

APPENDIX A

**EVALUATING AND RE-CERTIFYING
THE FRANKLIN HAMPSHIRE ONE STOP CAREER CENTER OPERATOR**

- I. The Franklin Hampshire Regional Employment Board has charged its Career Center Performance Oversight Committee (the POC, formerly called the Planning and Evaluation Committee) with the task of monitoring and evaluating Career Center performance on an on-going basis throughout the year. With an eye towards continuous improvement, the POC reviews a variety of updates and reports at each of its 3-5 meetings annually and has the opportunity to hear from and question the Career Center Director and other staff on progress toward goals. Summary information is shared with the REB, as well as OSCC plans for responding to POC concerns.

With regard to WIA Youth and other youth services, the Youth Services Council contributes to overseeing and monitoring progress.

The REB Director participates regularly in Career Center Management Meetings and staff meetings, keeping up-to-date on Career Center activities and issues throughout the course of the year.

- II. In a meeting on November 1st, 2007, the POC directed the FHREB Executive Director to systematize this process of monitoring and evaluation by identifying the key tools to be used to track and measure progress; an annual calendar for utilizing those tools to give the POC and REB an on-going picture of Career Center performance; and a process for responding.
- III. Sample tools used to review OSCC performance are as follows:

TOOL	WHEN	HOW	COMMENTS
FH Performance Scorecard	Quarterly	Created by Operations Manager and shared with staff, P&E, REB, Mayors and community partners.	Useful tool for internally tracking performance on a quarterly basis and giving staff and board a shared view on how we're progressing toward goals.
Performance Snapshot/DASHBOARD	Quarterly/Annually	Created by FHREB as a one-page summary of service numbers, resource investments, special initiatives to give Legislators and Board members quick snapshot of annual accomplishments	Also provides a quick way of comparing current year's performance with prior years, and flagging significant differences.

MA DCS Career Center Performance Summaries	Quarterly	Issued by state approx. two months after end of quarter and shared with POC. Lagging Performance numbers identified and staff requested to develop and report on corrective action to address.	Opportunity for POC to compare performance with other regions across the state
Annual WIA Business Plan Programmatic Goals	Mid-Year Progress Report and End-of-Year Report	Career Center Director and REB Director report to Board.	Keeps annual business plan programmatic goals front and center, to ensure follow-through on new initiatives, partnerships, linkages and projected activities.
Employer Satisfaction Survey	At least once a year.	Results shared with POC and response to suggestions developed.	Also an opportunity to elicit employer/user interest in serving as REB member.
Job Seeker Satisfaction Survey	2 times per year	Results shared with POC and response to suggestions developed.	Results of this and above also shared with staff and management, and their suggestions for improvements solicited.

IV. An annual calendar (approximate) of performance monitoring activities by the POC, e REB and Youth Council is as follows:

OCTOBER

REB Meeting

- Prior Year Dashboard/Scorecard shared with full REB
- Prior Year State Performance Summaries shared with full REB
- Prior Year Accomplishments in relation to Strategic Plan shared with full REB
- Goals for new year reviewed

NOVEMBER

POC Meeting

- Quarterly Performance Scorecard I shared with POC
- Review of Prior Year Training Investments
- Review/response to annual Employer Satisfaction Survey

Youth Council Meeting

- Prior year WIA Youth Performance shared
- WIA Youth Summer Component Tallies Shared

DECEMBER

Legislative Breakfast or Visits (alternate years)

- Annual Performance Snapshot shared with area Legislators and greater community

- Prior Year Accomplishments in relation to Strategic Plan shared with area Legislators and greater community

JANUARY

POC Meeting

- Quarterly Performance Scorecard II shared with POC
- Prior Year Training Outcomes/Vendor Performance Reviewed
- Corrective Action Plan in response to any Prior Year Failed Performance Measures reviewed

Youth Council Meeting

- Mid-Year WIA Youth Progress Report

FEBRUARY

REB Meeting

- Job Seeker Satisfaction Surveys reviewed and followed up on

MARCH

POC Meeting

- Mid-year Statewide Performance Summaries shared with POC
- Review of Entered Employments/Wage Levels

APRIL

REB Meeting

- Quarterly Performance Scorecard III shared with REB

MAY

POC

- Draft of new WIA Business Plan Reviewed

JUNE

REB Meeting

- Results of state monitoring and systems certification review shared with full REB
- New/ Draft WIA Business Plan Reviewed/Approved by REB

