



Montana Department of LABOR & INDUSTRY

1
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One-Stop System Policy

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8 **Background:** This policy will provide the State Workforce Innovation Board (SWIB), the One-Stop
9 Operator and other workforce system sub-recipients with instruction and guidance on the One-Stop delivery
10 system. This policy will also emphasize, encourage and support the continued development of a seamless
11 statewide One-Stop delivery system that is quality-focused, employer-driven, customer-centered, and tailored to
12 meet the needs of the economy. This policy further addresses the functional alignment of staff and services
13 around workforce services functions to prevent the duplication of services and eliminate inefficient practices.

14 **Scope:** This policy applies to the SWIB, all Workforce Service Division (WSD) staff, and partner staff at
15 both the comprehensive and affiliate centers. This policy is effective September 26, 2017.

16 Policy:

17 SWIB Responsibilities:

- 18 • The Workforce Innovation and Opportunity Act (WIOA) requires a SWIB be established in the State. The
19 following is specific guidance related to the roles and responsibilities of the SWIB concerning the
20 Workforce System.

21 Service Delivery:

- 22 • The Workforce System must include at least one comprehensive center physically located in the
23 workforce area. Montana is a single workforce area state. The SWIB may choose to establish additional
24 comprehensive centers, affiliated centers, or access points that are physically and programmatically
25 accessible to individuals with disabilities.

26 Comprehensive Centers:

- 27 • The comprehensive center must provide career services specified in WIOA Section 121, and provide job
28 seekers and employers access to the programs, services and activities of 5 mandated partners (WIOA
29 Title I – Adult, Dislocated Worker, and Youth; Title II – Adult Education; Title III – Wagner Peyser; Title IV
30 – Vocational Rehabilitation; and TANF).
- 31 • Each comprehensive center must provide career services (basic career services, individualized career
32 services, and follow-up services); access to training services that equip individuals to enter the
33 workforce and retain employment; access to any employment and training activities, for programs and
34 activities carried out by One-Stop partners; access to business services; and workforce and labor
35 market information.
- 36 • Title I and Wagner-Peyser Act sec. 7(a) services must be present and available full-time during posted
37 work hours with access to each partner program and its services. This includes having program staff

1 and, at a minimum, one Title I staff physically present at the One-Stop trained to provide information
2 and support to customers including:

- 3 ○ Programs, services, and activities assistance;
- 4 ○ Providing technology-based support, such as a phone, for job seekers;
- 5 ○ Use of a fax machine to transmit paperwork; or
- 6 ○ Access to a computer in the resource room that can provide a direct connection to program
7 information or services.

- 8 ● Required partners must be available on-site or through electronic or referral means.
- 9 ● Partners are encouraged to co-locate in the One-Stop either full-time or on an itinerant basis.
- 10 ● One-Stop hours may vary; however, One-Stops are required to be open at a minimum of 8:00 a.m. to
11 5:00 p.m.

12 *Affiliate Centers:*

- 13 ● An affiliate center must, at a minimum, include the full-time physical presence of WIOA Adult and
14 Dislocated Worker services during posted work hours. In addition, an affiliate One-Stop may make one
15 or more partner services and activities available through scheduled on-site presence, via technology,
16 cross training of staff, or referral.

17 *Access Points:*

- 18 ● An access point may only be providing space for a program or programs to operate within, or providing
19 access to public computers by which participants can access programs via portal sites for electronic
20 access, such as a local library. An established working relationship is required as part of an integrated
21 system.

22 *Service Integration:*

- 23 ● For the One-Stop delivery system to succeed, services must be integrated and delivered according to
24 customer need and not specifically according to program focus. There is no requirement for a specific
25 sequence of services. Assessment must be conducted on participants to determine their needs and
26 services.

