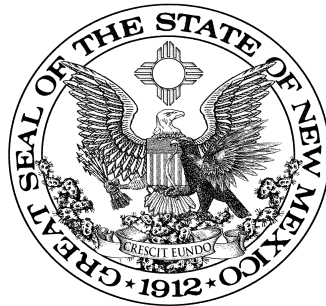


NEW MEXICO WORKFORCE CONNECTION GUIDE (One-Stop System)



**GOVERNOR'S OFFICE OF
WORKFORCE TRAINING AND DEVELOPMENT**

ONE-STOP SYSTEM GUIDE

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Introduction

New Mexico's One-Stop System

The Office of Workforce Training and Development (OWTD) was created by Executive Order in January 2004 and by State Statute in April of 2005 to administer the federal Workforce Investment Act of 1998 and to increase coordination and accountability of other workforce development programs. Since its inception, OWTD has strived to set a vision for the workforce system that seeks to eliminate barriers between programs, improve service delivery, and provide a seamless system for individuals in need of improved skills training and for businesses seeking skilled workers. More specifically:

VISION

“A trained, adaptable, educated and skilled New Mexico workforce that assists businesses to compete in a global economy and enables New Mexicans to increase their economic well-being.”

New Mexico's One-Stop System, branded New Mexico Workforce Connection (NMWC), will consist of a statewide network of formal and informal service delivery strategies for delivering workforce services to the State's businesses, industries, job seekers, workers and youth. The first service delivery strategy is “virtual”, an electronic point or link, through which workforce services may be accessed. The second is a physical location, a non-comprehensive site, that provides personal access to a limited selection of workforce services and formal referrals to non-represented and workforce-related services. The third strategy is again a physical location termed “A One-Stop Career Center”, that is a comprehensive site, which has been certified by the Local Workforce Development Board (LWDB) and endorsed by the State Workforce Development Board (SWDB) and brings together all workforce services, full time, in a single physical location.

One-Stop System Basics

The virtual link, or “**Access Point**”, will consist of electronic access from existing community facilities and from business or personal computers to electronically accessible workforce services.

The non-comprehensive or “**Affiliate**” site will consist of a mix of services available at a physical location. All mandated partners will participate, but not be co-located full-time. The facility must be in compliance with the American with Disabilities Act. The services accessible electronically or in-person at an Affiliate site are determined by the needs of the area served, the participating agencies' schedules and the recommendations of the Local Workforce Development Board (LWDB).

The “**One-Stop Career Center**” is a *certified*, comprehensive site consisting of all workforce services delivered by all mandated and merged partners on site, during hours of operation, as identified in the Workforce Investment Act Section 121(b)(1)(B) (and further indicated in appendix D page 59), to meet the needs of businesses, industry, job

seekers and workers in the service area. One-Stop Career Centers will be in each Local Region at sites selected by LWDBs which are fully accessible both physically and programmatically to all in accordance with ADA and the 188 Checklist. One-Stop Career Centers will deliver workforce services consistent with the vision expressed by the public, Legislature, Governor and SWDB (see appendix F page 63). Sites will apply to LWDBs for One-Stop Certification. The LWDB will certify One-Stop Career Centers, which will be endorsed by the SWDB, to assure a consistent level of quality Statewide.

One-Stop System Guide

Steps in developing a Local Region's One-Stop System include review of the Region's current economic situation; determination of priority businesses and industries; identification of service areas; designation of service delivery strategies, policies and priorities; establishment of performance measures; and determination of One-Stop Career Center sites. Following selection of One-Stop Career Center sites, the next steps include development, review and endorsement of each site's Business Plan; commencing One-Stop operations; completion of an organizational Self-Assessment; on-site reviews and certification by the LWDB which is endorsed by the SWDB.

The One-Stop System Guide provides information on each step in the process.

The Guide is divided into four sections:

- Introduction
- Section One: One-Stop System Design (page 5)
- Section Two: One-Stop Career Center Business Plan (page 19)
- Section Three: One-Stop Career Center Self-Assessment (page 25)

All sections are intended to support the Legislature's, Governor's and SWDB's vision of a Workforce Development System for New Mexico and to assist each LWDB to establish a Regional One-Stop System which is business led and demand-driven, provides universal access to workforce services, responds to workforce priorities established at the local level and delivers services through a well-designed network, the hubs of which are One-Stop Career Centers.

Questions regarding the Guide and suggestions for improvement can be directed to the Governor's Office of Workforce Development (OWTD), Len Malry, Deputy Director at 827-6824.

Section One

One-Stop System Design

One-Stop System Leadership

The purpose of New Mexico's Workforce System is to assure New Mexico's businesses and industries remain competitive in a dynamic global economy and New Mexico's residents have access to jobs and the means to develop the competencies, skills and education to support themselves and their families.

The One-Stop System is intended to be business led and demand-driven, provide universal access to workforce services, and respond to workforce priorities established at the local level and deliver services through One-Stop Career Centers.

A process has been established to guide Regional leadership in its efforts to design a One-Stop System and to assure consistent statewide service through One-Stop Career Center Certification.

The One-Stop System is intended to meet the needs of business and industry through such workforce services as (1) timely, customized business and industry-specific training and (2) timely, customized business and industry specific recruitment, screening, assessment, referral and follow through. The needs of job seekers and workers are to be met through such services as (1) access to job listings, (2) career planning resources, (3) soft skills training and (4) training and education for demand jobs and high growth industries.

One-Stop Career Center services to businesses and industries are intended to be characterized by (1) a single point of access and dedicated phone access for businesses, (2) Account (or Business) Representatives for priority businesses and industries, (3) responsive, timely and customized recruitment, (4) flexible, timely and customized training for new and current workers, and (5) soft skills training for current and future workers, and (6) integrated marketing of workforce services to businesses and industries. For job seekers and workers, services are intended to be characterized by (1) single point of entry, (2) access to job listings and information about demand occupations, (3) facilitated use of all resource room services, (4) career guidance, (5) job finding assistance, (6) assessment and (7) accommodation to disability needs.

To begin the One-Stop System Design process in each Region, LWDBs analyze the Region's current business challenges, opportunities and problems; determine the Region's priority businesses and industries; determine customized services for the Region's priority businesses and industries; identify service areas within the Region; determine and recommend services and service delivery strategies for each service area; establish performance measures to support its business and industry, job seeker and worker priorities and policies; and designate sites to be One-Stop Career Centers. These seven steps complete the One-Stop System Design process.

To begin the One-Stop Career Center Certification process, a LWDB-selected site completes a One-Stop Career Center Business Plan consistent with the priorities and policies of the LWDB, commences services in accordance with the Plan, and submits the Plan to the LWDB for review. Based on its review, the LWDB may return the Plan to the site for further clarification or development in accord with LWDB priorities and policies, or the LWDB may endorse the Plan and forward to OWTD.

Following receipt of the Plan, OWTD reviews the Plan to confirm it meets SWDB One-Stop Career Center Certification criteria and is eligible for Initial Certification as a One-Stop Career Center.

OWTD then schedules the on-site portion of the review and requesting a copy of the completed One-Stop Career Center Self-Assessment.

Following review of the Self-Assessment and successful completion of the on-site portion by OWTD, the SWDB sends a letter to the LWDB endorsing the site as a Certified New Mexico One-Stop Career Center and thus allowing incentive funding for service enhancements and marketing.

The One-Stop System process is shown in Table 1 (page 7). The One-Stop Design process is shown in the first seven steps; the One-Stop Career Center Certification process, in twelve steps.

Table 1: Regional One-Stop Design & One-Stop Career Center Certification

REGIONAL ONE-STOP SYSTEM DESIGN & ONE-STOP CAREER CENTER CERTIFICATION		
	STEP	ACTIONS
ONE STOP SYSTEM DESIGN	ONE	LWDB assesses the Region’s economic situation; business and worker challenges, opportunities and needs; services currently available; and future requirements. (p.9)
	TWO	LWDB determines priority (targeted) businesses/industries. (p.9)
	THREE	LWDB determines customized services for the Region’s businesses & industries. (p.10)
	FOUR	LWDB identifies service areas within the Region. (p.14)
	FIVE	LWDB determines and recommends services and service delivery strategies for each service area. (p.15)
	SIX	LWDB establishes performance measures to support its business and industry, worker and job seeker service delivery priorities and policies. (p.18)
	SEVEN	LWDB determines sites to be candidates for One-Stop Career Centers. (p.18)
ONE STOP CAREER CENTER CERTIFICATION	ONE	LWDB determines sites to be candidates for One-Stop Career Centers.
	TWO	LWDB-designated sites complete Business Plans.
	THREE	Sites submit to LWDB completed Business Plans.
	FOUR	Site begins providing services in accord with its Business Plan.
	FIVE	LWDB reviews and endorses the site’s Business Plan.
	SIX	LWDB forwards to SWDB and OWTD the site’s Business Plan accompanied by the LWDB endorsement.
	SEVEN	OWTD analyzes and reviews site’s Business Plan based on requirements of the Legislature, Governor, State Plan, WIA requirements and New Mexico’s One-Stop System Guide.
	EIGHT	OWTD schedules on-site review and requests completed Self-Assessment (thirty days prior to on-site).
	NINE	OWTD analyzes site’s Self-Assessment and conducts on-site analysis to validate operations, service delivery and customer response.
	TEN	SWDB endorses LWDB’s certification of the One-Stop Career Center.
	ELEVEN	LWDB notifies site of One-Stop Career Center Certification.
	TWELVE	LWDB provided incentive funds by OWTD for service enhancement & marketing.

LWDB Roles & Responsibilities

In its role as leader of the Regional Workforce System, the LWDB has numerous responsibilities, including:

1. Advise SWDB on local and regional workforce issues,
2. Designate One-Stop operators,
3. Develop budgets and establishing funding priorities for training funds,
4. Identify eligible training and intensive services providers,
5. Develop local performance measures,
6. Approve training programs directly linked to occupations in-demand, and sectors and industries with high potential for sustained demand or growth in the local area,
7. Develop plans to respond to needs of businesses, and industries and assist in meeting hiring needs,
8. Report to SWDB and OWTD annually on progress and program effectiveness.

Information and processes described in this Guide acknowledge, affirm and support LWDB responsibilities and provide suggestions and guidelines to assist LWDBs carry out their responsibilities.

