



A Focus on Excellence:

- **Leadership**
- **Strategic Planning**
- **Customer, Stakeholder and Market Focus**
- **Measurement, Analysis, and Knowledge Management**
- **Workforce Focus**
- **Process Management**
- **Results**

**Northwest
Workforce
Council**

**WorkSource Certification
Application Package**

Cover Page Information

Site Location:

Submitted by the following partners:

Date Submitted:

Date Received:

Contact Person:

Organization:

E-mail Address:

Telephone:

Mailing Address:

WORKSOURCE CERTIFICATION

BACKGROUND & REQUIREMENTS

The Workforce Investment Act (WIA) assigns and authorizes, with the agreement of the chief local elected official, the local Workforce Council to designate or certify one-stop Career Center operators. Council's are further authorized to terminate a site's eligibility for cause. In the Northwest Region (Island, San Juan, Skagit and Whatcom counties), the Northwest Workforce Council (Council), certifies sites wishing to become or remain a part of the WorkSource system. The one-stop career center system is called WorkSource in Washington State.

The mission of the Council is the preparation of a skilled, successful workforce aligned to the needs of business and industry. The vision is the creation of a robust, sustainable regional economy. The WorkSource Northwest system of one-stop career centers and their affiliated sites is one important mechanism to achieve these outcomes.

Sites must represent the highest standards of quality in the delivery of employment and training services. The Council reviews applicants to ensure the Council's values for the WorkSource-Northwest system are evident throughout the site's governance and operations and that they are saturated at all levels of staffing and customer experience.

Core Values:

- **Visionary Leadership** – Senior leaders set direction, create a customer focus, establish clear and visible values, and build high expectations. Senior leaders inspire, motivate, and encourage the entire workforce to contribute, to be innovative, and to embrace change. Leadership is a catalyst for change and works to remove barriers to change processes.
- **Integrated Service Delivery** – Every individual, resource, and organizational capability works together to ensure full advantage for WorkSource customers. Each customer is mutually regarded as a shared customer, with all staff and programs operating at the site having a vested stake in that customer's success. Integration refers to the harmonization (an evident "spirit of cooperation") of planning, processes, information sharing, resource decisions, actions, results, and analyses to support customer outcomes and system goals.
- **Customer-Driven Excellence** – Performance and value are ultimately judged by customers, both external and internal. Actions are focused on satisfying customer needs, identifying shortcomings and responding accordingly. Time and resources are focused on matters that create customer value or build upon the system's ability to do so.
- **Quality Improvement** – Experimentation, creative problem solving, and perpetual shared learning are constants in efforts to meet customer needs. This includes both continuous improvement of existing approaches and significant change or innovation.
- **Results** – Results are essential to the WorkSource system's relevance. High performance achievements are articulated through the success and satisfaction of the site's customers. They are attained by attending to customer expectations, the process of fulfilling those expectations, and the creation and evolution of a value-added product line.

Any entity seeking to achieve certification must demonstrate outcomes which meet or exceed a set of quality standards based on Malcolm Baldrige National Quality Award criteria. The criteria promote proactive growth and thinking and acting strategically. They help align processes and staffing talent with customer needs. The criteria provide a valuable framework to improve communication, productivity, and effectiveness while achieving the Council's strategic goals for the workforce development system. Using the criteria is decidedly not "easy". But neither is achieving sustainable results in a challenging environment.

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 site's quality journey, but the beginning. Attainment of certification provides assurance to the public the site has achieved a high standard and consistently maintains that standard. Once certified, a site may use the "WorkSource" name in accordance with the statewide WorkSource Marketing and Brand Standards.

The following quality standards are the criteria by which the Council certifies career centers and their affiliates. The standards are recommended to sites in their development stages to aid in the design of quality systems at the outset.

QUALITY STANDARDS

1. LEADERSHIP

A commitment to excellence in the WorkSource Northwest 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, while agency leaders work collaboratively to provide active and supportive management to achieve system goals. Leadership refers not only to organizations' senior executive and those reporting to that individual, but to all others demonstrating leadership traits within the realm of their influence. The leadership of the organization is directly involved in creating and sustaining common values, organizational directions, performance expectations, and customer focus. Leaders empower staff through team assignments and remove barriers which deter innovation and quality improvement.

