

**Master Memorandum of Understanding**  
Workforce Development Council Snohomish County  
July 2010

**Memorandum of Understanding for Workforce Development Council Snohomish County and the  
WorkSource Snohomish County Workforce Development System**

*Elements of this document*

- I. Introduction
  - a. Services to be provided
  - b. Funding for such services
- II. Responsibilities of the parties
  - a. General responsibilities
  - b. Specific responsibilities
    - i. Workforce Development Council Snohomish County
    - ii. Site Operator(s)
- III. Performance accountability
- IV. Duration, modification and disputes
- V. Signature page(s)

## **I. Introduction**

This Memorandum of Understanding (MOU) is entered into in the spirit of cooperation and collaboration by Workforce Development Council Snohomish County, hereafter referred to as "WDCSC" and WorkSource Snohomish County workforce development system signatory partners, hereafter referred to as "the WorkSource partners" to describe how their various funding streams and resources will be utilized to better serve their mutual customers, both job candidates and business, through an integrated system of service delivery.

The WorkSource Snohomish County workforce development system will be operated through a minimum of one comprehensive full service center. Through June 30, 2012 it is anticipated that services to adults will be delivered at the current WorkSource Everett and Lynnwood centers and services to youth will be delivered at the WorkSource Youth Center. In addition, services to any WorkSource customer may be received at any Affiliate or Connection location.

Signatories to this agreement include all Resource Sharing Agreement (RSA) WorkSource partners as well as those community agencies and organizations who partner with the WorkSource system in a significant way. Those non-RSA partners will be responsible for articulating their participation in the WorkSource system on the appropriate signature page.

### *Integration*

The following are the service integration partnership principles adopted by WorkSource Snohomish County and guide the efforts for operational practice of integration:

- Local partnerships are built upon trust, mutual benefit, and the shared belief that better service to customers is our shared priority.
- We believe that we can be more effective and produce more collectively and collaboratively than we can separately.
- We believe that by designing services that build on our collective strengths we can all benefit and better serve our customers.
- We agree on a service delivery system that is a win/win for everyone and in doing so agree to confer with each other within our network about our opportunities for new services or program opportunities.
- We will participate actively in activities that support the WorkSource Snohomish County Partnership.
- We agree to collectively work to meet our shared program outcomes.
- A model of integration is the preferred service delivery option.

### **a. Services to be provided**

The purpose of the WorkSource Snohomish County workforce development system is to develop and maintain a quality workforce by serving as the focal point for all local and regional workforce investment initiatives. This will be achieved through the delivery of high quality and integrated workforce investment, education, and economic development services for youth, job candidates, incumbent workers, and businesses.

The WorkSource Snohomish County workforce development system provides first class universal access for job candidates to develop their careers, for business to find skilled workers, and for the community to build its economic health and vitality. Our fully integrated system provides customer choice, continuous improvement, and accountability for results.

#### **Common responsibility for customer service delivery**

Core service delivery will be developed and agreed upon by the partners at each location thereby ensuring consistent quality service on a day to day basis. The one-stop operator will be responsible for ensuring that all staff within each center function as part of a multi-agency shared services team. There are several specific operational steps that will be taken to ensure this coordination. The one-stop operator will be responsible for convening regularly scheduled center meetings that involve all partners in ensuring effective center operations. The one-stop operator will also coordinate the work of all partners to complete the one-stop application and certification process. This will include implementation of continuous improvement strategies and infusing the voice of business, job candidate, and youth customers, as appropriate, into these strategies. The one-stop operator will also be responsible for working with all partners to develop performance accountability reports for multiple fund sources and for presenting those reports as well as strategies for increasing productivity to those fund sources.

All business services are offered by a shared services team utilizing a coordinated approach throughout the WorkSource Snohomish County system. This approach allows businesses to access the entire system through one direct phone call or email. No matter where a business makes contact with the system, the contact is directed appropriately for a consistent response. This coordinated approach is used for the taking of job orders, job development, for related services such as Worker Adjustment Retraining Notification (WARN), Rapid Response, unemployment insurance, Trade Act training dollars, National Emergency Grants, and coordination with other core, intensive, and training services funded whether through Wagner-Peyser, WIA I-B, and/or another fund source.

#### **Customer flow**

WorkSource Snohomish County uses a seamless approach toward the delivery of core, intensive, and training services that is predicated on best practices for active, client-centered service planning that results in the delivery of Individual and Tailored Care. WorkSource Snohomish County provides first class universal access for job candidates to develop their careers, for business to find skilled workers, and for the community to build its economic health and vitality. Our fully integrated one-stop career development system provides customer choice, continuous improvement, and accountability for results.

The job candidate completes a comprehensive set of documents through which eligibility for WIA and Trade Act services can be determined, consents obtained, assessment conducted, and a single Individual Employment/Training Plan developed that guides the delivery of all services, regardless of the partner providing those services. All service delivery transactions are recorded on a single set of forms and all such transactions, regardless of the program financing a given service or benefit, are entered into the single, statewide, management information system, SKIES. Constant integration of resources to support staffing at an optimal client to staff ratio is an essential element of this delivery.