27 *Basic Career Services:*

- 28 ● The One-Stop staff serving in the front desk/resource room function will strive to greet all customers
29 and create a positive first impression. Every new job seeker must have access to Basic Career Services
30 through the welcoming process. Services may include the following:
 - 31 ○ Eligibility determination for WIOA;
 - 32 ○ Outreach, intake and orientation to information for all One-Stop services;
 - 33 ○ Initial assessment;
 - 34 ○ Labor exchange services;
 - 35 ○ Provision of labor market information (LMI); and
 - 36 ○ Access to the resource room and information for other programs and services.
- 37 ● For optimum effectiveness, the front desk/resource room function must be a shared function between
38 all One-Stop partners located in the comprehensive One-Stop. The front desk/resource room function
39 includes the entry point, resource room, self-directed activities, and staff-assisted services with few staff
40 members involved. Job seekers are encouraged to register.

41 *Individualized Career Services:*

- 42 ● The One-Stop staff serving in the case manager function will:
 - 43 ○ Determine eligibility and outreach/intake;
 - 44 ○ Perform skills assessments;
 - 45 ○ Determine skill levels and service needs for adults and dislocated workers;
 - 46 ○ Provide labor exchange services;
 - 47 ○ Develop individual employment plans;

- 1 o Arrange for case management;
- 2 o Identify support needs, group and/or individual counseling and mentoring, short-term pre-
- 3 vocational services, internships and work;
- 4 o Soft skills training;
- 5 o Work experiences linked to careers;
- 6 o Workforce preparation activities;
- 7 o Financial literacy services; and
- 8 o Out-of-area job search assistance.
- 9 • Staff serving in the case manager function will also provide access to education and training to those
- 10 with barriers to employment and those with disabilities. Follow-up services must be provided as
- 11 appropriate for participants who are placed in unsubsidized employment after the first day of
- 12 employment.

13 *Business Service Function:*

- 14 • The One-Stop staff members involved in the business services function are responsible for building
- 15 positive relationships with employers, identifying opportunities to address the human resource needs of
- 16 employers, and designing services and products to assist employers in meeting their needs. All products
- 17 must adhere to the One-Stop AJC branding guide requirements. All products must be procured through
- 18 proper procurement standards, and the public publications must have the approval of the DLI
- 19 Communications Team. This function is to become the bridge between business and job candidates by
- 20 coordinating with all One-Stop staff members to actively recruit and refer qualified job candidates based
- 21 on the needs of business. Services associated with the business services function may include but are
- 22 not limited to:
 - 23 o Business outreach and development;
 - 24 o Standard and customized recruitment and referrals for job vacancies primarily for targeted
 - 25 business and industry;
 - 26 o Job candidate qualification review;
 - 27 o Provision of economic, business and workforce trends;
 - 28 o On-the-Job training contracting and work experience; and
 - 29 o Referral to community services.

30 *Workforce System Supervision:*

- 31 • In order to ensure seamless service delivery to workforce system customers, all individuals working in a
- 32 comprehensive or affiliate center will experience two levels of supervision: Formal and Functional.
 - 33 o Formal supervision requires that individuals be supervised by their respective organization's
 - 34 manager.
 - 35 o Functional supervision requires individuals physically located in a One-Stop center be organized
 - 36 by functional unit and supervised by the One-Stop manager.
- 37 • Partner staff management retains authority over all actions that may affect the current pay, status, or
- 38 tenure of their employees. The partner staff supervisor duties include:
 - 39 o Changes to permanent work schedule, including lunches and breaks;
 - 40 o Pre-approval for vacations, sick leave and personal leave; and
 - 41 o Travel and travel expense approval.
- 42 • The One-Stop operator will ensure center service delivery design within each center. The design must
- 43 describe in detail how the following will be accomplished and maintained:
 - 44 o Organization and coordination by function for all partner staff physically located within a
 - 45 comprehensive or affiliate center;
 - 46 o Ensure seamless service delivery is implemented and managed in all comprehensive and
 - 47 affiliate centers to include details of the day-to-day functional supervision;
 - 48 o Work with partners to establish a customer flow that includes access to and services available
 - 49 for career services. Each customer flow design should incorporate a methodology to identify

