



# Montana Department of LABOR & INDUSTRY

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2 **Division: Workforce Services Division**  
3 **Category: WIOA**  
4 **Effective Date: 9/26/2017**  
5 **Last Revised: 07/01/2020**  
6 **Policy No.: 09-17**

## One-Stop System Policy

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8 **Background:** Although One-Stop service delivery operates under federal law and rules, the states and  
9 their workforce boards, such as Montana’s State Workforce Innovation Board (SWIB), are responsible for  
10 implementing the One-Stop System and adapting the national vision for an integrated, customer-focused  
11 workforce system to the needs of its regional and local communities. This policy provides the One-Stop  
12 Operator and workforce system service providers with guidance on the One-Stop delivery system. The One-Stop  
13 delivery system aligns workforce, education, and partner programs to provide seamless, high-quality customer  
14 service to job seekers, workers, and businesses. By linking diverse talent with employers and businesses,  
15 workforce professionals support continuous improvement of an effective service delivery system and provide a  
16 valuable network, locally, regionally, and nationally.

17 **Scope:** This policy applies to the SWIB, all Workforce Services Division (WSD) staff, and partner staff at both  
18 the comprehensive and affiliate One-Stop centers. This policy is effective July 1, 2020.

### 19 **Policy:**

#### 20 **SWIB Responsibilities:**

- 21 • The Workforce Innovation and Opportunity Act (WIOA) requires a SWIB be established in the state. The  
22 following is specific guidance related to the roles and responsibilities of the SWIB concerning the  
23 workforce system.

#### 24 **Service Delivery:**

- 25 • The workforce system must include at least one comprehensive center physically located in the  
26 workforce area. Under the waiver received November 14, 2018, Montana received approval from the  
27 U.S. Department of Labor for the State Board to carry out roles and responsibilities for the local boards  
28 and operate as a single-area planning state. The SWIB may choose to establish additional  
29 comprehensive centers, affiliates, or access points. These additional centers will be physically and  
30 programmatically accessible to individuals with disabilities.

#### 31 **Comprehensive Centers:**

- 32 • Comprehensive centers must provide job seekers and businesses with access to and assistance with  
33 the programs, services and activities of all required One-Stop partners. At least one Title I staff person  
34 must be physically present.
- 35 • Each comprehensive center must provide:
- 36 ○ Basic career services, individualized career services, and follow-up services;

- 37 ○ Access to employment and training services either provided directly or provided by One-Stop
- 38 partners that equip individuals to enter the workforce and retain employment; access to any
- 39 employment and training activities.
- 40 ○ Access to programs and activities
- 41 ○ Workforce and labor market information;
- 42 ○ Physical and programmatic accessibility to individuals with disabilities.
- 43 ● Required partners must be available on-site, through electronic means, or via a warm referral process.
- 44 ● Partners are encouraged to co-locate in the One-Stop either full-time or on an intermittent basis.
- 45 ● Customers must have access to programs, services and activities during regular business days.
- 46 ● Center technology such as phone or computer must offer a direct link to program staff who can provide,
- 47 within a reasonable amount of time, meaningful information or services.

#### 48 Affiliate Centers:

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

#### 53 Service Integration:

- 54 ● For the One-Stop delivery system to succeed, services must be integrated and delivered according to
- 55 customer need; not according to program focus. There is no requirement for a specific sequence of
- 56 services. Assessments must be conducted on clients to determine their needs and services.

#### 57 Basic Career Services:

- 58 ● A client must have access to Basic Career Services. At a minimum, the following services must be
- 59 included:
  - 60 ○ Eligibility determination for WIOA Adult, Dislocated Worker, or Youth programs;
  - 61 ○ Outreach, intake and orientation to information for all one-stop services;
  - 62 ○ Initial assessment of skill levels and supportive service needs;
  - 63 ○ Labor exchange services, including job search and placement assistance and if necessary,
  - 64 career counseling that offers:
    - 65 ■ Information about in-demand industry sectors and occupations;
    - 66 ■ Information on non-traditional employment; and
    - 67 ■ Appropriate recruitment and other business services on behalf of employers, including
    - 68 information and referrals to business services other than those traditionally offered
    - 69 through One-Stop service delivery.
  - 70 ○ Referrals to and coordination of activities with other programs and services, including those
  - 71 within the One-Stop System and when appropriate, other workforce development programs;
  - 72 ○ State and local labor market conditions, industries and occupations, including:
    - 73 ■ Job vacancies;
    - 74 ■ Job skills identified by area businesses; and
    - 75 ■ State and local labor market conditions, industries and occupations.
  - 76 ○ Performance and cost information on eligible providers of education, training, and workforce
  - 77 services by program and type of providers;
  - 78 ○ Information on availability of supportive services or assistance and referral to those services
  - 79 and assistance as appropriate, including child care, health insurance, SNAP benefits; and/or
  - 80 TANF;
  - 81 ○ Meaningful staff assistance in filing an Unemployment Insurance claim;
  - 82 ○ Assistance establishing eligibility for financial aid for non-WIOA training and education programs;
  - 83 ○ Access to the resource room and information for other programs and services.
  - 84 ○ Virtual access to self-service information-only services or activities;

