



***Name of Committee***                      **OWA System Partners**

***Date***    **July 28, 2011**

***Start & End Time***                              **1:00 – 2:45**

**Phoenix Inn & Suites – Breakfast Area**

**Mission:**

This committee is dedicated to the development and improvement of the Rural Oregon Workforce System resulting in relevant and responsive job seeker and employer services evidenced by an available and skilled workforce and the creation and growth of family wage jobs.

***Regular Meeting***                              Regular Meeting

***Purpose of Meeting***                              Review One Stop Certification Tool for First Reading

***Documents Required***                              Will be distributed prior to meeting

***Committee Members***                              Joyce Aho, Art Hill, Selaina Miller, Tom Moore,, Monty Johnson, JJ McLeod, Pat Davis, Julie Gassner, Jim Pfarrer, Xochitl Esparza, Lisa Lewis

***Guests:***

***Discussion Topics***

- I.        *Welcome and Introductions*
- II.      *Review and comment regarding OWA One-Stop Policy and Certification Tool*
- III.     *OWA Resource Sharing Agreement*
- IV.     *Update Regarding Systems Integration*
- V.      *Good of the Order*
- VI.     *Adjourn*

## THE OREGON CONSORTIUM & OREGON WORKFORCE ALLIANCE POLICY MEMORANDUM #WIA-?-06/11

**DATE:** June 14, 2011

**SUBJECT:** WorkSource Oregon Center Certification and re-Certification and WorkSource Oregon Affiliate Office Charters

**REFERENCE:**

- OWIB Policy No. 11-01: WorkSource Oregon Definitions and Center Certification
- CCWD and OED Joint Policy 02-10: Compass Policy for Alignment and Integration of the WorkSource Oregon System
- WIA § 111(d)(2)
- WIA § 134(d)(2)

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### **PURPOSE:**

To establish guidelines for WorkSource Oregon (WSO) Center Certification and Recertification as well as WSO Affiliate Office Charters. The purpose of these guidelines is to:

1. Ensure baseline consistency among WorkSource Oregon (WSO) Centers throughout the TOC/OWA local area, so that business and job seeker customers can expect the same basic services regardless of which WSO Center they utilize.
2. Utilize the one-stop certification process to further support service integration as described in joint policies adopted by the Oregon Employment Department, the Department of Community Colleges and Workforce Development and the Local Workforce Investment Boards and required in OWIB Policy No. 11-01.
3. To recognize the expanded role of WSO Centers to provide skill development services for all Oregonians registering at WSO centers by implementing a common intake, initial skills review and debrief process leading WSO job seeker customers to an expanded menu of products and services.

### **BACKGROUND:**

The Workforce Investment Act requires one-stop service centers (at least one per Local Workforce Area – the State of Oregon requires a one-stop center in every Workforce Region) and gives the Local Workforce Investment Board, in this case the Oregon Workforce Alliance (OWA), the authority to develop standards and certify centers within the area within criteria established by State Workforce Investment Boards. These standards ensure WSO Centers are businesslike places where every service is focused on two goals:

- 1) assuring that businesses receive the most highly qualified job candidates; and,
- 2) assuring job seekers have an opportunity to know and understand their skills through a standardized initial skills review and become better job candidates by developing their skills.

**Comment [mj1]:** J.J. asks how this will be measured. #2 has measurable elements, but this does not have a clear metric. Should it be re-written so that there is a more concrete goal? I think this comes from some previous document or policy, but I'll be darned if I can remember which.

WSO Centers feature pro-active partners that fully utilize the resources within the One-Stop, as well as those of community partners, to better understand the workforce needs of businesses, to provide appropriate services to businesses and job seekers and to prepare qualified applicants who are competitive for jobs.

### ***WSO Center Certification***

WSO Center Certification is a formal designation similar to a license or a franchise. It requires display of the WorkSource Oregon brand name and signage. The Certification requires an agreement between partners that establishes conditions under which a center is operated.

Oregon's workforce system has developed an integrated services model guided by three partners: the Oregon Employment Department, the Department of Community Colleges and Workforce Development, and the Local Workforce Investment Boards. The integrated services model guides the majority of the specific Certification criteria in the current policy. The model is described in CCWD OED Joint Policy 02-10, a foundational document agreed to by the three partners. Because the integration work is still underway, this policy could change, although major changes are not envisioned. Consequently, CCWD OED Policy 02-10 is incorporated into this policy by reference.

The Act requires the one-stop system engage in continuous improvement. To achieve this, the TOC/OWA One-Stop Certification and re-certification process incorporates the Malcolm Baldrige Criteria for Performance Excellence, with a focus on continuous improvement. The Baldrige Criteria are nationally recognized as being instrumental in stimulating improvements in competitiveness and business performance. Baldrige formulates a framework of intensive self-examination and assessment in seven categories of organizational behavior displayed by the local workforce system. Those categories are:

- Leadership
- Strategic Planning
- Customer and Market Focus
- Information and Analysis
- Human Resource Focus
- Process Management
- Business Results

The Malcolm Baldrige Criteria for Performance Excellence are the basis for certifying and/or re-certifying the WSO Centers in the TOC/OWA local area. The Baldrige Criteria ensure that certification equals quality.

### ***WSO Affiliate Office Charter***

A WSO Affiliate Office, like a WSO Center, is expected to be a businesslike place where every service is focused on two goals:

- 1) assuring that businesses receive the most highly qualified job candidates;  
and,
- 2) assuring job seekers have an opportunity to know and understand their skills through a standardized initial skills review and become better job candidates by developing their skills.

A WSO Affiliate Office will be expected to meet certain minimum criteria to ensure baseline consistency across all WorkSource Oregon facilities in TOC/OWA local area; the WSO Affiliate Office will apply for a Charter to assure these minimum criteria are met. A WSO Affiliate Office is required to display the WorkSource Oregon brand name and signage. If multiple partners are present, the Affiliate Office Charter requires the partners to demonstrate that a process is in place, to include regular meetings between the partners, that assures professional and effective office operations and job seeker and business service provision.

Comment [mj2]: Not quite right yet.

**POLICY:**

To be Certified, each WSO Center must meet the minimum level of requirements as detailed in the One-Stop Certification Procedure Handbook. Although each WSO Center will be different, including partners, staffing patterns, a varied customer base, goals and directives, there will be a minimum level of services that must be common to each certified one-stop (comprehensive/full service) center and affiliated sites. For subsequent certification, OWA must consider performance outcomes, including customer satisfaction, and incorporate continuous improvement on the Baldrige criteria. Not meeting continuous improvement measures on the Baldrige criteria or not maintaining or achieving reasonable accommodation goals for access for services by customers with disabilities may be a basis for de-certification. WSO Centers and Affiliate Offices must be linked into a local workforce area system with all serving as access points.

Before beginning the One-Stop Certification process, the Regional Integration Leadership Team will determine which office(s) in the local Region will apply for WSO One-Stop Center Certification, and which office(s) will apply for WSO Affiliate Office Charter(s).

Certification will be comprised of a self-assessment process, based on the One-Stop Certification Procedure Handbook, which includes a One-Stop Certification Checklist, a Level I Baldrige-Based Certification Checklist and an Access Checklist for People with Disabilities. The Self-Assessment will be monitored by teams approved by the OWA **One-Stop Partners Committee**. These Regional Certification Teams must be comprised of at least two (2) individuals but no more than five (5). Teams must have at least one private sector OWA member and one TOC member. Teams may consist of OWA Members, TOC Members, RWIB members, local elected officials and/or TOC/OWA administrative staff. Regional Certification Teams will make a site visit to the WSO Center under consideration for Certification as part of the certification process.

