

# **SOUTH BOSTON COMPREHENSIVE WORKFORCE CENTER BUSINESS PLAN**

## **I. Executive Summary**

The implementation of an effective and integrated One Stop Workforce Delivery System has been a goal of the South Central Workforce Investment Board (SCWIB) for the past several years. The vision of integrated services to meet the needs of the adults and dislocated workers in the 10 county area of Amelia, Brunswick, Buckingham, Charlotte, Cumberland, Halifax, Lunenburg, Mecklenburg, Nottoway and Prince Edward has been realized in the South Boston Workforce Center. The plan to continue to meet the needs is outlined with input from the Consortium partners, the partner agencies co-located and integrated in the Center (Southside Virginia Community College, Title V Older Worker Program, Department for Aging and Rehabilitative Services, Workforce Investment Act, and the Virginia Employment Commission), South Central Workforce Investment Board and elected officials.

The mission of the SCWIB is to provide strategic leadership for workforce development to create a strong workforce aligned with employer needs. The One-Stop Operator will respond to the existing and future needs of businesses to produce a more skilled workforce. The delivery system will be an integral part of the economic and community development initiatives for the region. The SCWIB is committed to carrying out the mission of collaboration and coordination of resources and has identified the One-Stop Delivery System as the main vehicle for service integration. The vision for the SCWIB is to have and promote a well trained, well educated, highly skilled and qualified workforce that is actively engaged in lifelong learning and fulfilling the needs of local employers. This workforce will be critical to the attraction and retention of successful business and economic development. The workforce development system will ensure that employers, educators, job seekers, and workers coalesce to promote economic development throughout Southside Virginia. The vision has been enhanced through the South Boston Comprehensive One-Stop Center (COSC) with integrated services.

The South Boston Center is located in Houghton Industrial Park and serves Halifax County which has the largest population and the highest persistent unemployment rate over the last 3 years. The comprehensive workforce center operates under a revised business model that places greater emphasis on the employer as the primary customer. Traditional workforce services are provided to job seekers, but the scope of services have been broadened to include a true “one-stop” shop for more comprehensive and effective services that will improve the critical link to business community needs.

The following Business Plan is intended to be a guide for the delivery of workforce training and employment services that will serve as a model of excellence for services to our customers—the jobseeker and the employer—through a comprehensive One-

Stop Center. The plan is also intended to be a fluid document that will change as the needs of the area change and as the services expand.

## **II. Market Analysis for Comprehensive One Stop Center**

The economic vitality of a community depends on the knowledge and skills of its workforce. A workforce development program must be responsive to the issues facing its community in the 21<sup>st</sup> century. These include:

- An unpredictable economy, with out-migration of manufacturing jobs resulting in the need for workers to learn new skills or take lower paying jobs.
- A demand for high school graduates that not only can read and write, but can function in a global economy. The nature of work is changing with less emphasis on hard skills, and a need for employees to be flexible problem solvers.
- The need for our area youth to be well prepared to enter the work force in terms of career awareness and career exploration opportunities.
- A shortage of workers for entry level jobs in our service economy.
- Employment opportunities for older workers: this includes both increasing the labor pool to fill vacancies and providing new skills to allow older workers to continue to be economically productive.
- Employer customized training to include On the Job Training and Incumbent Worker training in support of skills upgrades and employment retention strategies.
- Integration of persons with disabilities into the workforce with an emphasis on workplace accommodations and skill development.
- Integration of veterans into the workforce by utilizing assessments of prior learning.

Historically, these issues have been addressed by different agencies but the efforts were not effective in attempting to solve the workforce issues due to duplication of efforts with little focus. Efforts were undertaken by a number of independent agencies that loosely communicated at best with customers who did not know how to enter the workforce system. Job seekers interacted with a number of different groups who did not coordinate their efforts thus resulting in limited success. Employers were offered a limited set of services and even then had to establish separate relationships with each agency for services that were available. With limited funds and continued reduction in resources by all partner agencies, collaboration, coordination and integration of services is necessary and best achieved through a comprehensive approach.

### **A. Demographic Target Region**

Halifax County, Virginia had a total estimated population of 35,840 in the year 2010. The population has decreased from 36,284 in 2005, which is an overall decline of -0.99 percent. The population is composed of 61.4 percent Caucasian, 36.8 percent African American, 0.4 percent Asian, 0.3 percent Native American and 1.7 percent Hispanic. Since the year 2000, few people migrated to Halifax

from outside the country. The immigration into Halifax makes up 0.1 percent of all immigration into Virginia.

According to the 2010 U.S. Census, a portrait of the working population age group 25-64 in Halifax County shows that 25.4% do not have a 12<sup>th</sup> grade education or GED. The lack of education has always been an issue in Halifax County but it is much more apparent today due to the shift from an unskilled labor force to one that is more skilled and requires more technical skills. In addition, employers are demanding that future employees have basic work skills that include soft skills such as teamwork, customer service and punctuality.

The Virginia Employment Commission reported an unemployment rate for Halifax County in March 2013 at 8.7%. This unemployment rate is significant when compared to the current Virginia state unemployment rate of 5.3% and the national unemployment rate of 7.6%.

The United States Department of Agriculture Economic Research Services reports Virginia has one of the lowest poverty rates in the nation. In 2010 Virginia was ranked seventh with 10.7 % of Virginians falling below the Federal Poverty Level of \$11,490 per individual. However, Halifax County poverty rate is much higher at 19.3 percent.

According to the SCWIB Local Strategic Demand Plan, the growth occupations are projected to be in Health Occupations, Advanced Manufacturing with an emphasis in aerospace, automotive and heavy machinery, Information Technology and Transportation/Logistics. Within the broad manufacturing employment sector, machining, welding and industrial maintenance mechanics were identified as critical skills required for support of the industry. Other industries being recruited include manufacturing of wood products and in the biotechnical field. Manufacturing technicians are vital to this industry; therefore those employed in this area must possess skills in applied math, networking skills, reading, locating information, and training in computer technology. It is expected that areas of hospitality will continue to grow and will include such areas as restaurants, motels, golf courses, boating, fishing, and motor sports.

Economic development and recruitment of technology related businesses (manufacturing/distribution) offers the best opportunity for higher paying jobs and will require more emphasis on skills training. Growth in the retirement and hospitality related businesses will also require basic job skills training, i.e. chefs, desk clerks, and motel managers.

Area VIII Workforce Centers have committed to a 25% Career Readiness Certification (CRC) attainment rate for customers. The attainment of a CRC will enhance customers' ability to obtain employment as well as ensure that businesses receive the quality of employees needed.

## **B. Target Market**

Employers are the focus of the target market by providing the critical link between their future needs and the skills of the area workforce. In order to maintain the employer as the focus of services, a collaborative effort will include not only the employer but the unemployed, educators and various training providers. One of the first steps in accomplishing this goal will be to solicit input from employers about their specific needs in designing training programs with local training resources. The COSC organized a Business Services Team (BST) composed of partner staff that connect employers and jobseekers based on employer needs and expectations. The BST is committed to making the COSC services a valuable resource to area businesses.

## **III. Business Description**

### **A. Comprehensive One-Stop Center Vision and Mission:**

- The Vision of the Comprehensive One Stop Center is to promote maximum employment opportunities that will support local and regional economic development.
- The Mission of the Comprehensive One Stop Center is to develop and promote a well-trained, well educated, highly skilled workforce that fulfills the needs of the local employers and fosters economic development and stability in Halifax County and Area VIII.

