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**Nikki R. Haley**  
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**STATE WIA INSTRUCTION NUMBER: WIA 10-03**

**TO:** Local Workforce Investment Area Administrators (LWIAs)  
One-Stop Operators  
Local Workforce Investment Board Chairs

**SUBJECT:** One-Stop Certification

**ISSUANCE DATE:** June 30, 2011

**EFFECTIVE DATE:** July 1, 2011

**PURPOSE:** To provide information and guidance on the required standards and implementation of the One-Stop Certification process.

**REFERENCES:** Workforce Investment Act (PL 105-220 – August 7, 1998); and, 2006 SWIB Strategic Plan

**BACKGROUND:** The State Workforce Investment Board (SWIB) developed Local Workforce Investment Board (LWIB) standards as part of its 2006-2010 Strategic Plan. The LWIB Standards include the application of the One-Stop Certification process in each local area. The LWIB Standards Section IV pertaining to the One-Stop Certification is found in Attachment F of this Instruction.

The attached One-Stop Certification Standards were created by workgroups from across the state comprised of all levels of the system to include frontline staff, workforce and business partners, and SWIB members. The standards will facilitate a consistent, high level of service for all customers of the South Carolina workforce system.

The standards were also developed when the WIA program was housed at the SC Department of Commerce and many other programs were administered by the SC Employment Security Commission. However, in 2010 the SC Department of Employment and Workforce (DEW) was created, joining the SC Department of Commerce Workforce Development Division with the SC Employment Security Commission. Therefore, responsibilities of and references to the Employment Security Commission and Department of Commerce now pertain to DEW. As a result of the creation of this new agency, many items listed as statewide issues in the standards have already been addressed.

One such issue is the requirement of a single statewide job posting database. Prior to the creation of DEW, SC Job Link was used as the job posting database for the state. Currently, the workforce system uses Virtual OneStop (VOS) as the single database. References to Job Link in the attached Standards are either no longer applicable, or now pertain to VOS.

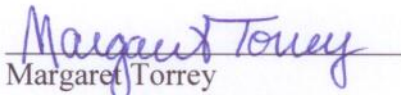
**POLICY:** Attachment E is a tool to assist with self-assessment against the standards. The self assessment must be completed for each one-stop in the LWIA. The completed assessment must be sent to the Department of Employment and Workforce on or before October 31, 2011, where it will be used in part to determine the level and types of technical assistance needed in each LWIA to aid with certification readiness.

Also attached are standards for Employer Services, Job Seeker Services, and One-Stop Management. Each set of standards includes baseline and continuous improvement levels. All of the baseline standards must be met before a center can be certified. Continuous improvement standards are not required for initial certification.

There are three phases of implementation (see *Implementation Timeline*, Attachment A). All phases will be completed within the 24 month period that begins July 1, 2011. Many local areas and one-stops have already begun preparing for and implementing the standards and will be ready to apply for certification at various stages throughout this time period. Applications for certification may be submitted by the LWIB at any time after the end of Phase I. The LWIA certifications will take place during Phase III.

**ACTION:** Distribute this instruction to all Local Workforce Investment Board members and appropriate staff. Adhere to all deadlines as outlined by the *Implementation Timeline*.

**INQUIRIES:** Questions may be directed to Mary jo Schmick at 803-737-2708, or [mschmick@dew.sc.gov](mailto:mschmick@dew.sc.gov).

  
Margaret Torrey  
Assistant Executive Director  
Employment and Training

**ATTACHMENTS:**

- A. Implementation Timeline
- B. One-Stop Standards for Employers
- C. One-Stop Standards for Job Seekers
- D. One-Stop Management Standards
- E. Self-Assessment Tool
- F. Section IV of Local Board Standards

## **One-Stop Certification Implementation Timeline**

### **PHASE I - Up to 4 months July-October 2011**

#### **LWIAs:**

- Ensure awareness within LWIA
- Complete self-assessment of each LWIA one-stop

#### **State:**

- Ensure awareness across state
- Create and distribute Final Assessment document
- Create and distribute One-Stop Certification Application

### **PHASE II – Up to 16 months November 2011- February 2013**

#### **LWIAs and State:**

- Technical Assistance - state will address common issues found in self-assessments and provide technical assistance as needed
- Training – state and LWIAs will be training staff on One-Stop Standards and new processes
  - Management
  - Employer
  - Job Seeker
- During this time period, Final Assessments can be completed and applications can/will be accepted from LWIBs that are ready to apply for certification. Time slots will be made available for LWIBs to begin scheduling certification reviews.

### **PHASE III – Up to 4 months March-June 30, 2013**

- Final Assessment
- Application (to be submitted by LWIBs)
- Certification Reviews
- Certifications Awarded

All of the standards must be met for a one-stop to be certified. If at least 80% of the required standards are met after evaluation, an LWIA will have up to 6 months to address the deficiencies without having to reapply. If less than 80% of the standards are met, the LWIA must resubmit a full application.



## South Carolina One-Stop Certification System Standards for Employer Services

The following pages represent the standards and measures for employer services as developed by the project Core Team and approved by the Steering Team.

Statewide issues that are outside the control of individual workforce areas and One-Stop Centers, but which the Core and Steering Teams identified for action in order to enable establishment of the highest possible standards for One-Stop Centers, are presented in a separate companion document.. The certification standards presented here are those over which local workforce investment areas and One-Stop Centers are assumed to have control.

Please note that the project teams have not yet discussed some important details of the overall structure of the certification system, such as levels of certification, technical assistance, rewards, etc. However, it is already clear that the Teams feel it is important to set measures for continuous improvement as well as the minimum baseline standards. We have therefore built those continuous improvement measures into this draft. To clarify:

1. Measures are now 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 and reflect a higher level of accomplishment, and may be associated with a higher level designation or rewards.
2. The Certification process will eventually include a measurement tool with questions that can be answered in either a yes/no fashion or with a rating scale.



# South Carolina One-Stop Certification System Standards for Employer Services

## 1. Standards for Satisfying Employers

**VALUE STATEMENT:** The One-Stop Career Center System is focused on understanding business needs and has an effective business services approach for meeting those needs. It plays a key role in regional economic development by aligning resources with economic development and education partners and service delivery strategies with the workforce needs of employers.

Draft Standard	Baseline Measures	Continuous Improvement
<p>1. Current and prospective employers are consulted on the critical success factors for the One-Stop Center and workforce area.</p>	<ul style="list-style-type: none"> <li>• There is evidence that employers have been consulted for input on critical success factors through focus groups, written or on-line surveys, and/or targeted interviews.</li> </ul>	<ul style="list-style-type: none"> <li>• Employer identified success factors are built into the satisfaction instrument(s)</li> </ul>
<p>2. Satisfaction with both processes and outcomes is measured for existing employer customers.</p> <p>The following preferences were expressed:</p> <ul style="list-style-type: none"> <li>➤ Consistent statewide customer feedback tools/instruments.</li> <li>➤ On-line surveys</li> <li>➤ Brief, on-point surveys that will have a greater likelihood of completion by employers</li> </ul>	<ul style="list-style-type: none"> <li>• An employer feedback system is defined; survey tools, methods and protocol are outlined in writing. There are unified tools for all programs of the center and/or workforce area. Employer satisfaction plans call for measurement of:               <ul style="list-style-type: none"> <li>➤ staff responsiveness</li> <li>➤ timeliness</li> <li>➤ taking of job orders</li> <li>➤ quality of referrals</li> <li>➤ testing/assessment/screening</li> <li>➤ incumbent worker training, on-the-job training, WorkKeys testing and customized training</li> <li>➤ Rapid Response and outplacement-type services</li> <li>➤ Integration of marketing and service provision (seamless process)</li> <li>➤ Timely follow-up with employers</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• The employer customer feedback process has been implemented -- the system has been put into place.</li> <li>• Feedback is used to add and/or improve services.</li> </ul>



## South Carolina One-Stop Certification System Standards for Employer Services

Draft Standard	Baseline Measures	Continuous Improvement
3. Employer satisfaction for existing employer customers is measured at both the center level and workforce area level and can be disaggregated for analysis and action.	<ul style="list-style-type: none"> <li>Employer customer satisfaction data is disaggregated by One-Stop Center</li> </ul>	<ul style="list-style-type: none"> <li>Employer customer satisfaction data is disaggregated by business size, industry, type of job order (skilled vs. unskilled; management vs. entry-level) and by type of services used.</li> </ul>
4. Customer behavior is used as the primary indicator of customer satisfaction.	<ul style="list-style-type: none"> <li>The One-Stop Center and workforce area track repeat business and market penetration as the primary indicators of customer satisfaction.</li> </ul>	<ul style="list-style-type: none"> <li>This information is disaggregated by employer size and industry, thereby reflecting the needs of different types of employers.</li> </ul>
5. Feedback from employers is used to improve services.	<ul style="list-style-type: none"> <li>The One-Stop 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 employers.</li> </ul>	<ul style="list-style-type: none"> <li>Employers are surveyed in areas that needed additional attention based on previous feedback.</li> </ul>



## South Carolina One-Stop Certification System Standards for Employer Services

### 2. Standards for Managing Employer Services

**VALUE STATEMENT:** The One-Stop Career Center System is focused on understanding business needs and has an effective business services approach for meeting those needs. It plays a key role in regional economic development by aligning resources with economic development and education partners and service delivery strategies with the workforce needs of employers.

Draft Standard	Baseline Measures	Continuous Improvement
<p>1. Every workforce area and One-Stop Center makes employer services a priority.</p>	<ul style="list-style-type: none"> <li>Each workforce area has a written employer services strategy based on local WIB-developed priorities that can be articulated by front-line staff in the One-Stop Centers.</li> </ul>	
<p>2. Each workforce area has a fully integrated multi-agency employer services team comprised of dedicated business services staff.</p>	<ul style="list-style-type: none"> <li>Every workforce area and One-Stop Center has designated business and/or employer services staff.</li> <li>At a minimum, WIA and Wagner-Peyser both contribute financial, human and other resources to the business services team.</li> <li>All Employer Services team members are fully trained and cross-informed so as to be able to represent and know how to facilitate all system services, including education, training, Regional Education Centers.</li> </ul>	
<p>3. The employer services team is managed as a unified activity.</p>	<ul style="list-style-type: none"> <li>The WIB appoints a lead person (may be rotating) to manage the Employer Services Team and be the point of contact for regional economic development and employer service initiatives.</li> </ul>	<ul style="list-style-type: none"> <li>To the extent that they have dedicated employer services staff, partners contribute resources to the employer services team, and participate fully in team activities and responsibilities. Partners include Technical Colleges, Vocational Rehabilitation and DSS.</li> </ul>



## South Carolina One-Stop Certification System Standards for Employer Services

### 2. Standards for Managing Employer Services

**VALUE STATEMENT:** The One-Stop Career Center System is focused on understanding business needs and has an effective business services approach for meeting those needs. It plays a key role in regional economic development by aligning resources with economic development and education partners and service delivery strategies with the workforce needs of employers.

Draft Standard	Baseline Measures	Continuous Improvement
4. The team is system-focused, not just center-focused.	<ul style="list-style-type: none"> <li>Employer Services team members identify themselves to employers as workforce system (employer services) representatives. They all represent the workforce system as a unified entity and present the full range of services to employers.</li> <li>There are regular Employer Services team meetings, virtual or otherwise.</li> <li>There is a method for consistent real time communication for the Employer Services team.</li> </ul>	
5. The Employer Services team utilizes one job bank system.	<ul style="list-style-type: none"> <li>All employer services staff utilize the SC JobLink system for job orders and referrals, which is accessible to all staff. All Virtual One-Stop (VOS) job orders are downloaded to SC JobLink.</li> </ul>	<ul style="list-style-type: none"> <li>Access to JobLink is granted to all partners who request it.</li> </ul>



## South Carolina One-Stop Certification System Standards for Employer Services

<p>6. There is a strong link between the activities of the employer services team, economic development and education entities.</p>	<ul style="list-style-type: none"><li>• There is evidence of collaboration between the Employer Services team and the appropriate education and economic development agencies. Such evidence includes:<ul style="list-style-type: none"><li>➤ The relevant economic development agencies and technical college(s) are active members of the Employer Services team.</li><li>➤ The production and sharing of information on new companies relocating to the area; companies leaving the area; expanding and contracting companies; and the types of jobs expected to expand or decline.</li></ul></li></ul>	<ul style="list-style-type: none"><li>• There is evidence of collaboration between the Employer Services team and the appropriate education and economic development agencies. Such evidence includes:<ul style="list-style-type: none"><li>➤ Collaborative designation of target industries or industry clusters around which education, economic and workforce development resources are aligned.</li><li>➤ A system of regular communication designed to ensure the development and implementation of aligned strategies around the targeted industries.</li></ul></li></ul>
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## South Carolina One-Stop Certification System Standards for Employer Services

### 3. Standards for Delivering Quality Services to Employers

**VALUE STATEMENT:** The One-Stop Career Center System is focused on understanding business needs and has an effective business services approach for meeting those needs. It plays a key role in regional economic development by aligning resources with economic development and education partners and service delivery strategies with the workforce needs of employers.

