia Workforce Investment Board administrative office on each program or contract, conducting onsite reviews and desk reviews of procedures, records, and documents maintained by the contractor or program operations staff, and by submission of written reports of findings, including corrective action recommendations if appropriate.

### **General Monitoring Procedure**

- A written monitoring checklist is utilized to ensure all acceptable standards of accountability are reviewed.
- Compliance monitoring activities are scheduled in advance with each Program Operator.
- Reports, records, and documents maintained by the Northern Virginia Workforce Investment Board on each contract or program are reviewed for completeness, accuracy, and timeliness of submission. Such reports, records, and documents include but are not limited to: the approved contract and modifications thereto and/or program specifications, correspondence and reports maintained by the contracting officer in the contract file, transmittal of individual participant records, previous monitoring reports, and applicable corrective plans.

- Each contract or program is monitored at the site of operation. On-site monitoring may include but is not limited to: an entry interview with the Program Operator's designated representative, a review of applicable written policies and procedures, staff and participant interviews, a review of participant records, a review of financial procedures/records/ documentation, a review of performance and follow up procedures/records/documentation, and an exit interview with the Program Operator's designated representative. Technical assistance may also be provided in order to ensure continuous improvement.
- A written monitoring report is completed on each monitored contract or program and submitted to the Executive Director, who subsequently will distribute the report to the Program Operator. The written report includes but is not limited to: Findings and recommendations on identified deficiencies as well as administrative concerns regarding program operations. The Executive Director will request a response from Program Operators will respond with all corrections by the date established by the Executive Director.
- Verbal reports may be made to the Executive Director when apparent deficiencies are identified which may need immediate action. Such deficiencies include but are not limited to: Inaccurate or insufficient financial management procedures, inaccurate or insufficient participant eligibility determinations, child labor law violations, or non-compliance with the terms and conditions of the contract or other applicable federal, state, board, or WIA requirements.
- The Northern Virginia Workforce Investment Board Monitoring staff will review Program Operator's responses to the monitoring report and will determine if action taken by the Program Operator is sufficient to satisfy the recommendations contained in the monitoring report. Additional information may be requested if deemed necessary by the Northern Virginia Workforce Investment Board and staff may conduct follow up monitoring reviews/visits to ensure corrective action has been initiated, is on-going, or has been completed. Once it has been determined that deficiencies have been corrected, the Program Operator will be notified that no additional action is necessary.

### ***Desk Reviews***

Desk reviews are conducted by Northern Virginia Workforce Investment Board staff to ensure that the performance objectives of Workforce Investment Area #11 are attained within reasonable limits. These performance reviews are used to determine whether the program design is adequate to meet the needs of the eligible population and whether the program design is adequate to attain planned objectives. Performance reviews are conducted at regular intervals on each contract or program. Participant and financial status reports completed and submitted monthly by Program Operators are reviewed on the basis of actual cumulative data versus planned data, actual performance rates versus planned rates, and actual performance relative to performance standards criteria. In addition, reports generated from the Virginia Workforce Connection are used to monitor program performance. Northern Virginia Workforce Investment Board staff may request performance reports or information from Program Operators for the purpose of analyzing performance data or to respond to performance related inquiries.

NORTHERN VIRGINIA WORKFORCE INVESTMENT BOARD  
Monitoring Protocol for *SkillSource* Centers and Affiliates

PURPOSE OF THE MONITORING VISIT:

- To ensure uniform compliance with the administrative requirements of the Workforce Investment Act
- To observe the quality of services provided to customers
- To follow Center progress along CQI Plan
- To ensure that Quality Standards are upheld
- To provide feedback as part of the Board's commitment to continuous quality improvement

MONITORING ACTIVITIES DURING THE VISIT:

- Observe center environment, customer flow, and resource area usage
- Conduct interviews with customers, staff, and center manager
- Administer customer and staff satisfaction surveys
- Review documents and data with the Center team

PROCEDURE FOR THE MONITORING VISIT:

- Conducted by two NVWIB staff and/or one Consortium Partner picked at random from pool of volunteers
- Each SkillSource and Affiliate site will be evaluated twice annually on scheduled visits
- Results will be reported to Center Directors within two weeks
- Comprehensive reports will be issued to Center Directors, WIB Director, the Administrative Entity, and Quality Assurance Committee on a bi-annual basis

NORTHERN VIRGINIA WORKFORCE INVESTMENT BOARD  
Monitoring Protocol for *SkillSource* Centers and Affiliates

**Monitoring Visit Summary**

Center Name:

\_\_ Full Service Center \_\_ Affiliate

Date of Visit:

Monitors:

*\*SkillSource and Affiliate Center Staff Complete Summary Section*

Summary of changes:

Examples of best practices:

Overall impression of the job market in the last six months:

\_\_ Improving-more jobs are being offered and posted, we can place more candidates

\_\_ No change

\_\_ Not improving or worse-fewer jobs are being offered and we cannot place many candidates

What can the NVWIB/SSG do to assist your center's continuous quality improvement?

Completed by: \_\_\_\_\_

Date: \_\_\_\_\_

NORTHERN VIRGINIA WORKFORCE INVESTMENT BOARD

Monitoring Protocol for *SkillSource* Centers and Affiliates

**Monitoring Visit Evaluation Outline**

**Section I. *SkillSource* Center and Affiliate Requirements**

*\*SkillSource and Affiliate Center Staff Complete Section I*

**A. Improvements**

**Improvements Implemented**

What improvements have been made since the last visit?	
What were the bases for these improvements?	

