
SC Works Upstate
ONE-STOP SYSTEM BUSINESS PLAN

SC WORKS

UPSTATE

**BRINGING EMPLOYERS
AND JOB SEEKERS TOGETHER**

**220 East Kennedy Street
SCC Downtown Evans Campus
Spartanburg, SC 29302**

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americanjobcenter®

 **EQUUS®**
WORKFORCE SOLUTIONS

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SC Works One-Stop Business Overview

SC Works Upstate provides services in Spartanburg, Cherokee and Union Counties. Our business vision is to continually build upon our experience and success in public and private partnerships, and provide superior products and services designed to enhance efficiency, timeliness, and quality in the delivery of job seeker and employer services. As guided by the Upstate Workforce Board (UWB), our mission, vision and purpose are:

Mission:

Building and maintaining a workforce development system that meets the needs of the employers of Cherokee, Spartanburg and Union Counties. The EQUUS Workforce Solutions (EQUUS hereafter) mission statement is preparing job seekers and students for employment and connecting businesses with qualified employees.

Vision:

To create and oversee a continuously improving workforce development system that:

- Encompasses all necessary resources for the citizens of our region to obtain employment at a livable wage
- Ensures employers have a work ready pool of applicants and a point of contact to obtain other employer related services
- Promotes youth development in education, training and employment

The EQUUS vision is to be the leading provider of workforce services and solutions that change lives, advance economies and help communities thrive.

Purpose:

Through collaborative partnerships, SC Works Upstate endeavors to address the needs of job seekers and employers through collaborative partnerships and the efficient use of all available workforce system resources. As envisioned by the Workforce Innovation and Opportunity Act (WIOA), our system is quality-focused, employer-driven, customer-centered, and tailored to meet the needs of our local economy.

Job seeker services reflect a comprehensive menu of employment services and access to the services of our partner organizations. SC Works Upstate provides career and training services to adults, dislocated workers (lost their jobs due to foreign competition, layoffs, and displaced homemakers), youth and other special populations (including the disadvantaged, low income, returning citizens (second chance), and those lacking basic skills needed for employment).

- Career services are general services, mostly self-service, for all individuals visiting the SC Works center.
- Intensive Services are for individuals who need one-on-one assistance from WIOA team in order to obtain employment and/or identified as an individual in need of training.
- Training is paid for by WIOA for up to two years at a capped amount. Individuals are able to select from an array of curriculums that are listed on our eligible training provider list. Individuals may choose the curriculum (if team agrees they can be successful in the curriculum). Under WIOA, 'Consumer Choice' is encouraged. The customer choice does need to fall within the targeted sectors as determined by the Upstate Workforce Board.
- Supportive Services to assist those in need. Services can include transportation, childcare, specific work-related equipment required to perform a job, and others such as emergency assistance (i.e., tire for auto for transportation).

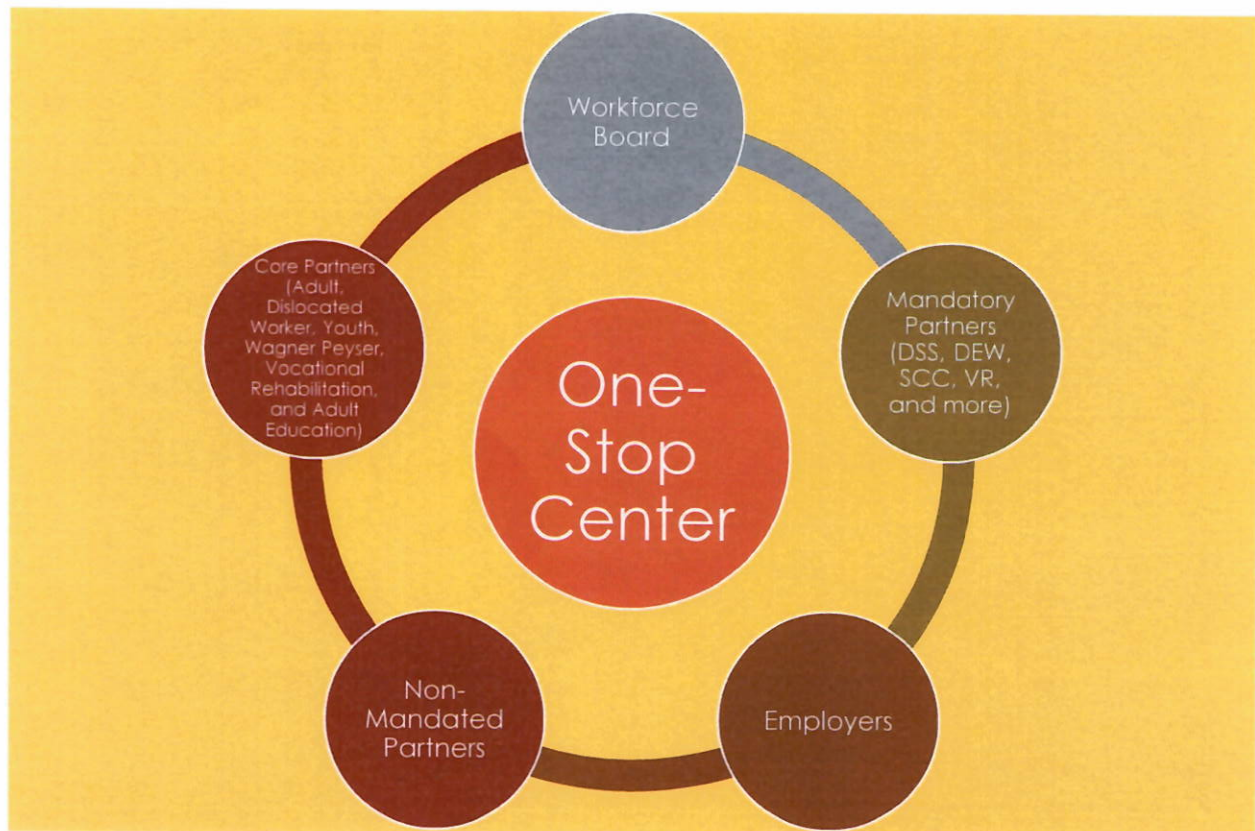
The One-Stop Operator has functional supervision of SC Department of Employment & Workforce (DEW) team and other in-house partners to facilitate the delivery of services. Our services to clients include intensive career consultation, skill building, and work experience leading to job placement and career advancement. We serve individuals with varying degrees of personal or economic challenges and help them achieve economic independence through employment.

Our energies continue to focus on quality career assessment and consultation with job seekers. This customer and quality centered approach is results-oriented and evidence based. As we actively engage job seekers in the steps required to attain their goals, outcomes for the individual and program performance measures are positively impacted.

