



**STATE OF TENNESSEE**  
**DEPARTMENT OF LABOR AND WORKFORCE DEVELOPMENT**  
WORKFORCE SERVICES DIVISION  
220 French Landing Drive  
Nashville, TN 37243-1002  
(615) 741-1031

## **Workforce Services Policy 19: One-Stop Certification**

### **Purpose**

To provide guidance to Tennessee's process and procedures for evaluating and certifying One-Stop Centers under the Workforce Innovation and Opportunity Act (WIOA).

### **Scope**

Office of the Governor, **Title I** – Adult, Dislocated Worker, and Youth Programs; **Title II** – Adult Education and Family Literacy Act Program (AE); **Title III** – Wagner-Peyser Act Program (WP); **Title IV** – Vocational Rehabilitation Program (VR); Tennessee Department of Labor and Workforce Development (TDLWD); Workforce Services Division (WFS); Tennessee Department of Economic and Community Development (ECD); Tennessee Department of Education (TNED); Tennessee Department of Human Services (DHS); Tennessee Department of State (TDS); State Workforce Development Board (SWDB); Regional Planning Council (RPC); American Job Center (AJC); One-Stop Operator (Operator); Workforce Innovation and Opportunity Act (WIOA); Local Workforce Development Boards (LWDB); Local Workforce Development Areas (LWDA); other Workforce System Subrecipients (Subrecipients); Workforce System Partners (Partners); Training and Employment Guidance Letter (TEGL); Training and Employment Notice (TEN).

### **References**

Public Law 113-128 WIOA of 2014, as amended (29 U.S.C. 3101 et seq.), Section 121(g), Notice of Proposed Rule Making (NPRM) WIOA Regulations, 20 CFR 603, 651, 652, 653, 654, 658, 675, 679, 689, 680 – 687 (August 19, 2016), Office of Management and Budget (OMB) cost principles codified in 2 CFR Part 220, CFR 225 and CFR 230; TEN 42-15, Change 1; TEGL 4-15, 678.800, 678.305(d).

### **Background**

Tennessee's workforce development system requires that the State Workforce Development Board provides guidance for the Partners, Local Workforce Development Boards, American Job Center Operators, and Service Providers regarding workforce system design and implementation. The purpose is to ensure that the system achieves excellent customer service, good return on investment, and positive economic impact. The ultimate goal is to transform the workforce system by: expanding employer services; improving the education and skill sets of job seekers and

students; and demonstrating continuous improvement in high value placements and targeted education outcomes for job seekers and employers.

One-Stop centers are the portals to our State's Workforce System that provides a broad array of career services and resources. They are designed to help individuals acquire the skills necessary to gain meaningful employment and assist businesses in accessing the talent pipeline that meets their human capital needs and fuels economic growth. Under the Workforce Innovation and Opportunity Act (WIOA), State and local partners share common performance goals and are mandated to collaborate in developing and implementing a one-stop delivery system where services are designed with the customer in the center, resources are leveraged for maximum efficiency, and continuous improvement is the hallmark.

Tennessee's Certification Policy requires: an evidence-based system of functional design; service delivery models which lead to effectiveness; physical and programmatic accessibility in accordance with WIOA Section 188 and the Americans with Disabilities Act of 1990 (42 U.S.C. 12101 et seq.); and evidence-based processes and procedures established by the State Workforce Development Board (SWDB). The certification process itself will assure that the Local Workforce Development Boards (LWDBs) shall oversee the delivery of employment and training programs in their communities, and ensure all are operating at the highest level of effectiveness and sustainability.

The State Workforce Development Board and Workforce System Partners have carried out the following:

- *Created a Focused Partnership Team*
- *Developed an Integrated System Vision*
- *Developed a Focus Team Action Plan*
- *Developed and Implemented a Combined State Plan*
- *Implementing Statewide Procurement of One-Stop Operator*
- *Ensured System and Center Certification under WIOA*
  - Regional Assessments
  - Accountability Measures
  - Increasing Transparency
  - Fostering Integration and Sufficiency

The action steps to evaluate the Local Workforce Systems are as follows:

- *Prepare and Carry Out a Self-Assessment*
- *Submit Notice of Intent to Apply for Certification to SWDB*
- *Prepare a WIOA Certification Application and Submit to SWDB*
- *Certification Review Team Carry Out a WIOA Certification Application Review*
- *Certification Review Team Submits Review Results to SWDB\**
- *SWDB Makes Formal Certification Decisions\**

## Statewide Certification Criteria

It is the responsibility of each Local Workforce Development Board (LWDB) to certify AJCs in each area, but it is the role of the State Workforce Development Board to establish criteria and procedures for certification. Note: In areas where the LWDB functions as the Site Operator, per proposed 20 CFR 678.800(a)(3), the State Workforce Development Board (SWDB), rather than LWDB Certification Team, must certify the one-stop site to ensure that the process is conducted objectively. During transitional activities, the SWDB must certify one-stop systems when the LWDB is the One-Stop Operator in accordance with Section 678.800(a)(3). This criteria must allow LWDBs to use additional factors in order to respond to conditions and trends in the : labor market, economy, and demographics in the local area.

