

## **Attachment 1**

- **Midlands SC Works Centers Operational Business Plan**
- **MWDB Instruction 17-06**
- **MWDB Instruction 21-02/State 20-14**
- **State Instruction 17-01**
- **Center Dress Code**



**Midlands**Workforce  
DEVELOPMENT BOARD

# **SC WORKS CENTER MIDLANDS**

## **OPERATIONAL BUSINESS PLAN**



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# **Overview**

**\* This is a framework guide and expectation of SC Works Midlands Center and System operation. The Center Operations Plan was created around an ideal environment; however, circumstances may arise where the Operator must use their best judgment in a situation to ensure the best out and this may not match this document. The expectation is that safety and efficiency should always come first.**

**This plan is also subject to update at any time.**

SC Works Midlands (the Center or Centers) provides workforce services for the Midlands area comprised of Richland, Lexington and Fairfield Counties.

Richland (Comprehensive) – 700 Taylor Street, Columbia

Fairfield (Affiliate) 96 Hwy 321 Bypass, Winnsboro

Lexington (Affiliate) 671 Main Street, South Congaree/West Columbia

The Centers are in the business of Workforce Development, which means improving the quality of the local workforce to facilitate economic development as the Board states in the Strategic Plan, 2020 Local Area Plan (4 year, 2020 – 2023) and Regional Plan (4 year, 2020-2023).

## **Midlands Workforce Development Board Vision Statement**

**A workforce system, which provides employment opportunities, improves the quality of the workforce and facilitates economic development.**

We continue to monitor and update our menu selection to meet local needs while using our experiences to enhance efficiency, timeliness and quality of both job seeker and employer services.

## Target Customers and non-duplication

Our target jobseeker customers are individuals who are residents of our area and are unemployed or underemployed because of changes in technology or economic conditions. These populations are identified as a priority because structural unemployment is the one that is most likely to endure without some effort outside of the natural labor market.

- Core Services are general, self-service, for all job seekers visiting the SC Works Center. Services delivered in a group setting (workshops, for example) are also considered Core services.
- Intensive services are for individuals who need one-on-one assistance from staff to obtain employment or are identified as being in need of training. These services require registration into the program delivering services (WIOA, TAA, etc.).

- Training services are available to select job seekers upon approval from the sponsoring program. A wide array of training options programs, providers, and delivery formats are available through the Palmetto Academic Training Hub (PATH - eligible training list).

Our target business customers are those in our priority clusters. Business customers were selected based on survey of all local business sectors for overall growth and higher average entry level wages. The locally defined priority clusters are evaluated on an annual basis through the Workforce Report and the community has an opportunity to comment on the Plan. The Business Services Team (BST) is made up of a variety of workforce partners with different core customer bases. Because of those specialized populations, some members of the business services team target employers and career fields outside of the priority clusters established for Midlands WIOA training. In addition to those target cluster employers, the Business Service Team seeks alternative opportunities to work with new and expanding businesses in the area to ensure the good economic health of the community and collaboration with the local economic development staff.

#### Management Structure and Training Plans

The Center and System is managed by the SC Works System (OneStop) Operator. The Operator is selected through competitive procurement by the MWDB according to the Act.

The Operator provides the support for the day-to-day operations of the Centers, but also provides functional supervision of the staff within the Centers to facilitate the delivery of services. We provide services individuals with varying degrees of personal and economic challenges to achieve employment leading to economic independence. We engage the job seeker in the development of a plan to attain their goals and establish those goals with the focus on the outcome of positive individual and program performance measures.

The Center is aligned with the MWDB's commitment to provide quality workforce services including On-the-Job Training, Apprenticeship, Incumbent Worker Training, and Rapid Response support. Our Business Services Team works with a wide variety of employers from high-tech and emerging fields, to more traditional industries.

SC Works 101 training (Your Next Step) is provided by the state to effectively convey Center goals and services to staff and partners. SC Works 101 Training Program is designed to equip attendees working in the SC Works Centers, or in the field, who provide services to jobseekers or businesses, with knowledge and understanding of the SC Works system to ensure that customers receive high-quality services each time they engage with the system SC Works system.

The SC Works 101 online training course consists of 5 self-paced modules covering:

- **Centers**

- **Customers**
- **Partners**
- **Customer service**

The content is delivered in multiple formats including text, graphics (e.g., charts and flowcharts), and activities. Each module has a knowledge assessment at the end that users must pass with an 80 percent or greater. SC Works attendees will use D2L, an integrated learning platform to complete the online course.

Upon successful completion of the online training course, attendees will receive a Certificate of Completion via email from Midlands Technical College. All attendees must forward a copy of the completion certificate to the operator of the center in which he/she works.

All staff working in an SC Works center, or in the field, including partner staff and business services staff, must complete the online SC Works 101 training course.

In addition, the training plan will include any necessary staff certifications or endorsements in functional workforce areas. For example, WIOA case management staff will complete Career Development Facilitator (CDF) training. Where possible, those staff members will also apply for Global certification (GCDF).

### Accountability and Accessibility

The individual partners in the Center have their own performance goals which they are responsible for meeting and the Center has broad goals established by the Board and communicated through the Local Plan. The Board receives quarterly reports on progress. Centers that fail to meet expectations are first given technical assistance by the Board. If the deficiencies continue, other and additional appropriate actions will be taken.

The Center Operator in the Midlands area is Equus Workforce Solutions (effective February 1, 2017). This consortium meets quarterly and provides reports to include (performance data, needs/concerns, best practices, etc.) to the MWDB's Management and Planning Committee. The Management and Planning Committee will relay information, actions, and recommendations to the full MWDB. Any issues with performance and/or accessibility follow the same chain of command.

The Columbia Center facilities are maintained by the State of SC as it is a SC state-owned property. Coordination of those services are handled in conjunction with SC Department of Employment and Workforce as the owner of the building. Each affiliate site has a section of the lease which covers maintenance of the property by the landlord. The leases and coordination of those services are handled by the Central Midlands Council of Governments (as the fiscal agent for the Midlands Workforce Development Board) in conjunction with the Operator. Each Center has a written Emergency Plan and procedure. The Centers are compliant with ADA accessibility standards.

# **Products and Services**

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## Center Services

### **Job Seeker Services**

All WIOA Core services, Career Readiness assessments, and some partner services are available to all Center customers. Additional eligibility-based services are available to Center customers. These services include: WIOA Core and Intensive Services, Career Readiness assessments, and partner services as needed.

The Center provides basic services at no cost. Some training and educational programs have fees. Our menu of services includes:

- **Job Placement Assistance** – referrals to employment matching job seeker skills and experience with employer requirements
- **Free Internet Access** – high speed internet is available for use for job related purposes
- **Resume Assistance** – Job seekers use SC Works Online Services (SCWOS) so that their qualifications can be matched against available jobs. Job seekers can attend basic workshops to gain familiarity and produce a solid resume and cover letter, as well as explore options for producing different types of resumes.

Employers with SCWOS accounts can also view resumes online when trying to fill open positions. Staff and partners assist job seekers with preparation of a professional resume by providing one on one guidance when possible and by offering weekly workshops to develop a resume by learning the do's and don'ts of resume writing. Resume can also be reviewed through select workshops.

- **Community Resource Referrals** – If we are unable to meet the job seekers needs directly, Center staff is familiar with and have information on other resources and provide customers with information and referral to partner services.
- **Labor Market Information (LMI)** – Information is available through SCWOS, Bureau of Labor Statistics, as well as other websites such as O\*Net.
- **Workshops** – Our workshops are informational and interactive. They range in topics from resume, cover letter and interviewing preparation to budgeting, career exploration and basic computer skills. Calendars for the system are posted throughout the Center, available at special events, social media and online at <https://www.midlandsworks.org/workshops>.

- **Basic Assessment of Interest and Abilities** – Job seekers may use any of the career assessment tools available within SCWOS and/or at [www.mynextmove.org](http://www.mynextmove.org). All of these tools are Core services in the Center.
- **Fax/Print Access** – A fax machine and printer are available for use for job related purposes.
- **Veteran Services** – We have Local SC DEW Veteran Employment Representative and Disabled Veteran Outreach Program Representatives that provide priority services to Veterans along with our other SC Works team members.
- **Unemployment Insurance (UI)** – There are no longer any face-to-face claims taking, fact finding or eligibility reviews conducted in the Centers. However, there are a limited number of UI staff members in the Center to work closely with those identified as likely long-term UI recipients to speed the re-employment process.

More intensive services are available to our job seeking customers meeting certain eligibility criteria include:

- **One-on-One Career Planning and Counseling** – For customers in need of more personalized services; they are referred to WIOA or other appropriate partners for more intensive one-on-one career planning services that result in an individual employment plan.
- **Additional Assessment & Testing Services** – The Test of Adult Basic Education (TABE) is available in the Centers for a fee for non-WIOA customers and through our Adult Education partners; WorkKeys Readiness Assessments (Applied Mathematics, Locating Information and Reading for Information) determine aptitudes within basic workplace skill sets. Those who test below certain levels may be referred to the Adult Education Provider for remediation. Online remediation assistance is also available. WorkKeys aids in determining capabilities for training and jobs, and to obtain a Career Readiness Credential issued by ACT. Other WorkKeys assessments are available if needed for employment.
- **Trade Adjustment Assistance** – These services are provided by SCDEW staff. This includes benefits such as Trade Adjustment Allowance (income support); job training; job search allowance (90% of costs to job search out of area (50+ miles)); Relocation Allowances (up to 90% reimbursement); Health Coverage Tax Credit (up to 65% monthly premium assistance); Reemployment Trade Adjustment Assistance (wage supplement for 50 year old+ workers if wage is lower than pre-layoff wage).
- **GED Preparation** – Referred to GED providers in the region.
- **Short-term Skills Upgrading** – For those customers who do not need to be retrained, but need to update or supplement existing skills to become more competitive in the job market.
- **Work Experience Opportunities** – Paid work experience for job seekers in need of basic workplace skills
- **Classroom Training** – Funding assistance for in-demand occupations, as determined by Labor Market Information, is provided when job seekers are deemed to be in need of training to gain marketable skills to secure and retain unsubsidized employment.

- **On the Job Training** – For job seekers who do not meet the minimum hiring requirements but possess the capabilities and interest for the position. The employer is reimbursed a portion of the wages during a mutually agreed upon training period.

## **Employer Services**

Various services are available to employers through our Business Service Team:

- Customized Labor Market Information
- On-line job postings
- Customized training
- Incumbent Worker Training
- Skill assessment
- WorkKeys assessments for applicants and/or incumbent workers
- Recruitment, screening and referral service
- Large scale Job Fairs/hiring events
- Virtual Job Fairs
- Use of facilities for hiring activities
- Incentives available to employers (WOTC, Federal Bonding)
- On-the-Job Training
- Strategies to avoid layoffs
- Assistance in managing a layoff – Rapid Response services
- Reemployment services for effected employees
- Resource to other local business services

## Material and Equipment Maintenance

Columbia Center resource room is maintained by Center staff. This maintenance includes telephones, internet, and office equipment to include printers, scanners, fax machines and copiers. Computer networks and equipment are maintained by the MWDB. SCDEW staff PCs in the Columbia and Lexington offices operate on the SCDEW network via a VPN tunnel. Public access, WIOA staff and partner PCs, etc. in all centers operate on an MWDB maintained network.

Resource room staff is responsible for monitoring printed materials and new materials are added as approved by the Operator.

## Assessments and Workshop activities

Career Readiness (i.e. WorkKeys) and TABE assessments are available to Center customers. Classes in computing basics are offered regularly to customers in Centers. Workshops (in-person and virtual) are regularly scheduled throughout the Centers in current, relevant job search topics to include resume preparation, interviewing techniques, networking, internet use, digital literacy, job search, and other

topics relevant to job seekers. Workshops and classes are available throughout the network each week. The monthly schedule is posted at <https://www.scworksmidlands.org/workshops>

In addition, the Centers are finalizing a roll-out of additional assessments available to job seekers to better gauge individual basic technology skills. SCWOS has a host of resources available for additional training and test preparation in an on-line format through ALLISON. Staff has sought out tools to assess the individual competencies in basic operations. This is an important step to maximize resources for appropriate job referrals and referrals to training services that require technology competencies. While not a comprehensive solution to these needs, this is a stepping stone for the Midlands to continue to prepare the workforce for success in their next steps whether it be employment or training. Northstar Assessments found at <http://www.digitalliteracyassessment.org/> allow the individual to assess their competencies in the following:

- Essential Computer Skills
- Internet Basics
- Email
- Windows
- Mac OS
- Microsoft & Google Suites
- Using Technology in Daily Life

# **Outreach Plan**

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## **Goals**

The SC Works Midlands Center Outreach Plan aims to reach job seekers and employer customers throughout Richland, Lexington, and Fairfield Counties through a variety of print and digital media. The goal is to reach targeted populations with information that is understandable and relevant.

The Midlands plan includes:

- Print Materials targeted to Job seekers and Employers
- [www.scworksmidlands.org](http://www.scworksmidlands.org)
- Social media outlets ([Facebook](#), LinkedIn, TikTok, and [Twitter](#))
- Regular press releases and partnerships with local media
- Regular community outreach to employers and job seekers via presentations to local business groups and partnering agencies
- Multi-partner/stakeholder Business Services Team that represents the SC Works system
- Use of any and all available outlet / media opportunities that are appropriate for our messaging

## **Messages**

All SC Works logo and branding standards will be followed to include style, size, colors, American Job Centers (AJC), tag line, and appropriate use. The Midlands Area will also align messaging with state approved campaigns, such as Your Next Step. SC Works branding will always be used in conjunction with materials, events, and outreach. Additional partner(s) branding, as appropriate, may also be included.

## **Targets**

The outreach plan will focus on job seekers and businesses/employers seeking to hire new talent. Centers working through the MWDB Management and Planning Committee may further define both target groups to fit their county if desired. For example a county may have a higher number of a certain type of employer and desire to target that particular cluster. Any specific targeting would require the Center to submit Labor Market Information or other reliable data.

## **Packaging**

Once customers access the Center services, we strive to present them with accurate and complete information about how to access the full range of services. This is accomplished in a number of ways:

- Display information and brochures about services offered in and out of the center by our Partners.
- The WIOA orientation is available on demand at <https://www.scworksmidlands.org/wioa-orientation> to welcome all job seekers to visit the Center and take advantage of Intensive WIOA services available. In-person sessions are also provided on the workshop calendar.
- A unified calendar of events is posted at the Centers and online. Calendars are also widely disseminated to partners and throughout the community.

### Distribution

The website [www.scworksmidlands.org](http://www.scworksmidlands.org) is the primary internet site for the Centers in the Midlands. Visitors may access job search (SCWOS) features, information about Center hour of Operations, workshops, and other events, view a virtual orientation to the Workforce system, read descriptions of partners and the services available.

The Midlands publishes a monthly calendar of events for of the 3 Area Centers. The calendar is available online and in print form in all Centers. A monthly email distribution also provides the calendar to community partners and stakeholders.

The Business Services Team utilizes Social Media platforms ([LinkedIn](#), [Facebook](#), [TikTok](#), [Twitter](#), etc.) to spread news and information of value to employer customers. Printed materials are distributed to both job-seeking and employer customers by staff at job fairs. The Midlands Area sponsors at least one large-scale job fair each year, and supports or partners in numerous others. Information about our programs is distributed at employer education events held at Centers. Business Services Team members also network for the system at events including community fairs/outreach and local Chambers of Commerce meetings and special events.

Partner involvement is centered on information sharing about Center and WIOA services with clients and with referrals to services. Every partner is active in outreach, but the most active partners are the SC Department of Employment and Workforce, SC Department of Social Services, SC Vocational Rehabilitation, SC Commission for the Blind, and Midlands Technical College. All partners participate in Job Fair events.

### Evaluation

Success will target an increase in job-seeking and employer customers utilizing the Centers, repeat customers, and customer satisfaction. The state approved employer service metrics will be utilized for evaluation of employer customers. These include may employer served rate, new and repeat employer customers, number of job positions filled based on SCWOS job orders. Those reports will be shared at each of the Center's team meetings. Reports will be made to the Management and Planning Committee and adjustments will be made to messages and techniques.

# **Performance Outcomes**

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## Center Goals and Partner Contributions

Center goals are system wide. Each Center is expected to contribute to the achievement of system wide goals set by Board. The Board, through the Management and Planning Committee, monitors the Centers to ensure that each one is performing, and data is collected and reported based on instruments provided by the Board.

## Methodology of Assessment

Customer satisfaction surveys are available at centers and online at midlandsworks.org. Satisfaction data is collected at regular intervals for all centers for analysis. The Board has a dashboard maintained by staff covering areas such as NCRC's awarded; Business Services such as OJT placements, on-site visits to employers; Core Services including number of workshops offered and number of attendees; and WIOA services for certifications and enrollments per funding stream, numbers entering training and exits.

## Customer Satisfaction

Job seeker satisfaction is measured through surveys that include staff responsiveness, timeliness of service, greeting/intake process, resource room, counseling/case management services, workshops, job matching and job referral processes and training/education referrals. Surveys are available in each center; information is collected and tracked by center.

Data regarding the performance of Trade Act programs is maintained by SCDEW. Data regarding performance of WIOA programs is made available to the Board through ad hoc queries of the state's online program management system (SCWOS). Local board members and board committees responsible for performance are updated quarterly.

Customer satisfaction data is shared quarterly. Recommendations may be made from staff, Committees and/or the Board. The Operator takes action as necessary where the Board provided guidance or regulation exist. If no guidance exists the Consortium seeks approval for actions from the Board's Management and Planning Committee.

## Non-performance

All partners in the Center are expected to perform as team members working to a common goal. This includes active participation, adherence to policies for the Center operations and engagement in continuous improvement. Remedy for non-performance is addressed through the Management and

Planning Committee, which may include technical assistance or further actions as directed by the Board.

