APPLICATION FOR CERTIFICATION
To become a *SkillSource* One-Stop Center

To be Submitted to the Certification Subcommittee
of the
Quality Assurance Committee of the Northern Virginia Workforce Development Board
For the period July 2017 thru June 2019

Mail or Deliver 5 copies and 1 signed original to:

Northern Virginia Workforce Development Board
Certification Subcommittee
8300 Boone Boulevard, Suite 450
Vienna, VA 22182-2633

NO FAXES OR E-MAILS ACCEPTED

NORTHERN VIRGINIA WORKFORCE DEVELOPMENT BOARD
ASSURANCES

The Northern Virginia Workforce Development Board (NVWDB) is committed to developing a system of *SkillSource* Centers that are known for the highest level of quality and that consistently exceed our customers' expectations for getting what they need when they need it. To ensure that any one-stop center or affiliate site that displays our logo is a high performing and quality site, the WDB assures its customers of a rigorous certification process based on the following commitments:

❑ Local Partners must agree that certification is representational of the highest quality standards in the delivery of employment and training services.

❑ Based on this commitment, any entity wishing certification must be able to demonstrate processes and products that meet or exceed the following set of quality standards based upon Malcolm Baldrige Award criteria.

❑ Attainment of the standards and a rigorous certification process provides an assurance to the public that the certified site has attained a high standard of quality and consistently maintains that standard.

APPLICATION PACKAGE

SKILLSOURCE CENTER

CERTIFICATION

Submitted by the following partners:

1. _____   8. _____

2. _____   9. _____

3. _____   10. _____

4. _____

5. _____

6. _____

7. _____

✓ **Date Submitted:** _____
✓ **One Stop Operator**
Name and Address _____
_____
_____

✓ **Contact Person:** _____
(Name and phone number) _____

✓ **Date Received:** _____
(Filled out by Committee)

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One -Stop Center
Application for *SkillSource* Certification

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THE QUALITY STANDARDS

The Workforce Development Board has defined the following quality standards for a one-stop career center. These standards define Quality for becoming designated as a *SkillSource* Center. To be identified as part of the *SkillSource* network, an entity must be certified as having processes and practices in place that meet or exceed these standards.

1.   LEADERSHIP

Leadership refers to the organization's senior executive and those reporting to that individual as well as other leaders in the organization. The leadership of the organization is directly involved in creating and sustaining values, organizational directions, performance expectations, and customer focus.

2.   STRATEGIC PLANNING

Strategic Planning covers how the organization sets strategic directions and determines key action plans, and how the plans are translated into an effective performance management system. Strategic planning refers to the goals and objectives for the next one to three years.

3.   CUSTOMER AND MARKET FOCUS

Customer satisfaction calls for the use of relevant data and information to establish the organization's performance as viewed by the customer. Customer and Market Focus addresses how the organization determines requirements and expectations of customers and how it determines their satisfaction.

4.   INFORMATION AND ANALYSIS

Information and Analysis focuses on the management and effectiveness of the use of data and information to support key processes and the organization's performance management system.

5.   HUMAN RESOURCE DEVELOPMENT AND MANAGEMENT

How the workforce is enabled to develop and utilize its full potential, aligned with the organization's performance objectives. Also, the organization's efforts to build and maintain an environment conducive to performance excellence, full participation, and personal and organizational growth.

6.   PROCESS MANAGEMENT

The key aspects of process management include customer-focused design, product and service delivery processes, support processes, and partnership processes. Examination of how the organization designs, introduces, produces, delivers, and improves goods and services is required. This standard also deals with how processes are effectively managed and improved to achieve better performance.

7.   BUSINESS RESULTS

This standard includes partner performance, human resource performance, and operational results. Results should include product, service and process performance measures. Human resource performance relates to employee development, and work systems and effectiveness. Partner results include how partners contribute to the organizations goals, how partners are selected and how performance is measured. Operational results address the key performance results that contribute to the organization's goals. Results of regulatory and legal requirements and audit results should be reported.

WHO IS ELIGIBLE?

Any public, private, for profit, not for profit organization delivering workforce development services is eligible to apply. This package is designed to assist each site in examining where they are regarding the quality criteria and to promote continuous improvement toward the criteria. The NVA Workforce Investment Board has a center certification system made up of three parts, certification of quality operational processes, performance excellence, and financial integrity.

THE PROCESS

There is a three-step process for becoming certified as a **SkillSource** Center. The first is a *Self-Evaluation.* The second is the completion of an *Application Process.* The third is an *On-Site Review.* These certification standards are set high. Support is available through training and technical assistance to assist those interested in achieving the required level of quality.

