

**TO: WIB Quality Assurance Committee**

**DATE: 09/24/04**

**FROM: WIB Staff**

**For Action**

**For Information**

**For Discussion**

**SUBJECT: Worknet Recertification**

**PROPOSED MOTION(S): Information/Discussion Only**

**DISCUSSION:** The Recertification of the Worknet Employment Resource Center is from November 2003 through September 2005. The timeline, criteria and score for recertification should be reviewed and discussed, so that the Worknet Leadership Team can be apprised of what they will be working with and plan to prepare accordingly.

**ATTACHMENT(S):**

**Recertification Timeline**

**Policy for Recertification**

**MCWIB Challenge Award Criteria**

## **Worknet Recertification**

### **Worknet Leadership Team**

|                     |  |
|---------------------|--|
| <b>Mar 10, 2005</b> | <b>Select Writing Team/Begin Application</b>                   |
| <b>Jun 10, 2005</b> | <b>Draft Application Completed</b>                             |
| <b>Jun 30, 2005</b> | <b>Final Application Completed, Signed, Copied and Bound</b>   |
| <b>Jul 12, 2005</b> | <b>Application Disbursed to Worknet Leadership Team</b>        |
|                     | <b>All Worknet Staff Will Become Familiar with Application</b> |
| <b>Jul 15, 2005</b> | <b>Submit Application to WIB Examiners</b>                     |
| <b>Sep 2005</b>     | <b>Prepare for Site Visit</b>                                  |

### **WIB Examiners**

|                     |  |
|---------------------|--|
| <b>Oct 2004</b>     | <b>Set Recertification Score, Select Length of Recertification</b>                                 |
| <b>Feb 2005</b>     | <b>Select WIB Examiners</b>  |
| <b>Jun 2005</b>     | <b>Train WIB Examiners</b>   |
| <b>Jul 15, 2005</b> | <b>Examiners Begin Independent Review</b>  |
| <b>Aug 12, 2005</b> | <b>Independent Review Completed/Provide to Staff to Compile Results</b>                            |
| <b>Sep 6, 2005</b>  | <b>WIB Examiners Consensus Meeting/Identify Site Visit Issues and Prepare Site Visit Questions</b> |
| <b>Sep 19, 2005</b> | <b>Site Visit Questions to Examiners for the</b>   |
| <b>Sep 28, 2005</b> | <b>Worknet Site Visit</b>  |
| <b>Oct 21, 2005</b> | <b>Evaluation Complete</b>   |
| <b>Oct 31, 2005</b> | <b>Recommendation approved by QA and Executive Committees</b>                                      |

## **Merced County Workforce Investment Board One-Stop Certification Process**

### **PURPOSE**

To describe the framework for Merced County Workforce Investment Board (MCWIB) to use for certification of the local One-Stop Centers for program years (2002-2004) in Merced County. This framework includes an application process customized by the MCWIB using the California Awards for Performance Excellence Challenge Award process in preparation for a continuous improvement model that uses the Malcolm Baldrige Criteria for performance excellence as a guideline for improvement. The Baldrige Criteria is a list of mandatory organizational behavior criteria that must be addressed in a certified Merced County One-Stop center. This policy is intended to give the MCWIB a process to collect and use information to assure a minimum standardized level of services at each One-Stop Center for program years (2002-2004) of operation and to establish the foundation for future certifications.

### **REFERENCES**

P.L. 105-220, Workforce Investment Act, Section 111, (d) (2).  
Department of Labor, Employment and Training Administration, 20 CFR Part 652, et al.,  
Workforce Investment Act, Final Rule, August 11, 2000.

### **POLICY STATEMENT**

The Merced County Workforce Investment Board is charged with the development and continuous improvement of a countywide workforce investment system of activities carried out through a One-Stop delivery system.

The principles articulate that Merced County's workforce strategy will be based on the Malcolm Baldrige Criteria for Performance Excellence, with a focus on continuous improvement. The Baldrige Criteria are nationally recognized as being instrumental in stimulating improvements in competitiveness and business performance. Baldrige formulates a framework of intensive self-examination and assessment in seven categories of organizational behavior displayed by the local workforce system. Those categories are:

- Leadership
- Strategic Planning
- Customer and Market Focus
- Information and Analysis
- Human Resource Focus
- Process Management
- Business Results

The Malcolm Baldrige Criteria for Performance Excellence are the basis for certifying local One-Stop workforce system centers in Merced County. The Baldrige Criteria

ensure that certification equals quality and are also the basis for continuous improvement, organizational self-assessments, and effects incentive awards. The MCWIB will evaluate the self-assessment process completed by the One-Stop Centers. The California Awards for Performance Excellence Challenge Award Process has been tailored by the MCWIB for this purpose, which is called MCWIB Challenger Award Process, and will be used to accomplish this. (**Attachment B**).