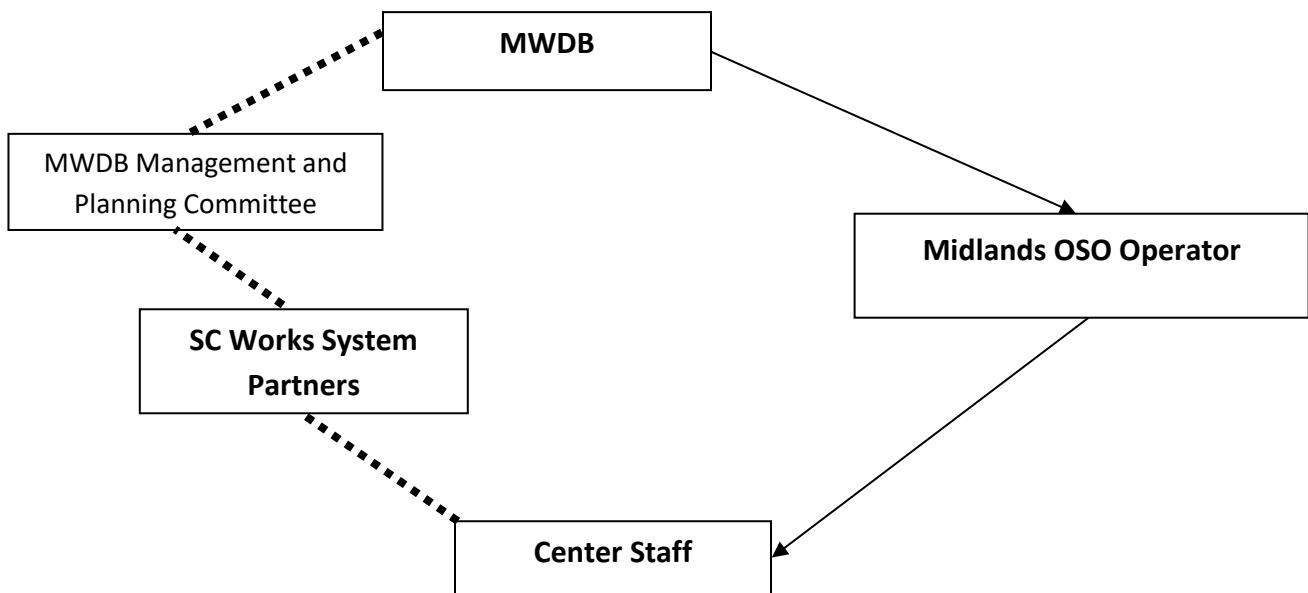
#### Center and Board Communication

The Operator presents a summary report to the Management and Planning Committee and requests any guidance needed. Additionally, the WIOA program supervisor(s) attend the Management and Planning Committee meeting and provide reports as well. The Management and Planning Committee reviews at each of their meetings, an expenditure report, WIOA enrollment trends report and a dashboard report to track center activities. The communication in turn is presented to the full Board as a part of the Management and Planning Committee report in accordance with the MWDB by-laws. Additionally, the Regional Operations Manager delivers a report of activities at each the MWDB Business meetings and is available to answer any additional questions.

# **Management/Organizational Structure**

## Management Structure

The Midlands areas SC Works Centers are operated by a competitively procured contractor. The day-to-day operations are managed by a Project Director who is housed in the Columbia office. While handling the Columbia office operations, the Manager also ensures a cohesive and consistent operation by collaborating with the operations managers in the Lexington and Winnsboro offices. The role of the Operator is further defined in Midlands Instruction 17-06.



Feedback and input are collected regularly through the functional work teams in the Centers. Teams have been assembled to develop continuous improvement in the area of Center Management, Job Seeker Services and Business Services. The teams are made up of a cross-section of the Center partner at various levels of authority. Those teams provide their feedback through the Regional Operations Manager to feed back through the chain of command.

## Communication Plan

Open communication is critical to the Center's operation. Staff and management in the Centers function as a team, not solely as individual agencies. The Operator serves as the single point of contact

and primary source for distribution of communications to Midlands center staff and partners (to include MWDB staff). This would include updates to center procedures, policies (state and local), and any other communications to frontlines. These communications will be through email so that there is consistency and timeliness.

New staff members are provided an orientation to the Center and the System - to include mission, goals and operational guidelines. Suggestions of process improvements, policy changes, etc. are encouraged both as a part of regular meetings and on an ad hoc basis as opportunities arise. Formally, MWDB policies are communicated through written policy and regular meetings with Center staff. Staff has an opportunity to share feedback to the Center management and Board staff through the Operator.

Quarterly (at minimum) partner meetings are held to discuss formal agreements, impart important information regarding the system, provide an update on center activities, provide a report on the resource sharing agreement, and seek input and consensus on important matters affecting the centers. From time to time, the Partners may also form internal staff teams to work on specific matters, such as development/fine tuning of an effective triage system, customer satisfaction surveys, and other activities that involve staff across multiple agencies.

Center Events will be coordinated by the Operator or staff recognized by the Operator. This would include workshops, hiring events, partner events, etc. The POC and staff assisting with the event should be appropriate for the event, number of customers served, and the partners involved. A workgroup or committee may also be an approach to complicated or large scale events.

In the event of issues with this process, or if modifications are needed, staff should report them directly to the Operator. If this is not possible, then the appropriate supervisor or MWDB Administrative staff may be notified for resolution.

### Decision-making Process

Teamwork is a guiding principle of our Center management. Depending on the impact of decisions, they can be made at multiple levels in the system. The following is an example of the types of decisions and the levels at which they are made:

- Partner agencies make decisions regarding program eligibility, services appropriate for individual customers, services best delivered inside the Center and hours of Center participation.
- The center manager makes decisions regarding scheduling of staff in the resource room, seating in the center, and allocation of resources.
- The MWDB makes decisions such as decision to add a new partner based on the partner's services relevance to the mission and goals.

## Staff Training and Development

Appropriate and continuous staff is essential to operation of the Centers. New staff and new partners are oriented to the Center operations (services offered, partners, process of referrals, SCWOS usage, etc.) as they begin serving customers in the Centers. The Center website [www.scworksmidlands.org](http://www.scworksmidlands.org) has a menu of partners and their services. Additional training is provided through the quarterly partner meetings for new projects, programs and new partner services in addition to the monthly newsletter highlighting new activities. The center Operator meets regularly with program partners to identify emerging challenges and best practices as well as ensuring consistent services. Cross-functional teams of Center front-line staff should meet to work on continuous improvement in regards to the Center standards. Center wide staff training (SC Works Your Next Step) will be managed by the Operator. In addition, the Operator in conjunction with MWDB staff and partner agencies, will plan for internal staff development and teambuilding opportunities. This should be offered as needed and appropriate to ensure that day to day operations are not interrupted.

The training plans will also include any necessary staff certifications or endorsements in function workforce areas (determined by partner program). For example, WIOA case management staff will complete Career Development Facilitator (CDF) training. Where possible, those staff members will also apply for Global certification (GCDF). In accordance with the SC Works Standards, training must be conducted no later than one year from hire date; however it is the Midlands expectation that training delivery should occur as soon as possible.

Conference and Seminar attendance is encouraged for Center staff members. Workforce specific conferences include the bi-annual Southeastern Employment and Training Association, and SC Department of Employment and Workforce's annual Partner Symposium. These learning opportunities are valuable to staff's continual knowledge of current trends and topics. All partners are encouraged to attend when possible.

# **Accessibility**

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## Center Maintenance & Materials

All of the Midlands Centers strive to be professional, friendly, clean and welcoming. The Columbia office is located in a SCDEW owned building. The Center budget includes daily housekeeping and regular pest control competitively procured by SCDEW as well as exterior maintenance conducted by the SC Department of Administration. The Lexington and Winnsboro offices are leased spaces by the MWDB. The Lexington office includes janitorial and regular trash pick-up competitively procured by the MWDB. Exterior maintenance is included in the cost of the rental agreement. The Winnsboro office is maintained by Fairfield County. All three Centers strive for a friendly, inviting environment with easy access to resources and privacy for consultations with staff. The Midlands area takes ADA compliance and security seriously and is committed to serving all customers in a fair and accessible way. Printed materials in the Centers are produced in a professional manner and are regularly updated. The materials include flyers for upcoming events, workshops schedules and job seeker assistance brochures. Additionally partner services are listed on the Centers' website [www.scworksmidlands.org](http://www.scworksmidlands.org) along with their individual schedules and contact information.

## Center Staffing

The Centers are staffed with professional members of the partners and a limited number of volunteers and interns. The staff works together to serve the job seekers visiting the Center including customers with special needs (persons with disabilities, veterans, individuals with limited English proficiency, ex-offenders, homeless, etc.). Specialty partners include Able SC and SC Vocational Rehabilitation (disabled customers), and SC Department of Employment and Workforce's Veteran program (veterans), SC Department of Employment and Workforce Bonding program (ex-offenders customers). In addition, staff of the specialty partners may be contacted by phone when not physically present in the Centers. Through cross-training of staff, general questions can be answered by staff working at the reception center or in the Resource Room about partner services available. Other resources not physically partnered with the Center maintain a referral relationship with the Center for additional resources for customers with special needs. Some of those partnerships include SC Department of Social Services' Ticket to Work program (disabled), Fast Forward CTC (veterans), Christ Central (veterans and homeless veterans), Alston Wilkes (ex-offenders), and Hannah's House, Sistercare, and City of Columbia's homeless programs (homeless customers). These efforts combined with partnering relationships (Richland, Lexington and State library systems, local Adult Education Centers, County programs, etc.) with the common mission of the Centers enabled the Centers to consistently meet the needs of the job seekers.

## Maximizing Staff Resources

The Comprehensive Center has staffing at the reception desk provided by a specifically training, cost-shared professional position, and the Resource Room is managed by SCDEW with assistance from

other partners. In the satellite centers, staffing is managed by the availability of partner staff located in the centers. In addition to the partner staff, the Center utilizes the opportunity to maximize resources through the use of interns and volunteers whenever possible. This additional staff is supplied consistently through WIOA Youth Work Experiences participants as well as SC Department of Employment and Workforce Veteran interns and SCSEP participants from Goodwill Industries and Experience Works. Additional volunteers from programs like the VITA (Volunteer Income Tax Assistance) combined with occasional students seeking volunteer and internship opportunities both expand the variety of services available and maximize the opportunity to provide the Core Services of the Center.