STEP ONE

Conduct a self evaluation. This self evaluation is meant as a reflective exercise to assist an organization in understanding how far it may be from meeting or exceeding the standards. The self evaluation should help an organization in answering the questions for the certification application and to know which strategies and processes may need to be put in place prior to submitting the application. A self-evaluation must be completed to be able to fill out the application format. However, your score on the self-evaluation does not accrue to any overall score. *DO NOT ATTACH YOUR SELF EVALUATION TO THE APPLICATION.*

Using the enclosed Self-Evaluation tool, the site - as a team - is expected to discuss each of the certification criteria. During the discussion, the team will evaluate where on the continuum they fall. The Self-Evaluation Tool begins on page 8.

STEP TWO

Complete the Application. Based on the self-evaluation, each site is expected to complete the application package. This package describes the type of information needed to demonstrate where the site is against each criterion. You may provide other *relevant* information you find in your self-evaluation process. For each criterion, you must describe how you expect to continue to improve the quality of the processes used to meet the criterion. If you are below minimum on certain criteria, you are expected to address how you will reach minimum levels. If you are at minimum levels, you are expected to address how you will exceed them and what your continuous improvement strategy will be. If you are exceeding the minimum levels, you are expected to describe your continuous improvement strategies and ideas to continue to meet the criteria at high levels of performance.

Complete the Application package by answering the questions related to each of the Quality Standards. The Application begins on page 22. Your application response should address each question for each standard specifically and in the order found in the application. Answers should be action-oriented, describing actions taken and future plans for improvements and innovation, data used, process owners (e.g., responsible parties), and tangible results to date, and expected future results. Often, the use of tables and graphs can be used in lieu of narrative. Applications should be no longer than a total of 50 pages, <u>including</u> appendices.

You may submit the Application whenever you are ready. The application quarterly submission schedule can be found at http://www.myskillsource.org/. Certification is an ongoing process that will start when the Application is received.

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STEP THREE

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Application Review. Upon receipt, the application package will be reviewed and rated by a trained evaluation team and a site visit will be scheduled **if the minimum criteria are met.** At the site visit, the team of reviewers will conduct an evaluation of the site to verify the information presented in the application and will interview the site team of partners and staff. The purpose of this approach is to ensure that the site will continue to strive to meet and exceed the criteria for certification over the next year.

THE RATING

Descriptions of an organization's approach to each quality standard will be reviewed against:
- How it assists with improving performance, how the organization understands the link to outcome measures
- What continuous improvement strategies are in place to improve on the criteria
- How saturated throughout the organization (inclusive of the partners) the strategies are
- Demonstration of the use of data for each indicator.

Responses are evaluated from two perspectives: The **Indicator Item** requirements and the maturity of the approaches with regard to deployment, alignment and integration with respect to other organizational elements (i.e., strategic plan, performance management, overall operations), and strength of the improvement and organizational learning processes, as defined in the **Scoring Guidelines**.

Certification to become a designated *SkillSource* Center will rely on the score received on the Application and the On-Site Review. Once the Certification Subcommittee makes a determination through the application process (e.g., written application review and site visit) that a site met or exceeded the requirements for certification, the WDB staff will provide information to the Review Team on whether there are any outstanding performance/fiscal or other corrective action issues. Depending on the severity of these issues, the site will have to address the areas

prior to being certified. Certification as a *SkillSource* Center under this process will remain valid for two years. Centers will be eligible for re-certification between eighteen and twenty-two months after certification.

The Workforce Innovation and Opportunity Act (WIOA) vests the local Workforce Development Board, with the agreement of the chief elected official, the authority to designate or certify one-stop operators and to terminate for cause the eligibility of such operators.

STEP ONE   SELF EVALUATION

Instructions For Using The Self Evaluation Tool
This self evaluation is meant to assist your organization in understanding how to meet or exceed the Quality Standards established by the Workforce Development Board. It is meant to be used as a reflective exercise. This self-evaluation should assist your organization in identifying which strategies and processes may need to be put in place to achieve the level of quality attainment required locally for certification as a *SkillSource* Center. These standards are based upon the Malcolm Baldrige National Quality Standards and apply both to the One-Stop system (e.g. the individual organizations that are partners within the system) and to each *SkillSource* Center.

While you are assessing your Center against these standards, it is important to remain mindful that a Center is a physical facility which houses a variety of programs, service providers, and processes. It is *one* service delivery component of the larger workforce development system and, as such, is not disassociated from that larger system. Rather, evidence of the larger workforce development system and the integration of its products, processes, and standards into the *SkillSource* Center is one of the quality criteria you will be evaluating. For the purpose of this self-evaluation at this point in time, **where the criteria refers to the Workforce Development System it should be interpreted to mean the actions and behaviors of the agencies that make up the Partnership.** The definition of who makes up the system will continue to evolve.

Using the enclosed Self-Evaluation tool, the staff that manage, administrate, or deliver services through the Center are expected to discuss, as a team, each of the certification criteria. During the discussion, the team will evaluate where on the continuum you fall.   For example:

0%-9%
You have not or have barely begun to implement continuous improvement into your processes. You *lack a systemic approach* to the criteria.   Your approach to quality is *entirely reactive*.