WSO Affiliate Office Charters are also comprised of a self-assessment process that will be monitored by TOC/OWA Administrative Staff with input from OWA. The Charter self-assessment process is based on the WSO Affiliate Office Charter section of the One-Stop Certification Procedure Handbook.

WSO Center Certification and WSO Affiliate Office Charters must be renewed *at least once* every two (2) years. Re-Certification will be a similar process as the initial certification process.

**ACTION:**

The Oregon Consortium & Oregon Workforce Alliance and Regional Contractors shall follow this policy. This policy will remain in effect from the date of issue until such time that a revision is issued.

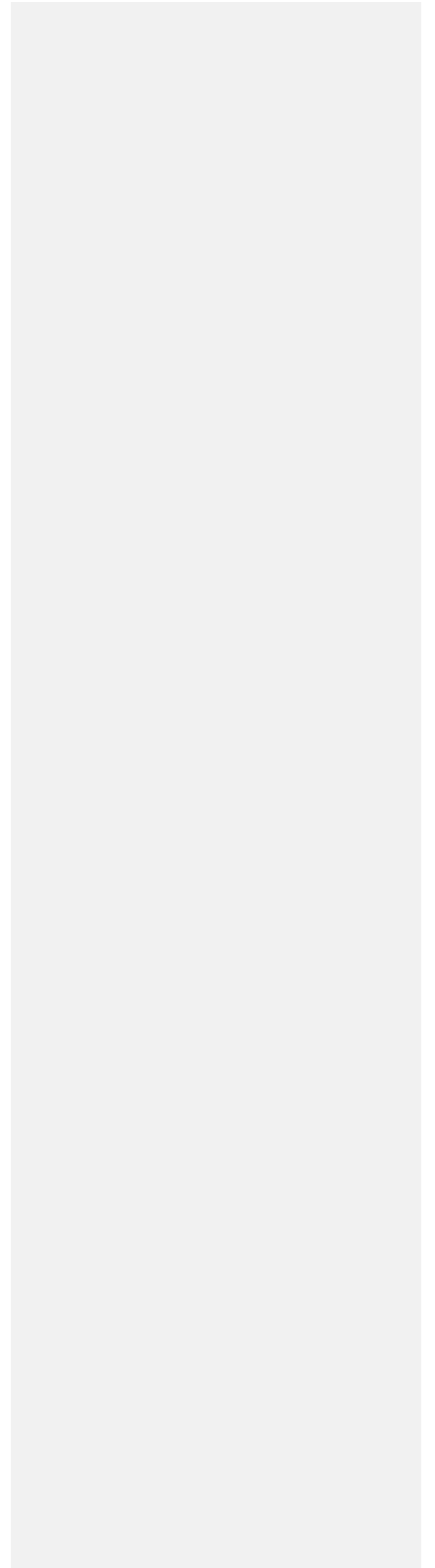
**INQUIRIES:**

Inquiries should be addressed to the Chief Administrative Officer at 1-866-888-4TOC.

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Kris Latimer  
Chief Executive Officer

DRAFT



## **One-Stop Certification Procedure Handbook**

The One-Stop Certification Procedure Handbook is a tool to be used for applying for WorkSource Oregon (WSO) Center One-Stop Certification and to apply for WSO Affiliate Office Charters within the TOC/OWA local area.

The purpose of the One-Stop Certification Process is to:

1. Ensure baseline consistency among WorkSource Oregon (WSO) Centers throughout the TOC/OWA local area, so that business and job seeker customers can expect the same basic services regardless of which WSO Center they utilize.
2. Utilize the one-stop certification process to further support service integration as described in joint policies adopted by the Oregon Employment Department, the Department of Community Colleges and Workforce Development and the Local Workforce Investment Boards and required in OWIB Policy No. 11-01.
3. To recognize the expanded role of WSO Centers to provide skill development services for all Oregonians registering at WSO centers by implementing a common intake, initial skills review and debrief process leading WSO job seeker customers to an expanded menu of products and services.

### **Section 1. One-Stop Certification Overview:**

The Workforce Investment Act requires one-stop service centers (at least one per Local Workforce Area – the State of Oregon requires a one-stop center in every Workforce Region) and gives the Local Workforce Investment Board, in this case the Oregon Workforce Alliance (OWA), the authority to develop standards and certify centers within the area within criteria established by State Workforce Investment Boards. These standards ensure WSO Centers are businesslike places where every service is focused on two goals:

- 1) assuring that businesses receive the most highly qualified job candidates; and,
- 2) assuring job seekers have an opportunity to know and understand their skills through a standardized initial skills review and become better job candidates by developing their skills.

WSO Centers feature pro-active partners that fully utilize the resources within the One-Stop, as well as those of community partners, to better understand the workforce needs of businesses, to provide appropriate services to businesses and job seekers and to prepare qualified applicants who are competitive for jobs.

#### ***WSO Center Certification***

WSO Center Certification is a formal designation similar to a license or a franchise. It requires display of the WorkSource Oregon brand name and signage. The Certification requires an agreement between partners that establishes conditions under which a center is operated.

Oregon's workforce system has developed an integrated services model guided by three partners: the Oregon Employment Department, the Department of Community Colleges and Workforce Development, and the Local Workforce Investment Boards.

The integrated services model guides the majority of the specific Certification criteria in the Handbook. **Appendix A** includes a flowchart/map of the Oregon integrated Service model. The model is described in CCWD OED Joint Policy 02-10, a foundational document agreed to by the three partners. Because the integration work is still underway, this policy could change, although major changes are not envisioned. Consequently, CCWD OED Joint Policy 02-10 is a useful reference document for this handbook.

The Act requires the one-stop system engage in continuous improvement. To achieve this, the TOC/OWA certification and re-certification process will be based on the Malcolm Baldrige Criteria for Performance Excellence, with a focus on continuous improvement. The Baldrige Criteria are nationally recognized as being instrumental in stimulating improvements in competitiveness and business performance. Baldrige formulates a framework of intensive self-examination and assessment in seven categories of organizational behavior displayed by the local workforce system. Those categories are:

- Leadership
- Strategic Planning
- Customer and Market Focus
- Information and Analysis
- Human Resource Focus
- Process Management
- Business Result

The Malcolm Baldrige Criteria for Performance Excellence are the basis for certifying and/or re-certifying the WSO Centers in the TOC/OWA local area. The Baldrige Criteria ensure that certification equals quality.

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A WSO Affiliate Office, like a WSO Center, is expected to be a businesslike place where every service is focused on two goals:

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A WSO Affiliate Office will be expected to meet certain minimum criteria to ensure baseline consistency across all WorkSource Oregon facilities in TOC/OWA local area; the WSO Affiliate Office will apply for a Charter to assure these minimum criteria are met. A WSO Affiliate Office is required to display the WorkSource Oregon brand name and signage. If multiple partners are present, the Affiliate Office Charter requires the partners to demonstrate that a process is in place, to include regular meetings between the partners, that assures professional and effective office operations and job seeker and business service provision.

Comment [mj1]: Not quite right yet.

