

**2018**  
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**CARF Standards Manual Supplement for  
One-Stop Career Centers**

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# Introduction

## Blueprint for Quality

CARF has a history of more than 50 years of developing standards for “hard to serve” individuals. The charge of the Workforce Innovation and Opportunity Act (WIOA) is employment for all Americans. In response to the WIOA, CARF has developed, tested, and implemented standards that are being used to establish and continuously improve the management and results of the partners of One-Stop Career Centers and their contracted affiliates for individual services.

These customer-focused standards were employment and community developed with input from operators, users, employers, job seekers, families, and payers of workforce development services and are the cornerstone for effective and efficient partnerships in One-Stop Career Centers. By examining the expectations of the customers, the required and affiliate partners of One-Stop Career Centers can use the CARF standards to create unique quality services and a shared mission under the direction of their local Workforce Board.

CARF can be of assistance in:

- International Accreditation of One-Stop Centers

CARF is an experienced accreditation body for individual One-Stop Career Centers and can offer a national alternative to state and local quality assurance systems through consultative reviews by peers working in workforce development projects, providing an unbiased, national perspective. This has been CARF’s primary business for more than 50 years—with an initial and continued focus on employment. Utilizing CARF One-Stop Career Center standards as a base (even when supplemented by local or state requirements) provides potential data comparisons to approximately 50,000 human services programs in the United States, Canada, and abroad.

- Training and Technical Assistance Available from CARF—A Partnership for the Future

Services to One-Stop Career Centers and their affiliates can be individualized. CARF has a cadre of close to 1,400 business professionals and more than 7,000 accredited providers. This reservoir of practical experience and resources can assist community service organizations in planning, delivering, and continuously improving its customer-driven quality services. This diverse cadre can provide a wide range of talents and technical assistance in developing, delivering, and continuously improving services in the following areas:

- Accessibility.
- Advocacy.
- Americans with Disability Act.
- Assistive technology.
- Case management and service coordination.
- Outcomes and databases.
- Establishing new business.
- Expansion of services to develop continuums.
- Family support services.

- Government monitoring/regulatory requirements/licensure.
- HIPAA (Health Insurance Portability and Accountability Act).
- Mergers/alliances/individualized funding.
- Employment services.
- Job development strategies.
- Leadership skills.
- Local system advocacy.
- Managing organizational change.
- Managing outcomes.
- Marketing/customer input/planning.
- Network development and use of networks/community collaboration.
- Older adult services.
- One-Stop Career Center standards.
- Public information demands.
- Self-advocacy.
- Self-employment designs.
- Self-determination.
- Services by voucher.
- Social Security/Ticket to Work.
- Social Security work incentives.
- Strategic and tactical planning.
- Transition/education issues.
- Use of in-home services.
- Workforce Development Services standards.
- Disability awareness.
- Medicaid waivers.
- Transition services.

## Description

The design of One-Stop Career Centers (OSCC) is results oriented and focused on the employment and career development goals of the job seeker. The services are provided in a businesslike environment, and the job seeker is treated with respect as a valued customer. To be successful these services must also consider the personnel needs of the employers in the local job market, the community resources available, and the trends and economic considerations in the labor market. The services will be designed to meet current and future labor market demands, to break the cycle of unemployment and public assistance, and to provide opportunities for skill, educational, and career development for individuals to become productive members of the workforce.

Partners in the One-Stop Career Center are brought together by congressional mandate. The workforce investment board is led by the business community and establishes the center's mission and priorities, reviews results, and establishes performance goals. The board selects a responsible operator for each center in its local workforce investment board's area. It is the designated operator of the center that applies for and maintains accreditation status.

The One-Stop Career Center ensures that comprehensive services are provided in a seamless manner, meaning that the center has a consolidated, coordinated, and cooperative system of service delivery by its participating partners. Partners are committed to delivering levels of service that strive to exceed customer expectations. One-Stops may be "virtual" as well as co-located in one location.

A system exists for accountability, reporting of outcomes, and continuous quality improvement, and information regarding outcomes is shared with all stakeholders. The goal is to deliver ever-improving value to persons served and other stakeholders. Services are revised based on input from job seekers, input from employers in the local job market, and the results of the center's outcomes management system. Information regarding outcomes is shared with all stakeholders for various reasons; e.g., improving services, marketing, and outreach efforts; informing the community of the value of the center to the community; and advocating with decision makers and the community for continued or increased funding.

