

## One-Stop Career Center Certification Criteria

- **LEADERSHIP (WEIGHT: 15%)**
  - Clear direction (consistent) (mission)
    - There exists a clear, well articulated Mission Statement for the organization
  - Quality Employees (continuous learning)
    - A formal education/employee development plan exists
    - If certification is required for certain employee groups, those certifications exist and are current
  - 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
  - Customer focus
    - There is an understanding/definition of the customer(s)
    - A customer service training program exists
  - 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
  - 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
  - Supplier certification
    - Key performance factors are used in the evaluation of suppliers and partners
- **STRATEGIC PLANNING (WEIGHT: 10%)**
  - Well defined
    - There exists a well defined strategic plan with measurable objectives
  - 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
  - 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

- Define metrics (are they measured)
  - Outcomes and a method to measure them are identified in the plan
  - Milestones exist for achievement of outcomes
- Implemented (organizational behavior)
  - There is evidence that the strategic plan is being implemented in the organization
- Consistent with available resources
  - The organization has sufficient resources to implement the plan
- Includes continuous quality improvement plan
  - The strategic plan includes an emphasis on CQI
- **CUSTOMER AND MARKET FOCUS (WEIGHT: 20%)**
  - Customer needs surveyed
    - There is evidence that customer needs have been surveyed/identified
  - Customer satisfaction
    - Customer satisfaction is satisfactory relative to benchmark organizations
    - Customer satisfaction demonstrates improvement over time
    - Internal organizational goals are established and achieved
  - Results linked to strategic plan and continuous improvement
    - Customer Satisfaction surveys result in actions taken through strategic planning
  - Single point of contact for clients and employers
    - There is evidence that all core services from all partners are available at the One-Stop
- **INFORMATION AND ANALYSIS (WEIGHT: 10%)**
  - Information system supports continuous improvement
    - Existing systems adequately collect data
  - Continuous improvement linked to data collection
    - The collected data is linked to CQI efforts
  - Resource Center offers: information in multiple mediums; self-service; Internet access, trained staff, etc.
    - The above exists and is readily available to clients
  - Strategy for meeting state and local MIS needs (management and reporting)
    - Audit results indicate compliance

- **HUMAN RESOURCES (WEIGHT: 15%)**

- 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
- 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
- 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
- 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
- Employee expectations well defined
  - Policies and procedures are disseminated throughout the organization
  - All new employees get an orientation to the organization

- **PROCESS MANAGEMENT (WEIGHT: 10%)**

- Uniform application of policies and procedures
  - Policies and procedures are disseminated throughout the organization
  - All new employees get an orientation to the organization
- Feedback mechanism
  - An adequate feedback mechanism exists
- Service recovery
  - There is a formal policy/mechanism for complaint management
  - Examination of a sample of complaints indicates that the policy is being implemented
- 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

- **BUSINESS OUTCOMES** (Incorporating those measures mandated by WIA) **(WEIGHT: 20%)**
  - 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
  - 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”