Development of the Region's One-Stop System Design and selection of the Region's One-Stop Career Centers is intended to achieve the following:

1. Region's economy, businesses and industries are analyzed,
2. Opportunities, challenges and problems are identified,
3. Current and future workforce needs are identified,
4. Region's businesses and industries are prioritized in accord with the priorities of the SWDB and its Business Services Subcommittee, local elected officials and LWDBs Business Services Subcommittee,
5. Appropriate services and service delivery methods are used to assist businesses and industries, including customized services for priority businesses and industries,
6. Appropriate services and service delivery methods used to assist workers and job seekers,
7. Appropriate locations and service mix are used for areas served,
8. Services are accessible, available and delivered to business, industry, worker and job seeker services, in accord with SWDB and LWDB priorities and policies,
9. All mandated and merged partners are active in the One-Stop System,
10. Continuous improvement processes are used,
11. Customer feedback mechanisms are used, and
12. Regional performance measures reflect LWDBs priorities, policies, results.

The Design and Certification processes will assist LWDBs to accomplish their responsibilities and fulfill their leadership role in the State and Region's Workforce System. The remainder of this Section provides some **suggestions** on accomplishing the seven steps in the process of One-Stop System Design.

Responding to the Region's Economy, Business and Industry Demands

The LWDB is best positioned to determine the Region's economic condition; challenges and opportunities of its businesses and industries; workforce demands; and workforce service needs. Prioritizing these begins with an assessment of the Region's economic situation and involves appraising the current situation and making "educated guesses" about the future. Formal, general and informal means of assessment have benefits.

Formal assessment includes statistical reports produced primarily by government agencies. Formal, statistically-based labor market information reports provide a "quantitative and objective" picture of the Region's businesses, industries, workforce and employment. However, the reports are subject to limitations and qualifications: data is limited to traditional, prescribed categories and definitions, and, of course, the data is about what has already happened, the past, not now or the future. Nevertheless, formal statistical reports provide a foundation and context for other data and information.

Somewhere between formal and informal are general assessments, such as interest and special interest commercial publications, like the local Journal of Commerce, local newspapers and national publications like the Wall Street Journal, Business Week and the like. Of particular interest are publications, specializing in industries in the Region, for example, Modern Health Care for the health care industry, and others for the energy and transportation industry. These sources have the benefit of providing current news and information on future developments. General and special interest publications provide a window into the future and can make for a broader context for decision-making.

Informal assessment methods include personal contacts in Chambers of Commerce, industry groups, service clubs and with industrial sales people, commercial realtors, manufacturer's representatives, industry association members and officers. Valuable information can come from trade shows, industry and association conferences, professional associations, business round tables, personal calls and special events. Local business and industry leaders are likely the best sources of information about current and future trends in the Region; the ultimate information source is "the horse's mouth". Users' Groups provide information from people who know the systems best: the customers. Personal contacts have an authenticity, immediacy and relevancy missing from statistical and secondary sources. The result can be specific and immediately useful information for the LWDB.

All of these assessments will be buffered by the industries and businesses the State is actually attempting to recruit through the Economic Development Department.

Based on the LWDBs review and assessment of all available information, the LWDB determines the businesses and industries most critical for Regional prosperity; these are the Region's priority (or targeted) businesses and industries and will be businesses and industries most likely to receive customized workforce services. Priority businesses and industries critical to the Region's prosperity (current and future) can be arrayed using a Table like that shown on the next page.

Table 2: Priority Businesses and Industries Critical to Regional Prosperity

Priority Businesses and Industries Critical for Regional Prosperity				
Business Industry	Location (s)	Current Priority	Future Priority	Decision Factors
Industry L	A	10	10	Numbers Employed; New Processes
	B	10	10	Numbers Employed; Restructuring
	C	3	10	Future Demand & Production
	D	6	10	Current & Future Demand
	E	4	0	Planned merge with D
Business W	F Single	6	10	Expanding Markets Outside State
Business X	F Single	6	8	Redesigned Processes Will Increase Production and Expand Market
Business Y				
Industry M	C			
	D			
	D			
	F			
	F			
Business Z	F Single			

A business’s or industry’s workforce demands are created by a variety of factors, including new technologies, global trade, increasing automation, outsourcing, market fluctuations, consumer preferences, new markets, new services and new products. Changes in these factors produce changing requirements for business who must respond to these new requirements. Changes made by the business or industry, in turn, produce new requirements for current and future workers. These new job seeker and worker requirements are referred to as the business’s or industry’s “workforce demands”.

Some business and industry workforce demands identified previously on a national and statewide basis include: soft skills training, basic training, team skills, specific skills training, worker flexibility and adaptability, and worker screening/assessment to assure compatibility of work and worker.

Based on assessment of information from all its sources, the LWDB has a very accurate sense of the workforce demands of the Region and its businesses and industries.

Some workforce services appear in Table 3 (page 12). The services are “generic” and “stand alone”, but the list is not intended to be prescriptive or descriptive of services available from a specific site; the list is illustrative. Working with representatives from priority businesses and using the services listed as a beginning point, LWDBs can re-package and customize these (and other services) to respond to the workforce demands of its priority businesses and industries.

Examples of customized services for an industry are on-site On-the-Job Training for employees of the energy industry; “work-study” training program for employees of the construction industry; or pre-certification training for the health care industry. The same type of customization can occur for individual businesses. An example is a customized recruitment-screening-assessment-referral process designed specifically to meet the needs of one of the Region’s priority businesses. Like the examples on the previous page, the same type of process customization for an employer could be developed for a priority industry.

The LWDB is best positioned to understand the challenges, opportunities and problems of its Region and to be able to guide, direct or specify the development of customized services to meet those needs. An example of customized services for a priority business can be shown using a format like that in Table 4 (page 13).

A LWDBs One-Stop System Design includes: (1) a description of the Region’s economy, businesses and industries (the Region’s Local Area Plan may include descriptions and can be referenced to avoid duplication), (2) a list of priority (targeted) businesses and industries, and (3) a description of the workforce services customized for priority businesses, industries and targeted populations, (4) a description of the region’s population demographics, and (5) a description of the labor force demographics including unemployment rates among ethnic, racial, gender and disability groups.

Table 3: Some Generic Workforce Business Services

WORKFORCE BUSINESS SERVICES	
Assessment of Worker Skills	Off-Site Training
Assessment of Applicant Skills	On-Site Training
Assistance with EEO/Affirmative Action Information	Outplacement
Assistance with Worker Transportation	Prevailing Wage Information
Assistance with Worker Equipment	Recruitment
Assistance with Writing & Preparing Job Announcements & Advertisements	Reference Checks
Background Checks	Referral
Worker/Employee Coaching	Registry of Job Applicants
Consultation on Personnel Policies & Procedures	Screening
Consultation on Workforce-Related Topics, such as ADA, ergonomics	Job Skills Assessment
Employee Basic Skills Training	Skills Inventory
Employee Vocational/Business Skills Training	Skills Test Administration
Job Analysis	Skills Test Evaluation
Job Descriptions	Space for Interviews
Job Fairs (Business, Industry, Community)	Supervisory Seminars/Training
Job Listing	Task Analysis
Job Posting	Tax Savings (WOTC)
Labor Market Trends, Information & Statistics	UI Tax Information
Links to Related Business & Workforce Resources	Training/Assistance in Interviewing Job Applicants

Table 4: Customized Workforce Service for a Priority Business

Customized Workforce Service for a Priority Business						
Customized Process for Recruitment, Screening, Assessment, Testing, Background Checks, Reference Checks, Identification of Candidates Meeting Minimum Qualifications and Referral of Job Candidates Meeting Minimum Qualifications						
General Process:						
General Assignments:						
Customized Activities Involved	Event	Responsibility		Event Requirements	Coordination Requirements	Notes
		Business	One-Stop			
	Job Analyzed					
	Skills Identified					
	Job Description Written					
	Job Announced					
Newspaper Help Wanted	Recruitment Completed					
Business-Specific Job Fair						
VOSS Listing						
	Screening Completed					
	Assessment Completed					
	Testing Completed					
	Background Checks Completed					
	Reference Checks Completed					
	Candidates with Minimum Qualifications Identified					
	Qualified Candidates Referred					

Identifying the Region's Service Areas and Responding to Service Needs

Determining how “best” to see a Region’s service areas based on the economy and the demands of businesses and industries, job seekers and workers is a complex task, and the “best way” tends to change as the perspective shifts. From one perspective, service areas configured by County seem best; from another perspective, say recruiting for workers for a major employer, the “best” service area may be defined by the commuting pattern of the employees of the major employer.

Data availability influences how a service area is viewed; some data is available by County, some by ZIP code, etc.. Some data is available routinely (e.g. monthly, quarterly) in specific ways; and some available only “by special request”.

Within Government-defined boundaries, like cities, counties and ZIP codes, a wealth of data is available. But business and worker activities and commuting patterns frequently don’t correspond to these areas. As a result, special analysis and considerable guesswork is often called for when questions arise about workforce and business issues.

When deciding on how “best” to establish the Region’s service areas, consider the goals: the LWDBs goals are to define the service strategies that best meet the needs of the Region’s various businesses, industries, job seekers and workers, and then recommend a service delivery strategy for each service area.

It’s often tempting to define service areas according to how easy it is to get data, but that may not be the best way to look at the area.

Statistical data can inform a decision, but it’s likely a decision cannot be made based solely on statistical data; there are simply too many other variables to consider such as an incoming business or a change in a transportation network.

In addition, the LWDB will for the most part be recommending locations. Only for One-Stop Career Centers will LWDBs be designating locations.

Limited resources, extraordinary distances, unique needs are frequent considerations in rural areas; in some areas limited resources and the rapidly changing needs of a diverse population are considerations. In all situations, determining the “best” service strategies and locations for any service area involves trade-offs; LWDBs are best positioned to understand these trade-offs and make the decisions. It is the LWDBs decision to define the Region’s service areas.

With respect to service delivery, a LWDB has three basic service delivery strategies to work with: Access Point, Affiliate and the required “One-Stop Career Center” (as shown on the following page in Table 5).