We are strategically aligned with the Upstate Workforce Board in its commitment to provide quality workforce development services, including Work Experience, On-the-Job Training, Apprenticeships, Incumbent Worker Training and Rapid Response support. Our Business Solutions Team works with a wide variety of employers from high-tech and traditional industries. This ability to inform and engage the employer community brings workers and employers together in useful ways and promotes a robust economy.

In recent years we have focused more attention and resources on serving individuals with barriers to employment. In addition to the more recognized categories such as displaced homemaker and low-income individuals receiving public assistance, we also concentrate more on ex-offenders (also known as returning citizens or second chance individuals), those with disabilities, individuals with English language deficiency or facing cultural barriers, and more.

Within the employer community, we continue to target businesses whose focus is primarily Advanced Manufacturing, Construction Trades, Logistics/Distribution- with secondary targeted in-demand industries including the aforementioned and Information Technology and Healthcare as these industries reflect those that are in demand within the Upstate. We want to continue serving as a valued employer resource and contributor to bringing new and emerging businesses to the counties we support.



Product and Services

EQUUS is the nation's leading and most comprehensive provider of services and solutions designed to help put people back to work. EQUUS provides its customers with the benefits of years of knowledge and experience gained, which is unsurpassed by other local, regional and national providers. EQUUS is set apart from other companies as it is forward thinking, seeking new strategies and methods to maintain the world class customer service for which we are known.

Our customer service approach recognizes the participants and employers as individuals with distinctive, and sometimes unique, needs which require us to think outside the box. Our skilled, experienced, and compassionate professionals work in thousands of communities throughout the nation, and their collective experience, expertise, and enthusiasm positively impact our communities!

a. I. Job Seeker Product and Services

Under the direction of the Upstate Workforce Board, EQUUS and center partners provide basic services at no cost. Some educational and training programs have fees. Our menu of services includes:

- **Job Placement Assistance** –Referrals to employment that match jobseeker skills and experience with employer requirements.
- **Free Internet Access** - High speed internet is available for use for job related purposes.
- **Résumé Assistance** - Microsoft Word templates are available on the Resource Room computers. In addition, we require job seekers to complete a resume in the SC Works Online System (SCWOS) so that their qualifications can be matched against available jobs.

Employers can view resumes online when trying to fill open positions. Team and partners assist job seekers with preparation of a professional resume by providing one-on-one guidance when possible and by offering weekly workshops to develop a resume by learning the do's and don'ts of resume writing. The basic workshop is to gain familiarity and produce a solid resume and cover letter, as well as explore options for producing different types of resumes. We also offer workshops for resume critiquing for those job seekers who would like their resume reviewed. Our Facilitator/Outreach Coordinator leads this workshop and will assist customers one-on-one, if that will benefit them.

- **Community Resource Referrals** – If we are unable to meet needs directly, the center team is familiar with, and has information on, other resources and provides customers with information and referral to partner services. In an effort not to duplicate services to the extent possible, we request the use of a universal referral form that was developed. It is required through the MOU/IFA and is an attachment to that document.
- **Labor Market Information (LMI)** - Information is available through the virtual SC Works Online System (SCWOS) www.jobs.scworks.org, as well as other websites such as O'NET, www.onetonline.org.
- **Workshops** - Our workshops are informative and interactive. They range in topic such as Intensive Resume, Personal Branding and Job Search Strategies. Calendars for each work center are posted throughout the buildings and online at <http://scworksupstate.com/workshops/>.
- **Basic Assessment of Interests and Abilities** – EQUUS staff utilize Career Pathways Explorer, a proprietary EQUUS resource, as our primary assessment tool. It is a modern tool that is relatively short- approximately 5 minutes- and provides recommended employment options based on results of assessment. Secondly, assessments such as O'NET can be used to obtain similar results.

- **Fax/Phone Access** - A fax machine and telephone are available for use for job related purposes.
- **Veteran Services** – We have local Veteran Workforce Consultants and Disabled Veteran Outreach Program (DVOP) representatives that provide priority services to Veterans along with other SC Works team members.
- **Unemployment Insurance (UI)** – Claims taking, eligibility reviews, fact findings, etc.

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

- **One-on-One Career Planning and Counseling**
 - Customers that are initially being serviced through the Resource Room normally meet with a Workforce Specialist, but if further assessment and counseling is required, they are introduced to a Workforce Consultant. These team members are SCDEW employees, a valuable partner in the Career Center.
 - For those customers in need of more personalized services; they are referred to WIOA or other appropriate partners for more intensive one-on-one career planning services that result in an individual employment plan.
- **Additional Assessment & Testing Services** – The TABE test is available through our Adult Education partners; WIN assessments are given to WIOA participants to determine aptitudes within basic workplace skill sets. Those who test below certain levels may be referred to the Adult Education providers for remediation.
- **Trade Adjustment Assistance (TAA)** – These services are provided by SCDEW team. This includes benefits such as Trade Adjustment Allowance (income support); job training; job search allowance (90% of costs to job search out of area (50+ miles)); Relocation Allowances (up to 90% reimbursement); Health Coverage Tax Credit (up to 65% monthly premium assistance); Reemployment Trade Adjustment Assistance (wage supplement for 50yrs+ workers if wage is lower than pre-layoff wage).
- **GED Preparation** – Referred to GED providers in the region. Youth 16-24 years old will normally be referred to ACHIEVE. Adult Education and Adult Learning Center assist adults. EQUUS provides The Academy which has online tutoring AND GED Preparatory courses for those wanting extra help or prefer learning online.
- **Short-term Skills Upgrading** – This is for those customers who do not need to be retrained, but need to update or supplement existing skills to become more competitive in today's job market.
- **Work Experience (WEX) Opportunities**– This training provides up to 12 weeks paid work experience for customers in need of basic workplace skills.
- **Transitional Jobs Opportunities**- More limited than WEX, this is for customers having barriers to employment because of chronic unemployment or inconsistent work history.
- **Classroom Training** – Scholarships for in demand occupations as determined by Labor Market Information are issued when customers are deemed to need training to secure and retain unsubsidized employment.
- **On-the-Job Training** – This is for job seekers who do not meet the minimum hiring requirements but possess the capabilities and interest for the position. The employer is reimbursed a portion of the wages during a mutually agreed upon training period.

EQUUS, through innovative services such as The Academy, continually seeks to provide its customers with the most cutting-edge technologies and practices in the workforce area.