The MCWIB will have the responsibility of ensuring that the Baldrige criteria are integral to the culture of the local one-stop system and granting a certification that good for two years. The MCWIB examination team, in addition to collecting a written application and materials during the certification process, will make an on-site visit to the One-Stop Center to clarify and verify information in the application and to ensure that all core services are provided in accordance with Section 1349d)(2) of the WIA. This will be done prior to finalizing the certification score.

To be a certified One-Stop Center, including a conditional certification, each One-Stop Center must meet the minimum level of requirements as outlined in the checklist in **Attachment A**. Although each One-Stop Center will be different, including different partners, staffing patterns, a different customer base, different goals and directives, there will be a minimum level of services that must be common to each certified comprehensive (full service) center and affiliated sites as prescribed by the Merced County Workforce Investment Board. For subsequent certification of One-Stop Centers, MCWIB must consider performance outcomes, including customer satisfaction, and incorporate continuous improvement on the Baldrige criteria. Not meeting MCWIB required performance outcomes, including customer satisfaction measures, and continuous improvement measures on the Baldrige criteria, will be the basis for de-certification. Comprehensive, affiliate sites, and any partner One-Stop Centers must be linked into a local workforce area system with all serving as access points.

Re-certification will be required every two years. The re-certification process will be similar to this process and will emphasize performance outcomes, quality and continuous improvement based on the Baldrige Criteria for Performance Excellence. For each subsequent re-certification, 100% of the statutory requirements must be met, and there must be an increase in the score on the Challenger Application.

There will be two parts to the Certification Process with a separate scoring method for each. One part will demonstrate that the One-Stop Center has met the statutory requirements by providing the necessary services as outlined in the WIA. The other will assess the degree of progress in Performance Excellence and Continuous Improvement within the One-Stop organizational culture.

A minimum score of 100% is needed for the statutory requirements in **Attachment A**. These requirements must be met at a 100% level, or a conditional certification will be given with six months for corrective action to remedy the deficiency.

A minimum score of 300 or 30% is required using the MCWIB Challenger Award Process (Attachment B). If the minimum score isn't met, a conditional certification will be granted and the applicant will have six months to reapply.

For a certification to be granted by the MCWIB a score of 100% is needed for the Statutory Criteria, in addition, a minimum score of 300 or 30% is required on the MCWIB Challenger Award Process.

## **ATTACHMENT A:**

### **I. Comprehensive (Full Service) One-Stop Centers**

**Statutory Based Criteria for All Comprehensive, physical one-stops,  
To be certified:**

**A. Must provide all core services listed in the Workforce Investment Act, as described in Section 134(d)(2) of the Act.**

- 1. Determination of whether individuals are eligible to receive assistance.**
- 2. Outreach, intake, and orientation to the information and other services available.**
- 3. Initial assessment of skill levels, aptitudes, abilities, and supportive service needs.**
- 4. Job search placement and assistance, and where appropriate, career counseling.**
- 5. Employment statistics information for local, regional and national labor market areas including job vacancy listings, information on job skills necessary to obtain the jobs described in the clause and local information relating to local occupations in demand and the earnings and skill requirements for such occupations.**
- 6. Provision of performance information and program cost information on eligible providers of training services.**
- 7. Provision of information regarding how the local area is performing on the local performance measures.**

- 8. Provision of accurate information relating to the availability of supportive services, including childcare and transportation, available in the local area.**
  - 9. Information regarding filing claims for unemployment compensation.**
  - 10. Assistance in establishing eligibility for welfare-to-work; and programs of financial aid assistance for training and education programs.**
  - 11. Follow-up services, including counseling regarding the workplace, for participants in the workforce investment activities who are placed in unsubsidized employed, for not less than 12 months .**
- B. Must provide access to intensive services. Must also provide access to training and serve as a point of access for Individual Training Accounts (ITAs).**
- C. Must provide access to all labor exchange services authorized under the Wagner-Peyser Act.**
- D. Must provide 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 One-Stop Centers to be certified include:**
- 1. High speed computer access to Internet based information system.**
  - 2. 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.**
  - 3. Access to telephones and fax for job search.**
  - 4. Access to up-to-date career and local community resource information.**
  - 5. 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.**

