Union County Workforce Development Board Policy Directive
American Job Center Job Seeker Certification Standards – Preliminary Guidance

1.   Purpose:

It is the responsibility of the Local Workforce Board to ensure that the local workforce one-stop system meets minimum quality standards, including the effective integration of services. In anticipation of meeting certification requirements in WIOA, the Union County Workforce Development has developed preliminary minimum standards for the Union County American Job Center (AJC) certification.

The attached Preliminary Job Seeker Certification Standards are guided by the Union County Workforce Development (UCWDB), the New Jersey Department of Workforce Development and are supported by Federal Regulations and State of New Jersey Workforce Directives.

The AJC Certification Guide should be used by the UC AJC as a self-evaluation tool in anticipation of eventual formal certification, according to Federal Guidelines. The WDB intends to provide Technical Assistance to the AJC in areas identified deficient through the self-evaluation process.

In addition to JOB SEEKER focus within the attached self-assessment tool, the WDB will be issuing certification standards for services to EMPLOYERS, as required by the Workforce Innovation and Opportunity Act.

2.   References/Authority

The Workforce Innovation and Opportunity Act (WIOA) Sections 101(d)(6), 121(e)(2), 121(g)(1), 121(g)(3), 188, Training and Employment Guidance Letter (TEGL) 16-16; 20 CFR 678.800 (a)(3), and CFR 678 Subpart F; 20 CFR 678.400-430; 20 CFR 678.800(b)); 20 CFR 361.400-430; 29 CFR 38; 34 CFR 463.410-430; 20 CFR 678.300(d)(3); Title I, II, III of the Americans with Disability Act

3.   Background

WIOA envisions high-quality workforce one-stop systems that are business driven, customer-centered, integrated, and tailored to meet the needs of the local workforce development area. The law emphasizes the need for partnerships and strategies that align workforce development, education, and economic development programs with regional needs.

The workforce one-stop system must be comprehensive, flexible, innovative, employer-driven, customer-focused and performance-based. The workforce one-stop system must also respond to customer needs and be adaptable to the rapid changes in the global economy.

WIOA requires the establishment of objective criteria and procedures to use when certifying its American Job Centers (20 CFR 678.800, 34 CFR 361.800, and 34 CFR 463.800). The certification process establishes a minimum level of quality and consistency of services in American Job Centers across a State. The certification criteria allow States to set standard expectations for customer-focused seamless services from a network of employment, training, and related services that help individuals overcome barriers to obtaining and maintaining employment. The assessment criteria

must evaluate the one-stop centers and one-stop delivery system for effectiveness, including customer satisfaction, physical and programmatic accessibility, and continuous improvement.

4.   Policy

The attached preliminary JOB SEEKER Standards should be used as a self-evaluation tool to assist the local AJC in establishing systems that will achieve optimal performance outcomes in the Union County. The WDB will provide technical assistance to the AJC in areas where standards have not been achieved.

AJC Center Assessment Summary

A. Standards for Satisfying Job Seekers

Standard #1: Every Workforce Area and One-Stop Career Center measures satisfaction with both processes and outcomes for existing job seeker customers.

Standard #2: Feedback from job seekers is used to improve services.

B. Standards for Managing Job Seeker Services

Standard #1: Every One-Stop Career Center will have a system in place to assess projected employer demand.

Standard #2: Every One-Stop Career Center will align job seeker resources with projected employer demand.

Standard #3: Job Seekers will have multiple access points to One-Stop Career Services.

Standard #4: Every One-Stop Career Center offers a consistent menu of job seeker services.

Standard #5: Job seekers are able to get the services they need as efficiently as possible while maintaining a customer service focus.

Standard #6: Every Workforce Area and One-Stop Career Center will have a well-trained staff. A preference was expressed for statewide consistency in training new staff.

C. Standards for Delivering Quality Services to Job Seekers

Standard #1: The One-Stop Career Center quickly determines the purpose of the customer's visit and directs to the appropriate place or person promptly.

Standard #2: Every One-Stop Career Center will have a well-equipped resource room with highly trained staff to provide a broad range of job seeker services.

Standard #3: All customers learn about the full range of services available through the One Stop Career Center in a customer-focused, program neutral way.

Standard #4: Every Workforce Area and One Stop Career Center offers effective assessment and career guidance services to all job seekers.

Standard #5: Every One Stop Career Center provides resources to assist customers with marketing themselves for employment.

Standard #6: Every One Stop Career Center will have information on as many jobs as possible available in the market.

