



**Amina Bey**  
Executive Director

August 9, 2019

Gary Altman, Acting Executive Director  
New Jersey State Employment and Training Commission  
New Jersey Department of Labor and Workforce Development  
P.O. Box 940  
Trenton, NJ 08625

RE: Request for State of New Jersey One-Stop Certification

Dear Mr. Altman:

The Newark Workforce Development Board (NWDB) submits this One-Stop Certification package to the New Jersey State Employment and Training Commission for consideration and certification of the American Job Center (One Stop Center) located in Newark, NJ. The Newark Workforce Development Board provides strategic direction and oversight of the Newark American Job Center to ensure the integrity of the workforce system and funds, to review performance, assess compliance with applicable laws and regulations, and identify successful methods and practices that serve to enhance the system as a whole through continuous improvement. Utilizing the Malcolm Baldrige National Quality Award principles as well as compliance standards set forth in the WIOA – One Stop System Joint Provision, Department of Labor - Uniform Guidance - 2 CFR Part 200 and 2900, Equal Opportunity, Training And Employment Guidance Letter No. 21-16, and the Newark Workforce Development Board Local Workforce Plan; the NWDB has established an approach for assessment and performance review conducted by third-party consultant – Level Fields Consulting - in consultation with the Board.

## **BACKGROUND**

The mission of the NWDB is to lead and empower the City of Newark's workforce system by leveraging assets and resources to ensure the educational, professional and economic success of Newark residents, and the prosperity of businesses in our community. The public workforce system envisioned by the *Newark Workforce Development Board* is quality-focused, employer-driven, client-centered, and tailored to meet the needs of the local economy. It is designed to increase access to, and opportunities for, the employment, education, training, and support services that individuals need to succeed in the labor market, particularly those with barriers to employment. This is accomplished by providing all clients access to our high-quality one-stop center that connects them with the full range of services available in their communities, whether they are



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looking to find jobs, build basic educational or occupational skills, earn a postsecondary certificate or degree, or obtain guidance on how to make career choices, or are businesses and employers seeking skilled workers.

Housing six different agencies, the **Newark One-Stop Career Center** (NOSCC) located at 990 Broad St Newark, NJ is composed of the following partners from the New Jersey Department of Labor and Workforce Development (NJ LWD) and the City of Newark: the Division of Vocational Rehabilitation Services (NJ LWD), the Division of Employment Services (NJ LWD), and the Division of Unemployment Insurance (NJ LWD), NewarkWORKS (City of Newark) and Newark Workforce Development Board (City of Newark) and Aleut-Odle Training and Development NJ Job Corps.

The oversight and certification process of the American Job Center conducted by the Newark Workforce Development Board reviewed 6 core programs located in the Newark One Stop Center and their leadership practices, including:

- WIOA Title I Adult Program
- WIOA Title I Dislocated Worker Program
- WIOA Title I Youth Program
- Adult Education and Family Literacy
- Wagner-Peyser Employment Service (ES)
- Vocational Rehabilitation Services

## **CERTIFICATION PROCESS**

As a One Stop Center, a proud partner of the American Job Center, all program partners provide excellent customer service to jobseekers and employers, and are focused on continuous improvement. To ensure compliance and high quality services, the Newark Workforce Development Board has established a certification process that is closely aligned to its monitoring and oversight process. The monitoring process reviews minimum standards and provides technical assistance to each partner aligned to the standards set by New Jersey Department of Workforce Development, Federal Regulations and State of New Jersey Employment and Training Commission.

The certification criteria sets standard expectations for customer-focused seamless services from a network of employment, training, and related services that help individuals overcome barriers to obtaining and maintaining employment. This oversight and certification is guided by the following services standards and principles:



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- **Universal Access:** Full range of One Stop services available to all customers, physical and programmatic accessibly to all customers
- **Customer Satisfaction:** Strengths-based customer service and individualized planning, as well as opportunities for customers to provide feedback on services,
- **Continuous Improvement:** Monthly and annual one stop oversight and policy recommendations informed by data and client feedback
- **Service Integration:** Partners jointly and mutually implement processes for referral of customers to the NOSCC. Partners utilize a “triage model” which emphasizes identification of customer characteristics that result in referrals to appropriate state and local staff and services

The attached mentoring and oversight memo outlines the programmatic elements that were reviewed and the timeline of review at the Newark American Job Centers/One Stop Centers to ensure all partners meet the minimum standard of service delivery. At a minimum, all partners are required to provide the following services, (as outlined in US DOL TEGL 16-16):

