

Application for WorkSource Certification

2022



Northwest
Workforce
Council

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SECTION ONE: INTRODUCTION

BACKGROUND

The federal Workforce Innovation and Opportunity Act (WIOA) envisions high-quality one-stop centers that are business-driven, customer centered, and tailored to meet the needs of regional economies. One-stop centers are designed to serve job seekers and workers by increasing access to and opportunities for employment, education, training, and support services that help them overcome barriers, succeed in the labor market, secure high-paying jobs and advance their careers. One-stop centers are structured to assist businesses by finding workers possessing the skills they require.

WIOA mandates each state establish minimum criteria for certification of one-stop centers and the one-stop delivery system¹. As articulated in federal and state guidance², the certification process is intended to create common standards for customer-focused, seamless services from a network of partners that help individuals become and remain employed. To promote this vision, WIOA requires assessment and certification of one-stop career centers every three (3) years. State boards develop one-stop certification criteria and processes that specify a minimum level of WIOA compliance, as well as quality and consistency of services across the state. Local workforce councils articulate their own priorities through the certification process, including promoting partner engagement.

The certification process assesses one-stop centers for efficiency, effectiveness, customer satisfaction, physical and programmatic accessibility, and the alignment and integration of resources for the purpose of continuous improvement. Generally, certification criteria evaluate how well the one-stop center(s) and its partner organizations and programs are:

- Following and achieving shared responsibilities as articulated in the [Memorandum of Understanding](#);
- Producing outcomes that contribute to the region's strategic goals for the workforce system;
- Providing integrated services for job seekers and businesses;
- Meeting the needs of customers by partnering and leveraging resources;
- Meeting the employment needs of local employers;
- Providing programs in a way that is seamless to the customer and eliminates duplication;
- Providing access to partner program services;
- Ensuring equal opportunity for all individuals, including individuals with barriers;
- Complying with disability-related regulations;
- Meeting or exceeding performance measures established by the local board for the local area;
- Ensuring professional staff have the requisite abilities, knowledge and skills required to administer services;
- Capturing, tracking and responding to data on customer activity, satisfaction, and outcomes;
- Reviewing and assessing center services while implementing continuous improvement.

WIOA requires at least one, one-stop career center in a region. Known collectively as American Job Centers

¹ "One-stop career center system", known as the American Job Center (AJC) System in WIOA, is a collaborative partnership that includes all organizations, contractors, and WIOA-mandated partners who have entered into official agreements to operate as an integrated one-stop service delivery system. This structure includes WorkSource Centers and Affiliated Sites and the partner programs providing services at, or aligned with these sites.

² WIOA Section 121(g)(2); 20CFR 678.800; TEGL 04-15; WIN Policy 5612

(AJC)³, certified one-stop sites are branded “WorkSource” in Washington State. Career centers are full-service locations created to provide a focal point and readily identifiable access point for job seeker, worker, and business services. Each center provides an array of WIOA required and locally determined services to meet the needs of business, workers and job-seeking customers.

Northwest Workforce Council (the Local Workforce Development Board)

The [Northwest Workforce Council](#) (Council) is a powerful mechanism for comprehensive, community-wide workforce development planning and coordination. The Council promotes the alignment and integration of education, training and employment efforts coupled closely with economic revitalization strategies. The Council oversees the regional workforce development system that provides funding, direction, and a commitment of support where services exemplify a shared set of principles, beliefs, and priorities.

One purpose of the Council’s [Regional Workforce Plan](#) is to look across agency and program boundaries, to identify opportunities, encourage greater efficiency and cooperation and make it possible for workers and businesses in the Northwest region (Island, San Juan, Skagit and Whatcom counties) to prosper. Each workforce partner organization will have its own strategic or business plan. However, to operate well as a workforce “system”, organizations must strive for an intentional alignment or integrated approach to service delivery and daily operations. The Council’s Regional Workforce plan provides the overarching strategy to achieve the region’s prioritized workforce goals.

The Council recognizes the certification process of the one-stop centers as a means to improve board engagement in the workforce system, improve partner coordination and participation, and ultimately lead to high performance, enhanced accessibility, and streamlined service delivery. The region’s system of WorkSource one-stop career centers and their affiliated sites is one important mechanism to achieve Council’s mission to prepare a skilled, successful workforce aligned to the needs of business and industry.

WIOA assigns and authorizes, with the agreement of the chief local elected official, the local workforce council to designate or certify the operator(s) of one-stop career centers. The Council also procures and certifies the approved operator(s) of sites wishing to become or remain part of the WorkSource system. Councils are further authorized to terminate an operator’s eligibility for cause.

