

Workforce Investment Board

Member Handbook

New Jersey
State Employment and Training Commission

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New Jersey State Employment and Training Commission

Workforce Investment Board Member Handbook

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A NOTE TO WORKFORCE INVESTMENT BOARD MEMBERS

“By serving on your Workforce Investment Board, you are making a commitment to use your skills and influence to create a better future for New Jersey. Your dedication to this task and your willingness to serve your community is appreciated.”

*John J. Heldrich, Chairman
New Jersey State Employment and Training Commission*

There is a growing skill gap, not only between the skills companies need and the skills workers have, but also between workers themselves. Increasing numbers of New Jersey's citizens are either highly skilled or less literate than the labor market demands. Those who lack sufficient literacy skills are doomed to a life on the margins of our economy. Without a system of appropriate educational opportunities and supports, New Jersey will have squandered a valuable resource—the potential of its citizens.

The purpose of New Jersey's Workforce Investment System¹ is meeting the demand for skilled workers. Through strategic planning and the effective use of education and training resources, Workforce Investment Boards (WIBs) are required to meet the needs of both employers and workers. Accomplishing this effectively requires a different approach, a new vision for workforce development based not merely on *coordinating* the efforts of existing programs and agencies, but on *redefining* the purpose and focus of workforce programs in a global economy. This is where your role as a Workforce Investment Board member becomes vitally important.

As you will learn in this Handbook, Workforce Investment Boards are one of the State's most important tools for developing a highly skilled workforce. Since 1989, when the New Jersey legislature created the *New Jersey State Employment and Training Commission (SETC)*—the State-level WIB—New Jersey has utilized public and private partnerships to understand the needs of its businesses and to plan for the most effective use of its resources in preparing workers to meet these needs. The SETC has been a leader in this process, conducting ongoing skills analyses, developing responsive State policies and coordinating the efforts of local areas to respond to New Jersey's business requirements.

As a member of your community's Workforce Investment Board, you play an important role in determining how resources should be used to prepare your area's citizens for

¹ For the sake of simplicity, we are broadly defining the Workforce Investment System as all efforts that are designed to improve the employment prospects of the existing and future workforce. Throughout this document, *workforce investment*, *workforce readiness*, and *workforce development* will be used interchangeably.

New Jersey's jobs. While in the past local Boards had a more limited responsibility of simply overseeing the administration of specific workforce programs, New Jersey's visionary approach to workforce development charges WIBs with a much broader imperative. New Jersey's need for skilled workers cannot be addressed simply by ensuring that limited funding targeted to specific groups is well spent. It requires the formation of wide-ranging coalitions that include leaders from business, secondary and post-secondary education, and key government agencies. These coalitions must continually update their knowledge of businesses' skill needs and plan for the strategic use of a wide range of resources that will prepare New Jersey's workers to meet those needs. Most importantly, as a WIB member, you must play a leadership role in your community to ensure that there is an ongoing focus on the effective use of education and economic development resources to respond to ever-evolving skill gaps between what New Jersey's businesses need and what New Jersey's citizens possess.

SECTION 1 - THE WORKFORCE INVESTMENT SYSTEM IN NEW JERSEY

About this Handbook

State and local areas have unprecedented responsibilities to develop a coherent Workforce Investment System that is responsive to economic demands for a highly skilled workforce. Workforce Investment Boards (WIBs) are expected to be knowledgeable about the workforce needs of their communities in terms of both the skills businesses need and the services and training residents require. To gain this knowledge, WIBs must identify the skill gaps in their communities and develop both short-term and long-term strategic plans to address these gaps. WIBs must build collaborative partnerships among a wide variety of organizations to create a well-designed and effectively orchestrated system of integrated programs and services.

This Handbook is designed to provide you with the most critical information you need to know as a Board member. Each chapter provides a brief background and overview of New Jersey's expectations for the Workforce Investment System. Each overview is purposefully designed to provide you with a context for carrying out the specific functions and actions, which are described in significant detail in each chapter. More importantly, it sets the context for the strategic approach and elevated considerations that WIB members need to engage in while carrying out the work of their Board.

What is a WIB?

Workforce Investment Boards (WIBs) are important policy Boards for occupational skills training and educational programs in their respective workforce areas. WIBs were created in New Jersey in 1995 to guide New Jersey's Workforce Investment System. Congress modeled New Jersey's Boards and created them in federal law in the Workforce Investment Act of 1998 (WIA). Local elected officials appoint WIB members to volunteer positions on the WIB. A majority of seats are filled with private business representatives and other required membership categories like Labor Unions, Community Based Organizations, Education and others. WIBs are charged with integrating publicly funded services and training into a workforce system that is flexible, seamless, and responsive to the needs of both job seekers and employers. The WIB must define a vision, mission, and goals based on local community needs. These are memorialized in a strategic plan that establishes the local one-stop service delivery system, a system to serve youth, a system to provide literacy training and a system to serve welfare recipients. The WIB is expected to act as a Board of Directors to identify the needs of the local job market, leverage resources, oversee One-Stop Career Centers, and otherwise direct workforce investment programs in their area. WIBs work in conjunction with economic development and related organizations to promote

economic growth and ameliorate worker dislocations. They work with community colleges, K-12 school systems, and other providers to improve services and curriculum for dislocated workers, incumbent workers and new entrants to the workforce.

Vision

Underlying the imperatives for transforming New Jersey's workforce system is New Jersey's vision for an integrated Workforce Investment System that is fully responsive to the skill needs of its residents in full alignment with the skill needs of business.

Goals

Two overarching goals guide the work of the State and should guide the work of WIBs. They are:

Goal #1: To develop a world class workforce, it is essential that there is a well-developed network of education and workforce institutions that have a fundamental understanding of current and future skills businesses need and that the development of those skills are embedded into every facet of the design and delivery of education and training programs.

Goal #2:

To enhance the global competitiveness of New Jersey's businesses, it is essential that New Jersey has an effective and efficient Workforce Investment System throughout that helps residents acquire the skills necessary for success in the workplace. There must be strong leadership at the local level that engages business, economic development, education and state and local government in planning how to strengthen the workforce to meet the needs of the global economy that results in a well- developed comprehensive continuum of services.

One-Stop System

Every Workforce Investment Area must have at least one comprehensive One-Stop Career Center that is strategically located to ensure easy accessibility for customers. Significant emphasis is placed on co-locating all major One-Stop Partners so that a wide variety of services is readily available. Designed to serve both businesses and job seekers in a single location, the One-Stop Career Center provides the following services:

- Recruitment and job matching services for businesses;
- Self-directed and staff-assisted career planning and job search services;
- Career and job fairs;
- Literacy training and access to other community literacy resources;

- Job readiness training and support;
- Labor market information;
- Information on local job openings;
- Orientation for access to employment related benefits and services;
- Occupational skills training support; and
- Other resources designed to ensure that local businesses are able to find well-trained workers who are able to meet their needs.

One-Stop Partners deliver these services through a number of programs and funding sources. (A summary of these is in Attachment #1) The intent is to provide both a central location for customers to seek and receive a full array of services as well as a central hub to support coordination of all local workforce development resources and services. Services are often described on WIB websites. (State requirements for WIB websites are contained in Attachment #7)

Fundamental One-Stop System Characteristics

New Jersey has identified eight fundamental characteristics that all One-Stop Career Centers and Systems must possess:

- The workforce system will be accountable at all levels through the establishment of real performance measures that are meaningful to both job seekers and employers.
- One-Stop Career Centers will be fully accessible in support of universal access such that all individuals from the community who are seeking to find a new or better job can be served.
- Employers will be assisted in improving the quality of their workforce and in transforming their workplaces to maximize the skill and earning potential of their workers.
- The One-Stop System will be committed to a demand-side strategy that meets employers' workforce needs.
- The workforce system will be consumer and outcome based and market and performance driven.
- Attainment of fundamental literacy and basic skills will lie at the heart of the workforce system.
- Employers and workers will be involved in governance at all levels.
- The workforce system will provide access to lifelong learning.

Priorities for Workforce Investment Boards

New Jersey relies on WIBs to be active leaders in the implementation of sound workforce strategies in their area. WIBs are expected to build partnerships, educate the community on workforce issues, set standards for the quality of workforce services, and set the workforce investment agenda. Not surprisingly, the State has high expectations.

The following is a summary of priorities for WIBs.

The WIB is a Dynamic and Positive Community Presence

WIBs must think strategically and operate at the highest levels of leadership in their community. They must understand the workforce development needs of their community and passionately advocate for initiatives that address workforce issues.

To accomplish this, WIBs must be well-organized and forge strategic alliances that create a common vision and then diligently guide all partners on a path toward achieving the collective mission.

Workforce Development is a Key Economic Development Strategy

Workforce Development is Economic Development. To attract and retain the jobs and businesses that keep a community growing, WIBs must be responsive to the skill requirements of business and tightly link their workforce investment plans to economic development strategies. WIBs should forge strong partnerships directly with business and industry As well as with local and State economic development and with local elected officials to align workforce and economic development to the same goals.

Programs and Services are Holistic and Comprehensive

New Jersey is one of the few states to consolidate workforce investment programs and services into a single integrated system and is only one of three states to merge programs and services for welfare customers into One-Stop Career Centers.

WIBs should work to coordinate and maximize all available resources, reducing fragmentation and ensuring that services are not duplicated. They should make strategic decisions about how to best allocate and use resources in their communities.

Because many different organizations are involved in the delivery of services, WIBs also need to define common expectations, standards, policies and procedures for which all service providers

are held accountable.

***Jobseeker
Services are
Based on
Employer
Demand***

WIBs must develop a thorough understanding of both business skill needs and the skill levels of local workers. This information is key to the development and implementation of successful workforce policies and plans.

WIBs must actively engage business leaders on an ongoing basis to develop a thorough understanding of the economic landscape. Armed with the knowledge of what business needs, WIBs can develop the standards, policies, and practices that guide service providers and local educational institutions in the development of their education and training programs to ensure that they embrace the skill needs of business.

***Literacy
Services are
Essential
Workforce
Investment
Services***

New Jersey has one of the most progressive and comprehensive approaches to adult literacy in the nation. It has re-defined literacy to include employer identified technical and workplace behavior skills for entry-level workers.

Because workplace literacy is critical to the overall economic health of New Jersey, WIBs must create a full system of literacy within their communities. This requires WIBs to identify skill gaps and to develop a rational approach for using literacy resources based on areas of greatest need. There should be linkages between the various literacy programs in the community and the One-Stop Career Center.

***Workforce
Investment
System
Services are of
the Highest
Quality***

One-Stop Career Centers are to be the hub for the delivery of workforce investment services to both businesses and job seekers in the local workforce investment area.

To support the development of a quality system, WIBs must develop standards and policies that clearly communicate expectations for the One-Stop System. WIBs should provide common benchmarks against which services provided by multiple agencies can be measured. Boards must work with the One-Stop Operator to evaluate the quality of services ensuring that the WIB's strategic plan is being implemented, and performance measures and being achieved.

***Youth,
Particularly Out-
of-School,
Disadvantaged
Youth, Must Be
a Priority***

Ensuring that young people are adequately prepared for employment is a primary focus of the State's overall workforce development strategy. WIBs must work with local stakeholders—particularly the education community to develop a network of services that will address the specialized workforce needs of disadvantaged, out-of-school youth who face significant barriers to employment.

***The Specialized
Needs of
Traditionally
Marginalized
Workers Must
Be Addressed***

A major tenet of New Jersey workforce policy is that there is full utilization of all including, women, minorities and individuals with disabilities.

WIBs must ensure that the needs of all populations, particularly workers who have been traditionally marginalized, are represented in plans to deliver service. One-Stop services must be accessible and easily used by all populations, particularly those facing physical, learning, and language-based challenges.

SECTION 2 - HOW LOCAL SYSTEMS OPERATE

This Chapter describes what constitutes a local Workforce Investment Area; the role of the One-Stop System as the operational hub of the system and the leading players and organizations involved. It also identifies the points of accountability among the State, local elected officials (LEOs) and Workforce Investment Boards.

How Local Areas Are Established

Based on the recommendation of the State Board, the State Employment and Training Commission, the Governor designates local areas in accordance with federal law – the Workforce Investment Act. Designation can be “automatic” based on the size of the population in the area. All designations are considered temporary because areas must perform to continue to exist. Local areas are designated using the following criteria:

***Automatic
Temporary
Designation***

New Jersey must grant automatic temporary designation in response to a request by a local government unit that has a population of 500,000 or more residents.

***Temporary
Designation***

The State must grant a temporary designation in response to a request by a local government unit that provided workforce services prior to the enactment of WIA, has a population of 200,000 or more residents, and has consistently demonstrated satisfactory performance and fiscal integrity. These local areas must maintain satisfactory performance and fiscal integrity in order to maintain their designation.

The Local Workforce Investment System

***The Workforce
Investment
System***

The Workforce Investment System incorporates all workforce investment activities provided by any public, private or non-profit entity in the area. This system comprises all workforce investment services provided by all partners without regard to where the services are delivered.

***One-Stop
Career Centers***

Each workforce area must have a full-service, comprehensive One-Stop Career Center—a single location where both job seekers and businesses can access workforce investment services.

Employers list job openings through the One-Stop System. Each

Career Center provides assessment, job matching and referral of applicants based on those employers' listings.

New Jersey has established Business Resource Centers (BRCs) in each comprehensive One-Stop Career Center. BRCs address employer needs such as economic development, recruitment, and training, and help to navigate through government services.

Job seekers can access career and employment services through the One-Stop Career Resource Areas located within the One-Stop Career Center. These Resource Areas provide career and employment related tools and information to any individual who walks through the door. In addition, staff can assist customers in accessing more targeted career and employment planning, job search, and education and training services. Many of these targeted services are also provided on-site at the One-Stop Career Center.

Key Players in the Local One-Stop System

The law has identified several entities in the local Workforce Investment System. The following is a description of the key players, the role they play and how they are appointed.

Local Elected Official (LEO)

Federal law specifies that the Local Elected Official (LEO) for a given local area has overall fiscal responsibility and is accountable for the ongoing functioning of the workforce system in the workforce area. In addition, the LEO administers a significant portion of funding for county colleges, county vocational-technical schools and for welfare programs, all of whom participate in the local system. The LEO is responsible for appointing members to the Workforce Investment Board. In most areas, the Board of Chosen Freeholders is the LEO. In these instances, the Freeholder Director is considered the Chief Elected Official (CEO). In many cases, the CEO will designate a particular Freeholder to be the liaison to workforce programs. Two municipalities meet the population threshold to be a local area in New Jersey. In these cases the Mayor is the LEO.

In local areas with more than one county government, an agreement between the LEOs must be established to articulate how these local entities will work together to conduct their roles

with respect to the Workforce Investment System.

Grant Recipient By Federal law, the LEO, the County Board of Chosen Freeholders is the “Grant Recipient” of the WIA funds allocated to a local area. As such, the LEO is liable for any misuse of funds.

Workforce Investment Board (WIB) The WIB is responsible for identifying local workforce needs and working with key stakeholders to develop strategic direction and policies designed to prepare job seekers for local employment.

The WIB members are appointed by the LEO. WIB composition must be approved by the State Employment and Training Commission (SETC), which is the New Jersey State WIB.

WIB Staff WIB staff is employed to serve the Board. They assist the Board in carrying out its day-to-day tasks, as well as in supporting Committees.

WIB Executive Director The Executive Director oversees the implementation of all Strategic Plans, facilitates ingoing relationships with Partner agencies in the design of the One-Stop System, and conducts oversight activities at the direction of the WIB.

Fiscal Agent The Fiscal Agent is the agent of the LEO, the Grant Recipient. Fiscal Agent duties include receiving and disbursing funding in accordance with the direction of the local WIB. The Fiscal Agent ensures the integrity of the funds and that they are being used in accordance with the rules of the funding source. This includes tracking expenditures and providing regular fiscal reports to the WIB and the State.

One-Stop Partners The New Jersey State Plan and The Workforce Investment Act mandate the involvement of Partners in the One-Stop Career Centers. The responsibilities of these Partners are spelled out in formal agreements between the WIB and the Partners called Memorandums of Understanding (MOUs). Other community organizations may also provide services through the One-Stop Career Centers depending on the needs of the local area. These partnerships may be more informal or may be spelled out in MOUs.

Who's Accountable to Whom?

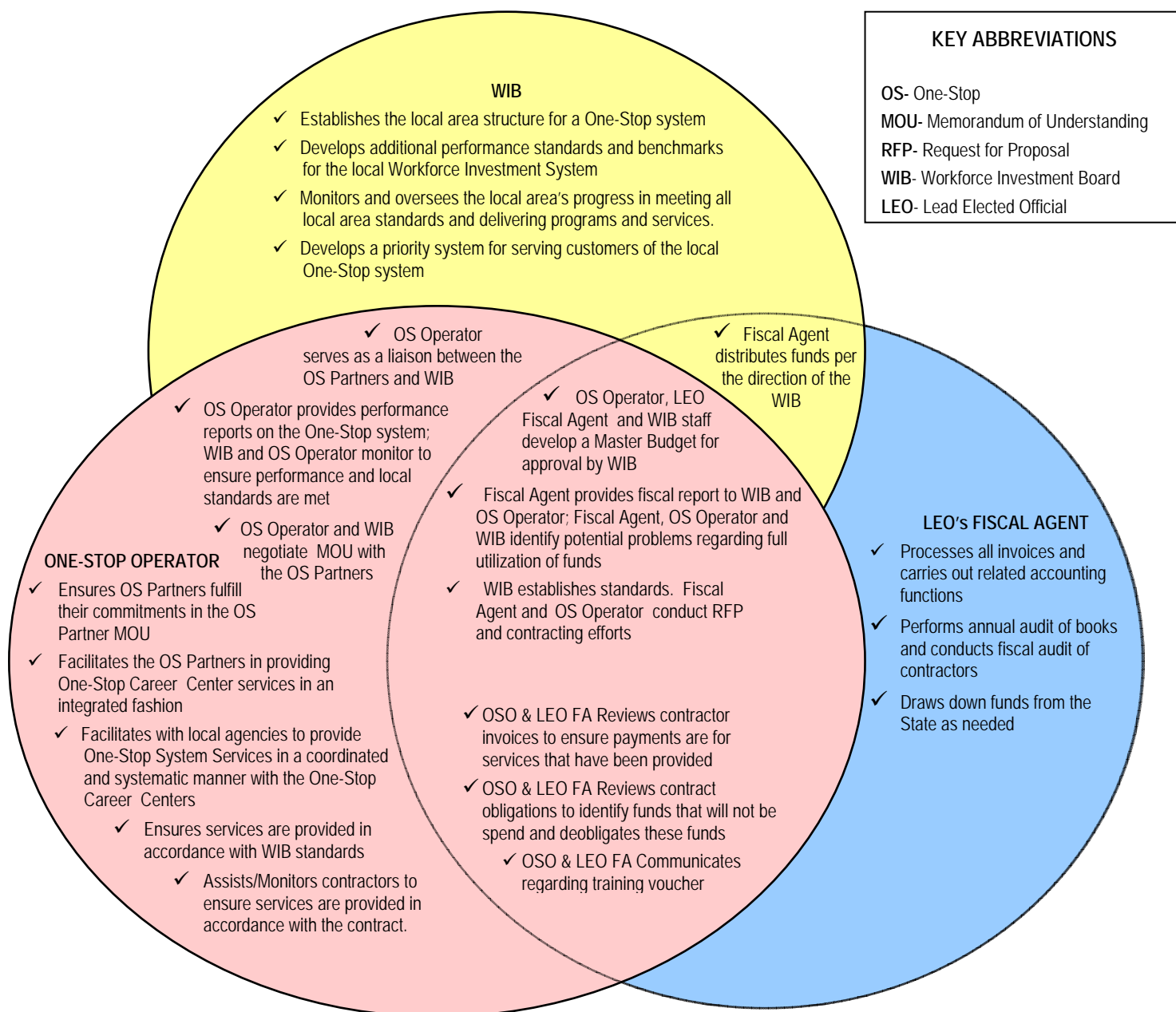
With so many stakeholders involved in working toward the development of an effective local and State workforce system, it is easy to lose sight of who is ultimately accountable to whom. In summary, the lines of accountability are as follows:

- The Local Elected Official is accountable for the local Workforce Investment System and for the fiscal integrity of the funds distributed to the area.
- The WIB is accountable for the effectiveness of the local system.
- The One-Stop Operator is accountable to the WIB and Local Elected Official and State and federal funding sources for the performance of the local One-Stop System.
- The One-Stop Partners are accountable to the One-Stop Operator and the WIB as well as to their respective State or County Departments.
- Site Managers at satellite One-Stop Career Center offices are accountable to the One-Stop Operator.
- WIB staff is solely accountable to the WIB.
- The WIB prepares the annual budget.
 - The LEO signs off on the budget.
 - The State gives final approval.
 - The LEO's Fiscal Agent must distribute funds as directed by the approved budget, and as such is accountable to the WIB.

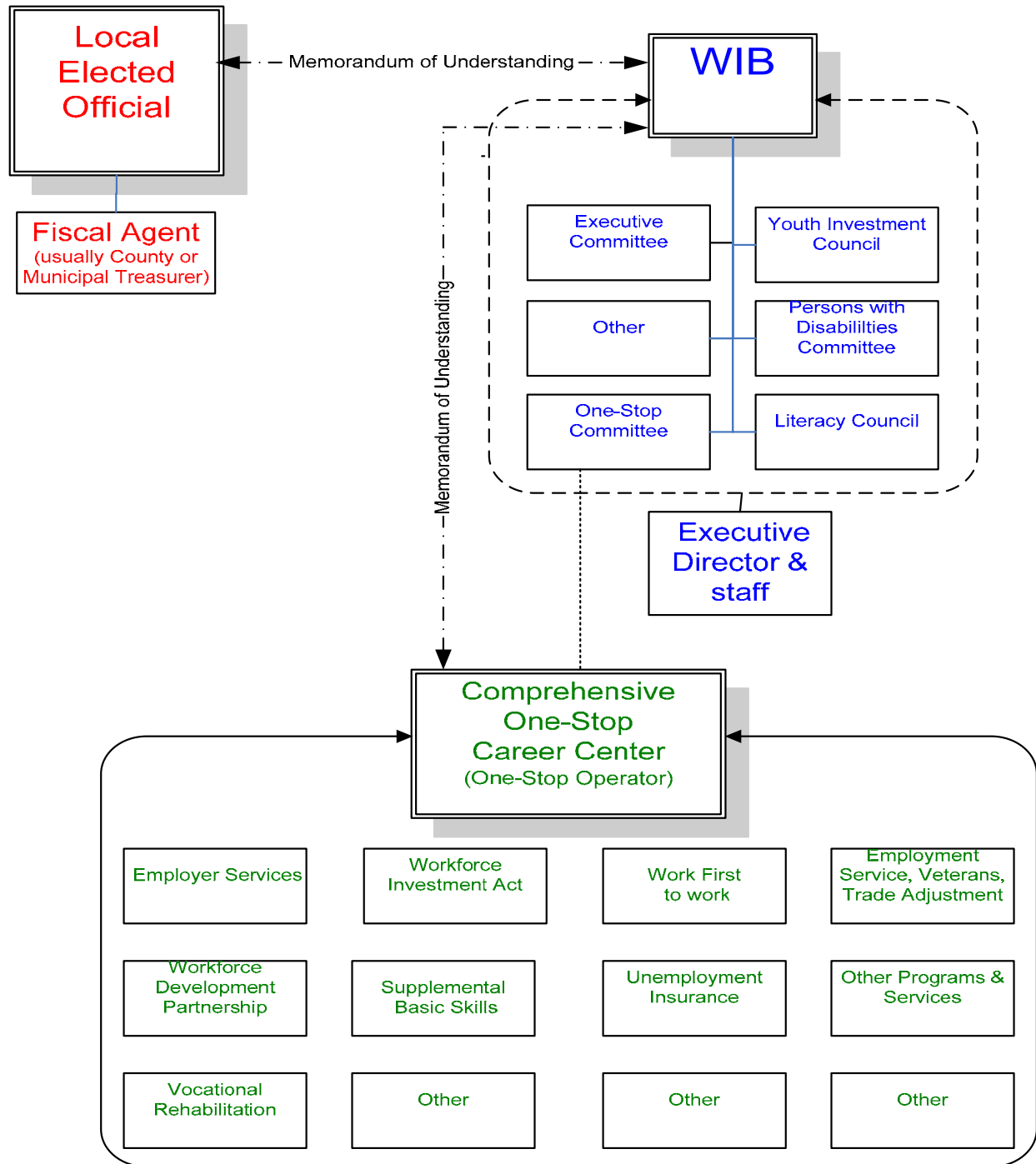
The following chart is designed to depict the lines of authority that exist within this State and local partnership.

