

## **ATTACHMENT A**

### **Job Driven NEG Project Administrative and Operational Guidance**

The Commonwealth's JD NEG Project includes the following Administrative and Operational Guidance specific to each of the available training models:

A: On-the-Job Training

B: Individual Training Accounts

C: Innovative Work Based Training

## A: ON-THE-JOB TRAINING

### **ON-THE-JOB TRAINING PROGRAM SUMMARY**

All On-the-Job Training conducted in conjunction with the JD NEG Project must be consistent with the requirements for the On-the-Job (OJT) training as described in the Massachusetts On-the-Job Training Policy, MassWorkforce Issuance No. 11-28: On-the-Job Training – Revised (4/25/11).

Additionally, actual training under the OJT contract must be at least four weeks in duration but under no circumstance may exceed a maximum of 1,040 hours.

In accordance with the grant award, based on its size, and as pertains only to the specific location where the individual will be trained, a participating employer will be reimbursed with the following sliding scale:

- ✓ A company of 50 or fewer employees will be reimbursed at a rate of 90% up to a maximum level based on the Commonwealth's average wage rate\*.
- ✓ A company of 51-250 employees will be reimbursed at a rate of 75% up to a maximum level based on the Commonwealth's average wage rate\*.
- ✓ Companies with 251 or more employees will be reimbursed at a rate of 50% up to a maximum level based on the Commonwealth's average wage rate\*.

\*For purposes of this project, ETA has established a wage cap requirement that the training reimbursement level is not to exceed a percentage (based on the sliding scale above) of the state's average wage rate. The current Massachusetts average wage level as determined by the Bureau of Labor Statistics is \$26.32. Each state's average wage rate is determined on an annual basis; DCS will notify local areas of any new determination of the State's average wage rate.

Therefore, while JD NEG Project contracts may be written with employers who pay participants more than the Commonwealth's average wage, the employer cannot receive a training reimbursement in excess of the relevant percentage (based on number of employees) as applied to the capped level.

#### **OJT Trainee Services**

This JD NEG Project will provide core and intensive services to prepare eligible Dislocated Workers for re-entry into the labor market. In order to become re-employed with minimal loss in wages, these Dislocated Workers will need some or all of the following services:

- Assessment;
- Counseling;
- Case management;
- Job placement.

In addition, some of these Dislocated Workers may also require education and/or training services.

#### **Career Center Activities**

The Career Center will be responsible for the OJT Process activities outlined below:

- Employer outreach and determination of employer/job OJT contract eligibility;

- Development of the OJT training plan;
- OJT Trainee outreach, intake, provision of intensive services;
- Administration of full, objective assessments;
- Case Plan Development
  - Collection and analysis of information for determination of training need;
  - Review of labor market information to justify OJT;
- OJT contract development and execution;
- Case Management (counseling, support services) while customer is in training;
- MOSES data entry and case management documentation;
- Job development and placement;
- Monitoring;
- Reporting;
- Follow-up services.

The Career Center is required to maintain ongoing files and complete MOSES records for each OJT Trainee and Employer. These files/records should include documentation of eligibility, assessment, case management, customer contacts, services provided, and all information necessary to document appropriate services. Additionally, the Career Center will maintain updated information on the OJT Trainee's employment status, post-placement training status, and program exit.

#### **OJT Employer Eligibility**

All employers participating in the JD NEG Project must meet the following eligibility requirements as per MassWorkforce Issuance No. 11-28

#### **PROGRAM RESPONSIBILITIES**

The contracted local Workforce Investment Area and related Career Center parties will be responsible for the following OJT Process Elements.

- 1. Employer Outreach and Eligibility Determination**  
Interested OJT employers are identified and the Employer Eligibility Checklist is completed.
- 2. Voucher Payment Reservation**  
The Employer Eligibility Checklist is submitted to the Primary Operator to secure reservation of voucher payments.
- 3. OJT Position Development**  
The Career Center will work with the employer to develop the proposed OJT position.
- 4. OJT Trainee Outreach**  
Prospective OJT Trainees are identified to potentially match with the proposed OJT position.
- 5. OJT Trainee Intake**  
Prospective OJT Trainees are registered with the Career Center and in MOSES. Eligibility information is obtained.
- 6. Intensive Services**  
Prospective OJT Trainees are provided with at least one intensive service.
- 7. Assessment**  
Prospective OJT Trainees are assessed for the skills, abilities, and interests.

**8. Case Plan Development**

A Case Plan is developed for all prospective OJT Trainees.

**9. OJT Training Plan Development**

An OJT Training Plan is developed according to the Case Plan and potential OJT position.

**10. Support Services**

Support Services shall be available to all eligible participants in accordance with the local area's Support Services Policy.

**11. OJT Pre-Contract Form**

The Primary Operator assures funds are available for OJT Development and authorized Career Center to continue OJT Contract.

**12. OJT Contract Development and Execution**

The OJT Contract between the Primary Operator and the OJT Employer is developed, finalized, and signed by all relevant parties.

**13. Employer Reimbursement**

Employers submit invoices to be reimbursed training wages according to JD NEG Project Policy guidelines.

**14. Voucher Payment**

Contracted local Workforce Investment Areas receive voucher payment(s).

**15. Case Management**

OJT Trainees receive on-going case management.

**16. Monitoring**

Regular monitoring is conducted by the local area, the Primary Operator, and DCS.

**17. Job Development/Placement**

If needed, Job Development and placement services are provided to OJT Trainee.

**18. Exits**

OJT Trainee is exited from the grant when services discontinue.

**19. Reporting**

Proper tracking and reporting of grant activity is required.

**20. Contract Responsibilities**

Contractor agrees to comply with report requests, comply with laws and regulations, and abide by policy and program requirements.

<b>ON-THE-JOB TRAINING (OJT) PROCESS</b>
--

The following provides a detailed description of the On-the-Job Training Process for the JD NEG Project.

**1. Employer Outreach and Eligibility Determination**

The OJT process begins with outreach to employers. Career Center BSRs, or other designated staff, will outreach to local area employers to raise awareness and to cultivate interest in the JD NEG Project. Local areas are encouraged to partner with community-based organizations (CBOs),

business organizations and economic development entities to identify interested employers and/or prospective OJT Trainees.

