

Workforce Arizona Council

ARIZONA@WORK Job Center Vision and Structure Of One Stop Delivery System

POLICY NAME: ARIZONA@WORK Job Center Vision and Structure Of One Stop Delivery System

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ISSUING AGENCY: Workforce Arizona Council

SCOPE: Workforce Arizona Council (Council), Arizona Department of Economic Security (DES) Staff, Arizona Department of Education (ADE) Staff, Arizona Commerce Authority/Office of Economic Opportunity (ACA/OEO) Staff, Local Workforce Development Boards (LWDBs), Local Workforce Administrative Entities, One-Stop Operators, and Workforce System Stakeholders

REFERENCES: Title I of the Workforce Innovation and Opportunity Act (WIOA) of 2014, (Pub. L. 113-128); WIOA Final Regulations, 20 CFR Part 678 Description of the One-Stop System Under Title I of the WIOA; 2 CFR 200, Uniform Guidance for Federal Financial Assistance, as applicable.

OBJECTIVE: This policy provides Local Workforce Development Boards (LWDBs) and other workforce system partners with instruction and guidance regarding the structure and administration of ARIZONA@WORK Job Center and Service Delivery system.

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I. Definitions

The One-Stop Delivery System brings together workforce development, educational, and other human services in a seamless customer-focused service delivery network that enhances access to the programs' services and improves long-term employment outcomes for individuals receiving assistance. ARIZONA@WORK partners administer separately funded programs as a set of integrated streamlined services to job seeker and

employer customers.

In Arizona, the one-stop centers, also identified as "American Job Centers," are collectively referred to as the ARIZONA@WORK Job Center.

In Arizona, the State Workforce Development Board is called the Workforce Arizona Council or the Council.

In Arizona, the State Administrative Entity is the Arizona Department of Economic Security for WIOA Title I, III, and IV funds and the Arizona Department of Education for WIOA Title II funds.

II. Vision for ARIZONA@WORK Job Centers Service Delivery System

The Workforce Arizona Council envisions an employment-driven public workforce development system. Arizona focuses equally on the employment needs of job seekers and employers' needs to meet the current and future demand for labor. To fulfill its vision, it is the Council's responsibility to develop and measure the following:

- **Extensive Knowledge of Local Economy:** LWDBs and ARIZONA@WORK Job Center staff use extensive knowledge in the local area they serve including: labor market, economic, and employer data to inform decision making, maximizing the impact of the public workforce system on the local and regional economy.
- **Business Engagement:** LWDBs and ARIZONA@WORK Job Center staff efforts to engage business partners are robust and comprehensive. Business Services representatives possess the knowledge, expertise and capacity to design and deploy custom workforce solutions for employers in their local areas.
- **Sector Partnerships:** LWDBs and ARIZONA@WORK Job Center staff support and participate in sector partnerships that are rooted in economic and labor market data analysis and driven by industry.
- **Work-Based Learning Opportunities:** LWDBs, ARIZONA@WORK Job Center staff, and DES collaborate with each other to increase the availability of work-based learning opportunities for employers. These opportunities may include on-the-job training, work experiences, pre-apprenticeships, registered apprenticeship, incumbent worker training, transitional jobs, and customized training as pathways to employment.
- **Job Seekers Trained for In-Demand Jobs:** LWDBs and ARIZONA@WORK Job Center staff focus education and training efforts on equipping job seekers and workers with skills directly connected to employment along career pathways as defined by employers in high-growth, high-wage industries.
- **Industry-recognized Credentials:** LWDBs and ARIZONA@WORK Job Center

staff increase the number of participants who attain industry- recognized and stackable credentials.

- **Career Pathways:** LWDBs and ARIZONA@WORK Job Center staff work to create new career pathways and promote existing pathways in partnership with employers and educational institutions.
- **Access to Services:** LWDBs and ARIZONA@WORK Job Center staff ensure access to skill development, employment and wrap-around services for all job seekers.
- **Actively Engage Veterans and Other Priority and Special Populations:** LWDBs and ARIZONA@WORK Job Center staff work collaboratively with other community or statewide partners to implement effective strategies to engage Veterans and other priority and special populations as defined in WIOA.
- **Integrated Service Delivery System:** LWDBs, ARIZONA@WORK Job Center staff, DES, and WIOA title partners ensure that service delivery and resources are fully integrated, coordinated between all job center partners, and centered on meeting the needs of all participants including job seekers and business customers. An integrated model of service delivery includes policies, data sharing, and cross-program staffing and collaboration that optimizes efficiency and enhances customer experiences, including a management information system that effectively shares customer information across programs.
- **Continuous Evaluation and Improvement of Services:** LWDBs, ARIZONA@WORK Job Center staff, DES, WIOA title partners, and service providers continuously evaluate and improve services, policies, and processes to increase customer access and satisfaction.