**A MATRIX FOR JOB CANDIDATE FLOW THROUGH THE WORKSOURCE SNOHOMISH COUNTY SYSTEM**

	<b>CORE</b>	<b>INTENSIVE</b>	<b>ENHANCED</b>
<b>SELF-SERVICE</b>	<p><b>Eligibility for title/service:</b> (electronically or printed information station)</p> <p><b>Outreach, intake &amp; orientation</b> (CD ROM, electronic access, or printed information)</p> <p><b>Initial assessment</b> (service option menu – printed or electronic)</p> <p><b>Job search and placement assistance</b> (self-service choices on web site, job board, or in resource room, core workshops)</p> <p><b>Provision for employment statistics</b> (printed LMI, access in resource rooms and web site)</p> <p><b>Job Vacancy listings</b> (web site access to jobs, and job board, center bulletin boards)</p> <p><b>Performance information</b> (consumer reports through web site, printed version available on site)</p> <p><b>Labor Market Information (LMI)</b> (web site, printed LMI material at info station)</p> <p><b>Information on Support Services</b> (info on web site, and printed sheets at information station)</p> <p><b>Information for filing for UI</b> (self-service kiosks, web site link)</p>	<p><b>Comprehensive assessment available as self-service for ABE, interest inventories, CAPS, COPS, COPES, WOIS, Choices CT</b></p>	<p><b>Myers-Briggs</b></p> <p><b>Strong Interest Inventory</b></p> <p><b>On-line classes and tutorials</b></p>
<b>GROUP</b>	<p><b>Eligibility for title/service</b> (reviewed in group orientations, or specific program intake sessions)</p> <p><b>Initial assessment</b> (core module)</p> <p><b>Job search and placement assistance</b> (core module)</p> <p><b>Provision for employment statistics</b> (core</p>	<p><b>Intensive modules in centers</b></p> <p><b>Pre-vocational classes and job readiness workshops</b></p> <p><b>Program specific group sessions</b></p>	<p><b>Specific vocational and academic training</b></p> <p><b>Customized training</b></p>

	<p>module)</p> <p><b>Job Vacancy Listings</b> (overview in orientation module)</p> <p><b>Performance information</b> (overview in orientation module)</p> <p><b>Labor Market Information (LMI)</b> (overview in orientation module)</p> <p><b>Information on Support Service</b> (orientation module, and individual program intake sessions)</p> <p><b>Information for filing for UI</b> (overview in orientation module)</p> <p><b>Follow-up</b> (core services modules)</p>		
ONE-ON-ONE	<p><b>Eligibility for title/service</b> (individual intake)</p> <p><b>Outreach, intake, orientation</b> (individual intake)</p> <p><b>Initial assessment</b> (individual intake)</p> <p><b>Job Search and placement assistance</b> (specific program staff services and shared services team)</p> <p><b>Provision of employment statistics and LMI</b> (overview in specific program meetings with staff)</p> <p><b>Job vacancy listings</b> (overview with specific program staff)</p> <p><b>Performance information</b> (specific program staff)</p> <p><b>Support services</b> (specific program staff and community resources staff in centers)</p> <p><b>Information on UI</b> (general information by staff in resource room)</p> <p><b>Follow-up</b> (specific program staff activity)</p>	<p><b>Individual counseling, case management, employability planning, in-depth career planning available through specific program staff, individualized job development through employment as appropriate</b></p>	<p><b>Case managers and individual program staff provide assistance with OJT, GED, ESL, customized training, entrepreneurial training, job readiness training</b></p> <p><b>Skill upgrading and retraining assistance and follow-up through individual program staff, coordinated with business services</b></p>

	and shared services team)		
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**Integrated Service Functions**

**Front-End Services**

Job candidate customers receive integrated screening and referral services funded by Wagner-Peyser, WIA Title I-B, and other funding streams at WorkSource centers. These services, offered in self-service and staff mediated formats include information on demand occupations, skill gaps, and access to real-time job information which is universally available as well as job listings.

Wagner-Peyser Act funded core services are provided by WorkSource Employment Security Department staff. These services include: assisting job candidates with finding employment, assisting employers with posting and filling jobs, facilitating the matching of job candidates with available job openings, participating in a system of clearing jobs between state agencies, and providing for the work test requirements associated with the unemployment insurance system. As noted above, staff write and post job openings requiring staff assisted screening to the State website at <http://go2worksource.com> and provide assistance to those business customers who prefer to list and screen their own job openings. The one-stop operator coordinates the offering of interview space at both centers to business customers and staff schedule pre-screened job candidates to attend. Businesses are also offered the opportunity to hold hiring events at the centers. As space is available, business customers may use our WorkSource centers for pre-employment testing and orientation sessions.