**B. Partners**

**Information on All Consortium Partners**

Can customers take publications on display (for distribution) with them?	
Where is program information and contact information posted in the center?	

**Participating Partners** *Attach copy of partner agencies and schedules*

To what extent do partners participate in the center? Is their time in center sufficient to meet customer needs?	
Are partners there when scheduled?	
What are the typical referral rates to partners? (Are they heavily utilized?)	

**C. Services**

**Core Services**

Are all required Core Services being provided?	
Which staff members provide them?	

**Intensive Services**

What Intensive Services are being provided?	
Which staff members provide them?	

**Training Services**

What on-site training is provided?	
Is there a copy of the current state Eligible Training Provider List available to customers?	
Is the list bookmarked on the computers?	

NORTHERN VIRGINIA WORKFORCE INVESTMENT BOARD  
Monitoring Protocol for *SkillSource* Centers and Affiliates

How are customers made aware of training opportunities?	
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**Employer Services** *Attach copy of current employer customers, business customer comment card report, and employer services*

When employers contact the center for services, to whom are they referred?	
Which staff members handle employer outreach?	
Is there an area dedicated to employer services in the center?	
Does the center get any walk-in employer customers?	

**D. Facility**

**Accessibility for Disabled Customers**

Have any customers had issues with accessibility?	
What accommodations have been made for people with disabilities?	

**Office Equipment for Customer Use**

List items that have been added or removed since the last visit.	
Are they easy to operate?	
Is there generally a wait? How long is the wait?	
Have you had any problems with the machines?	
What additional equipment would be useful?	
Does the office equipment meet staff needs?	
How are repairs made?	
Are they completed in a timely manner?	

**Non-Traditional Hours of Operation**

What are the hours of operation? Have your hours changed since our last visit?	
Will the building allow you to be open during non-traditional hours?	
If you have additional hours, how did you decide which hours to be open?	
If not, do you have plans to extend hours or have you had requests for additional service hours?	
How are you measuring the effectiveness of your extended hours?	

NORTHERN VIRGINIA WORKFORCE INVESTMENT BOARD  
Monitoring Protocol for *SkillSource* Centers and Affiliates

**Signage**

Is the SkillSource logo prominently displayed in all rooms of the center?	
Are all signs correct, i.e., Full Service or Certified Affiliate?	
Is the center easy to navigate, through signage?	
Is exterior signage allowed by your building?	
Are the hours of operation clearly posted?	
Do customers have to ask staff for help finding things in the center?	

**Staffing of Information Area**

Which staff member welcomes customers to the center? Is there always a staff member available to welcome customers?	
How are customers greeted?	
What information are they given?	

***E. Process Management***

**Established Referral Process**

How are customers referred to partner agencies?	
Are all staff aware of the process?	
How do customers know what services are available to them?	

**Grievance Procedures**

Are Equal Opportunity Posters in plain view?	
Do staff know what the procedures are / who to contact in the case of an EO claim?	
Have any customers asked to file a grievance with the center? If so, how was it handled?	

**Case Management and ITA Procedures**

What changes been made to the case management process since our last visit?	
Are cases kept in a uniform manner and properly documented?	

**Follow-Up Procedures**

NORTHERN VIRGINIA WORKFORCE INVESTMENT BOARD  
Monitoring Protocol for *SkillSource* Centers and Affiliates

What are the follow-up procedures used by staff?	
What changes to follow-up procedures have been made since our last visit?	

**Performance Reporting**     *Attach copy of performance reports*

How is the center tracking performance information?	
How is this information shared with customers?	
What trends have you noticed in center performance?	

**Electronic Sign In/Tracking System for Customers**     *Attach copy of unique and duplicate visit report*

Number of customer entered into MIS system	
How are customers tracked?	
Are regular reports generated? How is the data used?	
How many visitors per week? and per month?	
Is this number higher or lower since our last monitoring visit?	

**Customer Comment Collection**     *Attach copy of customer comment report*

Is the electronic customer comment card being used? Is the paper comment card also used, and how is that data added to the report?	
Have there been any problems you can control? If so, what was done to resolve them? Any technology issues?	
How many cards are collected each month? In which languages?	
How is the information used by the center staff and CQI team?	
What improvements have been made as a direct result of customer comments?	

**Section II. Requirements for *SkillSource* Centers Only (N/A for Affiliates)**

*\*SkillSource Center Staff Complete Section II*

**Resource Sharing Agreement**

What partners are included in the agreement?	
What partners have you added since our last visit?	
What are the provisions for including future partners?	

NORTHERN VIRGINIA WORKFORCE INVESTMENT BOARD  
Monitoring Protocol for *SkillSource* Centers and Affiliates

**Interagency Training Plan**

What changes have been made in the Interagency Training Plan since our last visit?	
What training has staff attended?	
Are partners involved?	
How useful was the training?	
What additional training would be useful?	

**CQI Team**

Have the CQI members and/or positions changed since our last visit?	
What is the level of participation?	
How often does the group meet?	
How is information from the CQI meetings shared with all staff?	
Are there any sub-groups of the team? If so, what are they?	
How is customer data used in the CQI process?	

**Strategic Action Plan**

What changes have been made to the Strategic Action Plan since our last visit? (Attach copy if changes have been made)	
Are there any sub-groups of the team? If so, what is their role?	