2. STRATEGIC PLANNING

WorkSource Northwest sites are managed in accordance with the Council's strategic plan for integrated service delivery. The Council's plan focuses on ensuring quality and results. WorkSource site managers develop and use a quality improvement plan that demonstrates to the Council the site's strategies for achieving performance outcomes, customer satisfaction, and continuous improvement. The site quality improvement plan sets goals and objectives for the next one to three years, while containing clear and measurable action steps for implementation in support of the Council's strategic plan.

3. CUSTOMER, STAKEHOLDER, AND MARKET FOCUS

The WorkSource Northwest system is based upon an unwavering focus on the needs of its business and job seeker customers. Services are shaped and sites are assessed in significant part by their attention to these needs and associated adjustments to strategies, processes, and products. Customer satisfaction calls for the use of relevant data and information to establish the organization's performance. The Workforce Council requires each WorkSource site to actively solicit and use customer feedback to continuously improve.

4. MEASUREMENT, ANALYSIS, AND KNOWLEDGE MANAGEMENT

In order to ensure WorkSource Northwest sites are managed effectively, are responsive to customer needs, and produce results, consistent use of meaningful data by staff at all levels is fundamental. The Workforce Council will provide sites with performance data at regular intervals that is aligned with its strategic directions. Site-based staff are expected to supplement the Council supplied data with local data regarding customer requirements and key processes and to analyze the information to make effective management and quality improvement decisions.

5. WORKFORCE FOCUS

WorkSource Northwest sites are fully integrated, high-performance work organizations. Collaborating agencies invest in staff development, reduce duplication and empower staff to make decisions. The sites focus on employee satisfaction just as they do upon job seeker, business customer and stakeholder satisfaction. Management ensures staff members have the tools and skills they need to provide excellent service. The investment in staff development is substantial, ongoing, and focused both on cross-training and overall skill development. Every member of the organization has the ability and authority to meet customer needs, either directly or, where appropriate, by helping the customer make the right connections to the expertise he or she seeks.

6. PROCESS MANAGEMENT

WorkSource Northwest sites are high quality, customer service enterprises. To ensure ongoing success, sites place a major emphasis on continuous improvement of their key processes. Sites are capable of flexibility and quickly respond to changing customer needs. An examination of how the organization designs, introduces, produces, delivers, and improves goods and services is required. Also, how processes are effectively managed and improved to achieve better performance.

7. RESULTS

In its oversight role of the one-stop system, the Northwest Workforce Council defines outcomes expected of WorkSource Northwest sites. Each organization and program operating within a site contributes to the system's goals, while each is responsible to its funding source and organization for results and compliance. Program and organizational performance are one aspect of performance results submitted to the Council. The Council expects performance on measures attuned to the WorkSource Northwest site delivery system (program integration, customer focus, continuous improvement, etc.) and the strategic goals of the Council. The Council's interest is ensuring the collective system, known as WorkSource, is achieving common system goals, established locally.

ELIGIBILITY

Any public, private, for profit, or not for profit organization delivering workforce development services may apply for certification. This package will assist each site in examining where they are regarding the quality criteria and to promote continuous improvement toward achieving the criteria. Certification standards are set purposely high to ensure customers receive the highest levels of service. Technical assistance is available to assist those interested in achieving this level of quality.

Center or Affiliate?

Career Center

To be designated a WorkSource Center within the WorkSource Northwest system an applying site must be able to:

- Deliver on site or provide access to the full array of core services of all Workforce Investment Act (WIA) mandatory programs
- Deliver on site or provide access to all WIA intensive and training services
- Participate in WorkSource Northwest Partnership activities and teams
- Have in place a signed Resource Sharing Agreement, and Memorandum of Understanding with the Northwest Workforce Council
- Align quality improvement practices and processes with WorkSource Northwest's products and processes
- Meet and maintain all the Council's Quality Standards

Affiliate to a WorkSource Center

To be designated a WorkSource Affiliate site within the WorkSource Northwest system; an applying site must be able to:

- House and deliver on site the services of at least one required WIA program
- Deliver all WIA core services of the partners on site at the affiliate
- Align programs and customer flow with the local WorkSource Northwest Career Center to provide access to the full array of services of all mandatory WIA programs
- Align quality improvement practices and processes with WorkSource Northwest's products and processes
- Meet or exceed all of the Council's Quality Standards

APPLICATION PROCESS

There is a four-step process for becoming certified as a WorkSource Northwest Career Center or Affiliate.