When an employer expresses interest in OJT participation, the designated staff will meet with the employer and complete an Employer Eligibility Checklist which needs to be signed by both the Career Center representative and the interested employer. Based on this form the Career Center will determine whether the interested employer is eligible to participate in the OJT. All employers should also be entered into MOSES. After the employer is determined eligible by the Career Center, the local Single Point of Contact (SPoC) will send the Employer Eligibility Checklist to the Primary Operator. Upon receipt of the Employer Eligibility Checklist, the Primary Operator will have five (5) business days to determine whether the interested employer is eligible for OJT participation. If the employer meets the eligibility requirements, the Primary Operator will contact the SPoC to authorize the Career Center to continue the OJT process. If the employer does not meet the eligibility requirements, the Primary Operator will contact the SPoC with a written explanation detailing the eligibility deficits. If the Career Center or the Primary Operator determines that an employer does not meet the established employer eligibility criteria, the Employer Eligibility Checklist should still be completed and kept on file for future reference in the event that denial of eligibility is appealed.

## **2. OJT Position Development**

If the Primary Operator has reviewed the Employer Eligibility Checklist and authorized the Career Center to continue OJT development, the local BSR or designated staff will discuss with the employer the proposed OJT position's job description and training plan. The local BSR or designated staff will review all material for acceptability for on-the-job training including determining baseline entry level criteria for the prospective OJT Trainee, OJT training plan content and estimated length.

## **3. OJT Trainee Outreach**

Based on the proposed OJT job description the Career Center will conduct outreach to identify prospective OJT Trainees in the Workforce Investment Area who meet the employer's baseline qualifications.

## **4. OJT Trainee Intake**

After prospective OJT Trainees have been identified, the Career Center must ensure that all individuals go through an intake process to ensure that all information pertinent to JD NEG Project requirements is collected and every prospective OJT Trainee receives relevant services. The intake process includes completion of an application or an intake registration form to capture all the necessary data elements to gauge eligibility and the direction of service provision. Career Centers will also ensure that registration in MOSES is completed for all prospective OJT Trainees.

Documents pertinent to JD NEG Project eligibility determination, citizenship or alien registration, and employment authorization (if the individual is not a U.S. citizen) will be collected by the career center following standard procedures and policies. After these documents are collected, the career center will determine OJT Trainee eligibility for the JD NEG Project.

In certain instances OJT initiated through "reverse referral" may be permitted under this Project. Reverse referral occurs when an individual is referred to the career center from a prospective employer (under either formal or informal agreement) for assessment as to whether or not the individual meets the requirements for OJT. Development of an OJT for an individual referred by the employer may be permitted only when:

- ✓ the individual progresses through the intake process as would any other career center customer and meets all requirements for eligibility as a dislocated worker, as specified in the JD NEG Policy MassWorkforce Issuance 14-80;
- ✓ the completed case plan indicates training is necessary for the individual to perform the work associated with the position for which the employer has an opening to fill;
- ✓ the employer meets all of the eligibility requirements under the JD NEG Project and;

- ✓ the employer provides assurance that the individual has not previously been employed by the employer in the same or similar position.

## 5. Intensive Services

Intake is followed with the provision of intensive services, which must have been provided to all prospective OJT Trainees and may include (but are not limited to):

Orientation to center services	Labor Market Information	Short-term prevocational services
Assessment of interest, skill levels and service needs	Determination of occupational skills/experience and provision of occupational information	Résumé Development
Assessment of Educational Ability	Group or individual counseling and career planning	Development of Case Plan
Identification of employment barriers and appropriate employment goals	Career development and/or job search specialty groups/workshops	Transition Management Specialty Groups

## 6. Assessment

All eligible and appropriate customers of the JD NEG Project will receive a full objective assessment. As defined by the WIA regulations, an objective assessment will include an assessment of the skill levels and service needs of each customer, which shall include a review of basic skills, occupational skills, prior work experience, employability, interests, aptitudes (including interests and aptitudes for non-traditional jobs), and supportive service needs. Skill assessments must be administered using a standardized and publicly available assessment instrument. Assessment records must be documented on the OJT Justification Form and kept in the customer's file. Skill assessment tools may include one of the following instruments:

- Work Keys / Key Train
- The Self-Directed Search (SDS)
- Career One Stop Skills Profiler
- O\*NET
- MASS CIS

The assessment process may include an informal assessment and is based on one-on-one interactions between the customer and the career center staff. The ability of a customer to complete an intake document, to follow instructions in the orientation and during the intake process, and to articulate expectations and needs all become part of the informal assessment.

## 7. Case Plan Development

The assessment process will culminate in the development of a Case Plan that shall identify the employment goal, achievement objectives, and appropriateness of on-the-job training for the prospective OJT Trainee. Review of OJT Trainee's progress in meeting the objectives of the service strategy will be documented throughout the trainee's tenure. Labor market and occupational information will be researched or provided. If the prospective OJT Trainee lacks currently marketable skills, a determination of occupational skill requirements will be made. The Case Plan should document the justification for referral of the prospective OJT Trainee to on-the-job training based on objective assessment, and analysis of work history, personal interest, and local labor market information. Career Center staff will discuss with the individual the process through which on-the-job training and education services are obtained. The Case Plan should be updated and reviewed regularly.

## 8. OJT Training Plan Development

The Career Center will then match eligible prospective OJT Trainees to the proposed OJT position based on appropriateness according to the prospective Trainee's Case Plan, assessment results, and the employer's baseline qualifications. The Career Center will refer eligible prospective OJT trainees to the employer for interview and may also facilitate any screening or assessment procedures required

by the employer. In the case when a Career Center cannot match an OJT position with an eligible prospective OJT Trainee within 60 days, the Career Center must notify the employer and keep the Employer Eligibility Checklist on file.

Once an eligible OJT Trainee has been matched to a proposed OJT position, the Career Center will work with the employer to develop a training plan that must reflect the meshing of the prospective Trainee skills assessment(s) and an analysis of job performance requirements. The Training Plan must specify skill gaps, job performance requirements that can be benchmarked against external data, and training duration. The Training Plan must be individualized to reflect individual differences. Skill development and training length should correspond to the Specific Vocational Preparation (SVP) and Job Zone found on O\*NET (<http://online.onetcenter.org/>).

### **9. OJT Pre-Contract Form**

Once the training plan outline is complete, and the eligible OJT trainee has been selected by the employer, the SPoC will send the Primary Operator an OJT Pre-Contract form that identifies the cost of the OJT contract to determine whether there are sufficient JD NEG Project funds to pay for the training. The Primary Operator will respond to the OJT Pre-Contract Form within five (5) business days with a determination as to whether the funds are in place, and provide authorization for the Career Center to develop an OJT Contract. At this time, a voucher slot is reserved for the Career Center in connection with the OJT Contract.