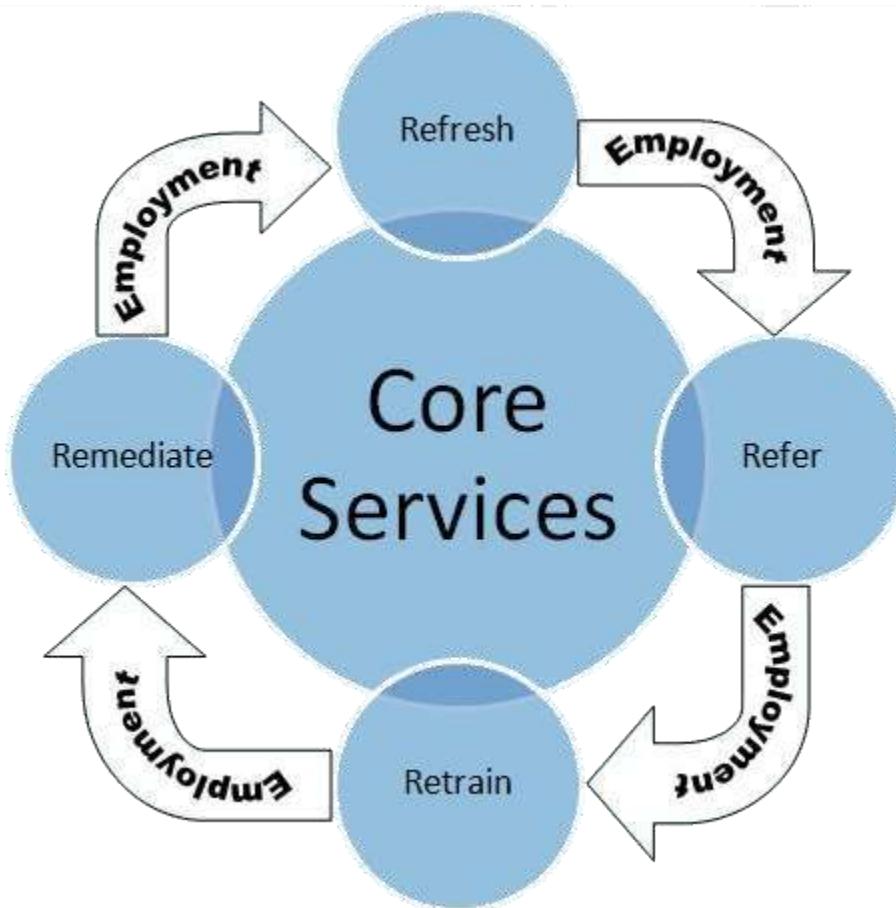
Additionally, the Columbia Center seeks to ensure that all job seekers, including the under employed, are equally served. To address this challenge, the center has adopted an innovative 8 am – 6:30 pm (Monday – Thursday) operation model instead of the typical 8 am – 5 pm business hours. Some services (WIOA Orientation, WorkKeys and TABE assessments and Unemployment Insurance filing) that would traditionally require staff time are available through electronic means to maximize the personal staff attention where needed. Flexible scheduling of staff time along with utilizing interns and part-time staff to fill any gaps at peak operation hours allows the Center to offer additional options while maximizing resources and delivery of optimal customer service.

In special circumstances, center service operations may need to be modified to handle customer needs. At the earliest opportunity or as soon as the need is identified, the Operator should employ a temporary Triage Service approach to include reallocation of resources, relocation of staff or rescheduling workshops/meetings, as appropriate. By identifying triage needs early and adapting the service delivery system, customer service can be maximized and extraordinary delays/wait times can be averted. The MWDB should be notified as soon as possible if a Triage Service approach is needed or deployed.

## **Services Flow**

### Flow of Services

The Center's flow of customer services is centered on the constant availability of core services and the goal of sustainable employment. Around those key concepts are the 4 R's (Refresh, Refer, Retrain, and Remediate). Job seekers come into the Center seeking employment and it is through the initial assessment of the individual's circumstances that the appropriate core services are identified. The job seeker then accesses specialized services through referrals to partner services to eliminate employment barriers or training (refresher or new skills) all the while accessing core services as appropriate with the end of goal of employment in mind.



Job seekers are greeted on arrival at center and asked an initial series of questions. Job seekers calling the Center are screened in same manner by staff. Employer customers are most often initially contacted by staff or when they seek a service such as job orders. Job Search assistance is a core

service and can be provided by any of our partners in our resource rooms. Information on training programs is available and WIOA certification of eligibility is offered at all centers.

### New Services and Products

As new partners or additional services are identified, they are brought into the service menu. They are added to the menu maintained on the Center website ([www.scworksmidlands.org](http://www.scworksmidlands.org)) within the partner section. They are highlighted in the News Scroll on the Midlands section of the same website. In addition, new services or partners are highlighted via social media and presented at the quarterly partner meeting to ensure all staff member are aware of new services.

### Partner Integration

Communication is the key to an integrated team at the SC Works Center. As new partners and/or new partner staff comes on board as a team member, orientation is provided. The orientation includes meeting with the Operator/Project Director to establish the open door policy, meeting with the Partner Liaison for technical knowledge on partner collaboration, a training overview for process flow, Resource Room and reception desk operations, training on the South Carolina Works Online Services (SCWOS) and other available services, and a tour of the Center. This initial training includes a highlight of the various services for special target populations and job seekers with special needs, emergency procedures, and ADA compliance.

### Partner Assistance

The Center partners must work as a cohesive team in order to work effectively. Center Management staff will work with any partner staff and its' management staff to resolve any issues dealing with the interaction and collaboration of the partner staff members.

In general, partners in the SC Works Center will strive to resolve any disputes informally. Any partner may call a meeting of all of the parties to discuss and resolve disputes.

Should informal resolution efforts fail, the dispute shall be referred to the Chair of the Midlands Workforce Development Board within fifteen days of the initial dispute. The Chair shall place the dispute upon the agenda of a regular or special meeting of the MWDB's Executive Committee. The Executive Committee shall mediate and resolve the dispute. The decision of the MWDB will be final and binding unless the decision is in contradiction of applicable state laws governing the partner agencies.

## **Financial Plan**

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## Budget

The budget for the Midlands area system of SC Works Centers is determined on an annual basis. The budget is configured in two parts – a system-wide component and a Center by Center operational budget. The budget is prepared at the beginning of the year utilizing historically data from the preceding year combined with knowledge of any anticipated changes for the coming year. The system-wide portion of the budget is a shared cost among all partners regardless of the Center in which the partner participates. Budget items in this category benefit all partners in the system. The second component of the budget consists of Center costs (rent, utilities, shared office equipment costs, shared office supplies, Resource Room and reception desk staffing, etc.) The two components of costs are added together to arrive at each partner's estimated fair share of the costs.

Partners submit an invoice to the Midlands Workforce Development Board staff quarterly. The costs are then compiled and changes to the budget are adjusted to actual costs on the quarterly basis thus also changing the partner's fair share assessment of the Center(s).

## Cost Allocation of Partners

Each of the partners physically located in the Centers are included in the Resource Sharing and Cost Allocation Plan for the system. The allocation is based on the number of staff hours in the Center compared to the total number of staff hours for the Center. The percentage of the staff hours in the Center is then applied to the cost of the Center. System-wide costs are added the specific center(s) costs to determine the partner's estimated fair share for the Center operations. This process is completed each year by the system partners through the Infrastructure Sharing Agreement (IFA) process.

## Process Improvement

The Partner Consortium reviews the proposed budget for the Centers' system operations and makes recommendations on any changes. The Consortium group also suggests improvement to efficiency processes throughout the year as appropriate. Center Management staff solicits process improvement and efficiency recommendations through the staff team meetings throughout the year. Finally, Administrative staff analyzes costs on a monthly and quarterly basis to identify cost savings opportunities, redundant services, and process improvement options. Financial efficiency options explored include but are not limited to fewer staff printers in Centers to move toward printer on the lower cost operations of the copier, recycling ink cartridges for credits on office supplies, competitive procurement of services in the Centers, and regular review of the rent/usage fees for the Center facility.

## **Attachments/References**

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- **Business Service Team Roster**
- **Partner MOUs**
- **Partner Cost Allocation and Resource Sharing Agreements**
- **MWDB/SCDEW Resource Sharing Agreement**
- **Limited English Proficiency Plan**
- **Personally Identifiable Information Storage**
- **Center Emergency Plans**
- **Center Accessibility Plan**

## Midlands Business Service Team

<u>Name of BST Member</u>	<u>Partner Agency</u>	<u>Name of BST Member</u>	<u>Partner Agency</u>
Cali Sandel	Able SC	Jeremy Catoe	Midlands Technical College
Bobby Cunningham	Adult Education	Ryan Hemby	Midlands Technical College
Marva Coates	Adult Education	Caroline Jewett	MWDB
Christy Henderson	Adult Education	Steve Knight	MWDB
Brian Barrineu	Adult Education	Chris White	MWDB
David Prigge	Adult Education	Tammy Beagen	MWDB
Geena Beerman	Adult Education	Kisa Grate	SC Commission for the Blind
Randall Price	Adult Education	Forestene Robinson	SC Commission for the Blind
Anne Walker	Alston Wilkes Society	Stephanie Bonnett	SC Commission for the Blind
T Reid	Alston Wilkes Society	Jessica Matthews	SC Commission for the Blind
Kirsten Pratt	Apprenticeship Carolina	Kim Mann	SC Department of Commerce
Olivia Heath	Apprenticeship Carolina	Daniel Beaty	SC Department of Commerce
Rose Heath	Equusworks	Mike Wuest	SC DEW
Rebecca Carruthers	Equusworks	Ramonn Lester	SC DEW
Kari Rischer	Equusworks	Catherine Hill	SC DEW
Ty Davenport	Fairfield Co Economic Dev	Diana Goldwire	SC DEW
Jennifer Leaphart	Fairfield County WIOA	Tara Bradshaw	SC Department of Revenue
Latasha Wadlington	Fairfield County WIOA	Tamara James	SC DSS
Dee Albritton	Fast Forward	John Timmons	SC DSS
Kirsten Darby	Fast Forward	Margaret Bowens	SC DSS
Tony Selph	Goodwill Industries of SC	Karren Gordon	SC Vocational Rehabilitation
Angelle Laboarde	Lexington Chamber	Emily Catoe	SC Vocational Rehabilitation
Sarah Johnson	Lexington Co Economic Dev	Steven Gaither	SC Vocational Rehabilitation
Brittney Percori	Lexington Co Economic Dev	Harriett Abner	SC Vocational Rehabilitation
Samantha Turner	MEBA	Tashia Harrison	Telamon
Anthony Langford	Midlands Fatherhood Coalition	Catrina Davis	Transitions
Kimberly Williams	Midlands Technical College	Amy Jolly	Work in Progress

## **Center Accessibility Plan**

### Executive Summary

The Americans with Disabilities Act (ADA) mandates, among other things, accessibility to services, goods, facilities, privileges, advantages, and accommodations for individuals with disabilities in the United States. It is the intention of the Midlands Workforce Development Board to comply with the Americans with Disabilities Act in the provision of an accessible facility and safe environment for customers, staff and the community. This plan describes measures taken to date and the measures that will continue to identify, remove and prevent barriers for people with disabilities.