TABLE 5: Three Basic Service Delivery Strategies

Three Basic Service Delivery Strategies		
NATURE OF INTERACTIONS, SERVICE ACCESS & AVAILABILITY		
ACCESS POINT (VIRTUAL LINK)	AFFILIATE (NON-COMPREHENSIVE SITE)	ONE-STOP CAREER CENTER (<i>CERTIFIED</i> COMPREHENSIVE SITE)
1	2	3
PERSONAL COMPUTER, KIOSK, OR OTHER PUBLIC ACCESS POINT TO ON-LINE DATA & INFO FROM VARIOUS SOURCES	Includes COL 1 PLUS: SELF SERVICE, ASSISTED SERVICE AND ONE-ON-ONE SERVICES ON SPECIFIC DAYS & AT SCHEDULED TIMES FROM MANDATED PARTNERS. (ADA COMPLIANT)	Includes COL 1 PLUS: ALL SERVICES, ALL DAYS, ALL HOURS FROM MANDATED AND MERGED PARTNERS, SELF-SERVICE, ASSISTED SERVICE AND ONE-ON-ONE SERVICES. PLUS CUSTOMIZED SERVICES FOR PRIORITY BUSINESSES & INDUSTRIES. (ADA COMPLIANT)

The delivery strategies are: **Access Point**, electronic access from existing community facilities to electronically accessible workforce services and specific services are defined by the available automated configurations of participating agencies and the programs they administer. **Affiliate** means a mix of services available periodically at a physical location, with all mandated partners participating, but not co-located full-time; service levels will vary based on the cooperation of participating agencies, flexibility of available programs, agency schedules... A **One-Stop Career Center** is a *certified*, comprehensive site delivering workforce services at a physical location with all mandated partners co-located and participating full-time. All physical locations must be ADA compliant.

Before recommending **Access Point** and **Affiliate** sites, the LWDB may want to identify the locations of the facilities of all partners delivering workforce services in its Region and compare the service areas and locations with the services available in those locations to assess the current service coverage.

Use Table 6 to recommend service delivery strategies for the Region’s service areas and locations.

Before designating a One-Stop Career Center site, the LWDB may want to review its economic and labor market information, locations of its priority businesses and industries and other information relevant to providing demand-driven services. Use Tables 6.1 and 6.2 (next page) to show the sites the LWDB has designated as One-Stop Career Centers.

A LWDBs One-Stop System Design includes: (1) analysis of the Region’s service areas, locations served and services, (2) recommended service delivery strategies for its service areas, and (3) designated sites for its Region’s two One-Stop Career Centers.

Table 6: Recommended Service Delivery Strategies for Each Service Area

**RECOMMENDED SERVICE DELIVERY STRATEGY
for EACH SERVICE AREA**

SERVICE AREA	RECOMMENDED SERVICE DELIVERY STRATEGY		
	Access Point	Affiliate	One-Stop Career Center <i>(Certified)</i>
Service Area A:	X	X	X
Location(s)			
1			
2			
3			
4			
5			
6			

Service Area B:	X	X	X
Locations			
1			
2			
3			
4			
5			

Service Area C:	X	X	X
Location(s)			
1			
2			
3			
4			
5			
6			

Notes:

Table 6.1 Designated One-Stop Career Center Site

Designated One-Stop Career Center Site	
Location:	
Service Area:	
Locations Served:	
One-Stop Operator:	

Table 6.2 Designated One-Stop Career Center Site

Designated One-Stop Career Center Site	
Location:	
Service Area:	
Locations Served:	
One-Stop Operator:	

Specifying LWDB Priorities, Policies and Performance Expectations

(Note: This portion to be completed after consultation with [or in collaboration with] SWDB and staff. Examples of things to be covered here are the priority businesses and industries in the Region, the occupations and industries for which training will be provided and the types of training provided for priority businesses and industries, the occupations considered to be “in-demand”, and the performance measures the LWDB expects to reflect achievement of the policies and priorities.)

Completing the One-Stop System Design

After the service delivery strategies for each of its service areas are recommended, the two One-Stop Career Center locations are designated, and the LWDBs priorities, policies and performance expectations are articulated, the LWDB has completed all seven steps in the One-Stop System Design process.

The documents to be forwarded to the SWDB are:

1. List of Priority Businesses/Industries Critical to Regional Prosperity (Table 2 p.10)
2. Customized Workforce Services for Priority Businesses/Industries (Table 4 p. 13)
3. Recommended Service Delivery Strategies for Service Areas (Table 6 p. 16)
4. Two One-Stop Career Center Sites & Their Service Areas (Table 6.1 and 6.2 p. 17)
5. LWDB Priorities, Policies and Performance Expectations Summary (Note: A format for this has not yet been developed.)

All Tables used in the One-Stop System Design are included in Appendix A, One-Stop Design Tables (page 30).

Section Two

One-Stop Career Center Business Plan

After the One-Stop site has been designated by the LWDB, the following steps occur before the site is certified as a New Mexico One-Stop Career Center:

1. LWDB determines sites to be candidates for One-stop Career Centers
2. LWDB-designated sites complete Business Plans.
3. Sites submit to LWDB completed Business Plans.
4. Site begins providing services in accord with its Business Plan.
5. LWDB reviews and endorses the site's Business Plan.
6. LWDB forwards to State Workforce Development Board and OWTD the site's Business Plan accompanied by the LWDB endorsement.
7. OWTD analyzes and reviews site's Business Plan based on requirements of the Legislature, Governor, State Plan, WIA requirements and New Mexico's One-Stop System Guide.
8. OWTD schedules on-site and requests completed Self-Assessment (thirty days prior to on-site).
9. OWTD analyzes site's Self-Assessment and conducts on-site analysis to validate operations, service delivery and customer response.
10. SWDB endorses LWDB's certification of the One-Stop Career Center.
11. LWDB notifies site of One-Stop Career Center Certification.
12. LWDB provided incentive funds by OWTD for service enhancement and marketing.

(The Business Plan is the focus of Section Two. The Self-Assessment is the focus of Section Three).

Seven Categories of the One-Stop Career Center Business Plan

The process for developing a Business Plan for submittal to the LWDB is intended to promote examination, assessment, re-evaluation and re-design of current systems to become compatible with the LWDBs policies, priorities and State's One-Stop System.

A site's Business Plan puts the LWDBs policies and priorities into action. Completing the Business Plan requires cooperation, analysis, review and new operational requirements, as the site incorporates the priorities, policies, strategies prescribed by the LWDB and necessary for One-Stop Career Center certification.

The Business Plan includes information in seven key categories. The seven categories providing the framework for One-Stop Career Center Business Plans are:

CATEGORY 1: BUSINESS & INDUSTRY SERVICES

Component:

- 1 Menu of Business Services for Business Customers
- 2 Service Delivery Strategy for Business Customers
- 3 Delivery of Business Services to Business Customers

CATEGORY 2: JOB SEEKER, WORKER & YOUTH SERVICES

- 4 Menu of Job Seekers Services for Job Seeker-Worker Customers
- 5 Service Delivery Strategy for Job Seeker-Worker Customers
- 6 Delivery of Job Seeker-Worker Services to Job Seekers-Worker Customers

CATEGORY 3: COORDINATION OF BUSINESS & WORKER SERVICES

- 7 Staff Coordination/Integration of Business and Job Seeker-Worker Services

CATEGORY 4: ASSESSMENT OF FBO/CBO SERVICES IN AREA

- 8 Assessment of FBO/CBO services in local service area

CATEGORY 5: COORDINATION OF FBO/CBO SERVICES IN AREA

- 9 Coordination of FBO/CBO services in local service area

CATEGORY 6: MANAGEMENT & ADMINISTRATION

- 10 One-Stop Career Center Management and Administration

CATEGORY 7: RESULTS

- 11 Business Service Results for Business Customers
- 12 Job Seeker-Worker Service Results for Job Seekers-Workers

The Seven Categories together provide the basis for the One-Stop Career Center Business Plan, LWDB endorsement, OWTD review and analysis, and Certification by the SWDB.

Key Words and Phrases

Some of the key words and phrases used in the Business Plan are defined below.

“Menu of Services”

Refers to the range of services the One-Stop Career Center provides. A site must provide to businesses and industries a range of services to meet their workforce demands. A site must provide to workers and job seekers all required core, intensive and training services. To be considered for certification as a One-Stop Career Center, a site must provide a full menu of services to businesses, industries, job seekers and workers.

“Service Delivery Strategy”

Refers to how (i.e. the methods by which) customers are made aware of the services and how the services are made available to customers (business and industry customers, and job seeker and workers).

The approach to developing a strategy for the service delivery to businesses and industries involves:

1. learning about important characteristics of businesses and industries in the Region;
2. learning about their competitive environment, technologies, markets, etc.; and
3. learning about their opportunities, challenges and desires.

Developing a strategy for the delivery of workforce services includes:

1. understanding workforce skills development, staffing and training implications of businesses' and industry's opportunities, challenges, and needs, and
2. selecting, packaging and presenting workforce services designed to meet business and industry needs.

For job seekers and workers, the steps for developing a strategy are similar and build on the knowledge gained through development of the Service Delivery Strategy for Businesses and Industries (e.g. occupations, jobs, skill availability and shortages). Developing a Service Delivery Strategy for Job Seekers and Workers involves learning about the characteristics of job seekers and workers; their skills, skill deficiencies and needs; their competitive advantages and disadvantages; their knowledge and experiences, preferences and desires. Developing a strategy for the delivery of workforce services for job seekers and workers includes, as well, understanding the workforce skills development; training implications for the job seekers and workers; related challenges and needs; and selecting, packaging and presenting workforce services designed to meet job seeker and worker needs.

“Delivery of Services”

Relates to how services are experienced by the business, industry, job seekers and workers, rather than how the services are designed or intended to be experienced.

Customers' experiences relate to how (i.e. the methods by which) customers are provided the services and to the features and attributes of the services. Availability, ease of use, accessibility are desirable attributes of service. A “single point of contact” is a feature of service for business; similarly, assistance using the computers in the resource room is a feature of service for job seekers. Services are designed to include the features most likely to assure a desirable experience for those receiving the service.

“Coordination/Integration”

Often, business services and worker services are two separate and different entities within a One-Stop Career Center; yet, the result for business and job seekers is dependent on the “coming together” of business and job seeker services. The frequent “disconnect” results from losing sight of the end goal, which is employment.

It's easy to be so focused on a function that's immediately in front of you, that one can forget the end goal. For example, a primary short-term goal for “business representatives” is to “market those employers and sell our services” (get job orders). A primary short-term goal for “job order referral” is to “get those referrals out there”. With this myopic view, job orders are received and referrals are made, but the goal of employment is missed, because the two functions must be coordinated. When the two do not match, the consequences are businesses and workers refuse to use the system or are dissatisfied with the services. When the two functions are coordinated, successful referrals are made and the real goal, successful employment, is achieved.

In the example, “Coordination/Integration of Business and Job Seeker-Worker Services” refers to how employer needs and job specifications are understood and coordinated between business representatives and job order referral. But need for coordination and integration of business and job seeker services occurs in training, assessment and many others areas in the One-Stop Career Center.