A single entity (public, private or non-profit) or a consortium of entities, may apply for one-stop operator status and subsequent WorkSource certification for the site(s) it operates. Federal WIOA regulations at 20 CFR 678.600 provide the complete list of eligible entities, and related requirements. Northwest Workforce Council establishes the One-stop System Operator scope of work and responsibilities, subject to 20 CFR 678.620, which details minimum role function requirements and options for local boards to consider in establishing the operator duties.

³ American Job Centers (AJC) is used as a common identifier for the One-Stop delivery system across the nation.

THE CERTIFICATION APPLICATION

This certification application package (“application”) defines the information needed to ensure the One-stop System Operator and the site(s) partner organizations meet the quality criteria to operate a full service WorkSource one-stop center⁴ or a site affiliated with a certified WorkSource center⁵. In addition to the information relayed in the application, it also is the vehicle to document the site’s progress against each of seven quality criteria and probes specific actions toward achieving key processes necessary to operate a high-performing organization. Your responses are evaluated based on:

- how widely and consistently they are deployed,
- how systemically they are refined,
- how well they are aligned to the Council’s [Regional Workforce Plan](#) and the [Memorandum of Understanding \(MOU\)](#), and
- an analysis of the effectiveness of your approaches and a future plan.

Applicant⁶ evaluation: a rating will be applied to the written responses by the reviewers. Each quality standard receives an overall rating from the written application but are subject to adjustment based upon receiving any requested supplemental documents and as a result of the on-site visits and interviews with key stakeholders. Reviewers meet to come to a consensus score for each Quality Standard. The final “consensus score” will be part of the board’s written response.

Poor	<ul style="list-style-type: none"> ▪ anecdotal only; ▪ no system evident
Requires Improvement	<ul style="list-style-type: none"> ▪ 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
Average	<ul style="list-style-type: none"> ▪ beginnings of a CQI process in place ▪ beginning to be deployed in pockets of the organization
Above Average	<ul style="list-style-type: none"> ▪ 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
Exemplary	<ul style="list-style-type: none"> ▪ 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

⁴ WorkSource Career Centers: adhere to individual organizational and shared roles and responsibilities outlined in the negotiated and signed Memorandum of Understanding including the Center Operating Budget called the Infrastructure Funding Agreement (IFA) with NWC.

⁵ Affiliated sites: adhere to individual organizational and shared roles and responsibilities outlined in the signed Memorandum of Understanding and Center Operating Budget with NWC, including housing and delivery onsite of **at least one** WIOA required program services and delivery of **all** WIOA basic career services of the partners on site, as well as alignment of programs and customer flow with the nearest Northwest WorkSource career center to provide access to the full array of services of all mandatory WIOA programs

⁶ “Applicant(s)” refers to the One-stop System Operator and those partner programs submitting the completed certification application package to the Local Workforce Development Board (LWDB) for consideration.

The certification application offers partners in the system another venue to affect critical aspects of a collaborative and high performing system design. The full involvement and active participation of partners in drafting a certification application is essential to achieving and maintaining a well-aligned one-stop career center system.

The Certification application is one step in the on-going pursuit of growth, quality improvement, and performance excellence. It is not the end of a quality journey, but the beginning. Attainment of certification provides assurance to the public the WorkSource site has achieved a high standard and consistently maintains that standard. Once certified, use of the “WorkSource” brand, in accordance with Council policy and statewide [WorkSource Brand Standards](#), is authorized by the Council.

FRAMEWORK FOR DOING BUSINESS

WorkSource sites in the Northwest must represent the highest standards of quality in the delivery of business, employment, and training services. The values and concepts evidenced in the Council’s [Framework for Doing Business](#) are the embedded beliefs and behaviors expected to be found within the WorkSource system of career centers and affiliated sites. They are the foundation for integrating key performance and operational requirements within a result-oriented framework that creates a basis for action and feedback. The Council reviews applicants to ensure the *Framework* is in evidence throughout the applicant’s governance and operations and that they are saturated at all levels of staffing and customer experience.

Applicants are strongly encouraged to read the Council’s [Framework for Doing Business](#) prior to completing the application. In brief, the Framework consists of these qualities and values:

- | | |
|-----------------------------|-----------------------------|
| Visionary Leadership | Quality Conscious |
| Market Based | Customer Friendly |
| Comprehensive | Integrated Service Delivery |
| Outcome and Results Focused | |

QUALITY STANDARDS

Certification applicants must demonstrate outcomes from their sites which meet or exceed a set of quality standards based on [Baldrige National Quality Award](#) criteria. Certification standards are set purposely high to ensure WorkSource customers consistently receive the highest levels of service and outcomes. The criteria promote acting strategically as well as thinking proactively. They help align processes and staffing talent with customer needs. The criteria provide a valuable context to improve communication, productivity, and effectiveness while helping to achieve the Council's strategic goals for the workforce development system. The Baldrige terminology used in this application is consistent with the value statements that comprise the Council's Framework for Doing Business.

