
Pennsylvania Department of Labor & Industry

Workforce Delivery System Policy

02-2014 **Workforce Delivery System** **Version 002**

ISSUING AGENCY: Pennsylvania Department of Labor & Industry

SCOPE: Pennsylvania Workforce Investment Board, Pennsylvania Department of Labor & Industry, Local Workforce Investment Boards, PA CareerLink® Operator Consortiums, Workforce System Partners and Workforce System Stakeholders

REFERENCES: The Workforce Investment Act of 1998 (Public Law 105-221 29 U.S.C. § 2801 et seq.); Workforce Investment Act of 1998 Regulations, 20 CFR Parts 652, 660, 662 et al.; Wagner-Peyser Act of 1933 (P.L. 73-30 29 U.S.C. § 49 et seq.); Americans with Disabilities Act of 1990 (P.L. 110-325 42 U.S.C. § 12101 et seq.); Rehabilitation Act of 1973 (P.L. 93-112 29 U.S.C. § 720 et seq.); Age Discrimination Act of 1975 (Public Law 94-135 42 U.S.C. § 6101 et seq.); Title IX of the Education Amendments of 1972 (P.L. 92-318 20 U.S.C. § 1681 et seq.); Title VI of the Civil Rights Act of 1964 (P.L. 88-352 42 U.S.C. § 2000(d) et seq.); The Fair Labor Standards Act of 1938, (P.L. 75-718 29 U.S.C. § 201 et seq.); United States Department of Labor ETA Training and Employment Guidance Letters (TEGL) No. 11-12, No. 33-11, No. 17-05, No. 15-10 and No. 18-11; One-Stop Financial Management Technical Assistance Guide; Office of Management and Budget (OMB) Cost Principles (2 CFR Part 220, 225, 230); Government in the Sunshine Act (P.L. 94-409 5 U.S.C. § 552b et seq.); Pennsylvania Workforce Development Act (24 P.S. § 6250.101 et seq.); Pennsylvania Sunshine Act (65 Pa. C.S.A. 701 et seq.); Pennsylvania’s State Plan; Pennsylvania’s Jobs for Veterans State Grant (JVSG) State Plan; Master Agreement, Commonwealth of Pennsylvania and Council 13, American Federation of State, County and Municipal Employees, AFL-CIO; and Master Agreement, Commonwealth of Pennsylvania and SEIU Local 668.

ISSUE DATE: July 1, 2014

EFFECTIVE DATE: October 1, 2014

*Implementing entities have until the effective date to implement guidance contained in this policy.

OBJECTIVES: This policy:

- Ensures the most efficient re-employment efforts for all job seekers regardless of funding stream they are served under.
- Provides Local Workforce Investment Boards and other workforce system partners with Pennsylvania’s requirements for a workforce delivery system.

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- Provides instruction and guidance on the PA CareerLink® certification process and sets forth the minimum requirements for PA CareerLink® sites to include comprehensive PA CareerLink® sites, affiliate sites and satellite sites.
- Emphasizes and supports the continued development of an integrated delivery system that is customer-centered, business-driven, skills-based and accessible.
- Ensures the statewide system focuses on quality and seamless services to business and job seeker customers through coordination and non-duplication among the programs and activities carried out by the workforce system partners.

DEFINITIONS:

In addition to the definitions set forth in Section 101 of the Workforce Investment Act (WIA), the following definitions apply to this policy.

Chief Elected Official is the chief elected executive officer of a unit of general local government in a Local Workforce Investment Area

Commonwealth Workforce Development System (CWDS) is the management information system of record used for all data collection and reporting.

Department is the Pennsylvania Department of Labor & Industry, which serves as the State Administrative Entity.

JobGatewaySM is the Commonwealth's online job matching system for job seekers and employers.

PA CareerLink® is the brand name for Pennsylvania's One-Stop Centers.

Workforce System Partner means an entity that participates in the PA CareerLink® system, including both required and additional partners. [WIA Sec. 121 (b)]

BACKGROUND:

The Workforce Investment Act of 1998 (WIA) assigns responsibilities at the federal, state and local levels for the creation and maintenance of a One-Stop delivery system. The One-Stop delivery system is charged with enhancing the range, integration and quality of workforce development services available to job seekers and businesses through a coordinated approach among partner agencies. Services may be delivered at full-service physical centers, known as comprehensive PA CareerLink® centers, and may also be accessed through physical or virtual sites known as affiliate centers or satellite sites that have focused and targeted services.

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I. LOCAL WORKFORCE INVESTMENT BOARD. The Workforce Investment Act of 1998 requires a Local Workforce Investment Board be established and certified by the governor to set policy for the Local Workforce Investment Area. This policy provides specific guidance relating to the roles and responsibilities of Local Workforce Investment Boards in regards to the workforce delivery system. The Local Workforce Investment Board for a Local Workforce Investment Area, in partnership with the Chief Elected Official(s) for the Local Workforce Investment Area, are responsible for the following:

- A. Vision.** Establish a vision for the Workforce Delivery System in the Local Workforce Investment Area.
- B. Performance Standards.** Define specific criteria and measurements that are consistent with that vision, aligned with federal and state standards, and responsive to local priorities.
- C. Service Delivery.** Determine the number and type(s) of PA CareerLink® sites in the Local Workforce Investment Area for effective and efficient service delivery. Local Workforce Investment Boards may choose to relocate current sites or establish additional affiliate sites as determined appropriate if the sites meet the minimum certification requirements detailed in this policy. Decisions regarding additional comprehensive PA CareerLink® sites, other than those established at the effective date of this policy, must be made in collaboration with the Department as the state administrative entity and in its Wagner-Peyser role to assist in the staffing of comprehensive PA CareerLink® sites.

PA CareerLink® sites cover both metropolitan and rural areas; therefore, different types of sites are required to meet customer needs, ensure wide coverage, and provide easy accessibility to all commonwealth residents. For the purposes of certification there are, in accordance with

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WIA and its regulations, three (3) types of PA CareerLink® sites in Pennsylvania: Comprehensive PA CareerLink® Sites, Affiliate Sites, and Satellite Sites. Certification requirements can be found in Subsection C.