Draft Standard	Baseline Measures	Continuous Improvement
<p>1. Every workforce area and One-Stop Center builds a quality employer services team. (This standard could be in “Managing Employer Services” or “Delivering Quality Services”)</p>	<ul style="list-style-type: none"> <li>• Employer services staff are selected based on their skills and experience with employers rather than agency of employment.</li> <li>• There is a single point of contact/account executive system for employers</li> </ul>	<ul style="list-style-type: none"> <li>• There are statewide criteria/skills requirements for business services staff with a timeline for achieving required competencies.</li> <li>• Local areas are knowledgeable of available business services training curricula.</li> <li>• Local areas arrange for needed training that includes customer service training and a partner services education component.</li> <li>• There is an assessment of staff to validate skill attainment. A consistent assessment tool is utilized statewide.</li> </ul>
<p>2. Each workforce area and One-Stop Center operates from a plan designed to identify employer needs and designs employer services based on customer requirements, both in the aggregate and for individual employers.</p>	<ul style="list-style-type: none"> <li>• Employer Service staff all function within the same procedures and goals.</li> <li>• The outreach/marketing approach to employers emphasizes the benefits to employers rather than the menu of services offered</li> <li>• Each workforce area and One-Stop Center maintains a database to track contacts, delivery of services and outcomes. (There are off-the-shelf portal-based customer relations management programs that can be acquired by WIBs.)</li> </ul>	<ul style="list-style-type: none"> <li>• Outreach/marketing and databases are organized by employer industry and size, and activities are focused on critical high growth industries and high demand occupational clusters with family-sustaining wages.</li> </ul>



## South Carolina One-Stop Certification System Standards for Employer Services

### 3. Standards for Delivering Quality Services to Employers

**VALUE STATEMENT:** The One-Stop Career Center System is focused on understanding business needs and has an effective business services approach for meeting those needs. It plays a key role in regional economic development by aligning resources with economic development and education partners and service delivery strategies with the workforce needs of employers.

Draft Standard	Baseline Measures	Continuous Improvement
<p>3. Every workforce area offers a consistent basic menu of demand-driven services. Some services are offered at every Center, others are offered on a workforce area-wide basis. (See attached “Menu: One-Stop Services to Business”).</p>	<ul style="list-style-type: none"> <li>• There is a single access point for employers and a single talent bank</li> <li>• The workforce area has designated which of the consistent menu of services will be available at every One-Stop Center and which will be available on a workforce area-wide basis. (See final page for recommended services and venues.)</li> <li>• Each One-Stop Center has and distributes information on employment-related resources that employers may need, e.g. Ready SC, Apprenticeship SC, ADA compliance, EEO compliance, Adult Education, Quick Jobs, Kuder Journey, WorkKeys, WIN, SC Pathways</li> </ul>	<ul style="list-style-type: none"> <li>• The accessibility and quality of services offered as part of the basic menu is assessed on a regular basis, and processes that are not customer friendly or do not add value for the customer are addressed in a timely manner.</li> </ul>
<p>4. Workforce areas may offer an expanded menu of no-cost or fee-based services to employers.</p>	<ul style="list-style-type: none"> <li>• The workforce area indicates what its expanded menu of no-cost and fee-based services will be in its Plan and strategies, and all employer services staff markets the benefits of such services regardless of the delivery agent.</li> </ul>	<ul style="list-style-type: none"> <li>• The accessibility and quality of services offered as part of the expanded menu is assessed on a regular basis, and those that are not customer friendly or do not add value for the customer are addressed in a timely manner</li> </ul>



## South Carolina One-Stop Certification System Standards for Employer Services

Draft Standard	Baseline Measures	Continuous Improvement
<p>5. Each workforce area and One-Stop Center maintains partnerships that allow it to provide or arrange for services that contribute to greater employer satisfaction.</p>	<ul style="list-style-type: none"><li>• Workforce areas and One-Stop Centers collaborate with Technical Colleges, Regional Education Centers, higher education institutions and other service providers to increase the pool of qualified applicants available to employers through the One-Stop system, especially in sectors with identified skills gaps.</li></ul>	<ul style="list-style-type: none"><li>• There is evidence of collaboration with adjacent workforce areas and One-Stop Centers designed to increase the number, variety and value of services to better meet employer needs and fill high demand job openings.</li></ul>

# **MENU: One-Stop Services to Businesses**

## **I. Common menu of basic employer services to be offered in every workforce area**

1. Job Postings – Online, phone call, fax, in-person
2. Applicant screening and referral to employer specifications
3. Professional Testing (Typing, Basic Skills, Microsoft Office)
4. Customized Recruitment
5. Job Fairs
6. Provision of Labor Market Information
7. Interviewing Space, Scheduling
8. Provision of information and referral related to:
  - Tax Credits
  - Community Resources
  - Federal Bonding
  - Americans with Disabilities Act (ADA)
  - Veterans services
9. Incumbent Worker Grants
10. OJT
11. Customized Training
12. Information on Unemployment Insurance (UI)
13. Rapid Response services
14. Trade Adjustment Assistance (TAA) information and services
15. Veterans Employment Services

## **II. Expanded List of Employer Services -- examples**

1. Customized services for significant company or industry dislocations
2. Access to WorkKeys testing
3. WorkKeys profiling services – May be fee-for-service
4. Database of WorkKeys tested applicants
5. Access to WIN to upgrade employees' skills
6. Labor Market Information workshops
7. Other services at the discretion of local areas



## South Carolina One-Stop Certification System Standards for Job Seeker Services

The following pages represent the standards and measures for job seeker services as developed by the project Core Team. Statewide issues that are outside the control of individual workforce areas and One-Stop Career Centers are presented in a separate companion document – “Job Seeker Services: Statewide Issues”. The certification standards presented here are those over which local workforce investment areas and One-Stop Career Centers are assumed to have control.

Several themes run through these standards. They include:

- A niche or focus for One-Stop Career Centers as career development facilitators for all – unemployment insurance claimants, other unemployed individuals, and employed individuals in search of skill enhancement or career development.
- The role of the Centers in exposing job seekers to all jobs and helping them to market themselves more effectively to potential employers.
- An emphasis on utilizing technology and the Internet to provide and enhance services, and efforts to enable all job seekers to use computers.
- Reaching out beyond One-Stop Career Center buildings to provide services.
- Making sure that services offered are driven by the needs of the marketplace.
- Increasing job seekers’ value to employers.

Please note that the project teams have not yet discussed some important details of the overall structure and implementation process of the certification system, such as levels of certification, technical assistance, incentives, etc. However, the Team feels it is important to set measures for continuous improvement as well as the minimum baseline 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 and 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 System Standards for Job Seeker Services

## 1. Standards for Satisfying Job Seekers

**VALUE STATEMENT:** The One-Stop Career Center System is focused on understanding job seeker needs and has an effective approach for meeting those needs.

- ❖ Job seekers are treated in a caring, respectful manner.
- ❖ Services are delivered with a sense of urgency.
- ❖ All customers have the opportunity to know their skills, improve their skills and obtain the best possible job with their skills.
- ❖ Center services will reflect seamless presence and coordination among all workforce partners

Draft Standard	Baseline Measures	Continuous Improvement
<p>1. Every Workforce Area and One-Stop Career Center measures satisfaction with both processes and outcomes for existing job seeker customers.</p> <p>The following preferences were expressed:</p> <ul style="list-style-type: none"> <li>➤ A set of statewide common, basic customer feedback tools.</li> <li>➤ Opportunity/flexibility for local areas to add items that customize instruments or add additional feedback tools.</li> </ul>	<ul style="list-style-type: none"> <li>• 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 value (whether the service they received benefitted them) as well as satisfaction with the experience. Job seeker satisfaction plans call for measurement of:               <ul style="list-style-type: none"> <li>➤ staff responsiveness</li> <li>➤ timeliness of service</li> <li>➤ greeting/intake process</li> <li>➤ resource room</li> <li>➤ counseling/case management services</li> <li>➤ workshops</li> <li>➤ job matching and job referral processes</li> <li>➤ training/education referral</li> </ul> </li> <li>• Job seeker value calls for real-time measurement of outcomes such as:               <ul style="list-style-type: none"> <li>➤ Entered employment</li> <li>➤ Entered employment with staff assistance</li> <li>➤ Entered training or education</li> <li>➤ Completed WIA- or Trade Act-funded training</li> </ul> </li> <li>• The job seeker customer feedback process has been implemented – the system has been put into place.</li> <li>• Job seeker customer satisfaction data is disaggregated by One-Stop</li> </ul>	<ul style="list-style-type: none"> <li>• Job seeker customer satisfaction data is disaggregated by type of service used.</li> <li>• Some Job seeker customer satisfaction can be disaggregated by customer group (age group, demographic group, UI claimant status).</li> <li>• The One-Stop Center will have a system for examining outcome trends over time.</li> </ul>



# South Carolina One-Stop Certification System Standards for Job Seeker Services

## 1. Standards for Satisfying Job Seekers

**VALUE STATEMENT:** The One-Stop Career Center System is focused on understanding job seeker needs and has an effective approach for meeting those needs.

- ❖ Job seekers are treated in a caring, respectful manner.
- ❖ Services are delivered with a sense of urgency.
- ❖ All customers have the opportunity to know their skills, improve their skills and obtain the best possible job with their skills.
- ❖ Center services will reflect seamless presence and coordination among all workforce partners

Draft Standard	Baseline Measures	Continuous Improvement
	Career Center.	
Draft Standard	Baseline Measures	Continuous Improvement
2. Feedback from job seekers is used to improve services.	<ul style="list-style-type: none"> <li>• 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.</li> </ul>	<ul style="list-style-type: none"> <li>• Additional job seeker feedback is obtained in areas that require additional attention based on initial feedback.</li> </ul>



# South Carolina One-Stop Certification System Standards for Job Seeker Services

## 2. Standards for Managing Job Seeker Services

**VALUE STATEMENT:** The One-Stop Career Center System is focused on understanding job seeker needs and has an effective approach for meeting those needs.

- ❖ Job seekers are treated in a caring, respectful way.
- ❖ Services are delivered with a sense of urgency.
- ❖ All customers have the opportunity to know their skills, improve their skills and obtain the best possible job with their skills.
- ❖ Center services will reflect seamless presence and coordination among all workforce partners.

Draft Standard	Baseline Measures	Continuous Improvement
1. Every One-Stop Career Center will have a system in place to assess projected employer demand.	One-Stop management, including all major partners, participates in a formal data-driven analysis of employer needs at least annually.	The process includes full participation of Labor Market Information and Employer Services personnel, and Economic Development representatives.
2. Every One-Stop Career Center will align job seeker resources with projected employer demand.	One-Stop management can demonstrate that the allocation of staff and training resources is consistent with meeting employer needs. One-Stop Centers will measure outcomes and include this information in resource allocation decisions.	
3. Job Seekers will have multiple access points to One-Stop Career Services.	Every workforce area will have services offered: <ul style="list-style-type: none"> <li>• In-person at One-Stop Career Center, and</li> <li>• Virtually</li> </ul> Centers will encourage job seekers to utilize virtual services, as appropriate, which will include web-based programs that they can access anywhere and anytime they have access to the Internet. Virtual offerings may include assessment and career planning tools, job search and job readiness assistance, application for unemployment benefits, and access to a wide range of job search engines and job boards.	Every workforce area 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.



