# MassHire Department of Career Services

# PROGRAM QUESTIONNAIRE

# FISCAL YEAR 2021

WIOA Title I – Youth, Adult, Dislocated Worker, WIOA Title III – Wagner-Peyser

Trade, Veterans, RESEA

Operator:       Date(s) of Review:       Prepared By:

Date:       Print Name:       Signature:

I certify under the penalties of perjury, that the information contained in this questionnaire is true and complete to the best of my knowledge. Signatory must be authorized to sign correspondence to MassHire Department of Career Services.

**MassHire Career Center(s)**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Career Center Name | **Address/City** | **Affiliate/Access** | **Career Center Manager**Name/Title | **Center’s Hours of Operation** |
|       |       |       |       |       |
|       |       |       |       |       |

Please list services (onsite and/or remote) available at each respective full service MassHire Career Center or affiliate/access office listed above. Please use the comments section to further explain and/or describe your answers.

|  |  |
| --- | --- |
| **Career Center Name** | **Services Available** |
|       |       |

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| --- | --- | --- | --- | --- |
| **Section 1: MassHire Department of Career Services Complaint Policy****If applicable, how are these services being completed remotely?** | **YES** | **NO** | **N/A** | **Comments** |
| 1. | Please describe how you have ensured all Career Center staff are knowledgeable about the procedures to handle universal complaints.  |  |  |  |  |
| 2.  | Have staff notified customers remotely about the complaint/appeals process and what is required by law?  |  |  |  |  |
| 3. | Have there been any complaints and/or grievances filed this fiscal year? |  |  |  |  |
| 4. | Has your local area submitted to MDCS, the Complaint Log(s) that are due 30 days subsequent to the end of each quarter for all applicable quarters?  |  |  |  |  |
| 5. | Please describe how the Career Center(s) are universally accessible (physically and programmatically)to meet the needs of customers with disabilities.What changes, if any, has your region made to ensure this accessibility for virtual services? |  |  |  |  |
| 6. | Please list the services and resources available to meet the needs of customers with disabilities. |  |  |  |  |
| 7. | Please list the entities that you are collaborating with to assist individuals with disabilities. |  |  |  |  |
| 8. | Please describe how the center operates (physically or virtually) so that each program or activity is readily accessible to qualified individuals with disabilities. |  |  |  |  |
| 9. | How does the center ensure that individuals with disabilities can participate fully in retraining programs? |  |  |  |  |
| 10. | What training does the center provide to all staff to ensure compliance with non-discrimination/equal opportunity requirements? |  |  |  |  |
| 11.  | How does the center identify customers (including individuals with disabilities) need assistance with any Career Center services? |  |  |  |  |
| **Section 2: Massachusetts Federal & State Law Posters?** **If applicable, how are these services being completed remotely?** | **Yes** | **No** | **N/A** | **Comments** |
| 1. | Does the Career Center have the necessary posters visible for customers meeting the compliance requirements of WIOA? **SEE** [ATTACHMENT I FY21- Required Poster List.docx](ATTACHMENT%20I%20FY21-%20Required%20Poster%20List.docx)  |  |  |  |  |
| 2. | Does the Career Center have the necessary posters visible for staff meeting the compliance requirements of WIOA? **SEE** [ATTACHMENT I FY21- Required Poster List.docx](ATTACHMENT%20I%20FY21-%20Required%20Poster%20List.docx) |  |  |  |  |
| 3. | Does the Career Center have the necessary Optional Posters on site? **SEE** [ATTACHMENT I FY21- Required Poster List.docx](ATTACHMENT%20I%20FY21-%20Required%20Poster%20List.docx)  |  |  |  |  |
| 4.  | Does the Career Center have the necessary MassHire Department of Career Services (MDCS) Posters visible? **SEE** [ATTACHMENT I FY21- Required Poster List.docx](ATTACHMENT%20I%20FY21-%20Required%20Poster%20List.docx) |  |  |  |  |
| **Section 3A: Performance Measures/Common Measures: Administrative** **If applicable, how are these services being completed remotely?** | **Yes** | **No** | **N/A** | **Comments** |
| 1. | Is the Career Center meeting WIOA Title I performance measures for the most recent quarter?  |  |  |  |  |