### **B. Goals of the Comprehensive One-Stop Center**

- Linking local workforce investments with initiatives of local and regional economic development agencies;
- Connecting access points for COSC partners and integrating them into a seamless workforce development system;
- Assessing the future needs of employers, workers and job seekers and overseeing the development of responsive programs to meet those needs;
- Enhancing the number accessing the partners' services and resources now, including youth and at-risk groups that have not been actively engaged in accessing these services through a network of physical and internet access points;
- Increasing satisfaction levels of job seekers, employers, youth and any other users of the system;
- Striving for continuous improvement in the COSC and holding agencies including educational, training and services providers accountable for measurable outcomes.

### **C. Guiding Principles**

The COSC will:

- Adhere to the three-way partnership: One-Stop/Employer/Job Seeker
- Actively build community support and partnerships
- Balance employer demands and job seeker desires and goals
- Strive to develop an adequate supply of well-educated and well-trained workers
- Have a professional, friendly staff that creates a positive and welcoming first impression that is sustainable
- Deliver an efficient and measurable results-oriented service

### **D. Businesses and Employers**

Business Services Team composed of representatives from all partners will deliver services to business by providing

- A seamless service delivery system to the area businesses and customer base
- A link between businesses and citizens seeking employment
- Employment, training and supportive services to the citizens of the area
- A link for the businesses to obtain needed resources
- Assessment of training needs, options and gaps
- Assistance to businesses seeking to start/move into the area
- A single point of contact for businesses to access the entire array of workforce services and qualified applicants available through our partnerships
- Services beyond recruitment and job placement to include employee skills upgrade and employee retention.
- Labor Market Information
- Job fairs and Job Clubs
- Space in the COSC to conduct job interviews with prospective employees
- Screening and recruitment for prospective employees
- Knowledgeable Business Services Representatives to meet the specific needs of businesses and employers and to educate businesses and employer's of the services of the COSC including recruitment
- Labor exchange services
  1. Finding qualified employees
  2. More training/preparation on soft skills
- Training services
  1. Upgrading skills of current employees (incumbent worker training)
  2. On the job training
  3. Customized training

### **E. Job Seeker**

The goal of the COSC is to become a clearinghouse for all citizens in Halifax County/South Boston who are seeking employment or greater self-sufficiency through opportunities for advancement, including:

- Unemployed and underemployed
- Older Workers (55+)
- Low literacy jobseekers or those for whom English is a second language
- Job seekers with physical and/or mental disabilities
- Displaced Workers
- In School and Out of School Youth

## **F. Service Flow for Job Seekers**

Job seekers will encounter three levels of services: Core, Intensive, and Training. Those who need additional services beyond core services will be eligible to receive intensive services. Clients who are unable to obtain employment through intensive services are then eligible for training services. Training services include both individualized services through Individual Training Accounts (ITA). This training will be based on the labor needs for occupations deemed in demand for Workforce Area VIII.

### **1. Core Services:**

Core services are made available to the general public. Job seekers will receive electronic access through the Virginia Workforce Connection Virtual One Stop (VOS) to make available the core services as well as staff assisted core services without regard to eligibility. All agencies located in the Center will participate in the delivery of core services. Core services include:

- Referral to other community agencies
- Job search
- Use of resource room
- Orientation to center.
- Intake and orientation
- Work skills exploration
- Resource library which includes computers, telephone, fax and copier
- Access to job banks or listings of available jobs
- Internet access
- Resume development
- Job search skills training
- Job Club
- Networking skills workshop
- Interview techniques workshops
- Referral to employer with current job openings
- Customer satisfaction follow-up
- Determination of eligibility for additional services

## **2. Intensive Services**

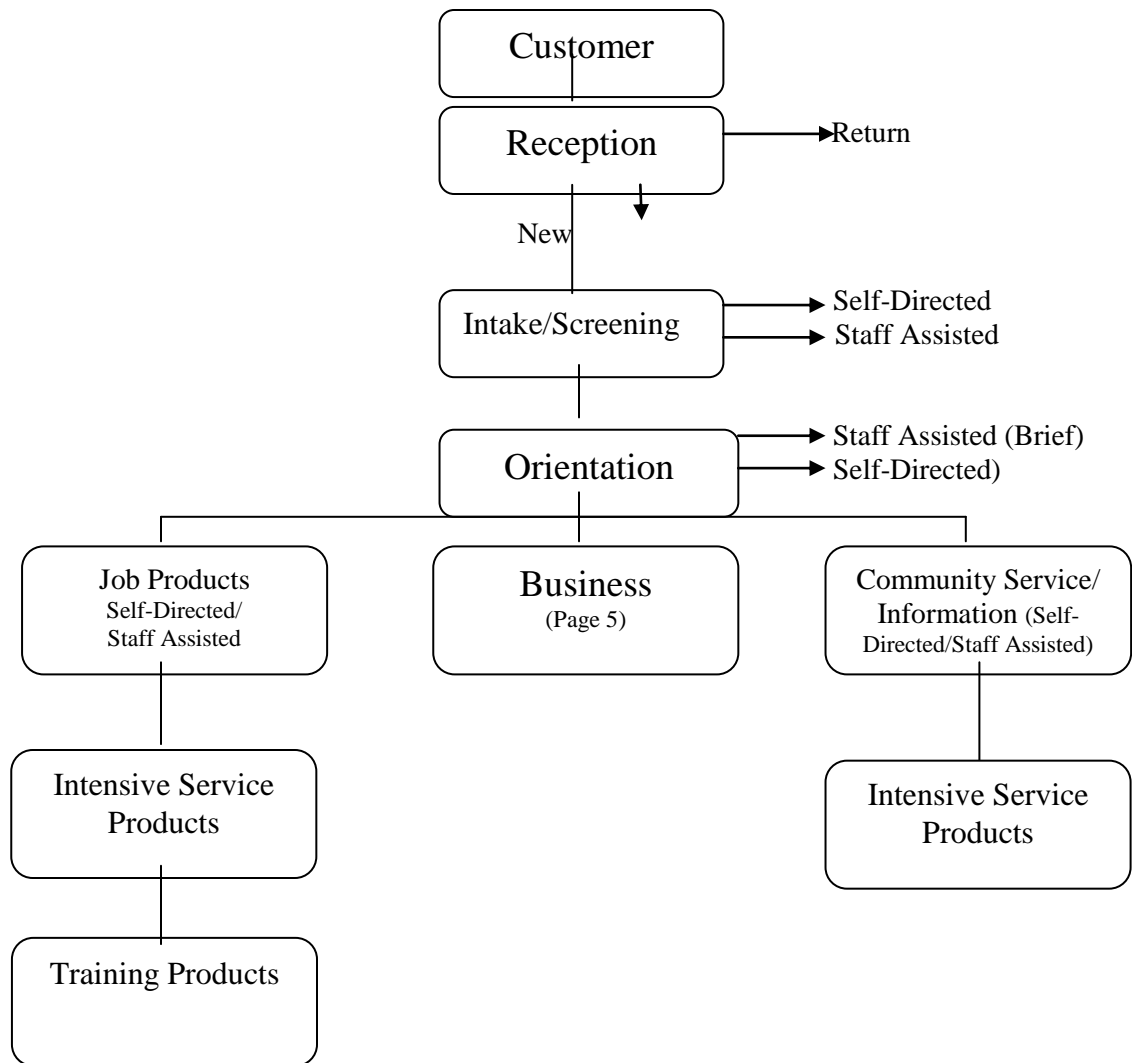
Intensive Services will be provided when there is a documented need for additional assistance beyond core services to become employed. To eliminate duplication of data collection from customers, the common intake form is used and intensive services are delivered as:

- Comprehensive assessments of skills and service needs
- Development of an individual employment and career plan
- Intensive career counseling
- In-depth interviewing skills development
- Computer literacy workshops
- One-on-one assistance with resumes, cover letters, and thank you letters
- Case management
- Preparation for employment workshops
- Internships
- Work experiences
- Job Clubs

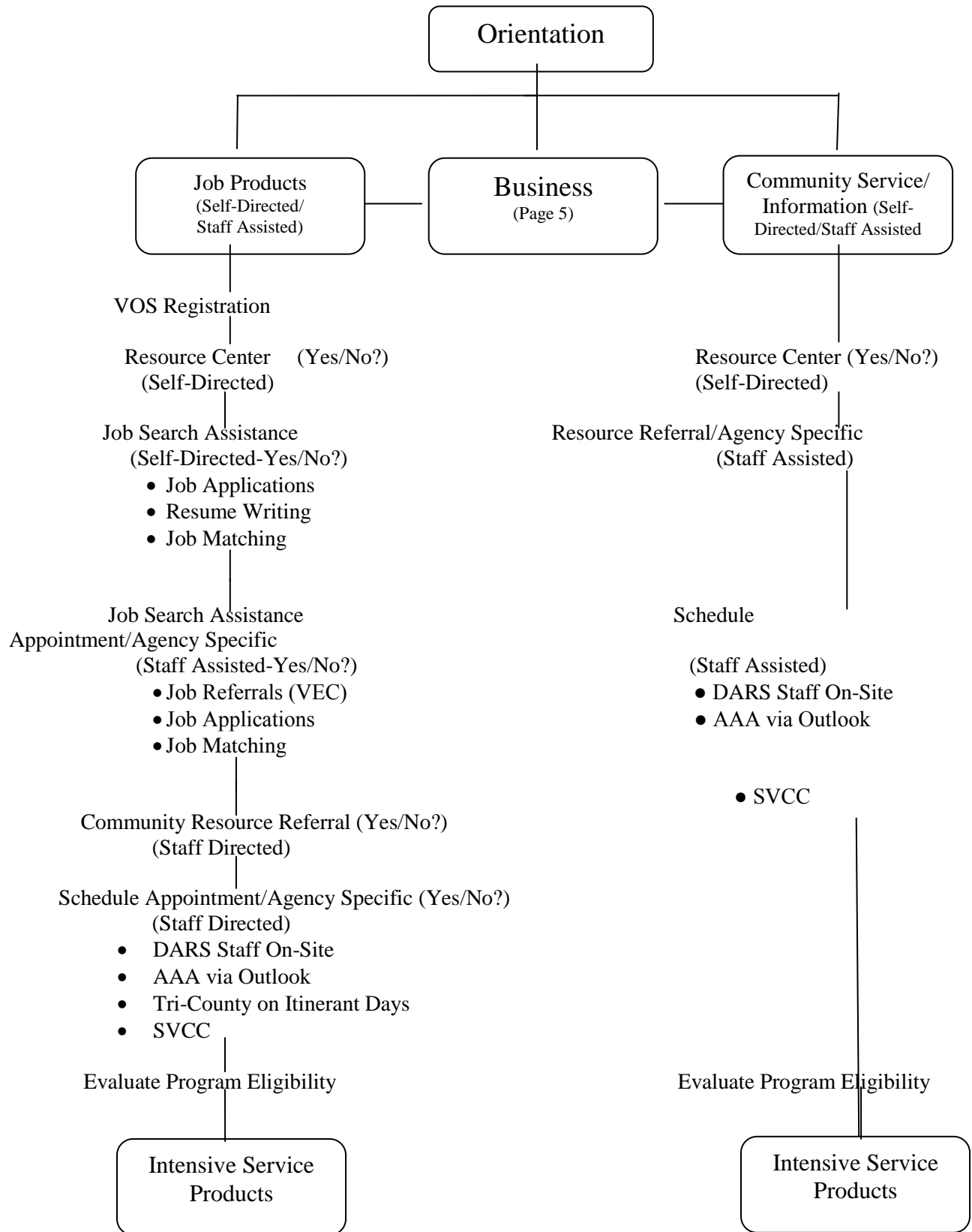
## **3. Training Services**

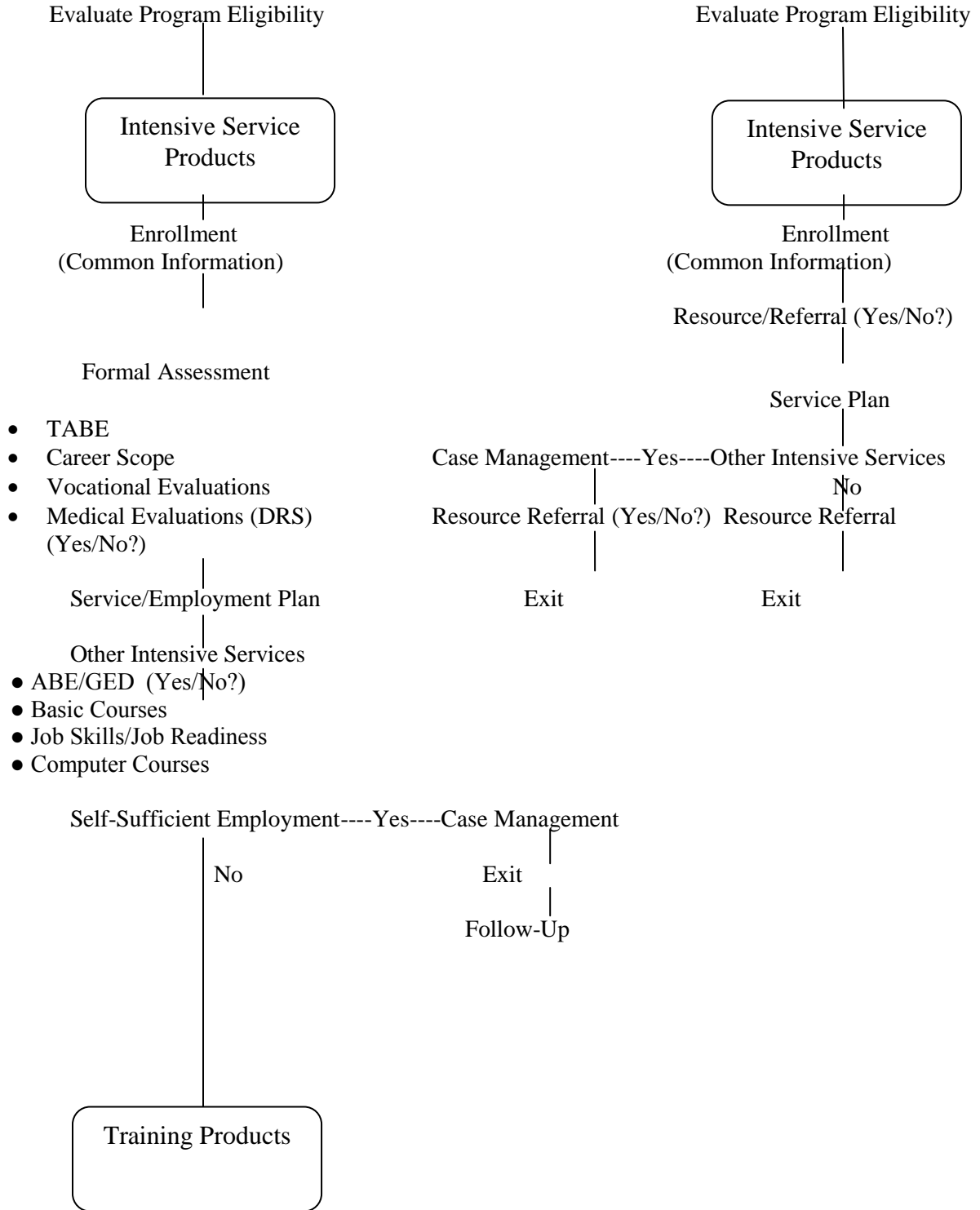
Customers who need training services to become employed or to retain employment in order to meet standards of self-sufficiency, will have documented in their case files the determination of need and an Individual Employment/Training Plan (IEP). The IEP will summarize the comprehensive assessment and other intensive services received consistent with the local workforce systems policies. Jobseekers being referred to training will be screened for the skills and abilities to complete the selected course of training. Training options will be linked to the employment opportunities for occupations in demand for Workforce Area VIII.

