

## ONE-STOP CERTIFICATION

### QUALITY BENCHMARKING TOOL

#### Category No. 1: Leadership

**1A. Partners agree on a shared vision for a customer-driven service delivery system. YES**

**EVIDENCE INDICATOR:** *A shared vision among all required partners is documented in the Partner MOU.*

All Partners listed on the attached MOU agree on the shared vision of the WDB which is included in the attached MOU. The agreement is between the Atlantic County Workforce Development Board, the One-Stop Partners of Atlantic County and the partners of the New Jersey Department of Labor.

**1B. Agreements (e.g. MOUs) indicate that partners/suppliers have agreed to short/long-term goals regarding broader economic/political goals of the community. YES**

**EVIDENCE INDICATOR:** *Agreements recognize goals established by Workforce Development Board, State of New Jersey and United States Department of Labor.* Agreements recognized on the Attached MOU, listed signatures from all partners. All PARTNERS will participate in a regular on-going process, of the program review, continuous improvement and customer satisfaction seeking opportunities for further integration and expansion of services.

**1C. Systems exist that demonstrate the existence and utilization of regional efforts including a collaborative plan and resource sharing that indicate efforts are not constrained by governmental or political boundaries. YES**

**EVIDENCE INDICATOR:** *Regional plans and service agreements indicate joint utilization of services with a breakdown of shared costs.* The South Jersey Workforce Collaborative Regional Pan consists of 7 key industries and shared cost listed on the attached plan found on the Atlantic County WDB website.

**1D. A local governance process that is charged with overseeing the planning and provision of the one-stop services. Yes**

**EVIDENCE INDICATOR:** *Workforce Board (or committee) includes this as among its charges and is corroborated by minutes/documentation.* The One-Stop Coordinator is charged with coordinating service delivery among partner agencies in the One-Stop and managing daily operations and other activities to support the center. Attached meeting minutes include WFNJ Monthly Operations Meeting and Quarterly Oversight Committee Meeting Minutes.

**1E. Community partners have been educated in such a manner that a wide range of partners have participated in discussions regarding the model/management of the One-Stop. YES**

**EVIDENCE INDICATOR:** *Attendance/public hearing lists for presentations/meetings where the discussions are held are maintained/available.*

As part of the planning and development process for the WIOA-required local plan, leadership staff of the One Stop and the Workforce Development Board engaged in on-going discussions with partners and related associates to assure that the One Stop's model of service delivery meets or exceeds expectations.

Documented discussions as part of the subcommittee established within the One Stop, including the Literacy Subcommittee of the Atlantic County WDB, the Operations Committee of the Atlantic County WDB and frequent discussions with our state and local partners contained within the One Stop. This documentation, as well as documentation for public hearings, is within the Local Plan Update for WIOA.

## **Category No. 2: Strategic Planning**

**2A. All are required programs/partners are involved in strategy development and are appropriately represented in full service One-Stop Career Centers. YES**

**EVIDENCE INDICATOR:** Records indicate participation and organizations are providing services in One-Stop on a regularly scheduled basis.

*Copies of meeting minutes from various partner committees documenting the provision of One Stop services.*

One Stop Partners located within the One Stop Career Center include: NJDOL Employment Services, NJDOL Division of Vocational Rehabilitation (DVR), NJDOL Division of Unemployment Insurance, NJDOL Business Services Representative on the first floor of the One Stop and National Council on Aging, Atlantic Cape Community College, Family and Community Development, and the units of the Office of the Atlantic County Workforce Development. Those units include: literacy, employment and training, youth services, New Jersey Youth Corps and Work First New Jersey.

Strategic planning for membership and partners has occurred through monthly meetings in smaller groups and quarterly meetings with One Stop Partners. In addition, the workforce development board, in conjunction with the One Stop Coordinator, met with partners and one stop customers to receive feedback on agency services and suggestions for program improvement. The One Stop Coordinator is also part of the strategic planning discussions that take place internally to evaluate current services and respond to recent policy changes.

**2B. Process in place to document expectations of board, partners, staff and service clients. Provided in manner in which activity may be measured against goals. YES**

**EVIDENCE INDICATOR:** Records maintained documenting efforts/results of associated groups.

The Local Memorandum of Understanding addresses a number of expectations for agency partners, board members, agency staff and service recipients. Board and partner's goals and objectives are established on an annual basis and are created to be targeted, timely and measurable. Activities are designed to address and focus on goal attainment. The One Stop also places emphasis on the Performance Goals established by NJDOL and reviewed through the use of the performance report provided by FutureWorks, as well as the expectations created within the Atlantic County Workforce Development Board's Annual Plan and Update required by WIOA.