| 2. | Is the Career Center in jeopardy of not achieving its performance goals? If yes, please explain the steps being taken to meet these performance goals. |  |  |  |  |
| **Section 3B: Performance Measures/Common Measures: Plan Objectives/Service Goals** **If applicable, how are these services being completed remotely?** | **Yes** | **No** | **N/A** | **Comments** |
| 1. | Is the Career Center in jeopardy of not meeting it’s WIOA Title I and Title III service goals? If yes, please explain  |  |  |  |  |
| 2. | Does the Career Center have success stories and achievements to share as best practices in the provision of job seeker services? If yes, please explain. |  |  |  |  |
| 3. | Does the Career Center have any concerns in the provision of job seeker services? If yes, please explain. |  |  |  |  |
| **Section 4: WIOA Title I – Adult Dislocated Worker & Trade Eligibility Determination** **If applicable, how are these services being completed remotely?** | **Yes** | **No** | **N/A** | **Comments** |
| 1. | Does the Career Center have systems in place to determine and eligibility for the Adult program?  |  |  |  |  |
| 2. | Does the Career Center have systems in place to determine and verify eligibility for the Dislocated Worker (DW) program?  |  |  |  |  |
| 3.  | Does the Career Center have systems in place to determine and verify eligibility for the Trade program?  |  |  |  |  |
| 4. | Does the Career Center have a specific entity or entities responsible for conducting oversight of Title I program eligibility? Please list entity or entities responsible. |  |  |  |  |
| 5. | Does the Career Center have a policy regarding the collection of eligibility documentation? If yes, please explain. |  |  |  |  |
| 6. | Does the Career Center have a priority and/or restriction policy to determine if a customer meets the priority and/or the residency restriction requirement?  |  |  |  |  |
| 7. | Does the Career Center apply the priority and/or restriction required residency for customers to be enrolled and receive WIOA Title I retraining services?  |  |  |  |  |
| 8. | Does the Career Center have a policy regarding services for low income adults? Please explain.  |  |  |  |  |
| **Section 5A: Individual Training Account (ITA)** **If applicable, how are these services being completed remotely?** | **Yes** | **No** | **N/A** | **Comments** |
| 1. | Does the Career Center have a policy and/or procedures for tracking performance and customer satisfaction?  |  |  |  |  |
| 2. | Does the Career Center provide a list to customers of state ITAs?  |  |  |  |  |
| 3. | Does the Career Center require the customer to complete any assessment for access into a training program? Please explain. |  |  |  |  |
| 4. | Are there any limitations to ITAs duration and range of amount as established by the Board? Please explain. |  |  |  |  |
| 5.  | Does the Career Center have a specific entity or entities responsible for managing the eligible provider process?  |  |  |  |  |
| 6. | Does the Career Center have a process in place to ensure the contract cost of the ITA is consistent with the ITA cost listed in MOSES? |  |  |  |  |
| 7. | Does the Career Center verify the offered training corresponds to demand driven needs? Please explain.  |  |  |  |  |
| **Section 5B: Labor Market Information (LMI)****If applicable, how are these services being completed remotely?** | **Yes** | **No** | **N/A** | **Comments** |
| 1. | Does the Career Center have a record of the five (5) most utilized training occupations for the previous four (4) quarters? Please list the training occupations and how many customers are enrolled in each. |  |  |  |  |
| 2. | Does the Career Center have a record of the five (5) highest placement occupations compared to the LMI described in their plan?  |  |  |  |  |
| 3. | Does the Career Center have a record of how many customers were hired and in what industries? |  |  |  |  |
| **Section 6: Career Planning** **If applicable, how are these services being completed remotely?** | **Yes** | **No** | **N/A** | **Comments** |
| 1.  | Does the Career Center have an entity or entities responsible for quality control? Please list all entities responsible. |  |  |  |  |
| 2. | Is there a procedure for ensuring quality control over Career Planning? Please explain. |  |  |  |  |
| 3. | Does the Career Center ensure quality control over customer contact every 30-60 day?  |  |  |  |  |
| 4.  | Does the Career Center provide Supportive Services? If yes, please list all Supportive Services available. |  |  |  |  |
