



**NORTHWEST  
WORKFORCE  
COUNCIL**

# WorkSource Center Certification Application

Revised 2025

## APPLICATION FOR WORKSOURCE CERTIFICATION

### TRANSMITTAL INFORMATION

<p>One-Stop System Operator</p> <p>Name:</p> <p>Email:</p> <p>Phone:</p> <p>Address:</p>          <p>Signature: _____</p>	<p>Contributions to this application were made by the following partner organizations (<a href="#">signatures required</a>):</p> <p><input type="radio"/></p> <p><input type="radio"/></p> <p><input type="radio"/></p> <p><input type="radio"/></p> <p><input type="radio"/></p> <p><input type="radio"/></p> <p><input type="radio"/></p> <p><input type="radio"/></p> <p><input type="radio"/></p> <p><input type="radio"/></p> <p><input type="radio"/></p> <p><input type="radio"/></p> <p><input type="radio"/></p> <p><input type="radio"/></p> <p><input type="radio"/></p>
<p>The following one-stop service delivery site(s) are represented by this application:</p>  <p>Name:</p> <p>Address:</p>	<p>Certification Application Lead:</p> <p>Organization:</p> <p>Position:</p> <p>Email:</p> <p>Phone:</p> <p>Address:</p>
<p>Current Certification Level:</p> <p>WorkSource One-Stop Center</p> <p>Site Affiliated with a WorkSource Center</p> <p>None</p>	<p>Application Contact:</p> <p>Organization:</p> <p>Position:</p> <p>Email:</p> <p>Phone:</p> <p>Address:</p>
<p>Certification Level Requested:</p> <p>WorkSource One-Stop Center(s)</p> <p>Site Affiliated with a WorkSource Center</p>	<p>Application Contact:</p> <p>Organization:</p> <p>Position:</p> <p>Email:</p> <p>Phone:</p> <p>Address:</p>
<p>Date Application Submitted:</p>	<p>Date Received (<i>NWC recipient to complete</i>):</p>
<p>Five Complete, Original, Signed Copies Attached:</p> <p><input type="radio"/>Yes</p>	<p>Total Page Count Within Maximum:</p> <p><input type="radio"/>Yes</p>

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## SECTION ONE: INTRODUCTION

### BACKGROUND

The federal Workforce Innovation and Opportunity Act (WIOA) envisions high-quality one-stop centers that are business-driven, provide an excellent customer experience, and are tailored to meet the needs of regional economies. One-stop centers are designed to serve job seekers and workers by increasing access to and opportunities for employment, education, training, and support services that help them overcome barriers, succeed in the labor market, secure high-paying jobs and advance their careers. One-stop centers are structured to assist businesses by finding workers possessing the skills they require.

WIOA mandates each state establish minimum criteria for certification of one-stop centers and the one-stop delivery system<sup>1</sup>. As articulated in federal and state guidance<sup>2</sup>, the certification process is intended to create common standards for customer-focused, seamless services from a network of partners that help individuals become and remain employed. To promote this vision, WIOA requires assessment and certification of one-stop career centers every three (3) years. State boards develop one-stop certification criteria and processes that specify a minimum level of WIOA compliance, as well as quality and consistency of services across the state. Local workforce councils articulate their own priorities through the certification process, including promoting partner engagement.

The certification process assesses one-stop centers customer experience. This includes customer satisfaction, efficiency, effectiveness, physical and programmatic accessibility, and the alignment and integration of resources within a continuous improvement system. Certification criteria assess how well the one-stop center(s) and its partner organizations and programs are:

- Following and achieving shared responsibilities as articulated in the [Memorandum of Understanding](#);
- Producing outcomes that contribute to the region's strategic goals for the workforce system;
- Providing integrated services for job seekers and businesses;
- Meeting the needs of business and job seeker customers by partnering and leveraging resources;
- Meeting the employment needs of local employers;
- Providing programs in a way that is seamless to the customer and eliminates duplication;
- Providing access to partner program services;
- Ensuring equal opportunity for all individuals, including individuals with barriers;
- Complying with disability-related regulations;
- Meeting or exceeding performance measures established by the local board for the local area;
- Ensuring professional staff have the requisite abilities, knowledge and skills required to administer services;
- Capturing, tracking and responding to data on customer activity, satisfaction, and outcomes;
- Reviewing and assessing center services using continuous quality improvement methods.

WIOA requires at least one, one-stop career center in a region. Known collectively as American Job Centers<sup>3</sup>

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<sup>1</sup> "One-stop career center system", known as the American Job Center (AJC) System in WIOA, is a collaborative partnership that includes all organizations, contractors, and WIOA-mandated partners who have entered into official agreements to operate as an integrated one-stop service delivery system. This structure includes WorkSource Centers and Affiliated Sites and the partner programs providing services at or aligned with these sites.

<sup>2</sup> WIOA Section 121(g)(2); 20CFR 678.800; TEGL 04-15; WIN Policy 5612

<sup>3</sup> American Job Centers (AJC) is used as a common identifier for the One-Stop delivery system across the nation.

### [Northwest Workforce Council \(Local Workforce Development Board\)](#)

The [Northwest Workforce Council](#) (Council) is a strong instrument for comprehensive, community-wide workforce development planning and coordination. The Council promotes the alignment and integration of education, training and employment efforts coupled closely with economic revitalization strategies. The Council oversees the regional workforce development system that provides funding, direction, and a commitment of support where services exemplify a shared set of principles, beliefs, and priorities.

One purpose of the Council's [Strategic Workforce Plan](#) and is to look across agency and program boundaries, to identify opportunities, encourage greater efficiency and cooperation and make it possible for workers and businesses in the Northwest region (Island, San Juan, Skagit and Whatcom counties) to prosper. Each workforce partner organization will have its own strategic or business plan. However, to operate well as a workforce "system", organizations must strive for an intentional alignment or integrated approach to service delivery and daily operations. The Council's Strategic Workforce plan provides the overarching strategy to achieve the region's prioritized workforce goals.

The Council recognizes the certification process of the one-stop centers as a means to improve board engagement in the workforce system, improve partner coordination and participation, and ultimately lead to customer excellence, enhanced accessibility, and streamlined service delivery. The region's system of WorkSource<sup>4</sup> one-stop career centers and their affiliated sites is one important mechanism to achieve the Council's mission to prepare a skilled, successful workforce aligned to the needs of business and industry.

WIOA assigns and authorizes, with the agreement of the chief local elected official, the local workforce council to designate or certify the operator(s) of one-stop career centers. The Council also procures and certifies the approved operator(s) of sites wishing to become or remain part of the WorkSource system. