

## **Combined Center Operations and Business Engagement Plan Content Guidance**

### **Management & Organizational Structure**

1. Provide a list of comprehensive and affiliate centers and the location of each center.

#### **Comprehensive Centers:**

***SC Works Greenville  
225 S. Pleasantburg Drive  
Greenville, SC 29607***

***SC Works Spartanburg  
145 N. Church Street  
Spartanburg, SC 29306***

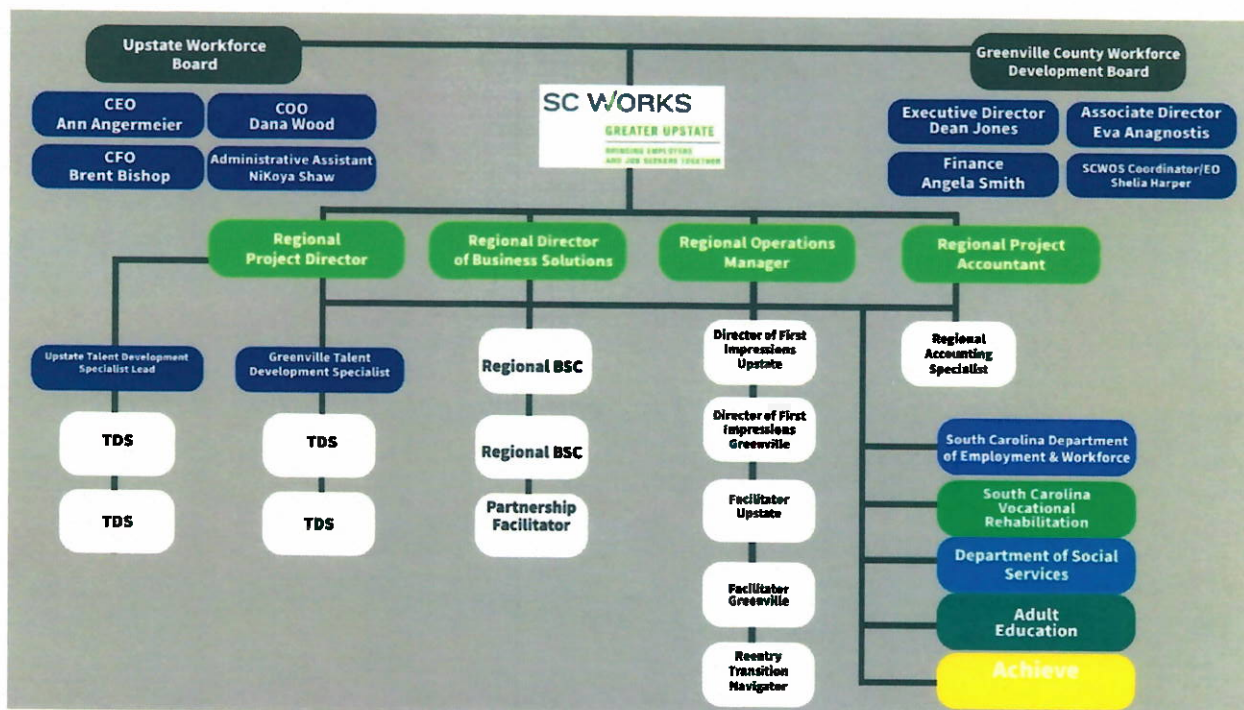
#### **Affiliate Centers:**

***SC Works Union  
300 E. South Street  
Union, SC 29379***

***SC Works Cherokee  
111-C Tiffany Park Circle  
Gaffney, SC 29341***

***Greer Center \*Limited Services Available\*  
202 Victoria Street  
Greer, SC 29651***

2. Provide an organizational chart for your area to include Local Board Administrative Staff, the Operator, Front-Line Staff, partners, and programs.



3. Provide an organizational chart or roster of your Integrated Business Services Team (IBST).

***Our core Regional Business Solutions Team to include Adult Education, SCDEW, SCVR, and WIOA Title I meets weekly. The roster for those meetings includes:***

Anne Brock-Trail – SCDEW	Benjamin Abrams – Equus
Kathy Stanton – SCDEW	Johnnie-Lynn Crosby (BS Lead) – Equus
Ashley Randolph – SCDEW	Mary Beth Walters – Equus
Davey Smith – SCDEW	Erin Black – Adult Ed
Susan Ross – SCDEW	Sophie Fuller – Adult Ed
Jennifer Foster – SCDEW	Lisa Hall – SCVR

***Our full Regional Integrated Business Solutions Team meets quarterly. The roster of invitees for those meetings:***

Art Crider - SCMEP	Lisa Hannon – Achieve
Amanda Mason – Eckerd Connect	Lynn Tuten – Greenville County Schools
Amy Wyatt - DSS	Melanie Gearhart – Goodwill
Anne Brock-Trail - SCDEW	Whitney Hannah – Greenville County Schools
Ashley Randolph – SCDEW	Nalee Moua – Charles Lea Center
Heidi Arroyave – Greenville Literacy	Nikki Robinson - SCVR
Benjamin Abrams – Equus	Kirsten Pratt – Apprenticeship Carolina
Bill Brasington – Adult Learning Center	Ricco Booker - Fatherhood

Brad Dill - Bonds Career Center	Susan Griffith – Achieve
Chris Rauch - SCMEP	Robyn Grable – Veterans Ascend
Cherie Pressley – SC Commerce	Ryan Skinner – Commission for the Blind
Dana Wood - UWB	Melissa Schmitt – SCC
Daisy Chaves – Goodwill	Shantell Bradford – Goodwill
Diana Goldwire - SCDEW	Sophie Fuller – Adult Ed
Kathy Dickson – Apprenticeship Carolina	Sommer Ward – Goodwill
Davey Smith - SCDEW	LaTokia Trigg – Ready SC
Dwayne Hatchett – One Spartanburg	Tymeisha Purvis – DSS
D. Wheeler - Able-SC	Zach Wiley - SCDEW
Dolton Williams - UCWDB	Kevin Boniface – SC Commission for the Blind
Eva Anagnostis - GCWDB	Kimberly Proctor – Ready SC
Erin Black – Adult Ed	Kathy Stanton - SCDEW
Eric McAbee - SCDEW	Kanikia Sweeney- Phoenix Center
Glenn Templeton – GVL Tech	Mary Beth Walters – Equus
Johanna Gunter – Ready SC	Lorraine Holeman – Greenville County Schools
Jennifer Moorefield – GVL Tech	Lisa Hall - SCVR
Jerry Howard – GVL Tech	Tyler Hill – Swofford
Rhonda Johns – SCC	Elizabeth Tisdale – DSS
Kelly Walker – Upstate Fatherhood Coalition	Ryan Collins – Equus
Kerri McAlister – RD Anderson	Angela Spears – DSS
Lisa Hall - SCVRD	Valerie Stapleton – Reentry
Lisa Seay – Swofford	

4. Provide your area’s communication plan and decision-making process, the scope of which includes, but is not limited to, the following:

- How front-line issues are communicated and resolved;

***Staff communicate with their immediate Supervisor. The Supervisor then shares the concern or issue with the Operations Manager or Project Director, as needed. Monthly Leadership Team meetings are held with Program Managers as per Internal Communication Plan-SOP 1650.***

- How State guidance is disseminated;

***State guidance is disseminated via Instruction Letters which are posted online on the Upstate Workforce Board website. The Associate Directors from the Workforce Boards also inform the Operations Manager that a letter has been issued. The SCWOS Coordinator also shares relevant information with Program***

***Managers and staff, as necessary. Monthly grantee meetings are held with the Upstate Workforce Board staff. A quarterly meeting is held with Equus management and the two Workforce Board Directors and Associate Directors to discuss regional related situations and issues.***

- How information is shared with partners;

***Information is issued to partners via email, meetings and other forms of communication to include verbal and written, as well as weekly Stand-Up sessions. This is detailed in the SOP 1650 "Internal Communication Plan."***

- Planning and implementation process for center events, as well as business services events, including:
  - Process for electing a point person for events and their responsibilities
  - How business services events are staffed, including planning and scheduling processes;

***Business Solutions events, excluding job fairs and recruitment events, are planned and led by the Regional Director of Business Solutions. Additional Business Solutions Team staff are included as needed. All core Business Solutions staff are made aware of upcoming events such as HR Café and other business workshops so they can invite business contacts. Recruitment events are generally scheduled and managed by local SC Department of Employment and Workforce staff who are already working with the business on job postings and job matching. For single employer events, the SC Department of Employment and Workforce Business Consultant plans and covers the events as needed. For multi-employer job fair events, the full core Business Solutions Team is invited to assist with planning and event coverage.***

- Local Workforce Development Board's process for appointing and reviewing the appointment of an Integrated Business Services Team Lead; and

***The local workforce areas have a designated Business Solutions Lead, the Operator's (Equus Workforce Solutions) Regional Director of Business Solutions, Ms. Johnnie-Lynn Crosby. This selection was based upon years of experience, promising practices, leadership in Business Solutions, knowledge of the region's employers, sector strategy leadership and economic development status. Each Workforce Board is responsible for the appointment of the Lead annually.***

Description of the Local Workforce Development Area's SC Works logo and branding usage, including how SC Works hosted events are identified.

***The SC Works Greater Upstate logo is used as a region and added to all flyers and events hosted and facilitated by SC Department of Employment and Workforce and Equus staff, in addition the American Job Center logo is attached to all flyers as well.***

5. Describe staff development and training activities in your area, including information regarding Integrated Business Services Team cross-training to promote referrals.

***Staff development training is provided via All Staff Quarterly training sessions hosted by the operator and held once a quarter. In addition, staff training is provided regarding all programs and requirements. Case Management and Business Solutions staff meet weekly and monthly, and train according to updates and changes regarding their specific programs. The Workforce Boards also organize training at times via consultants when funding is available. There is also a request for training and technical assistance Instruction Letter that offers the staff an opportunity to request training as needed. When funding is available, some staff attend conferences.***

6. Describe the roles and responsibilities of the area's Integrated Business Services Team, including the Integrated Business Services Team meeting schedule, employer engagement planning and scheduling, and how Integrated Business Services Team documentation is shared between partners.

***The Regional Business Solutions Director plans quarterly Business Solution Team meetings and sets the agenda. The meetings include a time for agency updates, upcoming events, an educational topic and a discussion period. All partner agencies are invited to present on their individual workforce programs, to include work-based learning opportunities. The goal of the regional meetings is to generate communication, collaboration and results. Quarterly meetings are scheduled by the Regional Director of Business Solutions. The agenda is developed based on team feedback and requests. Documents are shared via email with the fully integrated team. However, local SC Department of Employment and Workforce staff have access to a shared Google Drive folder with Business Solutions documents such as: On-the-Job Training recruitment flyers and forms, employer registration forms and links and recruitment event attendance lists.***

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### **Service Strategy**

1. Provide the menu of required and expanded services for both comprehensive and affiliate centers in your area. A services flowchart may be included.

***There is a plethora of live, virtual workshops available weekly and monthly, in person or online. There are workshops that address resume preparation, interviewing techniques, networking, internet use, stress management, soft skills and job search;***

***there is also an opportunity for customers to ask questions and receive feedback during the live, virtual workshops. In addition, there are also numerous workshops offered each month through SC Works Online Services.***

***Our Outreach Facilitator conduct workshops on developing resumes, and when needed also meet individuals one-on-one to further explain the importance of items and polish the resume. They also assist customers with uploading their resumes into the South Carolina Works Online Services (SCWOS).***

***LinkedIn Learning is a FREE virtual tool available to our customers anytime and can be accessed via smartphone or computer. This platform provides over 13,000 courses on a variety of subjects, that are taught by experts in the specific field. After the completion of courses, a customer can load the certification of completion to their personal LinkedIn account, showcasing their knowledge and desire to learn, which makes them more attractive to employers.***

***Customers that visit the affiliate center have access to the same live, virtual workshops offered in the comprehensive center. These services are provided by the Outreach Facilitator, and the LinkedIn Learning platform is also available as mentioned above.***

***Case Management services are offered to individuals residing within the local area. These services include one-on-one career counseling and the development of an Individual Employment Plan that creates a clear path to success through training. The focus of these services is to remove any known barriers and provide resources and options for in-demand occupational skills training through traditional classroom instruction and paid on-the-job training, with an ultimate goal of self-sufficient employment. These services are offered at both the comprehensive and affiliate centers.***

2. Describe how referrals are completed in your area, including any efforts made to streamline the referral process.

***There is an established Referral Process via SCWOS (SC Works Online Services) as required by the Memorandum of Understanding and Workforce Innovation and Opportunity Act law, in which all core partners are listed. There is a Standard Operating Procedure (SOP 1600) which addresses the procedures required by partners. The SC Works Operator will continue to emphasize the use of the Referral System and encourage usage from all staff and partners.***

3. Provide the menu of Integrated Business Services Team services in your area, including any associated costs and how these costs are determined.

***There are no fees for business services other than WorkKeys assessments and job profiles.***

1. Job Postings - Online, phone call, fax, in-person

2. ***Applicant screening and referral to business specifications***
3. ***Customized Recruitment***
4. ***Job Fairs***
5. ***Provision of Labor Market Information***
6. ***Interviewing Space, Scheduling***
7. ***Provision of information and referral related to: Tax credits, community resources, federal bonding, Americans with Disabilities Act, Veterans***
8. ***Incumbent Workers Training (as funds allow)***
9. ***On-the -Job Training***
10. ***Customized Training***
11. ***Information on Unemployment Insurance (UI)***
12. ***Rapid Response services***
13. ***Trade Adjustment Assistance (TAA) information and services***
14. ***Veterans Employment Services***

