MT SWIB
STATE WORKFORCE INNOVATION BOARD

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network

STATE OF MONTANA
ONE-STOP CERTIFICATION
SWIB DOCUMENTATION

Under Title I of the Workforce Innovation and Opportunity Act (WIOA) Montana's State Workforce Innovation Board (SWIB) is required to establish criteria and procedures to evaluate and certify one-stop sites for effectiveness, including customer satisfaction, physical and programmatic accessibility, and continuous improvement. The SWIB must certify one-stop sites in order to comply with WIOA and receive one-stop infrastructure funds. In Montana, the SWIB will certify two types of sites, comprehensive sites and affiliates sites. This certification criterion applies to both types of sites.

All site outcomes will receive one of the following outcomes based on the site visit:

1. Certification granted;
2. Provisional Certification with plan and timeline for meeting standards; or
3. Not Certified

CHECKLIST – SYSTEM REQUIREMENTS
- Compliance with One-Stop System Policies (WIOA)
- ADA Accessibility
- Use of MWorks for customer tracking
- Memorandum of Understanding for partners
- AJC Branding
- Wagner-Peyser services are co-located

Summary:
- Compliance with One-Stop System Policies (WIOA)
    - Each of the One-Stop locations is complying with WIOA policies.
- ADA Accessibility
    - Each One-Stop location is programmatically and physically accessible under the Americans with Disabilities Act. The entire One-Stop system is currently using the Windows Accessibility program for blind/low vision customers and the system is working with the department's Technology

Services Division to ensure all online content is ADA compliant by January 1, 2018.

- Use of MWorks for customer tracking
  - All One-Stop locations are using MWorks for customer tracking. In addition, many of the locations are running reports out of MWorks to ensure the site is continuously improving its processes and maintaining a high-level of service to the clients it serves.
- Memorandum of Understanding for partners
  - The Memorandums of Understanding for partners are in place and on file in the central office in Helena.
- AJC Branding
  - Sites are using the American Job Center branding on all materials it produces. Materials that were printed without the branding in place are used and any new versions created are appropriately branded.
- Wagner-Peyser services are co-located
  - There are no stand-alone Wagner-Peyser services throughout the One-Stop system.

REQUIRED PROGRAM/PARTNER CHECKLIST:
Summary:
All the sites are coordinating with required partners to ensure customers receive the services they need to transition into meaningful training or employment.

Note
Butte is not currently coordinating with Youth Services or Adult Education, this is flagged for an area of continuous improvement and the Butte Job Services will work with the One-Stop Operator and program management to ensure coordination, training, and referrals within that region begin. Management of the Butte Job Service committed to reaching out to these partners immediately to begin the process to begin strategic coordinated service delivery.

ADDITIONAL PARTNER:
Summary:
All sites are working beyond the required core partners and have developed and maintain relationships with additional partners that offer services relevant to the clients it serves.

CAREER SERVICES CHECKLIST:
Summary:
All sites are providing all the required basic career services on site. In addition, all sites are providing additional career services to ensure customers have the greatest chance for success.

Notes
All sites coordinate Financial Literacy Services with community partners, these services aren't provided on-site, with the exception of Bozeman, which coordinates some basic services on-site and coordinates more in-depth services with community partners.

All sites coordinate English language acquisition and integrated education and training programs with Adult Education and these services aren't provided on-site.

BUSINESS SERVICES CHECKLIST:
All sites are coordinating the required business services. In addition, sites have moved beyond the required services and are delivering additional business services to meet community business needs.

OTHER BUSINESS SERVICES (NOT REQUIRED) FOLLOW-UP FOR CERTIFICATION:
Summary:
See Above

CERTIFICATION CRITERIA:
5= exceeding standard, excellence
4= achieved the standard
3= significantly meeting standard with some work yet to do
2= have some of the elements in place, some of the time
1= making progress, but have a long way to go

FUNCTIONAL AND PROGREMMATIC INTEGRATION
CHECK THE BOX WHERE YOU THINK THE SITE IS WITH REGARD TO FUNCTIONAL AND PROGRAMMATIC INTEGRATION.