The provision of quality One-Stop Career Center services requires an individualized, customer focus. It considers the individual needs of job seekers. It establishes its methods for providing Career and Training levels of services through its individualized planning process. The planning considers the level of services and supports needed for persons to achieve and maintain employment, achieve educational and career development objectives, and sustain each family's economic well-being.

Depending upon the level of individual services, the center obtains appropriate information from job seekers, including resources and services they want or require to meet their identified needs, and offers an array of services it provides or arranges for through partnering and affiliations. The center provides individuals with information they can use to make informed choices and career decisions.

Services often include outreach to potential customers in the community to inform them about available services.

Some examples of the quality results desired by the different stakeholders of these services include:

- Easy access to services for job seekers.
- Responsiveness to employers.

- Efficiency, effectiveness, and flexibility of service delivery.
- Employment in the local labor market with or without ongoing support.
- Employment that meets the individual's desires and goals.
- Wages, hours per week, and benefits at a level required to maintain the family.
- Employment services that result in job retention and advancement in position, earnings, and/or benefits.
- Career development, including education and training, as desired.

## A. The One-Stop Center’s Design for Persons Served

### Description

The One-Stop Career Center coordinates employment services for: youth, dislocated (out-of-work) workers, persons seeking job changes, individuals eligible for vocational rehabilitation, veterans, and older workers.

When a job seeker needs services, supports, or training not directly available through the center, mechanisms are established to make referrals to affiliate providers.

### Important Points and Questions

- The center designs services around the needs of persons seeking employment.
- Services are provided at the level needed based on the individual’s needs.
- There is a complete orientation program for job seekers.
  - They find out about services for which they may be eligible.
  - They find out about their rights and responsibilities in services.
  - They find out about what they can expect from services.
- All supports and services at the center are available to persons based on their needs.
- The persons accepted for services are given information about their responsibilities and about the individual planning process and their role.
- Persons’ plans are highly individualized and reflect the diversity of job seekers.
- Individual needs are considered in developing the service plan in order to maximize potential for goal achievement.
- Persons understand their plans.
- Services are provided in a coordinated manner by different partners in the center.
- Referrals to other providers are made when needed by the individual.

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OSSC.A.

- 1. The center’s service delivery is designed around the identified needs and desires of the person seeking employment.**

### Survey Preparation Questions

1. How do you ensure that your center’s service delivery is designed around the identified needs and desires of the person seeking employment?

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OSCC.A.

**2. The center provides an orientation program.****Examples**

The orientation program might include information about:

- The center and its services.
- The array of services provided.
- Eligibility requirements.
- Participant's rights regarding services.
- Participant's responsibilities regarding services.
- Criteria for order of acceptance of any person awaiting service.
- Intake and registration procedures.
- The position or entity responsible for making acceptance decisions.
- Referral processes for ineligible applicants.
- Service capacity.
- Performance outcomes of its services.
- The qualifications of staff members to provide services.
- Procedures for conflict resolution.
- Methods of determination of eligibility for other funded service programs.

Prior to the planning and delivery of services, the center may provide information to ensure that all involved persons are aware of:

- Setting individual service goals.
- Planning the services to be delivered.
- The person served participates in making decisions about services.
- Non-participation procedures.
- Grievance and appeal procedures.

The orientation program is directed by the center's Disability Program Navigator (DPN), whose duties and responsibilities include:

- Provision of information and training on the center's programs and services.
- Outreach to the disability community and disability advocacy organizations on resources available through the center and how to access those services.
- Provision of information and training to promote the hiring of people with disabilities.
- Coordination with local Centers for Independent Living and community service providers working with people with disabilities.



**Survey Preparation Questions**

2. Describe the orientation program you provide at your center.

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Does your orientation program include community outreach as well as orientation to your services for staff members and persons served?

- Yes                       No

What is the role of your DPN in developing and/or providing your orientation program?

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OSCC.A.

**3. The persons served receive education on and referral to the center’s resources, as needed.**

**Examples**

This might include resources for:

- Employment planning.
- Financial planning.
- Educational planning and supports.
- Employment positions.
- Child care assistance.
- Healthcare.
- Food stamps.
- Job access loans.
- Grants/funding opportunities available for skills development and career advancement.
- Transportation assistance.
- Unemployment insurance.
- Child support.
- Social Security benefits, Supplemental Security Income (SSI), and/or Social Security Disability Insurance (SSDI).

