	STATE WORKFORCE DEVELOPMENT BOARD https://www.iowawdb.gov/
Mission:	*The Iowa State Workforce Development Board oversees the development and implementation of the state workforce development plan. The SWDB ensures that state workforce regions have the resources to support employment programs across the state.*
	PUBLIC MEETING NOTICE
Date:	Friday, May 13, 2022
Time:	11:00 a.m. – 1:00 p.m.
Place:	The Well 419 E. Oskaloosa Street Pella, IA 50219
Zoom:	Topic: State Workforce Development Board Meeting Time: May 13, 2022 11:00 AM Central Time (US and Canada) Join Zoom Meeting https://iowaworks.zoom.us/j/85489151604 Meeting ID: 854 8915 1604 One tap mobile +13126266799,,85489151604# US (Chicago) Dial by your location +1 312 626 6799 US (Chicago) Meeting ID: 854 8915 1604 Find your local number: https://iowaworks.zoom.us/u/kwd91uRX1

TENTATIVE AGENDA:

1. Call to Order.

2. Roll call to establish quorum by Shelly Evans, Board Administrator.

3. **Action Item:** Approval of Meeting Agenda. (Attachment 1 – Agenda)

4. **Action Item:** Approval of Minutes from the January 14, 2022, State Workforce Development Board meeting. (Attachment 2 – Agenda)

5. **Action Item:** Approval of Minutes from the March 3, 2022, State Workforce Development Board meeting. (Attachment 3 – Agenda)

6. Welcome by Jay Iverson, Chair.

   - Welcome and Introduction of new SWDB members
     - SWDB Website https://www.iowawdb.gov/

7. Comments by Governor Kim Reynolds.

8. Director's Report by Director, Beth Townsend, Iowa Workforce Development.

9. Presentation on Upskilling by Staci Hupp Ballard, Iowa Economic Development Authority (IEDA). (Attachment 4 – Presentation)

10. **Action Item:** Motion to approve nominations for Executive Director.

11. **Action Item:** Motion to approve nominations for Executive Assistant.

12. Presentation of SWDB Strategic Plan by A.I.R. (Attachment 5 – Strategic Plan, Attachment 6 – One Pager, Attachment 7 – PPT Presentation)

    12.1 Action Item : Motion to approve SWDB Strategic Plan.

13. Presentation of WIOA One-Stop Certification Policy and Process Guidance by Iowa WIOA Core Partner Working Group (Keri Osterhaus, IDFB; Alex Harris, IDOE; Brandy McOmber, IVRS; and Michelle McNertney, IWD). (Attachment 8 – Process Guidance, Attachment 9 – Self Assessment Tool, Attachment 10 – Evaluation Tool, Attachment 11 – Evaluator Summary Form, Attachment 12 – Team Summary Form, Attachment 13 – PPT Presentation)

    13.1 Action Item: Motion to approve WIOA One-Stop Certification Policy and Process Guidance.

14. **Action Item:** Motion for nominations for SWDB Youth Services Committee Chair. (Attachment 14 – Summary of Standing Committees Chart)

15. **Action Item**: Motion for nominations for SWDB State Workforce Development System Committee Chair. (Attachment 14 – Summary of Standing Committees Chart)

16. **Action Item:** Motion for nominations for SWDB Policies and Practices Committee Chair. (Attachment 14 – Summary of Standing Committees Chart)

17. **Action Item**: Motion for nominations for Disability Access Committee Chair. (Attachment 14 – Summary of Standing Committees Chart)

18. **Action Item:** Motion for nominations for Minority Unemployment Outreach Committee Chair. (Attachment 14 – Summary of Standing Committees Chart)

19. **Action Item**: Motion for nominations for Ex-Offender Reentry Committee Chair. (Attachment 14 – Summary of Standing Committees Chart)

ACCOMMODATIONS:

Accommodations are available upon request for individuals with disabilities. If you need an accommodation, please contact:

Shelly Evans, Board Administrator, shelly.evans@iwd.iowa.gov, (515) 725-5680

UPCOMING CALENDAR EVENTS:

- SWDB New Member Training
  - June 15, 2022, 12:00 – 1:00 pm via ZOOM
- State Workforce Development Board Quarterly Meetings:
  - August 5, 2022 @ DMACC Urban Campus
  - November 2, 2022 @ DMACC Urban Campus

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Minutes

Iowa Workforce Development Board Meeting

January 14, 2022
11 am – 1 pm
ZOOM / Plumbers & Steamfitters U.A. Local 33
2501 Bell Avenue, Des Moines, IA 50309

Agenda item 1. Call to Order

Chair Lynn Schreder called to order the meeting of the Iowa Workforce Development Board (the Board) on January 14, 2022, at approximately 11 am via ZOOM.

Agenda item 2. Roll Call

Members in Attendance

1. Beth Townsend
2. Emily Wharton
3. Daniel Tallon
4. Jay Iverson
5. Alicia Stafford
6. Amy Larsen
7. Daren Westercamp
8. Kelly Barrick
9. Jack Hasken
10. LuAnn Scholbrock
11. Teresa Hovell
12. Jessica Dunker
13. Mary Landhuis
14. Alex Severn
15. Deb Mauricio
16. Carrie Duncan
17. Rich Kurtenbach
18. Charlie Wishman
19. Andy Roberts
20. Jason Shanks
21. Jayson Henry
22. Qunentin Hart
23. Nancy McDowell
24. William Dotzler
25. Drew Conrad
26. Rita Grimm
27. Kyra Hawley
28. Beth Skinner
29. Mary Cannon-James

Members Absent

1. Governor Kim Reynolds
2. Waylon Brown
3. Dave Deyoe
4. Ann Lebo
5. Lynn Schreder
6. Curt Strouth
7. Ofiela Rumbo
8. Brad Elliott
9. Becky Jacobsen
10. Kirsten Running-Marquardt
11. John Smith
12. Kristie Fisher
13. Kelly Garcia

Shelly Evans called roll and advised Chair Schreder that quorum was established.

Agenda item 3. Approval of Agenda

Vice Chair Iverson called the next order of business which was the approval of the meeting Agenda for January 14, 2022. The agenda was previously emailed to the Members of the Board.

- ACTION ITEM: Motion to Approve the Agenda for 1/14/22.

Andy Roberts motioned to approve the Agenda and Alicia Stafford seconded the motion. Members of the Board in attendance voted on the motions by voice vote, which carried unanimously.

Agenda item 4. Approval of Minutes

Vice Chair Iverson called the next order of business which was the approval of the meeting minutes for November 16, 2021. The minutes were previously emailed to the Members of the Board.

- ACTION ITEM: Motion to Approve the Minutes for 11/16/21.

Jason Shanks motioned to approve the Agenda and Amy Larsen seconded the motion. Members of the Board in attendance voted on the motions by voice vote, which carried unanimously.

Agenda item 5. Welcome

Vice Chair Iverson welcomed board members, shared the board's website and a reminder that invites for future meetings would be sent out shortly.

Agenda item 6. Director's Report

Director Townsend provided her report.

- November / December busiest months and processing claims ASAP.
- Governor's Condition of the State addressed many areas of workforce.
    - Primary issue in state is helping employers find employees.
    - Reduce unemployment benefit length from 26 weeks to 16 and adjusting percentage of income offered would go down based upon length of time.
    - New Reemployment Case Management program started officially on Monday. Going well, getting good feedback, and hearing great success stories.

    - New work search requirements. Applying for three jobs each week and one other activity.
    - Today over 85,000 jobs available in the state of Iowa.
- New grant programs with Department of Education.
    - Healthcare Registered Apprenticeship Programs in high school.
    - Registered Apprenticeship Program for expanding and diversifying future workforce.
- Awarded $37 million plus dollars in Child Care grants. Applications were creative and innovative.
- Announcing Employer Innovation Fund grant next week.

Questions and answers with Director Townsend.

Agenda item 7. Discussion on draft One-Stop Certification Standards

The WIOA Core Partner Working Group (Keri Osterhaus, IDFB; Alex Harris, IDOE; Brandy McOmber, IVRS; and Michelle McNertney, IWD). Michelle McNertney, IWD, presented discussion on the draft One-Stop Certification Standards. Brandy McOmber, IVRS, and Michelle McNertney, IWD, had general discussions with the board.

- ACTION ITEM: Motion to Approve the One-Stop Certification Standards.

Ritchie Kurtenbach motioned to approve the One-Stop Certification Standards and Jack Hasken seconded the motion. Members of the Board in attendance voted on the motion by voice vote, which carried unanimously.

Agenda item 8.2 Discussion on Filling SWDB Executive Director Position

Vice Chair Jay Iverson presented discussion on the need to fill the position of Executive Director for the board.

- ACTION ITEM: Motion to Approve the SWDB Executive Director Position.

Jack Hasken motioned to approve the Executive Director position and Andy Roberts seconded the motion. Members of the Board in attendance voted on the motion by voice vote, which carried unanimously.

Agenda item 8.3 Discussion on Filling SWDB Executive Assistant Position

Vice Chair Jay Iverson presented discussion on the need to fill the position of Executive Assistant for the board.

- ACTION ITEM: Motion to Approve the SWDB Executive Assistant Position.

Quentin Hart motioned to approve the Executive Assistant position and LuAnn Scholbrock seconded the motion. Members of the Board in attendance voted on the motion by voice vote, which carried unanimously.

Agenda item 9. Discussion on State Plan Modification Recommendations

Michelle McNertney, IWD, presented discussion on recommendations to the State Plan Modification.

- ACTION ITEM: Motion to Approve the State Plan Modification Recommendations.

Andy Roberts motioned to approve the recommendations for the State Plan Modifications and Alicia Stafford seconded the motion. Members of the Board in attendance voted on the motion by voice vote, which carried unanimously.

Agenda item 10. Updated on WIOA Local Plans

Michelle McNertney, IWD, presented an updated on the WIOA Local Plans.

Agenda item 11. Discussion on SWDB Standing Committee Chairs and Members

Vice Chair Jay Iverson presented discussion on the current SWDB standing committees, the new for chairs, and volunteers for members.

Next Meeting – Date and Time.

Vice Chair Iverson reminded the Members of the Board that the next meeting of the Board is scheduled for May 13, 2022, from 11 am to 1 pm, at The Well in Pella. If the date or time of the meeting changes, Members of the Board would be notified by email.

Other meetings for 2022 are scheduled for August 5 and November 2.

Members of the public may confirm the dates and times of the upcoming Board meetings on the Board's calendar located on the Board's webpage accessible at: https://www.iowawdb.gov/state-workforce-development-board-home-page.

Adjournment.

Vice Chair Iverson adjourned the meeting of the Board at 1:01 pm.

IOWA State Workforce Development Board

Minutes

Iowa State Workforce Development Board Meeting

March 3, 2022
11 am – 11:45 am
ZOOM

Agenda item 1. Call to Order

Chair Lynn Schreder called to order the meeting of the Iowa Workforce Development Board (the Board) on March 3, 2022, at approximately 11 am via ZOOM.

Agenda item 2. Roll Call

Members in Attendance

1. Beth Townsend
2. Emily Wharton
3. Daniel Tallon
4. Lynn Schreder
5. Jay Iverson
6. Amy Larsen
7. Daren Westercamp
8. Jack Hasken
9. LuAnn Scholbrock
10. Teresa Hovell
11. Jessica Dunker
12. Mary Landhuis
13. Brad Elliot
14. Ofiela Rumbo
15. Alex Severn
16. Carrie Duncan
17. Charlie Wishman
18. Nancy McDowell
19. Kyra Hawley
20. Laurie Doyon for Kelly Garcia

Members Absent

1. Governor Kim Reynolds
2. Waylon Brown
3. Dave Deyoe
4. Ann Lebo
5. Alicia Stafford
6. Kelly Barrick
7. Curt Strouth
8. Deb Maruicio
9. Rich Kurtenbach
10. Andy Roberts
11. Jason Shanks
12. Jayson Henry
13. Quentin Hart
14. William Dotzler
15. Kirsten Running-Marquardt
16. Drew Conrad
17. John Smith
18. Kristie Fisher
19. Debi Durham
20. Beth Skinner
21. Mary Cannon-James

Shelly Evans called roll and advised Chair Schreder that quorum was established.

Agenda item 3. Approval of Agenda

Chair Schreder called the next order of business which was the approval of the meeting Agenda for March 3 2022. The agenda was previously emailed to the Members of the Board.

Charlie Wishman motioned to approve the Agenda and Jack Hasken seconded the motion. Members of the Board in attendance voted on the motions by voice vote, which carried unanimously.

Agenda item 4. Welcome

Chair Schreder welcomed board members.

Agenda item 5. Discussion on Iowa WIOA Unified State Plan 2022 Modifications by Division Administrator, Michelle McNertney, Iowa Workforce Development. (Attachment 2 – State Plan Modification Recommendations) 2020 Iowa Unified State Plan

- ACTION ITEM: Motion to Approve the WIOA Unified State Plan 2022 Modifications.

Jack Hasken motioned to approve the WIOA Unified State Plan 2022 Modifications and Teresa Hovell seconded the motion. Members of the Board in attendance voted on the motions by voice vote, which carried unanimously.

Next Meeting – Date and Time.

Chair Schreder reminded the Members of the Board that the next meeting of the Board is scheduled for May 13, 2022, from 11 am to 1 pm, at The Well in Pella. If the date or time of the meeting changes, Members of the Board would be notified by email.

Other meetings for 2022 are scheduled for August 5 and November 2.

Members of the public may confirm the dates and times of the upcoming Board meetings on the Board's calendar located on the Board's webpage accessible at: https://www.iowawdb.gov/state-workforce-development-board-home-page.

Adjournment.

Chair Schreder adjourned the meeting of the Board at 11:32 am.

Iowa? Yes! THIS IS IOWA

Iowa Workforce Development Board Meeting
May 13, 2022

We Have Big Ambitions

IEDA Marketing

1

Encourage businesses to relocate/expand into Iowa

2

Help businesses grow/communities thrive by recruiting talent to Iowa

3

Inspire more travel to and within Iowa

4

Partner with Iowa stakeholders who share our objectives

GOAL

Make Iowa the choice for people and businesses.

In December 2019, Iowa had more than

60,000 job openings, and just 49,100 unemployed people

Source: Iowa Workforce Development

In February 2022, Iowa had

109,000 job openings, and 59,500 unemployed people

Source: Iowa Workforce Development

Research Process

01 SECONDARY RESEARCH

- Analysis of existing research, including surveys, economic research, tourism data and other data provided by IEDA
- Review of publicly available research about migration and generational trends

02 QUALITATIVE RESEARCH

GEN Z AND MILLENNIAL ADULTS

- Two-day bulletin board discussion
- Adults between the ages of 22 and 29
- Currently live in a cross-section of Midwest, Mountain West, Southern and Coastal states
- Willing to move for the right opportunity
- Total participants: 28

GEN X AND BOOMER ADULTS

- Two-day bulletin board
- Adults between the ages of 40 and 55
- Currently live in a cross-section of Midwest, Mountain West, Southern and Coastal states
- Willing to move for the right opportunity
- Total participants: 29

HUMAN RESOURCE MANAGERS

- Six, 30-minute telephone interviews
- HR professionals from Iowa Business Council (IBC) companies
- Actively participate in recruiting talent to the state

VETERANS

- Five, 30-minute telephone interviews
- Home Base Iowa program participants
- Military members transitioning to civilian life
- Mix of participants who moved to Iowa or other states

NEW IOWA RESIDENTS

- Eight, 30-minute telephone interviews
- Adults between the ages of 22 and 29 or 40 and 55
- Moved to Iowa within the past two years

03 QUANTITATIVE RESEARCH

U.S. ADULTS

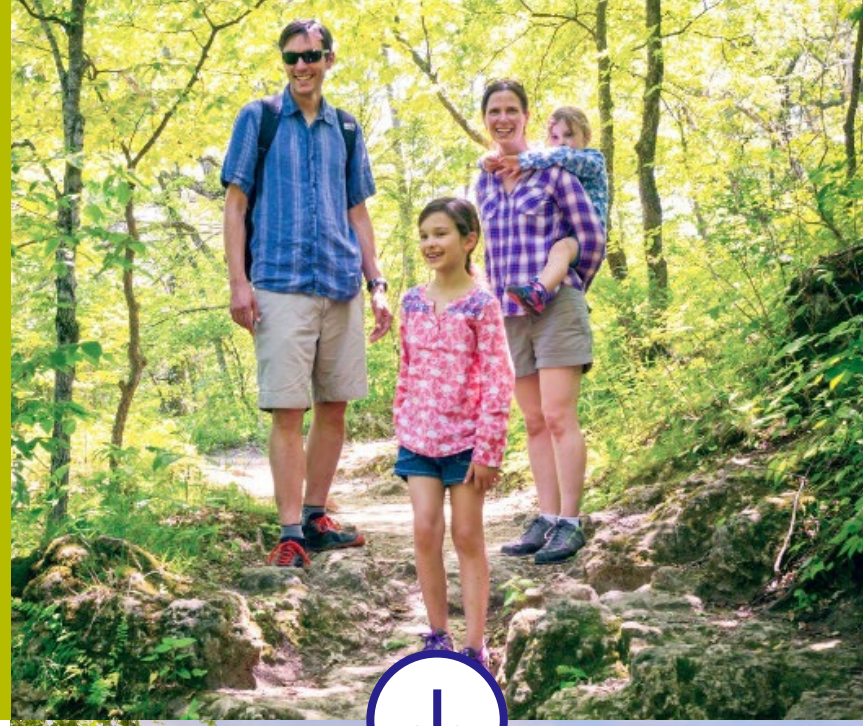
- Online surveys
- Adults between the ages of 22 and 55
- Currently live across the United States, except in Iowa
- Willing to move for the right opportunity
- Total participants: 2,258 and 752

Most people simply don’t know enough about Iowa to form an accurate opinion

OUR INSIGHT

My perception is my reality

Travel Is the First Step in Thinking About Moving to a New City



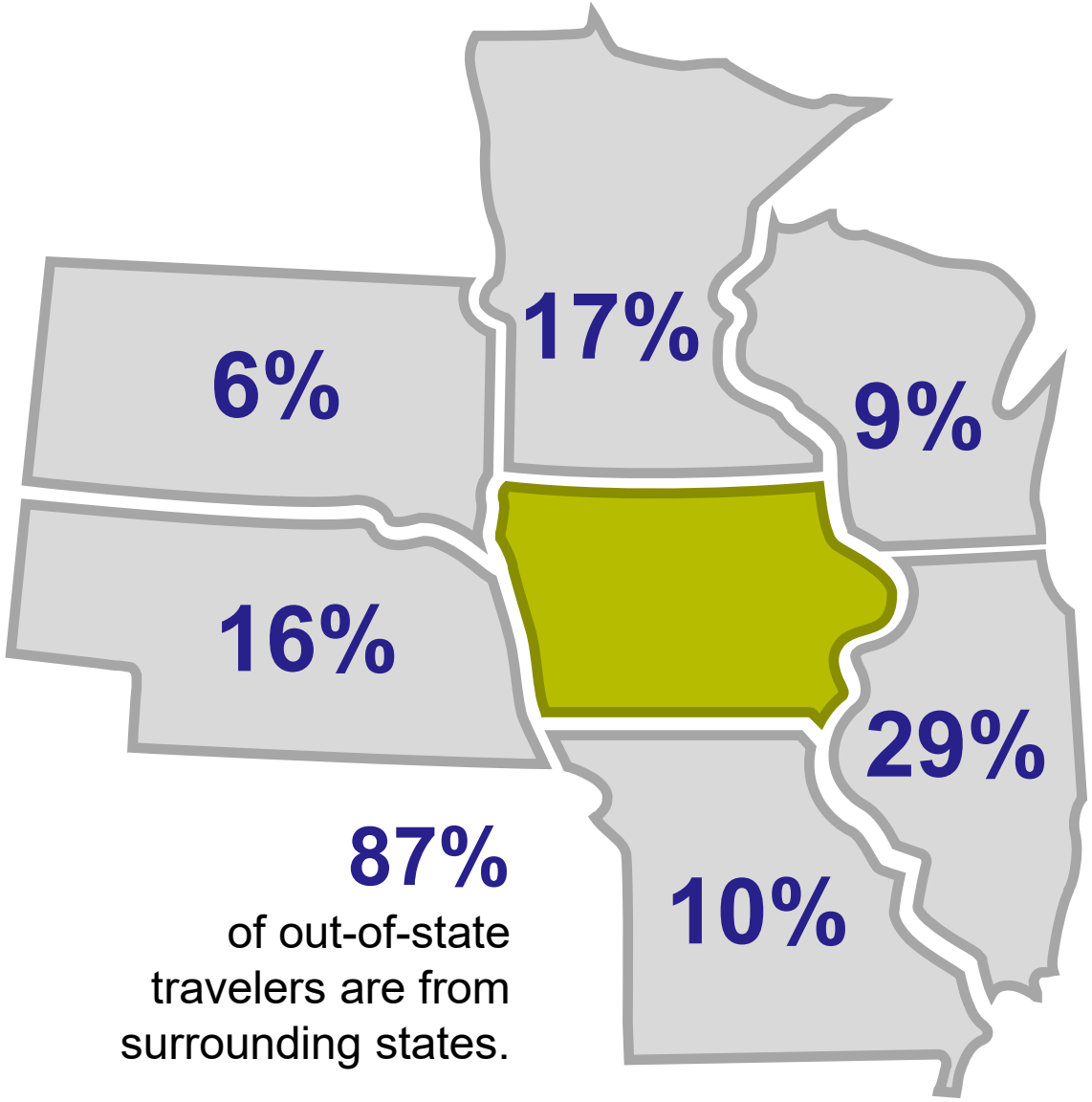
TRAVEL FEEDS WORKFORCE

64%

of U.S. adults seriously considered moving to a new place as a result of visiting.

“If we can get them to our location, we have a much better sell. They have to see the place to be convinced.”

Visitors Are Coming From Border States



87%
of out-of-state travelers are from surrounding states.

Source: Arrivalist Visitation Dashboard

Consumers Are Open to Relocating

7 in 10

are likely to consider moving for the right opportunity.

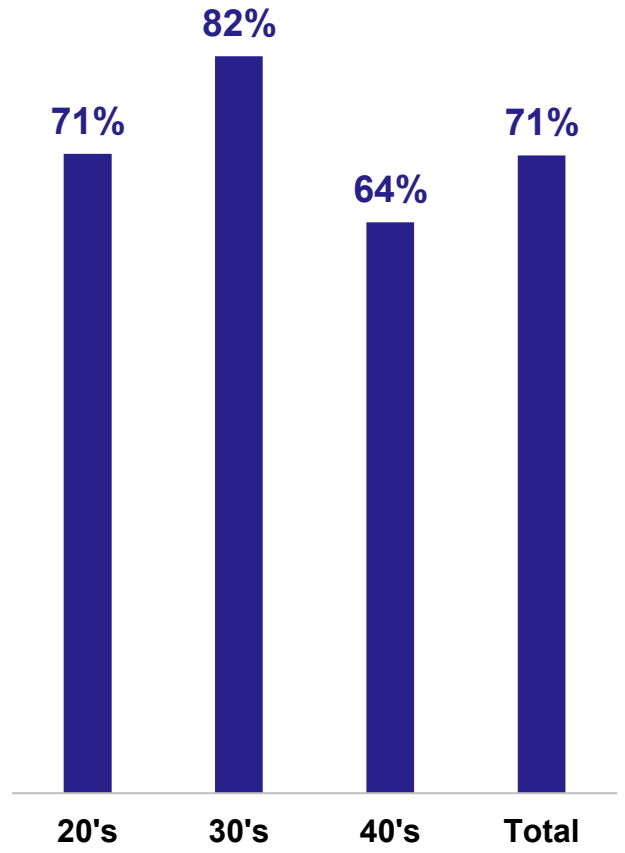
Likelihood is highest among

30-somethings.