***Expanded List of Business Services -- examples***

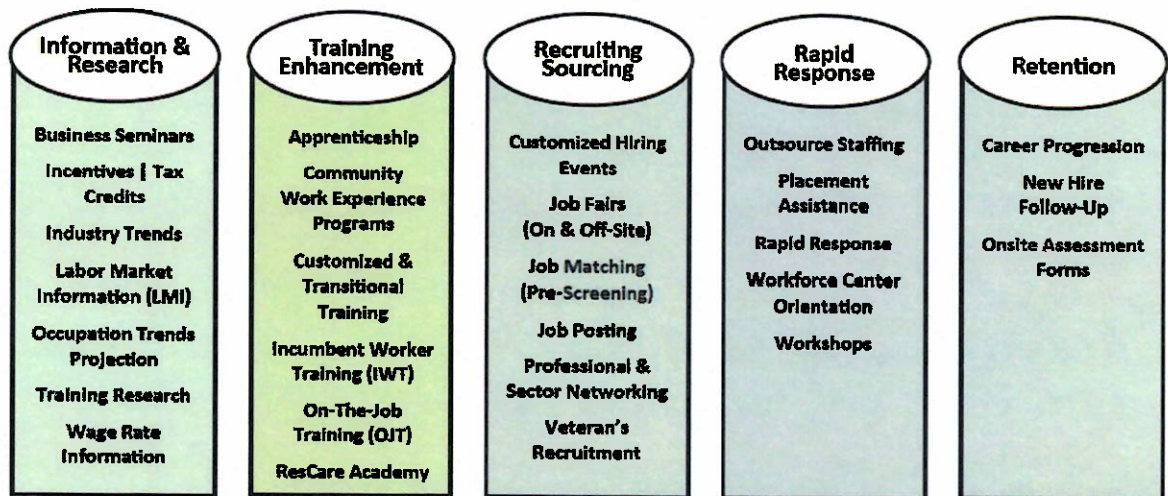
1. ***Customized services for significant company or industry dislocations***
2. ***Access to WIN testing***
3. ***WorkKeys job profiling services***
4. ***Database of Ready to Work Career Readiness Assessment tested applicants***
5. ***Labor Market Information workshops***



# Business Solutions

SC WORKS

GREATER UPSTATE  
BRINGING EMPLOYERS  
AND JOB SEEKERS TOGETHER



4. Provide the process for providing business services, including how service delivery that supports visit and service planning is documented between core and extended partners.

*The greater upstate region follows an account executive approach as much as possible to limit the point of contact for the business partner. To ensure that all Business Solutions Team members are knowledgeable about business services available in the Upstate and Greenville regions, each member receives information on available services via participating partnering agencies. During Program Year 22, information will continue to be provided via face to face, email, virtual meetings, and regional meetings. Topics covered include customer service, employer relations, job posting, recruitment events, job fairs, on-the-Job training, work experience, transitional jobs, incumbent worker training, registered apprenticeships, regional education letters, ReadySC, SC Manufacturing Extension Partnership services, assessments, Work Opportunity Tax Credit (WOTC), federal bonding, workforce board plan and goals, and economic development. Topics are determined based on demand/requests from participating partners.*

*Business Solutions Team members operate under the direction of the SC Works Regional Director of Business Solutions. Businesses are the number one priority for the Upstate Workforce Board. The SC Works Upstate Regional Director of Business Solutions coordinates all business services for the SC Works Upstate and Greenville region.*



***The Business Solutions Team promotes workforce services to the business community and includes public speaking events. Partner business services are included in outreach and informational materials.***

***The Business Solutions Team arranges business workshops in all SC Works sites, as needed. There are currently HR Café sessions running virtually, serving all 4 counties.***

***Each participating entity is given the opportunity to add material and agenda items to each meeting, both weekly and quarterly. Multiple partners created a one-page overview of business services. Additionally, speakers present at meetings, and we often have on-the-job presentations and work experience/internship presentations. At each local meeting and the regional meetings, there are opportunities to discuss combining efforts to develop recruitment strategies for local businesses and/or industries which include co-enrollment and stackable credentials. There is also a focus to combine efforts when planning job fairs.***

***All federally mandated partners are expected to represent themselves as workforce representatives, presenting the full range of relevant/appropriate services to the businesses. The entire Business Solutions Team has been encouraged to represent the full workforce system and its services when meeting with business and industry. However, there is nothing in place with each partner entity to hold representatives accountable for this metric. It would be helpful if an accountability measure were developed at the state level for each partner staff. (federally mandated partners at a minimum)***

***All business services provided by the local area Equus staff and SC Department of Employment and Workforce staff are entered into the SCWOS database. It would be very helpful if Adult Education and the SC Department of Vocational Rehabilitation were also required to enter business services activities into the SCWOS database for tracking purposes and to eliminate duplication as much as possible. This would also enhance the overall experience for the business partner.***

#### **Targeted Sectors and Outreach**

1. List specific industries which are targeted within your LWDA for both job seekers and employers, including in-demand occupations and industries, and the strategies implemented to target them.