Great Falls (Comprehensive):

☐ 5　　　☒ 4　　　☐ 3　　　☐ 2　　　☐ 1

Billings:

☐ 5　　　☒ 4　　　☐ 3　　　☐ 2　　　☐ 1

Bozeman:

☐ 5　　　☒ 4　　　☐ 3　　　☐ 2　　　☐ 1

Butte:

☐ 5　　　☐ 4　　　☐ 3　　　☒ 2　　　☐ 1

Helena:

☐ 5　　　☐ 4　　　☒ 3　　　☐ 2　　　☐ 1

Kalispell:

☐ 5　　　☒ 4　　　☐ 3　　　☐ 2　　　☐ 1

Missoula:

☐ 5　　　☒ 4　　　☐ 3　　　☐ 2　　　☐ 1

SUMMARY OF FUNCTIONAL AND PROGRAMMATIC INTEGRATION:
Each site has incorporated an integrated service delivery model designed by the One-Stop Operator. However, each site has incorporated its own best practices and innovation to ensure that services are delivered within the community and the model is adapted to best meet the community needs.

Each site has developed a unique Community Management Team that includes all the core partners and additional community partners to discuss community-specific needs and discuss programmatic changes or provide training to partners to better ensure seamless delivery of service.

Great Falls (Comprehensive):
Recommended Score: 4
The Great Falls Job Service has the largest number of co-located required partners and one non-required partner and the site is able to easily provide a number of services on-site, making a seamless service delivery model highly effective. Those partners that aren't on-site are easily accessible in the Great Falls community and staff make a soft touch to those partners before sending customers to a different location to access services. In addition, partners that aren't co-located in the quarterly community management teams to ensure client casework is coordinated and the strong community relationships continue to grow.

A recommendation for continuous improvement for this site would be increase the services available to be delivered onsite by co-located partners to serve customers.

Billings:
Recommended Score: 4
The Billings Office has a large number of co-located partners and it has a strong, robust community management team. The Billings community management team has a large number of required partners as well as a dynamic group of non-required partners. The community management team meets monthly and it uses its time to provide partners an opportunity to present on programs on a rotating basis. In addition to its community management team the Billings Office also has a strong relationship with its community Job Service Employer Committee (JSEC), which increases its coordination with the business community and helps with employer engagement.

A best practice from the Billings Office is its use of a Community Management Team's Provider Resource Fair. The resource fair is conducted annually and it's an opportunity for providers to set up booths and displays designed for providers to allow partners to exchange information and learn more about the services delivered and programs offered.

A recommendation for continuous improvement for this site would be to look for opportunities to partner with the Billings Housing Authority on WIOA programs and

learn more about the Family Self-Sufficiency program administered through the Housing Authority.

Bozeman:

Recommended Score: 4

The Bozeman Office delivers services seamlessly through its adoption of the Integrated Service Delivery System designed by the One-Stop Operator. In addition, Bozeman has a robust Community Management Team that consists of a diverse group of required and non-required partners. Bozeman also coordinates and participates on a number of community teams and committees as a valued community resource and collaborative, solutions-based partner.

A best practice from the Bozeman Office is its use of an interagency team that coordinates meeting space and speakers on a monthly basis to provide training and timely presentations to the Bozeman School District to ensure the district's staff were aware of community services and the populations it serves.

A recommendation for continuous improvement for this site would be to continue working with Livingston's Adult Education and the Bozeman education community to ensure there's coordination both with Job Service, but internally to best deliver services throughout the region.

Butte:

Recommended Score: 2

Butte is committed to delivering seamless service to clients that walk into its office. In addition, the Butte Office adopted the "functional teams" model, which is designed to integrate and coordinate casework, calendars, activities and workload throughout the office to ensure the office runs as efficiently and effectively as possible to best deliver programs to clients.

A recommendation for continuous improvement for this site would be to cultivate relationships and begin coordinating clients and casework with the Adult Education provider and the WIOA Youth Provider.