- **The Academy-** The Academy is the online training and assessment support tool designed specifically to enable our customers to fulfill their potential. The customer may build on their current strengths and learn new skills. Once signed up, the customer has 12 months access free! There are over 4,000 courses available such as: soft skills for job readiness; academic essentials; computer skills; general office support courses; accounting and bookkeeping; electrical and plumbing; along with courses relating to the healthcare field and numerous other offerings to upgrade current skills and make customers more marketable.
- **LinkedIn Learning-** This is an exciting new tool for EQUUS staff and jobseekers. There will be access to over 16,000 courses in 7 languages! Their courses are taught by real-world practitioners, located across the globe, who inspire and engage learners. Learn from the best-in-class instructors across a broad and deep international learning library available in English, Spanish, German, French, Japanese, Mandarin and Brazilian Portuguese.

b. II. Employer Product and Services

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

- Customized Labor Market Information
- On-line job postings
- Customized training
- Incumbent Worker Training (IWT) Grant information
- Skill assessment
- Recruitment, screening and referral service
- Annual large-scale Job Fair
- Virtual Job Fairs (platform can be used for other purposes making it a very important and valuable tool especially during times of pandemics and the need to do more remotely)
- Use of facilities for hiring activities
- Incentives available to employers (WOTC, Federal Bonding)
- On-the-Job training
- Strategies to avoid layoffs
- Assistance in managing a layoff
- Reemployment services for affected employees
- Resource to other local business services

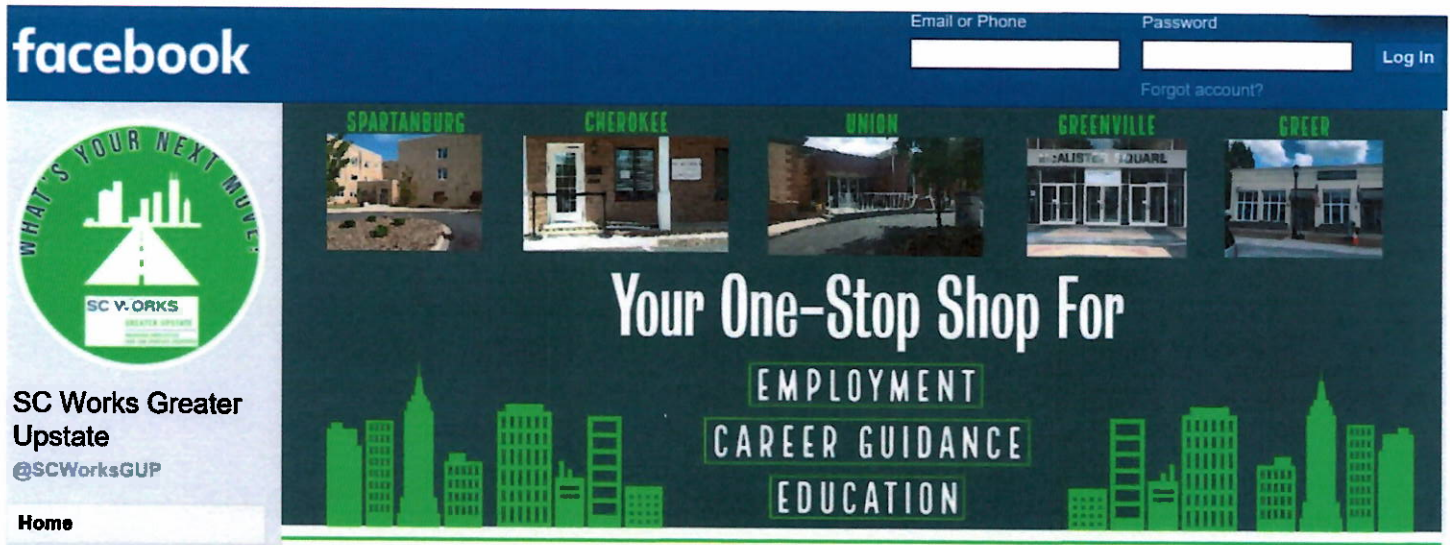
Marketing Plan

The SC Works Greater Upstate Marketing Plan aims to reach job seekers and employer customers throughout Cherokee, Greenville, Spartanburg, and Union Counties through a variety of print, digital, and social media. *Greater Upstate* is a forward-thinking and purposeful collaboration between the Greenville County Workforce Development Board and the Upstate Workforce Board. The goal is to reach targeted populations (described in Section III) with information that is understandable and relevant.

EQUUS works in conjunction with the Upstate Workforce Board to make the public aware of the services offered through the SC Works Upstate centers and system. SC Works Upstate has a successful marketing program which is reflective of present-day budgeting. It includes:

- Print Materials targeted to Job seekers and Employers
- Our project website (www.scworksgreaterupstate.com) shown below
- Social media outlets to include Facebook and Twitter

- Regular press releases and partnerships with local media
- Regular community outreach to employers and job seekers via presentations to local business groups and partnering agencies
- Use of any and all available outlet/media opportunities
- Weekly podcast focused on workforce development news and strategies



In addition to more traditional means of media outreach, we encourage center team to become active members of the community. Our leaders and team are involved in local organizations and promote services through relationships with our partners and other community organizations and events. The SC Works Upstate team also works closely with the Upstate Workforce Board and our SC Works Upstate partners to plan and execute job fairs, career information sessions, community resource fairs, and other events that provide an opportunity for us to get the word out about our services.

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

- Display information and brochures about services offered in and out of the center by our Partners
- In all centers, services and activities are displayed on a large flat screen in reception area.
- A unified calendar of events is posted at the centers and online. Calendars are also widely disseminated to community partners.

Performance Outcomes

The EQUUS team has been highly successful in meeting and/or exceeding Common Measures for many years. Using WIOA Rolling-4 quarter annual reports, EQUUS staff met or exceeded performance measures for PY17, PY18 and PY19. Our team has been consistent in meeting or exceeding other trackable goals in our contract. Continued success will be measured under the Common Measures as well as a monthly Dashboard provided to the Upstate Workforce Board and team that tracks key activities. Partner agency success represents the success of the system as a whole and will be a factor in determining the overall efficacy of the system. The common measures are reported on a workforce area basis and will therefore represent a shared fate. These measures are particularly reflective of the DEW Wagner Peyser

Services and WIOA Services. Data is collected through the SCWOS (SC Works Online System) system and the data systems it draws down from (i.e. UI data). Most reportable performance data is captured through automated systems. If data is unavailable, then the team is required to input data when available, quarterly. Our Talent Development Specialists perform quarterly follow up on exited cases and attempt to gather as much information as they can during contact.

Presently under the Coronavirus (Covid-19), we provide weekly specialized service data indicating both virtual and face-to-face results from the week prior and enter it into the EQUUS Business Intelligence (BI) system. Continuing past practice, we also report monthly data on project results in common measures and contract goals into our QuickBase platform. This allows management at all levels above the local project to review the culmination of efforts locally, enabling them to provide real-time assistance when deemed necessary and beneficial.

c. I. Performance Measures

Program Year 2020 reflects PY19 Goals, as indicated in present the contract. The local area performance standards are shown below. The local boards are awaiting information on actual local performance goals for PY20 from SCDEW. Below are the negotiated goals for PY19. For now, it is expected that the following goals be met or exceeded during PY20.