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## 86 Individualized Career Services:

- 87 • A client must have access to Individualized Career Services through the client intake process if a  
88 Workforce Consultant determines any of the following services would assist that client in successfully  
89 obtaining and retaining employment:
  - 90 ○ Comprehensive and specialized assessments of skills and service needs for Adult and  
91 Dislocated Workers;
  - 92 ○ An individual employment plan;
  - 93 ○ Group and/or individual counseling;
  - 94 ○ Career planning;
  - 95 ○ Short-term pre-vocational services;
  - 96 ○ Internships and work experiences that link to careers;
  - 97 ○ Workforce preparation activities;
  - 98 ○ Financial literacy services;
  - 99 ○ English language acquisition and integrated education and training programs; Out-of-area job  
100 search assistance and relocation assistance;.
  - 101 ○ Access to education and training opportunities; and Follow-up services to provide support for  
102 continued client success.

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## 104 Business Services:

105 Business services may include but are not limited to:

- 106 ○ Business outreach and development;
- 107 ○ Employer information and support;
- 108 ○ Assistance with business growth strategies;
- 109 ○ Business needs assessments;
- 110 ○ Information about One-Stop services;
- 111 ○ Referrals to partner and community resources;
- 112 ○ Technical assistance such as employment law and human resources information;
- 113 ○ Customized screening referral of qualified participants in training services to employers;
- 114 ○ Customized recruitment events and related services for employers including targeted job fairs;
- 115 ○ Connection to labor pools and assistance with building a talent pipeline;
- 116 ○ Access to relevant labor market information;
- 117 ○ Facilitation of work-based learning experiences and opportunities;
- 118 ○ Assistance for business start-ups and entrepreneurs;
- 119 ○ Assistance with recruitment and retention;
- 120 ○ Business downsizing assistance; and
- 121 ○ Lay-off aversion strategies.

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## 123 Managing and Coordinating Service Delivery

- 124 • To safeguard integrated delivery of co-located services to workforce system customers, comprehensive  
125 or affiliate center managers and supervisors will:
  - 126 ○ Collaborate and communicate with partners to establish a customer flow that facilitates access  
127 to services.
  - 128 ○ Ensure sufficient staff from state organizations and partners are available to serve customers  
129 during operating hours.
  - 130 ○ Ensure that a comprehensive cross-training and development plan is established for each One-  
131 Stop center and its staff.

- 132 ○ Schedule and participate in meetings to be held at least quarterly between Community  
133 Management Teams (CMT) and other partners to discuss services, customer access, partner  
134 referrals, and performance outcomes;
- 135 ○ Develop operational procedures and protocols that promote effective service delivery for all  
136 partners and do not negatively impact the performance or outcomes of any individual partner  
137 program;
- 138 ○ Communicate workforce system policy, guidance and information to comprehensive and affiliate  
139 center staff and required partners; and
- 140 ○ Ensure success indicators are met, recommend additional measures to the SWIB that support  
141 effective service delivery, and apply measures across partner services and activities.
- 142 ● Assurances:
  - 143 ○ Staff will be available to resolve issues as they arise.
  - 144 ○ Direct supervision of individuals working in the centers resides with their respective programs;  
145 and
  - 146 ○ The One-Stop manager or supervisor will have direct functional supervision over the daily  
147 activities of staff providing WIOA Adult and Dislocated Worker and Wagner Peyser services and  
148 staff located in comprehensive and affiliate centers.

#### 149 Memorandum of Understanding (MOU):

- 150 ○ The Partner MOU's purpose is to improve the accessibility and quality of services made  
151 available to a shared customer pool. The SWIB is responsible for the development, execution,  
152 and maintenance of the MOU with all partners physically located in each of the comprehensive  
153 and affiliate centers and all required partners who may provide services through technological  
154 or referral basis. Each MOU will be reviewed and renewed not less than once every three years  
155 to ensure appropriate funding and delivery of services. The MOU must include:
  - 156 ○ Description of the services to be provided through the One-Stop center;
  - 157 ○ Description of the functional organization, customer flow, and service delivery;
  - 158 ○ Methods for referring individuals to workforce system partners;
  - 159 ○ Duration of the MOU and procedures for amending the MOU;
  - 160 ○ Infrastructure Funding Agreement (IFA) addendum outlining how services and operating costs  
161 of the system will be funded, methodology for cost sharing, and invoicing and payment  
162 processes; and
  - 163 ○ Other provisions consistent with the requirements of the WIOA and agreed to by the partners.