# South Carolina One-Stop Certification System Standards for Job Seeker Services

## 2. Standards for Managing Job Seeker Services

<p>4. Every One-Stop Career Center offers a consistent menu of job seeker services. (See attached “Menu: One-Stop Services to Job Seekers”</p>	<p>All basic job seeker services on the “menu” are available, as appropriate to each job seeker at every One-Stop Career Center.</p>	<p>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 customer friendly or do not add value for the customer are addressed in a timely manner.</p>
<p>5. Job seekers are able to get the services they need as efficiently as possible while maintaining a customer service focus.</p>	<ul style="list-style-type: none"> <li>• The center minimizes lines and wait times.</li> <li>• The center has a plan for effectively handling large-scale events or anticipated heavy customer traffic.</li> <li>• Upon entry to the workforce center or virtual system, the customer is promptly engaged with self-service activities, staff assistance, or acknowledgement, depending on customer flow.</li> </ul>	<ul style="list-style-type: none"> <li>• The center tracks and analyzes customer flow trends and can manage (adjust to) peak loads.</li> </ul>
<p>6. Every Workforce Area and One-Stop Career Center will have well trained staff.</p> <p>A preference was expressed for Statewide consistency in training new staff.</p>	<p>Within a year of hire:</p> <ul style="list-style-type: none"> <li>• Staff will obtain certifications in functional work areas, customer service and workforce development.</li> <li>• All greeters will be trained to greet customers as they enter the Center or as they wait on line.</li> <li>• WIA Case managers will obtain Career Development Facilitator certification.</li> <li>• Resource room staff will receive training in customer service and can demonstrate knowledge about the full range of resource room resources.</li> <li>• Business Services staff will be trained in current techniques for talent marketing.</li> </ul>	<ul style="list-style-type: none"> <li>• Centers will have plans for continuous training of staff.</li> </ul>

## 3. Standards for Delivering Quality Services to Job Seekers

**VALUE STATEMENT:** The One-Stop Career Center System is focused on understanding job seeker needs and has an effective approach for meeting those needs.

- ❖ Job seekers are treated in a caring, respectful way.
- ❖ Services are delivered with a sense of urgency.



# South Carolina One-Stop Certification System Standards for Job Seeker Services

## 3. Standards for Delivering Quality Services to Job Seekers

- ❖ All customers have the opportunity to know their skills, improve their skills and obtain the best possible job with their skills.
- ❖ Center services will reflect seamless presence and coordination among all workforce partners

Draft Standard	Baseline Measures	Continuous Improvement
<p>1. The One-Stop Career Center quickly determines the purpose of the customer's visit and directs to the appropriate place or person promptly.</p>	<ul style="list-style-type: none"> <li>• Every customer is pleasantly greeted.</li> <li>• Centers have a triage protocol/standard set of questions for Initial Assessment that could lead to service prescription or options.</li> </ul>	<ul style="list-style-type: none"> <li>• Center will have multi-lingual capacity, consistent with the languages spoken by customers.</li> </ul>
<p>2. Every One-Stop Career Center will have a well equipped <b>resource room</b> with highly trained staff to provide a broad range of job seeker services</p>	<ul style="list-style-type: none"> <li>• The resource room has at least one staff member present at all times to provide orientation and guidance on accessing and using resources.</li> <li>• The resource room has sufficient computers to accommodate the needs of customers.</li> <li>• The Center has pamphlets, periodicals, etc that are current and relevant to the needs of the customers.</li> <li>• Staff will represent the offerings of all partners in the Center without prejudice and based solely on the needs of the customer.</li> <li>• 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.</li> </ul>	<ul style="list-style-type: none"> <li>• Group workshops are offered on a regular basis to guide customers on use of resources.</li> <li>• A protocol for use by resource room staff with customers is used to ascertain job seeker computer skills and service needs.</li> </ul>
<p>3. All customers learn about the full range services that are available through the One-Stop Career Center in a customer-focused, program-neutral way.</p>	<ul style="list-style-type: none"> <li>• The workforce area website provides a virtual orientation to the workforce system.</li> <li>• The workforce center provides information at the first visit via multiple delivery mechanisms (i.e. welcome folders, DVD, pamphlets, group orientation,</li> </ul>	<ul style="list-style-type: none"> <li>• All One-Stop system access points deliver a consistent orientation (via multiple methods) to system services.</li> </ul>



# South Carolina One-Stop Certification System Standards for Job Seeker Services

## 3. Standards for Delivering Quality Services to Job Seekers

	<p>signage, help desk etc.).</p> <ul style="list-style-type: none"> <li>All professional staff can provide an orientation to One-Stop services.</li> </ul>	
<p>4. Every Workforce Area and One-Stop Career Center offers effective assessment and career guidance services to all job seekers.</p>	<ul style="list-style-type: none"> <li>Staff is aware of and trained in administering available career development assessments.</li> <li>All Centers offer Basic Skills assessment, alone or through partners.</li> <li>All Centers offer Computer Literacy assessment, alone or through partners.</li> </ul>	<ul style="list-style-type: none"> <li>WorkKeys assessments are offered, free to program-eligible job seekers or for a reasonable fee.</li> <li>Soft Skills Training/Job Readiness credentials will be offered, free to program-eligible job seekers or for a reasonable fee.</li> </ul>
<p>5. Every One-Stop Career Center provides resources to assist customers with marketing themselves for employment.</p>	<ul style="list-style-type: none"> <li>Individual, group and on-line assistance in: resume preparation, interviewing techniques, networking groups, Internet use, job search.</li> <li>Each One-Stop Career Center will maintain and publicize a single, unified monthly schedule of events.</li> <li>Each Center will offer multiple avenues for resume posting.</li> <li>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.</li> </ul> <p>There is a preference for staff-facilitated workshops with job seekers that have little or no previous experience with computers.</p>	<p>Each Center offers:</p> <ul style="list-style-type: none"> <li>Professional network groups/job clubs</li> <li>Computer based professional networking</li> <li>Local or Regional Job Fairs</li> </ul>
	<ul style="list-style-type: none"> <li></li> </ul>	



## South Carolina One-Stop Certification System Standards for Job Seeker Services

### 3. Standards for Delivering Quality Services to Job Seekers

<p>6. Every One-Stop Career Center will have information on as many jobs as possible available in the market.</p>	<ul style="list-style-type: none"> <li>• Use of single State Database System with spidering technology</li> <li>• Newspapers are available on site.</li> <li>• Jobs offered by staffing services, state and federal agencies, and other sources are posted on bulletin boards at the One-Stop Career Center.</li> <li>• There are close ties between Business Service Staff and Economic Development</li> </ul>	<p>The workforce area has operating partnerships with key business service entities, including staffing services.</p> <p>Workforce areas identify and target employers utilizing WorkKeys for matching with job seekers who have taken WorkKeys assessments.</p>
<p>7. One-Stop Career Centers help job seekers advance their skill, education and occupational skill attainment.</p>	<ul style="list-style-type: none"> <li>• Every One-Stop Career Center has a diversified menu of career enhancement options including short term and longer term training.</li> <li>• One-Stop customers have access to staff assistance in developing a plan for financing education and training – this may include WIA, Pell, Job Corps, part-time work, scholarships or other resources.</li> </ul>	<p>One-Stop Centers offer:</p> <ul style="list-style-type: none"> <li>• Short-term training with certification</li> <li>• Modular training</li> <li>• Access to on-line learning, free or at minimal cost</li> </ul>

## MENU: One-Stop Services to Job Seekers



## South Carolina One-Stop Certification System Standards for Job Seeker Services

### **I. Common menu of basic job seeker services to be offered to all job seekers in every One-Stop Career Center**

1. Outreach, intake (which may include worker profiling and rapid re-employment services)
2. Initial assessment
3. Eligibility and service information for all partner workforce development and support programs (e.g. education, public assistance, childcare)
4. Job search assistance, career information and career guidance
5. Resume development services
6. Job matching and referral
7. Local, regional and statewide labor market information
8. Information on financial aid, including unemployment insurance (UI)
9. Assistance with filing an unemployment insurance claim or troubleshooting unemployment insurance issues
10. Information on:
  - a. Certified education and training providers
  - b. Local performance outcomes of service providers
  - c. Job fairs and supportive services
11. Orientation to use of personal computers for utilizing virtual tools available through the One-Stop system, including resume software, and enabling job seekers to perform job search activities, secure an email address and use email, and conduct research on employers.
12. Job search/self-marketing skills training
13. Assistance with options for financing further education or training
14. Information about Entrepreneurship development skills.
15. Access to free virtual tools for job search, self-assessment and career development.

### **II. Common menu of services for those enrolled in WIA or partner programs**

1. Comprehensive assessment of knowledge, skills, abilities and interests by use of various assessment tools
2. Development of individual employment plans
3. Individual career planning
4. Case management
5. Occupational skills training
6. On-the-job training
7. Programs that combine workplace training with related instruction
8. Adult education and literacy activities
9. Customized training



## 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 <b>non-duplication of services and efficient and effective service delivery</b>. The customer sees the Center as a single business unit.</p>	<ul style="list-style-type: none"> <li>• 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.</li> <li>• On-site partners are knowledgeable about all services available at the One-Stop Center.</li> <li>• Referrals for services outside the Center are made with definite contact information and, where possible, confirmed appointment dates and times.</li> <li>• 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.</li> <li>• 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.</li> </ul>	<ul style="list-style-type: none"> <li>• 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.</li> <li>• 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.</li> <li>• 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.</li> <li>• Continuous, demonstrable effort</li> </ul>



## South Carolina One-Stop Certification One-Stop Management Standards

### Managing Integrated Service Delivery

	<ul style="list-style-type: none"> <li>• All staff answers the telephone in the same manner, identifying the Center with the Statewide “brand” name.</li> </ul>	<p>is made to implement service strategies that reduce and/or eliminate duplication of services.</p>
<p>2. <b>The management structure is clear</b>, 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"> <li>• There is a single operating plan for each Center that includes a resource agreement describing shared expenses among partners.</li> <li>• 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 <b>function</b>, not agency.</li> <li>• There is a single Career Center Manager responsible and accountable for:             <ul style="list-style-type: none"> <li>➤ coordinating activities on a daily basis</li> <li>➤ providing functional supervision to all staff</li> <li>➤ serving as a point of contact for Career Center information/ data, and</li> <li>➤ assuring accountability for overall goals and objectives of the One-Stop Center.</li> </ul> <p>The Career Center manager recognizes the responsibilities of each partner and respects partner needs to accomplish assigned duties.</p> </li> <li>• There are regularly scheduled meetings among partnering agencies.</li> <li>• There are regularly scheduled meetings between center leadership and staff.</li> </ul>	



## South Carolina One-Stop Certification One-Stop Management Standards

### Managing Integrated Service Delivery

	<ul style="list-style-type: none"> <li>There is a staffing schedule for all aspects of the Center.</li> </ul>	
Draft Standard	Baseline Measures	Continuous Improvement
<p><b>3. One-Stop Career Centers have integrated staff development plans</b></p>	<ul style="list-style-type: none"> <li>Staff development includes training for all managers</li> <li>Staff development includes training for all administrative staff</li> <li>Staff development includes team building across organizations and staff levels that support collaboration and information sharing across all partners.</li> </ul>	<ul style="list-style-type: none"> <li>Center management has committed to implementing individual development plans for all staff members (and managers).</li> </ul>
<p><b>4. The One-Stop Career Center is accountable for results.</b></p>	<ul style="list-style-type: none"> <li>There is a tracking system to monitor utilization of services, providing for counts of participants using the site in any given period.</li> <li>There are methods for assessing Center-wide effectiveness and integrated service provision that includes outcome measurement as well as process measurement.</li> <li>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</li> </ul>	<ul style="list-style-type: none"> <li>The system is consistent statewide.</li> <li>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.</li> <li>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</li> </ul>



## South Carolina One-Stop Certification One-Stop Management Standards

### Managing Integrated Service Delivery

	<p>Center-wide effectiveness.</p> <ul style="list-style-type: none"><li>• One-Stop Career Center management examines its cost structure and looks for ways to operate as efficiently as possible.</li></ul>	<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 <b>accessible</b> so that all job seekers and business customers can fully participate in the services offered.</p>	<ul style="list-style-type: none"> <li>• 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.</li> <li>• 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.</li> <li>• Staff should be identified to assist people with disabilities in case of emergency.</li> <li>• There are linkages to services for people with special needs, including veterans and others, related to disability.</li> <li>• The Center is accessible to the most prominent limited-English proficiency groups in the workforce area.</li> <li>• The Center provides free parking adequate for the average customer traffic flow.</li> <li>• Centers have flexible scheduling and work hours, as appropriate, to better</li> </ul>	<ul style="list-style-type: none"> <li>• Each Center has a single, integrated, telephone system so that customers can efficiently reach a live person when they need to do so.</li> <li>• The Center location is situated with accessibility to public transportation, where available.</li> </ul>



## South Carolina One-Stop Certification One-Stop Management Standards

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



## South Carolina One-Stop Certification One-Stop Management Standards

### 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.



## South Carolina One-Stop Certification One-Stop Management Standards

### 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.



## South Carolina One-Stop Certification One-Stop Management Standards

### 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.



# **One-Stop Career Center Self- Assessment Guide**



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## INTRODUCTION

The first step in the process of One-Stop Certification is a self-assessment by Centers and workforce areas. Ideally, this self-assessment will be a group project in each Center, where all elements of the Center are called upon to make their opinions known on the Center's status relative to each standard. Such a process would not only ensure a comprehensive self-assessment, but would also be an educational exercise wherein all parties would learn more about their colleagues' and partners' functions, products and processes.