10%-39%
You have begun to implement continuous improvement in a few of your processes.

40%-59%
Most of your operations and people are affected by the criteria. You have implemented continuous improvement in a wide range of your processes in many parts of the Center.

60%-89%
You have implemented continuous improvement processes throughout virtually all of your organization, you are fully saturated.

90%-100%
You have world-class, sophisticated processes in all areas of your organization, and you continuously improve the processes themselves.

The scoring process is a team approach. Each member of the team should score each of the indicators individually. Try to cite specific examples which assist in describing why you scored the way you did. Then, the team should discuss the individual scores and reach consensus on an overall score for that indicator.

In continuous improvement modes, you are never done with your improvement strategy. Having a score or a number to rate yourselves can be a distraction. Continuous improvement requires you to stop for a moment, make a mark quickly near where you think you are, then find ways to improve on that assessment. Constant progress is the goal. Your scores on the self-evaluation will help you to prioritize those areas you wish to improve upon.

Overall, the data will be used to make continuous quality improvements to the system's (which includes the center) delivery system in general and improvements to the system's delivery system as it affects the center (and affiliate sites).

Specifically, the purpose of the self-evaluation process is to:
- Prioritize areas for improvement at the Center,
- Identify the impacts of the system on the quality of the Center's processes and outcomes, *and*
- Develop a shared Action Plan for improvements, called a Continuous Quality Improvement (CQI) Plan.

Partner agencies may also use it to identify quality improvements required inside their individual agencies.

The team referenced above must be formed and become an ongoing team at the Center. This team (e.g., a CQI Team or any other name) is responsible for maintaining and improving quality over time, not just for the purposes of the application submission.

Refer to your self-evaluation and plans for improvement in your answers to any appropriate application question. ***Attach your Quality Improvement Plan as part of the answer to question 4G in the Application.***

Effective Use of the Self Assessment
A self-assessment focused on organizational quality standards helps organizations assess whether they are developing and deploying a ***sound, balanced and systematic*** approach for running their organization. This self-assessment tool can help your organization and the programs designed to provide workforce development services meet research-based standards of organizational and program quality. The standards around which the self assessment is organized reflect both current research and years of best practice experience from exemplary organizations.

Benefits of Self-Assessing
•Identify successes and opportunities for improvement
•Jump-start a change initiative
•Energize improvement initiatives
•Energize the workforce
•Focus your organization on common goals
•Assess performance against the competition
•Align resources with strategic objectives.

Audience
Using the enclosed Self-Evaluation tool, the staff that manage, administrate, or deliver services for the organization are expected to discuss, as a team, each of the standards and indicators.

The Self-Assessment
From the results of this organizational assessment, the partnership can determine its strengths and areas needing attention or improvement. This information can be used to develop strategies for organizational improvement. The Self-Assessment examines a program's strengths and opportunities for improvement in comparison to seven quality standards and sixty indicators.

Indicators
Each of the seven standards has several "indicators" of quality. There is a difference between an **indicator** and a **practice**.

An **indicator** is a sign that leads one to believe that something else exists or is present.
A **practice** is an activity, element, or structure in your program that provide evidence towards an indicator.

"The program engages business as active, valued contributors" **is an indicator** of the Quality Standard of process management.

"We have an advisory group" and *"businesses are on our board"* **are practices** that would provide evidence of meeting the indicator.

As you go through the Self Assessment, think about specific **practices**—activities, elements, or structures in your organization —that provide evidence toward each indicator.

The indicators are rather general for a reason—organizational systems are not "one size fits all" efforts. Each program or initiative designs activities appropriate for the community and customers it serves, its mission, and its resources. For example, not every quality workforce development organization has to have an advisory group made up of business. But every quality workforce organization must have activities that seek to create opportunities for businesses to be active and valued contributors to organizational processes and decision making.

SELF EVALUATION SCORING SHEET
Scoring refers to the process of identifying strengths and helps identify areas for improvement.

0% - 9%	**Represents that a systematic approach is entirely lacking. The approach to quality may be entirely or largely reactive.** ✓anecdotal only; ✓no system evident
10% - 39%	**Represents that many of the organization's responses are reactive. It reflects the beginnings of a systematic approach.** ✓beginning of a systemic approach to addressing the primary purpose of the indicator; ✓early stages of a transition from reacting to problems to preventing problems; ✓very early stages of developing trend data; ✓data not reported for many of the key processes
40% - 59%	**Represents a sound approach for accomplishing the purposes addressed in the criteria. There is an affect on most of the people and operations addressed in this item.** ✓beginnings of a CQI process in place ✓beginning to be deployed in pockets of the organization
60% - 89%	**Represents learning, refinements, maturity, integration and deployment are taking place.** ✓fact-based improvement process is in place; ✓approaches beginning to be saturated in all relevant areas and activities; ✓some trends and current performance are evaluated against relevant comparison benchmark
90% - 100%	**Represents saturation, e.g. the purpose of the item is integrated as part of normal work.** ✓fact-based improvement process is a key management tool; ✓clear evidence of improvements as a result of improvement cycles and analysis; ✓ fully saturated; ✓excellent improvement trends; ✓sustained excellent performance

1.   LEADERSHIP

Leadership refers to the organization's senior executive and those reporting to that individual, as well as other leaders in the organization. The leadership of the organization is directly involved in creating and sustaining values, organizational direction, performance expectations, and customer focus.

