



WORKSOURCE FRAMEWORK APPLICATION GUIDELINES

***Employment
Security
Department***

***WorkSource Standards &
Integration Division***

January 2009

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Employment Security Department

WorkSource Framework Application Guidelines

I. Background

The Workforce Training and Education Coordinating Board (WTECB), responding to the Governor's call for a more integrated workforce development system, unanimously adopted *Washington Works: Strengthening the Workforce for Washington's Future*. The report calls for improved integration of services among workforce system partners. Partners committed to the principles in *Washington Works* by signing Washington's Workforce Compact, which laid out the roles and responsibilities of each of the major workforce system partners. The Compact directed both the WTECB and the Employment Security Department (ESD) to work with Workforce Development Councils (WDCs) in the development of an integrated workforce system.

Washington Works acknowledges and applauds the considerable achievements of the state's workforce development system. At the same time, it clearly articulates the challenges that must be met for the system to continue as an agent for workforce success in a 21st century global economy. The release of the WorkSource Initiative Framework available at <http://www.wa.gov/esd/1stop/> and the provision of \$1.85 million in funding towards implementation of this framework expresses direct interest in supporting improvements in integrated services to customers of the WorkSource centers and affiliate sites throughout the state.

II. Purpose

As described in the WorkSource Initiative Framework, driving this WIA 10% and Wagner-Peyser funding initiative is the need of the WorkSource centers and affiliate sites to:

- 1) provide a more efficient, consistent and effective approach to delivering employer and jobseeker services,
- 2) focus on helping low-income, low-skilled populations obtain jobs and develop their skills to become economically self-sufficient, and
- 3) serve customers jointly through the integration of services delivered by Workforce Development Councils (WDCs) and ESD labor-exchange, helping to better position the WorkSource system to respond to increases in customer flow due to changes in local economies.

In the future, the strategy inherent in the framework that leads to integration will continue to improve and evolve. The publication of the framework and this funding application serve as a starting point.

III. General Application Information

A. Funding Type and Amount

Funding for this project up to \$1.85 million comes from Workforce Investment Act (WIA) Title IB Governor's 10% Statewide Reserve funds (\$1.65 million) and Wagner-Peyser funds (\$200,000) and will be made available for this application in two parts:

- 1) Each applicant that meets Part 1 application criteria will receive an award of \$75,000 to enhance integration efforts and service-delivery design in its WorkSource office(s). Proposals will be rated against the evaluation criteria in Attachment D for Part 1 applicants. The total funding available for Part 1 is \$900,000.
- 2) Each applicant is encouraged to respond to Part 2 of the application. Proposals will be rated against the evaluation criteria in Attachment D for Part 2 applicants. The total funding available for Part 2 is \$985,000.

The evaluation process is designed to award funds to applicants that best meet the overall goals of the framework and lead toward WorkSource system integration.

These funds will be available from the date of contract signing to June 30, 2010. Only one application per workforce development area will be accepted for Part 1 and Part 2. Funds will be awarded as outlined in this document. If all funds are not awarded through this process, the Employment Security Department reserves the right to increase the Part 2 grant awards from the levels described in this document. All funding is subject to availability.

B. Allowable Expenditures

These funds are available for a one-time purpose only. Applications must focus on one-time costs specifically geared towards strategies that support the framework <http://www.wa.gov/esd/1stop/> and lead to further integration in WorkSource centers and affiliate sites. Funding for permanent staff is not an allowable expense for these funds. Examples of allowable expenditures include, but are not limited to:

- Educational materials necessary to increase job seekers skills, including e-learning materials, math remediation tools, computer tutorials, etc;
- Assessment materials, including improved skills assessment materials;
- Hardware and software;
- Other necessary system enhancements for better front end services, follow-up and skill development services;
- Consulting and staff training resources to assist with integration, efficiency, and/or service delivery effectiveness (e.g. customer flow planning, lean processing);
- Staff training, including customized training and the Building Skills 2009 Conference, on new culture, expectations, partnership, goals and performance, and job-related skill development;
- Space reconfiguration for new customer flow/services and integrated staffing; and
- Operating costs including rent and other facilities expenses.

These funds cannot be used for administrative costs.

C. Applicable Laws and Regulations

All WIA Title IB and Title III and related regulations, OMB Circulars, Federal directives, policies, and guidelines apply to this initiative. As there are no specific client numbers or outcomes required for applicants, federal performance and common measures do not apply. Deliverables or benchmarks established by applicants through this application must be achieved no later than June 30, 2010. Significant ongoing progress must be demonstrated throughout the life of the contract.

This contract shall not violate laws or regulations of any participating one-stop program partners.

D. Eligible Applicants

Workforce Development Councils (WDCs) and Employment and Career Development Division WorkSource Area Directors (WADs) are the eligible applicants for these funds. The Workforce Development Councils (WDCs) will be the recipient and the fiscal agent. WDCs and WADs must work collaboratively and demonstrate their joint commitment in their application. The application must be signed by both the WDC and the WAD.