Creating Strong Partnerships

Providing the leadership and administrative support for the Workforce Investment Board and the One-Stop System requires a partnership among WIB staff, the One-Stop Operator, and the LEO's Fiscal Agent. Each plays a major—and interdependent—role in the functioning of the overall system. A strong and cooperative relationship among all of these players is required. Below is a chart demonstrating how the key local players must work together.



Workforce Investment Area



Tips for Creating Strong Local Partnerships

The WIB can request several processes or documents to ensure that mechanisms are in place to assist local players to work together more effectively. The following are some items a WIB can consider:

- Policies and protocols for common functions, such as budget development and issuing requests for proposal (RFPs), could be requested by the WIB from the WIB staff, the Grant Recipient's Fiscal Agent and the One-Stop Operator.
- Standardized reporting forms and formats can be developed to ensure the right information is being provided to the WIB in order to carry out their oversight function
- Regular meetings between the Grant Recipient's Fiscal Agent, One-Stop Operator and WIB staff to ensure there is strong communication between the entities.
- One-Stop Operator Management Plans can be requested by the WIB, which outline how the One-Stop Operator will carry out the critical and day-to-day administrative tasks of running the One-Stop System.

SECTION 3 - HOW WIBS OPERATE

This Chapter describes the structure of Workforce Investment Boards (WIBs), beginning with an overview of how WIBs were first developed and are organized in New Jersey. It describes the required composition of Boards, the appointment process, and the required and optional Committee structures. Also covered are the required and optional agreements related to how the Board conducts its business.

New Jersey's Framework for WIBs

New Jersey's Workforce Investment Boards were initially established in 1995 through Executive Order #36, well before they became mandatory under the Federal Workforce Investment Act (WIA) of 1998. WIBs were established to take a leadership role on workforce issues in their communities by guiding their workforce programs and services into a streamlined Workforce Investment System capable of responding to the changing workforce needs of business and the skill development needs of workers.

There are 17 Workforce Investment Boards covering New Jersey's 21 counties. WIBs have a diverse membership of private, public, and community-based representatives. Some of the WIBs in New Jersey are 501c(3) not-for-profit organizations; however, the majority operate as Advisory Boards. All WIBs have the authority to secure their own staff, whether as employees of a 501c(3), a County or on behalf of the Board through a related organization such as a Community College.

The WIB's Role

A WIB should strive to be an organization that promotes full participation of its members and provides a clear and effective process for the Board to carry out its roles. While much of the WIB's structure and governance process is established when the Board is initially created, it is imperative that Boards periodically reevaluate their way of doing business to ensure that they are operating at maximum effectiveness.

Establishing and Maintaining a WIB

One of the most fundamental tasks of a WIB is to ensure that it has a fully appointed membership. This includes meeting Federal and State requirements and appointing the type of individuals who can offer valuable insight and active support. In order to achieve this, WIBs must work with Local Elected Officials (LEOs) to identify and appoint Board members who meet State and federal requirements and fill vacancies in a timely manner.

Who Must Serve On a WIB?

The *Strategic Five-Year Unified State Plan for New Jersey's Workforce Investment System* prescribes who must serve on each local WIB. The goal is to appoint a diverse Board that adequately represents the interests of both business and workers, infuses decision-making and strategy development with private sector practices, and ensures that all stakeholders play a part in the formation and implementation of local workforce development strategies. The State certifies WIBs in order to confirm that they are reflective of the criteria established.

The following are the established criteria for the composition of a local Board. WIBs may assign dual roles to members who may fit into more than one of the required categories. Additionally, in areas that include more than one County, entities may rotate membership among specific institutions and programs. In New Jersey, WIBs range in size from 30-60 members.

Local Businesses

WIB membership must have a majority of business representatives. In other words, 51% of the Board must be made up of private sector members who:

- Are business owners, chief executives or operating officers of businesses, and other business executives or employers with optimum policymaking or hiring authority.
- Represent businesses with employment opportunities that reflect the employment opportunities of the local area.

Private sector representatives must be selected from among individuals nominated by general purpose business organizations after consulting with and receiving recommendations from other business organizations in the area.

The individuals nominated must reasonably represent the industrial and demographic composition of the business community which includes women and minorities as well as representatives of the various types of businesses operating in the area.

To avoid any conflicts of interest, representatives from proprietary schools may not be considered a business sector member.

Board members must represent the industrial and demographic composition of the business community and at least one-half of the business members must be representatives from small businesses (500 employees or less).

***Community-Based
Organizations and
Labor
Organizations***

A minimum of two (2) labor organizations and two (2) community-based organizations (CBOs) must be appointed. Additionally, they must comprise at least 15% of the WIB membership, divided equally between the two categories. Community-based organizations include faith-based entities and should be reflective of the needs of the local population. Community Action Agencies serving the local area are required to be represented on the Board.

Representatives of labor organizations should be active in apprenticeship programs such as the Apprenticeship Advisory Committee or serve in an advisory capacity for a college or school board.

As with all WIB members, these representatives must be individuals with optimum policy making authority within their own organizations.

***Educational
Entities***

Representatives with optimum policy making authority within the following entities must be appointed to the Board:

- County Superintendent of Vocational and Technical Schools.
- County Superintendent of Schools.
- Community or County College President.
- Abbott School Superintendent or where there is no Abbott District, Superintendent from K-12 system.
- Adult Education or Literacy from either a local education agency or other major publicly funded program. In local areas that are limited to a single city, all of the above County organizations must be appointed to the Board.

***Economic
Development
Agencies***

At least two (2) economic development agencies must be represented on the WIB. More specifically, a representative from a County Economic Development Agency or appropriate municipal authorities.

One-Stop Partner Agencies

Since several of these organizations come under the jurisdiction of a single agency, individuals appointed to the Board may cover one or more of the required categories.

The One-Stop Partners include local representatives from:

- New Jersey Department of Labor and Workforce Development (LWD) programs including Wagner-Peyser, Veterans Services, Unemployment Insurance and Vocational Rehabilitation.
- WIA Program Administrator.
- Local WIA Title II Adult Education.
- Local or State Older American's Act programs.
- Housing and Urban Development.
- Local Community Services Block Grant recipient.
- Local Carl Perkins Vocational Training services provider.
- County Board of Social Services.
- Community or County College.
- One-Stop Operator.
- Human Services Advisory Council.
Director/Coordinator/Chair

Other Individuals

Local Elected Officials may appoint other individuals they deem important. Local Elected Officials may want to consider appointing leaders from business and industry associations, additional economic development agencies such as tourism councils, faith-based organizations, agencies concerned with housing, transportation, child care and other related issues, as well as (when appropriate) representatives from enterprise zones. Local elected officials can also appoint themselves as members if they wish to be more involved.

WIB Appointment Process

The process is a joint effort of Local Elected Officials, the business community, the local community, and labor federations.

- Business representatives are appointed from among individuals nominated by State and local business organizations and business trade associations.
- Educational representatives are selected from individuals nominated by regional or local educational agencies, institutions or organizations representing local educational entities.
- Labor organization representatives are selected among individuals nominated by local labor federations.

- Community leaders submit nominations to the Local Elected Officials.
- The County Board of Chosen Freeholders, as the Local Elected Official, is responsible for appointing members to the Board based on nominations submitted.
- At the time of appointment, the term of the member is established. WIB Member terms must be fixed and staggered. “Fixed” means that they must be from one point in time to another. Usually one, two or three years. “Staggered” means that turnover must be less than half in any given year.
- Board members serve until their successors are appointed and their terms start, however, it is expected that new appointments will be made as soon as possible after a vacancy occurs.
- WIBs must notify the SETC when appointments to the Board are made.

(A WIB Membership Nomination and Appointment Procedure for use during this process is Attachment # 5)

Filling Vacancies

WIB members are expected to be active, attend regular meetings, participate on Committees, and take their responsibilities as Board members seriously. WIB By-laws often have provisions for removal of members due to limited attendance, moving their business or residence out of the particular Workforce Investment Area, or changing employment that affects the required sector they represent on the Board. Local elected officials are expected to fill all vacancies within 60 days from the time a vacancy occurs. The SETC requires WIBs to notify them immediately about any change in membership. *(Procedures for notifying the SETC are in Attachment #5)*

WIB Officers

Each WIB must have a Chairperson. In accordance with standard Board practices, each WIB should also have a Vice-Chair, Secretary and Treasurer. Each office has a specific purpose; however, offices can often be combined. For instance, the Secretary and Treasurer can be the same person. Regardless of the structure chosen by the WIB, it is critical that the authority and duties for each of these officers are clearly identified in the By-laws and other governing documents.

Chair

WIBs must be headed by a private-sector Chair.
The Chair should serve as:

- Leader and facilitator of the Executive Committee and the full Board. The Chair keeps meetings on track and focuses the members on achieving results.
- Public spokesperson for workforce development in the region.

- Key link between the WIB and the Local Elected Officials, providing information on workforce policy and the strategic direction of the WIB.

The Chair should provide both support and governance, working closely with the Executive Director of the WIB (a staff position) to provide guidance and counsel on strategic workforce issues. The Chair should hold the Executive Director accountable for meeting the WIB's goals and serving its public purpose.

Vice-Chair

The Vice-Chair is usually the person who fulfills the role of the Chair if he or she is not available. Typically, the Vice-Chair takes over the Chair's role if that person leaves. Accordingly, the Vice-Chair should be a private sector representative.

Secretary

The Secretary is typically responsible for ensuring written meeting minutes and records of votes, as well as other official records related to the WIB's business, are accurately maintained and accessible.

Treasurer

An office of Treasurer usually exists when the WIB is its own non-profit entity or has direct access to funding to carry out WIB work (as opposed to working through the Fiscal Agent). In these situations, the Treasurer is typically responsible for monitoring bank accounts to ensure there are no questionable deposits or withdrawals. This function is often combined with a Committee that monitors the overall fiscal health of the organization.

WIB Staff

A WIB has the authority to select staff to assist in carrying out its work. However, this is most often done in consultation with the Chief Elected Official. The WIB also has the authority to set its budget that includes the costs associated with staffing the WIB. Staff plays a critical role in ensuring the Board has the support necessary to effectively convene stakeholders, communicate policy, and oversee local workforce development services.

Executive Director

A WIB Executive Director must possess the vision, knowledge, and expertise in workforce development to guide the Board in its policy-making efforts. This requires significant

leadership skills to facilitate the development of programs and services among a wide range of State and local government agencies and organizations in a manner that is responsive to local labor market needs. The Executive Director must also be thoroughly knowledgeable about the management and administration of Federal and State funded workforce development programs and services and support the WIB in carrying out its oversight responsibilities.

Examples of work include:

- Board development.
- Outreach and consensus building.
- Strategic planning.
- Program design and development.
- Performance management and continuous quality improvement strategies.
- Fiscal procurement and data management.
- Design and development of interagency best practices in the delivery of One-Stop Career Center systems.

Board Member and Staff Responsibilities

The following are the respective responsibilities of WIB members and staff:

Member	Staff
Bring expertise to the table; set strategic focus; raise and discuss system issues; ask difficult questions; determine course of action based on options; provide feedback on work products.	Carry out the Board's decisions and conduct outreach to the business to stay abreast of the local economy and develop demand side programs; ensure the implementation of all Strategic Plans; analyze, summarize, develop options and processes; facilitate ongoing relationships with Partner agencies in the design of the One-Stop System; conduct oversight activities at the direction of the Board; know what is important and be able to focus on priorities; regularly inform the Board of its work.

WIB Structure

In order to work effectively, Workforce Investment Boards must create a structure that ensures that the work of the Board can be carried out. This includes creating lines of authority and forums for members to become active. More specifically, WIBs must:

- Establish itself as a formal entity.
- Establish a Committee structure and the scope of power and work.
- Determine the Officers to be selected and their responsibilities.

- Employ and empower staff to support the WIB and its Committees.
- Hold regular, but not less than quarterly, full Board meetings and Committee meetings.

Develop policies that outline processes and methods by which the Board will carry out its routine functions.

The WIB Entity

Workforce Investment Boards can be their own non-profit, a unit of local government or nested in a larger organization such as a college or community-based organization. It is essential that WIBs adopt by-laws and operating policies that clearly articulate how the Board will go about its work. WIBs are not to operate programs without prior approval or an exception by both the Local Elected Official and the State.

WIB Committees

The Board will likely carry out the majority of its work through its Committees. The State encourages Boards to seek additional community leaders and program experts to serve on Committees.

The State has established three mandatory Councils and one mandatory Committee in addition to the typical Executive Committee established by most private or public boards. In addition, WIBs may want to set up other Committees that focus on key issues in their communities and accomplish the key objectives of the Board.

Regardless of the Committee structure established, each WIB must assign one or more of the following tasks to a Committee to ensure they are being addressed:

- Leadership, planning, and continuity of efforts toward achieving full implementation of the WIB Plan.
- Coordination with economic development.
- Collection and sharing of labor market information.
- Assessment of local programs to ensure they are in line with labor market needs.
- Marketing and communications with respect to the WIB's mission and goals.
- Analysis of all local and public resources that support the Workforce Investment System.

Executive Committee

Although not required, most WIBs have an Executive Committee, which consists of the WIB Chair and each of the Committee Chairs. It may include others including "at-large" members from particular stakeholder groups depending on the needs and make-up of the community.

An Executive Committee works closely with the WIB Executive Director, making decisions between full Board meetings, helping

to frame issues, and proposing an overall direction and approach for the work of the WIB.

If stated in the By-laws, the Executive Committee can act on behalf of the full Board during the interim between Board meetings provided that all actions of the Executive Committee are subsequently presented to the full Board for ratification.

Examples of work carried out by the Executive Committee can include:

- Discussing and developing strategies for cultivating a strong relationship with the Local Elected Officials.
- Identifying and cultivating relationships with key leaders in the community.
- Reviewing periodic reports.
- Developing an annual budget for approval by the Chief Elected Official with ratification by the Board and monitoring fiscal expenditures against the adopted annual budget.
- Reviewing and negotiating with the State on annual performance measures; reviewing performance reports on a frequent basis.
- Attending local and State meetings that support the work of the Board and enhance the leadership of the WIB.

***Youth
Investment
Council (YIC)***

A Youth Investment Council is required by the State plan. WIBs appoint the council with ratification by the LEO.

In brief, the role of the Youth Investment Council is to establish and implement a strategic plan for developing a system of youth services capable of preparing youth for further education and future employment.

***Literacy
Committee***

Each WIB is expected to have a Literacy Committee. Its primary mission is to provide active leadership engaging community stakeholders around local needs and priorities for literacy services. The Literacy Committee provides strategic direction and works in collaboration with other programs and initiatives in the local community to develop a comprehensive system of supports for developing the basic literacy skills of local residents. *(Additional information about the Literacy Committee can be found in Chapter 8.)*

***One-Stop
Committee***

Each WIB must establish a One-Stop Committee. This Committee is charged with oversight of the One-Stop System including monitoring performance and program enrollments, ensuring WIB Plans are being carried out as they relate to One-Stop System

**Disabilities
Committee**

services, and mediating disagreements among the Partners. Because of its oversight role, this Committee must be comprised of Board members who do not represent providers of One-Stop services such as private sector and labor organization members. *One-Stop Partners cannot serve on this Committee.*

A Disabilities Committee is a necessary part of each WIB. Disabilities Councils are charged with ensuring that all services, including those at the comprehensive One-Stop Career Center, and external training sites, are accessible to persons with disabilities and that outreach efforts effectively reach this population.

**Other
Committees**

The WIB can establish other committees. They can be deemed “standing Committees” and be incorporated into the By-laws, or the Board may want to establish task forces with special assignments and then terminate that task force once work on the assignment is accomplished. Committees or task forces could include the following:

- Business Services and Economic Development - plans and oversees marketing and outreach services to business as well as evaluating how effectively business is being served as a customer of the One-Stop System.
- Community and Faith-Based Committee - coalesces all of the community-based (CBOs) and faith-based organizations (FBOs) in the local area. This committee develops strategies and processes for engaging the organizations and their constituencies in providing services under the WIB’s aegis.
- Planning Committee - leads the development of Strategic Five-year Workforce Investment Plan through activities, such as conducting public forums, focus groups and issue-oriented task forces in order to identify the key issues to be addressed in the plan.
- Marketing Committee - designs the WIB’s outreach, marketing and public media strategies.
- Nominations Committee - develops recommendations for Board officers as well as coordinating submission of WIB member nominations to the Board of Chosen Freeholders.
- By-laws Committee - meets on a periodic basis to review Board compliance to the By-laws and make recommendations for any necessary changes.

In determining what Committee structure the WIB should establish, the Board should consider:

- Maintaining a manageable number of Committees given available staff support and members to serve. State-mandated Committees should be given priority.
- Assessing Board membership to determine which Committee is most suitable to members' interests and background.
- Ensuring that every Committee has a substantial number of business representatives serving so that the business or employer perspective is considered when carrying out the Committee's work.
- Eliminating potential conflicts of interest.
- Recruiting non-Board members who bring a special expertise or interest and are willing to serve on Committees.
- Developing a mission statement for each Committee.
- Establishing priorities for the Committee's work and developing an action plan to carry out that work.
- Ensuring that all WIB roles and responsibilities are assigned to a committee.

Actively Engaging Board Members

A Workforce Investment Board is only strong if it has an active membership. Therefore, it is critical that Board members are provided with opportunities to become fully engaged in meaningful work. In order to achieve this, WIBs must:

- Prepare Board members to carry out their role.
- Ensure that Board members are fully knowledgeable about the workforce issues in their community and the work of the Board to address those issues.
- Create mechanisms and policies that encourage Board members to fully participate in the work of the Board.
- Hold regular meetings of the full Board and its Committees.
- Maintain ongoing communication with Board members about issues they care about and opportunities to get involved.

Expectations of Board Members

Board members must be fully aware of what they are committing to when they agree to serve on a Workforce Investment Board. WIBs and Local Elected Officials should work together to ensure that their expectations of Board members are clear. Following are minimal expectations of Board members:

Focus on the “system” but never loose sight of what is in the best interest of the customer

Board members must see their role as strategic and not one of micro-management. Therefore, it is important that Board members recognize that they must support the WIB's mission and goals as established in the WIB's Strategic Plan. This is especially true given the inherent conflicts of interest that exist for many members, particularly those members whose programs are funded by programs under the WIB's province.

Accordingly, Board members must consistently act in the best interest of the WIB and its customers. WIB by-laws and code of conduct should reflect this responsibility.

Attend full Board meetings

Board members are expected to attend all full Board meetings. WIBs should consider establishing an attendance policy in their By-laws that limits the number of absences allowed of a WIB member. If the policy is not adhered to, then steps should be taken to replace that member with an individual who indicates a greater desire to participate.

Actively serve on at least one Committee

The Committees of the Board are where the majority of the work really is done. A Board member cannot truly be an active and contributing member without participating on at least one Committee.

Board members should be encouraged to participate on Committees that interest them or on Committees that address issues where the Board member's particular expertise can be a true asset.

Preparing Board Members to Carry Out Their Role

Individuals who join a Board with no previous experience in workforce development can be easily overwhelmed by the complexity of the system. Therefore, it is essential to prepare new members so that they feel that they can be active and contributing members. Long-time members may need a refresher as well.

WIB Orientations

WIBs are encouraged to provide new members with an Orientation to familiarize each new Board member with the work and responsibilities of the Board. Typically, an Orientation would address:

- The role and expectations of a Board member
- Structure of the WIB including Committees
- By-laws, conflict of interest, Code of Conduct and other Board policies
- Current and ongoing projects and activities

This WIB Handbook can provide a useful framework for developing a New Member Orientation. Local areas may wish to supplement the information in this Handbook with additional information that is specific to the local area.

It may be beneficial for WIBs to provide all members with “refresher training” on portions of the Handbook on a periodic basis or when there are substantive changes.

WIB Meetings

Meetings of the full WIB membership are an essential activity for ensuring that Board members gain the knowledge needed to understand the full breadth of the work of the Board and its Committees. In addition, these meetings provide opportunities to engage the full membership in critical discussions and decisions. Therefore, full Board meetings must be conducted regularly. The following are the expectations regarding full Board meetings:

Quarterly Board Meetings

Board meetings must be scheduled at least quarterly, with some latitude given if the WIB has delegated significant work to the Committees and those Committees are meeting on a regular basis. By-laws and a Code of Conduct should reflect the WIBs policies regarding participation and attendance at these quarterly meetings.

Sunshine Law

All WIB meetings must meet the requirements of the Sunshine Law which requires that Boards make available to the public, on a regular basis through open meetings, information regarding the activities of the Board. This includes information regarding the Local Plan, membership, the designation and certification of One-Stop Operators and the award of grants or contracts to eligible providers of youth or other program activities. Minutes of formal meetings of the WIB must be furnished upon request.

Constructing meaningful agendas for a full Board meeting can be a challenge. The following are some suggestions for constructing Board Meeting agenda:

Focus on Strategic Decisions

WIBs come together to make decisions. Therefore, meetings should be carefully crafted to engage members in a process of evaluating information and making strategic decisions. They should not devolve into a series of Committee reports that merely require members to listen passively.

In making strategic decisions, Boards should focus on outcomes, particularly outcomes that go beyond legislative requirements. The Board should move the workforce system

from mere compliance into high performance. It can do so by setting standards of service, developing key outcome measures and by measuring the progress of the system in achieving those outcomes and standards.

***Empower the WIB to
Make Meaningful
Decisions***

While a Board torn by dissent is obviously undesirable, it is important to remember that healthy WIBs do not merely endorse the recommendations of Board staff or of Committees. Boards should encourage healthy debate and discussion of key issues, allowing for a diversity of opinions and careful consideration of all viewpoints as it makes decisions and crafts strategic plans and goals.

To support this healthy discussion, WIB members should be provided the information they need to make the decisions at hand. This may require the preparation of information or issue summaries and other background information, which is distributed to the Board members prior to meeting. Staff should make particular efforts to ensure that the Board is provided with meaningful information on program performance. This information should be in an easily understood format that provides the context and data needed to make informed decisions.

***Minimize Routine
and Overly-
operational
Decisions***

WIBs should avoid becoming overly involved in operational issues. While they may need some awareness of the day-to-day running of the One-Stop Career Centers and operations of the WIB in order to develop strategic responses and to monitor progress, it is the responsibility of the One-Stop Operator and WIB Executive Director to manage the operational side of the house.

Some Boards use “consent agendas” – a section of the agenda set aside for technical actions the Board needs to take, usually related to compliance and contractual issues. Most Boards will spell out the limits on the types of issues that can be placed on the consent agenda. They also usually require some WIB Committee action prior to the full Board meeting.

The items included in the consent agenda are not discussed unless a Board member requests that the item be removed

from the list so that it can be discussed by the Board at a later meeting. The items on the list (as modified if items are removed) are then approved by the Board in a single vote.

***Streamline
Committee Reports***

While it is important that the Board be apprised of the ongoing work of the Committees, this can be streamlined by including written updates and limiting presentations to big achievements or decisions that must be considered.

***Create a Physical
Environment
Conducive to
Discussion***

The meeting room itself should be comfortable and provide enough space for the number of members expected. You may wish to hang posters or other information on the walls related to the mission, values, vision, and primary goals of the WIB to keep the focus on the WIB's strategic responsibilities. Seating arrangements should encourage discussion and participation so conference tables or a U-shaped meeting arrangement is the most appropriate setup to use.

Executing Critical Governance Documents

Workforce Investment Boards are required to execute several guiding documents concerning the structure of the workforce investment system. These include a Memorandums of Understanding (MOUs) with the Local Elected Officials (LEOs) and MOU with the One-Stop Operator and the Partners, as well as By-laws and operating policies that clearly articulate how the Board will go about its work. Also included are policies on how Committees are established, how Officers are elected, a conflict of interest policy, and others. The following are required documents except where noted.

***MOU between
Local Elected
Officials and the
WIB***

A Memorandum of Understanding must be executed between the Board and the Local Elected Officials. It should identify the functions to be performed by the WIB and the functions to be performed by the LEO. These MOU's must incorporate the following elements:

- Recognition of the LEOs' responsibility to appoint members and the process to be used.
- Identification of who will serve as the Fiscal Agent and its roles and responsibilities. When the Fiscal Agent and the Grant Recipient are not the same entity, the WIB can request that the Fiscal Agent also sign this agreement and that the agreement articulates clearly how budgeting, contracting,

and fiscal management processes, including oversight and reporting will be carried out. This will solidify the partnership between the WIB, Fiscal Agent, and LEO.