Most organizations use some version of a quality framework to define and organize the way they work. While Baldrige is one such framework, all strive to articulate critical elements which, when deployed consistently and saturated throughout an organization, aid it in building a culture of partnership continuous improvement, as well as achieving high-performance. The Baldrige language used here, while perhaps not exactly that which a partner may be accustomed to, carries much the same meaning as other quality models and is used here for clarity, brevity, and is consistent with previous certifications.

Where there is language and terminology used throughout this document which may vary from language and terminology used in quality models partners are most familiar with, what is important to think about are the similarities between the Baldrige framework and other quality management and assurance models. Again, Malcom Baldrige criteria is the framework used in NWC's certification application and is not intended in any way to limit respondents ability to articulate their participation in the inter-related core values and concepts embedded in the Baldrige criteria.

- 1. Leadership** - A commitment to excellence in the WorkSource system is modeled and shaped by strong public and private leadership. The Council provides the workforce development system with effective private-sector led oversight of the regional system. WorkSource partner organization's⁷ leadership⁸ work collaboratively to provide management that is active and supportive to achieve system goals. Workforce system leadership is directly involved in sustaining common values, creating a customer-focused culture, and achieving performance expectations. System staff are encouraged to embrace and demonstrate leadership values and skill to inspire, motivate and encourage innovative contributions and solutions.
- 2. Strategy**- The region's workforce partnership is managed in accordance with the Council's [Regional Workforce Plan](#), WorkSource system policies and regional protocols. The *Regional Workforce Plan* focuses on ensuring systemic quality and performance results.

⁷ "WorkSource partner organization" includes all WIOA mandatory program operators as well as any agency, non-profit, or for-profit entity operating any aspect of its program from within a WorkSource Career Center or a site affiliated with a Center, and reflected in the most recent MOU.

⁸ "Leader or Leadership" for purposes of this application is the one-stop operations senior staff and WorkSource partner organization senior leader (highest local authority) or their designee (often a member of the Workforce Partner Management Team). The term represents leadership behaviors that typify (possess and personally exhibit) not only those in a position of leadership, but also includes behaviors for all persons engaged in the one-stop system. Key behaviors defining a leader include: setting vision ethics and transparency, a systems perspective, delivering value and results, innovation and learning, valuing people, and building customer relationships.

3. **Customers⁹** - The WorkSource system is based upon an unwavering focus on the needs of its business and job seeker customers. Services are shaped and assessed by attention to customer needs and associated adjustments to strategies, processes, and products. Customer satisfaction calls for the use of relevant data and information as an integral piece of the WorkSource system’s performance. The Council requires the solicitation and applied use of customer feedback to inform continuous quality improvements.
4. **Information and Analysis** - This section examines how you select, gather, analyze, manage, and improve data, information, and knowledge assets and how you manage information technology. In order to ensure the WorkSource system is managed effectively, responds to customer needs, and produces results, consistent use of meaningful data is required. Performance must be reviewed and analyzed and that knowledge then used to lead performance improvement. Receiving consistent and timely outcome performance and demographics of customers served is essential for effective strategic planning.
5. **Workforce** - One-stop centers, and those sites affiliated with them, are well-integrated, high-performance work organizations. Collaborating organizations strive together to build a workforce environment conducive to high performance, reduce duplication of effort, empower staff to make decisions, and invest in staff development. Leadership ensures staff have the tools and skills they need to provide excellent service in real time. Every staff member has the ability and authority to meet customer needs, either directly or, when appropriate, by helping the customer make the right connections to the expertise they seek. Every employee considers Diversity Equity and Inclusion (DEI) initiatives to apply to their work environment and includes employees of partner entities involved in Center activities.
6. **Operations** - WorkSource is a high-quality, customer service enterprise. To ensure ongoing success, emphasis is placed on continuous improvement of key processes to reduce variability and rework and improve performance. Agility is required to respond quickly, flexibly and effectively to changing requirements. Work is designed, managed, and improved to deliver customer value and achieve organizational success.
7. **Results** - In its oversight role of the workforce development system, Northwest Workforce Council reviews outcomes of the one-stop career centers and affiliated sites. Each partner organization and program within this system contributes to the system’s overall performance (while each is responsible to its funding source for program results and compliance). Included here are partner program performance, customer satisfaction, process and product effectiveness and regulatory results. Both in-person and virtually delivered services are measured.