### Aim

- Describe initiatives to remove and prevent barriers for persons with disabilities
- Describe the process to identify, remove and prevent barriers for persons with disabilities
- Describe how to make this accessibility plan available to the public

### Objectives

- Center staff are trained to recognize barriers
- Center staff remove barriers immediately if possible
- Center staff seeks assistance from center management or local EO Compliance Officer if barrier cannot be removed.

### Definitions

*Barrier* - anything that prevents a person with a disability from fully participating in all aspects of society because of their disability - physical, architectural, informational or communication, attitudinal, technological, a policy or practice.

### *Disability*

- Any degree of physical disability, infirmity, malformation or disfigurement that is caused by bodily injury, birth defect or illness
- Mental impairment or development disability
- Learning disability or a dysfunction in one or more process involved in understanding or using symbols of spoken language

### Commitment to Accessibility Planning

The Midlands Workforce Development Board is committed to:

- Utilizing the skills and knowledge of our partners who are in our centers and serve on the partner council to advise center management on barrier identification and removal
- Consulting with people with disabilities and/or consumers in the development and review of our accessibility plan

- Ensuring that policies and procedures are consistent with the principles of accessibility
- Improving access to facilities, policies, programs, practices and services for consumers, parents/guardians and other members of the community

### Description of the Midlands Workforce Development Board

The Midlands Workforce Development Board is the local recipient for federal workforce funds under the Workforce Innovation and Opportunity Act (WIOA). The Board is composed of members selected from Fairfield, Lexington, and Richland Counties in South Carolina. The Board is responsible for all policy and financial oversight for all WIOA funds allocated for Fairfield, Lexington and Richland Counties. Services are provided to residents of the three counties through local centers. The Board has appointed a member of their administrative staff to monitor compliance with provisions to the Americans with Disabilities Act.

#### ***Our Vision:***

***A workforce system, which provides employment opportunities, improves the quality of the workforce and facilitates economic development.***

### Preventing New Barriers

The Centers are committed to creating an environment that is accessible to all people, regardless of ability. Through the accessibility planning process, our practices, policies, services and programs will be assessed to ensure continuous improvement in accessibility.

### Assistive Technology

Center staff has been given tools to assist customers with visual and hearing impairments and accommodations for physical disabilities. The Centers are regularly reviewed for any obstacles for physical disability accommodation (furniture placement, bathrooms accessories, etc.) to ensure a barrier free environment. Parking spaces and work stations are available in the Centers to accommodate those with need.

### Staffing for Accessibility

Center staff is present at the reception desk and resource room during regular business hours. Staff members are present to help all job seeking customers including those with special needs. Specialized staff members are available to assist veterans through the SC Works programs and system. SC Works staff are also supplied an I-Speak card to identify the appropriate translation service that may be needed for individuals with limited English proficiency. In addition, several bi-lingual staff members are available in the Center. Finally, the Midlands area has a LEP policy in place for the Centers to serve individuals with limited English proficiency. This policy is included in the attachments to this Plan.

Staff resources are maximized in the Centers through flexible options wherever possible. Center staff is able to call upon staff members in an alternate Center within the Midlands area when needed for

specialized services. In addition, the Centers have staffing capabilities above and beyond the various partners full-time staff members. Several of the partner programs have components for interns including SCDEW Veteran services, WIOA Youth services, and interns from both the Experience Works and Goodwill Industries Older Workers program. These additional staff resources combined with the extended hours of operation into the evening allows the Center to offer optimal services to all job seekers including those employed.



# MIDLANDS WORKFORCE DEVELOPMENT BOARD

*Working Together for Tomorrow's Workforce*

## MIDLANDS WORKFORCE DEVELOPMENT AREA INSTRUCTION LETTER: PY 17- 06

**Issuance Date:** December 8, 2017

**Effective Date:** Immediately

**To:** All Midlands WIOA Grantees

**From:** Chris White, Director *Chris White/tb*  
Midlands Workforce Development Area

**Subject:** SC Works Center Operator

**Purpose:** To transmit roles and responsibilities of the Midlands SC Works Center Operator

**Background:** A conflict of interest can arise when actions are taken or may appear to be taken by an entity involved in more than one role. Therefore, proper firewalls must be in place to ensure the transparency and integrity of an entity serving as both a Center Operator and Service Provider. WIOA 678.625 says in cases where the operator is also a service provider, there must be firewalls and internal controls within the operator-service provider entity as well as specific policy and procedures at the local Workforce Development Board level regarding oversight, monitoring and evaluation of performance of the service provider.

**Policy:** The role of the One-Stop Operator is equivalent to that of a managing partner. In the role, the Operator identifies issues that need to be addressed that have to do with service delivery. The Operator works with co-located partners to form a solution. Certain workforce services are integrated into the framework of the One-Stop service delivery system and are provided through partner agencies under other funding sources. The Operator will be responsible for ensuring a seamless delivery of services from all partners in Fairfield (affiliate center), Lexington and Richland Counties.

This policy serves to create that firewall between the One-Stop Operator and WIOA Career Services, and ensures there is no conflict of interest is created in the Midlands system. As such, the Board and its staff will maintain sole authority for the oversight, monitoring, and evaluation of the performance of the duties performed by both the Operator and Service Provider.

The role of the One-Stop Operator is defined as follows:

## **Operator Day to Day Operations**

The Operator coordinates, facilitates, promotes, designs and expedites services for the SC Works Midlands system. Operations include the delivery of the full array of WIOA services to include required and non-mandated partners to all interested job seekers and employers in Centers across the three County area. The Operator works with the Midlands Partner Liaison to deliver a seamless system of partner services in the region. Activities will include:

- Enforce Midlands operational policies including hours of operations, data confidentiality, use of Personal Identity Information, proper equipment use, health and safety, emergencies, and service delivery.
- Coordinate with partners to ensure all common areas in the Center are staffed properly.
- Ensure all Centers and services are ADA and EO compliant.
- Coordinate the use of shared equipment (copiers, printers, necessary maintenance, etc.) and supplies (ink and toner) in the Center.
- Maintain updates to the Operations Manual for each Center and coordinate training as needed.
- Implement Centers' staff development plan that includes technical training for use of SCWOS, information sharing, and team building.
- Establish, disseminate and enforce Center policies and procedures.
- Evaluate Center activities for customer satisfaction, continuous improvement and measurement achievement.
- Ensure Partner delivery and effectiveness of services.
- Develop and implement new hire orientation to acclimate new partner employees to site procedures and policies.
- Address customer complaints in a timely and efficient manner.
- Possess a thorough knowledge of building lease terms to ensure compliance and act as a liaison to the landlord.
- Convene quarterly meetings of the One-Stop Partners.
- Provide reports of Center activities, deliverable and milestones to the MWDB staff as requested.
- Manage other day-to-day business and facility functions of the designated One-Stop Centers.
- Ensure quality service delivery to all customers.



**MIDLANDS WORKFORCE DEVELOPMENT AREA INSTRUCTION LETTER: PY 21-02**

- To:** Midlands WIOA Grantees
- From:** Chris White, Director *CW*  
Midlands Workforce Development Area (MWDA)
- Effective Date:** July 1, 2021
- Subject:** **Required Use of SCWOS for Referrals**
- Purpose:** To provide guidance on the required use of SC Works Online Services (SCWOS) for customer referrals.
- Background:** WIOA places a strong emphasis on planning across multiple partner programs to ensure alignment and collaboration in service delivery. The SC Works system brings together a series of partner programs and entities responsible for workforce development, education, and other human resource programs to collaborate in the creation of a seamless customer-focused services delivery network that enhances access to the programs' services.
- Policy:** The South Carolina Department of Employment and Workforce (SCDEW) has issued the State's policy (State Instruction 20-14, attached) outlining the requirement for using SCWOS referrals for WIOA Title I participants. Midlands Area service providers will follow the attached policy and procedure for SCWOS electronic referrals to foster a streamlined referral system and support a coordinated delivery of service to SC Works customers.
- Attachment:** State Instruction 20-14
- Action:** Midlands Area staff will review and become familiar with this policy, and State Instruction 20-14 which outlines the State's policy governing WIOA program follow-up services.
- Inquiries:** If there are any questions regarding this instruction, please contact Midlands Workforce Development Board staff at (803) 744-1670

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Henry McMaster  
Governor  
  
G. Daniel Ellzey  
Executive Director

## STATE INSTRUCTION NUMBER 20-14

**To:** Local Workforce Area Signatory Officials  
Local Workforce Area Board Chairs  
Local Workforce Area Administrators  
DEW Area Directors  
DEW Regional Managers  
RESEA Program Director

**Subject:** Required Use of SCWOS for Referrals

**Issuance Date:** June 30, 2021

**Effective Date:** July 1, 2021

**Purpose:** To provide guidance on the required use of SC Works Online Services (SCWOS) for customer referrals.

**Background:** The Workforce Innovation and Opportunity Act (WIOA) places a strong emphasis on planning across multiple partner programs to ensure alignment and collaboration in service delivery. The SC Works system brings together a series of partner programs and entities responsible for workforce development, education, and other human resources programs to collaborate in the creation of a seamless customer-focused service delivery network that enhances access to the programs' services. Effective referrals are essential to maximizing resources and aligning critical services for SC Works customers.