D. Restrictions

1. The Local Workforce Investment Board, Local Workforce Investment Board staff, the fiscal agent (if one exists), and fiscal agent staff are prohibited from providing core or intensive services, and cannot be designated as a PA CareerLink® Operator.
2. The Local Workforce Investment Board, Local Workforce Investment Board staff, the fiscal agent (if one exists), and fiscal agent staff are prohibited from providing training services.
3. Service delivery limitations in WIA section 117 apply to the Local Workforce Investment Board as an entity but not to the members of Local Workforce Investment Board as individuals. Members of the Local Board may not provide services in their capacity as a member of the Board; however, if an individual member of the Board is also an employee of a service provider that does not preclude that entity from providing services. This must be consistent with federal, state, and local conflict of interest requirements.
4. The Local Workforce Investment Board may not mandate curricula for schools.

E. PA CareerLink® Operator Consortium. Local Workforce Investment Boards are responsible for the oversight of the local Workforce Delivery System. This is accomplished in part through the designation of an operator. In Pennsylvania, the operator is required to be a consortium of program entities that have demonstrated effectiveness in employment and training. The Local Workforce Investment Board, with the agreement of the Chief Elected Official(s), will ensure oversight and full service delivery integration within the PA CareerLink® system. The Commonwealth provides the following parameters for an Operator Consortium model:

1. The Operator Consortium must include three (3) or more of the PA CareerLink® partners identified at 20 C.F.R. § 662.200.
 - a. WIA Adult and Dislocated Worker service provider (required)
 - b. Wagner-Peyser program provider (required)
 - c. Other partner(s) as chosen by the Local Workforce Investment Board
2. Individual Operator Consortium members will be designated by the participating partner agency they represent, must work in the Local Workforce Investment Area and have supervisory authority over staff they represent within the respective Local Workforce Investment Area.
3. The members of the local Operator Consortium will select one of its partners to serve as the lead. The operator agreement detailed below must include a description of how the lead will be determined among the participating partner agencies that comprise the local

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Operator Consortium, what the specific role of the lead will be and how the lead will encourage consensus building among the Operator Consortium team.

- F. Operator Agreement.** The Local Workforce Investment Board must enter into an agreement with the PA CareerLink® Operator Consortium that specifies, at a minimum, the roles and responsibilities of the Operator Consortium. The role must be that of a coordinator of services for the system or site(s) as determined by the scope and purview as defined by the Local Workforce Investment Board. Guidelines detailing the minimum requirements that must appear in all operator agreements are attached at *Appendix A*. The Local Workforce Investment Board has the discretion to add other requirements as necessary.
1. Prior to the execution of a new or revised operator agreement, review and approval by the Department is required. While this is a local-level document, a copy of the executed agreement must be kept on file and be made available to state or federal officials upon request.
 2. The duration of this agreement is two (2) years unless circumstances require a new or revised agreement sooner.
 3. A new or revised agreement will be required if a new Operator Consortium lead is designated or if there is a change in the partners that make up the Operator Consortium.
- G. PA CareerLink® Partner Agreement.** This agreement is between the Local Workforce Investment Board and the required and optional partners in the PA CareerLink® system, relating to the operation of the PA CareerLink® sites in the Local Workforce Investment Area. The name *Memorandum of Understanding (MOU)*, as stated in WIA, has been modified to “Agreement” to better reflect the contractual commitments of the partners. Guidelines detailing the minimum requirements that must appear on all partner agreements are attached at *Appendix B*. The Local Workforce Investment Board has the discretion to add other requirements as necessary. A single “umbrella” agreement may be developed relating to the system between all partners and partners can decide to enter into separate agreements if appropriate.
1. This agreement is a required appendix to the Local Plan. The executed agreement will be reviewed by the Department as part of its Local Plan review process. A review by the Department is also required prior to the execution of a new or revised agreement.
 2. The duration of this agreement is two (2) years unless circumstances require a new or revised agreement sooner.
 3. Both required and optional partners participating and contributing in the PA CareerLink® system must appear in and sign the agreement.
 4. Any failure to execute this agreement between a Local Workforce Investment Board and a required partner must be reported to the Commonwealth. [20 C.F.R. § 662.310]

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- H. PA CareerLink® Resource Sharing Agreement (RSA).** The RSA is an agreement between the Local Workforce Investment Board and all partners within the PA CareerLink®. The agreement supports and documents the processes used by the parties to define, allocate and share the operating costs and resources of the PA CareerLink® site. Guidelines detailing the minimum requirements for all RSAs are attached at *Appendix C*. The Local Workforce Investment Board has the discretion to add other requirements as they deem necessary.
1. An RSA must be completed for each PA CareerLink® site. Depending on the needs and preference of the Local Workforce Investment Area and site, the RSA for a comprehensive site may include any affiliate sites and satellite sites. The decision to have separate RSAs for comprehensive and affiliate sites, as well as satellite sites, is a local level decision. If separate RSAs are executed for affiliate sites or satellite sites, all partners involved must sign the RSA. This agreement requires review by the Department prior to execution to ensure compliance with WIA and Department policy.
 2. The duration of the RSA will be two (2) years unless changes require a new or revised agreement. RSA's may not be updated more than once every six (6) months.
 3. A new or revised agreement will be required if a new Operator Consortium lead is designated or if there is a change in the partners that make up the consortium.
 4. The RSA Budget (RSAB), an attachment to the RSA, must be completed by the Local Workforce Investment Board, signed by all partners involved, and submitted to the Department annually for approval. The RSAB may not be modified more than once every six (6) months.
- I. Monitoring and Evaluation.** The monitoring and evaluation of the PA CareerLink® system within the Local Workforce Investment Area will ensure continuous improvement of the Workforce Delivery System, and identify problems, promising practices and trends that can be used to manage the programs. The Local Workforce Investment Board must conduct compliance and evaluation reviews of its PA CareerLink® system annually. The purpose of monitoring is to develop a systematic approach to identifying and resolving compliance issues, and to foster capacity building and continuous improvement. All results of monitoring conducted at the local level will be provided to all members of the Local Workforce Investment Board. The Local Workforce Investment Board and its staff are responsible for providing technical assistance. A corrective action plan must be initiated within thirty (30) days of the report to the Local Workforce Investment Board.
- II. PARTNER RESPONSIBILITIES:** All Workforce Investment Act of 1998-required or Local Workforce Investment Board-approved partners who wish to be physically co-located within a PA CareerLink® site must be willing to provide their services within the following parameters:
- A. Make their core services available and seamless as directed by the Operator Consortium or site manager to the degree allowable by WIA and other applicable federal and state laws and contractual agreements.

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- B.** Make available through a seamless process other activities and programs, if allowed to be operated at the PA CareerLink® site, authorized under their program direction or authorizing law.
- C.** Ensure their staff is adequately trained on their respective program rules and regulations and capable of effectively delivering program services and activities within a seamless service delivery environment.
- D.** Enter into the PA CareerLink® Partner Agreement with the Local Workforce Investment Board establishing shared success indicators, operating strategies and procedures, and customer flow for an effective seamless service delivery.
- E.** Participate in PA CareerLink® center functional unit cross-training of staff as determined necessary by the Operator Consortium.
- F.** Ensure adequate staff coverage at all times by coordinating with the Operator Consortium.
- G.** Maintain direct supervision over their respective staff and volunteers that support their program.
- H.** Commonwealth partners are required to ensure state personnel rules and regulations, collective bargaining agreements and partner agency policy continue to govern all state merit staff in a PA CareerLink® site. Unless otherwise specified by the state, all state employee positions will be treated as nonexempt under the Fair Labor Standards Act.
- I.** Commonwealth agencies will follow the Commonwealth discipline policies applicable to their agency for the below actions. Non-Commonwealth partners shall have and follow a personnel policy that addresses the following employee actions:
 - 1.** Hiring and retaining the sole discretion to determine which employees must occupy positions;
 - 2.** Termination;
 - 3.** Discipline;
 - 4.** Promotion;
 - 5.** Permanent assignments (functional supervisors may temporarily assign staff to ensure coverage and positively impact service);
 - 6.** Permanent transfer (functional supervisors may temporarily assign staff to ensure coverage if consistent with applicable collective bargaining agreements);
 - 7.** Performance evaluations with input from the functional supervisor;

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8. Grievances and complaints (each partner will be responsible for receiving and acting on complaints received from their own employees);
9. Corrective action;
10. Timesheet and leave approval; and
11. Approval of costs not addressed in the RSA with the Local Workforce Investment Board related to the operation of the PA CareerLink®.

III. PA CareerLink® Certification. Local Workforce Investment Boards are responsible for certifying and re-certifying PA CareerLink® sites under their purview. All PA CareerLink® sites are initially certified by Local Workforce Investment Boards for a three-year period and then must be renewed at least once every three years thereafter, except that PA CareerLink® sites must be recertified immediately if there is a change in the PA CareerLink® Operator Consortium. Local Workforce Investment Boards may certify as many PA CareerLink® sites as are necessary to provide adequate employment and training services to jobseekers and employers in the Local Workforce Investment Area.

A PA CareerLink® Business Plan, covering all PA CareerLink® sites within a local workforce investment area, must be completed by the PA CareerLink® Operator Consortium as prescribed by the Local Workforce Investment Board. The PA CareerLink® Business Plan addresses all major factors that are critical to providing quality services and effective and efficient operations of a PA CareerLink® site. This plan is critical to identifying short- and long-term business planning needs, including tying PA CareerLink® products and services to job seeker and employer needs. It is an inclusive document, in that it requires each PA CareerLink® site to address accessibility, quality review, staff development and other criteria.

A. CERTIFICATION CRITERIA: *Comprehensive PA CareerLink® Sites.* Each Local Workforce Investment Area is required to have at least one physical, comprehensive PA CareerLink® site. In order for a site to be certified as a comprehensive PA CareerLink®. A Local Workforce Investment Board must demonstrate that the following minimum criteria have been met:

1. **Mission Statement.** A mission statement is posted and visible to public.
2. **Full-Time Hours of Operation.** Full-time hours of operation are maintained for WIA Adult and Dislocated Worker Services, Wagner-Peyser Labor Exchange, and access to Unemployment Insurance assistance. The Operator Consortium is encouraged to be open in non-traditional hours to support customer access. Hours of operation must be posted on the door or in view of the outside entrance.
3. **Site Administrator.** A Site Administrator has been assigned by the Operator Consortium and must have a job description that is inclusive of overseeing the day-to-day operations of the site.

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4. **Functions.** Functions have been, or will be, established no later than July 1, 2014. At a minimum, three (3) functions that are overseen by the Operator Consortium and its respective Site Administrator are (or will be) in place. It is the responsibility of the Operator Consortium to identify staff for these functions with the flexibility that, if staff is limited, one may have multiple roles. Individual needs will vary, and not all individuals will need to follow the same process flow of services offered in a PA CareerLink® center. The intent is to efficiently provide services to individuals based on their needs that lead to re-employment as quickly as possible; therefore, an effective triage environment is critical to ensure the necessary and appropriate services are provided to job seekers.
- a. **Welcome Function.** The PA CareerLink® staff serving in this function will strive to greet all customers and will not wait passively for customers to approach him/her to determine the best set of services. Every new job seeker will receive an initial assessment of potential service needs and will be provided information about the skills assessment tools available that can assist the customer in determining the next appropriate set of services. Services associated with the welcome function may include: registration, orientation to services, provision of labor market information, access to resource room, initial assessment, access to assessment tools that assist individuals in the identification of basic skills, self-assisted job referral and placement, referral to generic workshops, and referral to other community services. The staff involved in this function will coordinate with the staff of the Skills/Career Development and Business Services functions to manage and coordinate services.
 - b. **Skill and Career Development Function.** The PA CareerLink® staff involved in this function are responsible for assisting customers that require or desire more than informational and self-directed services. Services associated with the Skill and Career Development Function includes, but is not limited to, intensive, training and supportive services.
 - c. **Business Services Function.** The PA CareerLink® staff involved in this function is responsible for building relationships with employers through regional initiatives, including but not limited to: sector partnerships, business alliances and identifying opportunities to address the human resource needs of employers. The goal is to become the bridge between business and job candidates by coordinating with all PA CareerLink® staff to actively recruit and refer qualified job candidates based on the needs of business. Services associated with the Business Services Function include but are not limited to the following: business outreach; recruitment and referral for job vacancies primarily for targeted business and industry; job candidate qualification review; provision of economic, business and workforce trend data and information; organized service delivery around business and industry needs; referral to human resource and other business services; and job development.
 - d. **Other Functions.** Other functions may be established by the Operator Consortium if staffing allows for more specialization. Operator Consortia are encouraged to consider the establishment of functions focusing on customer assessments and customer retention. A description of all functions must be included in the business plan.

