



## Application from the Gloucester County Workforce Development Board

### Requesting State of New Jersey 2019 Recertification

#### American Job Center / One-Stop

Date: July 1, 2019

To: New Jersey State Employment and Training Commission

This application of recertification is submitted on behalf of the Workforce Development Board (WDB) requesting the re-certification of the American Job Center of Gloucester County.

By signature below, we certify that the required materials and information have been provided to the New Jersey State Employment and Training Commission (SETC) as outlined in the attached checklist, (SECT Policy # 2016-14 and GCWDB Evaluation & Certification AJC Policy 2019-04-17:05) pursuant to WIOA Section 121.

Submitted by:

Signature

A handwritten signature in blue ink, appearing to read 'ROBERT M. DAMMINGER'.

DATE

July 1, 2019

ROBERT M. DAMMINGER, DIRECTOR  
GLOUCESTER COUNTY BOARD OF CHOSEN FREEHOLDERS





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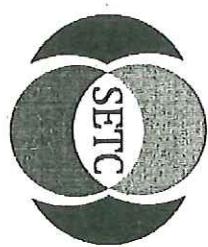
7-1-19

Leslie Vail, Chairperson; Gloucester County Workforce Development Board

Michelle Shirey, Executive Director, Gloucester Workforce Development Board

7-1-19





New Jersey

**Workforce Development Board Certification**

**2018-2020**

*Is Herby Awarded To*

**Gloucester**

*The New Jersey State Employment and Training Commission hereby confers full certification to the local Workforce Development Board, with appreciation and recognition of the board's integral role in the effort to strengthen New Jersey's workforce system for the good of the State and its residents.*

Awarded this 18<sup>th</sup> day of June, 2019

*Dennis Bone*

*Gary H. Altman*

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Dennis M. Bone, Chairman

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Gary H. Altman, Acting Executive Director



## EVALUATION AND CERTIFICATION OF THE AMERICAN JOB CENTER GUIDANCE

POLICY GUIDANCE: 2019-04-17:05

### PURPOSE

In accordance with WIOA title 20 Chapter V, certification and evaluation of the American Job Center (AJC) of Gloucester County are conducted by the Local Workforce Development Board using criteria and procedures as developed by State Employment and Training Commission (SETC).

### BACKGROUND

In order to evaluate the American Job Center (AJC) and the workforce system's progress, WIOA in Section 121(g) requires that local One-Stop Career Centers /AJC be certified and directs the state and local board to establish "objective criteria and procedures" for the evaluation of the workforce system. This guidance document provides the procedures for evaluating the AJC as established by the Gloucester County Workforce Development Board and the NJ State Employment Training Commission<sup>1</sup>

Certification is critical to the transformation of the workforce development system. The evaluation process of certification is critical in achieving:

- Consistent, high-quality services to employers and job seekers;
- User-friendly, customer-focused services
- Strategic alignment with education, and economic development;
- Accountability for services and results; and
- Maximization of all workforce development resources

The purpose of the evaluation is to drive integration and improvement of services and to substantiate the use (and/or) need for infrastructure funding.

WIOA establishes two main elements that the local WDB must include in the evaluation criteria. The first is effectiveness, which includes customer satisfaction and physical and programmatic accessibility. The second is continuous improvement, which includes meeting performance standards as well as customer feedback.

### POLICY

Under WIOA, the AJC/One-Stop must be evaluated and be certified on a regular basis. Through the evaluation and certification process, the Workforce Development Board (WDB) track the effectiveness of the workforce system. Continuous improvement requires regular modifications based on customer feedback to improve the quality of services that are being delivered. The process is designed to heighten the quality of services that are being delivered in the local area. The ultimate goal is the transformation of the workforce system – expanding employer services, improving job seeker readiness and connecting the two through sector strategies and talent pipeline management.

As established in WIOA, each local WDB area must have a least one Comprehensive Career Center with Title I staff present and access to each partner program that provides the required career services, training services, and business services. The American Job Center of Gloucester County, located at 215 Crown Point Road, Thorofare, New Jersey is considered a Comprehensive Career Center. The core partners at the AJC included Title I – Adult Dislocated and Youth, Title II- Adult Basic Education and Literacy, Title III – Employment Services and Title IV – Division of Vocational Rehabilitative Services - DVRS.

## Process

The certification process gives the WDB the opportunity to make a formal assessment of the workforce system based on the established standards as outlined the SETC's One-Stop Certification Checklist:

- A completed cover document/letter of transmittal requesting State of NJ one-Stop certification
- Current/Full Workforce Development Board Certification
- Verification of Meeting disability/accessibility standards;
- Verification of meeting grievance/complain/EO standards;
- Local Memorandum of Understanding between the WDB and local partners;
- Completed Quality Benchmarking Tool
- Certification Review Form(s) Local Service Audit
- Completed Minimum Standard of Service Delivery Checklist

## Review Team

The WDB Executive may appoint a Review Team responsible for conducting the certification review. The responsibility of the Review Team include:

- Selecting 1 to 3 measures from each section of the Certification Review Form and the Quality Benchmarking Tool (as established by SETC) for auditing during the on-site visit ;
- On-site visit, notifying the AJC of the Selected measures to be audited during the visit;
- Conducting the on-site review
- Submitting the letter of findings and recommendation to the WDB, One-Stop Operator, NJLWD and SETC

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<sup>i</sup> SETC Resolution # 2016-14

Verification of meeting Disability Accessibility standards;

Verification of meeting grievance/complain/EO standards

The County of Gloucester complies with section 188 of the Act regarding non-discrimination and applicable provisions of the American with Disabilities Act of 1990. These assurances are posted in all county buildings and incorporated in all county business/notice for contracts, meetings, and etc. The physical location of the comprehensive AJC is leased by the State of New Jersey and house the Title I, (Adult and Dislocated - County) staff; however, it the local WDB as well Gloucester County Administration ensure that buildings that house County staff and services are ADA compliant. On a yearly basis, the Gloucester County Division of Human and Disability Services with the assistance of the County's Buildings and Grounds Department performs an inspection of the AJC. Furthermore, should a compliant arise concerning the AJC building by a constituent, they are referred to Gloucester County's ADA Coordinator Lisa Cerny. Inquiries regarding compliance may be directed to:

Division of Human & Disability Services web link:

<http://www.gloucestercountynj.gov/depts/d/divdied/legalad.asp>

(856) 384-6842 / New Jersey Relay Service 711 or the EEO office at (856)384-6903

Reasonable accommodations for individuals with disabilities are necessary at the Gloucester County AJC as DVRS is co-located at the site. The local WDB relies on DVRS staff to coordinate accommodations in the building. Should the WDB offer services that are off site, it is the WDB responsibility to provide accommodations. For instance, the WDB held a job fair at the local community college. A request for a sign language interpreter was requested by a job fair participant. The accommodations were made by WDB staff.

The Gloucester County WDB ensures that foreign language resources are available at the AJC.

Currently, there are four foreign language staff. There are three Spanish bi-lingual staff members and one staff member who speaks fluent Cambodian, Thai, Lao and Phu Thai. The AJC partners will regularly assist each other should a language barrier occur.

COUNTY OF GLOUCESTER

**NON DISCRIMINATION NOTICE AND GRIEVANCE PROCEDURES UNDER**

Grievance procedures have been established by the County to allow prompt and equitable resolution of disability discrimination complaints, and include ADA Coordinator contact information, and an appeals process.

Non Discrimination Notice procedures have also been established by the County to inform residents that reasonable modifications will be made to allow people with disabilities to receive services and to ensure participation in County programs, activities and employment.

Additional information concerning the ADA may be obtained by contacting the U.S. Department of Justice (DOJ) through a toll-free information line at (800) 514-0301 (Voice) or (800) 514-0383 (TTY). Resources are also available on the website at [www.ada.gov](http://www.ada.gov) .

**NOTICE UNDER THE AMERICANS WITH DISABILITIES  
ACT**

In accordance with the requirements of title II of the Americans with Disabilities Act of 1990 ("ADA"), the County of Gloucester will not discriminate against qualified individuals on the basis of disability in its services, programs, or activities.

**Employment:** The County does not discriminate on the basis of disability in its hiring or employment practices and complies with all regulations promulgated by the U.S. Equal Employment Opportunity Commission under title I of the Americans with Disabilities Act (ADA).

**Effective Communication:** The County will, upon request, provide appropriate aids and services leading to effective communication for qualified persons with disabilities to allow equal participation in County programs, services, and activities. Such aids may include qualified sign language interpreters, documents in Braille, and other ways of making information and communications accessible to people who have speech, hearing, or vision impairments.

**Modifications to Policies and Procedures:** The County will make all reasonable modifications to policies and programs to ensure that people with disabilities have an equal opportunity to enjoy all County programs, services, and activities. Examples may include relocation of a specific program, service or activity to a more accessible location; or, welcoming individuals with service animals into County facilities, where pets are prohibited.

Anyone who requires an auxiliary aid or service for effective communication, or a modification of policies or procedures to participate in a County program, service, or activity, should contact the County's ADA Coordinator, through the Division of Human and Disability Services at (856) 384-6842/ New Jersey Relay Service 711, as soon as possible but no later than 48 hours before the scheduled event.

The ADA does not require the County of Gloucester to take any action that would fundamentally alter the nature of its programs or services, or impose an undue financial or administrative burden. Complaints that a

County program, service, or activity is not accessible to persons with disabilities should be directed to the ADA Coordinator.

The County will not place a surcharge on a particular individual with a disability or any group of individuals with disabilities to cover the cost of providing auxiliary aids/services or reasonable modifications of policy, such as retrieving items from locations that are open to the public but are not accessible to persons who use wheelchairs.

#### **ADA GRIEVANCE PROCEDURE**

This Grievance Procedure is established to meet the requirements of the Americans with Disabilities Act. It may be used by anyone who wishes to file a complaint alleging discrimination on the basis of disability in the provision of services, activities, programs, or benefits by the County of Gloucester. The County's Personnel Policy governs employment-related complaints of disability discrimination.

The complaint should be in writing and contain specifics regarding the alleged discrimination. Complainant must state his/her name, address, phone number and the date and description of the discriminatory action(s). Alternative means of filing complaints, such as personal interviews or a tape recording of the complaint will be made available to persons with disabilities upon request.

The complaint should be submitted by the grievant and/or his/her designee as soon as possible but no later than 60 calendar days after the alleged violation to:

Ms. Lisa Cerny, ADA Coordinator  
Director, Division of Human & Disability Services  
115 Budd Blvd.  
West Deptford, New Jersey 08096

Within 15 calendar days after receipt of the complaint, the ADA Coordinator, or designee, will meet with the complainant to discuss the complaint and possible resolutions. Within 15 calendar days of the meeting, the ADA Coordinator will respond in writing, in a format accessible to the complainant, such as large print, Braille, or audio tape, where appropriate. The response will explain the position of the County of Gloucester and offer options for substantive resolution of the complaint.

If the response by the ADA Coordinator does not satisfactorily resolve the issue, the complainant and/or his/her designee may appeal the decision within 15 calendar days after receipt of the response to the County's Director of Human Resources.

Within 15 calendar days after receipt of the appeal, the Director of Human Resources, or designee, will meet with the complainant to discuss the complaint and possible resolutions. Within 15 calendar days after the meeting, the Director of Human Resources will respond in writing, in a format accessible to the complainant, where appropriate, with a final resolution of the complaint.

All written complaints received by the ADA Coordinator, appeals to the Director of Human Resources, and responses from these two offices will be retained by the County of Gloucester for at least three years.

## **ONE-STOP CERTIFICATION**

### **QUALITY BENCHMARKING TOOL**

#### **Category No. 1: Leadership**

**Partners agree on a shared vision for a customer-driven service delivery system.**

**Yes** **No**

**Evidence Indicator:** A shared vision among all required partners is documented in MOU.

**Agreements (e.g. MOUs) indicate that partners/suppliers have agreed to short/long-term goals regarding broader economic/political goals of the community.**

**Yes** **No**

**Evidence Indicator:** Agreements recognize goals established by the Workforce Development Board, State of New Jersey and United States Department of Labor.