- What reports or communications the LEOs require on a regular basis in order to partner with the WIB in its oversight of the system.
- Recognition of the WIB's authority with respect to the budget and how funds will be used.
- The processes through which the WIB will consult with the LEO to secure ratification on the following:
 - Budget approval
 - Appointment of the One-Stop Operator
 - Identification of One-Stop Career Center locations
 - Approval of plans and memoranda of understanding
 - Negotiation of local performance standards
 - Appointment to the WIB and the WIB's Youth Investment Council
- Identification of who will employ WIB staff and their rights, benefits and privileges.
- A stipulation that all funds specifically designated for the specific use of the WIB, including transition funds, be provided to the WIB consistent with the budget developed by the WIB.
- Identification of the portion of Workforce Investment Act funds to be provided to the LEO to fulfill responsibilities as the grant recipient and the portion of the funds provided to the WIB to fulfill its responsibilities as the entity responsible for providing planning, oversight and policy guidance to the One-Stop Workforce Investment system.
- Statement that no part of the agreement should be construed to limit or otherwise infringe upon the WIB or the LEO's ability to exercise options available under the WIA or the regulations.
- Acknowledgement that WIBs may be required to participate in regional arrangements for labor market information, planning and delivery of services.
- Specification of an effective date and a termination date or a stipulation that the agreement will continue until mutually modified or terminated.

- The agreement must be signed by the LEO and the WIB Chairperson. If the area includes more than one unit of local government, the units must execute a prior agreement to decide who will sign this agreement in accordance with WIA section 117(c)(1)(B). (See MOU between LEOs below)
- Copies of the agreement and any amendments to it must be sent to the SETC.

MOU between the Local Elected Officials in a Multi-County Area

A Memorandum of Understanding between the Local Elected Officials of a multi county area must be executed. These MOUs must address the following elements:

- How joint decisions necessary for the preparation of the MOU between Local Elected Officials and the WIB
- How the Board membership will be appointed between the counties.
- How joint decisions necessary for the preparation of the MOU between Local Elected Officials and the WIB will be made.
- What the joint expectations of the WIB will be.
- Who will serve as the grant recipient and their roles and responsibilities.
- Who will serve as the Fiscal Agent and its roles and responsibilities.
- What reports or communications will each LEOs require on a regular basis.
- How disagreements between the LEOs will be resolved.
- Copies of the agreement and any amendments to it must be sent to the SETC.

MOU between the WIB And One-Stop Partners

The MOU should be written clearly with definitions of terms to avoid misunderstandings. It must be understood that it has the effect of a contract with operational, legal, and fiscal ramifications. Delivery of One-Stop services will be the focus of the MOU. The MOU should be the blueprint that establishes a viable framework from which the One-Stop partners provide services for job seekers and employers. It should also include minimum services for every client to be provided by all partners.

Customer satisfaction should be included as part of the overall performance management. Quality customer service is essential at a One-Stop facility. Local efforts to provide cross training in customer service should also be described in the MOU.

By-laws

Every WIB must have By-laws that outline the structure of the WIB and how it will carry out its fundamental tasks. The by-laws must address the following:

- The organization's authority and responsibilities.
- Membership - including authority, composition, selection, qualifications and fixed and staggered terms of office, resignations, and vacancies.
- Officers - including elections and term of office, resignations, removal, vacancies and general powers.
- Meetings - including organization, place, regular and special meetings, quorum requirements, voting, and actions without a meeting.
- Notice and the requirements for how communications will be managed and exceptions.
- Designation of committees - including membership, voting quorum, authority, and procedures for selecting committee chairs.
- Limitations of personal liability and indemnification of trustees and officers and insurance.
- Conflict of interest policy.

Boards that are a legal entity (a corporation) may need to incorporate additional elements in order to satisfy New Jersey law regarding the incorporation of organizations.

The SETC may request that these Bylaws and any amendments to them be submitted for their review from time to time.

Conflict of Interest Policy

By their very nature, WIB membership includes many individuals who represent agencies that either seek funding or provide services over which the WIB has some degree of oversight. Therefore, it is critical that every Board establish a conflict of Interest Policy.

The State of New Jersey defines Conflict of Interest as:

- No member of any Council authorized under WIA shall cast a vote on the provision of services by that member, or any organization, which that member directly represents, or vote on any matter, which would provide direct financial benefit to that member or the immediate family of such member.
- Each grant recipient and WIB will maintain a written code of standards of conduct governing the performance of persons engaged in the award and administration of contracts and grants. To the extent permitted by State or local law or regulation, such standards of conduct will provide for penalties, sanctions, or other disciplinary actions for violations of such standards by the awarding agency's officers, employees, or agents, or by awardees or their agents.
- Each grant recipient and WIB will ensure that no individual in a decision-making capacity will engage in any activity, including participation in the selection, award, or administration of a grant or contract supported by WIA funds if a conflict of interest, real or apparent, would be involved.
- A conflict of interest would arise whenever a firm or organization is selected for an award and there is a financial or other interest in that firm or organization by: the individual, any member of the individual's immediate family, the individual's partner, or an organization which employs, or is about to employ, any of the above.
- The officers, employees, or agents of the agency and WIB members making the award will neither solicit nor accept gratuities, favors, or anything of monetary value from awardees, potential awardees, or parties to agreements.
- The term "immediate family," for conflict of interest, means an employee's spouse, child, legal ward, grandchild, foster child, father, mother, legal guardian, grandfather, grandmother, brother, sister, father-in-law, mother-in-law, and other relatives residing in the employee's household.

Each WIBs policy must comport with the State's policy and should include the following:

- Duty to Disclose.

- Standards for Determining Whether a Conflict of Interest Exists.
- Procedures for Addressing the Conflict of Interest.
- Violations of the Conflict of Interest Policy.
- Records of Proceedings.

The SETC may request that this policy and any amendments to it be submitted for their review from time to time.

Procurement and Contract Policy

WIBs are encouraged to develop a policy for selecting providers of services. This policy must be consistent with Federal and State procurement laws and ensure that contracts are awarded to programs that reflect the criteria and standards established by the WIB. More specifically, this policy should include:

- A process that addresses how to avoid any actual or perceived conflict of interest.
- Processes for how the standards for services consistent with the WIB's plan will be established and accurately incorporated into the RFPs, contracts and other guiding and accountability documents.
- A clear articulation of the role of the Grant Recipient (the LEO), the Grant Recipient's Fiscal Agent, the One-Stop Operator, WIB Committees, One-Stop Committee, WIB Staff and the full Board.

This policy must also be made in consultation with the Grant Recipient (the LEO), and the Grant Recipient's Fiscal Agent

(Additional information about procurement processes can be found in Appendix #6)

Code of Conduct

WIBs are encouraged to establish a Code of Conduct. This Code of Conduct outlines the manner in which Board members are expected to carry out their job as a Board member. A Code of Conduct can include the following elements:

- Acting in the best interests of the WIB
- Restrictions and sanctions on gratuities
- Conflict of Interest policy and procedures
- Confidentiality

- Content and process for securing annual statements from WIB members

***Additional WIB
Operating
Policies***

WIBs may want to consider establishing additional operating policies that outline in greater detail how the Board will carry out its work under the By-laws. These policies may include:

- Responsibilities of Board members
- The scope of authority and tasks of the Chair, Executive Committee, and Executive Director
- The scope of authority and tasks of the various Committees
- Procedures for review and endorsement of external programs requiring WIB approval
- How budgets will be developed and approved
- How fiscal oversight will be carried out
- Policies affecting how information is given to the news media and outside entities

Developing Annual Budgets

Workforce Investment Boards have the responsibility of ensuring that funds are spent in support of the local workforce investment plan. In addition, WIBs are expected to leverage the resources of other One-Stop Partners to ensure that a full continuum of One-Stop System services is available to assist job seekers and employers. WIBs have a direct role in determining how funds will be used for the following programs:

***Workforce
Investment
Act (WIA)***

WIA funds are to be used to provide direct services to business, adult and youth customers including training, job search support and other workforce services. In addition, these funds support services offered through the Career Resource Rooms, which provide tools and information to the general public. They are also used to support the work of the Board.

***Supplemental
Basic Skills***

Supplemental Literacy funds are allocated to support the delivery of services through Workplace Learning Links as well as other literacy services that the local area funds through contracts.

***WorkFirst
New Jersey
(WFNJ)
“To- Work”
Services***

WFNJ “To-Work” Services funds are allocated to provide workforce services to customers who are applying for or receiving Temporary Assistance for Needy Families (TANF) or General Assistance support.

The development of WIB budgets can become complicated as local areas often pay for common services using multiple funding sources. This requires developing formulas for how costs are allocated across funding streams.

Typically, the Fiscal Agent, One-Stop Operator, and WIB staff work together to develop the budget based on priorities established by the WIB. The budget is presented to the WIB for approval.

Once approved by the WIB, the budget must be approved by the LEO.

SECTION 4 - A STATE AND LOCAL PARTNERSHIP

This Chapter describes how local areas and their Workforce Investment Boards (WIBs) interact and partner with other parts of the Workforce Investment System. The Chapter contains a description of the parts of New Jersey's workforce system, an overview of how the State role intersects with the responsibilities of WIBs and a summary of key governing documents between the State and local areas.

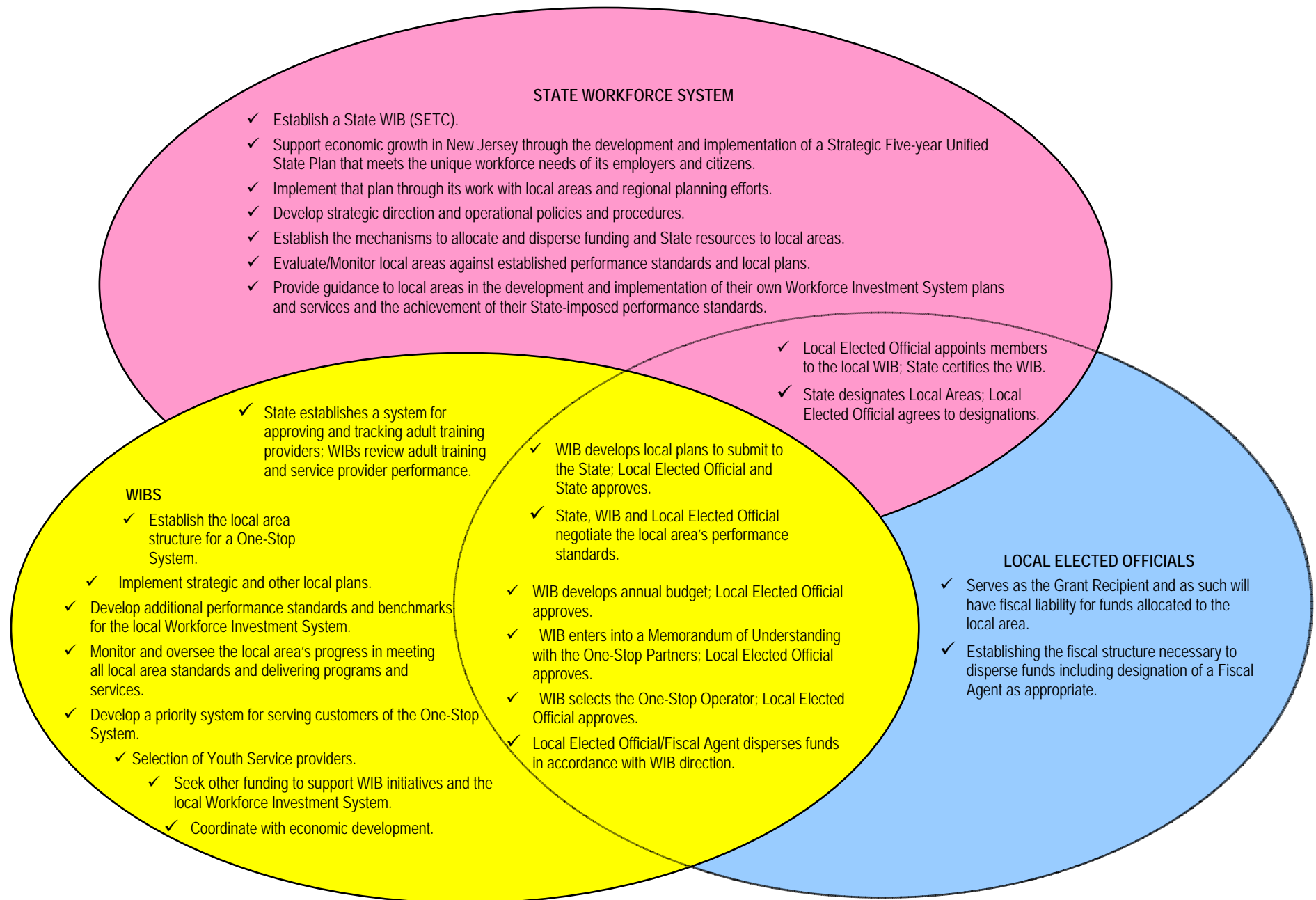
The State and Local Partnership

A critical characteristic of New Jersey's State Workforce Investment System structure is a strong partnership among the State, Local Elected Officials (LEOs) and WIBs. This partnership serves as a check and balance to ensure that the priorities and directions of each local area's Workforce Investment System are consistent with the State's vision, responsive to local needs and integrated into the economic development and human service strategies of local municipalities, counties and the State.

Just as WIBs are responsible for creating a Workforce Investment System that focuses on the needs of a given local area, the State's role centers around creating a statewide, unified system that is consistently capable of preparing all of New Jersey's current and potential workforce for success on the job in order to meet the workforce needs of business and industry statewide. More specifically, the State's role is to:

- Support economic growth in New Jersey through the development of a Strategic Five-year Unified State Plan (Unified State Plan) that meets the unique workforce needs of its employers and citizens, and the implementation of the plan in partnership with WIBs.
- Develop a thorough understanding of the skill needs of its businesses and the gap between those needs and the skills of its residents.
- Develop the strategic direction and operational standards, policies and procedures that harness the State's workforce resources to create a comprehensive, integrated set of workforce development services and supports.
- Incubate strategic initiatives to address statewide workforce concerns and build the capacity of the Workforce Investment System across New Jersey.
- Provide guidance to local areas in the development and implementation of their own Workforce Investment System plans and services.
- Allocate Federal and State resources to the WIBs, performing oversight and monitoring to meet Workforce Investment Act and other regulations.

In carrying out these respective roles, State and local areas work together on a number of critical tasks. The following chart depicts just some of the more specific tasks assigned to the three primary entities of the State-local partnership and includes where these roles intersect.



Key Players in the State Workforce Investment System

The Governor is designated by the federal Workforce Investment Act as the final decision-maker in developing the State's Workforce Investment System. The Governor is expected to be a key participant in the development and implementation of the State's overall structure and workforce planning process. The act gives the Governor wide latitude to delegate to State departments. In New Jersey, the Commissioner of Labor and Workforce Development acts on behalf of the Governor for workforce investment issues.

The New Jersey State Employment and Training Commission (SETC) is New Jersey's State Workforce Investment Board. The SETC is responsible for establishing strategic policy direction for the State's Workforce Investment System. It produces New Jersey's Strategic Five-year Unified State Plan which identifies needs and priorities for the State, and guides WIBs in the development and implementation of their own Strategic Five-year Workforce Investment Plans.

The Department of Labor and Workforce Development (LWD) is the operational arm of New Jersey's system. It works closely with the SETC to develop the operational policies and procedures necessary to implement the State's Unified Plan. LWD also works with One-Stop Career Centers to monitor and comply with performance standards and to ensure that the One-Stop System is achieving outcomes and meeting requirements. LWD has a special role in the workforce investment system because the Commissioner of LWD acts on the Governor's behalf for workforce investment issues.

Other State Agencies and Departments work closely with both the SETC and LWD to ensure that their efforts are in alignment with the State's workforce investment goals and programming. These other agencies and departments are partners to the Strategic Five-Year Unified State Plan.

Within the State system, the SETC and the Department of Labor and Workforce Development carry out many of the specific responsibilities. Following are the areas of focus of each.

The State Employment and Training Commission (SETC) is responsible for:

- Developing the State Unified Strategic Five-year Workforce Investment Plan for the effective utilization of workforce resources to appropriately prepare New Jersey's workers. Local areas use the State Plan and plan instructions issued by the SETC as a guide for creating their own WIB Plan.

- Participating in the designation of local areas and reviewing WIB membership.
- Establishing guidelines for WIBs including providing local areas with guidelines for developing their Plans as well as technical assistance in completing the Plans.
- Developing and administering the Chartering process to ensure that One-Stop Career Centers are providing high quality services that are responsive to the needs of customers.
- Reviewing State and Federal laws and regulations for potential barriers to success.
- Designating Regional Planning Bodies to address mismatches of labor supply and demand.

The Department of Labor and Workforce Development (LWD) provides operational support and direction to One-Stop Systems. Specifically, the LWD is responsible for:

- Acting as the Fiscal Agent for the State system by receiving and disbursing funds to local areas.
- Developing and implementing operational policies and procedures to support the Unified State Plan.
- Negotiating with local areas to set local performance requirements.
- Monitoring One-Stop Career Centers to ensure that they are in compliance with Federal and State regulations and with the State and Local Plans for providing workforce investment services.
- Providing technical assistance to local One-Stop Systems to assist them in implementing operational policies and procedures.
- Establishing and managing a fiscal and management accountability system and producing the appropriate reports.
- Auditing use of funds to ensure fiscal responsibility and accountability.
- Ensuring performance on WIA, WorkFirst New Jersey (WFNJ) “To-Work” Services and Supplemental Literacy programs.

The local level has counterparts to these State entities. The following chart provides a quick snapshot of the comparable roles and responsibilities of the key players.

Structure of the New Jersey Workforce Investment System

There are three major entities responsible for developing and implementing the workforce investment system. These entities exist at both the State and local levels. The State level entities provide guidance for the local levels in meeting federal and State requirements and setting a strategic vision for the State. The local entities “customize” the State vision and guidelines to meet the needs of their particular communities.

	STATE	LOCAL
LOCAL ELECTED OFFICIAL	Governor—Maintains overall fiscal responsibility for funds and the development and implementation of a workforce investment system that is compliant with the law. This includes appointing members to the State WIB – The State Employment and Training Commission.	Director of County Board of Chosen Freeholders or Designate—Maintains fiscal accountability for workforce funding for the Workforce Investment Area. Appoints members of WIB and approves key portions of plans and operations.
STRATEGIC PLANNING AND OVERSIGHT	New Jersey State Employment and Training Commission (SETC)—Business-led Board that works with Governor to develop and maintain overall vision and standards for the performance of the workforce investment system. The SETC creates the State Unified Strategic Plan and other documents that provide guidance for the One-Stop system.	Workforce Investment Boards(WIB)—Business-led Boards for each of 17 Workforce Investment Areas work with Local Elected Officials (LEO) to provide overall strategic direction and standards for the system. The WIB creates a Local Unified Strategic Plan and, along with the LEO, is responsible for overall performance of the system. WIBs work in partnership with SETC to translate State strategy into operational reality in the local One-Stop system.
OPERATIONS	Department of Labor and Workforce Development (LWD)—Works with the SETC to operationalize strategic direction. Works with local One-Stop Systems to provide operational guidance and direction that is consistent with Federal and State guidelines.	One-Stop Operator—Works with local partners to deliver workforce services in accordance with the WIBs local Strategic Plan. Also works with LWD to ensure that local delivery of services is in alignment with State and federal guidelines governing delivery of workforce services.

State and Local Agreements

Several documents serve as written agreements between the State and the local area. The State uses these agreements to monitor and oversee the progress of the WIB in successfully carrying out their strategic and operational responsibilities.

Local Unified Strategic Plan

The SETC requires the WIB to prepare a Strategic Five-year Workforce Investment Plan. This plan describes the WIB's structure and local labor market needs, as well as the operational framework for the One-Stop System. The State has the option of requiring periodic updates including plans related to specific issues. Plans are approved and treated as an agreement between the State and WIB.

State and Local Contract

The Grant Recipient will execute an annual Contract with the Department of Labor and Workforce Development for the receipt of funds. The format and contents of this agreement are stipulated by LWD.

Notices of Obligation (NOOs)

The State confirms and binds itself to allocating funding to a local area by using a Notice of Obligation (NOO). LWD issues a separate NOO for each funding source. These NOOs outline critical parameters regarding the funding including the length of time the funds can be used, how much of the funding can be used to support administrative functions as opposed to providing direct services and other critical factors. LWD may also release additional directives outlining additional parameters for the use of the funds.

The U.S. Department of Labor

The Strategic Five-year Unified State Plan is the primary tool that the U.S. Department of Labor uses to oversee the establishment and development of state Workforce Investment Systems. According to Federal law, each State must complete a Unified State Plan that articulates the structure of the State Workforce Investment System, the parameters under which local areas can establish their workforce investment systems, and statewide standards and policies for the delivery of One-Stop System services including standards for One-Stop Career Centers. These Unified State Plans must be submitted to and approved by the U.S. Department of Labor. As such, they serve as an official declaration of state policy and standards to which local areas must adhere. (*New Jersey's Strategic Five-year Unified State Plans can be accessed online at www.njsetc.net.*)

SECTION 5 - ONE-STOP SYSTEM AND CAREER CENTERS

In New Jersey, One-Stop Career Centers serve as the hub for the workforce investment system in each local area, with all local workforce development activities being accessed or provided through the One-Stop Career Center.

Day-to-day management of the One-Stop System is the function of the One-Stop Operator. The One-Stop Operator works closely with One-Stop Partners to ensure that services offered by or through the One-Stop Career Centers are working together as a cohesive system to provide effective and accessible services.

This Chapter discusses the WIB's role in choosing an effective One-Stop Operator. It also discusses the considerations for establishing One-Stop Career Centers, including the designation of the One-Stop Partners involved and the services offered. The Chapter then discusses how the WIB provides guidance for developing the One-Stop System into a cohesive collection of services that are characterized by high quality and good customer service. Lastly, the Chapter discusses the ways in which the WIB must carry out its oversight of both the One-Stop System as a whole and the specific programs placed under the WIB's purview. This includes a discussion of the State's One-Stop Chartering initiative.

The Vision for the One-Stop System

New Jersey's One-Stop Career Centers are best understood as a system within which all workforce investment related programs function as if they were a single entity. Hence, while the physical location of programs matters, it is their connectivity to each other and adherence to common procedures that truly makes access easier for the customer. And, while there will be at least one core center that provides comprehensive services for all programs established in each workforce area, the hallmark of a successful One-Stop Career Center system is the degree to which those services are delivered in a holistic manner. New Jersey policy calls for the integration, and consolidation of workforce investment and related programs through strong interagency collaboration resulting in a seamless delivery of services and the reduction of unnecessary program duplication. The combinations of using the most advanced technology to share information and the development of a common management structure across agencies despite disparate funding sources are key ingredients to a successful One-Stop system.

While the integration of public programs is vital—it is, in reality, only a means to a greater end. That end is an employer-driven system where the needs of employers are the central value of the system. It is for this reason we have devoted so many resources to the demand-side assessment and created Business Resources Centers in each of the Comprehensive One-Stop Career Centers. New Jersey ranks among the

first states to fully embrace the idea of a demand- or employer-driven system. This is because we understand that in a rapidly changing, globalized economy it is vital that the workforce system adapt to the complex and evolving labor market. Business needs rapidly change, new skill sets emerge, the nature of the workplace changes and it is important for the employment, training and education system to keep up with those changes. The only way that will happen is through an ongoing and serious dialogue between the public and private sectors. This dialogue is an institutional part of the relationship between the State, the SETC, and the WIBS. In New Jersey that dialogue is ubiquitous as business redefines what it needs and we try to bring important educational and training programs in line with those changing needs. It is our greatest challenge and, to the extent that we have moved in the right direction, our greatest accomplishment.

The Workforce Investment Board has primary responsibility for setting the strategic direction for the One-Stop System, and for ensuring that it is in alignment with State and Federal goals and principles.