This is up since we last tested it.

Likelihood to consider moving for the right opportunity

Scale of 0 (not likely at all) to 10 (very likely)



Our Audiences

Job Seekers

Tourists

Business Influencers

Stakeholders

Iowans

Job Seekers

Ambitious, Seeking Balance, Connected

Who are they?

Adults ages 22-40 with heavy focus on **30-somethings**

- Young adults looking to start and/or grow their careers
- Young families looking for a place to put down roots and raise their kids

Where do they live?

Iowa and bordering Midwest states

- Omaha
- Minneapolis
- Chicago
- Kansas City
- Sioux Falls
- Lincoln-Hastings
- Madison
- Quincy-Hannibal
- Peoria-Bloomington
- St. Louis
- Milwaukee
- Rockford

How to reach them

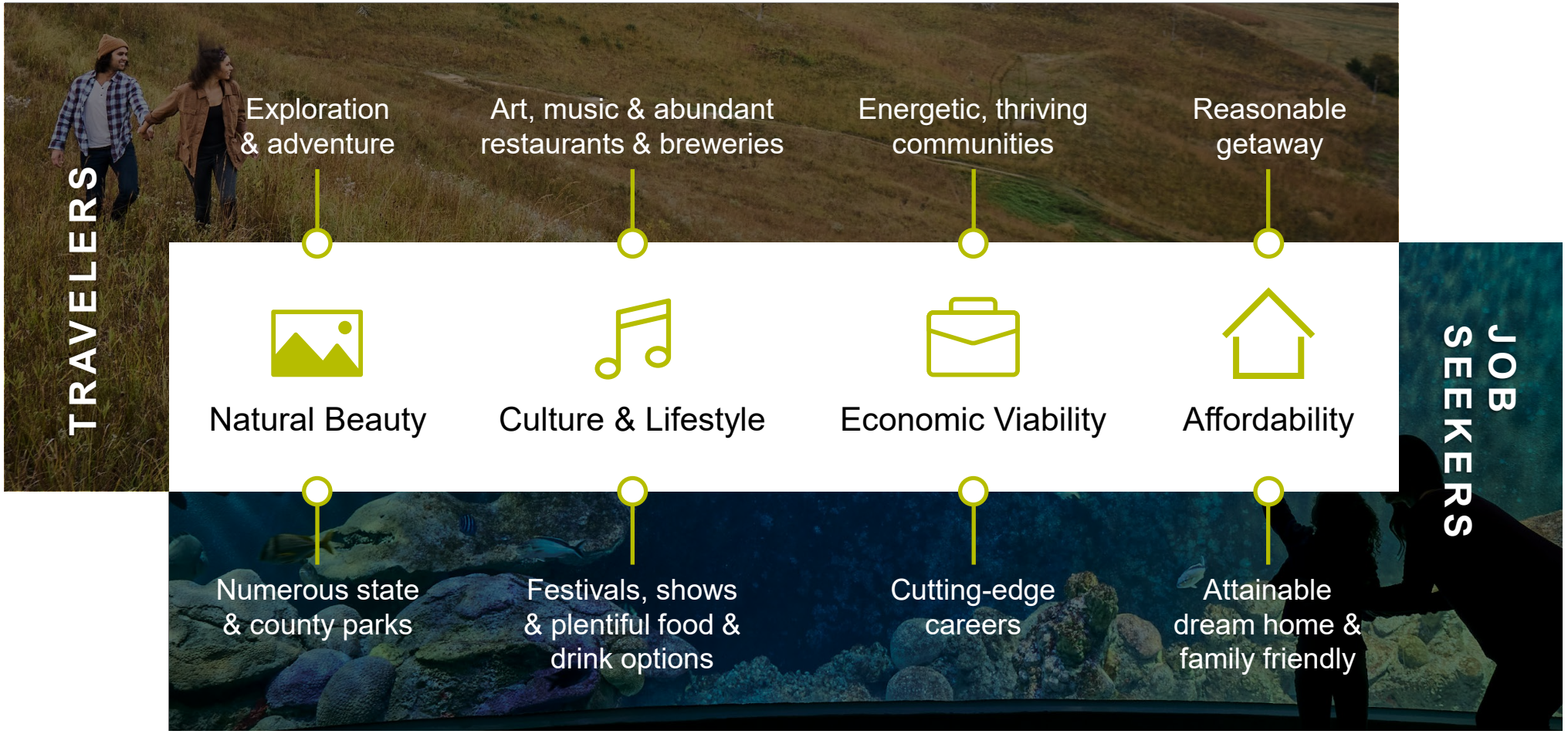
HBR IdeaCast

LinkedIn

BuzzFeed

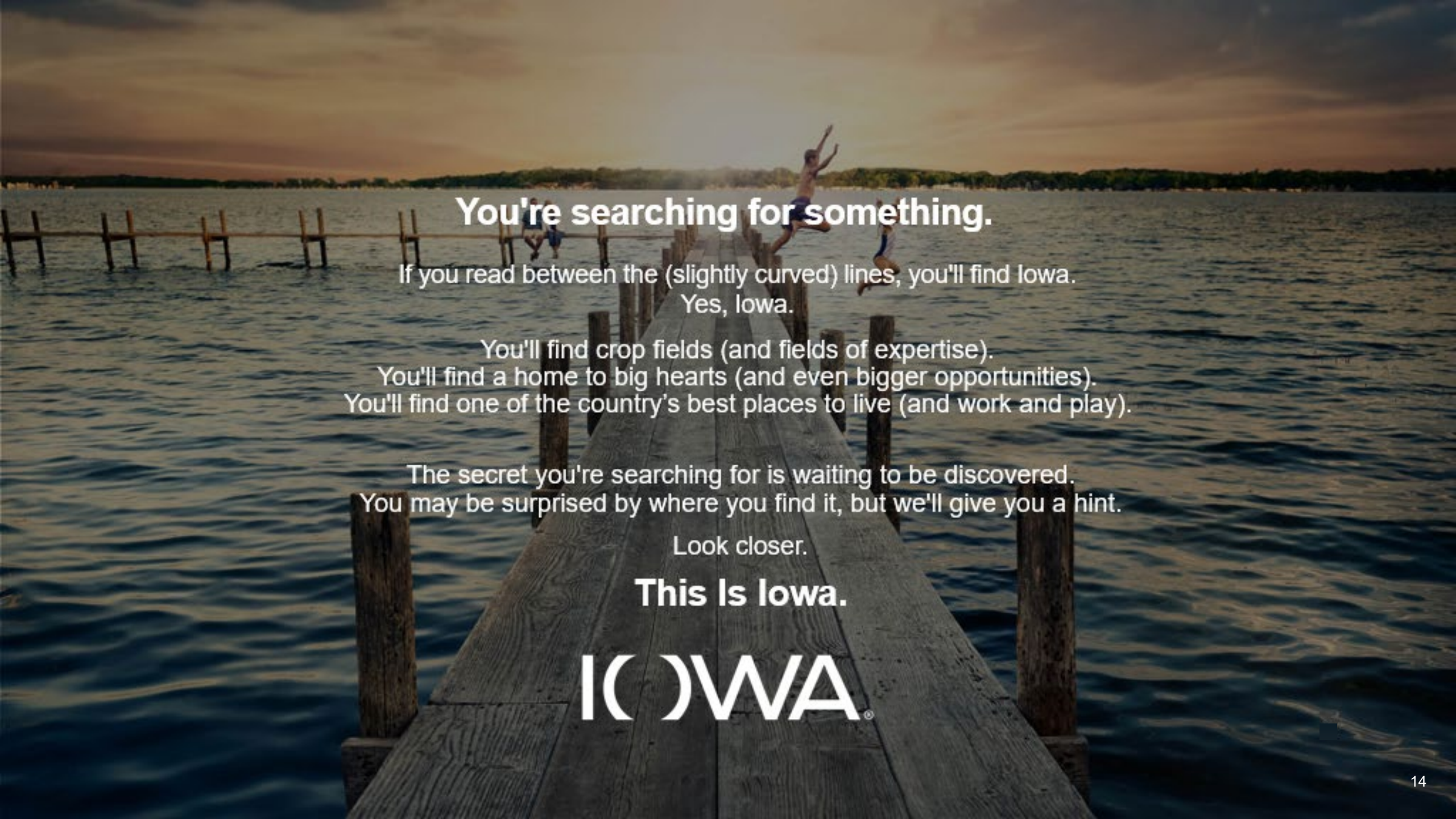
REFINERY29

Message Pillars



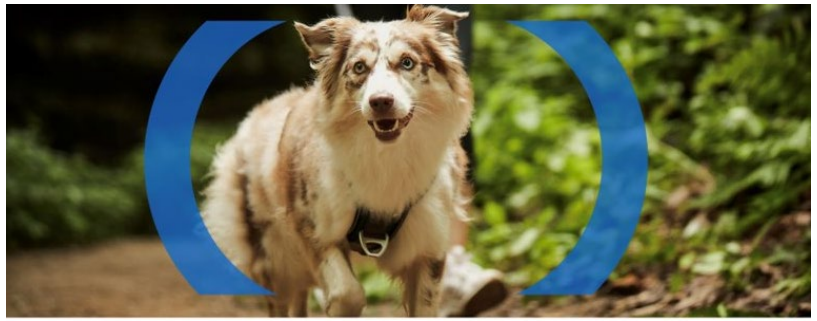
Program-at-a-Glance

PLATFORM	**THIS IS IOWA**					
OBJECTIVE	**Make Iowa the choice for people and businesses**					
STRATEGY	**A Secret Worth Sharing: Build curiosity about Iowa through unexpected content, visuals and stories**					
TACTICS	**Digital**	**Advertising**	**Earned Media**	**Social**	**Influencers**	**Stakeholder Toolkits**
FOUNDATION	**Research**	**Creative**	**Measurement**			


You're searching for something.
If you read between the (slightly curved) lines, you'll find Iowa.
Yes, Iowa.
You'll find crop fields (and fields of expertise).
You'll find a home to big hearts (and even bigger opportunities).
You'll find one of the country's best places to live (and work and play).
The secret you're searching for is waiting to be discovered.
You may be surprised by where you find it, but we'll give you a hint.
Look closer.
This Is Iowa.
IOWA

So, what can this do for us?

It can hold messages. It can show vistas you never knew about. It can hyper target our audience. It can create experiences. It can encompass thoughts, emotions and beauty. It can live in a virtual world and real world.



Fall 2021: A Secret Worth Sharing Results

7,124 national and regional cable placements

HGTV FOX NEWS food network USA MSNBC

155+ Million
impressions in just 7 weeks

Consumers exposed to campaign were
634% more likely
to engage on ThisIsIowa.com

335,711 minutes
spent viewing the ad on Facebook and Instagram

A whopping
171% increase
in visits to ThisIsIowa.com
(versus same period in 2020)

Spring 2022: A Secret Worth Sharing …
in market now!

Showcasing Iowa

in national and regional
cable ads across all 50 states

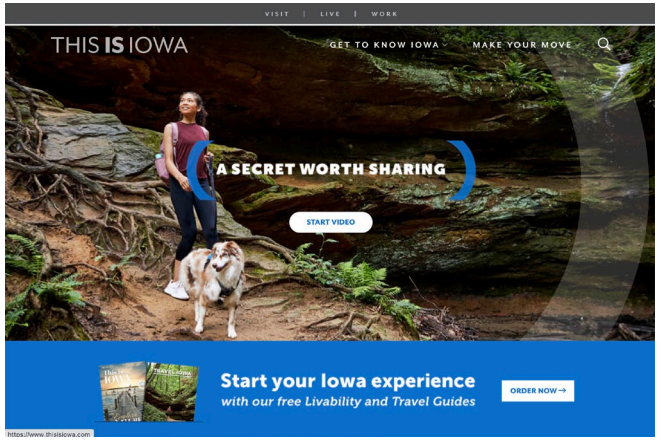
Increasing Frequency

with non-skippable online video ads

Leveraging Connected TV

to reach cord cutters

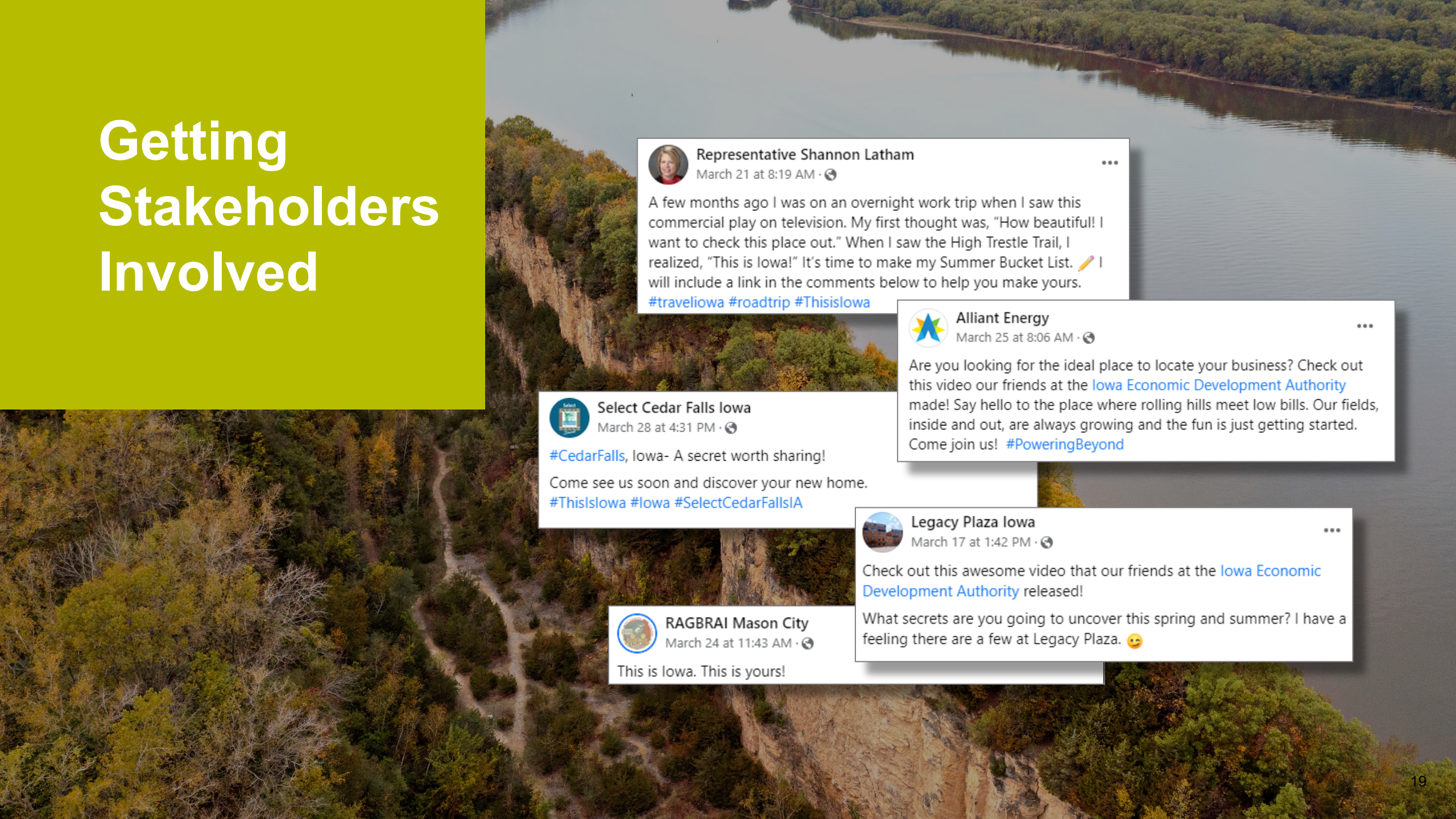
Driving Traffic to ThisIsIowa.com



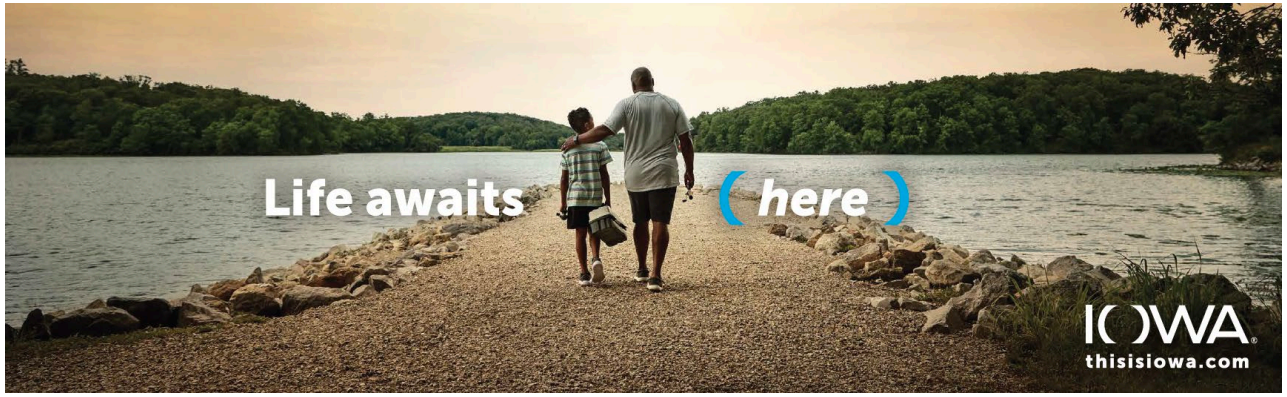
Promoting Engagement

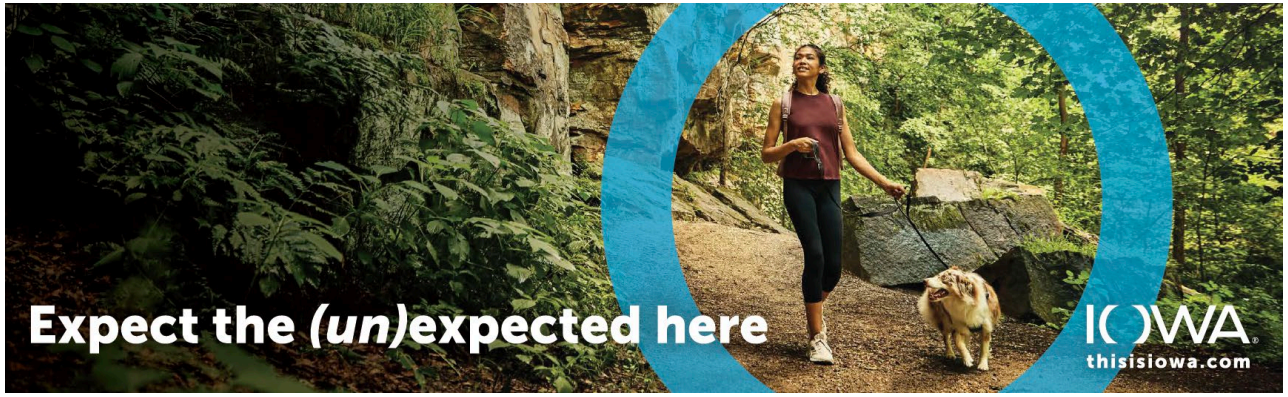
via Facebook, Instagram and LinkedIn

Getting Stakeholders Involved



Out-of-Home Ads





Out-of-Home Ads

Digital Ads

IOWA
thisisiowa.com
Life
awaits
(here)
IOWA
thisisiowa.com
Expect the
(un)expected here
(Escape)
your everyday
IOWA
thisisiowa.com
Life awaits
(here)
IOWA
thisisiowa.com

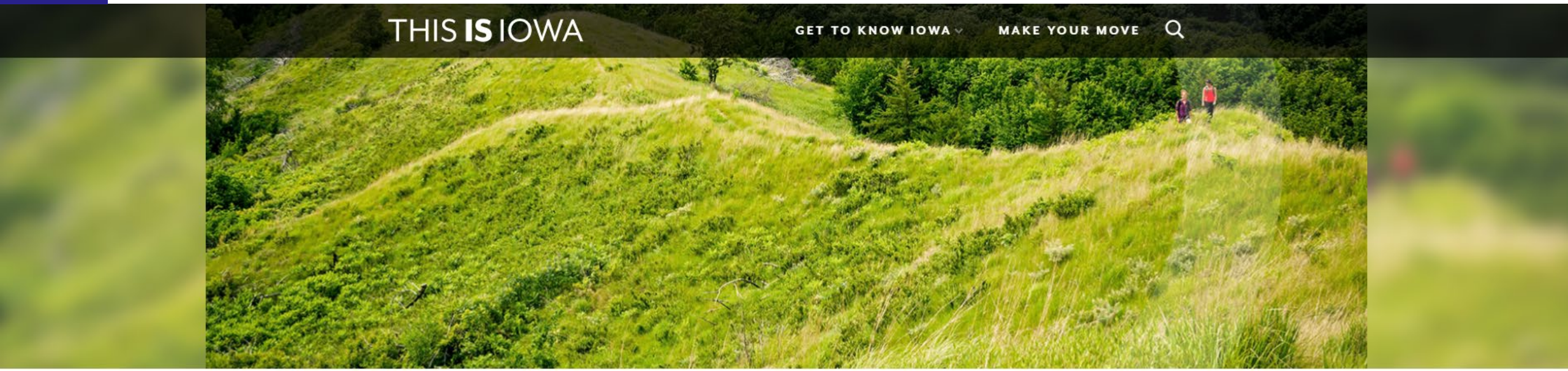
Attracting Job Seekers

Storytelling … on ThisIsIowa.com

“**We’ve fallen in love with being here** and investing time, energy and money into this community.”

“**I think there is a lot of opportunity in Iowa —** we are humble with a great work ethic and don't always stop to tell our story. I, ironically, love that about this state.”

Submit stories at:
ThisIsIowa.com/share-your-story



BACK TO HOME

Share Your Iowa Story

On This is Iowa, you can expect to find stories that highlight all of the wonderful opportunities, initiatives, and work made possible by real Iowans who live and work in the state.

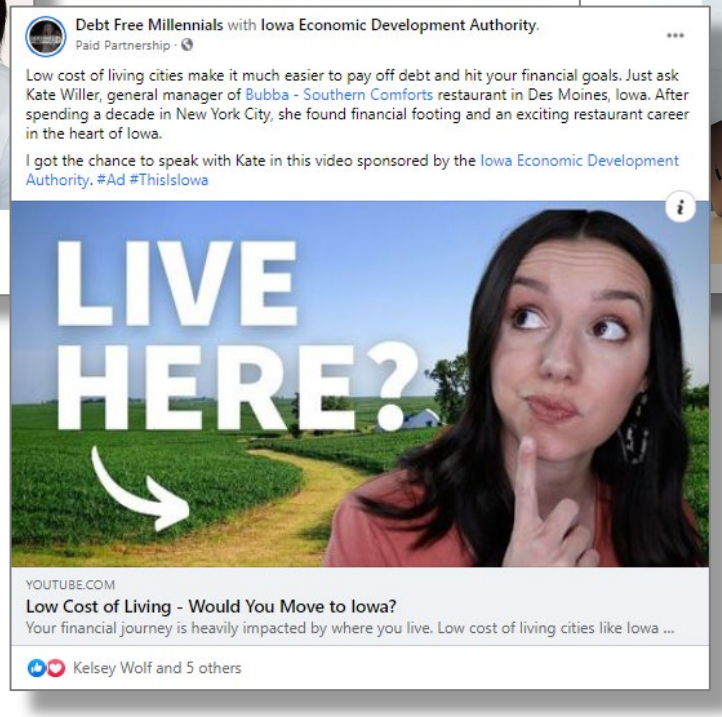
We want to hear from you. Select stories may be featured in our marketing efforts, including social media and websites, to showcase the people behind Iowa's success, business community and unique culture.

