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### I. APPLICABILITY/SCOPE

This policy applies to the Phoenix Business and Workforce Development (PBWD) Board, the Chief Elected Official (City of Phoenix Mayor and Phoenix City Council), and any City of Phoenix staff as governed by the PBWD Board. This policy serves to provide guidance on the job center certification process that is mandated under the Workforce Innovation and Opportunity Act (WIOA) and the State Workforce Development Board known as the Workforce Arizona Council. This policy is used to locally define the required job center certification process.

### II. PURPOSE

To follow established criteria and procedures by the Workforce Arizona Council for use by the PBWD Board to certify the ARIZONA@WORK City of Phoenix Job Centers. The criteria include adherence to WIOA requirements related to effectiveness, physical and programmatic accessibility, and continuous improvement, as well as measuring progress in achieving the statewide vision for the ARIZONA@WORK Job Center delivery system established by the Workforce Arizona Council in *Policy 02-2016 ARIZONA@WORK Job Center Vision for One Stop Delivery System*. The PBWD Board must certify job centers to be eligible to use infrastructure funds in the State funding mechanism (20 CFR 678.800). This policy applies to ARIZONA@WORK City of Phoenix Job Center comprehensive, affiliate, and specialized sites.

### III. BACKGROUND


As required under WIOA (20 CFR 678.800), the PBWD Board shall certify the ARIZONA@WORK City of Phoenix Job Centers, including comprehensive, affiliate and specialized sites, once every three (3) years. The Workforce Arizona Council for the State of Arizona, issued policy on ARIZONA@WORK Job Center certification that includes instructions for the job center certification process and tools to complete the required job center certification functions (<https://arizonaatwork.com/about/workforce-arizona-council/policies-reports>).

### IV. DEFINITIONS

**Chief Elected Official** means the chief elected executive officer of a unit of general local government in a local area.

**ARIZONA@WORK Comprehensive Job Center** is a physical location where job seeker and employer customers can access the programs, services, and activities of all required ARIZONA@WORK Job Center partners.

**ARIZONA@WORK Affiliate One Stop Center** is a site that makes available to job seeker and employer customers one or more of the ARIZONA@WORK Job Center partners' programs, services, and activities. An affiliated site does not need to provide access to every required ARIZONA@WORK Job Center partner program. Affiliated sites are access points in addition to the comprehensive ARIZONA@WORK Job Center center(s) in each Local Workforce Development Area (LWDA) used to supplement and enhance customer access to services (20 CFR 678.310). All affiliate sites must be physically and programmatically accessible to individuals with disabilities, as described in § 678.800.

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**ARIZONA@WORK Network of Partners or Specialized Centers:** Any network of ARIZONA@WORK Job Center partners or specialized centers that must be connected to the comprehensive ARIZONA@WORK Job Center in the area, as well as, any appropriate affiliate centers (i.e. such as having processes in place to make referrals to the comprehensive and affiliate sites) (20 CFR 678.320).

**ARIZONA@WORK One Stop Delivery System:** The one-stop delivery system brings together workforce development, educational, and other human resource services in a seamless customer-focused service delivery network that enhances access to the programs’ services and improves long-term employment outcomes for individuals receiving assistance. One-stop partners administer separately funded programs as a set of integrated streamlined services to customers.

**V. POLICY**

1. Authority of Workforce Arizona Council to Establish Certification Criteria

A. Workforce Arizona Council, in consultation with chief elected officials and Local Workforce Development Boards (LWDBs), must establish objective criteria and procedures for LWDBs to use when certifying ARIZONA@WORK Job Center centers. (20 CFR 678.800)

1. The Workforce Arizona Council, in consultation with chief elected officials and LWDBs, must review and update the criteria every two years as part of the review and modification of State Plans. (20 CFR 676.135)


2. The criteria must be consistent with the Governor’s and Workforce Arizona Councils guidelines, guidance, and policies on infrastructure funding decisions, described in § 678.705.

3. When the LWDB is the one-stop operator as described in 20 CFR 679.410, the Workforce Arizona Council must certify the ARIZONA@WORK Job Center.