***Advanced Manufacturing, Construction Trades, Logistics/Distribution, Healthcare, Information Technology and Construction Trades.***

***Strategies include partnerships with local economic development, technical colleges, K-12 education, local HR chapters, chambers and workforce development initiatives through work-based learning activities. The Equus Business Solutions Team also follows***

*the outreach plan below to ensure collaboration and communication are occurring throughout multiple partner agencies and industries. Equus also manages social media and text messaging outreach to business partners and job seekers.*

*In addition, SC Works partners with a multitude of organizations that serve the same or similar purpose of increasing the quality of life for local residents. This includes faith-based and human services organizations that provide support and services to individuals with barriers.*

2. Describe your LWDA's outreach strategy.

### **PY22 Business Outreach Plan Equus – July 1, 2022 – June 30, 2023**

**REGIONAL PLAN:** All Equus Business Solutions Consultants will cover a 4-county region and have specialty focus.

#### **INDUSTRY FOCUS**

<b>Mary Beth</b>	<b>Johnnie-Lynn</b>	<b>Ben</b>
Manufacturing and Logistics	Skilled Trades	Manufacturing and Logistics
Healthcare		Information Technology
		Professional (Admin/CSR)

#### **PARTNERSHIP/STRATEGY FOCUS**

<b>Mary Beth</b>	<b>Johnnie-Lynn</b>	<b>Ben</b>
Registered Apprenticeships (Apprenticeship Carolina)		Refugee Project
Technical College – Manufacturing (Upstate)	Technical College – Professional (regional)	Technical College - Information Technology (regional)
Technical College – Healthcare (regional)	Technical College – Skilled Trades (regional)	Technical College – Manufacturing (Greenville)
Staffing Partnerships	SCRLA – Restaurant and Lodging	Staffing Partnerships
EMT Programs – Jeremy and Josh	Skilled Trades Alliance	Manufacturers Roundtable – Greenville
Spartanburg Reentry		Vocational Rehabilitation On-the-Job Training stacking
Entrepreneurship (SBDC and SCORE, EdBuild)		Greenville Reentry
		Technical College – Professional (regional)

**TEAM GOALS:**

***\*Each Business Solutions Consultant needs Core 4 employers per quarter to support placement within industry focus;***

***\*Each Business Solutions Consultant should develop 8 On-the-Job Training contracts per quarter (regardless of Local Workforce Development Area) which would put us at 96 On-the-Job Training contracts for the year as a region. If evenly split = 48 per Local Workforce Development Area;***

***\*Business Solutions Consultant outreach should reach a minimum of 15 meetings per month (new or repeat);***

***\*Business Solutions Consultant community engagement should include 1 per month, based on partnership/strategy focus; and***

***\*All Business Solutions Consultants will contribute to Dislocated Worker Grant placements based on candidate eligibility – Upstate grant also serves Greenville residents.***

3. Describe your Local Workforce Development Area's process for assessing and reviewing employer needs, including resources used to conduct the assessments and reviews.

***SC Works/Equus manages and coordinates business engagement, assessment and review. The Regional Director of Business Solutions (RDBS) is engaged with local economic development, technical colleges, K-12 education, local human resources chapters and chambers. The RDBS also participates in business retention visits, roundtables, and forums focused on obtaining business partner feedback. Additionally, the local Business Solutions Team serves business partners based on need, using the employer visit guide as a resource to identify business partner challenges and priorities related to recruitment, retention and training. Within the manufacturing industry, the Local Workforce Development Area also initiated the Upstate Manufacturing Network, a partnership designed to focus on industry priorities. Currently, the partnership is focused on developing a standard maintenance skill assessment with the support of Equus Partnership Facilitator and Convener, Ryan Collins.***

**Customer Feedback**

1. What methodologies are used in your LWDA to gauge employer and job seeker satisfaction? How does the LWDA turn responses into actionable improvements of the system?

***There is an established policy/procedure for measuring our customer/job seekers satisfaction with the service provided in the centers, from Resource Room to workshops. Monthly Customer and Workshop Survey Reports (SOP 1701) detail the procedures required to effectively gather, monitor and if needed, assign correction actions for resolution.***

*Additionally, the Operator, Equus Workforce Solutions, has implemented LEGACY in Action surveys (completed in-person and online), which are another mechanism to ensure good customer service is taking place. LEGACY in Action survey results are reviewed each month by Equus management.*

*SC Works Greater Upstate utilizes FormStack for customers, workshops and employer surveys and feedback. In addition, QR Scan Codes are developed and added to surveys.*