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Nothing in this Section shall be interpreted as requiring any PA CareerLink® site to adopt the referenced names used in this policy as standard nomenclature for teams deployed locally. The intent is simply to ensure that each PA CareerLink® site has deployed groupings of staff members with the responsibilities to provide these functions.

5. **Staff Development and Capacity Building.** To ensure individuals working with customers have the skills and knowledge needed to provide exemplary customer service, staff will be required to complete any core competencies training, provided by the Department, with annual refreshers related to policies and customer service. The Operator Consortium must provide a strategy for ensuring staff have the skills and knowledge to be successful.

6. **Job Seeker and Employer Services.** The comprehensive PA CareerLink® centers must offer core, intensive and training services as defined under WIA Section 134(d), and provide job seeker access to partner services specified in Section 121(b). At a minimum, the following services will be available for job seekers who meet eligibility criteria set by the Local Workforce Investment Board in compliance with state and federal policy. The Operator Consortium must provide to the job seeker a specific list of services available at each PA CareerLink® site.
 - a. **Triage and Initial Assessment** – to identify whether the individual is in crisis, has basic needs, or is ready to work and/or get on a path toward a career.

 - b. **Core Services Without Significant Staff Involvement** – All of the following services are encouraged; however, at least five (5) of the following services must be offered at a comprehensive PA CareerLink® center:
 - i. Resource Room
 - ii. Career Exploration (PA Career Coach or other occupational exploration tools)
 - iii. Job Search (JobGatewaySM)
 - iv. Labor Market Information
 - v. Standardized Skills Assessment
 - vi. Jobseeker Workshops
 - 1) Self-Directed/Computer-Based
 - 2) Group Workshops

 - c. **Core Services With Significant Staff Involvement** – All of the following services are encouraged; however, at least five (5) of the following services must be offered at a comprehensive PA CareerLink® center:
 - i. Resource Room
 - ii. Career Exploration Activities
 - iii. Job Search Activities
 - iv. Staff-Administered and Interpreted Standardized Skills Assessments
 - v. Job Referral with Staff Help in Decision Making Process
 - vi. Scheduling Appointments with Appropriate Community Based Organizations
 - vii. Follow-up Contact After Job Placement
 - viii. Candidate Matching/ Placement Assistance

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- ix. Job Vacancy Listing
 - d. **Intensive Services** – All of the following services are encouraged; however, at least seven (7) of the following services must be offered at a comprehensive PA CareerLink® center:
 - i. Individual Employment Plan (must be one of the seven)
 - ii. Case Management for individuals seeking training services
 - iii. Structured Job Search
 - iv. Staff-Administered Skills Development Strategies
 - v. Career Planning
 - vi. Research on Training Options
 - vii. Pre-Employment Workshops
 - viii. Group Counseling
 - ix. Short-Term Pre-Vocational Services such as Adult Basic Education, English as a Second Language, Basic Computer Literacy, Interviewing Skills, Soft Skills
 - e. **Training Services** – Occupational skills training programs funded through individual training accounts (ITAs) must be accessible through the comprehensive PA CareerLink® centers. Other training services may include:
 - i. On-the-Job Training
 - ii. Programs that Combine Workplace Training with Related Instructions (Including Cooperative Education Programs)
 - iii. Skill Upgrading and Retraining
 - iv. Job Readiness Training
 - v. Adult Education and Literacy Activities when Integrated with Other Training Services Customized Training
 - vi. Registered Apprenticeship Programs
- 7. Mandatory Partner.** Programs and activities are physically or virtually accessible, either directly or through referrals, for all eligible jobseeker and employer customers.
- B. CERTIFICATION CRITERIA: *Affiliate PA CareerLink® Sites.*** Affiliate sites may be established to address specific population needs, provide greater convenience of access for customers, and promote relationships with partners or for other similar purposes. Affiliate sites must be linked to a comprehensive PA CareerLink® site. In order for a site to be designated as an affiliate PA CareerLink®, a Local Workforce Investment Board must demonstrate that the following minimum criteria have been met:
- 1. Hours of Operation.** Hours of operation are provided and maintained for WIA Adult and Dislocated Worker services and at least two (2) additional mandatory partner programs, which are either physically or virtually accessible. The affiliate sites are encouraged to be open in non-traditional hours for customer access. Hours of operation must be posted on the door or in view of the outside entrance.

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2. **Site Administrator.** Site administrators have been assigned by the Operator Consortium. The Site Administrator must have a job description that is inclusive of overseeing the day to day operations of the affiliate PA CareerLink® site.
 3. **Functions.** Affiliate PA CareerLink® sites must include the welcome function and skills/career development function; other functions are encouraged but not required. A description of all functions must be included in the Business Plan.
 4. **Job Seeker Services.** The affiliate PA CareerLink® site must offer core and intensive services as defined under WIA. At a minimum, the following services will be available for job seekers who meet eligibility criteria set by the Local Workforce Investment Board in compliance with state and federal policy. The Operator Consortium must provide to the job seeker a specific list of services available at each affiliate PA CareerLink® site.
 - a. **Triage and Initial Assessment** – to identify whether the individual is in crisis, has basic needs, or is ready to work and/or get on a path toward a career.
 - b. **Core Services Without Significant Staff Involvement** – At least three (3) of the self-directed services listed in Section 4 (a)(vi)(2) must be offered at the affiliate PA CareerLink® site.
 - c. **Core Services With Significant Staff Involvement** – At least three (3) of the services listed in Section 4(a)(vi)(3) must be offered at the affiliate PA CareerLink® site.
 - d. **Intensive Services** – At least three (3) of the services listed in Section 4(a)(vi)(4) must be offered at the affiliate PA CareerLink® site.
 5. **Programs and activities.** Under the WIA Adult and Dislocated Worker programs, at least two (2) additional mandatory partners are physically or virtually accessible, either through scheduled on-site presence, via technology, cross-training of staff, or referral, for all eligible jobseeker and employer customers.
- C. CERTIFICATION CRITERIA: PA CareerLink® Satellite Sites.** A PA CareerLink® Satellite site must be able to report results, must offer the minimum technical services required to meet WIA’s universal access requirements (and may offer more), and must provide access to information for basic core services. Satellite sites must be tied to a comprehensive PA CareerLink® site and be under the administration and responsibility of the PA CareerLink® Operator Consortium.
- D.** The Commonwealth retains the right to revoke use of the PA CareerLink® brand name and to revoke access to the CWDS case management system, if minimum standards are not met at any particular center.
- IV. SERVICE INTEGRATION.** Service integration requires partners to work collaboratively in the delivery of services available under multiple programs. The Wagner-Peyser Act, which focuses on providing a variety of employment-related labor exchange services for both job seekers and employers, was amended in 1998 to make Wagner-Peyser funded programs a mandatory partner in the Workforce