- Workers' compensation.
- Earned income credit.
- Veterans' benefits.
- Vocational rehabilitation.
- Providers of safety nets.
- Housing.

**Survey Preparation Questions**

3. How can you demonstrate to the survey team that persons served receive education on and referral to the center's resources, as needed?

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**Coordinating and Planning Intensive Services and Training Services for Individuals**

OSCC.A.

4. **Services are provided at the level needed to address an individual's barriers to goals.**

**Examples**

The center establishes procedures for planning and providing services to persons with disabilities that impair their job-seeking and job-retention success.

Services for persons who are participating in an approved vocational rehabilitation plan might include:

- Service provision based upon expectations and informed choices.
- Services provided based on their needs and abilities.
- Differential access and alternative mechanisms for assistance and support.
- Resources for creating individual supports.
- Opportunities for participation in programs and services in the community.

**Survey Preparation Questions**

4. How do you ensure that your services are provided at the level needed to address an individual's barriers to goals?

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OSCC.A.

**5. As required by funding sources and local legal requirements, signed informed consent for services is:**

- a. Obtained.**
- b. Retained.**

**Survey Preparation Questions**

5. How can you demonstrate or verify that you obtain and retain signed informed consent for services, as required by your funding sources and local legal requirements?

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OSCC.A.

**6. When a person is served by more than one partner in the center, a process for coordination of the services is followed.**

**Examples**

This process considers:

- Planning of individual services.
- Delivery of services.
- Planned outcomes.
- Formal evaluation of services by the individual persons served.
- Service review.
- Service revision, if appropriate.
- Procedures for sharing information about the person served among the partners serving him or her.
- Provisions for evaluating the effectiveness of the service team.

**Survey Preparation Questions**

6. What is your process for coordination of services when a person is served by more than one partner in your center?

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How do you ensure that this process is followed?

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OSCC.A.

**7. Vocationally relevant information is used in the development of the individual service plan.**

**Examples**

Information might include:

- Employment history.
- Volunteer experience.
- Education.
- Relevant medical history.
- Relevant psychological information.
- Relevant social information.
- Information on previous services and supports.
- Strengths.
- Abilities.
- Needs.
- Preferences.
- Relevant information on children and family.
- Cultural background.
- Desired outcomes.
- Labor market information.
- Outcomes data from service providers.

**Survey Preparation Questions**

7. What is your process for gathering vocationally relevant information about each person served and ensuring that this information is used in the development of the person’s individual service plan?

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OSCC.A.

**8. A coordinated individualized service plan:**  
**a. Is developed with the input of the person served.**  
**b. Identifies relevant employment objectives and goals.**

**Examples**

The service plan may:

- Identify techniques/methods to be used to achieve the objectives.
- Identify, as appropriate, community resources that may enable the person to achieve his or her employment objectives.
- Identify those persons responsible for implementation.

- Be reviewed on a regular basis with respect to expected outcomes.
- Be revised, as appropriate, based on the satisfaction of the person served.

As appropriate, the following needs are identified and addressed in the plans:

- Assistive technology.
- Reasonable accommodations.
- Health and safety risks.
- Transportation needs.

**Survey Preparation Questions**

8. How can you demonstrate or verify that a coordinated individualized service plan is developed with the input of each person served and identifies relevant employment objectives and goals?

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OSCC.A.

- 9. The individual service plan is communicated in a manner that is understandable:**
- a. To the person served.
  - b. To the persons responsible for implementing the plan.

**Survey Preparation Questions**

9. How do you ensure that the individual service plan is communicated in a manner that is understandable to the person served?

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How do you ensure that the individual service plan is communicated in a manner that is understandable to the persons responsible for implementing the plan?

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## B. The One-Stop Career Center’s Design for Serving Employers

### Description

These standards provide guidance to the partners of One-Stop Career Centers to consider the personnel needs of employers in the local job market, the community resources available, and considerations in the employment sector in bringing partners together by the rules and regulations of the Workforce Innovation and Opportunity Act and the local workforce investment board.

### Important Points and Questions

- Services are responsive to personnel needs in the local market.
- Services are provided in a businesslike manner.
- Services are improved based on input from business people.
- Current information on job opportunities is maintained.
- The center provides complete information regarding job opportunities.
- Employers are provided qualified job applicants.

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OSCC.B.