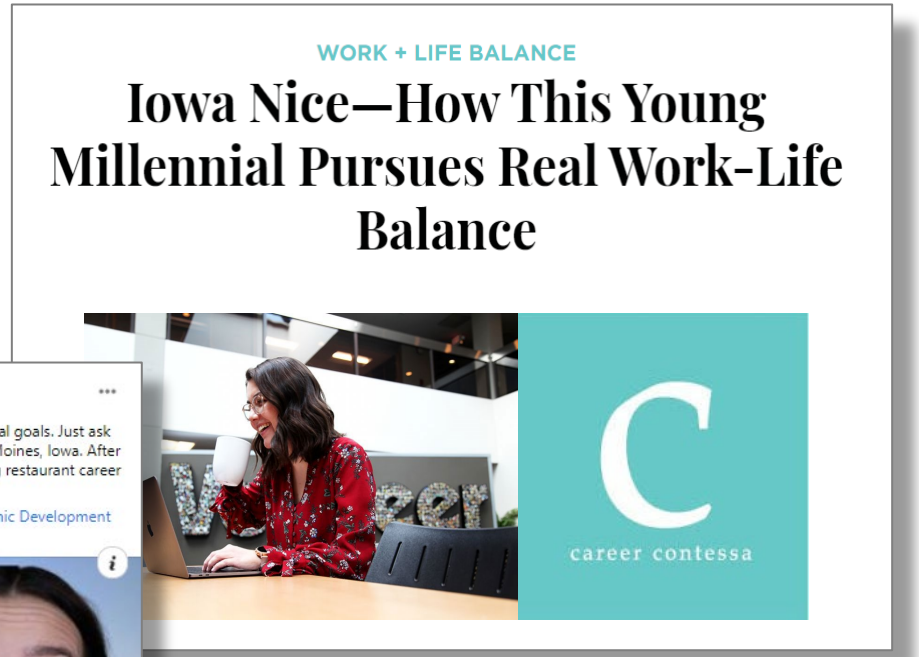
Thanks for helping us spread the word about all our great stories Iowa has to share.

Choose One: *

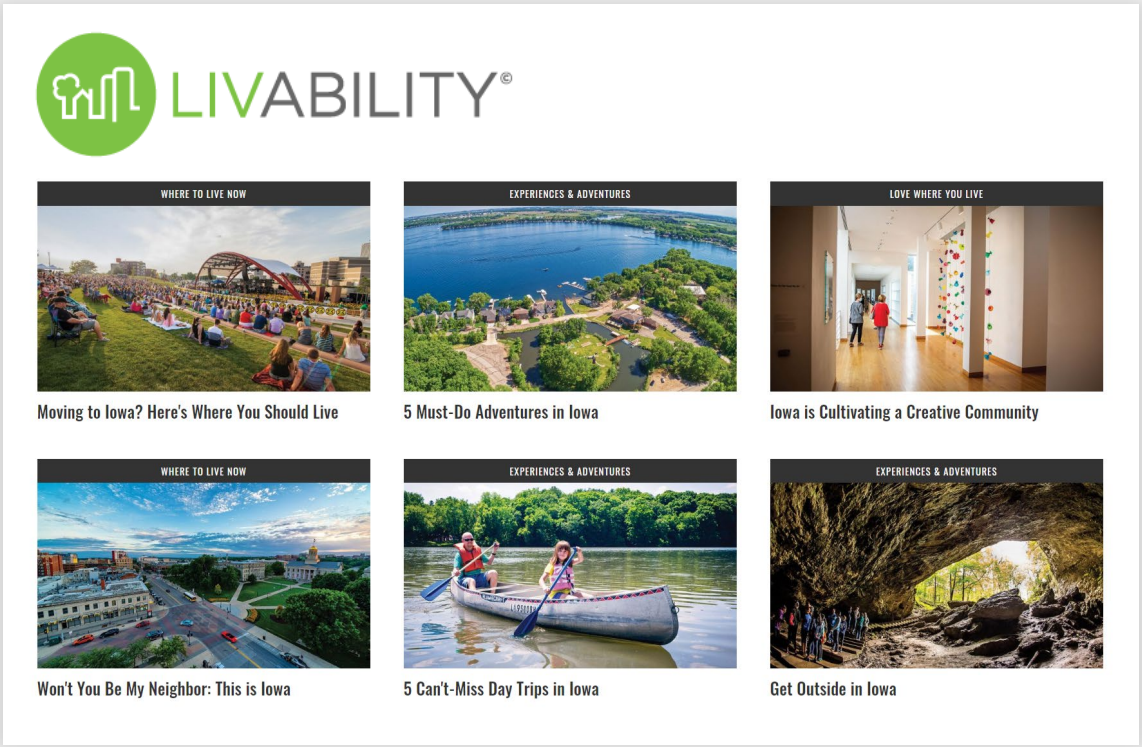
- ○ I'm submitting my own story
- ○ I'm submitting a story about someone else

Storytelling … via Social Influencers



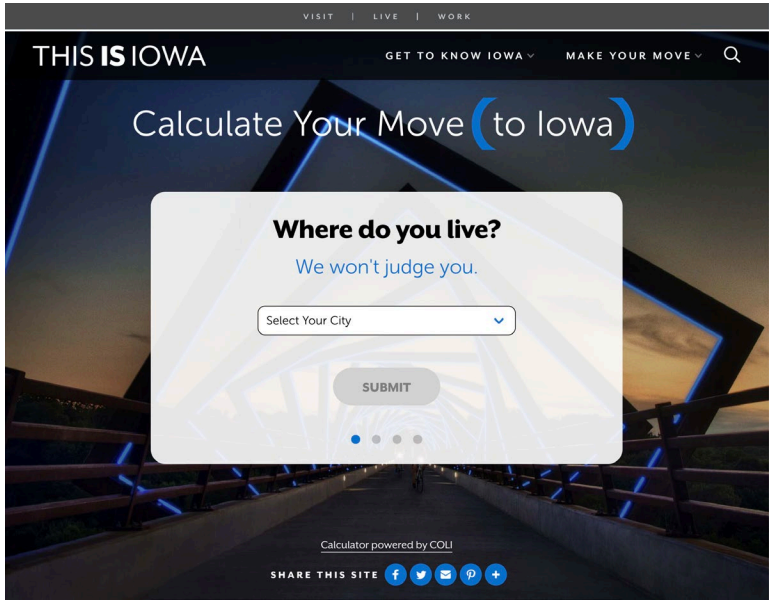


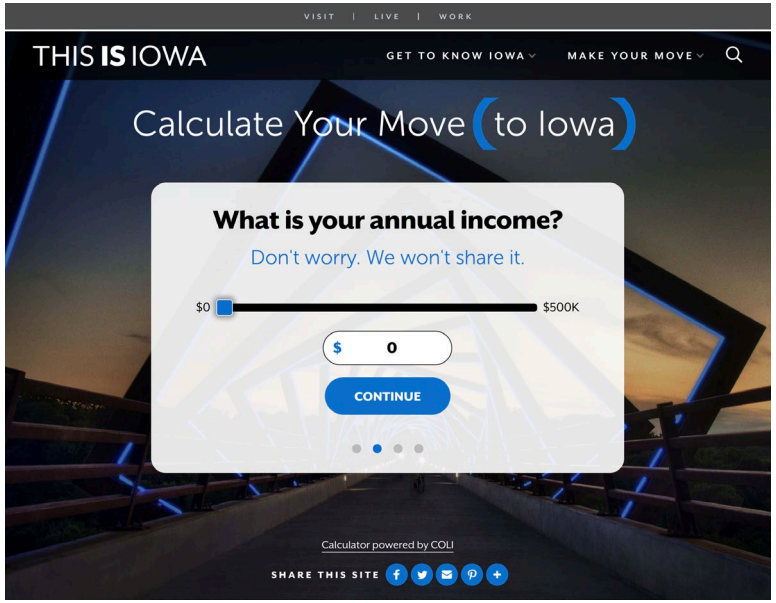
Storytelling … via Livability

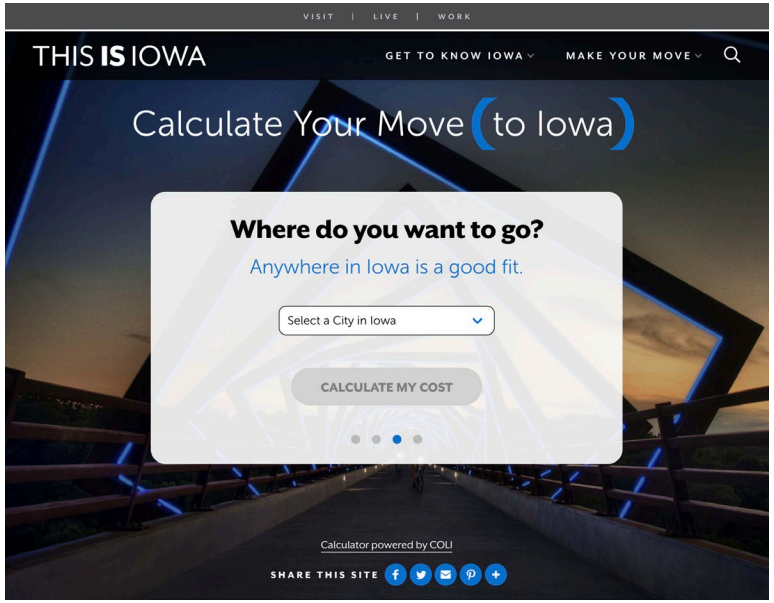


Beyond Storytelling …

Driving Action


VISIT | LIVE | WORK
THIS IS IOWA
GET TO KNOW IOWA
MAKE YOUR MOVE
Calculate Your Move (to Iowa)
Where do you live?
We won't judge you.
Select Your City
SUBMIT
Calculator powered by COLI
SHARE THIS SITE


VISIT | LIVE | WORK
THIS IS IOWA
GET TO KNOW IOWA
MAKE YOUR MOVE
Calculate Your Move (to Iowa)
What is your annual income?
Don't worry. We won't share it.
$0
$500K
$ 0
CONTINUE
Calculator powered by COLI
SHARE THIS SITE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Anywhere in Iowa is a good fit.
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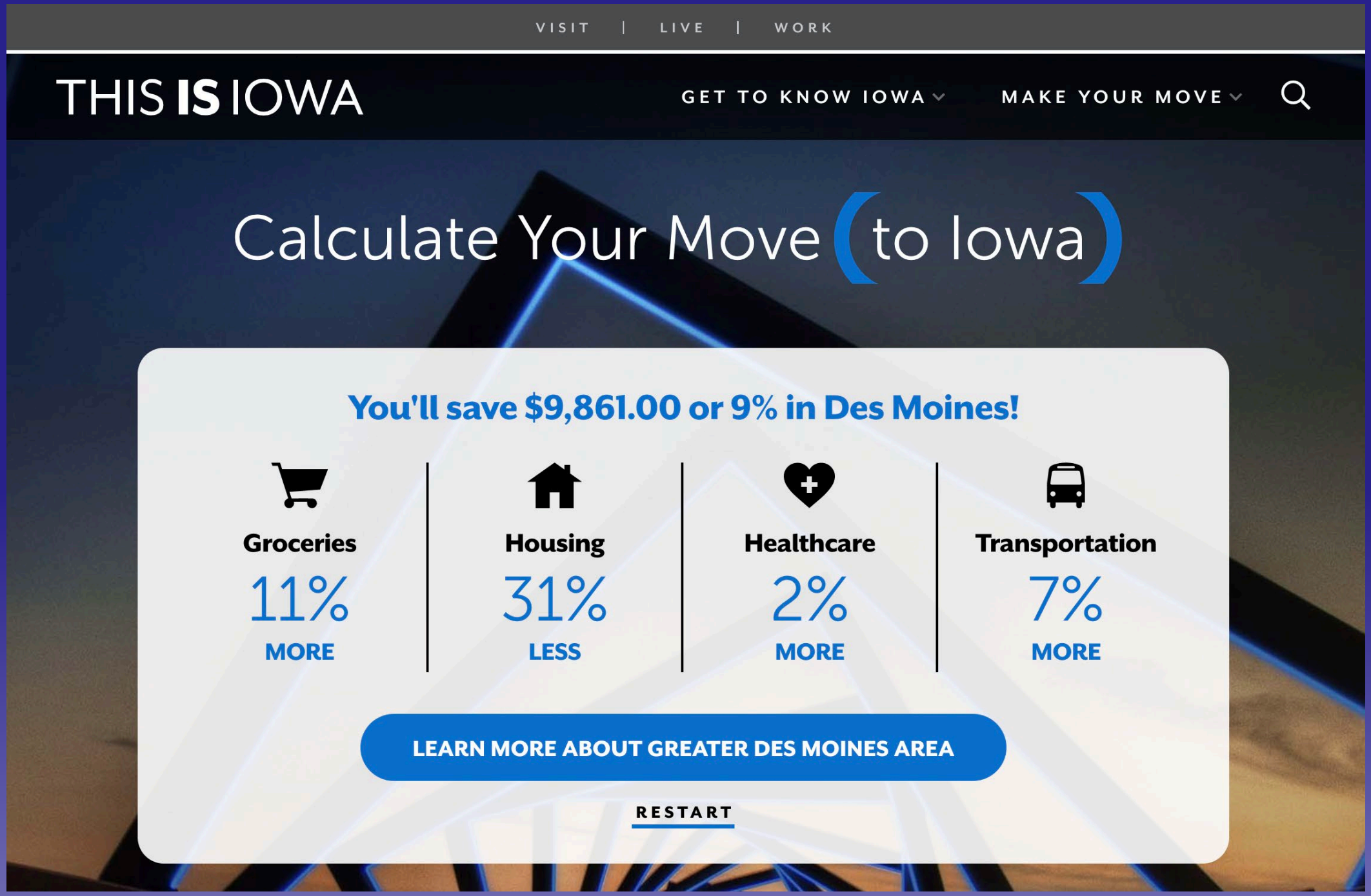
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Promoting the Cost-of-Living Calculator

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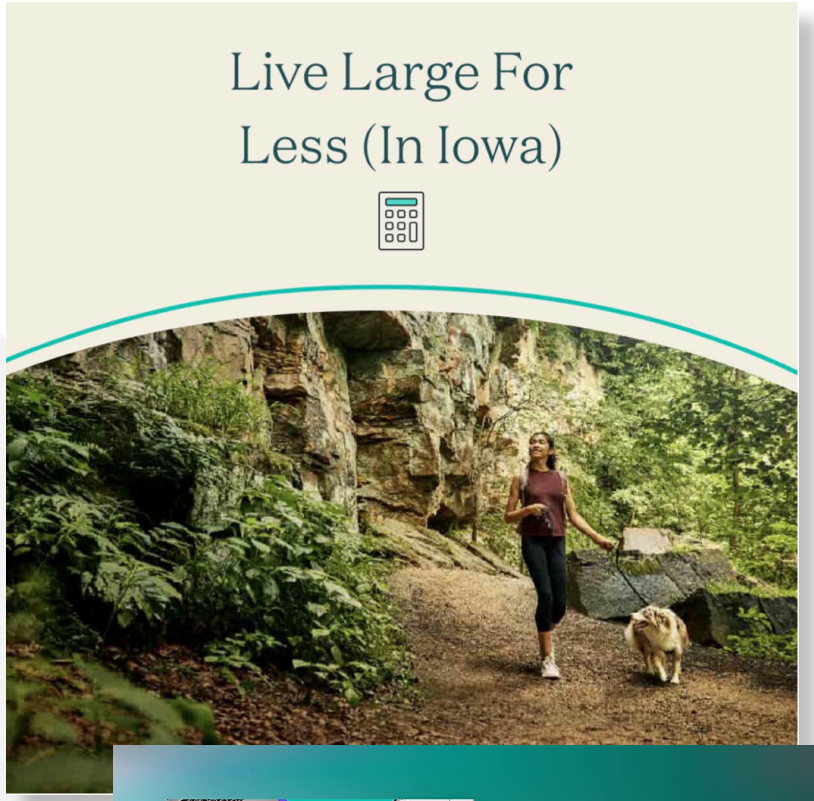

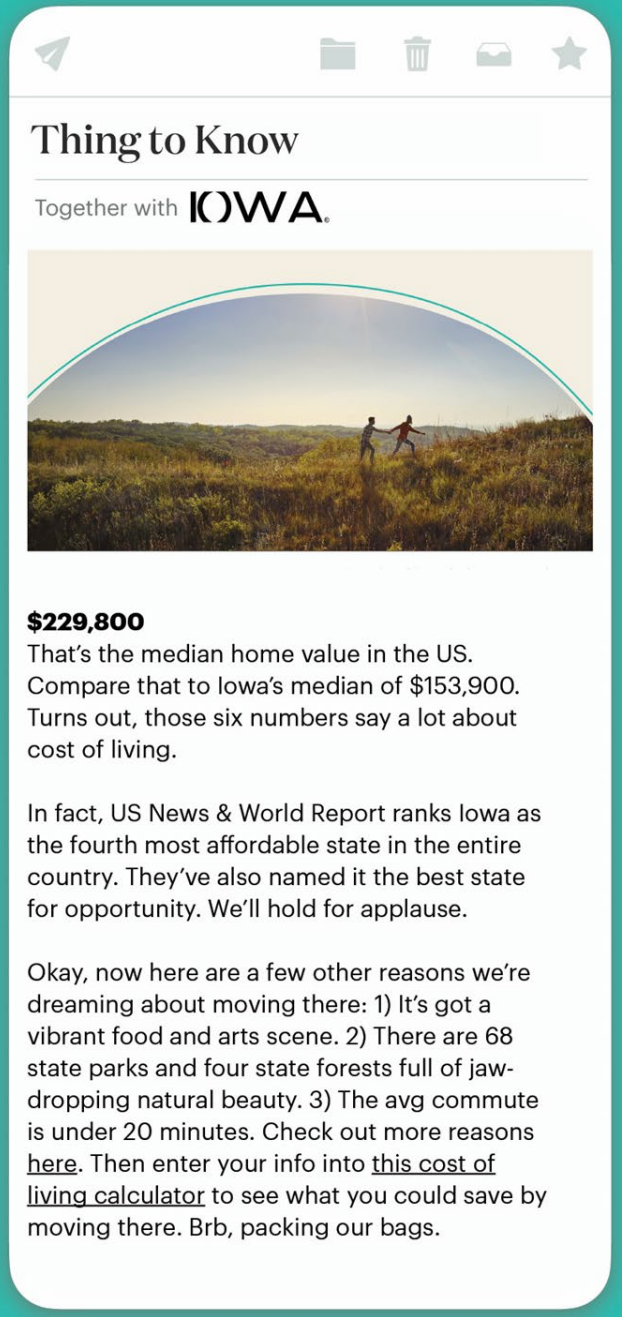

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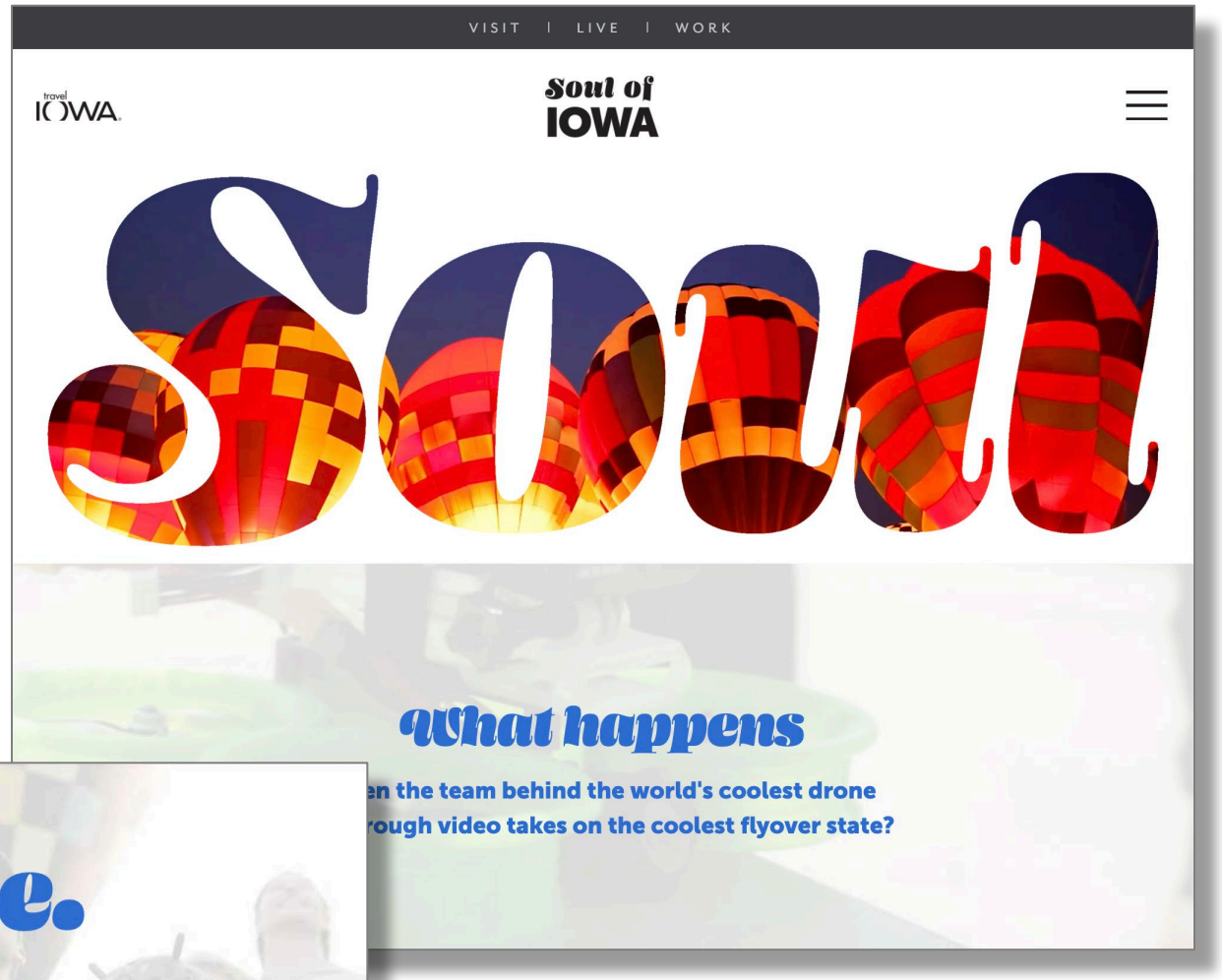
Travel Feeds Workforce

YEAR OF THE ROAD TRIP

63,000+ Views of Build a Trip Tool

17,500+ Travel Guide Orders

Soul of Iowa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Soul
What happens
en the team behind the world's coolest drone
rough video takes on the coolest flyover state?

Culture.
Adventure.
Connection.

Research

Consumers
Travelers + Job Seekers

Business Leaders
& Site Selectors

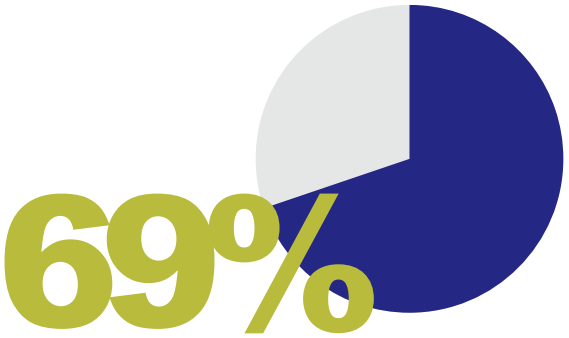
Moving the Needle!