### **10. OJT Contract Development and Execution**

After pre-contract authorization, the Career Center will continue to work with the employer to develop an OJT contract with the employer which includes finalization on training plan content, employer assurances, and OJT start date. At least ten (10) business days prior to the proposed OJT start date, the SPoC must submit a final DRAFT version of the OJT Contract to the Primary Operator for review. The Primary Operator will review and provide feedback on the DRAFT OJT Contract within five (5) business days. It is the responsibility of the SPoC to coordinate the relay of information from the Primary Operator to the relevant Career Center and employer parties to ensure necessary changes have been made to the OJT Contract that meet Primary Operator approval. Note: the OJT Contract approval process may delay the start of an OJT. It is in the best interest of the Career Center and the employer to begin the process well ahead of the proposed OJT start date.

The Primary Operator will inform the SPoC when the OJT Contract is approved and ready for signatures. The Career Center is then responsible for preparing the Final OJT Contract and obtaining the proper employer signature on the OJT Contract. The Career Center should prepare TWO original OJT Contracts for the employers signature. The SPoC will then send, via regular mail, the TWO original signed OJT Contract to the Primary Operator for signature. After the Primary Operator signs the OJT Contract, the Primary Operator will mail a signed and fully executed Contract to the OJT employer and a copy of the signed and fully executed Contract will be sent to the SPoC for their file.

After the OJT Contract has been duly executed, the Career Center will enroll the OJT Trainee in the JD NEG Project in MOSES following DCS OJT MOSES data entry guidelines.

### **11. Employer Reimbursement**

Once an OJT has started, the employer is entitled to reimbursement for the extraordinary cost of providing training and additional supervision related to the training (calculated as the Trainee's wage). Per MassWorkforce Issuance 11-28, the employer reimbursement rate is as follows:

- A company of 50 or fewer employees will be reimbursed at a rate of 90% up to a maximum level based on the Commonwealth's average wage rate.
- A company of 51-250 employees will be reimbursed at a rate of 75% up to a maximum level based on the Commonwealth's average wage rate.
- Companies with 251 or more employees will be reimbursed at a rate of 50% up to a maximum level based on the Commonwealth's average wage rate.

MassWorkforce Issuance 11-28 details additional employer wage reimbursement restrictions.

The Career Center is responsible for ensuring the employer submits wage reimbursement invoices according to the terms outlined in the OJT Contract.

## **12. Voucher Payment**

If the contracted Workforce Investment Area is eligible to receive voucher payments per MassWorkforce Issuance 14-80, the Primary Operator will submit the payment to the Career Center's fiscal agent upon receipt of the voucher payment invoice.

## **13. Case Management**

Once an OJT Contract has been executed, Career Centers are responsible for OJT Trainee case management services. As defined by WIA regulations, case management means the "provision of a client-centered approach in the delivery of services, designed to:

- 1) Prepare and coordinate comprehensive employment plans, such as service strategies, for OJT Trainees to ensure access to the necessary training and supportive services
- 2) Provide job and career counseling during program participation and after job placement, if necessary

Case management includes the in-depth provision of career counseling (i.e. skill reviews, vocational exploration, interest assessment, labor market review) in order to develop the case plan to help individuals reach employment goals. For trainees in the JD NEG Project, on-going counseling support will be provided to assist them to overcome barriers to successful OJT completion and to reach the goals set forth in their case plans.

Case notes for each customer must be documented, detailed and updated in MOSES. Case notes document services, customer contact and issues, and trainee progress toward achieving the employment objectives in the Case Plan. Contact should be maintained with all trainees at a minimum of every thirty (30) days, and that contact should be posted in MOSES. Case Plan and corresponding MOSES documentation must occur on an ongoing basis and include documentation of completion of activities.

## **14. Monitoring**

Career Centers will be responsible for regular compliance and progress reviews to be conducted by the designated local area entity and also in accordance with the schedule and terms of the executed OJT contract. At a minimum, two reviews, including one on-site visit, will be conducted during the term of the JD NEG contract period to review the employer's compliance with the training plan and other contractual stipulations. The review will also include discussions with both the employer and trainee to determine the trainee's progress and to identify issues in need of resolution. Any identified issues should be mediated as part of the onsite review process. Reports generated from the reviews will be kept on file and in MOSES.

Additionally, Career Centers will be responsible for ensuring the employer completes monthly progress reports and invoices according to the schedule and terms of the executed OJT contract.

The Primary Operator and DCS will monitor the OJT contract through remote or on-site program and fiscal reviews. It is the responsibility of the Career Center to coordinate on-site visits to the OJT Training site with the employer and the other relevant monitoring parties. For any on-site monitoring the Career Center will be provided with a minimum of two (2) weeks' notice and will be coordinated to ensure minimum disruption. This monitoring will encompass, but is not be limited to, the following areas:

- intake forms
- eligibility documentation
- assessment tests and results
- Case Plan completion
- career counseling notes

- contact notes
- enrollment documentation
- updates on programmatic progress
- employer payroll records
- placement information
- services provided and documentation of those services
- follow-up documentation and
- other necessary documents to ensure that processes are followed and services are being provided appropriately.

### **15. Job Development/Placement**

Successful OJT completion will result in a full-time, unsubsidized employment. It is the responsibility of the Career Center to contact the employer to verify entered employment. The Career Center will also be responsible for documenting retention in employment at 180 days after the trainee's termination (exit) from the JD NEG Project program. All retention and follow-up must be entered into the MOSES data system.

In a case where the OJT does not result in job placement for the trainee, Career Center staff will provide ongoing assistance from the Career Center to facilitate the job search according to Career Center normal operating procedures and the trainee's Case Plan.

For all WIA trainees, follow-up services are required to be offered for twelve (12) months after termination. The regulations are clear that follow-up services mean more than just contact. It will be expected that the Career Center will have a menu of post-placement services available to all interested WIA customers who have been exited.

Follow-up services can consist of retention workshops, events, networking groups, mini-trainings, advocacy and referral services, or any other service which would be valued by an employed customer. The Career Center must track utilization of the services, and all contacts made to the exited customer throughout the follow-up period, utilizing the MOSES system.

### **16. Exits**

Following completion of activities funded through this contract, and 90 days of no services (excluding follow-up services), trainees will be auto exited from the JD NEG Project grant. This will begin the follow-up period described above.