E. Reporting

Contract Financial Status Report: This report must be completed on the same cycle as the quarterly reports for the WIA Formula Grants sent to Employment Security's Specialized Accounting Services.

Quarterly Narrative Report: This report includes information on the progress of the project, any issues or technical assistance needs, and narrative updates on expenditures and the status of deliverables or benchmarks. The standardized report format will be sent with the awarded contract and is due 30 days following the end of each quarter for the duration of the contract.

End of Project Report: This report is a summation of the project activities, including final outcomes. The standardized End of Project Report format will be sent with the awarded contract and is due within 60 days of the end of the contract.

Monitoring: Each funded project will be monitored on a regular basis.

F. Pre-Application Conference

Pre-Application Conferences are scheduled as follows:

1st Conference - January 21, 2009 - Wednesday
WorkSource Columbia Basin
815 N. Kellogg Street, Suite D
Kennewick, Washington
12:00 Noon to 2:30 p.m.

2nd Conference - January 23, 2009 - Friday
Tacoma-Pierce County Consortium Office - Classroom #1
3650 South Cedar Street
Tacoma, Washington
9:30a.m. to 12:00 Noon

All applicants are encouraged to attend in person or via teleconference. This Conference's purpose is to provide applicants with 1) responses to questions regarding the application, and 2) technical assistance toward preparation of successful applications.

Questions and answers from the Pre-Application Conferences will be sent to all those who attend and posted on the web. Written questions may be sent in advance to the Application Coordinator via email.

G. Submission of the Application

All inquiries regarding this application should be directed to the Application Coordinator listed below.

Kathy Chatwood, Application Coordinator
WorkSource Standards and Integration Division
Employment Security Department
P. O. Box 9046
Olympia, Washington 98507-9046
Phone: (360) 438-4620
Email: kchatwood@esd.wa.gov

Applications are due by 5:00 p.m. on February 19, 2009. Late applications will not be reviewed.

H. Application Review Process

There will be a panel that reviews applications against the criteria as noted on Attachment D (Evaluation form). The final decision to fund an application for either Part 1 or Part 2 and the level of funding will be made by ESD's WorkSource Standards and Integration (WSI) division.

Funding in Part 1 of the application will be provided for all applications that meet the standards for each criterion as described on the Evaluation form in Attachment D for Part 1. Applications may be returned based on the panel's recommendation and WSI's agreement that additional information is needed.

The decision to fund a proposal and the level of funding provided in Part 2 will be based on the proposal's "likelihood of advancing of the framework," specifically the quality of service proposal (extent to which an area will move forward), scope/size of project, and documented need for funding, as measured against the criterion on the Evaluation form (Attachment D) for Part 2. Applications may be returned based on the panel's recommendation and WSI's agreement that additional information is needed.

Part 1 and Part 2 applicants will receive a Notification of Selection letter advising of funding status and funding level, and requirements for contract negotiation and components such as Work Statements and Budgets.

I. Applicant Debriefing

Upon request, a debriefing conference can be scheduled for those who have not had their applications funded at the requested level. The request for a debriefing conference must be received by the Application Coordinator within three (3) business days after the Notification of Selection letter is sent to the applicant. The debriefing must be held within five (5) business days of the request. Please note if you are requesting a debriefing for Part 1, Part 2 or both.

Discussion will be limited to feedback and discussion of the individual application. Comparisons between applications or evaluations of other applications will not be permitted. Debriefing conferences may be conducted in person or on the telephone and will be scheduled for a maximum of one hour.

J. Right to Withdraw the Request for Applications

Employment Security reserves the right to withdraw this request for applications and/or not fund applications received as a result of this request.

K. Application Timelines

Activity	Date
WorkSource Framework Application released	January 9, 2009
Bidder's Conference at Benton-Franklin WDC	January 21, 2009
Bidder's Conference at Tacoma-Pierce County Consortium Office	January 23, 2009
Applications due	February 19, 2009
Reviewers read Applications	Week of February 23, 2009
Review Committee convenes	Week of March 2, 2009
Notification of selections	March 11, 2009
Contract negotiations begin	March 12, 2009
Project start date	Upon signature of contracts

IV. Application Instructions

The WorkSource Initiative Framework <http://www.wa.gov/esd/1stop/> establishes statewide service delivery principles for providing services in WorkSource centers and affiliate sites. This design encompasses shared ownership of customers, common customer flow, and integrated functions with an emphasis on serving those who are low-income and/or are low-skilled. While minimum standards for each of these focus areas are being developed for dissemination over the next 15 months, funds in the amount of \$1.85 million are being made available now to advance integrated service delivery design models that connect to the overall framework.

This application acknowledges that varied levels of work on service delivery integration are being carried out in the local areas. To reflect those accomplishments, and locally identified priorities for this initiative, the application seeks information on where applicants are now in certain key areas, and their goals for the grant. This application is broken into Part 1 and Part 2.

