**Attachment X**

# American Job Center/WIOA Service Location Continuous Improvement Plan

Career Center: Date:

**INSTRUCTIONS**

**BACKGROUND: Who are we?**

(Refer to Board Priorities pages) There is a section for each criterion to help give direction and background to guide the development of goals. Ask the question “Is the goal I am setting in line with the board’s published vision, goals and priorities?” (Local Plan)

**GOALS: Where are we going?**

When developing goals, use the following structure:

* Actionable (verb + noun) *AND* S.M.A.R.T. (Specific, Measureable, Attainable, Realistic, Timely)

Ex: “Continuously develop {verb} leadership {noun} at the Career Center level to increase staff systems and program knowledge over last year as evident in result of monitor reviews.”

Ex: “I want to increase sales by 20 percent in 20 weeks.”

Ex: “I want to cut down my restaurant's operational expenses by 25 percent within the next three months by reducing the number of employee shifts from four to three.”

**BASELINE: Where are we now?**

List your current practice and benchmarks. (Ex: Development efforts to date are…)

* Be objective and honest (deficiencies should be identified and addressed, and strengths should be leveraged).
* There is *ALWAYS* room for improvement. (If you are blowing your goals out of the water, then your benchmarks are set too low.)

**ACTION STEPS: How will we get there?**

This is the tangible part of your Action Plan. Envision: What does it look like when we achieve our goal (list that on a scratch paper if necessary), and:

* + What are the steps to get to that picture?
  + Who is responsible to achieve those items (you, case manager, IT, mandated partner)?
  + What resources do we have /must we acquire?
  + What is a logical timeline to achieve that step? If the timeline is too long (1-3 years), then the action step will need to be broken down further into smaller action steps.
* **BE SUCCINCT IN YOUR ACTION PLAN!**

**PROGRESS: Update, Where are we *now*?**

This is where you will be monitoring or measuring where we are in these action steps to the goal (30% complete?) % of steps/tasks achieved? Delays/revised timeline?) The “Person Responsible” will need to keep this section up to date as this will be reviewed on an annual basis by the GNWDB Compliance Committee.

**DUE DATE: How will we know when we get there?**

On the due date, has the goal been achieved? If not, what progress has been made and what adjustments to action steps have you and the person(s) responsible made to stay on track/improve chance of success?

**DO NOT OVERTHINK- Make goals and action steps tangible and celebrate little victories.**

1. **LEADERSHIP**

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| **Goals** | **Baseline** | **Action Steps** | **Person Responsible** | **Due Date** | **Progress to Date** |
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**GNWDB Leadership Priorities**:

Continue implementation and training in the use of Malcolm-Baldrige principles to ensure continuous improvement strategies.

Provide training, support, and assistance to foster more involvement in local school systems to continue to improve the understanding of youth and parents on the various occupational opportunities, and the connection between education, employer needs, and career choices.

**Focus Areas:**

* Public Relations
* Business Plan for all American Job Centers/Career Centers and NDOL offices/WIOA service locations and MOUs (as applicable)
* Facilitate Training
* Conflict Resolution
* Organization/Scheduling
* Carry out Board Vision/Priorities
* Strengthen ties to Community and area Business decision makers
* Networking- act as vendor of information (community resource)

1. **STRATEGIC PLANNING**

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| **Goals** | **Baseline** | **Action Steps** | **Person Responsible** | **Due Date** | **Progress to Date** |
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**GNWDB Strategic Planning Priorities**:

Governor Heineman has stated Nebraska’s vision to prepare the state to compete in the 21st century, in an age of technological marvels, new educational challenges, international competition and entrepreneurial opportunity is expressed in four goals:

1. Be a dynamic, demand-driven workforce development system focusing on high-growth, high–demand industries within a regional development context;
2. Continue to increase the integration of services to employers and job seekers by multiple public and private partners;
3. Recognize the need to meet the changing long and short-term needs of businesses and individuals with a coordinated, efficient, and less bureaucratic delivery system; and
4. Provide the knowledge, skills, and resources for learning, earning, and living.

The following text describes the action steps the Greater Nebraska Workforce Development Board will perform in order to integrate and tailor the priorities developed by the State Workforce Development Board to the Greater Nebraska local area. Currently, the as part of that initiative, the GNWDB is partnering with the Library Commission to provide access to W IA services via computer technology at libraries across the Greater Nebraska Local Area. Proposed pilot locations were identified at the June 6-7, 2012 meetings of the GNWDB/CEOB as: Chadron Public Library, Broken Bow Public Library, McCook Public Library, Saint Paul Public Library, South Sioux City Public Library and Falls City Public Library. Career Centers assigned to support these pilot locations are: Beatrice, Norfolk, Scottsbluff, North Platte and Grand Island. W IA staff will continue to serve the entire region utilizing technology and travel, when necessary. (This is similar to the Youth Specialist service delivery model.)