1. *Introductory Information Packet and Site Visit*
2. *Self-Evaluation*
3. *Application Package*
4. *On-Site Review*

STEP 1

Introductory Information and Site Visit

After a site expresses an interest in certification, the Council will provide information regarding the quality criteria and the certification process. A Council staff member will visit with the leadership of the site wishing to pursue certification to review the application process, elaborate upon the Council's quality standards, and answer questions the site has in advance of seeking certification.

STEP 2

Self Evaluation

Self evaluation is a reflective exercise to assist a site in determining where it is in relation to the particular indicators used in the self evaluation tool. It is a measure of where that site is at that moment in time.

Self evaluations shall be conducted annually during the term of a site's certification; WorkSource Northwest sites may perform the evaluation simultaneously. The Council may require the use of a specific self evaluation tool based upon the nature of the site's business, the site's performance, the strategic focus of the Council, or contemporary evaluative tools in use within the WorkSource system.

STEP 3

Application Package

The application package defines the information needed to ensure the site meets the requirements of a full service center or an affiliate to a one-stop center. The application also requires *demonstration* of the site's progress against each quality criterion. Current performance must be *demonstrated* and include a Quality Improvement Plan. The application may not exceed 40 pages in total length, excluding the Executive Summary and Appendices. Pages must be numbered. Appendices may be included with the application if referenced appropriately in the responses. Bulleted lists are usually not an acceptable response format. All matrix cells must be completed. Use "n/a" when a response in that cell is not applicable or provide a brief (1-3 word) reason why there is no entry. The site should selectively choose one to three of its best examples which demonstrate its work and accomplishments in achieving the quality criteria.

In coordination with site partners, regional system responses shall be provided by the one stop operator, for sites it manages. Individual site responses should describe specific activities and accomplishments for the site.

The Quality Improvement Plan

A Quality Improvement Plan is required from each site as a part of the application package. The Plan is a central element to the site's continuous improvement and defines how a site will better identify and meet the needs of its customers. See Attachment A for the required elements of the Quality Improvement Plan.

Submitting the Application to the Council

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

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

1. Executive Summary
2. Answers to the indicators for each of the seven quality standards
3. Quality Improvement Plan

Application packages must be provided in electronic format, along with 5 identical copies with original signature on each cover page.

Completed packages
may be mailed to:

Northwest Workforce Council
WorkSource Certification Team
P.O. Box 2009
Bellingham, WA 98227-2009
kvonnegut@nwpic.bellingham.wa.us

and e-mailed to:

STEP 4

On Site Review

The on-site review occurs after scoring of the Application Package. The Workforce Council's reviewers will come on site once the Council's Certification Team determines the site has met the minimum threshold level on each quality indicator (rated 4 or above for sites reapplying, 3 or above for new applicants, see the application scoring criteria pg.10). The site team will meet with local leadership in an executive session to discuss leadership and strategic issues. The site team may conduct unscheduled interviews with customers. They will meet with a group of staff members which must include front line service delivery staff working at the site.

Reviewers will request demonstrations and concrete evidence of saturation of the seven quality standards. Reviewers will look for evidence of the site's integration of programs, services, products and processes; review evidence of the site's performance; request evidence of quality improvement; explore areas of perceived weakness.

SCORING

The Certification Team assesses an applicant site's readiness for certification by ensuring it meets the minimum established threshold for each quality standard (rated 4 or above for sites reapplying, 3 or above for new applicants. See the application scoring criteria pg.10). All sites applying for certification must meet this threshold.