- Provide job seekers with the skills and credentials necessary to secure and advance in employment with wages that sustain themselves and their families
- Provide access and opportunities to job seekers, including individuals with barriers to employment, as defined in section 3(24) of WIOA, such as individuals with disabilities, individuals who are English language learners, and individuals who have low levels of literacy, to prepare for, obtain, retain, and advance in high-quality jobs and high-demand careers
- Enable businesses and employers to easily identify and hire skilled workers and access other human resource assistance, including education and training for their current workforce, which may include assistance with pre-screening applicants, writing job descriptions, offering rooms for interviewing, and consultation services on topics like succession planning and career ladder development, and other forms of assistance
- Participate in rigorous evaluations that support continuous improvement of American Job Centers by identifying which strategies work better for different populations
- Ensure that high-quality integrated data inform decisions made by policy makers, employers, and job seekers.

The Newark Workforce Development Board engaged (through third-party consultant) in a combination of self- evaluations (utilizing the Baldrige criteria), leadership interviews, review of NWDB Committee meeting minutes and agendas, desk reviews, customer and business partner satisfaction surveys, and data review to certify its One Stop Partners. Desk reviews analyze existing



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data such as customer folders, required monthly financial reports, vouchers, contracts, budgets, AOSOS data, and prior audits and monitoring reports. NWDB's consultant in conjunction with the NWDB gathered available, up-to-date, written policy, procedures or other guidance governing the systems, programs and contracts under review. The consultant was also available to provide on-site technical assistance as a result of issues disclosed during the desk review process. The on-site review allows for the verification of items contained in the Newark One Stop MOU, WIOA contract and grant agreements. Additional on-site reviews are conducted on an as-needed basis, should issues arise that require immediate attention. In addition to the standards outlined by the Malcolm Baldrige National Quality Award, the review included:

- Eligibility and Records Review
- Delivery of Services
- Quality of Services
- Service Progression
- Service Levels
- Activity Levels
- Exit Strategies

## **EVIDENCE AND SUPPORTING DOCUMENTS**

The enclosed **Quality Benchmarking Tool** was conducted with all 6 Newark One Stop Career Center partners through a review of policies, procedures, committee collaborations, strategic planning, implementation practices and performance data.

All referenced documents can be found on a shared Google drive located here: <https://drive.google.com/drive/folders/1FB3k-0s1unNMnHkKhLyLJ7Z3VL0zr2Rz?usp=sharing>

Included in this certification packet are the following documents:

- [NWDB Certification Process Overview](#)
- [Completed Quality Benchmarking Tool](#) with links to supporting evidence
- [Current/Full Newark Workforce Development Board Certification](#) currently in DRAFT status
- [MOU between Newark Workforce Development Board and One Stop Partners](#)
- [NWDB's Program Mentoring and Oversight Process and Minimum Standards Assessment Tools](#)
- [Verification of Meeting disability/accessibility standards](#)



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- [Verification of Meeting grievance/complaint/EO standards](#) - Partner's Standard Operating Procedures and Intake documents outlining grievance and EO procedures.

## CONTACTS

The Newark Workforce Development Board provides continuous support and technical assistance around quality of services and coordination of strategies to help Newark residents overcome barriers and maintain life-sustaining employment and economic growth. All questions regarding oversight, monitoring, and certification process and/or documentation referenced in this submission should be directed to **DaVetta Lane, Chief Operations Officer** of the Newark Workforce Development Board - [laned@ci.newark.nj.us](mailto:laned@ci.newark.nj.us) or (973) 424-4016

Additionally, leaders across the 6 programs housed in the Newark One Stop Career Center/American Job Center may be contacted for specific information pertaining to their programs.

Partner Agency	Representative	Contact Information
Newark Workforce Development Board	Amina Bey	beya@ci.newark.nj.us
NewarkWORKS (One Stop Operator)	Orlando Mingo	mingoo@ci.newark.nj.us
NJ LWD Division of Vocational Rehabilitation Services	Elizabeth McLilly	elizabeth.mclilly@dol.nj.gov
NJ LWD Division of Unemployment Insurance	Jeanetta Muhammed	jeanetta.muhammad@dol.nj.gov
NJ LWD Division of Employment Services	Morris Murray	morris.murray@dol.nj.gov
AOTD Job Corps	Isabel Ortiz	Ortiz.Isabel@jobcorps.org

Thank you,

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