To assist in implementing the self-assessment, Maher prepared the draft self-assessment tool that follows this introduction. It is intended that the State, in its continuing meetings with the project Core Team, review and refine this tool.

The tool is divided into three sections:

- System Standards for Employer Services
- System Standards for Job Seeker Services
- One-Stop Management Standards

Each section is then "headlined" by a standard; for example, "A. Standards for Satisfying Employers" is the first main portion of the System Standards for Employer Services section of the tool. The measures for that standard are then listed below. The first column indicates whether the measure is a basic (B) or continuous improvement (CI) standard. The second column has the measures associated with each standard, with some yes/no type questions to answer relative to each one. That column also includes our tips for those conducting each self-assessment. The third and fourth columns offer space for noting changes needed and whether technical assistance (TA) is needed to achieve this measure.

The tool, like the certification standards themselves, is quite comprehensive; and because we have included extensive tips to illuminate many of the measures for Center assessors, it is also quite lengthy. It is our hope that this tool will prove valuable for One-Stop managers and staff, workforce area administrators, and others involved in the certification process.



### System Standards for Employer Services – Self-Assessment Tool

**NOTE:** Because of the nature of the Employer Services standards, the entire workforce area and all One-Stop Centers in the workforce area must be certified at the same time. Several of the functions of employer services are workforce area-wide; others operate at each Center. Both must be operating up to standard in order for the workforce area and its One-Stop centers to be certified.

#### A. Standards for Satisfying Employers

**Standard #1:** Current and prospective employers are consulted on the critical success factors for the One-Stop Center and workforce area.

	Measure	Y	N	Changes needed	TA needed?
B	<p>a. There is evidence that employers have been consulted for input on critical success factors through focus groups, written or on-line surveys, and/or targeted interviews.</p> <ul style="list-style-type: none"> <li>• Evidence of consulting with employers for input on critical success factors?</li> <li>• Methods used for this consultation: <ul style="list-style-type: none"> <li>▪ Focus groups?</li> <li>▪ Written or on-line surveys?</li> <li>▪ Targeted interviews?</li> <li>▪ Other? (please state) _____</li> </ul> </li> </ul>				
CI	<p>b. Employer identified success factors are built into the satisfaction instrument(s)</p> <ul style="list-style-type: none"> <li>• Evidence of identification of employer success factors?</li> <li>• Were these forwarded to the team preparing the statewide employer satisfaction tools/instruments?</li> </ul>				



**Standard #2:** Satisfaction with both processes and outcomes is measured for existing employer customers.

The following preferences were expressed:

- Consistent statewide customer feedback tools/instruments.
- On-line surveys
- Brief, on-point surveys that will have a greater likelihood of completion by employers

	Measure	Y	N	Changes needed	TA needed?
B	<p>a. An employer feedback system is defined; survey tools, methods and protocol are outlined in writing. There are unified tools for all programs of the center and/or workforce area. Employer satisfaction plans call for measurement of:</p> <ul style="list-style-type: none"> <li>➤ staff responsiveness</li> <li>➤ timeliness</li> <li>➤ taking of job orders</li> <li>➤ quality of referrals</li> <li>➤ testing/assessment/screening</li> <li>➤ incumbent worker training, on-the-job training, WorkKeys testing and customized training</li> <li>➤ Rapid Response and outplacement-type services</li> <li>➤ Integration of marketing and service provision (seamless process)</li> <li>➤ Timely follow-up with employers</li> </ul> <p><b>NOTE: Accomplishment of this standard depends on action at the State level.</b></p>				



	Measure	Y	N	Changes needed	TA needed?
CI	b. The employer customer feedback process has been implemented -- the system has been put into place. <b>NOTE: Accomplishment of this standard depends on action at the State level.</b>				
CI	c. Feedback is used to add and/or improve services. <b>NOTE: Accomplishment of this standard depends on action at the State level.</b> <ul style="list-style-type: none"><li>• Is there evidence that feedback from employers is used?</li><li>• Have services been added based on employer feedback?</li><li>• Have actions been taken to improve services based on employer feedback?</li></ul>				



**Standard #3:** Employer satisfaction for existing employer customers is measured at both the center level and workforce area level and can be disaggregated for analysis and action.

Type	Measure	Y	N	Changes needed	TA needed?
B	<p>a. Employer customer satisfaction data is disaggregated by One-Stop Center.</p> <p><b>NOTE: Accomplishment of this standard depends on action at the State level.</b></p> <ul style="list-style-type: none"> <li>• Is there evidence that employer customer satisfaction data has been disaggregated for each One-Stop Center?</li> </ul>				
CI	<p>b. Employer customer satisfaction data is disaggregated by business size, industry, type of job order (skilled vs. unskilled; management vs. entry-level) and by type of services used.</p> <p><b>NOTE: Accomplishment of this standard depends on action at the State level.</b></p> <ul style="list-style-type: none"> <li>• Is there evidence that employer customer satisfaction data has been disaggregated by:               <ul style="list-style-type: none"> <li>--Business size</li> <li>--Industry</li> <li>--Type of job order (describe _____)</li> <li>--Type of services used</li> </ul> </li> </ul>				



**Standard #4:** Customer behavior is used as the primary indicator of customer satisfaction.

Type	Measure	Y	N	Changes needed	TA needed?
B	<p>a. The One-Stop Center and workforce area track repeat business and market penetration as the primary indicators of customer satisfaction.</p> <ul style="list-style-type: none"><li>• Is there evidence that the One-Stop Center or workforce area tracks repeat business by employers on at least a quarterly basis?</li><li>• If the workforce area does such tracking, is information shared with One-Stop Center management?</li><li>• Is there evidence that the workforce area tracks market penetration on at least an annual basis?</li><li>• Is such information shared with the One-Stop Center(s) in the area?</li></ul>				
CI	<p>b. This information is disaggregated by employer size and industry, thereby reflecting the needs of different types of employers.</p> <ul style="list-style-type: none"><li>• Is repeat business tracked by employer size and industry?</li><li>• Is market penetration tracked by employer size and industry?</li></ul>				



**Standard #5:** Feedback from employers is used to improve services.

Type	Measure	Y	N	Changes needed	TA needed?
B	<p>a. The One-Stop 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 employers.</p> <ul style="list-style-type: none"><li>• Is there a system in place to change and/or improve services based on employer feedback?</li><li>• Are the following types of employer feedback used?<ul style="list-style-type: none"><li>▪ Feedback from employers on suitability of individuals referred?</li><li>▪ Feedback from employers on work habits and work readiness of individuals referred?</li><li>▪ Feedback from employers on timeliness of referrals?</li></ul></li></ul>				
CI	<p>b. Employers are surveyed in areas that needed additional attention based on previous feedback.</p> <ul style="list-style-type: none"><li>• Does the workforce area or One-Stop Center have a method for surveying employers in areas needing additional attention based on previous feedback?</li></ul>				



**B. Standards for Managing Employer Services**

**Standard #1:** Every workforce area and One-Stop Center makes employer services a priority.

Type	Measure	Y	N	Changes needed	TA needed?
B	<p>a. Each workforce area has a written employer services strategy based on local WIB-developed priorities that can be articulated by front-line staff in the One-Stop Centers.</p> <ul style="list-style-type: none"> <li>• Are WIB priorities for Employer Services clear based on WIB plans and minutes of WIB meetings?</li> <li>• Does the workforce area have a written employer services strategy that is consistent with WIB priorities?</li> <li>• Are front-line staff in One-Stop centers able to articulate the workforce area’s employer services strategy?</li> </ul>				

**Standard #2:** Each workforce area has a fully integrated multi-agency employer services team comprised of dedicated business services staff.

Type	Measure	Y	N	Changes needed	TA needed?
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Type	Measure	Y	N	Changes needed	TA needed?
B	<p>a. Every workforce area and One-Stop Center has designated business and/or employer services staff.</p> <ul style="list-style-type: none"> <li>• Does the workforce area have designated business/employer services staff whose primary function is interfacing with employers?</li> <li>• Does the One-Stop Center have designated business/employer services staff whose primary function is interfacing with employers?</li> </ul>				
B	<p>b. At a minimum, WIA and Wagner-Peyser both contribute financial, human and other resources to the business services team.</p> <ul style="list-style-type: none"> <li>• Do WIA-funded entities contribute financial, human and other resources to the business services team?</li> <li>• Do Wagner-Peyser funded entities contribute financial, human and other resources to the business services team?</li> </ul>				
B	<p>c. All Employer Services team members are fully trained and cross-informed so as to be able to represent and know how to facilitate all system services, including education, training, Regional Education Centers.</p> <ul style="list-style-type: none"> <li>• Is there evidence that Employer Services team members have been fully trained and cross-informed so that they can represent all system services, including:               <ul style="list-style-type: none"> <li>--WIA-funded services for employers</li> <li>--Wagner-Peyser funded services for employers</li> <li>--Educational services available to employers for their workforces</li> <li>--Training services available to employers for their workforces</li> <li>--Services of Regional Education Centers for employers</li> </ul> </li> </ul>				





**Standard #3:** The employer services team is managed as a unified activity.

Type	Measure	Y	N	Changes needed	TA needed?
B	<p>a. The WIB appoints a lead person (may be rotating) to manage the Employer Services Team and be the point of contact for regional economic development and employer service initiatives.</p> <ul style="list-style-type: none"> <li>• Is there a lead person responsible for managing the Employer Services Team in the workforce area?</li> <li>• Is the lead person the point of contact for regional economic development initiatives?</li> <li>• Is the lead person the point of contact for employer service initiatives?</li> </ul>				
CI	<p>b. To the extent that they have dedicated employer services staff, partners contribute resources to the employer services team, and participate fully in team activities and responsibilities. Partners include Technical Colleges, Vocational Rehabilitation and DSS.</p> <ul style="list-style-type: none"> <li>• Do any of the partners have dedicated employer services staff?</li> <li>• If yes, name which ones _____</li> <li>• Is there evidence that the partners with dedicated employer services staff participate fully in Employer Services team activities and responsibilities?</li> </ul>				



**Standard #4:** The team is system-focused, not just center-focused.

Type	Measure	Y	N	Changes needed	TA needed?
B	<p>a. Employer Services team members identify themselves to employers as workforce system (employer services) representatives. They all represent the workforce system as a unified entity and present the full range of services to employers.</p> <ul style="list-style-type: none"> <li>• Do employer services team members identify themselves as workforce system representatives?</li> <li>• Do the business cards of employer services representatives reflect this single system identification?</li> <li>• Is the workforce system represented by them as a unified entity with a unified range of available services?</li> <li>• Do brochures and informational materials reflect this unified entity?</li> </ul>				
B	<p>b. There are regular Employer Services team meetings, virtual or otherwise.</p> <ul style="list-style-type: none"> <li>• Is there evidence of regular Employer Services team meetings?</li> <li>• Are these meetings held:               <ul style="list-style-type: none"> <li>▪ in-person?</li> <li>▪ on the telephone, e.g. conference call?</li> <li>▪ using computer-based technology? If so, specify how: _____</li> <li>▪ Other? Specify _____</li> </ul> </li> </ul>				



Type	Measure	Y	N	Changes needed	TA needed?
B	<p>c. There is a method for consistent real time communication for the Employer Services team.</p> <ul style="list-style-type: none"> <li>Do Employer Services team members communicate in real time?</li> <li>What method is used for this communication?</li> </ul> <p>--In-person                      --Telephone or text messaging                      --E-mail or other computer-based method                      --Are Employer Services team members able to communicate with each other whenever needed?</p>				

**Standard #5:** The Employer Services team utilizes one job bank system.

Type	Measure	Y	N	Changes needed	TA needed?
B	<p>a. All employer services staff utilize the SC JobLink system for job orders and referrals, which is accessible to all staff. All Virtual One-Stop (VOS) job orders are downloaded to SC JobLink.</p> <ul style="list-style-type: none"> <li>Do all employer services staff use the SC JobLink system for job orders?</li> <li>For referrals?</li> <li>Are all VOS job orders downloaded to SC JobLink?</li> </ul>				
CI	<p>b. Access to JobLink is granted to all partners who request it.</p> <ul style="list-style-type: none"> <li>Have any partners requested access to JobLink?</li> <li>If yes, which partners? (name) _____</li> </ul>				



Type	Measure	Y	N	Changes needed	TA needed?
	<ul style="list-style-type: none"><li>Have these partners been granted access to JobLink?</li></ul>				



**Standard #6:** There is a strong link between the activities of the employer services team, economic development and education entities.