**2C. Local certification plans exist for centers/affiliates as appropriate. YES**

**EVIDENCE INDICATOR:** Copies of plans/associated guidelines.

The Atlantic County Workforce Development Board is a certified workforce development board, from 2018 to 2020. There is only one (1) One Stop Center in Atlantic County.

The packet of information which is required for One Stop Certification will be the evidence associated with this certification.

**2D. Federal and NJ performance metrics are utilized for measuring performance against plan and as decision-making tool. YES**

**EVIDENCE INDICATOR:** Documentation for decision-making maintained/reviewable.

Confirms decisions. The Atlantic County One Stop Career Center uses the performance report provided by FutureWorks to evaluate program performance and outcome achievement. Because performance measurements are related to county-specific populations, this tool is used to determine current levels of performance and guide future operational procedures.

**2E. Eligible Training Provider List, Consumer Report Card, performance data and evidence-based results are utilized in decision-making. YES**

**EVIDENCE INDICATOR:** Documentation for decision-making maintained/reviewable. Confirms decision. Customers are referred to the NJTOPPS website as part of the orientation for training consideration. As part of the One Stop process, each customer participates in two Career Beacons to assist in their decision-making process.

**2F. Training opportunities are linked, where appropriate, to career pathways and industry-based credentials. System ensures that service client may build upon their skills throughout their career. YES**

**EVIDENCE INDICATOR:** Client folder discusses career paths, future opportunities and manners of accomplishment. Customer folders contain an Employment Plan which identifies the plan to gain employment, as well as future goals to achieve career success. Services include assessment of the customer's knowledge, skills, characteristics and experience to match planned career path.

**2G. Clear area commitment of Employment First for applicable service clients. YES**

**EVIDENCE INDICATOR:** File indicates placement/wages for service clients. Wage should satisfy requirements of Employment First. As part of the Local Plan update, the Atlantic County Workforce Development Board and its partners, including the Division of Vocational Rehabilitation Services located within the One Stop have agreed to support an Employment First approach to customers who present with disabilities.

### **Category No. 3: Customer and Market Focus**

#### **3A. Public hearings/focus groups used to attain customer input as part of service planning.**

**YES**

**EVIDENCE INDICATOR:** Records/minutes of proceeding are kept and included in plans as appropriate. The opportunity for public hearings and public input occur periodically as part of the local effort to assure service offerings are addressing the needs of the customers.

#### **3B. Single points of contact have been established in the area for business and client customers.**

**YES**

**EVIDENCE INDICATOR:** Record indicate single point of contact for each appropriate client.

Most cases related to the One Stop services, the single point of contact occurs as part of the re-employment orientation and the RESEA and OARS programs. Employment Services reception staff are the initial contact point for walk-in customers. The front desk receptionists on both the first and second floors are the initial contact for One Stop services. During information sessions, workforce development customers are linked with a point of contact if they are interested in additional services. If customers are receiving other services (TANF, GA, and SNAP) adult, dislocated worker and youth services can contact Employment Specialist for Work Activities, Education/Training and Youth Counseling.

#### **3C. Client customer satisfaction data (e.g. surveys, etc.) is used as justification for service/products and as documentation of continuous improvement.**

**YES**

**EVIDENCE INDICATOR:** Records are maintained that indicate satisfaction and used as a basis for service/product provision. Customer satisfaction surveys help us discover what customers like, dislike or what they'd like to see improved. Surveys are useful in improving our customer's experience because it allows customers to express in their own words what their needs are. Periodic review of customer responses help shape staff/customer interactions and service delivery.

#### **3D. Partnership exist that cut across the market to ensure access to groups/individuals that may help ensure success.**

**YES**

**EVIDENCE INDICATOR:** Agreements/MOUs are maintained/signed that document relationships, and the basis of the relationship that include, but are not limited to organizations such as community colleges, employer groups, trade associations, talent networks/targeted industries, labor organizations and community/faith-based organizations. The MOU between County of Atlantic on behalf of the Atlantic County Workforce Development Board and One-Stop Partners of Atlantic County and the New Jersey Department of Labor is attached.

#### **3E. Foundation for workforce development investments have been established with industry-focused Talent Networks, Targeted industry partnerships and Talent Development Centers.**

**NO**

**EVIDENCE INDICATOR:** Records indicate service focus on supporting targeted fields.

Foundation for workforce development investments have been established with industry-focused Talent Networks, Targeted Industry Partnerships and Talent Development Centers.

(These systems no longer exist, however, there are efforts to establish the NEXT GEN process instead and all areas of workforce development in the Pleasantville Office are aware and in support of the process.)

There is, however, a close working relationship between the Business Services Representative, the Employment Services Manager, Economic Development, the executive director of the workforce development board and the One Stop Coordinator as documented in monthly meeting minutes.