1. **The design of the center’s employment services considers:**
  - a. **Employment opportunities in the local job market.**
  - b. **Strategies for delivering services in a business model.**

### Examples

Considerations might include:

- Training opportunities linked to community job openings.
- The personnel needs of the local employers.
- The trends and economic considerations in the local employment sector.
- Wages in different employment sectors.
- Potential for career advancement.
- Labor availability.
- Local economic growth patterns.
- Skill shortages in the local labor market.

### Survey Preparation Questions

1. Describe how the design of your center’s employment services considers employment opportunities in the local job market.

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Describe how the design of your center's employment services considers strategies for delivering services in a business model.

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OSCC.B.

**2. The center plans and implements strategies for marketing to employers.**

**Examples**

Strategies might include education for employers on methods to access the employer data bank.

**Survey Preparation Questions**

2. Describe how your center plans and implements strategies for marketing to employers.

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OSCC.B.

**3. The employment services are continually improved based on stakeholder input.**

**Examples**

Stakeholders might include:

- Business advisory councils or business/trade associations.
- Business forums.
- Public and private schools.
- Employers in the local job market.
- Economic development trends in the community.
- Local government.
- The local workforce investment board.

**Survey Preparation Questions**

3. Describe your process for continually improving your employment services based on stakeholder input.

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OSCC.B.

**4. The center has available current information on local job opportunities.**

**Examples**

Information might include:

- Labor trends.
- Employment needs.
- Job requirements.
- Specific vocational training requirements.
- General education requirements.
- Wages and benefits.
- Employment environments.

**Survey Preparation Questions**

4. How do you ensure that your center maintains current information on local job opportunities?

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OSCC.B.

**5. The center establishes procedures for posting job availability from employers.**

**Examples**

Procedures might include:

- Reviewing job orders for accuracy of job opportunities.
- Verifying employer information prior to input of information into data banks.

**Survey Preparation Questions**

5. Describe your procedures for posting job availability from employers.

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OSCC.B.

**6. The center provides employers with appropriate information regarding any placements.**

**Examples**

Information might include:

- Employment-related laws and regulations pertaining to any placements.
- Income tax credits or benefits available to the employer.

**Survey Preparation Questions**

- 6. Describe your process for providing employers with appropriate information regarding any placements.

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OSCC.B.

- 7. The center communicates relevant information to persons seeking employment regarding specific job opportunities.**

**Examples**

Information might include:

- The conditions for maintaining employment.
- Skills required.
- Promotion opportunities.
- Training opportunities.
- Benefits provided.
- Wage payment practices.
- Work rules and customs.
- Nondiscrimination practices.
- Policies for transfer and re-entry.
- Health and safety requirements.
- Union membership policies, if applicable.

**Survey Preparation Questions**

- 7. List some examples of how your center communicates relevant information to persons seeking employment regarding specific job opportunities.

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OSCC.B.

- 8. Employers are provided with supports and referrals of qualified job applicants.**

**Examples**

Supports might include:

- Support in the development of employment opportunities.
- Information on available training resources.

- Screening and hiring services.
- Recruitment.
- Testing and assessment of potential employees.
- Ongoing technical assistance, as needed, to train and support employees to maximize retention.

**Survey Preparation Questions**

8. How do you ensure that employers are provided with supports and referrals of qualified job applicants?

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**Documentation Examples**

The following are examples of the types of information you should have available to demonstrate your conformance to the standards in this subsection. See Appendix A for more information on required documentation.

- MOUs with governmental and other partners
- Release of information form
- Policies and procedures manual
- Policies documenting the relationship between the local workforce investment board and the center
- Verification process used for determining qualifications of non-mandated partners
- Strategic plan

**Additional Notes and Comments**

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## C. Governance and Strategy

These guidelines establish effective and efficient governance in relation to the local workforce investment board and strategic planning practices.

### Important Points and Questions

- Memorandum of understanding (MOU) are in place between the center and its partners.
- The center governance establishes policies and procedures for active participation of employers.
- Youth councils demonstrate coordination among youth programs.
- The One-Stop operator verifies qualifications of non-mandated partners.
- A strategic plan is developed and used.

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OSCC.C.

- 1. The development of the center is guided by:**
  - a. Legislative and regulatory requirements.**
  - b. The mission and goals of the local and state workforce investment board.**
  - c. Private sector input from the local community.**

### Survey Preparation Questions

1. How can the survey team verify that your center's design is guided by the applicable legislative and regulatory requirements?

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How can the survey team verify that your center's design is guided by the mission and goals of your local and state workforce investment board?