**Section III. On-Site Surveys**

*\*SSG monitoring staff complete Section III*

**Customer Satisfaction Survey**

Number administered \_\_\_\_. Comments:

**Staff Satisfaction Survey**

Number administered \_\_\_\_. Comments:

**Publications for Distribution**

List missing forms needed:

**Case Management:** Review 3 random **intensive** case files, 3 **training** case files and 1 youth case file (if applicable):

Intensive:

NORTHERN VIRGINIA WORKFORCE INVESTMENT BOARD  
Monitoring Protocol for *SkillSource* Centers and Affiliates

Training:

Youth:

NVWIB Monitoring/File Review Schedule 2012 for *SkillSource* Centers/Affiliates

Monitoring Schedule							
	Q 1/2 Schedule		Q3/4 Schedule				
Center	File Review Q1/2	Monitoring Visit Q1/2	File Review Q3/4	Monitoring Visit Q3/4	POC	Certification Due Date	Type
Falls Church/Annandale <i>SkillSource</i> Center	Feb 16	Apr 3	Oct 25	Exempt-Certification	Marsha Enkerud	Q3 2012	Full Service Tier II
Lake Anne/Reston <i>SkillSource</i> Center	Feb 21	Apr 12	Oct 18	Exempt-Certification	Shea Kinnahan	Q2 2013	Full Service Tier II
Loudoun Workforce Resource Center	Mar 7	Apr 17	Oct 3	Oct 31	Shelly Dugan	Q2 2013	Affiliate
Prince William <i>SkillSource</i> Center	Mar 1	Apr 26	Sept 27	Exempt-Certification	Kristi Sargent	Q4 2012	Full Service Tier II
South County/Alexandria <i>SkillSource</i> Center	Mar 15	May 3	Oct 10	Exempt-Certification	Myra Mobley	Q2 2012	Full Service Tier II

Adult

O - Criteria satisfied, no issues noted

X - Issue noted with criteria

N/A - Criteria does not apply to participant

	<i>Participant Name/State ID</i>	<i>Participant Name/State ID</i>	<i>Participant Name/State ID</i>	<i>Participant Name/State ID</i>
	<i>Adult/ARRA</i>	<i>Adult/ARRA</i>	<i>Adult/ARRA</i>	<i>Adult/ARRA</i>
<i>VOS:</i>	<i>Case Mgr</i>	<i>Case Mgr</i>	<i>Case Mgr</i>	<i>Case Mgr</i>
<b>Section 1 INTAKE/ADMINISTRATION State Checklist in File</b>				
Date application was signed				
Record VOS Participation Date Eligibility date from application and verification documents. Must be within 14 days of VOS participation date. <i>(not within case mgr control if client comes back after 14 days)</i>				
Date of Eligibility on Core Intensive Training Checklist				
Does the file indicate if the participant has Limited English Proficiency? EEO related question (refer to case notes, application, etc.) VOS Individual Barriers, in paper case file?				
Does the file indicate if the participant has a disability? EEO related question (refer to case notes, application, etc.) Application				
Referral/WIA Partner form in file - (If applicable). Based on notes and review, should a referral have been made? If so, note referral process and if a referral form in the file?				
<b>Section 2 GENERAL ELIGIBILITY</b>				
Consent for Information form in file?				
EEO/Grievance form in file?				
Is there Right to Work verification in file?				
Is there Age verification in file?				
Is there Selective Service Verification in file?				
Does the file have Unlikely to Return (SECTION 2)and LMI data anyalsis?				
<b>INCOME ELIGIBILITY</b>				
Low Income Verification in file?				
Family Size verification in file? (if receiving public assistance, not applicable)				
If Applicant is employed has Self-sufficiency been determined (per local policy)?				
<b>Sections 2 and 4 TRADE (DUAL ENROLLMENT) ??</b>				

Is there a VOS activity code for the Trade? (Before 9/2010 Trade specific					
Are trade documents in the file?					
Agree with local policy?					
Case Notes on WIA involvement during Trade paid training					
<b>Section 3 ASSESSMENTS</b>					
Is there a VOS activity code for assessments? (initial assessment done with					
Assessment was conducted and included in file? (which of the following)					
TABE, CareerScope					
WorkKeys, CRC					
Are the assessments scored? (cannot be scored by participant) NA					
Was there an assessment within the first 60 days of participant registration?					
<b>Section 4 INDIVIDUAL EMPLOYMENT PLAN IEP</b>					
Is there a VOS activity code for the IEP?					
Date IEP was completed and signed					
Participant goals listed? Did they reference the assessments?					
Did participant obtain goals within projected timeframe?					
Has IEP been periodically updated to reflect progress?					
Do services concur with the IEP? Will they help participant get employed? Look for rational					
<b>Section 5 SUPPORTIVE SERVICES (if applicable) and Training Activities</b>					
Are Supportive Services being provided? Is there a Support service					
Is there a VOS activity code for the Supportive Services? (is it correctly					
Does the activity date in VOS agree to when the supportive service was					
Is there a SS payment tracker in file? Or documented in case notes?					
Does it meet LWIA policy? (Check for individual caps, rounding, etc) NA					
Is there supporting documentation in file? Need mileage and/or costs proof with signature					
Was it necessary, reasonable and allowable and not available from other sources?					
<b>Section 5 OCCUPATIONAL SKILLS TRAINING (If applicable)</b>					
Is there a VOS activity code for the OST? Also need Objective Assessment					
Is the Training on the WIB High Demand Occ. List or is LMI data used and in the file?					
Is training on Certified Training Provider List?(sometimes on LWIA website)					
Is the Training Provider listed in VOS by name or WIA One Stop Training					
Fin Award Analysis Form Must be proof that participant applied for					
Is training in process or complete?					
Credential attained? Copy in file?					
Credential entered in VOS?					

