STATE INSTRUCTION NUMBER 16-09

To: Local Workforce Development Board Chairs
Local Workforce Area Signatory Officials
Local Workforce Area Administrators

Subject: SC Works Certification Standards

Issuance Date: March 17, 2017

Effective Date: Immediately

Purpose: To issue State guidance regarding the certification of SC Works centers and the SC Works delivery system.

Background: The Workforce Innovation and Opportunity Act (WIOA) requires that the State Workforce Development Board establish objective criteria and procedures for use by Local Workforce Development Boards (WDBs) in assessing one-stop centers at least once every 3 years. The criteria must be used to evaluate the one-stop centers and one-stop delivery system for effectiveness, including customer satisfaction, physical and programmatic accessibility, and continuous improvement. In addition, the criteria must be reviewed and updated every 2 years as part of the review and modification of the State Plan. The attached standards and criteria were created by workgroups from across the state comprised of all levels of the system to include frontline staff, workforce and business partners, and State Board members.

Policy: Local WDBs are responsible for the assessment of their comprehensive SC Works centers and SC Works delivery systems against the attached standards. Assessment and certification of satellite/affiliate sites will be required in the next certification cycle. However, all SC Works centers must comply with applicable physical and programmatic accessibility requirements. In order to be certified, centers and delivery systems must meet or exceed the baseline measures for each standard. The attached documents include proposed evaluation methods to be used for each standard. Local WDBs are required to develop objective policies and procedures for the assessment process that include the criteria outlined in the attached Management, Job Seeker, and Business Services Standards. Each local WDB must submit documentation of the assessment process and certification determination to the Workforce Support Unit at DEW no later than July 31, 2017. Deficiencies should be noted for corrections that include local WDB review of progress and full certification by September 30, 2017. SC Works centers must be certified in order to be eligible to use infrastructure funds in the State funding mechanism.

Action: Ensure that appropriate staff, partners, and service providers receive and understand this policy.

Inquiries: Questions may be directed to Mary jo Schmick at mschmick@dew.sc.gov or (803) 737-2708.

Patricia Sherlock

Patricia Sherlock, Director
Policies and Procedures

SC Works Certification Attachments: Management Standards
Job Seeker Standards
Business Services Standards

SC Works Certification Management Standards

Standard	Baseline Measures	Proposed Evaluation
1. Partner integration is evident through non-duplication of services and efficient and effective service delivery. The customer sees the Center as a single business unit.	• Job seeker customers have direct access to key services during all hours of operation. Key SC Works services include those related to the three top reasons job seekers visit SC Works Centers: job search, training, and unemployment insurance. • On-site partners are knowledgeable about all services available at the SC Works Center. A process is in place to orientate and keep all staff continuously aware of all center and community services. • Referrals for services outside the center are made with definite contact information and, where possible, confirmed appointment dates and times. • Customers register with the SC Works system, not with an individual agency or program. When customers need to speak with more than one staff person, subsequent staff has the customer's basic information. • Signage, greetings (in person and telephone), and identifiers (i.e., nametags) promote a unified brand and team.	Questionnaires Staff Interview Referral Forms Customer Survey Document Review Center Operational Plan Observation

SC Works Certification Management Standards

SC WORKS
BRINGING EMPLOYERS AND JOB SEEKERS TOGETHER

Standard	Baseline Measures	Proposed Evaluation

2. The management structure is clear, as are the roles and responsibilities of the partners at the SC Works Centers as they relate to the management and governance of the center.	• There is an SC Works Center Operational Plan.
	• There is a single SC Works Center Manager responsible and accountable for:
	  ○ coordinating activities on a daily basis
	  ○ providing functional oversight to all staff, within the confines of each program and agency requirements and goals
	  ○ serving as a point of contact for center information/ data, and
	  ○ assuring accountability for overall goals and objectives of the SC Works Center.
	