Helena:

Recommended Score: 3

Helena uses the Integrated Service Delivery System designed by the One-Stop Operator. The Capital Area Workforce System serves as the area's Community Management Team and it consists of a diverse group of required partners and additional non-required community partners. The community management team meets monthly and also conducts an annual training designed to educate partners on challenges and barriers that customers it serves may face. In addition to the community management team, the Helena Office also coordinates a WIOA workgroup designed to bring partners to the table to discuss individual casework and coordinate services.

A recommendation for continuous improvement for this site would be to work to co-locate additional partners on site to provide seamless services to customers.

Kalispell:

Recommended Score: 4

The Kalispell Office goes beyond the Integrated Service Delivery System designed by the One-Stop Operator to deliver seamless services to customers. In addition to its internal service delivery system, the Kalispell Office has a dynamic community management team that developed two community resource books that it distributes to participants. The "Answer Book" lists community service providers in the area and the "Community Resource" brochure lists resources for individual needs.

Best practices from the Kalispell Office include working with community partners to develop community asset guides.

A recommendation for continuous improvement for this site would be to work to co-locate additional partners on site to provide seamless services to customers.

Missoula:

Recommended Score: 4

The Missoula Office goes beyond the Integrated Service Delivery System designed by the One-Stop Operator and seeks additional community partnerships and collaboration opportunities to ensure clients using Job Service have as many resources available to successfully transition into a job or training. Missoula Job Service also has a community management team with over 25 organizations representing a wide-range of workforce and other services in the Missoula area. Missoula uses its community management team to provide training and opportunities for cross-training and coordination of services.

A recommendation for continuous improvement for this site would be to work to co-locate additional partners on site to provide seamless services to customers.

PERFORMANCE AND ACCOUNTABILITY
CHECK THE BOX WHERE YOU THINK THE SITE IS WITH REGARD TO PERFORMANCE AND ACCOUNTABILITY.

Great Falls (Comprehensive):

☐ 5 ☐ 4 ☒ 3 ☐ 2 ☐ 1

Billings:

☐ 5 ☐ 4 ☒ 3 ☐ 2 ☐ 1

Bozeman:

☐ 5 ☐ 4 ☒ 3 ☐ 2 ☐ 1

Butte:

☐ 5 ☐ 4 ☒ 3 ☐ 2 ☐ 1

Helena:

| ☐ 5 | ☐ 4 | ☒ 3 | ☐ 2 | ☐ 1 |

Kalispell:

| ☐ 5 | ☐ 4 | ☒ 3 | ☐ 2 | ☐ 1 |

Missoula:

| ☐ 5 | ☐ 4 | ☒ 3 | ☐ 2 | ☐ 1 |

SUMMARY OF PERFORMANCE AND ACCOUNTABILITY:

Each site has incorporated an integrated data analysis, in one form or another, into its business processes to improve performance. Monthly Pulse reports, which reflect service area statistics, are analyzed and shared among staff in all offices. In addition, many offices are pulling various reports out of MWorks and client and employer services are reviewed. There are also the annual performance and financial audits that are conducted and reviewed.

Throughout the interview process there was a lot of discussion about relevant data and how to best use data to improve processes to serve clients better.

As an area of continued improvement, staff would recommend that the WIOA Committee work with the One-Stop Operator and site managers to discuss what data is most relevant to managers and work with staff to ensure the data delivered to offices offers a meaningful way to gauge improvement and best serve customers.

Each site's recommended score is 3 for this section as data use is relatively routine throughout the system with little variation in the data and reports used to measure effectiveness.

SERVICE PROVISION, INCLUDING SERVICES, UNIVERSAL ACCESS, AND OUTREACH TO POPULATIONS WITH BARRIERS
CHECK THE BOX WHERE YOU THINK THE SITE IS WITH REGARD TO SERVICE PROVISION TO ALL CUSTOMERS, INCLUDING SERVICES, ACCESS, AND OUTREACH TO POPULATIONS WITH BARRIERS.