Training curriculum in file? Are courses taken in curriculum?					
Semester schedule in file?					
Grade reports, are grades satisfactory? If not , notes?					
Is training supported by IEP, assessments and then documented by case notes?					
Is Self-Sufficiency listed or is there a form? Need to make sure new occupation will make					
<b>Section 5 ITAs</b>					
Is the ITA and support docs (with training costs) signed?					
ITA payment authorization letters in file?					
Is there a time limitation and/or max amount allowed?					
Does the dollar amount of the ITA exceed local policy maximums? NA					
<b>WORK EXPERIENCE/INTERNSHIP/JOB PLACEMENT</b>					
Is there a VOS activity code for the appropriate activity? (218)					
Does the Work Experience Agreement includes the following:					
statement of work?					
description of job duties?					
tools and safety equipment used ?					
Duration of work experience?					
signed and dated?					
Does the Work Experience agree to the IEP and the list of competencies that must be					
Are Timesheets in file (showing participants attended)?					
Was a Performance evaluation completed?					
Is the ITA and support documentation in the file (if paid work experience)?					
<b>Section 5 ON-THE-JOB TRAINING (if applicable)</b>					
Is there a VOS 301 activity code for the OJT?					
OJT contract/agreement with employer/participant includes the following:					
statement of work? contract w terms, requests for ojt					
budget information sheet?					
time limitations/duration?					
how are reimbursements made?					
Is WIB paying 50% of employee wages? (WIB can only pay between 10 and 50%)					
trainee information summary/ Training Plan?					
Did participant gain employment?					
Does it comply with local area policies on OJT?					
Are Timesheets in file (showing participants attended)?					
Were Performance evaluations conducted and placed in file?					

Is a Completion/Termination notice in file?					
Does the OJT agree to the IEP and the list of competencies that must be mastered?					
<b>Section 5 APPRENTICESHIP</b>					
Is there a VOS activity code for the appropriate activity?					
<b>Section 6 VOS Case Notes Printout</b>					
Date of last VOS case notes?					
Are all services reflected by a VOS code? Or does a VOS code need to be					
Date of last written case notes? In Section 4					
Are they frequent enough? Note more than a month lapse of contact. Note date of last					
Are activity codes open for long periods of time for no reason, for example they are not in					
Do they meet LWIA policy requirements? NA					
<b>Closure/Exit</b>					
Did participant gain employment?					
Employment verification from employer in file?					
If Case Closure to Employment, employer must be in VOS to get credit for "Entered					
If exited with a Global Exclusion, documentation?					
<b>Section 6 Follow-Up (for closed cases)</b>					
Is there a Placement follow up form in file?					
Has quarterly follow-up been entered into the VOS follow-up section? (if the follow-up box is present on VOS)					
If follow-up activities have been provided, are appropriate VOS F(1-19) codes used? (if applicable)					
Is follow-up done as required per LWIA policy?					
Is there sufficient documentation in file to support follow-up activities/services?					
<b>ADDITIONAL NOTES</b>					

**Dislocated Worker**

O - Criteria satisfied, no issues noted

X - Issue noted with criteria All dual enrolled as "formula funded" for intensive services (ESL, basic literacy and computer, cosmetology; not other training), funding source can change is board/David recommends, and that changes in VOS

N/A - Criteria does not apply to participant

	Participant Name/State ID	Participant Name/State ID	Participant Name/State ID	Participant Name/State ID
	Adult/ARRA	Adult/ARRA	Adult/ARRA	Adult/ARRA
VOS:	Case Mgr	Case Mgr	Case Mgr	Case Mgr

**Section 1 INTAKE/ADMINISTRATION State Checklist in File**

Date application was signed				
Record VOS Participation Date Eligibility date from application and verification documents. Must be within 14 days of VOS participation date. <i>(not within case</i>				
Date of Eligibility on Core Intensive Training Checklist				
Does the file indicate if the participant has Limited English Proficiency? EEO related question (refer to case notes, application, etc.) VOS Individual Barriers, in paper case file?				
Does the file indicate if the participant has a disability? EEO related question (refer to case notes, application, etc.) Application				
Referral/WIA Partner form in file - (If applicable). Based on notes and review, should a referral have been made? If so, note referral process and if a referral form in the file?				

**Section 2 GENERAL ELIGIBILITY**

Consent for Information form in file?				
EEO/Grievance form in file?				
Is there Right to Work verification in file?				
Is there Age verification in file?				
Is there Selective Service Verification in file?				
Does the file have Unlikely to Return (SECTION 2)and LMI data anyalsis?				

**DISLOCATED WORKER ELIGIBILITY**

*Check the criteria that applies (only verify criteria section that applies to*

**Criteria 1 - terminated/laid-off (All of the following documents must be used for**

Employer notice/list/letter, TAA certification or Case Manager verbal verification in file?				
UI status or current benefit year records in file?				
unlikely to return LMI in file?				

Note: Must have separation documentation to prove recent separation reason is accurate. UI documents alone do not prove last employer or last separation reason.

**Criteria 2- Perm closure of plant/mass layoff (All of the following documents**

Employer notice/list/letter, or TAA certification in file?					
UI status or records in file?					
unlikely to return LMI in file?					