B. The criteria must evaluate the ARIZONA@WORK Job Centers and ARIZONA@WORK Job Center delivery system for effectiveness, including customer satisfaction, physical and programmatic accessibility, and continuous improvement. (20 CFR 678.800 a.2)

1. Effectiveness: Evaluations of effectiveness must include the following:

- a. How well the ARIZONA@WORK Job Center integrates available services for participants and businesses;
- b. Meets the workforce development needs of participants and the employment needs of local employers;
- c. Operates in a cost-efficient manner;
- d. Coordinates services among the ARIZONA@WORK Job Center partner programs;

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e. Provides access to partner program services to the maximum extent practicable, including providing services outside of regular business hours where there is a workforce need, as identified by the LWDB.

f. The evaluations must consider feedback from ARIZONA@WORK Job Center customers.

g. The evaluations must also include evaluations of how well the ARIZONA@WORK Job Center ensures equal opportunity for individuals with disabilities to participate in or benefit from ARIZONA@WORK Job Center services. (See physical and programmatic accessibility sections.)

2. Physical Accessibility: Physical accessibility is extent to which facilities are designed, constructed, or altered so they are accessible and usable to individuals with disabilities. Evaluations of physical accessibility should consider both external accessibility and internal accessibility.

a. Evaluations of external accessibility could include:

- i. A review of the availability of transportation to the ARIZONA@WORK Job Center;
- ii. Access into the site location via ramps consistent with the Americans with Disabilities Act's (ADA) standards.


b. Evaluations of internal accessibility could include:

- i. A review of the center's access to bathrooms,
- ii. Adjustable work stations,
- iii. Appropriate signage, including signage to meet multilingual needs common to the specific region of the State, and signage for people with disabilities.

3. Programmatic Accessibility: Programmatic accessibility is the extent to which the full range of services is available to all customers, regardless of disability or cultural background.

Evaluations of physical and programmatic accessibility must include criteria evaluating how well the centers and delivery systems take actions to comply with the disability-related regulations implementing WIOA sec. 188 (related to nondiscrimination), set forth at 29 CFR part 38.7-38.9. Such actions include, but are not limited to (678.800 b.1-6):

- a. Providing for the physical accessibility of the ARIZONA@WORK Job Center to individuals with disabilities;
- b. Providing reasonable accommodations for individuals with disabilities;
- c. Making reasonable modifications to policies, practices, and procedures where necessary to avoid discrimination against persons with disabilities;

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- d. Administering programs in the most integrated setting appropriate (i.e. people with disability or cultural needs can be served in the same setting as those without, to the greatest extent possible);
- e. Communicating with persons with disabilities as effectively as with others;
- f. Providing appropriate auxiliary aids and services, including assistive technology devices and services, where necessary to afford individuals with disabilities an equal opportunity to participate in, and enjoy the benefits of, the program or activity.

4. Continuous Improvement: Evaluations of continuous improvement must include (678.800 c):

- a. How well the ARIZONA@WORK Job Center supports the achievement of the negotiated local levels of performance for the indicators of performance for the LWDA described in sec. 116(b)(2) of WIOA and part 677 of this chapter.
- b. Other continuous improvement factors may include:
  - i. A regular process for identifying and responding to technical assistance needs;
  - ii. A regular system of continuing professional staff development;
  - iii. Having systems in place to capture and respond to specific customer feedback.

2. ARIZONA@WORK Job Center Certification Assessment Tool – Part I Comprehensive, Affiliate & Specialized Sites

A. The PBWD Board must use the *ARIZONA@WORK Job Center Certification Assessment Tool – Part I Comprehensive Sites* to certify all comprehensive job centers. The PBWD Board must use the *ARIZONA@WORK Job Center Certification Assessment Tool - Part I Affiliate and Specialized Sites* to certify all affiliate and specialized sites. These tools were adopted by the Workforce Arizona Council to certify all comprehensive, affiliate, and specialized sites in their LWDA. The assessment tool includes:


- 1. Part I – Compliance with WIOA Regulations (see attachment A)
- 2. Part II – Alignment with Workforce Arizona Council Vision (see attachment B)

B. The PBWD Board may establish criteria and set higher standards for service coordination than those set by the Workforce Arizona Council. The PBWD Board must also review and update all additional criteria and standards every two years as part of the WIOA Local Plan update process.