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Delivery System. The WIA goal of universal access to core services is to be achieved through close integration of Wagner-Peyser, WIA Adult and Dislocated Worker funded programs and other partners in the Workforce Delivery System (TEGL 11-12). The minimum requirements for integration, are as follows:

- A. Functional Alignment.** Functional alignment is both an opportunity and a tool to effectively streamline customer service delivery and capitalize on the strengths of staff and technology to deliver services; thereby, reducing duplication. In order for the PA CareerLink® system to succeed, services must be integrated and delivered according to customer need rather than program focus. To be compliant Comprehensive PA CareerLink® sites must have in place a Welcome Function, Skill and Career Development Function and Business Services Function within one quarter following July 1, 2014,. Affiliate PA CareerLink® sites must have a Welcome Function and Skill and Career Development Function within one quarter following July 1, 2014.
- B. Functional Management.**
- 1. PA CareerLink® Operator Consortium.** The Operator Consortium will ensure seamless service delivery within each PA CareerLink® to include details of the day-to-day functional supervision that may take the form of a site administrator or other means as determined effective. The duties of the Operator Consortium include: organize and coordinate all co-located partner staff by function in accordance with state personnel rules, collective bargaining agreements and state policy and guidance; establish a service delivery model that is customizable to the needs of individual customers; develop operational procedures and protocols that promote effective and seamless service delivery ensuring that individual partner program performance and outcomes are not negatively impacted; communicate workforce system policy, directives and information according to communication protocol; and establish policies and procedures for situations such as inclement weather, holidays, breaks or time off, accounting for relevant policies that may not be consistent across partners. (*State employees must be governed by state personnel rules, collective bargaining agreements and state policy.*)
 - 2. Site Administrator.** The PA CareerLink® Operator Consortium must designate a site administrator for each comprehensive and affiliate PA CareerLink® site. A site administrator may be hired, selected from current partner staff, or by other alternative method to ensure functional supervision of day-to-day operations. A site administrator may oversee multiple sites. Duties must include: staffing plans that provide adequate office coverage at all times in a manner that allows fair and equitable opportunity for time off; ensuring staff adhere to all applicable policies and procedures; ensuring staff present a professional and positive image; and, ensuring consistent communication procedures are followed.
 - 3. State Agency/Workforce Partner Supervisor.** A state or workforce partner supervisor must be vested with the authority to hire, terminate, discipline, promote, assign, and transfer their employees. Each state agency or workforce partner supervisor will retain authority over all actions that may affect the current base pay, status, or tenure of their employees. The state will retain the sole discretion to determine which employees must occupy positions throughout the state. Duties retained by the state and other workforce partners

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- include: changes to permanent work schedule, including lunches and breaks; pre-approval for vacations, sick leave and personal leave; and travel and travel expense approval. State supervisors authority must be exercised in compliance with Commonwealth administrative procedures.
4. The Operator Consortium, site administrator and state agency or workforce partner supervisor, must determine the purpose and activities of the functional units incorporating individual partner activities of their employees.
- C. State Partner Staff Provisions.** Pennsylvania state personnel laws and collective bargaining agreements must continue to govern all state merit staff in a PA CareerLink® site. No part of this policy shall infringe upon any collective bargaining agreement. Unless otherwise specified by the state, all state employee positions will be treated as nonexempt under the Fair Labor Standards Act.
1. *Performance Evaluations.* State supervisors will complete performance evaluations of state employees in accordance with state rules and regulations, collective bargaining agreements and agency policy.
 2. *Grievances and Complaints.* The state partner agency must fulfill the duties and responsibilities defined in the agency and state personnel and collective bargaining agreement's grievance process in the employee's initial grievance meeting. The state must conduct appropriate investigation(s), conduct the initial grievance meeting and follow state policies and procedures. The state retains the responsibility for all actions on grievances after the initial meeting.
 3. *Corrective Action.* The state partner agency will determine and implement any necessary corrective actions, in accordance with the procedures in the agency and state personnel policies, laws, regulations and collective bargaining agreements. All complaints and/or grievances as a result of corrective action must follow the procedures identified in paragraph 3(b) above.
 4. *Disciplinary Action(s).* The state agency retains the sole right to terminate, demote and suspend its employees for disciplinary reasons, pursuant to Commonwealth administrative policies. The PA CareerLink® Operator Consortium and site administrator will assist and provide information deemed necessary by the state partner agency in conjunction with proposed disciplinary action(s).
 5. *Timesheet and Leave Approval.* Final approval of timesheets and leave requests for all state employees must remain with the state agency.
 6. *State Veterans' Programs.* Veterans' employment services staff working in PA CareerLink® sites must be functionally supervised consistent with Subsection IV(B). The state veterans employment representatives must oversee the delivery of veterans' programs and services under Title 38, the Special Grant Provisions, and as provided in the Wagner-Peyser funding proposal. State veterans employment services staff must comply with PA CareerLink®

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operational procedures, but veteran program requirements and staff responsibilities must continue as stated in Title 38 in accordance with the Grant Agreement, to include 100 percent of their time being assigned to the duties outlined in the grant or program.

