

THE MERCED COUNTY WORKFORCE INVESTMENT BOARD
AND
MERCED COUNTY WORKFORCE INVESTMENT AREA



WORKFORCE
INVESTMENT BOARD
MERCED COUNTY

**CERTIFICATION FOR
WORKFORCE SYSTEM CENTERS**

WorkNet
Employment Resource Center
FEEDBACK REPORT
October 2003

Acknowledgements

We would like to thank all of those who participated in the 2003-2005 certification process. These partner organizations and individuals are helping to lead the way to better performance.

We would also like to thank the Merced County Workforce Investment Board members who contributed their time and expertise as WIB Examiners to help improve the quality of our Merced Worknet Employment Resource Center and the workforce system.

FEEDBACK REPORT For MERCED WORKNET EMPLOYMENT RESOURCE CENTER

INTRODUCTION

The WIB Examiners have evaluated your organization's application and have conducted a site visit for certification. The Feedback Report contains background information of the evaluation and scoring process used by, and the findings of, the WIB Examiner Team that reviewed your organization's application. The findings include an Executive Summary of the overall findings, as well as detail by Item of your organization's strengths and opportunities for improvement relative to the Criteria for Performance Excellence and Certification.

APPLICATION REVIEW AND EVALUATION PROCESS

The process used by the WIB Examiners involved three stages. The process began with an independent review (Stage 1). At stage 1, the application was independently evaluated by the Examiners using the scoring system developed for the Malcolm Baldrige Quality Award Program and adopted by the WIB.

The application then went through a consensus review (Stage2). At stage 2, the Examiners who evaluated the application in stage 1 participated as a team to review the application and reach agreement on key findings. This included developing consensus on the key strengths, opportunities for improvement, and score for each Item.

The third stage of the process was the site visit review (Stage 3). During the site visit, the team of Examiners gathered facts to clarify and verify information in the application, and review the extent of deployment and integration of management systems. The site visit team also verified the extent to which management systems throughout the organization have been systematically evaluated and refined.

Upon completion of the site visit and development of the final Feedback Report by the Examiner team, the Feedback report will be submitted to the WIB Quality Assurance Committee and WIB Executive Committee for acceptance with ratification of the full WIB. The Feedback report will then be presented to the Worknet Leadership Team.

KEY THEMES/EXECUTIVE SUMMARY

Merced Worknet Employment Resource Center (ERC) scored between 261.5 and 406.5 based on the WIB Examiner review of the organization's written application and site visit. The mean score is 334. A complete scoring table appears on page's 10-12 of this report. This indicates that the Worknet ERC has made significant progress and is poised for significant improvement.

The most important strengths or outstanding practices aligned to the Certification Criteria are:

There is a strong commitment to Performance Excellence (CQI) by the Worknet Leadership Team and staff and to program excellence.

The organizational structure appears to be adequate and appropriate for the services being provided.

The Worknet Leadership Team partnership has been solidified and strengthened through the Certification process.

The Worknet Leadership Team has come together and is working collaboratively as one-stop partners to deliver a multitude of employment and training services.

There appears to be open and frequent communication between partners and between staff.

There is a strong emphasis on meeting the needs of customers and using their input to improve services.

Resources seem to be adequate to deploy the strategic plan.

Excellent assessment tools are available for employers, clients, and the community.

Quality customer service with the focus on customer choice is a high priority for staff.

There are significant valuable resources and services for the community available at Worknet through the well-integrated One-Stop delivery system for job seekers.

Staff meetings are regularly scheduled and staff provides input for the agenda.

The Worknet staff appears to be highly skilled with job descriptions for each position. There are many opportunities for training available to improve their skill level. The evaluation process is completed in a timely manner and goal setting takes place yearly. There have been no formal grievances in the last year.

The most Significant improvement opportunities based on the Certification Criteria are:

Worknet management and staff were not able to articulate the mission, vision, core values, goals and objectives which demonstrates an approach, but not deployment or integration.

There appears to be a lack of alignment between the organizational vision, mission, goals and outcomes for the organization.

Management and staff do not appear to have knowledge of the strategic plan and what it entails. A system for communicating the strategic plan seems to be lacking.

The Strategic Plan does not appear to have an action plan or a strategy to achieve the plan, nor is to be well connected to the Continuous Quality Improvement Plan.

It does not appear that all constituents were involved in developing the Strategic Plan, (i.e.) line staff.

There doesn't appear to be a linkage between the customer assessment and the strategic plan and objectives.

The current information technology system for reporting and case management does not seem sufficient to meet the needs and does not provide for future growth and development.

Other than the Day Pass information and data, it is not evident that data is used routinely for evaluation, planning, and process or program improvement.

The more advanced CQI tools such as Scatter Graphs and Pareto Diagrams are not used which is consistent with an organization that is in the beginning stages of Continuous Quality Improvement.

There does not appear to be a single point of contact for the Worknet system for employers to fill their personnel needs. Employers call several of the partner agencies to fill open positions, instead of having a single point of contact.

There is not a systematic way in place to develop and maintain relationships with employers to understand their needs, skill sets required, screening and testing process, etc., to ensure that their needs are addressed.

The CQI plan is not well deployed, nor is it linked well to the strategic plan.

Quality Council and CQI teams, while having many past accomplishments for improving services and processes, have not been active for several months. The CQI structure needs to be assessed and re-established.

There is inconsistency in the referral process for clients, and how and when the referral form is used which could create issues with follow through and client tracking.

The Marketing Plan does not have tools to evaluate effectiveness. The business community does not seem to be familiar with all of the Worknet services.

The Workforce Development Professionals Certification has not been fully developed and deployed to verify One-Stop staff competency.

Scoring System

To be granted certification a score of 100% is needed for the Statutory Criteria, and a score of 100% was obtained by Worknet. In addition, a minimum score of 300 or 30 % is required in the area of Performance Excellence using the Baldrige criteria and scoring Bands.

For organizations that are beginning on the Performance Excellence journey a score of 20-30%, using the Baldrige Scoring Bands, indicates that great strides have been taken and systems are in place for growth, learning and improvement.

A scoring range is provided due to the natural variation in scoring accuracy in the examination process. This means that, based on the application submitted and the site visit, the organization's true score is most likely to fall between the high and low score. The range for Worknet was 406.5 and 261.5 with the mean being 334, or 33.4%.

