

## 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 Pierce County Workforce Development Council. 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 **WorkSource** Pierce comprehensive full service job 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 **WorkSource** Pierce 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 **WorkSource** Pierce comprehensive full service job 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 refer 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, and 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, and 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.*

<b>0% - 9%</b>	<p><b>Represents that a systematic approach is entirely lacking. The approach to quality may be entirely or largely reactive.</b></p> <ul style="list-style-type: none"> <li>✓ anecdotal only;</li> <li>✓ no system evident</li> </ul>
<b>10% - 39%</b>	<p><b>Represents that many of the organization's responses are reactive. It reflects the beginnings of a systematic approach.</b></p> <ul style="list-style-type: none"> <li>✓ beginning of a systemic approach to addressing the primary purpose of the indicator;</li> <li>✓ early stages of a transition from reacting to problems to preventing problems;</li> <li>✓ very early stages of developing trend data;</li> <li>✓ data not reported for many of the key processes</li> </ul>
<b>40% - 59%</b>	<p><b>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.</b></p> <ul style="list-style-type: none"> <li>✓ beginnings of a CQI process in place</li> <li>✓ beginning to be deployed in pockets of the organization</li> </ul>
<b>60% - 89%</b>	<p><b>Represents learning, refinements, maturity, integration and deployment are taking place.</b></p> <ul style="list-style-type: none"> <li>✓ fact-based improvement process is in place;</li> <li>✓ approaches beginning to be saturated in all relevant areas and activities;</li> <li>✓ some trends and current performance are evaluated against relevant comparison benchmark</li> </ul>
<b>90% - 100%</b>	<p><b>Represents saturation, e.g. the purpose of the item is integrated as part of normal work.</b></p> <ul style="list-style-type: none"> <li>✓ fact-based improvement process is a key management tool;</li> <li>✓ clear evidence of improvements as a result of improvement cycles and analysis;</li> <li>✓ fully saturated;</li> <li>✓ excellent improvement trends;</li> <li>✓ sustained excellent performance</li> </ul>

**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<sup>(1)</sup> 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 specified professional standards for workforce 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 development of and maintain professional standards for workforce 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 as a 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.*