The SWDB and LWDB criteria shall consist in three major characteristics of a well-designed and implemented system are:

### 1. One-Stop Design

- Functional and Programmatic Integration
- Accessibility
- Partnership
  - Cross Partner Alignment of Career and Training Services
- Employer Engagement
  - Business Services and Communications
- Human Capital
  - Professional Development Investments
    - Opportunities for Advancement
  - Continuity across Partners
    - Shared Systems and Warm Handoffs
  - Functional Alignment
    - Streamline Intake, Case Management, Follow-up
  - Credentials and Re-certifications
    - Intellectual Property
- Branding and Shared Outreach

### 2. Infrastructure

- Identification of Shared Costs (including non-personnel)
  - One-Stop Sites and Co-location
  - Shared Services Costs
  - Equitable Infrastructure Costs (Services)
- Documentation of Infrastructure Costs
  - Proportionate Infrastructure Payments
  - Facilities Costs (Rent, Utilities, Maintenance, etc.)
  - Equipment Costs
  - Approved Budget(s)
- Program and Fiscal Compliance
  - Fiscal Policy

- Fiscal Transparency and Efficiency

### 3. Performance Accountability

- Cost-Per and Market Penetration Ratios
- Community Cost/Benefit, Earnings, and Spending
- In-Demand Skills
  - Labor Market Penetration and Placements
- Continuous Improvement
  - Cycle Time Reductions and Negotiations
- Technology Alignment with Core and Partners

The certification process gives the LWDB the opportunity to make a formal assessment of the workforce system based on the established standards in the Certification Application. Certification will help ensure a consistent level of quality in the services provided in the Region and the LWDA. The LWDB with the agreement of the chief elected official for the local area will also enter into a memorandum of understanding (MOU) agreement on governance and certification of the Operator and the AJC's One-Stop systems. The LWDB's role is primarily one of governance, negotiation and quality control. It is essential to remember that each Operator is a reflection of the standards that have been established by the LWDB and the State.

\*In addition to the criteria listed above, the local board may develop additional criteria (or higher levels of service coordination) than required in the State-developed criteria as long as the basic standards mentioned above are in place. For additional details on the criteria for functional alignment above, please refer to the Service Integration Policy posted on our Web site at <http://www.tn.gov/assets/entities/labor/attachments/7WSServiceIntegration.pdf>.

## State and AJC Certification Steps

### 1. Self-Assessment (Attachment A)

The certification process begins with a pre-application phase for local areas to conduct self-assessments against the certification criteria. Self-assessment is one of the most important and productive components of the certification process as it serves multiple purposes beyond assessment alone. It creates an opportunity to bring all system partners together to engage in meaningful discussion and exchange, and thus serves as a learning activity for system partners. As they engage collaboratively in the self-assessment process, partners should take the opportunity to fully map system services and resources and identify areas of duplication and inefficiency. Self-assessment results also to serve as the basis for the system's corrective action and continuous improvement planning prior to entering the certification application process. At the State level, system's self-assessment results may be aggregated to identify common and widespread areas of need and then prioritize statewide technical assistance support accordingly.

### 2. Notice of Intent to Apply (Attachment B)

Once the local area has completed the self-assessment - determining that it is ready to apply for certification - the next step is to submit its Notice of Intent to Apply for certification to the SWDB. This initial notice will help the SWDB anticipate the number of local areas that might be applying

for certification. Local areas that intend to seek certification are asked to submit their Notice of Intent to Apply within 30 days of receipt of this policy. This will also allow the SWDB to assemble the appropriate members on the Certification Review Team.

### **3. Certification Application (Attachment C)**

Following submission of the Notice of Intent to Apply for certification, all AJC partners should work collaboratively to develop their certification application package. In order to request a certification application review, submit the following components to the Workforce Services Division, TN Department of Labor and Workforce Development:

- a. A complete Notice of Intent to Apply, jointly signed by the lead CEO and the membership of the Regional Planning Council;
- b. An assessment of the region, including the sector strategies for the region, the workforce development needs of the key employers (or a plan to identify them), and a plan for how the system will address those identified needs for the following two-year period;
- c. A completed WIOA Certification Application;
- d. A memorandum of understanding signed by all partners;
- e. The complete results of the system's pre-certification self-assessment, which should include relevant discussion of how any deficiencies identified during the initial Self-Assessment have been addressed in advance of the certification review.

As part of its certification package, local areas are encouraged to submit any additional materials that may assist the reviewer(s) in his/her preparation for the certification review. These materials may include the system's strategic plan, business/operations plan, a sample of recent employer and job seeker customer feedback, and/or other documents.