**Re-Certification:**

WSO Center Certification and WSO Affiliate Office Charters must be renewed at least once every two (2) years. Re-Certification will follow the same process as the initial certification process, however, the Malcolm Baldrige-Based Certification Checklist is expected to include comments and explanations that demonstrate how the Center is pursuing Continuous Improvement.

**Deciding which offices will apply for Center Certification and which for Affiliate Office Charters:**

Before beginning the One-Stop Certification process, the Regional Integration Leadership Team will determine which office(s) in the local Region will apply for WSO One-Stop Center Certification, and which office(s) will apply for WSO Affiliate Office Charter(s). This will allow the partners on the Regional Integration Leadership Teams to work closely together to assure the facilities are chosen to best serve the region's client population.

**WSO Center Certification Procedural Overview:**

To be Certified, each WSO Center must meet minimum requirements, articulated in this One-Stop Certification Procedure Handbook. Although each WSO Center will be different, including different partners, staffing patterns, a varied customer base, goals and directives, there will be a minimum level of services that must be common to each certified one-stop (comprehensive/full service) center and affiliated sites. For subsequent certification, OWA must consider performance outcomes, including customer satisfaction, and incorporate continuous improvement on the Baldrige criteria. Not meeting continuous improvement measures on the Baldrige criteria or not maintaining or achieving reasonable accommodation goals for access for services by customers with disabilities may be a basis for de-certification. WSO Centers and Affiliate Offices must be linked into a local workforce area system with all serving as access points.

The Certification process will entail 6 steps:

1. OWA establishes Regional Certification Teams
2. Certification applicants complete self-assessment
3. Regional Certification Teams review self-assessment
4. Regional Certification teams make site visit
5. Regional Certification teams make recommendations, unless an iterative clarification process is needed, to OWA
6. OWA Sanctions or Denies WSO Center Certification Applications

To apply for WSO Center Certification, the programs in the prospective or re-certifying WSO Center must complete the One-Stop Certification Checklist (Section 2 of this handbook), a Level I Baldrige-Based Certification Checklist (Section 3) and an Access Checklist for People with Disabilities (Section 4). The WSO Centers will *self-assess* and complete these checklists. The WSO Centers will submit these self-assessments, along with a cover letter, to the members of their Regional Certification Team. The

WSO Center should submit a complete packet to each Regional Certification Team member.

WSO Center applicants that do not have, at least, the Oregon Employment Department (OED) and the local WIA Service Provider co-located at the Center applying for Certification will need to complete the Partners Worksheet (Section 5) to be included in the application material.

The Cover Letter will include the address of the WSO Center, including the associated TOC/OWA region, a statement of request for WSO Center Certification or re-Certification, a list of all WSO Center Partners on-site either part or full-time, whether both OED and the local WIA Service Provider will be co-located at the Center and potential dates that would be convenient for the Regional Certification Team's site visit.

To become Certified, the WSO Center must show they meet 100% of the requirements from the One-Stop Certification Checklist. In addition, the WSO Center must be found to have acceptable levels of accessibility to services for individuals with disabilities based on the Access Checklist for People with Disabilities and the Regional Certification Team's site visit. The Center must meet all (100%) of the minimum requirements as listed in the Level I Baldrige-Based Certification Checklist. Baldrige-Based Criteria have become the national standard for One-Stop Center Certification and are incorporated in many Regional and State Certification and Re-Certification policies and procedures. For re-Certifications, the WSO Center should indicate how they are showing Continuous Improvement beyond these minimum requirements.

The Partners Worksheet, for WSO Center applicants that do not co-locate OED and the local WIA Service Provider at the applying Center, is more subjective. To be Certified, the non-co-located WSO Center must meet the standards articulated in the previous paragraph *AND* all members of the Regional Certification Team must unanimously agree that the processes described in the Worksheet adequately support the Oregon Integrated Service model, as demonstrated in **Appendix A**.

An OWA approved Regional Certification Team from the WSO Center's region will review the Certification application packet (which will include the Cover Letter, the three (3) completed checklists and the Partners Worksheet, as applicable). As part of the review of the Certification application, the Regional Certification Team will make a site visit. During the site visit, the Regional Certification Team will receive a tour of the facility, an explanation of the customer flow, and will be given an opportunity to ask questions regarding the Certification application. Note that the Regional Certification Team will not be filling out the assessment checklists – these will be completed already by the applicants - but will be asking questions and engaging in discussion based on their review of the cover letter and assessment checklists. After the review of the Certification application and the site visit, the Regional Certification Team will offer comment to the leadership team associated with the WSO Center applying for Certification, and will

- 1) recommend to OWA that the WSO Center be certified;

**Comment [mj2]:** Although OWA approves the team members, who suggests the members for consideration and approval?

- 2) send the self-assessments in the application back to the Center/partners applying for Certification for further clarification, with the need for clarification clearly articulated; or,
- 3) withhold recommendation with reason.

If the Regional Certification Team sends the self-assessments in the Certification application back for clarification, the Center/partners applying for Certification have 14 days to return any clarifying material to the individuals on the Regional Certification Team. The Regional Certification Team has 7 days to review the material and respond in one of the three ways above.

If the Regional Certification team chooses to withhold recommendation with reason, the programs applying for Certification have 60 days in which to address and remedy the deficit. If the programs feel that the weakness has been addressed, they will resubmit the self-assessment with an explanation regarding how the deficit was addressed and remedied. If at that point, the Regional Certification Team does not feel the weakness has been remedied, or the programs applying do not resubmit within the 60 days, the application for Certification will be considered non-responsive, and application for Certification will not be allowed until the next TOC/OWA One-Stop Certification cycle.

A Regional Certification Team must be comprised of at least two (2) individuals but no more than five (5). Teams must have at least one private sector OWA member and one TOC member. Each region should have at least Regional Certification Team that is unique from any other region's team. Teams may consist of OWA Members, TOC Members, RWIB/Advisory Group members, local elected officials and/or TOC/OWA administrative staff.

**Comment [mj3]:** J.J. suggests striking this, since there may be situations where "uniqueness" is impossible to attain.

Timelines for the development of the Regional Certification Teams, the submittal of the self-assessment materials and the OWA review of the Regional Certification Teams' recommendations will come from OWA and be issued through the TOC/OWA Administrative office.

## Section 2. One-Stop Certification Checklist

Regional Certification Team Member Scoring	Score	Percentage
	XX/28	<b>XX%</b>

The checklists in this Section consist of the minimal general One-Stop Certification requirements to be included in the Center Certification application. The WSO Center Certification applicants may wish to write a brief sentence or two explaining their response and how they are meeting the requirements, for the purpose of better understanding for the Regional Certification Team, and for consideration for best practices that can be shared across TOC/OWA.

### Definitions:

**Provide:** Participant has on-site access to services and knowledgeable staff.

**Provide access, or serve as a point of access:** Participant *may* have on-site access to services and knowledgeable staff **or** staff at the WSO Center make certain that the participant will receive needed services, and have access to knowledgeable staff, at a partner agency that may be off-site.