JULY

AUGUST

POCI Meeting

- Quarterly Performance Scorecard IV shared with P&E

Youth Services Council Meeting

- Annual “Youthspeak” to solicit feedback from youth in programs, in partner programs, and in general community

SEPTEMBER

- V. The REB Director follows up on all Committee requests for action as a result of these reviews, working with the OSCC Management Team and staff to respond to concerns and suggestions as directed. Follow-up reports are provided to the relevant committees and progress shared. The POC, Youth Council and REB look in particular for the answers to the following questions:

- Regardless of resource levels, is the Career Center finding ways to improve its services in some way each year? While decreased resources may mean fewer staff in some years, for example, what is the Career Center doing to improve the quality of services that can still be offered to job seekers?
- Since only a small portion of the businesses who could be posting jobs with us do so, what new strategies or techniques does the Career Center incorporate to increase utilization of services by business?
- What is the Career Center doing not just to meet performance measures, but to exceed them?

- VI. Every two years, the POC will prepare a summary of its OSCC evaluation process and conclusions and, assuming findings are positive, submit a recommendation to the full Board to re-certify the current One Stop Operator.
- VII. A majority of a quorum of the full Board will vote on the recommendation.

POTENTIAL SANCTIONS FOR POOR PERFORMANCE OR OTHER FAILURES TO CARRY OUT REQUIRED ROLES AND RESPONSIBILITIES

It is the intent of the parties that problems be avoided, corrected, and resolved by mutual cooperation if that is feasible. Both the REB and FHCC are committed to the continuous quality improvement of services provided to employer and job seeker customers. Identifying and resolving performance problems and customer dissatisfaction is central to continuous quality improvement.

FHCC informs the REB Director in writing as soon as possible whenever it appears that a problem or event may occur, or be occurring, that could undermine the successful implementation or operation of the Franklin Hampshire career centers. In those instances when performance and customer problems are identified and remain unresolved, the REB Director and FHCC develop a plan to resolve the problems, inform the REB of plans, and take the steps necessary to resolve the problems identified. If the REB believes that problems have not been resolved within a reasonable period of time, the REB shall provide a written notice identifying the problems and requesting resolution within a specified period of time.

In the event that FHCC should not be responsive to this request, the REB will inform the Chief Elected Officials that the designated lead provider of One Stop services appears to be in default with regard to carrying out its roles and responsibilities, and formal action leading to declaring them in default is pending.

The term "default" as used in this document means not carrying out roles and responsibilities within a reasonable period of time and within the constraints and resources provided by other parties and by state and federal sources.

Each of the following events, unless remedied within an applicable grace period set forth below or otherwise resolved shall constitute a default:

- Generally, a default by FHCC will occur when there is a breach or failure in the performance of any material term, provision, obligation, or condition of Career Center services, and when such default, breach, or failure continues in effect, or remains uncorrected beyond any applicable notice or grace period provided for.
- Breach of Representation or Warranty. A default shall occur if any material representation or warranty made by FHCC herein or in FHCC's business plan or in any other instrument or document relating to the Franklin Hampshire Career Centers shall at any time be materially false or misleading.
- Fraud. A default shall occur if FHCC, its constituent partners and agents, is misusing Career Center funds, deliberately or knowingly charging customers for core services, or otherwise defrauding the REB or the Town of Greenfield as grant recipient.

A grace period is the period of time following a default during which FHCC has the opportunity to correct the default. There shall be a ninety (90) day grace period for any other default following written notice to FHCC from the REB. If any such default remains uncorrected upon the expiration of the ninety (90) day grace period, the REB shall be entitled to exercise any or all remedies as described below. There is no grace period for default involving breach of representation or warranty or fraud.

- Upon the occurrence of default and the expiration of any applicable grace period, the REB shall be entitled, following a majority vote of the full Board, to inform the Chief Elected Officials that the designated lead provider of One Stop services is in default with regard to carrying out its roles and responsibilities, and formal action leading to declaring them in default is proceeding.
- *The REB shall then be entitled to deliver written notice of termination to FHCC and its constituent partner agencies. Upon the delivery of such written notice, FHCC shall have no further rights with respect to the implementation or operation of Franklin Hampshire Career Centers.*
- *In cases of breach of representation or warranty and fraud, the REB may take immediate action to seek changes in performance and administration of the Career Centers.*
- *A copy of the termination notice shall be delivered to the EOLWD, the Town of Greenfield and the City of Northampton so that they may take such action as they deem appropriate. The Commonwealth of Massachusetts may at that time terminate contracts with FHCC, **and the process of identifying and certifying a new One Stop Operator will proceed.***