Standard #7: One Stop Career Centers help job seekers advance their skill, education and occupational skill attainment.

AJC Center Assessment Summary

D. Managing Integrated Service Delivery

Standard #1:   Partner integration is evident through non-duplication of services and efficient and effective service delivery.

Standard #2:   The management structure is clear, as are the roles and responsibilities of the partners at the One Stop Career Center as they relate to the management and governance on the center.

Standard #3:   One-Stop Career Centers have integrated staff development plans

Standard #4:   The One Stop Career Center is accountable for results.

E.   Physical Infrastructure and Accessibility

Standard #1:   Every One-Stop Career Center is accessible so that all job seekers and business customers can fully participate in the services offered.

Standard #2:   Every One Stop Center maintains a professional appearance.

Standard #3:   Every One-Stop Career Center has access to sufficient space and capacity for key functions.

Standard #4:   Every One Stop Center is safe and secure.

System Standards for Job Seeker Services*

A. Standards for Satisfying Job Seekers

Standard #1: Every Workforce Area and One-Stop Career Center measures satisfaction with both processes and outcomes for existing job seeker customers.

Measure

a. A job seeker feedback system is defined; survey tools, methods, and protocol are outlined in writing. Job seeker satisfaction may be measured through surveys, focus groups or targeted interviews. Measurement should include a value (whether the service they received benefited them) as well as satisfaction with the experience. Job seeker satisfaction plans call for measurement of:
  ▪ staff responsiveness
  ▪ timeliness of service
  ▪ greeting/intake process
  ▪ resource room
  ▪ counseling/case management services
  ▪ workshops
  ▪ job matching and job referral processes
  ▪ training/education referral

b. Job seeker value calls for real-time measurement of outcomes such as:
  ▪ Entered employment
  ▪ Entered employment with staff assistance
  ▪ Entered training or education
  ▪ Completed WIA- or Trade Act-funded training

c.   The job seeker customer feedback process has been implemented – the system has been put into place.
d.   Job seeker customer satisfaction data are disaggregated by type of service used.   • Is there evidence that job seeker customer satisfaction data has been disaggregated by type of service used?

f.   Some Job seeker customer satisfaction can be disaggregated by customer group (age group, demographic group, UI claimant status).
  • Is there evidence that job seeker customer satisfaction data has been disaggregated by customer group, such as by:
  • --age group?
  • --gender?
  • --race/ethnic group?
  • --UI claim status?

| • -- Other? (Please specify _____)? |

Measure

g. The One Stop Center will have a system for examining outcome trends over time.
    • Is there evidence that the Center has a system for examining outcome trends over time?
    • If yes, does this system look at:
      ▪ Entered employment?
      ▪ Entered employment with staff assistance?
      ▪ Entered training or education?
      ▪ Completed WIA- or Trade Act-funded training?

Standard #2: Feedback from job seekers is used to improve services.

Measure

a. The One Stop Career Center and workforce area have a system in place whereby decisions are made, and changes are implemented to improve services based on the feedback received from job seekers.
 	
• Is there evidence that feedback from job seekers is used?
• Have actions been taken to improve services based on job seeker feedback?
• Are the following types of job seeker feedback used?
      ▪ Feedback on staff responsiveness?
      ▪ Feedback on the timeliness of service?
      ▪ Feedback on job matching/referral process?
 	
Feedback on training/education referral?

b. Additional job seeker feedback is obtained in areas that require additional attention based on initial feedback. • Does the workforce area or One-Stop Center have a method for soliciting feedback from job seekers in areas needing additional attention based on previous feedback?

B. Standards for Managing Job Seeker Services

Standard #1: Every One-Stop Career Center will have a system in place to assess projected employer demand.

Measure

a. One Stop management, including all major partners, participates in a formal data-driven analysis of employer needs at least annually.
 	
• Is there evidence that all partners participate in an analysis of employer needs at least annually?
• If so, is the following data included?
 	
    ▪ Hiring and lay-off patterns over the last year?
 	
    ▪ Jobs listed with SC JobLink over the last year?
 	
    ▪ Labor market projections?
 	
    ▪ Feedback received from employers as part of the employer customer feedback process?
 	
    ▪ Information from partners, including Technical Colleges and higher education, about training conducted with large employers or employers in an important regional sector?

b. The process includes full participation of Labor Market Information and Employer Services personnel, and Economic Development representatives.
 	