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How can the survey team verify that your center's design is guided by input from the private sector in your local community?

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OSCC.C.

**2. Formal agreements (memorandum of understanding–MOU) are in place with governmental and other partners to clarify common issues.**

**Examples**

Examples might include:

- Common vision.
- Customer flow.
- The process for communication of the center’s services to potential customers (persons eligible for services, families, and employers).
- Levels of services, i.e. Core, Intensive, and Training.
- Referral mechanisms that enable service providers to efficiently make referrals to services for customers.
- Joint accountability for outcomes.
- Rights of the center’s partners.
- Responsibilities of the center’s partners.
- Rights of the center’s administration and executive leadership.
- Responsibilities of the center’s administration and executive leadership.
- Dependability and respect for each other’s roles.
- Commitment of all partners to continuous quality improvement.
- Facility management (leases, ownership, insurance, and operations).
- Equipment use and costs.
- Supplies.
- Data sharing agreements.
- A conflict resolution process.
- Electronic networking (internal and external).
- Cross training of staff.
- The use of a universal release-of-information form.
- Marketing and promotion of the center’s services.
- An annual budget.
- Allocation of shared expenses.
- Contingent financial planning for responding to changes, opportunities, or risks.
- The length of time the MOU is effective and a termination clause.
- Access to services for persons with disabilities.
- How agreements are operationalized.

**Survey Preparation Questions**

2. Do you have formal agreements in place with governmental and other partners to clarify common issues?

Yes

No

How can the survey team verify that these agreements are in place?

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OSCC.C.

**3. The local center’s governance authority reflects the composition of the partnering agencies.**

**Survey Preparation Questions**

3. Describe how your local center’s governance authority reflects the composition of the partnering agencies.

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OSCC.C.

**4. The governance authority establishes operating procedures.**

**Examples**

Established procedures might include:

- The involvement and active participation of employers in planning.
- Creating a partnership with employers that is focused on continuous quality improvement.
- Establishing guidelines for local decision making by its partners.
- Dealing with non-participatory mandated partners.

**Survey Preparation Questions**

4. How can the survey team verify that your center has in place operating procedures that have been established by the governance authority?

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OSCC.C.

**5. Youth councils establish and practice methods for coordination among youth programs.**

**Examples**

Methods might include:

- Establishing partnerships between schools and youth programs.
- Development of curriculums relevant to employer needs.
- Tracking the outcomes of youth services.
- Sharing performance information to change youth programs in concert with school systems.

**Survey Preparation Questions**

5. Do you have youth councils that establish and practice methods for coordination among youth programs?

Yes  No

How can the survey team verify this?

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OSCC.C.

**6. Policies document the relationship between the local workforce investment board and the center’s administration.**

**Survey Preparation Questions**

6. Do you have policies in place that document the relationship between the local workforce investment board and the center’s administration?

Yes  No

How can the survey team verify this?

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OSCC.C.

**7. The one-stop operator has a process for verifying the qualifications of each nonmandated partner in the center.**

**Examples**

The one-stop operator applies a process for verifying that potential non-mandated partners:

- Meet the criteria listed for partners.
- Have demonstrated a history of positive outcomes in their services.
- Will bring services to add value to the center’s unmet needs.

**Survey Preparation Questions**

7. What is your process for verifying the qualifications of each nonmandated partner in the center?

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OSCC.C.

- 8. A written strategic plan is:**
  - a. Developed based on:**
    - (1) Input from recipients of services.
    - (2) Analysis and implications of outcomes, trends, and developments.
  - b. Used to drive outcomes of the center.**

**Survey Preparation Questions**

8. Does your center have a written strategic plan?

- Yes  No

Does the process for developing your strategic plan include:

- Input from recipients of services?  Yes  No

Describe how you obtain and use this input in developing your strategic plan.

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- Analysis and implications of outcomes, trends, and developments?  Yes  No

Describe how you obtain and use this information in developing your strategic plan.

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Explain how your strategic plan is used to drive outcomes of the center.

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## D. Design and Management of One-Stop Career Centers

### Description

These standards provide guidelines for the quality design and management of a successful One-Stop Career Center.

### Important Points and Questions

- The center assists employers to find qualified employees.
- The center assists employees to find better jobs faster.
- The center’s structure is documented.
- Insurance is adequate to protect all assets and risks.
- The center promotes the value of accreditation and certification in assuring quality services.
- Indicators of partner performance are used to continuously improve services.
- A planned program of public information shares information with stakeholders.
- Ethics in services are supported by policies and procedures.