Performance Measure	PY19 Local Goals	PY20 State Goals
Adult Employment Rate 2nd Quarter After Exit	76.8%	77.3%
Adult Employment Rate 4th Quarter After Exit	73.0%	73.5%
Adult Median Earnings 2nd Quarter After Exit	\$5,644- Upstate / \$5,400- Greenville	\$5,300
Adult Credential Attainment Within 4 Quarters After Exit	51.9%	60.0%
Measurable Skill Gains	N/A	49.5%
DW Employment Rate 2nd Quarter After Exit	80.1%	80.6%
DW Employment Rate 4th Quarter After Exit	76.0%	76.5%
DW Median Earnings 2nd Quarter After Exit	\$7,100 – Upstate / \$6,405 - Greenville	\$7,300
DW Credential Attainment within 4 Quarters After Exit	48.6%	60.0%
Measurable Skill Gains	N/A	48.0%

The SC Works Upstate Project Director ensures that all team members working in and through the SC Works Centers are aware of the performance standards and understand:

- How the performance is calculated;
- How performance can be effected by changes in processes and procedures; and
- That responsibility for the achievement of performance goals belongs to all team members of the Centers.

Current levels of performance will be shared with all team members. Special attention will be placed on those areas where performance is not being met. The team will be asked to make recommendations for adjustments to processes and procedures which will result in an increase in performance levels. Input from the frontline and job specific team is invaluable when determining tactics for success.

Our intention is to meet or exceed the performance measures. Below is a table with some of our strategies for meeting each performance measure:

Performance Measure	Performance Strategies
Adult and Dislocated Worker Employment Rates (2 nd and 4 th Quarter after exit)	<ul style="list-style-type: none"> • Expansion of job opportunities through increased business outreach and targeted marketing • Early identification of support service needs that would hinder a WIOA customer's success if not addressed in a timely fashion through the use of expanded assessment tools • Consistent case management services to ensure full engagement of WIOA customers for 12 months following employment • A thorough review of all negative exits by the Project Director to ensure that there are no team or systemic weaknesses • Conduct regular meetings between Talent Development Specialists and Business Solutions Team to ensure an understanding of the labor market needs and skills of WIOA participants currently in the One-Stop system • Maintain a robust job bank, (SC Works Online System -SCWOS) that provides a multitude of employment opportunities for WIOA customers regardless of their skills and interests • Use of assessment and skill profiling results to determine whether WIOA customers possess the skills required by a specific job • Ongoing team training on the identification of issues that may hinder job attainment and retention by local organizations • Development of written performance goals that mirror performance objectives and contractual obligations
Adult and Dislocated Worker Credential Attainment (within 4 quarters after exit)	<ul style="list-style-type: none"> • Talent Development Specialists must maintain the best contact possible and actively seek information related to customer obtaining the appropriate countable credential. • Encourage secondary school diploma/equivalent participants to be employed and/or earn a postsecondary credential within one year of exit.
Adult and Dislocated Worker	<ul style="list-style-type: none"> • Record wage data as job seekers are hired to assess reality against goals throughout the year.

Performance Measure	Performance Strategies
Median Earnings (2 nd quarter after exit)	<ul style="list-style-type: none"> • Conduct targeted outreach and marketing to identify and attract employers who offer jobs with higher wage rates • Work closely with the Upstate Workforce Board team and training providers to ensure that training investments are in occupations that pay a self-sufficient wage • Ongoing team training on the identification of issues that may hinder job retention by local organizations • Collaborate with other partners who provide business services • Development of written performance goals that mirror performance objectives and contractual obligations.

d. II. Accountability

Trends will be tracked and action will be taken when negative trends arise in one or more centers. In that case, the Project Director will meet with the leadership team to identify the problem and develop a specific plan of action for addressing any deficiencies. Follow up will be conducted, as needed, to ensure the problem has been corrected. Corrective Action may be taken against individual team members if problems persist and specific team shortfalls are identified. For a non-EQUUS team, the Operator will document deficiencies and work formally and directly with team member's employer of record.

Management/Organizational Structure

The EQUUS Project Director (PD) serves in the function of SC Works Upstate Operator and is responsible for ensuring consistent uniform practices and services across all centers. The PD also serves as the spokesperson for the SC Works system to the Board and the public. SC Works Operations Manager may serve in this capacity as directed by the PD. The PD will be responsible for overall SC Works coordination and will aid in the development, execution and compliance with the MOU/ Infrastructure Funding Agreements (IFA) agreements (as requested by Upstate Workforce Board), operational business plans and cost allocation plans. This functional supervision approach has been communicated to all on site team members to ensure mutual understanding of the responsibilities of the functional supervisor and the agency supervisor. We continue to strengthen the system through functional alignment and integration.

The EQUUS Project Accountant (PA) will be responsible for drafting and reconciling the IFA with guidance from the PD, information from the Upstate Workforce Board, and from participating partner agencies.

SC Works Operations Manager (OM), under the direction of the PD, will be responsible for managing the daily operations at each site and coordinating all center activities. The SC Works OM and the programmatic supervisors communicate daily regarding teaming and devise coverage plans for the deficient areas to ensure adequate coverage and efficient customer service.

During PY20 and beyond*, we are and will be coordinating and collaborating with mandatory and non-mandatory SC Works partners:

2. We are working with our partners to utilize the improved, more effective, uniform referral process as indicated in MOU.
3. We are regularly soliciting input on how to improve services, communicate program changes, and discuss concerns. We will do this through online surveys, focus groups, best practice teams and monthly partner meetings.

4. We are inviting partner teams to participate in EQUUS team training and other joint training as appropriate, including Legacy.
5. We are inviting partners to team meetings to discuss their program services, eligibility, etc. so our team understands the services partner programs offer, how they align with ours, and to get to know the team of our partners so that comfortable and meaningful relationships are formed.
6. Staff are visiting Upstate rural libraries who have previously commented that they do not see workforce professionals in their libraries often enough; and that with personnel cutbacks, their staff cannot provide the one-on-one assistance provided in the past.
7. We are communicating with local faith-based organizations via written and in-person visits to encourage participation with our local workforce services, in an effort to reach more low income and basic skills deficient populations.

*Covid-19 has necessitated new strategies all around in communicating remotely and virtually with customers and employers by Webex, Zoom, telephone- voice and text, and emails.

A. Communication

Each SC Works center has a five-to-ten minute 'stand up' meeting each morning to promote communication between and among agencies in relation to SC Works activities, coverage plans, issues, system news, hot jobs, visitors, referrals, general announcements, and team appreciation.