**Criteria 3- prev self-employed (which of the following documents was used for**

Business License/permit					
IRS forms					
Bankruptcy processing/ court docs					
Financial statements					
profit and loss statement					
Local LMI					

**Criteria 4- displaced homemaker (which of the following documents was used for verification)**

Self-attestation					
VEC Wage Look-up					
Legal docs to support					

**Sections 2 and 4 TRADE (DUAL ENROLLMENT) ??**

Is there a VOS activity code for the Trade? (Before 9/2010 Trade specific codes did not exist). Previously 300/ OST code used and Trade was referenced as partner provider.					
Are trade documents in the file?					
Agree with local policy?					
Case Notes on WIA involvement during Trade paid training					

**Section 3 ASSESSMENTS**

Is there a VOS activity code for assessments? (initial assessment done with eligibility, objective assessment done for intensive services) Coded Career Guidance Planning - WORKKEYS not in VOS					
Assessment was conducted and included in file? (which of the following)					
TABE, CareerScope					
WorkKeys, CRC					
Are the assessments scored? (cannot be scored by participant) NA					
Was there an assessment within the first 60 days of participant registration?					

**Section 4 INDIVIDUAL EMPLOYMENT PLAN IEP**

Is there a VOS activity code for the IEP?					
Date IEP was completed and signed					
Participant goals listed? Did they reference the assessments?					

Did participant obtain goals within projected timeframe?					
Has IEP been periodically updated to reflect progress?					
Do services concur with the IEP? Will they help participant get employed? Look for rational in IEP and/or case notes					
<b>Section 5 SUPPORTIVE SERVICES (if applicable) and Training Activities</b>					
Are Supportive Services being provided? Is there a Support service determination in file? (Form, IEP, Case Notes, etc)					
Is there a VOS activity code for the Supportive Services? (is it correctly categorized in the appropriate service code) ITA					
Does the activity date in VOS agree to when the supportive service was provided?					
Is there a SS payment tracker in file? Or documented in case notes?					
Does it meet LWIA policy? (Check for individual caps, rounding, etc) NA					
Is there supporting documentation in file? Need mileage and/or costs proof with signature and date. Ensure reimbursement calculation is correct (mapquest mileage, participant address, check semester schedule to match mileage, etc.) NO Documentation					
Was it necessary, reasonable and allowable and not available from other sources?					
<b>Section 5 OCCUPATIONAL SKILLS TRAINING (If applicable)</b>					
Is there a VOS activity code for the OST? Also need Objective Assessment Code.					
Is the Training on the WIB High Demand Occ. List or is LMI data used and in the file?					
Is training on Certified Training Provider List?(sometimes on LWIA website)					
Is the Training Provider listed in VOS by name or WIA One Stop Training Provider					
Fin Award Analysis Form Must be proof that participant applied for Financial Aid before WIA pays or that the trainer does not accept FA.					
Is training in process or complete?					
Credential attained? Copy in file?					
Credential entered in VOS?					
Training curriculum in file? Are courses taken in curriculum?					
Semester schedule in file?					
Grade reports, are grades satisfactory? If not , notes?					
Is training supported by IEP, assessments and then documented by case notes?					
Is Self-Sufficiency listed or is there a form? Need to make sure new occupation will make them self-sufficient and needs to be part of training field analysis ???					
<b>Section 5 ITAs</b>					
Is the ITA and support docs (with training costs) signed?					
ITA payment authorization letters in file?					
Is there a time limitation and/or max amount allowed?					
Does the dollar amount of the ITA exceed local policy maximums? NA					
<b>WORK EXPERIENCE/INTERNSHIP/JOB PLACEMENT</b>					

<b>Is there a VOS activity code for the appropriate activity? (218)</b>					
Does the Work Experience Agreement includes the following:					
statement of work?					
description of job duties?					
tools and safety equipment used ?					
Duration of work experience?					
signed and dated?					
Does the Work Experience agree to the IEP and the list of competencies that must be mastered?					
Are Timesheets in file (showing participants attended)?					
Was a Performance evaluation completed?					
Is the ITA and support documentation in the file (if paid work experience)?					
<b>Section 5 ON-THE-JOB TRAINING (if applicable)</b>					
<b>Is there a VOS 301 activity code for the OJT?</b>					
<b>OJT contract/agreement with employer/participant includes the following:</b>					
statement of work? contract w terms, requests for ojt					
budget information sheet?					
time limitations/duration?					
how are reimbursements made?					
Is WIB paying 50% of employee wages? (WIB can only pay between 10 and 50%)					
trainee information summary/ Training Plan?					
<b>Did participant gain employment?</b>					
Does it comply with local area policies on OJT?					
Are Timesheets in file (showing participants attended)?					
Were Performance evaluations conducted and placed in file?					
Is a Completion/Termination notice in file?					
Does the OJT agree to the IEP and the list of competencies that must be mastered?					
<b>Section 5 OJT Re-Employment Project (LWIAs 2,8,11,13,14)</b>					
<b>Are there Statewide Grant Activities Codes and VOS 301 activity code for the OJT?</b>					
<b>Did participant gain employment?</b>					
Has the participant been unemployed since Jan 2008 or at least beyond 27 weeks prior to placement in OJT?					
Has the OJT extended past 6 month maximum timeframe?					
Has the LWIA paid any more than the maximum on participant's wages? (up to 90% of wages but not to exceed \$9,860 per participant)					
Were Performance evaluations conducted and placed in file?					
Were monthly meetings with supervisor and on-site visits to observe the participants conducted?					
Were Performance evaluations conducted and placed in file?					
Is a Completion/Termination notice in file?					