6. Information desk and/or resource areas are staffed.
7. There is a presence of mandated partners on-site.
8. A case management system exists that provides guidance for customers participating in intensive and training services.
9. MOUs or operational agreements are in place between partners for daily operations.
10. Information sharing and customer confidentiality agreements exist.
11. A description of all employer services is included in the business plan, including strategies for making the information available to employers.
12. A customer assessment process exists, including skill, aptitude, interest, and needs assessment.
13. Has an established referral process that is customer focused.
14. Meets a minimum score of 300 or 30%, using the MCWIB Challenger Award Process.

## **II. Affiliated One-Stop Centers' Requirements for Certification**

### **A. Affiliated Sites**

#### **Statutory Based Criteria for All Affiliated Sites of the Merced County One-Stop System:**

1. Must provide one or more of the programs, services or activities of the mandated partners.
2. Must be part of a "network" of mandatory and other partners.

#### **Additional Criteria for All Affiliated One-Stop Sites:**

1. Must possess high speed computer access to Internet based information system.
2. Must provide access to local community resource information.

3. **A case management system exists that provides guidance for customers of the affiliate site.**
4. **A MOU or other written agreement exists with the LWIB.**
5. **Information sharing and referral strategies agreements exist.**
6. **A description of all customer services is made available to the local workforce system.**
7. **Must provide target customer base core services and access to other services by target population(s) as part of a “systems” approach to local workforce service delivery.**
8. **Willingness to participate in the LWIA performance system.**
9. **Willingness to provide appropriate resources to the local workforce system and serve as an entry point.**
10. **Meets a minimum score of \_\_\_ or \_\_\_%, using the MCWIB Challenger Award Process.**

#### **B. Partner Sites**

##### **Statutory Based Criteria for all Partner Sites of the Merced County One-Stop System:**

1. **Must be part of a “network” of one-stop partners through which the partners provide services that are linked to an affiliated site and through which all individuals can access information on the availability of the partners’ core services offered in the local workforce area.**
2. **A required partner’s core services that are appropriate for its customer population must be made available at a comprehensive center, and additional sites, as appropriate.**
3. **Must provide target customer core services and access to other services by target population(s) as part of a “systems” approach to local workforce service delivery.**



**Additional Criteria for All Partner Sites of the Merced County One-Stop Center System:**

- 1. Must possess high speed computer access to Internet based information system.**
- 2. Must provide access to local community resource information.**
- 3. A case management system exists that provides guidance for customers of the partner site.**
- 4. A MOU or other written agreement exists with the LWIB.**
- 5. Information sharing and referral strategies agreements exist.**
- 6. A description of all customer services is made available to the local workforce system.**
- 7. Willingness to participate in the LWIA performance system.**
- 8. Willingness to provide appropriate resources to the local workforce system.**
- 9. Must serve as an entry point to the local workforce system.**
- 10. Meets a minimum score of \_\_\_ or \_\_\_%, using the MCWIB Challenger Award Process.**

The Merced County Workforce Investment Board

Challenger Award  
2002-2003 Application  
For One-Stop Certification



**WORKFORCE  
INVESTMENT BOARD  
MERCED COUNTY**

# THE CHALLENGER AWARD PROCESS

## As adopted by The Merced County Workforce Investment Board

Congratulations on taking the first step to becoming a best-in-class organization

### About the Challenger Award

The Challenger is a self-assessment recognition program designed and administered by the Merced County Workforce Investment Board. Our primary objective is to help your organization understand its strengths and opportunities for improvement as defined by the 2002 criteria of the Malcolm Baldrige National Quality Award program.