1.a) There is a clear, well-articulated direction for the organization[1] that is consistently articulated by all leaders.

Individual Score: _____   *Consensus Score:_____*

Notes: Use the space below to record strengths and weaknesses with regard to the indicator and the evidence you used.

1.b) Top Administrators are personally visible in efforts to learn about and focus on customers

Individual Score: _____   *Consensus Score:_____*

Notes: Use the space below to record strengths and weaknesses with regard to the indicator and the evidence you used.

1.c) Leaders create an environment for empowerment, innovation, organizational agility, and organizational and employee learning.

Individual Score: _____   *Consensus Score:_____*

Notes: Use the space below to record strengths and weaknesses with regard to the indicator and the evidence you used.

1.d) There is commitment of employee time to the CQI process

Individual Score: _____   *Consensus Score:_____*

Notes: Use the space below to record strengths and weaknesses with regard to the indicator and the evidence you used.

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1 The term organization may be interpreted to mean the Center and/or the partners' home agencies. When the Center is referred to specifically, the indicator is meant to refer to the process that goes on inside the actual physical space of the Center. When the indicator refers to the **workforce system**, the indicator is meant to be evaluated in light of the entire set of agencies that make up the partnership, inclusive of the Center but not only at the Center.

2.   STRATEGIC PLANNING

How the organization sets strategic directions and determines key action plans. Also, how the plans are translated into an effective performance management system. Strategic planning refers to the goals and objectives for the next one to three years.

2.a) There is a well-defined strategic plan with measurable objectives and an action plan.

Individual Score: _____   Consensus Score:_____

Notes: Use the space below to record strengths and weaknesses with regard to the indicator and the evidence you used.

2.b) Staff at the Center know what the strategic plan requires of their daily work

Individual Score: _____   Consensus Score:_____

Notes: Use the space below to record strengths and weaknesses with regard to the indicator and the evidence you used.

2.c) Each of the processes that underpin an integrated delivery system are operated in a consistent manner within and across agencies

Individual Score: _____   Consensus Score:_____

Notes: Use the space below to record strengths and weaknesses with regard to the indicator and the evidence you used.

2.d) All partners participated in the strategic planning process as well as staff from all levels of the organizations.

Individual Score: _____   Consensus Score:_____

Notes: Use the space below to record strengths and weaknesses with regard to the indicator and the evidence you used.

2.e) Staff within the Center can articulate what each agency does and how they do it against the strategic directions.

Individual Score: _____   Consensus Score:_____

Notes: Use the space below to record strengths and weaknesses with regard to the indicator and the evidence you used.

2.f) Current customer and labor market data are used in strategic planning.

Individual Score: _____ *Consensus Score:_____*

Notes: Use the space below to record strengths and weaknesses with regard to the indicator and the evidence you used.

2.g) The strategic plan is a living and constantly evolving document within the organization that is used to set and benchmark strategic direction and progress.

Individual Score: _____ *Consensus Score:_____*

Notes: Use the space below to record strengths and weaknesses with regard to the indicator and the evidence you used.

2.h) Services are of consistent quality within the Center and across partner agencies and these services are built, revised, or abandoned based on customer needs and demographics.

Individual Score: _____ *Consensus Score:_____*

Notes: Use the space below to record strengths and weaknesses with regard to the indicator and the evidence you used.

3. *CUSTOMER AND MARKET FOCUS*

Customer satisfaction calls for the use of relevant data and information to establish the organization's performance as viewed by the customer. How the organization determines requirements and expectations of customers and how it determines their satisfaction.

3.a) The workforce development system determines customer requirements, expectations, and preferences through varied data collection mechanisms

Individual Score: _____ *Consensus Score:_____*

Notes: Use the space below to record strengths and weaknesses with regard to the indicator and the evidence you used.

3.b) The Center has a variety of methods for listening to our customers (jobseekers **and** businesses, as well as any others identified by the Center) and we consistently determine their key requirements thru these methods.

Individual Score: _____   *Consensus Score:_____*

Notes: Use the space below to record strengths and weaknesses with regard to the indicator and the evidence you used.

3.c) The workforce development system enhances the satisfaction of its customers by reducing the number of handoffs and ensuring the referrals are accurate the first time

Individual Score: _____   *Consensus Score:_____*

Notes: Use the space below to record strengths and weaknesses with regard to the indicator and the evidence you used.