⁹ “Customer” is broadly defined as actual and potential users of your products, programs, or services. WorkSource system customers include business and industry, and job candidates.

SECTION TWO: THE APPLICATION PROCESS

STEPS IN THE APPLICATION PROCESS

There is a multi-step process for becoming certified to operate as a WorkSource Career Center or a site affiliated with a certified WorkSource Career Center.

1. Online FAQ (*optional*)
2. Written application
3. In-person review conducted onsite by Certification Team reviewers
4. Consensus review by Certification Team reviewers
5. Reviewers' recommendation acted upon by Northwest Workforce Council
6. Notification of action taken by the Council with commendations and/or technical assistance issued to applicant from Certification Team

The One-Stop System Operator, Northwest Workforce Council, has conducted a virtual orientation to the Certification Application (link to recorded orientation available on the Boards website [Northwest Workforce Council \(nwboard.org\)](https://www.nwboard.org)). The orientation includes an introduction to the Malcom Baldrige framework, the system or process to assess and improve operations of the partnership. The orientation Q&A is posted on the boards website [Northwest Workforce Council \(nwboard.org\)](https://www.nwboard.org). Applicants are encouraged to view the orientation. Additional questions may be forwarded to Info@workforcenorthwest.org. Answers will be posted within seven (7) work days on the board's website.

WRITING THE APPLICATION – A Partner Document

- Respond to each indicator¹⁰ for each of the seven quality standards. Selectively choose your best example(s) to demonstrate your work and accomplishments in achieving the quality criteria. Showing reviewers “*how and why*” you do something is as important as stating “*what*” you do.
- If evidence of an indicator is not yet in place, describe in your *Partner Management Work Plan* your strategy and timeline for how and when processes and strategies will be in place.
- Pages must be numbered.
- Appendices (limited to 10 pages in addition to the Work Plan and Checklists) may be included with the application if referenced appropriately in the responses.
- Application responses may not exceed 25 pages in total length.
- Bulleted lists are not an acceptable response format.
- MS WORD® versions of the application's tables and checklists are available upon request to assist in writing responses.

Industry jargon, acronyms or terminology commonly known or used by a workforce practitioner must be avoided when possible or otherwise defined either within the text or via footnote at their first appearance in the written application.

Northwest Workforce Council convenes an ad hoc task team, known as the Certification Team to manage the process of certification on its behalf. Certification Team reviewers are leaders of local businesses,

¹⁰ A quality “indicator” provides an indication of quality standard achievement. It is evidence the quality standard is in place and is continuously improved upon. The quality indicator(s) beneath each of the seven quality standards form the “question(s)” asked of respondents in this application. In the 2022 cycle of certification, indicators or questions beneath the seven quality standards has been simplified in order to focus on the integration aspects of the efforts.

organized labor, and other community professionals. After concluding its examination of the application and consideration of the site review, the team confers and makes its recommendation to the Council for their action on the certification application.

PARTNER MANAGEMENT WORK PLAN

A Partner Management Work Plan is a required part of the application. The plan is a central element to continuous improvement and defines how the partners will better identify and meet the needs of customers. The work plan is a living, evolving document, and as such, a progress report and plan update is required to be submitted annually. Failure to provide the annual report/update may result in corrective action. Technical guidance or assistance from the Council and its designated teams or committees (i.e., Certification Team, Quality Assurance Committee, Regional Access Advisory Committee, etc.), are expected to inform the Partner Management Work Plan. See Attachment A for required elements of the work plan. Applies to re-certification only.

SUBMITTING THE APPLICATION

A first-time application may be submitted whenever ready. Recertification applications are due on the date specified in the Council’s letter of certification. Certification applications, if provided by the first day of the first month of a quarter, will be acted upon in that quarter. After review, the Council will consider the recommendation of the Certification Team at its next regularly scheduled Board meeting. Application packages are accepted and processed by the Council only with all portions complete and submitted simultaneously.

An application package is complete when each of the following are submitted together:

1. Cover letter and transmission page
2. Complete, written responses to each quality indicator
3. Partner Management Work Plan (See Attachment A - Template)
4. Required partners and services (See Attachment B - Checklists)

Applications and supporting materials must be provided in electronic pdf format, along with five (5) identical copies with original signature on each cover page.

Completed packages
may be mailed to:

NWC Certification Team
P.O. Box 2009
Bellingham, WA 98227-2009

and e-mailed to:

Marissa B Cahill: mbcahill@workforcenorthwest.org

SITE REVIEW

The Certification Team will conduct first-hand observation of what the written application states. They do so via onsite visits to the applicant site(s). Onsite reviewers will provide the One-stop-System Operator a minimum 7-day advance notice of a site review visit.