**Policy:** A referral is used to introduce an individual to another program or provider of service and to provide a description of the type of service the individual is seeking. A vital responsibility of each SC Works partner is the effective referral of customers to the appropriate partner for services, in a manner that reduces duplication and ensures tracking of referrals to build accountability. Additionally, WIOA strongly encourages the use of an integrated system of case management, using technology to achieve alignment in service delivery that meets customers' needs, including referrals. In order to facilitate such a system, the following programs are required to conduct all customer referrals through SCWOS:

- WIOA Title I
- Wagner-Peyser (WP)
- Trade Adjustment Assistance (TAA)
- Jobs for Veterans State Grants (JVSG)
- Reemployment Services and Eligibility Assessment Grants (RESEA)

The use of SCWOS for referrals will foster a more streamlined referral system, while further supporting a coordinated delivery of service to SC Works customers. Additionally, electronic referrals via SCWOS can be more easily tracked, including outcomes.

*Step-by-step instructions regarding Staff Referrals to Providers in SCWOS are located under Staff Online Resources in SCWOS.*

At a minimum, a referral must include:

- Name of the participant being referred;
- Date Contact Made – Date the referring partner provides referral information to referred partner;
- Referral To – partner organization receiving the referral;
- Reason for the Referral – Why the participant is being referred and/or what services are being sought; and
- An actively checked email address for the provider receiving the referral.

NOTE: This information must also be documented in a corresponding case note. Supporting documentation, such as a release of information form, may be attached to the case note as appropriate.

Referrals should be completed by the referring program, but the status left open at the time of referral. This indicates that a referral to a partner program has been made, but the outcome is not yet known.

The screenshot shows a web-based application interface for managing referrals. At the top, there are fields for 'Individual's Name' (Einstein, Albert), 'Phone Number' (164-564-5645), and 'Address 1' (123 Science Drive Columbia, SC 29201). Below these, a dropdown menu says 'Display only Referrals with a status of' followed by 'All'. A note says 'To sort on any column, click a column title.' The main area is a table with columns: LWIA/Region, Provider, Date, Status, and Action. One row is visible: '05 Greenwood Genetics Center 04/05/2021 Open'. The 'Status' column for this row is circled in red. The 'Action' column contains links 'Edit | Delete | Inactivate'. At the bottom of the table, there are navigation arrows, a 'Page' dropdown set to '1', a 'Rows per page' dropdown set to '10', and a large green 'Add Referral' button.

LWIA/Region	Provider	Date	Status	Action
05	Greenwood Genetics Center	04/05/2021	Open	Edit   Delete   Inactivate

### Recording Outcomes

Referral outcomes are recorded by closing a referral. Upon receipt of a referral from a partner program, the referred to program staff is responsible for closing the referral by recording the appropriate outcome as defined below.

**State Instruction 20-14**  
**Required Use of SCWOS for Referrals**  
June 30, 2021  
Page 3 of 4

**Referral Result**

Individual attended session at referral provider:  Yes  No

Comments:

( Spell Check )

Status:

Last Edited Date:

Last Edited By:

Patel, Muktita (MPATEL)



**Outcome Definitions**

- A "*Completed Referral/Enrolled*" outcome is defined as a referral that was received by the referred to program and the individual referred was enrolled in the program.
- A "*Completed Referral/Not Enrolled*" outcome is defined as a referral that was received by the referred to program, but the individual referred was not enrolled in the program.

Individual's Name:	Einstein, Albert			
Phone Number:	164-564-5645			
Address 1:	123 Science Drive Columbia, SC 29201			
Display only Referrals with a status of: <input type="button" value="All"/>				
To sort on any column, click a column title.	LWIA/Region	Provider	Date	Status
05	Greenwood Genetics Center	04/05/2021	Completed	<input type="button" value="Edit"/> <input type="button" value="Delete"/> <input type="button" value="Inactivate"/>
Page <input type="button" value="1"/> Of 1		Rows per page: <input type="button" value="10"/>		
<input type="button" value="Add Referral"/>				

If an individual declines to enroll in the partner program referred to, program staff receiving the referral must document the individual's refusal by:

- Entering a case note in SCWOS outlining that the individual is declining to enroll in the partner program and why; and
- Complete and attach the *Program Enrollment Refusal Form* (located in SCWOS under Staff Online Resources) to the case note.

To ensure referrals are being closed and outcomes recorded, supervisory program staff should monitor the "Staff Referrals Report" in SCWOS under Detailed Reports.

**Action:** Ensure that all staff receive and understand this policy.

**Inquiries:** Questions may be directed to [PolnPro@dew.sc.gov](mailto:PolnPro@dew.sc.gov).



Kevin Cummings, Assistant Executive Director  
Technical Services, Policies, and Reporting

## Program Enrollment Refusal Form

Individual's Full Name: TYPE NAME

SCWOS  
State \_\_\_\_\_  
ID: \_\_\_\_\_

I have discussed the benefits and services provided under the TYPE PROGRAM NAME Program with the individual referenced above.

Program Staff Signature \_\_\_\_\_

Date \_\_\_\_\_

Program Staff Printed Name \_\_\_\_\_

I have been given an overview of the services and benefits provided under the Program listed above. All of my questions were answered satisfactorily. I understand that by signing this form I am refusing the right to enroll in the program, at this time.

Individual Signature \_\_\_\_\_

Date \_\_\_\_\_

Individual Printed Name \_\_\_\_\_



Last Edited 06/25/2021

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Henry McMaster  
Governor  
  
G. Daniel Ellzey  
Executive Director

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## STATE INSTRUCTION NUMBER 17-01, Change 3

**To:** Local Workforce Area Signatory Officials  
Local Workforce Development Board Chairs  
Local Workforce Area Administrators  
DEW Area Directors  
DEW Regional Managers

**Subject:** Required Employer Registration in SCWOS and Effectiveness in Serving Employers

**Issuance Date:** June 23, 2021

**Effective Date:** Immediately

**Purpose:** The purpose of this instruction is to update guidance regarding requests to waive the employer registration requirement in SCWOS for job fairs and hiring events in response to mass layoffs and closure activities or worker shortages.

**Background:** The Department of Employment and Workforce (DEW), and other partners of the SC Works system, have an obligation to the job seekers who use the system to ensure that promoted employment opportunities represent legitimate job openings. Employer registration in the South Carolina Works Online Services (SCWOS) database is a key step in meeting the hiring, training, and retention needs of businesses, while ensuring authentic employment opportunities for job seekers. The employer verification process is one of the safeguards that helps ensure the integrity of the system.

One of the primary indicators of performance required by the Workforce Innovation and Opportunity Act (WIOA) is Effectiveness in Serving Employers (ESE). This indicator is measured as a shared outcome across all six core programs within each state to ensure a holistic approach to serving employers. The ESE performance measures currently used in South Carolina include Employer Penetration and Repeat Business Customers Rates.

- Employer Penetration Rate—the percentage of employer establishments using services out of all employer establishments in the state.
- Repeat Business Customers Rate—the percentage of employer establishments using services during the year that also used services within the previous three years.

**State Instruction 17-01, Change 3**

**Required Employer Registration in SCWOS and Effectiveness in Serving Employers**

**June 23, 2021**

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**Note:** The number of employer establishments is defined by the Bureau of Labor Statistics (BLS) Quarterly Census of Employment and Wages (QCEW) program. For employers with more than one physical location, the QCEW reports each work site as a separate establishment and therefore, the total number of business establishments receiving services is counted this way.

The employer service activity codes have been mapped to eight employer service categories specified by the U.S. Department of Labor. See Attachment B: Employer Service Categories.

**The most up-to-date employer service activity codes are maintained in SCWOS under Staff Online Resources.**

**Policy:** The new ESE performance indicator makes tracking employer services in SCWOS vitally important. All employer services entered in SCWOS must meet the definition of the applicable employer service code. In addition, it is integral that case notes be added concurrently with employer service codes to protect the integrity of the data, to ensure compliance with guidance for monitoring purposes, and to advise other Business Services staff of the engagement in detail to avoid duplication of services.

**Employers that receive the following SC Works services must be registered and approved in SCWOS:**

E02: Job Fair/Hiring Event Services	E27: Participation in WIOA Registered Apprenticeship
E03: Job Order Assistance and Follow-up	E30: TAA OJT Agreement
E04: Mass Recruitment Services	E32: WIN Job Analysis
E12: WorkKeys Job Profile	E40: WIOA State or Local IWT
E13: WIOA OJT Agreement	E90: Referred Qualified Applicants
E20: Rapid Response IWT Agreement	E92: Notification to Employer of Potential Applicant
E23: Federal Bonding*	E93: Field Checks/Inspections - Rural Manpower Services*
E25: readySC Recruitment Activity	E94: Employer Viewed Internal Resume

*\*(entered by state level staff only)*

Providing these services to unverified employers could expose customers to fraudulent data and result in liability for SC Works system partners. Noncompliance with this policy may be cause for corrective action, up to and including revocation of SCWOS privileges. Additionally, providing services that require employer verification and approval to non-verified employers, including but not limited to, job fair/hiring event services, Incumbent Worker Training (IWT) contracts, or On-the-Job Training (OJT) contracts, could result in disallowed costs.

The employer registration requirement in SCWOS may be waived for job fairs and hiring events in response to mass layoffs and closure activities or worker shortages. Waivers must be authorized at the state level and will be communicated to the local workforce area(s). Any local requests for a waiver must be submitted using the Local Area Hiring Event Waiver Request form located in SCWOS under Staff Online Resources.

