

# Statement of Work

## 1. OVERVIEW

The Benton-Franklin Workforce Development Council (BFWDC) serves as the Local Workforce Development Board (LWDB). It is responsible for developing local policies, providing oversight of the One-Stop system, and organizing a comprehensive, region-wide response to the challenges of building a highly skilled workforce within Benton and Franklin Counties. As defined in the [Workforce Innovation and Opportunity Act \(WIOA\), Public Law 113-128](#), the BFWDC maintains majority private-sector business representation to ensure the voices of local employers are engaged in policy setting and decision-making.

The BFWDC strategically oversees the quality and design of the local workforce system, including WorkSource Columbia Basin (WSCB). The BFWDC, working with local elected officials, oversees the Memorandum of Understanding (MOU) between the BFWDC and workforce partners regarding operation and shared costs of WSCB, the Comprehensive American Job Center which serves Benton and Franklin Counties.

WSCB serves as a convenient and recognizable public access point to the workforce system. To achieve optimum collaboration, our system shall:

- Provide an environment of collegiality which supports a culture of delivering quality services to the customer;
- Coordinate, plan and promote building an integrated service delivery system, which meets the vision and strategy of WIOA and the BFWDC local plan goals;
- Develop strategies that supports each partner, which in turn enhances the performance of each partner;
- Build a system of partnerships of coordination, collaboration, and cooperation through the WorkSource center and system;
- Provide a learning environment and culture to staff to build and utilize new skills for effective and efficient customer service.

The One-Stop Operator (OSO), competitively procured by the BFWDC, coordinates the service delivery required of WSCB partners and service providers, as well as provides day-to-day facilitative oversight of the One-Stop Center. The WSCB OSO, the Benton Franklin Workforce Consortium (BFWC), is a collaboration between four partners which represent the four core WIOA titles:

- Career Path Services (CPS) (Title 1);
- Columbia Basin College (CBC) (Title 2);
- Employment Security Department (ESD) (Title 3); and
- Division of Vocational Rehabilitation (DVR) (Title 4).

Each partner plays a unique role in our workforce development system, lending strengths and expertise to shape the integration of the workforce system in alignment with the [Benton-Franklin Workforce Development Council's \(BFWDC\) Strategic Plan](#).

The WorkSource System Coordinator (WSC) will serve as the agent of the Consortium, serving within the American Job Center (AJC). Career Path Services will serve as the employer of record for the WSC and manages the budget.

The BFWC will demonstrate sufficient firewalls and adhere to conflict of interest policies and procedures as well as conform to the specifications of [20 CFR section 679.430](#). The BFWC shall utilize the Scope of Work and Consortium Bill of Rights and Responsibilities to govern the work of the Consortium. The BFWC shall provide oversight to ensure the WSC is representing the system in a balanced way. The OSO and WSC shall work closely with the BFWDC Chief Operations Officer (COO) to implement and operationalize the BFWDC Board vision for WSCB and vision for the universal Workforce System.

WIOA envisions a workforce system designed to ensure that employment and training services, available through multiple service providers, are integrated through a One-Stop delivery system that supports the accessibility of high-quality services for job seekers and businesses. The vision of the Department of Labor (DOL) and operational guidance for the One-Stop system under WIOA is outlined in Training and Employment Guidance Letter ([TEGL 04-15](#) and [TEGL 16-16](#)).

## **2. WORKSOURCE COLUMBIA BASIN SERVICES**

The Benton Franklin Workforce Consortium (BFWC) is a collaboration between four partners: Employment Security Department, Columbia Basin College, Division of Vocational Rehabilitation, and Career Path Services. Each partner will play a unique role in our workforce development system and will strive to integrate services and overcome challenges. They will commit to designing and transforming the Benton and Franklin regional service vision and strategy as indicated in the [Benton-Franklin Workforce Development Council's \(BFWDC\) Strategic Plan](#). The One-Stop Operator plan leverages the strengths of the four BFWC partners into one seamless system. Each Consortium member represents each WIOA Title, bringing their expertise and contributing to a leadership team that fulfills the breadth of OSO functions with competence. Career Path Services (CPS) will serve as the employer of record on behalf of the OSO and manage the budget.

The BFWC will work as a team with one vision, a shared mission, and a singleness of purpose. The BFWC shall coordinate work so that agendas, outcomes, and credit are shared equitably and broadly. All parts of the delivery model shall be transparent and relevant. On behalf of the BFWC, the WSC shall work to remove territorial differences and expand common ground.