The number of positive perceptions has increased by 20%

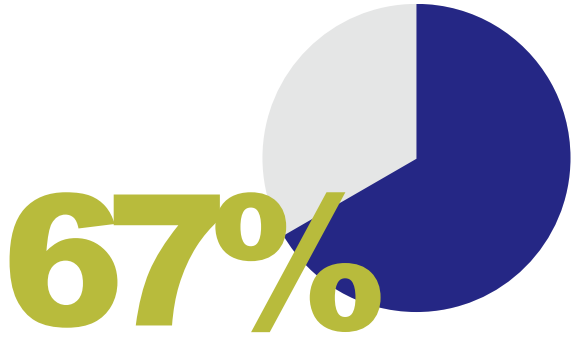
while the number of negative perceptions has halved

Making An Impact

“Iowa has fun recreational opportunities” jumped 20%



"Iowa has friendly people” climbed from 51% to 69%



"Iowa has beautiful natural landscapes” increased from 46% to 67%

Questions?

IOWA
economic development
Thank You

IOWA State Workforce Development Board

2022–2024 STRATEGIC PLAN

Plan Purpose: Lead and support the education, training, recruitment, and retention of the greatest workforce in the country.

Goal Group: Meeting Business Needs

Goal Statement: Actively engage the business community to better understand and respond to employer needs.

Strategy 1	Action Steps	Potential Leads	Potential Progress Indicators	Status Updates
Provide guidance and support to the local system to implement a unified business services approach that is inclusive of all one-stop partners at the local level.	1. The board can support efforts to a. strengthen relationships among agencies, partners, and programs b. facilitate communication among partners, and c. provide education and training across partners.	• Core partner agencies	• Provision of guidance to the core partner team to identify ways the state board can accomplish this action step • Determination of opportunities and needs • Reports back to board on identified needs • Implementation of support strategies	
	2. Support the Iowa Workforce Development's (IWD's) Business Engagement Division to a. identify strengths and opportunities for improvement related to the delivery and effectiveness of business services; and b. identify, to the extent possible, current business needs not met by the current public workforce system.	• Core partner agencies	• Designation of a workgroup with diverse representation • Establishment of a specific and clear charge for the workgroup • Periodic progress reports from the workgroup • Delivery of an inventory that fulfills charge given to the workgroup	

Strategy 1	Action Steps	Potential Leads	Potential Progress Indicators	Status Updates
	3. Support the evaluation of the need, usefulness, and effectiveness of a shared client relations database system to be used across partners to collect, house, and share business-related information, service planning, and delivery.	• Board committee	• Progress reports • Written recommendations from the workgroup	
	4. Support the development and implementation of a comprehensive, unified, and sustainable outreach campaign regarding services available to the business community. Target audiences include but are not limited to businesses, business associations and organizations, and state and local economic development organizations.	• Board committee, IWD	• Identification of resources available to support the outreach campaign • Using proper channels and methods; procuring or selecting entity to develop outreach strategies • Periodic progress reports • Implementation of the campaign(s) • Establishment of evaluation metrics	
	5. Support the creation, development, and implementation of systemwide business customer feedback tool and methods.	• WIOA core partner group	• Identification by state board of business customer satisfaction metrics to track • Periodic progress reports • Implementation of a systemwide business customer feedback tool	

Strategy 2	Action Steps	Potential Leads	Potential Progress Indicators	Status Updates
Provide guidance and support for a comprehensive and user-friendly website for labor market information that is inclusive of data from economic development, workforce development, and education, which will generate customizable reports for a variety of workforce stakeholders.	1. Support IWD's labor market information division to inventory state agency websites that provide labor market information in Iowa—including but not limited to economic development, workforce development, and education.	• IWD	• Designation of a workgroup	
	2. Make recommendations about data to improve quality, streamline availability, and improve accessibility and user-friendliness for employer and job-seeking customers as well as other workforce stakeholders.	• IWD	Written recommendations to improve quality, streamline availability, and improve the accessibility and user-friendliness of labor market information for workforce system stakeholders and customers	
	3. Support the development and implementation of outreach efforts to workforce stakeholders and customers regarding the availability and usefulness of labor market information.	• Board committee	• Periodic progress reports	
	4. Support efforts to provide initial and ongoing education and training to program partner staff on labor market information: how to use it, find it, and help customers use and understand it.	• WIOA core partner group	• Develop and deliver training	
	5. Support efforts to provide initial and ongoing training to employers regarding labor market information: how to understand it, how to use it, and where to find it.	• WIOA core partner group	• Implementation of the plan	
	6. Support efforts that may be necessary to improve the accessibility and utility of labor market information, including the development of a new website or updates to an existing website.	• IWD	• Identification of resources available to support an outreach campaign	

Goal Group: Customer-Focused System **Goal Statement:** Support IowaWORKS to be customer focused, dynamic, and inclusive.

Strategy 1	Action Steps	Potential Leads	Potential Progress Indicators	Status Updates
Support efforts to advance comprehensive and integrated service delivery, including supportive service delivery, for IowaWORKS system customers.	1. Designate a cross-partner workgroup to identify policy, process, technical assistance, and other opportunities to support consistent, comprehensive, and integrated service delivery in the IowaWORKS system. Workgroup activities may include the following: a. Review and synthesize available customer satisfaction survey data to better understand customers' experiences in the IowaWORKS system and inform service integration efforts. (This step also supports action steps related to enhancing IowaWORKS outreach and messaging.) b. Identify opportunities to enhance relationships and facilitate communication among agencies, partners, and programs (at the state level and between state and local partners). c. Develop a plan to provide initial and ongoing education and cross-training on integrated service delivery for IowaWORKS program partner staff, potentially leveraging existing WINTAC integration continuum efforts. d. Review and/or develop processes and policies to support integrated service delivery and resources that advance a "one system," "no wrong door" experience for IowaWORKS customers.	• WIOA core partner group and/or SWDB Policies and Practices Committee	• Synthesis of customer satisfaction data review findings and recommendations • Identification and implementation of enhanced communication and relationship-building strategies • Development and implementation of a cross-training plan • Summary of process and policy review and recommendations on process and policy development needs • Policy development and implementation	

Strategy 2	Action Steps	Potential Leads	Potential Progress Indicators	Status Updates
Improve awareness and perceptions of customer engagement with IowaWORKS through strategic outreach and messaging efforts.	2. Designate a cross-partner workgroup to develop an action plan for raising awareness of the IowaWORKS system and improving access to and navigation of the system, including a focus on advancing common IowaWORKS system branding; expanding mobile access; enhancing communication of career information, including career pathways; and other areas. Workgroup activities and action plan items may include the following: a. Review and synthesize available customer satisfaction survey data to better understand customers' perceptions about and experiences with the IowaWORKS system. Based on findings, identify opportunities for expanding and diversifying outreach and messaging to potential customers to increase awareness of IowaWORKS's value, services, resources, and results. (This step also supports action steps related to comprehensive and integrated services and service delivery.) b. Prioritize enhanced and targeted outreach to and engagement of underserved populations, leveraging partnerships with organizations that have community trust. c. Prioritize enhanced outreach and messaging about expanded virtual services capacity in the IowaWORKS system.	• WIOA core partner group and/or SWDB State Workforce Development System Committee	• Synthesis of customer satisfaction data review findings and recommendations • Identification and implementation of outreach and engagement strategies for underserved populations • Identification and implementation of outreach and messaging strategies related to virtual services capacity • Development and distribution/publication of IowaWORKS resources and tools	

Strategy 2	Action Steps	Potential Leads	Potential Progress Indicators	Status Updates
	d. Create integrated and plain-language resources and tools to help customers easily access and navigate the IowaWORKS system (imported from the Upskilling Goal Group). Priority areas of focus include viewing the system through the lens of the customer perspective, accessibility through a mobile application, and raising awareness of career pathways for customers.			

Strategy 3	Action Steps	Potential Leads	Potential Progress Indicators	Status Updates
Identify strategies for addressing the benefits (e.g., child tax credits, subsidies) "cliff," which discourages people from entering the workforce or expanding hours worked, as well strategies to better integrate supportive services.	3. Establish an exploratory research workgroup to a. identify and document existing best practices from Iowa and/or other states for integrated supportive service resources (e.g., transportation and child care) and service delivery from workforce system and community partners; b. partner with the Department of Human Services (DHS) to explore options to taper benefits in a way that encourages rather than punishes working people on benefits; and c. with DHS, develop recommendations for potential pilot programs and/or other actions (consider piloting use of the Federal Reserve's Career Ladder Identifier and Financial Forecaster [CLIFF] tools in one or more local workforce areas).	• WIOA core partner group and/or SWDB Policies and Practices Committee or SWDB State Workforce Development System Committee	• Synthesis of supportive services research and recommendations • Development, implementation, and evaluation of pilot programs (or other strategies) to address needs/challenges related to the benefits cliff	

Goal Group: Upskilling

Goal Statement: Engage and advance all Iowans in industry-relevant education and training to build a future-ready Iowa workforce.

Strategy 1	Action Steps	Potential Leads	Potential Progress Indicators	Status Updates
Assess and expand workforce system and industry partnerships to drive upskilling opportunities in demand occupations.	1. Support IWD's Business Engagement Division to a. identify strengths and opportunities for improvement related to delivery and the effectiveness of business services and b. identify, to the extent possible, current business needs not met by the current public workforce system.	• IWD Business Engagement Division; IWDB State Workforce Development System Committee	• Completion of Workforce Needs Assessment Survey • Analysis of survey results • Development and delivery of recommendations to state board for system improvements	

Strategy 2	Action Steps	Potential Leads	Potential Progress Indicators	Status Updates
Develop and promote comprehensive upskilling tools and programs to meet industry needs for both soft and technical skills.	1. Engage state board to review current Eligible Training Provider List (ETPL) criteria to ensure that programs meet industry talent development needs. 2. Analyze landscape of existing soft skills programs to a. determine needs for additional program development and b. assess effectiveness in response to industry needs. 3. Develop a communication plan with a comprehensive, unified and sustainable approach for outreach to meet the following needs and target audiences: a. Services available to the business community (including target audiences of businesses, business associations and organizations, and state and local economic development organizations) b. Job-seeker services and programs that promote upskilling efforts c. Communication between/among agencies, partners, and programs at and across state and local levels	• IWD Board staff • IWDB State Workforce Development System Committee and/or Policies and Practices Committee • WIOA core partner group • IWDB State Executive Committee or State Workforce Development System Committee	• Completed review of ETPL criteria and recommendations • Strategies and timeline for identifying and assessing landscape of soft skills programs developed • List of existing upskilling programs and tools developed • Analysis completed and results reported • Work plan established for communication plan development • Regular progress reports to board on plan development	

IOWA State Workforce Development Board

2022–2024 STRATEGIC PLAN

VISION

Iowa is the greatest place to work and do business.

MISSION

Lead and support the education, training, recruitment, and retention of the greatest workforce in the country.

GOALS

1

Actively engage the business community to better understand and respond to employer needs.

- Provide guidance and support to the local system to implement a unified business services approach that is inclusive of all one-stop partners at the local level.
- Provide guidance and support for a comprehensive and user-friendly website for labor market information that is inclusive of data from economic development, workforce development, and education, which will generate customizable reports for a variety of workforce stakeholders.

2

Support Iowa*WORKS* to be customer focused, dynamic, and inclusive.

- Support efforts to advance comprehensive and integrated service delivery, including supportive service delivery, for IowaWORKS system customers.
- Improve awareness and perceptions of and customer engagement with IowaWORKS through strategic outreach and messaging efforts.
- Identify strategies for addressing the benefits (e.g., child tax credits, subsidies) “cliff,” which discourages people from entering the workforce or expanding hours worked, as well strategies to better integrate supportive services.

3

Engage and advance all Iowans in industry-relevant education and training to build a future-ready Iowa workforce.

- Assess and expand workforce system and industry partnerships to drive upskilling opportunities in demand occupations.
- Develop and promote comprehensive upskilling tools and programs to meet industry needs for both soft and technical skills.

IOWA State Workforce Development Board

Iowa State Workforce Development Board Strategic Plan

SWDB Meeting
May 13, 2022

Presenters

- Lori Collins, Senior Technical Assistance Consultant
  - Meeting Business Needs
- Gretchen Sullivan, Senior Technical Assistance Consultant
  - Customer-Focused System
- Lynn Bajorek, Principal Technical Assistance Consultant and Darcee Simon, Technical Assistance Consultant
  - Upskilling

AGENDA

1. Strategic Plan Development Process and Timeline
2. Strategic Plan Content
3. Questions and Discussion
4. Next Steps

Strategic Plan Development Process and Timeline

Strategic Planning Process and Timeline

- May-September 2021:
  - Reviewed relevant background material
  - Gathered input from Board members in Board meeting discussions
  - Gathered input from Board members and local WIOA core partner staff via online survey
  - Identified draft plan goal areas
- November 2021 planning retreat:
  - Developed SWDB vision and mission
  - Developed draft goal statements and strategy areas (in 3 goal groups)
- January-March 2022:
  - Held 3 virtual meetings with goal groups to craft and refine plan strategies and action steps
- March-April 2022:
  - Finalized plan content
- Today:
  - Presenting the plan to the Board for approval and adoption

Strategic Plan Content

PREVIEW

IOWA State Workforce Development Board

2022–2024
STRATEGIC PLAN

VISION

Iowa is the greatest place to work and do business.

MISSION

Lead and support the education, training, recruitment, and retention of the greatest workforce in the country.

GOALS

Actively engage the business community to better understand and respond to employer needs.

- Provide guidance and support to the local system to implement a unified business services approach that is inclusive of all one-stop partners at the local level.
- Provide guidance and support for a comprehensive and user-friendly website for labor market information that is inclusive of

Support Iowa*WORKS* to be customer focused, dynamic, and inclusive.

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Engage and advance all Iowans in industry-relevant education and training to build a future-ready Iowa workforce.

- Assess and expand workforce system and industry partnerships to drive upskilling opportunities in demand occupations.
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IOWA State Workforce Development Board

2022–2024
STRATEGIC PLAN

Plan Purpose: Lead and support the education, training, recruitment, and retention of the greatest workforce in the country.

Goal Group: Meeting Business Needs

Goal Statement: Actively engage the business community to better understand and respond to employer needs.

Strategy 1	Action Steps	Potential Leads	Potential Progress Indicators	Status Updates
Provide guidance and support to the local system to implement a unified business services approach that is inclusive of all one-stop partners at the local level.	1. The board can support efforts to a. strengthen relationships among agencies, partners, and programs, b. facilitate communication among partners, and c. provide education and training across partners.	• Core partner agencies	• Provision of guidance to the core partner team to identify ways the state board can accomplish this action step • Determination of opportunities and needs • Reports back to board on identified needs • Implementation of support strategies	

Vision and Mission

- Vision:
  - Iowa is the greatest place to work and do business.
- Mission:
  - Lead and support the education, training, recruitment, and retention of the greatest workforce in the country.

Plan Goals

- Meeting Business Needs:
  - Actively engage the business community to better understand and respond to employer needs.
- Customer-Focused System:
  - Support Iowa*WORKS* to be customer focused, dynamic, and inclusive.
- Upskilling:
  - Engage and advance all Iowans in industry-relevant education and training to build a future-ready Iowa workforce.

Plan Strategies: Meeting Business Needs

- Actively engage the business community to better understand and respond to employer needs.
  - Provide guidance and support to the local system to implement a unified business services approach that is inclusive of all one-stop partners at the local level.
  - Provide guidance and support for a comprehensive and user-friendly website for labor market information that is inclusive of data from economic development, workforce development, and education, which will generate customizable reports for a variety of workforce stakeholders.

Plan Strategies: Customer-Focused System

- Support IowaWORKS to be customer focused, dynamic, and inclusive.
  - Support efforts to advance comprehensive and integrated service delivery, including supportive service delivery, for Iowa*WORKS* system customers.
  - Improve awareness and perceptions of customer engagement with Iowa*WORKS* through strategic outreach and messaging efforts.
  - Identify strategies for addressing the benefits (e.g., child tax credits, subsidies) "cliff," which discourages people from entering the workforce or expanding hours worked, as well strategies to better integrate supportive services.

Plan Strategies: Upskilling

- Engage and advance all Iowans in industry-relevant education and training to build a future-ready Iowa workforce.
  - Assess and expand workforce system and industry partnerships to drive upskilling opportunities in demand occupations.
  - Develop and promote comprehensive upskilling tools and programs to meet industry needs for both soft and technical skills.

Additional Plan Components

- Action steps for each strategy
- Potential leads for strategies and action steps
  - E.g., SWDB committees, SWDB staff, WIOA core partner group, etc.
- Potential indicators of progress
- Area for status updates on plan implementation

Questions and Discussion

Next Steps

What's Ahead?

- Staffing the work
  - Board staff, agency staff, committee members, etc.
- Determining phasing of action items over the 2-year plan period
- Developing and implementing processes for tracking and reporting on progress

CONGRATULATIONS
AND THANK YOU!

IOWA*WORKS* CENTER CERTIFICATION PROCESS GUIDANCE

Context and Purpose

One-Stop certification is a process that sets standard expectations for a minimum level of quality and consistency of customer-focused services provided by partners in the Iowa workforce delivery system in and through One-Stop Career Centers (called Iowa*WORKS* Centers) across the state.

The Workforce Innovation and Opportunity Act (WIOA) requires that the State Workforce Development Board (State Board or SWDB), in consultation with chief elected officials and Local Workforce Development Boards (Local Board or LWDB), must establish objective criteria and procedures for local boards to use when certifying One-Stop Career Centers. The State Board must review and update the criteria every two years as part of the State Plan review and modification process, and the criteria must be consistent with the Governor's and State Board's guidelines, guidance, and policies on infrastructure funding decisions. Local Boards must assess and certify their comprehensive and affiliate Centers at least once every three years.

Certification authority: LWDBs have the authority and responsibility to certify comprehensive and affiliated Centers in their local areas. Iowa Workforce Development (IWD) will review LWDBs' compliance with Center certification requirements as part of the agency's oversight, compliance, and monitoring roles. Failure to certify comprehensive and affiliated Centers in accordance with established policy and timelines could result in monitoring findings for LWDBs. As described in 20 CFR 678.800, LWDBs must certify Centers in order to be eligible to use infrastructure funds in the state funding mechanism described in 20 CFR 678.730.

Local Boards may establish additional criteria, or set higher standards for service coordination, than those established by the State Board. If they choose to do so, Local Boards must review and update these additional criteria every two years as part of the Local Plan review and modification process.

Definitions and Types of One-Stop Centers

Types of One-Stop Centers

The Iowa SWDB has adopted the following definitions for Iowa*WORKS* Centers:

Comprehensive Center

Titles I and III are present full time with one other core partner present at least part time, and center provides access to all programs, services, and activities of partners not located in the center.

As required by USDOL-ETA's Training and Employment Guidance Letter (TEGL) No. 16-16, "One-Stop Operations Guidance for the American Job Center Network," a local area must have at least one physical comprehensive One-Stop center.

Affiliated Center

Two or more core partners are present with at least one of the core partners present on a full-time basis.

Satellite Center

Any location where one core or required partner is present on a permanent basis. Title I and Title III are not eligible to have stand-alone offices or be satellite centers.

Certification is required for comprehensive and affiliate centers. It is not required for satellite centers.

Certification Criteria

One-Stop certification standards set expectations for a minimum level of quality and consistency across three primary areas: physical and programmatic accessibility, effectiveness, and continuous improvement. Iowa's certification standards in these three areas were developed by the WIOA Titles I-IV Core Partners, in consultation with local partner representatives who participated in the development process, from January-October 2021. The standards were presented to the SWDB at the November 2021 meeting of the Board and were voted on and approved by the Board at its January 2022 meeting.

In the first half of 2022, WIOA Core Partners, with local partner representatives, collaborated to develop this certification process guidance, as well as related tools and training, to support official launch of the certification process for Iowa*WORKS* Centers on October 1, 2022.

Physical and Programmatic Accessibility

The Physical and Programmatic Accessibility standards align with the One-Stop certification requirements described at 20 CFR 678.800 (as well as 34 CFR 361.800 and 34 CFR 463.800) and in USDOL-ETA's Training and Employment Guidance Letter (TEGL) No. 16-16, "One-Stop Operations Guidance for the American Job Center Network." Per these requirements, certification standards related to physical and programmatic accessibility must include evaluations of how well the center ensures equal opportunity for individuals with disabilities to participate in or benefit from center services. Evaluations must include criteria evaluating how well the centers and delivery systems take actions to comply with the disability-related regulations implementing WIOA sec. 188, set forth at 29 CFR part 38, including:

- Providing reasonable accommodations for individuals with disabilities;
- Making reasonable modifications to polices, practices, and procedures where necessary to avoid discrimination against persons with disabilities;

- Administering programs in the most integrated setting appropriate;
- Communicating with persons with disabilities as effectively as with others;
- 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; and
- Providing for the physical accessibility of the center to individuals with disabilities.

The Physical and Programmatic Accessibility certification standards also address center program, service, and resource accessibility for individuals whose first language is not English and individuals with lower literacy levels.

Effectiveness

The Effectiveness standards align with the One-Stop certification requirements described at 20 CFR 678.800 (as well as 34 CFR 361.800 and 34 CFR 463.800) and in USDOL-ETA's Training and Employment Guidance Letter (TEGL) No. 16-16, "One-Stop Operations Guidance for the American Job Center Network." Per these requirements, certification standards related to effectiveness must include evaluations of how well the center:

- Integrates available services for participants and businesses.
- Meets the workforce development needs of participants and the employment needs of local employers.
- Operates in a cost-efficient manner.
- Coordinates services among the One-Stop partner programs.
- Provides access to partner program services to the maximum extent practicable; and
- Takes feedback from One-Stop customers into account in evaluation of the elements above.

Continuous Improvement

The Continuous Improvement standards align with the One-Stop certification requirements described at 20 CFR 678.800 (as well as 34 CFR 361.800 and 34 CFR 463.800) and in USDOL-ETA's Training and Employment Guidance Letter (TEGL) No. 16-16, "One-Stop Operations Guidance for the American Job Center Network." Per these requirements, certification standards related to continuous improvement include evaluations of how well the center:

- Supports the achievement of the negotiated local levels of performance for the indicators of performance for the local area;
- Establishes a regular process for identifying and responding to technical assistance needs;
- Establishes a regular system for continuing staff professional development; and
- Has systems in place to capture and respond to specific customer feedback.

Continuous improvement, in the context of the public workforce system, is the ongoing assessment and improvement of services and processes to achieve maximum benefit and value for the customer. To continually improve the system, decision makers must have data that provides insight into center performance relative to local area-wide performance targets; staff support, technical assistance, and training needs; and customer experience of the service process and results. One-stop certification standards require not just that this data is collected and analyzed, but also that it is actively and ongoingly used to improve and enhance decisions and investments, system coordination, processes and operations, and service delivery.

Types of Certification

Three types of certification may be awarded from the One-Stop Center certification review team:

- Full Certification
- Provisional Certification
- Not Certified / Decertified

Self-Assessment Process and Center Evaluation Teams

Self-Assessment Process

The self-assessment process offers local areas the opportunity to identify potential needs for technical assistance and areas for improvement prior to the center certification evaluation. All comprehensive and affiliate centers are required to complete a self-assessment as part of the center certification process. Local areas are encouraged to complete the self-assessment process at least six months prior to the center evaluation. Local board staff are encouraged to participate as members of the self-assessment team.

All five local core partner programs (Titles I-IV partners, including both Iowa Vocational Rehabilitation Services [IVRS] and Iowa Department for the Blind [IDB] partners for Title IV) must be represented as members of either the self-assessment team or the center evaluation team.