### **Review Process of the Certification Application**

#### **Application Review/Reviewer Assignment**

Once the local area submits its certification application package to the Workforce Services Division (WFS), the Certification Review Team reviews the application for thoroughness and completeness and requests any additional information from the local area. The WFS will be responsible for ensuring on-site coordination between the area and the Certification Review Team. This schedule should be agreeable to all stakeholders in the process and includes a desk review as well as an on-site review.

#### **Review and Certification Recommendation**

The local area review and certification recommendation process includes the following principles and activities:

- a. The Certification Review Team conducts a desk review (based on the local area's application package) and supplementary research on the local area in advance of its on-site visit. This desk review will be conducted following the receipt of the certification application package.
- b. The on-site visit comprises the majority of the certification review process. The on-site visit and certification recommendation report will be completed following the desk review. The

on-site review will be as minimally disruptive to system operations as possible and, if feasible, will take place in one full day (but could require more than one day). The on-site review will include, at a minimum:

- i. A walk-through of various parts of the system, as a customer might experience the service delivery flow and referrals;
  - ii. Interviews with system staff, including all system partners (personnel from the management level to the front-line service delivery level);
  - iii. Interviews with a sample of employer and job seeker customers;
  - iv. A review of the system's general materials (i.e.: outreach and orientation materials, media, and activities; workshop and meeting offerings; and system and Center calendars, as appropriate);
  - v. A review of the system's facilities, layout, and infrastructure, with a goal of customer accessibility and customer flow; and
  - vi. Any additional on-site review needed to validate status against the certification standards (i.e.: review of system governance policies and practices, training and professional development plans and activities, customer feedback mechanisms, etc.)
- c. The certification reviewer(s) will meet immediately following the on-site review to come to consensus on its observations, identify any additional information required to make a certification recommendation, and define preliminary recommendations.
  - d. The reviewer(s) will be prepared to conduct a debrief/exit interview with key system management and staff to share his/her findings and preliminary recommendations, either in person or virtually, as quickly as possible following the on-site visit.
  - e. If it is determined that additional information or follow-up questions are needed, a reviewer will contact the area by phone or email as quickly as possible following the on-site visit.
  - f. The certification reviewer(s) will collaboratively prepare a formal written recommendation immediately following the system on-site visit and submit that recommendation simultaneously to the system and to the SWDB. Should the system not meet the requirements for certification, the notification will include detailed and specific recommendations for improvement and technical assistance.
  - g. The SWDB will be responsible for considering the Certification Review Team's recommendations at its next meeting. If the SWDB decides to recommend certification to the Governor, the decision will be shared with the WFS for its action during the SWDB meeting.
  - h. A formal, written decision will be shared with the applying system within 15 days following the SWDB meeting.

### **Certification Approval Agreement**

Once certification has been awarded, the local area and LWDB must enter into a standardized, formal agreement with each certified One Stop Operator. At a minimum, this agreement should include the following:

- Parties to the agreement

- Duration of agreement
- Definition of Roles /Responsibilities of Each Party
- Mission and Vision of Local System
- Maximum Liability
- Performance Standards/Outcomes
- Breach of Contract
- Modification of Agreement
- Process of Re-certification

This document should be flexible so that it can be reviewed and updated as necessary during the course of the agreement period.

### **Review Process of Certification Denial**

A local area must re-apply for certification of its One-Stop system within 30 days. This must include a revised application and action plan detailing corrective steps to achieve certification.

### **Attachments**

Attachment A: Self-Assessment

Attachment B: Notice of Intent to Apply

Attachment C: Tennessee One-Stop Certification Application

**Contact:** For questions regarding this policy, please contact Deniece Thomas at 615-741-1031, or at [deniece.thomas@tn.gov](mailto:deniece.thomas@tn.gov).

**Effective Date:** October 18, 2016

**Duration:** June 30, 2018



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Sterling van der Spuy, Workforce Services Division Administrator

Certification Criteria Characteristic	Criteria Element	The system has fulfilled this criteria element.	If this criteria is not fulfilled, please explain why?
Infrastructure	The system is aligning its technology and data systems across the core programs.		
Infrastructure	This technology and data systems alignment support statewide activities that include TANF, Voc Rehab, and Adult Basic Education programs.		
Infrastructure	The system has identified processes to ensure equitable contribution of infrastructure costs in one-stop center(s) among partners.		
One-Stop Design	The system supports integrated intake, case management and reporting systems across the core programs.		
One-Stop Design	The system has aligned core programs to meet the WIOA Requirements for integrated planning and service delivery.		
One-Stop Design	The system has revised business services and employer engagement activities to align with WIOA. This ensures Wagner-Peyser staff have the capacity to provide services to all individuals.		
One-Stop Design	The system has incorporated work-based learning – including OJT and Registered Apprenticeship in the service delivery strategy.		
One-Stop Design	The system has formed partnerships with the key industries to adequately carry out the job-driven aspects of WIOA.		
One-Stop Design	The system has identified ways to support the changing role of TANF as a one-stop partner. This includes coordination of services and enrollment.		
One-Stop Design	The system has addressed one-stop center co-location and accessibility issues.		
One-Stop Design	The system has revised policies around service strategies to support career pathways to middle class jobs.		