- 1 customer needs immediately upon entry and to provide immediate engagement and
2 connectivity to services during the customer's first visit. The operator shall ensure staffing is
3 adjusted according to customer needs and traffic flow. The customer flow should maximize the
4 number of staff members available and shall ensure minimal customer wait time;
- 5 ○ The One-Stop operator shall ensure that a comprehensive cross-training and development plan
6 is established for each One-Stop and its staff. This plan shall ensure staff members are
7 adequately trained in each of the programs, provided under the One-Stop funding streams, for
8 purposes of fostering program integration and eliminating functional silos. Cross-training
9 requires the collaboration of staff and services where it is most practical and supports the
10 needs of customers;
 - 11 ○ The purpose and activities of the seamless functional units incorporating individual partner
12 activities, at a minimum, in accordance with personnel rules and collective bargaining
13 agreements;
 - 14 ○ Schedule and participate in meetings to be held at least quarterly between Community
15 Management Teams (CMT) and other partners to discuss services, customer flow, partner
16 referrals, and performance outcomes;
 - 17 ○ Develop operational procedures and protocols that promote effective seamless service delivery
18 for all partners and do not negatively impact the performance or outcomes of any individual
19 partner program;
 - 20 ○ Communicate workforce system policy, guidance and information to comprehensive and affiliate
21 center staff and required partners; and
 - 22 ○ Ensure success indicators are met, recommend additional measures to the SWIB that support
23 seamless delivery, and apply measures across partner services and activities.
- 24 ● Assurances:
 - 25 ○ Assist in the resolution of problems and concerns as requested by individual partners;
 - 26 ○ Direct supervision of individuals working in the centers resides with their respective programs;
27 and
 - 28 ○ The One-Stop manager will have direct functional supervision over the daily activities of staff
29 providing WIOA Adult and Dislocated Worker services and staff located in comprehensive and
30 affiliate centers.

31 Memorandum of Understanding (MOU):

- 32 ● The purpose of the Partner MOU is to improve the accessibility and quality of services made available to
33 a shared customer pool. The SWIB is responsible for the development, execution, and maintenance of
34 the MOU with all partners physically located in each of the comprehensive and affiliate centers and all
35 required partners who may provide services through technological or referral basis. The MOU must
36 include:
 - 37 ○ Description of the services to be provided through the One-Stop center;
 - 38 ○ Description of the functional organization, customer flow and service delivery;
 - 39 ○ Methods for referral of individuals to Workforce System Partners;
 - 40 ○ Duration of the MOU and procedures for amending the MOU;
 - 41 ○ Infrastructure Funding Agreement (IFA) addendum outlining how services and operating costs of
42 the system will be funded, methodology for cost sharing, and invoicing and payment processes;
43 and
 - 44 ○ Other provisions consistent with the requirements of the WIOA and agreed to by the partners.

45 IFA as an addendum to the MOU:

- 46 ● The IFA is a fiscal document that provides the details necessary to allocate the infrastructure costs and
47 track the resources provided by each partner agency. By design, the IFA is a document that will change
48 as the actual costs incurred by the partners become known. At a minimum, the following elements will
49 be included:

- 1 o List of all partners participating in the IFA of the One-Stop;
- 2 o List of estimated infrastructure costs;
- 3 o IFA budget (includes all the costs associated with the IFA cost list);
- 4 o Cost allocation plan outlining partner cost based on allocation methodologies that will be used
- 5 to distribute the costs to each partner;
- 6 o Resources provided by each partner to pay for its fair share of the costs; and
- 7 o Reconciliation and modification methodology describing the process used by partners to
- 8 reconcile the proposed budget costs to the actual costs incurred by the partners in providing
- 9 services.