Score	Approach-Deployment
0%	<ul style="list-style-type: none"> • No Systematic approach is evident, information is anecdotal
10% to 20%	<ul style="list-style-type: none"> • The beginning of systematic approach to the basic purposes of the Item is evident. • Major Gaps exist in deployment that would inhibit progress in achieving the basic purpose of the Item. • Early stages of transition from reacting to problems to a general improvement orientation are evident.
30% to 40%	<ul style="list-style-type: none"> • An effective, systematic approach, responsive to the basic purposes of the Item, is evident. • The approach is deployed, although some areas or work units are in early stages of deployment. • The beginning of a systematic approach to evaluation and improvement of basic Item processes is evident.
50% to 60%	<ul style="list-style-type: none"> • An effective, systematic approach, responsive to the overall purposes of the Item and your key business requirements, is evident. • The approach is well deployed, although deployment may vary in some areas or work units. • A fact-based, systematic evaluation and improvement process is in place for improving the efficiency and effectiveness of key processes. • The approach is aligned with your basic organizational needs identified in the other Criteria Categories.
70% to 80%	<ul style="list-style-type: none"> • An effective, systematic approach, responsive to the multiple requirements of the Item and your current and changing business needs, is evident. • The approach is well deployed, with no significant gaps. • A fact-based, systematic evaluation and improvement process and organizational learning/sharing are key management tools; there is clear evidence of refinement and improved integration as a result of organizational-level analysis and sharing. • The approach is well integrated with your organizational needs identified in the other Criteria Categories.
90% to 100%	<ul style="list-style-type: none"> • An effective, systematic approach, fully responsive to all the requirements of the Item and all your current and changing business needs, is evident. • The approach is fully deployed without significant weaknesses or gaps in any areas or work units. • A very strong fact-based, systematic evaluation and improvement process and extensive organizational learning/sharing, are key management tool; strong refinement and integration, backed by excellent organizational-level analysis and sharing, are evident. • The approach is fully integrated with your organizational needs identified in the other Criteria Categories

Score	Results
0%	<ul style="list-style-type: none"> • There are no results or poor results in areas reported.
10% to 20%	<ul style="list-style-type: none"> • There are some improvements and/or early good performance levels in a few areas. • Results are not reported for many to most areas of importance to your organization's key business requirements.
30% to 40%	<ul style="list-style-type: none"> • Improvements and/or good performance levels are reported in many areas of importance to your organization's key business requirements. • Early stages of developing trend and obtaining comparative information are evident. • Results are reported for many to most areas of importance to your organization's key business requirements.
50% to 60%	<ul style="list-style-type: none"> • Improvement trends and/or good performance levels are reported for most areas of importance to your organization's key business requirements. • No pattern of adverse trends and no poor performance levels are evident in areas of importance to your organization's key business requirements. • Some trends and/or current performance levels-evaluated against relevant comparisons and/or benchmarks-show areas of strength and/or good to very good relative performance levels. • Business results address most key customer, market , and process requirements.
70% to 80%	<ul style="list-style-type: none"> • Current performance is good to excellent in areas of importance to your organization's key business requirements. • Most improvement trends and/or current performance levels are sustained. • Many to most trends and/or current performance levels-evaluated against relevant comparisons and/or benchmarks-show areas of leadership and very good relative performance levels. • Business results address most key customer market, process and action plan requirements.
90% to 100%	<ul style="list-style-type: none"> • Current performance is excellent in most areas of importance to your organization's key business requirements. • Excellent improvement trends and/or sustained excellent performance levels are reported in most areas. • Evidence of industry and benchmark leadership is demonstrated in many areas. • Business results fully address key customer, market, process, and action plan requirements.

SCORE SUMMARY WORKSHEET

Summary of Criteria Items	Weighting	Low Percent	High Percent	Low Total	High Total	Mean Total
Category 1 – Leadership						
A. Clear Direction	20	30%	40%	6	8	7
B. Quality One-Stop Staff	20	20%	30%	4	6	5
C. The “Right” Organization & Well Defined Organization	20	30%	50%	6	10	8
D. Customer Focus	25	30%	50%	7.5	12.5	10
E. Focus on Collaboration	25	40%	40%	10	10	10
F. Support for Continuous Quality Improvement	25	10%	20%	2.5	5	3.75
G. Supplier Certification	15	40%	50%	6	7.5	6.75
Category Total	150			42	59	50.5
Category 2 - Strategic Planning						
A. Well-Defined	15	10%	20%	1.5	3	2.25
B. Involvement of All Consituents	15	10%	30%	1.5	4.5	3
C. Customer Focus	15	20%	30%	3	4.5	3.75
D. Define Metrics	15	20%	30%	3	4.5	3.75
E. Implemented (Organizational Behaviors)	15	10%	30%	1.5	4.5	3
F. Consistent With Available Resources	15	30%	50%	4.5	7.5	6
G. Includes Continuous Quality Improvement Plan	10	20%	30%	2	3	2.5
Category Total	100			17	31.5	24.25
Category 3 - Customer & Market Focus						
A. Customer Needs Surveyed	50	30%	50%	15	25	20
B. Customer Satisfaction	50	20%	30%	10	15	12.5
C. Results Linked to Strategic Plan & Continuous Improvement	50	20%	40%	10	20	15
D. Single Point of Contact for Clients & Employers	50	30%	50%	15	25	20
Category Total	200			50	85	67.5
Category 4 – Information & Analysis						
A. Information System Supports Continuous Improvement	25	20%	20%	5	5	5
B. Continuous Improvement Linked to Data Collection	25	20%	30%	5	7.5	6.25
C. How Resource Center Delivers Services	25	50%	50%	12.5	12.5	12.5
D. Strategy for Meeting State and Local MIS Needs	25	40%	50%	10	12.5	11.25
Category Total	100			32.5	37.5	35
Category 5 - Human Resource Focus						
A. Staff is competent	30	30%	50%	9	15	12
B. Continuous Learning	30	20%	40%	6	12	9
C. Team Orientation	30	30%	40%	9	12	10.5
D. Uniform Application of Human Resources Policies	30	30%	40%	9	12	10.5
E. Employee Expectations Well-Defined	30	40%	50%	12	15	13.5
Category Total	150			45	66	55.5