Certification Criteria Characteristic	Criteria Element	The system has fulfilled this criteria element.	If this criteria is not fulfilled, please explain why?
One-Stop Design	The system has revised policies around service strategies to address the needs of long-term unemployed individuals.		
One-Stop Design	The system has adequate policies for determining and providing supportive services.		
One-Stop Design	Frontline staff have adequate skills to assist diverse customers - including TANF and people w/disabilities - with job training and placement.		
One-Stop Design	The system has revised its service strategy to ensure 75% of Youth formula resources are expended to serve out-of-school youth.		
One-Stop Design	The system can ensure that at least 20 percent of its Youth formula funds are expended on work-based training activities.		
One-Stop Design	The system runs a summer youth jobs program.		
One-Stop Design	The system has incorporated Adult Education and Literacy into the regional planning process and local program design.		
One-Stop Design	The system includes Vocational Rehabilitation as a partner program.		
Performance Accountability	The system has adequate MIS for collecting, sharing and reporting cross-program information - including costs of career services and training services.		
Performance Accountability	The system is positioned to implement the required WIOA outcome measures.		
Performance Accountability	The system has issued assessments measures beyond those mandated by the statute. This includes any assessment of effectiveness of its employer services.		

Certification Criteria Characteristic	Criteria Element	The system has fulfilled this criteria element.	If this criteria is not fulfilled, please explain why?
Performance Accountability	The system emphasizes labor exchange job listings and other Wagner-Peyser functions in key industry sectors and other growth industries.		
Performance Accountability	Labor Market Information is easily accessible to customers and staff and in a user-friendly format.		

Included with this assessment is a listing of all system sites, types of sites (comprehensive, affiliate, or access point) partners and programs present in the local area, including a description of the continuous improvement planning taking place in the respective location.



By signing and submitting this Application For Certification, the undersigned is attesting that all of the required Tennessee American Job Center certification criteria detailed in Workforce Services Policy 19 – One-Stop Certification, issued October 2016, have been satisfied for the transition activities through June 30, 2018. Further, the undersigned understands that a desk review and an on-site visit will be conducted prior to the recommendation for certification to verify compliance with the criteria outlined in Workforce Services Policy 19.

Additionally, attached to this Notice of Intent to Apply is a completed Self-Assessment. This evaluation includes a listing of all system sites, types of sites (comprehensive, affiliate, or access point) partners and programs present in the local area, including a description of the continuous improvement planning taking place in the respective locations.

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Tennessee American Job Center Site

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Typed Name and Title of Submitter

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Signature and Date

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Typed Name and Title of Chief Local Elected Official

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Signature and Date

## I. Certification Process

WIOA requires that there must be at least one physical One-Stop career center in each local area. Additional locations may also provide access to workforce system services and may include specialized centers serving targeted populations, such as youth or dislocated workers, or industry-specific centers. To achieve the goal of increased access, Tennessee recognizes three levels of sites that can be certified within the one-stop service delivery system.

The Certification Application is one step in the ongoing pursuit of growth, quality improvement, and performance excellence. Attainment of certification provides assurance to the public that the Tennessee public workforce system has achieved a high standard and consistently maintains and improves upon that standard.

### WIOA Section 121 (e)(2)

ONE-STOP DELIVERY.—The one-stop delivery system—

(A) at a minimum, shall make each of the programs, services, and activities described in paragraph (1) accessible at not less than 1 physical center in each local area of the State; and

(B) may also make programs, services, and activities described in paragraph (1) available—

(i) through a network of affiliated sites that can provide 1 or more of the programs, services, and activities to individuals; and

(ii) through a network of eligible one-stop partners—

(I) in which each partner provides 1 or more of the programs, services, and activities to such individuals and is accessible at an affiliated site that consists of a physical location or an electronically or technologically linked access point; and

(II) that assures individuals that information on the availability of the career services will be available regardless of where the individuals initially enter the statewide workforce development system, including information made available through an access point described in subclause (I);

(C) may have specialized centers to address special needs, such as the needs of dislocated workers, youth, or key industry sectors or clusters; and

(D) as applicable and practicable, shall make programs, services, and activities accessible to individuals through electronic means in a manner that improves efficiency, coordination, and quality in the delivery of one-stop partner services.