WIA and other program funded staff enhance the reach of Wagner-Peyser funded staff to ensure that universal access to these services is consistently available to all job candidate customers. Each partner must contribute to the delivery of core services at the center as negotiated through the budgeting process described above. Collectively, staff support customers in the resource room, provide orientations to system services, and deliver a single set of Job Hunter modules. Through these modules, job hunters learn how to find and get jobs. They complete job applications and prepare résumés that are utilized to support the screening, assessment, matching, and referral of job candidates to employment opportunities listed with the system through the job order taking process described above.

Within each center, there are job postings for unmediated job listings as well as access to those jobs that require mediated services. There are information stations which provide hard copy information on community resources and self-help guides to job search. In addition, there are Wagner-Peyser, WIA Title I-B, and other partner program staff in each lobby who provide concierge service to people seeking assistance as well as quick and easy facilitation to logical service connections. The range of application, assessment, testing, screening, and referral services offered to job candidates is depicted on the chart on the previous pages.

All core services offered in the centers are provided by Washington State Employment Security Department staff, Workforce Development Council Snohomish County subcontractor staff, and other partner staff. Workforce Development Council staff do not provide WIA-funded core services to businesses or job candidates except in exceptional circumstances on a temporary basis such as the provision of Job Hunter modules during a Rapid Response in-plant orientation. It should be noted that Workforce Development Council Snohomish County staff may participate in the delivery of core services when funded by additional resources that are brought into the system to enhance the menu of services available.

A leadership team comprised of staff from Washington State Employment Security Department, Workforce Development Snohomish County, and the one-stop operators for each center will work together to develop a plan for ensuring all staff working in the centers receive the training needed to ensure all understand clearly the roles of each partner and each staff and that all are able to participate in the coordination of these functions.

#### **Skill Development Services**

The WorkSource Snohomish County system coordinates with training providers to ensure that individuals participating in WIA-funded training are receiving the services and support they need to successfully complete training and transition into training related employment.

In addition, the WorkSource leadership works to ensure all staff are fully aware of other skill development services such as Work Experience, On the Job Training, Workplace Training and Apprenticeship programs. Referrals to an array of training services are important to serve the myriad of needs presented by job candidates.


#### **Business Services**

WorkSource Snohomish County utilizes a multi-pronged approach to reach out to business. At the core level, the system widely disseminates products that prominently display the WorkSource brand. These products are also offered at events such as hiring events, job fairs, and resource fairs that are either developed or supported by WorkSource Snohomish County. *Blueprint* and system partners also sponsor events to raise business awareness of the system and its services.

The system engages in the following steps to identify businesses for intensive outreach:

- ❑ Conduct analyses of specific business use of the system to identify those using the system, by cluster.
- ❑ Compare businesses within targeted key industry clusters for number of openings against SKIES data on job candidates within those clusters.
- ❑ Target businesses within industry clusters identified for outreach and development based on meeting the following criteria: jobs in high demand occupations, jobs that offer high wages, jobs with high job candidate pool matches, jobs that offer benefits and jobs that offer professional development and career lattice/wage progression opportunities.
- ❑ Utilize skills panels to reach out to businesses.
- ❑ Assign staff to the business and provide current labor market data and cluster analyses for Snohomish County and customized reports as an outreach and marketing tool.
- ❑ Develop a relationship with the business, offering the full range of intensive and enhanced business services available through WorkSource Snohomish County.

The WorkSource Snohomish County system offers three levels of business services: core, intensive and enhanced services. These three levels of service are depicted in the chart below.

<i>Core</i>	<i>Intensive</i>	<i>Enhanced</i>
Unmediated listing of job orders - throughout partnership on job board and through electronic postings to which job candidates have direct access	Mediated listing of job orders, matching against database with a profile within 24 hours; job candidates only have screened access	Screened referrals to listing, active follow-up on referrals and active recruitment if there are an insufficient number of job candidates to refer
Employer can directly access job candidate pool electronically	Recruitment assistance; use of centers for mass recruitment, interviewing and prescreening of applications and resumes against employer-specified criteria	Testing, advertising, targeted recruitment, customized training, customized screening/assessment
Access to printed and electronic labor market information, tax information, announcements about upcoming seminars/workshops	Use of WorkSource center for hiring events, training activities, seminars, meetings	Retention services, career development planning
	Provision of comparative labor market data	

Business services also include Rapid Response services coordinated with the statewide Rapid Response efforts consistent with Workforce Development Council Snohomish County and State Rapid Response policies. These services are provided by both Wagner-Peyser and WIA Title I-B funded staff who work in collaboration with Employment Security Department's Business Services Manager and WIA Title I-B funded Business Services leadership.

WorkSource Snohomish County staff also offer On-the-Job Training to businesses in targeted industry cluster to address a lack of available job candidates. As noted above, staff also help businesses access other demand-driven training funds to meet their needs as indicated for new and incumbent workers.

Regardless of the target population selected, each individual trainee must meet the eligibility requirements for the relevant program(s).

**Customer Referrals**

It is agreed that all signators to this Memorandum of Understanding will conduct referral for services as appropriate. The referral function in SKIES will be utilized to provide additional tracking of referrals between WorkSource partners and other agencies. Training on this additional module will be provided by WDCSC.

**Customer Complaints**

It is agreed that all signators to the Memorandum of Understanding will follow the most recent WDCSC Customer Complaint policy as noted on the Council's website at <http://www.wdcsc.org/resources/policies/general.html>. This policy is incorporated herein by reference.

**b. Funding for such services**

For each site, the Resource Sharing Agreement serves as the foundation document for documenting the agreed-upon alignment of all resources including staff, facilities, and equipment to fulfill these functions. The cost sharing methodology for this Memorandum of Understanding is described in the Resource Sharing Agreements for each site. The Resource Sharing Agreements are incorporated into this Memorandum of Understanding by reference.

At the subrecipient level, Workforce Development Council Snohomish County uses two mechanisms to determine how WIA funds are used for infrastructure, personnel, contracts, and other costs to provide required one-stop system core, intensive, and training services. These two mechanisms are the Request for Proposals procurement process and Resource Sharing Agreements.

Further, funding for core services will be provided by partner agreement at each location. Various methods of delivery are allowed in the WorkSource Snohomish County workforce development system including shared and direct services models.

## **II. Responsibilities of the parties**

### **a. General responsibilities**

Each signatory to this Memorandum of Understanding will:

1. Participate in the WorkSource Snohomish County workforce development system and its required operating systems, including customer tracking, accountability, and continuous quality improvement.
2. Fully comply with the nondiscrimination and equal opportunity provisions of Section 199 of PL 105-220 entitled the Workforce Investment Act of 1998 (WIA) and its implementing regulations at 29 CFR Part 37. These regulations prohibit discrimination because of race, color, religion, sex, national origin, age, disability, or political affiliation or belief in both participation and employment.
3. Promote the WorkSource Snohomish County workforce development system. Each partner shall participate and support the implementation of an integrated and seamless WorkSource Snohomish County workforce development system consistent with WIA. This does not limit or preclude individual partners from conducting business in a manner that is consistent with their own agency mission and strategic directives.
4. Support the delivery of core services in each center according to the agreement developed at each site.
5. Utilize the WorkSource Snohomish County system to meet the workforce development needs of customers who would benefit from system services.
6. Promote cross agency training and strategic planning for the benefit of customers.
7. Utilize continuous quality improvement (CQI) processes to evaluate and improve operational systems. Each partner shall embrace CQI standards in the implementation and delivery of WorkSource Snohomish County system services.
8. Utilize the WorkSource Snohomish County logo as a common identifier as specified in WorkSource brand standards. This applies to all centers, affiliate sites, self-service sites, site operators, and partners for all forms, communications, and promotional materials. Adhere to the WDCSC Marketing Policy, #02-14, found at <http://www.WDCSCsc.org/resources/policies/documents/AllMarketingPY02.pdf>
9. Embrace the concept that every customer who contacts the system in any manner is a “shared” customer. Staffing patterns, customer flow, and scheduling will incorporate this philosophy into functional, integrated resource coordination at each site.
10. Each partner shall promote high standards of professional and ethical conduct.
11. Each partner shall promote active and collaborative fund development to benefit the overall system.

12. Each partner shall operate within the local WDCSC WorkSource Snohomish County policies regarding service delivery systems, which are consistent with the WDCSC's Strategic and Operational Plans. This does not limit or preclude individual partners from conducting business in a manner that is consistent with their own agency mission and strategic directives.
13. Each partner shall ensure that adult service delivery portals provide the adopted core, intensive and training services model outlined in the WDCSC Operations Plan. Front end services should be defined at each location as well as in the local Operations Plan.
14. Each partner shall ensure that youth service delivery portals provide youth services as outlined in the WDCSC Operations Plan.
15. Facilities planning and commitments to Resource Sharing Agreements are a shared responsibility among partners. Lease holding partners will engage site partners when negotiating lease agreements to ensure that service delivery methodology is aligned with overall facility planning at the location. The lease holding partner will operate a transparent and communicative process, allowing for adequate notice of changes, when leases are negotiated.

**b. Specific responsibilities**

**i. Workforce Development Council Snohomish County**

Workforce Development Council Snohomish County shall meet regularly to provide governance, policy, and program oversight for the WorkSource Snohomish County workforce development system covered by the Strategic and Operations Plans. The Snohomish County Youth Council shall meet to recommend policies and programs to support comprehensive youth employment and education service and fulfill the responsibilities of a youth council as described in WIA. Its recommendations are approved by the WDCSC Board of Directors.

WDCSC is incorporated as a 501 (c) (3) non-profit corporation responsible for administration of its own funds, personnel decisions, and governance. WDCSC may determine how it will conduct its own internal administrative and financial responsibilities, consistent with the obligations imposed by WIA.