In addition, the functional coordination/integration of staff is critical. A process must be established for functional integration of intake, case management, job development and job placement.

“Assessment of FBO/CBO Services”

There are many community organizations that provide valuable workforce development services. In an effort to better maximize these resources, services need to be identified and then coordinated, when possible, to capitalize in a functional integrated fashion. For example, churches often provide classes on soft-skill training, other organizations provide interview and resume building tips.

“Coordination of FBO/CBO Services”

Following assessment of the workforce development services provided by faith-based and community based organizations, it is important to coordinate them with the One-Stop Career Center. This may result in the form of specific referral arrangements or simple outreach and education strategies.

“Management and Administration”

“Management and Administration” refers to a range of subjects that are fundamental and essential for efficient and effective One-Stop Career Center operations, and includes items, such as: Hours of Operation, Staffing, Mandated Partner Requirements, Management Structure, Authority, Roles and Responsibilities, Site Operations & Customer Flow, Process for Referral to Workforce-Related Services Not Provided On Site, ADA Compliant Facility, Resource Areas for Workers and Job Seekers (see Attachment UNK for description – to be developed), VOSS/Key Wording Training for All Customer Service Staff, Designated “Greeter” for All Customers, Worker-Job Seeker Customer Input/Feedback Process, Business-Industry Customer Input/Feedback Process and Process for Continuous Improvement.

“Service Results”

Refers to:

1. The extent to which services address customer opportunities/challenges and problems,
2. The extent to which services get results for customers,
3. The extent to which customers’ needs are satisfied by the services and
4. Achievement of prescribed performance standards.

Developing the Business Plan

Each part of the Business Plan is summarized below; each part is detailed in Appendix B, One-Stop Business Plan Questions (page 38).

Category 1 of “Business and Industry Services” includes the identification of priority businesses and industries; what characteristics led to their designation as “priority”; and the benefits of the One-Stop services to these businesses and industries (benefits for job seekers, workers and the One-Stop Career Center, as well as the businesses and industries). In addition, the services to be provided to businesses and industries are identified and the methods of marketing and delivering services. Similar information is required for planning for all businesses and industries. Last, is the need to plan to gather information to improve service delivery and results.

Category 2 of the Business Plan requires information similar to category 1, but focuses on job seeker, worker and youth services. Unique areas in category 2 are the identification of those needing special services and those in special programs.

Coordination of Business/Industry and Job Seeker/Worker Services is the subject of **Category 3**. Coordination is important in all One-Stop Career Center services, but is critical for referral to job openings, assessment, training, marketing and outreach.

Category 4 requires the one-stop operator to realize the importance of faith based and community based organizations in their service area. These entities offer unique opportunities for outreach as well as specific service provision related to workforce development. By listing these organizations and assessing their services, opportunities for coordination and referral become easier and more effective.

Category 5 guides the one-stop operator into developing strategies for coordinating the workforce development services provided by area Faith-based and community based organizations with the One-Stop Career Center.

Category 6 deals with the management and administration of the One-Stop Career Center. Issues regarding organizational culture, including vision and mission are discussed. Employee profiles and the technologies utilized are forwarded. Lastly, organizational challenges are discussed in an effort to encourage planning, and instituting quality assurance and continuous improvement.

Results are the subject of **Category 7** of the Business Plan. “Results” refers to results achieved by businesses and industries, job seekers and workers who use the services of the One-Stop; to “results” achieved by the agencies and programs that make up the One-Stop; to “results” achieved by the One-Stop Career Center. In addition, “results” refers to quantitative goals for specific performance areas and qualitative goals for others. Finally, “results” refers to assessing the operations and outcomes of specific functions and processes.

When the site has completed all seven parts of the Business Plan, it is reviewed by LWDB. The completed Business Plan provides the LWDB with the opportunity to get a comprehensive look at the One-Stop Career Center's operations, to confirm the site's intention to operate in accord with the LWDB policies, priorities and strategies, and to affirm its endorsement of the site. A copy of the Business Plan is forwarded by the LWDB to the SWDB and to OWTD. Business Plan analysis by OWTD confirms the site's processes are designed to achieve the SWDBs goals. On-site review confirms the site is operating according to its Business Plan.

Before on-site review occurs, the One-Stop Career Center must be operating and have completed a One-Stop Self-Assessment. The Self-Assessment is described in the following section, Section Three.

Section Three

One-Stop Career Center Self-Assessment

Seven Categories for Self-Assessment

After a One-Stop Career Center's Business Plan is endorsed by the LWDB, the SWDB reviews the Plan and notifies the LWDB of the site's eligibility for Initial Certification. At that time the OWTD requests a copy of the site's One-Stop Career Center Self-Assessment and schedules the dates for an on-site review. The Self-Assessment provides insight to the LWDB, SWDB and OWTD into the One-Stop Career Center's operations, assists the One-Stop operator and partners in assessing the One-Stop operation, and serves as a benchmark for continuous improvement.

The Self-Assessment is based on the categories used in the Malcolm Baldrige National Quality Award process. The categories are:

1. Leadership
2. Information & Analysis
3. Strategic Planning
4. Human Resource Utilization
5. Process Management
6. Customer Satisfaction and
7. Results

Through the Self-Assessment process key functions within each category are examined as they relate to achieving the mission and goals of New Mexico's One-Stop System.

The Self-Assessment is summarized in the following pages. Self-Assessment forms for each category are included in Appendix C (page 49), along with a general information form and summary form.

(NOTE: More detail and suggestions for conducting the Self-Assessment and guidance on how to assess "Levels" in each category can be obtained by contacting OWTD).

1. Leadership activities include:
 - A. Establishing and maintaining productive relationships with priority (targeted) businesses and industries, with all businesses and industries, with jobs seeker and worker groups and with the communities in the area served and with local elected officials, LWDB and SWDB.
 - B. Establishing and promoting the One-Stop Career Center's mission of marketing and delivering integrated workforce services and assuring all partners and all partners' staffs understand, endorse and fulfill the mission.
 - C. Establishing and maintaining the One-Stop Career Center's leadership structure and integration of all services and service delivery.
 - D. Establishing service delivery, customer service and results as priorities.
 - E. Establishing/maintaining policies & priorities of the LWDB and SWDB.

2. Information & Analysis activities include:
 - A. Analyzing business and industry customer feedback on One-Stop Career Center services and results, with particular analysis of services and results for priority (targeted) businesses and industries.
 - B. Analyzing job seeker/worker feedback on One-Stop Career Center services & results, with particular analysis of success regarding referrals to jobs.
 - C. Analyzing customer feedback on two fundamental One-Stop Career Center services: employment opportunity listings, referral to job openings and training.
 - D. Analyzing data and information to increase the usage of One-Stop Career Center services by businesses, industries, job seekers and workers.
 - E. Using MIS and VOSS data to inform decision-making.

3. Strategic Planning activities include:
 - A. Priority businesses and industries – those now and for the likely future - have been identified; their opportunities, challenges and problems have been identified and analyzed; their workforce and workforce-related needs identified; and resources and services developed, tested and delivered.
 - B. The service area’s businesses’ and industries’ opportunities, challenges and problems have been identified and analyzed; their workforce and workforce-related needs identified; and resources and services developed, tested and delivered.
 - C. The services of the One-Stop Career Center are marketed together, reflecting the integrated nature of service delivery; marketing to new, potential and future businesses and industries is done together; specific marketing activities (such as job development, job fairs, “calling on” employers to inform them of available services, etc.) are done together.

4. Human Resource Utilization activities include:
 - A. All One-Stop Career Center staff know the Center mission and goals.
 - B. All new Center staff are trained in the first week on services available, job seeker and worker flow through the Center, how to access the services, eligibility requirements (if any) for service and the opportunities, challenges, problems which may be addressed by specific services.
 - C. All Center staff know the services available in the Resource Room, how to access the services and how to assist customers to access the services including AT services.
 - D. All Center staff work “across lines” to help customers achieve results.
 - E. The new job title “Career Generalist” is in use in the Center, and its functions are being carried out to provide integrated workforce services to businesses, industries, job seekers and workers.

5. Process Management activities include:
 - A. The Account (or Business or Industry) Representative concept is used in the Center to assure the services of the Center meet the workforce needs of

- priority businesses and industries, and facilitated access to workforce-related services is achieved for priority businesses and industries.
- B. A common Assessment tool and common process for assessment of job seeker and worker skills is used for all job seekers and workers.
 - C. A written Referral process is used by all staff to assure customers are directed to workforce-related services provided by agencies, organizations that are not in the Center.
 - D. A process for assisting businesses and industries to describe Job Openings is in place and used by Account Reps and those who provide services to businesses and industries.
 - E. A process for Recruitment, Screening, Assessing and Referral to Job Openings is in place, operational and used by all partners who provide services to businesses and industries.
 - F. A process for Providing Training to Job Seekers and Workers is in place, operational and used by all partners serving job seekers and workers.
 - G. A process for Providing Training to Meet the Needs of Priority Businesses and Industries is in place, operational and used by all partners providing services to businesses, industries, job seekers and workers.
 - H. A “Common Entry” process is in place, operational and used by all partners to enroll/register job seekers and workers.
6. Customer Satisfaction activities include:
- A. Business/Industry Customer Satisfaction information from Business Reps & those serving the needs of business is collected on a routine basis.
 - B. Business and Industry Customer Satisfaction information is obtained from business and industry customers on a routine basis.
 - C. Business and Industry Customer Satisfaction information provides the basis for improvement of business and industry services.
 - D. Job Seeker and Worker Customer Satisfaction information from career counselors, interviewers, greeters and case managers and others serving the needs of job seekers and workers is collected on a routine basis.
 - E. Job Seeker and Worker Customer Satisfaction information is obtained from job seekers and workers on a routine basis.
 - F. Job Seeker and Worker Customer Satisfaction information provides the basis for improvement of job seekers and workers.
7. Results activities include:
- A. Businesses and Industries report results from the services provided by the One-Stop Career Center.
 - B. Job Seekers and Workers report results from the services provided by the One-Stop Career Center.
 - C. Participating partners report results for their programs’ which meet or exceed their performance expectations.
 - D. The number businesses and industries using the services of the One-Stop Career Center continue to increase.

- E. The number of job seekers and workers using the services of the One-Stop Career Center continues to increase.
- F. Employment, earnings, retention and skills achievement for job seekers and workers

The site's completed Self-Assessment is forwarded to the LWDB and SWDB (copy to OWTD) 30 days prior to the on-site review. The Self-Assessment provides background into the One-Stop Career Center's operations, assists the LWDB in its oversight role and provides information necessary for the site's certification.