• Is there evidence that the following are included in the formal data-driven analysis of employer needs?
    ▪ WIB staff?
    ▪ Labor Market Information staff?
    ▪ Representatives of the workforce area's Employer Services team?
    ▪ Representatives of local and/or regional economic development entities?

Standard #2: Every One-Stop Career Center will align job seeker resources with projected employer demand.

Measure

a. One Stop management can demonstrate that the allocation of staff and training resources is consistent with meeting employer needs.
 	
• Is there evidence that allocation of staff is related to the assessment of projected employer demand?
    ▪ Do certain staff specialize in particular occupations or industries?
    ▪ Are group activities maximized to align with skills employers need?
• Is there evidence that allocation of training resources is related to the assessment of projected employer demand?

b. One Stop Centers will measure outcomes and include this information in resource allocation decisions.

Measure
• Are outcomes measured for training courses attended by individuals funded through WIA and Trade Act over the last year?   If yes, are these results used to made resource allocation decisions?

Standard #3: Job Seekers will have multiple access points to One-Stop Career Services.

Measure
a. Every workforce area will have services offered: In-person at One Stop Career Centers, and Virtually • Are services offered in-person? • Are services offered virtually (on-line)? • Is there evidence that Centers encourage job seekers to utilize virtual services? • If yes, which virtual services are encouraged? ▪ Web-based programs that they can access anywhere and anytime they have access to the Internet? ▪ Assessment and career planning tools? ▪ Job search and job readiness assistance? ▪ Applying for unemployment insurance benefits? ▪ Access to multiple job search engines and job boards?
b. Every workforce areas will have services offered at alternative locations, such as libraries, schools, faith-based and community organizations, and/or other sites to ensure reasonable access to services across the workforce area. • Are services offered at alternative locations? • If yes, which locations? ▪ Libraries? ▪ Schools? ▪ Faith-based or community organizations? ▪ Other (please specify)_____?

Standard #4: Every One-Stop Career Center offers a consistent menu of job seeker services.

Measure
a.   All basic job seeker services on the "menu" are available, as appropriate, to each job seeker at every One-Stop Career Center. Does the Center offer <u>to all job seekers</u>:   • Outreach and intake services, which may include worker profiling and rapid re-employment services? • Initial assessment of job seekers? • Eligibility and service information for all partner workforce development and support program

- If yes, please name partner programs for which information is available:

  _____

  _____

- Job search assistance?
- Career information?
- Career guidance?
- Resume development services?
- Job matching and referral?
- Local, regional and statewide labor market information?
- Information on financial assistance available, including unemployment insurance benefits?
- Assistance with filing an unemployment insurance claim?
- Assistance with troubleshooting unemployment insurance issues?
- Information on:
  - Certified education and training providers
  - Local performance outcomes of service providers
  - Job fairs

Supportive services

- Orientation to use of personal computers for utilizing virtual tools available through the One-Stop system?
- If yes, does this orientation include:
  - Resume software
  - Helping job seeker perform job search activities
  - How to secure an email address
  - How to use email
  - How to conduct research on employers
- Job search/ self-marketing skills training?
- Assistance with options for financing further education or training?
- Information on Entrepreneurship development skills?
- Access to free virtual tools for job search, self-assessment, and career development

Does the Center offer to <u>those enrolled in WIA or other partner programs</u>:

- Comprehensive assessment of knowledge, skills, abilities, and interests by use of various assessment tools?
- Development of individual employment plans
- Individual career planning
- Case management
- Occupational skills training
- On-the-job training
- Programs that combine workplace training with related instruction
- Adult education and literacy activities
- Customized training

Measure

b. The accessibility, quality, and utilization of services offered as part of the basic menu is assessed on a regular basis, and processes that are not customers friendly or do not add value for the customer are addressed in a timely manner.
 	
• Is there evidence that the center has a method for assessing the accessibility, quality, and utilization of services on the basic menu?
• If yes, does this method include measuring processes with regard to:
    ▪ How customer-friendly these services are?
    ▪ Whether the services add value for the customer?
• Have there been any outcomes from this assessment?
• Is yes, have these outcomes indicated the need for change?
• Has the Center addressed the issues identified?
• If so, was this done in a timely manner?

Standard #5: Job seekers are able to get the services they need as efficiently as possible while maintaining a customer service focus.