### **Comprehensive**

Accessible to the general public during regular business days, as well as physically and programmatically accessible to individuals with disabilities

Portal site for electronic access

Provider of basic and individualized career services, and training services

Provider of business services

Representation of five mandated partners (WIOA Titles I-IV, TANF)

Additional related employment and training resources

**Affiliate**

- Accessible to the general public and physically and programmatically accessible to individuals with disabilities
- Portal site for electronic access
- Provider of basic career services
- Representation of one or more mandated partners
- Additional related employment and training resources
- Established working relationship as part of an integrated system

**Access Point**

- Accessible to the general public or targeted population that includes physical and programmatic access to individuals with disabilities
- Portal site for electronic access
- Established working relationship as part of an integrated system

**Mobile Coach**

- Accessible to the general public and physically and programmatically accessible to individuals with disabilities
- Portal site for electronic access
- Provider of basic career services
- Representation of one or more mandated partners
- Additional related employment and training resources
- Established working relationship as part of an integrated system

Sites seeking certification as a Comprehensive Center, Affiliate, or Access Point must, at a minimum, have the elements identified under each category above. Sites are required to submit an application and will receive an on-site visit from the Certification Review Team. Staff will answer questions about their site and how it functions to add value and provide customers with quality services as a part of the Tennessee Workforce system. Note: In areas where the LWDB functions as the Site Operator, per proposed 20 CFR 678.800(a)(3), the State Workforce Development Board (SWDB), rather than LWDB Certification Team, must certify the one-stop site to ensure that the process is conducted objectively. Following the onsite visit, interviews, and final responses to any follow up questions, the Certification Review Team will provide a written response 15 days following the next SWDB meeting indicating one of three outcomes:

1. Certification granted
2. Provisional Certification with plan and timeline for meeting standards
3. Not Certified or Decertified



**APPLICATION FOR CERTIFICATION**

**Date** \_\_\_\_\_

**LWDA** \_\_\_\_\_

**Type of Site** \_\_\_\_\_

**Contact Person** \_\_\_\_\_ **Title** \_\_\_\_\_

**Phone** \_\_\_\_\_ **Email** \_\_\_\_\_

**Site to be certified** \_\_\_\_\_

**Address** \_\_\_\_\_

**City** \_\_\_\_\_ **State** \_\_\_\_\_ **Zip Code** \_\_\_\_\_

**Web site** \_\_\_\_\_

**Hours of Operation** \_\_\_\_\_

**Days of Operation** \_\_\_\_\_

## II. Checklist – System Requirements

The checklists below are to be used by sites and evaluators to help determine the extent to which system requirements are met and services and programs are present. Each application will vary in its responses based upon the level of certification being requested by the site and the agreements of the local partnership to best meet the needs of the locally-determined service delivery model.

	Yes	No – (please provide plan for complying with this requirement)
Compliance with Workforce System Policies		
ADA Accessibility		
Use of VOS for customer tracking		
Memorandum of Understanding for partners		
Workforce Brand used appropriately		
Wagner-Peyser services are co-located		

### REQUIRED PROGRAM/PARTNER CHECKLIST

A) In the column named “On-Site,” indicate programs/partners that are currently located on-site in your facility by entering the average number of hours per week they are on-site.

B) In the column named “Off-Site Electronic Connection,” make a check mark for the programs/partners that are off-site but their basic career services are made available to customers through an electronic connection. Note: Not all customers will be able to use the electronic connection(s) without help from staff.

C) For programs/partners that are off-site where an agreement is in place to provide their basic career services in another manner, check the last column and attach a narrative explaining how this is accomplished (*use a separate sheet*).

REQUIRED PROGRAMS/PARTNERS	ON-SITE (AVERAGE HOURS/WEEK)	OFF-SITE ELECTRONIC CONNECTION	OFF-SITE BASIC CAREER SERVICES MADE AVAILABLE IN ANOTHER MANNER
WIOA Title I Adult Services			
WIOA Title I Dislocated Worker Services			
WIOA Title I Youth Services			
Wagner-Peyser Title III			
Adult Education and Family and Literacy Title II (AE)			
Rehabilitation Act Title IV – Tennessee Vocational Rehabilitation (VR) Program			
Title V – Older Americans Act/Senior Community Service Employment			

Temporary Assistance for Needy Families			
Career and Technical Education Programs (postsecondary) Carl D. Perkins Act			
Trade Adjustment Assistance			
Veterans Employment Services - Jobs for Veterans State Grant			
Community Services Block Grant			
Housing & Urban Development Employment & Training			
Unemployment Insurance			

**ADDITIONAL PARTNERS (not mandated)**

<b>ADDITIONAL PROGRAMS/PARTNERS</b>	<b>ON-SITE (AVERAGE HOURS/WEEK)</b>	<b>OFF-SITE ELECTRONIC CONNECTION</b>	<b>OFF-SITE BASIC CAREER SERVICES MADE AVAILABLE IN ANOTHER MANNER</b>
Ticket to Work and Self Sufficiency			
Tennessee Small Business Development Center			
Supplemental Nutrition Assistance Program Employment and Training			
Vocational Rehabilitation Pilot Projects			
Public Libraries			
Economic Development			
Local Government (City/County)			
Tennessee Employers			
<i>(please add partners as appropriate)</i>			



### CAREER SERVICES CHECKLISTS

In the column named "On-Site," check the basic career, individualized career, and training services that are currently available on-site for all job seeking customers who come into a comprehensive center, affiliate or access point site.