Regardless of the type of activity for a trainee, the only positive outcome for a Dislocated Worker trainee is placement into a job. All entered employments must be documented on the MOSES system. When a trainee obtains a job placement, his/her JD NEG Project case should be closed. The MOSES automatic exit feature will exit the trainee from the system.

In addition, the contracted Career Center should strive for a placement rate of 88% of all exiters from the JD NEG Project.

### **17. Reporting**

The Career Center will be required to maintain an electronic record of OJT Trainees, activities and results in the MOSES computer data system, following procedures established by the DCS and the management of the MOSES system. Information in the MOSES system will encompass eligibility determination, core and intensive services delivery, enrollment, case management and tracking of all WIA Title I Dislocated Workers enrolled in the JD NEG Project. Up-to-date information will provide enrollment and termination data for the Primary Operator and the Career Center itself. Information must be entered in a timely and efficient manner, and all hard copy records must also be kept in a timely, efficient and organized manner. The data collected by the Career Center will be used to document performance results for the JD NEG Project, for the pertinent Career Center, and for all service providers utilized by trainees.

## B: INDIVIDUAL TRAINING ACCOUNTS (ITA)

### **INDIVIDUAL TRAINING ACCOUNTS (ITA) PROGRAM SUMMARY**

Individual Training Accounts will be made available to the Workforce Area based upon the execution of On-The-Job Training contracts on a one-to-one basis. The Primary Operator, the Regional Employment Board of Hampden County, will notify the SPoC identified for the ITA Model when an ITA slot becomes available.

The initial service components for this targeted group will be outreach and registration. Following intake and eligibility determination, a decision will be made with regard to appropriateness of the services of this grant for the individual. The criteria for enrollment will be as follows:

1. Customer is eligible as determined according to Job Driven NEG Grant Policy promulgated by the DCS.
2. Customer meets general WIA Dislocated Worker eligibility guidelines.
3. Only customers accessing Training funded through the JD NEG are to be enrolled.

Following intake, eligibility determination and enrollment into an ITA training program, the customer will be enrolled into the grant. Intensive services are provided to all enrollees and may include (but are not limited to):

Orientation to Center Services	Labor Market Information	Early Readjustment Assistance
Job Clubs and Job Search	Assessment of Educational Ability	Résumé Development
Assessment of Interest	Job-Search Specialty Workshops	Development of Case Plan
Career Development Specialty Groups	Determination of Occupational Skills and Provision of Occupational Information	Transition Management Specialty Groups

Each service plan will be tailored to the needs of the individual customer. Reading and math grade levels will be determined for all customers receiving services who do not have a four-year college degree. The project staff will document all enrollee services to ensure the provision of appropriate service based on the needs of the individual customer.

Through in-depth assessment, individual needs will be determined and the case manager will document the development of the case plan.

### **Outreach and Recruitment**

The Career Center will be responsible for outreach in its area.

### **Intake**

The intake process ensures that all information pertinent to grant requirements is collected and appointments to meet with a Counselor are arranged for every applicant. The goal of the JD NEG Grant is to transfer customers quickly from initial point of contact to available project services.

The intake process begins with the completion of an application or an intake registration form to capture all the necessary data elements to gauge eligibility and the direction of service provision. Early on, the full array of available grant and center services is described to applicants.

The intake process is as follows:

1. A local application or an intake registration in MOSES is completed for the interested former employee. Project staff will ensure all necessary data is recorded. Documents pertinent to eligibility determination, citizenship or alien registration, and employment authorization (if the individual is not a U.S. citizen) will be collected.
2. Once the customer has been confirmed as eligible by the local Career Center, staff will enter the customer information into the statewide MOSES database. Eligibility and related information will also be designated in MOSES.

### **Eligibility Process**

The contracted Career Center is responsible for the determination of eligibility under the JD NEG Grant. The contracted Career Center must collect all requisite documentation for all eligible Dislocated Workers in the JD NEG Grant, following standard procedures in directives from the DCS. The Career Center must, upon identifying a potential JD NEG participant, contact the Primary Operator to authorize enrollment once eligibility is completed. No participants can be enrolled in the JD NEG Grant without this authorization.

### **Orientation**

Orientation sessions should occur as needed for applicants at the Career Centers, using either a group or individual format. Initially, orientations may be held to facilitate group processing of customers, but as the demand tapers, one-on-one may become the orientation methodology. The orientation process will be necessary throughout the initial grant period (possibly through the first six to nine months). Participant rights and responsibilities as well as grievance procedures and the equal opportunity compliance process should be covered.

### **Enrollment & Data Documentation**

#### **Eligibility for the JD NEG Grant**

1. In the customer file, open the “Eligibility” screen and move “JD NEG Grant” over to the eligibility column;
2. Return to the “Basic” screen, click on the “Career Center” button, which will bring up a list of programs specific to Career Centers;
3. Scroll down to “JD NEG Grant” and click “Apply;”  
Click on “Okay.”

The customer is now enrolled in the JD NEG Grant. Ongoing services to each customer should be documented and data entered into MOSES in a timely fashion, according to regularly prescribed procedures.

### **Assessment**

All eligible appropriate customers of the JD NEG Grant will receive a full objective assessment. As defined by the WIA regulations, an objective assessment will include: an assessment of the skill levels and service needs of each customer, which shall include a review of basic skills, occupational skills, prior work experience, employability, interests, aptitudes (including interests and aptitudes for non-traditional jobs), and supportive service needs.

Informal assessment is based on one-on-one interactions between the customer and the staff of the project. The ability of a customer to complete an intake document, to follow instructions in the orientation and during the intake process, and to articulate expectations and needs all become part of the informal assessment. Formal assessment instruments will be administered as necessary. Assessment instruments may include the following:

Educational Testing:

Test of Adult Basic Education  
The Job Corps Reading/Screening Test  
The BEST Test  
The WRAT (Math test)  
Work Keys

Aptitude, Interest, and Skills Assessments:

O\*Net Assessment Tools  
The Harrington-O'Shea  
The Bennett Mechanical Test  
The Myers-Briggs

Assessment records will be kept in the customer's file.

### **Career Plan Development/Service Planning**

The assessment process will culminate in the development of a Case Plan that will identify the employment goal (including non-traditional employment), achievement objectives, and appropriate services for participants. Review of participant progress in meeting the objectives of the service strategy will be documented throughout the enrollee's tenure. Labor market and occupational information will be researched or provided. If the participant lacks currently marketable skills, a determination of occupational skill requirements will be made. The Case Plan should document the justification for referral of the participant to an educational and/or occupational skills training program. The Case Plan should be updated and reviewed regularly.

