



RICK SNYDER
GOVERNOR

STATE OF MICHIGAN
DEPARTMENT OF TALENT AND ECONOMIC DEVELOPMENT
TALENT INVESTMENT AGENCY
WANDA M. STOKES
DIRECTOR

ROGER CURTIS
DIRECTOR

OFFICIAL
Policy Issuance (PI) 15-30, Change 1

Date: April 25, 2017

To: Michigan Works! Agency (MWA) Directors

From: Wanda M. Stokes, Director **SIGNED**
Michigan Talent Investment Agency

Subject: Certification Criteria for Michigan Works! Service Centers (MWSCs)

Rescissions: PI 15-30

References: The Workforce Innovation and Opportunity Act (WIOA) of 2014, Public Law 113-128 (29 United States Code (U.S.C.) Section 3101, *et. seq.*)

The WIOA Final Rule 20 Code of Federal Regulation Part 678, *et al.*, as Published October 18, 2016

U.S. Department of Labor (USDOL) Training and Employment Guidance Letter (TEGL) 4-15, "Vision for the One-Stop Delivery System Under the Workforce Innovation and Opportunity Act (WIOA)," issued August 13, 2015

USDOL TEGL 16-16, "One-Stop Operations Guidance for the American Job Center Network," issued January 18, 2017

WIOA Manual

Programs

Affected: All programs operated through the MWSCs

Background: The WIOA was signed into law by President Barack Obama on July 22, 2014. The WIOA, which supersedes the Workforce Investment Act (WIA) of 1998, presents an extraordinary opportunity to improve job and career options for our nation's workers and job seekers through an integrated, job-driven public workforce system that links diverse talent to businesses. The WIOA supports the development of strong, vibrant regional economies where businesses thrive, and people want to live and work.

This revitalized workforce system will be characterized by three critical hallmarks of excellence:

- (1) The needs of business and workers drive workforce solutions.
- (2) One-Stop Centers provide excellent customer service to workers, job seekers, and employers, and focus on continuous improvement;
- (3) The workforce system supports strong regional economies and plays an active role in community, economic and workforce development.

The WIOA maintains the nationwide system of One-Stop Centers, which directly provide an array of employment services and connect customers to work-related training and education. The WIOA furthers a high-quality One-Stop Center system by continuing to align investments in workforce, education and economic development with regional, in-demand jobs. The WIOA places a greater emphasis on One-Stop Centers achieving results for job seekers, workers, and businesses. The WIOA reinforces the partnerships and strategies necessary for One-Stop Centers to provide job seekers and workers with the high-quality career services, training and education, and supportive services they need to get good jobs and stay employed, and to help businesses find skilled workers and access other supports, including training and education for their current workforce.

Vision for the One-Stop Centers Under the WIOA

The publicly funded workforce system envisioned by the WIOA is quality-focused, employer-driven, customer-centered and tailored to meet the needs of regional economies. It is designed to increase access to, and opportunities for, the employment, education, training and support services that individuals need to succeed in the labor market, particularly those with barriers to employment. It aligns workforce development, education and economic development programs with regional economic development strategies to meet the needs of local and regional employers, and provide a comprehensive, accessible and high-quality workforce development system. This is accomplished by providing all customers access to high-quality One-Stop Centers that connect them with the full range of services available in their communities, whether they are looking to find jobs, build basic educational or occupational skills, earn a postsecondary certificate or degree, obtain guidance on how to make career choices, or are businesses and employers seeking skilled workers.

Under the WIOA, One-Stop Centers and their partners:

- Provide job seekers with the skills and credentials necessary to secure and advance in employment with family-sustaining wages;
- Provide access and opportunities to all job seekers, including individuals with barriers to employment such as individuals with disabilities, to prepare for, obtain, retain, and advance in high-quality jobs and high-demand careers;
- Enable businesses and employers to easily identify and hire skilled workers and access other supports, including education and training, for their current workforce;

- Participate in rigorous evaluations that support continuous improvement of One-Stop Centers by identifying which strategies work better for different populations; and
- Ensure that high-quality, integrated data inform decisions made by policy makers, employers, and job seekers.

Within this framework, local Workforce Development Boards (WDBs) are responsible for improving access to and the effectiveness of One-Stop and program services. The physical locations within the service delivery areas that directly deliver services to the public are identified and marketed under the “American Job Center” network common identifier and MWSC brand providing consistent name recognition and access to services across the state. The TIA will certify MWSCs every three years using criteria developed in consultation with the Governor’s Talent Investment Board (GTIB), local Chief Elected Officials (CEOs), and local WDB Chairs and outlined in this policy issuance which covers effectiveness, programmatic and physical accessibility, and continuous improvement.

The MWSC certification criteria are consistent with the requirements of the WIOA Unified State Plan; the Michigan Works! System Plan; and instructions for executing Memorandums of Understanding (MOUs), including the sharing of infrastructure costs among partners, under the WIOA.

Policy: This policy change provides guidance pertaining to the requirement for the use of the American Job Center network designation and applicable key dates for adopting the required rebranding.

System Programs and Partners

Under the WIOA, partner programs and entities that are jointly responsible for workforce and economic development, educational, and other human resource programs collaborate to create a seamless customer-focused One-Stop delivery system that integrates service delivery across all programs and enhances access to program services. The One-Stop delivery system includes six core programs, as well as other required and optional partners identified in the WIOA.