Measure
• Is there evidence that there is a plan for handling large-scale events? • Is there evidence that there is a plan for handling anticipated heavy customer traffic? Are these plans effective?
c. The center tracks and analyzes customer flow trends and can manage (adjust to) peak loads. • Is there evidence that the center tracks customer flow? • Is there evidence that the center analyses customer flow trends? • Is there evidence that the center manages, or adjusts to peak loads?

d. Upon entry to the One-Stop center or virtual system, the customer is promptly engaged with self-service activities, staff assistance, or acknowledgment, depending on customer flow.
 	
• Is the customer promptly engaged in the entry to the One Stop Center?
• If so, is this engagement:
    ▪ Self-service activities?
    ▪ Staff assistance?
    ▪ Acknowledgement by receptionist?
    ▪ Other? (please specify)_____
• Is the customer promptly engaged on entry to the virtual system?
• If so, how is this engagement accomplished? (please specify)

Standard #6: Every Workforce Area and One-Stop Career Center will have a well-trained staff. A preference was expressed for statewide consistency in training new staff.

Measure
a. Is there evidence that, within a year of hire: • Staff obtains certification in functional work areas? • Staff obtain certification in customer service? • Staff obtain certification in workforce development
b. Is there evidence that, within a year of hire, all greeters are trained to greet customers as they enter the Center or as they wait on line?
c. Is there evidence that, within a year of hire, WIA Case Managers obtain Career Development Facilitator certification?
d. Is there evidence, that within a year of hire, Resource room staff can demonstrate knowledge about the full range of resource room resources?
e. Is there evidence that, within a year of hire, Business Services staff are training is current techniques for talent marketing?
f. Is there evidence that Center has plans for continuous training of staff?

C. Standards for Delivering Quality Services to Job Seekers

Standard #1: The One-Stop Career Center quickly determines the purpose of the customer's visit and directs to the appropriate place or person promptly.

Measure
a. Every customer is pleasantly greeted. • Based on observation, is every customer pleasantly greeted?
b. Centers have a triage protocol/standard set of questions for Initial Assessment that could lead to service prescription or options. • Is there evidence of a standard protocol or set of questions? • If yes, does this logically point to a next step for service or appropriate service options?
c. Centers will have multi-lingual capacity, consistent with the languages spoken by customers? • Does the Center have multi-lingual capacity? • If yes, is this is keeping with the languages spoken by customers? Please indicate languages other than spoken/written English _____

Standard #2: Every One-Stop Career Center will have a well-equipped resource room with highly trained staff to provide a broad range of job seeker services.

Measure
d. The resource room has a least one staff member present at all times to provide orientation and guidance on accessing and using resources. • Does the staff schedule call for at least one staff member to be present in the resource room at all times? • Is there evidence that the staff members assigned to the resource room able to provide orientation and guidance on accessing and using resources?
b. Staff will represent the offerings of all partners in the Center without prejudice and based solely on the needs of the customer. • Based on written instructions, observation or interview, do staff of all on-site partners represent the offerings of all partners without bias? • If yes, are the offerings based solely on the needs of the customer?
c. Group workshops are offered on a regular basis to guide customers on use of resources. • Based on the Center's schedule/calendar, are such workshops held on a regular basis? • If yes, based on materials used in the workshop, does the workshop guide customers on the use of resource room resources?

Measure

d. The resource room has sufficient computers to accommodate the needs of customers.

- How many computers are in the resource room?
- How many customers typically want to use the resource room at one time?
- Is the number of computers sufficient to accommodate the needs of customers?

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e. A protocol for use by resource room staff with customers is used to ascertain job seeker computer skills and service needs.

- Is such a protocol in evidence?
- If yes, does it ascertain job seeker computer skills?
- Does it ascertain job seeker computer skill needs?

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f. The center has pamphlets, periodicals, etc, that are current and relevant to the needs of the customers.

- Is there evidence that the resource room has current written materials, newspapers and periodicals?
- Are these relevant to the needs of job seeker customers?

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g. The resource room offers a broad range of information on job seeking websites, workshops, partner services, employment opportunities, and will provide access to all of these.

- Does the resource room have information on and access to:
    - Job seeking websites?
    - Workshops?
    - Partner services
    - Employment opportunities beyond those listed on SC JobLink?

Standard #3: All customers learn about the full range of services available through the One Stop Career Center in a customer-focused, program neutral way.

Measure

a. The workforce area website provides a virtual orientation to the workforce system.

- Does the workforce area have a website?
- If yes, does the website offer an orientation to the workforce system?

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b. All One Stop system access points deliver a consistent orientation (via multiple methods) to system services.