<b>Section 5 APPRENTICESHIP</b>					
Is there a VOS activity code for the appropriate activity?					
<b>Section 6 VOS Case Notes Printout</b>					
Date of last VOS case notes?					
Are all services reflected by a VOS code? Or does a VOS code need to be removed because that service did not occur? Code required to enter into VOS					
Date of last written case notes? In Section 4					
Are they frequent enough? Note more than a month lapse of contact. Note date of last contact if long lapse. (Standard is 30 days)					
Are activity codes open for long periods of time for no reason, for example they are not in training and have no reason to have a long projected open activity?					
Do they meet LWIA policy requirements? NA					
<b>Closure/Exit</b>					
Did participant gain employment?					
Employment verification from employer in file?					
If Case Closure to Employment, employer must be in VOS to get credit for "Entered Employment". Ck that case is closed after verification.					
If exited with a Global Exclusion, documentation?					
<b>Section 6 Follow-Up (for closed cases)</b>					
Is there a Placement follow up form in file?					
Has quarterly follow-up been entered into the VOS follow-up section? (if the follow-up box is present on VOS)					
If follow-up activities have been provided, are appropriate VOS F(1-19)codes used? (if applicable)					
Is follow-up done as required per LWIA policy?					
Is there sufficient documentation in file to support follow-up activities/services?					
<b>ADDITIONAL NOTES</b>					



**Youth  
Legend**

O - Criteria satisfied, no issues noted

X - Issue noted with criteria

N/A - Criteria does not apply to participant

		Name/ID	Name/ID	Name/ID
		OY/YY/ARRA	OY/YY/ARRA	OY/YY/ARRA
		Case Mgr	Case Mgr	Case Mgr
INTAKE/ADMINISTRATION	VOS			
Is application signed/dated? (parent/guardian signatures needed for under 18)				
Record Eligibility date from application and verification documents. Must be within 14 days of VOS participation date.				
Consent for Information form in file?				
EEO /Grievance Form in file?				
Eligibility Verification Checklist in file? (or part of application)				
VOS activity screens in file?				
At risk Youth Assessment form in file? (if applicable)				
In-School Verification in file?				
Does the file indicate if the participant has Limited English Proficiency? EEO related question (refer to case notes, application, etc.)				
Does the file indicate if the participant has a disability? EEO related question (refer to case notes, application, etc.)				
GENERAL ELIGIBILITY				
Is there Right to Work verification in file?				
Is there Age verification in file?				
Is there Selective Service Verification in file?				
INCOME ELIGIBILITY				

Is there Low Income Verification in file?				
Is there Family Size verification in file? (if receiving public assistance, not applicable)				
Is there documentation that Youth 5% income been used? (if applicable)				
YOUTH BARRIER				
Is there verification of at least one Youth Barrier in file? on application				
10 ELEMENTS (all that are applicable, just need one element)				
Is there proper documentation in the file to support the provision of at least one of the 10 Elements? If more than one element is provided, then documentation must support all elements provided.				
ASSESSMENTS (can't use if over 6 months old)				
Is there a VOS activity code for assessments? (initial assessment only for youth )				
Assessment was conducted and included in file? (which of the following)				
Basic Skills- TABE, accepted standardized test used by a school. (if basic skills deficient, has successive TABEs been completed to show progress)				
Career Interest-Careerscope, etc (not mandatory but helpful to note if they are not doing them)				
Are the assessments scored? (cannot be scored by participant)				
Was there an assessment within the first 60 days of participant registration?				
Was the post-test administered before the exit?				
INDIVIDUAL SERVICE STRATEGY				
Is there a VOS activity code for ISS?				
Is the ISS completed and signed? (parent/guardian signatures for under 18)				

Does the ISS identify age appropriate education/career goals?				
Do the goals reference the assessments?				
Are at least one of the 10 Elements addressed in plan?				
Do services provided concur with the ISS? Will they help participant get employed? Look for rational in ISS and/or case notes				
Has ISS been periodically updated to reflect progress?				
SUPPORTIVE SERVICES (if applicable)				
Are appropriate VOS activity codes used for services provided? (categorized properly?)				
Is there a SS payment tracker in file? Or documented in case notes?				
Is there Supportive Service determination in the file? (form, ISS, case notes, etc)				
Does it meet LWIA policy? (check for individual caps, rounding, etc)				
Is there supporting documentation in file? (need mileage and/or cost proofs with signature and date. Ensure reimbursement calculation is correct				
Was SS necessary, reasonable, and allowable and not available from other source?				
Does the activity date in VOS agree to when the Supportive Service was provided?				
REFERRALS/WIA PARTNERS (if applicable)				
Were any referrals made? Based on notes and review, should a referral have been made? If so, note referral process and if a referral form in the file?				
OCCUPATIONAL SKILLS TRAINING (if applicable)				
Is there a VOS activity code for the OST? Also need Objective Assessment Code.				