Certification Evaluation Team

The local board is responsible for forming the certification evaluation team. Teams must include an odd number of members. The certification evaluation team must include a minimum of three members including at least one business member from the board. A representative from each of the core partner programs (Title I, Title II, Title III, Title IV - IVRS, and Title IV - IDB) must participate as either a member of the self-assessment team or of the certification evaluation team. Local areas may add additional members to the evaluation team, such as additional Board members, One-Stop required/Memorandum of Understanding (MOU) partners, or customers. Evaluation teams must not include co-located partner staff in the center being reviewed or any local area board staff members.

Core partner program representatives who are not evaluation team members should be available to consult with the team related to areas of the center review requiring their subject matter expertise. The local board is responsible for voting to approve the certification results.

Certification Procedures

Certification Frequency

- Full certification: Three years
- Provisional certification: Not to exceed one year

LWDBs must ensure that centers that are new or have re-located complete the center certification process, including evaluation and submission of documents to IWD, within 90 days of opening to the public for services.

Evaluation Timeline and Process Notes

Deadlines for the first round of certification: The initial period for centers to become certified is October 1, 2022-September 30, 2023.

Scoring Approach

Each of the three certification categories has a set of required (yes/no) standards. Each evaluation team member will individually determine if a standard has been met. The final determination for each category will be based on the number of standards successfully achieved. The evaluation team must reach a consensus on the category decision for determination of certification status. For example, if two evaluation team members determine that a center has achieved full certification in a particular category and the third team member assesses the center as provisional in that category, the three members will need to discuss their determinations and come to a final, consensus decision certification status for the category.

Physical and Programmatic Accessibility

- Comprehensive Centers (9 standards total)
  - Full certification – successful achievement of 8 or more standards
  - Provisional certification – successful achievement of 5-7 standards
  - Not certified – 4 or fewer standards successfully achieved
- Affiliate Centers (9 standards total)
  - Full certification – successful achievement of 8 or more standards
  - Provisional certification – successful achievement of 5-7 standards
  - Not certified – 4 or fewer standards successfully achieved

Effectiveness

- Comprehensive Centers (14 standards total)
  - Full certification – successful achievement of 12 or more standards
  - Provisional certification – successful achievement of 9-11 standards
  - Not certified – 8 or fewer standards successfully achieved
- Affiliate Centers (13 standards total)
  - Full certification – successful achievement of 11 or more standards
  - Provisional certification – successful achievement of 8-10 standards
  - Not certified – 7 or fewer standards successfully achieved

Continuous Improvement

- Comprehensive Centers (9 standards total)
  - Full certification – successful achievement of 8 or more standards
  - Provisional certification – successful achievement of 5-7 standards
  - Not certified – 4 or fewer standards successfully achieved
- Affiliate Centers (9 standards total)
  - Full certification – successful achievement of 8 or more standards
  - Provisional certification – successful achievement of 5-7 standards
  - Not certified – 4 or fewer standards successfully achieved

Certification Determination

Full Certification: Full certification requirements have been met for each of the three categories as determined by the evaluation team.

Provisional Certification: A combination of full, provisional, and/or not certified requirements have been met across the three categories as determined by the evaluation team.

Not Certified: Evaluation of each of the three categories results in a not certified outcome as determined by the evaluation team.

The certification team will provide a final recommendation with comments related to best practices and areas of concern. If the recommendation is provisional certification or not certified, the team must clearly describe the specific issues identified for corrective action. The certification team's documentation must include evaluation forms completed by each team member. Certification decisions are expected to be unanimous, reached by discussion and consensus among evaluation team members.

A center that has received a provisional certification must be re-evaluated within six months of the initial review. At the six-month review, a decision can be made to remain provisionally certified for no more than an additional six months or to fully certify or de-certify the center. The local area is encouraged to re-evaluate a provisionally certified center as soon as the issues identified by the review team have been resolved.

If a center if not certified or is de-certified, a three-month corrective action plan to either achieve provisional certification or to close/transition services to another center location must be submitted to the SWDB. The center must then achieve full certification within six months of being not certified/decertified. State core partners will be available to consult on corrective action and provide technical assistance throughout this six-month period.

Timeline

October 1, 2022

- Official launch of the certification system

October 1, 2022-September 30, 2023

- LWDBs certify their comprehensive and affiliated centers (initial round of certification)

Late Winter-Early Spring 2024

- SWDB updates certification system as part of the WIOA State Plan review and modification process (the SWDB must review and update certification criteria every two years)

July 1, 2025-September 30, 2025

- Centers conduct self-assessment to prepare for second round of certification (particularly important if the SWDB has changed or updated the certification standards, but valuable even if not)

October 1, 2025-September 30, 2026

- LWDBs certify their comprehensive and affiliate centers (certification reassessment and renewal)

List of Supporting Documents

- Self-Assessment Tool (for self-assessment reviews)
- Evaluation Tool (for certification review team members)
- Certification Determination Summary Template

IOWA*WORKS* CENTER CERTIFICATION SELF-ASSESSMENT TOOL

Introduction

This self-assessment tool has been designed to assist local Iowa*WORKS* partners in conducting assessments of centers prior to formal center certification evaluation reviews, which will begin as of October 1, 2022. Self-assessment results can help local partners identify strengths, areas for improvement, and technical assistance needs in advance of official center certification evaluation. The tool includes the following sections:

1. Comprehensive Centers: Physical and Programmatic Accessibility
2. Affiliate Centers: Physical and Programmatic Accessibility
3. Comprehensive Centers: Effectiveness
4. Affiliate Centers: Effectiveness
5. Comprehensive and Affiliate Centers (certification standards same for both): Continuous Improvement

Local partners may use the tool in a few different ways. For example, if partners know that a Center will be seeking certification under the standards for comprehensive centers, they can focus on Sections 1, 3, and 5. Centers that plan to seek certification under the standards for affiliate centers can focus on Sections 2, 4, and 5. If local partners are unsure of whether a center would apply for certification as a comprehensive or affiliate center, self-assessing against the standards in all sections of the tool can help inform that determination. As a reminder, the Iowa State Workforce Development Board has adopted the following definitions for comprehensive and affiliate Iowa*WORKS* Centers:

- Comprehensive Center: Titles I and III are present full time with one other core partner present at least part time, and the center provides access to all programs, services, and activities of partners not located in the center. As required by USDOL-ETA's Training and Employment Guidance Letter (TEGL) No. 16-16, "One-Stop Operations Guidance for the American Job Center Network," a local area must have at least one physical comprehensive One-Stop center.
- Affiliate Center: Two or more core partners are present, with at least one of the core partners present on a full-time basis.

1. Comprehensive Centers: Physical and Programmatic Accessibility

Local Area Name:	
IowaWORKS Center Name:	
Date of On-Site Self-Assessment:	
Individual Assessment	
Evaluator Name:	
Evaluation Score (9 standards)	_____ # Yes _____ # No
Full Team Assessment	
Self-Assessment Team's Consensus Recommendation	❑ Full certification – successful achievement of 8 or more standards ❑ Provisional certification – successful achievement of 5-7 standards ❑ Not certified – 4 or fewer standards successfully achieved

The Physical and Programmatic Accessibility standards align with the One-Stop certification requirements described at 20 CFR 678.800 (as well as 34 CFR 361.800 and 34 CFR 463.800) and in USDOL-ETA's Training and Employment Guidance Letter (TEGL) No. 16-16, "One-Stop Operations Guidance for the American Job Center Network." Per these requirements, certification standards related to physical and programmatic accessibility must include evaluations of how well the Center ensures equal opportunity for individuals with disabilities to participate in or benefit from Center services. Evaluations must include criteria evaluating how well the Centers and delivery systems take actions to comply with the disability-related regulations implementing WIOA sec. 188, set forth at 29 CFR part 38, including:

- Providing reasonable accommodations for individuals with disabilities;
- Making reasonable modifications to polices, practices, and procedures where necessary to avoid discrimination against persons with disabilities;
- Administering programs in the most integrated setting appropriate;
- Communicating with persons with disabilities as effectively as with others;
- 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; and
- Providing for the physical accessibility of the Center to individuals with disabilities.

The Physical and Programmatic Accessibility certification standards also address Center program, service, and resource accessibility for individuals whose first language is not English and individuals with lower literacy levels.

Comprehensive Certification Standards	**Example Certification Indicators *Check all items reviewed***	**Score**	**Notes**
1. The Center supports knowledge development and capacity building of all partners and staff providing services in the Center by providing onboarding and regular refresher training on applicable laws, regulations, and policies regarding providing equal opportunity to all customers and ensuring nondiscrimination in service delivery.	❑ Staff training agendas/training content and training schedules ❑ Training records ❑ Staff demonstrate knowledge/familiarity when asked ❑ Job descriptions and professional development plans include this focus ❑ Other: _____	❑ Yes ❑ No	

Comprehensive Certification Standards	Example Certification Indicators *Check all items reviewed*	Score	Notes
2. The location and internal and external physical layout of the Center is accessible to and inclusive of individuals with disabilities and provides suitable space for service delivery.	❑ Monitoring documents to attest to the Center's compliance with ADA standards ❑ External: Center is on an accessible public transport line or other transport mode (e.g., van service) that is accessible to individuals with disabilities; parking lot spaces closest to the door are dedicated and marked for individuals with disabilities; the Center features ramps for wheelchair access, automatic doors, and wide paths and doorways ❑ Internal: The Center interior includes ramps as necessary; automatic doors; wide doorways; adjustable workstations; wide and easily navigable corridors; adjustable seating; and accessible restrooms ❑ Other: _____	❑ Yes ❑ No	

Comprehensive Certification Standards	**Example Certification Indicators *Check all items reviewed***	**Score**	**Notes**
3. The Center's programs and services are accessible to and inclusive of individuals with disabilities.	❑ The Disability Access Committee (DAC) is consulted to identify and address gaps in accessibility within the Centers. The DAC documents steps taken to address identified deficiencies ❑ Software programs meet the Web Content Accessibility Guidelines 2.0, AA (WCAG) standards for accessibility ❑ Vital information is 508c-compliant, as verified by a sample of documents ❑ Other: _____	❑ Yes ❑ No	

Comprehensive Certification Standards	Example Certification Indicators *Check all items reviewed*	Score	Notes
4. The Center and its programs and services are accessible to and inclusive of individuals whose first language is not English and who have lower literacy levels. Language assistance services (e.g., oral interpretation, written translation, online translation tools) are available as appropriate based on the needs of the local population and are provided in a timely manner and free of charge.	❑ Review and confirmation of available language assistance services ❑ Review and confirmation of availability of limited literacy/"plain language"-format materials ❑ Review and confirmation of vital information available in translation or availability of staff assistance and/or online or other tools to assist with translation needs as needed ❑ Materials containing vital information that are produced by the Center only in English include a "Babel notice" provided in the predominant languages, or likely to be encountered in the community, that informs readers that the material contains vital information and explains how to access language services to have the contents of the communication provided in other languages ❑ A written language access plan is being developed or updated to ensure that LEP individuals have meaningful access as outlined by the appendix in 29 CFR § 38.9 ❑ Other: _____	❑ Yes ❑ No	

Comprehensive Certification Standards	Example Certification Indicators *Check all items reviewed*	Score	Notes
5. The Center has trained staff who can proficiently use available assistive technology and aids for individuals with disabilities (e.g., visual, hearing, physical, mental, and intellectual) and help customers use it. Assistive technology and aids provided by the Center are adequate and up-to-date to ensure access to computers, software, and other Center resources and services for customers with disabilities. Center staff know which assistive technologies and aids are available and where they are located.	❑ Confirmation of available and functioning assistive technology and aids ❑ Staff training agendas/training content and training schedules ❑ Training records ❑ Staff demonstrate their knowledge/familiarity with using assistive technology and aids ❑ Documentation of consultation with the Disability Access Committee around provision of assistive technology and aids and staff training on their use ❑ Other: _____	❑ Yes ❑ No	
6. In compliance with WIOA sec. 188, the Center and/or the LWDB has policies, procedures, or other guidance in place regarding nondiscrimination and ensures equal physical and programmatic opportunity, accessibility, and inclusiveness for all customers.	❑ Published local policies, procedures, or other guidance ❑ Disability Access Committee and/or WINTAC integration continuum materials ❑ Center operational plan ❑ Center service delivery process flow/guidance ❑ Other: _____	❑ Yes ❑ No	

Comprehensive Certification Standards	Example Certification Indicators *Check all items reviewed*	Score	Notes
7. Services are provided in an integrated and inclusive setting, as appropriate for the individual customer and in accordance with applicable laws, regulations, and policies.	❑ Confirmation with staff that services for individuals with disabilities are not segregated/that individuals with disabilities are not automatically routed to providers of service for individuals with disabilities ❑ Published local policies, procedures, or other guidance ❑ Disability Access Committee and/or WINTAC integration continuum materials ❑ Center operational plan ❑ Center service delivery process flow/guidance ❑ Other: _____	❑ Yes ❑ No	

Comprehensive Certification Standards	**Example Certification Indicators *Check all items reviewed***	**Score**	**Notes**
8. All customers have equal opportunity and are provided basic career services and access to other services provided by all WIOA core, required, and locally-included/non-mandatory partners in a timely manner, either on-site at the Center, through on-demand technology/direct linkage[1], or through trained staff from another partner program[2].	❑ The local MOU reflects the coordinated service delivery method and approach for all customers, including those with disabilities ❑ If not described in the MOU, there is documentation in place that describes how all customers, including those with disabilities, have access to all of the services provided by core and required WIOA partners ❑ Other: _____	❑ Yes ❑ No	

[1] See USDOL-ETA TEGL No. 16-16. In the TEGL, "direct linkage" is defined as "providing a direct connection at the American Job Center within a reasonable time, by phone or through a real-time Web-based communication, to a program staff member who can provide program information or services, including career services, to the customer. Solely providing a phone number, Web site, information, pamphlets, or materials does not constitute a 'direct linkage.'"

[2] TEGL No. 16-16 describes "trained staff" as "having a staff member from a different partner program physically present at the American Job Center and *appropriately trained* [emphasis in the original] to provide information to customers about the programs, services, and activities available through all partner programs."

Comprehensive Certification Standards	Example Certification Indicators *Check all items reviewed*	Score	Notes
9. Center partner staff provide opportunities for competitive, integrated employment for individuals with disabilities. Competitive, integrated employment is non-segregated, community-based employment with employers that also employ individuals without disabilities, in occupations comparable to those held by employees who do not have disabilities.	❑ Published local policies, procedures, or other guidance ❑ Disability Access Committee and/or WINTAC integration continuum materials ❑ Center operational plan ❑ Center service delivery process flow/guidance ❑ Data on the types of jobs the Center is referring individuals with disabilities to and placing them in ❑ Documentation of business service team outreach to employers related to competitive, integrated employment opportunities for candidates with disabilities ❑ Other: _____	❑ Yes ❑ No	

2. Affiliate Centers: Physical and Programmatic Accessibility

Local Area Name:	
IowaWORKS Center Name:	
Date of On-Site Self-Assessment:	
Individual Assessment	
Evaluator Name:	
Evaluation Score (9 standards)	_____ # Yes _____ # No
Full Team Assessment	
Self-Assessment Team's Consensus Recommendation	❑ Full certification – successful achievement of 8 or more standards ❑ Provisional certification – successful achievement of 5-7 standards ❑ Not certified – 4 or fewer standards successfully achieved

The Physical and Programmatic Accessibility standards align with the One-Stop certification requirements described at 20 CFR 678.800 (as well as 34 CFR 361.800 and 34 CFR 463.800) and in USDOL-ETA's Training and Employment Guidance Letter (TEGL) No. 16-16, "One-Stop Operations Guidance for the American Job Center Network." Per these requirements, certification standards related to physical and programmatic accessibility must include evaluations of how well the Center ensures equal opportunity for individuals with disabilities to participate in or benefit from Center services. Evaluations must include criteria evaluating how well the Centers and delivery systems take actions to comply with the disability-related regulations implementing WIOA sec. 188, set forth at 29 CFR part 38, including:

- Providing reasonable accommodations for individuals with disabilities;
- Making reasonable modifications to polices, practices, and procedures where necessary to avoid discrimination against persons with disabilities;
- Administering programs in the most integrated setting appropriate;
- Communicating with persons with disabilities as effectively as with others;
- 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; and
- Providing for the physical accessibility of the Center to individuals with disabilities.

The Physical and Programmatic Accessibility certification standards also address Center program, service, and resource accessibility for individuals whose first language is not English and individuals with lower literacy levels.

Affiliate Certification Standards	**Example Certification Indicators *Check all items reviewed***	**Score**	**Notes**
1. The Center supports knowledge development and capacity building of all partners and staff providing services in the Center by providing onboarding and regular refresher training on applicable laws, regulations, and policies regarding providing equal opportunity to all customers and ensuring nondiscrimination in service delivery.	❑ Staff training agendas/training content and training schedules ❑ Training records ❑ Staff demonstrate knowledge/familiarity when asked ❑ Job descriptions and professional development plans include this focus ❑ Other: _____	❑ Yes ❑ No	

Affiliate Certification Standards	**Example Certification Indicators *Check all items reviewed***	**Score**	**Notes**
2. The location and internal and external physical layout of the Center is accessible to and inclusive of individuals with disabilities and provides suitable space for service delivery.	❑ Monitoring documents to attest to the Center's compliance with ADA standards ❑ External: Center is on an accessible public transport line or other transport mode (e.g., van service) that is accessible to individuals with disabilities; parking lot spaces closest to the door are dedicated and marked for individuals with disabilities; the Center features ramps for wheelchair access, automatic doors, and wide paths and doorways ❑ Internal: The Center interior includes ramps as necessary; automatic doors; wide doorways; adjustable workstations; wide and easily navigable corridors; adjustable seating; and accessible restrooms ❑ Other: _____	❑ Yes ❑ No	
3. The Center's programs and services are accessible to and inclusive of individuals with disabilities.	❑ The Disability Access Committee (DAC) is consulted to identify and address gaps in accessibility within the Centers. The DAC documents steps taken to address identified deficiencies ❑ Software programs meet the Web Content Accessibility Guidelines 2.0, AA (WCAG) standards for accessibility ❑ Vital information is 508c-compliant, as verified by a sample of documents ❑ Other: _____	❑ Yes ❑ No	

Affiliate Certification Standards	Example Certification Indicators *Check all items reviewed*	Score	Notes
4. The Center and its programs and services are accessible to and inclusive of individuals whose first language is not English and who have lower literacy levels. Language assistance services (e.g., oral interpretation, written translation, online translation tools) are available as appropriate based on the needs of the local population and are provided in a timely manner and free of charge.	❑ Review and confirmation of available language assistance services ❑ Review and confirmation of availability of limited literacy/"plain language"-format materials ❑ Review and confirmation of vital information available in translation or availability of staff assistance and/or online or other tools to assist with translation needs as needed ❑ Materials containing vital information that are produced by the Center only in English include a "Babel notice" provided in the predominant languages, or likely to be encountered in the community, that informs readers that the material contains vital information and explains how to access language services to have the contents of the communication provided in other languages ❑ A written language access plan is being developed or updated to ensure that LEP individuals have meaningful access as outlined by the appendix in 29 CFR § 38.9 ❑ Other: _____	❑ Yes ❑ No	

Affiliate Certification Standards	Example Certification Indicators *Check all items reviewed*	Score	Notes
5. The Center has trained staff who can proficiently use available assistive technology and aids for individuals with disabilities (e.g., visual, hearing, physical, mental, and intellectual) and help customers use it. Assistive technology and aids provided by the Center are adequate and up-to-date to ensure access to computers, software, and other Center resources and services for customers with disabilities. Center staff know which assistive technologies and aids are available and where they are located.	❑ Confirmation of available and functioning assistive technology and aids ❑ Staff training agendas/training content and training schedules ❑ Training records ❑ Staff demonstrate their knowledge/familiarity with using assistive technology and aids ❑ Documentation of consultation with the Disability Access Committee around provision of assistive technology and aids and staff training on their use ❑ Other: _____	❑ Yes ❑ No	
6. In compliance with WIOA sec. 188, the Center and/or the LWDB has policies, procedures, or other guidance in place regarding nondiscrimination and ensures equal physical and programmatic opportunity, accessibility, and inclusiveness for all customers.	❑ Published local policies, procedures, or other guidance ❑ Disability Access Committee and/or WINTAC integration continuum materials ❑ Center operational plan ❑ Center service delivery process flow/guidance ❑ Other: _____	❑ Yes ❑ No	

Affiliate Certification Standards	Example Certification Indicators *Check all items reviewed*	Score	Notes
7. Services are provided in an integrated and inclusive setting, as appropriate for the individual customer and in accordance with applicable laws, regulations, and policies.	❑ Confirmation with staff that services for individuals with disabilities are not segregated/that individuals with disabilities are not automatically routed to providers of service for individuals with disabilities ❑ Published local policies, procedures, or other guidance ❑ Disability Access Committee and/or WINTAC integration continuum materials ❑ Center operational plan ❑ Center service delivery process flow/guidance ❑ Other: _____	❑ Yes ❑ No	
8. The Center maximizes customers' equal opportunity and timely access to the programs and services of non-co-located One-Stop core and required partners through methods such as trained staff from on-site partner programs, direct linkage, "warm" referral[3], and/or other methods.	❑ The local MOU reflects the coordinated service delivery method and approach for all customers, including those with disabilities ❑ If not described in the MOU, there is documentation in place that describes how all customers, including those with disabilities, have access to all of the services provided by core and required WIOA partners ❑ Other: _____	❑ Yes ❑ No	

[3] "Warm referral" means that Center staff make direct contact with other programs on behalf of the customer to schedule necessary appointments and follow-up in a timely manner, rather than requiring the customer to manage his/her own referral.

Affiliate Certification Standards	Example Certification Indicators *Check all items reviewed*	Score	Notes
9. Center partner staff provide opportunities for competitive, integrated employment for individuals with disabilities. Competitive, integrated employment is non-segregated, community-based employment with employers that also employ individuals without disabilities, in occupations comparable to those held by employees who do not have disabilities.	❑ Published local policies, procedures, or other guidance ❑ Disability Access Committee and/or WINTAC integration continuum materials ❑ Center operational plan ❑ Center service delivery process flow/guidance ❑ Data on the types of jobs the Center is referring individuals with disabilities to and placing them in ❑ Documentation of business service team outreach to employers related to competitive, integrated employment opportunities for candidates with disabilities ❑ Other: _____	❑ Yes ❑ No	

3. Comprehensive Centers: Effectiveness

Local Area Name:	
IowaWORKS Center Name:	
Date of On-Site Self-Assessment:	
Individual Assessment	
Evaluator Name:	
Evaluation Score (14 standards)	_____ # Yes _____ # No
Full Team Assessment	
Self-Assessment Team's Consensus Recommendation	❑ Full certification – successful achievement of 12 or more standards ❑ Provisional certification – successful achievement of 9-11 standards ❑ Not certified – 8 or fewer standards successfully achieved

The Effectiveness standards align with the One-Stop certification requirements described at 20 CFR 678.800 (as well as 34 CFR 361.800 and 34 CFR 463.800) and in USDOL-ETA's Training and Employment Guidance Letter (TEGL) No. 16-16, "One-Stop Operations Guidance for the American Job Center Network." Per these requirements, certification standards related to effectiveness must include evaluations of how well the Center:

- Integrates available services for participants and businesses.
- Meets the workforce development needs of participants and the employment needs of local employers.
- Operates in a cost-efficient manner.
- Coordinates services among the One-Stop partner programs.

- Provides access to partner program services to the maximum extent practicable; and
- Takes feedback from One-Stop customers into account in evaluation of the elements above.