Access to the services from the following programs must be made available through the MWSCs, or through referral, including intake and registration, eligibility determination (if applicable), enrollment in the program, and referral to program activity:

- Programs authorized under Title I of the WIOA
- Programs authorized under the Wagner-Peyser Act, as amended
- Adult education and literacy activities authorized under Title II of the WIOA
- Programs authorized under Title I of the Rehabilitation Act of 1973 (Other than Section 112 or Part C)
- Activities authorized under Title V of the Older Americans Act of 1965
- Career and technical education programs at the postsecondary level authorized under the Carl D. Perkins Career and Technical Education Act of 2006

- Activities authorized under Chapter 2 of Title II of the Trade Act of 1974
- Activities authorized under Chapter 41 of Title 38, U.S.C.
- Employment and training activities carried out under the Community Services Block Grant Act
- Employment and training activities carried out by the Department of Housing and Urban Development (HUD)
- Programs authorized under State unemployment compensation laws (In accordance with applicable Federal law)
- Programs authorized under Section 212 of the Second Chance Act of 2007
- Programs authorized under Part A of Title IV of the Social Security Act; and
- Programs authorized under Section 6(d)(4) of the Food and Nutrition Act of 2008 (7 U.S.C. 2015(d)(4)) and work programs authorized under Section 6(o) of the Food and Nutrition Act of 2008 (7 U.S.C. 2015(o))

With the approval of the local WDB and CEO, in addition to the programs and entities described above, other entities that carry out workforce development programs may be incorporated into the local One-Stop delivery system, as well as other programs and services, based on local conditions and available resources. Examples include but are not limited to:

- Employment and training programs administered by the Social Security Administration, including the Ticket to Work and Self-Sufficiency Program, established under Section 1148 of the Social Security Act (42 U.S.C. 1320b-19),
- Employment and training programs carried out by the Small Business Administration,
- Programs carried out 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.),
- Other appropriate Federal, State or local programs, including employment, education and training programs provided by public libraries or by the private sector,
- Community mental health programs, particularly those related to job training and placement,
- Substance abuse services,
- Economic development services,
- Programs for the homeless; and
- Transportation systems and service providers.

Characteristics of a High-Quality MWSC

The characteristics detailed in this policy issuance are designed to reflect key elements that contribute to a high-quality One-Stop delivery system and are intended to strengthen the successful integration and implementation of partner programs in the MWSCs.

Characteristic 1: MWSCs Provide Excellent Customer Service to Job seekers, Workers, and Businesses.

Meeting the needs of job seekers, workers and businesses are critical to developing thriving communities where all citizens succeed, and businesses prosper.

Customer Relations

High-quality MWSCs reflect a welcoming environment to all customer groups who are served by the MWSCs. All MWSC staff are courteous, responsive, and helpful to job seekers, businesses and others who visit the MWSCs, either in person, by telephone, or email. Moreover, MWSC staff is sensitive to the unique needs of individuals with disabilities and are prepared to provide necessary accommodations. Certified MWSCs must present and promote a professional, businesslike, and accessible setting. Specifically:

- Each office location must have a trained staff person, for example a receptionist or a greeter, positioned at the entrance of the MWSC to direct customers upon entry and assist them in accessing various employment, workforce development, and related community services, unless such assistance can be provided in a comparable manner via the use of technology.
- Services are provided in a business-like manner, and all individuals are treated with respect as valued customers.

Accessibility and Inclusion

MWSCs must be inclusive of all customers to be effective. Inclusion honors and accommodates diversity. A universally accessible system requires meeting the diverse customer needs that exist within the local service delivery area, which includes the needs of individuals with disabilities, people of different cultures, and persons with barriers to employment. Where inclusion abounds, centers are welcoming, inviting, accommodating, and accessible to everyone.

As recipients of federal funds, MWAs are required to comply with various regulations relating to non-discrimination, equal opportunity and inclusion. The most critical of these regulations are:

- Section 188 of the WIOA
- Section 504 of the Rehabilitation Act of 1998, as amended
- Titles I and II of the Americans with Disabilities Act (ADA)
- The ADA Accessibility Guidelines or the Uniform Federal Accessibility Standards

In addition, priority will be given to assuring that throughout the system persons with physical, mental, cognitive, and sensory disabilities will have programmatic and physical access to all MWSC services and activities. Such actions include, but are not limited to:

- Providing reasonable accommodations for individuals with disabilities
- Making reasonable modifications to policies, 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

Services for Employers

High-quality MWSCs develop, offer and deliver quality business services that assist specific businesses and industry sectors in overcoming the challenges of recruiting, retaining and developing talent for the regional economy. To support area businesses and industry sectors effectively, MWSC staff identify and have a clear understanding of industry skill needs, identify appropriate strategies for assisting businesses, and coordinate business services activities across One-Stop partner programs, as appropriate. This includes the incorporation of an integrated and aligned business services strategy among MWSC partners to present a unified voice for the MWSC in its communication with its businesses. Additionally, MWSCs will use the forthcoming performance measure(s) regarding effectiveness in serving employers to support continuous improvement of these services.

A broad range of integrated services are provided free of charge to all employers to support economic and workforce development efforts through MWSCs. These services must include:

- Assistance in finding qualified workers
- Labor exchange using the Pure Michigan Talent Connect website
- Interview facilities at MWSCs
- State and/or federally generated information on the Americans With Disabilities Act (ADA)
- Information regarding consultations on workplace accommodations for persons with disabilities
- Information on, and referral to, business start-up, retention and expansion services
- Information on the Trade Act programs and certification
- Information about incentives, such as on-the-job training (OJT) programs, based on worker eligibility
- Information and consultation on the Fidelity Bonding Program

High-quality MWSCs balance traditional labor exchange services with strategic talent development within a regional economy. This includes use of market-driven principles and labor market information that helps to define a regional economy, its demographics, its workforce, and its assets and gaps in skills and resources.