#### 164 IFA as an addendum to the MOU:

- 165 ○ The IFA is a fiscal document that provides the details necessary to allocate the infrastructure  
166 costs and track the resources provided by each partner agency. By design, the IFA is a  
167 document that will change as the actual costs incurred by the partners become known. At a  
168 minimum, the following elements will be included:
  - 169 ○ List of all partners participating in the IFA of the One-Stop;
  - 170 ○ List of estimated infrastructure costs;
  - 171 ○ IFA budget (includes all the costs associated with the IFA cost list);
  - 172 ○ Cost allocation plan outlining partner cost based on allocation methodologies that will be used  
173 to distribute the costs to each partner;
  - 174 ○ Resources provided by each partner to pay for its fair share of the costs; and
  - 175 ○ Reconciliation and modification methodology describing the process used by partners to  
176 reconcile the proposed budget costs to the actual costs incurred by the partners in providing  
177 services.

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181 **Partner Responsibilities**

- 182 • All WIOA-required or SWIB-approved partners who wish to be physically co-located within a center must  
183 be willing to provide their services within the following parameters:
- 184 ○ Provide access to activities or programs through the One-Stop delivery system;
  - 185 ○ Provide career services
  - 186 ○ Work collaboratively with the SWIB to establish and maintain the One-Stop delivery system.  
187 This includes jointly funding the One-Stop infrastructure through partner contributions as  
188 outlined in 20 CFR 678.420.
  - 189 ○ Enter into a MOU and IFA with the SWIB establishing shared success indicators, operating  
190 strategies and procedures, and customer flow for an effective seamless service delivery; and  
191 agree to provision of IFA budgets as established in the IFA. Parties to the MOU agreement will  
192 work closely together to ensure that One-Stop locations are high-performing workplaces with  
193 staff who will ensure quality of service.
    - 194 ▪ Collaboration and reasonably assisting each other in the development of necessary  
195 service delivery protocols for services outlined in the MOU’s Partner Services section;
    - 196 ▪ Compliance with all applicable federal and state laws, regulation, and guidelines relating  
197 to privacy rights of customers, maintenance of records, and other confidential customer  
198 information;
    - 199 ▪ Agreement that all equipment and furniture purchased by any party for purposes  
200 described in the MOU will remain the property of the purchaser after termination of this  
201 agreement.
  - 202 ○ Provide representation on SWIB as required and participate in Board meetings as needed.

203 **SWIB Administrative Entity Responsibilities:**

- 204 • The SWIB Administrative Entity is the Division Management Bureau (DMS). The DMS is responsible for  
205 the following, including but not limited to:
- 206 ○ Developing statewide policies;
  - 207 ○ Ensuring the development and maintenance of the Partner MOU that includes the IFA;
  - 208 ○ Negotiating statewide performance measures with the US Department of Labor;
  - 209 ○ Preparing Montana’s State Plan and submit it to the US Department of Labor;
  - 210 ○ Preparing and submitting the WIOA Annual Report Narrative for Title I and Title III programs
  - 211 ○ Preparing and initiating contracts on behalf of SWIB; and
  - 212 ○ Compiling and submitting data and reports on partner program outcomes and performance as  
213 required by US Department of Labor.

214 **One-Stop Operator Responsibilities:**

- 215 • The One-Stop Operator will coordinate the service delivery of One-Stop partners and service providers.  
216 As a part of that coordination, the One-Stop Operator will support partner and service provider  
217 participation in a continuous improvement process designed to boost outcomes and increase customer  
218 satisfaction. This will include but is not limited to:
- 219 ○ Requiring an annual report from each comprehensive center and affiliate detailing regional  
220 access to and opportunities for the employment, education, training, and support services that  
221 individuals need to succeed in the labor market, particularly those with barriers to employment.
  - 222 ○ Providing technical assistance to the partners.

223 **Common Management Information System:**

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

229 **Outreach and Branding:**

- 230 • Outreach and consistent branding are shared workforce system responsibilities. One-Stop centers’  
231 branding will be used to ensure recognition of the statewide workforce system. Brochures, flyers,  
232 advertising media and announcements, stationery, business cards, nametags, and signage will reflect  
233 the Montana workforce system.

234 **Monitoring and Evaluation:**

235 The SWIB administrative entity which is DMS will ensure that:

- 236 • Federal awards are used for authorized purposes in compliance with state and federal laws,  
237 regulations, and policies; and  
238 • Applicable laws, regulations, and state policies are enforced as required by the SWIB.  
239 • Performance data is recorded, tracked and reviewed for quality to ensure accuracy and completeness.  
240 • Appropriate procedures and internal controls are maintained; and  
241 • All MOU terms and conditions are fulfilled.

242 **References:**

- 243 • [WIOA sections 113-128](#)  
244 • [20 CFR 678 Subpart A - General Description of the One-Stop Delivery System](#)  
245 • [TEGL 4-15 Vision for the One-Stop Delivery System](#)  
246 • [TEGL 16-16, Change 1 One-Stop Operations Guidance for the American Job Center Network](#)