3.d The Center has a complaint management process and complaints are resolved effectively and promptly.

Individual Score: _____   *Consensus Score:_____*

Notes: Use the space below to record strengths and weaknesses with regard to the indicator and the evidence you used.

3.e) The workforce development system enhances the satisfaction of its customers by reducing the redundancies in data collection

Individual Score: _____   *Consensus Score:_____*

Notes: Use the space below to record strengths and weaknesses with regard to the indicator and the evidence you used.

3.f) The Center links its customer satisfaction data to the strategic planning process.

Individual Score: _____   *Consensus Score:_____*

Notes: Use the space below to record strengths and weaknesses with regard to the indicator and the evidence you used.

3.g) The Center meets customer expectations by ensuring that staff are certified in the competencies for becoming a workforce development professional.

Individual Score: _____   *Consensus Score:_____*

Notes: Use the space below to record strengths and weaknesses with regard to the indicator and the evidence you used.

3.h) Customer satisfaction demonstrates improvement over time.

Individual Score: _____   *Consensus Score:_____*

Notes: Use the space below to record strengths and weaknesses with regard to the indicator and the evidence you used.

3.i) All core services of all partners are available or conveniently accessible at the one-stop.

Individual Score: _____   *Consensus Score:_____*

Notes: Use the space below to record strengths and weaknesses with regard to the indicator and the evidence you used.

3.j) The business customer is provided qualified applicants each and every time.

Individual Score: _____   *Consensus Score:_____*

Notes: Use the space below to record strengths and weaknesses with regard to the indicator and the evidence you used.

4. *INFORMATION AND ANALYSIS*
The management and effectiveness of the use of data and information to support key processes and the organization's performance management system.

4.a) The system continuously uses data and information to evaluate itself and improve performance

Individual Score: _____   *Consensus Score:_____*

Notes: Use the space below to record strengths and weaknesses with regard to the indicator and the evidence you used.

4.b) Decisions about what data to collect are guided by consistent criteria

Individual Score: _____   *Consensus Score:* _____

Notes: *Use the space below to record strengths and weaknesses with regard to the indicator and the evidence you used.*

4.c) Data is reliable

Individual Score: _____   *Consensus Score:* _____

Notes: *Use the space below to record strengths and weaknesses with regard to the indicator and the evidence you used.*

4.d) Data is immediately available to the Center staff who needs it to make decisions about work processes

Individual Score: _____   *Consensus Score:* _____

Notes: *Use the space below to record strengths and weaknesses with regard to the indicator and the evidence you used.*

4.e) Benchmarks are established against world class systems similar to ours.

Individual Score: _____   *Consensus Score:* _____

Notes: *Use the space below to record strengths and weaknesses with regard to the indicator and the evidence you used.*

4.f) Hardware and software systems are reliable and user friendly for external customers to access information and for internal customers to readily access information.

Individual Score: _____   *Consensus Score:* _____

Notes: *Use the space below to record strengths and weaknesses with regard to the indicator and the evidence you used.*

5.   HUMAN RESOURCE DEVELOPMENT AND MANAGEMENT
How the workforce is enabled to develop and utilize its full potential, aligned with the organization's performance objectives. Also, the organization's efforts to build and maintain an environment conducive to performance excellence, full participation, and personal and organizational growth.

5.a) All staff at the center is held accountable for high performance and maintaining a customer and business focus.

Individual Score: _____   *Consensus Score:* _____

Notes: Use the space below to record strengths and weaknesses with regard to the indicator and the evidence you used.

5.b) Work is designed, organized and managed to promote team based problem solving and decision-making.

Individual Score: _____   *Consensus Score:* _____

Notes: Use the space below to record strengths and weaknesses with regard to the indicator and the evidence you used.

5.c) Work is designed, organized and managed to promote empowered employees.

Individual Score: _____   *Consensus Score:* _____

Notes: Use the space below to record strengths and weaknesses with regard to the indicator and the evidence you used.

5.d) Center employee knowledge and skills are certified using the competencies for a workforce professional.

Individual Score: _____   *Consensus Score:* _____

Notes: Use the space below to record strengths and weaknesses with regard to the indicator and the evidence you used.

5.e) Employees demonstrate respect and value of each other's knowledge and skills within the Center.

Individual Score: _____   *Consensus Score:* _____

Notes: *Use the space below to record strengths and weaknesses with regard to the indicator and*

the evidence you used.

5.f) All Center staff actively participate in and maintain their Northern Virginia Core Competencies for Workforce Development Professionals.

Individual Score: _____   *Consensus Score:_____*

Notes: Use the space below to record strengths and weaknesses with regard to the indicator and the evidence you used.

5.g) Partner staff, where appropriate, actively participate in and maintain their Northern Virginia Core Competencies for Workforce Development Professionals.

