

<b>West Virginia State Workforce Development Board</b>	
<b>Policy Area:</b> One-Stop Service Delivery	
<b>Title of Policy:</b> West Virginia One-Stop System Vision	<b>Number:</b> 300-01 (2024)
<b>Effective Date:</b> April 1, 2024	<b>Review by Date:</b> April 1, 2028
<b>Approved Date:</b> March 20, 2024	<b>Approved by:</b> WV Workforce Development Board
<b>Revision Date:</b>	

**I. Purpose**

This issuance describes the vision for West Virginia’s one-stop workforce services delivery system. The core tenet of West Virginia’s approach is “No Wrong Door”—a vision for workforce services delivery espoused by the Governor’s Blue Ribbon Taskforce. In operationalizing West Virginia’s No Wrong Door approach, this policy outlines the principles, expectations, and quality standards for West Virginia’s one-stop system partners under the Workforce Innovation and Opportunity Act (WIOA).

**II. Summary**

West Virginia’s No Wrong Door approach utilizes a “franchise model” design to deploy services to employers, workers, and job seekers. No Wrong Door asserts a vision that people in need of workforce development services are able to seamlessly obtain the services regardless of the program or organization providing those services. In doing so, state and local workforce, education, social services, and economic development partners come together to fashion a unified program delivery and referral structure that ensures statewide consistency and regional flexibility in the workforce services provided.

Under the No Wrong Door model, the Governor and State Workforce Development Board set standards and expectations for West Virginia’s No Wrong Door approach and the delivery of services through the one-stop delivery system. Local Workforce Development Boards (LWDs) and Chief Local Elected Officials have responsibility for adopting and applying standards to deliver services in a way that is accountable, transparent, and high quality.

**III. References**

- Workforce Innovation and Opportunity Act (Pub. L. 113-128)
- United States Department of Labor, Workforce Innovation and Opportunity Act; Joint Rule for Unified and Combined State Plans, Performance Accountability, and the One-Stop System Joint Provisions; Final Rule, 20 CFR, Part 678, Subpart F
- Training and Employment Notice No. 05-14, *Workforce Innovation and Opportunity Act Announcement and Initial Informational Resources*
- Training and Guidance Letter No. 19-14, *Vision for the Workforce System and Initial Implementation of the Workforce Innovation and Opportunity Act of 2014*

#### **IV. Policy**

West Virginia’s No Wrong Door one-stop system is the state’s mechanism for delivery of a wide array of workforce development services, including business services, career services, and education and training services. One-stop centers, as part of the American Job Center network, are the primary physical service delivery points in economic regions. The core foundational principle guiding West Virginia’s No Wrong Door effort is operationalizing consistent and expectations-guided services across the entire state among the full array of federally- and state-funded workforce services, while ensuring flexibility among program partners in the delivery of such services.

This approach builds upon the concept of a “franchise model” where a customer-centric, comprehensive brand is maintained among customers of the system, and local franchisees operationalize the brand ensuring that high-level outcomes are achieved and customer expectations are met.

Under West Virginia’s No Wrong Door franchise model, the one-stop system utilizes four critical factors:

1. **Customer Service** ensures that employers, workers, and job seekers—the customers of the one-stop system—are at the forefront of processes and workflows and that the system provides positive impact and value to customers.
2. **Operational Relationships** defines the ways and means by which program partners collectively contribute to the provision of services to customers and actively seek to build and improve organizational relationships and sustain best practices.
3. **Resource Management** focuses on the ways in which financial and material resources are deployed under the one-stop system framework, including the accountability for such resources to customers and the public.
4. **Professional Development** seeks to collectively build staff knowledge and skills through appropriate training and technical assistance to ensure consistency in service delivery throughout the entire one-stop system.

West Virginia’s No Wrong Door model is led by the governor and the State Workforce Development Board (State Board). The State Board is charged with developing, implementing, and maintaining quality standards, expectations, and policies that optimize the four critical factors. This includes building and monitoring an inclusive framework among partners where accountability and continuous improvement is shared; thus, partners also feel a sense of ownership of the one-stop system and its positive impacts on customers.

LWDBs are the regional franchisees of the No Wrong Door model. LWDBs are expected to leverage regional planning and policies to implement strategies that maximize positive impact of services for customers while meeting regional economic development priorities. LWDBs establish policy for their respective local workforce development areas within the

state policy framework, and they are expected to serve as regional strategic conveners in partnership with state and other local partners in providing workforce solutions for their customers. LWDBs provide administrative oversight over one-stop centers and must ensure that centers provide value-added and cost-effective services, using a braided funding approach that does not overly rely on WIOA title I programs for service provision.