All team members are aware of the chain of command in each center. Team members present issues, questions, or suggestions to their immediate supervisor first, then the SC Works Operations Manager, then if necessary, the Project Director.

The Project Director, as the Upstate Workforce Board/EQUUS liaison, is responsible for communicating the Upstate Workforce Board's goals and vision to the project management leadership team through the use of monthly tactical meetings and daily routine. Items of immediate interest are communicated as deemed necessary. The project management leadership team collectively discerns the most appropriate means of communicating the topics at hand to the rest of the team. This may occur via email, in person meetings, conference calls, etc.

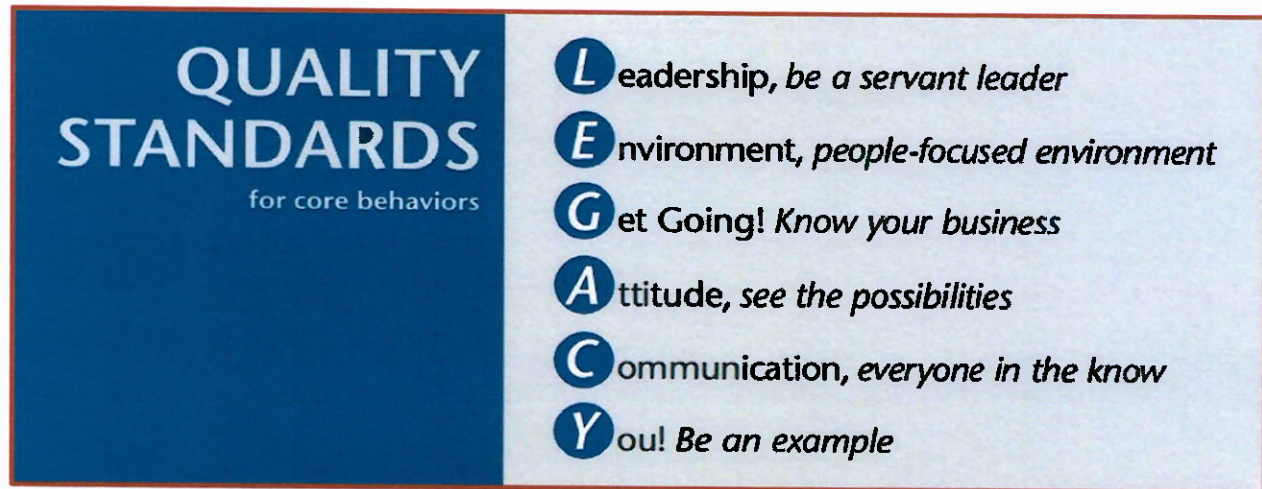
The Project Director will meet face to face with the Upstate Workforce Board team members regularly (frequency may change, but not less than monthly) to provide updates, communicate challenges and needs and seek guidance, as needed. These are face-to-face meetings. The Project Director and other team members as invited will attend all scheduled Grantee Meetings. Communication also occurs via email, phone calls, and formal written communications, when important and related to contract compliance.

EQUUS will hold quarterly partner meetings (as indicated in MOU/IFA) to discuss formal agreements, impart important information regarding the system, provide an update on center activities, provide a report on the IFA, and seek input and consensus on important matters affecting the centers. From time to time, the Partners may also form internal teams to work on specific matters, such as development/fine tuning of an effective triage system, customer satisfaction surveys, and other activities that involve teams across multiple agencies. EQUUS Regional Director of Business Services will facilitate management meetings between EQUUS and the SC Department of Employment and Workforce business staff as needs dictate, but no less than semi-annually.

There are times when agencies make decisions specific to that agency that affects the center. These present unique challenges to the Project Director and efforts will be made to understand the reasons for decisions and accommodate, when possible. If truly disruptive to the system, issues will be addressed first directly with the agency; if not resolved satisfactorily, the matter may be taken to the Upstate Workforce Board for resolution.

B. Accountability & Team Development

Each agency represented in the SC Works centers is responsible for outlining the programmatic responsibilities for their team. EQUUS has implemented Employee Performance reviews to increase focus on core goals and employee support for the tenets of the LEGACY Quality Way.



The SC Works Operator will ensure an environment whereby employees are enabled, equipped and empowered to meet the expectations set forth by their programs. All supervisors are to promote a positive SC Works experience for employees, job seekers, and employers.

EQUUS' commitment to our employees sets us apart from other companies. EQUUS is aware that our employees are the facilitators of the EQUUS practices, standards and vision. Our employees are what make EQUUS the premiere workforce services company. Therefore, EQUUS is committed to providing our team with an avenue of continued growth and skill obtainment helping them become the best in their field.




EQUUS provides the team with significant training opportunities, mostly through Webex and the University. These sessions/courses are available to the entire team. These training programs are provided in a variety of areas, including the foundational training areas listed below:












Foundational Training (required)	
<ul style="list-style-type: none"> ▪ World Class Customer Service ▪ Working with Upset Customers ▪ You're Safe, I'm Safe 	<ul style="list-style-type: none"> ▪ Embracing Diversity ▪ Time Management ▪ Supporting People with Disabilities

EQUUS also provides Employer Relations Specialist, Talent Development Specialist, and Business Services Team training and certifications. All managers also attend various online training seminars to enhance their leadership skills.

To assist in team development, EQUUS has developed the University which offers a variety of training opportunities for the development of all team members. Courses are completed online with supervisor approval. A sampling is shown below:

Curriculum

-  **Business Solutions Consultant Tier 1 Certification - Training Part 1**
N/A
-  **Business Solutions Consultant Tier 1 Certification - Training Part 2**
N/A
-  **Business Solutions Consultant Tier 1 Certification (Classroom)**
Contact your Project Director for more information on completing the Field Assessment portion of this certification. Once completed, email assignment and supporting documents to your BSC Manager (if applicable) and Project Director for signature approval and then email the signed document to RWSBusinessSolutions@rescare.com.