**Systems exist that demonstrate the existence and utilization of regional efforts including a collaborative plan and resource sharing that indicate efforts are not constrained by governmental or political boundaries.**

**Yes** **No**

**Evidence Indicator:** Regional plans and service agreements indicate joint utilization of services with a breakdown of shared costs.

**A local governance process that is charged with overseeing the planning and provision of one-stop services.**

**Yes** **No**

**Evidence Indicator:** Workforce Board (or committee) includes this as among its charges and is corroborated by minutes/documentation.

**Community partners have been educated in such a manner that a wide range of partners has participated in discussions regarding the model/management of the One-Stop.**

Yes No

**Evidence Indicator:** Attendance/public hearing lists for presentations/meetings where the discussions are held are maintained/available.

**Category No. 2: Strategic Planning**

**All required programs/partners are involved in strategy development and are appropriately represented in full-service One-Stop Career Centers.**

Yes No

**Evidence Indicator:** Records indicate participation and organizations are providing services in One-Stop on a regularly scheduled basis.

**Process in place to document expectations of board, partners, staff and service clients. Provided in the manner in which activity may be measured against goals.**

Yes No

**Evidence Indicator:** Records maintained documenting efforts/results of associated groups.

**Local certification plans exist for centers/affiliates as appropriate.**

Yes No

**Evidence Indicator:** Copies of plans/associated guidelines.

**Federal and NJ performance metrics are utilized for measuring performance against plan and as a decision-making tool.**

Yes No

**Evidence Indicator:** Documentation for decision-making maintained/reviewable. Confirms decisions.

**Eligible Training Provider List, Consumer Report Card, performance data and evidence-based results are utilized in decision-making.**

Yes No

**Evidence Indicator:** Documentation for decision-making Maintained/reviewable. Confirms decisions.

**Training opportunities are linked, where appropriate, to career pathways and industry-based credentials. The system ensures that service clients may build upon their skills throughout their career.**

Yes No

**Evidence Indicator:** Client folder discusses career paths, future opportunities and manners of accomplishment.

**Clear area commitment to Employment First for applicable service clients.**

Yes No

**Evidence Indicator:** File indicates placement/wages for service clients. Wage should satisfy the requirements of Employment First.

#### **Category No. 3: Customer and Market Focus**

**Public hearings/focus groups used to attain customer input as part of service planning.**

Yes No

**Evidence Indicator:** Records/minutes of proceedings are kept and included in plans as appropriate.

**Single points of contact have been established in the area for business and client customers.**

Yes No

**Evidence Indicator:** Records indicate a single point of contact for each appropriate client.

**Client customer satisfaction data (e.g. surveys, etc.) is used as justification for service/products and as documentation of continuous improvement.**

Yes No

**Evidence Indicator:** Records are maintained that indicate satisfaction and used as a basis for service/product provision.

**Partnerships exist that cut across the market to ensure access to groups/individuals that may help ensure success.**

Yes No

**Evidence Indicator:** Agreements/MOU's are maintained/signed that document relationship, and the basis of the relationship that includes, but are not limited to organizations such as community colleges, employer groups, trade associations, talent networks/targeted industries, labor organizations and community/faithbased organizations.

**Foundation for workforce development investments has been established with industry-focused Talent Networks, Targeted Industry Partnerships, and Talent Development Centers.**

Yes No

**Evidence Indicators:** Records indicate service to focus on supporting targeted fields.

**Review local services/approach to examine how the Career Center system determines customer/market requirements; expectations and preferences; successes/failures; and, adjusts to findings as a step towards continuous improvement.**

Yes No

**Evidence Indicator:** Records document that local determination took place, information reviewed, acted upon and that service/program structure reflects the results.

**Category No. 4: Information and Analysis**

**Operator demonstrates how the use of information and information technologies support/enhance customer service and staff effectiveness.**

Yes No

**Evidence Indicator:** Documentation exists that demonstrates the use of information/technology in supporting/enhancing customer service and staff effectiveness.

**Local service audit utilized to identify areas/opportunities for new/improved products/services.**

Yes No

**Evidence Indicators:** Audit result leading to changes reviewed.

**Stakeholder training teaching stakeholders how to analyze the relationship between quality improvement, customer satisfaction, and financial performance.**

Yes No

**Evidence Indicator:** Documentation of training/attendance exists and is reviewable.

**System-wide method for collection, analysis, and use for data exists and is used by Operator.**

Yes No

**Evidence Indicator:** Documentation is reviewed that details methods of collection and use. The analysis is made available and is indicative of activities/actions taken in the area.