	• The Center Manager recognizes the responsibilities of each partner and respects partner needs to accomplish assigned duties.
	• Addressed in the SC Works Center Operational Plan, is a Center communication plan that outlines the frequency and how information is shared among partnering agencies, center staff, and leadership.
		Document Review
		Operational Plan
		
		Staff Interviews

3. SC Works Centers have integrated staff development plans.	• Staff development includes center-related training for all center staff. • Staff development includes team building across organizations and staff levels that support collaboration and information sharing across all partners.	Document Review Center Staff Meetings Training and Meeting Agendas and Minutes Staff Interviews

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Standard	Baseline Measures	Proposed Evaluation
4. The SC Works Center is accountable for results.	• There is a tracking system to monitor utilization of services, providing for counts of customers using the center in any given period. • There are methods for assessing center-wide effectiveness and integrated service provision that includes outcome measurement as well as process measurement. • On at least a quarterly basis, in addition to the standard customer satisfaction survey, centers track a sampling of customers through all activities and verbally 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. • SC Works Center management examines its cost structure and looks for ways to operate as efficiently as possible.	Document Review Sign-in Sheets SCWOS Reports Questionnaire Survey Responses Staff Interviews Minutes/notes that document changes made SCWOS Tracking System Use job seeker surveys as a method to assess center-wide effectiveness Each area should have a written procedure of how they will execute this quarterly sampling of job seekers. MOU – RSA/IFA

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Standard	Baseline Measures	Proposed Evaluation
5. Every SC Works Center is accessible so that all job seekers and business customers can fully participate in the services offered.	• The center is compliant with the Americans with Disabilities Act (ADA). Every workforce area will work with Vocational Rehabilitation partners and DEW EO staff, as needed, to assure ADA compliance. • The center provides assistive technology for customers to use when accessing computers and other services. This includes customers with visual impairments, physical disabilities and hearing impairments. • Staff should be identified to assist people with disabilities at the first point of contact and in case of emergency. • There are linkages to services for people with special needs, including veterans and others, related to disability. • The center is accessible to the most prominent limited-English proficiency groups in the workforce area. Interpreter services are available and staff is aware of how to provide when needed. • The center provides free parking adequate for the average customer traffic flow. • Centers have flexible scheduling and work hours, as appropriate, to better accommodate job seekers and employers.	Staff interviews Observations EO Monitoring documentation Center Operational Plan Bi-lingual staff, signage as warranted by population
6. Every SC Works Center maintains a professional appearance.	• The center has professional, clear and sufficient signage. Signs are prominent and unambiguous. • All staff maintain a professional appearance in accordance with LWDB approved policies. • Space is well lit, clean and visually appealing. • The center is clean, in good condition and well maintained. • Restrooms are clean and well equipped. • The exterior is clean and well groomed.	Observation Document Review

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Standard	Baseline Measures	Proposed Evaluation
7. Every SC Works Center has access to sufficient space and capacity for key functions.	• The center has, or has access to, convenient areas for group meetings and services. Areas are equipped with moveable furniture and can accommodate group meetings that are appropriate to the volume of job seekers at the center. • Private discussion areas are identified as determined by center policies and procedures. • The Resource Room/Area has access to telephones, high-speed Internet access, printers, faxes, copiers.	Observation

8. Every SC Works 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:
	  ➢ Personally Identifiable Information (PII)
	  ➢ Storage of confidential information
	  ➢ IT Security
	  ➢ Fire safety
	  ➢ Bomb threats
	  ➢ Medical emergencies
	  ➢ Evacuation
	  ➢ Violence in the workplace
	  ➢ Personal safety
	  ➢ General emergency response
	
	• All staff who work in the SC Works Center receive safety training upon hire or assignment and at least annually.
		Observation/Inspection
		
		Review Policies
		
		Center Indicated Responses

SC Works Certification
Job Seeker Standards

SC WORKS

Standard	Baseline Measures	Proposed Evaluation
1. SC Works Center measures satisfaction with both processes and outcomes for existing job seeker customers.	• 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: ➢ staff responsiveness ➢ timeliness of service ➢ greeting/intake process ➢ resource room ➢ counseling/case management services ➢ workshops ➢ job matching and job referral processes ➢ training/education referral • Job seeker value calls for measurement of outcomes such as: ➢ Entered employment ➢ Entered employment with staff assistance ➢ Entered training or education ➢ Completed WIOA- or Trade Act-funded training • The job seeker customer feedback process has been implemented – the system has been put into place. • Job seeker customer satisfaction data is disaggregated by SC Works Center.	Document Review Local Surveys In depth interviews Results Tracking Observation Questionnaire
2. Feedback from job seekers is used to improve services.	• The SC Works Center and workforce area have a system in place to improve services based on the feedback received from job seekers.	Document Review/ Questionnaire Local Surveys In-depth Interviews Results Tracking