Comprehensive Certification Standards	**Example Certification Indicators** ***Check all items reviewed***	**Score**	**Notes**
1. Center staff who perform the Welcome and Exploratory Services functions are cross trained to be knowledgeable with the functions and basic eligibility requirements of each program.	❑ Agendas, training materials, meeting notes which document the partners sharing services and resources ❑ Memorandum of Understanding ❑ Customer satisfaction surveys ❑ Job descriptions/documents outlining job duties ❑ Other: _____	❑ Yes ❑ No	
2. The Center ensures that customers have access to all One-Stop programs and services through co-located on-site staff, the use of appropriately trained on-site partner staff[4], or direct technology linkage[5]. In addition, the Center has a process in place to ensure that referrals to One-Stop or other partners that are not co-located in the Center are "warm" [6]and facilitated.	❑ Memorandum of Understanding ❑ Policy and procedure documents ❑ SOPs ❑ Case notes ❑ Other: _____	❑ Yes ❑ No	

[4] USDOL-ETA TEGL No. 16-16 describes "trained staff" as "having a staff member from a different partner program physically present at the American Job Center and *appropriately trained* [emphasis in the original] to provide information to customers about the programs, services, and activities available through all partner programs."

[5] USDOL-ETA TEGL No. 16-16 defines "direct linkage" as "providing a direct connection at the American Job Center within a reasonable time, by phone or through a real-time Web-based communication, to a program staff member who can provide program information or services, including career services, to the customer. Solely providing a phone number, Web site, information, pamphlets, or materials does not constitute a 'direct linkage.'"

[6] "Warm referral" means that Center staff make direct contact with other programs on behalf of the customer to schedule necessary appointments and follow-up in a timely manner, rather than requiring the customer to manage his/her own referral.

Comprehensive Certification Standards	**Example Certification Indicators** ***Check all items reviewed***	**Score**	**Notes**
3. The Center has a documented, seamless customer flow process that is integrated and inclusive of the following activities: ❑ Welcome, intake, and orientation ❑ Management of the Exploratory Services Area ❑ Workshops ❑ Development of the Individual Employment Plan (IEP) or service plan ❑ Assessment – informal and/or formal ❑ Referrals ❑ Any other activities as defined by the local workforce development board	❑ Customer flow chart or similar document ❑ WIOA service integration continuum self-assessment results and next steps template document ❑ SOPs ❑ Memorandum of Understanding ❑ Other: _____	❑ Yes ❑ No	

Comprehensive Certification Standards	**Example Certification Indicators** ***Check all items reviewed***	**Score**	**Notes**
4. Center staff are organized on functional teams that are intuitive to customers, rather than organized by program or partners. Centers must include one or more Teams that provide Welcoming, Exploratory Services, Career Services, Business Engagement, and any others determined by the local workforce development board or the Center, and each team has an organized team structure (Iowa WIOA Policy Chapter 1, Section 4.9, "Characteristics of the One-Stop Delivery System").	❑ Organizational chart that outlines the functional teams and their roles ❑ Memorandum of Understanding ❑ Meeting summaries/notes from internal team meetings ❑ Other: _____	❑ Yes ❑ No	
5. Through coordination by the One-Stop Operator, leadership staff of on-site partners collaborate to manage the functions of the Center.	❑ Center organizational chart ❑ Agendas and meeting notes documentation ❑ SOPs ❑ Other: _____	❑ Yes ❑ No	

Comprehensive Certification Standards	Example Certification Indicators *Check all items reviewed*	Score	Notes
6. The Center uses a team-based case management approach for customers who are receiving services from multiple partners based on their individual needs, with appropriate processes and methods in place for partners to share customer information to meet the full range of customer needs.	❑ Center SOPs ❑ Memorandum of Understanding ❑ Documentation of the Center's use of the Integrated Resource Team model ❑ Minutes of service planning/case management team meetings ❑ Case notes ❑ Confidentiality agreements and/or other information sharing agreements ❑ Other: _____	❑ Yes ❑ No	
7. The Center uses customer feedback and data to assess and improve job seeker and employer satisfaction and the quality of services at the Center.	❑ Documentation of the Center's review of and response to customer feedback gathered through surveys, interviews or focus groups, customer suggestions, VOS greeter, etc. ❑ Notes/summaries of Center management team, functional team, and partner meetings ❑ Other: _____	❑ Yes ❑ No	
8. The Center uses demographic data to support customer outreach and service strategies to ensure equitable access and quality services for all customers.	❑ Documentation of the Center's review of demographic and/or other available data ❑ Notes/summaries of Center management team, functional team, and partner meetings ❑ Other: _____	❑ Yes ❑ No	

Comprehensive Certification Standards	Example Certification Indicators *Check all items reviewed*	Score	Notes
9. The Center operates in a cost-effective manner. Center partners share Center costs as required by and in alignment with the Infrastructure Funding Agreement.	❑ One-Stop operating budget that is reconciled in accordance with policy and Infrastructure Funding Agreement that outlines costs shared by partners ❑ Memorandum of Understanding ❑ Other: _____	❑ Yes ❑ No	
10. The Center's integrated business services team shares information across partners to better serve business customers, streamlines outreach to and communications with businesses, and utilizes a single point of contact approach with business customers to represent the integrated business services team.	❑ Organizational chart of Center ❑ Written documentation of business services team and approach ❑ SOPs ❑ LWDB policy ❑ Integrated informational and marketing materials ❑ Other: _____	❑ Yes ❑ No	

Comprehensive Certification Standards	Example Certification Indicators *Check all items reviewed*	Score	Notes
11. The Center's floorplan/design includes adequate space and capacity to appropriately meet customers' needs and includes: ❑ Organization and signage by function (as listed in standard #4) rather than by program ❑ A welcoming and comfortable "front of the Center" space ❑ Adequate office space for privacy and confidentiality, when needed ❑ Adequate classroom/workshop space ❑ Adequate technology, computer resources, or lab space ❑ Sufficient multi-purpose space adaptable to meet changing needs In addition, Center hours of operation accommodate the schedules of individuals who are not able to access the Center during regular business hours, as needed.	❑ Assessment of Center design and physical space related to the elements listed in the standard ❑ Floorplans/Center layout ❑ Center physical space signage/labeling ❑ Center operating schedule ❑ Other: _____	❑ Yes ❑ No	

Comprehensive Certification Standards	Example Certification Indicators *Check all items reviewed*	Score	Notes
12. The Center has a formal communication plan to share information and coordinate with all partner staff, including staff housed at affiliate Centers. The Center also holds regular meetings of on-site partners and includes other partners as needed.	❑ Communications plan ❑ Agendas and notes from Center, functional team, and partner meetings ❑ Communication or organizational chart ❑ MOU ❑ Local Plan ❑ Other: _____	❑ Yes ❑ No	
13. The Center management team or One-Stop Operator provides regular reports to the local workforce development board regarding Center operations, performance/outcomes metrics, and customer satisfaction/quality of services to customers.	❑ Board minutes, meeting notes ❑ Center management team reports ❑ Other: _____	❑ Yes ❑ No	
14. Center signage, Center staff identifiers (including nametags, badges, email signatures, and voicemail greetings), and Center promotional materials, educational materials, fliers, pamphlets, social media posts, etc. reflect the IowaWORKS brand and appropriate use of American Job Center branding, not solely the branding of individual agencies, boards, or programs.	❑ Review of Center signage, staff identifiers, materials, etc. ❑ Policies and procedures ❑ Communications plan ❑ Social media policies ❑ Other: _____	❑ Yes ❑ No	

4. Affiliate Centers: Effectiveness

Local Area Name:	
IowaWORKS Center Name:	
Date of On-Site Self-Assessment:	
Individual Assessment	
Evaluator Name:	
Evaluation Score (13 standards)	_____ # Yes _____ # No
Full Team Assessment	
Self-Assessment Team's Consensus Recommendation	❑ Full certification – successful achievement of 11 or more standards ❑ Provisional certification – successful achievement of 8-10 standards ❑ Not certified – 7 or fewer standards successfully achieved

The Effectiveness standards align with the One-Stop certification requirements described at 20 CFR 678.800 (as well as 34 CFR 361.800 and 34 CFR 463.800) and in USDOL-ETA's Training and Employment Guidance Letter (TEGL) No. 16-16, "One-Stop Operations Guidance for the American Job Center Network." Per these requirements, certification standards related to effectiveness must include evaluations of how well the Center:

- Integrates available services for participants and businesses.
- Meets the workforce development needs of participants and the employment needs of local employers.
- Operates in a cost-efficient manner.
- Coordinates services among the One-Stop partner programs.

- Provides access to partner program services to the maximum extent practicable; and
- Takes feedback from One-Stop customers into account in evaluation of the elements above.

Affiliate Certification Standards	**Example Certification Indicators** ***Check all items reviewed***	**Score**	**Notes**
1. Center staff who perform the Welcome and Exploratory Services functions are cross trained to be knowledgeable with the functions and basic eligibility requirements of each program.	❑ Agendas, training materials, meeting notes which document the partners sharing services and resources ❑ Memorandum of Understanding ❑ Customer satisfaction surveys ❑ Job descriptions/documents outlining job duties ❑ Other: _____	❑ Yes ❑ No	
2. The Center maximizes customers' timely access to the programs and services of non-co-located One-Stop core and required partners through "warm" and facilitated referrals and/or other methods, such as using trained staff from on-site partner programs or direct technology linkage.	❑ Memorandum of Understanding ❑ Policy and procedure documents ❑ SOPs ❑ Case notes ❑ Other: _____	❑ Yes ❑ No	

Affiliate Certification Standards	Example Certification Indicators *Check all items reviewed*	Score	Notes
3. The Center has a documented, seamless customer flow process that is integrated and inclusive of the following activities: ❑ Welcome, intake, and orientation ❑ Management of the Exploratory Services Area ❑ Development of the Individual Employment Plan (IEP) or service plan ❑ Assessment – informal and/or formal ❑ Referrals ❑ Any other activities as defined by the local workforce development board	❑ Customer flow chart or similar document ❑ WIOA service integration continuum self-assessment results and next steps template document ❑ SOPs ❑ Memorandum of Understanding ❑ Other: _____	❑ Yes ❑ No	
4. Leadership staff of on-site partners collaborate to manage the functions of the Center. Management of Center functions may be coordinated by the One-Stop Operator if the local workforce development board had given the Operator this role in affiliate Centers.	❑ Center organizational chart ❑ Agendas and meeting notes documentation ❑ SOPs ❑ Other: _____	❑ Yes ❑ No	

Affiliate Certification Standards	Example Certification Indicators *Check all items reviewed*	Score	Notes
5. Affiliate Center staff use a team-based case management approach for customers who are receiving services from multiple partners in the affiliate Center. For customers who are receiving services from both affiliate and comprehensive Center partners, there is a process in place to coordinate case management with the comprehensive Center in the local area.	❑ Center SOPs ❑ Memorandum of Understanding ❑ Documentation of the Center's use of the Integrated Resource Team model ❑ Minutes of service planning/case management team meetings ❑ Case notes ❑ Confidentiality agreements and/or other information sharing agreements ❑ Other: _____	❑ Yes ❑ No	
6. The Center uses customer feedback and data to assess and improve job seeker and employer satisfaction and the quality of services at the Center.	❑ Documentation of the Center's review of and response to customer feedback gathered through surveys, interviews or focus groups, customer suggestions, VOS greeter, etc. ❑ Notes/summaries of Center management team, functional team, and partner meetings ❑ Other: _____	❑ Yes ❑ No	
7. The Center uses demographic data to support customer outreach and service strategies to ensure equitable access and quality services for all customers.	❑ Documentation of the Center's review of demographic and/or other available data ❑ Notes/summaries of Center management team, functional team, and partner meetings ❑ Other: _____	❑ Yes ❑ No	

Affiliate Certification Standards	Example Certification Indicators *Check all items reviewed*	Score	Notes
8. The Center operates in a cost-effective manner. Center partners share Center costs as required by and in alignment with the Infrastructure Funding Agreement.	❑ One-Stop operating budget that is reconciled in accordance with policy and Infrastructure Funding Agreement that outlines costs shared by partners ❑ Memorandum of Understanding ❑ Other: _____	❑ Yes ❑ No	
9. The Center coordinates any business customer-facing activity with the comprehensive Center's integrated business services team.	❑ Organizational chart of Center ❑ Written documentation of business services team and approach ❑ SOPs ❑ LWDB policy ❑ Integrated informational and marketing materials ❑ Other: _____	❑ Yes ❑ No	

Affiliate Certification Standards	Example Certification Indicators *Check all items reviewed*	Score	Notes
10. The Center's floorplan/design includes adequate space and capacity to appropriately meet customers' needs and includes, as feasible and as appropriate: ❑ Organization and signage by function rather than by program ❑ A welcoming and comfortable "front of the Center" space ❑ Adequate office space for privacy and confidentiality, when needed ❑ Adequate classroom/workshop space ❑ Adequate technology and computer resources ❑ Sufficient multi-purpose space adaptable to meet changing needs In addition, Center hours of operation accommodate the schedules of individuals who are not able to access the Center during regular business hours, as needed.	❑ Assessment of Center design and physical space related to the elements listed in the standard ❑ Floorplans/Center layout ❑ Center physical space signage/labeling ❑ Center operating schedule ❑ Other: _____	❑ Yes ❑ No	

Affiliate Certification Standards	Example Certification Indicators *Check all items reviewed*	Score	Notes
11. The Center has a process in place to share information among on-site partner staff. The Center also has a process in place to share information and coordinate with partner staff housed in the comprehensive Center(s).	❑ Communications plan ❑ Agendas and notes from Center, functional team, and partner meetings ❑ Communication or organizational chart ❑ MOU ❑ Local plan ❑ Other: _____	❑ Yes ❑ No	
12. The Center management team provides regular reports to the local workforce development board regarding Center operations, performance/outcomes metrics, and customer satisfaction/quality of services to customers. Preparation and submission of these reports may be coordinated by the One-Stop Operator if the local workforce development board had given the Operator this role in affiliate Centers.	❑ Board minutes, meeting notes ❑ Center management team reports ❑ Other: _____	❑ Yes ❑ No	

Affiliate Certification Standards	**Example Certification Indicators** ***Check all items reviewed***	**Score**	**Notes**
13. Center signage, Center staff identifiers (including nametags, badges, email signatures, and voicemail greetings), and Center promotional materials, educational materials, fliers, pamphlets, social media posts, etc. reflect the Iowa*WORKS* brand and appropriate use of American Job Center branding, not solely the branding of individual agencies, boards, or programs.	❑ Review of Center signage, staff identifiers, materials, etc. ❑ Policies and procedures ❑ Communications plan ❑ Social media policies ❑ Other: _____	❑ Yes ❑ No	

5. Comprehensive and Affiliate Centers: Continuous Improvement

Local Area Name:	
IowaWORKS Center Name:	
Date of On-Site Self-Assessment:	
Individual Assessment	
Evaluator Name:	
Evaluation Score (9 standards)	_____ # Yes _____ # No
Full Team Assessment	
Self-Assessment Team's Consensus Recommendation	❑ Full certification – successful achievement of 8 or more standards ❑ Provisional certification – successful achievement of 5-7 standards ❑ Not certified – 4 or fewer standards successfully achieved

The Continuous Improvement standards align with the One-Stop certification requirements described at 20 CFR 678.800 (as well as 34 CFR 361.800 and 34 CFR 463.800) and in USDOL-ETA's Training and Employment Guidance Letter (TEGL) No. 16-16, "One-Stop Operations Guidance for the American Job Center Network." Per these requirements, certification standards related to continuous improvement include evaluations of how well the Center:

- Supports the achievement of the negotiated local levels of performance for the indicators of performance for the local area;
- Establishes a regular process for identifying and responding to technical assistance needs;

- Establishes a regular system for continuing staff professional development; and
- Has systems in place to capture and respond to specific customer feedback.

Continuous improvement, in the context of the public workforce system, is the ongoing assessment and improvement of services and processes to achieve maximum benefit and value for the customer. To continually improve the system, decision makers must have data that provides insight into Center performance relative to local area-wide performance targets; staff support, technical assistance, and training needs; and customer experience of the service process and results. One-stop certification standards require not just that this data is collected and analyzed, but also that it is actively and ongoingly used to improve and enhance decisions and investments, system coordination, processes and operations, and service delivery.

Note: **All continuous improvement standards apply to both comprehensive and affiliate Centers.**

Comprehensive and Affiliate Certification Standards	**Example Certification Indicators *Check all items reviewed***	**Score**	**Notes**
1. A method or process exists to identify professional development needs of center staff.	❑ Written process/method ❑ Professional development schedule ❑ Staff interviews ❑ Observation ❑ Other: _____	❑ Yes ❑ No	
2. Center staff are provided on-going training and cross-training to ensure they have the knowledge necessary to appropriately and effectively serve and/or refer customers.	❑ Training schedule, attendance rosters ❑ Staff interviews ❑ Training certificates ❑ Other: _____	❑ Yes ❑ No	

Comprehensive and Affiliate Certification Standards	Example Certification Indicators *Check all items reviewed*	Score	Notes
3. Each partner agency providing service in the center commits to supporting and making available professional learning opportunities for their staff.	❑ Training schedule ❑ Meeting notes ❑ Charter or another organizing document ❑ Training certificates ❑ MOU ❑ Other: _____	❑ Yes ❑ No	
4. Methods are in place to track customer satisfaction and feedback. These results are reported regularly to the local workforce development board and are used to refine service delivery within the center.	❑ Policy and/or process documents ❑ Customer satisfaction data (collected locally or at the state level) ❑ Data from customer interviews, focus groups, surveys, etc. ❑ Data analysis ❑ Meeting summaries where information was discussed ❑ Local WDB meeting minutes ❑ Other: _____	❑ Yes ❑ No	
5. The center has demonstrated high customer satisfaction from job seeking customers as determined by the Local WDB.	❑ Customer satisfaction data (collected locally or at the state level) ❑ Data from customer interviews, focus groups, surveys, etc. ❑ Other: _____	❑ Yes ❑ No	
6. The center has demonstrated high customer satisfaction from business customers as determined by the Local WDB.	❑ Customer satisfaction data (collected locally or at the state level) ❑ Data from customer interviews, focus groups, surveys, etc. ❑ Other: _____	❑ Yes ❑ No	

Comprehensive and Affiliate Certification Standards	Example Certification Indicators *Check all items reviewed*	Score	Notes
7. Center partners demonstrate a shared commitment to providing customers with high-quality, impactful service experiences[7].	❑ Center service delivery vision, mission, and/or values ❑ Customer-centered design work documents/materials ❑ MOU ❑ Charter ❑ Meeting notes ❑ Staff interviews ❑ Observation ❑ Other: _____	❑ Yes ❑ No	
8. The center has robust internal processes in place to assess and improve operational efficiency and effectiveness, including but not limited to the level and effectiveness of partner integration, service planning and delivery coordination, center processes (e.g., welcome, referral, and other processes), review of WIOA key performance measures, etc.	❑ Written assessment process/method and results ❑ Meeting notes ❑ Process improvement documents ❑ Customer survey results ❑ Staff interviews ❑ WINTAC integration continuum materials ❑ Analysis of performance data/reports ❑ Other: _____	❑ Yes ❑ No	

[7] See USDOL-ETA TEGL No. 04-15, "Vision for the One-Stop Delivery System under the Workforce Innovation and Opportunity Act (WIOA)."

Comprehensive and Affiliate Certification Standards	**Example Certification Indicators *Check all items reviewed***	**Score**	**Notes**
9. The center tracks progress of partner integration efforts through the use of the WINTAC integration model, or another model approved by the SWDB, to positively impact system integration across multiple center services, including outreach and intake, assessment, career services, case management, career pathways, and business engagement.	❑ Written process/method ❑ Meeting notes ❑ Process improvement documents ❑ WINTAC integration continuum materials ❑ Integration Continuum Major Processes Desk Aid ❑ Disability Access Committee meeting notes/reports ❑ Other: _____	❑ Yes ❑ No	

IOWA*WORKS* CENTER CERTIFICATION EVALUATION TOOL

Introduction

This tool has been designed to assist local Iowa*WORKS* center certification evaluation teams conduct formal reviews of centers against the established certification standards for Physical and Programmatic Accessibility, Effectiveness, and Continuous Improvement. Iowa's initial center certification period begins on October 1, 2022 and runs through September 30, 2023, during which Local Workforce Development Boards must certify all comprehensive and affiliate centers in their local workforce areas. As a reminder, the Iowa State Workforce Development Board has adopted the following definitions for comprehensive and affiliate Iowa*WORKS* Centers:

- Comprehensive Center: Titles I and III are present full time with one other core partner present at least part time, and the center provides access to all programs, services, and activities of partners not located in the center. As required by USDOL-ETA's Training and Employment Guidance Letter (TEGL) No. 16-16, "One-Stop Operations Guidance for the American Job Center Network," a local area must have at least one physical comprehensive One-Stop center.
- Affiliate Center: Two or more core partners are present, with at least one of the core partners present on a full-time basis.

This center certification evaluation tool includes the following sections:

1. Comprehensive Centers: Physical and Programmatic Accessibility
2. Affiliate Centers: Physical and Programmatic Accessibility
3. Comprehensive Centers: Effectiveness
4. Affiliate Centers: Effectiveness
5. Comprehensive and Affiliate Centers (certification standards same for both): Continuous Improvement

Each center certification evaluation team member must complete this tool individually. Evaluation team members must complete Sections 1, 3, and 5 for comprehensive centers, and Sections 2, 4, and 5 for affiliate centers. Center certification evaluation team members should provide notes in the "Comments" space provided on center best practices as well as any particular areas of concern. Once individual team members

have completed their evaluations, they must discuss and come to consensus on a unanimous recommendation (full certification, provisional certification, or not certified) for each of the three certification standards categories.

Overall determinations for a center's certification status will be made as follows:

- Full Certification: Full certification requirements have been met for each of the three categories as determined by the evaluation team.
- Provisional Certification: A combination of full, provisional, and/or not certified requirements have been met across the three categories as determined by the evaluation team.
- Not Certified: Evaluation of each of the three categories results in a not certified outcome as determined by the evaluation team.

The certification evaluation team will provide a final recommendation with comments related to best practices and areas of concern. If the recommendation is provisional certification or not certified, the team must clearly describe the specific issues identified for corrective action. The certification team's documentation must include evaluation forms completed by each team member. Certification decisions are expected to be unanimous, reached by discussion and consensus among evaluation team members.

1. Comprehensive Centers: Physical and Programmatic Accessibility

Local Area Name:	
Iowa*WORKS* Center Name:	
Date of On-Site Evaluation:	
Individual Evaluation	
Evaluator Name:	
Evaluation Score (9 standards)	_____ # Yes _____ # No

Full Team Evaluation	
Evaluation Team's Consensus Recommendation	❑ Full certification – successful achievement of 8 or more standards ❑ Provisional certification – successful achievement of 5-7 standards ❑ Not certified – 4 or fewer standards successfully achieved

The Physical and Programmatic Accessibility standards align with the One-Stop certification requirements described at 20 CFR 678.800 (as well as 34 CFR 361.800 and 34 CFR 463.800) and in USDOL-ETA's Training and Employment Guidance Letter (TEGL) No. 16-16, "One-Stop Operations Guidance for the American Job Center Network." Per these requirements, certification standards related to physical and programmatic accessibility must include evaluations of how well the Center ensures equal opportunity for individuals with disabilities to participate in or benefit from Center services. Evaluations must include criteria evaluating how well the Centers and delivery systems take actions to comply with the disability-related regulations implementing WIOA sec. 188, set forth at 29 CFR part 38, including:

- Providing reasonable accommodations for individuals with disabilities;
- Making reasonable modifications to polices, practices, and procedures where necessary to avoid discrimination against persons with disabilities;
- Administering programs in the most integrated setting appropriate;
- Communicating with persons with disabilities as effectively as with others;
- 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; and
- Providing for the physical accessibility of the Center to individuals with disabilities.