| 5. | Does the Career Center provide Needs Related Payments? |  |  |  |  |
| 6. | Does the Career Center provide Customized Training? |  |  |  |  |
| 7. | Does the Career Center utilize On-The-Job Training (OJT)? |  |  |  |  |
| 8.  | Does the Career Center utilize Apprenticeships? |  |  |  |  |
| 9. | Does the center provide other work experiences such as internships or transitional jobs? Please explain. |  |  |  |  |
| **Section 7: WIOA Title III – Wagner Peyser Services** **If applicable, how are these services being completed remotely?** | **Yes** | **No** | **N/A** | **Comments** |
| 1.  | Please provide a description of the basic and individualized career services most utilized by customers at the Career Center. |  |  |  |  |
| 2. | Please provide a description of the most requested services (no-fee) for employers at the Career Center. |  |  |  |  |
| **Section 8: Veteran Services** **If applicable, how are these services being completed remotely?** | **Yes** | **No** | **N/A** | **Comments** |
| 1. | Is every customer at the point of entry asked if they are a Veteran of the United States Armed Forces? |  |  |  |  |
| 2. | Please describe the customer flow and priority of services for your Veteran customers (WIOA Massachusetts Combined State Plan and/or local Standard Operation Procedure) (MassWorkforce Issuance 100 DCS 15.100.1)  |  |  |  |  |
| 3. | Does your Career Center have a DVOP to provide services to Veteran eligible customers?If not, please describe who provides these services to SBE Veteran customers. |  |  |  |  |
| 4. | De Please describe the Roles and Responsibilities of the DVOP and staff serving Veteran (Veterans Program Letter No. 03-19)  |  |  |  |  |
|  | * What is your process for determining if a Veteran has a Significant Barrier to Employment (SBE) and is entitled to DVOP services (Training and Employment Guidance Letter 19-13)
 |  |  |  |  |
| 5.  | Are DD214’s viewed and verified by the DVOP or the appropriate assigned staff person? |  |  |  |  |
| 6. | Who provides individualized services to the non-SBE Veteran? |  |  |  |  |
| 7. | Are Career Planning/Case Management services being provided to all SBE Veterans on a 30 day basis? |  |  |  |  |
| 8. | Is the OPS Manager /DVOP utilizing the “Veterans Compliance Data Analysis Sheet” (VCDAS MOSES form) to verify that all required data has been entered in the MOSES database? |  |  |  |  |
|  | * Are WIOA career and training services for Veterans coordinated with other Career Center staff? If yes, please describe the process
 |  |  |  |  |
| 9. | If there is a DVOP - how many SBE Veterans does the DVOP have in caseload management? Who is authorized to close a DVOP SBE customer caseload? Describe the process for a SBE case closure |  |  |  |  |
| **Section 9: RESEA (Reemployment Services and Eligibility Assessment)** **Please refer to MassWorkforce Issuance 100 DCS 15.100.1 for new RESEA process)****If applicable, how are these services being completed remotely??** | **Yes** | **No** | **N/A** | **Comments** |
| 1. | Have all career center staff attended a state sponsored RESEA training and/or cross-trained to assist a RESEA customer? |  |  |  |  |
| 2. | Have all front desk staff attended a state sponsored RESEA training and able to schedule/reschedule a RESEA customer for a Career Center Seminar (CCS)? |  |  |  |  |
| 3. | Are there back-up staffs for the CCS facilitator and RESEA Staff? |  |  |  |  |
| 4. | Do CCS Facilitators or RESEA Staff have CCS customers complete an Individual Needs Assessment (INA) during or after the CCS and before the Initial RESEA? |  |  |  |  |
| 5. | Does the Career Center utilize the MOSES CAP form; the MDCS issued CAP form or their own CAP form? |  |  |  |  |
| 6. | Do each center’s Initial RESEA include a one-on-one component? |  |  |  |  |
| 7. | When do RESEA Staff attain the Initial RESEA goals and related information in MOSES to complete a customer’s Initial RESEA Review requirements? During or After the Initial RESEA appointment? |  |  |  |  |
| 8. | Do all centers in the region provide a specific date/time for a RESEA customer’s RESEA Review appointment? |  |  |  |  |
| 9. | Do all RESEA Staff review the mandatory RESEA Review goals with the customer during an individual RESEA Review appointment? |  |  |  |  |
| 10. | When do RESEA Staff attain the RESEA CAP goals and related goals in MOSES to complete a customer’s RESEA Review requirements? During or after the initial RESEA appointment? |  |  |  |  |
| 11. | Where do you keep the UI Eligibility Questionnaires after reviewing with customers (physical or electronic location)? |  |  |  |  |