### **Category No. 3: Customer and Market Focus**

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**3F. Review local services/approach to examine how Career Center system determines customer/market requirements; expectations and preferences; success/failures; and, adjust to findings as step towards continuous improvement. YES**

**EVIDENCE INDICATOR: Records document that local determination took place, information reviewed, acted upon and that service/program structure reflects the results.**

The Summer Youth Employment Pilot Program (SYEPP) seeks to mitigate youth poverty, unemployment, and crime rates by providing in-school and out-of-school youth, ages 16-24, with summer employment meant to encourage a successful transition to the workforce. The attached Final Activity Report reviews participant data for the Summer of 2019.

Additionally, as a result of the pandemic, outreach has become a critical activity because of the need to increase public awareness of available service and the method of service delivery. Efforts to improve and enhance One Stop branding and access is evidenced in recent upgrades and improvements to the county's One Stop website found at: [www.learntrainworkac.com](http://www.learntrainworkac.com).

Current efforts are monitored to assess current outreach strategies and impact on customer population.

## **Category No. 4: Information and Analysis**

**4A. Operator demonstrates how use of information and information technologies support/enhance customer service and staff effectiveness.**

YES

**EVIDENCE INDICATOR:** Documentation exists that demonstrates use of information/technology in supporting/enhancing customer service and staff effectiveness.

The One Stop Coordinator evaluates the responses from the customer satisfaction survey in conjunction with the monthly activity reports from the OSOS database. This information is also examined during each of the workforce development board Oversight subcommittee meetings and is reflected in the minutes of those meetings.

**4B. Local service audit utilized area/opportunities for new/improved products/services.** YES

**EVIDENCE INDICATOR:** Audit result leading to changes reviewed.

Local service audit utilized area/opportunities for new/improved products/services.

The monitoring unit of the Atlantic County Office of Workforce Development regularly reviews the current contracted services to evaluate the quality of the service and progress toward targeted performance benchmarks. Service audits that identify findings or needed corrections related to service improvement are addressed and evaluated as part of the internal evaluative process and addressed through management-team coordinated corrective action plans.

**4C. Stakeholder training teaching stakeholders how to analyze the relationship between quality improvement, customer satisfaction and financial performance.**

YES

**EVIDENCE INDICATOR:** Documentation of training/attendance exists and is reviewable.

Stakeholder training teaching stakeholders how to analyze the relationship between quality improvement, customer satisfaction and financial performance.

Members of the monitoring unit work closely with contracted training providers to assure appropriate service delivery and adequate performance related to contracted outcomes.

**4D. System-wide method for collection, analysis and use for data exists and is used by operator.**

YES

**EVIDENCE INDICATOR:** Documentation is reviewed that details methods of collection and use. Analysis is made available and is indicative of activities/actions taken in area.

One Stop Coordinator creates a monthly data report that examines activity and performance outcomes. Data is collected by various managerial staff in each department and submitted to the Coordinator for compilation. Copies of monthly reports are presented quarterly to the One Stop Oversight Committee for analysis and further discussion.

## **Category No. 5: Human Resource Focus**

**5A. Guidelines and a plan for ongoing capacity building have been developed to ensure that staff at all levels of process are trained and expert in providing customer oriented services at a high level.** YES

**EVIDENCE INDICATOR:** Training schedules, content and attendance list are maintained and reviewable. Professional development is incorporated into the unit discussions held by supervisors and is facilitated by training offerings of the GSETA Institute and on-line training opportunities.

**5B. Process exists to identify and conduct necessary training sessions for all levels of systems staff and program/service suppliers.** YES

**EVIDENCE INDICATOR:** Process is documented; results are in reviewable form and attendance lists maintained. Professional development and system education are integral components of the One Stop system. Communication, education and mutual understanding are paramount to the system's success. Annual service assessment at all levels is documented through board and subcommittee minutes as well as notes from internal management meetings.

**5C. Information systems and work processes are designed to promote collaboration and sharing of findings across multiple partner organizations and work units. Data is used as a basis for performance review.** YES

**EVIDENCE INDICATOR:** Processes and systems for sharing are documented and use of date for performance is available for review. Systems are in place for information sharing amongst and between One Stop partners including collaborations with CWA, Title II Literacy, Youth Services and Contracted Partners. Documentation is found in minutes, e-mail communication and summaries.



## **Category No. 6: Process Management**

**6A. Local certification process based upon quality/Baldrige criteria for performance measures and quality assurance has been established for product/service suppliers. NO**

**EVIDENCE INDICATOR:** Process is documented and available for supplier review and adaptation. The Atlantic County One Stop Career Center has recently begun the implementation of performance measures using the FutureWorks report and internal crystal reports to evaluate progress toward performance benchmarks and local goals and outcomes. As the process has just been introduced, it is not fully integrated into the operational decision-making of the agency.