III. One-Stop Delivery System Structure

The ARIZONA@WORK Job Center service delivery system must include at least one comprehensive physical center in each designated local area. The service delivery system in a local area may supplement and enhance the comprehensive center with one or more of the following:

- A. An affiliated site or a network of affiliated sites, where one or more partners make programs, services, and activities available;
- B. A network of eligible required and optional one-stop partners, through which each partner provides one or more of the programs, services, and activities that are linked, physically or technologically, to an affiliated site or access point that ensures customers are provided information on the availability of career services, as well as other program services and activities, regardless of where they initially enter the workforce system in the local area;

- C. Specialized centers that address specific needs, including those of dislocated workers, youth, or key industry sectors or clusters.

IV. One-Stop Delivery System Components

A comprehensive one-stop center is a physical location where jobseeker and employer customers can access the programs, services, and activities of all required one-stop partners and meets the following criteria:

- A. A comprehensive one-stop center must have at least one Title I staff person physically present.
- B. The comprehensive one-stop center must provide and promote:
 - a. Career services;
 - b. Access to training services;
 - c. Access to any employment and training activities;
 - d. Access to programs and activities carried out by one-stop partners, including Wagner-Peyser employment services;
 - e. Workforce and labor market information; and
 - f. Other relevant ARIZONA@WORK partners' programs and services.
- C. Customers must have access to these programs, services, and activities during regular business days and hours at a comprehensive one-stop center. The Local Board may establish other service hours at other times to accommodate the schedules of individuals who work on regular business days. The Council will evaluate the hours of access to service as part of the evaluation of effectiveness in the one-stop certification process.
- D. LWDBs, in conjunction with partners and one-stop operators, must establish the methods or means of providing access to partner programs, based on the needs of the customers. Access to programs and services at the ARIZONA@WORK Job Centers means incorporating the following as part of service delivery:
 - a. Having direct program staff physically present at the ARIZONA@WORK Job Center or having a staff member from a different partner program physically present at the one-stop center who is appropriately trained to provide information to customers about the programs, services, and activities available through partner programs;
 - i. Appropriately trained means that physically present partners can provide customers with basic program information and access to more detailed program information. Customers must be informed that the partner providing basic program information is not authorized to determine eligibility for the various programs.
 - b. Making available a direct linkage through technology to program staff who can provide meaningful information or services.

- i. A direct linkage means providing direct connection at the one-stop 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 to the customer.
 - ii. A direct linkage cannot exclusively be providing a phone number or computer website or providing information, pamphlets, or materials.
- E. All comprehensive one-stop centers must be physically and programmatically accessible to individuals with disabilities.

Affiliate Site(s): An affiliated site, or affiliate one-stop center, is a site that makes available to job seekers and employer customers one or more of the one-stop partners' programs, services, and activities. Affiliated sites are access points in addition to the comprehensive one-stop center(s) in each local area used to supplement and enhance customer access to services.

- A. The local area will determine the frequency of program staff's physical presence in the affiliated site.
- B. Separate stand-alone Wagner-Peyser employment services offices are not permitted under WIOA:
 - a. If Wagner-Peyser employment services are provided at an affiliated site, there must be at least one other partner in the affiliated site with staff physically present more than 50 percent of the time the center is open.
 - b. Additionally, the other partner must not be the partner administering local veterans' employment representatives, disabled veterans' outreach program specialists, or unemployment compensation programs. If Wagner-Peyser employment services and any of these three programs are provided at an affiliated site, an additional partner must have staff present in the center more than 50 percent of the time the center is open.
- C. All affiliated sites must be physically and programmatically accessible to individuals with disabilities.

Network of One-Stop Partners or Specialized Centers: Any network of one-stop partners or specialized centers must connect to the comprehensive one-stop center in the area, as well as, any appropriate affiliate centers (i.e. such as having processes in place to make referrals to the comprehensive and affiliate sites).

- A. Wagner-Peyser employment services cannot stand alone in a specialized center.
- B. Consistent with the requirements for an affiliated site, a specialized center must include other programs besides Wagner-Peyser employment services, local veterans' employment representatives, disabled veterans' outreach program specialists, and unemployment compensation.