## State Instruction 17-01, Change 3

### Required Employer Registration in SCWOS and Effectiveness in Serving Employers

June 23, 2021

Page 3 of 5

The following SC Works services may be provided to employers who are not fully registered and approved in SCWOS. To accurately reflect employer engagement efforts, employer service activity codes for these services, rather than Work Items, must be recorded in SCWOS for performance purposes.

E01: On-Site Consultation Services	E24: On-Site Re-employment Services*
E05: Detailed Labor Market Study	E26: Engaged in Strategic Planning/Economic Development
E07: Promotional Contact	
E15: On-Site Rapid Response Management Meeting*	E28: Electronic Rapid Response Management Meeting*
E16: Rapid Response Group Orientation*	E31: HIRE VETS Medallion Program
E21: Federal Tax Credit (WOTC)	E33: Sector Partnership
E22: Community Resource Connections	E70 – E80: Employer Referral Codes

*\*(entered by state level staff only)*

To avoid the creation of duplicate accounts and the risk of entering inaccurate data, staff must ensure an employer does not already have an account in SCWOS prior to creating a new one. Additionally, staff must ensure activity codes are being entered on the correct employer account and not a duplicate account, in accordance with this policy.

#### Employer Account Management in SCWOS

There are two types of employer accounts in SCWOS:

- **Marketing Lead**—an account type that identifies a non-registered employer that is not yet ready to utilize SC Works services, but is interacting with the Business Services Team or is receiving Rapid Response services. Marketing Lead accounts do not allow the employer to access recruitment tools.
- **Recruiting**—an account type that offers employers full access to labor exchange functions such as managing job orders, reviewing candidate resumes, and managing virtual recruiter alerts. Employer Recruiting accounts must be verified and approved at the state-level.

When an employer is interacting with the Business Services Team, but has not yet decided to utilize SC Works services, staff may create an employer Marketing Lead account through the mini-registration available in the Customer Relationship Management (CRM) module. If an employer is ready to receive services that can only be provided to a verified and approved employer, staff may bypass the Marketing Lead registration and create a new employer Recruiting account to initiate the verification process. Existing Marketing Lead accounts must be converted to a Recruiting account to place the employer account in a Pending Verification status.

Staff is encouraged to provide a high level of customer service by entering Recruiting accounts on behalf of employers when possible. Recruiting accounts will have one of the following access levels:

**State Instruction 17-01, Change 3**

**Required Employer Registration in SCWOS and Effectiveness in Serving Employers**

**June 23, 2021**

**Page 4 of 5**

- **Pending Verification**—All new Recruiting accounts are created in this status by default for security purposes. Any account in this status will allow the employer to login, update a profile, and add locations and additional contacts, but will not allow the employer to post a public job order, conduct a candidate search, or access the virtual recruiter system. Employers in this status will be reviewed by the SCWOS Employer Verification Team.
- **Not Verified**—The SCWOS Employer Verification Team has attempted to contact the employer, but has been unable to complete the verification process. Additional information requested by the SCWOS Employer Verification Team will appear in case notes on the employer's account. The employer will continue to only have the rights and privileges of those in a pending verification status.
- **Locked Out or Revoked**—Any employer account that violates the terms of use or is suspected of suspicious activity will be locked out or revoked. Additionally, employer accounts may be locked out if the account is inactive for a period of 90 days. Employers in this status are unable to login and all active job orders are closed.
- **Enabled**—The SCWOS Employer Verification Team has verified this employer and approved the account. The employer has full employer access rights to the system. The employer can manage profiles, edit locations and contacts, conduct a candidate search, create a virtual recruiter, schedule hiring events, post public job orders, accept job seeker applications, and contact job seekers using the internal messaging system.

To view an employer's account status in SCWOS, select the appropriate employer account and open the **General Information** tab. Employer access rights will be listed as "Enabled" for fully registered and approved employers.



Prior to the issuance of State Instruction 17-09: Employer Service Performance Indicators and Employer Service Codes, staff was required to record all services for non-verified employers through Work Items in the CRM module rather than employer service activity codes. However, under the new WIOA ESE performance indicator requirements, employer service activity codes, rather than Work Items, must be recorded for these tasks to accurately reflect employer engagement efforts. The following employer service activity codes should be entered in place of Work Items as listed below:

**State Instruction 17-01, Change 3**

**Required Employer Registration in SCWOS and Effectiveness in Serving Employers**

**June 23, 2021**

**Page 5 of 5**

**E01: On-Site Consultation Services**

- Site Visit

**E07: Promotional Contact**

- Email
- Mail
- Face-to-Face Meeting
- Phone Call
- Research
- Webinar/Demo

**Action:** Ensure that all staff receive and adhere to this policy, including the revised process for requesting a local area hiring event waiver.

**Inquiries:** Questions may be directed to [PolnPro@dew.sc.gov](mailto:PolnPro@dew.sc.gov).

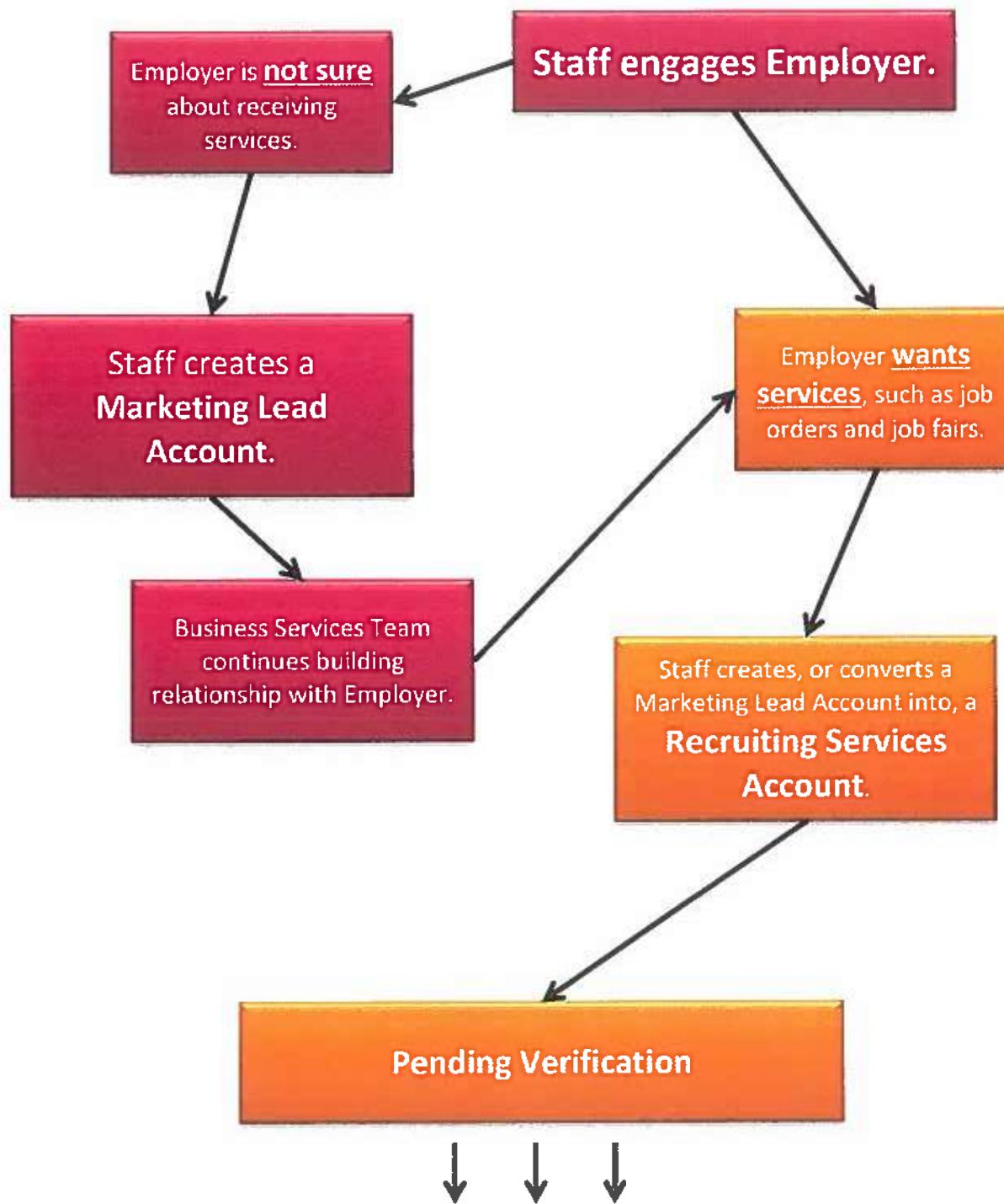


Kevin Cummings, Assistant Executive Director  
Technical Services, Policies, and Reporting