Initial applications for certification may be granted "provisional certification" if, by determination of the Council, the applicant site has a well defined Quality Improvement Plan to achieve the minimum quality threshold and has both effective management and the commitment to pursue its plan.

Quality standard threshold levels increase for certified sites making reapplication, in keeping with the principles and expectation of continuous improvement.

PERFORMANCE REPORTING

Each site certified as a WorkSource Center shall provide the One Stop Operator (appointed by the Council using Workforce Investment Act criteria) with quarterly performance reports. Such performance reports shall be submitted by the One Stop Operator to the Council's Quality Assurance Committee in the Council's designated format. The Quality Assurance Committee will provide a Technical Assistance report to any site failing to maintain minimum quality threshold levels or not maintaining satisfactory progress in achieving improvements, as defined in the site's Continuous Quality Improvement Plan or the Council's technical assistance advisory. Each site certified as a WorkSource Affiliate shall provide the Council with semiannual performance reports, as described above.

DURATION

Certification as a WorkSource Northwest site under this process will remain valid for three years, barring intermediate action by the Council in response to underperformance. Any such intermediate action by the Council will follow a notification of failure to attain required levels of quality, the provision of a technical assistance report, and two quarter's subsequent review of performance results. Under-performing sites may be placed on probation or suspension by action of the Northwest Workforce Council.

Sites are eligible to apply for re-certification no later than thirty four months following their last certification.

APPLICATION SCORING CRITERIA

This score will be applied to the written responses to each of the indicators in the application. Each Quality Standard receives a score which is the average of each of the indicators for that standard.

1	<p>Represents that a systemic approach is entirely lacking. The approach to quality may be entirely or largely reactive.</p> <ul style="list-style-type: none"> ▪ anecdotal only ▪ no system evident
2	<p>Represents that many of the site's responses are reactive. It reflects the beginnings of a systematic approach.</p> <ul style="list-style-type: none"> ▪ beginning of a systematic 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
3	<p>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.</p> <ul style="list-style-type: none"> ▪ beginnings of a CQI process in place ▪ beginning to be deployed in pockets of the organization
4	<p>Represents that learning, refinements, maturity, integration and deployment are taking place.</p> <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
5	<p>Represents saturation, e.g. the purpose of the item is integrated as part of normal work.</p> <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

WRITTEN APPLICATION

Respond to each indicator for each of the seven quality standards. If all the indicators are not yet in place, describe in your Quality Improvement Plan the site's strategy and timeline for how and when processes and strategies will be in place.

*Sites within the WorkSource Northwest regional system are encouraged to adopt processes and products that are commonly designed and implemented. **Regional Responses** permit applicant sites to respond in a similar fashion to each other when appropriate.*

A. EXECUTIVE SUMMARY

- A1. The Site Operator shall provide an executive summary, not to exceed 3 pages, describing the site's primary strengths, weaknesses and opportunities.

1. LEADERSHIP

A commitment to excellence in the WorkSource Northwest system is modeled and shaped by strong public and private leadership. The Northwest Workforce Council provides the workforce development system with effective private-sector led oversight of the regional system, while agency leaders work collaboratively to provide active and supportive management to achieve system goals. Leadership refers not only to organizations' senior executive and those reporting to that individual, but to all others demonstrating leadership traits within the realm of their influence. The leadership of the organization is directly involved in creating and sustaining common values, organizational directions, performance expectations, and customer focus. Leaders empower staff through team assignments and remove barriers which deter innovation and quality improvement.

- 1a. Highlight the strength(s) of each on site partner and the interrelationships between partners to achieve the Council's strategic goals.
- 1b. **Regional Response:** Provide one specific example of each senior (managerial) leaders' personal actions to ensure effective integration at all levels. (See also 6a).
- 1c. **Regional Response:** Provide your best example of how senior (managerial) leaders create an environment for performance improvement and the accomplishment of the Council's core values and strategic goals.
- 1d. **Reapplication Sites Only:** Using the rating scale provided, executive leadership indicate the level to which each on-site WIA Memorandum of Understanding signatory organization has implemented the elements of MOU Item IV, Program Descriptions (see nwboard.org). Be prepared to provide evidence and/or explanation to the Certification Site Visit members. For those items which are not implemented, or not fully deployed, be certain to include strategies and timelines for doing so in the site's quality improvement plan.