A. Part 1 - Budget \$75,000

Limit Part 1 of the application, sections 1 to 4 in part VI, to 10 pages in length (size 12 font, single spaced, with one-inch margins all around). The 10 pages exclude required Attachments A and B (Line Item Budget Detail and Integration Activities Detail), appendices, published brochures and/or marketing materials or other attachments.

Sections 1, 2, 3 and 4 must be fully addressed; however section 3 subsections may be skipped for the functions to which an applicant is not responding. Label this PART 1.

Published brochures, marketing materials or large attachments will not be duplicated and distributed to the application review team. If these are part of the application attachments, please provide at least 10 copies with your application.

The Application Checklist is contained in Attachment C. Be sure that required items are included, or the application may be returned. The Evaluation form to be used in rating the applications is Attachment D.

B. Part 2 — Budget \$5,000 to \$175,000

To apply for funding in addition to the Part 1 \$75,000, submit any additions to sections 1, 2, 3 and 4 as described in part VII and Attachments A and B (Line Item Budget Detail and Integrated Activities Detail documents). Label this PART 2. Limit the response to Part 2 to information that adds to sections 1, 2, 3 and 4. Part 2 should be no longer than 6 pages in length (size 12 font, single spaced, with one-inch margins all around). The funding request on Part 2 budget documents may range from \$5,000 to \$175,000.

Funding in this category is limited, and will be awarded based on the quality of the service proposal (extent to which an area proposes to move forward in their integration efforts), scope/size of project, and documented need for additional funding, as measured against the criterion in the Evaluation form in Attachment D.

V. Integration Descriptions

A functionally integrated environment has WIA Adult and Dislocated Worker, labor-exchange, Trade Adjustment Assistance (TAA) and ESD employment-services staff working together to address jobseeker customers' needs with as many beneficial services as possible, regardless of program. A WorkSource center or affiliate site's layout, accessible technology, and the training of staff are all basic components that foster integration. The look and feel of an integrated center clearly reinforces a flow that guides customers predictably and efficiently through the service delivery steps. Technology available for assessment and in resource rooms should be up-to-date and capable of hosting the software tools that will enable customers to know and improve their skills to get a better job. In this environment, all staff must ensure customers are connected to as many workforce system services as are identified as important to their job readiness or employability.

Integrating within and between the functions below facilitates seamless access to the widest breadth of services available to the WorkSource centers and affiliate sites for job seekers and business customers. The functions below are not necessarily sequential. It is recognized that local needs and costs may make it feasible to focus only on one or two areas below.

Front-End Services: This is the place where the relationship with the jobseeker customer begins. Optimally, WorkSource staff greet each customer when they walk through the door rather than waiting to be approached. Customers receive a brief initial assessment, and direction as to the next appropriate step in helping them reach their employment goal. All jobseeker customers receive prompt service and immediate scheduling of appointments to minimize unnecessary referrals and return trips to WorkSource sites.

To ensure that all jobseeker customers who enter WorkSource centers or affiliate sites receive a basic level of service and that they experience consistent, quality-driven environments, services and staff, a set of minimum guidelines/expectations for managing traffic at each WorkSource center and affiliate in the state has been adopted by the Washington Workforce Association (WWA) and ESD.

The guidelines/expectations establish baseline criteria for the Front-End Environment, Front-End staffing, and Front-End service expectations. See Attachment E. For examples of customer flow models, contact the Application Coordinator.

Skills/Employment Function: The purpose of this function is for all jobseeker customers, especially low-income and low-skilled populations, to have the opportunity to know their skills and identify skill deficits and other employment barriers, to increase their skills and to find employment based on their current or future skills. Based upon the outcome of an initial skills assessment, customers receive the service(s) tailored to help them reach their employment goals. A services menu or set of tools for staff to assist customers in assessing and increasing their skills and securing employment is needed in the center. Available services, at a minimum, include a more in-depth or comprehensive assessment, employability planning, job-search assistance, skill-development opportunities and on- or off-site referral to suitable short- and longer-term training. Additionally, even after jobseeker customers complete their goals at the center, this function re-engages with them periodically over time to help them advance on their career paths.

Jobseeker customers identified as exclusively labor-exchange (job-ready with existing skills in demand or in industries where the work is seasonal and job placement is the only goal of the customer) could receive a different mix of services focused on finding immediate employment.

Employer Services Function: This function of the WorkSource center includes ready access to current and projected labor-market information; coordinated business outreach with emphasis on businesses with employment needs that match the skill base of WorkSource jobseekers; assessment of business needs; and developing and implementing solutions to meet their hiring needs. Jobseeker customers using WorkSource services must be provided with employment opportunities consistent with their skills and abilities.

Overall System Service Delivery Improvements: Innovative practices beyond the ones listed above may further service delivery integration. This section provides an opportunity for local areas to describe current integration or service delivery practices the area would like to improve upon or desired future innovations that do not fall into the three categories mentioned previously. What less-than-optimal practices might an area replace, what continuous quality improvements could an area initiate, or what opportunities might an area explore with a unique local partnership? This focuses on integration system design improvements included in the allowable expenditures that go above and/or beyond the functions listed above.