- D. Staff Cross-training.** The Local Workforce Investment Board, through the PA CareerLink® Operator Consortium, must ensure a comprehensive cross-training and development plan is established for each comprehensive and affiliate PA CareerLink® site and its staff. The purpose of cross-training is to facilitate full access to services and the appropriate exchange of information, not to produce fully interchangeable staff between partners.
- E. Customer Flow.** Each comprehensive and affiliate PA CareerLink® site must utilize a customer flow model based on customer need. Each customer flow model should incorporate a methodology to identify customer needs upon entry, and provide immediate engagement and connectivity to services during the customer's first visit. The PA CareerLink® Operator Consortium must ensure staffing is adjusted according to customer needs and traffic flow. A customer flow model will create one customer pool that will be served jointly by WIA, Wagner-Peyser and other partner staff, specifically at core service level.
- F. Co-enrollment.** Co-enrollment of participants across programs and funding streams, when appropriate, encourages the coordination and leveraging of resources among partners and facilities. Co-enrollment is a strategic necessity in the context of limited resources.
- G. Implementing Service Integration and Functional Management.** Each Local Workforce Investment Board will develop and implement an integrated services and functional management plan as part of its Local Plan. Guidance for this requirement will be provided by the Department. Each Local Workforce Investment Board will be required to modify the Local Workforce Investment Area's approved Program Year (PY) 2012-2016 Local Plan following receipt of the revised Local Plan guidance. The plan will be developed with significant partner participation, including state merit staff. Local Workforce Investment Board staff will ensure the plan adequately addresses the requirements established by the state and Local Workforce Investment Boards.
- V. OUTREACH AND BRANDING.** The workforce delivery system outreach and branding is a shared state and Local Workforce Investment Board responsibility. The PA CareerLink® branding will be used to ensure recognition of the statewide seamless workforce service delivery system. Brochures, flyers, advertising media and announcements, stationery, business cards, and name tags used by the PA CareerLink® staff will reflect the PA CareerLink® branding only. Signage outside and inside all affiliate and comprehensive PA CareerLink® sites will reflect the PA CareerLink® branding. No single partner or other tenants' signage will be combined or incorporated on comprehensive PA CareerLink® signage. All branding must be done in compliance with the PA CareerLink® Name and Logo Usage Guidelines issued by the Department. Any advertising using the trademarked name not covered in the guidance document must be approved by the Department. Satellite sites may only use the PA CareerLink® brand if it is approved by the Department.

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VI. COMMONWEALTH WORKFORCE DEVELOPMENT SYSTEM (CWDS). PA CareerLink® sites will utilize CWDS as the common information management system. CWDS is the official system of record used for all data collection and reporting for all required partners located in comprehensive and affiliate PA CareerLink® sites, as well as satellite sites. Shared information and data agreements will be utilized to support access to information and information sharing between the partners as allowed by authorizing law and regulation.

VII. JOBGATEWAYSM. PA CareerLink® sites will utilize JobGatewaySM as the job-match system when job seekers are looking for employment and employers are searching for candidates.

VIII. WORKFORCE SYSTEM COMMUNICATION PROTOCOL. To promote effective coordination of the delivery of workforce services, all communication regarding workforce system policy, directives and information will flow from the Department to the CEOs, Local Workforce Investment Boards, state regional staff, PA CareerLink® Operator Consortia and site administrators. The Operator Consortia and site managers must inform PA CareerLink® staff. Communications regarding partner program policy, directives and information will be conveyed from the respective program authority at the state level to appropriate PA CareerLink® staff responsible for program administration ensuring that the state regional staff, Local Workforce Investment Board, PA CareerLink® Operator Consortium and site administrator are simultaneously copied. Communication directly related to state personnel matters will be sent from the state supervisor or official to individual staff. State officials or supervisors in the appropriate offices will be notified when necessary.

CONTACT ENTITY: Inquiries regarding this policy should be directed to the Pennsylvania Department of Labor & Industry, Director of the Bureau for Workforce Development Administration, 651 Boas Street, Harrisburg, PA 17121.

RESCISSIONS: *Workforce Investment Information Notice No. 3-03 Change 2; Guidelines for One-Stop Chartering and PA CareerLink® Certification*, dated January 1, 2007

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APPENDIX A: PA CAREERLINK[®] OPERATOR CONSORTIUM AGREEMENT

1. PARTIES AND PURPOSE	
1.1. Parties	<ul style="list-style-type: none"> • Organizations entering into this agreement • Funding source each organization represents • General authority and mutual agreement of parties • Designated primary contact and signatory for the site
1.2. Purpose	<ul style="list-style-type: none"> • Purpose of agreement <i>Example: To establish an agreement between the Local Workforce Investment Board and the Operator Consortium on roles, responsibilities, etc.</i>
2. TERM OF AGREEMENT	
2.1. Dates	<ul style="list-style-type: none"> • Agreement start and end dates, should be 2 years in length. <i>Example: This agreement shall be effective from July 1, XXXX and terminate June 30, XXXX</i>
2.2. Termination	<ul style="list-style-type: none"> • Circumstances for termination outside of the term, procedure to do so. <i>Examples: 1. This Agreement can terminate by repeal of the Workforce Investment Act of 1998 (WIA), otherwise by action of law or in accordance with this Section. 2. Any party may withdraw from this Agreement by giving written notice of intent to withdraw at least X calendar days in advance of the effective withdraw date. Notice of withdrawal shall be given to all parties to the addresses shown in other parts of this agreement and to the contact persons listed. Should any party withdraw, this Agreement shall remain in effect with respect to other remaining parties.</i>
3. ROLES AND RESPONSIBILITIES	
3.1. Management	<ul style="list-style-type: none"> • Detailed outline of roles and shared responsibilities (who has what authority, at what level with what expectations) • Partner conduct • In relation to the local PA CareerLink[®] system, to delineate the role of the CEO, the Local Workforce Investment Board, and the Operator Consortium. <ul style="list-style-type: none"> ○ The agreement must include an acknowledgement by the local workforce investment board that workforce investment board staff are not allowed to provide services.
4. CONTRACT PROCEDURES	
4.1. Authority	<ul style="list-style-type: none"> • Describe who has the authority and/or responsibility to amend, modify, resolve or otherwise process these procedures, including the process to execute the agreement.
4.2. Modification	<ul style="list-style-type: none"> • Circumstances for modification, and procedure to do so. <i>Example: This Agreement may be modified at any time by written agreement of the parties. Assignment of responsibilities under this agreement by any of the parties shall be effective upon written approval from the other parties. Any assignee shall also commit in writing to the terms of this Agreement.</i>
4.3. Impasse Resolution	<ul style="list-style-type: none"> • Process for disagreement resolution between the Local Workforce Investment Board and Operator Consortium.
4.4. Breach	<ul style="list-style-type: none"> • Circumstances that constitute a breach of agreement. These could include: <ul style="list-style-type: none"> ○ Violation of WIA, applicable regulations or specific requirements of the contract