Certain career services must be made available to local businesses, specifically the following labor exchange activities and labor market information:

- Appropriate recruitment and other business services on behalf of employers, including information on and referrals to specialized business services other than those traditionally offered through the One-Stop delivery system; and
- The provision of workforce and labor market employment statistics information, including the provision of accurate information relating to local, regional and national labor market areas.

High-quality MWSCs design and implement practices that actively engage industry sectors and use economic and labor market information, sector strategies, career pathways, Registered Apprenticeships and competency models to help drive skill-based initiatives.

MWSCs must:

- Follow the established Michigan Industry Cluster Approach (MICA) Guidelines
- Establish and develop relationships and networks with large and small employers and their intermediaries, and
- Develop, convene or implement industry or sector partnerships.

Customized business services may be provided to employers, employer associations, or other such organizations. These services are tailored for specific employers and may include:

- Customized screening and referral of qualified participants in training services to employers
- Customized services to employers, employer associations, or other such organizations on employment-related issues
- Customized recruitment events and related services for employers, including targeted job fairs
- Human resource consultation services, including but not limited to, assistance with:
 - Writing/reviewing job descriptions and employee handbooks
 - Developing performance evaluation and personnel policies
 - Creating orientation sessions for new workers
 - Honing job interview techniques for efficiency and compliance
 - Analyzing employee turnover
 - Explaining labor laws to help employers comply with wage/hour and safety/health regulations

- Customized labor market information for specific employers, sectors, industries or clusters
- Other similar customized services

MWSCs may also provide other business services and strategies that meet the workforce investment needs of area employers, in accordance with partner programs' statutory requirements and consistent with Federal cost principles. These business services may be provided in conjunction with the local WDB, or through the use of economic development, philanthropic, and other public and private resources. Allowable activities, consistent with each partner's authorized activities include, but are not limited to:

- Developing and implementing industry sector strategies, including strategies involving industry partnerships, regional skills alliances, industry skill panels, and sectoral skills partnerships;
- Customized assistance and referral for assistance in the development of a Registered Apprenticeship program;
- Developing and delivering innovative workforce investment strategies for area employers, which may include career pathways, skills upgrading, and/or skill standard development and certification for recognized post-secondary credential or other employer use, and other effective initiatives for meeting the workforce investment needs of area employers and workers;
- Assistance to area employers in managing reductions in force, in coordination with State rapid response activities, and with strategies for the aversion of layoffs, the use of feasibility studies to assess the needs of and options for at-risk firms, and the delivery of employment and training activities to address risk factors;
- The marketing of business services to appropriate area employers, including small and mid-size employers; and
- Assisting employers with assessing local, state and federal tax credits.

All business services and strategies must be reflected in the local plan.

Services for Individuals

High-quality MWSCs create opportunities for individuals at all skill levels and levels of experience by providing customers, including those with disabilities, as much timely, labor market, job-driven information and choice as possible, related to education and training, careers, and service delivery options, while offering customers the opportunity to receive both skill development and job placement services.

Career services are designed to assist and educate individuals about a wide range of services appropriate to their individual situation. To eliminate the perceived "sequence of services" under the repealed WIA of 1998, core and intensive services under the WIOA have been combined into the "career services" category. This structure is intended to provide more flexibility to One-Stop staff in determining a participant's need for training.

Self Service/Universal Access

There is universal access to services involving self-help. Unregistered

services include self-help or other unassisted basic career services not tailored to specific needs or basic information, including:

- Self-service, including virtual services
- Facilitated self-help job listings
- Labor Market Information (LMI)
- Labor exchange services
- Information about other services

Basic Career Services

High-quality MWSCs provide career services that motivate, support and empower customers, including individuals with disabilities, to make informed decisions based on local and regional economic demand and effectively attain their personal employment and education goals.

Basic career services must be made available and, at a minimum, must include the following services, consistent with allowable program activities:

- WIOA eligibility determination
- Outreach and intake, including worker profiling
- Orientation to information and other services available through the One-Stop delivery system
- Initial assessment of skill levels, including literacy, numeracy, and English Language proficiency, as well as aptitudes, abilities, including skill gaps, and supportive service needs
- Labor exchange services, including:
 - Job search and placement assistance, and when needed by an individual, career counseling, including the provision of information on in-demand industry sectors and occupations and the provision of information on nontraditional employment
 - Appropriate recruitment and other business services on behalf of employers, including information on and referrals to specialized business services other than those traditionally offered through the One-Stop delivery system
- Provision of referrals to and coordination of activities with other programs and services, including programs and services within the One-Stop delivery system, and, when appropriate, other workforce development programs
- Provision of workforce and labor market employment statistics information, including the provision of accurate information relating to local, regional and national labor market areas, including:
 - Job vacancy listings in labor market areas
 - Information on job skills necessary to obtain the vacant jobs listed
 - Information relating to local occupations in-demand and the earnings, skill requirements and opportunities for advancement for those jobs
- Provision of performance information and program cost information on eligible providers of training services by program and type of provider
- Provision of information, in usable and understandable formats and

languages, about how the local area is performing on local performance accountability measures, as well as any additional performance information relating to the area's One-Stop delivery system

- Provision of information, in usable and understandable formats and languages, relating to the availability of supportive services or assistance, and appropriate referrals to those services and assistance, including:
 - Child care
 - Child support
 - Medical or child health assistance available through the State's Medicaid program and Children's Health Insurance Program, benefits under the Supplemental Nutrition Assistance Program, assistance through the Earned Income Tax Credit, and assistance under a State program for Temporary Assistance for Needy Families and other supportive services and transportation provided through that program.
- Provision of information and assistance regarding filing claims for unemployment compensation, by which the One-Stop must provide meaningful assistance to individuals seeking assistance in filing a claim for unemployment compensation. "Meaningful assistance" means:
 - Providing assistance on-site using staff who are well-trained in unemployment compensation claims filing and the rights and responsibilities of claimants, or
 - Providing assistance by phone or via other technology, as long as the assistance is provided by trained and available staff and within reasonable time.
- Assistance in establishing eligibility for programs of financial aid assistance for training and education programs (non-WIOA).