| 12. | How long do you maintain the UI Eligibility Questionnaire?  |  |  |  |  |
|  13. | Is there a designated staff member to handle RESEA sanctions? Please explain.  |  |  |  |  |
| 14.  | Is there a designated staff member to handle RESEA errors? |  |  |  |  |
|  15. | Please list all staff assigned to conduct RESEAs, including CCS’. |  |  |  |  |
| **Section 10: Migrant Seasonal Farm Worker (MSFW) If applicable, how are these services being completed remotely?** | **Yes** | **No** | **N/A** | **Comments** |
| 1. | Have Career Center staff registered any MSFW customers this year? If yes, how many have been registered? |  |  |  |  |
| 2. | How does Career Center staff inform MSFW customers of the services available and their right to file complaints, and the Career Center’s availability to provide assistance? |  |  |  |  |
| 3. | Did the Career Center have any MSFW grievance this year? |  |  |  |  |
|  | * If yes, did the Career Center notify the MDCS State Monitor Advocate?
 |  |  |  |  |
|  | * If the Career Center did not notify the Monitor Advocate about an MSFW complaint, please explain.
 |  |  |  |  |
| 4. | How does the MassHire Career Center staff determine when a customer is MSFW?Do staff utilize the “Desk Aid” to properly code the MSFWs?MassHire Career Center staff must refer and/or register MSFWs for services, as appropriate, if the MSFW is interested in obtaining such services. |  |  |  |  |
| 5.  | Have the MassHire Career Center, affiliates and partner staff been trained on the federal requirements for services to MSFWs? If yes, when & by whom? |  |  |  |  |
| 6. | Have Career Center staff experienced problems in identifying MSFW customers during this year? If yes, please explain. |  |  |  |  |
| 7. | Have Career Center staff requested technical assistance regarding the provision of labor exchange, employment services to MSFW? |  |  |  |  |
| 8. | Have the Career Center staff experienced a problem providing labor exchange services to MSFW customers during this year? Please explain. |  |  |  |  |
| 9. | Describe how the Career Center conducts MSFW referral/follow up services. |  |  |  |  |
| 10. | When an individual applies for WIOA services is the MSFW program explained? |  |  |  |  |
| 11. | What assistance has your staff received in determining eligibility for MSFW program? |  |  |  |  |
| 12. | Describe the management review process established to ensure the accuracy and quality of MSFW applications. |  |  |  |  |
| 13. | What actions are taken if it is suspected an agricultural employer has violated WIOA regulations or employment related law? |  |  |  |  |
| 14. | What has been done to develop and improve OSCC relationship with the following: |  |  |  |  |
|  | * Public and private community agencies
 |  |  |  |  |
|  | * Employers and/or employer organizations
 |  |  |  |  |
| 15. | How do the MassHire Career Center management ensure MSFWs receive the full range of career, supportive, job and training referral services, WIOA benefits and protections, that are provided to non-MSFWs. |  |  |  |  |
| **Section 11: Foreign Labor Exchange (FLC)** **If applicable, how are these services being completed remotely?** | **Yes** | **No** | **N/A** | **Comments** |
| 1. | H-2A related Job Orders, subject Foreign Certification (FLC) processing, are entered into MOSES by MDCS Central FLC Unit. Agricultural employers (or their agents) may also place ads in local papers at the same time. These ads may direct interested parties to contact or go to a Career Center. Does the Career Center have a process dealing with agricultural employers?  |  |  |  |  |
| 2. | How does Career Center staff find job orders in MOSES when the job order number is not immediately known? |  |  |  |  |
| 3. | Have Career Center staff reported problems with the FLC Program (Agricultural and/or Non-agricultural) during this year?  |  |  |  |  |
| 4. | Have Career Center staff requested any technical assistance regarding the FLC program? |  |  |  |  |
| Section 12: Youth Programs **If applicable, how are these services being completed remotely?** | Yes | No | N/A | Comments |
| 1. | Are all Career Center staff members who are responsible for WIOA Youth programs provided with access to the Local Area’s Operations Manual? |  |  |  |  |
| 2. | Are youth who do not meet the enrollment requirements of a particular program, or who cannot be served, referred to appropriate programs to meet the basic skills and training needs of the applicant?[WIOA 129(c)(3)(B), 20 CFR 681.420] |  |  |  |  |