The Challenger Award Process criteria consist of an “Organizational Profile” plus seven major “Categories” that are common to all private and public sector organizations. These seven categories are derived from the Malcolm Baldrige National Quality Award criteria. They are:

1. **Leadership**
2. **Strategic Planning**
3. **Customer and Market Focus**
4. **Information and Analysis**
5. **Human Resource Focus**
6. **Process Management**
7. **Business Results**

### The Benefits of Participating

The One-Stop Centers that apply for the Challenger Award will realize many important benefits. They include:

- A thorough self-assessment of your strengths and opportunities for improvement based on the 2002 criteria from the Malcolm Baldrige National Quality Award. There is no higher standard for performance excellence than the Baldrige Award.
- Use of the Merced County Workforce Investment Board (MCWIB) logo at your One-Stop stating that your One-Stop is “Certified” by the MCWIB.
- Increased opportunities for customer loyalty by demonstrating your commitment to excellence and quality service.
- Accelerated change, growth, and improvement throughout your organization.
- The opportunity for your people to be part of the solution through their participation on process improvement teams.

### How To Apply?

Each One-Stop applicant of the Challenger must complete the **Intent to Apply** form and return it to the MCWIB. The intent to

Apply form requires the support of the applicant's One-Stop Steering Committee.

The purpose of completing your **Intent to Apply** form is to allow the MCWIB to assemble an Examiner Team that will review your application.

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# THE CHALLENGER AWARD PROCESS

## **How to Proceed with your Challenger Application:**

We recommend a three-step process to ensure your organization receives the maximum benefit of completing this important process.

### **Step One. A Meeting Among Senior Management**

The One-Stop Steering Committee should gather its senior managers together to devise a strategy to complete the self-assessment exercise.

At this meeting, each of the seven categories should be assigned to one or more key employees. This includes the Leadership category.

Also, a separate Application Writing Team should be formed with enough members to organize the thoughts and findings of the seven category teams. The Application Writing Team should also write the Organizational Profile.

Each team should meet regularly until it has completed its assignment and responded thoroughly to each question herein. It is essential to hold each team to a predetermined deadline.

### **Step Two: The Draft Report**

When each of the seven category teams has completed its work, the Application Writing Team swings into action. The Application Writing Team begins the task of assembling the various findings of each category team and creating a succinct report within the limited number of pages per category.

### **Step Three: Consensus Meeting**

When the Application Writing Team has completed its assignment, the One-Stop Steering Committee should gather the entire team together for a comprehensive Consensus Meeting (this could take up to eight hours to complete).

Your Written response should be distributed at least five days prior to the meeting to allow each member enough time to read and critique it. *The purpose of this meeting is to reach consensus on the application of the report not to achieve a unanimous decision.* Therefore, both strengths and opportunities for improvement of the organization listed in the response are appropriate and encouraging. Remember, that you are preparing a response for the MCWIB Examiner Team to review.

The primary purpose of the MCWIB Examiner Team is to help you improve your performance. Resist the temptation to “sugar-coat” your organization’s weaknesses. It might help to know that most Baldrige Award winning companies rarely score above the 60% range in these seven categories.

When consensus is reached in all seven categories, each member of your team is encouraged to sign your Challenger response before it is mailed to the MCWIB.

**Examination Team  
Review and Feedback  
Report and Scoring  
System**

Upon receipt of your completed Challenger application, the MCWIB Examiner Team will thoroughly review your responses, make an on-site visit/s, and prepare a written Feedback Report. This process will take approximately four to six weeks. The Feedback Report will include strengths and opportunities for improvement, and specific recommendations that your organization may consider for further action.

Each One-Stop applicant of the Challenger who successfully completes this process with a minimum score of 75, and meets a 100% of the statutory requirements will be formally recognized as a certified One-Stop Center.

Re-certification will be required each calendar year. The re-certification process will be similar to this process and will emphasize performance outcomes, quality and continuous improvement based on the Baldrige Criteria for Performance Excellence. Each subsequent year for re-certification, 100% of the statutory requirements must be met, and there must be an increase of a minimum of 50 points on the Challenger Application.