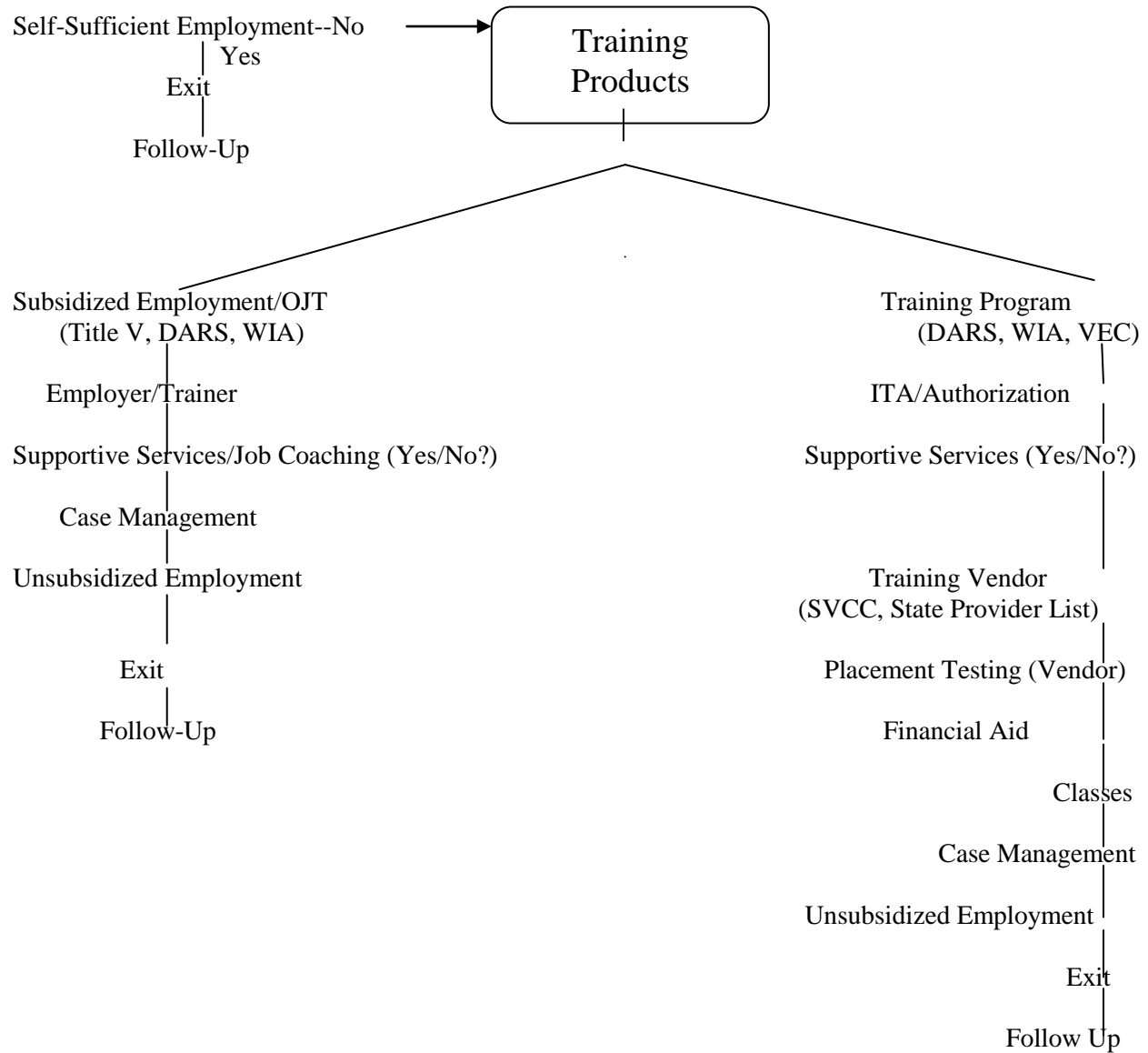
- Occupational skills training
- On the job training
- Customized Training
- Incumbent worker training
- Work Experience/Internships
- Adult education and literacy
- Job readiness training

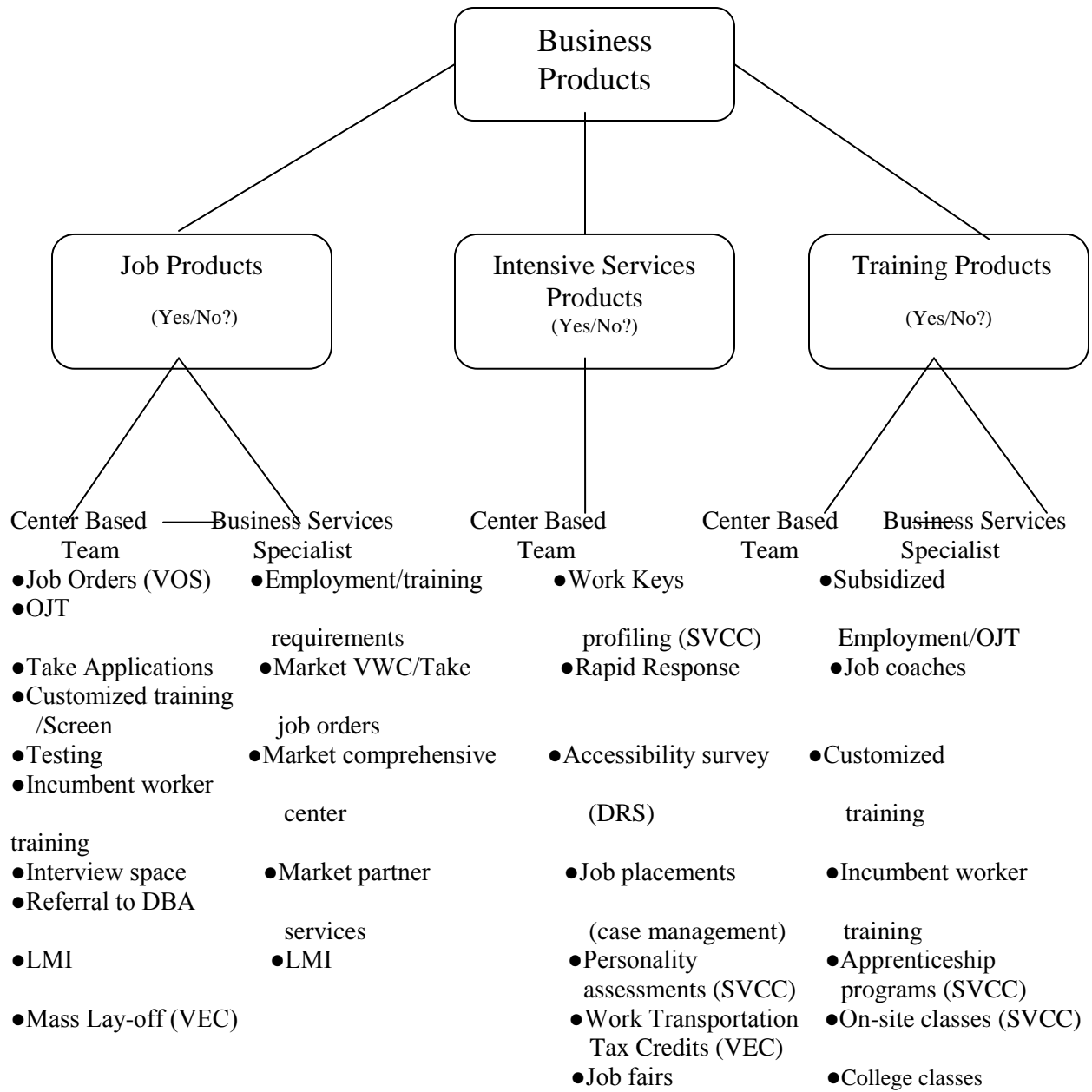
**G. Comprehensive One-Stop Center Customer Flow Chart**