| 3. | How are youth who meet enrollment requirements provided with information for appropriate services that are available? [WIOA 129(c)(3)(A)(i), 20 CFR 681.420(d)(1)] |  |  |  |  |
| 4. | Are your organization’s youth programs designed to provide the following to the youth participants?[WIOA 129(c)(1), 20 CFR 681.420, WSD 16-01] |  |  |  |  |
|  | * Objective Assessment
 |  |  |  |  |
|  | * Development of service strategies and goals directly linked to one or more of the performance indicators
 |  |  |  |  |
|  | * Activities leading to the attainment of a secondary school diploma, or its recognized equivalent, or a recognized postsecondary credential
 |  |  |  |  |
|  | * Preparation for postsecondary educational and training opportunities
 |  |  |  |  |
|  | * Links between academic instruction and occupational education leading to the attainment of recognized post-secondary credentials
 |  |  |  |  |
|  | * Preparation for unsubsidized employment opportunities
 |  |  |  |  |
|  | * Connection to employers, including small employers, in in-demand industry sectors and occupations of the local and regional labor markets
 |  |  |  |  |
| 5. | Has your organization made available the fourteen required youth program elements to the youth served under WIOA. Please provide the name and then entity(s) that provides the element and if the element is provided via a contract, referral or other. [WIOA 129(c)(2), CRF 681.460] |  |  |  |  |
|  | * Tutoring, study skills training, instruction and dropout prevention and recovery strategies that lead to completion of the requirements for a secondary school diploma or its recognized equivalent or for a recognized postsecondary credential.
 |  |  |  |  |
|  | * Alternative secondary school services, or dropout recovery services
 |  |  |  |  |
|  | * Paid and unpaid work experiences that have academic and occupational education as a component of the work experience
 |  |  |  |  |
|  | * Occupational skill training
 |  |  |  |  |
|  | * Education offered concurrently with, and in the same context as, workforce preparation activities and training for a specific occupation or occupational cluster
 |  |  |  |  |
|  | * Leadership development opportunities
 |  |  |  |  |
|  | * Supportive services
 |  |  |  |  |
|  | * Adult Mentoring for a duration of at least 21 months
 |  |  |  |  |
|  | * Follow-up services for not less than 12 months after the completion of participation
 |  |  |  |  |
|  | * Comprehensive guidance and counseling
 |  |  |  |  |
|  | * Financial literacy education
 |  |  |  |  |
|  | * Entrepreneurial skills training
 |  |  |  |  |
|  | * Services that provide labor market and employment information about in-demand industry sector or occupations available in the local.
 |  |  |  |  |
|  | * Activities that help youth prepare for and transition of postsecondary education and training.
 |  |  |  |  |
| 6. | If a youth is co-enrolled in adult and youth programs, does your organization have a system to track the funding streams to ensure appropriate cost distribution and avoid duplication of services? |  |  |  |  |
|  | * Is all the required/applicable data entered in MOSES – including employments (WIOA Career Planning Policy 100 DCS 08.112 .1)
 |  |  |  |  |
| 7. | Are supportive services or incentive payments provided to youth participants? |  |  |  |  |
|  | * If yes, are supportive services or incentive payments provided in line with established procedures?
 |  |  |  |  |
|  | * Supported by appropriate documentation?
 |  |  |  |  |
| 8. | Does your organization pay classroom-based wages to participants? |  |  |  |  |
| 9. | Does your organization issue stipends to the participants? |  |  |  |  |
| 10. | Does your organization ensure verification that 17-year-old male participants are registered with the Selective Service System within 30 days of their 18th birthday if they turn 18 during the period of WIOA enrollment/participation?  |  |  |  |  |
| 11. | Does your organization have a system to ensure that when an Applicant Statement is used, all the requirements are documented for every file?  |  |  |  |  |
|  | * A note is made in the MOSES database of efforts made (and failed) to get documents.
 |  |  |  |  |
|  | * Applicant Statements are not used to verify General Eligibility criteria and other unallowable criteria listed in the Youth Eligibility Manual.
 |  |  |  |  |
|  | * Parent/Guardian signs Applicant Statements if youth is under 18 years.