# 2002 MCWIB Criteria for The Challenger Award Category, Item and Points Listing

**Preface: Organizational Profile**

- P.1 Organizational Description
- P.2 Organizational Challenges

| <b>2002 Categories/Items</b>                               | <b>Point Values</b> |
|--|---------------------|
| <b>1 Leadership</b>  | <b>120</b>          |
| 1.1 Organizational Leadership                              | 80                  |
| 1.2 Public Responsibility                                  | 40                  |
| <b>2 Strategic Planning</b>                                | <b>85</b>           |
| 2.1 Strategy Development                                   | 40                  |
| 2.2 Strategy Deployment                                    | 45                  |
| <b>3 Customer and Market Focus</b>                         | <b>85</b>           |
| 3.1 Customer and Market Knowledge                          | 40                  |
| 3.2 Customer Relationships and Satisfaction                | 45                  |
| <b>4 Information and Analysis</b>                          | <b>90</b>           |
| 4.1 Measurement and Analysis of Organizational Performance | 50                  |
| 4.2 Information Management                                 | 40                  |
| <b>5 Human Resource Focus</b>                              | <b>85</b>           |
| 5.1 Work Systems   | 35                  |
| 5.2 Employee Education, Training, and Development          | 25                  |
| 5.3 Employee Well-Being and Satisfaction                   | 25                  |
| <b>6 Process Management</b>                                | <b>85</b>           |
| 6.1 Product and Services Processes                         | 45                  |
| 6.2 Business Processes                                     | 25                  |
| 6.3 Support Processes                                      | 15                  |
| <b>7 Business Results</b>                                  | <b>450</b>          |
| 7.1 Customer Focused Results                               | 125                 |
| 7.2 Financial and Market Results                           | 125                 |
| 7.3 Human Resources Results                                | 80                  |
| 7.4 Organizational Effectiveness Results                   | 120                 |
| <b>TOTAL POINTS</b>  | <b>1000</b>         |

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



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

## The Challenger Process

### The First Stage for Certification of the One-Stop Centers

#### **Preface: Organizational Profile**

The Organizational Profile (formerly known as the Business Overview) is an outline of the applicant's business, addressing what is most important to the business, key influences on how the business operates, and where the business is headed. *The Organizational Profile is intended to help MCWIB Examiners understand what is relevant and important to the One-Stop Centers business.*

The Organizational Profile is of critical importance to the applicant because:

- It is the most appropriate starting point for writing and reviewing the application, helping to ensure focus on key business issues and consistency in responses, especially in reporting results; and
- It is used by the MCWIB Examiners in all stages of application review.

#### **Guidelines for Preparing the Organizational Profile:**

The *Organizational Profile* is a snapshot of your organization, the key influences on how you operate, and the key challenges you face.

#### **P.1 Organizational Description**

Describe your organization's business environment and your key relationships with customers, suppliers, and other partners.

Within your response, include answers to the following questions;

##### a. Organizational Environment

- What are your organization's main products and/or services? Include a description on how they are delivered to customers.
- What is your organizational context/culture? Include your purpose, vision, mission, and values, as appropriate.
- What is your employee profile? Include educational levels, workforce and job diversity, bargaining units, use of contract employees, and special safety requirements, as appropriate.
- What are your major technologies, equipment, and facilities?
- What is the regulatory environment under which your organization operates? Include occupational health and safety regulations; accreditation requirements; and environmental, financial, and product regulations.

##### b. Organizational Relationships

- What are your key customer groups and/or market segments? What are their key requirements for your products and services? Include how these requirements differ among customer groups and/or market segments, as appropriate.
- What are your most important types of suppliers and dealers and your most important supply chain requirements? What are your key supplier and customer partnering relationships and communication mechanisms?

## **P.2 Organizational Challenges**

**Describe your organization's competitive environment, your key strategic challenges, and your system for performance improvement.**

Within your response, include answers to the following questions:

### **a. Competitive Environment**

- What is your competitive position? Include your relative size and growth in your industry and the numbers and types of competitors.
- What are the principal factors that determine your success relative to your competitors? Include any changes taking place that affect your competitive situation.

### **b. Strategic Challenges**

- What are your key strategic challenges? Include operational, human resource, business, and global challenges, as appropriate.

### **c. Performance Improvement System**

- How do you maintain an organizational focus on performance improvement? Include your approach to systematic evaluation and improvement of key processes and to fostering organizational learning and knowledge sharing.

## **Importance of Your Organizational Profile**

- It is the most appropriate starting point for self-assessment and for writing an application;
- It helps you identify potential gaps in key information and focus on key performance requirements and business results;
- It is used by the Examiners in all stages of application review, to understand your organization and what you consider important; and
- It also may be used by itself for an initial self-assessment. If you identify topics for which conflicting, little, or no information is available, it is possible that your assessment need go no further and you can use these topics for action planning.

## **Page Limits**

The Organizational Profile should be limited to five (5) pages. This section is not counted in the overall application page limit of 12 pages.

## The Seven Categories of Performance Excellence:

### *Directions:*

Using a suggested maximum of twenty-five (25) pages for this section, please respond to the following seven categories. Please focus on your “Approach” and “Deployment” of each Category.

Typically, applicants will devote approximately 2-3 pages per Category response in Categories 1-6. Category 7, Business Results, may require several pages in your response.

You should plan to use 3-4 pages to discuss your Results in Category 7.

## 1. Leadership 150

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.

### *Issues to Address in Your Challenger Application:*

**(20) Clear direction (consistent) (mission)**

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

**(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

**(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

**(25) Customer focus**

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

A customer service training program exists

**(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

**(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

**(15) Supplier certification**

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

## **2. Strategic Planning 100**

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:*

**(15) Well defined**

There exists a well defined strategic plan with measurable objectives

**(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

**(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

**(15) Define metrics (are they measured)**

Outcomes and a method to measure them are identified in the plan  
Milestones exist for achievement of outcomes

**(15) Implemented (organizational behavior)**

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

**(10) Consistent with available resources**

The organization has sufficient resources to implement the plan

**(15) Includes continuous quality improvement plan**

The strategic plan includes an emphasis on CQI

## **3. Customer and Market Focus 200**

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.

*Issues to Address in your Challenger Award Application:*

**(50) Customer needs surveyed**

There is evidence that customer needs have been surveyed/identified

**(50) Customer satisfaction**

Customer satisfaction is satisfactory relative to benchmark organizations

Customer satisfaction demonstrates improvement over time

Internal organizational goals are established and achieved

**(50) Results linked to strategic plan and continuous improvement**

Customer Satisfaction surveys result in actions taken through strategic planning

**(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

## **4. 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.

*Issues to Address in your Challenger Award Application:*

**(25) Information system supports continuous improvement**

Existing systems adequately collect data

**(25) Continuous improvement linked to data collection**

The collected data is linked to CQI efforts

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

The above exists and is readily available to clients

**(25) Strategy for meeting state and local MIS needs (management reporting)**

Audit results indicate compliance

## 5. Human Resource Focus 150

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:*

### **(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

### **(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

### **(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

### **(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

### **(30) Employee expectations well defined**

Policies and procedures are disseminated throughout the organization

All new employees get an orientation to the organization

## 6. 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.

*Issues to Address in your Challenger Award Application:*

- (25) Uniform application of policies and procedures**  
Policies and procedures are disseminated throughout the organization  
All new employees get an orientation to the organization
- (25) Feedback mechanism**  
An adequate feedback mechanism exists
- (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
- (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

## 7. Business Results 200

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:*

- (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
- (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"



## Application Timetable

The Challenger timetable is as follows:

### September 3-4, 2002

One-Stop Steering Committee devises a strategy to complete the self-assessment exercise. As recommended in the criteria, key members should be assigned to the seven categories (7 teams) and will need meet regularly until assignments are completed.

Form a Writing Team who will complete the Organizational Profile (this needs to be done first). When the teams have completed their work the Writing Team will assemble the various findings from each team and create a succinct report.

Assign a Team to address the statutory requirement (this is separate from the self-assessment process see Attachment A).

### November 18, 2002

Writing team has the input from the seven Category Teams and drafts the Challenger Application.

Checklist and narrative are completed on statutory requirements (Attachment A).

### December 9, 2002

Consensus meeting for entire team to reach consensus on the Challenger Application.

### December 16, 2002

Writing Team finalizes report.

### December 31, 2002

Challenger application and the statutory criteria are submitted to the MCWIB.

### January 1, 2003 - February 15, 2003

The MCWIB Examination Team reviews and scores the application and Attachment A. They will also schedule a site visit to the One-Stop/s to verify and clarify information. After the site visit/s, a final score will be issued and a feedback report completed listing strengths and opportunities for improvement.

### February 20, 2003

The MCWIB will grant **Certification** if the Challenger Score of 75 is met and 100% of the statutory requirements are met.

If the Challenger score of 75 is met, but the 100% statutory requirement is not reached, the One-Stop will be granted a **Conditional Certification** and must meet the requirements within 2 months, and at that time would be certified.

If the Statutory requirement of 100% is met, but the Challenger score of 75 is not reached, the applicant will be given a **Conditional Certification**. They can address the opportunities for improvement and reapply at any time. When the minimum score is met, they would be granted a **Certification**.