-  **Career Consultant: Introduction & Methodology**
This module introduces Career Consultants to the ResCare Methodology and gives an overview of the Career Consultant Certification Process.
-  **Career Consultant: 1 - Documentation, Confidentiality and Caseload Management**
Understand the importance of accurate documentation in case files and protecting confidential information. Other topics include: a. The "Six C's" of effective documentation: Clear, Concise, Complete, Correct, Confidential, Confined b. The importance of up-to-date and accurate case notes c. How... read more
-  **Career Consultant Certification - Case Management Foundations**
-  **Career Consultant: 2 - Interviewing & Communication Skills**
Learn how to conduct an effective interview using the REACH Communication Model and Helping Skills. Also learn communication techniques to help engage and motivate customers.
-  **Career Consultant Certification - Interviewing and Communication Skills**
-  **Career Consultant: 3 - Career Assessment & Planning**
1. Understand the flow of the case management process and where Career Assessment & Planning fit into it. 2. Understand the elements of an effective assessment process. 3. Understand how to access Labor Market Information to help ensure a good job match.
-  **Career Consultant Certification - Career Assessment and Planning**
-  **Career Consultant: 4 - Placement & Retention Strategies I**
1. Emphasize the importance of focusing on placement and retention from the moment a job seeker enters the system. 2. Understand the 'key ingredients' for a successful placement. 3. Introduce tools to help prepare customers for placement and retention. 4. Understand why job retention is importa... read more
-  **Career Consultant Certification - Placement and Retention I**
-  **Career Consultant: 5 - Placement & Retention Strategies II**
1. To understand Post-Placement transitional and retention supports that will assist customers in maintaining employment. 2. To review the importance of effective follow-up and discuss tools and techniques to improve follow-up conversations. 3. To review recognition activities that case managers c... read more
-  **Career Consultant Certification - Placement and Retention II**

The Upstate Workforce Board also provides or facilitates access to training through contracted trainers/consultants, state level trainers, and local Upstate Workforce Board team staff. EQUUS team members are required to participate in trainings provided by funder or partners when it directly impacts the staff role and ability to serve customers better.

Partner in-service trainings will be encouraged through regular invitations to team meetings, partner meetings and special sessions.

c. Environment

SC Works Cherokee 111-C Tiffany Park Circle Gaffney, SC 29341	SC Works Spartanburg 220 East Kennedy Street Spartanburg, SC 29302	SC Works Union 300 East South Street Union, SC 29379
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Opened in January 2017, Gaffney now has an SC Works Cherokee center, leased by EQUUS. The facility in Spartanburg is leased by the Upstate Workforce Board and is managed by EQUUS under the direction of the Upstate Workforce Board. The facility in Union is co-located with the newly renovated Union Carnegie Library, as of winter 2018. The Project Director and SC Works Center Management work together to ensure that the facilities are clean, safe, well maintained, and have up to date information, all of which create an inviting and resource-rich environment for employees and customers alike. Both the Operations Manager (bi-weekly) and Project Director (monthly) will utilize a Site Checklist to ensure centers operate efficiently and have the tools to do so. The SC Works Upstate centers project an atmosphere of professionalism, service quality, and continuous activity for job seekers and employers.

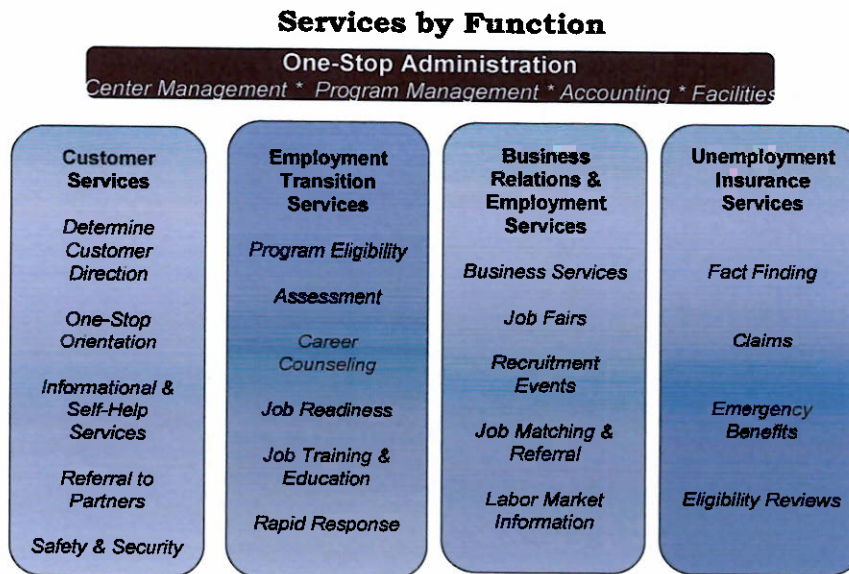
IV. Quality Measurement Tool

The EQUUS Quality Measurement Tool requires each project to complete an internal, self-driven, review each quarter, with most projects receiving one external review annually. This quality measurement system defines the best-practice standards and makes clear EQUUS's fundamental expectations of its people and operations to ensure high quality services are provided. Benchmarked to all other operations, comparisons can be made in overall results or by service delivery model (Human Resource, Business Performance, Financial, One-Stop & WIOA, Youth WIOA, Child Care Services, SNAP-FSET, and Disability) within the organization. Annually, the Service Delivery Team may conduct an 'external' quality and/or administrative compliance review. Often, they are assisted by Compliance and/or Internal Audit, and/or Human Resources monitors.

As in the One-Stop Certification process, partners may not have a direct impact on the results of this internal program but will be brought in as necessary to ensure that the project is truly compliant and meeting corporate expectations.

Operational Plan

EQUUS, as the SC Works Operator, shall be responsible for overseeing all SC Works operations at the three SC Works Upstate Centers (Cherokee, Spartanburg, and Union). EQUUS has completed the work of functionally integrating services in the centers by establishing functional service delivery teams. These teams are organized as follows:



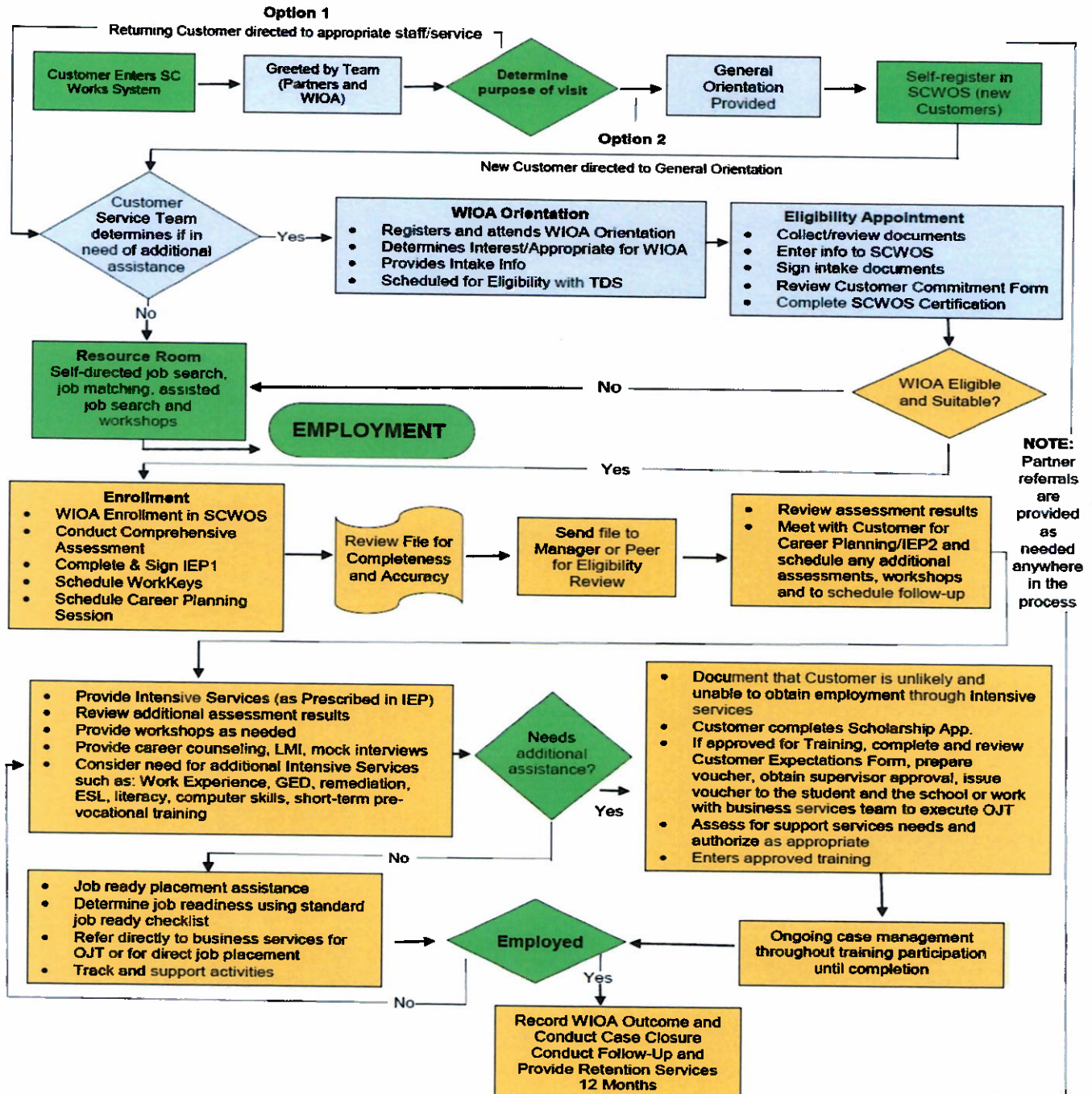
Each workforce area within the state is required by the State Workforce Board to complete a One-Stop Certification plan and have it approved by the local workforce board. A careful assessment of team capabilities and center processes has been made. The integration of multiple agencies with different philosophies, personnel policies, priorities and loyalties has proven successful yet challenging. It continues to be an ongoing process. The ultimate goal is a seamless service delivery system for the customer which results in a positive impact on the economic development of our region. This delivery system includes improved services and outcomes that are responsive to local job seeker and employer needs. Changes to the operational approach to service delivery will be necessary as the Operator continues to assess the impact of SC Department of Employment and Workforce (SCDEW) team reductions across all SC Works centers and all functional areas. SCDEW is responsible for the delivery of Wagner Peyser (core) and Veteran services.

A. Job Seeker Services

A Job Seeker Customer Flow has been developed to ensure that every customer receives the services they want and need in order to find employment. The flow ensures that all customers have access to all of the services provided through the SC Works Centers.

Flow Chart of Services for Job Seekers

Upstate SC Works System Job Seeker Flow Chart



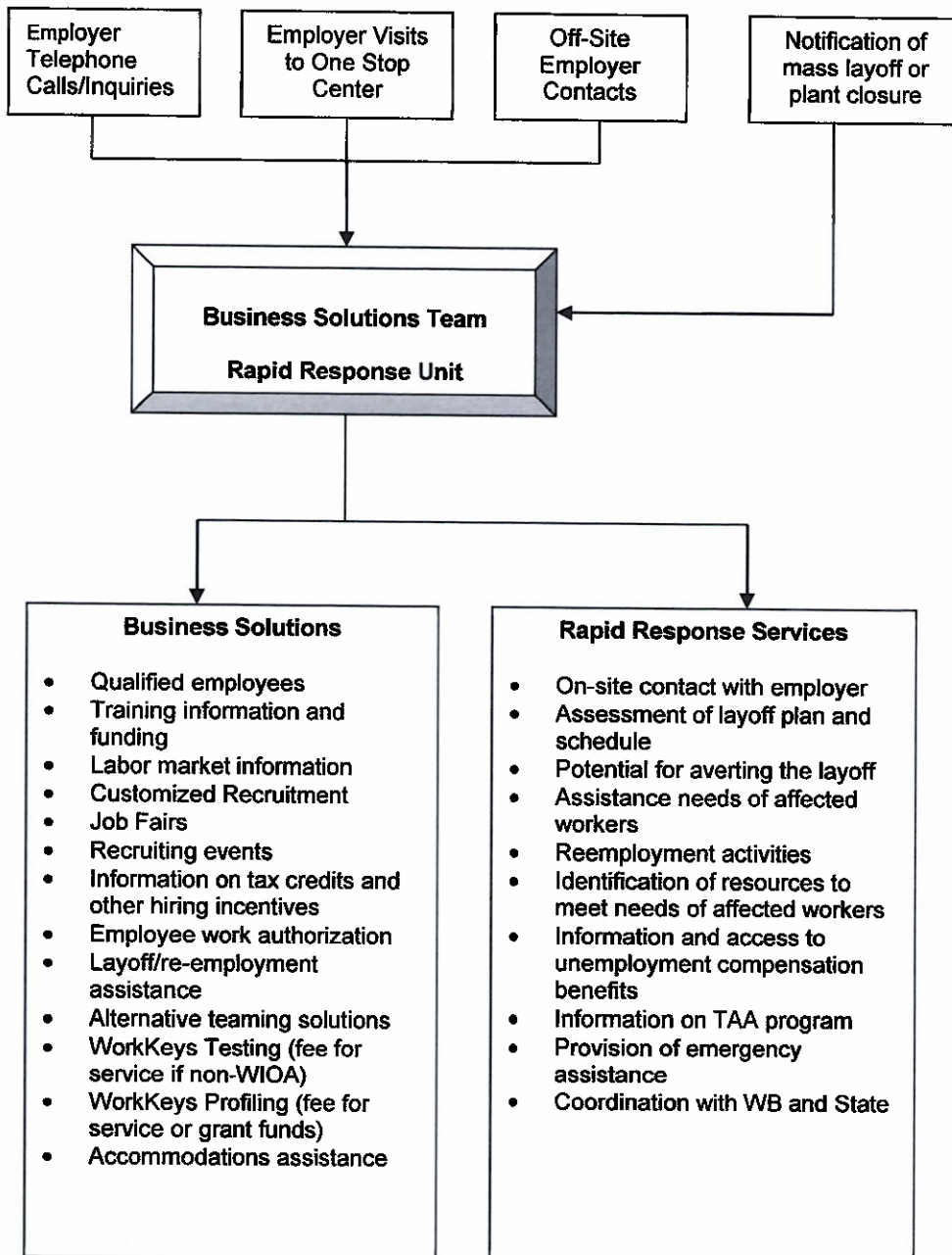
a. Business Solutions

The SC Works Upstate Business Solutions Team (BST) is comprised of the SC Works Greater Upstate Regional Director of Business Solutions (RDBS), EQUUS Business Solutions Consultants, Wagner Peyser Business Consultants and Business Services representatives from SC Works Upstate partners such as VR, DSS, SCC, and Goodwill Job Connection. In this model, the DBS develops, manages and coordinates special projects to include readySC projects and also manages functional supervision of the Upstate vision in regard to business services. The Wagner Peyser Business Consultants manage job orders, screening and referrals to local employers. SC Works Upstate partners that are actively engaged assist in the delivery of business services.