1. WDCSC shall develop and implement a workforce development plan consistent with Section 117 of WIA and State planning guidance.
2. The additional responsibilities of WDCSC include the following:
  - Oversight of the WorkSource Snohomish County workforce development system.
  - Development of a budget for carrying out the WDCSC Board Strategic and Operational plans.
  - Development and submittal to the Governor of the local Strategic and Operations Plans.
  - Negotiation of local performance measures.
  - Certification of WorkSource Snohomish County Comprehensive, Affiliate and Connection sites.
  - Provision of assistance to the State with identification of eligible providers of training services.
  - Issuing policies and monitoring to ensure adherence to state system polices.
  - Selection of operators and providers of site operation and adult core and intensive

- services.
- Selection of operators and providers of site operation and comprehensive youth services.
  - Oversight of WIA and other WDCSC funded programs and services.
  - Coordination of the local Demand-Decline List.
  - Coordination of workforce development activities in the local area with education and economic development strategies including the development of business services and linkages as well as collaboration efforts with business to broker and assist with meeting hiring needs.
  - Development of linkages and coordination of programs with local tribes.
3. WDCSC shall make available to the public on a regular basis, through open meetings, information regarding the activities of WDCSC, including the local Strategic and Operations Plans prior to submission, award of grants or contracts for site operation and WIA services and policy changes.
  4. WDCSC shall elect a chairperson from among the business representatives of the appointed members.
  5. WDCSC shall keep minutes of all motions and matters of WDCSC, its Executive Committee, Service Delivery Committee, Youth Council, and any relevant committees.
  6. The chairperson of WDCSC shall appoint members of the Youth Council.
  7. WDCSC shall provide fiscal, program, and personnel oversight and evaluation of WIA programs.
  8. WDCSC shall actively solicit grants and donations from other sources.
  9. WDCSC shall develop WorkSource Snohomish County as an integrated workforce development system for business and job candidates through a coordinated arrangement of services.
  10. WDCSC shall maintain high professional standards of fiscal, personnel, and ethical conduct.
  11. WDCSC shall maintain professional management and accounting methods consistent with all Federal and State statutes, regulations, and circulars and Generally Accepted Accounting Principles.
  12. WDCSC shall use its best efforts to ensure the integrity of contracting, financial disbursement, and compliance monitoring of all WDCSC actions in recognition of Snohomish County's ultimate responsibility for all funds received by WDCSC pursuant to PL105-220.
  13. WDCSC shall approve all Resource Sharing Agreements of all certified Centers, Affiliate Sites, and Connection Sites developed by Site Operators or site leaseholder prior to execution.

14. WDCSC shall be notified of addition or deletions of any partner to all WorkSource Snohomish County sites.

15. WDCSC shall issue a partner Dispute Resolution policy and manage the dispute resolution process. The Dispute Resolution policy is incorporated herein by reference.

### **iii. Site Operator Agreement**

#### *General Responsibilities*

The leaseholder, in collaboration with the site operator, will be responsible for coordinating all Resource Sharing Agreements with all partners within a WorkSource site. In partnership with the leaseholder, the site operator will also be responsible for providing leadership within the site around effective use of infrastructure, partnership issues, growth, and delivery of services.

Washington State Employment Security Department is the lease holder at both WorkSource Everett and WorkSource Lynnwood. In addition, Employment Security Department provides important services at both centers and will continue to be an on-site partner in Program Years 2010 and 2011. As the leaseholder, day to day facilities management is the responsibility of the Employment Security Department. The site operator will partner fully with Employment Security Department in multiple ways, including coordinated budgeting, delivery of core services, and space utilization through Resource Sharing Agreements. The site operator will also maintain a strong partnership with the entities delivering WIA-funded program services under separate subcontracts with WDCSC as well as with other WorkSource partners.

In addition, Workforce Development Council Snohomish County charges the site operator with managing and overseeing the WIA fiscal and management information system (MIS) staff for the centers and for associated affiliate and connection sites, if any. All MIS activity related to the WorkSource sites will be conducted in Washington Member Services (WMS) and the Services, Knowledge, and Information Exchange System (SKIES), the statewide MIS systems. The following functions must be fulfilled at each comprehensive location: site operator, fiscal, and MIS staff. The site operator will provide general oversight and assistance for affiliate and connection sites in concert with the hosting agency.

1. The site operator convenes a local oversight committee made up of partner management staff, develops a mutual decision making process, and serves to help staff from different programs on multi-agency teams to work together.
2. The site operator monitors provision of quality core, intensive, and training services to eligible and enrolled adult participants and comprehensive services to youth consistent with WIA, applicable Federal regulations, State provisions, WDCSC policies, and WorkSource procedures.
3. The site operator ensures that all partners within the site participate in all required certification and recertification processes.