## **V. Procedures**

### **1. Customer Service**

West Virginia's No Wrong Door one-stop system is successful when employers, workers, and job seekers can obtain the services and assistance they need regardless of the venue or way (i.e., physical or virtual) they enter the system. This includes entry points such as vocational rehabilitation offices, social services offices, and community and technical colleges. No matter which of these doors customers enter, they should be exposed to the full menu of opportunities and approaches to meeting their service needs.

Customer service is characterized by the following:

***Service Integration.*** Workforce services are not a menu of separate offerings among multiple agencies. Customers of the No Wrong Door system may gain exposure to one agency and certain services upon initial entry but are then offered and provided options for receipt of other services through direct referrals within a one-stop center or "warm" referrals from program staff to program staff.

Business services for employers are also not a disjointed menu of programs and resources. Building and maintaining relationships with business customers requires an integrated service approach that acknowledges the dynamic and changing nature of employers' needs, requires an understanding of technological changes affecting specific industries, and an understanding of global, national, and regional market conditions that affect employer demand for workers and skills development. Business services require a team-based approach to deliver services that an employer or industry needs to maximize competitiveness.

***Referrals.*** Customers must be provided with the services needed in a courteous, efficient and timely fashion. To improve the customer experience, one-stop partners must engage in state-developed referral systems and maintain referral practices that are transparent and inclusive of various programs and services. Program staff should feel a sense of responsibility in assuring that referrals occur and working with partners.

***Customer Satisfaction.*** As part of continuous improvement practices, one-stop partners must actively solicit and respond to feedback from their customers. Customer feedback practices that may be used include surveys, feedback cards, or interviews. Technical assistance on consistent and sustainable customer satisfaction processes will be provided by WorkForce West Virginia (WFWV).

## **2. Operational Relationships**

Optimizing consistent and high-quality business processes shall occur throughout the No Wrong Door system, encouraging innovation and through collaborative work among program partners and community members. Among the consistent practices and approaches that shall be a priority of the one-stop system include:

***Client Intake, Assessment, and Screening.*** Utilizing established and consistent business practices established by WFWV, one-stop centers shall maintain a common intake and customer flow process. Integrating a consistent process is important for developing a positive customer experience while simultaneously reducing redundancies and cost burdens for partners.

***Job Placement.*** Program partners should utilize their collective strengths to engage employers in placing job seekers into living wage employment, promoting labor force attachment and upward mobility.

***Training and Skills Development.*** Many West Virginians need assistance with reskilling or upskilling for living wage employment. Access to training and skills development is a high priority for the No Wrong Door system, and resources must be deployed efficiently to use as much of the WIOA title I and other programs' resources on education and training. The West Virginia Invests and HEAPS programs offer a state resource base for leveraging federal funds in accessing training services. Customers of the one-stop system should not face waitlists or burdens in entering training aligned to growth occupations and career pathways.

One-stop system partners should actively promote and develop work-based learning opportunities, including paid internships, on-the-job training, and unregistered and registered apprenticeship opportunities. Program partners shall innovate and collaborate in providing training services while maintaining a framework of accountability for service providers and training participants alike for outcomes that develop marketable job skills and attainment of credentials leading to employment.

## **3. Resource Management**

A key priority for resource management is to maintain the collective trust and capacity to braid funds to provide services to shared customers among multiple workforce, education, and social services programs. State and local partners alike have to demonstrate value and a shared responsibility for resource integration. An over reliance on mandates and a "law requires" approach to resource allocation and sharing will not work. While WIOA envisions the LWDBs as the local conveners of resource management conversations, because LWDBs do not have control over decisions on other programs' resource allocations, a spirit of cooperation and a desire to optimize funds on behalf of customers must be present among all program staff.

The State Board will continually monitor progress toward improved resource management and will work with WFWV and other state agency partners to coalesce around processes and

procedures that appropriately share costs and continually seek efficiencies leading to enhanced services for all one-stop system customers.

As part of resource management, the State Board will oversee the performance and outcomes of the one-stop system. As part of this responsibility, the State Board will engage partners in providing periodic reviews or updates concerning resource management and one-stop system impact on labor market outcomes.

#### **4. Professional Development**

Staff at all levels must be supported in providing customer-focused services, gaining knowledge and understanding of program partner services and resources, and utilizing technology to effectively serve customers and track system performance. Professional development objectives will be achieved by executing a strategy that engages program partner staff, gathers input on professional development needs, and measures professional development effectiveness through improvements in customer services and outcomes.

#### **Conclusion**

Taken together the elements discussed in this policy provide a framework for operationalizing West Virginia's No Wrong Door approach. This, in turn, assures that customers of West Virginia's one-stop system receive all of the services needed to achieve economic success through employment and more effective labor market connections.