



**NORTHERN VIRGINIA  
APPLICATION FOR CERTIFICATION  
To become a *SkillSource* Affiliate Site**

*To be Submitted to the Certification Subcommittee  
of the Quality Assurance Committee of the Northern Virginia Workforce Investment Board*

**For the period July 2010 thru June 2012**

**Mail or Deliver 5 copies and 1-signed original to:  
Northern Virginia Workforce Investment Board  
Affiliate Application  
Certification Subcommittee  
8300 Boone Boulevard, Suite 450  
Vienna, VA 2218202633**

**NO FAXES OR E-MAILS ACCEPTED**

**NORTHERN VIRGINIA WORKFORCE INVESTMENT BOARD  
(NVWIB)  
ASSURANCES**

The NVWIB is committed to developing a system of *SkillSource* Centers 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 one-stop center or affiliate site that displays our logo is a high performing and quality site, the NVWIB 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

## *SKILLSOURCE* AFFILIATE SITE

### CERTIFICATION

Submitted by the following organization:

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

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

\_\_\_\_\_

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

**And Partners (if applicable):**

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

**Date Submitted:** \_\_\_\_\_

**Contact Person:** \_\_\_\_\_  
(name and phone number)

**Date Received:** \_\_\_\_\_  
(filled out by Committee)

## **Affiliate Center Application for *SkillSource* Certification**

An Affiliate site in the *SkillSource* 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 *SkillSource* Affiliate site; an entity must be able to:

- Deliver at least one of the core services.
- Obtain and maintain the appropriate technology.
- Meet the criteria for ***Customer and Market Focus Quality Standard***.
- Meet the criteria for ***Information and Analysis Quality Standard***
- Meet the criteria for ***Process Management***, and
- Meet the criteria for ***Business Results***

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

Any public, private, for profit, and not for profit organization is eligible to apply. An Affiliate site may be in an existing agency or organization delivering workforce development services. Or, it could be a technology driven information center anywhere, i.e., a library, chamber of commerce or community based organization.

### ***THE PROCESS***

To become an Affiliate site, an organization must fill out the enclosed Application and a Cover Sheet. This Application may be submitted to the Northern Virginia Workforce Investment Board at any time and will be reviewed in accordance with the Memo on Submission Dates.

## ***THE QUALITY STANDARDS for SkillSource Affiliate Sites***

The NVWIB has defined the following seven quality standards for its integrated workforce development system, which includes one-stop career centers and affiliate sites. The standards in **bold** below define Quality for certification as a ***SkillSource*** Affiliate. To be identified as part of the ***SkillSource*** network, an entity must be certified as having processes and practices in place that meet or exceed the four Quality Standards below.

1. Leadership
2. Strategic Planning

### **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

### **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 covers 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 organization's goals, how partners are selected and how performance is measured. Operational results address the key performance results that contribute to the organization's goals. Results of regulatory and legal requirements and audit results should be reported.

## **AFFILIATE APPLICATION**

To complete this application, verify as present each element of the core and intensive services using the **Core and Intensive 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**

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

## ***CORE SERVICES CHECKLIST***

*Please check all that apply.*

*The ability to offer **at least one** of those listed below is required.*

*A description of each is required in Criteria 3.E*

- \_\_\_\_\_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 training 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)

## ***INTENSIVE SERVICES CHECKLIST***

*Please check all that apply.*

***None are required for Affiliate sites.***

*A description of each is required in Criteria 3.F*

\_\_\_\_\_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

## **1. CUSTOMER AND MARKET FOCUS**

- A. Describe how you listen to your customers (all customer groups) 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.

## **2. 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.

## **3. PROCESS MANAGEMENT**

- A. Describe which processes are in place to insure that customers experience a one-stop approach to information collection about them. Describe how you are connected to other certified *SkillSource* 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 core services available and the processes used to

- ensure access by customers.
- F. Identify (use the checklist) and describe the intensive services, if any, available and the processes used to ensure access by customers.
  - 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?

#### **4. BUSINESS RESULTS**

- A. Describe how you are raising awareness of the Affiliate 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.