Great Falls (Comprehensive):

| ☐ 5 | ☐ 4 | ☒ 3 | ☐ 2 | ☐ 1 |

Billings:

| ☐ 5 | ☒ 4 | ☐ 3 | ☐ 2 | ☐ 1 |

Bozeman:

| ☐ 5 | ☒ 4 | ☐ 3 | ☐ 2 | ☐ 1 |

Butte:

| ☐ 5 | ☐ 4 | ☐ 3 | ☒ 2 | ☐ 1 |

Helena:

☐ 5   ☐ 4   ☒ 3   ☐ 2   ☐ 1

Kalispell:

☐ 5   ☒ 4   ☐ 3   ☐ 2   ☐ 1

Missoula:

☐ 5   ☒ 4   ☐ 3   ☐ 2   ☐ 1

SUMMARY OF SERVICE PROVISION, INCLUDING SERVICES, UNIVERSAL ACCESS, AND OUTREACH TO POPULATIONS WITH BARRIERS:

Each site works with its community and conducts outreach to populations with barriers throughout the regions it serves. In addition, each office is accessible and compliant with the Americans with Disabilities Act.

Each site outreach strategy is designed to incorporate necessary community partnerships and works to best meet the community's unique needs.

Great Falls (Comprehensive):
Recommended Score: 3
Because the Great Falls Office has a variety of partners co-located it's able to effectively serve customers with barriers as its able to move customers through the process without having to send customers with barriers to additional locations most of the time. In addition, Great Falls staff can travel to outlying areas to deliver services and meet customers' needs if they are unable to travel to the office.

Great Falls formed the District IV Strategic Planning Committee to develop collaboration strategies and implement initiatives to make it easier for participants to receive services.

Recommendation for continued improvement for this site would be to move beyond the community management team and the District IV Strategic Planning Committee and partner with additional community to develop outreach plans for those with barriers that may fit into the "non-traditional labor pool."

Billings:
Recommended Score: 4
The Billings Office coordinates outreach to a significant cross-section of populations with barriers, including, but not limited to, homeless individuals at the local homeless shelter, veterans, both reservations in the service area, and the pre-release center. In addition, the site is working with core partners and community partners to develop a coordinated entry system to better serve individuals with barriers to ensure a seamless delivery of services and streamline the process for those who need assistance.

Core partners meet monthly to discuss the service delivery system in addition to the larger monthly community management team meetings. This ensures that service and program delivery are coordinated to better assist customers using the one-stop.

A notable best practice from the Billings Office include working with tribal communities in its region to develop relationships and deliver services on site at the Tribe's request.

A recommendation for continuous improvement for this site would be to continue leveraging relationships in Crow and Northern Cheyenne and look for additional opportunities to collaborate and coordinate services.

Bozeman:
Recommended Score: 4
The Bozeman office coordinates services for individuals with barriers with a wide array of core and community partners. In addition, the Bozeman office participate on many committees and councils outside of the community management team that are designed to assist those in the region facing significant barriers. The additional community partnerships and collaboration ensure that those working directly with individuals and populations with barriers are aware of the programs offered through WIOA and allows for better coordination of services and opportunity for referral.

A best practice from the Bozeman site is the encouragement of staff to seek opportunities within the community to participate on committees and councils designed to collaborate on community issues that impact populations with barriers.

A recommendation for continuous improvement for this site would be to look for additional outreach and collaboration opportunities in communities outside of Gallatin County to ensure other communities are aware of the services delivered at the site in Bozeman.

Butte:
Recommended Score: 2
The Butte office coordinates with its community management team and additional community partners to deliver services to populations with barriers to employment. In addition to its coordination with partners, the site is also working to incorporate digital literacy and computer support into its processes when serving individuals with barriers, as often digital literacy is itself a significant barrier to employment.

Recommendation for continuous improvement for this site would be to look for outreach and collaboration opportunities with additional community partners and core partners (Youth and Adult Education) within the region to ensure all populations with barriers are reached and services are coordinated and delivered in a seamless way.

Helena:
Recommended Score: 3
The Helena Office has a strong relationship with Career Training Institute, which delivers many WIOA programs in addition to those delivered through the Helena Office. The Helena Office and the Career Training Institute developed an outreach plan to ensure services are delivered and outreach is conducted in Lewis & Clark, Broadwater, and Jefferson counties. The Helena community management team's partners also work

with the two partner entities to ensure services delivered to populations with barriers are seamless and coordinated. In addition, the Helena Office leverages technology to conduct outreach and deliver services remotely.

