

## Appendix C: Workforce Delivery System (WDS) Committee

The **Workforce Delivery System (WDS) Committee** is considered a best practice and it is recommended the practice be implemented by all local workforce development boards, or LWDBs. Workforce development system operations requires the cooperation of partners working together to help affect the LWDB's vision and goals. The committee is established to help ensure partner involvement in local PA CareerLink® system operations and use the experience and expertise of such individuals to provide the LWDB and the local system operator with information and recommendations. There are many local workforce delivery system topics and issues committee members can speak to with the proper level of authority. Some of the subjects the WDS committee are tasked with will create conflict of interest concerns; in these instances, affected committee members must remove themselves from the discussion and abstain from making recommendations or voting on the subject in question.

*Note:* If the LWDB desires to compete for and be selected as the one-stop operator, a WDS committee is required to be established and maintained per the guidance that follows.

*Note:* The following takes precedence over corresponding policy language, as appropriate.

**Membership.** The WDS committee must include a member of the LWDB who chairs the committee. A member of the WDS committee who is not a LWDB member must be selected as vice chair. The committee must include representation from the WIOA core programs, however other required partners may be asked to join the committee. WIOA core program partners and required partners must comprise a majority of the membership. WIOA Title I (Adult, Dislocated Worker, and Youth) must be represented by a member of the LWDB, not the service provider. Entities that are directly affiliated with the operator and staff to the LWDB and/or fiscal agent may not serve on the committee, but they may be called upon to offer information, reports, recommendations and consultation.

**Conflict of Interest.** If the LWDB is bidding on the operator role or is acting as the operator, then all WDS committee members who are also LWDB voting members must abstain from activities that are a conflict of interest or are a perceived conflict of interest. In these instances, the vice chair will assume the chair's responsibilities.

**Amended Definitions.** If the WDS Committee or a similar committee accounts for essential responsibilities described in this guidance is enacted in a local area, the following definitions are amended:

**Operator Evaluation** is a mechanism that is developed and used to assess an operator's performance and keep the LWDB apprised of such performance. The WDS committee consults during the development of the operator evaluation and reviews initial evaluation results offering the LWDB recommendations. The annual operator Evaluation must include but is not limited to collecting and reviewing contract provisions adherence; participating partner surveys; other performance measures developed by the LWDB and be consistent with PA CareerLink® certification requirements. Such evaluations could include examples of:

- Local one-stop center/system efficiency and effectiveness measures
- Measures associated with the performance of the local one-stop system partner programs
- Measures associated with the cost of the one-stop system; and
- Continuous improvement

**Participating partner survey** is a document allowing each partner within an operator's purview to evaluate the efficiency and effectiveness of the operator. The WDS committee helps develop the survey. The WDS committee will present the participating partner surveys results along with recommendations to the LWDB.

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The LWDB shall consider the survey results and committee recommendations, at a minimum, whenever the operator is being evaluated as described herein.

**Multiple operators in a single local workforce development area.** A LWDB in consultation with the chief elected official(s), or CEO(s), may develop a strategy that includes more than one operator for the local area. All operators within a local area must collaborate with each other to ensure uniformity of services and achievement of local goals throughout the local area. The rationale used to employ such a strategy must be approved and ratified by a majority vote of attending WDS Committee members.

**Workforce Delivery System (WDS) Committee Responsibilities.** On behalf of the LWDB, key responsibilities of the committee are to oversee operator activities and performance; ensure greater partner engagement and help resolve partner concerns; increase partner participation in activities such as local area planning, one-stop certification, implementation and delivery of program services and continuous improvement efforts. The WDS committee provides the LWDB insight and recommendations revolving around workforce delivery system operation oversight and operator procurement responsibilities. This committee must:

- Hold regular (Monthly and/or Quarterly) meetings
- Record summary notes of meeting proceedings and submit for full LWDB review (full LWDB is operationally defined as “all voting members of the local workforce development board”)
- At the behest of the LWDB Chair, present reports, information and recommendations to the full LWDB
- Analyze information provided by the federal and state entities regarding the workforce delivery system in order to develop recommendations
- Consider state-level and local area workforce delivery system issues and trends and makes recommendations if warranted
- Consider, develop and recommend local one-stop center certification criteria and requirements to the LWDB. If the LWDB is selected as an operator, this responsibility is transitioned to the Pennsylvania Workforce Development Board. Review components of the local workforce delivery system memorandum of understanding, or MOU, and helps resolve issues arising from the negotiation, modification and implementation of the MOU
- Consult with the entity charged with procuring the operator, provide procurement process recommendations and perform limited oversight of the operator procurement process by:
  - Collaborating with the CEO or his/her proxy and the entity charged with the operator procurement process to help determine funding sources and amounts as well as set financial and budget limits
  - Helping to define procurement variables such as operator roles and responsibilities, associated costs of the operator proper and other associated valuations such as operator staff costs prior to the drafting of a request for proposal, or RFP, or a request for quotes, or RFQ
  - Collaborating with the procurement entity to write and prepare the RFP or RFQ
  - Apprising RFP or RFQ timeline benchmark progress and procurement process progress
  - Collaborating with the procurement entity to craft responses to potential bidders’ questions
  - Completing other operator procurement responsibilities as deemed necessary by the LWDB Chair
- Present and review relevant reports that include but are not limited to: PA CareerLink® foot traffic reports that include referral information; customer (participant and employer) survey results; participating partner surveys; operator performance reports and the operator evaluation report

- Review partner or service provider program goals and outcomes, local area performance accountability reports and other information to help gauge workforce delivery system efficacy
- Consider, develop and recommend corrective actions regarding operator, partner, service provider and/or delivery system deficiencies

The LWDB may charge this committee with additional responsibilities related to the operation and oversight of the service delivery system as necessary. Additional responsibilities must align with this policy and include firewall provisions designed to prevent an exchange of information or communication that can lead to a conflict of interest or the perception of a conflict. The following list of additional responsibilities is not exhaustive:

- Collaborate and participate in WIOA regional and local area planning
- Consider, develop and recommend one-stop center operational plans such as outreach plans
- Help draft the local workforce delivery system MOU
- Review the MOU's Infrastructure Funding Agreement and offer recommendations
- Review reports indicating the generation and expenditure of local area program income
- Review updates to the Operating Budget and completed Operating Budget Financial Status Reports
- Recommend the selection or termination an operator or career services provider