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Job Seeker Standards

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Standard	Baseline Measures	Proposed Evaluation
3. SC Works Center will have a system in place to assess projected employer demand and will align job seeker resources with current and projected employer demand.	• SC Works management, including all major partners, participates in a formal data-driven analysis of employer needs at least annually. • SC Works management can demonstrate that the allocation of staff and training resources is consistent with meeting employer needs.	SCWOS Report Interviews Document Review

4. Job Seekers will have multiple access points to SC Works services beyond the SC Works Center.	• Every workforce area will have services offered:
	  o In-person at the comprehensive SC Works Center(s)
	  o Through Satellite Centers and/or Access Points
	  o Through up-to-date and useful LWDA websites
	
	• 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.
		Document Review
		Questionnaire/
		Interviews
		Visits on-site and on-line

5. SC Works Center offers a consistent menu of job seeker services.	• All basic and individual career services and training services and information outlined in WIOA Sections 134 (c) and TEGL 4-15 are available and accessible to each job seeker at the SC Works Center.	Questionnaire/ Interviews Review literature at the Center/on-line

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Standard	Baseline Measures	Proposed Evaluation

6. SC Works Center staff provides job seekers services they need as efficiently as possible while maintaining a customer service focus.	• The center has a process to minimize lines and wait times.
	• The center has a process for effectively handling large-scale events or anticipated heavy customer traffic.
	• 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.
	  ➢ Every customer is pleasantly greeted.
	  ➢ Centers have a triage protocol/standard set of questions for initial assessment that could lead to service prescription or options.
		Document Review
		
		View triage approach at various times/days
		
		Staff / Management Interviews
		View Sites and Lobbies

7. SC Works Center will have well trained staff.	Within a year of hire: • Staff will obtain training in functional work areas, customer service and workforce development. • All greeters will be trained to greet customers as they enter the center or as they wait in line. • WIOA and Wagner-Peyser case managers will obtain Career Development Facilitator certification. • Resource room staff will receive training in customer service and can demonstrate knowledge about the full range of center and workforce system resources.	Document Review Questionnaire List of those trained Verify at Random Certificate Check Secret Shopping Staff Interviews

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Standard	Baseline Measures	Proposed Evaluation
8. SC Works Center will have a well-equipped resource room with trained staff to provide a broad range of job seeker services.	• The resource room has at least one staff member present at all times to provide orientation and guidance on accessing and using resources. • The resource room has sufficient computers to accommodate the needs of customers. • The center has printed information that is current and relevant to the needs of the customers. • Staff will represent the offerings of all partners in the center based on the needs of the customer. • 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.	Observations/ Questionnaire
9. All customers learn about the full range of services that are available through the SC Works System in a customer-focused, program-neutral way.	• The workforce area website provides a virtual orientation to the workforce system. • The center provides information at the first visit via multiple delivery mechanisms (i.e. welcome folders, DVD, pamphlets, group orientation, signage, help desk etc.). • There is always designated staff available to provide answers about orientation and SC Works services.	Observation Survey Interviews
10. SC Works Center offers effective assessment and career guidance services to all job seekers.	• Staff is aware of and trained in assisting or directing customers to available career development assessments. • The center offers basic skills assessment, through direct provision, partners or contracts. • Center offers computer literacy assessment, through direct provision, partners or contracts.	Observation/ Questionnaire Staff Interviews Documentation

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11. SC Works Center provides resources to assist customers with marketing themselves for employment.	• Individual, group and on-line assistance in: resume preparation, interviewing techniques, networking groups, Internet use, job search. • SC Works Center will maintain and publicize a single, unified monthly schedule of events and workshops. SC Works Centers will offer workshops in computer literacy to all job seekers, through direct provision, partners or contracts.	Observation/Staff Interviews View Schedule Document Review
12. Every SC Works Center will have information on as many jobs as possible.	• Use of SC Works Online Services • Jobs offered by staffing services, state and federal agencies, and other sources are accessible through links from the website and at the SC Works Center.	Observation Desktop Icons/Links Hot Jobs Posting
13. SC Works Centers help job seekers advance their skills, education and occupational skill attainment.	• Every SC Works Center has a diversified menu of career enhancement options including short term and long term training. (i.e., career pathways) • SC Works customers have access to assistance in developing a plan for financing education and training – this may include WIOA, Pell, Job Corps, part-time work, scholarships, TAA or other partner resources.	Document Review Review training materials