*Business customer surveys are conducted monthly through the workforce boards. Once survey results are received by the Regional Director of Business Services, each business customer is followed up with based on the feedback. If the customer needs assistance with a SCWOS account or recruitment event planning, Wagner-Peyser staff follow up to provide the information. If a business customer has concerns or questions about IWT, OJT or is unhappy with the service received, the Regional Director of Business Services follows up directly. The business customer feedback is also used to implement continuous improvement strategies within the business solutions department.*

*All survey results from both employers and job seekers are presented to both Boards in a snapshot format each month in the Just-In-Time Report. This provides an opportunity for review, discussion and action items for improvement. In addition, the same results are shared monthly at the Partner Program Manager meetings hosted by the Operator.*

**NOTE:** Beyond the above listed topics, LWDA's are encouraged to include any additional information that is pertinent to the LWDA's center operations and business engagement activities.

**This plan must be no more than 30 pages, including attachments.**

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**SC Works Greater Upstate – Equus Workforce Solutions**

<b>Policy/Procedure:</b> Referral Procedures- SC Works Greater Upstate Partners		<b>Number:</b> 1600
<b>Effective Date:</b> 11/1/16; rev 2/13/19, 7/21/21, 2/1/2022	<b>Prepared by:</b> Douglas J. Stephenson <b>Revised by:</b> Adam Lindsley	<b>Approved by:</b> Douglas J. Stephenson, Project Director

**Purpose:** Establish a Referral Process to be utilized amongst all One-Stop Partners of the SC Works Greater Upstate workforce service delivery system.

**1.0 Summary:**

Pursuant to a Memorandum of Understanding (MOU) for the Greenville and Upstate Workforce Development Areas and the Workforce Innovation and Opportunity Act (WIOA), required and participating partners of the Greater Upstate will utilize the SC Works Online Services (SCWOS) system to refer customers to other agencies. The One-Stop Operator will establish an SOP and distribute the SOP to all partners.

**2.0 General Requirements:**

- 2.1 Partners should utilize SC Works Online Services (SCWOS) to refer common customers to other partners when they determine through assessment or other means that the customer will benefit from referral to that agency. The referral can be for social services, workforce services, health services or other services deemed appropriate by referring agency.

**3.0 Detailed Procedures:**

- 2.1 The operator will oversee the referral process, ensuring that partners utilize the referral process in SCWOS, as explained below. (Step-by-step instructions regarding Staff Referrals to Providers in SCWOS are located under Staff Online Resources in SCWOS.)
- 2.2 When managing an individual in SCWOS, choose the Activities link, then click Staff Referrals to Providers. From there, click Add Referral.
- 2.3 Then, add the required information into the online form. At minimum, a referral must include:
- Name of the participant being referred
  - Date Contact Made-Date the referring partner provides referral information to referred partner
  - Referral To-Partner organization receiving the referral
  - Reason for the Referral-Why the participant is being referred and/or what services are being sought; and

e. An actively checked email address for the provider receiving the referral

2.4 This Information must also be documented in a corresponding case note.

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

#### 4.0 Recording Outcomes:

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

- a. A "Completed Referral/Enrolled" outcome is defined as a referral that was received by the referred to program and the individual referred was enrolled in the program.
- b. A "Completed Referral/Not Enrolled" outcome is defined as a referral that was received by the referred to program, but the individual referred was not enrolled in the program.
- c. If an individual declines to enroll in the partner program referred to, program staff receiving the referral must document the individual's refusal by:
  - i. Entering a case note in SCWOS outlining that the individual is declining to enroll and why.
  - ii. Complete and attach the *Program Enrollment Refusal Form* (located in SCWOS under Staff Online Resources) to the case note.

#### 5.0 Additional Information for Partners Without SCWOS Access:

5.1 Partners that do not have access to SCWOS may continue to use paper referral forms. These may be obtained from the Operations Manager.

- a. Once completed, email/scan the form to the agency the referral is being assigned. It is suggested that the customer be given a copy and asked to take it with him/her upon their visit to the agency.
- b. To complete the referral process, it is requested that partners receiving referrals provide prompt feedback by email/scan of document to the provider once services are provided (or when the customer does not report for accessing services).

#### Attachments (Can be found in "SOP Supporting Forms" folder in SharePoint):

Staff Referrals to Providers: How to Create and Complete a Referral in SCWOS

Multi-Agency Referral Form-Upstate

Partner Referral Form-Greenville



<b>SC Works Greater Upstate Internal Communication Plan</b>	<b>ADM</b>	<b>SOP 1650</b>
	<b>Prepared By:</b> D.J. Stephenson	
<b>Initial Release Date:</b> 30 August 2018	<b>Approved By:</b> D.J. Stephenson	
<b>Revised Date:</b> 6/22/2021, 1/19/2022	<b>Document Owner:</b> Project Director	

## Purpose

The following communication plan is intended to ensure that all staff have the information needed to cohesively deliver quality services. It is also intended to promote trust and excellence by developing a cooperative and inclusive team atmosphere where all staff are informed and given opportunities to provide input that support delivery on our commitments and continuous improvement.