**Category No. 5: Human Resource Focus**

**Guidelines and a plan for ongoing capacity building have been developed to ensure that staff at all levels of the process are trained and expert in providing customer-oriented services at a high level.**

Yes No

**Evidence Indicator:** Training schedules, content and attendance list are maintained and reviewable.

**The process exists to identify and conduct necessary training sessions for all levels of system staff and program/service suppliers.**

Yes No

**Evidence Indicator:** Process is documented; results are in reviewable form and attendance lists maintained.

**Information systems and work processes are designed to promote collaboration and sharing of findings across multiple partner organizations and work units. Data is used as a basis for performance review.**

Yes No

**Evidence Indicator:** Processes and systems for sharing are documented and the use of data for performance is available for review.

#### **Category No. 6: Process Management**

**Local certification process based upon quality/Baldrige criteria for performance measures and quality assurance has been established for product/service suppliers.**

Yes No

**Evidence Indicator:** Process is documented and available for supplier review and adaptation.

**A documented service flow for each One-Stop exists. The process indicates timelines and methods for referral and how Eligible Training Provider List and Consumer Report Card is managed and how ITAs are made available within the process.**

Yes No

**Evidence Indicator:** Service flow is available for review. It documents timelines and methodologies for potential actions/activities.

**Processes for the handling of poor performance by Operator, partner and service/product provider are documented.**

Yes No

**Evidence Indicator:** Documents are available; processes are realistic/implementable.

**The system has been established to document the strengths/weaknesses of processes to develop more effective, customer-oriented processes.**

Yes No

**Evidence Indicator:** Document is available; process improvement is realistic/implementable

**Services/Programs are organized functionally; not be the funding source, program or staff.**

Yes No

**Evidence Indicator:** Documentation and physical structure demonstrate functional alignment.

**Category No. 7: Business Results**

**Service renewal and incentive programs are linked to meeting/exceeding specific performance standards.**

Yes No

**Evidence Indicator:** A documented policy is available for review and any renewals are consistent with process stated.

**Business results are defined within the context of improved service quality for customers by the center and by the system. Success measures go beyond measures such as placement rates.**

Yes No

**Evidence Indicator:** Performance is documented by measures beyond placement and considers referral location, one-stop (where applicable) and other factors (e.g. referral staff, skill levels, etc.)

**Service supports are measured to determine the impact on service results.**

Yes No

**Evidence Indicator:** Measures/analysis is performed for various forms of support (e.g. transportation, counseling, childcare etc.) has taken place and is documented/available for review.

**Guidelines and a plan for ongoing capacity building have been developed to ensure that business volunteers at all levels of the process are trained and prepared to understand the needs of the workforce system at a high level.**

Yes No

**Evidence Indicator:** Training schedules, content and attendance list are maintained and reviewable.

**The process exists to identify and conduct necessary training sessions for all levels of business volunteers.**

Yes No

**Evidence Indicator:** Process is documented; results are in reviewable form and attendance lists maintained.

**Business partners have been educated in such a manner that a wide range of partners has participated in discussions regarding the model/management of the One-Stop.**

Yes No

**Evidence Indicator:** Attendance/public hearing lists for presentations/meetings where the discussions are held are maintained/available.

**Processes for ongoing private sector membership, participation and outreach are in place along with systems that ensure linkages between ongoing workforce services with the needs of the business community and employers.**

Yes No

**Evidence Indicator:** Levels of business board membership, business association memberships and links between program services and business/employer demand.

**Employer customer satisfaction data (e.g. surveys, etc.) is used as justification for service/products and as documentation of continuous improvement.**

Yes No

**Evidence Indicator:** Records are maintained that indicate satisfaction and used as a basis for service/product provision.

**Gloucester County Workforce Development Board**

**Review Forms**

**American Job (AJC)**

**Of Gloucester County**

**2019-2020**

## WIOA outlines the criteria as the following:

- physical and programmatic accessibility;
- effectiveness; and
- continuous improvement.