Individual Score: _____   *Consensus Score:_____*

Notes: Use the space below to record strengths and weaknesses with regard to the indicator and the evidence you used.

6. *PROCESS MANAGEMENT*
The key aspects of process management include: customer-focused design, product and service delivery processes, support processes, and partnership processes. Examination of how the organization designs, introduces, produces, delivers, and improves goods and services is required as well asa review of how processes are effectively managed and improved to achieve better performance.

6.a) We have identified our key (core) business process for growth and success.

Individual Score: _____   *Consensus Score:_____*

Notes: Use the space below to record strengths and weaknesses with regard to the indicator and the evidence you used.

6.b) We regularly improve our business processes to achieve better performance and to keep them current with organizational needs and directions.

Individual Score: _____   *Consensus Score:_____*

Notes: Use the space below to record strengths and weaknesses with regard to the indicator and the evidence you used.

6.c) Improvements are shared and consistently applied across other organizational units and partner agencies, as appropriate.

Individual Score: _____   *Consensus Score:_____*

Notes: *Use the space below to record strengths and weaknesses with regard to the indicator and the evidence you used.*

6.d) We have key performance measures/indicators that are used for the control and improvement of these processes.

Individual Score: _____   *Consensus Score:_____*

Notes: *Use the space below to record strengths and weaknesses with regard to the indicator and the evidence you used.*

7.   *BUSINESS RESULTS*

This includes partner performance, human resource performance, and operational results. Results should include product, service and process performance measures. Human resource performance relates to employee development, work systems and effectiveness. Partner results include how partners contribute to the organization's goals, how partners are selected and how performance is measured. Operational results address the key performance results that contribute to the organization's goals. Results of regulatory and legal requirements and audit results should be reported.

7.a) Objectives within the strategic plan are regularly achieved.

Individual Score: _____   *Consensus Score:_____*

Notes: *Use the space below to record strengths and weaknesses with regard to the indicator and the evidence you used.*

7.b) We know where we stand against our performance measures on a regular basis and we track process and customer data that helps or hinders our performance.

Individual Score: _____   *Consensus Score:_____*

Notes: *Use the space below to record strengths and weaknesses with regard to the indicator and the evidence you used.*

7.c) There is awareness of the One-Stop Center in the community.

Individual Score: _____   *Consensus Score:_____*

Notes: *Use the space below to record strengths and weaknesses with regard to the indicator and*

the evidence you used.

7.d) Businesses/employers regularly use the system as the service of choice

Individual Score: _____   Consensus Score:_____

Notes: *Use the space below to record strengths and weaknesses with regard to the indicator and the evidence you used.*

7.e) Customers articulate that they get what they want and/or need.

Individual Score: _____   Consensus Score:_____

Notes: *Use the space below to record strengths and weaknesses with regard to the indicator and the evidence you used.*

7.f) The workforce development system has clearly articulated outcomes known to all and measured consistently throughout the system

Individual Score: _____   Consensus Score:_____

Notes: *Use the space below to record strengths and weaknesses with regard to the indicator and the evidence you used.*

7.g) The program compares its outcomes to relevant comparative data (e.g. benchmarks) where available and conducts external evaluations when feasible.

Individual Score: _____   Consensus Score:_____

Notes: *Use the space below to record strengths and weaknesses with regard to the indicator and the evidence you used.*

Step Two - APPLICATION for CERTIFICATION

To complete this application, describe how your organization meets the indicator (Questions A, B, C, D, etc.) for each of the Quality Standards.   Each response should focus on **how** things are done, **not just what is done**. Each response should outline your key process information, such as methods, measures, deployment, evaluation/improvements, and learning for innovation. Merely providing an example alone is not enough and will be considered "anecdotal information" as referred to in the Scoring Guidelines.

Answers should also include what is currently in place within the service delivery structure, including information on what are your key findings, improvement plans, objectives, goals, or measures. Therefore, each answer should have an "as is" component to it describing what is currently in place and how it is currently done, as well as a "will be" component in terms of future plans, improvements, and innovations.

<u>**ITEM FORMAT EXAMPLE**</u>

1.   LEADERSHIP   *Quality Standard/Indicator Category*

A.   Describe the Leadership structure
        of the organization and how the structure
        promotes shared decision-making
        across partners.   *Indicator - defines the basic*
                                                       requirement/criteria

PO.   PARTNERSHIP AND ORGANIZATIONAL PROFILE

The organizational profile is a snapshot of the Partnership/Consortium. It should clearly describe the key influences on how you operate and the key challenges you face. This section is limited to four pages, which **is included** in the 50-page limit.