While onsite, reviewers will seek evidence of integration of programs; alignment of services, products and processes; evidence of the site’s performance; evidence of quality improvement; and/or explore areas of perceived weakness in the written application. Partner management is responsible to prepare their employees to have a working knowledge of workforce policies and procedures, and the service delivery roles and functions of all partner organizations. Additionally, staff are to be sufficiently knowledgeable about what WorkSource Certification is, its importance, and are aware the onsite review is an evaluative piece of the certification process.

The onsite review will generally consist of:

- A walk through of the customer-accessible areas of the site;
- Interviews with service delivery staff and supervisors, as scheduled or available;
- A review of customer-targeted materials; including outreach and orientation materials, media, workshop and meeting offerings, program-specific matter, etc.;
- A review of the facility's layout and infrastructure, with attention to customer flow and accessibility; and
- Additional onsite information needed to validate status against the certification standards (i.e., review of system governance protocols and practices, training and professional development plans, customer feedback mechanisms, etc.)

The Certification Team will schedule a group meeting with the Workforce Partner Management Team, and resident and itinerant program organizations' leadership, to coincide with the culmination of their onsite visit(s) or shortly thereafter. The format of this meeting is at the discretion of the Certification Team.

APPLICATION REVIEW

The Council's Certification Team will conduct a desk review of the written application, supplemented by their onsite observation and experience. Reviewers may seek clarification of written responses or additional information as needed from the applicant's contacts identified in the Transmission Information page. The written application is scored by the reviewers at the conclusion of their process.

RECOMMENDATION

Once reviewers complete their deliberation and scoring of the application, a written recommendation is made to the Chair of Northwest Workforce Council with a request to take action on the recommendation at their next scheduled NWC board meeting. The Council may then approve the applicant, offer provisional status, or deny certification. The Council shares its decision with the Governor's State Workforce Training and Education Coordinating Board.

Once Council takes action on the Certification Team's recommendation, the Certification Team will issue a written report to the applicant informing them of the Council's action, identifying both strengths and weaknesses observed, as well as detailed and specific recommendations for improvement, provision of technical assistance, and/or any requirements for action and periodic reporting.

DURATION

Certification attained under this process will remain valid for three (3) years, barring intermediate action by the Council in response to underperformance. Note: WorkSource Center on-site visits may occur at any time during the certification period. Applicants are eligible to apply for re-certification no later than thirty-three (33) months following their last certification.

CORRECTIVE ACTION

Should a certified site fail to perform to the Council's expectations or in accordance with its agreements or policies, the Council may take corrective action. Under-performing sites may be placed on probation, suspension or de-certified by action of the Council.

- One-stop System Operator will be notified of the issue or concern,
- a technical assistance report may be provided and may include performance targets,
- subsequent quarters' (available) performance results will be examined to ensure progress on the issue or concern.

SECTION Three: THE WRITTEN APPLICATION

Note: within each of the seven (7) Baldrige Quality Standards, the “indicators” – written in this application in the form of a question that directly relates to key documents (e.g.: Framework for Doing Business, the MOU, the Regional Plan, etc.) and are referenced in the footnotes.

- 1. Leadership** - A commitment to excellence in the WorkSource system is modeled and shaped by strong public and private leadership. The Council provides the workforce development system with effective private-sector led oversight of the regional system. WorkSource partner organizations¹¹ leadership¹² work collaboratively to provide management that is active and supportive to achieve system goals. Workforce system leadership is directly involved in sustaining common values, creating a customer-focused culture, and achieving performance expectations. System staff are encouraged to embrace and demonstrate leadership values and skill to inspire, motivate and encourage innovative contributions and solutions.

One of the key aspects of leadership as a quality Standard is to be aware of the definition. Leadership is about skills and behavior for any and all Workforce system employees rather than being defined solely by position. There are, however, specific instances where the term “leadership” may be used to describe a position (see footnote).

Describe how senior leadership supports employee contributions in the alignment of planning, budgeting processes, and service delivery, wherever possible, to the Council’s [policies](#), [quality standards](#), and operational protocols¹³.

Describe how WorkSource partner agency leaders work together to identify and remove barriers to the coordination and alignment of programs. (MOU VI B#7)

¹¹ “WorkSource partner organization” includes all WIOA mandatory program operators as well as any agency, non-profit, or for-profit entity operating any aspect of its program from within a comprehensive WorkSource Career Center or a site affiliated with a Center.