V. One-Stop Delivery System Electronic Access

In addition to providing access to services through the mandatory comprehensive physical one-stop center and any affiliated sites or specialized centers, required one-stop partner programs must provide access to programs, services, and activities through electronic means, where applicable and practicable.

- A. The provision of programs and services by electronic methods such as websites, telephones, or other means must improve the efficiency, coordination, and quality of one-stop partner services.
- B. Electronic delivery must not replace access to in-person services at comprehensive one-stop centers or be a substitute for making services available at an affiliated site if the partner is participating in an affiliated site.
- C. Electronic delivery systems must be in compliance with the nondiscrimination and equal opportunity provisions of WIOA.

VI. Required ARIZONA@WORK Delivery System Partners

An entity identified as a one-stop delivery system partner is the grant recipient, administrative entity, or organization responsible for administering the funds of the specified program in the local area. The term "entity" does not include service providers, or sub-recipients. For programs that do not include local administrative entities, the responsible State agency must be the partner.

The entities responsible for administering the following programs and activities in the local area are required one-stop delivery system partners:

- A. Programs authorized under Title I of WIOA, including Adults, Dislocated Workers, Youth, Job Corps, YouthBuild, Native American programs, and migrant and seasonal farm worker programs (20 CFR § 678.400). The one-stop partner entity for the Native American program and Migrant and Seasonal Farmworker programs is the grantee of those respective programs. The one-stop partner entity for Job Corps is the Job Corps center. (20 CFR 678.415 (d));
- B. Employment services authorized under the Wagner-Peyser Act (29 U.S.C. 49 et seq.);
- C. Adult education and literacy activities authorized under Title II of WIOA. For Title II of WIOA, the sole entity or agency in the State or outlying area responsible for administering or supervising policy for adult education and literacy activities in the State or outlying area is the one-stop partner entity. The State eligible entity may delegate its one-stop partner responsibilities to one or more eligible providers or consortium of eligible providers. (20 CFR 678.415b);

- D. The Vocational Rehabilitation program authorized under Title I of the Rehabilitation Act of 1973 (29 U.S.C. 720 et seq.). For the Vocational Rehabilitation program, the one-stop partner entity is the designated State agencies or designated State units specified under sec. 101(a)(2) of the Rehabilitation Act that is primarily concerned with vocational rehabilitation, or vocational and other rehabilitation, of individuals with disabilities;
- E. The Senior Community Service Employment Program authorized under Title V of the Older Americans Act of 1965 (42 U.S.C. 3056 et seq.);
- F. Career and technical education programs at the post-secondary level authorized under the Carl D. Perkins Career and Technical Education Act of 2006 (20 U.S.C. 2301 et seq.). For the Carl D. Perkins Career and Technical Education Act of 2006, the State eligible agency is the one-stop partner entity. The State eligible agency may delegate its one-stop partner responsibilities to one or more State agencies, eligible recipients at the postsecondary level, or consortia of eligible recipients at the post-secondary level;
- G. Trade Adjustment Assistance activities authorized under chapter 2 of Title II of the Trade Act of 1974 (19 U.S.C. 2271 et seq.);
- H. Jobs for Veterans State Grants programs authorized under chapter 41 of Title 38, U.S.C.;
- I. Employment and training activities carried out under the Community Services Block Grant (42 U.S.C. 9901 et seq.);
- J. Employment and training activities carried out by the Department of Housing and Urban Development; Programs authorized under State unemployment compensation laws (in accordance with applicable Federal law);
- K. Programs authorized under sec. 212 of the Second Chance Act of 2007 (42 U.S.C. 17532); and
- L. Temporary Assistance for Needy Families (TANF) authorized under part A of Title IV of the Social Security Act (42 U.S.C. 601 et seq.), unless exempted by the Governor.
 - a. The Governor notified the Secretaries of the U.S. Departments of Labor and Health and Human Services in writing that TANF will not be a required partner in Arizona, or within some specific local areas in the State. Local TANF programs may still opt to be a one-stop partner, or to work in collaboration with the one-stop center.