To carry out this responsibility, the WIB must:

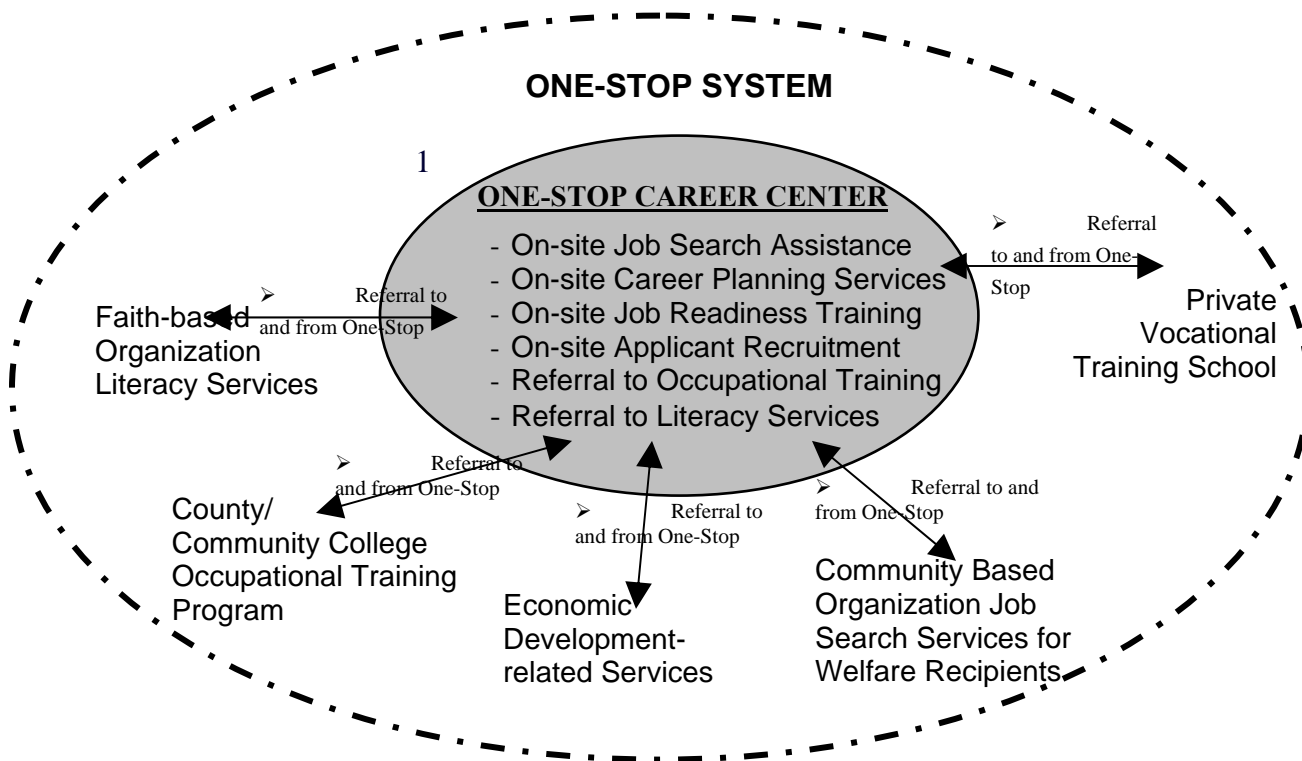
- Identify One-Stop Centers and One-Stop System Services
- Designate the One-Stop Operator
- Identifying One-Stop Partners
- Negotiate the One-Stop Partner and One-Stop Operator Memorandum of Understanding (MOU)
- Develop a Customer-Driven, Comprehensive and Integrated One-Stop System

Identifying One-Stop Career Centers and One-Stop System Services

Every Workforce Investment Area must have a comprehensive One-Stop Career Center that serves as the central component of the One-Stop System. The Comprehensive Career Center should be strategically located to ensure easy accessibility for customers and provide access to the full array of services. One-Stop Career Centers are managed by a One-Stop Operator who coordinates the work of center partners. All mandatory One-Stop Partners are expected to provide access to their services through the Comprehensive Center and to contribute in some manner to the delivery of these services regardless of whether they have offices on-site.

Some communities have satellite One-Stop Centers that are placed at strategic locations within the area that provide key One-Stop services, but not necessarily all services. Often they are linked with the services of a community organization. For example, a community college that is more conveniently located for a particular population, may offer a myriad of core services in the same location they offer students access to career planning materials and support, and internship and job search assistance.

While the One-Stop Career Centers are the central element of the One-Stop System, the WIB must look beyond these physical centers to bring in other local services. For instance, One-Stop Operators may facilitate the development of a process for customers to be referred to the One-Stop Career Centers to receive job search services while working with a community-based organization that provides off-site literacy services and case management support. The following is a depiction of how the One-Stop System and One-Stop Career Centers can interrelate.



In order to establish the One-Stop System and its Career Centers, the WIB must carry out the following responsibilities:

- Identify the services to be offered through the One-Stop System.
- Identify the One-Stop Partners.
- Identify the location of the mandatory Comprehensive One-Stop Centers and any satellite One-Stop Centers.
- Negotiate with the One-Stop Partners as to what services will be offered by whom, how and where.

Services Offered through the One-Stop Career Centers and the One-Stop System

Both the State of New Jersey and Federal law require specific services to be provided through the One-Stop Career Centers and through the One-Stop Systems. WIBs can include additional services based on local resources and local needs.

Designed to serve both business and job seekers, at a minimum One-Stop Career Centers must offer the following services:

Core Services Core Services are self-directed or staff-assisted services designed to facilitate the match between a worker and a job. They include:

- Access to job leads
- Access to office equipment necessary to conduct a job search
- Information about support services and training options
- Assessment instruments and career planning guides
- Labor market information

These services are offered through written materials, group informational workshops, and informed staff who can answer questions and provide advice.

Each One-Stop Career Center must have a Career Resource Area where staff assisted Core Services are available.

Intensive Services

Intensive Services focus on providing one-on-one support to customers, offering opportunities to build the fundamental job readiness and work success and basic skills necessary to obtain and retain a job. Intensive Services are designed to serve individuals who need additional assistance beyond the Core Services to become ready for employment.

Intensive Services can be offered either on-site or off-site, but must be accessible through a referral process from the One-Stop Career Center.

Typically, on-site Intensive Services include:

- Comprehensive assessment and counseling
- Basic skills training
- Work readiness training
- Computer literacy skill development
- Other short-term, pre-vocational training
- Case management support

Literacy Services

Each local area is required to have at least one Workforce Learning Link that is connected directly to the comprehensive One-Stop Career Center. The Workforce Learning Link provides instruction for basic skills in the context of real world work situations, thereby building work readiness skills and literacy skills at the same time.

In addition, One-Stop Career Centers must have links to other literacy services in the community so that customers who come to the Career Center are able to access the full range of literacy services necessary for achieving their literacy goals.

Training Services

Occupational training services are offered to those individuals who are not successful in securing employment at a self-sufficient wage through Core or other Intensive Services. Training services are generally provided using Individual Training Accounts (ITAs), which are essentially vouchers with private and public training entities for a specific training program. Customers select their programs from the New Jersey's Eligible Training Provider List, which is a listing of approved training in demand occupations. This can be found at www.njtrainingsystems.org.

Business Services

One-Stop Career Centers support employers' hiring needs through well-developed job matching processes, including screening and assessment, which result in the timely referral of job applicants that meet businesses' skills specifications.

New Jersey has established Business Resource Centers (BRCs) at each of its Comprehensive One-Stop Career Centers. Business Resource Centers are full service units designed to link employers with a wide range of services, including: hiring, assessing training needs, and providing access to other government services and information.

Identifying the Location of One-Stop Career Centers

In cooperation with the Grant Recipient – the LEO, WIBs should have a voice in identifying the location for One-Stop Career Centers. Typically, locations fall into one of two categories:

- State owned or leased buildings, wherein other Partners locate staff and pay rent for the space they use.
- County owned or leased buildings, wherein the State and other Partners locate staff and pay rent for the space they use.

Comprehensive Center Partners must include:

- A minimum of three federally mandated Partners must provide a full range of services at the comprehensive One-Stop Career Center. These are the Workforce Investment Act (WIA) program staff, the State Employment Services and a representative of the County Welfare Agency (usually called the Board of Social Services).

Comprehensive Centers must provide:

- Core Services and access to Intensive Services
- Services in a location that is easily accessible by both car and public transportation
- Services through a facility that meets American Disabilities Act (ADA) compliance
- Adequate space to handle the volume of customers accessing services

Choosing a One-Stop Operator

The One-Stop Operator is the individual responsible for leading the implementation of the Workforce Investment Board's vision for its One-Stop System. Accordingly, the One-Stop Operator plays a pivotal role in the overall implementation of the WIB's Workforce Investment Plan.

The most effective One-Stop Operators are able to create and sustain a shared vision among the One-Stop Partners, translating this vision into concrete, operational strategies. The One-Stop Operator must coordinate the work of the Partner agencies to achieve One-Stop System performance.

In designating the One-Stop Operator, the WIB has two primary responsibilities:

- Identify and designate a qualified One-Stop Operator
- Execute an MOU between the One-Stop Operator, WIB and One-Stop Partners

Designating a One-Stop Operator

The Workforce Investment Board, with the approval of the Local Elected Official, is responsible for selecting the One-Stop Operator.

Eligible Entities The One-Stop Operator may be a single entity or a consortium of entities located in the local area. These entities can include:

- Postsecondary educational institution
- An employment service agency under Wagner-Peyser
- A private, nonprofit organization or community based organization
- A private for-profit entity
- A government agency
- Other interested organizations including a local chamber of commerce or business organization

It is expected that there will be a single individual who represents the One-Stop Operator, with whom the State and One-Stop Partners will work directly.

The One-Stop Operator can be chosen either by:

***Methods for
Selecting a
One-Stop
Operator***

- Competitive Procurement—Typically, this is done by releasing a Request for Proposal (RFP) which solicits responses from interested organizations as to how they would carry out this role. This is a time consuming process and does require that WIBs have a clear picture of their expectations for the One-Stop Operator prior to releasing the RFP; or
- Agreement among the WIB and three mandatory One-Stop Partners— This can be a less formal process. It is particularly geared to those areas that either have established One-Stop Operator or where there are few entities capable of carrying out the role.

Roles and Responsibilities of a One-Stop Operator

The One-Stop Operator is responsible for leading the implementation of the WIB's vision for its One-Stop System. The One-Stop Operator is responsible for the following:

***Partner
Coordination*** The One-Stop Operator is the primary communication link between the Partners and the WIB.

***Supporting WIB
Efforts and
Initiatives*** The One-Stop Operator works with One-Stop partners to meet performance requirements and to implement the workforce investment vision of the WIB.

***Performance
Management*** The One-Stop Operator establishes and maintains coordinated data management systems that track, project and evaluate One-Stop services; analyzes performance and prepares reports; provides the WIB with key information on the performance and with corrective action plans when necessary.

***Continuous
Improvement*** The One-Stop Operator evaluates One-Stop procedures, processes and customer flow to ensure that Board standards are being met and to identify areas for improvement.

***One-Stop
Operational
Planning and
Development*** The One-Stop Operator works with One-Stop Partners to develop and implement a menu of appropriate, non-duplicative services and develops annual work statements and budgets.

***Contract
Administration*** The One-Stop Operator coordinates the procurement and purchasing process with the Grant Recipient's Fiscal Agent, drafts Requests for Proposals, monitors contracts, and provides

<i>and Monitoring</i>	technical assistance to contractors to ensure their success.
<i>One-Stop Operations Management and Oversight</i>	The One-Stop Operator monitors services to ensure that they comply with WIB standards and related federal and State regulations; provides guidance to One-Stop Partners and staff; and coordinates day-to-day operations of the One-Stop Career Centers.
<i>Employer Outreach</i>	The One-Stop Operator works with the WIB and One-Stop Partners to develop and implement strategies for identifying and addressing local skill needs and job openings.
<i>Community Outreach</i>	The One-Stop Operator maintains strong ties with the community and local organizations and assists the WIB in identifying and recruiting other agencies to participate in the local workforce investment system.

Considerations in Selecting a One-Stop Operator

It is suggested that the WIB set minimum qualifications for the One-Stop Operator. These qualifications should address:

- Necessary management and administrative experience related to workforce development programs.
- Knowledge and understanding of Federal workforce development programs.
- Capacity to provide program and operational management services, including the ability to provide staff that have the qualifications required of program operators.
- Demonstrated ability to work collaboratively in a multi-entity environment.
- Ability to streamline and integrate functions and services to improve customer services and outcomes.
- Ability to achieve both process and outcome goals and performance measures.
- Incorporation status if a private sector organization is under consideration as the One-Stop Operator.

Executing Agreements with the One-Stop Operator

It is critical that the WIB clearly defines exactly what it expects the One-Stop Operator to do and to achieve. The State requires that, at minimum, this be accomplished through the execution of a Memorandum of Understanding signed by the WIB, One-Stop Partners and the One-Stop Operator. In addition, a budget should be developed for

One-Stop operations including costs related to the One Stop Operator. In some instances, a contract may also be necessary.

Detailed information about the content of a WIB, One-Stop Operator, and One-Stop Partner agreement are in the previous chapter of this Handbook. In those areas where the One-Stop Operator is not a County or municipal entity, a contract may be required to establish the legal mechanism for transferring funds and accountability. A contract can also be used when a MOU is considered insufficient.

One-Stop Partners

One-Stop Partners provide services within the One-Stop Career Centers or the One-Stop System. Partners can include both required as well as locally identified partners. Locally identified partners may contribute to the One-Stop System in different ways and at different levels. Following are the Partners of the One-Stop System.

Required Partners and Programs

Required Partners in the One-Stop System include:

- Wagner-Peyser—New Jersey Employment Service
- Workforce Investment Act Adult, Dislocated Worker and Youth Programs
- County Board of Social Services
- WorkFirst New Jersey (WFNJ) “To-Work” Services
- New Jersey Department of Unemployment Insurance
- New Jersey Veterans Employment and Training
- Trade Assistance Act Employment Services (e.g. NAFTA)
- Vocational Rehabilitation
- Local WIA Title II Adult Education Provider (ABE)
- Local or State Older American’s Act provider
- Housing and Urban Development
- Local Community Services Block Grant recipient
- Local Carl Perkins Vocational Educational services
- Community or County Colleges
- Local Economic Development Agencies

Other agencies to consider

Each local area has additional organizations which are central to the workforce investment system. These may include:

- Faith-based organizations (FBOs)
- Literacy Volunteers (LVA)
- Libraries
- Community organizations that serve special populations such as individuals with disabilities, youth and domestic violence victims.

Roles and Responsibilities of Partners

One-Stop Partners are expected to:

- Be a signatory on the MOU with the WIB, One-Stop Operator and Local Elected Official (LEO).
- Provide one or more of their program services through the One-Stop System. This involves developing a resource sharing agreement in which each Partner pledges specific services, staff, facilities, materials, etc. toward the overall development and maintenance of the One-Stop System.
- Work with the One-Stop Operator and other One-Stop Partners to develop a coordinated strategy for serving common customers and for ensuring that customers receive consistently high quality services regardless of the Partner providing the service.
- Share customer information and data to improve customer services. This includes developing common intake systems, assessment processes and referral tracking to eliminate collection of redundant data by multiple agencies and to improve customer flow.
- Work with other One-Stop Partners and the One-Stop Operator to meet performance requirements and address performance issues or problems on an ongoing basis. They also participate in operational planning, program development and other activities designed to further the community's vision for the workforce investment system as articulated by the WIB.

Negotiating the One-Stop Partner and One-Stop Operator Memorandum of Understanding

A Memorandum of Understanding must be executed between the One-Stop Partners, the One-Stop Operator, and the WIB. This MOU must clearly describe the One-Stop System that all Partners will work to achieve, the contributions that each Partner will make, and how the Partners will work together. The MOU must also clearly spell out the role and responsibilities of the One-Stop Operator.

Elements of the MOU between the WIB and the One-Stop Partners

The following outline must guide development of a memoranda between Workforce Investment Boards and One-Stop Partners:

This MOU must include the following elements:

- Identification of One-Stop Partners, One-Stop Operator, and WIB).

- Guiding principles for the One-Stop System.
- Goals – Each One-Stop will be expected to meet performance standards and each Partner will be expected to contribute a fair share. Goals will be linked to the plan. Each of the parties must agree to contribute to meeting established goals of the One-Stop.
- One-Stop System management structure and principles. It must describe how the Partners will work together to develop the One-Stop System. There should be a Management Team that meets regularly and there must be a commitment to working together to establish, guide and continually develop the One-Stop System.
- Roles and Responsibilities of the WIB, Committees, One-Stop Operator, Partners, and other key players with a role in supporting or guiding the development of the One-Stop System.
- Identification of the Comprehensive One-Stop Career Center and any other sites.
- One-Stop site requirements including:
 - Individual and employer services to be provided
 - Characteristics of the Public Access Area
 - Customer service procedures and referral processes
 - The degree of each Partner's involvement
- Resource commitments: funds, staffing, facilities and other resources.
- Outcomes to be achieved including performance standards to be met.
- Methods for evaluating the One-Stop System and reporting to the WIB.
- Conflict resolution process for disputes among Partners.
- Policies regarding nondiscrimination and commitment to full access for persons with disabilities. These include:
 1. The MOU must contain the following Equal Opportunity Assurance: The parties to this agreement and respective staff assure that applicants, claimants, and participants of One-Stop programs shall not be discriminated against on the basis of race, color, religion, sex, national origin, age, disability, political

affiliation, or belief and, if receiving WIA program benefits, citizenship and status as a lawfully admitted immigrant authorized to work in the United States or participation in any WIA Title I - financially assisted program or activity (Section 188 of WIA and 29CFR Part 37.20 - identifies civil rights laws).

2. Parties to this agreement will agree on a single One-Stop Equal Opportunity Officer who will process complaints of discrimination and attempt to address same as prescribed by 29CFR Part 37, "Implementation of the Nondiscrimination and Equal Opportunity Provisions of WIA."
3. The parties to this agreement will provide "ongoing and continuing notification (29 Part 37.29)" that "Equal Opportunity is the Law."
4. The parties to this agreement will abide 29CFR Part; Section 188 of WIA, and, implementing directive issued by the State.

- Termination and amendment processes.
- Indemnification clauses.

The MOU must meet all federal requirements contained in the Law and Regulations (Subpart C, 662.300, Sections 662.250 through 662.270).

Developing a Customer-Driven, Comprehensive and Integrated One-Stop System

The Workforce Investment Board plays a primary role in molding the One-Stop System into a fully integrated network of services that can meet the needs of all local businesses and residents. This is achieved by establishing clear expectations and standards for how the One-Stop system should operate as well as through oversight.

In order to fulfill this role, the WIBs should:

- Set standards for the delivery of services and the outcomes to be achieved.
- Engage the One-Stop Operator and Partners in the planning processes for how to meet these standards, as well as how to implement elements of the WIB's Local Plan.
- Conduct a periodic review of the One-Stop Partner and One-Stop Operator MOU and the roles and responsibilities defined within, as well as identifying new One-Stop and Contributing Partners.
- Carry out ongoing oversight and continuous improvement efforts.

Setting Standards for Service Delivery

WIBs should establish standards that raise the bar for how services are delivered through One-Stop Career Centers.

Characteristics of a High-Performing One-Stop System

Functional Integration

One-Stop Career Center services are provided by Partner agencies who not only have their own areas of expertise but also have different requirements imposed on them by their funding source.

To the extent that federal and State law and regulations allow, Partners should adopt common policies and procedures to perform these functions. Examples of common functions that are carried out by most programs in the One-Stop Career Center include:

- Outreach and marketing strategies
- Orientation to Services available
- Program eligibility determination
- Career Assessment
- Career Exploration and Planning
- Job Search Assistance
- Case management
- Job Matching and Applicant Recruitment

One-Stop Career Centers should be physically organized by function. For example, staff that provides case management or job search services should share common space. Staff location should be based on function and customer flow, not by agency.

A Comprehensive Continuum of Services

Customers should have access to a wide range of services to meet their individual needs. They should be able to access those services they need and not be required to participate in services they do not need. Customers should receive a menu of options designed to facilitate the development of an individual service plan.

The services available should operate as a continuum, allowing activities to build on one another to achieve higher levels of employment readiness. Customers should be able to access those services starting with their current level of need, as

determined through a comprehensive and ongoing assessment process.

Customer-Driven

- **Universal Access**—The system should be marketed to, accessible to and designed to meet the needs of all individuals including those that are not traditionally in the labor market such as persons with disabilities, youth and individuals with language challenges.
- **Empower Individuals**— Services and resources should allow customers to obtain the information they need to make informed choices about their futures. Self-services must be available for those who can use them to develop and implement their career and employment plans.
- **Flexibility**— Programs and services should be agile, responsive, and adaptable, and meet the needs of a range of job seekers and business customers.

WIB-Established Standards

One of the most common challenges faced by WIBs is to articulate what they expect of their One-Stop System in concrete terms.

WIB members can engage in a process of looking at various services provided in the One-Stop Career Center such as orientations, job matching services, employer outreach, retention services, and others. For each function, WIB members would explore questions such as:

- What are the three (3) or four (4) most important aspects of this service?
- What are the essential components or elements of this service?
- What should this service do for the customer?
- What should a customer be able to expect from this service?
- How should this service be integrated?
- How does this service fit in the continuum of services provided?

Two types of standards should be set:

- **Process Standards** describing how services will be provided. These standards relate to the sequences of services, the frequency of services, the quality of interactions between staff and customers, paperwork involved, etc.

- **Outcome Standards** describing what customers will know and be able to do as a result of participating in the function or service. What is the goal of the function?

The value of these standards is that they focus on outcomes rather than processes, they establish a common understanding of what is expected among all stakeholders, and they clearly describe outcomes on a functional level. This mitigates the chasm that sometimes exists when Boards feel that their vision is articulated well, yet the operational team has a difficult time translating that vision into action and performance.

Planning the Development of Services

Often one of the great challenges for One-Stop Partners and Operators is determining how to define and implement new or revised methods for carrying out services. WIBs can assist with this effort by requesting that their One-Stop Operators and Partners engage in any one of the following processes to more fully develop their One-Stop Systems.

One-Stop Business Plans or Service Plans

The WIB can request a One-Stop Business Plan or Service Plan for a specific program which outlines how the One-Stop Operator will develop the system as a whole or a portion of it to meet the new standards. This request can outline the specific issues that should be addressed.

These plans can be reviewed by the WIB's One-Stop Committee and discussed to ensure that the One-Stop Operator clearly understands the WIB's expectations.

Process Mapping

Process mapping is a method by which the One-Stop Partners evaluate current processes in depth and identify ways to improve them.

Process Mapping has three primary steps:

- Map the current practices for providing services—this includes looking at the customer flow process as well as the various steps along the customer flow process are carried out.
- Identify if and where the current process does not meet expectations.
- If necessary, revise current processes.

Periodic Review of the One-Stop Partner and One-Stop Operator MOU

It is essential that the WIB periodically review its MOU with the One-Stop Operator and Partners to ensure that it continues to accurately reflect expectation and agreements that have been made.

Program Design

The creation of the One-Stop System and Career Centers requires the WIB to support the development of a system that brings together many programs and services. The WIB maintains specific responsibility for Workforce Investment Act adult and dislocated worker, youth, and literacy services, as well as WorkFirst New Jersey "To-Work" services to welfare recipients. WIBs must provide clear and specific expectations for programming.

The following are very brief overviews of the funds that fall under the purview of the WIB. There are additional rules and regulations regarding how these funds can be spent.

WIA Adult and Dislocated Worker Services

WIA funds for Adults and Dislocated Workers are intended to serve individuals who have barriers to employment or are unemployed.

Core Services—Any person may come to a One-Stop Career Center to access Core Services.

Intensive Services—In order to receive Intensive Services, customers must demonstrate that they are unable to obtain meaningful work through Core Services. More specifically, the person must still be unemployed or in need Intensive Services in order to obtain self-sufficiency.

- WIBs may define self-sufficiency.
- At minimum, "self-sufficiency" for an individual means a level of earnings from employment not lower than 250% of the poverty level for an individual, taking into account the size of the individual's family.
- Special needs and employment barriers may be taken into account when defining self-sufficiency.
- Adult customers must also meet the priority of service established by the WIB. (See below.)

A Dislocated Worker customer must meet the following criteria:

- He or she has been terminated or laid off from employment, is eligible for unemployment compensation and is unlikely to return to a previous industry or occupation;
- He or she has been terminated or laid off from employment as a result of any permanent closure or substantial layoff;

- He or she was self-employed but is unemployed as a result of general economic conditions in the community in which the individual resides; or,
- He or she is a displaced homemaker, providing unpaid services to family members in the home and who has been dependent on the income of another family member no longer supporting them, and is unemployed or underemployed and is experiencing difficulty in obtaining or upgrading employment.

Training Services—In order to receive Training Services, a customer must demonstrate that he or she:

- Is unable to obtain or retain meaningful work through Intensive or Core Services prior to enrolling in these services;
- Is in need of training services in order to do so and have the skills and qualifications necessary to succeed in training;
- Is unable to find alternative funding to cover their training expenses;
- Will select a training program that is related to demand occupations in their local area and on the State's Eligible Training Provider List; and,
- Meets the priority of service policy established by the WIB. The WIB must determine who will receive intensive and training services when there are limited funds to service customers in a given local area. The Priority of Service policy must include, but does not need to be limited to, recipients of public assistance and low-income individuals.