Rating scale:

- 1 = Systematic approach is entirely lacking and may be largely reactive.
2 = Many responses are reactive, with beginning evidence of a systematic approach.
3 = A sound approach is in place, affecting most people and operations.
4 = Continued learning, refinement, maturity, integration and deployment.
5 = Full saturation, the item is integrated as a part of normal work.

Abbreviated MOU Item – for full text see MOU at nwboard.org	Northwest Workforce Council	Employment Security Department	DSHS Division of Vocational Rehabilitation	Bellingham Technical College	Skagit Valley College	Whatcom Community College	Other
Integration through joint planning							
Align planning & budgeting							
Workforce Skill Standards							
Coordinate for efficiencies							
Information sharing							
Confidentiality provisions							
Remove barriers to integration							
Unified performance system							
Common data systems							
Equal access							

- 1e. **Reapplication Sites Only:** Provide one or two specific examples which demonstrate how the Center Use Team (or other comparable site-based team) leads the site in defining and achieving strategies and objectives to attain the Council's strategic goals. Indicate the organizations with active participation on this team (i.e. attend 90% of meetings and contribute regularly to joint efforts).

2. STRATEGIC PLANNING

WorkSource Northwest sites are managed in accordance with the Council's strategic plan for integrated service delivery. The Council's plan focuses on ensuring quality and results. WorkSource site managers develop and use a quality improvement plan that demonstrates to the Council the site's strategies for achieving performance outcomes, customer satisfaction, and continuous improvement. The site quality improvement plan sets goals and objectives for the next one to three years, while containing clear and measurable action steps for implementation in support of the Council's strategic plan.

NOTE: Each partner organization likely has its own strategic or business plan for particular programs. However, to operate as a WorkSource Northwest site, organizations must strive for a consolidated and integrated approach to service delivery and daily operations. The Council's Strategic Plan is approved by the governor and complements the WIA Title 1-B and Wagner-Peyser Plan for Washington State. The Council's plan provides the overarching strategy to achieve the region's prioritized workforce goals.

- 2a. **Regional Response:** Provide one or two examples of the use of demographic, labor market, or other sources of pertinent information to establish specific objectives or adjust product lines to address customer needs. For example, demonstrate with an example how your site responds to the demand-driven needs of your business customers.
- 2b. Provide one or two examples of how the site works with community stakeholders (business, youth organizations, economic development organizations, community-based organizations, labor organizations, etc.) to ensure local workforce issues are adequately addressed.
- 2c. **Reapplication Sites Only:** Using the format provided, identify one of the site's accomplishments and/or outcomes to achieve each of the Council's strategic goals.

Abbreviated WDC Strategic Goal – see <i>nwboard.org</i> for full text	Site's Strategy to achieve this goal	Outcomes or Accomplishments	Next Steps
Lead the region's one-stop system which . . .			
Champion life-long learning . .			
Strengthen the responsiveness. . .			
Community collaborations and broad partnerships . .			
Economic development . .			

EXAMPLE:

WDC Strategic Goal – 3	Site's Strategy to achieve this goal	Outcomes or Accomplishments	Next Steps
<i>Strengthen the responsiveness of the workforce development system which: 1. Expands ways in which business needs are assessed and addressed.</i>	Implement each strategy from business customer satisfaction pilot, see attached Appendix B.	Key processes aligned with data capture improved by 16%. Survey contact information correct in 95% of entries, a 58% improvement over baseline.	Incorporate business customer satisfaction strategies in CQI cycle. Identify and implement benchmark strategies from other participating areas.

3. CUSTOMER, STAKEHOLDER and MARKET FOCUS

The WorkSource Northwest system is based upon an unwavering focus on the needs of its business and job seeker customers. Services are shaped and sites are assessed in significant part by their attention to these needs and associated adjustments to strategies, processes, and products. Customer satisfaction calls for the use of relevant data and information to establish the organization’s performance. The Workforce Council requires each WorkSource site to actively solicit and use customer feedback to continuously improve.