OSCC.D.

- 1. The management designs and manages its one-stop career center to assist:**
  - a. Employers to find qualified employees.**
  - b. Employees to find jobs and potential career growth.**

### Survey Preparation Questions

1. How can you demonstrate or verify to the survey team that management designs and manages your one-stop career center to assist employers to find qualified employees?

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How can you demonstrate or verify to the survey team that management designs and manages your one-stop career center to assist employees to find jobs and potential career growth?

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OSCC.D.

- 2. The organizational structure of the center is documented.**

### Survey Preparation Questions

2. Where is the organizational structure of your center documented?

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OSCC.D.

**3. Each partner has an adequate insurance program in place.**

**Examples**

Insurance coverage should include:

- Adequate protection of all assets.
- Delineation of the risk responsibility and acceptance of liability at the center level and at the partner level.
- Coverage for bonding personnel, as appropriate.
- Appropriate malpractice liability insurance.
- Coverage for directors’ and officers’ errors and omissions, as appropriate, at the center level.

**Survey Preparation Questions**

3. How do you ensure that each partner has an adequate insurance program in place?

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OSCC.D.

**4. The center establishes partner criteria.**

**Examples**

Partner criteria might include:

- Adherence to legal requirements, as applicable.
- Adherence to applicable health and safety requirements.
- Commitment to accessibility of facility and services.
- Ethical practices.
- Fiscal stability.
- Fiscal responsibility.
- The commitment to the opportunity for choice by the persons served.
- The capacity to provide access to services within defined geographic boundaries.
- The ability to deliver services to the diverse populations eligible for services.
- The ability and willingness to design services based on its customers and other stakeholders.

**Survey Preparation Questions**

4. What are your center’s established partner criteria?

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OSCC.D.

**5. The center’s administration uses indicators of partner performance to determine compliance with the agreement between the partner and the center administration.**

**Survey Preparation Questions**

5. How can the survey team verify that your center’s administration uses indicators of partner performance to determine compliance with the agreement between the partner and the center administration?

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OSCC.D.

**6. The center establishes and follows planning and monitoring processes.**

**Examples**

Processes are developed based on relevant information that might include:

- Information gathered at the partner level.
- Information gathered at the center level.
- Input from the business community.
- Input from the business board representatives.
- Input from the persons served.
- Input from other local, state, and federal stakeholders.
- Labor market data/trends.
- Outcomes measurement data.

**Survey Preparation Questions**

6. Describe your processes for planning and monitoring of partners.

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OSCC.D.

**7. Center-based services provide a service-oriented atmosphere.**

**Examples**

A service-oriented atmosphere might be demonstrated by:

- User-friendly equipment, including computers, telephones, faxes, and video equipment.
- Supportive staff to provide instruction and guidance to accessing the services provided by the center.
- Information on access to child care services, as needed.

- Functional classrooms.
- An accessible environment and reasonable accommodations for persons with disabilities.
- Access to information either from online sources or in person.
- A location easily accessed, near public transportation.
- A professional/businesslike atmosphere.

**Survey Preparation Questions**

7. How do you ensure that your center-based services provide a service-oriented atmosphere?

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OSCC.D.

**8. The center implements a planned program of public information and outreach.**

**Examples**

Information and outreach might include:

- The goals and objectives to be accomplished by the public information program.
- Identification of the targeted audiences for the center.
- Identification of special communication needs of targeted audiences.
- Disclosure of information relevant to various stakeholders.
- Dissemination of information to the media.
- The array of services provided.
- How services may be accessed.
- The qualifications of staff members to provide these services.
- Service capacity.

**Survey Preparation Questions**

8. Describe your public information and outreach program.

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OSCC.D.

**9. Policies and procedures are in place to support ethics in service delivery.**

**Examples**

Policies and procedures might include:

- Self-determination of the person served versus performance objectives of the providers.
- The extent to which the records of those served may be accessed by staff from partnering agencies.
- Services for populations with added needs, such as persons who are HIV positive, immigrants, minorities, persons with disabilities, and the elderly.
- Resolution of the “one size fits all” approach to service delivery.
- Staff knowledge of and adherence to the limitations of their training.

**Survey Preparation Questions**

9. What policies and procedures do you have in place to support ethics in service delivery?

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OSCC.D.