VI. Part 1 Application – Budget \$75,000

SECTION 1: EXECUTIVE SUMMARY

In no more than one page, summarize the initiative being proposed and the need it will address.

SECTION 2: NEEDS, GOAL AND PLANNING PROCESS

Clearly identify the specific WorkSource center(s) and/or affiliate(s) within which this initiative will take place. Respond to the following items:

- Describe the current and future needs of the WorkSource center(s) and/or affiliate(s) sites you are addressing in this proposal. Describe your current front-end services including jobseeker demographics, skills/employment function and employer services.
 - Specify what services to low-income, low-skilled individuals will be provided in your WorkSource center(s) and/or affiliate site(s).
- State the goal(s) of your application and the specific objectives you intend to accomplish toward advancing the framework with this project, including the specifics of which parts of the current service delivery design are slated for improvement using these funds.
- Describe the planning process used by the WDCs and the WADs for the use of these funds. Include how and why the decision was made to focus on the center(s) and/or affiliate site(s) selected, the specific functions that have been identified as in need of further integration, and how the partners in the selected WorkSource center(s) and/or affiliate site(s) worked together to develop this application. If any individual worker or employer surveys have been taken that are driving these service delivery redesign efforts, reference them in the application.
- Describe how the goals of this application will result in a service delivery design that will benefit the citizens in your area.

SECTION 3: INTEGRATION

See V. Integration Descriptions for additional information.

A. Questions - Front-End Services

If your proposal addresses the Front-End Services Function, answer questions 1-5. If not, skip to Skills/Employment Function.

1. For the WorkSource center(s) and/or affiliate(s) identified in your proposal, provide a Customer Flow Model that includes your optimum system (or the process you will be using to determine your optimum system) for welcoming jobseeker customers and directing them for services. (One Customer Flow Model may be used to address the Front-End Function and the Skills/Employment Function if that is the agreed-upon design.)
2. Of the optimum system components, which will be accomplished during the life of this contract (through June 30, 2010)?
3. What specific changes will be made at each site with the funds awarded to direct resources that will build or enhance this front-end service? List the materials, supplies, equipment, staffing, software or other items that are a part of this application. (If any equipment needs are over \$5,000 per unit of acquisition, please include a request as outlined in WIA State Policy # 3260, Revision 1, dated June 9, 2006.) See Attachment B, Integration Activities Detail, to list items to be purchased and costs.
4. What other funds in addition to these will be used to complete the integration by June 30, 2010? (This could include partner systems and resources.)
5. Describe the proposed deliverables, benchmarks or outcomes to be achieved for this function.

B. Questions - Skills/Employment Function

If your proposal addresses the Skills Employment Function, answer questions 1-5. If not, skip to the Employer Services Function.

1. For the WorkSource center(s) and affiliate(s) identified in your proposal, provide a Customer Flow Model that includes the optimum Skills/Employment Function. (One Customer Flow Model may be used to address the Front-End Function and the Skills/Employment Function if that is the agreed-upon design.)
2. Of the optimum system components, which will be accomplished during the life of this contract (through June 30, 2010)?
3. What specific system integration needs will be addressed with funds awarded? List the materials, supplies, equipment, staffing, software or other items that are a part of this application. (If any equipment needs are over \$5,000 per unit of acquisition, please include a request as outlined in WIA State Policy # 3260, Revision 1, dated June 9, 2006.) See Attachment B, Integration Activities Detail, to list items to be purchased and costs.
4. What other funds in addition to these will be used to complete the integration by June 30, 2010? (This could include partner systems and resources.)
5. Describe the proposed deliverables, benchmarks or outcomes to be achieved for this function.

C. Questions - Employer Services Function

If the proposal addresses the Employer Services Function, answer questions 1-5. If not, skip to the Overall System Service Delivery Improvements.

1. How are partners aligned locally to deliver coordinated and collaborative business services to employers and/or industry partners? How will this alignment be strengthened or enhanced using these funds?
2. To what degree are your business outreach efforts aligned with the skill base of your WorkSource jobseekers? What will you do to further match your jobseekers with the employer or industry demand?
3. What specific employer services system integration needs will be addressed with funds awarded? List the materials, supplies, equipment, staffing, software or other items that are a part of this application. (If any equipment needs are over \$5,000 per unit of acquisition, please include a request as outlined in WIA State Policy # 3260, Revision 1, dated June 9, 2006.) See Attachment B, Integration Activities and Detail, to list items to be purchased and costs.
4. What other funds in addition to these will be used to complete the integration by June 30, 2010? (This could include partner systems and resources.)
5. Describe the proposed deliverables, benchmarks or outcomes to be achieved for this function.

D. Questions – Overall Service Delivery Improvements

If your proposal addresses Overall System Service Delivery Design Improvements, answer questions 1-5. If not, skip to Section 4.