Recommendation for continuous improvement for this site would be to look for additional outreach and collaboration opportunities and partnerships within the region to ensure individuals and populations with barriers and those who serve them know about the services offered through the site or coordinated with partner agencies.

Kalispell:
Recommended Score: 4
The Kalispell Office has a strong relationship with all core partners and non-required community partners. It goes on-site to provide services to the local homeless shelter twice a week, it goes on-site and has relationships with probation and parole, and it teaches Adult Education participants about Job Service every session. In addition, the site consistently coordinates with local programs offering services to those with disabilities or other barriers to employment.

A best practice for this site is its use of a Disability Resource Coordinator. The coordinator works with individuals with physical, mental, and learning disabilities as well as individuals who are aging, veterans, ex-felons, and at-risk youth to help individuals in these populations successfully transition into employment.

Missoula:
Recommended Score: 4
Missoula has well-established robust relationships with in its community with both core partners and additional community partners to allow it to conduct successful outreach and coordinate services to those with barriers in the community in a meaningful way. In addition to its relationships, it's also served as the chair for the Montana Association of Rehabilitation. The Missoula office also has trained staff members that receive additional training on ADA related issues and are subject matter experts on disabilities and best practices to serve those with barriers to employment.

Unique to the Missoula community is its participation with the International Rescue Committee to assist resettled refugees find employment and connect individuals with additional community resources to assist in the transition into the community.

A best practice for this site is its use of training opportunities for staff to become more effective case managers when assisting those in the disability community and other individuals with barriers to employment.

CUSTOMER SATISFACTION
CHECK THE BOX WHERE YOU THINK THE SITE IS WITH REGARD TO CUSTOMER SATISFACTION.

Great Falls (Comprehensive):
☐ 5   ☐ 4   ☐ 3   ☒ 2   ☐ 1

Billings:

☐ 5 ☐ 4 ☐ 3 ☒ 2 ☐ 1

Bozeman:

☐ 5 ☐ 4 ☐ 3 ☒ 2 ☐ 1

Butte:

☐ 5 ☐ 4 ☐ 3 ☒ 2 ☐ 1

Helena:

☐ 5 ☐ 4 ☐ 3 ☒ 2 ☐ 1

Kalispell:

☐ 5 ☐ 4 ☐ 3 ☒ 2 ☐ 1

Missoula:

☐ 5 ☐ 4 ☐ 3 ☒ 2 ☐ 1

SUMMARY OF CUSTOMER SATISFACTION

Each site has various methodologies in place to survey customers to get a sense of improvements or modifications to processes that would better serve customers. In addition, each site has a formal complaint process that is compliant with the One-Stop Operator's guidance and design.

Throughout the interview process there was a lot of discussion about how to survey customers in a meaningful way that would be relevant to the work occurring at the one-stop. Many of the customers served through the one-stop system are facing significant barriers to employment and may not have the capacity to give relevant feedback about services during the visit to the one-stop. However, once an individual transition into employment or training, they may be better able to look back at services received and how processes could be modified to better serve clients. Finding and capturing customer feedback is critical in ensuring the design of the system is truly customer focused.

As an area of continued improvement, staff would recommend that the WIOA Committee work with the One-Stop Operator and site managers to develop a methodology of collecting customer feedback to improve services.

Each site's recommended score is 2 for this section as customer feedback surveys are not collected routinely and there is no standardization for reviewing and implementing customer feedback into the design of the one-stop system.

STAFF COMPETENCE AND STAFF TRAINING PARTICIPATION
CHECK THE BOX WHERE YOU THINK THE SITE IS WITH REGARD TO STAFF PROFICIENCY AND STAFF TRAINING PARTICIPATION.