The on-site portion of the certification process follows receipt of the Self-Assessment. Following the on-site review, the SWDB endorses the LWDB's certification of the One-Stop Career Center and of the availability of incentive funds for service enhancements and marketing.

Staff Development

It is imperative for New Mexico to have a skilled, professional, high performing workforce development staff in New Mexico Workforce Connection (NMWC) facilities throughout the state to meet increasing customer expectations.

The OWTD has recognized this need and will develop a standard and institutionalized training curriculum for the NMWC system in order to improve worker skill levels with regard to 1) improving customer service, 2) enhancing the quality of career development services, and 3) achieving greater organizational integration so that NMWC services are aligned and seamless. The OWTD envisions a customized NMWC training curriculum and certification program for all employees and all partners working in workforce connection offices. This certification initiative is intended to develop a meaningful, customized training and credentialing program that supports the organizational development goals of the NMWC system, one that provides value to individuals earning a NMWC professional credential, and most importantly, one that provides value to the workforce development system customers of New Mexico.

Rather than take a "one size fits all" approach by using existing online courses, or materials taken "off the shelf," the office will develop a customized, modular training and credentialing program that is uniquely New Mexican, and one that meets national professional credentialing standards in key areas, such as career development and the management of NMWC Centers (see Appendix E page 61 for examples). Post Secondary Institutions could provide training services, after an initial assessment of training needs has been completed. More specifically, this training and credentialing program would be developed in four phases, including an intensive front-end needs analysis, the development of competency models, the conduct of pilots, leading to the delivery of training and credentialing for all NMWC staff, to be completed within one year from the date the contract is executed. An integrated advisory subcommittee will serve as the decision-making body for this initiative. This initiative is part of a vision that focuses on integration of systems and programs, innovation on the part of leaders and a transformation of the NMWC system.

APPENDICES

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Appendix A
One-Stop Design Tables

Table 1: Regional One-Stop Design & One-Stop Career Center Certification

REGIONAL ONE-STOP SYSTEM DESIGN & ONE STOP SERVICE CENTER CERTIFICATION		
	STEP	ACTIONS
ONE STOP SYSTEM DESIGN	ONE	LWDB assesses the Region’s economic situation; business and worker challenges, opportunities and needs; services currently available; and future requirements. (p.9)
	TWO	LWDB determines priority (targeted) businesses/industries. (p.9)
	THREE	LWDB determines customized services for the Region’s businesses & industries. (p10)
	FOUR	LWDB identifies service areas within the Region. (p.14)
	FIVE	LWDB determines and recommends services and service delivery strategies for each service area. (p.15)
	SIX	LWDB establishes performance measures to support its business and industry, worker and job seeker service delivery priorities and policies. (p.18)
	SEVEN	LWDB determines sites to be candidates for One-Stop Career Centers. (p.18)

ONE STOP CAREER CENTER CERTIFICATION	ONE	LWDB determines sites to be candidates for One-Stop Career Centers.
	TWO	LWDB-designated sites complete Business Plans.
	THREE	Sites submit to LWDB completed Business Plans.
	FOUR	Site begins providing services in accord with its Business Plan.
	FIVE	LWDB reviews and endorses the site’s Business Plan.
	SIX	LWDB forwards to SWDB and OWTD the site’s Business Plan accompanied by the LWDB endorsement.
	SEVEN	OWTD analyzes and reviews site’s Business Plan based on requirements of the Legislature, Governor, State Plan, WIA requirements and New Mexico’s One-Stop System Guide.
	EIGHT	OWTD schedules on-site and requests completed Self-Assessment (thirty days prior to on-site).
	NINE	OWTD analyzes sites Self-Assessment and conducts on-site analysis to validate operations, service delivery and customer response.
	TEN	SWDB endorses LWDB’s certification of the One-Stop Career Center.
	ELEVEN	LWDB notifies site of One-Stop Career Center Certification.
	TWELVE	LWDB provided incentive funds by OWTD for service enhancement & marketing.

Table 2: Priority Businesses and Industries Critical to Regional Prosperity

Priority Businesses and Industries Critical for Regional Prosperity				
Business Industry	Location (s)	Current Priority	Future Priority	Decision Factors
Business				
Business				
Business				
Business				
Business				

Industry				
Industry				
Industry				
Industry				
Industry				

Table 3: Some Generic Workforce Business Services

WORKFORCE BUSINESS SERVICES	
Assessment of Worker Skills	Off-Site Training
Assessment of Applicant Skills	On-Site Training
Assistance with EEO/Affirmative Action Information	Outplacement
Assistance with Worker Transportation	Prevailing Wage Information
Assistance with Worker Equipment	Recruitment
Assistance with Writing & Preparing Job Announcements & Advertisements	Reference Checks
Background Checks	Referral
Worker/Employee Coaching	Registry of Job Applicants
Consultation on Personnel Policies & Procedures	Screening
Consultation on Workforce-Related Topics, such as ADA, ergonomics	Job Skills Assessment
Employee Basic Skills Training	Skills Inventory
Employee Vocational/Business Skills Training	Skills Test Administration
Job Analysis	Skills Test Evaluation
Job Descriptions	Space for Interviews
Job Fairs (Business, Industry, Community)	Supervisory Seminars/Training
Job Listing	Task Analysis
Job Posting	Tax Savings (WOTC)
Labor Market Trends, Information & Statistics	UI Tax Information
Links to Related Business & Workforce Resources	Training/Assistance in Interviewing Job Applicants

TABLE 5: Three Basic Service Delivery Strategies

Three Basic Service Delivery Strategies		
NATURE OF INTERACTIONS, SERVICE ACCESS & AVAILABILITY		
ACCESS POINT (VIRTUAL LINK)	AFFILIATE (NON-COMPREHENSIVE SITE)	ONE-STOP CAREER CENTER <i>(CERTIFIED COMPREHENSIVE SITE)</i>
1	2	3
PERSONAL COMPUTER, KIOSK, OR OTHER PUBLIC ACCESS POINT TO ON-LINE DATA & INFO FROM VARIOUS SOURCES	Includes COL 1 PLUS SELF-SERVICE, ASSISTED SERVICE AND ONE-ON-ONE SERVICES ON SPECIFIC DAYS & AT SCHEDULED TIMES FROM MANDATED PARTNERS (ADA COMPLIANT)	Includes COL 1 AND ALL SERVICES, ALL DAYS, ALL HOURS FROM MANDATED AND MERGED PARTNERS, INCLUDING SELF-SERVICE, ASSISTED SERVICE AND ONE-ON-ONE SERVICES. PLUS CUSTOMIZED SERVICES FOR PRIORITY BUSINESSES & INDUSTRIES. (ADA COMPLIANT)

Table 6: Recommended Service Delivery Strategies for Each Service Area

**RECOMMENDED SERVICE DELIVERY STRATEGY
for EACH SERVICE AREA**

SERVICE AREA	RECOMMENDED SERVICE DELIVERY STRATEGY		
	Access Point	Affiliate	One-Stop Career Center <i>(Certified)</i>
Service Area:	X	X	X
Location(s):			
1			
2			
3			
4			
5			
6			

Service Area:	X	X	X
Location(s):			
1			
2			
3			
4			
5			
6			

Service Area:	X	X	X
Location(s):			
1			
2			
3			
4			
5			
6			

Notes:

Table 6.1 Designated One-Stop Career Center Site

Designated One-Stop Career Center Site				
Location:				
Service Area:				
Locations Served:				
One-Stop Operator:				

Table 6.2 Designated One-Stop Career Center Site

Designated One-Stop Career Center Site				
Location:				
Service Area:				
Locations Served:				
One-Stop Operator:				

APPENDIX B

One-Stop Business Plan Questions

Category 1: Business & Industry Services

I. Priority Businesses and Industries

- A. Identify the businesses and industries that are priority for the LWDB.
- B. Describe the characteristics making each business and industry a priority and describe how marketing and outreach will be tailored to each.
- C. Describe the benefits to the priority businesses and industries, to workers and job seekers and to your organization that you anticipate from successful delivery of services to the priority businesses and industries.
- D. If the One-Stop Service Center plans to provide services to businesses for a fee, the LWDB and SWDB must approve plan. Describe any such plans.

II. Services to Businesses and Industries

- A. List the workforce services to be provided to businesses and industries.
 1. Services Available to Each Priority Business or Industry
 - a. Priority Industry:
 - b. Priority Industry:
 - c. Priority Industry:
 - d. Priority Business:
 - e. Priority Business:
 - f. Priority Business:
 2. Services Available to All Businesses and Industries
- B. Describe Services Businesses and Industries in the Region and Service Area Would Like to Have Access To, But Currently Do Not.

III. Marketing and Outreach Strategy

- A. The Key Feature of Marketing and Outreach Desired by Business and Industry is that Contacts and Service Delivery Be Integrated among Economic Development, Human Services, Education and Workforce; Describe How the One-Stop's Marketing and Outreach Assure Businesses and Industries Will Experience Integrated Marketing.
- B. Describe the Marketing/Outreach Strategy for Each Priority Business/Industry.
 1. For Each Priority Industry Describe How:
 - a. Contacts are Identified and Made:
 - b. Information Gathered regarding Industry Conditions and Workforce Demands:
 - c. Proposals Developed and One-Stop Services Packaged to Address the Industry's Opportunities, Challenges and Problems:
 - d. Presentations Prepared and Delivered:
 - e. Follow Through Performed:

2. For Each Priority Business Describe How:
 - a. Contacts are Identified and Made:
 - b. Information Gathered regarding Industry Conditions and Workforce Demands:
 - c. Proposals Developed and One-Stop Services Packaged to Address the Business's Opportunities, Challenges and Problems:
 - d. Presentations Prepared and Delivered:
 - e. Follow Through Performed:

- C. Describe How the One-Stop's Marketing and Outreach Strategy Responds to Businesses' and Industries' Current Perceptions of the Workforce System.
 1. Priority Businesses and Industries:
 2. All Businesses and Industries:

IV. Describe the Methods of Service Delivery

- A. The Key Attributes of Service Desired by All Businesses and Industries are Shown Below; Describe How the One-Stop's Delivery Methods Assure Businesses and Industries Receive Services That Have Each of These Attributes.
 1. Relevant to Needs
 2. Available
 3. Easily Accessible
 4. Easy to Use
 5. Responsive
 6. Delivered Flexibly
 7. Customized to Meet Requirements
 8. Reliable
 9. Meets Expectations
 10. Valuable
- B. Key Features of Service Desired by Businesses and Industries are Listed Below; Describe How One-Stop Delivery Methods Reflect These Features.
 1. Single Point of Contact:
 2. Account Representative for Each Priority Business and Industry:
 3. Dedicated Phone Lines to Serve Business and Industry:
- C. A One-Stop Service Critical to Business, Industry, Workers, Job Seekers and Youth is "Referral". Describe How Job Skills, Experience and Knowledge Are Conveyed to Those Performing "Referral."
 1. Priority Businesses or Industries:
 2. All Businesses and Industries:

- D. A Key Feature of Training Services Is Training to Industry-Recognized Standards and/or the Use of Employer-Based Certifications; Describe How Training Is Selected to Meet Industry-Recognized Standards and/or to Use Employer-Based Certifications.
 - 1. Priority Businesses and Industries:
 - 2. All Businesses and Industries:

V. Describe the Methods Used for Service Delivery Improvement

- A. Two Key Activities Necessary for Service Improvement Are Shown Below; Describe How These Are Performed in Your Organization.
 - 1. Evaluation of Business Customer Satisfaction.
 - 2. Evaluation of Business Customer Results.