**Role:** Each BFWC partner shall address the issues faced by the workforce development community under their given title and work to integrate services with system partners to ensure a seamless experience for job seekers and businesses. The BFWC shall establish processes for coordinating people, operations, and systems into a shared vision and effort. Each partner is responsible for maintaining clear communication pipelines with the One-Stop Center partners. The BFWC, as well as the WSC, will vigilantly identify and work to resolve any system issues.

**Collaboration:** Collaboration is defined as a purposeful relationship in which all parties strategically choose to cooperate to achieve shared objectives. Collaboration shall start with the WSC working with BFWC leadership and BFWDC staff to ensure supervisors and

leaders have the skills and tools to lead, inspire, influence, and empower staff by connecting them to the reason for change creating a WSCB that is customer-centered and business-friendly. Within the WSCB Leadership meetings and forums, the BFWC shall implement the vision of WIOA's America's Job Center and build partnerships fully. The WSC shall embody a collaborative mentality, including collective team building, transparent communications, safe brainstorming, continuous improvement, feedback loops, and personalized coaching.

**Integrated System Approach:** To provide a truly integrated system, the BFWC shall organize the delivery of services like labor market information (LMI), job and skills matching, training, and other services, into a structure with shared purpose and scope. Integration is vital because it improves services while serving customers at various entry points and helping as needed, rather than requiring a specific pathway. The BFWC shall work to establish and maintain an integrated delivery system, which includes informed cross-trained staff who, along with their role competencies, have enough information about other programs to help and refer customers as necessary. WSCB staff shall get support, guidance, and reinforcement to adopt more integrated approaches in their day-to-day work. With the support of the BFWC and the BFWDC, the WSC will establish a partnership-designed structure for WSCB as a functionally integrated One-Stop Center.

**Commitment:** The BFWC shall commit to improving the performance of all services in the One-Stop system. Performance results shall culminate in successfully matching a job seeker and employer. To build a culture of shared performance and outcomes, the WSC shall be aware and able to communicate each partner's program targets and service goals. This will include knowing where program goals align, the development of benchmarks, and measurement systems that can be used to report program and system outcomes to the BFWDC. The WSC shall ensure that the improvements are data-driven. The BFWC must demonstrate sufficient firewalls and adhere to conflict of interest policies and procedures as well as conform to the specifications of [20 CFR section 679.430](#). The BFWC shall utilize the Scope of Work and Consortium Bill of Rights and Responsibilities to govern the work of the Consortium. The BFWC shall establish oversight guidelines and a review process to ensure the WSC represents the system in a balanced way. The OSO and WSC shall work closely with the BFWDC Chief Operations Officer (COO) to implement and operationalize the BFWDC Board vision for WSCB and vision for the universal Workforce System.

Services at WSCB are aligned with the goals of WIOA and are as follows:

- A. Provide job seekers with the skills and credentials necessary to secure and advance in employment with wages that sustain themselves and their families.
- B. Provide access and opportunities to job seekers, including individuals with barriers to employment, as defined in section 3(24) of WIOA, such as individuals with disabilities, individuals who are English Language Learners, and individuals who have low levels of literacy, to prepare for, obtain, retain, and advance in high-quality jobs and high demand careers.
- C. Enable businesses and employers to identify and hire skilled workers quickly and access other human resources assistance, including education and training for their current workforce, support with pre-screening applicants, writing job descriptions, offering space for interviewing, and consultations services on topics such as succession planning/career-ladder-development/other forms of assistance.

- D. Participate in rigorous evaluations that support continuous improvement of WSCB by identifying which strategies work better for different populations.
- E. Ensure that high-quality integrated data is made available to inform decisions made by policymakers, employers, and job seekers.

### 3. **SCOPE**

#### **Integrated Service Delivery**

- Work with WSCB Partners to determine a process for meeting the goals outlined in WIOA.
- Implement integration as designed by the BFWDC, BFWC, and Leadership team.
- Streamline processes and increase consistency in service delivery across the center.
- Research and develop new service delivery strategies in collaboration with WSCB Partners; be willing to develop, prototype and deploy new services strategies while working closely with partners to understand/mitigate certain risks.

#### **Customer Centered & Data Informed**

- Use Human-Centered Design (HCD), Lean, and other customer-informed methodologies to ensure integrated service delivery model options meet the needs of local businesses and job seekers.
- Collect customer reviews of the One-Stop Center and analyze the information to identify service delivery adjustments.
- Lead WSCB in assessing and improving performance making improvements of internal processes based on customer feedback, internal review and analysis, and noted best practices from counterparts across the state.
- Work with the One-Stop Partners to evaluate and troubleshoot referral and coordination efforts.
- Ensure programmatic, physical and technology-hosted accessibility for all customers.
- Coordinate with the local EO Officer and provide technical assistance to ensure access to One-Stop services as prescribed by WIOA Section 188.