Individualized Career Services

High-quality MWSCs value skill development by assessing and improving each individual's basic, occupational and employability skills.

Individualized career services must be made available if determined to be appropriate for an individual to obtain or retain employment. These services include:

- Comprehensive and specialized assessments of the skill levels and service needs of adults and dislocated workers, which may include:
 - Diagnostic testing and use of other assessment tools and
 - In-depth interviewing and evaluation to identify employment barriers and appropriate employment goals.
- Development of an Individual Employment Plan (IEP) to identify the employment goals, appropriate achievement objectives, and appropriate combination of services for the participant to achieve their employment goals, including a list of, and information about, the eligible training providers;

- Group counseling,
- Individual counseling and mentoring,
- Career planning, for example, case management,
- Short-term prevocational services, including development of learning skills, communication skills, interviewing skills, punctuality, personal maintenance skills, and professional conduct services to prepare individuals for unsubsidized employment or training; in some instances, pre-apprenticeship programs may be considered as short-term pre-vocational services.
- Internships and paid or unpaid work experiences that are linked to careers; internships and work experiences may be arranged within the private for-profit sector, the non-profit sector, or the public sector;
- Transitional jobs training, which is
 - Time-limited work experiences that are subsidized and are in the public, private, or non-profit sectors for individuals with barriers to employment who are chronically unemployed and/or have an inconsistent work history;
 - Combined with comprehensive employment and support services; and
 - Designed to assist individuals with barriers to employment to establish a work history, demonstrate success in the workplace, and develop the skills that lead to entry and retention into unsubsidized employment.
- Workforce preparation activities, including programs or services designed to help an individual acquire a combination of basic academic skills, critical thinking skills, digital literacy skills, and self-management skills, including competencies in utilizing resources, using information, working with others, understanding systems, and obtaining skills necessary for successful transition into and completion of postsecondary education, or training, or employment.
- Financial literacy services, including services which:
 - Support the ability of participants to create budgets, initiate checking and savings accounts at banks, and make informed financial decisions;
 - Support participants in learning credit, debt, including student loans, consumer credit, and credit cards;
 - Teach participants about the significance of credit reports and credit scores, what their rights are regarding their credit and financial information, how to determine the accuracy of a credit report and how to correct inaccuracies, and how to improve or maintain good credit;
 - Support a participant's ability to understand, evaluate, and compare financial products, services, and opportunities to make informed financial decisions;
 - Educate participants about identity theft, ways to protect themselves from identity theft, and how to resolve cases of identity theft, and in other ways understand their rights and protections related to personal identity and financial data;

- Support activities that address the particular financial literacy needs of non-English speakers, including providing support through the development and distribution of multilingual financial literacy and education materials;
- Provide financial education that is age appropriate, timely and provides opportunities to put lessons into practice, such as by access to safe and affordable financial products that enable money management and savings; and
- Implement other approaches to help participants gain the knowledge, skills and confidence to make informed financial decisions that enable them to attain greater financial health and stability by using high-quality, age-appropriate and relevant strategies and channels, including, where possible, timely and customized information, guidance, tools, and instruction.
- Out of area job search assistance and relocation assistance; and
- English language acquisition and integrated education and training programs.

Training Services

High-quality MWSCs offer services to improve the skills of job seeker and worker customers. MWSCs offer access to education and training leading to industry-recognized credentials through the use of career pathways, work-based learning and other strategies that enable customers, including those with disabilities, to compete successfully in today's global economy.

Training services are provided to equip individuals to enter the workforce and retain employment. The WIOA clarifies that there is no sequence of service requirements in order to receive training. Training is made available to individuals after an interview, assessment or evaluation determines that the individual requires training to obtain employment or remain employed.

Training services may be made available to employed and unemployed adults and dislocated workers who a One-Stop Operator or One-Stop partner determines, after an interview, evaluation, or assessment, and career planning are:

- Unlikely or unable to retain employment that leads to economic self-sufficiency or wages comparable to or higher than wages from previous employment through career services alone;
- In need of training services to obtain or retain employment leading to economic self-sufficiency or wages comparable to or higher than wages from previous employment through career services alone; and
- Have the skills and qualifications necessary to successfully participate in training services.

The training must be directly linked to the employment opportunities either in the local area or region, or in another area to which the individual is willing to commute or relocate.

The participant must be unable to obtain grant assistance from other sources to pay for the training, including other grants such as State-funded training

grants, Trade Adjustment Assistance, and Federal Pell grants, or requires assistance beyond that available from other sources to pay for the cost of their training.

Training services may include the following:

- Registered Apprenticeships
- Occupational skills training, including training for nontraditional employment
- On-the-Job Training (OJT)
- Incumbent Worker Training (IWT)
- Programs that combine workplace training with related instruction, which may include cooperative education programs
- Training programs operated by the private sector
- Skill upgrading and retraining
- Entrepreneurial training programs that assist individuals who are seriously interested in starting a business in Michigan and becoming self-employed
- Job readiness training provided in combination with any of the aforementioned training services, with the exception of Registered Apprenticeships;
- Adult education and literacy activities, including activities of English language acquisition, and integrated education and training programs provided concurrently or in combination with any of the aforementioned training services, with the exception of Registered Apprenticeships and transitional jobs training;
- Customized training conducted with a commitment by an employer or group of employers to employ an individual upon successful completion of the training.