- B. Improvements in Customer Satisfaction and Results Occurs When Services, Service Delivery Methods and Service Delivery Techniques Are Revised.
 - 1. Describe the Revisions Made to Services, Service Delivery Methods and Service Delivery Techniques As the One-Stop Began Operations.
 - 2. Describe the Process for Developing, Testing and Implementing Revisions to Services, Service Delivery Methods and Service Delivery Techniques.

Category 2: Job Seeker, Worker & Youth Services

I. Priority Job Seeker & Worker Services

- A. List most recent unemployment rates for demographic populations (at a minimum include race, ethnicity, gender and persons with disabilities).
- B. Identify Any Priority Groups of Job Seekers or Workers the One-Stop Career Center has Identified for Marketing and Outreach. Identify and track with data all groups that have been identified for services including but not limited to dislocated workers, youth, adult, persons with disabilities, TANF recipients and other minority groups.
- C. Describe the Characteristics Making Each Job Seeker or Worker Group a Candidate for Priority for Marketing and Outreach based on current data and projected increases. What services and at what level are current services being provided. Identify what will be done to increase usage of services and delivery of services categories to these groups.
- D. Describe the benefits to businesses and industries, to workers and job seekers and to the One-Stop Career Center that are anticipated to result from successful delivery of services to the priority Groups of Job Seekers or Workers identified.
- E. Describe how partners will be utilized to maximize resources.

II. Services to Job Seekers and Workers

- A. List Core, Intensive and Training services to be provided to job seekers/workers.
 - 1. Core Services Available
 - 2. Intensive Services Available
 - 3. Training Services Available
 - 4. Describe how job seekers/workers gain access to services (criteria for services).
- B. Describe Services That the One-Stop's Job Seekers and Workers Would Like to Have Access To, But Currently Do Not.

III. Recruitment

- A. Describe the Job-Related Characteristics (e.g. Skills, Knowledge, Experience, Expertise) Sought By Businesses and Industries in the Region, in the Service Area.
- B. Describe how training providers have been selected to meet these needs of business.
- C. Describe how all qualified participants are included in referral process without regards to disability, race or other EEO protected classes.
- D. Describe the Assistance and Training Offered by the One-Stop Career Center to Prepare Job Seekers and Workers or Help Them Obtain the Skills, etc. Demanded by Businesses and Industries in the Region, in the Area Served (e.g. Employment Readiness, Employment Preparation, Job Search Skills, Employment Skills, Career Development, Career Enhancement and Training).
- E. Describe the Job-Related Characteristics the One-Stop Career Center Will Likely Have to Recruit, in order to Satisfy Business and Industry Demand.

- F. Describe How the Center's Marketing and Outreach Strategy Addresses Job Seeker, Worker and Youth Opportunities, Challenges and Problems.
 - 1. Job Seekers
 - 2. Workers
 - 3. Youth
 - 4. Persons with disabilities

- G. Describe How the Outreach Strategy Responds to Job Seeker, Worker and Youth Current Perceptions of Your Organization.
 - 1. Job Seekers
 - 2. Workers
 - 3. Youth
 - 4. Persons with disabilities

IV. Describe the Methods of Service Delivery

- A. Some Key Characteristics of Service Delivery Desired by the Public Include Those Shown Below; Describe How the One-Stop's Delivery Methods Assure the Public Will Receive Services That Have Each of These Attributes.
 - 1. Listening To What Is Said by Job Seekers, Workers and Youth.
 - 2. Determining The Circumstances, Situations and Needs of the Job Seeker, Worker or Youth Before Offering Assistance or Service.
 - 3. Assisting Job Seekers, Workers or Youth to Address Their Circumstances, Situations, Needs and to Help Solve Their Problem.
 - 4. Greeting and Orienting Job Seekers, Workers and Youth to the Available Services and Suggesting How the Services May Address Their Circumstances, Situations, Needs and Help Solve Their Problem.

- B. Some Key Services Desired by Job Seekers, Workers and Youth are Shown Listed Below; Describe How the One-Stop's Delivery Methods Assure Job Seekers, Workers and Youth Receive These Services.
 - 1. Orientation to the One-Stop, Its Features and Services:
 - 2. Assistance Using Computers and Other Equipment in the Resource Room:
 - 3. Assistance from Staff Knowledgeable of Current Job Requirements and Job Openings:
 - 4. Assistance from Staff Knowledgeable of Training and Potential Employment Opportunities.
 - 5. Describe how staff are available to help persons with disabilities or others who may need additional assistance.

- C. Describe How Job Seekers, Workers and Youth Who Are Eligible for Special Programs Will Be Identified and Selected for Enrollment/Participation in the Following Programs:
 - 1. WIA-Adult
 - 2. WIA-Dislocated Worker
 - 3. WIA-Youth

4. WIA-Youth
5. TANF
- 6....
- 7...

D. Describe How Services Will Be Delivered For Eligible and Enrolled/Participating Job Seekers, Workers and Youth in the Following Programs:

1. WIA-Adult
2. WIA-Dislocated Worker
3. WIA-Youth
4. WIA-Youth
5. TANF
6.
7.

E. A Key Feature of Training Services for Business, Industry, Workers, Job Seekers and Youth Is Training to Industry-Recognized Standards and/or the Use of Employer-Based Certifications; Describe How Job Seekers, Workers and Youth Will Be Informed of Training Opportunities, Training Pre-requisites (if any), Prepared for Training and Assisted in the Training which Uses Industry-Recognized Standards and/or Employer-Based Certifications.

V. Describe the Methods of Service Delivery Improvement

A. Two Key Functions Necessary for Service Improvement Are Shown Below; Describe How These Are Performed in Your Organization for Job Seeker, Worker and Youth Services.

1. Assessment of Job Seeker, Worker and Youth Satisfaction.
2. Assessment of Job Seeker, Worker and Youth Results.

B. Improvement Occurs When Services, Service Delivery Methods and Techniques Are Revised.

1. Describe the Revisions Made to Services, Service Delivery Methods and Service Delivery Techniques as the One-Stop began operations.
2. Describe the Process for Developing, Testing and Implementing Revisions to Services, Service Delivery Methods and Service Delivery Techniques.

Category 3: Coordination of Business & Worker Services

I. Referral to a Job Opening in a Priority Business or Industry

- A. Describe How the Requirements of a Job Opening Are Recorded and Conveyed to the Individuals With Authority to Refer Job Applicants to Job Openings
- B. Describe How the Requirements of a Job Are Conveyed to a Job Applicant
- C. Describe How the Qualifications of a Job Applicant Are Conveyed to the Business with the Job Opening.
- D. Describe how employers are advised of all possible applicants.

II. Information Regarding Local Occupations in Demand, Earnings, Skill Requirements; Skills Necessary to Obtain Jobs Listed Jobs and in Demand Jobs; Training Services; Availability of Supportive Services Such as Childcare and Transportation ---

- A. Describe How This Information is Made Available to Job Seekers, Workers and Youth
- B. Describe How This Information is Made Available to Businesses and Industries.

III. Information Regarding Training, Training Programs, Training Delivery, Training Options and Training Customization ---

- A. Describe How This Information is Made Available to Job Seekers, Workers and Youth
- B. Describe How This Information is Made Available to Businesses and Industries.
- C. Describe how the training providers are advised of needs of business and how training is designated to meet these needs.

IV. Intensive Services

- A. Intensive Services for Business, Industry, Job Seekers and Workers are Listed Below:
 - 1. Assessment, Testing and Evaluation Regarding Employment Group Counseling and Career Counseling
 - 2. Short-term Pre-Vocational Services (like interviewing skills, professional conduct)
 - 3. Development of a Package of Services and Plan to Achieve Employment Goals
 - 4. Job Profiling (including assessment of skills for specific positions in the business)
 - 5. Seminars and Informational Workshops
 - 6. Individual Recruitment Plans
 - 7. Referral/Access to Economic Development
 - 8. Rapid Response to Closure (including Outplacement of Effected Workers)
- B. The Services Above Relate to Business, Industry, Job Seekers and Workers;
 - 1. Describe How Your Site Coordinates The Services to Improve Results for Businesses (e.g. “Job Profiling” and “Assessment, Testing and Evaluation Regarding Employment”).

III. Training Services

- A. Describe How Training Methods, Curriculum and Structure Have Been Designed to Satisfy the Needs of Priority Businesses and Industries and Address the Employment Needs of Job Seekers, Workers and Youth.
- B. Describe How Training Services Have Been Packaged with Other Services to Achieve the Goals of Businesses, Industries, Job Seekers, Workers and Youth.
- C. Describe How Training Services Have Been Combined to Increase the Skills of Businesses' and Industries' Workforce while Creating Career Openings, as well as Career Advancements, for Job Seekers, Workers and Youth.

IV. Outreach and Marketing

- A. Describe How Your Site Plans to Avoid Duplication by Serving Businesses and Industries Through an Integrated Outreach and Marketing Strategy.
- B. Describe How the Strategy Precludes Individual Workforce Programs, Workforce Program Representatives and Case Workers from Duplicating Contacts with Businesses and Industries.
- C. Describe How Outreach and Marketing to Job Seeker, Worker and Youth Complements Outreach and Marketing to Businesses and Industries.

Category 4: Assessment of FBO/CBO Services In Area

- I. Assessment of Faith Based/Community Based Organizations in Area.**
 - A. List or identify FBO/CBO workforce development services in service area.

