MC WORKFORCE DEVELOPMENT BOARD
Technical Assistance Report For
XXX Center or Organization
From the Certification Subcommittee
Of the Quality Assurance Committee
DATE

SAMPLE OF AN ACTUAL REPORT (PART II)
Name of site left off

RESULTS

CERTIFIED:
☐ **No**
☐ **Yes**

INTRODUCTION

PURPOSE

The purpose of this report is to provide feedback to the XXX Workforce Center on their application to be licensed as a XXX Center. This feedback was developed as a result of the Certification Subcommittee's Review Team's rating of the 's Certification application as part of the process for obtaining Certification as a [Name] Center from the Workforce Investment Board. The Subcommittee is providing feedback to the site as part of the Board's commitment to continuous quality improvement.

BACKGROUND

The Workforce Investment Board has instituted a three-step process for certifying XXX Centers. This report is the result of the Certification Subcommittee's review and rating of the application submitted in March 2014. Each reviewer rated the application individually. After each member's rating was received, the Review Team of the Subcommittee held a meeting for the members to discuss their individual ratings and to reach consensus on the overall rating. A site visit was conducted on September 3, 2014. This TA Report provides feedback based on the application and the on-site review.

Two members of the WIB Certification Subcommittee made up the Review Team that conducted this review, as well as Lori Strumpf, WIB Consultant, who served as consultant, trainer and coach.

The Feedback Report

Feedback is one of the most important parts of the WIB's certification process; it provides a pathway for improvement. The comments in the feedback report contain an organization-specific listing of strengths and key opportunities for improvement based on the WIB's Quality Criteria.

Strengths

Strength comments are focused on those areas where an organization is meeting or beginning to meet a criteria requirement. These comments should be used to encourage continued performance and continued improvement of the strength. Best practices can be gleaned from these comments and used in other parts of the organization to improve performance across the organization. An organization may have strengths spread out across several areas of the criteria, but that is only part of what defines the organization's current level of performance.

Opportunities for Improvement

Opportunity for Improvement comments are focused on those few areas the organization needs to address to reach the **next level** of performance. There may be many strength comments for a category or item, but the Opportunities for Improvement comments concentrate on the **vital few**. These comments identify the areas for **greatest gain** in the organization. Using these comments, together with the criteria requirements, leaders can identify their current level of performance and the deficiencies that must be overcome to reach the next higher level of performance.

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EXECUTIVE SUMMARY

The application described a systematic approach in most areas to the development, implementation, management, and improvement of programs and processes. The processes are defined and adherence to the WIBs Quality Standards and the Baldrige Criteria was evident in the application. The application described several process management methods to ensure consistency and saturation of key processes vital to the organization's success.

Consistent approaches, deployment, and saturation in the areas of leadership, strategic planning, process management, and information analysis were evident among leaders and partners during the site visit conducted on September 3, 2014. It was clear that the criteria are being used as a framework for continuously improving processes throughout the organization and as a road map for aligning and deploying improvements across the Center and partners.

In the dimension of approach, the XXX Center has developed effective and systemic approaches for the leadership system, processes, customer flow, and data collection. Based on the review of the application and the reviewers observations during the site visit, there were effective, systematic approaches that were responsive to the overall requirements of the criteria. However deployment varied in some areas or work units. Key processes benefited from fact-based evaluation and improvement, and approaches were being aligned with overall organizational needs.

The approach to data analysis and trend analysis is evolving and becoming more systematic. Fact based improvement processes appear to be in place regarding the identification of improvement opportunities. There appears to be little measurement and evaluation in the *Check* part of the *Plan, Do, Check, Act* continuous quality improvement cycle where the resultant impact of the improvement is evaluated.

In the deployment dimension it was clear in many areas that data was being collected, however it did not always appear that a fact based improvement process was in place based on trend data evident on the improvement process. Responses were sometimes lacking in the description of an outline of key process information, such as methods, measures, deployment, evaluation/improvements, and learning for innovation. Approaches appeared to be saturated in many relevant areas and activities.

In the results dimension, the application detailed how and when data was collected in the areas of importance to the organizations' key requirements. Results addressed many areas of importance to the basic requirements inherent in many of the standards criteria. However, there continues to be a lack of trend data presented for many areas. For many areas, there was no evidence that the results (outcome or impact) of an improvement were being measured. Data was presented that evidenced data driven decision making at the beginning of a process improvement cycle and to monitor process progress. There was some data presented in a few key areas to evidence *sustained* results of an improvement and good performance being achieved. Comparative and trend data are available for some of these important results areas, and some beneficial trends are evident.

The center is still in the early stages of using segmented data, comparative data, benchmarks, and in-depth analyses, such as trends, projections, correlation, and cause-effect relationships, to support its improvement efforts and organizational performance management system.

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The Center has used the criteria to obtain certification over multiple certification cycles. This summary seeks to identify a few key areas that the reviewers observed and believe to be critical to moving the organization and its partners to the next level of performance excellence.

Prioritize these opportunities for improvement since not everything can be done at once. Think about what's most important for the organization at this time, and decide which things to work on first. Use the feedback as input to the organization's strategic planning process. Focus on the strengths and opportunities for improvement that have an impact on the strategic goals and objectives.

MOST IMPORTANT STRENGHTS AND OUTSTANDING PRACTICES

Leadership:
- Senior leaders approach customer-driven excellence as a strategic concept through the Leadership and CQI Teams. The leadership system includes strategic planning, communication, engagement, design, measurement, and improvement, and is integrated with the Center's continuous improvement processes and measured through its key performance indicators. Numerous methods are used to deploy the mission, vision, and values.
- The senior leadership system has evolved in its governance function thus continually empowering center leaders to make critical decisions thru the CQI Team.

Customer and Market Focus:
- The Center focuses on customer-driven excellence through its systematically deployed listening mechanisms. Varied listening and learning methods collect actionable information from each customer group. The CQI Team uses these methods to study customer behavior, anticipate customer needs, manage customer relationships, meet their requirements, and exceed their expectations at each stage. Customer data is analyzed and used as input for the strategic planning and continuous improvement processes. These approaches support the Center's customer-focused culture and align with its core competency of understanding and exceeding customer expectations.

Information and Analysis:
- The Center's performance measurement system has evolved from measuring regulatory outcomes to including all measures that align with and measure the success of the strategic planning process. Data are selected for running the business, changing the business, and measuring strategic action plans through processes developed by the CQI Team, which begins with determining what needs to be known and how metrics link with the strategy. A Plan-Do-Check- Act approach ensures that metrics are relevant and current, which supports fact-based decision making.
- Benchmarking process is well thought out and completed with specific 'take aways' identified.

Process Management:
- The site uses a systemic approach and set of coordinated activities to systematically improve service delivery systems and processes. There are clear processes in place to ensure that all staff knows what improvements are being put in place through a systemic process for communicating with the staff at the center. Partners demonstrated knowledge about the process for making process improvements. There is evidence of a systematic

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design process and methodology to translate customer requirements into product and service characteristics.

MOST SIGNIFCANT OPPORTUNITIES FOR IMPROVEMENTS IDENTITIED

Leadership:
- Competitors are not well identified in the Organizational Profile. Not identifying competitors may produce a gap in comparing how well the mission of delivering high quality services is meeting customer expectations as compared to others.

Business Results:
- There is limited evidence of systematic evaluation and refinement of many key processes. This includes processes related to approaches for innovation; managing data, information, and knowledge For example, while a benchmarking process was undertaken and key takeaways identified, it is less clear that there is a plan in place to develop, implement and test new strategies learned. Also, at times there appears to lack a systematic review that could lead to learning and improvement with regard to some key processes. Without a systematic evaluation of its key processes, the organization may have difficulty remaining agile in its changing environment.

- The site does not appear to have a systematic process in several areas related to achieving the best customer focused, technologically advanced One Stop Center, as found in the vision statement. It is unclear how its listening/learning approaches and its methods for determining satisfaction and engagement vary for customer segments within each large customer group of businesses and jobseekers. How the organization refines and differentiates services within each customer group is not well defined. In addition, a systematic process is not evident for using this or other customer and marketing information to pursue customer groups and market segments for future products and identify opportunities for innovation. Without a systematic process to use such information, the Center may have difficulty remaining agile and realizing its value of innovation in products and services as it applies to each customer segment.

- The organization has not clearly defined its approach for relating workforce engagement and satisfaction survey findings to key business results; for example, it is not clear that results from the survey included in the application are widely used to correlate business and engagement results and implement improvements. Comprehensive, systematic approaches in these areas may enhance the partnership's success factor of an engaged and highly satisfied workforce, as well as its strategic advantage of a loyal and stable workforce.

- The application did not provide relevant comparisons for multiple measures identified as key to achieving its mission, vision, and strategy. Examples include customer-focused results for overall satisfaction or problem resolution, or workforce-focused outcomes such as training hours per employee. Comparisons that reflect relevant competitors, benchmarks, and levels of performance are not included.

- Results are missing or limited for several measures related to the strategic outcomes, performance outcomes, workforce satisfaction, and results for the impact of improvement strategies. For example, results do not indicate the effectiveness of workforce development approaches in addressing learning and development needs, such as technical

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knowledge to satisfy increasingly demanding customers and meeting the vision of being technologically advanced. Limited results are provided for several senior leadership approaches, including communication and engagement with the workforce. Results for encouragement of two-way communication include only attendance measures of the morning meetings. Limited results in these areas may result in blind spots, leading to missed opportunities. Results for multiple measures do not include segmented data.

- Descriptions of new products and processes are provided. However, very little results are provided for product and process effectiveness outcomes. Data for some of these areas was presented in the supplemental information requested. However, either gathering more information on actual results, and/or creating an analytical model that is consistently applied to the data is an opportunity for improvement that requires focus.

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FEEDBACK REPORT

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.

STRENGTHS
1. Leaders demonstrate systematic approaches to setting and deploying the mission, vision, and values to help establish the direction for the entire partnership.
2. Senior leaders' approaches to help create a sustainable organization align with the values of operational excellence and innovation. For example, 62% of the front line has been certified as a Workforce Development Professional, above the goal of 60%.
3. Leaders communicate with and engage the workforce through a variety of mechanisms that are regularly reviewed for effectiveness.

OPPORTUNITIES
1. Limited evidence is presented of systematic evaluation and refinement of several key leadership approaches that may support operational excellence and enhance sustainability. These include comparisons against competitors who deliver similar services, approaches for innovation, performance of the leadership, and creation of a workforce culture that delivers a consistently positive customer experience.
2. There did not appear to be systematic criteria for the employee of the month program as part of an overall recognition program based on organization and workforce needs or how the recognition is designed to drive high performance and a customer focus.

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.

STRENGTHS
1. A well defined strategic planning process is in place and is aligned with key customer, workforce, and work process elements. Participants include partners and staff.
2. Three-year planning cycle allows for action plan implementation.
3. An integrated approach to strategy development helps identify blind spots and enables through examination of the organization and its environment.
4. Strategic objectives for customers, processes, and financial needs are each aligned with the identified strategic advantages to be leveraged, the strategic challenges to be addressed, the most important goals, and short- and long-term action plans.

OPPORTUNITIES

1. Engage customers in the strategic planning process through the use of focus groups timed so the data gathered can be used in the strategic planning process.
2. Consider including external individuals and organizations (e.g., not current partners) who are potential stakeholders in the strategic planning process. Broader participation in the Strengths, Opportunities, Weaknesses, and Threats (SWOT) analysis will help to view the organization from different perspectives.
3. Time horizons should be added to the strategic plan action plan – both long and short term. Develop scorecard metrics with short-term, long-term, and some comparative projections.
4. It is unclear how the strategic planning process addresses plans shorter than a year, such as the thirty day microterm planning horizon mentioned, or how it changes the current-year plan to address challenges/opportunities identified. Quick response to rapidly changing regulations and emerging challenges may provide a strategic advantage.

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.

STRENGTHS

1. The site demonstrates its customer-driven focus through its multiple listening and learning mechanisms to engage and obtain actionable information from all of its customer groups.
2. Multiple services beginning to be offered on line.
3. One to one assistance available in the resource area.
4. Engaging customers through networking and job clubs.
5. The systematic approach to complaint management helps to recover customer confidence, enhance customer satisfaction, and ensure future customer engagement.

OPPORTUNITIES

1. It is unclear if there are efforts to listen to **former customers** which yield actionable information. For example, a systematic process is not evident for using the comment card or any exit survey to advance existing and former customers to the "advocate" stage. Actionable information might provide insights into innovations in product delivery and increase customer satisfaction and loyalty.
2. Explore conducting focus groups annually with customers and noncustomers to help ascertain their requirements for products and services.
3. To enhance customer engagement, explore creating a customer Advisory Group to gain insights periodically on the data collected.
4. Posted customer and performance data is too small to read. Revisit the signage to make it more readable.

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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.

STRENGTHS

1. A demonstrated commitment to information and analysis
2. An integral component of the organization's performance measurement system is the selection and use of customer data to develop effective measures in support of decision making. To ensure effective use of data, the CQI Team compares customer data to benchmarking research on trends in service within and outside the workforce development industry and recommends strategies to improve and refine services.
3. Through multiple approaches deployed to all employees, the Center addresses key properties of its data, information, hardware, and software, including key partner requirements for security, accuracy, timeliness, and responsiveness.

OPPORTUNITIES

1. It is not clear how the Center systematically uses, leverages, and deploys findings from mechanisms for sharing lessons learned and best practices to all staff and partners.
2. Create a more robust roadmap for implementing technological improvements. Sort strategies between technology meant to enhance the customers experience and those meant to create more efficient and effective management approaches. Identify a lead for IT process improvements.

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.

STRENGTHS

1. The Center's work system facilitates high quality service and enables the organization to determine, segment, and manages its work processes. Work system design decisions are made by the CQI Team and feedback from multiple customers and partners is incorporated. Organization by staff function enables a transparent customer experience.
2. Work is designed, organized and managed to promote team-based problem solving and decision making.
3. Multiple refinements to the work system have contributed to improvements in determining work system requirements, such as the front lobby triage system and the flag system in the resource area.

OPPORTUNITIES

1. It is unclear that workforce engagement and satisfaction findings are systematically used to correlate business and engagement results and implement improvements.

Also, it is not clear that action plans from the survey were completed or actually improved workforce engagement.
2. Some elements of the Center's training approach to workforce and leader development are in early stages of deployment. These include organizational performance improvement and innovation, transfer of knowledge, and ongoing reinforcement of new knowledge and skills.

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. Also, how processes are effectively managed and improved to achieve better performance.

STRENGTHS

1. In support of operational excellence, the CQI Team clearly defines process objectives, stakeholders, and requirements, as well as key steps to meet requirements, and often incorporates benchmarking/best practices.
2. The process of defining key processes and services included identifying customer requirements.
3. Criteria to prioritize key customer requirements identified.
4. Front desk staff and greeter were knowledgeable and courteous.
5. Comprehensive core services available and services are added based on customer needs.
6. There is a well saturated approach to process management among most of the staff.

OPPORTUNITIES

1. While the CQI Team is the apparent process owner for all improvements, think about an approach within the team that specifically identifies who is leading a specific improvement strategy as the process owner, including ensuring the plan-do-check- act cycle is being implemented.
2. The CQI Team should create more systematic approaches to define and validate measures and process control points and after process implementation to regularly review performance.

7. BUSINESS RESULTS

This includes partner performance, human resources performance, and operational results. Results should include product, service and process performance measures. Human resources performance relates to employee's development, work systems and effectiveness. Partner results include how partners contribute to the organizations goals, how partners are selected and performance measured. Operational results address the key

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performance results that contribute to the organization's goals. Results of regulatory and legal requirements and audit results should be reported.

STRENGTHS
1. Results related to operational effectiveness are described.
2. Comprehensive approach to serving employers is being put in place.

OPPORTUNITIES
1. Explicitly identify critical success factors that become part of the measurement system. An example is to look at a framework such as the following 5 critical success factors:

• People	Maintain high-quality workforce.
• Service	Improve customer service.
• Quality	Improve workforce outcomes.
• Financial	Produce financial resources required to support mission and vision.
• Growth	Expand access to workforce services.

2. Results related to operational effectiveness are described; however little evidence in terms of data and trend analysis is provided to show process efficiency and continuous improvement.
3. Claims about improvements that have been put in place and how well they are working are not supported by evidence. The link below may provide a helpful template for what evidence should look like.
    http://www.quality.nist.gov/PDF_files/2007_Share_Food_Case_Study.pdf

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