The Business Solutions team, in partnership with the Upstate Workforce Board recently designed, developed, and is currently in the implementation phase of local business consortiums in Cherokee, Spartanburg and Union Counties. The Upstate Business Solutions Team is responsible for providing ongoing services to local employers through the SC Works Upstate Centers as stated in the Products and Services section above.

The Rapid Response Unit (comprised of a SCDEW representative, EQUUS team member, and SCDEW Rapid Response Business Services Coordinator) will respond immediately to area employers who are experiencing downsizing or closure. The RDBS assists SCDEW Rapid Response Business Services Coordinator with initial management meetings. Additional EQUUS and SCDEW team members assist in delivering services to dislocated workers. The Rapid Response Team will provide services to both the employer and the affected employees through the SC Works Upstate Centers in person, virtually, or both.

Changes to the operational processes within Business Solutions has been ongoing and is always looking for better and more effective approaches. Partnerships have never been more important and while it has proved to be extremely challenging to the RDBS, SC Works Greater Upstate has been able to maintain strong relationships with economic development, Chambers of Commerce, partner agencies and employers ultimately creating opportunities to serve businesses with recruitment, retention and training assistance.



Partners are included in the functional service delivery model. In addition, EQUUS will host at least semi-annual all team meetings for center team and invite off site partner team as well. These meetings will be an opportunity to share the most up to date information, discuss customer flow concerns and ideas, and to strengthen the sense of being one team with a common goal. On site partners will participate in the daily standup meetings at the beginning of each day. All partners are included in email blasts with center calendars and broadcast messages about community specific events. All team will be aware of the process to be used to refer customers for such services and will ensure that customers are referred for the services that they need.

b. Partner Issues

Most partners within the SC Works system work collaboratively and effectively and comply with all commitments. Should a time arise when this is not the case, the following steps will be taken:

- The SC Works Operations Manager will attempt to resolve all partner issues directly with the partner involved at the time a problem arises.
- If the matter is not resolved satisfactorily, then the SC Works Operations Manager will provide a written request to the Partner and copy the Project Director.
- If failure to comply continues, the Project Director will request a meeting with the Partner's Management to discuss the concern and attempt resolution.
- If the problem persists, the Project Director will provide a written summary to the Upstate Workforce Board and seek assistance with resolving the matter.

c. Support from the Upstate Workforce Board

The SC Works Operator will require the support of the Upstate Workforce Board in the following ways:

- Remain open to suggestions and ideas for policy changes when such changes will lead to improved services and efficiencies
- Recognize and adjust to the realities of funding reductions and workload increases by simplifying requirements where possible and providing reasonable timelines for response to requests
- Continue to conduct monitoring in a way that teaches rather than penalizes when genuine efforts are evident
- Communicate frequently regarding Upstate Workforce Board priorities
- Notify the Project Director or other appropriate team members with appropriate workforce intelligence
- Notify and encourage the Project Director and other key team members to attend Upstate Workforce Board committee meetings and Upstate Workforce Board meetings to assure alignment of operations with Upstate Workforce Board priorities

d. One-Stop Operator Restrictions

In accordance with WIOA policy and the PY2020 Grant, the following are activities the One-Stop Operator is restricted from engaging in:

- Cannot convene system stakeholders to assist in development of a local plan
- Cannot prepare and submit local plans
- Cannot perform oversight of self as Operator for workforce board
- Cannot participate in selection/termination of Operator, Career Services, or Youth Provider

- Cannot negotiate local performance accountability measures
- Cannot develop or submit activity budgets of local workforce board

Financial Plan and Forecast

The financial plan for PY20 for SC Works Upstate (in conjunction with SC Works Greenville) began on July 1, 2020 and provides funding for three centers located in Spartanburg, Gaffney, and Union. Under an agreement with the Greenville County Workforce Development Board, there is a Talent Development Specialist assigned to Greer, located in the Greer Relief facility. This is a TDS-only office with no SCDEW staff.

Each of the career centers will operate under a single management concept with a team that is a blend of WIOA (EQUUS) SCDEW (State) and other co-located partner teams, with EQUUS assuming the supervision role. Each center will seek to co-locate partners who add to our ability to increase job seeker access to services and information which may not be under the umbrella of employment services and/or training.

Under this merged team arrangement, there is a Memorandum of Understanding (MOU) that identifies all partners playing a role in the arrangement and identifies their responsibilities. Further, there is also an Infrastructure Funding Agreement (IFA) that describes the various expenses including facilities costs that are to be shared. The IFA describes the method for sharing and allocating these costs among the partners as appropriate.

The methodology used is attributable to Square Footage and is agreed upon annually by all partners. The overall shared costs are determined by actual square footage utilized by the mandated One-Stop partner, to include shared costs for utilities, supplies, and communications. Quarterly reconciliation shall be accomplished by the EQUUS Project Accountant and reports provided to the Partners. Invoices shall be provided quarterly, in accordance with the MOU/IFA. Updates and discussions will be had during the Quarterly MOU/IFA Partner Meetings.

The MOU/IFA as approved by all mandated partners is considered a part of this plan.

Currently, SCDEW, ACHIEVE Youth, Adult Ed Youth, Goodwill SCSEP, SC Commission for the Blind, VR, SCC, Job Corps, and DSS/SNAP are co-located within SC Works Upstate facilities. Partner co-location may be full or part-time within all or county specific SC Works Upstate centers. For several non-profit and/or non-governmental agency partners, the MOU/IFA includes consideration of these partners as utilizing one cubicle shared amongst them in the Spartanburg center. The SC Works Operations Manager is the point of contact for reserving time. As feasible for each partner agency, team members are located within the SC Works centers to either provide support for core career services or to be available for direct client support for their specific agency's services. Both methods provide options for these partners to be represented in the SC Works system without incurring undue expenses.