Characteristic 2: MWSCs Reflect Innovative and Effective Service Design

The One-Stop delivery system brings together workforce development, educational and other human resource 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. One-Stop partners administer separately funded programs as a set of integrated, streamlined services to customers.

High-quality MWSCs include both virtual and center-based service delivery for job seekers, workers, and employers. Both methods of delivery support the talent needs of the regional economy, although each may better serve different customers with different levels of service needs at any time. The One-Stop delivery system can expand its reach by delivering robust virtual services and increasing the accessibility of those services through community partners, such as libraries, community and faith-based organizations and other partners.

High-quality MWSCs incorporate innovative and evidence-based delivery models that improve the integration of education and training, create career pathways that lead to industry-recognized credentials,

encourage work-based learning, and use state of the art technology to accelerate learning and promote college and career success.

Local Service Center System

MWSCs must be based on convenient access for customers. It is expected that MWSCs will be located in any area with sufficient population density. Other factors to consider when planning center locations include:

- Accessibility for people with disabilities
- Public transit routes
- Commuting patterns for jobs
- Conventional wisdom in the region regarding acceptable travel distance for services
- Proximity of ancillary services
- Parking
- Unemployment level
- Poverty level, and
- Cost.

There are several options available for local One-Stop delivery system design. The system must include at least one **comprehensive physical center**, and may also have additional arrangements to supplement the comprehensive center.

Comprehensive One-Stop Model

A comprehensive MWSC is a physical location where job seeker and employer customers can access the programs, services, and activities of all One-Stop partners. A comprehensive MWSC must have at least one WIOA Title I staff person physically present. The comprehensive MWSC must provide:

- Career services
- Access to training services
- Access to any employment and training activities listed in this policy
- Access to programs and activities carried out by One-Stop partners, including Wagner-Peyser employment services, and
- Workforce and labor market information.

“Access” to programs, services and activities mean having either:

- Program staff physically present at the MWSC
- Partner program staff physically present at the MWSC appropriately trained to provide information to customers about programs, services, and activities available through partner programs, or
- Providing direct linkage through technology to program staff that can provide meaningful information or services.

A “direct linkage” **means** providing a direct connection at the One-Stop, within a reasonable time, by phone or through a real-time web-based communication technology to a program staff member who can provide program information or services to the customer.

A “direct linkage” **does not include** providing a phone number or website that can be used at an individual’s home; providing information pamphlets or materials; or making arrangements for the customer to receive services at a later time or on a different day.

All comprehensive MWSCs must be physically and programmatically accessible to individuals with disabilities, as described in this policy issuance and in compliance with applicable federal and state rules and regulations.

Regardless of which service delivery model is implemented in a local area, each One-Stop delivery system must adhere to the criteria outlined in this policy.

Affiliate Site

Additional arrangements to supplement the comprehensive MWSC may include:

- An affiliated site, or a network of affiliated sites, where one or more partners makes programs, services and activities available;
- A network of eligible 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 assures 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; and
- Specialized centers that address specific needs, including those of dislocated workers, youth, or key industry sectors or clusters.

An affiliated site, or affiliate MWSC, is a site that makes available to job seekers and employer customers one or more of the One-Stop partners’ programs, services and activities. An affiliated site does not need to provide access to every required One-Stop partner program. The frequency of program staff’s physical presence at the affiliated site will be determined at the local level. Affiliated sites are access points in addition to the comprehensive MWSC(s) in each local area. If used by local areas as a part of the service delivery strategy, affiliate sites should be implemented in a manner that supplements and enhances customer access to services. Affiliate site staffing exceptions can include, but are not limited to:

- Rotating and/or reduced levels of staff
- Reduced hours
- Absence of one or more required partners/programs

At a minimum, locations designated as affiliate sites must:

- Be physically and programmatically accessible to individuals with disabilities.

Required One-Stop partners must provide access to programs, services, and activities through electronic means, if applicable and practical. This is in addition to providing access to services through the required comprehensive physical center or any affiliated sites or specialized centers. 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. Electronic delivery must not replace access to such services at a comprehensive physical center or be a substitute for making services available at an affiliated site if a partner is participating in an affiliated site. Electronic delivery systems must be in compliance with the non-discrimination and Equal Opportunity provisions of the WIOA Section 188 and its implementing regulations.

MWAs must provide, through the completion of the MWSC Certification Criteria Assurance (Attachment A), a list of criteria not satisfied for certification for each affiliate site in their local area, a description of any network of eligible One-Stop partners that are physically or technologically linked to an affiliate site and the programs, services and activities provided, and a list of any specialized centers and the specific needs addressed.

Characteristic 3: MWSCs Operate with Integrated Management Systems and High-Quality Staffing

Service Center Configuration

High-quality MWSCs organize and integrate services by function, rather than by program, and by coordinating staff communication, capacity building, and training efforts. Functional alignment includes having MWSC staff persons who perform similar tasks serve on relevant functional teams, e.g. a Business Services Team. Service integration focuses on serving all customers seamlessly, including targeted populations, by providing a full range of services staffed by cross-functional teams, consistent with the purpose, scope, and requirements of each of the programs.

High-quality MWSCs use an integrated and expert intake process for all customers entering the MWSCs. Frontline staff is highly familiar with the functions and basic eligibility requirements of each program, and can appropriately assist customers and make knowledgeable referrals to partner programs, as needed and as appropriate, given the authorized scope of the program.

