



South Carolina One Stop Certification One Stop Management Standards

The following pages represent the standards and measures related to how One Stop Career Centers are managed, as developed by the project Core Team and approved by the Steering Team. These do not relate specifically to employer services or job seeker services but reflect overarching management issues. The management standards are intended to ensure that:

- Center management is flexible and can respond to changes or needs in the labor market quickly and deliver high quality customer service;
- All agencies involved in One Stop Operation work together towards common goals and objectives;
- There are consistent expectations for physical infrastructure and facilities throughout the state.

There are additional Local Workforce Investment Board and Statewide issues that must be addressed – these are presented following the One Stop Center Management Standards.

The Core and Steering Teams both feel it is important to set minimum baseline standards as well as continuous improvement standards. Therefore, measures are shown as either Baseline or Continuous Improvement. Baseline measures are minimum standards that would have to be met for basic Certification. Continuous Improvement measures assume achievement of the baseline measure, reflect a higher level of accomplishment, and may be associated with a higher-level designation or rewards and/or incentives.



South Carolina One Stop Certification One Stop Management Standards

Managing Integrated Service Delivery

VALUE STATEMENT: The management standards for One Stop Centers are intended to ensure that:

- Center management is flexible and can respond to changes or needs in the labor market quickly and deliver high quality customer services;
- All agencies involved in the Centers work together toward common goals and objectives; and
- There are consistent expectations for physical infrastructure and facilities throughout the state.

Draft Standard	Baseline Measures	Continuous Improvement
<p>1. Partner integration is evident through non-duplication of services and efficient and effective service delivery. The customer sees the Center as a single business unit.</p>	<ul style="list-style-type: none"> • 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. • On-site partners are knowledgeable about all services available at the One Stop Center. • Referrals for services outside the Center are made with definite contact information and, where possible, confirmed appointment dates and times. • Customers register with the One Stop system, not with an individual agency or program. When customers need to speak with more than one staff person, subsequent staff people have the customer's basic information. • All staff members wear nametags or other identifiers that indicate they are staff of the One Stop Career Center. Name tags may be co-branded with partner agency names. 	<ul style="list-style-type: none"> • 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 to Needy Families (TANF) recipients. • The Center has designed and implemented a process with external partners whereby there is a definite feedback loop expected, and consistently delivered, on all referrals from the One Stop Center to each external partner, and vice versa. • 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. • Continuous, demonstrable effort



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	<ul style="list-style-type: none"> • All staff answers the telephone in the same manner, identifying the Center with the Statewide “brand” name. 	<p>is made to implement service strategies that reduce and/or eliminate duplication of services.</p>
<p>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 of the center.</p>	<ul style="list-style-type: none"> • There is a single operating plan for each Center that includes a resource agreement describing shared expenses among partners. • 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. • There is a single Career Center Manager responsible and accountable for: <ul style="list-style-type: none"> ➤ 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. <p>The Career Center manager recognizes the responsibilities of each partner and respects partner needs to accomplish assigned duties.</p> • There are regularly scheduled meetings among partnering agencies. • There are regularly scheduled meetings between center leadership and staff. 	



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Draft Standard	Baseline Measures	Continuous Improvement
<p>• There is a staffing schedule for all aspects of the Center.</p>		
<p>3. One Stop Career Centers have integrated staff development plans</p>	<ul style="list-style-type: none"> Staff development includes training for all managers Staff development includes training for all administrative staff Staff development includes team building across organizations and staff levels that support collaboration and information sharing across all partners. 	<ul style="list-style-type: none"> Center management has committed to implementing individual development plans for all staff members (and managers).
<p>4. The One Stop Career Center is accountable for results.</p>	<ul style="list-style-type: none"> There is a tracking system to monitor utilization of services, providing for counts of participants using the site in any given period. There are methods for assessing Center-wide effectiveness and integrated service provision that includes outcome measurement as well as process measurement. On at least a quarterly basis, Centers track a sampling of customers through all activities, and assesses 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 	<ul style="list-style-type: none"> The system is consistent statewide. 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. The One Stop Career Center utilizes a systematic continuous quality improvement approach, which emphasizes the organization and systems. It promotes the need for objective data to analyze and improve



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	<p>Center-wide effectiveness.</p> <ul style="list-style-type: none">• One Stop Career Center management examines its cost structure and looks for ways to operate as efficiently as possible.	<p>processes. It is focused on meeting and/or exceeding the expectations of customers.</p>
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South Carolina One Stop Certification One Stop Management Standards

Physical Infrastructure and Accessibility

VALUE STATEMENT: The management standards for One Stop Centers are intended to ensure that:

- Center management is flexible and can respond to changes or needs in the labor market quickly by delivering high quality customer services;
- All agencies involved in the Centers work together toward common goals and objectives; and
- There are consistent expectations for physical infrastructure and facilities throughout the state.