3. Part I Certification Assessment Tool

A. Part I of the ARIZONA@WORK Job Center Certification Assessment Tool includes measures that must be provided as follows:

- 1. Physical accessibility measures to ensure facilities are designed, constructed, or altered so they are accessible and usable to individuals with disabilities.

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2. Programmatic accessibility measures to ensure access to programs, services, and activities during regular business days at a comprehensive ARIZONA@WORK Job Center. This section also incorporates measures to ensure equal opportunity for individuals with disabilities defined in section 188 of WIOA.
3. Basic career services as defined in 20 CFR 678.430;
4. Individualized career services as defined in 20 CFR 678.430;
5. Follow-up services as defined in 20 CFR 678.430;
6. Businesses services required to be made available to local employers as defined in 20 CFR 678.435 a;
7. Access to any employment and training activities carried out under WIOA Section 134(d) and defined in 680.200;
8. Youth services as defined in 20 CFR 681.700 and 20 CFR 681.460;
9. Measures representative of continuous improvement 20 CFR 678.800 c;
10. Measures for affiliate and specialized centers as defined in 20 CFR 678.310 and 678.320.


B. Part I of the ARIZONA@WORK Job Center Certification Assessment Tool includes measures that may be provided as follows:

1. Customized business services (tailored for specific employers) may be provided to employers, employer associations, or other such organizations as defined in 20 CFR 678.435 b-c.

C. For each assessment criterion, the PBWD Board assessment team records whether the criterion is present or not present at the ARIZONA@WORK Job Center site. In the column labeled Supporting Data Source(s), the assessment team lists the data source(s) that supports whether the criterion is present or not present.

Examples of data sources include evaluator direct observation, results from the customer satisfaction survey, interviews or focus groups with staff who directly provide services, interviews or focus groups with job seeker or employer customers, and written documentation such as data reports, written policies and procedures etc. Written documentation should supplement, but not replace on-site visits/interviews by the assessment team.

D. At the completion of the assessment, the assessment team must identify all required measures that were not present at the ARIZONA@WORK Job Center site. To receive certification, a comprehensive, affiliate, or specialized site must comply with each of the required measures. The PBWD Board must work with each ARIZONA@WORK Job Center to create a follow-up action plan to bring the ARIZONA@WORK Job Center into full compliance with all required measures before the ARIZONA@WORK Job Center can be certified.

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4. Part II Certification Assessment Tool


A. The Workforce Arizona Council envisions a job-driven public workforce development system in Arizona that focuses equally on the employment needs of job seekers and employers' needs for skilled labor with industry-recognized credentials to meet their current and future demand for labor. To fulfill its vision, the Workforce Arizona Council will focus on developing the following characteristics throughout the system, including measuring the degree to which the local and regional workforce areas successfully offer activities that result in the growth of these characteristics:

1. Extensive Knowledge of Local Economy;
2. Business Engagement;
3. Sector Partnerships;
4. Work-Based Learning Opportunities;
5. Job Seekers Trained for In-Demand Jobs;
6. Industry-recognized Credentials;
7. Career Pathways;
8. Access to Services;
9. Actively Engage Veterans and Other Priority and Special Populations;
10. Highly Integrated Service Delivery System;
11. Continuous Evaluation and Improvement of Services;
12. Use Evidence-based, Best and Promising Practices for Service Delivery.

B. For each of the descriptive measures in Part II, the PBWD Board assessment team will check which statement (0-4) best describes the LWDA's progress in implementing the desired characteristic. In the column labeled Supporting Data Source(s), the assessment team lists the data source(s) that supports the level of progress chosen.

Examples of data sources include evaluator direct observation, results from the customer satisfaction surveys, interviews or focus groups with staff who directly provide services, interviews or focus groups with job seeker or employer customers, and written documentation such as data reports, written policies and procedures etc.

The PBWD Board must choose at least three descriptive measures that need improvement and create proposed goals and a plan for improvement for each measure. The three descriptive measures can be related to one system characteristic or multiple characteristics. Progress in completing these improvement plans will be incorporated into the next ARIZONA@WORK Job Center certification for the LWDA.

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5. Job Center Certification Frequency

- A. The PBWD Board must evaluate and certify each ARIZONA@WORK Job Center once every three years at a minimum using the assessment tools adopted by the Workforce Arizona Council and any additional measures adopted by the PBWD Board.
  