3a. Using the format provided, provide the single best example which demonstrates the site’s use of customer data and analysis to make quality improvements in each of the three areas identified.

	Customer data used to initially identify need	Improvement, Enhancement, Adjustment, or Breakthrough	Process used to improve design	Data used to determine effectiveness of change	Responsible party(ies) for implementation of improvement
Product line					
Customer flow					
Service					

EXAMPLE:

	Customer data used to initially identify need	Improvement, Enhancement, Adjustment, or Breakthrough	Process used to improve design	Data used to determine effectiveness of change	Responsible party(ies) for implementation of improvement
Product line: New Website	Customers’ critical comments on new website	Improved categorization of content enhanced customers’ ease of access. Benchmarked design with other highly regarded websites.	Focus group of Job Club participants provided design ideas and later tested them in computer lab	Focus group results and a 73% decline in negative customer comments as recorded on comment cards	The CQI Team brought trend information to the Web design team, who then made improvements and market tested them with customers

3b. **Regional Response:** Define how customers are introduced to Workforce Skill Standards, how skills are assessed, and how skill deficiencies are remediated or skill advancement occurs.

3c. **Regional Response - Include as Appendix B:** Provide a flow chart depicting how job seeker customers move to and through core services at the site and are referred to intensive and training service providers within the WorkSource system.

3d. **Regional Response - Include as Appendix C:** Provide a flow chart depicting how business customers move to and through basic services at the site and are referred to other service providers within or outside of the WorkSource system.

4. MEASUREMENT, ANALYSIS, AND KNOWLEDGE MANAGEMENT

In order to ensure WorkSource Northwest sites are managed effectively, are responsive to customer needs, and produce results, consistent use of meaningful data by staff at all levels is fundamental. The Workforce Council will provide sites with performance data at regular intervals that is aligned with its strategic directions. Site-based staff are expected to supplement the Council supplied data with local data regarding customer requirements and key processes and to analyze the information to make effective management and quality improvement decisions.

- 4a. **Regional Response:** How is performance data made available for all staff to review and use to identify quality improvements and performance enhancements?
- 4b. Provide an example of how site-specific data is used to complement and/or enhance readily available system-wide data?
- 4c. **Regional Response:** Using the format provided, identify one to two benchmarks used to gauge and improve performance. Identify any future item or process to be benchmarked and include in the sites' Quality Improvement Plans as appropriate.

Target improvement area	Benchmark	What was measured?	Site's baseline measure?	What was implemented or improved?	What are the results?

EXAMPLE:

Target area for improvement	Benchmark	What was measured?	Site's baseline measure	What was implemented or improved?	What are the results?
Customer satisfaction	Les Schwab - 93%	Customer satisfaction on feedback forms	87%	Just in time attention to customer needs	Increased satisfaction response by 17%

- 4d. **Reapplication Sites Only:** Using the format provided, indicate the data collection and analysis system functioning at the site.

* Rating scale:

- 1 = Systematic approach is entirely lacking and may be largely reactive.
- 2 = Many responses are reactive, with beginning evidence of a systematic approach.
- 3 = A sound approach is in place, affecting most people and operations.
- 4 = Continued learning, refinement, maturity, integration and deployment.
- 5 = Full saturation, the item is integrated as a part of normal work.

WorkSource NW Data Tools	Degree of implementation Rate 1 to 5*	Who receives the data?	Who analyzes the data?	What is the frequency of analysis?	Who builds & tracks improvement strategies?
Comment Cards					
WorkSource Membership System					
SKIES					
WorkSource System Management Performance Indicators					
Annual Self Assessment					
Monitoring Reports					
Training Evaluation					
Others – <i>initial application sites identify alternate methodologies for collection and analysis of data.</i>					

EXAMPLE:

WorkSource NW Data Tools	Degree of implementation Rate 1 to 5*	Who receives the data?	Who analyzes the data?	What is the frequency of analysis?	Who builds & tracks improvement strategies?
Comment Cards					
Business comment cards	5 Cards are mailed in follow up letters, provided on site, and sent in e-mail signatures	Regional Continuous Quality Improvement Team	Regional CQI Team	Quarterly	The CQI Team recommends improvement strategies.