The Physical and Programmatic Accessibility certification standards also address Center program, service, and resource accessibility for individuals whose first language is not English and individuals with lower literacy levels.

Comprehensive Certification Standards	**Example Certification Indicators *Check items reviewed***	**Score**	**Comments**
1. The Center supports knowledge development and capacity building of all partners and staff providing services in the Center by providing onboarding and regular refresher training on applicable laws, regulations, and policies regarding providing equal opportunity to all customers and ensuring nondiscrimination in service delivery.	❑ Staff training agendas/training content and training schedules ❑ Training records ❑ Staff demonstrate knowledge/familiarity when asked ❑ Job descriptions and professional development plans include this focus ❑ Other: _____	❑ Yes ❑ No	❑ Promising practice ❑ Area of concern

Comprehensive Certification Standards	Example Certification Indicators *Check items reviewed*	Score	Comments
2. The location and internal and external physical layout of the Center is accessible to and inclusive of individuals with disabilities and provides suitable space for service delivery.	❑ Monitoring documents to attest to the Center's compliance with ADA standards ❑ External: Center is on an accessible public transport line or other transport mode (e.g., van service) that is accessible to individuals with disabilities; parking lot spaces closest to the door are dedicated and marked for individuals with disabilities; the Center features ramps for wheelchair access, automatic doors, and wide paths and doorways ❑ Internal: The Center interior includes ramps as necessary; automatic doors; wide doorways; adjustable workstations; wide and easily navigable corridors; adjustable seating; and accessible restrooms ❑ Other: _____	❑ Yes ❑ No	❑ Promising practice ❑ Area of concern

Comprehensive Certification Standards	Example Certification Indicators *Check items reviewed*	Score	Comments
3. The Center's programs and services are accessible to and inclusive of individuals with disabilities.	❑ The Disability Access Committee (DAC) is consulted to identify and address gaps in accessibility within the Centers. The DAC documents steps taken to address identified deficiencies ❑ Software programs meet the Web Content Accessibility Guidelines 2.0, AA (WCAG) standards for accessibility ❑ Vital information is 508c-compliant, as verified by a sample of documents ❑ Other: _____	❑ Yes ❑ No	❑ Promising practice ❑ Area of concern

4. The Center and its programs and services are accessible to and inclusive of individuals whose first language is not English and who have lower literacy levels. Language assistance services (e.g., oral interpretation, written translation, online translation tools) are available as appropriate based on the needs of the local population and are provided in a timely manner and free of charge.	❑ Review and confirmation of available language assistance services ❑ Review and confirmation of availability of limited literacy/"plain language"-format materials ❑ Review and confirmation of vital information available in translation or availability of staff assistance and/or online or other tools to assist with translation needs as needed ❑ Materials containing vital information that are produced by the Center only in English include a "Babel notice" provided in the predominant languages, or likely to be encountered in the community, that informs readers that the material contains vital information and explains how to access language services to have the contents of the communication provided in other languages ❑ A written language access plan is being developed or updated to ensure that LEP individuals have meaningful access as outlined by the appendix in 29 CFR § 38.9 ❑ Other: _____	❑ Yes ❑ No	❑ Promising practice ❑ Area of concern

Comprehensive Certification Standards	Example Certification Indicators *Check items reviewed*	Score	Comments
5. The Center has trained staff who can proficiently use available assistive technology and aids for individuals with disabilities (e.g., visual, hearing, physical, mental, and intellectual) and help customers use it. Assistive technology and aids provided by the Center are adequate and up-to-date to ensure access to computers, software, and other Center resources and services for customers with disabilities. Center staff know which assistive technologies and aids are available and where they are located.	❑ Confirmation of available and functioning assistive technology and aids ❑ Staff training agendas/training content and training schedules ❑ Training records ❑ Staff demonstrate their knowledge/familiarity with using assistive technology and aids ❑ Documentation of consultation with the Disability Access Committee around provision of assistive technology and aids and staff training on their use ❑ Other: _____	❑ Yes ❑ No	❑ Promising practice ❑ Area of concern
6. In compliance with WIOA sec. 188, the Center and/or the LWDB has policies, procedures, or other guidance in place regarding nondiscrimination and ensures equal physical and programmatic opportunity, accessibility, and inclusiveness for all customers.	❑ Published local policies, procedures, or other guidance ❑ Disability Access Committee and/or WINTAC integration continuum materials ❑ Center operational plan ❑ Center service delivery process flow/guidance ❑ Other: _____	❑ Yes ❑ No	❑ Promising practice ❑ Area of concern

Comprehensive Certification Standards	Example Certification Indicators *Check items reviewed*	Score	Comments
7. Services are provided in an integrated and inclusive setting, as appropriate for the individual customer and in accordance with applicable laws, regulations, and policies.	❑ Confirmation with staff that services for individuals with disabilities are not segregated/that individuals with disabilities are not automatically routed to providers of service for individuals with disabilities ❑ Published local policies, procedures, or other guidance ❑ Disability Access Committee and/or WINTAC integration continuum materials ❑ Center operational plan ❑ Center service delivery process flow/guidance ❑ Other: _____	❑ Yes ❑ No	❑ Promising practice ❑ Area of concern

Comprehensive Certification Standards	Example Certification Indicators *Check items reviewed*	Score	Comments
8. All customers have equal opportunity and are provided basic career services and access to other services provided by all WIOA core, required, and locally-included/non-mandatory partners in a timely manner, either on-site at the Center, through on-demand technology/direct linkage[1], or through trained staff from another partner program[2].	❑ The local MOU reflects the coordinated service delivery method and approach for all customers, including those with disabilities ❑ If not described in the MOU, there is documentation in place that describes how all customers, including those with disabilities, have access to all of the services provided by core and required WIOA partners ❑ Other: _____	❑ Yes ❑ No	❑ Promising practice ❑ Area of concern

[1] See USDOL-ETA TEGL No. 16-16. In the TEGL, "direct linkage" is defined as "providing a direct connection at the American Job Center within a reasonable time, by phone or through a real-time Web-based communication, to a program staff member who can provide program information or services, including career services, to the customer. Solely providing a phone number, Web site, information, pamphlets, or materials does not constitute a 'direct linkage.'"

[2] TEGL No. 16-16 describes "trained staff" as "having a staff member from a different partner program physically present at the American Job Center and *appropriately trained* [emphasis in the original] to provide information to customers about the programs, services, and activities available through all partner programs."

Comprehensive Certification Standards	**Example Certification Indicators *Check items reviewed***	**Score**	**Comments**
9. Center partner staff provide opportunities for competitive, integrated employment for individuals with disabilities. Competitive, integrated employment is non-segregated, community-based employment with employers that also employ individuals without disabilities, in occupations comparable to those held by employees who do not have disabilities.	❑ Published local policies, procedures, or other guidance ❑ Disability Access Committee and/or WINTAC integration continuum materials ❑ Center operational plan ❑ Center service delivery process flow/guidance ❑ Data on the types of jobs the Center is referring individuals with disabilities to and placing them in ❑ Documentation of business service team outreach to employers related to competitive, integrated employment opportunities for candidates with disabilities ❑ Other: _____	❑ Yes ❑ No	❑ Promising practice ❑ Area of concern

2. Affiliate Centers: Physical and Programmatic Accessibility

Local Area Name:	
IowaWORKS Center Name:	
Date of On-Site Evaluation:	
Individual Evaluation	
Evaluator Name:	
Evaluation Score (9 standards)	_____ # Yes _____ # No
Full Team Evaluation	
Evaluation Team's Consensus Recommendation	❑ Full certification – successful achievement of 8 or more standards ❑ Provisional certification – successful achievement of 5-7 standards ❑ Not certified – 4 or fewer standards successfully achieved

The Physical and Programmatic Accessibility standards align with the One-Stop certification requirements described at 20 CFR 678.800 (as well as 34 CFR 361.800 and 34 CFR 463.800) and in USDOL-ETA's Training and Employment Guidance Letter (TEGL) No. 16-16, "One-Stop Operations Guidance for the American Job Center Network." Per these requirements, certification standards related to physical and programmatic accessibility must include evaluations of how well the Center ensures equal opportunity for individuals with disabilities to participate in or benefit from Center services. Evaluations must include criteria evaluating how well the Centers and delivery systems take actions to comply with the disability-related regulations implementing WIOA sec. 188, set forth at 29 CFR part 38, including:

- Providing reasonable accommodations for individuals with disabilities;
- Making reasonable modifications to polices, practices, and procedures where necessary to avoid discrimination against persons with disabilities;
- Administering programs in the most integrated setting appropriate;
- Communicating with persons with disabilities as effectively as with others;
- 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; and
- Providing for the physical accessibility of the Center to individuals with disabilities.

The Physical and Programmatic Accessibility certification standards also address Center program, service, and resource accessibility for individuals whose first language is not English and individuals with lower literacy levels.

Affiliate Certification Standards	**Example Certification Indicators** ***Check items reviewed***	**Score**	**Comments**
1. The Center supports knowledge development and capacity building of all partners and staff providing services in the Center by providing onboarding and regular refresher training on applicable laws, regulations, and policies regarding providing equal opportunity to all customers and ensuring nondiscrimination in service delivery.	❑ Staff training agendas/training content and training schedules ❑ Training records ❑ Staff demonstrate knowledge/familiarity when asked ❑ Job descriptions and professional development plans include this focus ❑ Other: _____	❑ Yes ❑ No	❑ Promising practice ❑ Area of concern

Affiliate Certification Standards	Example Certification Indicators *Check items reviewed*	Score	Comments
2. The location and internal and external physical layout of the Center is accessible to and inclusive of individuals with disabilities and provides suitable space for service delivery.	❑ Monitoring documents to attest to the Center's compliance with ADA standards ❑ External: Center is on an accessible public transport line or other transport mode (e.g., van service) that is accessible to individuals with disabilities; parking lot spaces closest to the door are dedicated and marked for individuals with disabilities; the Center features ramps for wheelchair access, automatic doors, and wide paths and doorways ❑ Internal: The Center interior includes ramps as necessary; automatic doors; wide doorways; adjustable workstations; wide and easily navigable corridors; adjustable seating; and accessible restrooms ❑ Other: _____	❑ Yes ❑ No	❑ Promising practice ❑ Area of concern
3. The Center's programs and services are accessible to and inclusive of individuals with disabilities.	❑ The Disability Access Committee (DAC) is consulted to identify and address gaps in accessibility within the Centers. The DAC documents steps taken to address identified deficiencies ❑ Software programs meet the Web Content Accessibility Guidelines 2.0, AA (WCAG) standards for accessibility ❑ Vital information is 508c-compliant, as verified by a sample of documents ❑ Other: _____	❑ Yes ❑ No	❑ Promising practice ❑ Area of concern

Affiliate Certification Standards	Example Certification Indicators *Check items reviewed*	Score	Comments
4. The Center and its programs and services are accessible to and inclusive of individuals whose first language is not English and who have lower literacy levels. Language assistance services (e.g., oral interpretation, written translation, online translation tools) are available as appropriate based on the needs of the local population and are provided in a timely manner and free of charge.	❑ Review and confirmation of available language assistance services ❑ Review and confirmation of availability of limited literacy/"plain language"-format materials ❑ Review and confirmation of vital information available in translation or availability of staff assistance and/or online or other tools to assist with translation needs as needed ❑ Materials containing vital information that are produced by the Center only in English include a "Babel notice" provided in the predominant languages, or likely to be encountered in the community, that informs readers that the material contains vital information and explains how to access language services to have the contents of the communication provided in other languages ❑ A written language access plan is being developed or updated to ensure that LEP individuals have meaningful access as outlined by the appendix in 29 CFR § 38.9 ❑ Other: _____	❑ Yes ❑ No	❑ Promising practice ❑ Area of concern

Affiliate Certification Standards	Example Certification Indicators *Check items reviewed*	Score	Comments
5. The Center has trained staff who can proficiently use available assistive technology and aids for individuals with disabilities (e.g., visual, hearing, physical, mental, and intellectual) and help customers use it. Assistive technology and aids provided by the Center are adequate and up-to-date to ensure access to computers, software, and other Center resources and services for customers with disabilities. Center staff know which assistive technologies and aids are available and where they are located.	❑ Confirmation of available and functioning assistive technology and aids ❑ Staff training agendas/training content and training schedules ❑ Training records ❑ Staff demonstrate their knowledge/familiarity with using assistive technology and aids ❑ Documentation of consultation with the Disability Access Committee around provision of assistive technology and aids and staff training on their use ❑ Other: _____	❑ Yes ❑ No	❑ Promising practice ❑ Area of concern
6. In compliance with WIOA sec. 188, the Center and/or the LWDB has policies, procedures, or other guidance in place regarding nondiscrimination and ensures equal physical and programmatic opportunity, accessibility, and inclusiveness for all customers.	❑ Published local policies, procedures, or other guidance ❑ Disability Access Committee and/or WINTAC integration continuum materials ❑ Center operational plan ❑ Center service delivery process flow/guidance ❑ Other: _____	❑ Yes ❑ No	❑ Promising practice ❑ Area of concern

Affiliate Certification Standards	**Example Certification Indicators** *Check items reviewed*	**Score**	**Comments**
7. Services are provided in an integrated and inclusive setting, as appropriate for the individual customer and in accordance with applicable laws, regulations, and policies.	❑ Confirmation with staff that services for individuals with disabilities are not segregated/that individuals with disabilities are not automatically routed to providers of service for individuals with disabilities ❑ Published local policies, procedures, or other guidance ❑ Disability Access Committee and/or WINTAC integration continuum materials ❑ Center operational plan ❑ Center service delivery process flow/guidance ❑ Other: _____	❑ Yes ❑ No	❑ Promising practice ❑ Area of concern
8. The Center maximizes customers' equal opportunity and timely access to the programs and services of non-co-located One-Stop core and required partners through methods such as trained staff from on-site partner programs, direct linkage, "warm" referral[3], and/or other methods.	❑ The local MOU reflects the coordinated service delivery method and approach for all customers, including those with disabilities ❑ If not described in the MOU, there is documentation in place that describes how all customers, including those with disabilities, have access to all of the services provided by core and required WIOA partners ❑ Other: _____	❑ Yes ❑ No	❑ Promising practice ❑ Area of concern

[3] "Warm referral" means that Center staff make direct contact with other programs on behalf of the customer to schedule necessary appointments and follow-up in a timely manner, rather than requiring the customer to manage his/her own referral.

Affiliate Certification Standards	**Example Certification Indicators** *Check items reviewed*	**Score**	**Comments**
9. Center partner staff provide opportunities for competitive, integrated employment for individuals with disabilities. Competitive, integrated employment is non-segregated, community-based employment with employers that also employ individuals without disabilities, in occupations comparable to those held by employees who do not have disabilities.	❑ Published local policies, procedures, or other guidance ❑ Disability Access Committee and/or WINTAC integration continuum materials ❑ Center operational plan ❑ Center service delivery process flow/guidance ❑ Data on the types of jobs the Center is referring individuals with disabilities to and placing them in ❑ Documentation of business service team outreach to employers related to competitive, integrated employment opportunities for candidates with disabilities ❑ Other: _____	❑ Yes ❑ No	❑ Promising practice ❑ Area of concern

3. Comprehensive Centers: Effectiveness

Local Area Name:	
IowaWORKS Center Name:	
Date of On-Site Evaluation:	
Individual Evaluation	
Evaluator Name:	
Evaluation Score (14 standards)	_____ # Yes _____ # No
Full Team Evaluation	
Evaluation Team's Consensus Recommendation	❑ Full certification – successful achievement of 12 or more standards ❑ Provisional certification – successful achievement of 9-11 standards ❑ Not certified – 8 or fewer standards successfully achieved

The Effectiveness standards align with the One-Stop certification requirements described at 20 CFR 678.800 (as well as 34 CFR 361.800 and 34 CFR 463.800) and in USDOL-ETA's Training and Employment Guidance Letter (TEGL) No. 16-16, "One-Stop Operations Guidance for the American Job Center Network." Per these requirements, certification standards related to effectiveness must include evaluations of how well the Center:

- Integrates available services for participants and businesses.
- Meets the workforce development needs of participants and the employment needs of local employers.
- Operates in a cost-efficient manner.
- Coordinates services among the One-Stop partner programs.

- Provides access to partner program services to the maximum extent practicable; and
- Takes feedback from One-Stop customers into account in evaluation of the elements above.

Comprehensive Certification Standards	**Example Certification Indicators** ***Check items reviewed***	**Score**	**Comments**
1. Center staff who perform the Welcome and Exploratory Services functions are cross trained to be knowledgeable with the functions and basic eligibility requirements of each program.	❑ Agendas, training materials, meeting notes which document the partners sharing services and resources ❑ Memorandum of Understanding ❑ Customer satisfaction surveys ❑ Job descriptions/documents outlining job duties ❑ Other: _____	❑ Yes ❑ No	❑ Promising practice ❑ Area of concern

Comprehensive Certification Standards	Example Certification Indicators *Check items reviewed*	Score	Comments
2. The Center ensures that customers have access to all One-Stop programs and services through co-located on-site staff, the use of appropriately trained on-site partner staff[4], or direct technology linkage[5]. In addition, the Center has a process in place to ensure that referrals to One-Stop or other partners that are not co-located in the Center are "warm" [6]and facilitated.	❑ Memorandum of Understanding ❑ Policy and procedure documents ❑ SOPs ❑ Case notes ❑ Other: _____	❑ Yes ❑ No	❑ Promising practice ❑ Area of concern

[4] USDOL-ETA TEGL No. 16-16 describes "trained staff" as "having a staff member from a different partner program physically present at the American Job Center and *appropriately trained* [emphasis in the original] to provide information to customers about the programs, services, and activities available through all partner programs."

[5] USDOL-ETA TEGL No. 16-16 defines "direct linkage" as "providing a direct connection at the American Job Center within a reasonable time, by phone or through a real-time Web-based communication, to a program staff member who can provide program information or services, including career services, to the customer. Solely providing a phone number, Web site, information, pamphlets, or materials does not constitute a 'direct linkage.'"

[6] "Warm referral" means that Center staff make direct contact with other programs on behalf of the customer to schedule necessary appointments and follow-up in a timely manner, rather than requiring the customer to manage his/her own referral.

Comprehensive Certification Standards	**Example Certification Indicators** ***Check items reviewed***	**Score**	**Comments**
3. The Center has a documented, seamless customer flow process that is integrated and inclusive of the following activities: • Welcome, intake, and orientation • Management of the Exploratory Services Area • Workshops • Development of the Individual Employment Plan (IEP) or service plan • Assessment – informal and/or formal • Referrals • Any other activities as defined by the local workforce development board	❑ Customer flow chart or similar document ❑ WIOA service integration continuum self-assessment results and next steps template document ❑ SOPs ❑ Memorandum of Understanding ❑ Other: _____	❑ Yes ❑ No	❑ Promising practice ❑ Area of concern

Comprehensive Certification Standards	**Example Certification Indicators** ***Check items reviewed***	**Score**	**Comments**
4. Center staff are organized on functional teams that are intuitive to customers, rather than organized by program or partners. Centers must include one or more Teams that provide Welcoming, Exploratory Services, Career Services, Business Engagement and any others determined by the local workforce development board or the Center, and each team has an organized team structure (Iowa WIOA Policy Chapter 1, Section 4.9, "Characteristics of the One-Stop Delivery System").	❑ Organizational chart that outlines the functional teams and their roles ❑ Memorandum of Understanding ❑ Meeting summaries/notes from internal team meetings ❑ Other: _____	❑ Yes ❑ No	❑ Promising practice ❑ Area of concern
5. Through coordination by the One-Stop Operator, leadership staff of on-site partners collaborate to manage the functions of the Center.	❑ Center organizational chart ❑ Agendas and meeting notes documentation ❑ SOPs ❑ Other: _____	❑ Yes ❑ No	❑ Promising practice ❑ Area of concern

Comprehensive Certification Standards	Example Certification Indicators *Check items reviewed*	Score	Comments
6. The Center uses a team-based case management approach for customers who are receiving services from multiple partners based on their individual needs, with appropriate processes and methods in place for partners to share customer information to meet the full range of customer needs.	❑ Center SOPs ❑ Memorandum of Understanding ❑ Documentation of the Center's use of the Integrated Resource Team model ❑ Minutes of service planning/case management team meetings ❑ Case notes ❑ Confidentiality agreements and/or other information sharing agreements ❑ Other: _____	❑ Yes ❑ No	❑ Promising practice ❑ Area of concern
7. The Center uses customer feedback and data to assess and improve job seeker and employer satisfaction and the quality of services at the Center.	❑ Documentation of the Center's review of and response to customer feedback gathered through surveys, interviews or focus groups, customer suggestions, VOS greeter, etc. ❑ Notes/summaries of Center management team, functional team, and partner meetings ❑ Other: _____	❑ Yes ❑ No	❑ Promising practice ❑ Area of concern
8. The Center uses demographic data to support customer outreach and service strategies to ensure equitable access and quality services for all customers.	❑ Documentation of the Center's review of demographic and/or other available data ❑ Notes/summaries of Center management team, functional team, and partner meetings ❑ Other: _____	❑ Yes ❑ No	❑ Promising practice ❑ Area of concern

Comprehensive Certification Standards	Example Certification Indicators *Check items reviewed*	Score	Comments
9. The Center operates in a cost-effective manner. Center partners share Center costs as required by and in alignment with the Infrastructure Funding Agreement.	❑ One-Stop operating budget that is reconciled in accordance with policy and Infrastructure Funding Agreement that outlines costs shared by partners ❑ Memorandum of Understanding ❑ Other: _____	❑ Yes ❑ No	❑ Promising practice ❑ Area of concern
10. The Center's integrated business services team shares information across partners to better serve business customers, streamlines outreach to and communications with businesses, and utilizes a single point of contact approach with business customers to represent the integrated business services team.	❑ Organizational chart of Center ❑ Written documentation of business services team and approach ❑ SOPs ❑ LWDB policy ❑ Integrated informational and marketing materials ❑ Other: _____	❑ Yes ❑ No	❑ Promising practice ❑ Area of concern

Comprehensive Certification Standards	Example Certification Indicators *Check items reviewed*	Score	Comments
11. The Center's floorplan/design includes adequate space and capacity to appropriately meet customers' needs and includes: • Organization and signage by function (as listed in standard #4) rather than by program • A welcoming and comfortable "front of the Center" space • Adequate office space for privacy and confidentiality, when needed • Adequate classroom/workshop space • Adequate technology, computer resources, or lab space • Sufficient multi-purpose space adaptable to meet changing needs In addition, Center hours of operation accommodate the schedules of individuals who are not able to access the Center during regular business hours, as needed.	❑ Assessment of Center design and physical space related to the elements listed in the standard ❑ Floorplans/Center layout ❑ Center physical space signage/labeling ❑ Center operating schedule ❑ Other: _____	❑ Yes ❑ No	❑ Promising practice ❑ Area of concern

Comprehensive Certification Standards	Example Certification Indicators *Check items reviewed*	Score	Comments
12. The Center has a formal communication plan to share information and coordinate with all partner staff, including staff housed at affiliate Centers. The Center also holds regular meetings of on-site partners and includes other partners as needed.	❑ Communications plan ❑ Agendas and notes from Center, functional team, and partner meetings ❑ Communication or organizational chart ❑ MOU ❑ Local Plan ❑ Other: _____	❑ Yes ❑ No	❑ Promising practice ❑ Area of concern
13. The Center management team or One-Stop Operator provides regular reports to the local workforce development board regarding Center operations, performance/outcomes metrics, and customer satisfaction/quality of services to customers.	❑ Board minutes, meeting notes ❑ Center management team reports ❑ Other: _____	❑ Yes ❑ No	❑ Promising practice ❑ Area of concern
14. Center signage, Center staff identifiers (including nametags, badges, email signatures, and voicemail greetings), and Center promotional materials, educational materials, fliers, pamphlets, social media posts, etc. reflect the IowaWORKS brand and appropriate use of American Job Center branding, not solely the branding of individual agencies, boards, or programs.	❑ Review of Center signage, staff identifiers, materials, etc. ❑ Policies and procedures ❑ Communications plan ❑ Social media policies ❑ Other: _____	❑ Yes ❑ No	❑ Promising practice ❑ Area of concern

4. Affiliate Centers: Effectiveness

Local Area Name:	
IowaWORKS Center Name:	
Date of On-Site Evaluation:	
Individual Evaluation	
Evaluator Name:	
Evaluation Score (13 standards)	_____ # Yes _____ # No
Full Team Evaluation	
Evaluation Team's Consensus Recommendation	❑ Full certification – successful achievement of 11 or more standards ❑ Provisional certification – successful achievement of 8-10 standards ❑ Not certified – 7 or fewer standards successfully achieved

The Effectiveness standards align with the One-Stop certification requirements described at 20 CFR 678.800 (as well as 34 CFR 361.800 and 34 CFR 463.800) and in USDOL-ETA's Training and Employment Guidance Letter (TEGL) No. 16-16, "One-Stop Operations Guidance for the American Job Center Network." Per these requirements, certification standards related to effectiveness must include evaluations of how well the Center:

- Integrates available services for participants and businesses.
- Meets the workforce development needs of participants and the employment needs of local employers.
- Operates in a cost-efficient manner.
- Coordinates services among the One-Stop partner programs.