 |  |  |  |  |
| 12.  | Does your organization ensure the following: |  |  |  |  |
|  | * The Youth Work Experience Training does not unfavorably affect current employees and do not impair existing contracts for services or collective bargaining agreements?
 |  |  |  |  |
|  | * The participants do not displace current employees or replace employees that were previously laid off from the worksite?
 |  |  |  |  |
| 13. | Does your organization conduct an on-site and/or remote visit to ensure that worksites comply with WIOA requirements?  |  |  |  |  |
|  | * Do all worksites receive an on-site visit?
 |  |  |  |  |
|  | * If not, how does your organization ensure that worksites comply with the WIOA requirements and safety requirements?
 |  |  |  |  |
| 14. | Does your organization conduct an orientation and provide an information packet or handbook to the participant supervisors and alternate supervisors prior to the participant’s first day of work? |  |  |  |  |
| 15. | Does your organization have written policies and procedures that are used to implement the time, attendance, check payment system? |  |  |  |  |
|  | * Are copies of all obtained diploma’s, licenses, and/or credentials placed in the customer hard copy file and documented in MOSES with correct date.
 |  |  |  |  |
| Section 13: Required Policy Documents MOSES/AWS and Confidentiality**If applicable, how are these services being completed remotely?** | Yes | No | N/A | Comments |
| 1. | Does your area have the following policies and signed documents on site? (Policy 101.DCS 02.101.1) |  |  |  |  |
|  | * EOLWD ITR Policy (located at mass.gov/massworkforce)
 |  |  |  |  |
|  | * EOLWD Confidentiality Policy EOLWD (located at mass.gov/massworkforce)
 |  |  |  |  |
|  | * EOLWD Confidentiality Policy Non-EOLWD (located at mass.gov/massworkforce)
 |  |  |  |  |
|  | * EOLWD Remote Access Acceptable Use Policy (located at mass.gov/massworkforce)
 |  |  |  |  |
| Section 14: MassHire Branding Standard If applicable, how are these services being completed remotely? | Yes | No | N/A | Comments |
| 1. | Does your area appropriately use the MassHire brand mark? |  |  |  |  |
| 2. | Does your area(s) logo appear in full color within electronic or web-based application? (e.g. emails signatures and electronically distributed documents) |  |  |  |  |
| 3. | Does a geo-locator appear before the words ‘Career Center’? |  |  |  |  |
| 4. | Does the logo mark appear above your career center’s name? |  |  |  |  |
| 5. | Does the formal logo appear on all career center communications, including brochures, stationary, business cards and websites? |  |  |  |  |
| 6. | Does your area use the preferred brand font for display copy Gotham Black, all uppercase? (or alternative Calibri Bold) |  |  |  |  |
| 7.  | Have all Career Center/Partner staff completed the MassHire Acculturation Training? |  |  |  |  |
| **Section 15: WIOA Partner Engagement****If applicable, how are these services being completed remotely?** | **Yes** | **No** | **N/A** | **Comments** |
| 1. | Please identify the WIOA Partners that are co-located at the career center(s). |  |  |  |  |
| 2. | How are the WIOA Partners engaged in the career center customer flow? |  |  |  |  |
| 3. | How are the WIOA Partners involved in the integrated service delivery strategy at the career center? Please specify each Partners role. |  |  |  |  |
| 4. | Please describe how customers have meaningful access to all WIOA Partner programs. |  |  |  |  |
| 5. | Are the WIOA Partners involved in staff meetings on a regular basis to discuss service delivery improvements for a wide range of individuals seeking services at the career center? Please describe. |  |  |  |  |
| 6. | If applicable, are you meeting the annual performance goals of your targeted partner grants (i.e. DTA, MRC etc.)  |  |  |  |  |
| **Section 16: Virtual Services**  | **Yes** | **No** | **N/A** | **Comments** |
| 1. | Have you increased capability and capacity to deliver services to job seekers and businesses virtually?  |  |  |  |  |
| 2. | Are core set of virtual services available to individuals during the initial intake process.  |  |  |  |  |
| 3. | Have goals been established to ensure the delivery of high-quality virtual services and consider how these services are made accessible for target populations? |  |  |  |  |
| 4. | Have you faced any challenges/barriers with providing virtual services to customers?  |  |  |  |  |
| 5. |  Do you have best practices regarding virtual services to customers?  |  |  |  |  |