**10. The center has an organized system to build staff competencies.**

**Examples**

Staff competencies might include:

- Self-determination of the person served versus performance objectives of the provider.
- The extent to which the records of those served may be accessed by staff from partnering agencies.
- Services for populations with added needs, such as persons who are HIV positive, immigrants, minorities, persons with disabilities, and the elderly.
- Resolution of the “one size fits all” approach to service delivery.
- Staff knowledge of and adherence to the limitations of their training.

Cross-training may be provided on services and related topics, including:

- Specific regulations associated with each partner.
- Assessment.
- Eligibility determination.
- Case services coordination.
- Referral procedures for services between partners.
- Orientation.

**Survey Preparation Questions**

**10.** Describe your center’s system for building staff competencies.

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OSCC.D.

**11. A system is established for sharing training resources among partners, affiliates, and other centers.**

**Survey Preparation Questions**

**11.** Describe your center’s system for sharing training resources among partners, affiliates, and other centers.

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OSCC.D.

**12. Procedures are in place for a unified budget and cost allocation system.**

**Examples**

Procedures might include:

- Exchange and sharing of resources.
- Administrative cost-effectiveness.
- The redirection of funds.
- The identification of duplicated services.
- The identification of activities and services to be delivered jointly.
- The basis for cost distribution among partners.

**Survey Preparation Questions**

**12.** Do you have procedures in place for a unified budget and cost allocation system?

- Yes                       No

How can the survey team verify this?

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**Documentation Examples**

The following are examples of the types of information you should have available to demonstrate your conformance to the standards in this subsection. See Appendix A for more information on required documentation.

- Application
- Intake process
- Policy of service coordination
- Release-of-information form
- Referral mechanism used between partners
- MOU
- Documentation of organizational structure of center
- Documentation of each partner’s insurance
- Accreditation, licensing, and certification status of all partners
- Center’s plan for obtaining input from job seekers
- Center’s plan for obtaining input from employers
- Planning and monitoring processes
- Program of public information
- Sample information gathered from partners (outcomes, financial, service utilization, customer satisfaction, demographics) and demonstration of how gathered information has been used to improve services
- Samples of materials used to share performance information with all stakeholder groups
- Materials used for outreach
- Policies and procedures supporting ethics in services
- Documentation of staff training
- Documentation of cross training of staff
- Documentation of system used for sharing training resources
- Policies and procedures regarding budget and cost allocation system
- Strategies for a unified automation system
- Case management tracking system
- Data sharing agreements
- Outcomes management system

**Additional Notes and Comments**

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## E. Managing the Quality of Affiliate Service Providers

### Description

Affiliates are service providers with which the One-Stop Career Center contracts and to which it refers persons seeking employment. These organizations may provide a wide range of services to individuals who have met the criteria established for receiving intensive and training services. Affiliates are eligible Training/Service Providers with whom the persons seeking employment can choose to use their Individual Training Vouchers.

Depending on contracted arrangements, One-Stop operators may or may not have responsibility/authority to refer to affiliates. In some cases, as an example, the local city, county, or state funding authority may be responsible.

### Important Points and Questions

- A center creates a system of affiliates to meet needs identified in individual plans.
- A formal affiliate agreement clarifies issues likely to arise and helps to ensure a coordinated effort of services.
- Policies are documented and shared with those who need to know.
- Performance indicators are used to monitor and improve services.
- Affiliates provide information regarding outcomes, customer satisfaction, and other reports as requested to the center.
- Affiliates have outreach efforts.
- Affiliates share public information.
- Affiliates provide a comprehensive orientation to services for participants.
- Affiliates have an organized system to build competency.

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OSCC.E.

- 1. When training, educational opportunities, or needed support services are not available at the center or through its partners, referrals are made to certified affiliates.**

### Survey Preparation Questions

1. What is your process for making referrals to certified affiliates when training, educational opportunities, or needed support services are not available at the center or through its partners?

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OSCC.E.

- 2. A formal agreement is implemented with the affiliate that clarifies the relationship.**

**Examples**

Areas addressed might include:

- The fee or rate to be charged for services.
- Data sharing agreements.
- A conflict resolution process.
- The use of a universal release of information form.
- Electronic networking (internal and external).
- Marketing and promotion of the affiliates' services.
- Confidentiality.
- Methods for obtaining and using input from the persons served and other stakeholders.
- Advocating for accessibility for the persons served within the affiliate and in the community.
- Maintenance of a healthy and safe environment for the persons served, personnel, and visitors.
- Recruitment, development, and retention of personnel who meet the needs of the persons served and accomplish the affiliate's mission.
- Criteria for acceptance.
- The position or entity responsible for making acceptance decisions.
- Opportunities for people to learn about the affiliate and its services.

