

**COMMONWEALTH OF VIRGINIA  
VIRGINIA WORKFORCE COUNCIL**

**Policy Number 10-1**

**Effective Date: January 7, 2010**

**One Stop Service Delivery System**

**PURPOSE:**

To describe the conditions and requirements for establishing the One-Stop Service Delivery System in the Commonwealth of Virginia for jobseekers, workers and employers.

**REFERENCES:**

- Code of Virginia, Section 9-329.1(F), (G); 2.2-435.7 (A) 3,4,6, & 11
- P.L. 105-220, Workforce Investment Act, Sections 101(24), 121, 129(a), 134(b)  
20 CFR parts 662, 663, 664.700

**POLICY STATEMENT:**

The Commonwealth shall have a state wide workforce development system that operates effectively in a one-stop environment to help increase training opportunities, educational attainment and employment for Virginia citizens that leads to self-sufficiency. Cooperative partnerships among state and local service providers coordinate service delivery to better satisfy the needs of workers and employers.

The “Virginia Workforce Network” is the brand name for Virginia’s one-stop service delivery system of centers, which shall be known as Virginia Workforce Centers.

Key features of the Virginia Workforce Network shall include leadership decisions and service delivery operations based upon customer need, professional staff development and continuous improvement.

**BACKGROUND:**

The Workforce Investment Act (WIA) of 1998 called for the creation of a one-stop service delivery system that is customer-focused and serves as a framework for workforce services at the state and local level to job seekers, incumbent workers and employers. Within this system, at least one physical site in each workforce area should serve as a comprehensive site for access to workforce services, known as a Comprehensive Virginia Workforce Center. A network of access sites and alternative service delivery methods shall complement and extend the reach of the comprehensive site. The system shall be created and maintained

by partners that collaborate to provide training, education, and employment programs in a single, customer- friendly environment.

While the Virginia Workforce Council (VWC) sets broad policy direction at the state level, the local Workforce Investment Boards (WIBs) provide leadership at the local level on how to organize the system to serve a diverse customer base and to expand the resource base and service capability through the development of partnerships and integrated service delivery.

## **Customer-Based Benchmarks:**

### **Part 1 – Local Leadership level**

Overall, strong leadership provides the foundation for a system focused on customers, motivated employees and the locally-defined vision for customer service. Key leadership functions are Strategic Planning, Policy Development and Governance; Marketing and Public Relations; and Capacity Building.

The following six benchmarks should facilitate the design and implementation of the Virginia Workforce Network and the Virginia Workforce Centers at the local level. These benchmarks must be incorporated into the local Memorandum of Understanding (MOU) required under WIA between the WIB and its local one stop partners.

1. Partners will agree on a shared vision for a customer-driven service delivery system.  
*Shared vision is documented in MOU.*
2. The physical lay-out of the Virginia Workforce Centers reflects an integrated approach to customer services.  
*The functional areas and service delivery strategy will be documented in the MOU.*
3. Operational decisions will be designed with customer needs in mind.  
*Management Team responsibilities documented in MOU.*
4. Each Virginia Workforce Center will be a high-performance work place with staff that has a visible passion for quality of service.  
*Professional development plan is documented in the MOU.*
5. Each Workforce Investment Board will adopt a common marketing strategy that reflects an integrated approach to customer service.  
*Common marketing approach language documented in MOU.*
6. Virginia Workforce Centers will be driven by customer needs and customer feedback, and continually look for ways to “raise the bar” to keep the center as a leader in customer satisfaction.  
*Methods to track customer satisfaction and use of such results are defined in MOU.*

### **Part 2 - Operational Elements at the Service Delivery Level**

One-stop customer service is convenient, accessible, and personalized. Program services should be located and available in ways that minimize customer confusion and inconvenience. In order to provide a service delivery system that is seamless in design and responsive to customer needs, at least one comprehensive Virginia Workforce Center per local workforce area shall be organized in a functional manner. Below are the main functional areas:

- 1) **General Customer Service** - (Examples: Orientation; Initial Assessment and Screening; Information Dissemination; Job Connection Area; Resource Library & Community Workshops; and Career Exploration; Program Performance Information and Job Search.)
- 2) **Career/Job Seeker**– (Examples: Comprehensive Assessments of Skills and Service Needs; Development of an Individual Employment and Career Plan; Intensive Career Counseling; Case Management; Group-Based Activities and Career Education and Training.)
- 3) **Employer/Business Services**- (Examples: Marketing and Outreach; Workforce Solutions; Customized Training; and Job Creation)

### **Continuing Professional Staff Development:**

The VWC is committed to ensuring that “world-class” customer service is delivered. In order to advance this commitment, staff working in the Virginia Workforce Network should participate in professional staff development activities that are offered and/or required at the local level.

The VWC requires that at a minimum, at least 60 percent of front-line staff in Virginia will achieve professional workforce development certification, as it defines and communicates through administrative procedures, and maintain certification at intervals that may be required.

### **Continuous Quality Improvement**

The WIA envisions a high performance workforce investment system – a system that is customer-driven, results oriented, flexible and continuously improving. Continuous improvement is the systemic and ongoing improvement of products, programs, services and process by small increments and major breakthroughs. The goal is to improve outcomes for the customer by enhancing system-wide performance. This involves effective alignment of resources to achieve performance excellence and recognition of top performers within the system.

At the minimum, every three years, each WIB will provide documentation of a continuous improvement model that has been established and implemented for use in improving the local one-stop service delivery system.

**Certification for the Virginia Workforce Center:** The WIA administrative entity will periodically lead the evaluation of each local workforce area in Virginia for the purpose of determining local certification (accreditation).

In order to be fully certified, each local workforce area must have at a minimum established a local workforce development system that follows the tenets of this policy and have least one Comprehensive Virginia Workforce Center. To be certified, a comprehensive center must also be first determined to meet Americans with Disabilities Act (ADA) accessibility standards.

### **Technical Assistance for the Virginia Workforce Network:**

The WIA administrative entity will compile and disseminate a Technical Assistance Guide (TAG) for local use in establishing and maintaining the Virginia Workforce Network. The contents of this guide will be based upon this policy, federal and other state requirements, administrative policies and guidance documents and best and promising practices. This TAG may require administrative updates to remain current, and may also be used for compliance purposes as deemed necessary.

**APPROVED**

Robert P. Leber  
Chair, Virginia Workforce Council

Glenn DuBois  
Chancellor, Virginia Community College System

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