Draft Standard	Baseline Measures	Continuous Improvement
<p>1. Every One Stop Career Center is accessible so that all job seekers and business customers can fully participate in the services offered.</p>	<ul style="list-style-type: none"> • The Center is compliant with the Americans with Disabilities Act (ADA). Every workforce area will work with Vocational Rehabilitation partners and ESC internal compliance officers to assure ADA compliance. • 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. • Staff should be identified to assist people with disabilities in case of emergency. • There are linkages to services for people with special needs, including veterans and others, related to disability. • The Center is accessible to the most prominent limited-English proficiency groups in the workforce area. • The Center provides free parking adequate for the average customer traffic flow. • Centers have flexible scheduling and work hours, as appropriate, to better 	<ul style="list-style-type: none"> • Each Center has a single, integrated, telephone system so that customers can efficiently reach a live person when they need to do so. • The Center location is situated with accessibility to public transportation, where available.



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Physical Infrastructure and Accessibility

	accommodate job seekers, especially employed job seekers, and employers. (Moved from Continuous Improvement to Baseline)	
Draft Standard	Baseline Measures	Continuous Improvement
<p>2. Every One Stop Career Center maintains a professional appearance</p>	<ul style="list-style-type: none"> • The Center has professional, clear and sufficient signage. Signs are prominent and unambiguous. • All staff maintain a professional appearance. • Space is well lit, clean and visually appealing • The Center is clean, in good condition and well maintained. • Restrooms are clean and well equipped • The exterior is clean and well groomed. 	
Draft Standard	Baseline Measures	Continuous Improvement
<p>3. Every One Stop Career Center has access to sufficient space and capacity for key functions</p>	<ul style="list-style-type: none"> • 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. • 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 conversations by staff or with job seekers. • The Resource Room/Area has access to telephones, high-speed Internet access, printers, faxes, copiers. 	<ul style="list-style-type: none"> • 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. • Private discussion areas have glass panels to ensure safety.



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Physical Infrastructure and Accessibility

4. Every One Stop Career Center is **safe and secure**

- Confidential information is stored securely, appropriate to the nature of the information.
- Building security is appropriate for the Center.
- There are written policies that staff are trained in that address:
 - Storage of confidential information
 - Fire safety
 - Bomb threats
 - Medical emergencies
 - Evacuation
 - Violence in the workplace
 - General emergency response
- All staff that work in the One Stop Center receive safety training upon hire or assignment and at least annually.



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Related Local Workforce Investment Board (LWIB) and Statewide Issues

Related Local WIB Standard

Currently, LWIB Standard III, Support of a Quality One Stop System, is a “placeholder” standard, pending One Stop chartering criteria.

To be compatible with the evolving One Stop Certification Standards, the LWIB standard might include:

- The local board has a clear vision for One Stop Career Centers that is aligned with its goals.
- The local board is in compliance with WIA rules for designating One Stop Career Center operators, either through a competitive process or a consortium agreement among at least three partner agencies.
- There is an agreement in every workforce area that identifies the One Stop Operator and delineates its role and responsibilities in the Center. If the One Stop Operator is a consortium of three or more entities, there is an Agreement that clearly delineates the roles and responsibilities of each consortium member. The agreement clearly states who is accountable for accomplishment of overall goals and objectives at each One Stop Career Center.
- The oversight role of the local WIB relative to the One Stop Career Center is clear. The roles and responsibilities of the One Stop Career Center in relation to the WIB are clear.
- The role of the One Stop Operator and partner systems to address the needs of business and job seeker customers is clear. The One Stop Career Center and partner front line staff understand the vision of the WIB and the terms of Partnership Agreements.
- Joint employment and training delivery system planning takes place that addresses the mechanisms/processes for referrals, data sharing, and cost sharing to meet customer needs.
- The WIB has set additional performance goals and regularly evaluates progress on these goals.
- Local WIB decision-making is data- and demand-driven and uses appropriate scorecards and metrics. They develop demand-driven business plans and goals and regularly gauge the effectiveness of the One Stop System in achieving its strategic initiatives and goals.
- The WIB looks for ways to measure Return on Investment for workforce programs.



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Statewide Issues

A Statewide Memorandum of Understanding (MOU) is needed to facilitate the provision of key One Stop services at every Center by staff qualified to provide these 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 Career Centers: job search, training, and unemployment insurance. A statewide MOU could have the effect of requiring full co-location of staff of the key partner agencies (ESC and WIA, including Trade) in One Stop Career Centers. This would be customer-focused and remove any confusion about what services are offered by whom – all services would all be offered in the same place by both organizations. The Statewide MOU should also address participation in the One Stop Career Centers of Vocational Rehabilitation, Adult Education, the Technical Colleges and the Department of Social Services. As much as possible, these partners should share as fully as possible in common One Stop Center functions such as reception and Resource Room assistance.

The State should provide One Stop Career Centers with a guide for uniform assistive technology that should be at every One Stop Center so that customers can access computers and other services. This includes customers with visual impairments, physical disabilities and hearing impairments.

As telephone systems are replaced, the State should make available to One Stop Career Centers its new unified communications system, which has the potential to generate cost savings and provide better customer service.