Greater Nebraska is focusing their efforts on finding grants for applicants in the local area. The GNWDB will actively seek and apply for grant opportunities to increase funding options. The GNWDB is not a 501c3 corporation, but it does have Non-Profit Status registered with the Nebraska Department of State. This status allows the GNWDB to apply for multiple non-profit grant opportunities.

The GNWDB will increase engagement with partner and business representatives on the Nebraska Workforce Development Board to improve communication regarding the issues affecting the Greater Nebraska local area. The Greater Nebraska Workforce Development Board will organize and implement regional meetings of representatives from the partner stakeholder entities of Economic Development, Education, Elected Officials, Labor, and Career Center Management to gather best practices on current initiatives, set common goals to integrate services to employers and jobseekers, and respond to the need to create a coordinated, efficient, and less bureaucratic delivery system.

**Focus Areas:**

* H3- Target to meet wage requirements and needs in each Region
* Update Business Plan
* Develop Continuous Improvement Plan to include Performance focus
* Facility Plan (If not in Business Plan.)
* Certification Process (as applicable)
* Business Services Plan
* Marketing Plan (If not in Business Plan.)
* Limited English Proficiency Plan (LEP)

# CUSTOMER AND MARKET FOCUS

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| **Goals** | **Baseline** | **Action Steps** | **Person Responsible** | **Due Date** | **Progress to Date** |
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## GNWDB Customer and Market Focus Priorities:

**Describe specific strategies the local WDB and One Stop Operator are or will be implementing during this plan period to insure the skill needs of local employers is met and to close any existing skill gaps. Strategies should include partner agencies that target populations in diverse populations.**

In an effort to identify workforce needs, Greater Nebraska has placed employer services as one of the highest priorities. One Stop Career Center staff interact with employers to identify labor force needs, provide referrals of skilled job seekers, training assistance, and other assistance such as funds to train incumbent workers in order to meet the employers’ needs. The Greater Nebraska Workforce Development system provides both employers and job seekers universal access to a public labor exchange that provides a staff-assisted and/or self-service menu of employment services, training services, re-training services, and supportive services based upon employer or job seeker needs and individual choices. When the One Stop Career Centers are unable to meet all of the identified job seeker needs, the client will be referred to an agency or organization which may be able to provide the necessary services.

The Greater Nebraska Workforce Development Area will coordinate and collaborate with the State Department of Economic Development and Local Economic Development Agencies in the continuing effort to meet the needs of employers and job seekers.

The Greater Nebraska One Stop Operator continues to partner with and coordinate services for targeted populations based on their need to provide assistance and eliminate barriers to employment (ie. Veterans, VocRehab, Proteus, Indian Center). Referrals to partner agencies are based on individual’s eligibility. Target populations include veterans, persons with disabilities, migrant farm workers, minorities and youth to name a few. Coordination of services is established through NEworks, community resources and through provider staff directed quarterly partner meetings with both partners and One-Stop Career Center staff present.

Continue to organize and implement GNW IB sponsored employer focus groups to ascertain the needs of regional and local industry to determine the best utilization of training funds and to communicate strategies to address the workforce needs of high-growth, high-demand industries.

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**Focus Areas:**

Statewide Resources:

* LMI
* NEworks
* [www.H3.ne.gov](http://www.h3.ne.gov/)
* UI Stats

Local Resources:

* + Career Center Customer Satisfaction Survey (GNWIOA)
  + Chamber/Economic Development
  + Local Media
    - Survey Job Seeker & Employer (WP)
    - Press Releases
* Partners (meetings and joint trainings)
* WDB
* Street Talk

# INFORMATION AND ANALYSIS

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| **Goals** | **Baseline** | **Action Steps** | **Person Responsible** | **Due Date** | **Progress to Date** |
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## GNWDB Information and Analysis Priorities:

#### The Greater Nebraska plan identifies methods, strategies, and tools the Greater Nebraska local area will implement in order to insure customers have the opportunity to make informed choices. Workforce information including job pay, benefits, and local economic issues is provided in every Career Center through high speed internet delivery systems connected directly to the Nebraska Workforce Development-Labor Market Information website.

Resource room staff are trained on the various labor market tools such as the NEworks, [www.H3.ne.gov](http://www.h3.ne.gov/) and TrainingLink. These tools can quickly research and provide individualized workforce information both electronically and in hard copy.

**Focus Areas:**

* NEworks – WIOA Data/LMI Data
* H3.ne.gov
* Surveys – Job Seekers (GNWIOA/W-P) and Employers (W-P) – write in a fashion to get information needed to improve customer satisfaction levels and increase Performance
* Monitor Review Findings Report
* Analyze Region, Office Team, and Individuals
  1. **HUMAN RESOURCES**

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**GNWDB Human Resources Priorities**:

Provide technical assistance and capacity building training to Career Center staff and partners in the One Stop Career Center in order to improve the services that are being provided to the customers in a cost effective manner. Over the next year, technical assistance and training opportunities will be made available to increase the capacity of the aforementioned groups and focus on the following areas:

* Performance Measures
* Service to Special Populations
* Improved Customer Service
* Understanding Mandated Partner Programs
* Improved Collaboration
* Labor Market Information

Provide training to service provider staff in the area of outreach and case management so they can better relate to employer and jobseeker customers and increase their understanding of these populations’ special needs.