**Evaluations of physical and programmatic accessibility** must include how well the American Job AJC of Gloucester County (AJCGC) ensures equal opportunity for individuals with disabilities to benefit from AJC services.

**Evaluations of effectiveness** examine the extent to which the AJC integrates available services and meets the needs of local employers and job seekers.

**Continuous improvement** requires the AJC network to collect, analyze, and use multiple data resources including the negotiated levels of performance from its performance measures.

# Business Services

## Physical and Programmatic Accessibility

a. The Workforce Development Board of Gloucester County (WDBGC) has established a Business Services Team, whose members are one-stop partners that administer programs, services and activities through the Workforce Innovation and Opportunity Act (WIOA), which include but are not limited to:

- WIOA Title I - Adult, Dislocated Worker and Youth formula programs
- WIOA Title II - Adult Education and Literacy programs
- WIOA Title III, Wagner-Peyser Act - Office of Employment and Training (OET)
- WIOA Title IV, Rehabilitation Act - Office of Vocational Rehabilitation (OVR) & Office for the Blind (OFB)
- Other: Gloucester County Economic Development

Please describe:

- The business services team consists of dedicated staff, AJC and/or partners in the Local Workforce Development Area (LWDA) to include a local team leader, appointed by the LWDB after consultation with local partner agency managers.

Please describe:

- The business services team provides services to employers through outreach, on-site at the American Job Center (AJC) location, and/or by direct linkage through technology.

Please describe:

## Effectiveness

- A. In order to initiate, establish and grow relationships with industries and employers, the local team leader is the single point of contact of the BUSINESS SERVICES TEAM. The team leader establishes goals and coordinates the assignment of members to target industry sectors. Each industry sector has an expert identified that is available to assist the team with sector-related resources. (List Sectors with contact information)

Please describe:

- B. The business services team has the capacity to connect employers to timely, extensive, comprehensive, customized solutions. This includes, but is not limited to, candidate screening, referral to job openings, recruitment activities, and events. The business services team has appropriate technology for interacting with employers (e.g. business phone, laptop, Smartphone, etc.).

Please describe:

- C. The business services team communicates employer-driven information to front line staff in the AJC to improve demand-driven services provided to job seekers and employers.

Please describe:

- D. Reception staff are aware of business services and refer employer customers to partner staff appropriately and efficiently.

Please describe:

- E. The local team leader maintains monthly internal team communication, as well as regular communication and recruitment/outreach with external partners, stakeholders, LWDB or other designated entities.

Please describe:

- F. The business services team shows evidence of business partner relationships.
  - Attends Chamber of Commerce meetings.
  - Establishes partnerships with local Economic Development entities.
  - Attends human resources meetings.
  - Publishes articles about the BUSINESS SERVICES in newsletters or local newspapers.
  - Utilizes local cable stations for outreach.
  - Posts relevant information on social media and local websites.
  - Holds community-based events.
  - Other (please list):

Please describe:

- G. The business services team consults with businesses and employers to determine their needs in order to assess, inform, guide, and measure critical elements such as delivery processes, staff responsiveness, customer service, and quality of services. The BUSINESS SERVICES TEAM analyzes feedback and improves, changes, and diversifies employer services, resources and processes.
  - Utilizes surveys and other assessment tools.
  - Creates focus groups.
  - Other (please list):

Please describe

- H. All members of the team ensure and provide responsive business solutions and record them through descriptive Salesforce (or state approved data management system) entries. Salesforce tracks repeat business

customers, new employer engagement, market penetration and other elements gauging employer use. The data is used to improve consistency and quality of employer contacts, improve relationships, and build new ones.

Please describe:

### **Continuous Improvement**

A. The business services team holds periodic (monthly, quarterly) coordinated meetings to share information related to employers' needs and challenges, responsive improvements and solutions. The team produces and distributes minutes. Meetings may be scheduled in the following ways:

- In-person
- Conference call
- Webinar
- Other (please list)

Please describe:

B. The business services team participates in training/continuing educational opportunities at least once a year, to improve team and team-member skills, and to gain knowledge. Training includes overview and orientation for new members on their functions and expectations in their positions.

Please describe: