

**WORKFORCE CENTRAL  
APPLICATION FOR CERTIFICATION  
To become a *WorkSource Pierce*  
Partner Affiliate Site**

To be Submitted to the Pierce County Workforce Development Council  
Quality Assurance and Certification Committee  
For the period July 2017, thru June 2019

**FINAL**

Mail or Deliver 5 copies and 1 signed original to:

WorkForce Central  
WDC Quality Assurance and Certification Committee  
3640 S. Cedar St. Suite E  
Tacoma, WA 98409

**NO FAXES OR E-MAILS ACCEPTED**

**PIERCE COUNTY WORKFORCE DEVELOPMENT COUNCIL  
(WDC)  
ASSURANCES**

The WDC is committed to developing a system of *WorkSource Pierce* Job Centers and other system entry points that are known for the highest level of quality and that consistently exceeds our customers' expectations for getting what they need when they need it. To ensure that any comprehensive full service job center, partner affiliate and connection satellite sites that display our logo is a high performing and quality site, the WDC assures its customers of a rigorous certification process based on the following commitments:

- ❑ Local Partners must agree that certification is representational of the highest quality standards in the delivery of employment and training services.
- ❑ Based on this commitment, any entity wishing certification must be able to demonstrate processes and products that meet or exceed the following set of quality standards based upon Malcolm Baldrige Award criteria.
- ❑ Attainment of the standards and a rigorous certification process provides an assurance to the public that the certified site has attained a high standard of quality and consistently maintains that standard.

# APPLICATION PACKAGE WORKSOURCE PIERCE PARTNER AFFILIATE SITE CERTIFICATION

Submitted by the following organization:

**Organization Name:** \_\_\_\_\_

**Address:** \_\_\_\_\_  
\_\_\_\_\_

**Phone:** \_\_\_\_\_

**And Partners (Must have at least one. List all that are applicable):**

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

<p><b>Date Submitted:</b> _____</p> <p><b>Contact Person:</b> _____ (name and phone number)</p> <p><b>Date Received:</b> _____ (filled out by WDC Committee)</p>
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## **Partner Affiliate Site Application for *WorkSource Pierce* Certification**

A Partner Affiliate site in the *WorkSource Pierce* network of workforce development services has the ability to provide information to customers on the primary services of the workforce development system.

To be designated a *WorkSource Pierce Partner Affiliate* site, an entity must:

- Be located at an MOU partner's facility.
- In addition to the host partner, offer services of at least one other WIOA partner, co-located either full or part time at the host site.
- Have a resource area that has all the self-directed computerized resources found at a comprehensive job center.
- Have a formal connection to a comprehensive job center and the Partner Network and functions as an access point.
- Provide information about **all the basic career services** on site or through technology.
- Provide technological access to **all** partner services.
- Provide some of the basic career services through the partners that make up the Partner Affiliate
- Deliver at least one of the individualized career services on site.
- Provide a formal referral/warm handoff mechanism to the full-service site and its partners when necessary for the customer.
- Meet all the criteria contained in this application at the specified rating level.

### ***WHO IS ELIGIBLE?***

Any public, private, for profit, and not for profit organization is eligible to apply. A Partner Affiliate site may be in an existing agency or organization delivering workforce development services. Or it could be any entity that will meet the criteria specified above, such as a library, chamber of commerce or community based organization.

### ***THE PROCESS***

To become a Partner Affiliate site, an organization must complete the enclosed Application and a Cover Sheet. This Application may be submitted to the WDC at any time and will be reviewed in accordance with the Memo on Submission Dates, found at [www.workforce-central.org/certification](http://www.workforce-central.org/certification).

## ***THE QUALITY STANDARDS for WorkSource Pierce Partner Affiliate Sites***

The WDC has defined the following seven quality standards for its integrated workforce development system, which includes comprehensive full service job centers, partner affiliate and connection satellite sites. All standards apply to both comprehensive centers and partner affiliate sites. Criteria for satellite sites is linked to these standards, however, those sites are not required to meet all of the standards and indicators. To be identified as part of the *WorkSource Pierce* network, an entity must be certified as having processes and practices in place that meet or exceed the Quality Standards below.

### **1. LEADERSHIP**

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

### **2. STRATEGIC PLANNING**

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

### **3. CUSTOMER AND MARKET FOCUS**

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

### **4. INFORMATION AND ANALYSIS**

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

### **5. HUMAN RESOURCE DEVELOPMENT AND MANAGEMENT**

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

### **6. PROCESS MANAGEMENT**

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

### **7. BUSINESS RESULTS**

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

## PARTNER AFFILIATE APPLICATION

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

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

### ITEM FORMAT EXAMPLE

- |           |  |   |
|-----------|--|---|
| <i>1.</i> | <i>LEADERSHIP</i>  | <i>Quality Standard/Indicator Category</i>                |
| A.        | Describe the Leadership structure of the organization and how the structure promotes shared decision-making across partners. | <i>Indicator - defines the basic requirement/criteria</i> |

## **BASIC CAREER SERVICES CHECKLIST**

*Please check all that apply.*

*The ability to offer access to all and at least one on site of those listed below is required.*

*A description of each is required in Criteria 6.E*

- \_\_\_ Initial assessment of skill levels (including literacy, numeracy, and English language proficiency, educational levels), aptitudes, abilities (including skills gaps), self-reflection (including social/emotional skills), and supportive service needs (includes a “go to” person for basic needs resources).
- \_\_\_ 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
- \_\_\_ 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
- \_\_\_ Information, in formats that are usable by & understandable to one- stop 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
- \_\_\_ Outreach, intake and orientation to the information and other services available through the one-stop delivery system
- \_\_\_ 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
- \_\_\_ Provision of information and assistance regarding filing claims for unemployment compensation
- \_\_\_ Eligibility determination
- \_\_\_ 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
- \_\_\_ 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
- \_\_\_ Assistance in establishing eligibility for programs of financial aid assistance for education and training programs

## **INDIVIDUALIZED CAREER SERVICES CHECKLIST**

*Please check all that apply.*

**MUST DELIVER AT LEAST ONE ON SITE.**

*A description of each is required in Criteria 6.F*

- 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 Services
- 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 – includes support services



## **1. LEADERSHIP**

- A. Describe how senior leaders guide and sustain the organization. Describe how senior leaders communicate with the workforce and encourage high performance. Include in the answer: How the Leadership of the organization sets and deploys organizational values, short and long term strategic directions, and performance expectations? How do leaders communicate values, direction, and performance expectations throughout the leadership system and to all employees? How is staff held accountable for aligning behavior and practice to values, direction and performance?
- B. How does the organization measure the effectiveness of its Leadership?
- C. Describe how top Leadership uses customer data and other performance data. How does the Leadership translate this information into priorities for improvement and opportunities for innovation?
- D. How do Senior Leaders promote an organizational environment that fosters, requires and results in legal and ethical behavior?

## **2. STRATEGIC PLANNING**

- A. Describe the strategic planning process for the organization. Include how the organization determines its strategic challenges and advantages, key steps, key participants, and long and short-term timeframes.
- B. Describe how the leadership aligns internal processes to accomplish the goals of the organization.
- C. Provide evidence that delivering workforce services as a Partner Affiliate is part of the organization's strategic plan and how it is being supported both strategically and operationally.
- D. Describe how the strategic plan is converted into an action plan. Be specific about the action plan and key performance measures or indicators for the Partner Affiliate if it is considered a separate division of the organization. What are your key performance measures or indicators for tracking the achievement and effectiveness of your action plans? How do you ensure that your overall action plan measurement system reinforces organizational alignment?

## **3. CUSTOMER AND MARKET FOCUS**

- A. Describe how you listen to your customers (all customer groups including jobseekers and businesses) and learn about their key requirements and the relative importance of these requirements. What is the current overall satisfaction rate against these key elements?
- B. Describe how the site's resource area is staffed and how you offer high quality labor market information and a wide variety of information resources for customers to access both at the site and through remote electronic means.
- C. Describe how customer flow works to create more accurate referrals between agencies and to reduce redundancies in data collection among agencies.
- D. Describe how you deal with customer complaints and how the complaints become part of the feedback loop for improvements.
- E. Provide the most recent information on employer satisfaction with the applicants referred and with those hired.

#### 4. INFORMATION AND ANALYSIS

- A. Describe the continuous quality improvement (CQI) methods used in the organization for the affiliate site.
- B. Describe how the organization uses comparative information to make improvements and to put innovations in place as a result.
- C. Describe how all levels of staff are involved in the CQI process and how improvement data is used from the desk level to the policy level.
- D. Describe how you gather and integrate data and information from all sources to support daily operations, organizational decision-making, and how the collected data is linked to CQI efforts. Describe how data is collected and displayed to accommodate the need for appropriate managers and staff to access information on all partner programs and on the services an individual has received.
- E. Describe your technology capacity, i.e., specific hardware, software, Internet access. Describe how you keep your data and information availability mechanisms, including your software and hardware systems, current with business needs and directions and with technological changes in your operating environment?
- F. Describe how job seekers and employers access the technology.
- G. Describe how the technology is maintained and improved.

#### 5. HUMAN RESOURCE DEVELOPMENT AND MANAGEMENT

- A. Describe how the organization fosters an organizational culture conducive to high performance and a motivated workforce to accomplish the following: cooperative and effective communication and skill sharing across the organizations that make up the consortium; effective information flow and two way communication among all staff across all partners at all levels; individual goal setting, empowerment and initiative; innovation in the work environment; the ability to benefit from the diverse ideas and thinking of the organizations' workforce.
- B. Describe how your employee performance management system, including feedback to employees, supports high performance and a customer and business focus.
- C. Identify and describe the organization's structure and how this structure promotes empowering employees and team based problem solving.
- D. Describe how you determine your employees' well-being, satisfaction, and motivation. How do you make improvements based on this information?
- E. Describe the customer service ethics (i.e., customer choice, customer participation, etc.) promoted by the organization for service delivery. How does staff know these ethical expectations?
- F. Describe how you evaluate the effectiveness and efficiency of your learning and development systems.

#### 6. PROCESS MANAGEMENT

- A. Describe which processes are in place to ensure that customers experience a one-stop approach to information collection about them. Describe how you are connected to other certified *WorkSource* Pierce Centers in the system.

- B. Describe how you identify key service, business, and support processes. What are they? How do you improve each type of process to achieve better performance?
- C. Describe how you incorporate customer requirements into your key processes.
- D. How do you incorporate technology, including e-technology, into products and services?
- E. Identify (use the checklist) and describe the basic career services available and the processes used to ensure access by customers. Include in your answer how you meet ADA requirements and are welcoming to individuals with disabilities.
- F. Identify (use the checklist) and describe the individualized services, if any, available and the processes used to ensure access by customers. Include in your answer how you meet ADA requirements and are welcoming to individuals with disabilities.
- G. Describe the process for serving the business customer. Include in the answer how staff serving employers have geographic, industry, or employer size specialties, and serve as the primary contact point for employers in that category; how a cross-agency system of job referral and placement that employers can easily access has been established; and how staff efforts are coordinated closely with local Economic Development representatives. Describe the services available to the business/employer customer through the center. Describe the services available to the business/employer customer through the Affiliate? Describe the organizational structure in place to ensure a coordinated and integrated approach to delivering services to business among the partners and with the full-service center?

## **7. BUSINESS RESULTS**

- A. Describe how you are raising awareness of the organization's workforce services in your community with businesses, jobseekers and other key stakeholders? Provide data on how awareness has grown.
- B. How do you measure outcomes? Segment your results by customer groups. How are outcome measures used in your CQI process? What are the trends with regard to your performance?
- C. What is the current overall satisfaction rate with each service delivered to businesses? Include the most recent information on employer satisfaction with the applicants referred and with those hired.
- D. What are your current levels and trends in key indicators of jobseeker customer satisfaction and dissatisfaction? How do these results compare with the customer satisfaction levels of your competitors and other organizations providing similar products? Describe how you are working to increase customer satisfaction.

**QUALITY STANDARDS  
APPLICATION SCORING SHEET**

***This score will be applied to the written responses to each of the criteria. Each Quality Standard will receive a score that is the average of the criteria as long as no single criterion falls below 70%.***

0% - 9%	<ul style="list-style-type: none"> <li>• anecdotal only;</li> <li>• no system evident</li> </ul>
10% - 39%	<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>
40% - 59%	<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>
60% - 89%	<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>
90% - 100%	<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>

**SCORING NOTES**

- **The 100% point** represents saturation, e.g. the purpose of the item is integrated as part of normal work.
- **Above 50% point** represents learning; refinements, maturity, integration and deployment are taking place.
- **50% point** represents a sound approach for accomplishing the purposes addressed in the criteria. There is an affect on most of the people and operations addressed in this item.
- **Below 50% point** represents that many of the organizations reactions are reactive. It reflects the beginnings of a systematic approach.
- **The 0% point** represents that a systematic approach is entirely lacking. The approach to quality may be entirely or largely reactive.