Type	Measure	Y	N	Changes needed	TA needed?
B	<p>a. There is evidence of collaboration between the Employer Services team and the appropriate education and economic development agencies.</p> <ul style="list-style-type: none"> <li>• Is there evidence that:               <ul style="list-style-type: none"> <li>▪ The relevant economic development agencies and technical college(s) are active members of the Employer Services team.</li> <li>▪ Information about new companies relocating to the area is shared by economic development with the workforce system and education system</li> <li>▪ Information about companies leaving the area is shared</li> <li>▪ Information about expanding and contracting companies is shared</li> <li>▪ Information about the types of jobs expected to expand or decline is shared</li> </ul> </li> </ul>				
CI	<p>b. There is evidence of collaboration between the Employer Services team and the appropriate education and economic development agencies.</p> <p>Is there evidence that:</p> <ul style="list-style-type: none"> <li>▪ There is collaborative designation of target industries or industry clusters around which education, economic and workforce development resources are aligned.</li> <li>▪ There is a system of regular communication designed to ensure the development and implementation of aligned strategies around the targeted industries – alignment between the economic development, workforce and education systems.</li> </ul>				



**C. Standards for Delivering Quality Services to Employers**

**Standard #1:** Every workforce area and One-Stop Center builds a quality employer services team.

Type	Measure	Y	N	Changes needed	TA needed?
B	<p>a. Employer services staff are selected based on their skills and experience with employers rather than agency of employment.</p> <ul style="list-style-type: none"> <li>• Are there position descriptions, including required knowledge, skills, abilities and experience for employer services staff positions?</li> <li>• Is there evidence that employer services staff are selected based on their experience with employers?</li> </ul>				
B	<p>b. There is a single point of contact/account executive system for employers.</p> <ul style="list-style-type: none"> <li>• Is there evidence that there is a single point of contact/account executive system for employers contact with the business services team?</li> </ul>				
CI	<p>c. There are statewide criteria/skills requirements for business services staff with a timeline for achieving required competencies.</p> <p><b>NOTE: Accomplishment of this standard depends on action at the State level.</b></p>				
CI	<p>d. Local areas are knowledgeable of available business services training curricula.</p> <ul style="list-style-type: none"> <li>• Is the workforce area aware of business services training curricula?</li> <li>• If yes, which curricula? (Please specify: _____)</li> </ul>				



Type	Measure	Y	N	Changes needed	TA needed?
CI	<p>e. Local areas arrange for needed training that includes customer service training and a partner services education component.</p> <ul style="list-style-type: none"> <li>• Is there evidence that workforce areas have arranged for training for employer services staff that includes:               <ul style="list-style-type: none"> <li>▪ Key skills for employer services staff</li> <li>▪ Customer service training</li> </ul> </li> </ul>				
CI	f. There is an assessment of staff to validate skill attainment. A consistent assessment tool is utilized statewide.				

**Standard #2:** Each workforce area and One-Stop Center operates from a plan designed to identify employer needs and designs employer services based on customer requirements, both in the aggregate and for individual employers.

Type	Measure	Y	N	Changes needed	TA needed?
B	a. Employer Service staff all function within the same procedures and goals.				
B	b. The outreach/marketing approach to employers emphasizes the benefits to employers rather than the menu of services offered.				
B	c. Each workforce area and One-Stop Center maintains a database to track contacts, delivery of services and outcomes. (There are off-the-shelf portal-based customer relations management programs that can be acquired by				



Type	Measure	Y	N	Changes needed	TA needed?
	WIBs.)				
CI	d. Outreach/marketing and databases are organized by employer industry and size, and activities are focused on critical high growth industries and high demand occupational clusters with family-sustaining wages.				

**Standard #3:** Every workforce area offers a consistent basic menu of demand-driven services. Some services are offered at every Center, others are offered on a workforce area-wide basis. (See attached “Menu: One-Stop Services to Business”).

Type	Measure	Y	N	Changes needed	TA needed?
B	a. There is a single access point for employers and a single talent bank.				
B	b. The workforce area has designated which of the consistent menu of services will be available at every One-Stop Center and which will be available on a workforce area-wide basis. (See final page for recommended services and venues.)				
B	c. Each One-Stop Center has and distributes information on employment-related resources that employers may need, e.g. Ready SC, Apprenticeship SC, ADA compliance, EEO compliance, Adult Education, Quick Jobs, Kuder Journey, WorkKeys, WIN, SC Pathways.				
CI	d. The accessibility and quality of services offered as part of the basic menu is assessed on a regular basis, and processes that are not customer friendly or do not add value for the customer are addressed in a timely manner.				



**Standard #4:** Workforce areas may offer an expanded menu of no-cost or fee-based services to employers.

Type	Measure	Y	N	Changes needed	TA needed?
B	a. The workforce area indicates what its expanded menu of no-cost and fee-based services will be in its Plan and strategies, and all employer services staff markets the benefits of such services regardless of the delivery agent.				
CI	b. The accessibility and quality of services offered as part of the expanded menu is assessed on a regular basis, and those that are not customer friendly or do not add value for the customer are addressed in a timely manner.				

**Standard #5:** Each workforce area and One-Stop Center maintains partnerships that allow it to provide or arrange for services that contribute to greater employer satisfaction.

Type	Measure	Y	N	Changes needed	TA needed?
B	a. Workforce areas and One-Stop Centers collaborate with Technical Colleges, Regional Education Centers, higher education institutions and other service providers to increase the pool of qualified applicants available to employers through the One-Stop system, especially in sectors with identified skills gaps.				
CI	b. There is evidence of collaboration with adjacent workforce areas and One-Stop Centers designed to increase the number, variety and value of services to better meet employer needs and fill high demand job openings.				



System Standards for Job Seeker Services – Self-Assessment Tool

A. Standards for Satisfying Job Seekers

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

The following preferences were expressed:

- A set of statewide common, basic customer feedback tools.
- Opportunity/flexibility for local areas to add items that customize instruments or add additional feedback tools.

	Measure	Y	N	Changes needed	TA needed?
B	<p>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 value (whether the service they received benefited them) as well as satisfaction with the experience. Job seeker satisfaction plans call for measurement of:</p> <ul style="list-style-type: none"> <li>▪ staff responsiveness</li> <li>▪ timeliness of service</li> <li>▪ greeting/intake process</li> <li>▪ resource room</li> </ul>				



	Measure	Y	N	Changes needed	TA needed?
	<ul style="list-style-type: none"> <li>▪ counseling/case management services</li> <li>▪ workshops</li> <li>▪ job matching and job referral processes</li> <li>▪ training/education referral</li> </ul> <p><b>Accomplishment of this standard depends on action at the State level.</b></p>				
B	<p>b. Job seeker value calls for real-time measurement of outcomes such as:</p> <ul style="list-style-type: none"> <li>▪ Entered employment</li> <li>▪ Entered employment with staff assistance</li> <li>▪ Entered training or education</li> <li>▪ Completed WIA- or Trade Act-funded training</li> </ul> <p><b>Accomplishment of this standard depends on action at the State level.</b></p>				
B	<p>c. The job seeker customer feedback process has been implemented – the system has been put into place.</p> <p><b>Accomplishment of this standard depends on action at the State level.</b></p>				



	Measure	Y	N	Changes needed	TA needed?
B	<p>d. Job seeker customer satisfaction data is disaggregated by One-Stop Career Center.</p> <p><b>Accomplishment of this standard depends on action at the State level.</b></p> <ul style="list-style-type: none"> <li>Is there evidence that job seeker customer satisfaction data has been disaggregated for each One-Stop Center?</li> </ul>				
CI	<p>e. Job seeker customer satisfaction data is disaggregated by type of service used.</p> <p><b>Accomplishment of this standard depends on action at the State level.</b></p> <ul style="list-style-type: none"> <li>Is there evidence that job seeker customer satisfaction data has been disaggregated by type of service used?</li> </ul>				
CI	<p>f. Some Job seeker customer satisfaction can be disaggregated by customer group (age group, demographic group, UI claimant status).</p> <p><b>Accomplishment of this standard depends on action at the State level.</b></p> <ul style="list-style-type: none"> <li>Is there evidence that job seeker customer satisfaction data has been disaggregated by customer group, such as by:               <ul style="list-style-type: none"> <li>--age group?</li> <li>--gender?</li> <li>--race/ethnic group?</li> <li>--UI claim status?</li> </ul> </li> </ul>				



	-- Other? (Please specify _____)?				
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	Measure	Y	N	Changes needed	TA needed?
CI	<p>g. The One-Stop Center will have a system for examining outcome trends over time.</p> <ul style="list-style-type: none"> <li>• Is there evidence that the Center has a system for examining outcome trends over time?</li> <li>• If yes, does this system look at:               <ul style="list-style-type: none"> <li>▪ Entered employment?</li> <li>▪ Entered employment with staff assistance?</li> <li>▪ Entered training or education?</li> <li>▪ Completed WIA- or Trade Act-funded training?</li> </ul> </li> </ul>				

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

Type	Measure	Y	N	Changes needed	TA needed?
B	<p>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.</p> <ul style="list-style-type: none"> <li>• Is there evidence that feedback from job seekers is used?</li> <li>• Have actions been taken to improve services based on job seeker feedback?</li> </ul>				



Type	Measure	Y	N	Changes needed	TA needed?
	<ul style="list-style-type: none"><li>• Are the following types of job seeker feedback used?<ul style="list-style-type: none"><li>▪ Feedback on staff responsiveness?</li><li>▪ Feedback on timeliness of service?</li><li>▪ Feedback on job matching/referral process?</li></ul></li><li>Feedback on training/education referral?</li></ul>				
CI	<ul style="list-style-type: none"><li>b. Additional job seeker feedback is obtained in areas that require additional attention based on initial feedback.</li><li>• 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?</li></ul>				



**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.

Type	Measure	Y	N	Changes needed	TA needed?
B	<p>a. One-Stop management, including all major partners, participates in a formal data-driven analysis of employer needs at least annually.</p> <ul style="list-style-type: none"> <li>• Is there evidence that all partners participate in an analysis of employer needs at least annually?</li> <li>• If so, is the following data included?                             <ul style="list-style-type: none"> <li>▪ Hiring and lay-off patterns over the last year?</li> <li>▪ Jobs listed with SC JobLink over the last year?</li> <li>▪ Labor market projections?</li> <li>▪ Feedback received from employers as part of the employer customer feedback process?</li> <li>▪ Information from partners, including Technical Colleges and higher education, about training conducted with large employers or employers in an important regional sector?</li> </ul> </li> </ul>				
CI	<p>b. The process includes full participation of Labor Market Information and Employer Services personnel, and Economic Development representatives.</p> <ul style="list-style-type: none"> <li>• Is there evidence that the following are included in the formal data-driven</li> </ul>				



Type	Measure	Y	N	Changes needed	TA needed?
	analysis of employer needs? <ul style="list-style-type: none"> <li>▪ WIB staff?</li> <li>▪ Labor Market Information staff?</li> <li>▪ Representatives of the workforce area’s Employer Services team?</li> <li>▪ Representatives of local and/or regional economic development entities?</li> </ul>				

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

Type	Measure	Y	N	Changes needed	TA needed?
B	a. One-Stop management can demonstrate that the allocation of staff and training resources is consistent with meeting employer needs. <ul style="list-style-type: none"> <li>• Is there evidence that allocation of staff is related to the assessment of projected employer demand?                             <ul style="list-style-type: none"> <li>▪ Do certain staff specialize in particular occupations or industries?</li> <li>▪ Are group activities maximized to align with skills employers need?</li> </ul> </li> <li>• Is there evidence that allocation of training resources is related to the assessment of projected employer demand?</li> </ul>				
B	b. One-Stop Centers will measure outcomes and include this information in resource allocation decisions.				