- Is there evidence that the orientations at all access points within the workforce area consistent?

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c. The One Stop center provides information at the first visit via multiple delivery mechanisms.

- Are there multiple delivery mechanisms for information?
- If yes, do they include (not all are required, for informational purposes only):
    - Welcome folders?
    - DVD's?
    - Pamphlets?

Measure
▪ Group orientation? ▪ Signage? ▪ Help desk? ▪ Other (Please specify: _____)?
d. All professional staff can provide an orientation to One Stop services. • Is there evidence that all professional staff can provide an orientation to One Stop services? • Is there organized training or other preparation for staff to provide such an orientation?

Standard #4: Every Workforce Area and One Stop Career Center offers effective assessment and career guidance services to all job seekers.

Measure
a. Staff is aware of and trained in administering available career development assessments. • Based on interviews, are career advisors/counselors aware of available career development assessments? • Is there evidence that career advisors/counselors have been trained in administering career development instruments? • If staff are not trained or do not administer career development assessments, is there a contracted service provider that provides career assessment? • If yes, what is the name of the service provider? _____
b. All Centers offer Basic Skills assessment, alone or through partners. • Does the Center offer basic skills (literacy, math) assessment? • If yes, is this done through Center staff or partners? • If through a partner, what is the name of the partner?   • _____
c. All Centers offer Computer Literacy assessment, alone or through partners. • Does the Center offer computer literacy assessment? • Is yes, is this done through Center staff or partners? • If through a partner, what is the name of the partner? _____

Measure

d. Formal assessments are offered, free to program-eligible job seekers or for a reasonable fee.

- Does the Center or workforce area offer Formal assessments?

- If yes, are these free to program-eligible job seekers?

- Are Formal assessments offered for a reasonable fee to non-program eligible job seekers?

- If yes, what is the fee charged? $_____

e. Soft Skills Training/Job Readiness credentials will be offered, free to program-eligible job seekers or for a reasonable fee.

- Does the Center or workforce area offer soft skills or a job readiness credential?

- If yes, is this free to program-eligible job seekers?

- Is a soft skills or job readiness credential offered for a reasonable fee to non-program eligible job seekers?

- If yes, what is the fee charged? $_____

Standard #5: Every One Stop Career Center provides resources to assist customers with marketing themselves for employment.

Measure

a. Individual, group and on-line assistance in: resume preparation, interviewing techniques, networking groups, Internet use, job search.

- Are the following services offered?

	Individual	Group	Online
Resume Preparation			
• Interviewing Techniques			
• Networking Groups			
Internet use			
Overview of job search techniques			

Measure

b. Each One Stop Career Center will maintain and publicize a single, unified monthly schedule of events.

- Is there a single, monthly calendar of events for each Center?
- Is this calendar available at the reception desk?
- Is this calendar publicized on the workforce area's website?

c. Each Center will offer multiple avenues for resume posting.

- Is there evidence that job seekers are able to post their resumes on multiple job boards?

d. One Stop Centers will offer workshops in computer literacy to all job seekers, through direct provision, partners or contracts. Computer literacy training is designed to enable job seekers to utilize the virtual tools available through the One Stop system. It enables job seekers to perform job search activities, secure an email address and use email, and conduct research on employers.

- Based on the Center's calendar, does the Center offer workshops in computer literacy every month?

- What is the length of the computer literacy workshop? _____ hours

- Is the computer literacy workshop offered directly by the One Stop Center, or through partners or contracts?

- If through a partner, which partner? _____

- If through a contract, who is the service provider?_____

- Does the workshop content include:

    - Basic keyboarding (or referral to keyboarding practice)

    - How to secure an email address

    - How to use email

    - How to conduct research on employers

    - How to perform basic job search activities, i.e. search for jobs on an Internet-based job board?

- Is the workshop staff-facilitated workshops with job seekers that have little or no previous experience with computers?

e. Does the Center offer:

- Professional network groups/job clubs

- Computer based professional networking

- Local or Regional Job Fairs

Standard #6: Every One Stop Career Center will have information on as many jobs as possible available in the market.

Measure
a. Use of single State Database System with spidering technology
b. Newspapers are available on site. • Based on observation of the resource room, are current newspapers available on-site?

c. Jobs offered by staffing services, state and federal agencies, and other sources are posted on bulletin boards at the One Stop Career Center.
 	
• Based on observation of bulletin boards at the Center, are the following posted:
 	
    ▪ Jobs offered by staffing services?
 	