The physical layout of MWSCs must be consumer-driven with services by function. For example:

- Signs at the MWSC direct customers by function, not program or agency
- A common reception area, information services, and waiting area are provided
- Staff from various agencies and program areas sit together based on related functions, not agency affiliation or program funding, as practical

High-quality MWSCs ensure meaningful access to all customers.

MWSCs must be physically and programmatically accessible to all customers, including individuals with disabilities. In doing so, MWSCs use

principles of universal design and human-centered design, such as flexibility in space usage; the use of pictorial, written, verbal and tactile modes to present information for customers with disabilities or limited English proficiency; providing clear lines of sight to information for seated or standing users; providing necessary accommodations; and providing adequate space for the use of assistive devices or personal assistants. Further, MWSCs use assistive technology and flexible business hours to meet the range of customer needs.

It is expected that MWSCs not meeting this physical layout criteria will develop a plan for compliance to occur within a feasible period of time, but no later than relocation or lease negotiation/re-negotiation. Technical assistance will be made available upon request.

MWSCs must have facilities sufficient to accommodate the following:

- Both individual and group consultations with customers
- A common reception area
- A self-serve resource area or “resource room”
- Space for itinerant staff
- Employer interview facilities

A cafeteria, childcare facilities, clothes closet, and other special features are encouraged to be located at MWSCs to support a customer-friendly system.

Hours of Operation

MWSCs are required to operate consistent with the State of Michigan’s workdays and holidays. The TIA will provide a list of state holidays for each Calendar Year by October 1st of the preceding year. Hours of operation will be, at a minimum, 8:00 a.m. until 5:00 p.m. Monday through Friday, without interruptions to service. Exceptions to required workdays and hours of operation must receive written authorization from the TIA. Requests may be submitted to WDB@michigan.gov and must include proposed workdays and hours, along with the justification to support the request.

Unforeseen Closure

In the event of an unforeseen closure (e.g., inclement weather, power outages, fires, floods, etc.) of an MWSC, MWAs must notify the TIA via email at WDB@michigan.gov as soon as possible. Notices to the general public should include an address for the nearest operational MWSC. In instances of unforeseeable closures, MWAs shall utilize media sources, such as online newspapers and local television stations that broadcast school and local event closures, to alert the general public.

Planned Closure

MWAs are allowed up to two days per calendar year to close the MWSCs in their local area for all day staff training. MWAs shall take into consideration days of the week with historically low customer flow when scheduling these closures. Notification to the general public will begin at least two weeks prior to the date of closure and should include the address for the nearest operational MWSC. MWAs will notify the TIA via email at WDB@michigan.gov of a planned closure as soon as the closure is scheduled.

In the event an MWSC is permanently relocated or closed, the MWA must notify the TIA, not less than 30 days prior to the relocation or closure, current

participants, and the general public of the new location or the nearest operational MWSC.

Resource Rooms

MWSCs must have a self-serve resource area or “resource room” which offers the following services to customers, at a minimum:

- Labor exchange tools
- Computer applications software
- Résumé writing software
- Career exploration software
- Job, career, and skill self-assessment tools
- Career, job, and labor market information
- Career planning information
- Job search information
- Interviewing information
- Information on resumes, cover letters, etc.
- Information on job retention
- Directories
- Periodicals

Specific requirements include:

- Career exploration computer applications to benefit job seekers, including access to the Pure Michigan Talent Connect website (www.mitalent.org), as required for career services.

In addition, the following must be displayed:

- Grievance procedures
- Job Service Complaint System Poster (USDOL TEN 15-09)
- Michigan Law Prohibits Discrimination (State of MI Form CR-487-E)
- Equal Employment Opportunity is the Law (Federal poster EEOC-PIE1)
- If You Have a Complaint About (DLEG-BWP 305 P)
- Your Rights Under the Fair Labor Standards Act (minimum wage poster)
- Veteran’s Priority of Service Poster
- Justice For All Poster (USDA)

Specific materials are not required for the other mandated services. Resource room materials are to be offered in multiple formats to accommodate different learning styles. Examples include having resource materials available online and also in hard copy. Resource rooms should be readily accessible (near the front entrance) and in close proximity to the receptionist, greeter, and/or navigator. To ensure that individuals can easily access needed services, MWSCs must have staff available at all times to help customers navigate the MWSC.

High-quality MWSCs reflect the establishment of robust partnerships among partners. The One-Stop Operator facilitates an integrated, co-located partnership that seamlessly incorporates services of the core programs and other MWSC partner programs.

Collocation

Collocation focuses on the physical presence of multiple key programs and partners within one convenient location, promoting readily available, seamless services to employers and job seekers. Local WDBs/CEOs are encouraged to consider, dependent on local conditions, defining collocation of programs as having the MWSC as the primary location for the delivery of program services. The MWSC will be the publicly recognized location for customers to access services from the program. Administrative functions of the program may be at a different location.

Employment Services Funded by Wagner-Peyser

Staff that delivers Wagner-Peyser funded Employment Services to the universal population must be exclusively located at MWSCs and locations designated as affiliate sites.

However, if Wagner-Peyser Employment Services are provided at an affiliated site, per the WIOA Proposed Rules at Section 678.315, there must be at least one other partner in the affiliated site with staff physically present 50 percent of the time the center is open. Additionally, the other partner must not be the partners administering local veterans' employment representatives, disabled veterans' outreach program specialists, or Unemployment Insurance (UI) 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 at the center more than 50 percent of the time the MWSC is open.