## Internal Communication Plan

### Meetings: Face to Face Communication

Type	Format, Frequency & Length	Attendees
<b>Huddle/Stand Up</b>  <i>Purpose: Ensure that all staff are informed of events of the week and have critical information to ensure smooth and effective operations</i>	20 minutes max Agenda: News; Priorities; Roadblocks Should not be formal leaders, but informal leaders nominated by staff (with 2 or 3 backups) able to keep group focused and concise	<b>All staff in center</b> The OM and partner supervisors collaborate on event  Times: Greenville-Thursdays @ 4:40pm. Upstate-Wednesdays @ 3:40pm.
<b>Leadership Team Meeting</b>  <i>Purpose: Ensure that metrics are on target; team members are informed and able to provide input on important matters; projects and priorities are advancing; accountability for commitments</i>	Monthly, 1-2 hours; Led by Operations Manager (OM) Agenda: <ul style="list-style-type: none"> <li>Information Sharing</li> <li>Program/Team Updates</li> <li>Performance Status</li> <li>Status on Plans/Priorities</li> <li>Discussions on pending decisions and actions</li> </ul>	Senior Leadership Team Members including: <ul style="list-style-type: none"> <li>Partner Supervisors</li> <li>Operations Manager</li> <li>WIOA Program Supervisors</li> </ul>
<b>Team Meetings</b>  <i>Purpose: Ensure that each team is informed and functioning cohesively; provide information on items specific to team</i>	Weekly, 1-2 hours, Led by WIOA Program Supervisors; PD may attend; Regional Directors may attend via Zoom Meetings	Direct Reports Partner Staff (functional supervision); Partner Supervisors at their discretion
<b>All Center Meeting</b>  <i>Purpose: To pull all SC Works staff together for delivering important information and building a cohesive region-wide team</i>	Quarterly (2-3 hours) Agenda: <ul style="list-style-type: none"> <li>Team Building activity</li> <li>Center/program updates</li> <li>Information on New Initiatives</li> <li>Speaker or Training Activity</li> </ul>	<b>All staff in the center;</b> can invite off-site partners



<b>All Equus Staff Meeting</b>  <b>*Partners also conduct meetings at their discretion</b>	Quarterly (1-2 hours); organized by OM. Agenda: <ul style="list-style-type: none"> <li>• Team Building activity</li> <li>• Center updates</li> <li>• Program updates</li> <li>• Information on New Initiatives</li> <li>• Review of SOPs, processes</li> </ul>	All Equus Staff
<b>Strategic Solutions Meetings</b>  <i>Purpose: To discuss important strategic matters that may involve new initiatives, new approaches, modified procedures, etc.</i>	Monthly or as needed; 2-4 hours (depending on topic(s) to be covered); requires significant preparation with background data, clear process for obtaining input before and during the meeting; final decisions rest with PD after consideration of facts and input	Depends on topic to be covered; invitees should include those with valuable input and those responsible for execution; this will sometimes be leaders and key players only, or may involve all of a team or all staff
<b>Strategic Planning Meetings</b>  <i>Purpose: To develop (update) a clear, agreed upon strategic plan for the entire Operation</i>	No less than annually; Develop plan with the following: <ul style="list-style-type: none"> <li>• Thematic Goal</li> <li>• Supporting Objectives</li> <li>• Action Plan</li> <li>• Scoreboard</li> <li>• Commitment Clarification</li> </ul>	Equus Leadership Team (may also include Partner Leadership Team)
<b>Community Partner Meetings</b>  <i>Purpose: To support a collaborative one-stop system that is customer focused and delivers results for the job seekers, businesses, funder and the community</i>	Monthly, organized by Facilitator Outreach Coordinators <ul style="list-style-type: none"> <li>• Partner Highlights</li> <li>• System Performance</li> <li>• Hone cooperative processes (i.e. referrals)</li> <li>• Discuss/report on shared initiatives</li> <li>• Other, as determined</li> </ul>	OM WIOA Supervisors Partners (workforce, community)

### Controlled Documents

All controlled documents must be indexed by prior to release; all documents must be named according to the controlled documents master procedure; all external documents must contain the appropriate taglines.