Type	Measure	Y	N	Changes needed	TA needed?
	<ul style="list-style-type: none"> <li>• Are outcomes measured for training courses attended by individuals funded through WIA and Trade Act over the last year?</li> <li>• If yes, are these results used to made resource allocation decisions?</li> </ul>				

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

Type	Measure	Y	N	Changes needed	TA needed?
B	<p>a. Every workforce area will have services offered: In-person at One-Stop Career Centers, and Virtually</p> <ul style="list-style-type: none"> <li>• Are services offered in-person?</li> <li>• Are services offered virtually (on-line)?</li> <li>• Is there evidence that Centers encourage job seekers to utilize virtual services?</li> <li>• If yes, which virtual services are encouraged?               <ul style="list-style-type: none"> <li>▪ Web-based programs that they can access anywhere and anytime they have access to the Internet?</li> <li>▪ Assessment and career planning tools?</li> <li>▪ Job search and job readiness assistance?</li> </ul> </li> </ul>				



Type	Measure	Y	N	Changes needed	TA needed?
	<ul style="list-style-type: none"> <li>▪ Applying for unemployment insurance benefits?</li> <li>▪ Access to multiple job search engines and job boards?</li> </ul>				
CI	<p>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.</p> <ul style="list-style-type: none"> <li>• Are services offered at alternative locations?</li> <li>• If yes, which locations?               <ul style="list-style-type: none"> <li>▪ Libraries?</li> <li>▪ Schools?</li> <li>▪ Faith based or community organizations?</li> <li>▪ Other (please specify) _____ ?</li> </ul> </li> </ul>				



**Standard #4:** Every One-Stop Career Center offers a consistent menu of job seeker services. (See attached “menu: One-Stop Services to Job Seekers”

Type	Measure	Y	N	Changes needed	TA needed?
B	<p>a. All basic job seeker services on the “menu” are available, as appropriate, to each job seeker at every One-Stop Career Center.</p> <p>Does the Center offer <u>to all job seekers</u>:</p> <ul style="list-style-type: none"> <li>• Outreach and intake services, which may include worker profiling and rapid re-employment services?</li> <li>• Initial assessment of job seekers?</li> <li>• Eligibility and service information for all partner workforce development and support programs?               <ul style="list-style-type: none"> <li>▪ If yes, please name partner programs for which information is available:</li> <li>_____</li> <li>_____</li> <li>_____</li> </ul> </li> </ul>				
	<ul style="list-style-type: none"> <li>• Job search assistance?</li> <li>• Career information?</li> <li>• Career guidance?</li> <li>• Resume development services?</li> </ul>				



Type	Measure	Y	N	Changes needed	TA needed?
	<ul style="list-style-type: none"> <li>• Job matching and referral?</li> <li>• Local, regional and statewide labor market information?</li> <li>• Information on financial assistance available, including unemployment insurance benefits?</li> <li>• Assistance with filing an unemployment insurance claim?</li> <li>• Assistance with troubleshooting unemployment insurance issues?</li> <li>• Information on:               <ul style="list-style-type: none"> <li>▪ Certified education and training providers</li> <li>▪ Local performance outcomes of service providers</li> <li>▪ Job fairs</li> <li>▪ Supportive services</li> </ul> </li> </ul>				
	<ul style="list-style-type: none"> <li>• Orientation to use of personal computers for utilizing virtual tools available through the One-Stop system?</li> <li>• If yes, does this orientation include:               <ul style="list-style-type: none"> <li>▪ Resume software</li> <li>▪ Helping job seeker perform job search activities</li> <li>▪ How to secure an email address</li> <li>▪ How to use email</li> <li>▪ How to conduct research on employers</li> </ul> </li> </ul>				



Type	Measure	Y	N	Changes needed	TA needed?
	<ul style="list-style-type: none"> <li>• Job search/self marketing skills training?</li> <li>• Assistance with options for financing further education or training?</li> <li>• Information on Entrepreneurship development skills?</li> <li>• Access to free virtual tools for job search, self-assessment and career development</li> </ul> <p>Does the Center offer to <u>those enrolled in WIA or other partner programs</u>:</p> <ul style="list-style-type: none"> <li>• Comprehensive assessment of knowledge, skills, abilities and interests by use of various assessment tools?</li> <li>• If yes, which assessment tools are used? Please list:  <hr style="width: 40%; margin-left: 20px;"/> <hr style="width: 40%; margin-left: 20px;"/></li> </ul> <ul style="list-style-type: none"> <li>• Development of individual employment plans</li> <li>• Individual career planning</li> <li>• Case management</li> <li>• Occupational skills training</li> <li>• On-the-job training</li> <li>• Programs that combine workplace training with related instruction</li> <li>• Adult education and literacy activities</li> <li>• Customized training</li> </ul>				



Type	Measure	Y	N	Changes needed	TA needed?
CI	<p>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.</p> <ul style="list-style-type: none"><li>• Is there evidence that the center has a method for assessing the accessibility, quality and utilization of services on the basic menu?</li><li>• If yes, does this method include measuring processes with regard to:<ul style="list-style-type: none"><li>▪ How customer-friendly these services are?</li><li>▪ Whether the services add value for the customer?</li></ul></li><li>• Have there been any outcomes from this assessment?</li><li>• Is yes, have these outcomes indicated the need for change?</li><li>• Has the Center address the issues identified?</li><li>• If so, was this done in a timely manner?</li></ul>				



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

Type	Measure	Y	N	Changes needed	TA needed?
B	a. The center minimizes lines and wait times. <ul style="list-style-type: none"> <li>Is there evidence that lines and wait times are minimized?</li> <li>If so, how has this been done? Please explain:</li> </ul>				
B	b. The center has a plan for effectively handling large-scale events or anticipated heavy customer traffic?				
Type	Measure	Y	N	Changes needed	TA needed?
	<ul style="list-style-type: none"> <li>Is there evidence that there is a plan for handling large-scale events?</li> <li>Is there evidence that there is a plan for handling anticipated heavy customer traffic?</li> </ul> Are these plans effective?				
CI	c. The center tracks and analyzes customer flow trends and can manage (adjust to) peak loads. <ul style="list-style-type: none"> <li>Is there evidence that the center tracks customer flow?</li> <li>Is there evidence that the center analyses customer flow trends?</li> </ul>				



	<ul style="list-style-type: none"><li>• Is there evidence that the center manages, or adjusts to peak loads?</li></ul>				
B	<p>d. Upon entry to the One-Stop center or virtual system, the customer is promptly engaged with self-service activities, staff assistance, or acknowledgement, depending on customer flow.</p> <ul style="list-style-type: none"><li>• Is the customer promptly engaged on entry to the One-Stop Center?</li><li>• If so, is this engagement:<ul style="list-style-type: none"><li>▪ Self-service activities?</li><li>▪ Staff assistance?</li><li>▪ Acknowledgement by receptionist?</li><li>▪ Other? (please specify)_____</li></ul></li><li>• Is the customer promptly engaged on entry to the virtual system?</li><li>• If so, how is this engagement accomplished? (please specify)</li></ul>				



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

Type	Measure	Y	N	Changes needed	TA needed?
B	a. Is there evidence that, within a year of hire: <ul style="list-style-type: none"> <li>• Staff obtain certification in functional work areas?</li> <li>• Staff obtain certification in customer service?</li> <li>• Staff obtain certification in workforce development</li> </ul>				
B	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?				
B	c. Is there evidence that, within a year of hire, WIA Case Managers obtain Career Development Facilitator certification?				
B	d. Is there evidence, that within a year of hire, Resource room staff can demonstrate knowledge about the full range of resource room resources?				
B	e. Is there evidence that, within a year of hire, Business Services staff are training is current techniques for talent marketing?				
CI	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.

Type	Measure	Y	N	Changes needed	TA needed?
B	a. Every customer is pleasantly greeted. <ul style="list-style-type: none"> <li>Based on observation, is every customer pleasantly greeted?</li> </ul>				
B	b. Centers have a triage protocol/standard set of questions for Initial Assessment that could lead to service prescription or options. <ul style="list-style-type: none"> <li>Is there evidence of a standard protocol or set of questions?</li> <li>If yes, does this logically point to a next step for service or appropriate service options?</li> </ul>				
CI	c. Centers will have multi-lingual capacity, consistent with the languages spoken by customers? <ul style="list-style-type: none"> <li>Does the Center have multi-lingual capacity?</li> <li>If yes, is this is keeping with the languages spoken by customers?</li> </ul> Please indicate languages other than spoken/written English <hr/>				



**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.

Type	Measure	Y	N	Changes needed	TA needed?
B	<p>d. The resource room has a least one staff member present at all times to provide orientation and guidance on accessing and using resources.</p> <ul style="list-style-type: none"> <li>Does the staff schedule call for at least one staff member to be present in the resource room at all times?</li> <li>Is there evidence that the staff members assigned to the resource room able to provide orientation and guidance on accessing and using resources?</li> </ul>				
B	<p>b. Staff will represent the offerings of all partners in the Center without prejudice and based solely on the needs of the customer.</p> <ul style="list-style-type: none"> <li>Based on written instructions, observation or interview, do staff of all on-site partners represent the offerings of all partners without bias?</li> <li>If yes, are the offerings based solely on the needs of the customer?</li> </ul>				
CI	<p>c. Group workshops are offered on a regular basis to guide customers on use of resources.</p> <ul style="list-style-type: none"> <li>Based on the Center’s schedule/calendar, are such workshops held on a regular basis?</li> <li>If yes, based on materials used in the workshop, does the workshop guide customers on the use of resource room resources?</li> </ul>				



Type	Measure	Y	N	Changes needed	TA needed?
B	<p>d. The resource room has sufficient computers to accommodate the needs of customers.</p> <ul style="list-style-type: none"><li>• How many computers are in the resource room?</li><li>• How many customers typically want to use the resource room at one time?</li><li>• Is the number of computers sufficient to accommodate the needs of customers?</li></ul>				
CI	<p>e. A protocol for use by resource room staff with customers is used to ascertain job seeker computer skills and service needs.</p> <ul style="list-style-type: none"><li>• Is such a protocol in evidence?</li><li>• If yes, does it ascertain job seeker computer skills?</li><li>• Does it ascertain job seeker computer skill needs?</li></ul>				
B	<p>f. The center has pamphlets, periodicals, etc, that are current and relevant to the needs of the customers.</p> <ul style="list-style-type: none"><li>• Is there evidence that the resource room has current written materials, newspapers and periodicals?</li><li>• Are these relevant to the needs of job seeker customers?</li></ul>				



Type	Measure	Y	N	Changes needed	TA needed?
B	<p>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.</p> <ul style="list-style-type: none"> <li>• Does the resource room have information on and access to:               <ul style="list-style-type: none"> <li>▪ Job seeking websites?</li> <li>▪ Workshops?</li> <li>▪ Partner services</li> <li>▪ Employment opportunities beyond those listed on SC JobLink?</li> </ul> </li> </ul>				

**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.

Type	Measure	Y	N	Changes needed	TA needed?
B	<p>a. The workforce area website provides a virtual orientation to the workforce system.</p> <ul style="list-style-type: none"> <li>• Does the workforce area have a website?</li> <li>• If yes, does the website offer an orientation to the workforce system?</li> </ul>				