WorkFirst New Jersey (WFNJ) “To-Work” Services

WFNJ services are targeted for individuals who are receiving public assistance (income support). This includes parents in families receiving federal Temporary Assistance to Needy Families (TANF) services, Federal Food Stamp (FS) services and New Jersey's General Assistance (GA) program for individuals, and those eligible to participate in the Career Advancement Voucher Program (CAVP).

Eligibility

The TANF, GA, and FS programs make participation in WFNJ services a condition for continuing to receive public assistance unless the individual meets certain criteria for exemption. Accordingly, eligibility for receiving WFNJ services can be described as:

- Receiving or eligible to receive welfare assistance (TANF, GA, FS).
- Considered job ready, which means that the person is able to begin pursuing the services necessary to enter or reenter the labor market.

- Continue to participate in accordance with TANF, FS and GA regulations—TANF and GA regulations require that customers participate in a specific combination of services for a minimum number of hours per week.

Funding Parameters

WFNJ funds come to the WIB in four distinct streams:

- TANF Work Activities which can be used for customers receiving TANF services and supports.
- GA/FS Work Activities which can be used for customers receiving GA and FS services and supports.
- Early Employment Initiative (EEI)/Career Advancement Voucher (CAVP) Activities. EEI are activities designed to keep eligible customers from having to receive public assistance by providing immediate job search assistance and supports. CAVP is a program providing tuition support to individuals who are no longer eligible for public assistance based on income.
- Case Management. Funds are provided specifically to support the case management related to “To Work” activities. These funds can only be used to support staff costs.

“To-Work” Programs and Services

While each funding source has slightly different rules, in general, all WFNJ customers receive the following services:

- Case management support to assist them in carrying out the steps necessary to receive services and to support them while they participate.
- Access to support services to address child care, transportation, housing, food and other critical needs that may interfere with the person’s ability to succeed in WFNJ services and on the job.
- Assessment and service planning support which includes assessments for literacy skills, career interests and support service needs, as well as help using this information to choose the right services in which to participate.

TANF and GA/FS customers who are ready to immediately enter the labor force receive job search assistance.

TANF and GA/FS customers who are not ready to immediately enter the labor force or who do not succeed in job search can then move into any number of services including:

- **Alternative Work Experience**—a combination of literacy or occupational training and volunteer work experience at a local private, non-profit or public organization.
- **Supported Work**—a program that provides intensive support during the first three months on the job.
- **Community Services Work Experience**—volunteer work experience at a local non-profit or public organization.
- **Occupational Training.**

Customers who are no longer receiving TANF support can also access Career Advancement Vouchers which pay for tuition related to occupational training at a local public or private institution.

WFNJ Performance Measures

Currently, there are two performance measures.

- **Obtainment of Employment**—a minimum number of customers to enter employment and remain employed for at least 90 days. The level of employment is individually established for each local area.
- **Participation Rate**—Fifty percent of the customers required to participate in WFNJ Services must be active participants.

Providers of WFNJ Services

WIBs must work with the One-Stop Operator and One-Stop Partners to determine who is best suited to provide WFNJ services. For instance, the Employment Service receives funds to support job search services to TANF and GA customers. WIA programs may also run the CAVP program. The local CWA (usually called the Board of Social Services) may also provide services.

Local areas may also competitively select providers and award grants or contracts for services based on the criteria set by the WIB. These criteria must be incorporated into the Request for Proposal to solicit potential providers.

SECTION 6 -WIB LEADERSHIP THROUGH PLANNING AND POLICY DEVELOPMENT

State and federal legislation requires that the State and local areas prepare a plan for workforce investment. The State has prepared the Strategic Five-year Unified State Plan for New Jersey's Workforce Investment System and Workforce Investment Boards (WIBs) similarly prepare Strategic Five-year Workforce Investment Plans for their area. The plan requires the approval of both the local elected official (LEO) and the State Employment and Training Commission (SETC). In turn, the State, in conducting their monitoring and oversight activities, uses the local plans as a guidepost for providing technical assistance to WIBs.

Preparing plans is not only a way to communicate intentions to funding sources but also is an essential tool for influencing the workforce investment system. When done well, the strategic planning process creates a dynamic environment for effecting change. It sets common expectations and creates a shared understanding of, and accountability for, how businesses and job seekers will be served in the community.

WIBs set policies in their local areas. Just as the SETC sets policies for the State's workforce investment system, WIBs must develop their own local standards and policies for how their workforce investment system will operate. WIBs put their policies into action at the same time as they begin the planning process.

This Chapter guides WIBs through the typical elements of a local strategic plan and offers strategies for successful planning.

The Role of the WIB in Planning

Plans are expected to focus on a variety of workforce development issues. The local WIB is expected to lead a community-wide strategic planning process to prepare plans and to guide the area in the implementation of the Plan. WIBs have the following responsibilities:

- Engaging the local area in conducting a community-wide strategic planning process as part of the area's economic development plan.
- Prepare a comprehensive plan that clearly articulates the WIB's vision for its local workforce investment system and the strategies that reflect that vision.
- Developing an action agenda to implement the plan.
- Using the plan as an accountability tool.

The Current WIB Plan

The success of any workforce investment system depends, in large part, on the leadership abilities of the Workforce Investment Board. Strong WIBs recognize that their greatest power lies in the information they have about the needs of their community and their ability to facilitate and broker strategic alliances that meet those needs. WIBs must be the leaders who work with a variety of stakeholders, each with potentially different issues and requirements, to reach consensus about a strategic vision for workforce development services.

The power of planning is to create systematic change to help workforce systems evolve into higher quality systems.

The law requires local areas to prepare a five year plan. In New Jersey, the SETC has treated additional strategic planning requests as updates to a local area's Strategic Five-year Workforce Investment Plan. Planning guidelines issued by the SETC detail the key stakeholders to be involved, the elements to be addressed and the framework to which the local area must adhere to meet State expectations.

The following is a summary of the evolution of the current plan through March 2006.

Strategic Five-year Workforce Investment Plan

First prepared in 1999 and updated in 2002, the comprehensive local plan provides the overarching framework for the design and development of the local workforce investment system. WIBs were expected to develop a vision and mission in alignment with the Strategic Five-year Unified State Plan and other guidance documents. The planning process engaged a broad spectrum of stakeholders and focused on the overall workforce system and the development of the local One-Stop Career Center.

Consolidation Plan

WIBs were required to prepare a plan to develop an infrastructure to support consolidation of programs and services through the One-Stop Career Centers. They also established standards for how those services were to be delivered. These plans focused on integrated customer delivery across all programs, resource sharing agreements, and common service standards. Implementation of each WIB's Consolidation plan took place in July 2004. The Consolidation Plan covers all "To-Work" programs under WIA, WFNJ, Supplemental Literacy, Workforce Development Program, Veterans Services, Wagner-Peyser, Vocational Rehabilitation and Adult Basic Education.

Literacy Plan

State law authorized the Supplemental Fund for Basic Skills that established workplace literacy training programs (Workplace Learning Links) in every comprehensive One-Stop Career Center. New Jersey was the first state to enact legislation to established Literacy Councils statewide with the goal of ensuring that each local area has a well-coordinated system of literacy programs. Local literacy plans assessed literacy needs and established literacy priorities. The plans describe what a local Workforce Investment Area considers a quality “system” of literacy services that cuts across funding streams and service provider lines. As part of the Consolidation Planning process, Literacy Strategic Plans were updated in 2004 to address how literacy programs and services are coordinated with the local One-Stop Career system.

***Youth
Investment
Council (YIC)
Plan***

These plans set standards and priorities for Youth Programs based on the needs and characteristics of the youth served and the resources available to meet those needs. Given the limited funds available for youth, the plan places a special emphasis on leveraging other resources to ensure that there is access to a full range of youth services.

***Collaboration
Among County
Colleges, One-
Stop Career
Centers and
Other Partners***

Local plans will be updated to address how all One-Stop partners can, particularly as it relates to economic growth, work more effectively together. Strategies should be based on how current local workforce policies align with the need to match labor supply with demand. Specific issues should include how to enhance the quality, nature and degree of collaboration between the County Colleges and the One-Stop Career Centers, and how other One-Stop partners can more effectively be integrated into the One-Stop system.

Engaging the Local Area

Community and Regional Strategic Planning – One of the key measures of successful workforce planning is the extent to which the plan focuses disparate resources on specific local needs in a coherent way. This can only happen when the WIB works to engage all stakeholders—business, education, workforce development, economic development and community and faith-based organizations—in the planning process.

WIBs must realize that labor market issues don’t end at geographic borders. Frequently businesses draw their employees from several counties and therefore find themselves working with different WIBs, potentially with different approaches, plans and services. Boards are encouraged to expand beyond their own local communities and to reach out

to adjoining workforce areas to respond to business needs when such a coordinated effort makes sense. Occupational shortages and new businesses coming into an area often have a large-scale impact that cuts across several Workforce Investment Areas. To respond effectively, affected Boards can develop formal or informal plans that allow each local area to leverage and share resources, providing coordinated workforce services that coherently prepare job seekers in several communities to access jobs regionally. The legislation that reauthorizes the SETC and WIBs makes provisions for the SETC to establish regional consortia of WIBs to address state economic growth issues.

Five Steps in Workforce Planning – Throughout the planning process, WIBs should fully engage the local community, seeking their input and support in identifying need, developing strategies and committing to participate in implementation. The following five steps are critical:

Conduct an Environmental Scan

An environmental scan is designed to provide the participants in the planning process with the necessary information with which to evaluate the current status and identify effective strategies to improve the current situation. There are two primary areas of focus in an environmental scan:

- Conduct an analysis of key economic and demographic trends, including the needs of business and the job seeking customers and the extent to which those needs are being addressed.
- Conduct an analysis of existing organizations and resources related to the provision of services.

Articulate a Vision

Effective planning always begins with the end in mind. Thus, WIBs must articulate a concrete vision that reflects long term goals for the community or particular issue.

The WIB should strive to establish a vision that the entire local area will support and agree to work toward. Therefore, the vision must be developed with the input of community leaders and other partners. This can be achieved through:

- Community-wide roundtable discussions on the vision.
- Seeking input on an established vision via written comments and focus groups.

Conduct a Gap Analysis

In order to establish appropriate strategies, it is helpful to compare “what is” with “what should be.” The WIB must lead the community in identifying where it is falling short of the vision based on the environmental scan.

Identify Strategies

Armed with a strong understanding of the issues that require attention, the WIB can lead the local area in identifying key

strategies, programs and services that will achieve the vision. In doing this, the WIB should focus on:

- Identifying the key functions required to carry out each strategy.
- Determining how the strategies and services will connect to the One-Stop Career Centers as the primary delivery system and the standards and practices for integrating One-Stop Partners and programs into the delivery of services.
- Identifying measures of success and key performance outcomes.
- Identifying mechanisms for shared accountability across programs that are linked to the State vision and policies.

***Establish an
Implementation
Plan***

The last step in the planning process is to develop a plan for implementing the strategies that have been identified. This includes:

- Determining the level of engagement of all key stakeholders in carrying out the plan.
- Identifying the resources needed to implement the plan including strategies for leveraging additional State and community resources that maximize the opportunities for customers.
- Defining how the WIB will carry out its oversight responsibilities.
- Assessing existing policies and operating practices and, where necessary, realigning strategic and operating policies and practices to achieve the desired outcomes.
- Developing an Action Plan that defines specific tasks for each activity and deliverable, including timetables and the organizations and individuals responsible for carrying out the tasks.

Techniques for Successful Community-wide Planning and Consensus Building –

The WIB's planning process should focus the attention of all stakeholders on important aspects of the total workforce investment system. The purpose of the Plan is to provide a structure and framework for local areas to convene key participants, to identify needs and to set strategic and operational direction for the area and its One-Stop System service providers.

In the strategic and operational planning processes, the WIB should:

- Involve all stakeholders in the planning process, including key businesses, job seeker representatives, local elected officials, One-Stop Partners, other community service providers, educational institutions, etc.
- Maintain a systems perspective, considering each of the various stakeholders in the total workforce investment system and how they interact with and influence one another.
- Work to develop consensus and a common vision and expectations for services. All stakeholders should be clear about the needs and priorities of the area as well as the strategies for addressing those priorities.
- Where it can better meet the needs of the community, WIBs are encouraged to engage in regional planning efforts, reaching out to other Workforce Investment Boards to leverage resources and to coordinate services.
- Set expectations and develop strategies that move the system from a culture of compliance to a culture of performance. Legislative and regulatory requirements set the limits within which the WIB and its Partners must operate, but at the same time, there are often many choices about how to proceed within these parameters. It is up to the WIB to work with system Partners and stakeholders in developing a vision of services that moves beyond compliance and into strategy.
- Ensure that plans are in alignment with community needs as well as the State's vision and policies.

Using Plans for Guiding Implementation and as an Accountability Tool

Just as the State uses the Local Plan for holding WIBs accountable, the WIB should use the Plan to hold itself and the local community accountable. The Plan should be used to measure whether strategies and activities are on track or need adjustment. The following are recommendations for using plans strategically:

Action Strategies

Plans should include strategies to be carried out, how the strategies are to be implemented and which individuals and organizations are responsible for facilitating and doing the actual work. If an action strategy is not part of the existing plan then developing one is the first step the WIB should take.

The WIB Director and One-Stop Operator should track their progress in implementing the plans and continually identify the most effective strategies and work activities to keep

implementation moving forward.

***Policy and
Standard
Setting***

WIBs implement their Plan through policy development and standard-setting, both of which communicate critical WIB expectations to the One-Stop System and to the local community. Policies should address issues such as how resources should be allocated to meet local needs, industries to serve and the quality and level of services to be provided.

***WIB Committee
Assignments***

WIB Committees are the most effective mechanism for developing and overseeing the implementation of the strategies contained in the Plan. Each Committee should develop a work plan (most likely on an annual basis) that incorporates these action items into the Committee's scope of work.

***Executive
Committee
Review***

The Executive Committee should receive a monthly or bi-monthly report from the Executive Director and each of the Committees about each Committee's progress. These reports should include whether the work is meeting the agreed upon timetable and whether the Committee is seeing any significant challenges for the One-Stop Partners and other parties carrying out the work.

If there are any serious barriers to moving forward, the Executive Committee, WIB Director and One-Stop Operator, should discuss what additional steps and actions are needed.

The One-Stop Operator should be invited to attend those portions of the Executive Committee discussion on the progress of the One-Stop System.

A quarterly report should be provided on the status of implementing the Plan. This is an opportune time to update the full WIB Membership on the progress being made and thank them for their hard work. It is also a time for the WIB to reinforce the importance of continued effort and underscore any specific strategies that are of particular concern or priority.

***Exemplary
Contributions***

The WIB should identify a process to identify and commend specific invaluable contributions to implementing the Plans.

***Plan
Modifications***

As in any planning process, adjustments may need to be made. The SETC is always supportive of ways to improve the system.

SECTION 7 - CULTIVATION OF RELATIONSHIPS WITH BUSINESS AND ECONOMIC DEVELOPMENT

New Jersey is fortunate to be a major business center with more than twenty percent of the Fortune 500 companies headquartered in or near the State. Workforce Investment Boards (WIBs) must forge strong relationships with business and local economic development organizations. The WIB must be viewed as a key player and the workforce investment system and must be considered a critical asset by the business and economic development leadership.

A workforce investment system that is responsive to the economic development challenges in the community seeks to achieve several benchmarks. These are:

- The system is fully aware of the economic trends and the skill requirements of those jobs needed by industries and potential new businesses relocating in their communities and is able to construct a plan for addressing those needs.
- The workforce investment system has developed relationships with the education system so that students in kindergarten through 12th grade learn about various career options and what it takes to enter into various career areas as part of their educational experience. Middle and high schools, community colleges, two-year technical schools, universities and four-year colleges work closely with the WIB, local businesses and certification groups to develop programs that prepare their graduates to obtain work, to upgrade their skills or to advance along a career path.
- The system has developed a relationship with local literacy providers to offer a wide range of literacy services and supports that meet the fundamental literacy skills required for success in business.
- The system's One-Stop Career Center provides the full range of services essential to businesses to find qualified employees and to job seekers to obtain required skills and employment.

This Chapter outlines how WIBs can develop and maintain strategic partnerships that place them in the forefront of economic development planning. It describes the WIB's role in gathering up-to-date information on industry trends and designing effective programs based on industry needs. The Chapter concludes with a list of key elements needed in the One-Stop Career Centers to meet employer needs.

Developing and Maintaining Strategic Business and Economic Development Partnerships

Regularly working with businesses to gather information about their needs is one way of engaging the private sector to create a responsive workforce investment system. As an

entity that is comprised of a majority of business members, the Workforce Investment Board must develop key institutional linkages between the Board and other organizations in the community, particularly economic development and Chambers of Commerce.

***Industry
Representation
on WIBs***

WIBs should ensure that private sector members of the Board are actively engaged in the Board's work. It is advantageous if private sector members bring information related to industry trends and skills needs of their industries to the discussions at Board meetings. Individuals with Human Resource backgrounds are also able to provide important information that helps shape the direction, design, and development of industry-based education and training programs.

Partnerships

Effective support of and coordination with economic development initiatives is essential. In urban areas, there may also be community-based organizations devoted to economic development in their neighborhoods or parts of a city. It is important for WIBs to know all of the players in the economic development landscape in order to create the appropriate networks.

In keeping with the WIB's strategic focus, partnerships with local economic development and business associations including Chambers of Commerce should focus on broader, policy level issues. Some strategies for creating these networks include:

- Having mutual memberships.
- Sharing strategic planning to ensure that workforce investment and economic development are working together in an area to build a strong economy.
- Planning joint activities.
- Leveraging individual products and services.
- Developing mechanisms for regular periodic exchanges of information.
- Ensuring that economic development entities are represented as decision-makers in various Committees and task forces.

Gathering and Using Demand-Side Information

Information about what employers expect of the workforce is often called "Demand-Side Information."

Both the State and WIBs are responsible for obtaining and analyzing information on business needs and the needs of the local workforce. This information must be shared with key stakeholders so that it can be used to plan for programs and services.

While State data is available to WIBs, local areas must also maintain an ongoing dialogue within their communities to obtain current, detailed information on business needs and potential gaps.

WIBs typically do this by:

- Ensuring that private sector members of the Workforce Investment Board are actively engaged in the work of the Board, providing feedback that shapes the Board's plans and policies.
- Regularly collecting and analyzing information from area businesses on their current and present skill needs and using this information to develop strategic plans and initiatives.
- Gathering information on various segments of the local workforce to understand where there may be gaps in skill and knowledge and to develop programs that will effectively close these gaps.
- Inviting the Department of Labor and Workforce Development (LWD), Labor, Planning and Analysis Field Representative to attend meetings and participate in planning activities.
- Using multiple methods (such as surveys, forums, interviews, etc.) of collecting data to ensure that local businesses are provided with several opportunities for sharing skill information.
- Sponsoring forums and other activities that bring together businesses, One-Stop System Partners and educational institutions to ensure that education and other services adequately prepare job seekers for current and future work.
- Other local colleges and universities—WIBs often find that they can either partner with local institutions to obtain information or that the institutions have already gathered this data for their own purposes, which can be shared with the WIB.
- Web sites including:
 - The Department of Labor and Workforce Development website (<http://www.state.nj.us/labor/>), which includes a variety of labor market reports.
 - The SETC website (www.njsetc.net)—which includes a link to <http://www.njnextstop.org/> with the results of the Demand-side Skill Assessment Project completed by the State.
 - The John J. Heldrich Center for Workforce Development at Rutgers University (www.heldrich.rutgers.edu)—The Heldrich Center conducts a

variety of surveys and other research projects related to understanding workforce issues in general, and specifically the needs of business.

Developing Programs in Response to Business Demands for a Skilled Workforce

Workforce Investment Boards must work closely with their local education system to create strong connections and programs that are linked to business skill needs. WIBs should consider customized training and sector strategies to meet specific employer or community occupational skill needs. Some of the strategies a WIB can use include:

Brokering Among or Between Education Providers

Preparing local workers to meet the skill needs of businesses may require the WIB to play the role of facilitator, expeditor or broker. A range of coordinated educational programs and skill-building services is desirable. This means working with middle and high schools, community colleges, technical schools, universities and four-year colleges on behalf of the workers who businesses employ.

For **middle and high schools**, WIBs typically focus on:

- Fostering Business and Education partnerships where local businesses play a role in the schools, perhaps by mentoring a class, serving as job shadowing sites, etc.
- Supporting career exploration through sponsorship of career fairs, job shadowing, mentoring, etc.
- Assisting schools in creating career academies that are tied to local business and industry skill needs.
- Working with school systems to use employer skill standards as part of the education process.
- Brokering articulation agreements between institutions that allow individuals to move more easily from one program to another.

In working with **community colleges and technical schools**, WIBs can:

- Ensure that curricula and programs are competency-based and aligned with employer-recognized skill standards so that graduates have the specific skills required by most employers for an occupation.
- Facilitate the development of articulation agreements, particularly between two-year and four-year programs.

- Facilitate the development of alternative training and education programs, particularly programs with more flexible delivery methods and schedules that support working adults.

Partnerships with **universities and four-year colleges** typically focus on:

- Alignment of professional degree programs with industry and occupational standards.
- Increasing the availability of ongoing professional development opportunities for working adults.
- Facilitating research and development projects that can benefit local businesses.

Sector and Customized Training Partnerships

Many local areas face current or future shortages of skilled workers, particularly in high growth industries. Many WIBs address this need by working with economic development entities to create “industry cluster” or “sector” training and projects.

In a sector project, a target industry or target occupations that may cut across industries is identified. These clusters by definition have high growth potential, opportunities for career ladders within the cluster and sustainable wages for entry-level workers. The WIB will then work with the targeted businesses, economic development entities, and the One-Stop System including educational providers, to create a system of supports and activities that will prepare individuals for employment in the industry or occupation.

For example, an area that is experiencing a shortage of nurses might work with several hospitals to identify key skills and supports necessary for an entry-level worker to move along the career ladder. This case study would examine how to move from a certified nurse’s assistant to a licensed practicing nurse or registered nurse. The One-Stop System and various educational providers would collaborate to develop a series of trainings and other supports that would train new workers to enter the career, as well as prepare current workers to advance along the career path.

Sectoral strategies can be extremely effective, as they target resources to a particular area of need within the community. However, industry clusters only work with extensive planning and

partnership among all the potential stakeholders. This creates a major role for the WIB, which can serve as an “honest broker” by convening various partners including business, and helping them to identify needs and determine an overall strategic approach. WIBs will also find that they need to look at how resources are allocated and make strategic decisions about One-Stop System services.

Ensuring That One-Stop Career Centers Provide Demand-Driven Services

Another important area in which WIBs work to create a responsive, demand-driven workforce investment system is through the oversight of the One-Stop Career Center system. As the primary delivery vehicle for workforce services in a community, it is critical that the comprehensive One-Stop Career Centers operate in the context of the local business environment.

Business Resource Centers (BRCs)

Each Comprehensive One-Stop Career Center must include a Business Resource Center. Designed to work primarily with small and medium-sized firms, the BRCs are staffed with knowledgeable individuals who understand what businesses want and are able to provide the services businesses need. WIBs support the Business Resource Centers by:

- Developing standards and policies that govern the provision of services. These standards should provide the One-Stop Operator and Career Center with clear guidance on expectations for both the process of providing services as well as identifying the key outcomes of those services.
- Developing and implementing performance measures for the BRCs that provide both the One-Stop and the WIB with key information on how successfully the Business Resource Center is serving local business needs.
- Providing feedback on the operation of the BRC to ensure that it is responsive to local businesses and provides the levels and types of service that are in demand in the local area.
- Working with the One-Stop Operator and the Partners to identify new services and processes that will continually improve the ability of the Business Resource Center to serve businesses.

***Outreach/Job
Matching/ Job
Referrals***

A key function of Comprehensive One-Stop Career Centers is to match qualified job seekers with local jobs. WIBs should:

- Develop standards and policies for how outreach to businesses will be conducted. These policies should address how:
 - One-Stop Career Centers will pro-actively contact businesses to determine their needs.
 - One-Stop outreach will be coordinated with the WIB's economic development and sector strategies so that One-Stops are contacting "priority" businesses and industries.
- Develop standards and policies for how One-Stop Career Centers will provide job matching and referral services. These standards should focus on creating a system that:
 - Is easy to use.
 - Collects the appropriate information from businesses.
 - Ensures that the One-Stop Career Center is referring only those job seekers who are well-qualified for job openings.
 - Establishes business-based standards about how quickly One-Stop Career Centers will respond to business requests, how businesses will be able to place job orders, etc.
 - Provide the One-Stop Operator with feedback on the success of job matching and referrals and ensure that there are appropriate communications and continuous quality improvement measures in place.