Category 5: Coordination of FBO/CBO Services In Area

- I. Coordination of Faith Based/Community Based Organizations in Area.**
 - A. Describe how these services will be coordinated with the One-Stop Career Center.

Category 6: Management and Administration

- I. Organizational Description.**
 - A. What is your organizational culture? Include your purpose, vision, mission, and values, as appropriate.
 - B. What is your employee profile? Include educational levels, workforce and job diversity, bargaining units, use of contract employees, and special safety requirements, as appropriate.
 - C. What are your major technologies, equipment and facilities?
 - D. What is the regulatory environment under which your organization operates? Include occupational health and safety regulations; accreditation requirements; and environmental, financial, and product regulations.
- II. Organizational Challenges.**
 - A. Describe your organization's competitive environment, your key strategic challenges, and your system for performance improvement.
 - B. What is your competitive position? Include your relative size and growth in your industry and the numbers and types of competitors. What are the principal factors that determine your success relative to your competitors? Include any changes taking place that affect your competitive situation.

Category 7: Results

- I. Results achieved by businesses and industries using One-Stop services.**
 - E. Describe how the One-Stops measures these results:
 - F. Describe how the One-Stop performing compared to its goals:
- III. Results achieved by job seekers and workers using One-Stop services.**
 - A. Describe how the One-Stops measure these results:
 - B. Describe how the One-Stop performing compared to its goals:
- IV. Results achieved by the agencies and programs in the One-Stop.**

- A. Describe how these results are measured:
- B. Describe how the One-Stop agencies and programs are performing.

V. Results achieved by the One-Stop Career Center:

- A. Describe how numbers of business and industry users of One-Stop services has changed and the improvements made to increase business and industry use of the services.
- B. Describe how the numbers of job seeker and worker users of One-Stop services has changed and the improvements made to increase business and industry use of the services.

V. List the One-Stop's Quantitative Goal for Each Area Listed Below:

- A. Placements:
- B. Obtained Employments:
- C. Job Orders/Job Listings:
- D. Businesses Listing With The Organization:
- E. Listings from Priority Businesses:
- F. Listings from Priority Industries:
- G. Listings Exceeding the "Self-Sufficiency" Target:
- H. Placements & Obtained Employments Exceeding the "Self-Sufficiency" Target:
- I. Traditional WIA Performance Standards:

IV. Describe the One-Stop's Indicators for Each Qualitative Areas Below:

- A. Priority Business and Industry Satisfaction
- B. All Business and Industry Satisfaction
- C. Job Seeker Satisfaction
- D. Worker Satisfaction
- E. Youth Satisfaction
- F. Business Non-Users' Knowledge of Benefits of the One-Stop Service Center

V. Describe How the One-Stop Assesses the Operations and Outcomes for Each of the Processes Below:

- A. Outreach and Recruitment to Priority Businesses and Industries
- B. Training at the Request of Businesses and Industries
- C. Training at the Request of Job Seekers
- D. Profiling of Jobs for Businesses and Industry
- E. Assistance to Business and Industry on Describing Job Openings for Listing
- F. Assessment for Job Seekers and Workers
- G. Recruitment, Screening, Assessment and Referral of Job Applicants.
- H. Job Order/Job Listing
- I. Follow Through on Job Listings

APPENDIX C
SELF-ASSESSMENT FORMS

DATE:	TEAM:	REGION:	LOCATION:
ONE-STOP CAREER CENTER SELF-ASSESSMENT			
GENERAL INFORMATION			
SERVICE AREA:			
LOCATIONS SERVED:			
BUSINESS & INDUSTRY INFORMATION	PRIORITY BUSINESSES & INDUSTRIES (LIST): CUSTOMIZED SERVICES FOR PRIORITY BUSINESSES & INDUSTRIES: JOB ANALYSIS, JOB DESCRIPTIONS, JOB ANNOUNCEMENTS; INTERVIEWING; OTHER – APPLICANT RECRUITMENT, SCREENING, ASSESSMENT, TESTING, REFERRAL; OTHER – CUSTOMIZED TRAINING – DEMAND OCCUPATIONS (LIST): TRAINING FOR DEMAND OCCUPATIONS - TYPE, DELIVERY METHODS, ETC. (LIST & DESCRIBE): ACCOUNT (BUSINESS) REPS FOR BUSINESSES (NAMES): DEDICATED PHONE LINE FOR BUSINESSES:		
	JOB SEEKER & WORKER INFORMATION	RESOURCE ROOM (LIST SERVICES, RESOURCES, NATURE OF STAFFING): STAFFING FOR GREETER (NAMES): JOB SEEKER/WORKER FLOW (DESCRIBE SPECIFICALLY HOW IDENTIFICATION OF INDIVIDUALS TO RECEIVE REFERRAL TO ONE-ON-ONE SERVICES OCCURS) :	
ONE STOP OPERATOR:			

DATE:	TEAM:	REGION:	LOCATION:
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ONE-STOP ORGANIZATIONAL SELF-ASSESSMENT

I. LEADERSHIP: Service integration & results for business, industry, job seeker, worker & community.				
	LEVEL I	LEVEL II	LEVEL III	FUTURE ACTONS
IA. Productive relationships with businesses, industries, job seekers, workers and the community				
IB. Mission of integrated marketing and delivery of One-Stop services.				
IC. Leadership structure for the One-Stop				
ID. Priority for results.				
E. LWDB policies and priorities maintained.				
LEVEL				

I. LEADERSHIP SCORE				
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DATE:	TEAM:	REGION:	LOCATION:
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ONE-STOP ORGANIZATIONAL SELF-ASSESSMENT

II. INFORMATION & ANALYSIS: Information on services and results leads to improvement.

	LEVEL I	LEVEL II	LEVEL III	FUTURE ACTONS
IIA. Business & industry feedback on services & results.				
IIB. Job seeker & worker feedback on services and results.				
IIC. Analysis of feedback on job listings and referrals and training.				
IID. Increasing business, industry, job seeker & worker use of One-Stop services.				
IIE. Use of MIS and VOSS to inform decision-making.				
LEVEL				

II. INFORMATION & ANALYSIS SCORE				
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DATE:	TEAM:	REGION:	LOCATION:
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ONE-STOP ORGANIZATIONAL SELF-ASSESSMENT

III. STRATEGIC PLANNING: Workforce demands anticipated & services developed to address them.

	LEVEL I	LEVEL II	LEVEL III	FUTURE ACTONS
IIIA. Priority businesses and industries identified, analyzed; demands identified; services customized & delivered.				
IIIB. Basic business and industry workforce demands identified, analyzed and services developed/delivered.				
IIIC. Integrated marketing of services to businesses, industries, job seekers & workers.				
LEVEL				

III. STATEGIC PLANNING SCORE				
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DATE:	TEAM:	REGION:	LOCATION:
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ONE-STOP ORGANIZATIONAL SELF-ASSESSMENT

IV. HUMAN RESOURCE UTILIZATION: Staff understand and deliver integrated services.

	LEVEL I	LEVEL II	LEVEL III	FUTURE ACTONS
IVA. One-Stop mission & goals of integrated services understood & worked by all partners' staffs.				
IVB. First week training of staff new to One-Stop includes services, flow, use of services to address workforce needs.				
IVC. All One-Stop staff know the Resource Room resources & services.				
IVD. All One-Stop staff work "across lines" for customer results.				
IVE. "Career Generalists" provide integrated services.				
LEVEL				

IV. HUMAN RESOURCE UTILIZATION SCORE				
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DATE:	TEAM:	REGION:	LOCATION:
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ONE-STOP ORGANIZATIONAL SELF-ASSESSMENT

V. PROCESS MANAGEMENT: Written processes used for all critical functions.

	LEVEL I	LEVEL II	LEVEL III	FUTURE ACTONS
VA. Procedure for Account (Business) Reps				
VB. Common tool and procedure for assessment.				
VC. Common referral process.				
VD. Common job description process for job listings.				
VE. Common process for recruitment through referral.				
VF. Common process for providing training to job seekers & workers.				
VG. Common process for providing training to businesses & industries.				
VH. Common Entry process.				
LEVEL				

V. PROCESS MANAGEMENT SCORE				
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DATE:	TEAM:	REGION:	LOCATION:
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ONE-STOP ORGANIZATIONAL SELF-ASSESSMENT

VI. CUSTOMER SATISFACTION: Satisfaction is based on results.

	LEVEL I	LEVEL II	LEVEL III	FUTURE ACTONS
IA. Satisfaction information gathered from those who serve businesses & industry.				
IB. Customer satisfaction information gathered from businesses & industries.				
IC. Business & industry customer satisfaction information is basis for service improvements.				
ID. Satisfaction information gathered from those who serve job seekers and workers.				
IE. Customer satisfaction information gathered from job seekers and workers.				
IF. Job seeker & worker satisfaction information is basis for service improvements.				
LEVEL				

VI. CUSTOMER SATISFACTION SCORE				
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DATE:	TEAM:	REGION:	LOCATION:
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ONE-STOP ORGANIZATIONAL SELF-ASSESSMENT

VII. RESULTS:

	LEVEL I	LEVEL II	LEVEL III	FUTURE ACTONS
VIIA. Results using One-Stop services reported by businesses & industries.				
VIIIB. Results using One-Stop services reported by job seekers & workers.				
VIIIC. Partners meet or exceed performance expectations.				
VIIID. Number of businesses & industries using One-Stop services increases.				
VIIIE. Number of job seekers & workers using One-Stop services increases.				
VIIIF. Employment, earnings, retention & skills achievement increases for job seekers & workers.				
LEVEL				

VII. RESULTS SCORE				
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DATE:	TEAM:	REGION:	LOCATION:	
ONE-STOP ORGANIZATIONAL SELF-ASSESSMENT				
BASELINE				
	LEVEL I	LEVEL II	LEVEL III	FUTURE ACTIONS
I. LEADERSHIP				(See Individual Forms)
II. INFORMATION & ANALYSIS				(See Individual Forms)
III. STRATEGIC PLANNING				(See Individual Forms)
IV. HUMAN RESOURCE MGT				(See Individual Forms)
V. PROCESS MANAGEMENT				(See Individual Forms)
VI. CUSTOMER SATISFACTION				(See Individual Forms)
VII. RESULTS				(See Individual Forms)

OVERALL SCORE	X	X	X	X	
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TEAM REMARKS/COMMENTS:

Appendix D

Workforce Investment Act Required Partners

Appendix D
Workforce Investment Act
Required One-Stop Partners and Responsibilities