Category 6 - Process Management						
A. Uniform Application of Policies & Procedures	25	40%	50%	10	12.5	11.25
B. Feedback Mechanism	25	30%	40%	7.5	10	8.75
C. Service Recovery	25	40%	60%	10	15	12.5
D. Staff Empowerment	25	30%	40%	7.5	10	8.75
Category Total	100			35	47.5	41.25
Category 7 – Business Results						
A. Customer & Community Awareness	100	20%	40%	20	40	30
B. Demonstrated & Measureable	100	20%	40%	20	40	30
Category Total	200			40	80	60

Grand Totals

261.5 406.5 334

COMPLIANCE CRITERIA FOR COMPREHENSIVE CENTERS

A. Core Services

- Determination of eligibility
- Outreach, intake and orientation
- Initial assessment
- Job search and placement assistance
- Employment statistics information: job listings, skills needed, demand occupations
- 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
- Assistance in establishing eligibility for Welfare to Work activities; financial assistance
- Follow-up services for not less than 12 months after the first day of employment (includes job counseling)

B. Intensive Services

- 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

C. Access to all labor exchange services under Wagner-Peyser Act

D. Core services and access to all workforce programs and activities carried out by mandated one-stop partners

E. Additional Criteria for all Comprehensive One-Stop Centers to be certified

- High speed computer access to internet based information
- Access to computers and programs for resumé, application, and cover letter preparation.
- Access to telephones and fax for job search
- Strategies for non traditional hours
- Information desk and resource areas staffed
- Presence of mandated partners
- Case Management System
- MOU's in place
- Information sharing and customer confidentiality
- Description of employer services & plan
- Assessment includes skill, aptitude, interest and needs
- Customer focused referral process

Compliance Criteria Met 100% in All Areas

OVERALL SCORES SUMMARY
Certification for WorkNet Employment Resource Centers

Criteria Description	Required Score for Certification	Met Requirement (Yes/No)
1. Compliance Criteria for Comprehensive Centers	100%	Yes - 100%
2. Baldrige Based Certification Criteria – Quality	30%	Yes - 33.4%
3. Meets Minimum Requirement for Certification?		Yes

COMPLIANCE CRITERIA FOR COMPREHENSIVE CENTERS

I. Comprehensive (Full Service) Centers

Statutory Based Criteria for All Comprehensive, physical one-stop, Worknet Employment Resource Centers to be certified:

- A. Center provides all core services listed in the Workforce Investment Act, as described in Section 134(d)(2) of the Act.
- B. Center provides access to intensive services.
 1. Center provides access to training and serves as a point of access for Individual Training Accounts (ITA).
- C. Center provides access to all labor exchange services authorized under the Wagner-Peyser Act.
- D. Center provides the core services and access to all of the workforce programs and activities carried out by mandated one-stop partners.
- E. Additional Criteria for all Comprehensive WorkNet Employment Resource Center to be certified, include:
 1. Center operator was selected through a competitive procurement process, or designated by the LWIB.
 2. High speed computer access to Internet based information system.
 3. Access to computers, including printing, access to software programs, which could include word processing, programs for resume development, and job application and cover letter preparation.
 4. Access to telephones and fax for job search.
 5. Access to up-to-date career and local community resource information.
 6. Strategies to meet any demand for "non-traditional" hours of operation for those who cannot attend during the traditional 8 AM - 5 PM hours of operation.
 7. Information desk and/or resource areas are staffed.
 8. There is a presence of mandated partners on-site.
 9. A case management system exists that provides guidance for customers participating in intensive and training services.
 10. MOUs or operational agreements are in place between partners for daily operations.
 11. Information sharing and customer confidentiality agreements exist.
 12. A description of all employer services is included in the business or strategic plan, including strategies for making the information available to employers.
 13. A customer assessment process exists, including skill, aptitude, interest, and needs assessment.
 14. Meets of the Baldrige Based Criteria with a score of 30% or higher for the Quality Criteria and 100% of the Compliance Criteria.
 15. Has an established referral process that is customer focused.

COMPLIANCE CRITERIA FOR COMPREHENSIVE CENTERS
I. Comprehensive Centers**Statutory Based Criteria For the Comprehensive, Physical One-Stop, WorkNet Employment Resource Center To Be Certified.****Strengths:**

1A	Core Service Program appears to very comprehensive
1A	The strong computer lab containing information regarding local, regional and national labor market information exists
1A	Comprehensive marketing programs and process of implementation
1A	Counseling by partners
1A	The compliance criteria supports all core services listed in the Workforce Investment Act, as described in Section 134(d)(2) of the Act. This is accomplished through an eligibility determination of clients, orientations are provided and staff utilizes a triage approach to perform an initial assessment of their customers
1A	The Department of Workforce Investment has a follow-up unit that case manages an individual from the point of entering employment through the exit process
1A	Information such as customer activity, types of services used, customer satisfaction, and outcomes are tracked
1B	Worknet ERC provides access to intensive and training services
1B	Individual Employment Plan development is available
1B	Individual Training Accounts are accessible
1B	Customers can research the Eligible Training Provider List on computer
1B	Customers can use the DOL profile for job requirements to choose trainings
1B	The center provides access to intensive services supported through staff-assisted activities such as counseling and evaluation to determine whether the customer is in need of intensive services
1B	The gateway used for training services is a receipt of at least one intensive service
1C	EDD representative is available to provide Wagner-Peyser services
1C	The labor exchange services authorized under the Wagner-Peyser Act are supported and accessible at the Worknet ERC
1D	Worknet ERC provides all 15 core services
1D	The core services and access to all workforce programs and activities carried out by mandated One-Stop partners are supported by access to all Workforce Investment programs at the center or referral to partner programs in the system
1E	Additional criteria for all comprehensive One-Stop Centers to be certified includes access to computers especially equipped for individuals with special needs, such as physical/visual, is available at the Worknet ERC
1E	There is a fax machine and phones available for customer's use as well as a photocopier that the customer may use for self-service or staff assisted service
1E	There is linkage to job search hotlines, which is available on the computers as well as written materials in book, brochure and flyer format