Type	Measure	Y	N	Changes needed	TA needed?
CI	<p>b. All One-Stop system access points deliver a consistent orientation (via multiple methods) to system services.</p> <ul style="list-style-type: none"> <li>• Is there evidence that the orientations at all access points within the workforce area consistent?</li> </ul>				
B	<p>c. The One-Stop center provides information at the first visit via multiple delivery mechanisms.</p> <ul style="list-style-type: none"> <li>• Are there multiple delivery mechanisms for information?</li> <li>• If yes, do they include (not all are required, for informational purposes only):               <ul style="list-style-type: none"> <li>▪ Welcome folders?</li> <li>▪ DVD's?</li> <li>▪ Pamphlets?</li> <li>▪ Group orientation?</li> <li>▪ Signage?</li> <li>▪ Help desk?</li> <li>▪ Other (Please specify: _____)?</li> </ul> </li> </ul>				
B	<p>d. All professional staff can provide an orientation to One-Stop services.</p> <ul style="list-style-type: none"> <li>• Is there evidence that all professional staff can provide an orientation to One-Stop services?</li> <li>• Is there organized training or other preparation for staff to provide such an orientation?</li> </ul>				



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

Type	Measure	Y	N	Changes needed	TA needed?
B	<p>a. Staff is aware of and trained in administering available career development assessments.</p> <ul style="list-style-type: none"> <li>• Based on interviews, are career advisors/counselors aware of available career development assessments?</li> <li>• Is there evidence that career advisors/counselors have been trained in administering career development instruments?</li> <li>• If staff are not trained or do not administer career development assessments, is there a contracted service provider that provides career assessment?</li> <li>• If yes, what is the name of the service provider?</li> </ul> <p>_____</p>				
B	<p>b. All Centers offer Basic Skills assessment, alone or through partners.</p> <ul style="list-style-type: none"> <li>• Does the Center offer basic skills (literacy, math) assessment?</li> <li>• If yes, is this done through Center staff or partners?</li> <li>• If through a partner, what is the name of the partner?</li> </ul> <p>_____</p>				



Type	Measure	Y	N	Changes needed	TA needed?
B	<p>c. All Centers offer Computer Literacy assessment, alone or through partners.</p> <ul style="list-style-type: none"><li>• Does the Center offer computer literacy assessment?</li><li>• Is yes, is this done through Center staff or partners?</li><li>• If through a partner, what is the name of the partner?</li></ul> <p>_____</p>				
CI	<p>d. WorkKeys assessments are offered, free to program-eligible job seekers or for a reasonable fee.</p> <ul style="list-style-type: none"><li>• Does the Center or workforce area offer WorkKeys assessments?</li><li>• If yes, are these free to program-eligible job seekers?</li><li>• Are WorkKeys assessments offered for a reasonable fee to non-program eligible job seekers?</li><li>• If yes, what is the fee charged? \$ _____</li></ul>				



Type	Measure	Y	N	Changes needed	TA needed?
CI	<p>e. Soft Skills Training/Job Readiness credentials will be offered, free to program-eligible job seekers or for a reasonable fee.</p> <ul style="list-style-type: none"><li>• Does the Center or workforce area offer soft skills or a job readiness credential?</li><li>• If yes, is this free to program-eligible job seekers?</li><li>• Is a soft skills or job readiness credential offered for a reasonable fee to non-program eligible job seekers?</li><li>• If yes, what is the fee charged? \$_____</li></ul>				



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

Type	Measure	Y	N	Changes needed	TA needed?																								
B	a. Individual, group and on-line assistance in: resume preparation, interviewing techniques, networking groups, Internet use, job search.																												
	<ul style="list-style-type: none"> <li>Are the following services offered?</li> </ul> <table border="1"> <thead> <tr> <th></th> <th>Indiv.</th> <th>Group</th> <th>Online</th> </tr> </thead> <tbody> <tr> <td>Resume Preparation</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Interviewing Techniques</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Networking Groups</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Internet use</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Overview of job search techniques</td> <td></td> <td></td> <td></td> </tr> </tbody> </table>						Indiv.	Group	Online	Resume Preparation				Interviewing Techniques				Networking Groups				Internet use				Overview of job search techniques			
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B	b. Each One-Stop Career Center will maintain and publicize a single, unified monthly schedule of events.																												
	<ul style="list-style-type: none"> <li>Is there a single, monthly calendar of events for each Center?</li> <li>Is this calendar available at the reception desk?</li> <li>Is this calendar publicized on the workforce area's website?</li> </ul>																												
B	c. Each Center will offer multiple avenues for resume posting.																												



Type	Measure	Y	N	Changes needed	TA needed?
	<ul style="list-style-type: none"> <li>Is there evidence that job seekers are able to post their resumes on multiple job boards?</li> </ul>				
B	<p>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.</p> <ul style="list-style-type: none"> <li>Based on the Center’s calendar, does the Center offer workshops in computer literacy every month?</li> <li>What is the length of the computer literacy workshop? _____ hours</li> <li>Is the computer literacy workshop offered directly by the One-Stop Center, or through partners or contracts?</li> <li>If through a partner, which partner? _____</li> <li>If through a contract, who is the service provider? _____</li> <li>Does the workshop content include:               <ul style="list-style-type: none"> <li>Basic keyboarding (or referral to keyboarding practice)</li> <li>How to secure an email address</li> <li>How to use email</li> <li>How to conduct research on employers</li> </ul> </li> </ul>				



Type	Measure	Y	N	Changes needed	TA needed?
	<ul style="list-style-type: none"> <li>▪ How to perform basic job search activities, i.e. search for jobs on an Internet-based job board?</li> <li>• Is the workshop staff-facilitated workshops with job seekers that have little or no previous experience with computers?</li> </ul>				
CI	e. Does the Center offer: <ul style="list-style-type: none"> <li>• Professional network groups/job clubs</li> <li>• Computer based professional networking</li> <li>• Local or Regional Job Fairs</li> </ul>				

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

Type	Measure	Y	N	Changes needed	TA needed?
B	a. Use of single State Database System with spidering technology <b>NOTE: Depends on action at the State level.</b>				
B	b. Newspapers are available on site. <ul style="list-style-type: none"> <li>• Based on observation of the resource room, are current newspapers available on-site?</li> </ul>				
B	c. Jobs offered by staffing services, state and federal agencies, and other sources are posted on bulletin boards at the One-Stop Career Center.				



Type	Measure	Y	N	Changes needed	TA needed?
	<ul style="list-style-type: none"> <li>• Based on observation of bulletin boards at the Center, are the following posted:               <ul style="list-style-type: none"> <li>▪ Jobs offered by staffing services?</li> <li>▪ Federal jobs?</li> <li>▪ State jobs?</li> <li>▪ Other sources? (Please name: _____)</li> </ul> </li> </ul>				
B	<p>d. There are close ties between Business Service Staff and Economic Development</p> <ul style="list-style-type: none"> <li>• Is there evidence of regular contact between business services staff and local or regional economic development staff?</li> <li>• If yes, does this contact contribute information about jobs projected to grow or decline in the workforce area?</li> </ul>				
CI	<p>e. The workforce area has operating partnerships with key business service entities, including staffing services.</p> <ul style="list-style-type: none"> <li>• Is there evidence of contact between the One-Stop Center and staffing services?</li> <li>• If so, could the relationships be characterized as operating partnerships?</li> </ul>				
CI	<p>f. Workforce areas identify and target employers utilizing WorkKeys for matching with job seekers who have taken WorkKeys assessments.</p> <ul style="list-style-type: none"> <li>• Is there evidence that employers that utilize WorkKeys have been</li> </ul>				



Type	Measure	Y	N	Changes needed	TA needed?
	contacted for the purpose of matching available jobs with job seekers who have taken WorkKeys assessments?				



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

Type	Measure	Y	N	Changes needed	TA needed?
B	<p>a. Every One-Stop Career Center has a diversified menu of career enhancement options including short term and longer term training.</p> <ul style="list-style-type: none"> <li>• Does the Center have a diversified menu of career enhancement offerings?</li> <li>• Does this include short-term training?</li> <li>• Does this include long-term training?</li> </ul>				
B	<p>b. One-Stop customers have access to staff assistance in developing a plan for financing education and training – this may include WIA, Pell, Job Corps, part-time work, scholarships or other resources.</p> <ul style="list-style-type: none"> <li>• Based on interviews with staff, are job seeker customers able to develop a plan for financing education and training?</li> <li>• If yes, might these plans include               <ul style="list-style-type: none"> <li>▪ WIA funding?</li> <li>▪ Trade Act funding?</li> <li>▪ Pell grants?</li> <li>▪ Job Corps?</li> <li>▪ Scholarships?</li> <li>▪ Part-time work?</li> </ul> </li> </ul>				



Type	Measure	Y	N	Changes needed	TA needed?
	<ul style="list-style-type: none"> <li>▪ Other resources? (Please name: _____)</li> </ul>				
CI	c. Does the Center offer short-term training with certification <ul style="list-style-type: none"> <li>• If yes, in what area(s)? _____</li> </ul>				
CI	d. Does the One-Stop Center offer modular training? <ul style="list-style-type: none"> <li>• If yes, in what area(s)? _____</li> </ul>				
CI	f. Does the One-Stop Center offer access to on-line learning? <ul style="list-style-type: none"> <li>• If yes, is this training free or at minimal cost?</li> <li>• If at minimal cost, what is the cost? \$_____</li> <li>• What on-line learning providers are made available to job seekers?</li> <li>• What on-line learning courses are available to job seekers?</li> </ul>				



One-Stop Management Standards – Self-Assessment Tool

A. Managing Integrated Service Delivery

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

	Measure	Y	N	Changes needed	TA needed?
B	<p>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.</p> <ul style="list-style-type: none"> <li>• Staff available to provide job search during all hours of operation?</li> <li>• Staff available to provide information about and access to training during all hours of operation?</li> <li>• Staff available to provide information about and access to unemployment insurance during all hours of operation?</li> </ul>				
B	<p>b. On-site partners are knowledgeable about all services available at the One-Stop Center</p> <ul style="list-style-type: none"> <li>• On-site partners: (list)</li> <li>• Are all on-site partner staff knowledgeable about One-Stop services?</li> </ul>				



	Measure	Y	N	Changes needed	TA needed?
CI	<p>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).</p> <ul style="list-style-type: none"> <li>• Additional partners co-located: (list)</li> </ul>				
B	<p>d. Referrals for services outside the Center are made with definite contact information, and., where possible, confirmed appointment dates and times.</p> <ul style="list-style-type: none"> <li>• Written or emailed referrals with contact information?</li> <li>• Customer given copy of referral?</li> <li>• Does referral have date and time?</li> </ul>				
CI	<p>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.</p> <ul style="list-style-type: none"> <li>• Written or emailed feedback received from partners?</li> <li>• Written or emailed feedback given to partners?</li> </ul>				
B	<p>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.</p> <ul style="list-style-type: none"> <li>• Single initial registration?</li> <li>• Subsequent staff people given basic customer information?</li> </ul>				



	Measure	Y	N	Changes needed	TA needed?
B	<p>g. 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.</p> <ul style="list-style-type: none"> <li>• Staff all have nametags with One-Stop Career Center designation?</li> <li>• Are nametags co-branded?</li> </ul>				
B	<p>h. All staff answers the telephone in the same manner, identifying the Center with the Statewide “brand” name.</p> <ul style="list-style-type: none"> <li>• Do staff answer telephone in same manner?</li> </ul>				
CI	<p>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.</p> <ul style="list-style-type: none"> <li>• Have additional partnerships have been developed to meet needs? (list)</li> </ul>				
CI	<p>j. Continuous demonstrable effort is made to implement service strategies that reduce and/or eliminate duplication of service.</p> <ul style="list-style-type: none"> <li>• Service strategies implemented that reduce/eliminate duplication? (list)</li> </ul>				



**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.

Type	Measure	Y	N	Changes needed	TA needed?
B	<p>a. There is a single operating plan for each Center that includes a resource agreement describing shared expenses among partners.</p> <ul style="list-style-type: none"> <li>• Single operating plan?</li> <li>• Resource agreement?</li> <li>• Does resource agreement detail shared expenses among partners?</li> </ul>				
B	<p>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.</p> <ul style="list-style-type: none"> <li>• Single organization chart?</li> <li>• All management and staff shown by position and function?</li> </ul>				
B	<p>c. There is a single Career Center Manager responsible and accountable for:</p> <ul style="list-style-type: none"> <li>➤ Coordinating activities on a daily basis</li> <li>➤ Providing functional supervision to all staff</li> <li>➤ Serving as a point of contact for Career Center information/data, and</li> <li>➤ Assuring accountability for overall goals and objectives of the One-Stop Center</li> </ul> <p>The Career Center manager recognizes the responsibilities of each partner and</p>				



