# 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](https://wdr.doleta.gov/directives/corr_doc.cfm?DOCN=8772), “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](#Compreh_1)
2. [Affiliate Centers: Physical and Programmatic Accessibility](#Affil_Ctr_2)
3. [Comprehensive Centers: Effectiveness](#Compreh_Ctr_3)
4. [Affiliate Centers: Effectiveness](#Affil_Ctr_4)
5. [Comprehensive and Affiliate Centers (certification standards same for both): Continuous Improvement](#Comp_Affil_Ctrs_5)

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

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| 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

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| --- | --- |
| 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](https://www.ecfr.gov/current/title-20/chapter-V/part-678/subpart-F/section-678.800) (as well as [34 CFR 361.800](https://www.ecfr.gov/current/title-34/subtitle-B/chapter-III/part-361/subpart-F/section-361.800) and [34 CFR 463.800](https://www.ecfr.gov/current/title-34/subtitle-B/chapter-IV/part-463/subpart-J/section-463.800)) and in [USDOL-ETA’s Training and Employment Guidance Letter (TEGL) No. 16-16](https://wdr.doleta.gov/directives/corr_doc.cfm?DOCN=8772), “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](https://www.dol.gov/agencies/oasam/centers-offices/civil-rights-center/statutes/section-188-workforce-innovation-opportunity-act), set forth at [29 CFR part 38](https://www.ecfr.gov/current/title-29/subtitle-A/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 |
| 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 |
| 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 |
| 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 |
| 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. 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]](#footnote-2), or through trained staff from another partner program[[2]](#footnote-3). | * 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 |
| 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

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| --- | --- |
| 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](https://www.ecfr.gov/current/title-20/chapter-V/part-678/subpart-F/section-678.800) (as well as [34 CFR 361.800](https://www.ecfr.gov/current/title-34/subtitle-B/chapter-III/part-361/subpart-F/section-361.800) and [34 CFR 463.800](https://www.ecfr.gov/current/title-34/subtitle-B/chapter-IV/part-463/subpart-J/section-463.800)) and in [USDOL-ETA’s Training and Employment Guidance Letter (TEGL) No. 16-16](https://wdr.doleta.gov/directives/corr_doc.cfm?DOCN=8772), “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](https://www.dol.gov/agencies/oasam/centers-offices/civil-rights-center/statutes/section-188-workforce-innovation-opportunity-act), set forth at [29 CFR part 38](https://www.ecfr.gov/current/title-29/subtitle-A/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 |
| 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 |
| 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]](#footnote-4), 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 |
| 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

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| --- | --- |
| Local Area Name: |  |
| Iowa*WORKS* Center Name: |  |
| Date of On-Site Evaluation: |  |

Individual Evaluation

|  |  |
| --- | --- |
| Evaluator Name: |  |
| Evaluation Score  (14 standards) | \_\_\_\_\_\_\_ # Yes  \_\_\_\_\_\_\_ # No |

Full Team Evaluation

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| --- | --- |
| 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](https://www.ecfr.gov/current/title-20/chapter-V/part-678/subpart-F/section-678.800) (as well as [34 CFR 361.800](https://www.ecfr.gov/current/title-34/subtitle-B/chapter-III/part-361/subpart-F/section-361.800) and [34 CFR 463.800](https://www.ecfr.gov/current/title-34/subtitle-B/chapter-IV/part-463/subpart-J/section-463.800)) and in [USDOL-ETA’s Training and Employment Guidance Letter (TEGL) No. 16-16](https://wdr.doleta.gov/directives/corr_doc.cfm?DOCN=8772), “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 |
| 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]](#footnote-5), or direct technology linkage[[5]](#footnote-6). 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]](#footnote-7)and facilitated. | * Memorandum of Understanding * Policy and procedure documents * SOPs * Case notes * Other: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ | * Yes * No | * Promising practice * Area of concern |
| 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 |
| 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 |
| 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 |
| 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 |
| 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 |
| 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 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 |

## 4. Affiliate Centers: Effectiveness

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| --- | --- |
| Local Area Name: |  |
| Iowa*WORKS* 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](https://www.ecfr.gov/current/title-20/chapter-V/part-678/subpart-F/section-678.800) (as well as [34 CFR 361.800](https://www.ecfr.gov/current/title-34/subtitle-B/chapter-III/part-361/subpart-F/section-361.800) and [34 CFR 463.800](https://www.ecfr.gov/current/title-34/subtitle-B/chapter-IV/part-463/subpart-J/section-463.800)) and in [USDOL-ETA’s Training and Employment Guidance Letter (TEGL) No. 16-16](https://wdr.doleta.gov/directives/corr_doc.cfm?DOCN=8772), “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 |
| 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 |
| 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 |
| 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 |
| 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 |
| 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 |
| 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: |  |
| Iowa*WORKS* 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](https://www.ecfr.gov/current/title-20/chapter-V/part-678/subpart-F/section-678.800) (as well as [34 CFR 361.800](https://www.ecfr.gov/current/title-34/subtitle-B/chapter-III/part-361/subpart-F/section-361.800) and [34 CFR 463.800](https://www.ecfr.gov/current/title-34/subtitle-B/chapter-IV/part-463/subpart-J/section-463.800)) and in [USDOL-ETA’s Training and Employment Guidance Letter (TEGL) No. 16-16](https://wdr.doleta.gov/directives/corr_doc.cfm?DOCN=8772), “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 |
| 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 |
| 7. Center partners demonstrate a shared commitment to providing customers with high-quality, impactful service experiences[[7]](#footnote-8). | * 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 |
| 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 |

1. See [USDOL-ETA TEGL No. 16-16](https://wdr.doleta.gov/directives/corr_doc.cfm?DOCN=8772). 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.’” [↑](#footnote-ref-2)
2. [TEGL No. 16-16](https://wdr.doleta.gov/directives/corr_doc.cfm?DOCN=8772) 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.” [↑](#footnote-ref-3)
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. [↑](#footnote-ref-4)
4. USDOL-ETA [TEGL No. 16-16](https://wdr.doleta.gov/directives/corr_doc.cfm?DOCN=8772) 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.” [↑](#footnote-ref-5)
5. [USDOL-ETA TEGL No. 16-16](https://wdr.doleta.gov/directives/corr_doc.cfm?DOCN=8772) 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.’” [↑](#footnote-ref-6)
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. [↑](#footnote-ref-7)
7. [See USDOL-ETA TEGL No. 04-15](https://wdr.doleta.gov/directives/corr_doc.cfm?DOCN=6455), “Vision for the One-Stop Delivery System under the Workforce Innovation and Opportunity Act (WIOA).” [↑](#footnote-ref-8)