- Provides access to partner program services to the maximum extent practicable; and
- Takes feedback from One-Stop customers into account in evaluation of the elements above.

Affiliate Certification Standards	**Example Certification Indicators *Check items reviewed***	**Score**	**Comments**
1. Center staff who perform the Welcome and Exploratory Services functions are cross trained to be knowledgeable with the functions and basic eligibility requirements of each program.	❑ Agendas, training materials, meeting notes which document the partners sharing services and resources ❑ Memorandum of Understanding ❑ Customer satisfaction surveys ❑ Job descriptions/documents outlining job duties ❑ Other: _____	❑ Yes ❑ No	❑ Promising practice ❑ Area of concern
2. The Center maximizes customers' timely access to the programs and services of non-co-located One-Stop core and required partners through "warm" and facilitated referrals and/or other methods, such as using trained staff from on-site partner programs or direct technology linkage.	❑ Memorandum of Understanding ❑ Policy and procedure documents ❑ SOPs ❑ Case notes ❑ Other: _____	❑ Yes ❑ No	❑ Promising practice ❑ Area of concern

Affiliate Certification Standards	Example Certification Indicators *Check items reviewed*	Score	Comments
3. The Center has a documented, seamless customer flow process that is integrated and inclusive of the following activities: • Welcome, intake, and orientation • Management of the Exploratory Services Area • Development of the Individual Employment Plan (IEP) or service plan • Assessment – informal and/or formal • Referrals • Any other activities as defined by the local workforce development board	❑ Customer flow chart or similar document ❑ WIOA service integration continuum self-assessment results and next steps template document ❑ SOPs ❑ Memorandum of Understanding ❑ Other: _____	❑ Yes ❑ No	❑ Promising practice ❑ Area of concern
4. Leadership staff of on-site partners collaborate to manage the functions of the Center. Management of Center functions may be coordinated by the One-Stop Operator if the local workforce development board had given the Operator this role in affiliate Centers.	❑ Center organizational chart ❑ Agendas and meeting notes documentation ❑ SOPs ❑ Other: _____	❑ Yes ❑ No	❑ Promising practice ❑ Area of concern

Affiliate Certification Standards	Example Certification Indicators *Check items reviewed*	Score	Comments
5. Affiliate Center staff use a team-based case management approach for customers who are receiving services from multiple partners in the affiliate Center. For customers who are receiving services from both affiliate and comprehensive Center partners, there is a process in place to coordinate case management with the comprehensive Center in the local area.	❑ Center SOPs ❑ Memorandum of Understanding ❑ Documentation of the Center's use of the Integrated Resource Team model ❑ Minutes of service planning/case management team meetings ❑ Case notes ❑ Confidentiality agreements and/or other information sharing agreements ❑ Other: _____	❑ Yes ❑ No	❑ Promising practice ❑ Area of concern
6. The Center uses customer feedback and data to assess and improve job seeker and employer satisfaction and the quality of services at the Center.	❑ Documentation of the Center's review of and response to customer feedback gathered through surveys, interviews or focus groups, customer suggestions, VOS greeter, etc. ❑ Notes/summaries of Center management team, functional team, and partner meetings ❑ Other: _____	❑ Yes ❑ No	❑ Promising practice ❑ Area of concern
7. The Center uses demographic data to support customer outreach and service strategies to ensure equitable access and quality services for all customers.	❑ Documentation of the Center's review of demographic and/or other available data ❑ Notes/summaries of Center management team, functional team, and partner meetings ❑ Other: _____	❑ Yes ❑ No	❑ Promising practice ❑ Area of concern

Affiliate Certification Standards	**Example Certification Indicators *Check items reviewed***	**Score**	**Comments**
8. The Center operates in a cost-effective manner. Center partners share Center costs as required by and in alignment with the Infrastructure Funding Agreement.	❑ One-Stop operating budget that is reconciled in accordance with policy and Infrastructure Funding Agreement that outlines costs shared by partners ❑ Memorandum of Understanding ❑ Other: _____	❑ Yes ❑ No	❑ Promising practice ❑ Area of concern
9. The Center coordinates any business customer-facing activity with the comprehensive Center's integrated business services team.	❑ Organizational chart of Center ❑ Written documentation of business services team and approach ❑ SOPs ❑ LWDB policy ❑ Integrated informational and marketing materials ❑ Other: _____	❑ Yes ❑ No	❑ Promising practice ❑ Area of concern

Affiliate Certification Standards	**Example Certification Indicators *Check items reviewed***	**Score**	**Comments**
10. The Center's floorplan/design includes adequate space and capacity to appropriately meet customers' needs and includes, as feasible and as appropriate: • Organization and signage by function rather than by program • A welcoming and comfortable "front of the Center" space • Adequate office space for privacy and confidentiality, when needed • Adequate classroom/workshop space • Adequate technology and computer resources • Sufficient multi-purpose space adaptable to meet changing needs In addition, Center hours of operation accommodate the schedules of individuals who are not able to access the Center during regular business hours, as needed.	❑ Assessment of Center design and physical space related to the elements listed in the standard ❑ Floorplans/Center layout ❑ Center physical space signage/labeling ❑ Center operating schedule ❑ Other: _____	❑ Yes ❑ No	❑ Promising practice ❑ Area of concern

Affiliate Certification Standards	**Example Certification Indicators *Check items reviewed***	**Score**	**Comments**
11. The Center has a process in place to share information among on-site partner staff. The Center also has a process in place to share information and coordinate with partner staff housed in the comprehensive Center(s).	❑ Communications plan ❑ Agendas and notes from Center, functional team, and partner meetings ❑ Communication or organizational chart ❑ MOU ❑ Local plan ❑ Other: _____	❑ Yes ❑ No	❑ Promising practice ❑ Area of concern
12. The Center management team provides regular reports to the local workforce development board regarding Center operations, performance/outcomes metrics, and customer satisfaction/quality of services to customers. Preparation and submission of these reports may be coordinated by the One-Stop Operator if the local workforce development board had given the Operator this role in affiliate Centers.	❑ Board minutes, meeting notes ❑ Center management team reports ❑ Other: _____	❑ Yes ❑ No	❑ Promising practice ❑ Area of concern

Affiliate Certification Standards	**Example Certification Indicators *Check items reviewed***	**Score**	**Comments**
13. Center signage, Center staff identifiers (including nametags, badges, email signatures, and voicemail greetings), and Center promotional materials, educational materials, fliers, pamphlets, social media posts, etc. reflect the Iowa*WORKS* brand and appropriate use of American Job Center branding, not solely the branding of individual agencies, boards, or programs.	❑ Review of Center signage, staff identifiers, materials, etc. ❑ Policies and procedures ❑ Communications plan ❑ Social media policies ❑ Other: _____	❑ Yes ❑ No	❑ Promising practice ❑ Area of concern

5. Comprehensive and Affiliate Centers: Continuous Improvement

Local Area Name:	
IowaWORKS Center Name:	
Date of On-Site Evaluation:	
Individual Evaluation	
Evaluator Name:	
Evaluation Score (9 standards)	_____ # Yes _____ # No
Full Team Evaluation	
Self-Assessment Team's Consensus Recommendation	❑ Full certification – successful achievement of 8 or more standards ❑ Provisional certification – successful achievement of 5-7 standards ❑ Not certified – 4 or fewer standards successfully achieved

The Continuous Improvement standards align with the One-Stop certification requirements described at 20 CFR 678.800 (as well as 34 CFR 361.800 and 34 CFR 463.800) and in USDOL-ETA's Training and Employment Guidance Letter (TEGL) No. 16-16, "One-Stop Operations Guidance for the American Job Center Network." Per these requirements, certification standards related to continuous improvement include evaluations of how well the Center:

- Supports the achievement of the negotiated local levels of performance for the indicators of performance for the local area;
- Establishes a regular process for identifying and responding to technical assistance needs;

- Establishes a regular system for continuing staff professional development; and
- Has systems in place to capture and respond to specific customer feedback.

Continuous improvement, in the context of the public workforce system, is the ongoing assessment and improvement of services and processes to achieve maximum benefit and value for the customer. To continually improve the system, decision makers must have data that provides insight into Center performance relative to local area-wide performance targets; staff support, technical assistance, and training needs; and customer experience of the service process and results. One-stop certification standards require not just that this data is collected and analyzed, but also that it is actively and ongoingly used to improve and enhance decisions and investments, system coordination, processes and operations, and service delivery.

Note: **All continuous improvement standards apply to both comprehensive and affiliate Centers.**

Comprehensive and Affiliate Certification Standards	**Example Certification Indicators** ***Check items reviewed***	**Score**	**Comments**
1. A method or process exists to identify professional development needs of center staff.	❑ Written process/method ❑ Professional development schedule ❑ Staff interviews ❑ Observation ❑ Other: _____	❑ Yes ❑ No	❑ Promising practice ❑ Area of concern
2. Center staff are provided on-going training and cross-training to ensure they have the knowledge necessary to appropriately and effectively serve and/or refer customers.	❑ Training schedule, attendance rosters ❑ Staff interviews ❑ Training certificates ❑ Other: _____	❑ Yes ❑ No	❑ Promising practice ❑ Area of concern

Comprehensive and Affiliate Certification Standards	Example Certification Indicators *Check items reviewed*	Score	Comments
3. Each partner agency providing service in the center commits to supporting and making available professional learning opportunities for their staff.	❑ Training schedule ❑ Meeting notes ❑ Charter or another organizing document ❑ Training certificates ❑ MOU ❑ Other: _____	❑ Yes ❑ No	❑ Promising practice ❑ Area of concern
4. Methods are in place to track customer satisfaction and feedback. These results are reported regularly to the local workforce development board and are used to refine service delivery within the center.	❑ Policy and/or process documents ❑ Customer satisfaction data (collected locally or at the state level) ❑ Data from customer interviews, focus groups, surveys, etc. ❑ Data analysis ❑ Meeting summaries where information was discussed ❑ Local WDB meeting minutes ❑ Other: _____	❑ Yes ❑ No	❑ Promising practice ❑ Area of concern
5. The center has demonstrated high customer satisfaction from job seeking customers as determined by the Local WDB.	❑ Customer satisfaction data (collected locally or at the state level) ❑ Data from customer interviews, focus groups, surveys, etc. ❑ Other: _____	❑ Yes ❑ No	❑ Promising practice ❑ Area of concern
6. The center has demonstrated high customer satisfaction from business customers as determined by the Local WDB.	❑ Customer satisfaction data (collected locally or at the state level) ❑ Data from customer interviews, focus groups, surveys, etc. ❑ Other: _____	❑ Yes ❑ No	❑ Promising practice ❑ Area of concern

Comprehensive and Affiliate Certification Standards	Example Certification Indicators *Check items reviewed*	Score	Comments
7. Center partners demonstrate a shared commitment to providing customers with high-quality, impactful service experiences[7].	❑ Center service delivery vision, mission, and/or values ❑ Customer-centered design work documents/materials ❑ MOU ❑ Charter ❑ Meeting notes ❑ Staff interviews ❑ Observation ❑ Other: _____	❑ Yes ❑ No	❑ Promising practice ❑ Area of concern
8. The center has robust internal processes in place to assess and improve operational efficiency and effectiveness, including but not limited to the level and effectiveness of partner integration, service planning and delivery coordination, center processes (e.g., welcome, referral, and other processes), review of WIOA key performance measures, etc.	❑ Written assessment process/method and results ❑ Meeting notes ❑ Process improvement documents ❑ Customer survey results ❑ Staff interviews ❑ WINTAC integration continuum materials ❑ Analysis of performance data/reports ❑ Other: _____	❑ Yes ❑ No	❑ Promising practice ❑ Area of concern

[7] See USDOL-ETA TEGL No. 04-15, "Vision for the One-Stop Delivery System under the Workforce Innovation and Opportunity Act (WIOA)."

Comprehensive and Affiliate Certification Standards	**Example Certification Indicators** ***Check items reviewed***	**Score**	**Comments**
9. The center tracks progress of partner integration efforts through the use of the WINTAC integration model, or another model approved by the SWDB, to positively impact system integration across multiple center services, including outreach and intake, assessment, career services, case management, career pathways, and business engagement.	❑ Written process/method ❑ Meeting notes ❑ Process improvement documents ❑ WINTAC integration continuum materials ❑ Integration Continuum Major Processes Desk Aid ❑ Disability Access Committee meeting notes/reports ❑ Other: _____	❑ Yes ❑ No	❑ Promising practice ❑ Area of concern

IOWA*WORKS* CENTER CERTIFICATION

Center Information

Local Area Name:	
Iowa*WORKS* Center Name & Address:	
Type of Center:	Comprehensive Affiliate
Date of On-Site Evaluation:	

Evaluator Summary

Evaluator's Name:	
Evaluator's Organization & Role:	
Evaluator's Contact Information:	
Evaluator's Signature	

Category	# Yes	# No	Team Recommendation
Physical & Programmatic Accessibility			❑ Full certification ❑ Provisional certification ❑ Not certified
Effectiveness			❑ Full certification ❑ Provisional certification ❑ Not certified
Continuous Improvement			❑ Full certification ❑ Provisional certification ❑ Not certified

Team Certification Recommendation

Recommendation: Certified/Provisionally Certified/Not Certified

Additional Notes or Comments

Additional evaluator notes or comments:

IOWA*WORKS* CENTER CERTIFICATION

Center Information

Local Area Name:	
Iowa*WORKS* Center Name & Address:	
Type of Center:	Comprehensive Affiliate
Date of On-Site Evaluation:	

Certification Team & Scores

Evaluator #1

Evaluator's Name:	
Evaluator's Organization & Role:	
Evaluator's Contact Information:	
Evaluator's Signature	

Category	# Yes	# No	Evaluator Recommendation
Physical & Programmatic Accessibility			❑ Full certification ❑ Provisional certification ❑ Not certified
Effectiveness			❑ Full certification ❑ Provisional certification ❑ Not certified
Continuous Improvement			❑ Full certification ❑ Provisional certification ❑ Not certified

Evaluator #2

Evaluator's Name:	
Evaluator's Organization & Role:	
Evaluator's Contact Information:	
Evaluator's Signature	

Category	# Yes	# No	Evaluator Recommendation
Physical & Programmatic Accessibility			❑ Full certification ❑ Provisional certification ❑ Not certified
Effectiveness			❑ Full certification ❑ Provisional certification ❑ Not certified
Continuous Improvement			❑ Full certification ❑ Provisional certification ❑ Not certified

Evaluator #3

Evaluator's Name:	
Evaluator's Organization & Role:	
Evaluator's Contact Information:	
Evaluator's Signature	

Category	# Yes	# No	Evaluator Recommendation
Physical & Programmatic Accessibility			❑ Full certification ❑ Provisional certification ❑ Not certified
Effectiveness			❑ Full certification ❑ Provisional certification ❑ Not certified
Continuous Improvement			❑ Full certification ❑ Provisional certification ❑ Not certified

Final Scores

Category	Team Recommendation
Physical & Programmatic Accessibility	❑ Full certification ❑ Provisional certification ❑ Not certified
Effectiveness	❑ Full certification ❑ Provisional certification ❑ Not certified
Continuous Improvement	❑ Full certification ❑ Provisional certification ❑ Not certified

Full Certification: Full certification requirements have been met for each of the three categories as determined by the evaluation team.

Provisional Certification: A combination of full, provisional, and/or not certified requirements have been met across the three categories as determined by the evaluation team.

Not Certified: Evaluation of each of the three categories results in a not certified outcome as determined by the evaluation team.

Team Certification Recommendation

Recommendation: Certified/Provisionally Certified/Not Certified

Additional Notes or Comments

Additional notes or comments from the evaluation team:

IOWA State Workforce Development Board

One-Stop Center Certification Process Guidance

SWDB Meeting
May 13, 2022

PRESENTERS

Gretchen Sullivan

Senior Technical Assistance Consultant

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Our Agenda

1. Review of Process to Date
2. Certification Process Guidance Elements
3. Questions and Discussion
4. Next Steps

Process to Date

TIMELINE

January-October 2021

- Standards development by state and local partners

November 2021-January 2022

- SWDB approval of standards

February-May 2022

- State and local partner work on certification implementation process guidance and supporting tools
- Today: SWDB approval of process recommendations

June-September 2022

- Issuance of policy and tools and info session
- LWDBs and Center partners conduct self-assessment to prepare for first round of certification
- State core partners provide technical assistance to prepare LWDBs and Center partners for launch of certification system

October 1, 2022

- Official launch of the certification system

September 30, 2023

- Deadline for certification of all comprehensive and affiliate centers

Process and Timeline Notes

- Collaborative, consensus-driven process among state and local partners
  - Standards and certification process development
- SWDB approved certification standards at January 2022 meeting
- Now asking for SWDB approval on recommended process for certifying comprehensive and affiliate centers
- Process guidance balances rigor with a focus on room for growth and capacity-building
- LWDBs and Centers have from June 2022 to September 2023 to assess, request and receive technical assistance, and certify centers
- **This is great step forward in Iowa's ongoing work to ensure compliance with the WIOA vision and WIOA requirements – congratulations!**

Certification Process Guidance Elements

Self-Assessment Process

- The self-assessment process offers local areas the opportunity to identify potential needs for technical assistance and areas for improvement prior to the center certification evaluation.
- All comprehensive and affiliate centers are required to complete a self-assessment as part of the center certification process.
- Local areas are encouraged to complete the self-assessment process at least six months prior to the center evaluation.
- Local board staff are encouraged to participate as members of the self-assessment team.

Center Certification Evaluation Teams

- The local board is responsible for forming the center certification evaluation team.
- The certification evaluation team must include a minimum of three members, including at least one business member from the board.
- LWDBs may add additional members to the evaluation team.
- Evaluation teams must not include co-located partner staff in the center being reviewed or any local area board staff members.
- Teams must include an odd number of members.
- The local board is responsible for voting to approve the certification results.

Additional Notes on the Self-Assessment and Evaluation Teams

- A representative from each of the core partner programs (Title I, Title II, Title III, Title IV – IVRS, and Title IV – IDB) must participate as either a member of the self-assessment team or of the certification evaluation team.
- Core partner program representatives who are not evaluation team members should be available to consult with the team related to areas of the center review requiring their subject matter expertise.

Certification Frequency

- Full certification: Three years
- Provisional certification: Not to exceed one year
- LWDBs must ensure that centers that are new or have re-located complete the center certification process within 90 days of opening to the public for services
- The initial period for centers to become certified is October 1, 2022-September 30, 2023.

Certification Types & Determination

- Full Certification:
  - Full certification requirements have been met for each of the three categories as determined by the evaluation team.
- Provisional Certification:
  - A combination of full, provisional, and/or not certified requirements have been met across the three categories as determined by the evaluation team.
- Not Certified:
  - Evaluation of each of the three categories results in a not certified outcome as determined by the evaluation team.

Provisional and Not Certified/Decertified Determinations

- Provisionally-certified centers must be re-evaluated within six months of the initial review.
  - At six months, a center can remain provisionally certified for no more than an additional six months or become fully certified or de-certified.
- If a center if not certified or is de-certified, a three-month corrective action plan to either achieve provisional certification or to close/transition services to another center location must be submitted to the SWDB.
  - The center must then achieve full certification within six months of being not certified/decertified.

Questions and Discussion

Next Steps

Next Steps

- June 2022:
  - Information session for LWDBs and partners
- June-September 2022:
  - Center self-assessment and technical assistance
- October 2022-September 2023:
  - Center evaluation and certification, with ongoing technical assistance
- October 1, 2023
  - Deadline for certification of comprehensive and affiliate centers

THANK YOU!

IOWA State Workforce Development Board

Iowa State Workforce Development Board – Summary of Standing Committees

Committee	Description	Membership	Required By
Executive Committee	Responsible for coordinating and overseeing the activities of the Board and its other Committees to ensure the satisfactory performance of the functions of the SWDB. The Executive Committee acts on the Board's behalf when the board is not meeting.	Chair, Vice-Chair, 5 additional members chosen by the Chair from the voting membership of the board. The Chair may appoint additional members as deemed necessary.	Bylaws
State Workforce Development System Committee	Provides information and assists with operational and other issues related to the workforce system.	Chaired by a Member of the Board or designee approved by majority vote of the board. Other members may be either Members of the Board or nonmembers who have the appropriate experience and expertise.	Iowa Code 84A.1A (6)(a)(1)
Policies and Practices	Provides recommendations regarding the best policies, procedures, and practices regarding workforce development programs, services, and activities.	Chaired by a Member of the Board or designee approved by majority vote of the board. Other members may be either Members of the Board or nonmembers who have the appropriate experience and expertise.	Iowa Code 84A.1A (6)(a)(2)
Youth Services Committee	Provides information and assists with issues relating to the provision of services to Youth.	Chaired by a Member of the Board or designee approved by majority vote of the board. Other members may be either Members of the Board or nonmembers who have the appropriate experience and expertise. Must include representatives of community-based organizations with demonstrated record of success in service eligible youths.	Iowa Code 84A.1A (6)(a)(3)
Disability Access Committee	Provides information and assists with issues related to services to individuals with disabilities, including compliance with state	Chaired by a Member of the Board or designee approved by majority vote of the board. Other members may be either Members of the Board or	Iowa Code 84A.1A (6)(a)(4)

	and federal nondiscrimination laws relating to the workforce development system and appropriate training of staff regarding the provision of support, accommodations, and employment opportunities for individuals with disabilities.	nonmembers who have the appropriate experience and expertise.	
Minority Unemployment and Outreach Committee	Provides information and assists with issues relating to disparities in the minority unemployment rate in Iowa.	Chaired by a Member of the Board or designee approved by majority vote of the board. Other members may be either Members of the Board or nonmembers who have the appropriate experience and expertise.	Bylaws
Ex-Offender Reentry Committee	Focused on aligning efforts by State and local entities to give ex-offenders a better opportunity to start a new career and find self-sustaining employment to help them successfully re-enter their communities.	Chaired by a Member of the Board or designee approved by majority vote of the board. Other members may be either Members of the Board or nonmembers who have the appropriate experience and expertise.	Bylaws

With the exception of the Executive Committee, SWDB Standing Committees will meet a minimum of semiannually; with additional meetings add at the discretion of the Committee Chair.