***"Rapid
Response"***

While the primary focus of One-Stop Career Centers is on helping companies to fill open positions, they also provide what are called "Rapid Response" services for those companies forced to lay off workers. Often, these services are augmented by the State Response Team. These services quickly connect affected employees with expedited Unemployment Insurance information and other tools that will help a company's workers quickly obtain new employment following the layoff. WIBs ensure that "Rapid Response" services are demand-driven by developing appropriate policies and standards for the provision of these services and by ensuring that continuous quality improvement mechanisms are in place to address any problems or issues that occur.

SECTION 8 - LITERACY

Boosting adult literacy levels is a critical task in developing a quality workforce. While having some of the most well educated citizens in the country, New Jersey faces significant basic literacy issues with a large influx of non-English speaking immigrants and lower literacy levels among some of its most disadvantaged citizens. Too, the “basic competencies” necessary to succeed in the 21st Century workplace go beyond reading and math, which are indeed important, but include a broader set of work readiness skills, e.g., speaking and listening, cooperating with others, resolving conflict and negotiating, and solving problems and making decisions. Adult basic literacy and English as a Second Language (ESL) programs which incorporate work readiness skills training and focus on real-world contexts are a major facet of the State’s workforce development programming. In response to the growing gap between the skills required by New Jersey employers and the skills of many New Jersey residents, the State has made adult literacy a priority workforce investment strategy.

New Jersey is the first state to establish a statewide adult literacy council – the State Council for Adult Literacy Education Services and similarly, the first state to require Workforce Investment Boards (WIBs) to establish Literacy Councils. With the passage of the Supplemental Fund for Basic Skills legislation, the State is also the first state to establish workplace literacy training in each of the comprehensive One-Stop Career Centers. The State wants every WIB area to have an organized and integrated system of literacy services to help the many residents who lack the basic skills to be successful in their jobs. Literacy customers should be able to move through a continuum of literacy services to meet their workplace literacy needs.

This Chapter describes the WIB’s responsibilities in building a local literacy system through the establishment of an active Literacy Council and the development of a strategic Literacy Plan. It also discusses the funding available for adult literacy services in each Workforce Investment Area and the responsibilities of the WIB and its Literacy Council to coordinate and oversee these programs.

Creating and Maintaining a Literacy Council

Each WIB must establish a Literacy Council. The Council’s role is to lead the development of a literacy service system by working with stakeholders from the community. The Council and its partners identify need, provide strategic direction, and establish priorities and overall plans for improving adult literacy.

Mission and Role of the WIB’s Literacy Council

Literacy Councils are expected to:

- Work with stakeholders to establish a comprehensive vision for literacy services to effectively prepare local residents for career pathways.
- Play a leadership role in advocating for individuals with low literacy levels and in brokering funding and resources from public and private entities that expand the capacity of the system to provide appropriate services.
- Convene stakeholders on a regular basis to collect data on employer basic skill requirements and job seeker skill deficits, as well as on the range and types of literacy services available in their communities.
- Develop a comprehensive Literacy Strategic Plan that describes how the local area will develop a literacy system that spans multiple funding streams and multiple literacy providers and how Workforce Learning Links located in each comprehensive One-Stop Career Center will be utilized as part of the overall system of literacy.
- Develop literacy policies and standards that proactively address the literacy needs of adults living and working in the WIB service area and that communicate high expectations to local literacy service providers.
- Foster collaborative community relationships that expand services and support the local and State strategic vision for literacy services. Asset and resource mapping, relationship-building and ongoing engagement of employers and service providers are important strategies for ensuring implementation of the literacy services vision.
- Conduct active outreach to businesses and to educational providers—including secondary schools, community and faith-based organizations, colleges and universities—to more effectively engage them in the process of developing appropriate program standards and expectations for performance. This involvement allows the Council to better articulate specific educational and skill outcomes and to identify the most appropriate strategies delivering literacy services.

Literacy Council Membership

Membership on the Council is intended to represent the various stakeholders in the community and the specific needs of customers of literacy programs. It is recommended that 25% of the Council be made up of private sector or business representatives and that the Council be representative of the overall make-up of the local literacy community. In addition, the following must serve on the Literacy Council:

- The One-Stop Operator
- A representative from the lead agency in the local Adult Basic Education (ABE) Consortium

- Representatives from agencies that are providing services through Supplemental Literacy Funds
- A representative from the local Community College
- Representatives from local libraries

WIBs are encouraged to expand this membership to include representatives from other key literacy service providers within the local area who may or may not be members of the Board. For example, in many areas Literacy Volunteers of America (LVA) provide one-on-one services to those with the lowest levels of literacy.

Literacy Council Appointment Process

The Workforce Investment Board is responsible for selecting and appointing members to the Council based on the above guidelines. The WIB has the option of appointing other members as it chooses.

Size of the Literacy Council

In determining the overall size of the Council, the WIB should consider both the need for broad representation and the importance of having a manageable number of members to achieve the Council's vision. Although discretion for the size of the Council lies with the WIB, the State recommends a membership of between 10 to 15 members.

Multi-county WIBs may want to expand their membership to assure equitable representation from each county. A possible solution might be to rotate membership between counties in the required categories to achieve a workable Council size.

Officers of the Literacy Council and Staff Support

The WIB determines who will appoint the Literacy Council Chair. (This must be identified in the WIB By-laws.) The Chair must be a member of the Workforce Investment Board, preferably a private sector representative. There are no specific requirements for any other officers of the Council.

The Literacy Council is supported by WIB staff in carrying out its day-to-day work.

By-Laws and Code of Conduct for the Literacy Council

There are no specific requirements for the Literacy Council to establish its own By-laws or Code of Conduct at this time. However, members of the Literacy Council are subject to the conditions set forth in the WIB's By-laws and Code of Conduct. The Literacy Council may also choose to develop similar documents that include the conditions set

forth by the WIB but expand upon specific roles and responsibilities of the Council. These documents must also be in accordance with State's guidelines.

Developing Strategies for Improving and Expanding Services

Workforce Investment Boards should create an "integrated system of literacy." This means that they must make sure that there are programs available for all adult literacy levels, from the lowest reading and math levels to obtaining a GED, a Work Readiness Credential and/or transitioning to postsecondary education and training. Need far exceeds the resources available. Consequently, WIB Literacy Councils must set priorities for how resources will be used and carefully construct a continuum of service strategies that leverages those resources.

The comprehensive One-Stop Career Center in each Workforce Investment Area is expected to be the hub for workforce literacy programs in the community. WIBs must be sure that the Workforce Learning Links (computer-based adult literacy centers) located in the One-Stops are fully utilized. WIBs must also develop strategies that ensure that all literacy providers connect their customers to the One-Stop Career Center services and, in turn, that the One-Stop Career Centers connect their customers to the appropriate literacy providers.

Developing Literacy Strategic Plans

Each WIB is required to develop a Literacy Strategic Plan that provides the blueprint for the development of an integrated system to address literacy needs. While each local area currently has a Literacy Plan, WIBs may find that the literacy resource or needs of their local area have changed enough to warrant an update. The following is a framework for conducting a planning process and developing a new or revised Literacy Plan. (Please note that the SETC periodically requires WIBs to update their plans and may establish guidelines for these updated plans that differ some from the framework provided below.)

Key Stakeholders in the Planning Process

WIBs work with several kinds of providers and other stakeholders in the development of their plans:

- Adult Basic Education Consortia—groups of schools and organizations that work together to provide a range of literacy services.
- Community Colleges.
- Workforce Learning Links —located in the One-Stop Career Centers, these programs focus on achieving short-term workplace literacy goals, and can be staffed

by One-Stop employees with expertise in facilitating adult literacy instruction or be contracted out to another organization with similar expertise.

- Community and Faith-based Organizations—many local organizations provide literacy services to various populations and communities, often as just one service among many other social services being offered through the agency.
- Community representatives and businesses.

Planning Framework

In developing the Literacy Strategic Plan, the Literacy Council should work with educational institutions and businesses to:

- Gather data on business literacy needs and job seeker literacy levels to identify potential gaps.
- Identify literacy services in the area to determine the numbers of providers, the types of services they offer and the numbers of slots available.
- Identify gaps between the literacy needs of job seekers and what the local area offers.
- Coordinate funding and find other partners and resources to expand the number of literacy programs in the area where necessary.

Critical Issues to be Addressed

The Literacy Strategic Plan should address the following issues:

- The Literacy Council's vision for a comprehensive literacy system in its community
- Job seekers ability to access the literacy services they need to be competitive in the local job market.
- The role of the One-Stop Career Center Workforce Learning Link in the larger literacy strategy.
- The roles and mechanisms of the One-Stop Career Center in connecting services with local literacy programs and vice versa.
- The basic skills that local businesses want in their employees as well as the skill levels of local job seekers.

- An inventory of literacy programs and the local capacity to meet literacy needs. Plans should discuss the availability of literacy “slots” by skill level.
- The types of literacy programs that are most needed.
- How existing public and private resources will be leveraged to meet community needs for literacy services.
- How the Council will work with literacy providers to ensure accountability and quality performance based on standards set by the Council.

WIBs and their Literacy Councils are expected to continually identify the needs of their community and to help literacy providers deliver a full range of literacy services necessary to meet those needs.

Setting Standards for Literacy Services

Literacy services are provided by several different organizations. WIBs are responsible for providing these organizations with the basic framework for services by establishing standards. These standards describe quality expectations for each service that customers receive through the literacy system.

Types of Standards

Equipped for the Future (EFF) Content Standards

New Jersey has adopted Equipped for the Future (EFF) Content Standards as the competency framework for adult literacy services. These standards were developed with leading industries and are based on careful and extensive mapping of what adults actually do. Sixteen (16) standards, identified by the National Institute for Literacy (NIFL), define the core knowledge and skills needed to effectively perform as parents, citizens, and workers. The standards are divided into four categories: Communication Skills, Decision-making Skills (including using math to solve problems), Interpersonal Skills and Life-long Learning Skills.

Work Readiness Standards

Additionally, New Jersey in partnership with a number of other states, Junior Achievement, and the US Chamber of Commerce has identified a set of employer-defined work readiness skills for entry-level workers and developed the National Work Readiness Credential (WRC) as a valid,

reliable measure of these standards.

<i>Process Standards</i>	Process standards describe how services will be provided. These standards relate to timing, frequency, quality of interactions between staff and customers, paperwork involved, etc.
<i>Outcome Standards</i>	Outcome standards describe what customers will know and be able to do as a result of participating in the function or service. They define the goal of the function.

Areas for Standard Setting

Literacy Councils set standards for curriculum and program design. To ensure the consistency and quality of curriculum, the State requires that EFF standards be integrated into the design of all literacy education. The skill profile associated with the National Work Readiness Credential (WRC) provides a framework for preparing entry-level workers for success in these jobs. Together both EFF and WRC provide frameworks for preparing workers to meet the “basic skill” demands of the 21st Century workplace and documenting their readiness for employment.

To ensure that all One-Stop customers receive consistent and appropriate literacy services WIBs should also be setting standards for:

- Outreach and Recruitment—how customers will be educated about available literacy services and recruited to participate.
- Comprehensive Assessment and Linkages to the One-Stop Career Centers—how information will be shared, how literacy services will be tied to customer career plans, how literacy providers and the One-Stop Career Centers will refer customers to one another, how Workforce Learning Links will be integrated into the system.
- Case Management Support—how literacy will be integrated with other case management services.
- Programs and Services—how progress will be monitored, how customers will be able to access the supports they need, etc.
- Performance—how federal, state and local performance measures will be met.
- Continuous Quality Improvement—how agencies will identify and address performance issues.

Specific Literacy Programs

There are several key literacy programs and funding sources within each local area which should be included in local planning efforts. The following are descriptions of key literacy programs that WIBs should ensure participate in the Comprehensive Strategic Literacy Plan for the One-Stop System:

Supplemental Literacy Funds

Supplemental Literacy Funds are appropriated through the State Legislature and are allocated by the Department of Labor and Workforce Development to local areas in amounts that vary from year to year. At a minimum, these funds are used to support the Workforce Learning Links located in each comprehensive One-Stop Career Center. Additional funds may also be awarded to local areas, which WIBs can use to contract with local providers for additional literacy services based on need.

WIB's are responsible for ensuring that Supplemental Literacy Funded programs are operating consistent with their Strategic Literacy Plan.

Workforce Learning Links

Workforce Learning Links provide "contextual," instruction, teaching individuals a wide range of workforce literacy skills in the context of the work environment.

<i>Providers</i>	Services can be provided either by staff employed directly by the One-Stop Career Center or they can be contracted to a local literacy organization.
<i>Target Population</i>	See Workforce Learning Link Administrative Instructions.
<i>Services</i>	Computer and instructor-supported literacy training; case management.
<i>Performance Standards</i>	<ul style="list-style-type: none">• Program Completion• Skill Attainment• Follow-up services provided• Employment

Additional Funding

WIBs can receive additional funding for literacy services. In these cases, WIBs should return to their Literacy Strategic Plans to direct these funds to address areas of greatest need in their community.

<i>Providers</i>	Providers, including schools, community colleges and community and faith-based organizations with the expertise and capacity can submit proposals to provide services.
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Target Population	Target populations are determined by the WIB based on the specific needs of the community. They may, for example, focus on non-English speaking residents and the working poor. They may also focus on particular grade levels.
Services	Computer and instructor-supported literacy training; case management.
Performance Standards	<ul style="list-style-type: none"> • Program Completion • Skill Attainment • Follow-up services provided • Employment

Adult Basic Education (Title II of the Workforce Investment Act)

This program is the major source for Federal funding of adult education in each workforce investment area. While WIBs do not control this funding, they are required to facilitate discussions with stakeholders about the best use of the funds. Their recommendations should be consistent with the WIB Strategic plan. WIBs should also work with literacy providers to apply for funds when the State issues a Request for Proposal (RFP).

Providers	Providers, including schools, community colleges and community and faith-based organizations with the expertise and capacity can submit proposals to provide services.
Target Population	Adults with a range of needs, from low-level basic skills to the attainment of a high school diploma/GED. Individual communities may also choose to target specific populations in their area based on local need.
Services	Computer and instructor-supported literacy training; case management.
Performance Standards	<ul style="list-style-type: none"> • Program Completion • Skill Attainment and Grade-level advancement • Follow-up services provided • Employment

Other Funding Sources and Programs

As part of their overall leveraging of workforce resources, WIBs may elect to use funding from other programs to pay for literacy training. WorkFirst New Jersey “To-Work” Services, special foundation grants and customized training funds can all be used in various ways to pay for literacy services, depending on the needs of a community. In some cases, local areas may choose to combine funds from different

sources in order to develop a more comprehensive set of services. Specific performance requirements will vary, depending on the funding that's being used for the programs.

SECTION 9 - SERVING YOUTH

The Workforce Investment Board (WIB) is responsible for creating and maintaining an active Youth Investment Council (YIC) that effectively leads the development of the local youth workforce investment system. Its mission is to actively engage business, community and educational stakeholders around local needs and priorities for youth services. Through the work of the Youth Investment Council the WIB provides strategic direction and coordination with other programs and initiatives in their communities to make the best use of limited resources.

Youth Investment Council

The Youth Investment Council is responsible for developing a comprehensive, integrated and coordinated system of youth services that effectively prepares young people for higher education and future employment. It does so by:

- Developing and communicating a strategic vision for how the local area will ensure that its targeted youth are adequately prepared for education and employment opportunities. This vision is comprehensive and integrates all educational, employment and supportive service resources.
- Developing policies grounded in best practices for youth that support the State and local vision.
- Setting standards of service that clearly communicate high expectations, accountability and a focus on youth customers. These standards integrate best practices in youth and workforce development and focus specifically on ensuring that youth have the opportunity to develop career plans that will engage them in life-long learning and future employment.
- Writing a Youth Investment Strategic Plan.
- Engaging in ongoing dialogue with all stakeholders—businesses, schools, youth providers, parents and youth themselves—to identify needs, possible gaps in service and to map available resources.
- Forging strong partnerships with the K-12 system, providing resources about careers and labor market information and ensuring that youth and parents have the information they need to make informed choices about their education and future employment.
- Setting service priorities and determining how resources can best be used to meet the needs of young people.
- Coordinating local resources, programs and policies with Federal, State and Regional initiatives to make the most effective use of funds.

Youth Investment Council Membership

Youth Investment Council membership is representative of the various stakeholders in the community and the specific needs of youth. Because preparing youth for future

education and employment is the primary purpose of Youth Investment Council activities, it is important to have representation from business (particularly in demand occupations), educational institutions, critical youth service providers and community and faith-based organizations that have access to youth.

***Business
Representation
(required)***

A minimum of 25% of Youth Investment Council members must be key decision-makers from business and/or organized labor representing the industries and companies that provide the bulk of job opportunities. It is helpful to have business members who are representative of the demand occupations in the local area.

Organized Labor

A representative from either organized labor or an apprenticeship program.

***Education
(required)***

At a minimum, the following educational entities must be represented:

- Either the Vocational School Superintendent, the County Superintendent or a designated representative
- County College President or a designated representative
- Comprehensive school district Superintendent or representative (where applicable, from an Abbott District)

***Youth Agency
Representatives
(required)***

A representative from the following organizations must be represented on the Council:

- Division of Vocational Rehabilitation
- Advocate for youth with disabilities, such as the Statewide Parents Advocacy Network (SPAN)
- Youth Corps representative
- School-based Youth Services
- Adjudicated youth agencies (Juvenile Justice, Juvenile Court Probation Services, Family Court, local law enforcement, etc.)
- Youth Services Commission Representative
- Division of Youth and Family Services (DYFS)
- Community or Faith-based Agency
- Job Corps (if applicable)
- Local public housing authority representative
- Representative from substance or alcohol abuse agency

One-Stop System

- One-Stop Operator

***Parents and
Youth***

The customer voice is critical to developing solid Youth Investment Council policy. While the WIB can appoint a Youth or a Parent to the Council, most WIBs satisfy this requirement by conducting periodic focus groups with targeted youth and their

parents to help determine needs and to identify successes and problems. Parents and youth may also be recruited to participate in particular projects or initiatives as appropriate. This practice insures that the Council is meeting the intention of WIA and the State to hear from the customer in developing its Youth Investment Council policies.

Discretionary Members

Based on local needs, the following are additional organizations that may serve on the Council:

- One-Stop Partner organizations
- Representative(s) from other local colleges and universities
- Youth Transition Coordinator
- Adult High School Principal
- YouthBuild Director
- Supported employment agency director
- County Transition Coordinator
- Director of county-wide transportation agency
- Advocate for youth migrant and seasonal workers
- Advocate for immigrant populations
- County Arts agencies or cultural institutions that operate youth programs
- Police Athletic League (PAL)
- Recreational Departments
- Volunteer Youth Agency, such as Big Brothers and Big Sisters
- Teen parenting or pregnancy agency Director
- School-based Service Learning Director

Youth Investment Council Appointment Process

The Workforce Investment Board is responsible for selecting and appointing members to the Council based on these guidelines. The WIB has the option of appointing other members as it chooses.

Size of the Youth Investment Council

In determining the overall size of the Council, the WIB should consider both the need for broad representation and the importance of having a manageable number of members to achieve the Council's vision. Although discretion for the size of the Council lies with the WIB, the State recommends a membership of between 24 and 30 members. The WIB must consult with the LEO, who has the responsibility of ratifying the Youth Council members.

Multi-county WIBs may want to expand their membership to assure equitable representation from each county. A possible solution might be to rotate membership between counties in the required categories to achieve a workable Council size.

Officers of the Youth Investment Council and Staff Support

The WIB determines who will appoint the Literacy Council Chair. (This must be identified in the WIB By-laws.) The Chair must be a member of the Workforce Investment Board, preferably a private sector representative. There are no specific requirements for any other officers of the Council.

The Youth Investment Council is supported by WIB staff in carrying out its day-to-day work.

By-laws and Code of Conduct for the Youth Investment Council

There are no specific requirements for Youth Investment Council to establish their own By-laws or Code of Conduct at this time. However, members of the Youth Investment Council are subject to the conditions set forth in the WIB's By-laws and Code of Conduct. The Youth Investment Council may also choose to develop similar documents that include the conditions set forth by the WIB but expand upon specific roles and responsibilities of the Council. These documents must also be in accordance with State's guidelines.

Developing an Integrated System of Services for Youth

The WIB and the Youth Investment Council are to create a coordinated network of services to help youth in their communities. In creating this system, the State has put a priority on serving disadvantaged youth, who include:

- High school drop-outs and those at risk for dropping out.
- Youth involved with the juvenile justice system.
- Youth residing in low-income Abbot Districts.
- Youth faced with the challenges of teen pregnancy.

The Youth Council creates a connected system of youth services by writing a Youth Investment Council Strategic Plan and by setting standards for youth services.

Developing the Youth Strategic Plan

Each Council is required to create a Youth Strategic Plan. The purpose of this plan is to:

- Identify the needs of youth for career exploration, preparation and support services.
- Identify the resources available in the local area to provide services to youth.
- Identify strategies for connecting with schools, including middle and high schools, vocational-technical schools, community colleges and four-year colleges and universities.
- Determine how financial and other resources can be coordinated to serve the maximum number of young people.

Youth Investment Councils work with the community to develop their plans. Typically, they bring together representatives from schools, colleges and from agencies and organizations that work with youth such as Boys and Girls Clubs, YM/WCAs and community-based organizations. They also work with businesses to determine what youth should be doing to prepare for work.

While each local area currently has a Youth Strategic Plan, WIBs may find that the youth services or needs of their local area have changed enough to warrant updating their current plans. The following is a framework for conducting a planning process and developing a new and revised Youth Plan. (Please note that the SETC may require WIBs to update their plans and may establish guidelines for these updated plans that differ some from the framework provided below.)

Elements of the Youth Strategic Plan

In creating the Plan, the Youth Council should discuss:

- The Council's comprehensive vision for ensuring that all young people in their communities are adequately prepared for and will have access to the education, training and career path employment they need to become self-sustaining contributors to their communities.
- The basic skills (reading, math, computer literacy, etc.) and qualifications that youth should possess in order to access post-secondary educational opportunities and entry-level jobs.
- The *priorities for services*:
 - *Who are the targeted youth to be served*, including relevant needs and characteristics, the size of the population and the numbers to be served. Priorities should reflect the demographics of the local area, as well as the strategic priority of serving out-of-school youth.
 - *What are the targeted occupational areas*, including employer needs and expectations in key industries and

in both for-profit and not-for profit sectors. This should include entry-level and basic (reading, math, etc.) skill requirements.

- The programs and services currently available in the community to work with youth.
- Areas where there are no programs or services to meet a specific need and plans for addressing the gap.
- How the Council plans to work with middle and high schools to provide youth and their parents with career information and information on the skills and schooling that are needed to prepare for local jobs.
- The Council's overall service strategy
 - How it will connect youth to the One-Stop System and services available through One-Stop Career Centers.
 - How it will incorporate State and Federal youth programs, including Youth Corps and Job Corps.
 - How schools, youth service providers, faith-based organizations and community organizations will link to the system.
- How the Council will evaluate the effectiveness of Workforce Investment Act (WIA)-funded programs and services.
- How it will ensure that providers of youth services are accountable for achieving performance.
- How the Council will coordinate existing programs and services from non-WIA-funded sources so that young people are able to have access to more programs.
- The types of training and education to be provided and the strategies that will be used to deliver training and services.

Setting Standards of Service

Another way in which the Council creates a comprehensive youth workforce investment system is through setting *standards for services*. Standards define how services will be provided. They give providers of services a consistent framework and set of expectations for how they work with young people. As mentioned in earlier Sections, Standards can be either Outcome Standards or Process Standards.

***Areas in Which
Councils Should
Set Standards***

- Outreach and Recruitment with targeted youth populations—how organizations will find and recruit youth into various programs. This is often a challenge with “out-of-school” youth who are generally not found in a single location, such as a school.
- Comprehensive Assessment Process—how organizations will determine if youth are eligible for various funding and how they will help youth gather career assessment information to use in developing a career plan.
- Career Exploration and Planning—how organizations will help youth explore various career options and develop a career plan based on the young person’s interests and talents.
- Case Management and Counseling Support—how organizations will make sure that young people are working with a caring adult who can guide them through various programs and make sure that they achieve their career goals.
- Programs and Services—how organizations will prepare youth for higher education and for work.
 - Education and training, including academic, occupational skills, workplace literacy and job readiness training, etc.
 - Supportive services, such as transportation, child care, etc.
 - Mentoring
 - Leadership training and support
- Employment Facilitation—how organizations will help young people find jobs and prepare to job search. This also addresses how organizations will help young people keep jobs once they have been hired.