Is the Training on the WIB High Demand Occ. List or is LMI data used and in the file?				
Is training on Certified Training Provider List?(sometimes on LWIA website)				
Must be proof that participant applied for Financial Aid before WIA pays or that the trainer does not accept FA. Need FA status in file if FA is used.				
Training curriculum in file? Are courses taken in curriculum?				
Semester schedule in file?				
Grade reports, are grades satisfactory? If not , notes?				
Is training supported by IEP, assessments and then documented by case notes?				
Credential attained? Is there a copy in file to prove?				
ITA's (if applicable)				
Is the ITA and support docs (with training costs) signed? LOA				
Is there a time limitation and/or max amount allowed?				
Does the dollar amount of the ITA exceed local policy maximums?				
ITA payment tracker in file? Or documented in case notes?				
WORK READINESS (if in a Work Experience or Internship)				
Is there a VOS activity code for Work Experience?				
Work readiness pre/post assessments?				
Is information on the work readiness training in the file?				
Are attendance sheets in the file (showing the participant attended training)?				
Was a performance evaluation econducted and put in file?				
WORK EXPERIENCE/Internship/Job Placement (if applicable)				
Is there a VOS code for Work experience?				
Does the Work Experience Agreement include the following: statement of work?				

description of job duties?				
tools and safety equipment used?				
signed and dated?				
Does the work experience agree to the ISS and the list of competencies that must be mastered?				
Are number of hours worked allowable for that age?				
Are timesheets in file?				
Was a performance evaluation completed and in the file?				
Is there a Participant sign-off sheet (for incentive payments received) in file or elsewhere?				
Case Notes				
Are they frequent enough? Note more than a month lapse of contact. Note date of last contact if long lapse. (Standard is 30 days)				
Do they meet LWIA policy requirements?				
Are VOS or hand written case notes in the file?				
Closure/Exit				
If there was a Case Closure due to Employment, verification from employer in file? <a href="#">Work Number Detail Results</a>				
If exited with a Global Exclusion, must have documentation				
Follow-Up (for closed cases)				
Is there a signed Follow-up agreement in file?				
Has participant received follow-up services for the 12 month period after closure?				
Are the appropriate VOS activity codes (f-codes) used to indicate the follow-up services being provided?				
Do case notes and file documentation support the F/U activities provided?				
Has quarterly follow-up been entered into the VOS follow-up section? (if the follow-up box is present on VOS)				
Is follow-up done as required per LWIA policy?				

ARRA SUMMER YOUTH				
Is the Agreement to Participate Form signed and dated?				
Is there a Disclosure and Release Form in file?				
Is the ISS in file and signed and dated?				
Are timesheets and performance reports signed and dated by both participants and worksite/work readiness supervisors?				
Check that summer youth incentives were \$6.55 per hour before 7/24/09 and \$7.25 per hour afterwards.				
Is there a Worksite Agreement in file? Must have job duties, equipment and description of the job.				
Check youth's age and child labor laws. Reference 17 Harzardous Occupations if under 18. Are worksites and jobs age appropriate?				
Are Pre and Post tests in the file? Were they scored? If not how was progress evaluated?				
Was the ISS updated to reflect progress or a lack of progress towards goals?				
Is the Work Readiness Goal unique to the participant?				
Was the Work Readiness Goal completed? If so, WRG or Successful Completion Form in file to prove?				
Must have WRG in VOS as Attained and have a completion date to count towards performance measures				
VOS				
Are all services reflected by a VOS code? Or does a VOS code need to be removed because that service did not occur?				
Training Outcome entered (if applicable)				
Employment Outcome entered (if applicable) and verified and case closed				
For SYEP the activity code 400 must be closed on Septemeber 30th, 2010 if the participant is not in the year long program				
Activity code 400 under ARRA Funding stream must be closed September 30th, 2010				

**The SkillSource Group, Inc.**

**SUMMARY OF ETHICAL CONDUCT EXPECTATIONS OF BOARD MEMBERS**

**Board Members are expected to conduct themselves in the performance of their Board duties according to the highest standards of ethical and businesslike conduct, recognizing their duty of loyalty to the organization.**

**Policy Provisions and Procedures:**

- A. Board Members must recognize their duty of loyalty to the organization. This duty of loyalty supersedes any potentially conflicting loyalty such as that to a particular advocacy or interest group or membership on any other Board or staff, as well as any personal interest as an individual consumer or representative of an individual consumer of the organization's services.
- B. Board Members should attempt to avoid conflicts of interest related to business or employment relationships, which could include but are not limited to:
  - 1. receiving direct business income as a supplier to the organization;
  - 2. receiving indirect business benefit such as expectation of reciprocal business, corporate board appointment, or other business favors;
  - 3. using inside knowledge gained at the Board to compete with the interests of the organization or cause another entity to compete with the organization;
  - 4. using their position to unfairly obtain employment in the organization for themselves, a family member or close associate;
  - 5. having a family member or close associate employed by the organization (other than program participants served by the organization); or
  - 6. having a family member employed by the independent auditor of the organization.
- C. Board Members should seek to minimize potential or the appearance of conflicts of interest with the organization.
- D. Board Members who have actual or potential financial or business interests with companies or entities with whom the organization has, or seeks to establish a contract or business relationship, shall declare the interest to the President and Chairman of the Board and refrain from any contract-related activity including negotiations, which might be construed as a conflict of interest. This is not meant to preclude Board Members from making appropriate referrals to the staff of companies or entities whose services or goods might be a benefit to the *SkillSource* Group, Inc. or from customers who might wish to use the *SkillSource* Group, Inc.'s services.
- E. Any Board Member who has potentially conflicting interests shall declare them to the President and Chairman of the Board as soon as the matter arises or is anticipated,

including full disclosure of the terms of any relationship from which a conflict might arise or be perceived.