4. The site operator is responsible for collaborating with the lease holder to make adjustments consistent with updates to the Resource Sharing Agreement as appropriate. When the site operator is also the lease holder, it is responsible for issuing a timely and appropriate invoice to each partner on a monthly basis for the cost of that partner's use of facilities and associated costs consistent with the most recently approved Resource Sharing Agreement and is responsible for day to day facilities management.
5. The site operator ensures that the WorkSource Washington, WorkSource Snohomish County, and WorkSource center, affiliate site, and/or connection site names and logos are marketed and used by all partners in a manner consistent with State and local policies and business practices established by the site operator.
6. The site operator develops a system for monitoring program activity that compiles and analyzes registrations and outcomes for each partner. The site operator is responsible for supervising and approving all WIA registrations.
7. The site operator manages the system for collecting universal access data.
8. The site operator ensures that the program needs of all mandatory and non-mandatory partners are being addressed.
9. The site operator ensures the site operates within the parameters established by WDCSC.
10. The site operator ensures that all site operations conform with EEO and other statutory requirements and adherence to established complaint and hearing procedures. The site operator also responds to complaints and grievances filed in the site and notifies WDCSC of all such complaints and grievances.
11. The site operator will notify WDCSC of addition or deletions of any partner to a WorkSource Snohomish County site.

*General WIA Program Management Responsibilities*

1. The site operator maintains ongoing communication with WDCSC through regular communications and meetings with WDCSC staff.
2. The site operator works with WDCSC to provide training on WIA statutory and regulatory requirements, WDCSC policies, and site policies and procedures to all partner staff.
3. The site operator develops WIA-related procedures consistent with WIA, Federal regulations, State provisions, and WDCSC policies.
4. The site operator develops a system for monitoring program activity that tracks WIA enrollments and outcomes for each partner.
5. The site operator monitors WIA performance for the site, managing any intervention processes required by WDCSC.

6. The site operator communicates with WDCSC and its staff to report WIA performance and enhancements to the WorkSource Snohomish County system.
7. The site operator maintains centralized hard copy files of WIA participant records which partners can access as appropriate and allowable in a manner consistent with WDCSC parameters.
8. The site operator maintains high quality administrative, fiscal, and personnel systems for WIA funds consistent with generally accepted principles and government requirements as appropriate to these responsibilities.

*WIA Eligibility Responsibilities of the Site Operator*

1. The site operator ensures collection of sufficient information to determine and document eligibility for the WIA I-B Dislocated Worker Program and the WIA I-B National Emergency Grant Program and to determine and document priority for service (including registration of non low-income clients under the WIA I-B Adult Program) within established WDCSC parameters. The site operator shall ensure collection of sufficient information to determine and document eligibility and priority for service (including registration of non low-income clients) for the WIA I-B Youth Program within established WDCSC parameters. The site operator shall ensure collection of sufficient information to document priority for service to veterans under all WIA programs.
2. The site operator works with the Program Operator to manage WIA information collection and priority determination process.
3. The site operator maintains primary WIA participant records for use by partners, monitors, and auditors.

*Quality Control/Management Information System*

1. The site operator reviews information and documentation collected regarding client eligibility for the WIA I-B Dislocated Worker Program and the WIA I-B Adult Program and priority for service, as appropriate (including registration of veterans and non low-income clients), under the WIA I-B Adult and Dislocated Worker Program within established WDCSC parameters for completeness, accuracy, and internal consistency.
2. The site operator validates the eligibility determination made for each WIA program and service as required by Federal, State, and local policy.
3. The site operator conducts WIA data validation and reconciliation on the data collected by the Program Operator .
4. The site operator generates standard and ad hoc WIA reports as needed by itself and partners for the management of site processes and attainment of outcomes.

5. The site operator maintains individual WIA participant files for use by partners consistent with data sharing and confidentiality requirements.
6. The site operator makes WIA files available to monitors and auditors as needed.
7. The site operator maintains all partially completed WIA files, including a record of registration deficiencies, and files of individuals found ineligible for program services in conformance with EEO requirements.
8. The site operator coordinates the documentation collection and report preparation identifying the number of individuals served and outcomes achieved by site partners as a result of the leveraged resources made available by those partners to the site.

### **III. Performance accountability**

To meet the challenges of an innovation economy and a changing workforce, the WorkSource Snohomish County workforce development system must measure its performance, be accountable for results, identify opportunities for improvement, and continuously improve its performance.

The WorkSource Snohomish County system uses SKIES as the common databases for capturing relevant information. Workforce Development Council Snohomish County provides SKIES training and certification to all system users. Data Sharing Agreements are maintained which allow for non-Employment Security Department partner agencies to have direct access within the centers to this system. Washington State Employment Security Department and Workforce Development Council Snohomish County utilize Federal common measures and State core measures of accountability to evaluate program effectiveness and make continuous quality improvements.

Individual programs each have associated performance levels negotiated directly into each contract for service. Data on performance is collected according to those standards. Reports are made from that data to Washington State Employment Security Department and Workforce Development Council Snohomish County's Service Delivery Committee, Youth Council, Executive Committee, and Board of Directors. These performance standards are leading indicators for the Federal core indicators and common measures used to measure performance of workforce development programs nationwide.