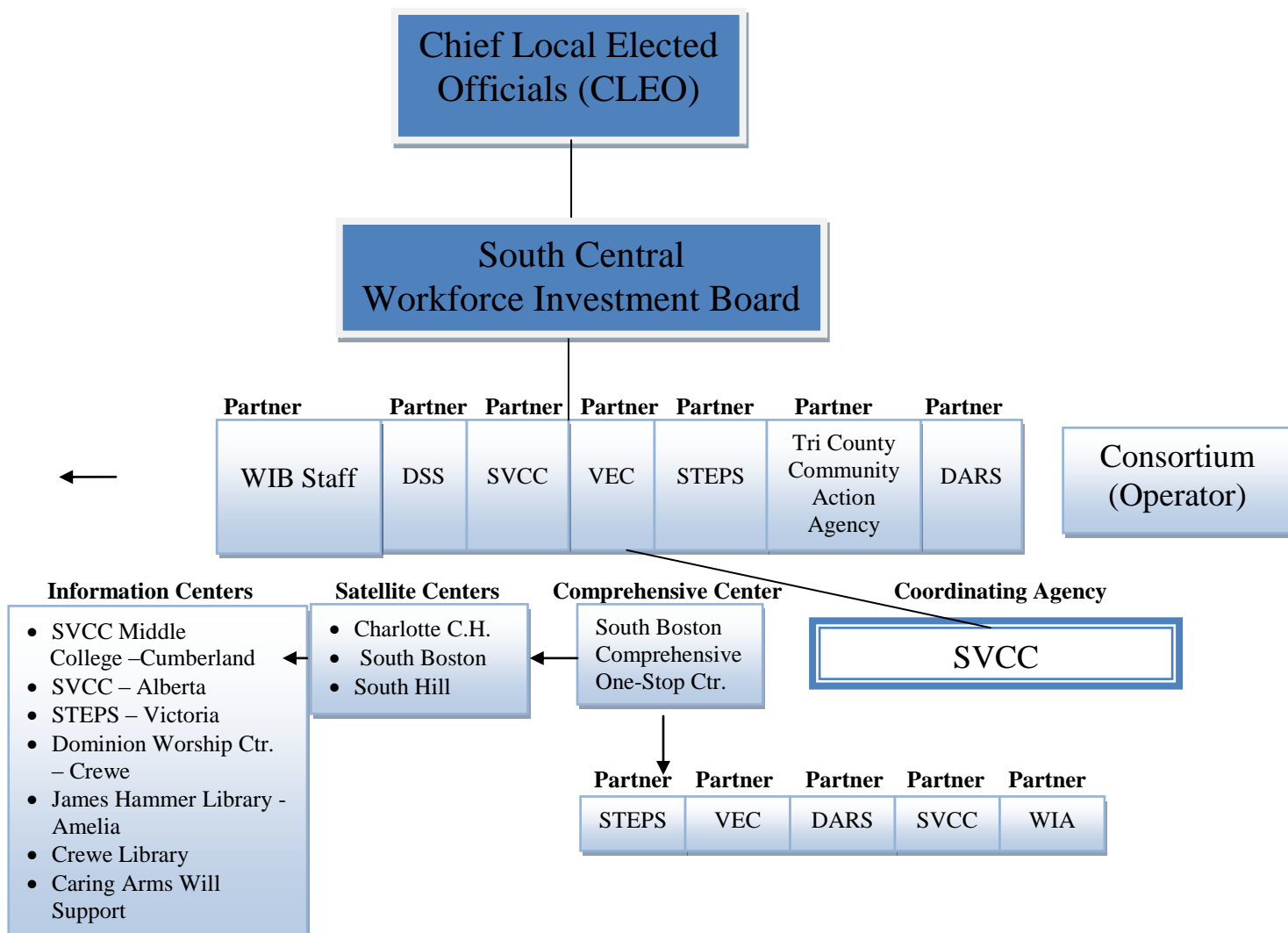




#### IV. Operational Plan for One-Stop Delivery System and Comprehensive One-Stop Center

##### A. Governance

The SCWIB has entered into a Memorandum of Understanding (MOU) with a Consortium of partners for the delivery of One-Stop Employment and Training programs to expire November 30, 2015. The Consortium will work in partnership with the SCWIB to help implement the broader elements of the strategic plan. Due to the complexity of the governing structure and its impact on the success of the Regional Workforce Development System, the major organizational units, their relationships and specific responsibilities that govern the Workforce Development System are outlined below:



**B. Chief Local Elected Officials (CLEO's)**

The CLEOs have ultimate fiscal accountability and responsibility for the Regional Workforce System. This group, composed of representatives from each jurisdiction, approves the workforce system budget and endorses the selection of the One Stop Operator and Partners. Charlotte County is the fiscal agent and grant recipient.

**C. South Central Workforce Investment Board**

The SCWIB and staff to the SCWIB have responsibility to see that the Regional Workforce System is effectively implemented. The SCWIB articulates the vision (per this plan) for the system, selects the Operator, establishes an annual budget and performance standards, and supports the Workforce Development System efforts as part of its broader agenda for workforce development.

**D. South Central Consortium/Operator**

The One Stop Operator consists of the following consortium of partners: Charlotte County Department of Social Services, Southside Virginia Community College, STEPS, Inc., Tri-County Community Action Agency, Virginia Employment Commission and the Virginia Department for Aging and Rehabilitative Services. The Consortium provides oversight for the One-Stop System. The Consortium will provide dedicated attention to operations to assure that services are delivered consistently and efficiently.

**E. Coordinating Agency for the Regional One-Stop System**

In the Consortium MOU with the SCWIB, Southside Virginia Community College (SVCC) has been identified as the coordinating agency for the Regional One-Stop Delivery System. SVCC is the organization that will manage daily operations of the COSC and executes this plan in partnership with the Consortium and other mandated and non-mandated partners. SVCC will also provide coordination and oversight of the workforce services satellite sites and informational sites.

**F. Partnerships**

The COSC places a high premium on building strategic alliances and working in partnership with the community so that all individuals have knowledge and access to the opportunities available to them to become self sufficient. Area VIII has numerous organizations and non-mandated partners that can bring valuable resources to the Regional Workforce Development System through collaborative partnerships.

In addition to formal partnerships, the COSC will focus on partnering with businesses as opposed to a labyrinth of siloed practices found in stand-alone One-Stops and among the partners. The One-Stop mission is to provide efficient access to and customized delivery of a wide array of quality services for businesses that meet their workforce needs.

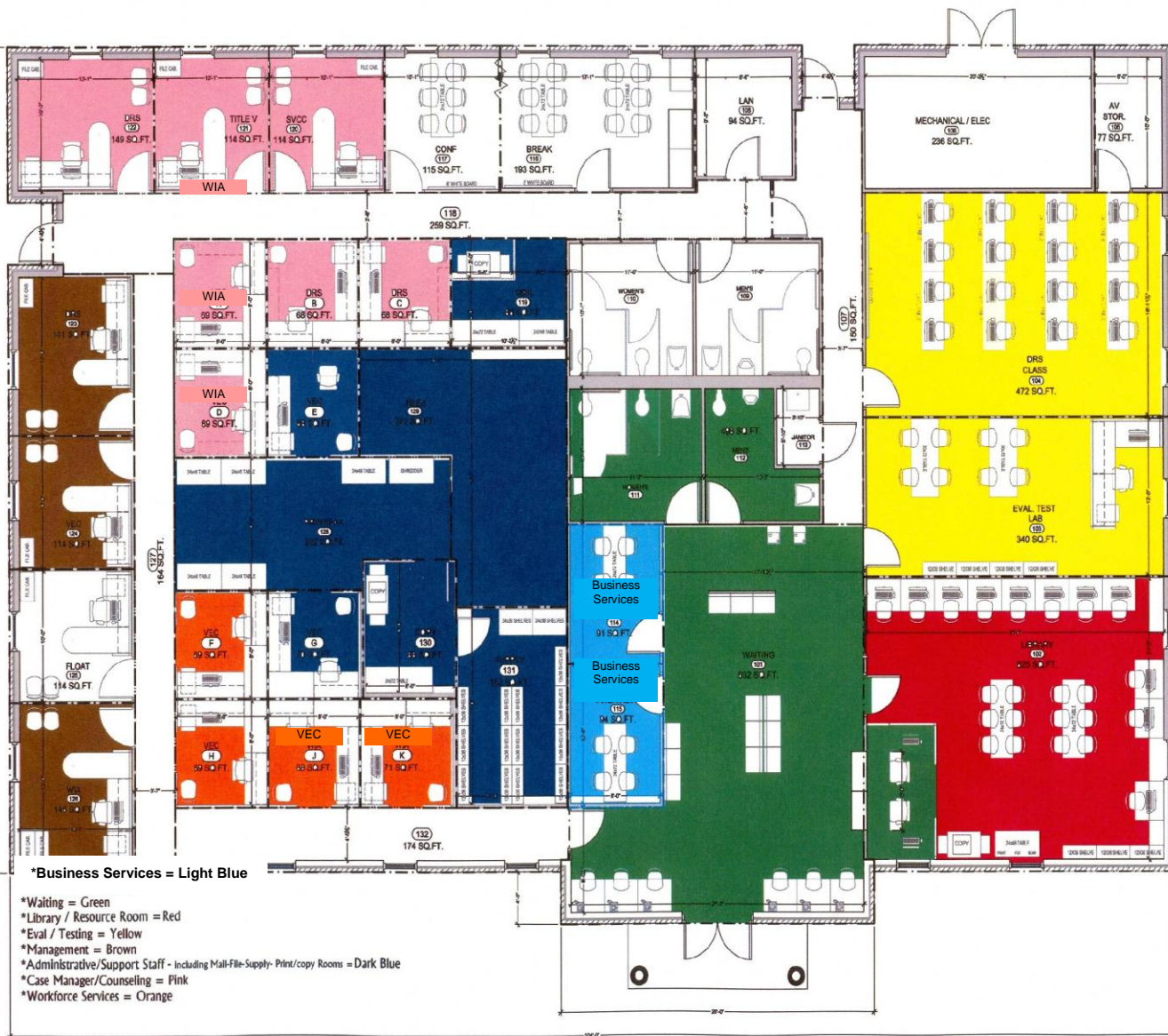
The COSC will leverage existing resources within the community by partnering – both formally and informally – with the mandated and non-mandated organizations to streamline access to services for its customers. Elements of these partnerships will include sharing information regarding:

- Services available by each organization so that appropriate referrals can be made regardless of where a customer enters the system.
- Common customers to reduce the repetitive collection of background information.

For collaborating partners, i.e. organizations that establish a working relationship with the COSC, mutual expectations will be established through a regional service delivery Memorandum of Understanding. Such agreements will help clarify performance expectations by both groups, helping to assure a positive outcome for customers.

#### **G. COSC Floor Plan**

The Functional Floor Plan correlates the Functional Teams with the design of the service delivery in the COSC. See plan below:



**CONCEPTUAL LAYOUT**  
SCALE: 1/4" = 1'-0"



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## REVISIONS

DATE \_\_\_\_\_

NO

## CONCEPTUAL FURNITURE PLAN

ONE-STOP EMPLOYMENT CENTER

—B & B Consultants, Inc.—  
TOWN OF SOUTH BOSTON, VIRGINIA

- Architects - Burgoyne - Planners - Loh Associates  
 - Design City - South Hills & South Parkers Village

CC-BY

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## **1. Workforce Services Team**

- Workforce Services Products:
  - Information on available jobs in area
  - Job matches
  - Job referrals
  - Labor market information
  - Job placement

## **2. Case Management/Counseling Team**

- Case Management/Counseling Products:
  - Agency specific services
  - Transportation
  - Referrals to other community services (all agencies)
  - Intensive Products:
    1. Eligibility assessments
    2. Service Plans
    3. Career Scope
    4. TABE
    5. GED pre-test
    6. Work Keys-CRC
    7. Vocational evaluations (DRS)
    8. Compass-SVCC placement test
  - Training Products:
    1. Associate Degrees
    2. Certificates
    3. Diplomas
    4. ABE/GED
    5. Job skills upgrade (job readiness, computer, etc.)
    6. Customized training
    7. ITA
    8. Training for disabled
    9. Supportive costs
    10. Training information (Core)
    11. Labor market information
    12. Financial Aid
    13. OJT
    14. Incumbent worker training
    15. Work Experience/Internships
    16. Job placement
    17. Job retention
    18. Higher wages

### **3. Business Services Team**

- Business Services Products
  - Job orders
  - OJT's
  - Customized training
  - Applicant screening
  - Small business development
  - Community Credit Union
  - Incumbent worker training
  - Labor market information
  - Business Services Web Page

### **4. Administrative Support Functional Team**

- Switchboard
- Reception
- Orientation to center services
- Intake/Screening
- Resource Center-Self directed
- Customer satisfaction surveys

## **H. COSC Committees**

### **1. Management Team**

The Management Team is composed of the Workforce Center Manager and the Managers of the partner agencies in the Comprehensive Center. The Center Manager facilitates the meetings, send communications, sets dates/times/places for meetings, acts as the Recorder of minutes of the meetings and forwards the minutes to the Management Team in a timely manner using the form provided. Management Team will meet at least quarterly. The Team develops standard operating procedures for the following areas:

- Day to Day Operations which includes
  - Customer Service
  - Self-service
  - Staff and Office Management
- Human Resource Policies/Procedures
- Staff Development for Cross Training/Customer Service/Other
- Budget and Cost Allocation Plan
- Inventory of Equipment
- Approval of recommendations from all Committees
- All decisions made with this question in mind: "Is this the best decision for the customer?"