The Center Staff must determine the customer's marketability. In conjunction with the objective assessment and the completion of a Case Plan, center staff must determine whether the customer can become re-employed with some enhanced job-placement services or whether he/she needs retraining to obtain a new job.

The candidates who are designated for training must be individuals who do not currently possess marketable skills as determined by work history, lack of skills, outmoded skills or skills unique to a declining industry. The training or education cluster chosen for an enrollee should emerge from the objective assessment, which should be augmented by an analysis of work history, personal interest, and local labor market information. The project staff will discuss with the individual the process through which training and education services are obtained.

### **Occupational Training**

The plan is for approximately 109 occupational skills slots statewide.

The following provides an outline of the ITA process for the statewide JD NEG Grant. It follows an individual Career Center Case Manager's determination that a customer is appropriate for training:

- 1) With assistance from the Case Manager, the participant selects a training program from the list of those programs approved for ITA vouchers.
- 2) Career Center Case Manager provides the selected vendor with the customer's assessment information and coordinates the vendor approval of customer's participation. (Customer is encouraged to visit the vendor for site review and vendor assessment).
- 3) ITA Single Point of Contact (SPoC) e-mails to the selected vendor the JD NEG Grant Individual Training Account Request Form after completing the top section of the form.
- 4) Selected Vendor completes vendor section of JD NEG Grant ITA Request Form, documenting the program, agreed upon start and end date, the cost of the program. When completed, the vendor prints the document.
- 5) Vendor representative signs on form, indicating acceptance of customer into program, and returns it to the ITA SPoC. (May be returned to the SPoC by customer, mail, or fax).
- 6) ITA SPoC completes the Career Center section, identifying the customer as an eligible enrollee, along with the MOSES vendor ID number and course ID number, and signs off on the Request Form.
- 7) ITA SPoC gives the form and appropriate back up to the Career Center Manager for review and approval. (This process is internally decided upon by each Career Center.) Manager reviews document(s) and, upon approval, signs the ITA Request Form.
- 8) ITA SPoC forwards the ITA Request Form and the ITA Justification Form either by mail or fax, to the REB of Hampden County Grants/Contracts Manager for processing.

A typical submittal to REBHC would include:

- Job Driven NEG ITA Request form
  - Job Driven NEG Training Justification Form
- 9) The REB of Hampden County staff reviews the information, reviews the MOSES database to confirm information (provider ID, course ID, etc.), checks for available slots, checks for funding availability, notes funding obligation in Hampden County system, and forwards a training obligation letter to the training vendor with a copy to the SPoC.
  - 10) The REB of Hampden County staff calculates invoice dates and amounts based on training start and end dates and generates a contract. The contract is completed and activated by the authorized REB of Hampden County signature at the bottom of the contract. One original contract is sent to the training vendor and one to the REB of Hampden County Fiscal Department.
  - 11) Training vendor must receive a training obligation letter with authorized signature prior to student start.
  - 12) Student starts the program and meets the course retention requirements.
  - 13) The vendor invoices the REB of Hampden County according to the payment schedule provided on the contract.

**STEPS 9–10** should be accomplished by the REB of Hampden County staff within one week (including receipt of contract by vendor). Therefore, Career Centers should submit requests to the REB of Hampden County **at least one week prior to start date of program**, with more advance

time if possible. If there are problems with a request and its information, the approval may be held up until the problems are resolved.

### **Training Services Provided through ITAs**

Training services to be provided by ITAs will include:

- a. Occupational skills
- b. Adult education and literacy activities in combination with Job Readiness activities

### **Service Content of ITAs**

ITAs may be used to cover all program costs, in addition to the education or occupational skills training components of the program, including such items as books, fees, uniforms, software and tools. For an individual customer, the service content of an ITA will be determined by discussion with the case manager and review of the individual's service plan. Whenever possible, if services are provided in modules by the provider, services will be selected according to the agreed upon needs of the customer.

### **Accessing Other Funding Sources**

Career Center staff should be trained to ensure that the federal education and training funding available to participants is the funding of last resort. It is a requirement that the customer applies for any possible financial aid prior to requesting funding through the JD NEG Grant.

### **Statewide Approved Training Vendors**

The Department of Career Services, in co-ordination with the Workforce Investment Boards of Massachusetts, has developed a statewide list of approved training vendors for WIA funding. Each year, vendors are required to complete a standardized application form and submit supporting materials. Local WIBs review the requests and designate vendors and programs for funding approval and the approvals are posted in the statewide MOSES database. For the statewide JD NEG Grant, ITA vouchers can be used to fund programs that are listed as "ITA Approved" in MOSES **for any region.**

### **Case Management Services**

Case management services, as defined by WIA regulations, mean the "provision of a client-centered approach in the delivery of services, designed to:

- 1) Prepare and coordinate comprehensive employment plans, such as service strategies, for participants to ensure access to the necessary training and supportive services, using, where feasible, computer-based technologies; and
- 2) Provide job and career counseling during program participation and after job placement."

Case management includes the in-depth provision of career counseling (i.e. skill reviews, vocational exploration, interest assessment, labor market review) in order to develop the case plan to help individuals reach employment goals.

For enrollees in the JD NEG Grant, on-going counseling support will be provided to assist them to overcome barriers to successful program completion and to reach the goals set forth in their case plans. Case management also includes assisting customers with accessing job-placement assistance through their local Career Centers. Information will be provided regarding all re-employment services at the Centers, including transition workshops, résumé creation, professional skills, or other project offerings.

Case notes for each customer must be documented, detailed and updated in MOSES. Case notes document services, customer contact and issues, and enrollee progress toward achieving the employment objectives in the Case Plan. Contact should be maintained with all enrollees at a minimum of every thirty (30) days, and that contact should be posted in MOSES.

For each enrollee who seeks to enter education and/or training services, the need for education and training must be documented in the Case Plan and justified (indicating that the individual is not marketable and why). Case Plan and corresponding MOSES documentation must occur on an ongoing basis and include documentation of completion of activities.

### **Job-Search Services**

Job-development and placement services should be provided in various formats by the staff of the contracted Career Centers. They will work closely with the vendor community to coordinate placement activities for trainees and will be responsible for assisting the customer throughout his/her job search.