VII. Optional One-Stop Partners

The Local Board and CEOs may approve other entities that carry out a workforce development program, including Federal, State, or local programs and programs in the private sector, as additional partners in the one-stop system including:

- A. Employment and training programs administered by the Social Security Administration, including the Ticket to Work and Self-Sufficiency Program established under sec. 1148 of the Social Security Act (42 U.S.C. 1320b–19); Employment and training programs carried out by the Small Business Administration;
- B. Supplemental Nutrition Assistance Program (SNAP) employment and training programs, authorized under sections 6(d)(4) and 6(o) of the Food and Nutrition Act of 2008 (7 U.S.C. 2015(d)(4));
- C. Client Assistance Program authorized under section 112 of the Rehabilitation Act of 1973 (29 U.S.C. 732); Programs authorized under the National and Community Service Act of 1990 (42 U.S.C. 12501 et seq.); and
- D. Other appropriate Federal, State or local programs, including employment, education, and training programs provided by public libraries or in the private sector.

VIII. Required One-Stop Partner Responsibilities

Each required one-stop delivery system partner must:

- A. Provide access to its programs or activities through the one-stop delivery system, in addition to any other appropriate locations;
- B. Use a portion of funds made available to the partner's program, to the extent consistent with the Federal law authorizing the partner's program and with Federal cost principles in 2 CFR parts 200 and 2900 (requiring, among other things, that costs are allowable, reasonable, necessary, and allocable), to:
 - a. Provide applicable career services; and
 - b. Work collaboratively with the State and LWDBs to establish and maintain the one-stop delivery system. This includes jointly funding the one-stop infrastructure through partner contributions that are based upon:
 - c. A reasonable cost allocation methodology by which infrastructure costs are charged to each partner in proportion to the relative benefits; Federal cost principles; and

- d. Any local administrative cost requirements in the Federal law authorizing the partner's program.
- C. Enter into an MOU with the Local Board relating to the operation of the one-stop system that meets the MOU requirements in this policy;
- D. Participate in the operation of the one-stop system in a manner consistent with the terms of the MOU, requirements of authorizing laws, the Federal cost principles, and all other applicable legal requirements; and
- E. Provide representation on the State and LWDBs as required and participate in Board committees as needed.

IX. Outreach and Branding

The workforce system outreach and branding is a shared state and local board responsibility. The ARIZONA@WORK Network must use the Council approved branding referred to in the ARIZONA@WORK Brand Style Guide Policy.

X. State Administrative Entity Responsibilities

DES is the state administrative entity for WIOA Title I, III, and IV funds. ADE is the state administrative entity for WIOA Title II funds. The state administrative entities, under the direction of the governor and in collaboration with the Council, are responsible for implementing and monitoring compliance with the policies established by the Council. DES and ADE will work collaboratively to fulfill the administrative responsibilities including, but not limited to, the following:

- A. Carry out policy requirements established by the Council;
- B. Develop statewide guidance and procedures related to implementing Council policy in coordination with the Council staff;
- C. Ensure each local board develops and maintains a single umbrella or individual partner MOU(s) that includes a working resource sharing agreement(s) and cost allocation plan(s);
- D. Negotiate statewide performance measures with the U.S. Department of Labor and U.S. Department of Education, as well as negotiating with LWDBs for local area performance measures;
- E. Review and recommend to the Council approval of required local area plans;
- F. Assist the Council in the preparation of the Arizona workforce system plan for submission to the U.S. Department of Labor, and the U.S. Department of Education;

- G. Assist the Council in the preparation of an annual report on the workforce system;
- H. Prepare and initiate grant agreements and contracts with the LWDBs and others as required;
- I. Monitor and evaluate the local workforce systems to ensure compliance with state and federal policies and directives, and submit comprehensive performance evaluations on each local area to the Council;
- J. Provide programmatic monitoring updates to the Council;
- K. Provide or contract for technical assistance and training to ensure performance measures and outcomes are met, a seamless delivery system is operational, and opportunities for continuous improvement are identified;
- L. In consultation with the Council, require corrective action or impose sanctions on a local board or other WIOA subrecipients for significant inability or failure to perform as required by WIOA regulations and/or Council policies;
- M. Evaluate the effectiveness of the statewide workforce system and partner services located in One-Stop Centers in partnership with the Council, based on the performance requirements established by the Council;
- N. Report evaluation information to the Council; and
- O. Compile and submit data and reports on partner program outcomes and performance as required by the Council, the Governor's Office, the U.S. Department of Labor, and the U.S. Department of Education.

CONTACT ENTITY: Inquiries regarding this policy should be directed to the Workforce Arizona Council staff at Workforce.Council@oeo.az.gov