<b>BASIC CAREER SERVICES</b>	<b>ON-SITE</b>
Initial assessment of skill levels (including literacy, numeracy, and English language proficiency), aptitudes, abilities (including skills gaps), and supportive service needs	
Labor exchange services, including job search and placement assistance, career counseling, provision of information on in-demand industry sectors and occupations, provision of information on nontraditional employment	
Workforce and labor market employment statistics information, including accurate information relating to local, regional, and national labor market areas, including job vacancy listings in labor market areas; information on job skills necessary to obtain the jobs; and information relating to local occupations in demand and the earnings, skill requirements, and opportunities for advancement for such occupations	
Outreach, intake and orientation to the information and other services available through the one-stop delivery system	
Appropriate recruitment and other business services on behalf of employers, including small employers, which may include providing information and referral to specialized business services not traditionally offered through the one-stop delivery system	
Performance information and program cost information on eligible providers of training services and eligible providers of youth workforce investment activities, providers of adult education, providers of career and technical education activities at the postsecondary level, and career and technical education activities available to school dropouts, and providers of vocational rehabilitation	
Eligibility determination	
Referrals to and coordination of activities with other programs and services, including programs and services within the one-stop delivery system and other workforce development programs	
Information, in formats that are usable by and understandable to one-stop center customers, regarding how the local area is performing on the local performance accountability measures and any additional performance information with respect to the one-stop delivery system in the local area	
Information, in formats that are usable by & understandable to one-stop center customers, relating to the availability of supportive services or assistance, including child care, child support, medical or child health assistance benefits under the supplemental nutrition assistance program, assistance through the earned income tax credit, assistance under State program for temporary assistance for needy families, and other supportive services and transportation provided through funds made available in the local area	
Provision of information and assistance regarding filing claims for unemployment compensation	
Assistance in establishing eligibility for programs of financial aid assistance for training and education programs	
Translation Services	
Avaza Language Line	
<i>Please list addition basic services</i>	
<i>Please list addition basic services</i>	
<i>Please list addition basic services</i>	
<i>Please list addition basic services</i>	



# Tennessee One-Stop Certification Application

ATTACHMENT C | 7

### BUSINESS SERVICES CHECKLIST

Check the business services that are available to employers

BUSINESS SERVICES	ON-SITE
Establish and develop relationships and networks with large and small employers and their intermediaries	
Develop, convene, or implement industry or sector partnerships	
<b>Other Business Services (not mandatory)</b>	
Customized screening and referral of qualified participants in training services to employers	
Customized services to employers, employer associations, or other such organizations, on employment-related issues	
Customized recruitment events and related services for employers including targeted job fairs	
Human resource consultation services e.g.: writing/reviewing job descriptions and employee handbooks; developing performance evaluation and personnel policies; creating orientation sessions for new workers; honing job interview techniques for efficiency and compliance; analyzing employee turnover; or explaining labor laws to help employers comply with wage/hour and safety/health regulations;	
Customized labor market information for specific employers, sectors, industries or clusters	
Customized assistance or referral for assistance in the development of a registered apprenticeship program	
Listing of Job Orders	
Applicant Referral	
Employer Needs Assessment	
Unemployment Insurance Access	
Access to Facilities	
Translation Services	
Developing and delivering innovative workforce investment services and strategies for area employers, e.g., career pathways, skills upgrading, skill standard development and certification for recognized postsecondary credential or other employer use, apprenticeship, and other effective initiatives for meeting the workforce investment needs of area employers and workers	
Assistance in managing reductions in force in coordination with rapid response activities and with strategies for the aversion of layoffs, and the delivery of employment and training activities to address risk factors	
Marketing of business services offered to appropriate area employers, including small and mid-sized employers	
Assisting employers with accessing local, State, and Federal tax credits	
Please list addition businesses services	

### III. Certification Criteria

The following quality standards are the criteria by which Tennessee's Local Workforce Development Boards assess and certify One-Stop Centers, Affiliates, and Connection Sites. These scores will be used by the Certification Team as benchmarks for the site and help point to both areas of excellence and those in need of improvement. Each site is asked to work together with leadership and staff to develop responses to the following.

#### A. One-Stop Design

##### *Functional and Programmatic Integration*

It is critical for the workforce system and its partners to think and act as an integrated system. Our partners ensure that client services are aligned to common goals and the customer experience is seamless – regardless of funding streams. Each customer is mutually regarded as a shared customer, with all staff and programs operating at the site having a vested stake in that customer's success. Integration of programs is incorporated into planning, intake, assessment, registration, and service processes, information sharing, resource decisions, actions, results, and analyses.