1. What service delivery challenges are you addressing in this application?
2. Which of those challenges will be accomplished during the life of this contract (through June 30, 2010)?
3. What specific system changes will be made at each site with the funds awarded? List the materials, supplies, equipment, staffing, software or other items that are a part of this application. (If any equipment needs are over \$5,000 per unit of acquisition, please include a request as outlined in WIA State Policy # 3260, Revision 1, dated June 9, 2006.) See Attachment B, Integration Activities Detail, to list items to be purchased and costs.
4. What other funds in addition to these will be used to complete the integration by June 30, 2010? (This could include partner systems and resources.)
5. Describe the proposed deliverables, benchmarks or outcomes to be achieved for this function.

SECTION 4: TRAINING AND BARRIERS

- What types of staff training would assist you in successfully meeting your objectives? Of the identified training needs, describe what you are planning to provide using these grant funds or other funds, the timelines, and who will participate?
- What local barriers or gaps, if any, do you see in your area to implementing your integrated service delivery design? What barriers or gaps in state policy or federal regulations might delay or hinder progress toward integration as outlined in this application? What do you see as ways to overcome these barriers or gaps? Indicate if a federal waiver request might be needed and the specifics in Regulations where the waiver might be of most benefit.

- What types of technical assistance would be helpful to you as you move forward to implement your integration strategies?

VII. Part 2 Application – Budget \$5,000-\$175,000

In sections 1, 2, 3 and 4, add information that augments Part 1 of your application and adds to the Part 1 funding request. It is not necessary to repeat information already provided in Part 1; however, in order to receive additional funding a case must be made that further changes or improvements to the service delivery design will increase area integration efforts.

VIII. Required Application Attachments

ATTACHMENT A - LINE ITEM BUDGET DETAIL - The Line Item Budget Detail is a standard budget template. You may adapt this budget to meet your own internal accounting needs; however, there cannot be a line item designated "Other" unless there is a detailed description. The Line Item Budget Detail should note the amount to be subcontracted, and then either at the bottom of the page or on a separate page information concerning the purpose of each subcontract, and the timelines for work completion. (It is not necessary to name a specific contractor if procurement has not been completed.)

ATTACHMENT B - INTEGRATION ACTIVITIES DETAIL - On this form, list integration activities that connect to the functions addressed in your application, including a description and the location where the activity will take place or how the item purchased will be used (WorkSource center, affiliate site or both), the anticipated timeline for the activity to be completed and the costs associated with the activity. If you are also applying for Part 2, a separate Attachment B must be completed.

IX. Other Attachments

ATTACHMENT C - APPLICATION CHECKLIST - Please use this checklist to ensure that all application sections and materials are included in your final application before sending it forward.

ATTACHMENT D - EVALUATION FORM - This form outlines what the reviewers will be looking for in your applications.

ATTACHMENT E - FRONT-END SERVICE DELIVERY - This is the agreement reached between WDCs and ESD regarding minimum front-end standards.

ATTACHMENT F – DEFINITIONS

**WorkSource Framework Application
Line Item Budget Detail**

WDA NAME:			
	Expense Item	Part 1	Part 2
1.	Staff Salaries		
2.	Staff Benefits		
a.	Percent of Salaries (%)		
3.	Staff Travel		
4.	Communications		
5.	Facilities		
a.	Facilities Rent		
b.	Facilities Maintenance		
c.	Utilities		
6.	Office Supplies		
7.	Equipment		
a.	Equipment Purchase		
b.	Equipment Use/Depreciation		
c.	Equipment Rent/Lease		
8.	Subcontracts*		
9.	Indirect Costs**		
10.	TOTAL		

*Please identify the amount and provide a detailed purpose statement for each subcontract below.

**Only those with Federally-Approved Indirect Cost Rates can note Indirect Costs in this line item. Please note the Indirect Cost Percentage Rate as well as the costs. If your organization does not have a Federally-Approved Indirect Cost Rate, Allocation Cost Rates can be noted in this line item.

ATTACHMENT B

Part 1

**WorkSource Framework
Integration Activities Detail - Part 1 Application**

FUNCTION*	DESCRIPTION OF ACTIVITIES	LOCATION	BENCHMARK/ OUTCOME	TIMELINE (4-09 to 6-10)	COST**

*Which of the functions are these activities designed to support?

**Some activities will not have a specific cost, but are still part of the overall service delivery design in the application.

ATTACHMENT B
Part 2

WorkSource Framework
Integration Activities Detail - Part 2 Application

FUNCTION*	DESCRIPTION OF ACTIVITIES	LOCATION	BENCHMARK/ OUTCOME	TIMELINE (4-09 to 6-10)	COST**

*Which of the functions are these activities designed to support?

**Some activities will not have a specific cost, but are still part of the overall service delivery design in the application

WorkSource Framework Application Checklist

This application checklist will assist applicants in ensuring their application is complete prior to sending it to the Employment Security Department. Do not return this form with your application. The same checklist will be used by reviewers during the application review and evaluation process.