In many cases, employment related workshops will be offered, some examples of which might be:

#### Résumé Development Topics:

- Résumé Development
- Résumé Critique
- Résumés that Sell

#### Job Clubs, Job Search, and Skill-Building Topics:

- Basic Computer Skills
- Internet Job Search
- Interview Preparation
- Job-Search Strategies
- Job-Search Networking Group
- LinkedIn

#### Industry Specific Topics:

- Hidden Job Market
- Introduction to Starting One's Own Business

A full array of Career Center services, such as the sharing of job leads, employer connections, all job postings, and the use of the resource room should be available to all the participants. JD NEG customers must not be charged for any workshop costs.

### **Job Development/Placement**

A job seeking participant will receive full job-development/placement services. These services include ongoing assistance from the Career Center staff to facilitate the job search. A plan for the individual job search becomes part of the Case Plan, and requires follow-up activity on the part of the case manager as well as the customer. The job-search plan and goals for each customer will be reviewed regularly for outcomes and successes, and work with employers to generate openings for grant participants will be ongoing.

It is the responsibility of the Career Center to contact the employer for placement retention or the training vendor for program retention.

The contracted Career Center will also be responsible for documenting retention in employment at 180 days after the enrollee's termination (exit) from the JD NEG Grant. All retention and follow-up must be entered into the MOSES data system.

WIA presents a focus on retention and follow-up services. For all WIA enrollees, follow-up services are required to be offered for twelve (12) months after termination. The regulations are clear that follow-up services mean more than just contact. It will be expected that the contracted Career Center will have a menu of post-placement services available to all interested WIA customers who have been exited.

Follow-up services can consist of retention workshops, events, networking groups, mini-trainings, advocacy and referral services, or any other service which would be valued by an employed customer. The contracted Career Center must track utilization of the services, and all contacts made to the exited customer throughout the follow-up period, utilizing the MOSES system.

### **Exits**

Following completion of activities funded through this contract, and 90 days of no services (excluding follow-up services), trainees will be auto exited from the JD NEG Project grant. This will begin the follow-up period described above.

Regardless of the type of activity for a trainee, the only positive outcome for a Dislocated Worker trainee is placement into a job. All entered employments must be documented on the MOSES system. When a trainee obtains a job placement, his/her JD NEG Project case should be closed. The MOSES automatic exit feature will exit the trainee from the system.

In addition, the contracted Career Center should strive for a placement rate of 88% of all exiters from the JD NEG Project

### **REPORTING REQUIREMENTS**

The contracted Career Center will be required to maintain an electronic record of participants, activities and results in the MOSES computer data system, following procedures established by DCS and the management of the MOSES system. Information in the MOSES system will encompass eligibility determination, core and intensive services delivery, enrollment, case management and tracking of all WIA Title I Dislocated Workers who are participants in the JD NEG Grant. Up-to-date information will provide enrollment and termination data for the REB of Hampden County and the contracted Career Center itself. Information must be entered in a timely and efficient manner, and all hard copy records must also be kept in a timely, efficient and organized manner. The data collected by the contracted Career Center will be used to document performance results for the JD NEG Grant, for the pertinent Career Center, and for all service providers utilized by enrollees.

### **MONITORING**

The monitoring for this contract will be done in conjunction with staff of the REB of Hampden County and DCS. Monitoring visits will be coordinated to ensure minimum disruption. Any monitoring will encompass, but not be limited to, the following areas:

Customer files (or computerized documentation), to include the following: intake forms, eligibility documentation, assessment tests and results, case plan completion, career counseling notes, contact notes, enrollment documentation, updates on programmatic progress, placement information, services provided and documentation of those services, follow-up documentation, and other necessary documents to ensure that processes and services are being provided appropriately.

For any site monitoring the REB of Hampden County will provide a minimum of two (2) weeks' notice to the Career Center of the monitoring visit.

**C: INNOVATIVE WORK BASED TRAINING “ITA”**

**INNOVATIVE WORK BASED TRAINING “ITA” PROGRAM SUMMARY**

1. INNOVATIVE WORK BASED TRAINING (WBT) IS DEFINED AS:
  - a. Creation or expansion of customized training programs in partnership with an employer or multiple employers from a similar industry sector (not incumbent worker training).
  - b. Expansion of existing career pathways programs that align adult education, career and technical education, occupational skills training, soft skills and supportive services.
  - c. Expansion of accelerated learning models, such as contextualized learning models that combine career content with basic skills development, leading to faster course completion and matriculation into employment and/or higher level training.

Innovative Work Based Training “ITA” slots will be awarded to areas based upon regional submissions reviewed by a designated panel. Areas will be notified of the number of slots available based on the recommendation of the panel.

The initial service components for this targeted group will be outreach and registration. Following intake and eligibility determination, a decision will be made with regard to appropriateness of the services of this grant for the individual. The criteria for enrollment will be as follows:

- 1). Customer is eligible as determined according to Job Driven NEG Grant Policy promulgated by the DCS.
- 2). Customer meets general WIA Dislocated Worker eligibility guidelines.
- 3). Only customers accessing Training funded through the JD NEG are to be enrolled.

Following intake, eligibility determination and enrollment into a WBT training program, the customer will be enrolled into the grant. Intensive services are provided to all enrollees and may include (but are not limited to):

Orientation to Center Services	Labor Market Information	Early Readjustment Assistance
Job Clubs and Job Search	Assessment of Educational Ability	Résumé Development
Assessment of Interest	Job-Search Specialty Workshops	Development of Case Plan
Career Development Specialty Groups	Determination of Occupational Skills and Provision of Occupational Information	Transition Management Specialty Groups

Each service plan will be tailored to the needs of the individual customer. Reading and math grade levels will be determined for all customers receiving services who do not have a four-year college degree. The project staff will document all enrollee services to ensure the provision of appropriate service based on the needs of the individual customer.

Through in-depth assessment, individual needs will be determined and the case manager will document the development of the case plan.

**Outreach and Recruitment**

The Career Center will be responsible for outreach in its area.

## **Intake**

The intake process ensures that all information pertinent to grant requirements is collected and appointments to meet with a Counselor are arranged for every applicant. The goal of the JD NEG Grant is to transfer customers quickly from initial point of contact to available project services.

The intake process begins with the completion of an application or an intake registration form to capture all the necessary data elements to gauge eligibility and the direction of service provision. Early on, the full array of available grant and center services is described to applicants.

The intake process is as follows:

1. A local application or an intake registration in MOSES is completed for the interested former employee. Project staff will ensure all necessary data is recorded. Documents pertinent to eligibility determination, citizenship or alien registration, and employment authorization (if the individual is not a U.S. citizen) will be collected.
2. Once the customer has been confirmed as eligible by the local Career Center, staff will enter the customer information into the statewide MOSES database. Eligibility and related information will also be designated in MOSES.