Setting standards for how youth services should be provided is a critical function of the Council, as it ensures that programs administered by a variety of agencies are coordinated and providing consistently high levels of service.

Workforce Investment Act Youth Programs

While the creation of the youth workforce investment system discussed above requires Councils to work with a variety of programs, the Workforce Investment Board maintains specific responsibility for the use of Workforce Investment Act (WIA) youth funds.

Accordingly, WIB's, through their Youth Councils, are responsible for ensuring that WIA Youth programs are operating consistent with their Youth Strategic Plan.

The following is a summary of the rules and regulations for the WIB Youth funds:

***Eligibility for
WIA-Funded
Youth Programs***

The Workforce Investment Act defines an *eligible youth* as an individual who is:

- Age 14 through 21 at the time of registration, and
- Low income, and
- Compliant with Selective Service laws and can provide documentation demonstrate compliance

Eligible youth must also face one or more of the following challenges to finding work:

- Deficient in basic literacy skills (reading, math)
- School dropout
- Homeless, runaway or foster child
- Pregnant or parenting
- An offender
- An individual (including a youth with a disability) who requires additional assistance to complete an educational program or to secure and hold employment.
(NOTE—an individual with a disability whose family does not meet income requirements is considered low-income if the individual's own income, separate from the family income, meets the guidelines)

Up to five percent of a area's youth may bypass the income eligibility requirement in a local area if they are in one or more of the following categories:

- School dropout
- Basic skills deficient
- One or more grade levels below the grade level appropriate to the individual's age
- Pregnant or parenting
- Disabled, including learning disabled
- Homeless or a runaway
- Face serious barriers to employment as identified by WIB policy

***Out-of-School
Youth***

WIA currently requires that at least 30% of total youth expenditures in a local area must be used to provide services to out-of-school youth.

WIA defines an eligible out-of-school youth as:

- A school dropout , or
- A youth who has either graduated from high school or holds a GED but who is basic skills deficient or unemployed or underemployed

Youth Services Program Design

WIA is very specific when defining what is required for WIA-funded youth services. Youth programs must be designed to:

- Provide an objective assessment of each youth participant, including a review of the academic and occupational skill levels as well as the service needs for each youth.
- Develop an individual service strategy for each youth participant, including identifying an age-appropriate career goal.
- Provide preparation for post-secondary educational opportunities.
- Ensure that academic and vocational training is linked.
- Youth may not be served with a stand-alone summer job program

Ten Youth Program Elements

There are ten program elements or services that must be available to youth in the area. The WIB should allocate its resources and work with youth providers to ensure that all of these elements are available to young people if a young person needs them. Youth are not required to use all of these services but they must have access to them. Further, these services do not have to be paid for with WIA funds. If services are being paid for by some other source, they must be linked to the One-Stop system.

The basic youth services are:

1. Tutoring, study skills training and instruction leading to secondary school completion, including drop-out prevention strategies.
2. Alternative secondary school services.
3. Summer employment opportunities directly linked to academic and occupational training.
4. Paid and unpaid work experiences, including internships and job shadowing.
5. Occupational skills training.

6. Leadership development opportunities offered during non-school hours, which may include community service and peer-centered activities, encouraging responsibility and other positive social behaviors.
7. Support services, such as transportation, child care and housing.
8. Adult mentoring, concurrent with program participation and a time period subsequent to participation, for a minimum of 12 months.
9. Follow-up services for a minimum of 12 months and a maximum of 24 months.
10. Comprehensive guidance and counseling, including drug and alcohol abuse counseling, as well as counseling referrals.

Role of the One-Stop Career Centers

As with all workforce investment activities, it is expected that the One-Stop Career Center will play an important role in the youth system of services. Each One-Stop Career Center is to provide a portal for youth into the variety of workforce services available to them, including local programs and state and national programs such as Job Corps and YouthBuild. This means that Youth Councils must ensure that their One-Stops are working with youth and that young people are able to use the services provided through the One-Stop. Youth programs should not be considered separate from the One-Stop Career Centers.

Youth Program Performance Measures

In 2005, the Federal government began the process of transitioning to “common measures,” where all Federal workforce programs are held accountable for the same standards of performance.

For youth, the three measures of program performance are:

- Placement in Employment or Education
- Attainment of Degree or Certificate
- Literacy and Numeracy gains (optional in Program Year 2005, required in Program Year 2006)

Specific performance requirements for each of these standards are negotiated between the State and each local area based on the needs and issues of each WIB.

WIBs are responsible for working with the One-Stop Operator and with the providers to ensure that they are meeting performance requirements for each of these measures.

SECTION 10 - ENSURING QUALITY PROGRAMS AND SERVICES:

In combination with well-executed planning, the Workforce Investment Board's (WIB's) oversight role is one of its most powerful tools to influence the quality of workforce system services in a local area. While oversight of One-Stop Systems occurs at many levels, WIBs are charged with the responsibility of ensuring that services and programs provide the level of quality services they expect. That is, that the actual performance of the workforce investment system matches the performance described in the Plan. Planning sets the direction and standards that are to be achieved. WIB oversight monitors whether these plans and standards are actually being implemented at the level required to achieve success.

The Role of the WIB in Oversight

WIB members should see themselves as the "Board of Directors" for the workforce system. Given that understanding of their role, it is easier to make the necessary distinction between entities that are responsible for issues such as financial integrity, or participant eligibility or performance of training or other service providers. As the "Board of Directors" for the workforce system the WIB's direct responsibility is to ensure implementation of the local plan. The WIB cannot ignore compliance and other important issues, but these are the direct responsibility of others in the system. The question that the WIB must ask is, "Does the operation of the One-Stop system and One-Stop Career Center meet the expectations that the WIB set forth in the Plan?" If it does not, it is necessary for the WIB to place a critical emphasis on the development of performance management and accountability systems to support the consistent achievement of quality service and high performance.

WIBs have the responsibility of conducting broad oversight of all "To-Work" programs in their local areas. WIBs must look at the performance of all providers and programs within their entire One-Stop System to ensure that they are implementing services in accordance with the framework and standards established in the Plan. In particular, WIBs must develop a framework for evaluating the One-Stop Career Centers. The standards should be established in the Plan and should serve as the basis for evaluation.

WIBs are also expected to develop continuous quality improvement initiatives that will guide the One-Stop Partners in achieving the intended goals. As WIBs move forward in evaluating how effectively the One-Stop System is meeting its standards, in cooperation with the One-Stop Operator and Partners, various improvement strategies should be identified. These could include, among other strategies, staff training, process

improvement methodologies, curriculum development revisions, customer tracking and customer satisfaction analyses.

Oversight of the One-Stop System

The One-Stop Committee of the WIB plays a primary role in broad oversight of the One-Stop System, including the One-Stop Career Centers. This Committee is responsible for receiving and reviewing reports and updates from the One-Stop Operator on the degree to which performance is being met, assessing whether strategies in the Local Plan are being implemented, and assessing the overall development of the One-Stop System.

One-Stop Partner and One-Stop Operator MOU

The One-Stop Partner and One-Stop Operator MOU must outline the specific roles and contributions of each with respect to the One-Stop Career Centers. This document provides a clear set of expectations which these entities have agreed to meet, and can be held accountable for achieving.

In some areas, there will be a contract with the One-Stop Operator as well as the MOU. While this contract should mirror the MOU, if it exists it may contain additional specific tasks and timelines that the One-Stop Operator is accountable for achieving.

One-Stop Operator Management Plan

The WIB can request that the One-Stop Operator provide a management plan for how he or she will monitor the contributions of One-Stop Partners and the provision of services through the One-Stop System, providing the WIB with ongoing reports, assuring that an adequate process is in place for ongoing evaluation and that the WIB will receive the information it needs on an ongoing basis.

Reviewing and Approving Monitoring Protocols, Tools and Reports

The WIB can request that the monitor submit written protocols and procedures that outline how the monitor will carry out monitoring and oversight activities. The WIB can also review and approve the tools used to conduct on-site monitoring as well as the templates for the reports that they will be receiving from the monitor to ensure that the WIB will ultimately receive the information it feels it needs to adequately assess the success of a given program.

Oversight and Monitoring of Programs

The One-Stop Operator must regularly inform the WIB about how the system is addressing the standards and expectations that the WIB established in its Strategic Five-year Workforce Investment Plan.

Use of Fiscal Resources

The WIB's fiscal oversight should focus on whether funds are being fully used and if these funds are being spent consistent with the local plan. The WIB relies heavily on the WIB Staff, One-Stop Operator, and Fiscal Agent to ensure that funds are used in an allowable manner. The WIB depends on the Grant Recipient or the Grant Recipient's Fiscal Agent for accurate information as to where and how rapidly funds are being spent. In addition, the WIB relies on the One-Stop Operator and Fiscal Agent's technical knowledge of procurement rules and rules for how funds can be used.

The following is a description of how the WIB should carry out its responsibilities for fiscal oversight.

Full Use of Funds

Not spending funds that have been allocated places those funds at risk of being recaptured. Each allocation that is given to a local area has a clock attached with respect to when it must be spent or obligated to a contractor or vendor. Below is a table that outlines the current rules for WIA and WFNJ funds awarded to local areas. Funds that are not used by these timeframes may be recaptured by the State.

WIBs should receive regular fiscal reports from the Grant Recipient as to the degree to which funds are being used through the year. Not only does this aid in making sure funds are not returned to the State, but it also assists the WIB in making planning decisions in following years.

Allowable Use of Funds

The WIB relies heavily on the WIB Staff, One-Stop Operator and Fiscal Agent to ensure that funds are used in an allowable manner. Most funds create two categories of expenditures—administrative and programmatic—and define what types of activities fall under each. The definitions are not always consistent or logical. Limits are usually placed on how much of the funds can be used in the administrative category. On the following page is a table that outlines the current rules with respect to the WIA and WFNJ funds.

The Grant Recipient is responsible for the proper expenditure of funds.

Summary of Fiscal Rules for WIA & WFNJ Funds

Fund	Administrative Cap	Timeframes
WIA	10% Administrative Cap	80% of an allocation must be either expended or attached to a contract or promised to pay by the end of the first year. 100% of the allocation must be expended by the end of the second year.
WorkFirst New Jersey (WFNJ) "To-Work" Services	12% Administrative Cap	80% of an allocation must be either expended or promised to pay for service of a customer that is enrolled at the end of the first year. 100% of the allocation must be expended by the end of the second year.
Supplemental Literacy	7% Administrative Cap	100% of an allocation must be either expended or attached to a contract or promised to pay by the end of the first year. 100% of the allocation must be expended by the end of the second year.

Negotiation of Performance Standards

Each year, the State negotiates performance standards with the US Department of Labor. Subsequent to that negotiation the State identifies target performance standards and levels for all programs under the direct oversight of the WIB.

The following is a summary of the performance standards established by Federal law and State policy.

WIA Adult and Dislocated Worker

- Obtained Employment
- Employment Retention
- Income Increases from the day he or she begins the program

***WIA Youth
Services***

- Obtained recognized certification
- Placement in Employment or Education
- Attainment of Degree or Certificate
- Literacy and Numeracy gains

***WFNJ “To-
Work”
Services***

- Obtainment of Employment
- Participation Rate

***Supplemental
Literacy
Programs,
including
Workplace
Learning Links***

- Program Completion
- Skill Attainment
- Follow-up services provided
- Employment

Facilitating Continuous Quality Improvement

WIBs are expected to do more than just determine if the One-Stop System is achieving the standards established for it. It is expected to also take steps that facilitate and lead efforts to continually improve the local system. Improvement strategies should be identified to address both areas of weakness as well as opportunities for improvement. These could include, among other strategies:

Staff Training

WIBs can sponsor training in strategic areas where the One-Stop Partners need additional support.

***Process
Improvement
Methodologies***

The WIB can sponsor projects or initiatives that assist the One-Stop System or the One-Stop Career Center to evaluate their processes and improve upon them.

An example of one such initiative is Process Mapping. This process engages staff in mapping the current customer flow process through the One-Stop Career Center in detail and then evaluating it against local and state standards. This highlights those areas where processes may need to be changed.

***Curriculum
Development
Revisions***

The WIB, in partnership with the One-Stop Operator, can establish curriculum review teams or provide resources for redesigning the curriculum used by the One-Stop Career

Centers for various key services such as job search skills or job readiness.

***Customer
Satisfaction
Analyses and
Customer
Tracking***

WIBs can request that a project be put into place that tracks the numbers of customers served and their satisfaction at each critical juncture in the customer flow. This would assist the WIB and the One-Stop Operator in identifying the specific areas of the customer flow process that require attention.

ATTACHMENT # 1

New Jersey “To-Work” Programs

PROGRAM	STATE AGENCY	DESCRIPTION	POPULATIONS SERVED
Workforce Investment Act (WIA)-Adult	LWD	<ul style="list-style-type: none"> ▪ Job Search ▪ Career Assessment ▪ Occupational Training ▪ Intensive Services Short-Term Training ▪ Basic Skills Training 	<ul style="list-style-type: none"> ▪ Economically disadvantaged ▪ Over age 18
WIA-Dislocated Worker	LWD	<ul style="list-style-type: none"> ▪ Job Search ▪ Career Assessment ▪ Occupational Training ▪ Intensive Services Short-Term Training ▪ Basic Skills Training 	<ul style="list-style-type: none"> ▪ Unemployed due to lay-off ▪ Displaced homemaker ▪ Long term unemployed
WIA- Youth	LWD	<ul style="list-style-type: none"> ▪ Job Search ▪ Career Assessment ▪ Occupational Training ▪ Intensive Services Short-term Training ▪ Basic Skills Training 	<ul style="list-style-type: none"> ▪ Economically disadvantaged ▪ Ages 14-21 ▪ In-school or out-of-school youth
Employment Service (ES) Wagner-Peyser	LWD	<ul style="list-style-type: none"> ▪ Public labor exchange linking employers with job seekers & providing related services to both 	<ul style="list-style-type: none"> ▪ All job seekers ▪ All employers wishing to list job openings
Housing and Urban Development	LWD		
Job Corps and Youth Corps	LWD	<ul style="list-style-type: none"> ▪ Post-Secondary Education & Training ▪ GED ▪ Work-Experience ▪ Job Placement 	<ul style="list-style-type: none"> ▪ High school dropout ▪ Ages 16-25 ▪ State resident
NAFTA TAA North American Free Trade Agreement/ Transitional Adjustment Assistance	LWD	<ul style="list-style-type: none"> ▪ Available to workers who lost their jobs as a result of North American or Mexican competition ▪ Provides reemployment benefits such as classroom training, on-the-job training, job search allowances, relocation allowances, & reemployment assistance 	<ul style="list-style-type: none"> ▪ Dislocated Workers
Rapid Response	LWD	<ul style="list-style-type: none"> ▪ Dislocated Worker Unit receives news of mass lay-offs through phone calls from affected companies, workers, organized labor, or other sources ▪ Rapid Response contacts the company within 48 hours to ascertain the validity of information received 	<ul style="list-style-type: none"> ▪ Displaced workers

PROGRAM	STATE AGENCY	DESCRIPTION	POPULATIONS SERVED
		<ul style="list-style-type: none"> Provides information on Unemployment Insurance, re-employment, & retraining of workers Pertinent information is obtained from the company including type of business, permanent or temporary layoff, number of workers affected, & organized labor affiliations 	
Trade Adjustment Assistance (TAA)	LWD	<ul style="list-style-type: none"> Available to workers who lost their jobs or whose hours of work & wages are reduced as a result of increased imports Under TAA 1974, workers whose employment is adversely affected by increased imports apply for TAA Includes a variety of benefits and reemployment services to help unemployed workers prepare for & obtain suitable employment Workers may be eligible for training, job search allowance, relocation allowance & other reemployment activities Weekly trade adjustment allowances payable to eligible workers following their exhaustion of unemployment benefits 	<ul style="list-style-type: none"> Dislocated Workers
Unemployment Insurance	LWD	<ul style="list-style-type: none"> The Unemployment Insurance trust fund, financed through payroll taxes provides short-term financial protection for workers who are unemployed due to no fault of their own 	<ul style="list-style-type: none"> Unemployed/ underemployed
Veterans Services	LWD	<ul style="list-style-type: none"> Outreach, job referral & placement & related services to veterans, including case management of disabled veterans 	<ul style="list-style-type: none"> Job seekers who are Veterans
Vocational Rehabilitation	LWD	<ul style="list-style-type: none"> Enables eligible individuals with disabilities to achieve employment outcomes consistent with their strengths & capabilities Services include vocational evaluation to help identify skills; abilities; interests; job goals; guidance counseling & referral for individual help with problems; vocational counseling & career planning; training to learn the skills needed to gain employment; job placement & follow-up services 	<ul style="list-style-type: none"> Individuals with a disability except blind/ visually impaired
US DOL Welfare-to-Work	LWD	<ul style="list-style-type: none"> Job Search, Job Readiness & post-employment 	<ul style="list-style-type: none"> The hardest to serve - Temporary Assistance to Needy Families

PROGRAM	STATE AGENCY	DESCRIPTION	POPULATIONS SERVED
			(TANF) recipients
(WDP) Workforce Development Program	LWD	<ul style="list-style-type: none"> Provides training grants & additional benefits during training, if eligible Program is for displaced workers who are eligible for unemployment & are in need of training in order to gain reemployment Provides counseling & customized training for up to two years Customized training includes basic skills, ESL & occupational training 	<ul style="list-style-type: none"> Dislocated Workers
Food Stamps Employment & Training	NJ DHS	<ul style="list-style-type: none"> Provides job search training, employment, counseling, job referral & placement, referral to training & education & case management for Food Stamps and General Assistance recipients This funding is relevant in the Workforce New Jersey Program 	<ul style="list-style-type: none"> Eligible ABAWD/FS/FA recipients
TANF: Temporary Assistance to Needy Families	LWD	<ul style="list-style-type: none"> Job referral & placement of TANF recipients 	<ul style="list-style-type: none"> Employable TANF recipients
Adult Education	LWD	<ul style="list-style-type: none"> Provides Basic Skills, GED & ESL training 	<ul style="list-style-type: none"> Adults & Out-of-School Youth Lack of high school diploma
Post Secondary (Carl Perkins)	NJ DOE	<ul style="list-style-type: none"> Provides equipment & program development for vocational training programs 	<ul style="list-style-type: none"> Need vocational/occupational training

ATTACHMENT # 2

Chartering One-Stop Career Centers

The vision for the State's One-Stop System goes well beyond integration—it seeks a System that is fully capable of providing the types of services businesses and individuals need to be successful in a customer-focused and friendly manner. In order to ensure the One-Stop System in New Jersey meets these high expectations, the SETC is developing a One-Stop Chartering system. This system will ensure that there is a common understanding among Workforce Investment Boards and One-Stop Partners about the expectations for a high quality of service delivery through One-Stop Career Centers. Furthermore, the Charter will communicate to job seekers and employers that New Jersey's Comprehensive One-Stop Career Centers have received a quality endorsement.

The SETC, in consultation with State and local Partners that include WIB Directors and One-Stop Operators, has developed chartering criteria. These criteria, based upon the Strategic Five-Year Unified State Plan for New Jersey's workforce investment system, will serve as the baseline for assessing and issuing charters. The Chartering process will assess the extent to which Comprehensive One-Stop Career Centers:

- Offer programs and services that are customer need-based, are integrated and appear seamless to the customers,
- Offer programs and services that are delivered in a user-friendly, efficient and effective manner,
- Have a management structure between and among the WIB, One-Stop Partners and One-Stop Operator that ensures high quality services and maximum participation of all partnering organizations and their resources,
- Have facilities and services designed to promote universal access, customer choice and integration, and
- Have a WIB-developed system of accountability that includes quality standards and continuous improvement to support the further development of each One-Stop.

New Jersey's Chartering process is designed to promote excellence in workforce development. It is to be viewed as a quality endorsement signifying that the One-Stop Career Center meets or exceeds New Jersey's expectations for a high performing Center.

SETC ONE-STOP CHARTERING CRITERIA

Criterion #1: Customers (employers and job seekers) view the One-Stop as the source of workforce development related services.

- ▣ Customers are able to access all services through one location.
- ▣ Staff assisting customers in the career resource area or while providing other common functions will identify themselves by service function as One-Stop Career Center staff, not by any particular agency.
- ▣ State and local materials present consistent information as a single unit, service-focused One-Stop Career Center and identify particular agencies only when necessary.
- ▣ Services are provided in a consistent, integrated or coordinated manner across agency staff and in accordance with mutually agreed upon policies and procedures.

Criterion #2: Customers (employers and job seekers) receive assistance through a user-friendly service delivery system.

- ▣ Customers are individually greeted upon walking in the door.
- ▣ Staff proactively facilitate customers through the identification, access and use of all services.
- ▣ An adequately staffed public resource area is available to customers upon entering the One-Stop Career Center.
- ▣ There are clear and understandable signs and written materials to promote customer awareness of, access to and use of services in the career resource area.
- ▣ Career resource areas and activities are available during hours as appropriate to customer demand.
- ▣ Staff proactively facilitate customers who are enrolled in intensive services through the process of using services.
- ▣ Staff proactively facilitate employer customers through the process of using services.
- ▣ Services are provided in coordination with the employer at the Business Resource Center or at the employer site, whenever feasible.

Criterion #3: Customers (employers and job seekers) can access services in a timely manner.

- Customers are greeted and directed to services immediately upon entering the One-Stop Career Center.
- Customers can become aware of the services available (through written materials or display) immediately upon entering the One-Stop Career Center.
- Customers can access any service within a reasonable timeframe—immediately whenever possible.
- The frequency of scheduled services is determined by the level of customer demand.
- The level and number of any given resource is determined by the level of customer demand, e.g., there are enough computers.
- Employers receive services based on the timeframes they establish, whenever possible.

Criterion #4: Job Seeker customers receive services through a single service delivery system.

- A common Orientation to all One-Stop services is provided and integrated into any required program-specific orientations.
- An integrated or coordinated outreach strategy is used to eliminate duplication of efforts.
- An integrated or coordinated intensive service eligibility/application process is implemented to eliminate duplication or extra steps for the customer.
- An integrated or coordinated assessment process including common tools is implemented such that there is no duplication or extra steps for the customer.
- An integrated or coordinated case management system is implemented such that there is no duplication or extra steps for the customer and service plans are consistent and supportive of one another.
- An integrated or coordinated employment facilitation system is implemented so that the process for connecting customers to jobs is coordinated with business services as well as job seeker customers having access to the entire pool of job leads.
- The gathering of data from the customer is conducted through an integrated or coordinated manner that facilitates sharing of information between agencies.

Criterion #5: Employer customers receive services through a unified business services delivery system.

- ▣ An integrated or coordinated outreach strategy through the Business Resource Center is used to eliminate duplication or extra contacts.
- ▣ An integrated or coordinated job matching and referral strategy through the Business Resource Center is used to ensure that applicants are properly screened and matched to the specific skill requirements of employers.
- ▣ An integrated or coordinated process is established to refer employer customers to specific services offered both through the One-Stop Career Center and by community-based Partners.
- ▣ Materials present information as a single unit, service-focused One-Stop Career Center and only identify particular agencies when necessary.
- ▣ Customers can learn about all services available from any staff member they encounter.
- ▣ Customers are offered access to a broad range of services (including both government and non-government programs and services) that address the needs of the business community.

Criterion #6: Customers (employers and job seekers) are able to access the services they need to successfully achieve their goals.

- ▣ Services address the needs of all local population groups.
- ▣ A continuum of services is offered where customers receive the most appropriate services based on their employment readiness level to support them in achieving their short and long-term goals.
- ▣ Services are offered through a variety of means (e.g., written, video, workshop) to accommodate the various customers served.
- ▣ Staff is available, where appropriate, to meet the special needs of customers (e.g., bi-lingual staff).
- ▣ Customer referrals to services both in the One-Stop Career Center and in the community are staff facilitated.
- ▣ Service plans are specifically designed to address customer's individual needs.
- ▣ Customers understand the connections between and among services and how each will help them achieve their short-term and long-term goals.
- ▣ Assessment plays a central role in assisting staff and customers in determining the customer's employment readiness level and the services he/she needs.
- ▣ Staff provide active case management to customers both before and after they obtain employment.

- ▣ Outreach is conducted to multiple customer segments including non-mandatory customers.
- ▣ Services are targeted to businesses within primary industries, growing industries and those with current or anticipated workforce shortages.
- ▣ Employer customers will be provided a single point of contact through which to access all employer services.
- ▣ The manner in which services are provided to employers is based on meeting the individual needs and hiring practices of the specific employers.