¹² “Leader or Leadership” for purposes of this application is the one-stop operations senior staff and WorkSource partner organization senior leader (highest local authority) or their designee (often a member of the Workforce Partner Management Team). The term represents leadership behaviors that typify (possess and personally exhibit) not only those in a position of leadership, but also includes all persons engaged in the one-stop system. Key behaviors defining a leader include: setting vision, ethics and transparency; a systems perspective; delivering value and results, innovation and learning; valuing people, and building customer relationships.

¹³ These may include, but not be limited to Council’s: [Memorandum of Understanding \(MOU\)](#)¹³, [Framework for Doing Business](#), [Regional Business Services Plan](#) and [Key System Integrators](#). (MOU VI B#2) (MOU VI B#3) (MOU IV B#6)

2. Strategy- The region’s workforce partnership is managed in accordance with the Council’s [Regional Workforce Plan¹⁴](#) and the Memorandum of Understanding (MOU), WorkSource system policies and regional protocols. The *Regional Workforce Plan* focuses on ensuring systemic quality and performance results.

WorkSource One-stop System Operator(s) and the Workforce Partner Management Team develop and use a *Partner Management Work Plan* that demonstrates to the Council the partners’ strategies for achieving the Council’s *Regional Workforce Plan*. The *Work Plan* is one strategy to achieve the shared responsibility to jointly promote and pursue the further alignment of programs through joint planning. (MOU IV B#1)

Describe your strategy to enhance the unique needs of a partner environment that ensures a supportive and collaborative one-stop Center environment.

Describe or show each partner’s process or system for bringing work and/or issues forward from their program(s) to the Workforce Partner Management Team *and* how the resulting information, process refinements, etc., are brought back to their program(s) from the discussions and/or actions of the Workforce Partner Management Team¹⁵.

Complete Attachment A, Partner Management Work Plan¹⁶

¹⁴ Each partner organization will have its own strategic or business plan. However, to operate within a WorkSource Northwest site, organizations must strive for an intentional alignment or integrated approach to service delivery and daily operations.

¹⁵ Participate in regularly scheduled partner meetings as a shared responsibility to help define issues, seek solutions, identify opportunity and to exchange information in support of the workforce development system and encourage program integration. (MOU IV B#9)

¹⁶ Your 1 to 3-year plan to achieve an intentionally aligned or integrated approach to service delivery and daily operations. Annual progress reports to the Council are a requirement.

- 3. Customers** - The WorkSource system is based upon an unwavering focus on the needs of its business and job seeker customers¹⁷. Services are shaped by attention to customer needs. Customer satisfaction calls for the use of relevant data and information as an integral piece of the WorkSource system's performance. The Council requires the solicitation and applied use of customer feedback to inform continuous quality improvements.

This standard examines how you listen, build relationships, and use customer information to identify opportunities which enrich customers' experience and satisfaction.

Describe how you listen to (and/or engage with) your customers in order to learn about their requirements. Example is required.

Describe how you use customer feedback to enhance or refine the materials or processes used in customer engagement?

Include in your appendices a current list of each partner program's designated Complaint Contact¹⁸.

¹⁷ "Customer" is broadly defined as actual and potential users of your products, programs, or services. WorkSource system customers include business and industry, job candidates, as well as system colleagues, partners and community programs.

¹⁸ The Program management or staff designated by program administrators responsible for processing program complaints. Northwest Workforce Council Equal Opportunity officer or the State Equal Opportunity Officer may serve as a complaint contact for EO discrimination complaints. A contact may also be appointed by the One-Stop System Operator that initially assists all customers interested in filing a complaint at a local WorkSource Center or Affiliated Site office and determines partner(s) program's complaint jurisdiction if a written complaint is subsequently filed. ([NWC Policy 1012-1 Rev.3](#)) Each partner operating programs or delivering services from a WorkSource Center or Affiliated site shall maintain an identified Complaint Contact and keep that individual's information updated with the One-stop System Operator (MOU IX).

- 4. Information and Analysis** – This section examines data and information technology. This section explores how you select, gather and analyze, manage, and improve data, information, and knowledge assets and how you manage information. In order to ensure the WorkSource system is managed effectively, responds to customer needs, and produces results, consistent use of meaningful data is required. Performance must be reviewed and analyzed. That knowledge is then used to lead performance improvement. Receiving consistent and timely outcome performance and demographics of customers served is essential for effective strategic planning.

Define how partner organizations participate in the system’s continuous quality improvement (CQI) initiatives, complementary to partner organization’s CQI initiatives. (MOU IV B#17)

Describe how partner organizations promote and contribute to the implementation of a unified system of measuring performance and accountability. (MOU IV B#18)

Describe how each partner organization contributes to the maintenance of its general information on DAWN¹⁹ to ensure it remains contemporary. (MOU IV B#21 & V #5)

¹⁹ DAWN (Dynamically Aligned Workforce Network) is the shared knowledge management system developed and maintained by the workforce partnership. It provides a communication platform, facilitates well-informed referrals, offers data and product sharing, as well as hosting common/shared products and processes. Serves as a “desk guide” for all partners in the system.