The Workforce Center Manager implements and enforces the standard operating procedures as outlined in the Center Policy Manual for all Center staff and makes the immediate supervisor aware of violations of Center policy and also gives

input on areas that need improvement or are outstanding as it pertains to the functioning and contribution to the Center. All employee work profiles of Center staff contain standards as part of the evaluation process that relates to his/her performance in meeting Center goals.

## **2. Customer Service Quality Improvement Committee**

The Customer Service Quality Improvement Committee is composed of one member of the Management Team and a staff representative from each of the agencies in the Center. A Chairman will be selected by the Committee to facilitate the meetings, send communications, set dates/times/places for meetings, etc. The manager member may not be the Chairman. Each Committee will also select a Recorder that will record minutes of the meetings and forward the minutes to the Center Manager in a timely manner using the form provided. In addition, a Timekeeper should be selected to keep discussions on track, remind the Chairman of time issues and be ready to move decisions forward by reminding the group of the question: "Is this the best decision for the customer?" Goals for the Committee may be developed by the Committee or referred to the Committee from Management Team or staff. New goals with an estimated timeline for completion are sent to the Center Manager. The Committee will address the following:

- Orientation and Cross Training Plan for New Center Staff
- The Intentional Culture/Climate of the Center
- Evaluate the Intentional Culture/Climate
- Compile results from Customer "most frequently asked questions" and develop tool to cross train COSC staff and as a front desk reference
- Partner Services Reference Directory-development and distribution
- Customer Surveys to be used throughout the center with process for outreach, collection, dissemination and plan of action or reward.
- Suggestion Box for Customers and Staff
- Make recommendations to Management Team for staff development
- All Decisions made with this question in mind: "Is this the best decision for the customer?"
- Develop an Employee Customer Satisfaction Survey to encourage staff input on issues and concerns, to enhance morale.

## **3. Hospitality Committee**

The Hospitality Committee is composed of one member of the Management Team and a staff representative from each of the agencies in the Center. A Chairman will be selected by the Committee to facilitate the meetings, send communications, set dates/times/places for meetings, etc. The manager member may not be the Chairman. Each Committee will also select a Recorder that will record minutes of the meetings and forward the minutes to the Center Manager in a timely manner using the form provided. In addition, a Timekeeper should be selected to keep discussions on track, remind the Chairman of time issues and

be ready to move decisions forward by reminding the group of the question: “Is this the best decision for the customer?” Goals for the Committee may be developed by the Committee or referred to the Committee from Management Team or staff. New goals with an estimated timeline for completion are sent to the Center Manager. The Committee will address the following:

- Employee/Staff Recognition-birthdays/monthly recognition
- Sunshine Fund
- Create and facilitate Staff morale booster activities
- Bulletin Boards/Holidays

## I. Staffing

The COSC is a model of staff empowerment and competence. Staff from multiple organizations is equipped through cross-training and informational tools to meet customer needs using multiple funding sources. Frontline staff is highly valued and supported by management in their efforts to meet customer needs. Investment in staff development is substantial, ongoing, and tied to the system’s business objectives.

The Staff positions described below represent the minimum staff required to meet the performance expectations of the workforce development system.

- Positions with Brief Job Descriptions

Organization	Name	Title	Position
Department for Aging and Rehabilitative Services	Sherry Newbill	Rehabilitation Counselor (40 hrs/wk)	Provides comprehensive vocational rehabilitative services which result in employment and enhanced independent living in compliance with federal, state, and agency policy and procedures. Core case management services may include guidance and counseling, training, physical/mental restoration, and job placement services.
	Joyce Scott	Rehabilitation Counselor (8 hrs/wk)	Provides comprehensive vocational rehabilitation services which result in employment and enhanced independent living in compliance with federal, state, and agency policy and procedures. Core case management services may include guidance and counseling, training, physical/mental restoration, and job placement services.
	Elizabeth Couch	Program Support Technician, Sr	Works closely with all Counselors and/or Evaluators and in partnership

		(40 hrs/wk)	with persons with physical, mental or emotional disabilities who are willing and able to go to work. Provides case management assistance with comprehensive vocational rehabilitation services which results in employment and enhanced independent living.
	Loretta Williams	Office Services Specialist (40 hrs/wk)	Performs a wide variety of clerical/administrative duties in support of the vocational rehabilitation process for office-wide operations. Assists direct customer services staff in carrying out customer caseload responsibilities with a wide range of rehabilitation processes by applying applicable policies and procedures and by using manual and automated systems. Provides administrative/clerical support to the Virginia Workforce Center – South Boston facility, as needed, that provides benefits to the DARS program.
	Tora Terry	Human Services Manager (16 hrs/wk)	Directs and manages all programmatic and administrative functions to ensure efficient and effective daily operations of assigned DARS field offices providing comprehensive vocational rehabilitation services to a designated geographic area of the state within established policies and procedures. Provides direct supervision of assigned customer service delivery and support staff. Ensures responsible management of assigned fiscal resources.
	Lauren Newcomb	Disability Resource Coordinator (16 hrs/wk)	In consultation with the Virginia Workforce Network's One-Stop Service Delivery staff, provide expertise and serve as a resource person to the workforce development system and individuals with disabilities. Address the needs of individuals with disabilities seeking to navigate and use training and employment opportunities through

			Virginia's Workforce Network of one-stop career centers. This position is the focus of a demonstration project jointly sponsored by the Department of Labor and the Social Security Administration. It is carried out through a memorandum of understanding (MOU) between the Virginia Community College System (VCCS) and DARS.
Virginia Employment Commission	Andrew Bryant	Supervisor (40 hrs/wk)	Provides leadership and direction to workforce services representatives and administrative support staff. Supervises and manages the day-to-day activities of staff in the delivery of workforce services to employers, job seekers, claimants, and local partners. Communicates agency policies, procedures, and programs to all customers. Acts on behalf of office manager in their absence.
	Janet Michael	Workforce Services Representative (40 hrs/wk)	Provides extensive services to the public related to workforce services, employer relations and unemployment insurance.
	May Jones	Workforce Services Representative (40 hrs/wk)	Provides extensive services to the public related to workforce services, employer relations and unemployment insurance.
	Valarie Brown	Workforce Services Representative (40 hrs/wk)	Provides extensive services to the public related to workforce services, employer relations Trade, and unemployment insurance.
	Ann Morris	Workforce Services Representative (29 hrs/wk)	Provides extensive services to the public related to workforce services, employer relations Trade, and unemployment insurance.
	Mitzie Waller	Workforce Services Representative (29 hrs/wk)	Provides extensive services to the public related to workforce services, employer relations Trade and unemployment insurance.
	Nannie Wilbourne	Workforce Services Representative ( 18-24 hrs/wk)	Provides extensive services to the public related to workforce services, employer relations and unemployment insurance.
	Lillian Roberts	Office Services Specialist	Performs a variety of clerical duties to support job seekers and the payment of