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	<ul style="list-style-type: none"> ○ Program abuse, fraud or other criminal activity ○ Incorrect pricing, overstating personnel costs, supplies, equipment, or absence of those resources as stated in the agreement ○ Default
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5. COMPLIANCE REFERENCE	
5.1. Required Wording	<ul style="list-style-type: none"> • This MUST appear in each Operator Consortium Agreement: <i>“All parties to this Agreement will remain in compliance with federal laws, regulations and guidelines, state and local law, regulations, policies and procedures as provided in the Partner Agreement.”</i>
6. AUTHORITY AND SIGNATURES	
6.1. Parties	<ul style="list-style-type: none"> • Authority of the Local Workforce Investment Board and Operator Consortium <i>Example: The individuals signing have the authority to commit the parties they represent to the terms of this Agreement and do so commit by signing below.</i>
6.2. Signature Counterparts	<ul style="list-style-type: none"> • Parties may include the following language to allow for signatures at the same time: <i>Example: This Agreement may be executed in any one or more counterparts, the originals of which, when taken together and bearing the signatures of all parties to this Agreement, shall constitute one and the same agreement.</i>

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APPENDIX B: PA CAREERLINK® PARTNER AGREEMENT

1. PARTIES AND PURPOSE	
1.1. Parties	<ul style="list-style-type: none"> • Organizations entering into the agreement • Funding source each represents • General authority and mutual agreement of parties • Designated primary contact and signatory for the partner program(s) or site
1.2. Purpose	<ul style="list-style-type: none"> • To establish an agreement between the PA Careerlink partners to outline responsibilities, service delivery, etc.
2. TERM OF AGREEMENT	
2.1. Dates	<ul style="list-style-type: none"> • Agreement start and end dates, should 2 years in length. <i>Example: This agreement shall be effective from July 1, XXXX and terminate June 30, XXXX...</i>
2.2. Termination	<ul style="list-style-type: none"> • Circumstances for termination inside of the term, and procedure to do so. <i>Examples: 1. This Agreement can terminate by repeal of the Workforce Investment Act of 1998 (WIA), otherwise by action of law or in accordance with this section. 2. Any party may withdraw from this Agreement by giving written notice of intent to withdraw at least X calendar days in advance of the effective withdrawal date. Notice of withdrawal shall be given to all parties to the addresses shown in other parts of this agreement and to the contact persons listed. Should any party withdraw, this Agreement shall remain in effect with respect to other remaining parties.</i>
3. RESPONSIBILITIES	
3.1. Products or Services	<ul style="list-style-type: none"> • What products and/or services are provided in the system <i>Example: Each partner must make available to customers the Core Services that are integral to that Partner's programs and participate in the operation of the system consistent with the terms of this Agreement and the requirements of the authorizing laws.</i> • Name the provider of each and how the products/services are allocated <ul style="list-style-type: none"> ○ Define and determine level of core, intensive and training ○ Define and outline service and training priorities ○ Evaluate staffing levels
4. SERVICE DELIVERY	
4.1. Methods	<ul style="list-style-type: none"> • Describe the functional organization, customer flow and service delivery • Describe the system for referral of individuals • Describe how customers and resources are integrated
5. REPORTING REQUIREMENTS	
5.1. Required	<ul style="list-style-type: none"> • As defined by the Local Workforce Investment Board and the Department
6. COST REFERENCE	
6.1. Required Wording	<ul style="list-style-type: none"> • This MUST appear in each Partner Agreement in its entirety: <i>"All partners are in agreement that they will contribute to the overall operations of the PA CareerLink® service delivery system, as detailed in the PA CareerLink® Resource Sharing Agreement."</i>
7. GOVERNANCE AND REFERENCE	
7.1. Authority	<ul style="list-style-type: none"> • Details of the line of authority from the CEO to the Local Workforce Investment Board, PA CareerLink® operator consortium, Administrator(s), and partners

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7.2. Required Wording	<ul style="list-style-type: none"> This MUST appear in each Partner Agreement in its entirety: <i>“When fulfilling services for the PA CareerLink® service delivery system, all partners are under the functional direction of the PA CareerLink® Administrator. Those partners who may be co-located, but not providing services through the PA CareerLink® service delivery system, are not under the functional supervision of the PA CareerLink® administrator. At the time that a co-located partner begins to provide such services, co-located staff fall under the functional direction of the PA CareerLink® administrator, in accordance with the formal PA CareerLink® Administrator job description.”</i>
8. COMPLIANCE AND REFERENCE	
8.1. Documents	<ul style="list-style-type: none"> Bind parties to board policies, procedures and related operational documents <i>Example: The parties to this agreement agree to comply with the following reference documents: LOCAL WORKFORCE INVESTMENT BOARD Strategic Plan, LOCAL WORKFORCE INVESTMENT BOARD Operational Plan, PA CareerLink® Policy, federal, state and local regulations, and others as locally determined.</i>
8.2. Required Wording	<ul style="list-style-type: none"> This MUST appear in all Partner Agreements in its entirety: <i>“All parties to this Agreement will abide by state and federal grant requirements, including, but not limited to, nondiscrimination, accessibility, the federal lobbying act, state and federal debarment, in accordance with policies and guidelines developed and distributed by the Pennsylvania Department of Labor & Industry.”</i>
9. CONTRACT PROCEDURES	
9.1. Authority	<ul style="list-style-type: none"> Who has the authority and/or responsibility to amend, modify, resolve or otherwise process these procedures.
9.2. Modification	<ul style="list-style-type: none"> Circumstances for modification, and procedure to do so. <i>Example: This Agreement may be modified at any time by written agreement of the parties. Assignment of responsibilities under this agreement by any of the parties shall be effective upon written approval from the other parties. Any assignee shall also commit in writing to the terms of this Agreement.</i>
9.3. Impasse Resolution	<ul style="list-style-type: none"> Process for disagreement resolution between the board, operator and/or parties to the agreement <i>Example: Any substantive differences between the parties that reach an impasse will be handled as follows:</i> <ul style="list-style-type: none"> <i>Between Operator/Partner – The parties will attempt to resolve the issue. If the impasse is not covered by the Operator Agreement, the Local Workforce Investment Board will be notified in writing by the operator at least 10 days prior to the next scheduled board committee meeting for resolution.</i> <i>Between Partners – The PA CareerLink® Administrator will convene discussion among partners. If resolution cannot be reached, the Administrator will forward the impasse to the operator for resolution.</i>
9.4. Breach	<ul style="list-style-type: none"> Circumstances that constitute a breach of agreement. These could include: <ul style="list-style-type: none"> Violation of WIA, applicable regulations or specific requirements of the contract Program abuse, fraud or other criminal activity Incorrect pricing, overstating personnel costs, supplies, equipment, or absence of those resources as stated in the agreement