### A. Policy-Related Criteria

<input type="checkbox"/>	1. Must be able to enroll participants through the WOMIS Welcome Process, to include Common Intake Customer Registration, Date of Birth Validation, Initial Skills Review, iMatchSkills Profile completion, and Debrief, ensuring customers register with the WorkSource Oregon system, and not with an individual agency. <i>Comment:</i>
<input type="checkbox"/>	2. Must offer an electronic comprehensive Menu of Services. <i>Comment:</i>
<input type="checkbox"/>	3. Must <b>provide</b> all Job Getting services, as indicated in Appendix A, to include provision of Labor Market Information, Job Search Tools, Job Placement Services, Career Planning, Job Search Tools and Placement Services. <i>Comment:</i>
<input type="checkbox"/>	4. Must <b>provide access</b> , or <i>serve as a point of access</i> , to Talent Development and Occupational Training Services, to include Career Planning, Skill Development Tools, Work Experiences, Training Funding Options, On-the-Job Training and Individual Training and Scholarships. <i>Comment:</i>
<input type="checkbox"/>	5. Must <b>provide access</b> , or <i>serve as a point of access</i> , to Business & Employer Services, to include Job Listing and Placement, Recruitment, Cohort Training, Talent Pool and System Marketing and Technical Assistance. <i>Comment:</i>
<input type="checkbox"/>	6. Access to unemployment insurance information is available by phone. <i>Comment:</i>
<input type="checkbox"/>	7. Must <b>provide access</b> , or <i>serve as a point of access</i> , to the core services and the workforce programs and activities carried out by mandated one-stop

	partners; may be self-help.
	<i>Comment:</i>
<input type="checkbox"/>	8. There are written policies and/or procedures in place in which staff are trained that address: storage of confidential information; emergency plans (evacuation, fire safety, bomb threats, etc.); safety training for staff; and, workplace conduct (anti-harassment, violence in the workplace, drug and alcohol usage, etc.).
	<i>Comment:</i>

**B. Partner-Related Criteria**

<input type="checkbox"/>	9. On-site partners are knowledgeable about all services available at the WSO Center.
	<i>Comment:</i>
<input type="checkbox"/>	10. Referrals for services outside the Center are made with definite contact information and, where possible, confirmed appointment dates and times.
	<i>Comment:</i>
<input type="checkbox"/>	11. There are regularly scheduled meetings among partnering agencies.
	<i>Comment:</i>
<input type="checkbox"/>	12. WSO Center leadership examines its cost structure and looks for ways to operate as efficiently as possible.
	<i>Comment:</i>

**C. Facilities-Related Criteria**

<input type="checkbox"/>	13. The Center is clean, in good condition and well-maintained. Restrooms are clean and well-equipped.
	<i>Comment:</i>
<input type="checkbox"/>	14. The Center has access to classroom spaces so that classes and workshops can be held. This space has four walls and a door so that the group activity does not interfere with other activities going on in the adjacent areas.
	<i>Comment:</i>
<input type="checkbox"/>	15. The site has private meeting space(s) to facilitate the sharing of confidential information, when needed.
	<i>Comment:</i>
<input type="checkbox"/>	16. The site is clearly identified as a WSO Center through external signage, utilizing the generic WSO logo.
	<i>Comment:</i>

**D. Additional Criteria**

<input type="checkbox"/>	17. High speed computer access to Internet based information system.
<input type="checkbox"/>	18. Access to computers, including printing, access to software programs, which could include word processing, programs for resume development, and job application and cover letter preparation.
<input type="checkbox"/>	19. Access to telephones and fax for job search.
<input type="checkbox"/>	20. Access to up-to-date career and state and local community resource information.
<input type="checkbox"/>	21. Strategies to meet any demand for "non-traditional" hours of operation for those who cannot attend during the traditional 8 AM – 5 PM hours of

	operation.
<input type="checkbox"/>	22. Information desk and/or resource areas are staffed.
<input type="checkbox"/>	23. There is a presence of mandated partners on-site.
<input type="checkbox"/>	24. An RSA and/or operational agreements are in place between partners for daily operations.
<input type="checkbox"/>	25. Information sharing and customer confidentiality agreements <i>exist</i> .
<input type="checkbox"/>	26. A description of all employer services is included in the business plan, including strategies for making the information available to employers.
<input type="checkbox"/>	27. The Initial Skills Review is given to all Adult customers. Access to aptitude, interest, and needs assessments is available to the customer.
<input type="checkbox"/>	28. Has an established referral process that is customer focused.

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### Section 3. Level I Baldrige-Based Certification Checklist

Regional Certification Team Member Scoring	Score	Percentage
	XX/20	<b>XX%</b>

The checklists in this section consist of the minimal Baldrige-Based Certification requirements to be included in the Center Certification application. The WSO Center Certification applicants may wish to write a brief sentence or two explaining their response and how they are meeting the requirements, for the purpose of better understanding for the Regional Certification Team, and for consideration for best practices that can be shared across TOC/OWA.

For re-Certification, Continuous Improvement should be documented, using these same categories, by indicating how the WSO Center is improving or going beyond these minimal requirements.

#### A. Leadership

TOC, OWA and local workforce system center partners will collaborate to provide strong public and private leadership for the management of the WSO Centers and for the continuous improvement of that system. Leadership will exhibit a commitment to high quality customer service, to increase visibility of services through the one-stop delivery system, and to linking and sharing with others involved in economic and workforce development.

<input type="checkbox"/>	Clear Written Mission Statement, developed by OWA and endorsed by WSO Center applicant leadership. <i>"Helping Rural Oregon Work."</i>
	<i>Comment:</i>
<input type="checkbox"/>	WSO Center applicant leadership recognizes OWA's private sector leadership role in the local workforce system.
	<i>Comment:</i>
<input type="checkbox"/>	There is a defined WSO Center management structure with organization chart.
	<i>Comment:</i>

#### B. Strategic Planning

Strategic planning will occur at two levels in each local workforce area. First, workforce system center planning is done within the context of community needs. Second, WSO Centers have business plans that demonstrate to the Regional Certification Team that the vision and focus of the WSO Center is guided by strategic planning

<input type="checkbox"/>	WSO Center applicant uses information gathered from job-seekers, the business community and LMI, to plan for, address and meet community workforce needs.
	<i>Comment:</i>
<input type="checkbox"/>	WSO Center applicant has a Business Plan in place that, at minimum, addresses

	leadership, planning, marketing, integration quality service and continuous improvement.
	<i>Comment:</i>

**C. Customer and Market Focus**

The WSO Center’s operational decisions are driven by customer needs and customer feedback. Services are designed and results are measured in large part by customer feedback and the articulation of needs. Each center has a customer satisfaction measurement process, and the results are reviewed by the center’s leadership on a regularly scheduled basis and utilized to keep the center as a leader in customer satisfaction.

<input type="checkbox"/>	WSO Center applicant gathers and documents customer feedback, including the articulation of their needs.
	<i>Comment:</i>
<input type="checkbox"/>	WSO Center applicant has a process for sharing customer satisfactions results among staff, management and partners, as appropriate.
	<i>Comment:</i>
<input type="checkbox"/>	WSO Center applicant has clearly delineated process in place to incorporate customer feedback into service design.
	<i>Comment:</i>

**D. Information and Analysis**

Fundamental to the WSO Centers is customer choice based on a wide variety of well-organized information resources. Customers will be able to access information in a consistent way, both at the center and through remote electronic means. WSO Center Staff will be highly trained to assist customers in the use of information from a variety of automated and written sources. Partnering agencies will be able to share information about customers in a manner that gives the Center a “single agency” appearance. Customers will not be asked for the same information multiple times by different agencies, and they will not be asked for information until it is needed for reasons related to high quality service. The WSO Center will be known in its community as the best source of high quality information related to workforce needs.