Provide a description of your relationships with your partners and customers; describe your organizations (e.g., the Partnership's) strategic challenges and your system for performance improvement. Summarize the organization's goals and objectives and how they are implemented in ways that support the vision and values.   Describe how the goals and objectives are linked to your identified strategic challenges. Summarize the CQI methods used in the organization and how the organization promotes a culture of continuous improvement and innovation. Describe your key mechanisms for two-way communication with partners, and stakeholders. What role, if any, do these organizations play in contributing and implementing innovations in your organization?

Describe how you know your community and how you know who your competitors are and your success relative to your competitors. [2]

QUALITY STANDARD AND INDICATORS

1.   LEADERSHIP

A.   Describe how senior leaders guide and sustain the organization. Describe how senior leaders communicate with the workforce and encourage high performance. Include in the answer: How the Leadership of the organization sets and deploys organizational values, short and long term strategic directions, and performance expectations? How do leaders communicate values, direction, and performance expectations throughout the leadership system and to all employees? How is staff held accountable for aligning behavior and practice to values, direction and performance?

B.   How do senior leaders create an environment for empowerment, innovation and employee learning?

C.   How does the organization measure the effectiveness of its Leadership?

D.   Describe how top Leadership uses customer data and other performance data. How does the Leadership translate this information into priorities for improvement and opportunities for innovation?

E.   How do Senior Leaders promote an organizational environment that fosters, requires and results in legal and ethical behavior?

F.   ***Attach the part of the strategic plan that identifies your vision, mission, customers, goals and objectives.***

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2 Competitor in this context does not necessarily mean other SkillSource Centers; rather it could be private placement firms, resources on the Internet, etc.

2.   STRATEGIC PLANNING

A.   Describe the strategic planning process for the organization. Include how the organization determines its strategic challenges and advantages, key steps, key participants, and long and short-term timeframes.

B.   Describe how the organization ensures adequate financial and other resources are available to support the action plans. How do you allocate these resources to support the accomplishment of the plans?

C.   Describe how the strategic planning process addresses the key factors listed below. How do you collect and analyze relevant data and information pertaining to these factors as part of your strategic planning process?
   • the organization's strengths, weaknesses, opportunities, and threats
   • early indications of major shifts in technology, markets, products, customer preferences, competition, or the regulatory environment
   • long-term organizational sustainability
   • the organization's ability to execute the strategic plan
   • organizational learning with regard to the current research on best practices with regard to one stops and CQI.

D.   Describe how the leadership aligns internal processes to accomplish the goals of the organization.

E.   Describe how the strategic plan is converted into an action plan. Summarize the action plans and key performance measures or indicators. What are your key performance measures or indicators for tracking the achievement and effectiveness of your action plans? How do you ensure that your overall action plan measurement system reinforces organizational alignment?

F.   Provide evidence that the strategic plan is being implemented throughout the organization.

3.   CUSTOMER AND MARKET FOCUS

A.   Describe how you listen to your customers (all customer groups, including those with disabilities) and learn about their key requirements and the relative importance of these requirements. What is the current overall satisfaction rate against these key elements?

B.   Describe how you deal with customer complaints and how the complaints become part of the feedback loop for improvements.

C.   Describe how the center's resource area is staffed and how you offer high quality labor market information and a wide variety of information resources for customers to access both at the center and through remote electronic means.

D.   Describe how you use the voice of the customer information and feedback to become more customer focused and to seek opportunities for innovation.

E.   How do you create an organizational culture that ensures a consistently positive customer experience[3] and contributes to customer engagement? How do you build and manage

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[3] In CQI customer experience has a specific meaning. In short, it is the sum of all the experiences/interactions a customer has with an organization as a supplier of services to them and that to create a high quality experience involves strategy, integration of technology, aligning and integrating business models, brand management, and leadership commitment. The focus is on defining customer experience as the totality of experience a customer has with the partnership, across all channels and touch points.

relationships with customers to:
* acquire new customers;
* meet their requirements and exceed their expectations in each stage of the customer's engagement with you; and
* increase their engagement with the organization?

    F.   Describe how customer flow works to create more accurate referrals between agencies and to reduce redundancies in data collection among agencies.

4.   INFORMATION AND ANALYSIS

    A. How do you review organizational performance, capacity and capability? What ANALYSIS do you do perform to support these reviews and to ensure the conclusions are valid? How do you use these reviews to assess organizational success, performance relative to competitors and to comparable organizations, and progress relative to strategic objectives and action plans?

    B. Describe how the organization uses comparative information to make improvements and to put innovations in place as a result.

    C. Describe how you ensure the following properties of your organizational data, information and knowledge: accuracy; integrity and reliability; timeliness; security and confidentiality.

    D. Describe how you manage organizational knowledge to ensure the following: the collection and transfer of workforce knowledge; the transfer of relevant knowledge from and to partners and key stakeholders; the rapid identification, sharing and implementation of best practices; the assembly and transfer of relevant knowledge for use in your strategic planning process.

    E. Describe how you keep your data and information availability mechanisms, including your software and hardware systems, current with business needs and directions and with technological changes in your operating environment?