I. Rank on a scale of 1 to 5, where the site believes it is in its path toward meeting, or exceeding, the stated standard.

- 5 = achieved the standard and excelling
- 4 = significantly meeting standard with some work yet to do
- 3 = have some of the elements in place, some of the time
- 2 = making progress but long way to go
- 1 = no progress yet

II. Provide **clear evidence** and **examples** of current status and future plans with strategies and timelines to reach these standards.

**Check the box where you think the site is with regard to  
Functional and Programmatic integration.**

**5                      4                      3                      2                      1**

Describe your site's approach to integrated service delivery and the use of functional teams to deliver career services to all customers.

Include a detailed diagram of customer flow, services available, assessment and referrals, and describe how the MIS is used to facilitate shared customer management across partner programs.

*Please list any best practices to highlight and share for continuous improvement.*

***Accessibility***

***Service Provision, including Services, Universal Access, and Outreach to populations with barriers***

Improved availability, a welcoming atmosphere, inclusive settings, and high quality customer service benefit all customers. This extends services and outreach not just to individuals who walk in the door, but also to those who have become disengaged in the labor force. Integrated, quality services are provided to all customers within the center and via technology through online or phone access. Principles of universal design are considered when designs have inclusive space and materials available to individuals regardless of their range of abilities, mobility, age, language, learning style, intelligence, or educational level.

- 5 = achieved the standard and excelling
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- 1 = no progress yet

**Check the box where you think the site is with regard to**

**Service Provision to all customers, including Services, Access, and Outreach to populations with barriers.**

**5                      4                      3                      2                      1**

Describe how the site works cooperatively with WIOA core partners to provide quality services to all customers. Describe your outreach to populations with barriers in the community and relationship with core program and community partners to effectively serve them.

Provide evidence that basic ADA requirements have been met, including processes to provide reasonable accommodations for individuals with disabilities.

Describe initiatives or strategies in developing universal access and provide tangible evidence of implementation or solution driven plan development. Address the following four specific areas of access:

1. Physical: Architectural or building
2. Information: all paper, printed or posted materials
3. Digital: software, Web-based programs and alternatives to print
4. Communication: verbal, non-verbal access for services, phone and other

Describe your wireless internet infrastructure.

How are the needs of populations with barriers met through staff-assisted and other means? Please include examples of outreach activities to reach targeted populations.

Describe your processes to assure effective communication with persons with disabilities. This includes providing appropriate auxiliary aids and services, including assistive technology devices and services, where necessary to afford individuals with disabilities an equal opportunity to participate in, and enjoy the benefits of, the program or activity.

*Please list any best practices to highlight and share for continuous improvement.*

### ***Customer Satisfaction***

Describe how the voice of the customer is listened to and how your site incorporates both job seeker and business customer feedback as part of continuous quality improvement? How are the voices of populations with barriers heard and brought to the table when designing services and facilities? How do you inform customers of how their feedback was reviewed and any action taken from their feedback? What metrics are used to show improvement and success? Please list any best practices to highlight and share for continuous improvement.

### ***Partnership***

The one-stop system is built upon a foundation of partners linked together to deliver a comprehensive array of services and reach the shared outcomes of employment, education, skills gains, and earnings. All core and required one-stop partners are present at the site and invested in the development and implementation of service delivery to connect customers to resources.

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**Check the box where you think the site is with regard to Partnership.**

**5                      4                      3                      2                      1**

Describe how the partnerships function at the site and the roles of each core partner from Title I– Adult, Dislocated Worker, and Youth, Title II - Adult Basic Education, Title III - Wagner-Peyser, Title IV - Vocational Rehabilitation, and TANF.



Describe how the partnerships function at the site with other required partners from postsecondary Career and Technical Education (Perkins Act), CSBG, HUD, Job Corps, National Farmworker Jobs Program, Re-entry programs, SCSEP, TAA, UI, VETS, SNAP E&T, etc.

Describe how the affiliate/specialized centers are linked to non-colocated partners to ensure alignment with community and regional strategies. This includes tracking and appropriate follow-up. Please give examples of how this functions and the results for customers.

Describe how leadership works together to set the vision and goals for the site and then implements service strategies to achieve shared objectives.

*Please list any best practices to highlight and share for continuous improvement.*

### ***Employer Engagement***

Business is one of our primary customers and one-stop partners work collaboratively to deliver value-added services and eliminate duplication. Business services staff from all one-stop partners have a comprehensive understanding of labor market conditions, economic development activities, skill needs of the workforce and are connected to regional and local business partnership activities and sector strategies. Employers' human capital needs are communicated to and acted upon by the workforce system. Business services are coordinated to the maximum extent possible to limit duplication and streamline the employer experience.

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**Check the box where you think the site is with regard to Employer Engagement.**

**5                      4                      3                      2                      1**

Describe how partners work to deliver seamless business services. How do business services staff use and share labor market information? What strategies are used to involve employers in identifying skill gaps and developing solutions to meet their workforce needs?