<input type="checkbox"/>	WSO Center applicant offers labor market and community information in multiple mediums: such as self-service, internet access and trained staff assistance.
	<i>Comment:</i>
<input type="checkbox"/>	WSO Center applicant uses WOMIS and WIA MIS, and has WOMIS subject matter experts on staff that can assist all partners that use WOMIS.
	<i>Comment:</i>
<input type="checkbox"/>	WSO Center applicant partners create and use reports from MIS data to help manage and plan.
	<i>Comment:</i>

**E. Human Resource Development and Management**

The WSO Center will be a model of staff empowerment and competence. Staff from multiple organizations will be equipped through cross-training and information tools to meet customer needs using multiple funding sources. Front-line staff will be highly valued and will be supported by center management in their efforts to meet customer needs. Investment in staff development is ongoing and tied to the center’s business objectives. Center management will measure employee satisfaction along with customer satisfaction, and will use both to refine plans and processes at the center. In short, each center will be a high-performance work place with staff that has a visible passion for quality of service.

<input type="checkbox"/>	WSO Center applicant staff competencies match job requirements and job descriptions; The WSO Center applicant can demonstrate time and budget dedicated to staff training.
	<i>Comment:</i>
<input type="checkbox"/>	Integration requirements and goals are considered in developing and administering staff training.
	<i>Comment:</i>
<input type="checkbox"/>	WSO Center applicant is able to demonstrate professional and fair hiring practices for staff.
	<i>Comment:</i>

**F. Process Management**

Each WSO Center will have a client service process that reflects the integration vision (Appendix A) and is designed from start to finish with customer needs in mind. Customer and staff feedback is used to continually improve processes. There will not be a process for each program or funding source, but rather a single, integrated process for the center. Front-line staff will have the flexibility and capability to assist customers in understanding and accessing service options. Customer options will be explained at each stage; customers will not just be told what the rules are. Customers have a clear understanding of their options and are empowered to take advantage of and utilize services available. They will feel in control rather than feeling subjected to bureaucratic procedures.

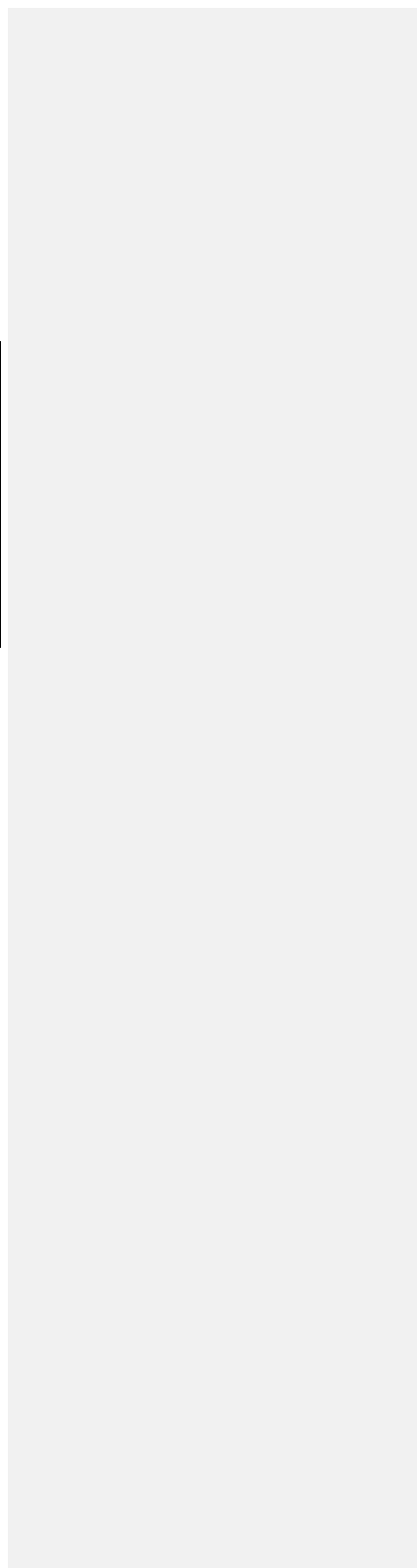
<input type="checkbox"/>	WSO Center applicant provides evidence of staff involvement in developing policies and procedures.
	<i>Comment:</i>
<input type="checkbox"/>	WSO Center applicant can demonstrate that basic customer flow is documented with ADA compliance; parking and/or public transportation is available, signage is effective and center is clean and safe.
	<i>Comment:</i>
<input type="checkbox"/>	WSO Center applicant is committed to making core services look and feel integrated.
	<i>Comment:</i>

**G. Business Results**

WSO Center goals are based on the program-specific goals of each partner organization in the WSO Center. Center performance goals are known by partner staff and the general public. Partner organizations assist each other in meeting their independent, program-specific goals. Partners share success and share responsibility for any failures. Performance results are quantified and discussed with OWA as a baseline for continuous improvement discussions.

<input type="checkbox"/>	WSO Center applicant collects data on performance measures for WIA customers, including entered employment rate, wages at employment and retention.
	<i>Comment:</i>
<input type="checkbox"/>	WSO Center applicant can show planned costs of facilities, possible sources of revenues and resources are identified. WSO Center applicant has an approved itemized budget.
	<i>Comment:</i>
<input type="checkbox"/>	WSO Center applicant has a plan for how customer satisfaction data will be used to improve services.
	<i>Comment:</i>

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## Section 4. Access Checklist for People with Disabilities

If your WSO Center under consideration for Certification has had a recent (within the last two (2) years) Oregon State Equal Opportunity Monitoring Report, the WSO Center program applicants may attach the Report in lieu of completing this section. If the State found deficiencies, please explain how they were remedied (or will be remedied within 60 days).

Regional Certification Team Member Scoring	Score	Percentage
	XX/97	XX%

This section reviews recommended customer service and accommodation practices for one-stop center programs. Some items may not apply and during assessment should be indicated by N/A.

### A. Service Strategy for People with Disabilities

<input type="checkbox"/>	WSO Center applicant programs seek to affirmatively serve qualified individuals with disabilities.
	<i>Comment: How is the WSO Center successfully accomplishing this?</i>
<input type="checkbox"/>	WSO Center applicant programs have a written policy concerning discrimination on the basis of physical or mental disability.
	<i>Comment:</i>
<input type="checkbox"/>	WSO Center applicant programs regularly review service practices (advertising, notices signage, building and program access) to be certain that the programs, managers, supervisors, and external consultants are nondiscriminatory in the treatment of customers with disabilities.

### B. Employment Practices under the Americans with Disabilities Act Guidelines:

<input type="checkbox"/>	Employee medical records must be kept in a separate location. Access to employee medical records must be limited. All non-medical records are kept in a separate place from records that contain medical information. (Medical information includes insurance application forms as well as health certificates, results of physical exams, etc.)
	<i>Comment:</i>
<input type="checkbox"/>	WSO Center applicant programs ensure interview questions and inquiries pertaining to a job applicant's disability limited to performance of essential functions of the job and requirements for reasonable accommodations.
<input type="checkbox"/>	Supervisory and interviewing staff are aware of what constitutes legal and illegal inquiries.
<input type="checkbox"/>	No ADA disallowed questions are used in an interview.