**6B. A documented service flow for each One-Stop exists. The process indicates timelines and methods for referral and how Eligible Training Provider list and Consumer Report Card is managed and how ITAs are made available within process. YES**

**EVIDENCE INDICATOR:** Service flow is available for review. It documents time lines and methodologies for potential actions/activities. Customer Handbook for Occupational Training.

**6C. Processes for the handling of poor performance by Operator, partner and service/produce provider are documented. YES**

**EVIDENCE INDICATOR:** Documents are available; processes are realistic/implementable. The language of the awarded contracts and MOUs speak to the responsibility of the Operator and the partners. The use of technical assistance through the use of monitors and program supervisors help to establish and maintain corrective actions and document concerns with continued poor performance.

**6D. System has been established to document strengths/weaknesses of processes to develop more effective, customer-oriented processes. YES**

**EVIDENCE INDICATOR:** Document is available; process improvement is realistic/implementable. Subcommittee meeting system and associated minutes and strategies. Strategic Support Team (internal management team hold annual SWAT analysis to assess effectiveness of services and process.

**6E. Service/Programs are organized functionally; not be funding source program, program or staff. YES**

**EVIDENCE INDICATOR:** Documentation and physical structure demonstrate functional alignment. Blended funding occurs to address functional needs of the customers and providers.

## **Category No. 7: Business Results**

**7A. Service renewal and incentive programs are linked to meeting/exceeding specific performance standards.** YES

**EVIDENCE INDICATOR:** A documented policy is available for review and any renewals are consistent with process stated. Service renewal processes are documented in the RFP for Competitive Contracts and reflected in the renewal contract review and scoring process.

**7B. Business results are defined within context of improved service quality for customers by center and by system. Success measures go beyond measures such as placement rates.** YES

**EVIDENCE INDICATOR:** Performance is documented by measures beyond placement and consider referral location, one-stop (where applicable) and other factors (e.g. referral staff, skill levels, etc.) Business results are defined within context of improved service quality for customer by center and by system. Success measures go beyond measures such as placement rates. Federal performance requirements go beyond placement and include credential attainment and placement retention. Documentation also evaluates job title and place of employment for retention and career opportunities.

**7C. Service supports are measured to determine impact on service results.** YES

**EVIDENCE INDICATOR:** Measures/analysis is performed for various forms of support (e.g. transportation, counseling, child care etc.) has taken place and is documented/available for review.

Review of AOSOS records to document the number of successful job placements that included support services. Review of AOSOS records to document the number of successful job placements that included support services.

**7D. Guidelines and a plan for ongoing capacity building have been developed to ensure that business volunteers at all levels of process are trained and prepared to understand the needs of the workforce system at a high level.** NO

**EVIDENCE INDICATOR:** Training schedules, content and attendance list are maintained and reviewable. These guidelines will be part of the planning process for the Atlantic County Workforce Development Board and the upcoming WIOA Local Plan.

**7E. Process exists to identify and conduct necessary training sessions for all levels of business volunteers.** YES

**EVIDENCE INDICATOR:** Process is documented; results are in reviewable form and attendance lists maintained. Process exists to identify and conduct necessary training sessions for all levels of business and volunteers.

## **Category No. 7: Business Results**

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**7F. Business partners have been educated in such a manner that a wide range of partners have participated in discussions regarding the model/management of the One-Stop. NO**

**EVIDENCE INDICATOR:** Attendance/public hearing lists for presentations/meeting where the discussions are held are maintained/available. *Efforts have begun and continue to provide a comprehensive orientation of One Stop services to area employers and the Atlantic County Economic Alliance so that the model and management can be discussed.*

**7G. Processes for ongoing private sector membership, participation and outreach are in place along with systems that ensure linkages between ongoing workforce services with the needs of the business community and employers. YES**

**EVIDENCE INDICATOR:** Attendance/Public hearing lists for presentations/meetings where the discussions are held are maintained/available.

Processes are in place and documented, however, the One Stop and Atlantic County Workforce Development are in the process of enhancing current linkages and expanding the resources available to the business community to address their assessed and acknowledged need.

**7H. Employer customer satisfaction data (e.g. survey, etc.) is used as justification for service/products and a documentation of continuous improvement. YES**

**EVIDENCE INDICATOR:** Records are maintained that indicate satisfaction and used as a basis for service/product provision. Results of customer satisfaction surveys and identified needs directly impacts process changes. (Specialized testing for SNAP). This performance requirement, employer satisfaction, is to be established by the New Jersey Department of Labor in conjunction with local business services representatives. Measurement guidance for this item has not yet been provided.