Within this broad context, the WorkSource Snohomish County system has implemented common measures in all affected United States Department of Labor programs. Additional Department of Labor, Education, and Housing and Urban programs will be incorporated into this strategy if and when they are funded in the local area. For each phase, Washington State Employment Security Department and Workforce Development Council Snohomish County are taking the following steps to assure effective implementation:

1. Identify the data collection points that are unique to EMILE.
2. Develop instructions for SKIES data entry based on instructions from the State.
3. Revise policies and procedures regarding point of participation and exit for programs directly funded by Workforce Development Council Snohomish County. Coordinate these efforts for other programs with WorkSource system partners.
4. Develop revised leading indicators for managing performance for programs directly funded by Workforce Development Council Snohomish County. Coordinate these efforts for other programs with WorkSource system partners.
5. Work with Washington State Employment Security Department and site operator staff to revise service delivery staff desk aids and supplemental databases for managing performance.
6. With site operator staff, provide staff training for all relevant staff on changed definitions, policies, and procedures. (This training will be coordinated with any offerings provided by the State for Washington State Employment Security Department employees.)
7. Monitor implementation.

#### *Management Indicators*

The performance accountability system for WorkSource Snohomish County encompasses WIA Federal and State core measures, WIA Federal common measures, and Government Management, Accountability and Performance (GMAP) measures.

The system partners plan to use the reports generated by Washington State Employment Security Department regarding the data elements used in common measures and GMAP. These reports have been designed in agreement with the Washington Workforce Association and the Workforce Training and Education Coordinating Board and future changes or improvements to the reports will be based on mutual agreement between these organizations.

These reports will be regularly reviewed by WDCSC's Youth Council, Service Delivery Committee, Executive Committee, and Board of Directors as part of their routine periodic review of performance management data for services to customers of WorkSource Snohomish County. At individual site centers, reviews will be conducted as part of the regularly schedule center meeting with the partners at that location. A summary report will be provided at WorkSource Snohomish County system oversight meetings. The team of oversight partners will review performance data on a regular basis to make system improvements as needed including changes to staff responsibilities, customer flow, business outreach, and other programmatic decisions. These data-driven decisions will be focused on improving performance on the WIA Federal and State Core Measures, Federal Common Measures, the above measures, partner goals and the objectives of Workforce Development Council Snohomish County.

WorkSource system partners and Workforce Development Council Snohomish County commit to work together with the Workforce Training and Education Coordinating Board and the Washington State Employment Security Department senior leadership team to ensure that site operators receive clear direction from Workforce Development Council Snohomish County that is well-aligned with the goals of the Workforce Training and Education Coordinating Board, Washington State Employment Security Department, and the Workforce Development Council Snohomish County Two-Year Strategic Plan.

#### *Data collection*

The WorkSource Snohomish County workforce development system utilizes one data collection system for capturing the information needed to ascertain actual performance compared to the common measures, GMAP and specific partner outcomes. The Services, Knowledge, and Information Exchange System (SKIES) is the the statewide system utilized for capturing program-specific information on performance. There are 21 data elements that are, at a minimum, collected for every youth and job candidate customer accessing a WorkSource Snohomish County program-specific service. Additional data elements are collected as required for a specific program. The data collected provides the information needed for local management of performance using leading indicators for employment, skills gains, credentials attainment, earnings gains, and retention. The data also provides the information needed at the state level by the Participant Outcomes Data Consortium to access and use administrative records to create performance reports consistent with Federal protocols.

**Comment [JS1]:** What above measures does this refer to?

#### *Continuous quality improvement*

WDCSC utilizes both leading indicator data and State reports to strategically plan for the workforce development system in Snohomish County as a whole and to fulfill its responsibility to oversee both the WorkSource Snohomish County system and programs under Title I-B of the Workforce Investment Act. Indicators allow WDCSC and signators to this Memorandum of Understanding to identify areas of program strength as well as opportunities for improvement. The results are also utilized by system partners to establish priorities and outcome targets for continuous quality improvement at oversight

meetings. At the partner, program, and system levels, strategies are developed and implemented to effect improvements.

The WorkSource Snohomish County workforce development system will continue to use a continuous quality improvement system and process that incorporates performance data as well as real-time customer satisfaction information gleaned from web-based tools that interface with system web-based products, exit interviews, and other processes to improve the quality, efficiency, and effectiveness of the services it provides to businesses, youth, and job candidates. Such improvements may be in the areas of facilities, equipment, partners, programs, services, business process design, or other quality improvement initiatives.

The data and information gleaned through all performance measurement processes are utilized by WDCSC to create performance-based interventions as indicated. Any variance of -15% on any leading indicator or a State report compared to target for any Federal or State performance indicator triggers a requirement for an intervention plan which includes analysis of challenges and strategies for improvement as well as intermediate targets, if appropriate. Variances above +15% above a specific goal may trigger a reevaluation of the program goals or project modification.