Required Programs and Services	Agency Providing Program or Service
Programs under WIA Title I	
Adults	(North) Serco (Southwest) New Mexico Department of Labor (East) Consortium of Community Colleges (Central) New Mexico Department of Labor
Dislocated Workers	(North) Serco (Southwest) New Mexico Department of Labor (East) Consortium of Community Colleges (Central) New Mexico Department of Labor
Youth	(All regions) independent contractors specializing in youth services
Job Corps	United States Department of Labor
Native American Programs	New Mexico Department of Labor
Migrant and Seasonal Farm Workers	New Mexico Department of Labor
Veterans' Workforce Programs	New Mexico Department of Labor
Programs under WIA Title II	
Adult Education and Literacy Activities	New Mexico Public Education Department New Mexico Community Colleges
Programs under WIA Title IV	
Vocational Rehabilitation Act: Parts A and B of Title I	Division of Vocational Rehabilitation New Mexico Commission for the Blind
Wagner-Peyser Act Programs	New Mexico Department of Labor
TANF Works Program *	(North) Serco * (Southwest) New Mexico Department of Labor * (East) Consortium of Community Colleges (active) (Central) New Mexico Department of Labor (active)
Title V of the Older Americans Act	
Senior Community Service Employment Activities	New Mexico Agency and Long-Term Services
Carl D. Perkins Vocational and Applied Technology Education Act –Postsecondary vocational education activities	New Mexico Public Education Department
Trade Adjustment Assistance and NAFTA Transitional Adjustment Assistance Activities – Chapter 2 of Title II of the Trade Act of 1974 and as amended in 2002	New Mexico Department of Labor
Local veterans' employment representatives and disabled veterans outreach programs – Chapter 41 of Title 38, USC and as amended by PL 107-288	New Mexico Department of Labor
Housing and Urban Development employment and training activities **	Local Housing Authorities
Community Service Block Grant employment and training services **	
Programs authorized under State unemployment compensation laws	New Mexico Department of Labor

* indicates a merged program (will begin July 1, 2006)

** Indicates programs that may not be available in all areas of New Mexico

Appendix E

Workforce Development School (Illustrative)

Workforce Development School Course Outline (Illustrative)

Subject Area	Course Number	Course Name	Description
Universal	101A	WIA/TANF 101	4 Hours- Introduction to the Workforce Investment Act (WIA) and TANF. Overview of key principles of governance and services for both adults and youth
	102A	Adult Performance Management	6 Hours- In-depth training in WIA performance goals and LWDB performance measures
	103A	Confidentiality	2 Hours- Overview of customer's right to privacy and protection of confidential information
	104A	WEB Reporting	2 Hours- LWDB's Web reporting tool for contractor management of customer data
Common Intake Case Management Tool: VOSS	201A	Introduction to VOSS	2 Hours- Entry and navigation of WIA data into VOSS software
	202A	VOSS Forms	2 Hours- covers the use of all VOSS
	203A	VOSS Payment Processing	2 Hours- How to prove service activity information that requires financial processing
Adult and Dislocated Worker	401A	Adult Activity Codes	4 Hours- Help in managing client activities codes
	402A	Adult Customer Flow	6 Hours- Overview of LWDB One-Stop customer flow, WIA/TANF eligibility and WIA-mandate performance measures
	403A	Adult Case Notes	2 Hours- In-depth training on case note documentation of services provided
	404A	Individual Employment Plans	2 Hours- In-depth training in (IEP) development and how to utilize it with customers.
Youth	501A	Youth Customer Flow	4 Hours- Overview of managing the youth customer's WIA program.
	502A	Youth Performance Management	4 Hours- Covers the seven (7) WIA youth performance measures and the LWDB performance measures.
	503A	Youth Case Management	2 Hours- In-depth training on completing an enrollment form, writing case notes, and file management, with a focus on setting goals for younger youth.
	504A	Youth Case Notes	2 Hours- In-depth training on case note documentation of services provided.
	505A	Youth Forms and Documentation	2 Hours- covers completion of forms and documentation for youth enrollment and activity management.
	506A	Youth Individual Service Strategy	2 Hours- In-depth training on case note documentation of services provided.
	507A	Youth Exit Strategies	3 Hours- Covers how to develop/use various exit strategies for youth clients.
	508A	Youth Eligibility	3 Hours- Covers the eligibility documentation and enrollment process.
Older Youth	601A	Older Youth Credential	4 Hours- Provides an overview of LWDB's youth credential policy and procedures.
One-Stop System and Partner Training	701A	DOL Fiscal Requirements	6 Hours- Covers fiscal documentation required by the NMDOL. Covers documentation by cost categories and budget line items.
	702A	Job Posting Data Systems	6 Hours- Covers the various internet job posting systems and employer contact systems in the New Mexico Workforce Connection System
Certification Programs	801A	ERS Certificate Mod 1	8 Hours- Covers the Employment Readiness credentials, Client Comprehensive Assessment consisting of (assessment tools), and Client Readiness Report, and trains the Employment Readiness Specialist (ERS) in how to use these tools for informed client career guidance and successful employment.
	801B	BAS Certificate Mod 1	6 Hours- Covers the new Business Services Flow and trains the Business Account Specialist (BAS) on utilizing the Business Assessment and Business Rating Tools.
	801C	ERS Certificate Mod 2	8 Hours- Covers the automated job matching system and how to utilize this tool in conjunction with the BAS to make the best fit between job ready clients and employers.
	801D	BAS Certificate Mod 2	8 Hours- An in-depth training on managing the employer contact and service process

Appendix F

Summary of Public Input, and Legislature's and Governor's Guidance

(Note: Attachment F is a quick summary from various sources; it's for quick reference only; for an accurate reading, it's best is to go to the source document.)

Business, Industry, Worker, Job Seeker and Public Perceptions and Guidance Relevant to One-Stop Career Centers

Perceptions exist at all levels regarding the current Workforce Investment System and prescriptions exist at all levels regarding how a future Workforce Investment System can meet business, industry, worker, job seeker and public requirements. These perceptions and prescriptions are summarized below.

As noted in 2003 in the “Report of the Legislative Finance Committee on New Mexico’s Implementation of the Federal Workforce Investment Act of 1998” and repeated in 2004 in Public Works’ “New Mexico’s Workforce Development System – and How to Make It Work”:

New Mexico’s self-identified one-stop centers do not comprise a comprehensive one-stop system. The creation of truly comprehensive one-stop centers should be a state priority. In a comprehensive one-stop center, services from all 19 federally mandated partners.... No workforce development office or self-identified one-stop center in New Mexico has access to all federally mandated partners.

At the local level, where services are delivered, the current Workforce Investment System is frequently perceived to be fragmented, inefficient and customer “un-friendly” --- all of which confirms the perceptions of legislators and think tanks noted above.

Chambers of Commerce recommendations for improving the Workforce Investment System, include the following:

1. LWDBs must look at the labor needs, both current and future, of local businesses and industries,
2. Service attributes essential to businesses are “quality”, “relevance” and “responsiveness”,
3. Account Representatives should be used to serve key employers,
4. Dedicated phone lines should be set up to serve employers,
5. “Single Point of Contact” should be set up for key employer,
6. Industry-recognized standards and employer-based certifications should be the basis for training,
7. Business contacts and service delivery among economic development, human services, education and workforce should be integrated,
8. Improvement should be based on results and customer feedback.

The SWDBs Business Services Committee stated “delivery of service is key to meeting the needs of business (and job seeker) customers and to achieving New Mexico’s goals.” The State Business Services Committee has developed its strategy and goals to improve New Mexico’s Workforce Investment System. The Business Services Committee strategy reflects the problems and potential of the State’s Workforce System, and, by implication, defines the future success of its One-Stops.

New Mexico's Business Services Committee intends to engage business and industry at the State and local level to:

1. Identify the market challenges and opportunities faced by the State's businesses and industries,
2. Determine the workforce-related problems encountered by the State's businesses and industries,
3. Identify the types of workforce services relevant to the problems, challenges and opportunities.

The State's Business Services Committee intends to assess the types and scope of workforce services and determine how the services are being provided, how the services are marketed and delivered, and the extent to which the services are meeting business and industry needs.

1. Selection of business services to ensure services are available to meet business needs,
2. Packaging of services to meet the specific needs of local businesses,
3. Service that is "accessible", "flexibly delivered" and "customized to meet requirements",
4. Service that is "reliable", "valuable" and "meets expectations".

The State Business Services Committee plans to develop business groups to examine feedback, assess services and promote continuous improvement. Specific lines of inquiry will include:

1. How service delivery can be improved.
2. How services can be expanded.
3. How services can be more effectively packaged.
4. How services can be re-structured/revised to meet business needs.
5. How services are meeting the needs of business.

The State Business Services Committee envisions local Business Services Committees with a parallel mission demanding similar improvements. The State's Business Services Committee promotes a strong voice for local businesses (and Local Business Services Committees) in selection, design and delivery of business services, including:

1. Packaging of services to meet the specific needs of local businesses,
2. Service that is "accessible", "flexibly delivered" and "customized to meet requirements",
3. Service that is "reliable", "valuable" and "meets expectations".

The perceptions, goals and strategy of the State Business Services Committee and the involvement of local businesses and industries provide valuable guidance and direction for developing successful business services within One-Stop Service Centers and are incorporated into the One-Stop Career Center Certification criteria.

Administratively, the following elements were noted for developing and improving a network of comprehensive and responsive One-Stop Career Centers in New Mexico:

1. Required partnerships and co-location of all mandated partners, including WIA, Wagner-Peyser, Adult Education and Literacy and additional partners, such as TANF and Food Stamps employment and training services),
2. Common intake system to ensure single point of service for all customers,
3. Cross-trained personnel,
4. Customer satisfaction,
5. Performance measures and standards, such as number of businesses served and workers served, placement of workers in training and jobs, etc.
6. Goals, including placement of workers in “self-sufficiency” jobs,
7. Processes, procedures and staff up-grade training and education to assure all customers receive complete and appropriate services, and
8. Certification for One-Stop Career Centers.

As envisioned by the Legislature and Governor, New Mexico’s One-Stop Career Centers reflect the vision of a Workforce Investment System which is coordinated, integrated and accountable, delivering workforce services to New Mexico’s businesses, industries, workers and job seekers to meet the challenges, opportunities and problems of today’s economy. The One-Stop System Guide is intended to help LWDBs improve workforce services for their Region’s by creating coordinated, integrated and accountable One-Stop Systems in their Regions.