5. WORKFORCE FOCUS

WorkSource Northwest sites are fully integrated, high-performance work organizations. Collaborating agencies invest in staff development, reduce duplication and empower staff to make decisions. The sites focus on employee satisfaction just as they do upon job seeker, business customer and stakeholder satisfaction. Management ensures staff members have the tools and skills they need to provide excellent service. The investment in staff development is substantial, ongoing, and focused both on cross-training and overall skill development. Every member of the organization has the ability and authority to meet customer needs, either directly or, where appropriate, by helping the customer make the right connections to the expertise he or she seeks.

- 5a. **Regional Response:** Identify the training opportunities whose focus was on staff competency building to contribute to customer success, that were offered during the certification period, or three years, whichever is greater.

Date	Training	Learning Objectives

- 5b. Provide one to two examples of improvement (in product, process or performance) as a direct result of training or staff development activities.
- 5c. Provide an example of how the site measures the satisfaction of its staff.
- 5d. **Reapplication Sites Only:** Demonstrate, using the site's best example, its saturation of the Partnership's *Competencies for Workforce Development Professionals*.

6. PROCESS MANAGEMENT

WorkSource Northwest sites are high quality, customer service enterprises. To ensure ongoing success, sites place a major emphasis on continuous improvement of their key processes. Sites are capable of flexibility and quickly respond to changing customer needs. An examination of how the organization designs, introduces, produces, delivers, and improves goods and services is required. Also, how processes are effectively managed and improved to achieve better performance.

- 6a. **Regional Response:** Using the format provided, indicate progress made in both structural integration and service integration. *(This response will be weighted heavily and reviewed during the site visit. Senior leadership is requested to participate in the regional response.)*

	Common Integrator	Example of an improvement strategy undertaken	Result or Outcome
Structural Integration	<i>Structural integration focuses on the relationship between organizations and building the One-Stop infrastructure and its governance.</i>		
	Partnership formation and functioning.		
	Governance and operations alignments: day to day management, resource sharing, MOU, etc.		
	Staff organization models and training that facilitates integration		
	Information systems that facilitate program relationships and services		
	Accountability systems that promote system goals		
Service Integration	<i>Service integration brings staff and services together to promote a rich, seamless set of services that provide enhanced outcomes.</i>		
	Universal service design serves job seekers with effective job search skills and adequate individual assistance.		
	Universal service customers have an effective path to more intensive services.		
	Intensive service design has shared components: assessment, case management, placement, etc.		
	Employer services deliver high quality job orders that are matched to job seeker inventories.		
	Skill review and enhancement for job seekers and job improvers based upon Workforce and Industry Skill Standards		

EXAMPLE:

	Common Integrator	Example of an improvement strategy undertaken	Result or Outcome
Service Integration	Universal service customers have an effective path to more intensive services.	Initial orientations each have consistent information for “next step” action for those seeking, or needing, intensive services. Staff make formal referrals to next step services at the conclusion of the orientations.	Customers referred to intensive services have increased by 24% in the last three quarters since implementation. Customer referrals are more accurate, resulting in 17% improvement in referral to enrollment ratios.

- 6b. **Reapplication Sites Only:** Identify both an achievement and an opportunity for improvement to ensure the site, its products and services are fully accessible and aligned with the Council’s policy on accessibility.
- 6c. Using the format provided, answer each of the questions in the matrix for each of the services identified. Each universal service must be available at each career center site. (Operational definitions of each universal service are available online or by request.)