    F. Describe how you gather and integrate data and information from all sources to support daily operations, organizational decision-making, and how the collected data is linked to CQI efforts. Describe how data is collected and displayed to accommodate the need for appropriate managers and staff to access information on all partner programs and on the services an individual has received.

    G. ***Attach a copy of the CQI plan that resulted from the self-evaluation process.***

5.   HUMAN RESOURCE DEVELOPMENT AND MANAGEMENT

    A.   Describe how the organization fosters an organizational culture conducive to high performance and a motivated workforce to accomplish the following: cooperative and effective communication and skill sharing across the organizations that make up the consortium; effective information flow and two way communication among all staff across all partners at all levels; individual goal setting, empowerment and initiative; innovation in the work environment; the ability to benefit from the diverse ideas and thinking of the organizations' workforce.

    B.   Describe how your employee performance management system, including feedback to employees, supports high performance and a customer and business focus.

    C.   Identify and describe the organization's structure and how this structure promotes

empowering employees and team based problem solving.

D. Describe how you determine your employees' well-being, satisfaction, and motivation. How do you make improvements based on this information?

E. Describe the customer service ethics (i.e., customer choice, customer participation, etc.) promoted by the organization for service delivery. How does staff know these ethical expectations?

F. Describe how you evaluate the effectiveness and efficiency of your learning and development systems. ***Attach a copy of the current interagency training plan.***

6. PROCESS MANAGEMENT

A. Describe how you identify key service, business, and support processes. What are they? How do you improve each type of process to achieve better performance? Describe how you incorporate customer requirements into your key processes.

B. Describe how you prevent variability in the implementation of your key service, business and support processes that may lead to variations in how your jobseeker customer and your business customer engages with you, as appropriate. How do you prevent errors and rework?

C. How do you incorporate technology, including e-technology, into products and services? Describe how you use technology to support customers with disabilities.

D. Identify and describe the basic and individualized career services available and the processes used to ensure access by customers. Include how these career services are delivered, by what organizations and method (e.g., remotely or on site).

E. Describe the process by which customers are provided accurate, timely consumer report information to assist them in making choices among service and training providers.

F. Describe the process for serving the business customer. Include in the answer how staff serving employers have geographic, industry, or employer size specialties, and serve as the primary contact point for employers in that category; how a cross-agency system of job referral and placement that employers can easily access has been established; and how staff efforts are coordinated closely with local Economic Development representatives. Describe the services available to the business/employer customer through the center.

7. BUSINESS RESULTS

A. Describe how you are raising awareness of the Center in your community with businesses, jobseekers, and other stakeholders. Provide data on how awareness has grown.

B. How do you measure outcomes? Segment your results by customer groups. How are outcome measures used in your CQI process? What are the trends with regard to your performance?

C. What is the current overall satisfaction rate with each service delivered to businesses? Include the most recent information on employer satisfaction with the applicants referred and with those hired.

D. What are your key results for key measures/indicators of accomplishments of the organizational strategy?

E. What are your current levels and trends in key indicators of customer satisfaction and dissatisfaction? How do these results compare with the customer satisfaction levels of your competitors and other organizations providing similar products? Describe how you are working to increase customer satisfaction.

F. What are your current levels and trends in key indicators of the Partnership's own workforce

engagement and workforce satisfaction?

QUALITY STANDARDS
APPLICATION SCORING SHEET
This score will be applied to the written responses on each of the criteria. Each Quality Standard will receive a score which is the average of the criteria as long as no single criterion falls below 70%.

0% - 9%	✓anecdotal only; ✓no system evident
10% - 39%	✓beginning of a systemic approach to addressing the primary purpose of the indicator; ✓early stages of a transition from reacting to problems to preventing problems; ✓very early stages of developing trend data; ✓data not reported for many of the key processes
40% - 59%	✓beginnings of a CQI process in place ✓beginning to be deployed in pockets of the organization
60% - 89%	✓fact-based improvement process is in place; ✓approaches beginning to be saturated in all relevant areas and activities; ✓some trends and current performance are evaluated against relevant comparison benchmark
90% - 100%	✓fact-based improvement process is a key management tool; ✓clear evidence of improvements as a result of improvement cycles and analysis; ✓fully saturated; ✓excellent improvement trends; ✓sustained excellent performance

SCORING NOTES

- **The 100% point** represents saturation, e.g. the purpose of the item is integrated as part of normal work.

- **Above 50%** point represents learning, refinements, maturity, integration and deployment are taking place.

- **50% point** represents a sound approach for accomplishing the purposes addressed in the criteria. There is an affect on most of the people and operations addressed in this item.

- **Below 50% point** represents that many of the organizations reactions are reactive. It reflects the beginnings of a systematic approach.

- **The 0% point** represents that a systematic approach is entirely lacking. The approach to quality may be entirely or largely reactive.