SC Works Certification
Business Services Standards

SC WORKS

Standard	Baseline Measures	Proposed Evaluation
1. There is a fully integrated multi-agency business services team comprised of representatives from each of the federally mandated partners.	• The workforce area has designated business services staff. • Federally-mandated partners who provide services to businesses actively participate on the Business Services Team. • All Business Services Team members are educated on each other's program goals and services.	Document Review_(i.e., minutes) Document Review/ Questionnaire Document Review/ Questionnaire
2. The Business Services Team is facilitated as a unified activity.	• A Business Services Team Lead is selected by the Local Workforce Development Board members (at a minimum, WDB representatives from the core programs) from among all participating workforce programs' business services staff, based on experience, qualifications, and ability to perform the role. The role may be rotating, have term limits, and/or be more than one person (with distinct duties) as decided by the core partner representatives on the WDB. The BST Lead role must be reviewed and appointed/reappointed annually. • Business Services Team members identify themselves to businesses as workforce representatives, presenting the full range of relevant/appropriate services to businesses. • A single point of contact/executive account system is utilized for managing business. • There are Business Services Team meetings, virtually or otherwise, at least quarterly. • There is consistent, real time communication between the members of the Business Services team.	Document Review (i.e., minutes, emails) SCWOS Customer Relationship Management (CRM) Module Interview/ Questionnaire Document Review

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Business Services Standards

SC WORKS

Standard	Baseline Measures	Proposed Evaluation
3. Businesses are consulted on their workforce needs.	• There is evidence that businesses have been consulted through focus groups, written or online surveys, and/or targeted interviews. • The workforce area has metrics in place to measure the effectiveness of services provided to businesses.	Document Review Focus groups Surveys Interviews Document Review
4. The Business Services Team operates from a written LWDB business engagement plan designed in response to business needs and that supports the vision of the SWDB.	• Business Services Team targets and serves businesses per LWDB Strategic Plan. • The Business Services Team tracks delivery of services in SCWOS against SWDB/LWDBs expected performance.	Document Review Document Review

5. There is a link between the activities of the Business Services Team, economic development and education entities.	• There is evidence that the Business Services Team maintains partnerships with the appropriate education and economic development agencies. Such evidence includes:
	  o The relevant economic development and educational entities are engaged in strategic planning sessions and business forums.
	  o There is sharing of information on new companies locating to the area, leaving the area, expanding and contracting, and the occupations/industries expected to expand or decline.
		Document Review
		
		Interview staff and Economic Developers
		
		Board participation
		
		Minutes (BST and LWDB)

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Business Services Standards

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Standard	Baseline Measures	Proposed Evaluation
6. Satisfaction with both processes and outcomes is measured for existing business customers.	• A business satisfaction feedback system (survey tools, methods and protocol) is outlined in the LWDB Business Engagement Plan. Business satisfaction metrics include a measurement of: ➢ staff responsiveness ➢ timeliness ➢ taking of job orders ➢ quality of referrals ➢ testing/assessment/screening ➢ incumbent worker training, on-the-job training, WorkKeys testing and customized training ➢ Job Profiling ➢ Rapid Response and outplacement-type services ➢ Integration of marketing and service provision (seamless process) ➢ Timely follow-up with businesses • The workforce area disaggregates the data for analysis and action.	Document Review Review local area survey Document Review
7. The workforce area offers a consistent menu of demand-driven services. (See attached "Menu: SC Works Services to Business").	• The workforce area designates which of the menu of services will be available. • An expanded menu of no-cost or fee-based services may be offered. • Services are posted on the website with links to relevant information. • The workforce area indicates what its menu of no-cost and fee-based services will be in its Business Engagement Plan and all business services staff market the benefits of such services regardless of the delivery agent.	Document Review

MENU: SC Works Services to Business

I.   **Common menu of basic business services to be <u>offered in every workforce area</u>**

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

II.   **Expanded List of Business Services -- examples**

1. Customized services for significant company or industry dislocations
2. Access to WorkKeys testing
3. WorkKeys job profiling services
4. Database of WorkKeys tested applicants
5. Labor Market Information workshops