	<i>Comment:</i>
<input type="checkbox"/>	Applicants for employment are not required to take any of the following tests as part of the application process: drug or alcohol test; HIV tests; skill or performance tests; psychological tests; or, intelligence tests.
	<i>Comment:</i>
<input type="checkbox"/>	WSO Center applicant programs have a substance abuse policy.
	<i>Comment:</i>
<input type="checkbox"/>	WSO Center applicant programs have a drug testing policy.
	<i>Comment:</i>

**C. Reasonable Accommodation for Employees and Customers**

*It is required that reasonable accommodation be provided to employees and customers with disabilities. Reasonable accommodation includes a broad range of adaptations to the manner or circumstances in which a service activity is performed, an interview is conducted, etc.*

<input type="checkbox"/>	Employees, customers and applicants are informed that they are entitled to reasonable accommodations.
	<i>Comment:</i>
<input type="checkbox"/>	Supervisory staff know how to proceed if an accommodation is requested.
	<i>Comment:</i>
<input type="checkbox"/>	Supervisory staff know how to secure a sign language interpreter, if necessary.
	<i>Comment:</i>
<input type="checkbox"/>	Supervisory staff know how to get material transcribed into Braille, recorded on audiocassette, or placed on ASCII diskette.
	<i>Comment:</i>
<input type="checkbox"/>	Interviews, staff meetings, workshops and other gatherings are held in accessible locations. (Accessible locations include accessible entrances, meeting areas, and rest rooms.)
	<i>Comment:</i>
<input type="checkbox"/>	Reasonable accommodations, including sign language interpreters, written materials in alternative format, etc. are provided to individuals with disabilities at offsite meetings, trainings, and social events.
	<i>Comment:</i>

**EXISTING FACILITIES CHECKLIST**

**A. Priority 1: Accessible Entrance**

*People with disabilities should be able to arrive on the site, approach the building, and enter the building as freely as everyone else. At least one path of travel should be safe and accessible for everyone, including people with disabilities.*

Path of Travel.	
<input type="checkbox"/>	There is a path of travel that does not require the use of stairs.
<input type="checkbox"/>	The path of travel is stable, firm and slip-resistant.
<input type="checkbox"/>	The path is at least 36 inches wide.
<input type="checkbox"/>	All objects protruding into the path can be detected by a person with a visual disability using a cane (Note: In order to be detected using a cane, an object

	must be within 27 inches of the ground. Objects hanging or mounted overhead must be higher than 80 inches to provide clear head room. It is not necessary to remove objects that protrude less than 4 inches from the wall.)
<input type="checkbox"/>	Curbs on the pathway have curb cuts at drives, parking, and drop-offs.
<b>Ramps</b> <input type="checkbox"/> N/A	
<input type="checkbox"/>	The slopes of ramps are no greater than 1:12.
<input type="checkbox"/>	All ramps longer than 6 feet have railings on both sides.
<input type="checkbox"/>	Railings are sturdy, and between 34 and 38 inches high.
<input type="checkbox"/>	Ramps are non-slip.
<input type="checkbox"/>	There is a 5-foot-long level landing at every 30-foot horizontal length of ramp, at the top and bottom of ramps and at switchbacks.
<b>Parking and Drop-Off Areas</b>	
<input type="checkbox"/>	There are an adequate number of accessible parking spaces available (8 feet wide for car plus 5-foot striped access aisle).
<input type="checkbox"/>	There is at least one 16-foot-wide parking space, with 98 inches of vertical clearance, available for lift-equipped vans for every 8 accessible spaces.
<input type="checkbox"/>	The accessible spaces are closest to the accessible entrance.
<input type="checkbox"/>	Accessible spaces are marked with the International Symbol of Accessibility.
<input type="checkbox"/>	There is an enforcement procedure to ensure that accessible parking is used only by those who need it.
<b>Entrance</b>	
<input type="checkbox"/>	If there are stairs at the main entrance, there is also a ramp, lift, or alternative accessible entrance.
<input type="checkbox"/>	All inaccessible entrances have signs indicating the location of the nearest accessible entrance.
<input type="checkbox"/>	The entrance door has at least a 32 inch clear opening (for a double door, at least one 32-inch leaf).
<input type="checkbox"/>	There is at least 18 inches of clear wall space on the pull side of the door, next to the handle so that a person using a wheelchair can get close enough to open the door.
<input type="checkbox"/>	The threshold level is less than 1/4 inch high or beveled (up to 1/2 inch high).
<input type="checkbox"/>	Doormats are 1/2 inch high or less, and secured to the floor at all edges.
<input type="checkbox"/>	The door handle is no higher than 48 inches and is operable with a closed fist.
<input type="checkbox"/>	Doors can be opened without too much force (maximum is 5 lbs.).
<input type="checkbox"/>	Doormats are 1/2 inch high or less, and secured to the floor at all edges.
<input type="checkbox"/>	If the door closes automatically, it takes at least 3 seconds to close.
<b>Emergency Egress</b>	
<input type="checkbox"/>	There is sufficient lighting for egress pathways such as stairs, corridors, and exit routes.

**B. Priority 2: Access to Goods and Services**

*Ideally, the layout of the building should allow people with disabilities to obtain goods or services without special assistance. Where it is not possible to provide full accessibility, assistance or alternative services should be available upon request.*

Horizontal Circulation

<input type="checkbox"/>	All public spaces on an accessible path of travel, that is at least 36 inches wide.
<input type="checkbox"/>	There is a 5-foot circle or a T-shaped space for a person using a wheelchair to reverse direction.
<b>Doors</b>	
<input type="checkbox"/>	Doors in public spaces have at least a 32-inch clear opening.
<input type="checkbox"/>	On the pull side of doors, next to the handle, there is at least 18 inches of clear wall space so that a person using a wheelchair can get near to open the door.
<input type="checkbox"/>	Doors can be opened without too much force (maximum is 5 lbs.).
<input type="checkbox"/>	All door handles are no higher than 48 inches and are operable with a closed fist.
<input type="checkbox"/>	Doors can be opened without too much force (maximum is 5 lbs.).
<input type="checkbox"/>	Threshold levels are less than 1/4 inch high or beveled (up to 1/2 inch high).
<b>Rooms and Spaces</b>	
<input type="checkbox"/>	Carpeting is low-pile, tightly woven, and securely attached along edges.
<input type="checkbox"/>	In routes through public areas, all obstacles are cane-detectable (located within 27 inches of the floor or protruding less than 4 inches from the wall) or are higher than 80 inches.
<input type="checkbox"/>	Signs designating permanent rooms and spaces, such as rest room signs, exit signs, and room numbers, comply with the appropriate requirements for accessible signage.
<input type="checkbox"/>	Threshold levels are less than 1/4 inch high or beveled (up to 1/2 inch high).
<b>Seats, Tables and Counters</b>	
<input type="checkbox"/>	Aisles between chairs or tables are at least 36 inches wide.
<input type="checkbox"/>	Spaces for wheelchair seating are distributed throughout.
<input type="checkbox"/>	Knee spaces at accessible tables are at least 27 inches high, 30 inches wide, and 19 inches deep.
<b>Vertical Circulation</b> <input type="checkbox"/> N/A	
<input type="checkbox"/>	There are ramps or elevators to all levels with public spaces.
<b>Stairs</b> <input type="checkbox"/> N/A	
<input type="checkbox"/>	Stair treads have a non-slip surface.
<input type="checkbox"/>	Stairs have continuous rails on both sides, with extensions beyond the top and bottom stairs.
<input type="checkbox"/>	Threshold levels are less than 1/4 inch high or beveled (up to 1/2 inch high).
<b>Elevators</b> <input type="checkbox"/> N/A	
<input type="checkbox"/>	There are both visible and verbal or audible door opening/closing and floor indicators (one tone = up, two tones = down).
<input type="checkbox"/>	Call buttons are no higher than 42 inches.
<input type="checkbox"/>	Controls outside and inside the cab have raised and Braille lettering.
<input type="checkbox"/>	There is a sign on the jamb at each floor identifying the floor in raised and Braille letters.
<input type="checkbox"/>	The emergency intercom is usable without voice communication.
<input type="checkbox"/>	Controls outside and inside the cab have raised and Braille lettering.
<input type="checkbox"/>	There are Braille and raised-letter instructions for the communication