Document Type	Purpose	Who Issues/Approves
<b>Written Policies and Procedures</b>  (Can be drafted by anyone)	To provide clear direction on specific processes, including scope of authority, limits of authority, define waiver process, if available, etc.	All of these must be vetted by the PD
<b>SOPs</b>  <i>Purpose: To reinforce local or corporate policies (if local or</i>	To provide step by step process for executing a policy and delivering a service or activity	Must be vetted by the functional/program expert most closely related to activity, requires PD approval

### SOP\_1650\_Internal Communication Plan

This is an electronically controlled document. All hard copies are considered UNCONTROLLED SC Works is an equal opportunity employer / program. "Auxiliary aids and services available upon request to individuals with disabilities"

<i>corporate instruction letters cover necessary steps of policy, SOP not required)</i>		
<b>Forms</b> (Developed or modified by anyone)	Only the most up to date, controlled version may be used	Must be vetted by the functional/program expert most closely related to activity, requires PD approval (in some instances, Partner Supervisor/org)
<b>Marketing Materials</b> (Flyers, brochures, other) (Developed by anyone)	Provide information on services and activities in a manner that promotes benefits over features; to conduct outreach; job fair announcements	Must be vetted by the Leadership Team, reviewed by the PD for submission to GCWDB and/or UWB for approval PRIOR to release.
<b>Workshop Calendar</b>	Provide information about workshops.	Created by Instructors (Equus and SCDEW). Posted in SCWOS and on SC Works Greater Upstate website.
<b>Center Calendar</b>	Provide information about events	To be completed by a designee; review and approval by OM

#### Other Communications/Decisions (EQUUS ONLY)

Type of Communication	Method
Human Resource Decisions (Hiring decisions, disciplinary action, evaluations, pay rate increases, etc.)	Manager may consult HR Liaison; Manager makes recommendations to PD; PD submits for RD approval on all hires/terms
Interview Results	Hiring Manager updates HR Liaison; Once decision made and approved, hiring manager reaches out personally to interviewees not selected/advanced and HR Liaison notifies all non-interviewed candidates via email
Client Spending Decisions	TDS Supervisor within the constraints of policy and budget; direct questions to Project's Accountant and/or Director
Operational Spending Decisions (Supplies, staffing, other)	Project Director within constraints of local/company policy and budget
Process Changes	If involve changes to WORCS system, customer policies or Equus plan of action, must be vetted through PD; Note: All processes require written instruction and must follow controlled documents procedure

## SC Works Greater Upstate – Equus Workforce Solutions

<b>Policy/Procedure:</b> Monthly Customer and Workshop Survey Reports		<b>Number:</b> 1701
<b>Effective Date:</b> 7/30/2017	<b>Prepared by:</b> Douglas J. Stephenson	<b>Approved by:</b>  Douglas J. Stephenson, Project Director
<b>Revised:</b> 8/19/21, 1/19/22	<b>Revised by:</b> Adam Lindsley	
<b>Purpose:</b> Establish an effective method and practice for gathering customers/jobseekers' feedback.		
<p><b>1.0 Summary:</b></p> <p>Pursuant to Job Seeker Standards, One-Stop SC Works Certification Standards, SC State Instruction Number 18-11, dated February 22, 2019, SC Works Greater Upstate will assess customers' satisfaction with their experience(s) while engaged with the center/partners and the SCWOS system.</p> <p><b>2.0 General Requirements:</b></p> <p>2.1 Each comprehensive and affiliate center will assess this satisfaction by encouraging customers in the Resource Rooms and in Workshops to complete an online and available survey. These surveys will be made available for website users also.</p> <p><b>3.0 Detailed Procedures:</b></p> <p>3.1 Facilitator/Outreach Coordinator(s) (or designee) will monitor Alchemer (formerly Survey Gizmo) site and provide monthly results (no later than 10<sup>th</sup> of following month) to all onsite managers, Project Director, Regional Director, SCDEW Area Director, and GCWDB and UWB One-Stop Coordinators/Associate Directors.</p> <p>a. These surveys are center specific.</p> <p>b. Results will be posted in each center for staff and customers to view.</p> <p>3.2 Survey links will be available on all desktop monitors in Resource Room and Lab computers. Staff will encourage job seekers to complete a survey prior to leaving center. Paper surveys will also be available.</p> <p>3.3 All <i>Below Expectations</i> results will be followed up by Operations Manager (OM) immediately upon notice, if contact information provided.</p> <p>3.4 The OM will review the results with onsite partners at the Monthly Partner Managers Meeting. He/she may also review at the Monthly Community Partner Meeting, if appropriate.</p> <p>a. Discussion will be had as to root causes of <i>Below Expectations</i> and <i>Met Expectations</i>; possible influences; and what can be done by staff and management to address and correct any deficiencies.</p> <p>b. Any issue that cannot be immediately and satisfactorily fixed will have a Corrective Action Plan created. This plan will be shared with GCWDB and UWB One-Stop Coordinators/Associate Directors; updates on status will be weekly/monthly depending on action required.</p>		