- Applications - Due by **5:00 p. m on February 19, 2009.**
- Each WDC and WAD may submit a joint response to Part 1 of the Application for \$75,000. A response to Part 2 of the Application may also be submitted if there is an interest in additional funding.
- Two copies, one electronic and one hard copy with original signature, must be delivered on or before the due date above to:

Kathy Chatwood, Application Coordinator
WorkSource Standards and Integration Division
Employment Security Department
605 Woodland Square Loop SE - P. O. Box 9046
Olympia, Washington 98507-9046

(10 copies of any appendices, published brochures and/or marketing materials or other attachments must accompany the applications.)

- Applications must be submitted on standard 8½" x 11" white paper, with no less than one inch margins all around.
- The font size should be no smaller than 12-point type.
- Part 1 Application narrative for the \$75,000 is limited to 10 pages excluding the Line Item Budget and Integration Activities Detail (Attachments A and B respectively). Please label these documents PART 1.
- Part 2 Application narratives for funding above the \$75,000 are limited to 6 pages, excluding the Line Item Budget Detail and Integration Activities Detail (Attachments A and B respectively). (Part 2 is for any additions to Sections 1, 2, 3 and 4.) Please label these documents PART 2.
- Applications addressing the Front-End and/or Skills/Employment functions must include a Customer Flow Model counted within your narrative page limitation.

Evaluation Form

Applicant: _____ Part 1 Score _____ (100 point maximum)
 Part 2 Score _____ (100 point maximum)

Application Criteria:	Part 1	Part 2	Does Not Meet Criteria
<p>APPLICATION EXECUTIVE SUMMARY Comments: Points: 5</p>	<ul style="list-style-type: none"> Document does not exceed one-page. Clearly describes the applicant's intent for the use of the funds, the direction of the area's integration efforts, and how the funding will advance these efforts. 	<ul style="list-style-type: none"> If included in Part 2, the additions to the application's Executive Summary offer a broader approach to integration activities, than those described in Part 1 of the application. This additional information shows the intent of the partners to further enhance and strengthen their integration plans if additional funds are awarded. 	<p>Part 1: Part 2:</p>
<p>BACKGROUND, PURPOSE AND PROCESS FOR OVERALL DESIGN STRATEGY Comments: Points: 20</p>	<ul style="list-style-type: none"> The needs of the WorkSource center(s) and affiliate site(s) for further integration are clearly outlined. Goals and objectives to get results to the stated needs are identified Efficient and effective services to low-income, low skilled job seekers are described. The process described to arrive at this joint application reflects full engagement of WDC and WADs in the decisions. The process utilized staff, employer, customer, partner or other relevant input. 	<ul style="list-style-type: none"> A broader approach to the needs of WorkSource centers and affiliate sites and further identification of advancement strategies are described. Part 2 of the application demonstrates more progress to reach integration with additional resources. Efficient and effective services to low-income, low skilled job seekers are described. The goals and specific objectives are expanded to include more tools to provide assistance to customers. Part 2 of the Application reflects additional partner or stakeholder input that would strengthen or enhance the overall service delivery design if additional resources were available. 	<p>Part 1: Part 2:</p>

<p>INTEGRATION SECTIONS BELOW</p> <p>Applications may cover one, two, three or four of the integration criteria listed below. The value is based on the quality of the integration proposal, not the quantity of integration sections completed.</p> <p>Points: 45</p>		
<p>INTEGRATION <u>Front-End Services:</u> Comments:</p>	<ul style="list-style-type: none"> • The application provides evidence that the design, layout, accessible technology, and staffing patterns identified will support integration and the flow of customers through the entry points of the WorkSource centers and affiliate sites. • The proposed accomplishments/system changes will yield significant progress towards reaching the optimum model. • An integrated Customer Flow Model is provided for Part 1 of the application. (This Customer Flow Model can be used for both the Front-End Services and the Skills/Employment Function if applicable.) • There are pathways noted in the application that clearly lead to improved customer flow. 	<ul style="list-style-type: none"> • The proposal meets criteria in Part 1, plus outlines innovative, unique and substantially different service design strategies that will streamline and enhance customer flow into and through WorkSource centers and affiliate sites. • An integrated Customer Flow Model is provided that reflects the plan to go beyond Part 1 and enhance the customer flow even further. (This Customer Flow Model can be used for both the Front-End Services and the Skills/Employment Function if applicable.) • The application reflects further improvements to customer flow and ways that will be adopted to measure these improvements. • WorkSource integration includes broader partner engagement. <p>Part 1: Part 2:</p>