	system.
Lifts	<input type="checkbox"/> N/A
<input type="checkbox"/>	The lift can be used without assistance or a call button is provided.
<input type="checkbox"/>	There is at least 30 by 48 inches of clear space for a person using a wheelchair to approach to reach the controls and use the lift.
<input type="checkbox"/>	Controls are between 15 and 48 inches high (up to 54 inches if a side approach is possible).

### C. Priority 3: Usability of Rest Room

*When rest rooms are open to the public, they should be accessible to people with disabilities. Closing a rest room that is currently open to the public is not an allowable option.*

Getting to the Rest Rooms	
<input type="checkbox"/>	At least one public rest room (either one for each sex, or unisex) is fully accessible.
<input type="checkbox"/>	There are signs at inaccessible rest rooms that give directions to accessible ones.
Doorways and Passages	
<input type="checkbox"/>	There is tactile signage identifying rest rooms.
<input type="checkbox"/>	The entry configuration provides adequate maneuvering space for a person using a wheelchair. (A person using a wheelchair needs 36 inches of clear width for forward movement, and a 5-foot diameter clear space or a T-shaped space to make turns. A minimum distance of 48 inches, clear of the door swing, is needed between the two doors of an entry vestibule.)
<input type="checkbox"/>	There is a 36-inch-wide path to all fixtures.
Stalls	
<input type="checkbox"/>	The stall door is operable with a closed fist, inside and out.
<input type="checkbox"/>	There is a wheelchair-accessible stall that has an area of at least 5 feet by 5 feet, clear of the door swing, OR there is a stall that is less accessible but that provides greater access than a typical stall (either 36 by 69 inches or 48 by 69 inches).
<input type="checkbox"/>	In the accessible stall, there are grab bars behind and on the sidewall nearest to the toilet.
<input type="checkbox"/>	The toilet seat is 17 to 19 inches high.
Lavatories	
<input type="checkbox"/>	At least one lavatory has a 30-inch-wide by 48-inch-deep clear space in front. (A maximum of 19 inches of the required depth may be under the lavatory.)
<input type="checkbox"/>	The lavatory rim is no higher than 34 inches.
<input type="checkbox"/>	There is at least 29 inches from the floor to the bottom of the lavatory apron (excluding pipes).
<input type="checkbox"/>	The faucet can be operated with one closed fist.
<input type="checkbox"/>	Soap and other dispensers and hand dryers are 48 inches high or less and are usable with one closed fist.
<input type="checkbox"/>	There is a mirror mounted with the bottom edge of the reflecting surface 40

	inches high or lower.
--	-----------------------

**D. Priority 4: Additional Access**

*When amenities such as public telephones and drinking fountains are provided to the general public, they should also be accessible to people with disabilities.*

Drinking Fountains	
<input type="checkbox"/>	There is at least one fountain with clear floor space of at least 30 by 48 inches in front.
<input type="checkbox"/>	There is one fountain with its spout no higher than 36 inches from the ground, and another with a standard height spout (or a single "high-low" fountain).
<input type="checkbox"/>	Controls are mounted on the front or on the side near the front edge and operable with one closed fist.
Telephones	
<input type="checkbox"/>	If pay or public use phones are provided, there is clear floor space of at least 30 by 48 inches in front of at least one.
<input type="checkbox"/>	The highest operable part of the phone is no higher than 48 inches (up to 54 inches if a side approach is possible).
<input type="checkbox"/>	The phone has push-button controls.
<input type="checkbox"/>	The phone is hearing aid compatible.
<input type="checkbox"/>	The phone has been adapted with volume control.
<input type="checkbox"/>	The phone with volume control is identified with appropriate signage.
<input type="checkbox"/>	One of the phones is equipped with a telecommunications device for the Deaf. (TT/TTY/TDD)
<input type="checkbox"/>	The location of the TDD is identified by accessible signage bearing the International TDD Symbol.

## Section 5. Partners Worksheet

This worksheet in this section is designed to evaluate the Partner Referral system for Center applicants that do not co-locate OED and the local WIA Service Provider. This section is ONLY required for those applicants where these partners are not co-located.

### Known or Projected Customer Work Flow

Please describe (a flowchart will probably be helpful) the known or projected customer work flow. An important consideration when describing the customer and the work flow and referral methods is the “no wrong door” philosophy inherent in the WIA.

### Referral Process

There are various possible referral methods such as face-to-face, via phone, via automated system access, etc. At what points in the in the customer work flow do the referrals take place? What type of referral methods will be used? Describe the referral process from the customer point of view. Note: all partners should be in agreement with how the referrals will be made.

### Customer Feedback

How is Customer Feedback on the Referral process gathered? How is this feedback incorporated into the Referral process?

### Partner Communication

How is communication between partners facilitated? How is the referral process assessed by the partners? How frequently do non-co-located partners meet, and who attends these meetings? How do non-co-located partners assure the One-Stop Center is Continuously Improving?

## Section 6. WSO Affiliate Office Charters

### WSO Affiliate Office Charter Procedural Overview:

The Charter process will entail 4 steps:

1. Certification applicants complete self-assessment
2. The OWA established Regional Certification Teams review self-assessment
3. Regional Certification teams make recommendations, unless an iterative clarification process is needed (see WSO Center Certification Procedural Overview in Section 1), to OWA
4. OWA Sanctions or Denies WSO Affiliate Office Charter Applications

The application process for a WSO Affiliate Office Charter mirrors the WSO Center Certification process. WSO Affiliate Office Charters are also comprised of a self-assessment process that will be monitored by the Regional Certification Team, with input, as needed, from TOC/OWA Administrative Staff and OWA. Affiliate Office Charter applicants must complete the Access Checklist for People with Disabilities (Section 4) and the WSO Affiliate Office Charter Checklist (Section 6). Unlike the Center Certification checklists, the Affiliate Office Charter Checklist includes a brief narrative section.

**Comment [mj4]:** I said TOC Admin office monitors in the policy. Should it be us for the Affiliate Offices or the Regional Certification Team?

The WSO Affiliate Office will self-assess and complete these checklists. The WSO Affiliate Office will submit these self-assessments, along with a cover letter, to the members of the Regional Certification Team. The WSO Affiliate Office should submit a complete packet to each Regional Certification Team member.

The Cover Letter will include the address of the WSO Affiliate Office, including the associated TOC/OWA region, a statement of request for a WSO Affiliate Office Charter or re-Charter a list of all Partners on-site either part or full-time and whether both OED and the local WIA Service Provider are co-located at the Affiliate Office.