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	<ul style="list-style-type: none"> ○ Default • Consequences of a breach of agreement
10. AUTHORITY AND SIGNATURES	
10.1. Parties	<ul style="list-style-type: none"> • Authority of the Local Workforce Investment Board and Partners <i>Example: The individuals signing have the authority to commit the parties they represent to the terms of this agreement and do so commit by signing below.</i>
10.2. Signature Counterparts	<ul style="list-style-type: none"> • Parties may include the following language to allow for signatures at the same time. <i>Example: This Agreement may be executed in any one or more counterparts, the originals of which, when taken together and bearing the signatures of all parties to this Agreement, shall constitute one and the same agreement.</i>

APPENDIX C: PA CAREERLINK[®] RESOURCE SHARING AGREEMENT (RSA) and BUDGET (RSAB)

1. PARTIES AND PURPOSE	
1.1. Parties	<ul style="list-style-type: none"> • Organizations entering into the agreement • Funding source each represents • General authority and mutual agreement of parties • Designated primary contact and signatory for the site
1.2. Purpose	<ul style="list-style-type: none"> • To establish an agreement on sharing in the operational costs of the PA Careerlinks.
2. TERM OF AGREEMENT	
2.1. Dates	<ul style="list-style-type: none"> • Agreement start and end dates, should be 2 years in length. <i>Example: This agreement shall be effective from July 1, XXXX and terminate June 30, XXXX</i> • NOTE: The RSA budget is required to be completed annually.
2.2. Termination	<ul style="list-style-type: none"> • Circumstances for termination outside of the term, and procedure to do so. <i>Examples: 1. This Agreement can terminate by repeal of the Workforce Investment Act of 1998 (WIA), otherwise by action of law or in accordance with this section. 2. Any party may withdraw from this Agreement by giving written notice of intent to withdraw at least X calendar days in advance of the effective withdrawal date. Notice of withdrawal shall be given to all parties to the addresses shown in other parts of this agreement and to the contact persons listed. Should any party withdraw, this Agreement shall remain in effect with respect to other remaining parties.</i>
3. PROGRAM INCOME	
3.1. Process	<ul style="list-style-type: none"> • How income will be generated, tracked, allocated, spent and accounted for, in accordance with OMB guidelines.
4. COSTS* <i>See Cost Allocation Plan Guidelines below for additional information</i>	
4.1. Budget	<ul style="list-style-type: none"> • Operational budget and costs • Financial plan addressing operations and programs
4.2. Shared Costs	<ul style="list-style-type: none"> • Identification of costs necessary to support activities and services of site • Method of allocation and process of collection • Process for procurements and making payments
4.2. Facilities	<ul style="list-style-type: none"> • Identification of responsibilities of partners regarding costs of facilities <i>Examples (provided they do not conflict with the lease agreement): (Name of partner holding the lease) grants to the partners who have signed the RSA, the right to co-locate and use a portion of the space at the property. (Name of partner holding the lease) shall not be liable to partners or any of its agents, employees, or invitees for any death or injury to persons or damage to property due to the condition or design or any defect in the facilities, the property, or any part of the component which may exist or subsequently occur. The partners shall not make any alteration to the facilities without the prior written consent of (Name of partner holding the lease), and such consent shall not be unreasonably withheld. Partners shall secure commercial comprehensive general liability insurance with respect to the business conducted on the property unless a partner is self-insured within the laws of the Commonwealth of Pennsylvania.</i>

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5. CONTRACT PROCEDURES	
5.1. Authority	<ul style="list-style-type: none"> Who has the authority and/or responsibility to amend, modify, resolve or otherwise process these procedures.
5.2. Modification	<ul style="list-style-type: none"> Circumstances for modification, and procedure to do so. <i>Example: This Agreement may be modified at any time by written agreement of the parties. Assignment of responsibilities under this agreement by any of the parties shall be effective upon written approval from the other parties. Any assignee shall also commit in writing to the terms of this Agreement.</i>
5.3. Impasse Resolution	<ul style="list-style-type: none"> Process for disagreement resolution between the board, operator and/or parties to the agreement <i>Example: Any substantive differences between the parties that reach an impasse will be handled as follows:</i> <ul style="list-style-type: none"> <i>Between Operator/Partner – The parties will attempt to resolve the issue. If the impasse is not covered by the Operator Agreement, the Local Workforce Investment Board will be notified in writing by the operator at least 10 days prior to the next scheduled board committee meeting for resolution.</i> <i>Between Partners – The PA CareerLink® Administrator will convene discussion among partners. If resolution cannot be reached, the Administrator will forward the impasse to the operator for resolution.</i>
5.4. Breach	<ul style="list-style-type: none"> Circumstances that constitute a breach of agreement. These could include: <ul style="list-style-type: none"> Violation of WIA, applicable regulations or specific requirements of the contract Program abuse, fraud or other criminal activity Incorrect pricing, overstating personnel costs, supplies, equipment, etc., or absence of those resources as stated in the agreement Default Consequences of a breach of agreement
6. AUTHORITY AND SIGNATURES	
6.1. Parties	<ul style="list-style-type: none"> All Partners, who might differ from just renters or members <i>Example: The individuals signing have the authority to commit the parties they represent to the terms of this Agreement and do so commit by signing below.</i>
6.2. Signatures Counterparts	<ul style="list-style-type: none"> Parties may include the following language to allow for signatures at the same time: <i>Example: This Agreement may be executed in any one or more counterparts, the originals of which, when taken together and bearing the signatures of all parties to this Agreement, shall constitute one and the same agreement.</i>
7. ATTACHMENTS TO RSA (Required Annually)	
7.1. Budget Worksheet	<ul style="list-style-type: none"> Required annually, at minimum, for period of July 1 through June 30 Refer to RSA procedures developed by the BWDA which includes a required worksheet template
7.2. Signatures	<ul style="list-style-type: none"> Signature page for the budget Refer to RSA procedures developed by the BWDA which includes a required signature template