- 5. Workforce** – One-stop centers, and those sites affiliated with them, are well-integrated, high-performance work organizations. Collaborating organizations strive together to build a workforce environment conducive to high performance, reduce duplication of effort, empower staff to make decisions, and invest in staff development. Leadership ensures staff have the tools and skills they need to provide excellent service in real time. Every staff member has the ability and authority to meet customer needs, either directly or, when appropriate, by helping the customer make the right connections to the expertise they seek.

Describe how each partner is proactive in maintaining a culture which solicits and benefits from the diverse ideas and contributions of the sites workforce.

Describe how the employees working in a Center acknowledge and practice Diversity, Equity and Inclusion (DEI) that promotes all Center employees and customer, and is not an agency or program specific initiative.

6. Operations - WorkSource is a high-quality, customer service enterprise. To ensure ongoing success, emphasis is placed on continuous improvement of key processes to reduce variability and rework and improve performance. Agility is required to respond quickly, flexibly and effectively to changing requirements. Work is designed, managed, and improved to deliver customer value and achieve WorkSource system success.

How do you reasonably assist each other in the continued evolution of the Northwest workforce system's common processes and tools? (MOU IV B#15)

Describe how you align service delivery, wherever possible, to the Northwest Workforce Partner Management Team's agreements, processes, and protocols. (MOU IV B#4)

Describe how business services are conducted in alignment with the Council's *Regional Business Services Plan*. (MOU IV B#16)

Include in your appendices the customer flow diagram currently in use as a means to describe how you provide access (virtual and in-person) to programs or activities through the one-stop delivery system. (MOU IV B#14)

Describe how you ensure adherence to [WorkSource Brand Standards](#) and local processes in regard to management of the WorkSource brand. (MOU IV B#10)

How do you ensure WIOA priority populations are granted equitable access to program services?

Complete the WIOA required programs and service provision checklists in Attachment B.

7. Results - In its oversight role of the workforce development system, Northwest Workforce Council reviews outcomes of the one-stop career centers and affiliated sites. Each partner organization and program within this system contributes to the system's overall performance (while each is responsible to its funding source for program results and compliance). Included here are partner program performance, customer satisfaction, process and product effectiveness, and regulatory results. Both in-person and virtually delivered services are measured.

How, and how often, is workforce development-related performance and funding information provided to the Council to ensure effective workforce development system oversight, including but not limited to, WIOA's required common performance indicators? (MOU IV B#19)

What metrics inform your progress in achieving the [Council's strategic goals](#) for the regional workforce system?

Attachment A

Partner Management Work Plan Template²⁰

An Annual Progress Report & Work Plan Update Is Required

Strategic Objective	Action Strategy <i>Include Parties Accountable to Achieve the Action and Project Start Date</i>	Regional Workforce Plan Strategic Goal(s) Influenced (Which?)	Memorandum of Understanding – Shared Responsibility(ies) Influenced (Which?)	Certification Team or Access Review Technical Assistance Item (Which?)

²⁰ A Partner Management Work Plan is a central element to continuous improvement and defines how the applicant and its partners will better identify and meet the needs of customers. The work plan is expected to be a living, evolving document, and as such, an annual progress report to the LWDB and plan update is required. Technical guidance or assistance provided from the Council and its designated teams or committees (i.e. Certification, Quality Assurance, Regional Access Advisory, etc.), are expected to inform the work plan.

Attachment B

REQUIRED PROGRAM/PARTNER CHECKLIST (minimum programs required within all comprehensive Centers)

- A. In the column named “On-Site”, indicate programs/partners that are currently located on-site in your facility by entering the average number of hours per week they are on-site.
- B. In the column named “Off-Site Electronic Connection”, make a check mark for the programs/partners that are off-site but their basic career services are made available to customers through an electronic connection. Note: Not all customers will be able to use the electronic connection(s) without help from WorkSource staff.
- C. For programs/partners that are off-site but an agreement is in place to provide their basic career services in another manner, check the last column and briefly explain how this is accomplished.