Electronically provide each Career Center with their customer satisfaction results through the state developed system for measuring Career Center customer satisfaction. In addition, the Career Centers will continue to post these outcomes for public review and comment each quarter.

**Focus Areas:**

NDOL GNWIOA Staff:

* Mentors/Shadowing
* Regional NEworks Experts
* Staff Training/Professional Development Plan
* Program Training Attendance
* New Employee Orientation
* Wellness Group

Career Center Staff:

* Mentors/Shadowing
* Cross-Informing/Orientation
* Staff Meetings
* Social Aspect of Partnership
* Assess Training Needs of Career Center Partner Staff
  1. **PROCESS MANAGEMENT**

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| **Goals** | **Baseline** | **Action Steps** | **Person Responsible** | **Due Date** | **Progress to Date** |
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**GNWDB Process Management Priorities**:

The GNWDB will utilize NEworks, an integrated web based information management system that can be accessed from any location, by any stakeholder, and by any partner to enable the creation of a more seamless and integrated service delivery and referral system in Career Centers statewide. The GNWDB will develop Virtual Access Points (VAPs) in each of the 88 counties to provide WIOA services via technology.

The Greater Nebraska Workforce Development Board will continue to communicate to the State Board its desire for Nebraska Workforce Development to implement and use an Internet based information management system for common data and performance collection which can be accessed from any location, by any stakeholder, and by any partner.

The Greater Nebraska Career Centers began to utilize an integrated web based system called NEworks on October 4, 2010. NEwork s will be the primary reporting and case management tool replacing the previously used Nebraska Workforce Access System (NWAS) and Tracking and Reporting Exchange Systems (TREX). NEworks will be updated as necessary with changes resulting from the reauthorization of the Workforce Innovation and Opportunity Act legislation and implementation of the common data performance system.

Expenditures have been made against appropriate cost categories and within the cost limitations specified by the Workforce Innovation and Opportunity Act and implementing. The system meets the standards of Generally Accepted Accounting Principles (GAAP). The system provides records and reports that are uniform in definition, accessible to federal, state, and the Greater Nebraska Workforce Development Board members or staff, and are verifiable for monitoring, audit, program management, and evaluation purposes. Program costs are reasonable, allowable, and necessary to achieve program goals and are in accordance with applicable cost principles.

Internal controls are in effect to safeguard assets and prevent fraud and abuse of funds. A system is in place to compare actual expenditures with budgeted amounts. There is adequate documentation to support accounting records. Procurement activities are conducted in accordance with federal, state and local procurement standards.

Only those activities and services identified by the Workforce Innovation and Opportunity Act, its implementing regulations, and the Memorandum of Understanding are being provided. A system is in place to determine client eligibility and no ineligible clients are being enrolled into the programs. The system is the WIOA enrollment process and local management and federal monitor provide the monitor. Client data is entered into the participant data system NEworks in an accurate and timely manner. Effective coordination is taking place between the service provider, One Stop operator, and One Stop partners. The service provider has demonstrated substantial compliance with the provisions of the Workforce Innovation and Opportunity Act, its implementing regulations, and the Greater Nebraska policies and procedures.

**Focus Areas:**

* Building and Facilities.
* Customer Flow Process. (Including Intake, Assessment, Referral, etc.)
* Community Relations (Partners and Boards).
* Integration of Service Delivery and Sharing Data.

# BUSINESS RESULTS

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| **Goals** | **Baseline** | **Action Steps** | **Person Responsible** | **Due Date** | **Progress to Date** |
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## GNWDB Business Results Priorities:

#### The GNWDB will strive to successfully collaborate with Partner Agencies to gather and analyze an array of current client information to help track economic conditions, measure outcomes, and empower customers in their career planning. Easy-to-use electronic tools that can be accessed by customers both in the home and at the One Stop Career Center will allow a true sense of partnership to be developed between all partners and the customer, regardless of physical location.

The service provider/One Stop operator and One Stop partners are meeting or exceeding the numerical value of each performance standard negotiated between the Governor and the Greater Nebraska Workforce Development Board. The standards and their numerical values are identified in the strategic plan and shall be evaluated, at a minimum, on a quarterly basis. Performance is evaluated by local management, Compliance Committee, CEOB, GNWDB, Administrator of Workforce Services and Federal Monitor. Sub recipients will comply with the provisions of the Workforce Innovation and Opportunity Act and its regulations; there are currently no existing sub-grant recipients.

Key Principles

* Achievement of Performance Measures
* Streamlining Services o Empowering Individuals o Universal Access
* Increased Accountability
* Strong Role for Local Workforce Innovation and Opportunity Act & Private Sector
* State and Local Flexibility
* Improved Youth Programs

One-Stop Career Center Objectives

* Universality
* Customer Choice o Service Integration o Accountability