Michigan Rehabilitation Service (MRS)

At the discretion of MRS administration, MRS staff will be located at each MWSC either on a full-time or part-time basis. To ensure a universally accessible and inclusive system, each local area is encouraged to embrace the overall philosophy of Michigan's One-Stop Inclusion Workgroup Final Report.

Resource Integration

Integrated service delivery is a key component of a demand-driven workforce investment system. True integration goes beyond collocation of system partners. Service integration ensures that program and community resources are utilized effectively to create human capital solutions for businesses, industry and individual customers. MWSCs must allocate resources for system operation. However, these resources go beyond program funding. Local WDBs must ensure that the local delivery system also addresses:

- The contributions of appropriate staff positions by required programs and other locally determined partners to an integrated service delivery system, often requiring changes in the way work is performed.
- The contributions by required programs and other locally determined partners of buildings, equipment, and other assets to the larger picture of integrated programming.

High-quality MWSCs develop and maintain integrated case management systems that inform customer service throughout the customer's interaction with the integrated system and allow information collected from customers at intake to be captured once. Customer information is properly secured in accordance with personally identifiable information guidelines and facilitated, as appropriate, with the necessary memoranda of understanding or other forms of confidentiality and data sharing agreements consistent with federal and state privacy laws and regulations. Data, however, would be shared with other programs, for those programs' purposes, within the One-Stop system only after the informed written consent of the individual has been obtained, where required.

Information Technology Systems

Integrated service delivery is best supported by making customer information readily accessible to all One-Stop partners. Common, open and linked systems conserve resources and help provide a common statewide identity for the MWSCs. For these reasons, each local system must incorporate the following features:

- Conduct statewide labor exchange via the Pure Michigan Talent Connect; and
- Tracking of information through the use of the state-developed One-Stop Management Information System or other state-approved centralized, integrated management information system capable of allowing shared access to participant records among service delivery programs and partners.

High-quality MWSCs develop and implement operational policies that reflect an integrated system of performance, communication and case management, and use technology to achieve integration and expanded service offerings.

The local WDB/CEO may decide to implement the following on a local level:

- Use technology and automated systems to support information sharing in an integrated delivery system

- Institute electronic transfer of program-specific data into individual program reporting systems

System Marketing

System Identity

Effective marketing of the Michigan Works! brand created awareness in the marketplace and established expectations among Michigan Works! customers concerning the types of services provided in the MWSCs. Good marketing practices help ensure the MWSCs' continued success and visibility. Exceptions to the following marketing criteria must be approved by the TIA.

- Only certified MWSCs and approved affiliate sites may incorporate the MWSC name and logo as a common statewide identifier.
- The Michigan Works! logo is black and red. "Michigan" is black and set above the larger word "Works!" The word "Works!" should be displayed in red (Pantone 200).
- The Michigan Works! name and logo must be included on forms, communications, and publicity materials, along with the Equal Opportunity taglines and other appropriate nondiscrimination/equal access notices.
- All telephone greetings must incorporate the Michigan Works! system identity and required State initiatives.
- Local areas must use the common, statewide toll-free telephone number (1-800-285-WORKS) in all marketing and public relations materials. Publication of the toll-free number must be accompanied by reference to the TTY, Michigan Relay Center number, or other equally effective means by which the MWSC may be reached by individuals with impaired hearing and/or speech.
- Each MWA will send publicity materials deemed as best practices to the Michigan Works! Association. This will allow for coordination of new materials and will also provide the opportunity for information sharing among the workforce areas and at the state level.

American Job Center Network Common Identifier and Branding

The WIOA requires each One-Stop delivery system to use a common identifier on all products, programs, activities, services, electronic resources, facilities, and related property and new materials. States and local areas are also permitted to use any State- or locally-developed identifier.

The USDOL, in coordination with the U.S. Department of Education (ED), established the "American Job Center" network, a unifying name and brand that identifies online and in-person workforce development services as part of a single network of publicly funded services.

In addition to the Michigan Works! brand, MWSCs must use either the "American Job Center" common identifier, or use the tagline phrase "a proud partner of the American Job Center network." Either plain text or a logo may

be used. If a logo is used, it must be used in accordance with the guidelines available at [American Job Center - Graphics Style Guide for Partners](#).

The timeframe for adopting the required branding varies depending on the type of material:

- As of November 17, 2016, each One-Stop delivery system must include the “American Job Center” identifier or “a proud partner of the American Job Center network” on all primary electronic resources used by the one-stop delivery system and on any newly printed, purchased, or created materials.
- As of July 17, 2017, each One-Stop delivery system must include the “American Job Center” identifier or “a proud partner of the American Job Center network” on all products, programs, activities, services, electronic resources, facilities, and related property and new materials used in the one-stop delivery system.

MWSCs may continue to use materials not using the “American Job Center” branding which were created prior to November 17, 2016, until those supplies are exhausted.

References

All publications and websites must incorporate the phrase “Supported by the State of Michigan.”

Signage Requirements

For all MWSC signage, the following requirements must be adhered to:

- Signage must be sufficiently prominent to assure customer recognition of the location and, if possible, should be larger in size than the signage of any other programs.

Although logo dominance is important on the sign, it is equally important not to add other logos or information that would detract from the Michigan Works! identity. Additions to the sign should be current, limited and appealing.

Customer Satisfaction and Service Accountability

Performance

High-quality MWSCs use common performance indicators to ensure that federal investments in employment and training programs are evidence-based, labor market driven, and accountable to participants and taxpayers. MWSC performance is transparent and accountable to the communities and regions served; data entry staff is trained and understand the importance of data validation, data collection processes, and accurate reporting. Further:

- Local WDBs/CEOs must establish local performance metrics as part of the local service area’s overall continuous improvement plan.