<p>INTEGRATION <u>Employer Services Function:</u> Comments:</p>	<ul style="list-style-type: none"> • The application shows evidence of enhanced coordination between employer contact and WorkSource customers who are looking for a job to yield quality connections between the job and the jobseeker. • The application shows enhanced alignment and collaboration between Employer Services and other business service activities of partners and stakeholders. • There is evidence that labor market industry demand has been identified and connected to the Skills/Employment Function to assist workers' transition into demand occupations. 	<ul style="list-style-type: none"> • The application meets criteria in Part 1, plus adds new or innovative ways of connecting the skills of jobseekers around the state and nation to high-demand industries. • Value is added by helping jobseekers to look at career options and skill upgrades in new or expanding industries and the green economy that will hold more sustainable wage positions. • The application outlines strategies that will further alignment and collaboration between Employer Services and other business services activities of partners and stakeholders. 	<p>Part 1:</p> <p>Part 2:</p>
<p>INTEGRATION <u>Overall System Service Delivery Improvements:</u> Comments:</p>	<ul style="list-style-type: none"> • The application outlines strategies to be adopted with these funds that will build onto or enhance the current overall service design strategy; e.g., system mapping culminating in a redesign to streamline customer flow and overall community access to assistance. 	<ul style="list-style-type: none"> • Proposal meets criteria, in Part 1, plus the partners want to expand or enhance the current redesign. Some mapping of the current system has been accomplished and the applicant has additional strategies to use funding to increase WorkSource center and affiliate site coordinated assistance to clients through additional streamlining. • Strategies to supplement current resources through leveraging and other options included as system enhancement tools. 	<p>Part 1:</p> <p>Part 2:</p>

<p>TRAINING AND BARRIERS</p> <p>Comments:</p> <p>Points: 10</p>	<ul style="list-style-type: none"> • The application for training funds shows evidence of a connection between the integration strategies and staff development and training proposed. • Local area gaps or barriers that might hinder or delay integration progress are identified, coupled with suggestions on how to overcome these gaps or barriers. • Optional: Gaps or barriers in state policy or federal WIA Legislation that might hinder or delay integration progress are identified. Also identified are suggestions on how to overcome these gaps or barriers. If a federal waiver of regulatory direction is needed, this request is added to the application. 	<ul style="list-style-type: none"> • The application reflects evidence of a connection between the broader or enhanced integration strategies and staff development and training proposed. • Local area gaps or barriers that might hinder or delay integration progress are identified, coupled with suggestions on how to overcome these gaps or barriers. • Optional: Gaps and/or barriers in state policy or federal WIA Legislation that might hinder or delay integration progress as identified in Part 2 of the application are identified. Also identified are suggestions on how to overcome these gaps or barriers. If a federal waiver of regulatory direction is needed, this request is added to the application. 	<p>Part 1:</p> <p>Part 2:</p>
<p>INTEGRATION ACTIVITIES DETAIL</p> <p>Comments:</p> <p>Points: 20</p>	<ul style="list-style-type: none"> • Integration activities, descriptions, timelines, benchmarks and costs (where applicable) for Part 1 of the application are detailed enough that reviewers can connect these activities with the overall plan and specific functions. • Costs connected to these items (where acquisition of items to fulfill the benchmarks and outcomes) are reasonable and allowable. 	<ul style="list-style-type: none"> • Integration activities, descriptions, timelines, benchmarks and costs (where applicable) for Part 2 of the application are detailed enough that reviewers can connect these activities with the overall plan and specific functions. • Costs connected to these items (where acquisition of items to fulfill the benchmarks and outcomes) are reasonable and allowable. 	<p>Part 1:</p> <p>Part 2:</p>

Front –End Service Delivery Guiding Document for WorkSource Sites in Washington State

OBJECTIVE: To create a standard / consistent customer experience where customers perceive high value and satisfaction with WorkSource services and products at all WorkSource sites within the state of Washington.

PURPOSE: Ensure all WorkSource customers receive a basic level of service and experience consistent, quality driven environments, services and staff.

1. The Front-End Environment

GOAL: When a customer comes through the front door at WorkSource, they will experience:

- A welcoming and professional atmosphere where all customers are greeted with a smile
- Easy identification of, and access to, the front desk
- Consistent, professionally prepared, signage displaying the menu of services and navigational prompts (restrooms, conference rooms, fax machines, etc.)

The facility will be:

- Clean
- Quiet
- Accessible - easy to navigate within the building

The facility will have:

- Adequate signage consistent with standards (state branding)
- Functioning equipment
- Knowledgeable staff
- Staff assisted services available for any customer during all business hours of operation
- Information and service options for limited English speaking customers
- Professional / office environment
- Adequate staff / customer ratio
- Interior decorations that pertain to gaining employment
- Customer Code of Conduct and Expectations

2. Staffing of the Front End

GOAL: The first impression is lasting. All customers at WorkSource can expect to receive services from staff that embody the following professional competencies:

Customer Relations

Attentive	Non-judgmental
Service oriented	Flexible

Empathetic	Positive attitude
Sincere smile/welcoming	Professional
Likes people	Visible
Engaged	Looks the part
Ability to remain calm	Able to focus on the customer
Active listener	Adaptability
Open-minded	