## **Eligibility Process**

The contracted Career Center is responsible for the determination of eligibility under the JD NEG Grant. The contracted Career Center must collect all requisite documentation for all eligible Dislocated Workers in the JD NEG Grant, following standard procedures in directives from the DCS. The Career Center must, upon identifying a potential JD NEG participant, contact the Primary Operator to authorize enrollment once eligibility is completed. No participants can be enrolled in the JD NEG Grant without this authorization.

## **Orientation**

Orientation sessions should occur as needed for applicants at the Career Centers, using either a group or individual format. Initially, orientations may be held to facilitate group processing of customers, but as the demand tapers, one-on-one may become the orientation methodology. The orientation process will be necessary throughout the initial grant period (possibly through the first six to nine months). Participant rights and responsibilities as well as grievance procedures and the equal opportunity compliance process should be covered.

Enrollment & Data Documentation

## **Eligibility for the JD NEG Grant**

1. In the customer file, open the "Eligibility" screen and move "JD NEG Grant" over to the eligibility column;
2. Return to the "Basic" screen, click on the "Career Center" button, which will bring up a list of programs specific to Career Centers;
3. Scroll down to "JD NEG Grant" and click "Apply;"  
Click on "Okay."

The customer is now enrolled in the JD NEG Grant. Ongoing services to each customer should be documented and data entered into MOSES in a timely fashion, according to regularly prescribed procedures.

## **Assessment**

All eligible appropriate customers of the JD NEG Grant will receive a full objective assessment. As defined by the WIA regulations, an objective assessment will include: an assessment of the skill levels and service needs of each customer, which shall include a review of basic skills, occupational skills, prior work experience, employability, interests, aptitudes (including interests and aptitudes for non-traditional jobs), and supportive service needs.

Informal assessment is based on one-on-one interactions between the customer and the staff of the project. The ability of a customer to complete an intake document, to follow instructions in the orientation and during the intake process, and to articulate expectations and needs all become part of the informal assessment. Formal assessment instruments will be administered as necessary. Assessment instruments may include the following:

### Educational Testing:

- Test of Adult Basic Education
- The Job Corps Reading/Screening Test
- The BEST Test
- The WRAT (Math test)
- Work Keys

### Aptitude, Interest, and Skills Assessments:

- O\*Net Assessment Tools
- The Harrington-O'Shea
- The Bennett Mechanical Test
- The Myers-Briggs

Assessment records will be kept in the customer's file.

## **Career Plan Development/Service Planning**

The assessment process will culminate in the development of a Case Plan that will identify the employment goal (including non-traditional employment), achievement objectives, and appropriate services for participants. Review of participant progress in meeting the objectives of the service strategy will be documented throughout the enrollee's tenure. Labor market and occupational information will be researched or provided. If the participant lacks currently marketable skills, a determination of occupational skill requirements will be made. The Case Plan should document the justification for referral of the participant to an educational and/or occupational skills training program. The Case Plan should be updated and reviewed regularly.

The Center Staff must determine the customer's marketability. In conjunction with the objective assessment and the completion of a Case Plan, center staff must determine whether the customer can become re-employed with some enhanced job-placement services or whether he/she needs retraining to obtain a new job.

The candidates who are designated for training must be individuals who do not currently possess marketable skills as determined by work history, lack of skills, outmoded skills or skills unique to a declining industry. The training or education cluster chosen for an enrollee should emerge from the

objective assessment, which should be augmented by an analysis of work history, personal interest, and local labor market information. The project staff will discuss with the individual the process through which training and education services are obtained.

## **Occupational Training**

The plan is for approximately **60 Work Based Training “ITA”** slots statewide.

The following provides an outline of the WBT ITA process for the statewide JD NEG Grant. It follows an individual Career Center Case Manager’s determination that a customer is appropriate for training:

- 1). With assistance from the Case Manager, the participant selects an approved WBT program.
- 2). Career Center Case Manager provides the selected vendor with the customer’s assessment information and coordinates the vendor approval of customer’s participation. (Customer is encouraged to visit the vendor for site review and vendor assessment).
- 3). “Innovative Work Based Training” (ITA) Single Point of Contact (SPoC) e-mails to the selected vendor the JD NEG Grant Individual Training Account Request Form after completing the top section of the form.
- 4). Selected Vendor completes vendor section of JD NEG Grant ITA Request Form, documenting the program, agreed upon start and end date, the cost of the program. When completed, the vendor prints the document.
- 5). Vendor representative signs on form, indicating acceptance of customer into program, and returns it to the SPoC. (May be returned to the SPoC by customer, mail, or fax).
- 6). SPoC completes the Career Center section, identifying the customer as an eligible enrollee, along with the MOSES vendor ID number and course ID number, and signs off on the Request Form.
- 7). SPoC gives the form and appropriate back up to the Career Center Manager for review and approval. (This process is internally decided upon by each Career Center.) Manager reviews document(s) and, upon approval, signs the ITA Request Form.
- 8). SPoC forwards the ITA Request Form and the ITA Justification Form either by mail or fax, to the REB of Hampden County Grants/Contracts Manager for processing.

A typical submittal to REBHC would include:

- Job Driven NEG ITA Request Form
- Job Driven NEG Training Justification Form

9). The REB of Hampden County staff reviews the information, reviews the MOSES database to confirm information (provider ID, course ID, etc.), checks for available slots, checks for funding availability, notes funding obligation in Hampden County system, and forwards a training obligation letter to the training vendor with a copy to the SPoC.

10). The REB of Hampden County staff calculates invoice dates and amounts based on training start and end dates and generates a contract. The contract is completed and activated by the authorized the REB of Hampden County signature at the bottom of the contract. One original contract is sent to the training vendor and one to the REB of Hampden County Fiscal Department.

- 11). Training vendor must receive a training obligation letter with authorized signature prior to student start.
- 12). Student starts the program and meets the course retention requirements.
- 13). The vendor invoices the REB of Hampden County according to the payment schedule provided on the contract.

**STEPS 9 – 10** should be accomplished by the REB of Hampden County staff within one week (including receipt of contract by vendor). Therefore, Career Centers should submit requests to the REB of Hampden County **at least one week prior to start date of program**, with more advance time if possible. If there are problems with a request and its information, the approval may be held up until the problems are resolved.