In this manner, the WorkSource Snohomish County workforce development system and all signatories to this Memorandum of Understanding remain focused on the needs of business, youth, and job candidate customers and are accountable for the quality of system results.

The ultimate accountability and responsibility for the WorkSource Snohomish County system organizational processes, services, and accomplishments will rest with WDCSC, the WorkSource site operators and the WorkSource partners.

#### **IV. Duration and modification**

The signators to this Memorandum of Understanding agree that the terms of this Memorandum of Understanding will take effect as of July 1, 2010, and will continue in effect until June 30, 2012. Termination of the Memorandum of Understanding will be effective in either of two situations:

- All partners agree in writing to its termination; or
- A motion to approve its termination is passed by WDCSC and ratified by the County Executive.

Any signator to the Memorandum of Understanding may request modification of its terms. Ratification of the request by all signators will constitute the modification.

Any signator to this Memorandum of Understanding may terminate their membership, giving written notice of its intent to withdraw as a signator. In such case, all pertinent terms of the Memorandum of Understanding will continue in effect for the remaining signators.

New signators will be added to this Memorandum of Understanding as appropriate through addendum to this Memorandum of Understanding and addition of an authorized signature for the signator being added to the terms of this document.

Any partner can chose to terminate their membership in the MOU at any time due to funding or operational infeasibility. This can be done with notice given to the WDCSC CEO. It should be noted that any partner in a certified WorkSource Center must be a member of this MOU agreement. Termination of membership is also a termination of a relationship with the WorkSource System.

Any disputes regarding the signature and execution of this agreement will follow the WDCSC Dispute Resolution policy incorporated herein by reference. A copy of this policy has been provided to all signatories.

## **Employment & Career Development Division**

### **Addendum to Memorandum of Understanding**

The principal role of the Employment and Career Development Division (ECDD) of the Employment Security Department (ESD) is to ensure the delivery of services authorized under section 7 (a) of the Wagner-Peyser Act. In addition to universal services to businesses and job candidates, the division is responsible for services and programs to special populations including veterans, unemployment insurance claimants, WorkFirst parents, dislocated workers, those with criminal conviction histories, farm workers and persons with disabilities.

The Workforce Investment Act of 1998 amended Wagner-Peyser envisioning a partnership in which labor exchange services (funded by Wagner Peyser allocations) are coordinated with other activities provided by other partners in a One Stop setting. Moreover, state Employment Service Offices providing labor exchange services may operate as affiliates in the local one stop systems, but not as independent offices. ECDD herewith provides the assurance that it will operate in good faith as a full partner in certified WorkSource Centers, or as WorkSource Affiliates where so designated by Workforce Development Councils.

In accordance with 20 CFR 652.215 and .216, ECDD complies with the Department of Labor regulations that require labor exchange services provided under authority of Wagner-Peyser, including services to veterans, be provided by public merit-staff employees of Employment Security. Furthermore, with the concurrence of the local Administrator(s), ES Area Director or Assistant Commissioner of ECDD, the department may agree, in the local Memorandum of Understanding, to have ESD staff receive guidance from the One-Stop operator and/or partners regarding the provision of labor exchange services, except that all personnel matters, performance and accountability of department employees must remain under the authority of the Employment Security Department and in compliance with any Collective Bargaining Agreement covering its employees.

Regarding the provision of employment programs and services under the responsibility of ECDD, there are three necessary principles the division holds as it joins in good faith with its partners to the MOU:

- In addition to the roles and responsibilities outlined in this MOU, ECDD will retain appropriate managerial control of programs it is directly responsible for, which are guided by its agency's strategic plan and its division operating plan.
- In addition to this MOU, ECDD will coordinate service delivery efforts with other MOU partners in each local area to the extent those services are also aligned with Workforce Administration policies; ESD senior leadership directives and guidance; and all contractual and legal obligations.
- ECDD expects shared costs to be allocated and funded according to DOL's One-Stop Comprehensive Financial Management Technical Assistance Guide; and will negotiate equitable sharing of financial risks associated with lease terms and resource sharing agreements to match the terms of the underlying obligation of the leaseholder.



**VI. Signature page - Non Resource Sharing Agreement Partner**

**Workforce Development Council Snohomish County  
Master Memorandum of Understanding  
Signature Page**

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Signature & Title	Agency Name	Date
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Please check program representation:

- Workforce Investment Act Title IB - Youth, Adult and Dislocated Workers
- Job Corps, Migrant and Seasonal Farm worker programs and Native American Programs
- Wagner-Peyser Act
- Veteran's Programs
- Adult Education and Literacy activities authorized under Title II;
- Vocational Rehabilitation
- Unemployment Compensation
- Trade Act
- Older Worker Programs in Title V
- Post-Secondary Vocational Education
- Community Services Block Grant - Employment and Training
- Housing and Urban Development - Employment and Training
- Other: \_\_\_\_\_

Below is articulated this partner's commitment and interaction with WorkSource customers:

