

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, 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 the integrated workforce delivery system in 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 which support 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.

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](#).

Definitions:

BFWDC: Benton-Franklin Workforce Development Council, Workforce Development Area 11

WSCB: WorkSource Columbia Basin, One-Stop Center

BFWC: Benton-Franklin Workforce Consortium, One-Stop Operator

CPS: Career Path Services, Title I – Workforce Development Activities

CBC: Columbia Basin College, Title II – Adult Education and Literacy

ESD: Employment Security Department, Title III – Employment Services

DVR: Division of Vocational Rehabilitation, Title IV – Vocational Rehabilitation

OSO: One-Stop Operator – Entity that operates WorkSource Columbia Basin (BFWC)

WSC: WorkSource System Coordinator – Manager and primary point of contact for the One-Stop Center

2. BENTON-FRANKLIN WORKFORCE CONSORTIUM

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 (OSO) 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 for the One-Stop Operator and manages 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 is shared equitably and broadly. All parts of the delivery model shall be transparent and relevant to the whole. 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 leaders 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 leader mentality, including collective team building, transparent communications, sharing information and knowledge, receptive to suggestions and ideas, safe brainstorming, a desire to uncover the root cause of issues, on-going feedback, 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 a variety of entry points and helping as needed, rather than requiring a specific pathway. The BFWC shall work as 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's 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 be the culmination of 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 the program targets and service goals of each partner. 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 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, as well as a vision for the universal Workforce System.

3. WORKSOURCE COLUMBIA BASIN SERVICES

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.

4. **SCOPE**

A. **Integrated Service Delivery:** To lead the process of integrating service delivery within WSCB, the BFWC shall:

- Understand and support programs while developing the integrated services model;
- Streamline processes and increase consistency in service delivery across the center;
- Research and develop new service strategies in conjunction with WSCB Leadership Team and partners to understand and mitigate risks;
- Work with the BFWDC COO to establish clear communication pipelines for the sharing of data, information, and technical direction and assistance;
- Adhere to and implement guidance and/or initiatives administered by the BFWDC;
- Work with WSCB Partners to determine a process for meeting the goals outlined in WIOA;
- Represent WSCB at community meetings to promote services and address partnership opportunities;
- Support the local Rapid Response team to ensure the appropriate services and programs that are necessary to assist Dislocated Workers with Unemployment Insurance (UI) assistance, connection to reemployment series, and or training/retraining assistance are in place; AND
- Maintain a Charter for WSCB to which partners shall commit.

B. **Customer First and Human-Centric:** to ensure One-Stop services are accessible and meet the needs of customers, the OSO/WSC/WSCB Leadership Team shall:

- 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;
- Increase the quantity of customers served while continuously seeking ways to improve on the quality of service;
- Collect customer reviews of the One-Stop Center and analyze the information to identify service delivery adjustments;
- Lead WSCB in regularly assessing and making improvements of internal processes, based on customer satisfaction and participant feedback;
- Work to evaluate and troubleshoot referral and coordination efforts between system partners and develop procedures to optimize customer flow and customer service; AND
- Coordinate with the local EO Officer to review complaints and provide technical assistance to ensure access to One-Stop services as prescribed by WIOA Section 188.

- C. Day to Day Operations: To ensure seamless provision of services to customers, the WSC shall:
- Serve as point of contact or designate a spokesperson regarding One-Stop initiatives for the board committees, media outlets, and public;
 - Create and implement a local Operations Handbook to include center-based day to day processes & procedures, onboarding & offboarding of team members, and safety-related protocols, etc.;
 - Lead the One-Stop Certification process and adhere to guidance given by the Board led Certification Committee;
 - Sustain a healthy, safe environment for staff, including maintaining a WSCB COVID Safety Plan and communicating pertinent health updates to the system;
 - Serve as liaison between the BFWDC and WSCB, maintaining regular contact with the BFWDC COO and providing One-Stop Center updates, news, etc.;
 - Identify issues, monitor, and provide technical assistance to each One-Stop Partner within WSCB and future One-Stop affiliate sites;
 - Maintain a policy tracking document, and ensure that the federal, state, and local BFWDC policies, regulations, procedures, training, and technical guidance are effectively disseminated and carried out at WSCB;
 - Oversee facility access approvals and serve as the primary point of contact for facility maintenance, 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;
 - Promote the services available at WSCB, in coordination with WSCB Leadership Team including the development of outreach materials approved by the BFWDC;
 - Coordinate business and job seeker outreach activities; AND
 - Collaborate with subject matter experts and stay current on program, center, and economic data.
- D. Cultural Development: To lead efforts to develop a team culture of excellence and a customer-first mindset. The WSC, in coordination with WSCB Leadership Team, shall:
- Maintain a Code of Conduct that all partners shall commit to;
 - Create a center-wide culture in which WorkSource staff enjoy a positive and supportive atmosphere, take pride in WSCB and their work, and strive for excellence;
 - 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; AND
 - Promote diversity, equity, and inclusion to identify needs and implement training surrounding cross-cultural differences and awareness.

- E. Partnerships: to foster partner relationships and increase the collaboration and innovation necessary to provide job seekers, workers, and business seamless customer experience, the BFWC shall:
- Align disconnected partners and provide workforce solutions that meet real business needs including speaking the language of business, creating a common brand, increasing work and staff training on business engagement;
 - Identify potential cultural clashes between partners, facilitate crucial conversations to build understanding, and restore working partnerships;
 - Identify and enlist community businesses and other community-based organizations as partners in identifying, developing and implementing workforce solution investments;
 - Commit to partnership and be willing to work on behalf of the BFWDC to achieve its vision for a functionally integrated workforce system that is well prepared to meet the needs of local businesses and job seekers;
 - As Affiliate sites are added, coordinate and teach new partners to ensure access to One-Stop services are delivered as prescribed by Section 188 of WIOA; AND
 - Facilitate meetings with local and MOU partners to discuss center-wide strategy and align integrated service delivery.
- F. Performance and Continuous Improvement: to emphasize achievement results for job seekers, workers, and businesses by providing consistent, high-quality services delivery to ensure partner meet service outcomes, the BFWC and WSC shall:
- 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; AND
 - Produce monthly reports of WorkSource Site Operations, Customer Satisfaction, Service Delivery, and Facility Updates, Continuous Improvement, and goal progress.

5. MEETINGS

- A. Monthly meetings between WSC and Local EO Officer to ensure:
 - Access to One-Stop services as prescribed by WIOA Section 188
- B. Monthly Meetings with the Benton-Franklin Workforce Consortium (BFWC)- Employment Security Department (ESD), Columbia Basin College (CBC), Division of Vocational Rehabilitation (DVR) and Career Path Services (CPS) to continue the assessment and development of:
 - Integrated Service delivery
 - Use of data to ensure services are accessible and meet customer needs
 - Seamless provision of services to all customers
 - Culture Development
 - Partnerships
 - Performance and service outcomes
- C. 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
- D. Monthly Meeting with BFWDC Chief Executive Officer and Workforce Innovation and Opportunity Act (WIOA) Title 1 & 3 Leadership.
- E. Annual presentation to the Full Benton-Franklin Workforce Development Council (BFWDC) Board on performance outcomes, successes, and issues.
- F. 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.