



State of Tennessee
State Workforce Development Board

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State Workforce Development Board Policy *One-Stop System Design*

Effective Date: November 8, 2024

Expiration Date: Automatic Annual Renewal

Purpose¹

This policy focuses on redesigning the One-Stop Center Network, providing clear expectations to Local Workforce Development Boards and one-stop partners on fulfilling essential functions to support a comprehensive approach to service delivery. By cultivating an agile and adaptive workforce system that extends beyond traditional brick and mortar one-stop center to include community outreach, the one-stop center network will be better equipped to deliver enhanced customer service to both job seekers and employers. This policy establishes a strategic framework for implementing a modernized one-stop center network that effectively addresses the evolving needs of the workforce and business communities.

Scope

- American Job Center Partners
- Fiscal Agent
- Local Workforce Development Board (LWDB)
- One-Stop Operator (OSO)

¹ TEGL 16-16; WFS Manual- American Job Center (AJC); WFS Guidance- WIOA Memorandum of Understanding (MOU)/ One Stop Service Delivery and Infrastructure Funding Agreement (IFA)

- State Workforce Development Board (SWDB)
- Workforce Innovation and Opportunity Act Core Partners
- Chief Local Elected Officials (CLEOs)

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1. Background²

WIOA reinforces the partnerships and strategies necessary for one-stop centers to provide all job seekers and workers with the high-quality career, training, and supportive services they need to obtain and maintain good jobs.³ Such strategies help employers find skilled workers and access other human

² TEGL 16-16

³ The Departments of Commerce and Labor have partnered to identify eight (8) principles that comprise good jobs. <https://www.dol.gov/sites/dolgov/files/goodjobs/Good-Jobs-Summit-Principles-Factsheet.pdf>

resource assistance, including education and training, to meet their current workforce needs. Under WIOA, one-stop centers and partner staff strive to:

- Provide job seekers with the skills and credentials necessary to secure and advance in employment with wages that sustain themselves and their families;
- Provide access and opportunities to job seekers, including individuals with barriers to employment⁴ such as individuals with disabilities, who are English language learners, and low levels of literacy, to prepare for, obtain, retain, and advance in high-quality jobs and high-demand careers;
- Enable employers to easily identify and hire skilled workers and access other human resource assistance, including education and training for their current workforce. This may include assistance with pre-screening applicants, writing job descriptions, offering rooms for interviewing, and consultation services on topics like succession planning and career ladder development;
- 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 informs decisions made by employers and job seekers.

2. One-Stop Delivery System Requirements

Under WIOA, managing the one-stop center network is a responsibility shared by the State, Local Workforce Development Boards, elected officials, the six WIOA core program partners (Title I Adult, Dislocated Worker, and Youth programs; Title II Adult Education and Literacy programs; Title III Wagner-Peyser program; and Title IV Vocational Rehabilitation program), required⁵ one-stop partners, other additional⁶ one-stop partners, American Job Center operators, and service providers. An integrated, job-driven, public workforce system achieves better outcomes for customers, both job seekers and employers.

At least one physical, comprehensive one-stop center must be located in each local area to provide customers with all required and any additional one-stop partner programs, services, and activities. All comprehensive centers must be physically and programmatically accessible to individuals with disabilities.⁷ Some career services may be provided through access to one-stop partner programs and activities which may be delivered by any of the following: on-site and in-person by program staff, on-site and in-person by a staff member from a different partner program cross-trained on other programs, or direct linkage⁸ to a program staff member via technology. Providing services via electronic means must improve the timeliness and quality of the one-stop partner services.

⁴ WIOA Sec. 3(24)

⁵ See WIOA sec. 121(b)(1)(B) and 20 CFR 678.400 for detail on required one-stop partners.

⁶ See 20 CFR 678.410 for detail on other entities that may serve as one-stop partners.

⁷ See 29 CFR part 38, the implementing regulations of WIOA sec. 188.

⁸ For definition of direct linkage see 20 CFR 678.305(d)(3), 34 CFR 361.305(d)(3), 34 CFR 463.305(d)(3).

Local Boards must ensure information on all career services is available at all one-stop center physical locations and access points, including electronic access points. The design of the one-stop delivery system must be detailed in the Memorandum of Understanding (MOU)⁹ between the Local Board and all one-stop partners.¹⁰

3. Responsibilities of Required One-Stop Partners

Required One-Stop Partners must:

- Provide access to its programs or activities through the American Job Center network, in addition to any other appropriate locations, i.e. affiliate or specialized sites.
- Use a portion of the funds made available to provide applicable career services and work collaboratively with the State and Local Boards to establish and maintain the one-stop delivery system. This includes jointly funding the one-stop infrastructure costs through partner contributions.
- Enter into an MOU¹¹ and participate in the operation of the American Job Center network consistent with the terms of the MOU.

4. Comprehensive One-Stop Center Requirements

A comprehensive one-stop center is a physical location where job seekers and employers can access the programs, services, and activities of all required one-stop partners. A comprehensive center must¹²:

- Have at least 1 Title I staff person physically present
- Provide career services¹³
- Provide access to training services¹⁴ and access to any employment and training activities carried out under sec. 134(d) of WIOA
- Provide access to programs and activities carried out by one-stop partners,¹⁵ including the Employment Service program authorized under the Wagner-Peyser Act, as amended by WIOA Title III (Wagner-Peyser Act Employment Service program)
- Provide workforce and labor market information

⁹ See Workforce Services Guidance – WIOA Memorandum of Understanding (MOU)/One-Stop Service Delivery and Infrastructure Funding Agreement (IFA)

¹⁰ See WIOA sec. 121(c)(2).

¹¹ MOU must meet the requirements of 20 CFR 678.500(b), 34 CFR 361.500(b), and 34 CFR 463.500(b).