WIA UNIVERSAL JOB SEEKER SERVICES	How do customers access this service?	Data source to measure quality of service?	How is this service integrated?	What is the last improvement made?	Result of that improvement?
Determination of eligibility					
Outreach, intake and orientation					
Initial assessment					
Job search and placement assistance					
Employment statistics information: job listings, skills needed, demand occupations					

WIA Universal Job Seeker Services (continued)	How do customers access this service?	Data source to measure quality of service?	How is this service integrated?	What is the last improvement made?	Result of that improvement?
Performance information and program cost information on eligible providers					
Information on how the local area is performing on performance measures					
Accurate information on the availability of support services					
Information on filing for unemployment compensation					
Follow-up services for not less than 12 months after the first day of employment (includes job counseling)					

WORKSOURCE WASHINGTON BASIC BUSINESS SERVICES	How do customers access this service?	Data source to measure quality of service?	How is this service integrated?	What is the last improvement made?	Result of that improvement?
Labor market information					
Job listings					
Applicant referral					
Business assessment					
Access to employee training & retraining					
Business assistance information & referral					
Comprehensive Website					
Restructuring or closure information & referral					
Access to Facilities					

EXAMPLE:

WORKSOURCE WASHINGTON BASIC BUSINESS SERVICES	How do customers access this service?	Data source to measure quality of service?	How is this service integrated?	What is the last improvement made?	Result of that improvement?
Access to Facilities	Via direct request to staff or e-mail request from WorkSourceNW website	Comment cards ACSI scores Direct inquiry	Policy is in place, staff are aware of process steps, facility scheduling is coordinated & automated	Refinements to the rental agreement were made on customer feedback and staff input	The revised rental agreement has received no challenges or questions in over 6 mos of use.

INDICATE THE AVAILABILITY FOR EACH REQUIRED PROGRAM PROVIDING INTENSIVE SERVICES ON SITE	1-B Adult	1-B Dislocated Worker & Trade Act	1-B Youth	Vocational Rehabilitation	Wagner-Peyser	Veterans Employment, DVOP	Carl Perkins	Title V Senior Community Service	Other
Comprehensive assessment									
Diagnostic testing									
Evaluation of barriers to employment and employment goals									
Development of an individual employment plan									
Counseling									
Career planning									
Case management									
Pre-vocational services									

EXAMPLE:

Indicate availability for each required program providing Intensive Service at the site	1-B Adult	1-B Dislocated Worker & Trade Act	1-B Youth	Vocational Rehabilitation	Wagner-Peyser	Veterans Employment, DVOP	Carl Perkins	Title V Senior Community Service	Other
Evaluation of barriers to employment and employment goals	X	X	X	X	Provided to some. W-P does not provide intensive services to all	X	Not on site	X	n/a

7. RESULTS

In its oversight role of the one-stop system, the Northwest Workforce Council defines outcomes expected of WorkSource Northwest sites. Each organization and program operating within a site contributes to the system's goals, while each is responsible to its funding source and organization for results and compliance. Program and organizational performance are one aspect of performance results submitted to the Council. The Council expects to see performance results on measures attuned to the WorkSource Northwest site delivery system (service integration, customer focus, continuous improvement, etc.) and the strategic goals of the Council. The Council's interest is ensuring the collective system, known as WorkSource, is achieving common system goals, established locally.

- 7a. Present all compliance findings and administrative issues resulting from any monitoring visit(s) for any program or organization operating from the site during the certification period, or the previous three years, whichever is greater. Identify which are regional in nature and which are site-specific. Include a current status and be prepared to discuss at the site visit what improvements were made as a result of a monitoring report.

- 7b. Using the Council's Quarterly Performance Report, and other local performance/improvement data, conduct an analysis of the site's progress in program performance, customer outcomes, and integration of processes, products, and services. Be prepared to present the results of that analysis during the site visit.

**Attachment A
Required Elements of Site-Specific Quality Improvement Plan**

Certification Application Item Reference	Council's Strategic Goal/s Targeted	Site's Strategy	Data Source	Baseline Measure	Target Goal	Accountable Parties	Quarter of Project Start

EXAMPLE:

Certification Application Item Reference	Council's Strategic Goal/s Targeted	Site's Strategy	Data Source	Baseline Measure	Target Goal	Accountable Parties	Quarter of Project Start
2b	4	Expand collaboration and coordination activities with community organizations and faith based institutions	SKIES	Q4 2008 33 services recorded	5% increase each of next 3 quarters	Center Use Team	Q4 2008