WIOA REQUIRED PROGRAMS/PARTNERS	ON-SITE (AVERAGE HOURS/WEEK)	OFF-SITE ELECTRONIC CONNECTION	OFF-SITE BASIC CAREER SERVICES MADE AVAILABLE IN ANOTHER MANNER (DESCRIBE)
WIOA Title I Adult Services			
WIOA Title I Dislocated Worker Services			
WIOA Title I Youth Services			
Wagner-Peyser Title III – Washington State Employment Security Department (ESD)			
Adult Education and Family Literacy Title II (ABE)			
Rehabilitation Act Title IV – Washington State Division of Vocational Rehabilitation (DVR)			
Rehabilitation Act Title IV – Washington State Department of Services for the Blind			
Title V – Older Americans Act/Senior Community Service Employment Program (SCSEP)			
TANF – Washington State Department of Social and Health Services (DSHS)			
Career and Technical Education Programs (postsecondary) Carl D. Perkins Act			
Trade Adjustment Assistance – Washington State Employment Security Department			
Veterans Employment Services – Washington State Employment Security Department			
Community Services Block Grant			

WIOA REQUIRED PROGRAMS/PARTNERS	ON-SITE (AVERAGE HOURS/WEEK)	OFF-SITE ELECTRONIC CONNECTION	OFF-SITE BASIC CAREER SERVICES MADE AVAILABLE IN ANOTHER MANNER (DESCRIBE)
Housing & Urban Development Employment & Training			
Unemployment Compensation			
Second Chance Act			

ADDITIONAL PARTNERS (not mandated)

ADDITIONAL PROGRAMS/PARTNERS	ON-SITE (AVERAGE HOURS/WEEK)	OFF-SITE ELECTRONIC CONNECTION	OFF-SITE BASIC CAREER SERVICES MADE AVAILABLE IN ANOTHER MANNER (DESCRIBE)
Ticket to Work and Self Sufficiency			
Small Business Administration			
SNAP Employment (Basic Food Employment and Training (BFET))			
Food and Nutrition (7 USC 2015(o))			
Vocational Rehabilitation Pilot Projects			
AmeriCorps			
Public Libraries			
Associate Development Organizations/Economic Development			
Local Government (City/County)			
Washington State Department of Labor and Industries			
<i>(please add partners as appropriate)</i>			

CAREER SERVICES CHECKLISTS

BASIC CAREER SERVICES	ON-SITE	BASIC CAREER SERVICES	ON-SITE	BASIC CAREER SERVICES	ON-SITE
Initial assessment of skill levels (including literacy, numeracy, and English language proficiency), aptitudes, abilities (including skills gaps), and supportive service needs		Outreach, intake and orientation to the information and other services available through the one-stop delivery system		Eligibility determination	
Labor exchange services, including job search and placement assistance, career counseling, provision of information on in-demand industry sectors and occupations, provision of information on nontraditional employment		Appropriate recruitment and other business services on behalf of employers, including small employers, which may include providing information and referral to specialized business services not traditionally offered through the one-stop delivery system		Referrals to and coordination of activities with other programs and services, including programs and services within the one-stop delivery system and other workforce development programs	
Workforce and labor market employment statistics information, including accurate information relating to local, regional, and national labor market areas, including job vacancy listings in labor market areas; information on job skills necessary to obtain the jobs; and information relating to local occupations in demand and the earnings, skill requirements, and opportunities for advancement for such occupations		Performance information and program cost information on eligible providers of training services and eligible providers of youth workforce investment activities, providers of adult education, providers of career and technical education activities at the postsecondary level, and career and technical education activities available to school dropouts, and providers of vocational rehabilitation		Information, in formats that are usable by and understandable to one-stop center customers, regarding how the local area is performing on the local performance accountability measures and any additional performance information with respect to the one-stop delivery system in the local area	
Information, in formats that are usable by & understandable to one-stop center customers, relating to the availability of supportive services or assistance, including child care, child support, medical or child health assistance benefits under the supplemental nutrition assistance program, assistance through the earned income tax credit, assistance under State program for temporary assistance for needy families, and other supportive services and transportation provided through funds made available in the local area		Provision of information and assistance regarding filing claims for unemployment compensation;		Assistance in establishing eligibility for programs of financial aid assistance for training and education programs	
		Translation services			

INDIVIDUALIZED CAREER SERVICES	ON-SITE	INDIVIDUALIZED CAREER SERVICES	ON-SITE	INDIVIDUALIZED CAREER SERVICES	ON-SITE
Comprehensive and specialized evaluation to Identify barriers to employment and employment goals		Development of Individualized Employment Plan (IEP)		Group Counseling	
Individual Counseling		Career/ Vocational Planning		Short-Term Pre-employment/ Vocational	
Internships and work experiences		Workforce preparation activities		Financial literacy services	
Out-of-Area Job Search and relocation assistance		English language acquisition and integrated education and training programs		Follow up services	