    ▪ Federal jobs?
 	
    ▪ State jobs?
 	
    ▪ Other sources? (Please name: _____)

d. There are close ties between Business Service Staff and Economic Development • Is there evidence of regular contact between business services staff and local or regional economic development staff? • If yes, does this contact contribute information about jobs projected to grow or decline in the workforce area?
e. The workforce area has operating partnerships with key business service entities, including staffing services. • Is there evidence of contact between the One Stop Center and staffing services? • If so, could the relationships be characterized as operating partnerships?
f. Workforce areas identify and target employers utilizing Formal for matching with job seekers who have taken Formal assessments. • Is there evidence that employers that utilize Formal have been contacted for the purpose of matching available jobs with job seekers who have taken Formal assessments?

Standard #7: One Stop Career Centers help job seekers advance their skill, education and occupational skill attainment.

Measure
a. Every One Stop Career Center has a diversified menu of career enhancement options including short term and longer term training. • Does the Center have a diversified menu of career enhancement offerings? • Does this include short-term training? • Does this include long-term training?
b. One Stop customers have access to staff assistance in developing a plan for financing education and training – this may include WIOA, Pell, Job Corps, part-time work, scholarships or other resources. • Based on interviews with staff, are job seeker customers able to develop a plan for financing education and training? • If yes, might these plans include ▪ WIA funding? ▪ Trade Act funding? ▪ Pell grants? ▪ Job Corps? ▪ Scholarships? ▪ Part-time work? ▪ Other resources? (Please name: _____)
c. Does the Center offer short-term training with certification • If yes, in what area(s)? _____
d. Does the One Stop Center offer modular training? • If yes, in what area(s)? _____
f. Does the One Stop Center offer access to on-line learning? • If yes, is this training free or at minimal cost? • If at minimal cost, what is the cost? $_____ • What on-line learning providers are made available to job seekers? • What on-line learning courses are available to job seekers?

One Stop Management Standards

D. Managing Integrated Service Delivery

Standard #1: Partner integration is evident through non-duplication of services and efficient and effective service delivery.

Measure
a. Job seeker customers have direct access, at every Center, to staff qualified to provide key services during all days and hours of operation. Key One Stop services include those related to the three top reasons job seekers visit One Stop Centers: job search, training and unemployment insurance.   • Staff available to provide job search during all hours of operation?   • Staff available to provide information about and access to training during all hours of operation?   • Staff available to provide information about and access to unemployment insurance during all hours of operation?
b. On-site partners are knowledgeable about all services available at the One Stop Center   • On-site partners: (list)   • Are all on-site partner staff knowledgeable about One Stop services?
c. Additional partners are co-located in One Stop Career Centers. It is particularly important to co-locate the partner staff responsible for work activities/employment programs for Temporary Assistance for Needy Families (TANF).   • Additional partners co-located: (list)
d. Referrals for services outside the Center are made with definite contact information, and., where possible, confirmed appointment dates and times.   • Written or emailed referrals with contact information?   • Customer given copy of referral?   • Does referral have date and time?

Measure
e. The Center has designed and implemented a process with external partners whereby there is a definite feedback loop expected, and consistently delivered, for all referrals from the One Stop Center to each external partner, and vice versa. • Written or emailed feedback received from partners? • Written or emailed feedback given to partners?
f. Customers register with the One Stop system, not with an individual agency or program. When customers need to speak to more than one staff person, subsequent staff people have customer's basic information. • Single initial registration? • Subsequent staff people given basic customer information?
g. All staff members wear nametags or other identifiers that indicate they are staff of the One Stop Career Center. Name taps may be co-branded with partner agency names. • Staff all have nametags with One Stop Career Center designation? • Are nametags co-branded?
h. All staff answers the telephone in the same manner, identifying the Center with the Statewide "brand" name. • Do staff answer telephone in same manner?
i. New strategic partnerships are developed, as needed, to provide additional resources and services needed by the Center's clientele. Center staff is flexible and identify emerging needs. • Have additional partnerships have been developed to meet needs? (list)
j. Continuous demonstrable effort is made to implement service strategies that reduce and/or eliminate duplication of service. • Service strategies implemented that reduce/eliminate duplication? (list)

Standard #2: The management structure is clear, as are the roles and responsibilities of the partners at the One Stop Career Center as they relate to the management and governance on the center.