### **Training Services Provided through Innovative Work Based Training**

Training services to be provided by Innovative Work Based Training will include:

- a. Creation or expansion of customized training programs in partnership with an employer or multiple employers from a similar industry sector (not incumbent worker training).
- b. Expansion of existing career pathways programs that align adult education, career and technical education, occupational skills training, soft skills and supportive services.
- c. Expansion of accelerated learning models, such as contextualized learning models that combine career content with basic skills development, leading to faster course completion and matriculation into employment and/or higher level training.

### **Service Content of Innovative Work Based Training ITAs**

ITAs may be used to cover all program costs, in addition to the education or occupational skills training components of the program, including such items as books, fees, uniforms, software and tools. For an individual customer, the service content of an ITA will be determined by discussion with the case manager and review of the individual's service plan. Whenever possible, if services are provided in modules by the provider, services will be selected according to the agreed upon needs of the customer.

### **Accessing Other Funding Sources**

Career Center staff should be trained to ensure that the federal education and training funding available to participants is the funding of last resort. It is a requirement that the customer applies for any possible financial aid prior to requesting funding through the JD NEG Grant.

### **Approved Training Vendors**

Training vendors providing Innovative Work Based Training will be articulated in the Regional Submission for Other WBL and approved by the designated review panel.

### **Case Management Services**

Case management services, as defined by WIA regulations, mean the "provision of a client-centered approach in the delivery of services, designed to:

- 1). Prepare and coordinate comprehensive employment plans, such as service strategies, for participants to ensure access to the necessary training and supportive services, using, where feasible,

computer-based technologies; and

2). Provide job and career counseling during program participation and after job placement.”

Case management includes the in-depth provision of career counseling (i.e. skill reviews, vocational exploration, interest assessment, labor market review) in order to develop the case plan to help individuals reach employment goals.

For enrollees in the JD NEG Grant, on-going counseling support will be provided to assist them to overcome barriers to successful program completion and to reach the goals set forth in their case plans. Case management also includes assisting customers with accessing job-placement assistance through their local Career Centers. Information will be provided regarding all re-employment services at the Centers, including transition workshops, résumé creation, professional skills, or other project offerings.

Case notes for each customer must be documented, detailed and updated in MOSES. Case notes document services, customer contact and issues, and enrollee progress toward achieving the employment objectives in the Case Plan. Contact should be maintained with all enrollees at a minimum of every thirty (30) days, and that contact should be posted in MOSES.

For each enrollee who seeks to enter education and/or training services, the need for education and training must be documented in the Case Plan and justified (indicating that the individual is not marketable and why). Case Plan and corresponding MOSES documentation must occur on an ongoing basis and include documentation of completion of activities.

### **Job-Search Services**

Job-development and placement services should be provided in various formats by the staff of the contracted Career Centers. They will work closely with the vendor community to coordinate placement activities for trainees and will be responsible for assisting the customer throughout his/her job search.

In many cases, employment related workshops will be offered, some examples of which might be:

#### Résumé Development Topics:

- Résumé Development
- Résumé Critique
- Résumés that Sell

#### Job Clubs, Job Search, and Skill-Building Topics:

- Basic Computer Skills
- Internet Job Search
- Interview Preparation
- Job-Search Strategies
- Job-Search Networking Group
- LinkedIn

#### Industry Specific Topics:

- Hidden Job Market
- Introduction to Starting One's Own Business

A full array of Career Center services, such as the sharing of job leads, employer connections, all job postings, and the use of the resource room should be available to all the participants. JD NEG customers must not be charged for any workshop costs.

## **Job Development/Placement**

A job seeking participant will receive full job-development/placement services. These services include ongoing assistance from the Career Center staff to facilitate the job search. A plan for the individual job search becomes part of the Case Plan, and requires follow-up activity on the part of the case manager as well as the customer. The job-search plan and goals for each customer will be reviewed regularly for outcomes and successes, and work with employers to generate openings for grant participants will be ongoing.

It is the responsibility of the Career Center to contact the employer for placement retention or the training vendor for program retention.

The contracted Career Center will also be responsible for documenting retention in employment at 180 days after the enrollee's termination (exit) from the JD NEG Grant. All retention and follow-up must be entered into the MOSES data system.

WIA presents a focus on retention and follow-up services. For all WIA enrollees, follow-up services are required to be offered for twelve (12) months after termination. The regulations are clear that follow-up services mean more than just contact. It will be expected that the contracted Career Center will have a menu of post-placement services available to all interested WIA customers who have been exited.

Follow-up services can consist of retention workshops, events, networking groups, mini-trainings, advocacy and referral services, or any other service which would be valued by an employed customer. The contracted Career Center must track utilization of the services, and all contacts made to the exited customer throughout the follow-up period, utilizing the MOSES system.

## **Exits**

Following completion of activities funded through this contract, and 90 days of no services (excluding follow-up services), trainees will be exited from the JD NEG Project grant. This will begin the follow-up period described above.

Regardless of the type of activity for a trainee, the only positive outcome for a Dislocated Worker trainee is placement into a job. All entered employments must be documented on the MOSES system. When a trainee obtains a job placement, his/her JD NEG Project case should be closed. The MOSES automatic exit feature will exit the trainee from the system.

In addition, the contracted Career Center should strive for a placement rate of 88% of all exiters from the JD NEG Project

## **REPORTING REQUIREMENTS**

The contracted Career Center will be required to maintain an electronic record of participants, activities and results in the MOSES computer data system, following procedures established by DCS and the management of the MOSES system. Information in the MOSES system will encompass eligibility determination, core and intensive services delivery, enrollment, case management and tracking of all WIA Title I Dislocated Workers who are participants in the JD NEG Grant. Up-to-date information will provide enrollment and termination data for the REB of Hampden County and the contracted Career Center itself. Information must be entered in a timely and efficient manner, and all hard copy records must also be kept in a timely, efficient and organized manner. The data collected by the contracted Career Center will be used to document performance results for the JD NEG Grant, for the pertinent Career Center, and for all service providers utilized by enrollees.

## **MONITORING**

The monitoring for this contract will be done in conjunction with staff of the REB of Hampden County and DCS. Monitoring visits will be coordinated to ensure minimum disruption. Any monitoring will encompass, but not be limited to, the following areas:

Customer files (or computerized documentation), to include the following: intake forms, eligibility documentation, assessment tests and results, case plan completion, career counseling notes, contact notes, enrollment documentation, updates on programmatic progress, placement information, services provided and documentation of those services, follow-up documentation, and other necessary documents to ensure that processes and services are being provided appropriately.

For any site monitoring the REB of Hampden County will provide a minimum of two (2) weeks' notice to the Career Center of the monitoring visit.