10 **Partner Responsibilities:**

- 11 • All WIOA required or SWIB approved partners who wish to be physically co-located within a center must
- 12 be willing to provide their services within the following parameters:
 - 13 o Make their core services available and seamless as directed by the One-Stop manager;
 - 14 o Make available through a seamless process other activities and programs carried out under
 - 15 their program direction or authorizing law;
 - 16 o Ensure their staff is adequately trained on their respective program rules and regulations and
 - 17 capable of effectively delivering program services and activities within a seamless service
 - 18 delivery environment;
 - 19 o Enter into a MOU and IFA with the SWIB establishing shared success indicators, operating
 - 20 strategies and procedures, and customer flow for an effective seamless service delivery; and
 - 21 agree to provision of IFA budgets as established in the IFA;
 - 22 o Participate in center cross-training of staff as determined necessary by the One-Stop operator;
 - 23 o Provide seamless services in the center under the direction of the One-Stop manager;
 - 24 o Ensure adequate staff coverage at all times by coordinating leave requests with the One-Stop
 - 25 manager;
 - 26 o Maintain direct supervision over their respective staff and volunteers that support their
 - 27 program; and
 - 28 o Take responsibility for and retain sole discretion for anything that may affect the pay, status and
 - 29 tenure of their respective staff, or any of the following employee actions:
 - 30 ▪ Hiring;
 - 31 ▪ Termination;
 - 32 ▪ Discipline;
 - 33 ▪ Promotion;
 - 34 ▪ Permanent assignments;
 - 35 ▪ Permanent transfers;
 - 36 ▪ Performance evaluations – with input from functional supervisor;
 - 37 ▪ Grievances;
 - 38 ▪ Corrective action;
 - 39 ▪ Disciplinary action;
 - 40 ▪ Timesheets and leave approval; and
 - 41 ▪ Approval of costs not addressed.

42 **SWIB Administrative Entity Responsibilities:**

- 43 • The SWIB Administrative Entity is the Division Management Bureau (DMS). DMS is responsible for
- 44 establishing and overseeing the Workforce System and ensuring a business and job seeker focused
- 45 seamless service delivery. The DMS responsibilities in regard to establishing and overseeing the
- 46 statewide seamless service delivery system include but are not limited to:
 - 47 o Develop statewide policies;
 - 48 o Establish and disseminate directives;
 - 49 o Ensure the development and maintenance of the Partner MOU that includes the IFA;
 - 50 o Negotiate statewide performance measures with the US Department of Labor;

- 1 o Prepare Montana’s State Plan and submit it to the US Department of Labor;
- 2 o Prepare an Annual Report on the Workforce System;
- 3 o Prepare and initiate contracts on behalf of SWIB; and
- 4 o Compile and submit data and reports on partner program outcomes and performance as
- 5 required by US Department of Labor.

6 **Common Management Information System:**

- 7 • The centers will utilize common management information systems. These systems are used for all data
- 8 collection and reporting for all required partners located in comprehensive or affiliate One-Stop centers.
- 9 Shared information and data agreements will be utilized to support access to information and
- 10 information sharing between the partners as allowed by authorizing law and regulations.

11 **Outreach and Branding:**

- 12 • The workforce system outreach and branding is a shared workforce system responsibility. The One-Stop
- 13 centers branding will be used to ensure recognition of the statewide seamless workforce system.
- 14 Brochures, flyers, advertising media and announcements, stationery, business cards, and nametags
- 15 used by the center staff will reflect the One-Stop center. Signage outside and inside all comprehensive
- 16 and affiliate One-Stops will reflect the One-Stop branding.

17 **Monitoring and Evaluation:**

- 18 • The Program Monitoring Unit will:
 - 19 o Monitor and evaluate the workforce system to ensure compliance with state and federal policies
 - 20 and directives;
 - 21 o Recommend and/or require corrective action or impose sanctions on One-Stops or other WIOA
 - 22 sub-recipients for significant inability or failure to perform as required by the SWIB, consistent
 - 23 with WIOA Monitoring, Audit and Evaluation Policy; and
 - 24 o Evaluate the effectiveness of the statewide workforce system, including a qualitative and
 - 25 quantitative program analysis of program goals, performance, success indicators, outcome, cost
 - 26 efficiencies, seamless delivery, partner collaboration, and customer satisfaction.

27 **References:**

- 28 • [WIOA sections 113-128](#)
- 29 • [20 CFR 678 Subpart A - General Description of the One-Stop Delivery System](#)