Measure
a. There is a single operating plan for each Center that includes a resource agreement describing shared expenses among partners.   • Single operating plan?   • Resource agreement?   • Does resource agreement detail shared expenses among partners?
b. Partnering agencies agree to a management structure at the Center, with a single organization chart that shows all Career Center management and staff by position and function not agency.   • Single organization chart?   • All management and staff shown by position and function?
c. There is a single Career Center Manager responsible and accountable for: ➢ Coordinating activities on a daily basis   ➢ Providing functional supervision to all staff   ➢ Serving as a point of contact for Career Center information/data, and   ➢ Assuring accountability for overall goals and objectives of the one Stop Center   The Career Center manager recognizes the responsibilities of each partner and respects partner needs to accomplish assigned duties.   • Does job description of Career Center manager include all of the above?
c. There are regularly scheduled meetings among partnering agencies.   • Is there a calendar of regularly scheduled partner meetings?   • Are minutes of such meetings distributed to all partners? (paper copy or email)
d. There are regularly scheduled meetings between center leadership and staff.   • Is there a calendar of regularly scheduled leadership/staff meetings?   • Are minutes of such meetings distributed to staff? (paper copy or email)
e. There is a staffing schedule for all aspects of the Center.   • Are there weekly or monthly staffing schedules that display all aspects of Center operation?

Standard #3: One-Stop Career Centers have integrated staff development plans

Measure
a. Staff development includes training for all managers   • Included in annual staff development plan?   • Evidence of training for all managers in last year?
b. Staff development includes training for all administrative staff?   • Included in annual staff development plan?   • Evidence of training for all administrative staff in last year?
c. Staff development includes team building across organizations and staff levels that support collaboration and information sharing across partners.   • Team building included in annual staff development plan?   • Evidence of training that supports collaboration and information sharing in last year?
d. Center management has committed to implementing individual development plans for all staff members (and managers).   • Are there individual development plans for all staff?   • Are there individual development plans for managers?

Standard #4: The One Stop Career Center is accountable for results.

Measure
a. There is a tracking system to monitor utilization of services, providing for counts of participants using the site in any given period.   • Is such a system in evidence?
b. The system is consistent statewide.   • Is the tracking system in use the same as in all other workforce areas across South Carolina?
c. There are methods for assessing the Center-wide effectiveness and integrated service provision that includes outcome measurements as well as process measurement.   • Has the Center defined effectiveness to include both outcome and process measures?   • Does the Center have methods for assessing integrated service provision that includes outcome and process measures?
d. There are goals and measures for the center as a whole, not just for individual programs. These measures look at the effectiveness of the Center at meeting its goals for both employer services and job seeker services and provides metrics for measurement that utilizes data.   • Are there Center-wide goals and measures?

Measure
• Do these Center-wide measures include both employer services and job seeker services? • Are there defined data-based metrics data that are utilized in measuring effectiveness for both employer services?

e. On at least a quarterly basis, Centers track a sampling of customers through all activities and assess whether their career development and employment needs were optimally met and whether they achieved their desired outcomes. This assessment is for the purpose of identifying potential problem areas for continuous improvement and improved Center-wide effectiveness.
- Is the Center tracking a sampling of customers through all activities on at least a quarterly basis?
- Is the Center assessing whether, for the sample of customers, their career development and employment needs were met?
- Is the Center assessing whether the sample customers achieved their desired outcomes?

f. One Stop Career Center management examines its cost structure and looks for ways to operate as efficiently as possible.
- Within the last year, is there evidence that Center management has examined its cost structure?
- Within the last year, is there evidence that more efficient ways of operating have been suggested?

g. The One Stop Career Center utilizes a systematic, continuous quality improvement (CQI) approach, which emphasizes the organization and systems. It promotes the need for objective data to analyze and improve processes. It is focused on meeting and/or exceeding the expectations of customers.
- Is there a CQI approach in evidence?
- Does this CQI approach look at organization and systems?
- Does this CQI approach promote the need for objective data that can be used to analyze and improve processes?
- Is the CQI approach focused on the expectations of both employer and job seeker customers?

E. Physical Infrastructure and Accessibility

Standard #1: Every One-Stop Career Center is accessible so that all job seekers and business customers can fully participate in the services offered.