Great Falls (Comprehensive):

☐ 5 ☒ 4 ☐ 3 ☐ 2 ☐ 1

Billings:

☐ 5 ☒ 4 ☐ 3 ☐ 2 ☐ 1

Bozeman:

☐ 5 ☒ 4 ☐ 3 ☐ 2 ☐ 1

Butte:

☐ 5 ☒ 4 ☐ 3 ☐ 2 ☐ 1

Helena:

☐ 5 ☒ 4 ☐ 3 ☐ 2 ☐ 1

Kalispell:

☐ 5 ☒ 4 ☐ 3 ☐ 2 ☐ 1

Missoula:

☐ 5 ☒ 4 ☐ 3 ☐ 2 ☐ 1

SUMMARY OF STAFF COMPETENCE AND STAFF TRAINING PARTICIPATION

Each site consistently has staff participate in training provided by and designed by the one-stop operator. In addition to participating in statewide training provided by the operator, each site provides staff with professional development and training opportunities to ensure each staff member is knowledgeable about the required services delivered at the site as well as services provided by non-required community partners.

Each site's recommended score is 4 for this section as sites are continually seeking training and education opportunities to better serve individuals within its region.

PARTNERSHIP
CHECK THE BOX WHERE YOU THINK THE SITE IS WITH REGARD TO PARTNERSHIP.

Great Falls (Comprehensive):

☐ 5 ☐ 4 ☒ 3 ☐ 2 ☐ 1

Billings:

☐ 5 ☐ 4 ☒ 3 ☐ 2 ☐ 1

Bozeman:

☐ 5 ☐ 4 ☒ 3 ☐ 2 ☐ 1

Butte:

☐ 5   ☐ 4   ☐ 3   ☒ 2   ☐ 1

Helena:
☐ 5   ☐ 4   ☒ 3   ☐ 2   ☐ 1

Kalispell:
☐ 5   ☐ 4   ☒ 3   ☐ 2   ☐ 1

Missoula:
☐ 5   ☐ 4   ☒ 3   ☐ 2   ☐ 1

SUMMARY OF PARTNERSHIPS

Each site has developed a robust network of partnerships including required partners as well as additional community partners. Each site coordinates services for customers with required partners as required by the statewide MOU's. Those offices that are still developing partnerships, as listed above, are using the development of those partnerships as part of its continuous improvement.

The recommended score for each site is 3; Butte is the exception as it's working to begin coordinating services with Adult Education and the Title I Youth Program in Butte.

A recommendation for continuous improvement for sites is to work to continue looking for ways to co-locate required partners and continue building relationships with community partners to ensure customers have seamless service delivery based on individual needs.

EMPLOYER ENGAGEMENT
CHECK THE BOX WHERE YOU THINK THE SITE IS WITH REGARD TO EMPLOYER ENGAGEMENT.

Great Falls (Comprehensive):
☐ 5   ☐ 4   ☒ 3   ☐ 2   ☐ 1

Billings:
☐ 5   ☐ 4   ☒ 3   ☐ 2   ☐ 1

Bozeman:
☐ 5   ☐ 4   ☒ 3   ☐ 2   ☐ 1

Butte:
☐ 5   ☐ 4   ☒ 3   ☐ 2   ☐ 1

Helena:
☐ 5   ☐ 4   ☒ 3   ☐ 2   ☐ 1

Kalispell:

☐ 5 ☐ 4 ☒ 3 ☐ 2 ☐ 1

Missoula:

☐ 5 ☐ 4 ☒ 3 ☐ 2 ☐ 1

SUMMARY OF EMPLOYER ENGAGEMENT

Each site works collaboratively with partners to deliver seamless business services within the communities it serves. Each site developed and implemented a business outreach strategy consistent with the workforce needs in its region. In addition, each site provides businesses with relevant labor market information and other data sets relevant to the successful recruitment and retention of qualified employees. Each site uses innovative strategies to work with businesses and ensure that the services delivered to the business community are timely and relevant to changing economies.

Kalispell implemented an innovative solutions-based training approach to increasing its employer outreach by hosting brown bag lunch series on topics requested by the business community. The brown bag lunch series regularly bring in 30 – 70 local businesses at each session.

Each site's recommended score is 3 for this section as sites are meeting the standard and there is room to grow in each community as the landscape of job service and Montana's economy evolves and coordination to deliver seamless employer engagement continues to progress.