Staff Professional Development

High-quality MWSCs train and equip MWSC staff via an ongoing learning process with the knowledge, skills and motivation to provide superior service to job seekers, including those with disabilities, and businesses in an integrated, regionally focused framework of service delivery. MWSC staff are cross-trained, as appropriate, to increase staff capacity, expertise and efficiency. Cross-training allows staff from differing programs to understand every program and to share their expertise about the needs of specific populations so that all staff can better serve customers. MWSC staff is routinely trained and keenly aware of how their particular function supports/contributes to the overall vision of the local WDB.

High-quality MWSCs staff the center with highly-trained career advisors skilled in advising job seekers of their options, knowledgeable about labor market dynamics, aware of available services inside and outside the MWSC, and skilled in developing customers' skills for employment success. Further:

- A system of management and staff development must be in place in the local area that supports service integration and collocation principles, as well as informed, professional and customer-friendly service.

Certification Requirements

MWSCs will be evaluated on effectiveness, programmatic and physical accessibility, and continuous improvement using the criteria outlined in this policy issuance.

Effectiveness

Evaluations of effectiveness will include how well the MWSC:

- 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 amongst the One-Stop partner programs, and
- Provides maximum access to partner programs even outside normal business hours.

Programmatic and Physical Accessibility

Evaluations of accessibility will include how well the MWSC ensures Equal Opportunity for individuals with disabilities to participate in or benefit from One-Stop services. These evaluations will take into account feedback from MWSC customers available through a local WDB approved customer satisfaction process.

Continuous Improvement

The continuous improvement of services to both employers and job seekers is crucial to Michigan's workforce productivity and competitiveness. Local WDBs/CEOs must undertake the following:

- Use the data generated via a local WDB approved process for customer satisfaction for the purposes of monitoring customer service levels and implementing service improvements for both employers and job seekers.
- Have a regular process in place for identifying and responding to technical assistance needs.
- Protect customer confidentiality, as required by State and Federal law and regulations, and other considerations, as described in interagency agreements for information sharing.

Evaluations of continuous improvement will include:

- How well the MWSC supports the achievement of the negotiated local levels of performance for the indicators of performance for the local area as described in Section 116(b)2 of the WIOA and Section 677.205 of the WIOA Proposed Rules.
- How well the MWSC is meeting the locally developed and approved outcomes and performance measures set as part of the overall continuous improvement strategy set forth in the local/regional plan.

MWAs must ensure that all MWSCs meet the certification criteria detailed in this policy issuance.

The TIA will conduct on-site reviews as part of the MWSC certification process. On-site reviews will be utilized as a method of verification and compliance with the MWSC certification criteria. On-site reviews will be included with Equal Opportunity compliance and/or other programmatic/fiscal monitoring reviews to the extent possible.

MWAs will receive written notification of certification for each of the MWSCs they operate.

Non-Compliance

In instances of non-compliance, a corrective action letter will be sent to the MWA director outlining the criteria that is not being met. The MWA will then notify the TIA, in writing, within 30 days of the date of the corrective action letter, the proposed corrective action and resolution date. In some instances, the recommended corrective action may include re-designating the location as a satellite or affiliate office.

Updates to TIA Directory and Distribution List

MWAs shall submit a MWSC Change Form (Attachment A) within 10 business days in the event that a MWSC is:

- Relocated;
- Re-designated to an affiliate office or comprehensive MWSC; and/or
- Changes in contact information (i.e. a new telephone number) occur.

Notification shall be submitted electronically within 10 business days of such a change via an e-mail to WDB@michigan.gov.

Action: All MWAs shall take the necessary actions to comply with changes outlined in this policy. As necessary, Attachment A to this policy issuance should be completed and submitted to Ms. Carla Burdick at burdickc@michigan.gov in accordance with the guidelines of this policy.

Inquiries: Please contact Ms. Sue Ann Searles, Workforce Specialist, at (517) 335-9825 or by e-mail at searless1@michigan.gov with any questions regarding this policy issuance.

This policy issuance is available on the [TIA website](#). The information contained in this policy issuance will be made available in alternative format (large type, audio tape, etc.) upon special request received by this office. Please contact Ms. Burdick via phone at 517-335-5858 or via email for details.

Expiration

Date: December 31, 2018

WS:SS:cb
Attachments

Please use this form for changes (Check all that apply):

- MWSC relocated
 MWSC re-designated to affiliate site or comprehensive MWSC
 New MWSC or MWSC affiliate site
 MWSC closed/consolidated
 Changes in days/hours of operation/contact information

| | | |
|-------------------------|---------------------------|--------|
| Michigan Works! Agency: | Effective Date of Change: | |
| MWSC Name: | | |
| Contact Person: | Phone: | Email: |

(Old) Former Information

| | | |
|--|-------|-----------|
| Street Address: | City: | Zip Code: |
| Telephone Number: | Fax: | |
| Hours of Operation: | | |
| Designation: <input type="checkbox"/> Comprehensive MWSC <input type="checkbox"/> MWSC Affiliate Site | | |

(New) Current Information

| | | |
|--|-------|-----------|
| Street Address: | City: | Zip Code: |
| Telephone Number: | Fax: | |
| Hours of Operation: | | |
| Designation: <input type="checkbox"/> Comprehensive MWSC <input type="checkbox"/> MWSC Affiliate Site | | |

| |
|-----------|
| Comments: |
|-----------|

(Revised 10/2018)

This form shall be submitted electronically via email to: WDB@michigan.gov