- F. The Board shall be informed of declarations of actual or potential conflicts and the attendant circumstances and shall decide what action should be taken, if any, in the matter. Other than a brief explanatory statement, the Board Member with the potential conflict shall refrain from participating in any discussion of, or action on, the matter.
- G. Board Members should avoid, and if unavoidable, disclose to the President and Chairman of the Board, any activities, legal proceedings, or conflicts whose reality or perception would constitute a business conduct or community relations issue for the organization, including, but not limited to:
  - 1. personal or business bankruptcy filings;
  - 2. personal or business criminal proceedings;
  - 3. personal or material business proceedings adverse to the interest of the organization;
  - 4. debarment, suspension, proposed for debarment or declared ineligible for award of contracts by any Federal or other government agency.
- H. The Board will periodically review and revise as appropriate written policies and processes regarding ethical conduct and conflicts of interest.
- I. Potential Board Members will be assessed for conflicts of interests as part of the nomination process and current Board Members will complete an annual review on conflicts.
- J. All Board Members will be asked to execute a Code of Ethical Conduct agreement governing individual Board Member conduct.



## **Equal Opportunity Policy of the Northern Virginia Workforce Investment System**

It is the policy of the Northern Virginia Workforce Investment Board that all customers and staff working within the Northern Virginia Workforce System are prohibited from discriminating on the ground of race, color, religion, sex, national origin, age, disability, political affiliation or belief. Potential or active program participants may not be discriminated against for the above or on grounds of citizenship or in admission or access to participation in programs funded by WIA Title I or in any opportunity or treatment in, or employment in the administration of or in connection with any WIA Title I funded program or activity.

If you think that you have been subjected to discrimination under a WIA Title I funded program or activity, you may file a complaint with 180 days from the date of the alleged violation with the recipient's Equal Opportunity Officer: David A. Hunn, Executive Director, Northern Virginia Workforce Investment Board, Area XI. Or you may file a complaint directly with the Director, Directorate of Civil Rights (DCR), U.S. Department of Labor.

### **Equal Opportunity Officer**

David A. Hunn  
Northern Virginia Workforce Investment Board, Area XI  
8300 Boone Blvd, Suite 450, Vienna, VA 22182  
(703-752-1606).

### **Civil Rights Director**

Director, Directorate of Civil Rights (DCR)  
U.S. Department of Labor  
200 Constitution Avenue, NW, Room N-41423  
Washington, D.C. 20210.

### **EO Liaison for each *SkillSource* Workforce Center**

Ms. Marsha Enkerud  
Center Manager  
Fairfax County *SkillSource* Center - Annandale  
7611 Little River Turnpike  
Heritage Building, Suite 300 W  
Annandale, VA 22003  
703-533-5764

The Northern Virginia Workforce Investment Board and its One-Stop Operator are equal opportunity employers and state this on all job vacancy announcements. Each *SkillSource* Center is monitored twice a year to ensure recruitment and hiring of staff is being done without regard to race, color, religion, gender,

national origin, age, disability status and political affiliation.



## **Grievance Procedures of the Northern Virginia Workforce Investment System**

The Northern Virginia Workforce Investment Board follows the Grievance Hearings and Appeals Procedures established by the County of Fairfax Personnel Regulations. If you elect to file your complaint with the Northern Virginia Workforce Investment System, you must wait until the recipient issues a decision or until 60 days have passed, whichever is sooner, before filing with DCR. If the Northern Virginia Workforce Investment System has not provided you with a written decision within 60 days of the filing of the complaint, you need not wait for a decision to be issued, but may file a complaint with DCR within 30 days of the expiration of the 60 day period. If you are dissatisfied with the Northern Virginia Workforce Investment System's resolution of your complaint, you may file a complaint with DCR. Such complaint must be filed within 30 days of the date you received notice of the recipient's proposed resolution.

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Northern Virginia Workforce Investment Board, Area XI  
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Heritage Building, Suite 300 W  
Annandale, VA 22003  
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## **Incumbent Worker / Layoff Aversion Training Policy**

Approved By The

### **NORTHERN VIRGINIA WORKFORCE INVESTMENT BOARD**

*This updated local workforce policy reflects Federal and State policy and administrative updates.*

#### **Implementation of an Incumbent Worker / Layoff Aversion Training Policy**

It shall be the policy of the Northern Virginia Workforce Investment Board to benefit regional businesses and industry by assisting in skill development of existing employees and increasing productivity as part of a broader layoff aversion strategy. For purposes of this policy, a lay-off is averted when 1) a worker's job is saved with an existing employer that is at risk of downsizing or closing; or 2) a worker at risk of dislocation transitions to a different job with the same employer or a new job with a different employer and experiences no or a minimal spell of unemployment.

Eligible employers must be:

- Private for profit or non-profit businesses
- Operating in Virginia for entire twelve month period prior to application date
- Current on all Virginia tax obligations
- Proposing training for employees in a Virginia facility

Non-eligible employers are:

- Business with history of failing to provide WIA participants with continued employment
- Recently relocated business that has resulted in employee separations

Eligible workers must be:

- Existing workers at least 18 years old, a U.S. citizen or non-U.S. citizen eligible to work in the United States
- Existing worker must be currently employed full-time with participating employer
- Existing worker needs skills upgrading or retraining, completion of GED or High School Degree, basic skills upgrade, to retain or be successful in current employment.

Participating businesses must provide a minimum of a 50% matching contribution to the Incumbent worker training project. These match funds may include in-kind services.

This policy shall be in effect as long as the State policy waiver with the U.S. Department of Labor is in effect, but will not expire earlier than June 30, 2014.

## **Incumbent Worker / Layoff Aversion Training Policy**

Approved By The

### **NORTHERN VIRGINIA WORKFORCE INVESTMENT BOARD**

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