To attain a Charter, the WSO Affiliate Office applicant must be found to have acceptable levels of accessibility to services for individuals with disabilities based on the Access Checklist for People with Disabilities. The WSO Affiliate Office applicant must meet 100% of the requirements on the WSO Affiliate Office Charter Checklist. Note, there is a brief narrative section, so the Regional Certification Team will be required to rely on their best judgment for those questions.

## Section 7. WSO Affiliate Office Charter Checklist

### A. Policy-Related Criteria

<input type="checkbox"/>	1. Must be able to enroll participants through the WOMIS Welcome Process, to include Common Intake Customer Registration, Date of Birth Validation, Initial Skills Review, iMatchSkills Profile completion, and Debrief, ensuring customers register with the WorkSource Oregon system, and not with an individual agency.
	<i>Comment:</i>
<input type="checkbox"/>	2. Must offer an electronic comprehensive Menu of Services.
	<i>Comment:</i>
<input type="checkbox"/>	3. Must <b>provide</b> all Job Getting services, as indicated in Appendix A, to include provision of Labor Market Information, Job Search Tools, Job Placement Services, Career Planning, Job Search Tools and Placement Services.
	<i>Comment:</i>
<input type="checkbox"/>	4. Must <b>provide access</b> , or <i>serve as a point of access</i> , to Talent Development and Occupational Training Services, to include Career Planning, Skill Development Tools, Work Experiences, Training Funding Options, On-the-Job Training and Individual Training and Scholarships.
	<i>Comment:</i>
<input type="checkbox"/>	5. Must <b>provide access</b> , or <i>serve as a point of access</i> , to Business & Employer Services, to include Job Listing and Placement, Recruitment, Cohort Training, Talent Pool and System Marketing and Technical Assistance.
	<i>Comment:</i>
<input type="checkbox"/>	6. Access to unemployment insurance information is available by phone.
	<i>Comment:</i>
<input type="checkbox"/>	7. Must <b>provide access</b> , or <i>serve as a point of access</i> , to the core services and the workforce programs and activities carried out by mandated one-stop partners; may be self-help.
	<i>Comment:</i>
<input type="checkbox"/>	8. There are written policies and/or procedures in place in which staff are trained that address: storage of confidential information; emergency plans (evacuation, fire safety, bomb threats, etc.); safety training for staff; and, workplace conduct (anti-harassment, violence in the workplace, drug and alcohol usage, etc.).
	<i>Comment:</i>

### B. Partner-Related Criteria; if there are On-Site Partners

<input type="checkbox"/>	9. On-site partners are knowledgeable about all services available at the WSO Affiliate Office, and at the Regional WSO Center.
	<i>Comment:</i>
<input type="checkbox"/>	10. Referrals for services outside the Affiliate Office are made with definite contact information and, where possible, confirmed appointment dates and times.
	<i>Comment:</i>
<input type="checkbox"/>	11. There are regularly scheduled meetings among partnering agencies, if there are partnering agencies on-site.
	<i>Comment:</i>

<input type="checkbox"/>	12. WSO Affiliate Office leadership examines its cost structure and looks for ways to operate as efficiently as possible.
	<i>Comment:</i>

**C. Facilities-Related Criteria**

<input type="checkbox"/>	13. The Affiliate Office is clean, in good condition and well-maintained. Restrooms are clean and well-equipped.
	<i>Comment:</i>
<input type="checkbox"/>	14. The Affiliate Office has access to classroom spaces so that classes and workshops can be held. This space has four walls and a door so that the group activity does not interfere with other activities going on in the adjacent areas.
	<i>Comment:</i>
<input type="checkbox"/>	15. The site has private meeting space(s) to facilitate the sharing of confidential information, when needed.
	<i>Comment:</i>
<input type="checkbox"/>	16. The site is clearly identified as a WSO Affiliate Office through external signage, utilizing the generic WSO logo.
	<i>Comment:</i>

**D. Additional Criteria**

<input type="checkbox"/>	17. High speed computer access to Internet based information system.
<input type="checkbox"/>	18. Access to computers, including printing, access to software programs, which could include word processing, programs for resume development, and job application and cover letter preparation.
<input type="checkbox"/>	19. Access to telephones and fax for job search.
<input type="checkbox"/>	20. Access to up-to-date career and state and local community resource information.
<input type="checkbox"/>	21. Information desk and/or resource areas are staffed.
<input type="checkbox"/>	22. There is an established, clear customer-focused referral process in place to refer customers to the services of mandated one-stop partners.
<input type="checkbox"/>	23. An RSA and/or operational agreements are in place between partners for daily operations.
<input type="checkbox"/>	24. Information sharing and customer confidentiality agreements exist.
<input type="checkbox"/>	25. A description of all employer services is included in the business plan, including strategies for making the information available to employers.
<input type="checkbox"/>	26. The Initial Skills Review is given to all Adult customers. Access to aptitude, interest, and needs assessments is available to the customer.

**E. Narrative Questions**

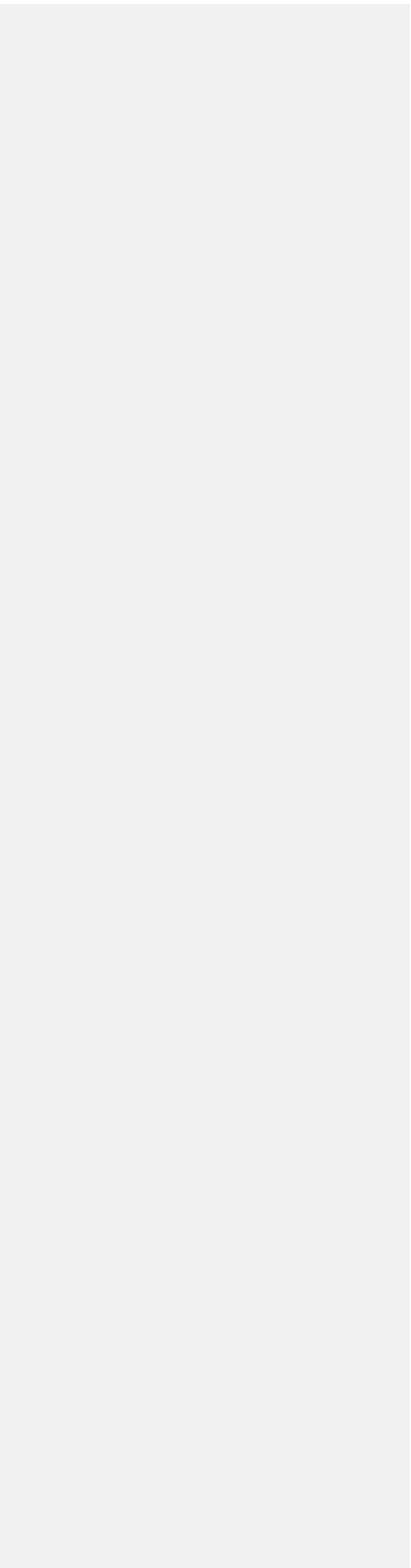
Briefly respond (500 words or less) to the questions below.

	<i>How will/does the Affiliate Office refer participants to partner services not provided in the Office?</i>
	<i>How will/does the Affiliate Office assure Continuous Improvement of processes and</i>

*operations?*

*How is customer feedback used to improve services, processes and operations?*

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