Describe how regional and local sector strategies are used to target services and resources to focus workforce efforts on investments and improve outcomes.

How are career pathways and training modalities such as industry-recognized credentials, apprenticeship, on-the-job training, and other work-based learning opportunities aligned with employers' needs and marketed to support talent development?

*Please list any best practices to highlight and share for continuous improvement.*

### Human Capital

Each American Job Center will be a high-performance work place with staff equipped to demonstrate a visible passion for quality of service.

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**Check the box where you think the site is with regard to  
Service Provision to all customers, including Services, Access,  
and Outreach to populations with barriers.**

**5                      4                      3                      2                      1**

Describe how centers will train and equip one-stop staff in an ongoing learning process and to ensure staff are cross-trained to increase staff capacity, expertise, and efficiency.

Describe how centers will staff the one-stop centers with highly trained career counselors, skilled in advising job seekers of their options, knowledgeable about local labor market dynamics, aware of available services inside and outside the one-stop center, and skilled in developing customers' skills for employment success.

Describe how staff from multiple organizations will be equipped through cross-training and information tools to enable them to respond seamlessly to customer needs.

Describe how staff are assigned to and identify themselves with functions or services as opposed to agencies, and functional supervision of partner staff is in place.

Describe the bottom-up communications within the workforce system. This includes regular staff meetings, business services team meetings, or partner meetings that discuss recent and relevant resources, conduct training, and facilitate collaboration.

## B. Infrastructure

### *Identification of Shared Costs (including non-personnel)*

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**Check the box where you think the site is with regard to identifying shared costs and maintaining equitable contributions are being addressed in the MOU.**

**5                      4                      3                      2                      1**

Please identify any policies and procedures that result in equitable contribution of infrastructure costs in one-stop center(s) among partners. (e.g. co-location with partners, infrastructure cost-sharing, pay-for-performance contracting)

Provide assurance that the One-Stop Operator has developed, and is maintaining, the One-Stop (AJC Partners) Memorandum of Understanding to include the Infrastructure Mechanism.

How is the one-stop center's co-location being addressed in the MOU as it relates to infrastructure and shared services costs in the comprehensive and/or affiliate site(s)? How does the MOU reflect efforts to reduce duplication by improving program effectiveness through the sharing of services, resources and technologies among partners?

***Distribution of Infrastructure Costs***

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**Check the box where you think the site is with regard to  
proper distribution of infrastructure costs among AJC core  
and required partners.**

**5                      4                      3                      2                      1**

How is the one-stop center proportionately distributing costs among AJC partners that is based upon guidance provided in 2CFR Part 200, 20CFR 678 et. Al, "Uniform Administrative Requirements, Cost Principles, and Audit Requirement for Federal Awards" (or any corresponding similar regulation or ruling)?

How were the methodologies for distributing the costs for both infrastructure costs and shared services agreed upon by partners? Provide evidence of meetings and/or discussions that led to the approved partner budget reflecting the shared costs. Include the approved budget that is included in the MOU.

Describe how the one-stop center is aligning its technology data systems across partner programs thru the shared costs budget and/or other agreed upon arrangements.

***Program and Fiscal Compliance***

How prepared is the one-stop center to adopt and promote alignment of cross-program policies and operations that ensures fiscal compliance?

Describe how each partner in the AJC has demonstrated fiscal transparency and efficiency thru timely, detailed, and accurate reporting and payment of AJC costs (includes reconciliation of costs by partner programs).

How has the one-stop center reviewed its staffing and contractor staffing levels to identify adjustments needed to implement provisions under WIOA.

Outline how the infrastructure funding has helped to reduce overhead by streamlining and sharing financial, procurement, and facilities costs?

Provide assurance that services provided by the one-stop partners help to reduce duplication or increase financial efficiency are allowable under that partner's programs.

**Performance**

***Performance and Accountability***

Results and outcomes for the public investment in Tennessee's workforce system are essential to the system's relevance. The effectiveness of service to employers and job seekers is evident in system performance and service delivery decisions are based on data. On an ongoing basis, customer data from one-stop partners and regional economic data is collected, analyzed, and shared with all workforce system staff and community stakeholders. Plans for improvement, enhancement, or adjustment are established and acted upon.

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**Check the box where you think the site is with regard to  
Performance and Accountability.**

**5**

**4**

**3**

**2**

**1**

Describe how you measure, analyze, review, and improve workforce system performance through the use of data and information.

Describe how this data is shared with staff and stakeholders and what changes have resulted from use of data. How has data been used (example) to improve services?

What methods are in place for staff to provide feedback? How do you incorporate staff feedback as part of continuous quality improvement? How are staff informed that their feedback was reviewed and any action taken as a result? What metrics are used to show improvement and success?

*Please list any best practices to highlight and share for continuous improvement.*