#### **Day to Day Operations**

- Serve as point of contact regarding One-Stop initiatives (board, community, media); promote services and how to connect to them.
- Maintain Operations Handbook to include center-based day-to-day processes & procedures, onboarding & offboarding of team members, safety related protocols, etc.
- Assist with WSCB center certification including evaluation.
- Serve as liaison between the BFWDC and WSCB, maintaining communication with the BFWDC staff with updates or issues that may arise at WSCB.
- Identify issues, monitor, and provide technical assistance to each One-Stop Partner within WSCB related to the provision of career services agreed to by the MOU.
- Ensure that the BFWDC non-program related policies and procedures are effectively communicated and conducted at WSCB.
- Comply with all policies governing WSCB.

- Serve as the point of contact for dissemination of federal, state and local laws, regulations and policy.
- Serve as point of contact for receiving and clarifying questions regarding One-Stop federal, state and local laws, regulations and policies, as directed by the BFWDC;
- Facility access approvals.
- Serve as the primary point of contact for facility maintenance and repair issues communicating all needs for maintenance and repair to the BFWDC to be addressed.
- Maintain a presence on Social Media as outlined in the Social Media Policy.

### **Learning Environment/Culture**

- Maintain a center-wide readiness for change and new program services implementation, and continuous improvement, enabling WorkSource to quickly adopt new best practices and services quickly.
- Promote diversity, equity, inclusion, and belonging to identify needs and implement training surrounding cross-cultural differences and awareness.
- Build a culture of collegiality and ownership through center wide and function specific professional development.
- Support HCD by designing systems around the customer experience and ensuring all staff receive HCD training.
- Develop a culture where people look forward to going to work every day, take pride in WSCB and in their work, increase their commitment to job satisfaction, and improving the customer experience.
- Identify potential cultural clashes between partners, facilitate crucial conversations that build understanding, and restore working partnerships.
- Identify training needs surrounding cross-cultural differences and awareness, cultivate understanding of how staff from individual organizations speak, communicate, and perceive the environment around them, expand upon existing relationships.

### **Partnership Coordination**

- Align partners and provide workforce solutions that meet real business needs including speaking the language of business, creating a common brand, and staff training on business engagement.
- Maintain a Charter for WSCB to which partners shall commit.
- Invest in relationships with all WSCB leaders through regularly scheduled time to connect.
- Create/Implement shared communication & information systems.
- Coordinate WSCB Partner meetings & serve on the leadership team to ensure all partner expertise is present and can be leveraged to meet customer needs.
- Expand the WorkSource system through relationship building with community partners.
- Enlist community businesses as a partner in identifying, developing, and implementing workforce solution investments.

## **Performance**

- Maintain system-wide reporting of service delivery data.
- Engage with WorkSource leadership to implement a continuous improvement strategy for the One-Stop Center to assess gaps in service delivery with the BFWDC COO and maintain plans of action to address said gaps.
- Provide change management to lead change as needed to integrate or modify service delivery and articulate the system benefits of those changes.
- Be knowledgeable of the mission and performance standards of all partners and facilitate cross-training among all staff.
- Explore new ways to engage customers and community partners (i.e. Social Media)
- Create a system that evaluates and aligns performance toward common measures identified by BFWDC, BFWC, and System Partners.
- Collaborate with the BFWDC to meet performance measures, including data sharing to ensure valid data matching, timely data entry, and batch downloads/reports are given to the BFWDC quarterly.
- Provide Bi-Annual reports to the BFWDC and WSCB Management Team on performance outcomes (set by the board), success and issues.
- Produce monthly reports of WorkSource Site Operations, Customer Satisfaction, Service Delivery, and Facility Updates, Continuous Improvement, and goal progress.

## **4. MEETINGS**

- A. Monthly meetings between WSC and Local EO Officer to ensure:
  - Access to One-Stop services as prescribed by WIOA Section 188
- B. Attend the following meetings to expand on monthly reports, ensure up-to-date commentary, and answer any questions about operations and protocols.
  - BFWDC Executive Committee meetings
  - BFWDC Adult and Employer Linkage meetings
  - Diversity, Equity, and Inclusion (DEI) Committee
- C. Monthly Meeting with BFWDC Chief Executive Officer and Workforce Innovation and Opportunity Act (WIOA) Title 1 & 3 Leadership.
- D. Annual presentation to the full BFWDC Board on performance outcomes, successes, and issues.
- E. Weekly meetings between the BFWDC COO and the WSC to ensure timely updates, expand upon information submitted in monthly reports, and answer questions about operations and protocols.