Assessing Needs

Inquisitive	Assess and evaluate circumstances
Technologically competent	Triage skills
Proactive	

Information – Resources

Value added	Knowledgeable about all partners/services
Resourceful	Multi-tasker
Organized	Neat and tidy
Tour guide	Knowledgeable of community resources

Decision Making - Action

Problem solver	Team player
Smart/competent	Ownership
Customer advocate	Aware of physical environment
Act with authority	Exercise good judgment
Courage	

3. Service Expectations of the Front End

GOAL: At a minimum, customers can expect to receive the following as take-away's from their front-end experience at any WorkSource site:

- Warm and friendly greeting
- Triage for appropriate next steps
- Receive information about various services available at WorkSource (information may be provided through options such as TourWorkSource.com)
- Opportunity to access assessment of job skills
- To ensure a one stop experience for the customers, consistent entry of services into SKIES (or other performance / service tracking system)
- Receive timely and relevant services
- Walk out with something tangible and value added including an information packet referencing options and how to access
- Receive an “ungreeting” or satisfaction check when leaving site

Other considerations:

WorkSource Code of Conduct

All WorkSource offices (One-Stops and Affiliates) will have a Code of Conduct that addresses the following topics:

- Food and drink
- Use of resources
- Children
- Cell phone use / general phone etiquette
- Personal hygiene
- Drugs and alcohol
- Weapons
- Respect for personal space (possibly including inappropriate displays of affection)
- Confidentiality

Facility Layout:

Pictures have been assembled depicting desirable “up front” facility conditions. Areas interested in reviewing the pictures should request the information from an ESD WorkSource Area Director. All WorkSource Area Directors can access the pictures via the ESD shared drive.

ATTACHMENT F

Definitions

DEFINITIONS: These definitions are meant only for use in applying for WorkSource Framework Initiative funds.

Assessment – A tool or process that determines the work experience, skills, and abilities of a customer. Staff analyze the assessment results to determine whether a customer requires additional skills or services in order to obtain and retain self-sufficient employment. Assessment results should not be used to withhold services from customers, rather staff should ensure that all customers have the opportunity to improve their skills by utilizing the services available. CASAS is the required tool for basic skills assessments.

Business Services - Business Services represents the entire range of business solutions that can be used to assist local business and industry including area-wide economic development strategies and an industry cluster approach.

Customers/ Jobseeker Customers: Jobseekers accessing WorkSource Center and affiliate site services. Note: Employer or business customers will be specifically referred to as employer or business customers.

Customer Flow - Customer flow refers to the full-spectrum sequential delivery of services to jobseekers in WorkSource centers and affiliate sites. Services are based upon jobseeker customer need, not program requirements.

Employer Services – A focused effort to build relationships and identify opportunities to address the human resource challenges of employers. A robust services menu designed to assist in meeting employer’s human resource is offered, including focused recruitment for job openings, coordinated workforce preparation services in partnership with local employment and training agencies, assistance with job fairs, labor market information, and a variety of services to help employers understand their tax obligations.

Functional Teams - Staff work in teams based on function, regardless of program affiliation. Staff continue to report to their respective managers.

Integration: Delivering WorkSource services in a coordinated way to improve customer outcomes, rather than based on funding source or program affiliation.

Partners – Any entity that takes part in delivering workforce services to WorkSource customers and whose roles and responsibilities are outlined in a Memorandum of Understanding.

Services Menu – WorkSource offers job seekers and employers access to workforce development services to provide the best outcome for all individuals who are seeking employment, training, job retention, or increased earnings, and all employers looking for qualified workers. The Services Menu includes a mixture of staff-assisted services as well as self-service products.

These services include, but are not limited to:

Career Networking	Assistance with initial candidate screening
Orientation to all services provided/available	Initial Assessment
On-Line Job Search Skill Development	Professional dress and demeanor

Labor Market Information/Targeted LMI	Job Match and Referral
Referrals to Job Fairs	Referral to customized recruitment events
Talent Improvement	Customized Training
Employer Sponsored/Based OJT	Occupational Skills Training
Workplace Training with instruction	Job Readiness Training
Private-Sector training programs	Skills Upgrading and Retraining
Entrepreneurial Training	Adult Education and Literacy with job training
Assisted customized job matching services	Training on developing Job Orders and ads
Referral of appropriate candidates as specified by employer	

Service Delivery Design – This refers to the strategy to deliver programs, services, and activities to provide assistance to all WorkSource customers.

Shared Ownership of Customers - WorkSource service delivery staff members work mutually to serve customers and achieve shared performance outcomes.

Workforce System – This system encompasses workforce development organizations at the state and local levels that have direct responsibility for planning, allocating resources, providing administrative oversight and operating programs to assist individuals and employers in obtaining education, training, job placement, and job recruitment.

WorkSource System - This term refers to the local structure that comprises the WorkSource center and affiliate sites. This structure may be within or outside physical centers or affiliates and in a local community or a group of local communities inside the Workforce Development Area.