Measure
a. The Center is compliant with the Americans for Disabilities Act (ADA). Every workforce area will work with Vocational Rehabilitation partners and ESC internal compliance officers to assure ADA compliance. • Has Center worked with Vocational Rehabilitation? • Has Center worked with ESC ADA compliance officers? • Is there evidence that Center complies with ADA?
b. The Center provides assistive technology for customers to use when accessing computers and other services. This includes customers with visual impairments, physical disabilities and hearing impairments • Assistive technology for visual impairment? • Assistive technology for hearing impairment? • Assistive technology for physical disabilities, e.g., adjustable workstations? • Other assistive technology (list)?   •
c. Staff should be identified to assist people with disabilities in case of emergency. • Is there such an identified staff person?

d. There are linkages to services for people with special needs, including veterans and others, related to disability.
• Are linkages to the following services available?
   • Disabled veterans
   • Learning disabilities
   • SSI and SSDI
   • Vocational Rehabilitation
   • Other_____
   • Other_____

e. The Center is accessible to the most prominent limited-English proficiency groups in the workforce area. • Limited English proficiency groups identified in the area? • Center accessible to those groups?

Measure
f. The Center provides free parking adequate for the average customer flow. • Is free parking available? • Is parking sufficient for average customer flow?
g. Each Center has a single, integrated, telephone system so that customers can efficiently reach a live person when they need to do so. • Is there a single integrated telephone system? • Can customer reach a live person when they need to?
h. The Center location is situated with accessibility to public transportation, where available. • Is Center accessible to public transportation? • Is public transportation available in the local area?
i. Centers have flexible scheduling and work hours, as appropriate, to better accommodate job seekers, especially employed job seekers and employers • Does Center have flexible scheduling? • Does Center have flexible work hours?

Standard #2: Every One Stop Center maintains a professional appearance.

Measure
a. The Center has professional, clear and sufficient signage. Signs are prominent and unambiguous. • Professional signage? • Clear signage (easy to understand)? • Sufficient signage? • Prominent signage?
b. Space is well lit, clean and visually appealing. • Sufficient lighting? • Space clean, e.g., walls, floors, carpets? • Appealing to the customer?
c. The Center is clean, in good condition and well maintained • Center clean? • Equipment and furniture in good condition, e.g., telephones, faxes, computers, desks, chairs, tables?
d. Restrooms are clean and well equipped • Restrooms clean? • Documentation for restroom inspection and cleaning?

Measure
• Adequate supplies in restrooms?
e. The exterior is clean and well groomed. • Exterior (including parking lot) clean and free of trash? • Documentation for inspection and cleaning of the exterior? • Exterior and grounds well maintained?

Standard #3: Every One-Stop Career Center has access to sufficient space and capacity for key functions.

a. Group services. The Center has access to convenient areas for group meetings and services. Areas are equipped with moveable furniture and can accommodate group meetings that are appropriate to the volume of job seekers at the Center. • Access to convenient areas for group meetings? • Areas equipped with moveable furniture? • Can areas accommodate meetings of a size appropriate to the volume of job seekers at the Center?
b. Classroom spaces. The Center has convenient access to classroom spaces so that workshops can be held. The classroom space has four walls and a door so that the group activity does not interfere with other activities going on in the adjacent areas. • Access to convenient classroom space for workshops? • Does classroom space have four walls and a door? • Suitable for workshops?
c. Private discussion areas. There is at least one office space, with four floor-to-ceiling walls and a door that can be used for private conversation by staff or with job seekers. • At least one office space? • Four floor-to-ceiling walls and a door? • Suitable for a private conversation?
d. Private discussion areas have glass panels to ensure safety. • Private discussion areas have glass panels?
e. The Resource Room/Area has access to telephones, high-speed Internet access, printers, fax machines, copiers. • Does Resource Room/Area have telephones for customer use? • High-speed Internet access for customer use? • Printers for customer use? • Fax machines for customer use? • Copiers for customer use?

Standard #4: Every One Stop Center is safe and secure.

Measure
a. Confidential information is stored securely, appropriate to the nature of the information. • Center has a working definition of "confidential information." • Center has a method for securely storing confidential information.
b. Building security is appropriate for the Center. • Evidence that Center management has discussed building security issues. • Evidence that Center management has agreed on what is needed for building security. • Evidence that Center management's decisions are being followed relative to appropriate Center security.
c. Are there are written policies that staff is trained in that address: • Storage of confidential information • Fire safety • Bomb threats • Medical emergencies • Evacuation • Violence in the workplace • General emergency response Is there evidence that staff has been trained in each of the above?
d. All staff that works in the One Stop Center receive safety training upon hire or assignment and at least annually. • Is there evidence that staff receives safety training upon hire? • Upon assignment to the Center? • Annually?