		(29 hrs/wk)	unemployment insurance benefits to eligible clients.
	Mikal Townsend	Workforce Services Representative (29 hrs/wk)	Provides extensive services to the public related to workforce services, and employer relations.
	Kristy Grissom	Workforce Services Representative (29 hrs/wk)	Provides extensive services to the public related to workforce services and employer relations
	Mary Patrick	Workforce Services Representative (29 hrs/wk)	Provides extensive services to the public related to workforce services and employer relations
Southside Virginia Community College	Mike King	One-Stop Coordinator (40 hrs/wk)	Oversees the day to day operational responsibilities of the One-Stop Comprehensive Center for Region 8 to ensure performance accountability for the achievement outcomes specified in the business plan and to work in close coordination with the SCWIB, Chief Local Elected Officials (CLEO), and One-Stop Partner Organizations in order to achieve the vision of the System.
	Pam Taylor	Workforce Development Coordinator (40 hrs/wk)	Works with Local employers, IDA, and Chamber of Commerce developing specific employer needs based training programs
	Kathy Johnson	WIA In School and Out of School Case Manager (20 hrs/wk)	Performs responsible professional work in support of youth customers with workforce development/economic, social, personal and healthy related needs; provides career counseling services; determines eligibility, assess training needs, evaluates test results, refers individuals applying for participation in federally funded
	Rock Mason	Adult Career Coach (16 hrs/wk)	Assist with recruitment, enrollment, GED testing for adult seeking training and employment
Title V	Betty Boston	Title V Case Manager (16 hrs/wk)	Plans, implements and case manage the program for older workers.
Workforce	Terra Napier	Employment	Performs responsible professional work

Investment Act		Services Specialist (37.5hrs/wk)	in support of agency customers with workforce development/economic, social, personal and healthy related needs; provides career counseling services; determines eligibility, assess training needs, evaluates test results, refers individuals applying for participation in federally funded programs; provides assistance with day to day operations, and processes payments.
	Mary Wiley	Employment Services Support specialist (22.5 hrs/wk)	Performs responsible professional work in support of WIA Case Managers customer with follow up, and clerical support.
	Jennifer Green	Employment Services Specialist (37.5hrs/wk)	Performs responsible professional work in support of agency customers with workforce development/economic, social, personal and healthy related needs; provides career counseling services; determines eligibility, assess training needs, evaluates test results, refers individuals applying for participation in federally funded programs; provides assistance with day to day operations, and processes payments.

#### **J. Facilities:**

Due to the vast geographic area of Workforce Investment Area 8 (10 counties), services are provided to job seekers and employers through one Comprehensive Center in South Boston and 3 Satellite Centers located in Charlotte C.H., Farmville, and South Hill. The COSC houses multiple partners: VEC, DARS, WIA, SVCC, and STEPS, and is located at 2506 Houghton Avenue in South Boston, VA.

The satellite centers locations are either co-located with a partner agency or have access to partners through a comprehensive referral system developed by the Workforce Centers and Partners. The Charlotte C.H. One-Stop is co-located with Charlotte County Department of Social Services and Tri-County Community Action Agency. This arrangement has proven very beneficial to Charlotte County customers due to the close coordination of both Workforce Services and Department of Social Services supportive services available to mutual customers. The Farmville Workforce Center is currently co-located with the Farmville



branch of the Virginia Department for Aging and Rehabilitative Services but the SCWIB is exploring other sites to improve customer access. This has proven beneficial to customers that seek the services of both agencies for employment and training needs. The South Hill Center is co-located with Southside Virginia Community College and is an itinerant location of the Virginia Employment Commission. Co-location of partner agencies with an integration of services on any level has proven to be of benefit to customers as well as staff in regards to providing services to customers. Hours of operations for current workforce services sites are 8:30 A.M. to 4:30 P.M. Non-traditional hours will be scheduled on an as needed basis as determined by the Management Team.

Informational Sites provide services via computer (internet) as well as literature for partner services. These sites are typically designed to be self-service with access to workforce websites. There are 6 Informational Workforce sites in Area 8:

- SVCC Middle College location in Cumberland County;
- STEPS and Caring Arms Will Support in Lunenburg County
- Amelia County Library
- SVCC in Brunswick County
- Crewe Library in Nottoway County

## **K. Organizational Performance**

The COSC operates under a system-wide quality management process that monitors, evaluates and continuously improves the Center's performance to both meet and exceed customer expectations through performance excellence. The COSC uses an organizational management approach based on implementing strategies for continuous quality improvement that assists the organization in achieving world-class levels of performance.

Center staff will continue to collect data to enable management to document operational effectiveness, and use that data and information to support key processes and organizational performance. A continuous quality improvement team comprised of the operator and partner staff will be chartered and charged with driving organizational change across the partnership and championing performance excellence through process improvements.

### **A. Customer Satisfaction**

Through the various mechanisms listed below the COSC operator will listen to the customers and use the information to continuously improve the core processes. The following methods will be used to collect customer satisfaction data to enhance the delivery of all services provided in the COSC.

- Customer Satisfaction Surveys for Job Seekers and Employers:
- Job Seeker Customer Surveys will be conducted at 3 key intervals during the customer program participation.

- A customer satisfaction survey will be provided in either a paper or electronic format to customers for assessment of staff and services delivered by the COSC. These surveys will be the bases to enhance delivery of customer core services in the COSC.
- A customer satisfaction survey will be completed when the job seeker completes intensive services and moves into either a training program or employment. This information will provide the Case Manager information that assesses program performance as well as individual customer satisfaction with program objectives.
- A customer satisfaction survey will be completed when a customer is midway through a WIA approved training program. This information will not only assess the performance of the training programs and training providers but also the impact for providing training for occupations in demand for area 8.
- Employer Customer Satisfaction Surveys will be distributed once a year to all employers utilizing the services of the COSC. Survey findings will be reviewed to determine effectiveness of services as well as a guide to refine and improve ongoing workforce services to employers.

#### **B. Case Notes:**

- Customer case notes will document progress during program participation.
- Case notes will be recorded in the customer hard file as well as in the Virginia Workforce Connect data system for all to access.
- The information collected through this method will be used to target performance improvements. This may include refining the internal system operation and/or modifying performance expectations with Partner agencies.

#### **C. Critical Success Factors:**

- The Comprehensive One-Stop Center will operate under a set of performance measures established by the South Central Workforce Investment Board and communicated to partner staff and the public.
- Results will be quantified and reviewed by the consortium as a method of ensuring continuous quality improvement for the Center.
- The factors below should be monitored and measured in addition to any future performance targets set by the South Central Workforce Investment Board, Consortium and/or the Management Team of the COSC.
- Volume of job seekers
- Utilization of System by business for services beyond job placement and recruitment
- Customer satisfaction reports

#### **D. Regional Performance Measures:**

- The Comprehensive One-Stop Center will post updated State and South Central Workforce Investment Board performance measures for public access and review. These performance measures will include WIA Adult and Dislocated Worker program efforts and in the future will include Partner performance indicators.

**Contractual Performance Measures PY 2013-14**

<b>Performance Measure</b>	<b>% Negotiated Levels</b>	<b>80% of Negotiated Levels</b>
<b>Adult Entered Employment Rate</b>	<b>68.0</b>	<b>54.4</b>
<b>Adult Employment Retention Rate</b>	<b>87.1</b>	<b>69.7</b>
<b>Adult Average Earnings</b>	<b>\$10,000</b>	<b>\$8,000</b>
<b>Dislocated Worker Entered Employment Rate</b>	<b>80.3</b>	<b>64.24</b>
<b>Dislocated Worker Employment Retention Rate</b>	<b>90.8</b>	<b>72.64</b>
<b>Dislocated Worker Average Earnings</b>	<b>\$14,000</b>	<b>\$11,200</b>
<b>Adult Employment and Credential Rate</b>	<b>61.0</b>	<b>48.8</b>
<b>Dislocated Worker Employment and Credential Rate</b>	<b>65.0</b>	<b>52.0</b>

Management Team will review the data from customer satisfaction surveys quarterly reports (after review and recommendation from the Customer Service Quality Improvement Committee) and will provide a plan of action to the Policy/Oversight Committee of the South Central Workforce Investment Board. WIB staff and the Operator will monitor implementation of the plan as necessary.