Type	Measure	Y	N	Changes needed	TA needed?
	<p>respects partner needs to accomplish assigned duties.</p> <ul style="list-style-type: none"> <li>Does job description of Career Center manager include all of the above?</li> </ul>				
B	<p>c. There are regularly scheduled meetings among partnering agencies.</p> <ul style="list-style-type: none"> <li>Is there a calendar of regularly scheduled partner meetings?</li> <li>Are minutes of such meetings distributed to all partners? (paper copy or email)</li> </ul>				
B	<p>d. There are regularly scheduled meetings between center leadership and staff.</p> <ul style="list-style-type: none"> <li>Is there a calendar of regularly scheduled leadership/staff meetings?</li> <li>Are minutes of such meetings distributed to staff? (paper copy or email)</li> </ul>				
B	<p>e. There is a staffing schedule for all aspects of the Center.</p> <ul style="list-style-type: none"> <li>Are there weekly or monthly staffing schedules that display all aspects of Center operation?</li> </ul>				



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

Type	Measure	Y	N	Changes needed	TA needed?
B	a. Staff development includes training for all managers <ul style="list-style-type: none"> <li>Included in annual staff development plan?</li> <li>Evidence of training for all managers in last year?</li> </ul>				
B	b. Staff development includes training for all administrative staff? <ul style="list-style-type: none"> <li>Included in annual staff development plan?</li> <li>Evidence of training for all administrative staff in last year?</li> </ul>				
B	c. Staff development includes team building across organizations and staff levels that support collaboration and information sharing across partners. <ul style="list-style-type: none"> <li>Team building included in annual staff development plan?</li> <li>Evidence of training that supports collaboration and information sharing in last year?</li> </ul>				
CI	d. Center management has committed to implementing individual development plans for all staff members (and managers). <ul style="list-style-type: none"> <li>Are there individual development plans for all staff?</li> <li>Are there individual development plans for managers?</li> </ul>				



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

Type	Measure	Y	N	Changes needed	TA needed?
B	<p>a. There is a tracking system to monitor utilization of services, providing for counts of participants using the site in any given period.</p> <ul style="list-style-type: none"> <li>• Is such a system in evidence?</li> </ul>				
CI	<p>b. The system is consistent statewide.</p> <ul style="list-style-type: none"> <li>• Is the tracking system in use the same as in all other workforce areas across South Carolina?</li> </ul>				
B	<p>c. There are methods for assessing Center-wide effectiveness and integrated service provision that includes outcome measurements as well as process measurement.</p> <ul style="list-style-type: none"> <li>• Has the Center defined effectiveness to include both outcome and process measures?</li> <li>• Does the Center have methods for assessing integrated service provision that includes outcome and process measures?</li> </ul>				
CI	<p>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.</p> <ul style="list-style-type: none"> <li>• Are there Center-wide goals and measures?</li> <li>• Do these Center-wide measures include both employer services and</li> </ul>				



Type	Measure	Y	N	Changes needed	TA needed?
	<p>job seeker services?</p> <ul style="list-style-type: none"> <li>Are there defined data-based metrics data that are utilized in measuring effectiveness for both employer services?</li> </ul>				
B	<p>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.</p> <ul style="list-style-type: none"> <li>Is the Center tracking a sampling of customers through all activities on at least a quarterly basis?</li> <li>Is the Center assessing whether, for the sample of customers, their career development and employment needs were met?</li> <li>Is the Center assessing whether the sample customers achieved their desired outcomes?</li> </ul>				
B	<p>f. One-Stop Career Center management examines its cost structure and looks for ways to operate as efficiently as possible.</p> <ul style="list-style-type: none"> <li>Within the last year, is there evidence that Center management has examined its cost structure?</li> <li>Within the last year, is there evidence that more efficient ways of operating have been suggested?</li> </ul>				



Type	Measure	Y	N	Changes needed	TA needed?
CI	<p>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.</p> <ul style="list-style-type: none"> <li>• Is there a CQI approach in evidence?</li> <li>• Does this CQI approach look at organization and systems?</li> <li>• Does this CQI approach promote the need for objective data that can be used to analyze and improve processes?</li> <li>• Is the CQI approach focused on the expectations of both employer and job seeker customers?</li> </ul>				

**B. 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.

Type	Measure	Y	N	Changes needed	TA needed?
B	<p>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.</p> <ul style="list-style-type: none"> <li>• Has Center worked with Vocational Rehabilitation?</li> <li>• Has Center worked with ESC ADA compliance officers?</li> </ul>				



Type	Measure	Y	N	Changes needed	TA needed?
	<ul style="list-style-type: none"><li>Is there evidence that Center complies with ADA?</li></ul>				
B	<p>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</p> <ul style="list-style-type: none"><li>Assistive technology for visual impairment?</li><li>Assistive technology for hearing impairment?</li><li>Assistive technology for physical disabilities, e.g. adjustable workstations?</li><li>Other assistive technology (list)?</li></ul>				
B	<p>c. Staff should be identified to assist people with disabilities in case of emergency.</p> <ul style="list-style-type: none"><li>Is there such an identified staff person?</li></ul>				



Type	Measure	Y	N	Changes needed	TA needed?
B	<p>d. There are linkages to services for people with special needs, including veterans and others, related to disability.</p> <ul style="list-style-type: none"> <li>• Are linkages to the following services available?</li> </ul> <p>Disabled veterans            Learning disabilities            SSI and SSDI            Vocational Rehabilitation            Other _____            Other _____</p>				
B	<p>e. The Center is accessible to the most prominent limited-English proficiency groups in the workforce area.</p> <ul style="list-style-type: none"> <li>• Limited English proficiency groups identified in area?</li> <li>• Center accessible to those groups?</li> </ul>				
B	<p>f. The Center provides free parking adequate for the average customer flow.</p> <ul style="list-style-type: none"> <li>• Is free parking available?</li> <li>• Is parking sufficient for average customer flow?</li> </ul>				
CI	<p>g. Each Center has a single, integrated, telephone system so that customers can efficiently reach a live person when they need to do so.</p> <ul style="list-style-type: none"> <li>• Is there a single integrated telephone system?</li> </ul>				



Type	Measure	Y	N	Changes needed	TA needed?
	<ul style="list-style-type: none"><li>• Can customer reach a live person when they need to?</li></ul>				
CI	<p>h. The Center location is situated with accessibility to public transportation, where available.</p> <ul style="list-style-type: none"><li>• Is Center accessible to public transportation?</li><li>• Is public transportation available in the local area?</li></ul>				
B	<p>i. Centers have flexible scheduling and work hours, as appropriate, to better accommodate job seekers, especially employed job seekers, and employers</p> <ul style="list-style-type: none"><li>• Does Center have flexible scheduling?</li><li>• Does Center have flexible work hours?</li></ul>				



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

Type	Measure	Y	N	Changes needed	TA needed?
B	a. The Center has professional, clear and sufficient signage. Signs are prominent and unambiguous. <ul style="list-style-type: none"><li>• Professional signage?</li><li>• Clear signage (easy to understand)?</li><li>• Sufficient signage?</li><li>• Prominent signage?</li></ul>				
B	b. Space is well lit, clean and visually appealing. <ul style="list-style-type: none"><li>• Sufficient lighting?</li><li>• Space clean, e.g. walls, floors, carpets?</li><li>• Appealing to the customer?</li></ul>				
B	c. The Center is clean, in good condition and well maintained <ul style="list-style-type: none"><li>• Center clean?</li><li>• Equipment and furniture in good condition, e.g. telephones, faxes, computers, desks, chairs, tables?</li></ul>				
B	d. Restrooms are clean and well equipped <ul style="list-style-type: none"><li>• Restrooms clean?</li><li>• Documentation for restroom inspection and cleaning?</li></ul>				



Type	Measure	Y	N	Changes needed	TA needed?
	<ul style="list-style-type: none"> <li>Adequate supplies in restrooms?</li> </ul>				
B	e. The exterior is clean and well groomed. <ul style="list-style-type: none"> <li>Exterior (including parking lot) clean and free of trash?</li> <li>Documentation for inspection and cleaning of exterior?</li> <li>Exterior and grounds well maintained?</li> </ul>				

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

Type	Measure	Y	N	Changes needed	TA needed?
B	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. <ul style="list-style-type: none"> <li>Access to convenient areas for group meetings?</li> <li>Areas equipped with moveable furniture?</li> <li>Can areas accommodate meetings of a size appropriate to the volume of job seekers at the Center?</li> </ul>				



Type	Measure	Y	N	Changes needed	TA needed?
CI	<p>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.</p> <ul style="list-style-type: none"> <li>• Access to convenient classroom space for workshops?</li> <li>• Does classroom space have four walls and a door?</li> <li>• Suitable for workshops?</li> </ul>				
B	<p>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.</p> <ul style="list-style-type: none"> <li>• At least one office space?</li> <li>• Four floor-to-ceiling walls and a door?</li> <li>• Suitable for private conversation?</li> </ul>				
CI	<p>d. Private discussion areas have glass panels to ensure safety.</p> <ul style="list-style-type: none"> <li>• Private discussion areas have glass panels?</li> </ul>				
B	<p>e. The Resource Room/Area has access to telephones, high-speed Internet access, printers, fax machines, copiers.</p> <ul style="list-style-type: none"> <li>• Does Resource Room/Area have telephones for customer use?</li> <li>• High-speed Internet access for customer use?</li> <li>• Printers for customer use?</li> </ul>				



Type	Measure	Y	N	Changes needed	TA needed?
	<ul style="list-style-type: none"> <li>Fax machines for customer use?</li> <li>Copiers for customer use?</li> </ul>				

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

Type	Measure	Y	N	Changes needed	TA needed?
B	a. Confidential information is stored securely, appropriate to the nature of the information. <ul style="list-style-type: none"> <li>Center has a working definition of “confidential information.”</li> <li>Center has a method for securely storing confidential information.</li> </ul>				
B	b. Building security is appropriate for the Center. <ul style="list-style-type: none"> <li>Evidence that Center management has discussed building security issues.</li> <li>Evidence that Center management has agreed on what is needed for building security.</li> <li>Evidence that Center management’s decisions are being following relative to appropriate Center security.</li> </ul>				



Type	Measure	Y	N	Changes needed	TA needed?
B	<p>c. Are there are written policies that staff are trained in that address:</p> <ul style="list-style-type: none"><li>• Storage of confidential information</li><li>• Fire safety</li><li>• Bomb threats</li><li>• Medical emergencies</li><li>• Evacuation</li><li>• Violence in the workplace</li><li>• General emergency response</li></ul> <p>Is there evidence that staff have been trained in each of the above?</p>				
B	<p>d. All staff that work in the One-Stop Center receive safety training upon hire or assignment and at least annually.</p> <ul style="list-style-type: none"><li>• Is there evidence that staff receive safety training upon hire?</li><li>• Upon assignment to the Center?</li><li>• Annually?</li></ul>				

## **South Carolina Local Workforce Investment Board Standards**

### **IV. Support of a Quality One-Stop System**

**The LWIB ensures that One-Stop system provides excellent and fully accessible services to both employers and job seekers.**

- A. The local board has provided a clear vision and guidance for One-Stop Career Centers that is aligned with its strategic plan goals which include the following concepts:
  - 1. Labor market analysis drives guidance
  - 2. Workforce reintegration is determined by the needs of business
  - 3. One-Stop services are provided in a graduated and sequenced menu style approach
  - 4. One-Stop services are provided as part of a statewide aggressive reintegration process into the workforce
  - 5. Technology innovations provide customers single point access and flexibility
- B. The Local Board has entered into a memorandum of agreement with One-Stop partners which holds a single manager accountable for the One-Stop operations (services, cost, and methods of referral between partners.)
- C. The local board requires a business plan for One-Stop Career Center Operations which is in alignment with the Local Area Strategic Plan.
- D. The local board has set actionable performance goals for One-Stop operations.
- E. Local Board 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 strategic initiatives and goals.
- F. The local board ensures that business service delivery strategies are in place to meet changing needs of business.
- G. The LWIB has successfully chartered appropriate One-Stop system locations.