¹² 20 CFR 678.305

¹³ 20 CFR 678.430

¹⁴ 20 CFR 680.200

¹⁵ 20 CFR 678.400 – 678.410

- Provide access to programs, services, and activities during regular business days. Local Boards may establish services hours at other times to accommodate the schedules of individuals who work on regular business days.
- Be physically and programmatically accessible to individuals with disabilities and limited English language proficiency

5. Affiliate Centers

Affiliate Centers access points to services in addition to Comprehensive Centers. Affiliate Centers extend the one-stop reach by supplementing and enhancing customer access to one-stop services. Affiliate Centers allow for more flexibility in terms of service provision, location, and hours of operation. These sites make one or more of the one-stop partners' programs, services, and activities available to job seekers and employers.

- Locations of Affiliate Centers should be selected based upon potential to serve priority populations and should result from community partnerships where the partnering agency serves as the host location for the Affiliate site. MOUs will be in place between the LWDB and the partnering agency acting as a host location.
- Sites should be implemented in a manner that supplements and enhances customer access to services and strives to provide flexible office hours, such as nights and weekends or select days of the week.
- Sites do not need to provide access to every required one-stop partner program, but should be knowledgeable about, and prepared to make referrals to, one-stop center partners.
- Wagner-Peyser employment services cannot be stand-alone sites. Affiliate Centers offering Wagner-Peyser employment services must include at least one or more other partners with a physical presence of combined staff more than 50 percent of the time the center is open. 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-Peyers Act employment services and any of these 3 programs are provided at an affiliated site, an additional partner or partners must have a presence of combined staff in the center more than 50 percent of the time the center is open.¹⁶
- The frequency of program staff presence at an affiliate site must be determined through partner negotiations at the local level and incorporated into the MOU.
- All sites must be physically and programmatically accessible to individuals with disabilities and limited English language proficiency

¹⁶ 20 CFR 678.315

6. Specialized Centers

Specialized Centers address specific needs, often of particular populations, including those of dislocated workers, youth, or key industry sectors.⁴³

- Specialized Centers offering Wagner-Peyser employment services must include at least one or more other partners with a physical presence of combined staff more than 50 percent of the time the center is open. 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 Act employment services and any of these 3 programs are provided at an affiliated site, an additional partner or partners must have a presence of combined staff in the center more than 50 percent of the time the center is open.⁴⁴
- Partner services provided must be determined through partner negotiations at the local level and incorporated into the MOU.
- All sites must be physically and programmatically accessible to individuals with disabilities and limited English language proficiency.

7. High-Quality One-Stop Center

Characteristics of a high-quality One-Stop Center are grouped into three functional categories: Customer Service, Innovation and Service Design, and System Integration and High-Quality Staffing.

- **Dynamic Staff** - Local Boards must train and equip one-stop center staff via an ongoing learning process with the knowledge and skills to provide superior service to job seekers, including those with disabilities, and employers in an integrated, regionally focused framework of service delivery. Staff from differing programs are cross-trained, as appropriate, to increase staff capacity, expertise, and efficiency.
- **Customer Service** - Local Boards ensure one-stop center staff provide excellent customer service to job seekers, workers, and employers. All staff are courteous, polite, responsive, and helpful to job seekers, employers, and others who visit the one-stop centers, either in person or virtually. Staff are sensitive to the needs of individuals with disabilities and are prepared to provide necessary accommodations.
- **Tools & Resource Mastery** - To make the most efficient use of a customer's time, staff will reference customer flows to streamline the intake process. Staff will leverage tools such as the Virtual American Job Center to maximize the potential to serve each customer.
- **Dress Code** - Local Boards will maintain professional standards of dress policies for all those working within the one-stop center, both in-person and virtually.

- **Hours of Operation** - Comprehensive centers must be open to the public during regular business days¹⁷ and adhere to all State of Tennessee observed holidays. The Local Board may establish service hours at other times to accommodate the schedules of individuals who work on regular business days or who are not able to access the one-stop centers during business hours. The State encourages access to services outside of regular business hours when doing so best serves the needs of customers. Centers not open outside of regular business hours should have a plan for how they will provide services to individuals who cannot visit a center during regular business hours. The days and hours of operation for affiliate sites or specialized centers will be determined at the local level.

8. Common Identifier

Each one-stop delivery system must use a common identifier on all projects, programs, activities, services, electronic resources, facilities, and related property and new materials.¹⁸ The one-stop delivery system must use either “American Job Center” or use the tag line phrase “a proud partner of the American Job Center network.” It is the responsibility of the LWDBs to oversee common identifier activity and to follow the guidelines¹⁹ established by the SWDB.

9. Firewall²⁰

If any entity is serving multiple roles within the system, such as a Local Workforce Development Board (LWDB) also serving as a One-Stop Operator (OSO) and/or Title I Service Provider, then they must have a written agreement between the CLEO and LWDB Chairman clarifying how those roles will be carried out while remaining in compliance with WIOA regulations.

10. Automatic Annual Renewal

All policies approved by the State Workforce Development Board will automatically renew, annually, on July 1. A list of policies that will automatically renew are submitted to the State Workforce Development Board during the meeting preceding July 1. If a policy requires any type of substantial change, the policy will be resubmitted to the State Workforce Development Board for a new approval and will not be subject to the annual renewal process.

¹⁷ 20 CFR 678.305(c)

¹⁸ WIOA Section 121(e)(4)

¹⁹ Workforce Services Manual – AJC Style Guide

²⁰ 20 CFR 679.430

Contact

For any questions related to this policy, please contact State Workforce Development Board at Workforce.Board@tn.gov.

Tim Berry, State Workforce Development Board Chair