- B. The PBWD Board may require site evaluations and certification more frequently as determined appropriate and warranted by the PBWD Board.
  
- C. The PBWD Board must monitor any follow-up action plans created to bring a ARIZONA@WORK Job Center into full compliance with Part I of the ARIZONA@WORK Job Center Assessment Tool and submit the completed follow-up action plans to the Workforce Arizona Council Manager by the dates established in the plan to complete the certification process.
  
- D. The PBWD Board must regularly monitor progress in meeting the proposed goals and improvement plans generated from Part II of the ARIZONA@WORK Job Center Assessment Tool. Progress in meeting these goals will become a required certification measure for the next one stop certification cycle.


6. Job Center Certification Teams

A. The PBWD Board must establish a certification assessment team that is responsible for conducting an independent and objective evaluation of each comprehensive, affiliate, and specialized ARIZONA@WORK Job Center in the LWDA and make certification recommendation to the PBWD Board. The PBWD Board must certify each site.

The PBWD Board certification assessment team must be comprised of PBWD Board members and PBWD Board staff, if needed. The PBWD Board may use experts from the state level or outside the LWDA to ensure evaluations are objective, if needed. The PBWD Board may also use local experts who represent targeted populations, but have no financial ties with the comprehensive, affiliate, and/or specialized ARIZONA@WORK Job Center in the LWDA.

B. The PBWD Board certification assessment team must be free of real or perceived conflicts of interest; therefore, the One Stop Operator, partner programs, any service provider, or fiscal agent staff may not participate on the certification assessment team. These entities may provide information to the certification assessment team as data resources to support the work of the assessment team, as needed. (section V.B of WAC policy 042016 ARIZONA@WORK Job Center One Stop Center Operator Selection Policy)

C. The Workforce Arizona Council is required to certify a LWDA's ARIZONA@WORK Job Centers when the Local Workforce Development Board (LWDB) also serves as the One-Stop Operator (20 CFR 678.800 (a)(3)). In these cases, the Workforce Arizona Council will establish a certification assessment team

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consisting of some combination of Workforce Arizona Council staff, DES staff, and LWDB member(s). The LWDB should consult the Workforce Arizona Council Manager at the Arizona Office of Economic Opportunity when there are questions related to the certification assessment teams.

## 7. Job Center Certification Determinations

A. The certification assessment process can result in one of two certification determinations as follows:

1. Full certification: Full certification means all required measures in Part I of the Arizona One Stop Certification Assessment Tool have been met and are supported by data sources. Part II of the assessment tool has been completed and improvement plans submitted to the Workforce Arizona Council.
2. Provisional certification with follow-up action plan: Provisional certification means the ARIZONA@WORK Job Center substantially meets all required measures in Part I of the Arizona One Stop Certification Assessment Tool, but some measures remain unmet. The unmet measures must be addressed in a follow-up action plan with timelines for meeting all required certification standards. The follow-up action plan must be accepted by the PBWD Board and the Workforce Arizona Council. The PBWD Board must monitor implementation of the follow-up action plan and submit the results to the Workforce Arizona Council when the plan is completed. Part II of the assessment tool also must be completed, and improvement plans submitted to the Workforce Arizona Council.

## **VI. POLICY MANAGEMENT REQUIREMENTS**

Administrative revisions to the policy may be made by the Phoenix Business and Workforce Development (PBWD) Board Executive Director, with notice to the PBWD Board’s Executive Leadership Committee. All other substantive revisions will go to the PBWD Board’s Executive Leadership Committee for review and recommendation to the PBWD Board for approval.

## **VII. ATTACHMENTS AND LINKS**

Attachment A: [ARIZONA@WORK Job Center Certification Assessment Tool Part I for Comprehensive Centers- Compliance with WIOA Regulations Attachment](#)

Attachment B: [ARIZONA@WORK Job Center Certification Assessment Tool Part I for Affiliate and Specialized Centers- Compliance with WIOA Regulations Attachment](#)

Attachment C: ARIZONA@WORK Job Center Certification Assessment Tool Part II - Alignment with Workforce Arizona Council

Link: [Workforce Arizona Council Policy 06-2017 Certification of the ARIZONA@WORK Job Centers](#)