Criterion #7: Customers (employers and job seekers) are able to easily access the assistance of knowledgeable staff.

- ▣ Staff is clearly available and identifiable so that customers know who to ask for help.
- ▣ All Partner staff are knowledgeable about all service components (Core, Intensive, Business) and how to access and use the services and resources available, (e.g., computers, self-directed assessment, literacy services, assistive technology).
- ▣ Staff clearly understand how to determine a customer's needs, identify appropriate services to address those needs and initiate the referral process as appropriate.
- ▣ Staff is knowledgeable about all policies, procedures and other documents guiding the provision of all services.
- ▣ At least one staff member is available at all times to address intensive services customer issues requiring immediate attention.
- ▣ At least one County Welfare Agency staff member is available at all times to assist with critical issues related to welfare cases including compliance and supportive services.
- ▣ At least one staff member is available at all times to address an employer inquiry.

Criterion #8: Customers (employers and job seekers) can expect that services offered through the One-Stop Career Center will be continuously improved and that they can provide input into these changes.

- ▣ There is a customer service evaluation process and measurement system in place that measures satisfaction with both the overall service/experience and with each specific service offered.

- ▣ All staff and management participate in and contribute to an annual evaluation and ongoing periodic review of the Center services as well as the development and implementation of improvement measures.
- ▣ Management and staff review the results and utilize the results of customer satisfaction surveys to improve One-Stop performance.
- ▣ A continuous improvement plan has been established that includes yearly goals and progress and accomplishments of previous goals.
- ▣ A process is in place to identify and address dissatisfied customers and address their concerns.

Criterion #9: Customers (employers and job seekers) can expect that One-Stop Career Centers will be well managed and supported by all Partners, the One-Stop Operator and the WIB.

- ▣ The Partners, One-Stop Operator and WIB have developed concrete and meaningful action steps to achieve their agreed upon goals and objectives.
- ▣ All levels of staff and management know and understand the vision, goals and objectives.
- ▣ The One-Stop Operator manages the day-to-day operations of the One-Stop Career Center(s).
- ▣ There is regular and meaningful communication between the WIB, the Partners and the One-Stop Operator, and between the One-Stop Operator and front-line One-Stop Career Center staff about One-Stop operations including regularly scheduled and well-attended meetings.
- ▣ All Partners are held accountable for the successful implementation and operation of the One-Stop Career Center.
- ▣ There are clear and formal roles and responsibilities for the One-Stop Operator and Partners, particularly regarding common and co-managed functions/services.
- ▣ Partners are committed to staff development.
- ▣ Agency heads are personally involved in the planning and oversight process.
- ▣ Partners have invested in the One-Stop Career Center operations (e.g., staff time, funds, and space).

Criterion #10: Customers (employers and job seekers) can expect that the One-Stop Career Center will be high performing and provide quality customer service.

- ▣ The One-Stop Career Centers will meet or exceed their State-negotiated WIA, WIA Title II and Human Services performance standards on identified common measures.
- ▣ Performance indicators and/or outcomes related to the common measures have been identified for the Center as a whole.
- ▣ Performance indicators and/or outcomes have been identified for each service provided by the One-Stop Career Center.
- ▣ A system is in place and activated that gathers data related to performance indicators, analyzes this data and uses the information to support continuous improvement efforts.

Criterion #11: Customers (employers and job seekers) receive services in a facility that accommodates their needs and expectations.

- ▣ The facility can accommodate special needs of customers (e.g., persons with disabilities).
- ▣ The facility has appropriate space for the Business Resource Center to conduct recruitment, applicant screening and other business-related services.
- ▣ The facility has a separate area or room where written employment-related materials and resources are available and kept up to date.
- ▣ The facility is clean, well maintained and well lit.
- ▣ There is adequate and usable workspace.
- ▣ The facility is easily accessible by public transportation and car, and there is adequate parking.

ATTACHMENT # 3

WIB Endorsement of Workforce Related Programs

Because the WIB is seen as the leader of the workforce investment system and accordingly, is charged with ensuring that all elements of the system are linked to create a comprehensive system, the State and Federal government will required certain programs to seek WIB approval or input before funding is awarded. Boards should establish a policy for the parameters and processes for how it will review and comment on these programs. In all cases programs should be consistent and supportive of the WIBs plan.

***WIA Title II—
Adult Basic
Education (ABE)
Grant***

The State requires that the WIB facilitate literacy providers in developing an annual plan for how these funds will be used to support the local literacy system. WIBs are to ensure that all providers have an opportunity to participate and that the plan is consistent with the WIB's overall plan for building literacy skills in the local area.

***Carl Perkins
Vocational
Educational
Funding***

Local technical schools and Community Colleges often receive Carl Perkins funds to provide vocational training programs. Federal law requires that WIBs review and comment on the training program applications submitted to the State for funding. WIBs should comment on how the types of training fits with filling the skill needs in the local area.

***Other special
projects or funds
released***

Periodically, various grant opportunities released by the State or Federal government will require that the programs submitted for funding demonstrate a connectivity to the One-Stop System or at least that the program is in line with Strategic Five-year Workforce Investment Plans.

ATTACHMENT # 4

Acronyms

ABAWD	Abled Bodied Adults Without Dependents
ABE	Adult Basic Education
ACSES	Automated Child Support Enforcement System
ADA	Americans with Disabilities Act
AE	Administrative Entity
AFDC	Aid to Families with Dependent Children
AFL-CIO	American Federation of Labor - Congress of Industrial Organizations
AJB	America's Job Bank
ALC	Adult Learning Center
ALP	Acceptable Level of Performance
AOSOS	America's One-Stop Operating System
APWA	American Public Welfare Association
ASPA	American Society of Public Administration
ATB	America's Talent Bank
AWEP	Alternative Work Experience Program
BAT	Bureau of Apprenticeship and Training
BEIP	Business Employment Incentive Program (Grant)
BLS	Bureau of Labor Statistics (US Department of Labor)
BRAG	Business Relocation Assistance Grant
BRC	Business Resource Centers
BS	Basic Skills
BSDA	Basic Skills for Deaf Adults
BSR	Business Services Representatives
BSS	County Board of Social Services
CAA	Community Action Agencies
CAP	Corrective Action Plan/Client Assistance Program
CBO	Community Based Organization
CBVI	Commission for the Blind and Visually Impaired
CCDBG	Child Care and Development Block Grant
CCPED	Community Care Program for the Elderly and Disabled
CEAS	Comprehensive Emergency Assistance System
CEI	Calculated Earned Income
CEO	Chief Elected Official
CES	Current Employment Statistics
CEU	Continuing Education Units
CIDS	Career Information Delivery System
CIP	Classification of Instructional Programs
CM	Case Manager
CMU	Case Manager Unit
COEI	Center for Occupational Employment Information

COLA	Cost of Living Adjustment
CRC	Consumer Report Card
CSA	Community Service Assignments
CSP	Child Support and Paternity
CT	Classroom Training/Customized Training
CTO	Chief Technology Officer
CWA	County Welfare Agencies and also Communication Workers of America
CWEP	Community Work Experience
DAV	Disabled American Veterans
DCA	Department of Community Affairs
DFD	Division of Family Development
DHS	Department of Human Services
DHSS	Department of Health and Senior Services
DIT	Division of Information Technology
DMVA	Department of Military and Veteran Affairs
DOE	Department of Education
DOL	Former Department of Labor (Renamed Department of Labor and Workforce Development July 1, 2004—the acronym is now LWD)
DOLETA	US Department of Labor Employment and Training Administration
DOLMA	Department of Labor Management Association
DOT	Department of Transportation
DV	Domestic Violence
DVA	Department of Veterans' Affairs
DVOP	Disabled Veterans Outreach Program
DVRS	Division of Vocational Rehabilitation Services
DYFS	Division of Youth and Family Services
E&T	Employment & Training
EA	Emergency Assistance
EBT	Electronic Benefits Transfer
EDA	Employment Directed Activity
EDP	Employability Development Plan
EEDA	Education and Employment-Directed Activity
EEI	Early Employment Initiative
EEO	Equal Employment Opportunity
EFF	Equipped for the Future
EIC	Earned Income Credit
EO	Executive Order
ERS	Employment Resource Specialist
ES	Employment Services
ESL	English as a Second Language
E&T	Employment & Training
ETA	Employment and Training Administration
ETPL	Eligible Training Provider List
EU	Eligible Unit
FBCO	Faith-Based and Community-Based Organizations

FDP	Family Development Program
FEIN	Federal Employer Identification Number (IRS)
FH	Fair Hearing
FS	Food Stamps
FSB	Federal Supplemental Benefits
FSC	Federal Supplemental Compensation
FSE&T	Food Stamp Employment and Training
FSP	Food Stamp Program
FUTA	Federal Unemployment Tax Act
GA	General Assistance
GAAS	General Assistance Automated System
GAEP	General Assistance Employability Program
GAPB	General Assistance Procedural Bulletin
GAPI	General Assistance Program Instruction
GED	General Equivalency Diploma
GIS	Geographic Information System
GSETA	Garden State Employment and Training Association
HA	Housing Authority
HAS	Homeless Shelter Allowance
HBCUs	Historical Black College & Universities
HEA	Home Energy Assistance
HH	Head of Household
HSAC	Human Services Advisory Council
HSPT	High School Proficiency Test
HUA	Heating Utility Allowance
HUD	Department of Housing and Urban Development
IAPES	International Association of Professionals in Employment Security
ICESA	Interstate Conference of Employment Security Agencies
IDA	Individual Development Account
IEP	Individual Employability Plans
IEVS	Income Eligibility Verification System
IM	Income Maintenance
IMAS	Income Maintenance Administrative Supervisor
IMT	Income Maintenance Technician
INS	Immigration and Naturalization Service
IPV	Intentional Program Violation
IRP	Individual Responsibility Plan
ITA	Individual Training Account
ITG	Individual Training Grant
IVR	Interactive Voice Response
JOBS	Job Opportunities and Basic Skills
JTPA	Job Training Partnership Act
LEO	Local Elected Official
LMA	Labor Market Analyst/Analysis
LMI	Labor Market Information
LOS	Level of Service

LPA	Labor Planning and Analysis
LRR	Legally Responsible Relative
LTCIP	Long Term Chronically Impaired Program
LVER	Local Veteran's Employment Representative
LWD	Department of Labor and Workforce Development
MA	Medical Assistance
MARC	Multi-Access Resource Center
MBA	Maximum Benefit Amount (UI)
MCA	Maximum Coupon Allotment
MDO	Medicaid District Office
MO	Medicaid Only
MOU	Memorandum of Understanding
MSA	Metropolitan Statistical Area
MSAI	Mandatory Substance Abuse Initiative
MSFW	Migrant & Seasonal Farm Workers
MWA	Municipal Welfare Agency
MWD	Municipal Welfare Department
NAB	National Alliance of Business
NAD	National Association of Deaf
NAFTA	North America Free Trade Agreement
NAGLO	National Association of Government Labor Officials
NAP	National Apprenticeship Program
NAWB	National Association of Workforce Investment Boards
NCADD	National Council on Alcohol and Drug Dependence
NCP	Non-Custodial Parent
NGA	National Governors' Association
NGO	Notice of Grant Opportunity
NJ EDA	New Jersey Economic Development Authority
NJAC	New Jersey Administrative Code
NJALL	New Jersey Association of Lifelong Learning
NJCK	New Jersey Cares for Kids
NJDVRS	NJ Division of Vocational Rehabilitation Services
NJN	New Jersey Network
NJPLACE	NJ Pathways Leading Apprentices to a College Education
NJSBDC	NJ Small Business Development Centers
NJSES	New Jersey State Employment Service
NJSFSP	New Jersey State Food Stamp Program
NJTC	NJ Technology Council
NJYC	New Jersey Youth Corps
NLRB	National Labor Relations Board
NMWP	National Migrant Worker Program
NOICC	National Occupational Information Coordinating Committee
NOO	Notice of Obligation
NPA	Non-Public Assistance
NPAFS	Non-Public Assistance Food Stamps
NRA	National Rehabilitation Association

NRS	National Reporting System
NSSB	National Skills Standard Board
NWRC	National Work Readiness Council
OAA	Old Age Assistance
OAL	Office of Administrative Law
OCSE	Office of Child Support Enforcement
OCT	Office of Customized Training
OEL	One Ease-E-Link
OIT	Office of Information Technology
OJT	On-the-Job Training
OLS	Office of Legislative Services
OMB	Office of Management and Budget
OSCC	One-Stop Career Center
OSHA	Occupational Safety and Health Administration
OSOS	One-Stop Operating System
OSPIP	One-Stop Process Improvement Project
PA	Public Assistance
PAAD	Pharmaceutical Assistance to the Aged and Disabled
PAL	Participant Allowance
PAM	Public Assistance Manual
PB	Procedural Bulletin
PE	Presumptive Eligibility
PHA	Public Housing Authority
PI	Program Instruction
PIC	Private Industry Council
PIN	Personal Identification Number
PL	Public Law
PLS	Parent Locator Service
PNA	Personal Needs Allowance
PSG	Professional Service Group
QC	Quality Control
RIF	Reduction in Force
RO	Re-Employment Orientation
SAT	Specific Aptitude Test
SBA	Small Business Administration
SBR	Supplemental Budget Request
SBYSP	School Based Youth Services Program
SCALES	State Council for Adult Literacy Education Services
SCANS	Secretary's Commission on Achieving Necessary
SCSEP	State Senior Employment Services Coordination Plan
SDA	Service Delivery Area
SEA	Self-Employment Assistance Program
SES	Senior Executive Service
SESA	State Employment Security Agency
SETC	State Employment and Training Commission
SFY	State Fiscal Year (July - June)

SIC	Standard Industrial Classification
SQSP	State Quality Service Plan
SRC	State Rehabilitation Council
SSA	Social Security Act/Administration
SSDI	Social Security Disability Insurance
SSI	Supplemental Security Income
SSN	Social Security Number
SUA	Supplemental Unemployment Assistance
SUB	Supplemental Unemployment Benefits
SWA	Statewide Agencies
TANF	Temporary Assistance for Needy Families
TDI	Temporary Disability Insurance (UI)
TEGL	Training and Employment Guidance Letter
TJTC	Targeted Jobs Tax Credit
TRA	Trade Readjustment Act
TWES	Tax Web Enabled System
UCFE	Unemployment Compensation for Federal Employees
UCX	Unemployment Compensation for Ex-Servicemen
UEZ	Urban Enterprise Zone
UI	Unemployment Insurance
USDOL	United States Department of Labor
USES	United States Employment Service
USP	Strategic Five-Year Unified State Plan for New
VA	Veterans' Administration
VETS	Veterans' Employment and Training Service
VR&C	Vocational Rehabilitation and Counseling
WAA	Worker Adjustment Assistance
WBR	Weekly Benefit Rate
WC	Workers Compensation
WDP	Workforce Development Partnership Program
WE	Worker Experience: (IS - In School: OS - Out- of- School)
WF 55+	Workforce 55+
WFNJ	Work First New Jersey
WIA	Workforce Investment Act
WIASRD	Workforce Investment Act Student Record Data
WIB	Workforce Investment Board
WIG	Work Incentive Grant
WNJ	Workforce New Jersey
WNJPIN	Workforce New Jersey Public Information Network
WRC	National Work Readiness Credential
WTW	Welfare-to-Work
YIC	Youth Investment Council

ATTACHMENT # 5

PROCEDURES FOR WIB NOMINATIONS and APPOINTMENTS

The following is a step by step procedure for obtaining WIB nominations and for making appointments:

Step 1 -

Provide a WIB nomination form to nominating agencies/individuals with a deadline to return.

To assure proper composition of the WIB, please remember:

- * An individual may fill position in more than one category if they meet the qualifications and are nominated for each category.
- * Fixed and staggered terms means that members terms must be of a fixed duration, i.e. from (date) to (date) and no more than half of the WIB can have terms which expire during the same year. This is most easily accomplished by having 1/3 of the membership's term expire each year
- * Representatives of organized labor and community-based organizations shall constitute not less, than 15% of the membership of council, equally divided between the categories.

Step 2 -

Give nominations to the Chief Elected Official for selection and approval of appointments.

Step 3 -

After the Chief Elected Official makes appointments, complete the WIB WIB Membership Change Summary. Include WIB Member Information sheets for new appointments or contact the SETC for information about submitting an electronic spreadsheet.

Step 4 -

Send the information to:

Henry Plotkin
C/O Diane Evans
State Employment & Training Commission
P.O. Box 940
Trenton, NJ-08625-0055

WIB MEMBERSHIP WORKSHEET

Number	WIB:	%
	Representatives from the Business/Private Sector must equal at least 51% of the total number of members.	
	A minimum of 2 representatives each from Community Based Organizations and Organized Labor, the total of which must equal 15% of the total number of members.	
	1 Abbott School Superintendent	
	1 Adult Education/Literacy	
	1 Board of Social Services	
	1 Community or County College	
	2 Economic Development Agency or Municipal Economic Authority	
	1 Local Human Services Advisory Council Director/Coordinator/Chair	
	1 One-Stop Operator	
	1 Superintendent of Schools	
	1 Vo Technical School	
	1 Vocational Rehabilitation	
	1 Workforce New Jersey Manager	
	Total number of members	

Membership OK _____ Date: _____

If not, members still required:

- Appointment terms must be fixed and staggered. Turnover must be fewer than half in any one year.
- Multiple county WIBs need representation from each county. City WIBs need County entities where appropriate.
- An individual may represent more than one required category.
- Any vacancy in the membership of the Board shall be filled in the same manner as the original appointment.
- Members may serve until their successors are appointed, however, it is expected that new appointments will be made as soon as possible after the vacancy occurs.
- If a member resigns or terminates for any reason other than term expiration, the reason should be noted on the Change Summary.
- Individuals who have been properly nominated and are reappointed to a succeeding term or terms do not need to be renominated.

WIB Membership Change Summary

WIB: _____ Person to contact & phone # : _____ Date: _____

	Name and Address	Category	Appointment Date	End of Term
New Appointments (Include a completed WIB Membership form for each new Member)				
Reappointments				
Deletions - Term expired, not reappointed				
Deletions - Resignations				

WIB Member Information

WIB Name:

Membership Category (Use WIB Membership Worksheet to select category):

Member Name:

Title: _____

Place of Business:

Address:

Phone: _____

Fax: _____

E –mail: _____

Appointment Date: _____

Term Expiration Date: _____

ATTACHMENT # 6

Establishing Processes for Procurement

The procurement process and the selection of contractors to receive funds can be a complicated process riddled with rules and laws emanating from the Federal, State, and local level. These rules are designed to address the very real concerns of favoritism and fairness. The WIB is expected to entrust these processes to the grant recipient and the One-Stop Operator. The role of the WIB is to ensure that procurement of services and selection of contractors is consistent with the WIB plan. The procurement processes described in this section focus on services to customers.

Individual Training Accounts

Individual Training Accounts (ITAs) are used by participants, with the advice of a One-Stop Career Center Counselor, to pay the tuition for occupational training. New Jersey has established an Eligible Training Provider List that includes all programs that can accept an ITA voucher. Training providers on the list must meet requirements for initial eligibility, to be placed on the list, and for subsequent eligibility, to remain on the list. WIBs are given the opportunity to contribute to the decision to approve the training provider before the training provider is put on the list. WIBs may also institute additional performance requirements with respect to eligible training providers. WIBs should designate a staff person to keep abreast of training providers seeking to be placed on or remain on, the Eligible Training Provider List. The Center for Occupational Employment Information informs WIBs of these pending actions by e-mail.

Other Services (not training)

WIB Role

The WIB has three primary responsibilities:

- Establish the priorities for the use of funds. This is typically done during the budgeting process.
- Establish the standards for what services will be provided and how they will be provided including outcome standards for the services being contracted.
- Ensure that the ultimate selection of contractors is based on the Local plan and the standards established.

Because the WIB is to be focused on broader concerns of developing the local workforce system, it is expected that the procurement process will be conducted by the Grant Recipient and the One-Stop Operator. The WIB may want to involve their One-Stop Committee in reviewing and discussing documents

related to procurement rather than taking up valuable time at full Board meetings. The WIB's Executive Director should be a part of any request for proposal development team or proposal review team.

***One-Stop
Committee Role***

The One-Stop Committee has a special role in the procurement and contract awarding process to ensure that funds are awarded consistent with the WIB plan. Because this Committee oversees the entire One-Stop System and is composed of Board members who have no stake in which local agencies receive funding, they are the most appropriate Committee to perform this function.

***One-Stop
Operator Role***

The One-Stop Operator's primary role is to facilitate the procurement process in coordination with the Fiscal Agent. This includes:

- Drafting documents related to procured services
- Facilitating the procurement process in coordination with the Fiscal Agent.
- Providing input on the quality of services being proposed during the proposal evaluation process.

Description of the a Competitive Procurement Process

The process for procuring services generally includes four basic elements around the development and release of Requests for Proposals, the evaluation of submitted proposals and the awarding of funds. The following is a description of this process and the required parameters for how the WIB and One-Stop Operator carry out their respective roles.

There are many variations as to how and when this standard process is implemented. Each WIB is required to establish a policy that defines how it will carryout this procurement and contracting process. Regardless of the approach used the process will still require the same critical steps by the WIB, namely:

- The establishment of standards to support the WIB plan.
- Ensuring that the proposals selected for funding meet those standards.
- Using a process that ensures there is no conflict of interest and is consistent with the Local Public Contracts Law

***Development of a
Request for***

The Request for Proposal (RFP) is the document that defines what services the One-Stop System is seeking. More specifically, the

Proposal

document should include the standards these services should meet including:

- Standards as to the elements of the service offered. For example, if we are seeking literacy services, we may require that the services include assessment and/or connectivity to the One-Stop Career Centers.
- Performance standards and outcomes to be achieved by the services offered.
- Standards for the quality of services provided. For example, that service must prepare customers to meet employer expectations for job readiness.

The WIB should establish these standards with the input of the One-Stop Operator. This can be done in any of the Board Committees.

The One-Stop Operator or WIB Staff, in turn, draft the actual document. Steps should be taken to ensure the document accurately reflects the standards established by the WIB prior to its release.

Release of the Request for Proposal

The RFP must then be officially published or released to the public so that they can respond. This requires placing a legal advertisement in the paper and carrying out other marketing tasks to ensure the public is aware of the opportunity.

The RFP can provide anywhere from 20 to 120 days for potential responders to develop their proposal. Typically, RFPs allow 4 to 6 weeks.

To support potential responders, often a Bidder's Conference is conducted. In some instances, attendance is mandatory, for others it is optional. Generally, the Bidder's Conference covers all of the elements of the RFP and allows individuals to ask questions they may have or seek clarification on a particular element. The One-Stop Operator, in coordination with the Fiscal Agent and WIB Staff, typically carries out these tasks.

Bidder's conferences are also opportunities to provide some training on Federal and State requirements, as well as the local vision and priorities.

Evaluate the proposals received

Local organizations will submit a proposal as to how they will provide the requested services in a manner that meets the standards outlined in the RFP.

The WIB, One-Stop Operator, and Fiscal Agent will then engage in a

process for reviewing and selecting among the proposals. The process must be keyed to the plan, the standards established, and be void of any conflict of interest.

***Final Decision and
Award funds***

The WIB must review the recommendations of the review team to ensure consistency with the Local Plan. This can be accomplished in several ways:

- The full WIB, through its bylaws can vest the One-Stop Committee with this decision making power, requiring only that the Committee report on the results of their decision and make available minutes of meetings where the decision was discussed and made.
- The WIB can vest the One-Stop Committee with this decision making power but require that the Board ratify the decision based on a written justification provided to the Board prior to the vote.
- The WIB can vest the One-Stop Committee with this decision making power but require that another committee, such as the Executive Committee or the Committee who established the standards for the RFP, ratify the decision based on a written justification.

However this decision-making power is carried out, the full WIB must not be spending valuable full Board meeting time discussing the awarding of contracts.

Once the WIB has officially made its recommendation the One-Stop Operator and Fiscal Agent move forward to execute a contract for the proposed services.

ATTACHMENT # 7

Website Requirements

WIB Directors' Meeting
October 19, 2006

All WIB websites are expected to be Bobby approved and contain the following:

1. Board membership – names and affiliations
2. Yearly calendar of Board meeting dates
3. Board Meeting Minutes
4. Committee membership & yearly calendar of committee meeting dates -
 - One-Stop
 - Disability
 - Literacy
 - Youth
 - Other
5. Plans -
 - Adult Literacy
 - Workforce Consolidation
 - Workforce Investment Plan
 - Youth Plan
6. Links –
 - Consumer Report Card
 - SETC
 - NJPIN
 - NJNextStop
 - Work Readiness Credential