**Survey Preparation Questions**

2. Is there a formal agreement with the affiliate that clarifies the relationship?

Yes                       No

Where is this documented?

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OSCC.E.

- 3. Policies documenting the relationship between the affiliate and the local One-Stop Career Center are:**
- a. Communicated.**
  - b. Followed.**

**Survey Preparation Questions**

3. How are your policies documenting the relationship between the affiliate and your center communicated?

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How do you ensure that these policies are followed?

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OSCC.E.

- 4. The affiliate's administration uses indicators of performance to:**
  - a. Maintain compliance with the agreement between the center and itself.**
  - b. Implement identified methods to improve services, as appropriate.**

**Survey Preparation Questions**

- 4. How do you ensure that the affiliate's administration uses indicators of performance to maintain compliance with the agreement between the center and itself?

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How do you ensure that the affiliate's administration uses indicators of performance to implement identified methods to improve services, as appropriate?

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OSCC.E.

- 5. As requested, the affiliate provides the following to the center:**
  - a. Outcomes performance information.**
  - b. Service utilization information.**
  - c. Customer satisfaction data.**
  - d. Reports to the center concerning the participant.**

**Survey Preparation Questions**

- 5. Explain how the survey team can verify that the affiliate provides the following to the center, as requested:
  - Outcomes performance information.

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- Service utilization information.

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- Customer satisfaction data.

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- Reports to the center concerning the participant.

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OSCC.E.

**6. The affiliate provides an orientation to the services for the participant.**

**Survey Preparation Questions**

6. How do you ensure that the affiliate provides an orientation to the services for the participant?

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OSCC.E.

**7. The affiliate has demonstrated competencies that address the needs of the persons served.**

**Survey Preparation Questions**

7. What is your process for ensuring that the affiliate demonstrates competencies that address the needs of the persons served?

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OSCC.E.

**8. Policies and procedures are in place to support ethics in services.**

**Survey Preparation Questions**

8. How can you demonstrate or verify that policies and procedures are in place to support ethics in services?

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OSCC.E.

**9. Affiliate services are coordinated with other services provided by the center.**

**Survey Preparation Questions**

9. Describe how affiliate services are coordinated with other services provided by the center.

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OSCC.E.

**10. The services provided by each affiliate are reviewed at least annually by the center.**

**Survey Preparation Questions**

10. How can the survey team verify that the services provided by each affiliate are reviewed at least annually by the center?

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**Documentation Examples**

The following are examples of the types of information you should have available to demonstrate your conformance to the standards in this subsection. See Appendix A for more information on required documentation.

- Reports from affiliates of outcomes performance, service utilization, and customer satisfaction
- Documentation of affiliates' outreach
- Demonstration of affiliates' public information process
- Reports from affiliates concerning job seekers
- Evaluations by the center of each affiliate

**Additional Notes and Comments**

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## Appendix A

### Required Written Documentation

The following tables list standards in this document that explicitly require some form of written evidence in order to achieve full conformance.

When interpreting CARF standards, the following terms *always* indicate the need for written evidence: *policy, plan, documented, documentation, and written*. Other terms may also indicate the need for specific written information.

This list is not inclusive of all the documentation that will be reviewed during the survey of your organization.

Standard	Requirements	Location of Documents
<b>OSCC.A. The One-Stop Center's Design for Persons Served</b>		
OSCC.A.5.	Signed informed consent for services, as required	
OSCC.A.8.	Coordinated individualized service plan	
<b>OSCC.C. Governance and Strategy</b>		
OSCC.C.2.	Formal agreements with governmental and other partners	
OSCC.C.6.	Policies that document the relationship between the local workforce investment board and the center's administration	
OSCC.C.8.a.	Written strategic plan	
<b>OSCC.D. Design and Management of One-Stop Career Centers</b>		
OSCC.D.2.	Documentation of the organizational structure of the center	
OSCC.D.9.	Policies that support ethics in service delivery	
<b>OSCC.E. Managing the Quality of Affiliate Service Providers</b>		
OSCC.E.2.	Formal agreement with affiliates	
OSCC.E.3.	Policies documenting the relationship between the affiliate and the local center	
OSCC.E.8.	Policies that support ethics in service delivery	