2003 Certification Criteria

1E	The Worknet Leadership Team (WLT) developed and approved an orientation for partners covering policies and procedures for daily operations
1E	Computer, High-Speed (T-1) Internet and software access available
1E	Customer assessment of skill aptitude and needs is available
1E	Career and local community resource information is available
1E	Non-traditional hours are maintained to improve access
1E	Information and help desks are staffed
1E	Mandated partners are on site (i.e. EDD, Job Corps), with referral system
1E	MOU's are in place for partners, including confidentiality agreements
1E	A strategy for improving employer services is in place

Opportunities for Improvement:

1A	Outreach could be strengthened with more partner participation in consolidated approach
1A	Use of private placement companies may provide benefits
1D	"The Applicant" addresses the core services and access to programs along with the activities mandated by the One-Stop partners; it is unclear how each partner accounts for these services and activities
1D	It is not clear how many core services are provided by operator vs. partners
1E	Implement the strategy and achieve the goals of the Business Services group
1E	The business plan may lack adequate goal orientation to achieve expected outcomes
1E	It is not clear if the business plan has been embraced by the Workforce Investment Board.

I. Leadership (150 points)

The *Leadership* Category examines how your organization's senior leaders address values, directions, and performance expectations, as well as a focus on customers and other stakeholders, empowerment, innovation, and learning. Also examined is how your organization addresses its responsibilities to the public and supports its key communities.

1.a. (20) Clear direction (consistent) (mission)

There exists a clear, well articulated Mission Statement for the organization

1.b. (20) Quality One-Stop Staff (continuous learning)

A formal education/employee development plan exists

If certification is required for certain employee groups, those certifications exist and are current

1.c. (20) The "right" organization and a well defined organization

There is an organizational chart

The organizational structure is appropriate for the organization

All leadership positions are filled

1.d. (25) Customer focus

There is an understanding/definition of the customer(s)

A customer service training program exists

1.e. (25) Focus on collaboration

All of the mandatory partners participate in the One-Stop on a regular basis

The rate of cross-referral among the partners is satisfactory relative to benchmark organizations

The degree of information sharing among One-Stop partners is adequate

1.f. (25) Support for continuous quality improvement

A well defined CQI plan and program exists

Staff are trained in the principles of CQI

There is a commitment of employee time to the CQI process

1.g. (15) Supplier certification

Key performance factors are used in the evaluation of suppliers and partners

BALDRIGE BASED CERTIFICATION CRITERIA

I. Leadership

Strengths:

I.A.	The organization state on their Worknet ERC correspondence the Worknet mission and vision statements
I.A.	There is a focused Worknet Leadership Team (WLT)
I.A.	There are mission and vision statements, shared with staff and partners
I.A.	Information of Worknet Leadership Training (WLT) meetings and work sessions have produced a mission statement and a vision statement. This is effective and uses a systematic approach to Worknet customers and Worknet activities
I.A.	There is a process for an annual Leadership Team retreat to re-evaluate mission
I.B.	There is a designed plan in place to ensure all staff assigned to the Worknet ERC will become certified as an Employment & Training Workforce Development Professional by using the model of the National Association of Workforce Development Professionals (NAWDP) Twelve competencies must be completed before certification
I.B.	Cross training and training plans will provide a versatile and strong staff
I.B.	Partner staff orientation documents understanding expectations and activities
I.B.	Quarterly quality review work meetings will be held to ensure that both the WLT and staff are able to effectively communicate customer needs, staff and management expectations, access “best practices” and make recommendations for changes where appropriate
I.C.	All three Leadership positions at the Workforce ERC are filled and consist of a Program Manager and two Employment and Training Supervisors
I.C.	A Memorandum of Understanding (MOU) exist between the Workforce Investment Board (WIB) and all the mandatory partners and volunteer agencies
I.C.	Very clear organizational chart
I.C.	MOUs exist with partners regarding staffing, hours and participation
I.C.	A core services matrix has been developed identifying all the core services provided by the One-Stop partners
I.D.	High level of expectation for customer service
I.D.	Training available to staff and partners (Paul Clayton)
I.D.	A definition/understanding of who is the ERC “Customer” exists
I.E.	Each partner has signed MOU, which provides specific information on how the partner will operate at the Worknet ERC
I.E.	Partners maintained their commitment to participate in regularly scheduled WLT meetings and work sessions
I.E.	Meeting regularly to discuss issues and share information
I.E.	Honesty about funding problems with partners
I.E.	Partners participation at the Worknet ERC on a regular basis is positive in light of present budget situations
I.E.	There is a strong emphasis on collaboration within the organization

2003 Certification Criteria

I.E.	WLT will ensure that the referral process is customer focused and will provide Worknet customers with the best possible seamless service
I.F.	Issues defined by surveys completed, focused on customer service and satisfaction data collection, improving technology for customers and staff, staff training, standardizing department program forms and work processes, communication throughout the organization and policies and procedures
I.F.	This focus aided in the development of their Strategic Goals to improve and enhance customer service and programs
I.F.	Baldrige criteria are used to benchmark improvement
I.F.	CAPE examiners and team and work group facilitators are trained
I.F.	Work teams assist in the WLT to develop and achieve strategic goals and programs
I.F.	The department embraced the concepts of CQI and have used the Baldrige criteria to develop quality based programs
I.F.	CQI/TQI, using the Baldrige criteria, established in the Department of WI in 1998
I.G.	The Department of WI must meet or exceed the state established performance measures in order to remain the One-Stop operator and administrative entity, this is done consistently
I.G.	Each partner has specific or unique criteria for their particular industry
I.G.	Worknet ERC and partner staff will become certified in NAWDP criteria
I.G.	The Eligible Training Providers List (ETPL) lists state-approved providers

Opportunities for Improvement:

I.A.	“The Applicant” addresses the leadership of clear direction for the organization’s mission and vision, it is unclear how the organization measures the understanding of their mission and vision by their staff and partners
I.A.	It doesn’t appear that the mission and vision is articulated to the business community
I.A.	It is not clear if there is an action plan to address deficiencies
I.B.	It does not appear there is a system to check certifications
I.B.	Plan does not provide data when staff training is expected to start and how/when certification goals will be met
I.B.	New staff members should be required to complete Worknet cross informing/cross training form within first month on site. It is not clear as to whether or not this form is now in use
I.C.	It is difficult to tell if the structure is appropriate for the services provided
I.C.	It is not clear how long present organization structure has been in place.
I.C.	Work toward achieving a better financial participation from all the One-Stop partners
I.D.	The “applicant” addresses the customer focus plan for staff; it is unclear how all partners will be held accountable to maintain the same level of customer service.
I.D.	It is not clear if there are specific dates and plans for ongoing staff training
I.D.	It is not clear how feedback from customer satisfaction surveys has changed the customer focus of the organization

2003 Certification Criteria

I.D.	It is not clear when or how staff will become certified using the National Association of Workforce Development Professionals twelve competencies
I.E.	Applicant does not mention cross referral rate, hard to judge effectiveness and if it is measured.
I.E.	It is not clear if complete implementation of referral process has occurred
I.E.	It is not clear if the MOU's evaluations determine if partners are adhering to the agreements
I.F.	"The Applicant" addressed the development for the support for continuous quality improvement; it is not clear, how the organization plans to get to the next level of improvement and by what period, along with holding all partners accountable
I.F.	There is no information to indicate whether or not ongoing results of CQI teams have resulted in operational improvement
I.F.	The linkage between CQI team activity and overall improvement and outcomes is not clear
I.G.	It is not clear if there is a process to establish criteria to determine those performance factors for each of the partners that are critical to the operation of the ERC and a methodology to monitor their improvement

II. Strategic Planning (100 points)

The *Strategic Planning* Category examines how your organization develops strategic objectives and action plans. Also examined are how your chosen strategic objectives and action plans are deployed and how progress is measured.

Issues to Address in your Challenger Application:

2.a. (15) Well defined

There exists a well defined strategic plan with measurable objectives

2.b. (15) Involvement of all constituents

Stakeholders possess a knowledge of the elements of the strategic plan

There is documented evidence that all levels of the organization and all stakeholders participated in the development of the strategic plan

2.c. (15) Customer focus (needs - now and in the future)

A formal customer needs assessment has been performed

The results of the needs assessment are addressed in the strategic plan

2.d. (15) Define metrics (are they measured)

Outcomes and a method to measure them are identified in the plan

Milestones exist for achievement of outcomes

2.e. (15) Implemented (organizational behavior)

There is evidence that the strategic plan is being implemented in the organization

2.f. (10) Consistent with available resources

The organization has sufficient resources to implement the plan

2.g. (15) Includes continuous quality improvement plan

The strategic plan includes an emphasis on CQI

BALDRIGE BASED CERTIFICATION CRITERIA

II. Strategic Planning

Strengths:

II.A.	Strategic goals from 2002 WLT meetings are specific and clear in their objectives
II.A.	Timelines for meeting objectives are specific except where WIB needs to select industries to target
II.A.	Youth Employability Card (YEC) program established in local schools
II.A.	Collaboration between service providers has been set up
II.B.	Role clarification of the One-Stop Operator and partners have been discussed and defined
II.B.	A matrix of services was developed and provides a strong visual aid of services provided by Worknet partners at the Worknet ERC
II.B.	The partners participated in the work session where the mission, and vision, core values, strategic goals and objectives were developed
II.B.	There was involvement of all partners. Work performed assesses standards for certification, action plan development and matrix of Worknet. Partner's services were identified.
II.C.	The Day Pass provides the customer an opportunity to comment on services, make recommendations for additional services. WLT is working on another means to obtain customer opinions using a customer "Comment Card"
II.C.	Business retention surveys being utilized to learn from employers
II.C.	WLT is working on another means to obtain customer opinions using a customer "Comment Card"
II.D.	The measurement to be utilized will be a comparison of yearly data and a percentage ranking
II.D.	Each strategic goal has an objective and timeline or is ongoing
II.D.	An action plan will be developed by WLT and identify milestones
II.E.	Cross training of partners, cross referral process and operational agreement are a few areas which have been implemented
II.E.	The WLT is committed to continuously reviewing and assessing the plan and its progress
II.E.	Strategic plan fully supported by WLT
II.E.	Timelines dictate review of goals and objectives
II.E.	Mission and vision statements were developed through a collaborative effort of the One-Stop partners
II.F.	Implementation of the strategic plan does not require specific funding or additional resources
II.F.	Partners will be responsible for providing essential data
II.F.	Minimal costs with marketing the Youth Employability Card
II.G.	CQI is emphasized in the strategic plan and has stated will be able to determine plans effectiveness each year
II.G.	Goal four of strategic plan is saturate quality standards into the culture
II.G.	Worknet is seeking certification from the WIB

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II.G.	Feedback from certification process will be used to improve operations
II.G.	By comparing year-to-year data, the WLT is able to determine the effectiveness of the plan and make adjustments as needed

Opportunities for Improvement:

II.A.	It is not clear if there is ongoing evaluation and an action plan for goal achievement and objective achievement
II.A.	There was not significant involvement in all levels of the Workforce Investment Board, the One-Stop operator and the staff in the development of the plan
II.A.	Promote YEC program to business community to garner increased employer participation
II.C.	“The Applicant” addresses a formal customer needs assessment has been performed with regards to customer focus while customers are present, it is unclear, how customer satisfaction information is gathered by customers after they have used the Worknet services
II.C.	“The Applicant” addresses that employer retention is important, it is unclear, when consensus and further development will be deployed to enhance employer customer focus.
II.C.	Unclear whether there is a “formal” NA on customers addressed in SP
II.C.	It doesn’t appear that employer needs have been defined
II.D.	“The Applicant” addresses the defined metrics for the Strategic Planning, it is unclear, what action plan and milestones will be used to measure achievement
II.D.	There is no indication that the strategic plan is routinely assessed and that strict outcome measures have been defined as indicators of success
II.E.	Strategic plan is in process but it is not clear which parts have been implemented, which are still in progress, and how well it is deployed throughout the organization
II.E.	There isn’t significant evidence to the application that the strategic plan has been deployed significantly throughout the organization
II.E.	It is not clear if there is involvement of business community and feedback from them
II.F.	Given budget issues, there is concern that there will not be a focus on the implementation of strategic plan
II.F.	The application does not provide sufficient information to indicate that the resources available allow for appropriate implementation of the strategic plan organization-wide
II.G.	It is not clear if principles of CQ I have been deployed throughout the strategic plan and that processes are in place organizationally to use principles of CQI to achieve the plan

III. Customer and Market Focus (200 points)

The *Customer and Market Focus* Category examines how your organization determines requirements, expectations, and preferences of customers and markets. Also examined is how your organization builds relationships with customers and determines the key factors that lead to customer acquisition, satisfaction, and retention; and, to business expansion

3.a. (50) Customer needs surveyed

There is evidence that customer needs have been surveyed/identified

3.b. (50) Customer satisfaction

Customer satisfaction is satisfactory relative to benchmark organizations

Customer satisfaction demonstrates improvement over time

Internal organizational goals are established and achieved

3.c. (50) Results linked to strategic plan and continuous improvement

Customer Satisfaction surveys result in actions taken through strategic planning

3.d. (50) Single point of contact for clients and employers

There is evidence that all core services from all partners are available at the One-Stop

BALDRIGE BASED CERTIFICATION CRITERIA

III. Customer and Market Focus

Strengths:

III.A.	Surveys at beginning, middle and end of services appears thorough
III.A.	Worknet monitors Individual Employment Plans (IEP)
III.A.	Comment card in progress
III.A.	Data on customer feedback is being collected and shows steady improvement in meeting customer needs
III.A.	The analysis of the business customer is a strong method of addressing customer needs and requirements
III.A.	Usage of customer service/satisfaction day pass provides feedback to identify needs and customer satisfaction of users
III.A.	Analysis of employment barriers by staff helps in determining needs of clients and customer requirements
III.A.	Informal collection of client needs are gathered via meetings of ERC staff, workgroup/teams, and management as well as informal correspondence via e-mail, memos, intra and internet
III.B.	A two-point customer survey satisfaction strategy was used to elicit input from customers and assess their level of satisfaction. The survey included an initial services contact survey (Worknet Day Pass) and a core services survey
III.B.	The customer satisfaction surveys are reviewed along with the results in order to ensure the information captured continues to high levels of reliability and validity
III.B.	Have started a customer satisfaction comparison with other county One-Stops
III.B.	Customers encouraged to complete surveys
III.B.	Customer Surveys have been developed and put in place. The data being entered into web-based database is an example of how information can be kept and used.
III.B.	Development and improvements in surveys reflects an effort has been made to collect data and use it appropriately
III.B.	Customer satisfaction of “job seekers” consistently rated very high (i.e. 9’s & 10’s on a scale of 1-10, with 1 being very dissatisfied and 10 being very satisfied)
III.B.	Adjustments are made to the survey instrument and process to capture the most accurate information on customer needs and satisfaction
III.C.	The Worknet Day Pass data system services as a problematic diagnostic tool which provides WLT members and staff with valuable information needed to make decisions regarding customer service and program changes
III.C.	Part of the strategic planning process, the WLT will formally evaluate the customer satisfaction survey on an annual basis, and implement improvements in order to keep the system current with customer needs and direction
III.C.	Extended hours of operation as a result of feedback
III.C.	Customers with special needs accommodated
III.C.	Customer Comment Card system in progress

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III.C.	Data from surveys is being reviewed, analyzed and used to bring about positive change as described. A total of eight improvements from this effort are discussed.
III.D.	Partners work together and refer clients to different service partners within Worknet
III.D.	The matrix was used to develop a Worknet Resource Guide so customers and staff have information and access to Core A services
III.D.	No wrong door, single point of contact philosophy implemented
III.D.	Business Services Unit in place
III.D.	MOU signed by Partners provides a way to ensure Core A or Universal Services are performed

Opportunities for Improvement:

III.A.	It is not clear what level of input and feedback is received from private sector
III.B.	It is not clear if there is a process to compare data with other Workforce Development agencies
III.C.	It does not appear that the surveys are linked to the strategic plan.
III.C.	There does not appear to be a direct linkage in the development of the strategic plan based upon customer satisfaction results

IV. Information and Analysis (100)

The *Information and Analysis* Category examines your organization's information management and performance measurement systems; and, how your organization analyzes performance data and information

4.a. (25) Information system supports continuous improvement

Existing systems adequately collect data

4.b. (25) Continuous improvement linked to data collection

The collected data is linked to CQI efforts

4.c. (25) Resource Center offers: information in multiple mediums; self-service; Internet access, trained staff, etc.

The above exists and is readily available to clients

4.d. (25) Strategy for meeting state and local MIS needs (management reporting)

BALDRIGE BASED CERTIFICATION CRITERIA
IV. Information and Analysis**Strengths:**

IV.A.	The information is submitted to the responsible system analyst who aggregates and analyses the data using a customized database
IV.A.	The Day Pass surveys process collects information on Core Services used and customer satisfaction
IV.A.	As required in the WIA, Eligible Training Provider List (ETPL) performance results are available in the Worknet ERC for customers and stakeholders to review
IV.A.	Forms collect data on intensive and training services
IV.B.	Day Pass system and case management system have been developed to gather information to track and improve daily operations
IV.B.	Data will be used by WLT for action plan
IV.B.	Data systems will be evaluated annually by WLT for planning and improvements
IV.B.	The Day Pass system appears to be Worknet link to CI
IV.B.	As new systems develop and are deployed they will be evaluated
IV.B.	The collected data is linked to CQI efforts
IV.C.	Multi-medium accessibility via telephone, internet (24/7/365), email as well as personal site visit to ERC or affiliates is readily available to job seekers and providers
IV.C.	Services not readily available at the ERC can be obtained via a cross referral form or a telephone
IV.C.	Employers can obtain information at their place of business from a Worknet business services representative
IV.C.	Merced County resource guide has been developed to identify the services provided and the agencies that provide them
IV.C.	Worknet provides labor market information, wage data, unemployment rates & other economic development information on the community at large
IV.C.	Affiliate Worknet ERC sites are established to provide convenient access to services for customer living in outlying areas of Merced County
IV.C.	Performance data for suppliers (ETPL) available
IV.D.	Department of WI monitored yearly for compliance (State of California)
IV.D.	Performance findings indicate compliance with performance standards
IV.D.	Partner MOU's monitored to ensure compliance
IV.D.	Performance standards and budget status are submitted on a quarterly and annual basis as required
IV.D.	Fiscal/MIS provide monthly performance and fiscal data reports to Dept of WI leaders, in turn provide applicable data and information to the WIB and WLT
IV.D.	Audit results indicate compliance

Opportunities for Improvement:

IV.A.	It appears, that while information may be collected, improvement with electronic systems could be helpful
IV.A.	It is not clear how the applicant uses data collection in multiple areas of the operation for improving daily operations and organizational performance
IV.B.	It is not clear if the applicant has developed an action plan
IV.C.	It is not clear how will these mediums work for the business and youth

V. Human Resource Management (150 points)

The *Human Resource Focus* Category examines how your organization motivates and enables employees to develop and utilize their full potential in alignment with your organization's overall objectives and action plans. Also, examined are the organization's efforts to build and maintain a work environment and an employee support climate conducive to performance excellence, and to personal and organizational growth.

Issues to Address in your Challenger Award Application:

5.a. (30) Staff is competent

Job descriptions exist for all positions
Employees are evaluated against the requirements of the job descriptions
Employee evaluations demonstrate that employees are competent and meeting job requirements

5.b. (30) Continuous learning

Employees have an individual development plan that has been implemented
There is an organization-wide employee development plan that has been implemented
There is a vehicle for making employees aware of available training

5.c. (30) Team orientation

There are regular meetings to disseminate information and discuss important business issues
There are multidisciplinary cross-functional teams to work on performance improvement initiatives

5.d. (30) Uniform application of human resources policies

Results of employee satisfaction surveys demonstrate uniform application of policies
A formal grievance process exists
Grievances are not excessive given the size of the organization

5.e. (30) Employee expectations well defined

Policies and procedures are disseminated throughout the organization
All new employees get an orientation to the organization

BALDRIGE BASED CERTIFICATION CRITERIA

V. Human Resource Management

Strengths:

V.A.	Each partner has its own contractually driven employee evaluation and they are completed on a regular basis
V.A.	Deficiencies or opportunities for professional growth are addressed through training, coaching and/or monitoring
V.A.	Job descriptions exist for all positions
V.A.	Twelve workforce development competencies – good for establishing one standard
V.A.	Partners certify staff as competent and meeting job descriptions
V.B.	Partners will notify their staff of various training dates, locations, topics and available methods to received training
V.B.	The WLT has established a committee to develop the scope and sequence of training, which will be made available to staff to meet the twelve competencies
V.B.	The WLT anticipates that the EDP will be finalized and implemented by fall 2003
V.B.	The WLT has adopted the twelve workforce development competency areas from information based upon the National Association of Workforce Development Professionals
V.B.	High expectations and organizational dedication to employee training
V.B.	Annual review of ITP by supervisor
V.B.	All staff members will have an individual Employee Development Plan (EDP)
V.B.	All staff members will be certified in twelve competencies (NAWDP model)
V.B.	Individual Training Plans will be established based on NAWDP model
V.C.	Worknet partners and staff are invited and encouraged to participate on the teams
V.C.	WLT has been meeting regularly for one and a half years
V.C.	Participation in cross functional teams can be linked to ITPs
V.C.	Dept of WI has established five teams to address Worknet ERC performance improvement
V.C.	Teams meet at the discretion of the facilitator and team members
V.D.	Completed surveys will be available to the WLT for review
V.D.	Copies of each partners agency's grievance policy may be obtained by contacting the Human Resource (HR) representative for each agency
V.D.	Formal grievance processes exist for each of the partner agencies
V.D.	Partners and staff asked to evaluate fairness in application of policies
V.D.	Uniform process for all partners – monitored by partner
V.D.	Annual formal surveys, available to WLT
V.D.	No excessive grievances
V.E.	All new staff are provided an orientation to the Worknet ERC and Worknet system

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V.E.	The twelve Workforce Development Competency areas are introduced during the orientation process
V.E.	When appropriate, specific competencies, such as the history and structure of the workforce development system are addressed during the orientation process
V.E.	Policies and procedures have been developed and are made part of the orientation process

Opportunities for Improvement:

V.A.	No reference to review by WLT of staff competence
V.A.	It is not clear how Worknet deals with staff that aren't competent when evaluation is done by employer only
V.A.	Applicant does not appear to have an action plan requiring staff involvement in and certification by the NAWDP for completion of the twelve workforce development competencies
V.B.	There is not indication that the continuous learning program has been implemented nor has feedback with regard to outcomes been integrated into the strategic plan
V.B.	Not clear if employee development plan is fully implemented or not. Narrative indicates it is in progress and will be finalized for implementation by fall
V.B.	It is not clear if there is an action plan to complete EDPs and ITPs and put in place the action plan(s) to achieve the successful completions of the plans, with realistic timetable to achieve completion
V.C.	Cross-functional teams are not meeting to address customer satisfaction, customer service, business services, marketing and safety
V.C.	The level of commitment and participation in cross functional teams is not clear
V.C.	It is not clear how effective "meetings" are from an attendance and team orientation perspective
V.C.	There is no indication that a regular schedule of meetings has been established nor have outcomes, based upon performance improvement opportunity initiatives been identified and integrated into the strategic plan
V.C.	It is not clear if criteria have been established to determine importance of specific partners involvement in specific teams as well as voluntary versus mandatory attendance at biweekly meetings
V.E.	"The applicant" addresses the employee expectation by using an orientation process, it is unclear, how information is validated and captured and stored for future reference

VI. Process Management (100)

The *Process Management* Category examines the key aspects of your organization's process management, including customer-focused design, product/service delivery, key business, and support processes

6.a. (25) Uniform application of policies and procedures

Policies and procedures are disseminated throughout the organization
All new employees get an orientation to the organization

6.b. (25) Feedback mechanism

An adequate feedback mechanism exists

6.c. (25) Service recovery

There is a formal policy/mechanism for complaint management
Examination of a sample of complaints indicates that the policy is being implemented

6.d. (25) Staff-empowerment

Decisions can be made at various levels within the organization
There is an organizational assessment to determine if the degree of empowerment is appropriate/working

BALDRIGE BASED CERTIFICATION CRITERIA

VI. Process Management

Strengths:

VI.A.	Process in place for new employees via the New Employee Orientation (NEO) to acquaint them with the policies and procedures, the operational procedures, the Worknet cross training/cross informing plan, and to provide them with a schedule of competency training dates
VI.A.	New employee staff tour of the ERC conducted by a manager and attendance to a 4-hour Worknet overview orientation is required
VI.A.	ERC supervisor is charged with assuring that new employee has completed all items on the NEO checklist and the P&P checklist within their first month
VI.B.	The feedback report from this application and subsequent assessment by the Quality Assurance Team (QAT) will provide opportunities for CQI
VI.B.	Feedback mechanism areas to be reviewed are impacts to customer products, services and satisfaction, impact to front line staff training, instruments and other preparation needed for implementation, costs associated with improvements
VI.B.	Also reviewed are impacts to organizational performance and alignment with vision, mission and values of the organization
VI.B.	Already established way to prioritize feedback – Five ranked areas
VI.B.	Workgroups will be formed to address issues
VI.B.	Several factors determine whether to form a workgroup (impacts, etc)
VI.C.	There appears to be a well-defined mechanism for handling customer complaints and dealing with grievances against the organization
VI.C.	Grievance policy available in multiple locations
VI.C.	Emphasis placed on informally resolving all complaints
VI.C.	Detailed system in place to resolve formal complaints
VI.C.	First time visitors receive grievance/complaint policy
VI.C.	Partners must not discriminate or face non-referrals
VI.C.	Annual report summarizes complaints, strategies for improvement
VI.D.	The WLT continues to work towards increasing empowerment and fostering an environment for innovation
VI.D.	The primary strategy to accomplish this environment is through the implementation and evaluation of performance excellence strategies
VI.D.	Front line empowerment – decentralize daily decision making to front line/process owners
VI.D.	Cross functionality promotes teamwork and brings about innovation
VI.D.	Using Baldrige, One-Stop certification, CQI principles evidence that staff are or will be encouraged towards empowerment

Opportunities for Improvement:

VI.A.	Has an annual re-orientation been considered
VI.B.	It is unclear what feedback occurs/is documented via the WLT
VI.B.	There does not appear to be any mention of the feedback mechanism to provide adequate feedback on results of operations as noted in the application
VI.C.	It is not clear if applicant uses results from complaints and grievances to improve work processes or operational processes
VI.D.	It is not clear if the applicant has a process to evaluate the effectiveness and to continue fostering empowerment within Worknet.

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VII. Business Results (200 points)

The *Business Results* Category examines your organization's performance and improvement in key business areas – customer satisfaction, product and service performance, financial and marketplace performance, human resource results, and operational performance. Also examined are performance levels relative to those of your competitors.

Editor's Note: Please focus your responses to the following questions by citing specific Results you have achieved. Charts and graphs are encouraged to summarize your Results. Avoid anecdotal responses that cannot be validated by numerical data.

Issues to Address in your Challenger Award Application:

7.a. (100) Customer and community awareness

- There is an awareness of One-Stop based on random survey of community
- There is an organizational effort to raise awareness
- Resources are devoted to marketing/PR
- Marketing/PR addresses both supply and demand
- Marketing plan exists and results are evaluated against plan

7.b. (100) Demonstrated and measurable

- Financial performance
 - A budget exists and performance suggests that the organization is operating within budget and significant variances have been adequately explained
 - Costs are benchmarked (and compare favorably) against other workforce investment areas
- Operational performance
 - Objectives in the strategic plan are achieved
 - Customer Satisfaction
 - See "Customer and Market Focus"

BALDRIGE BASED CERTIFICATION CRITERIA

VII. Business Results

Strengths:

VII.A.	The Action Business Center (ABC) conducted a retention survey with local businesses, and a second phase of this survey is in progress. Electronic marketing surveys were used to measure awareness
VII.A.	Worknet signage is visible in Merced and Los Banos, along with community job fairs, community events, presentations to service organizations and Workforce Academies and roundtables
VII.A.	Billboards, radio, newspapers, television, internet, direct mailings, mailings through inserts are just a few mediums used to create community awareness about the Worknet ERC
VII.A.	Customized marketing is done for potential customers identified as job seekers, employers and youth
VII.A.	Marketing efforts to raise awareness are being accomplished as reflected in this application. The Youth Employability Card is an excellent example
VII.A.	ERISS Corporation survey showed awareness
VII.A.	Staff aware of marketing efforts
VII.A.	Day pass system measures customer awareness sources
VII.A.	Marketing plan exists
VII.A.	Merced Adult School and EDD orientations, high school field trips promote Worknet
VII.B.	The Department of WI undergoes state audits and monitoring, and is required to produce a fiscal procurement report to validate appropriate operations and variances
VII.B.	Working on developing benchmarks with Stanislaus and Kern Counties
VII.B.	Strategic goals based on WIB strategic plan
VII.B.	Budget exists, costs within budget; no variances
VII.B.	Operational performance is showing objectives of strategic plan are being addressed. This effort needs to continue as actual goals have been established which need to be carried out to completion
VII.B.	Worknet Day Pass as developed and used is an excellent tool for measuring customer satisfaction. Ratings are consistently at 9 or higher
VII.B.	Costs compare favorable with other similar SDA's (i.e. Kern & Stanislaus counties)

Opportunities for Improvement:

VII.A.	"The applicant" addresses the customer and community awareness; it is unclear how the marketing plan evaluates the results
VII.A.	The applicant address the formation of employers oriented business services unit; it is unclear whether a marketing plan for it has been developed
VII.A.	It is not clear if there are any feedback mechanism to evaluate the length and content of employer surveys

2003 Certification Criteria

VII.A.	Several business leaders have reflected that there does not appear to be a significant awareness of Worknet activities in the community
VII.B.	“The applicant” addresses the financial performance regarding the budget, it is unclear how costs are benchmarked and what strategy is used to measure operational performance for Worknet ERC.
VII.B.	Should benchmark performance against other workforce investment areas
VII.B.	Opportunities need to be continually discussed and explored for business results improvement as this is what quality improvement is all about.
VII.B.	Implement the action plan for the achievement of the five goals delineated by the WLT
VII.B.	Set up monitoring mechanism to determine the level of business involvement