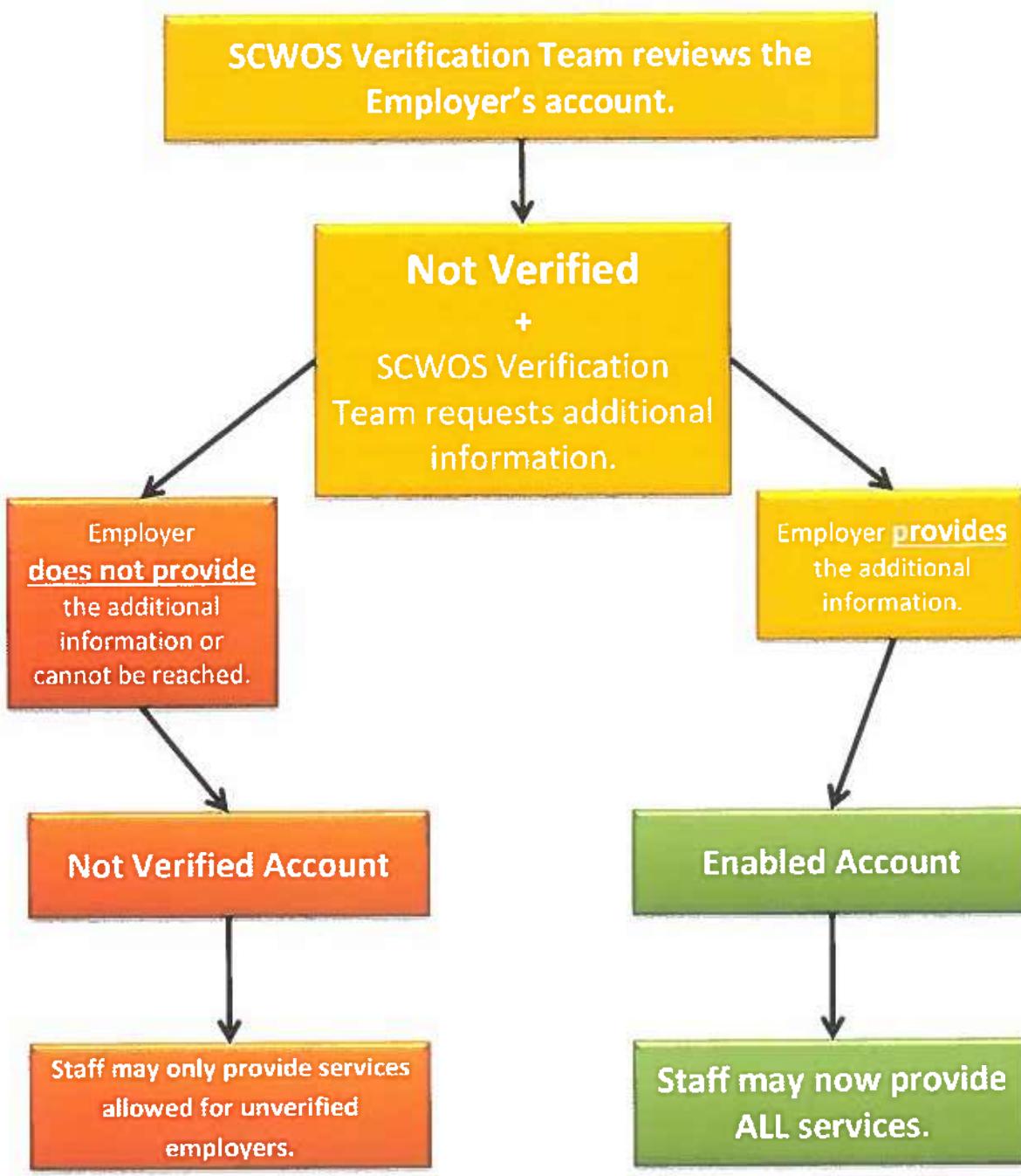
Attachment A—Employer Verification Process

Attachment B—Employer Service Categories

## **Employer Verification Process: Local Level**



## Employer Verification Process: State Level



## **Employer Service Categories**

### **Employer Information and Support Services**

This category includes the total number of establishments that, during the reporting period, received staff-assisted services designed to educate them about and engage them in the local job market/economy and the range of services available through the one-stop delivery system. Information services may be provided in a variety of service interventions including orientation sessions, workshops, or other business consultations (e.g., initial site visits). Information and support services that are delivered to establishments through mass mailings or communications, “cold” calling or other follow-up contacts, and regular establishment newsletters, brochures, or publications are not reportable services under this category.

These services include, but are not limited to, providing information on:

- State and federal tax credits or workforce investment incentives (e.g., Work Opportunity Tax Credit [WOTC]);
- Customized workforce information on state, regional, and local labor market conditions, industries, occupations, and the characteristics of the workforce, skills businesses need, local employment dynamics information (e.g., workforce availability), worker supply and demand, business turnover rates, job creation, and job identification of high growth and high demand industries; and
- Proactive linkage and referral of establishments to community resources that support their workforce needs.

### **Workforce Recruitment Assistance**

This category includes the total number of establishments that, during the reporting period, received workforce recruitment assistance from staff or remotely through electronic technologies.

These services include, but are not limited to, assisting employers to meet their human capital and skilled workforce needs by:

- Supporting employers’ search for qualified candidates;
- Securing information on job requirements and providing employers with one-stop staff support for candidate screening and pre-employment interviews at the one-stop career center (or affiliate site) or on site at the place of business;
- Taking job order information and promoting the employment opportunities (advertising the opening to the workforce);
- Conducting special recruitment efforts including out-of-area or out-of-state recruitment for candidates with special skills;
- Organizing, conducting, and/or participating in job fairs;
- Providing employers with meeting/work space at the One-Stop Career Center (or an affiliate site) for screening and interviewing;
- Conducting pre-employment testing, background checks, and assistance in completion of the I-9 paperwork; and
- Providing employer with job and task analysis services and absenteeism analysis.

**Engaged in Strategic Planning/Economic Development**

This category includes the total number of establishments that, during the reporting period, were engaged in either workforce investment strategic planning or business growth and economic development strategic planning.

These activities could include, but are not limited to:

- Participating in community-based strategic planning;
- Sponsoring employer forums;
- Securing information on industry trends;
- Providing information for the purpose of corporate economic development planning; and
- Partnering in collaborative efforts to identify workforce challenges and developing strategies to address those challenges.

**Accessing Untapped Labor Pools**

This category includes the total number of establishments that, during the reporting period, established pipeline activities in partnership with the public workforce system.

Activities include, but are not limited to:

- Outreach to youth, veterans, individuals with disabilities, older workforce, ex-offenders, and other targeted demographic groups;
- Industry awareness campaigns;
- Joint partnerships with high schools, community colleges, or other education programs to improve skill levels; and
- Programs to address limited English proficiency and vocational training.

**Training Services**

This category includes the total number of establishments that, during the reporting period, received publicly funded training assistance, including customized training, on-the-job training, and incumbent worker training.

➤ **Incumbent Worker Training Services (subset of Training Services)**

This category includes the total number of establishments that, during the reporting period, received publicly funded incumbent worker training assistance.

**Rapid Response/Business Downsizing Assistance**

This category includes the total number of establishments that, during the reporting period, received an initial on-site visit or contract to either (a) discuss the range of rapid response services and other assistance available to workers and employers affected by layoff, plant closures, or natural disasters, or (b) as required by WIOA § 3(51)(A), plan a layoff response following notification of a current or projected permanent closure or mass layoff, including natural or other disasters.

➤ **Planning Layoff Response (subset of Rapid Response/Business Downsizing Assistance)**

This category includes the total number of establishments that received an initial on-site visit or contact, as required by WIOA § 3(51)(A), to plan a layoff response following notification of a current or projected permanent closure or mass layoff, including natural or other disasters.

## SC Works Midlands Professional Dress Guidelines

### Professional Dress Guidelines

SC Works Midlands program effectiveness is based on the belief that positive outcomes are a product of positive, professional verbal and non-verbal communication. Employees are role models and mentors for the participants of the program. Appropriate, professional dress is seen as a form of non-verbal communication to participants, customers, and coworkers. It is believed that when employees dress professionally it educates and motivates program participants to do the same. Program effectiveness is achieved as participants become employed and at higher paying jobs due to their own professional appearance. The following professional dress guidelines have been implemented to ensure that employees serve as effective role models and mentors, as well as contribute to overall professionalism within the office environment.

SC Works Midlands employees agree to wear professional, conservative, business attire appropriate for employment interviews during business hours.

Below is a guideline for appropriate and inappropriate business wear.

Appropriate	Inappropriate
<ul style="list-style-type: none"><li><input type="checkbox"/> Conservative, business hem length – no shorter than 3" above the knee</li><li><input type="checkbox"/> Traditional business suit or coordinated separates, blazer with skirt or pants</li><li><input type="checkbox"/> Classic blouses with a conservative neckline</li><li><input type="checkbox"/> Business dress pants, khakis or pressed slacks</li><li><input type="checkbox"/> Capri or cropped pants below the knee</li><li><input type="checkbox"/> Non-distracting accessories</li><li><input type="checkbox"/> Business pumps, modified peep toe, sling back, sandals with heel strap</li><li><input type="checkbox"/> Button-down dress shirts, sweaters, polo shirts</li><li><input type="checkbox"/> Traditional business ties</li><li><input type="checkbox"/> Polished dress shoes, dress boots, or loafers</li><li><input type="checkbox"/> Policy compliant face covering</li><li><input type="checkbox"/> Well groomed, neat, and clean</li></ul>	<ul style="list-style-type: none"><li><input type="checkbox"/> Short dresses or skirts</li><li><input type="checkbox"/> Short crop tops, midriff skin showing tops, tank tops, low cut necklines, see through material, off-the-shoulder or cold shoulder tops</li><li><input type="checkbox"/> Denim of any kind, color or print. Denim shirts, pants, dresses, skirts, rompers, overalls, jumpsuits, jackets.</li><li><input type="checkbox"/> Leggings, jeggings, yoga pants, rayon or spandex fabrics, low rise waistband</li><li><input type="checkbox"/> Shorts</li><li><input type="checkbox"/> Distracting, casual wear accessories</li><li><input type="checkbox"/> Thong styled shoes, tennis shoes or shoes resembling tennis shoes</li><li><input type="checkbox"/> Casual jackets</li><li><input type="checkbox"/> Casual shirts, sweatshirts, hoodies, jersey or t-shirt</li><li><input type="checkbox"/> Distracting, casual wear accessories, hats</li><li><input type="checkbox"/> Dirty, uncombed hair, untrimmed facial hair, and/or body odor</li></ul>

Name: \_\_\_\_\_

Signature: \_\_\_\_\_

Date: \_\_\_\_\_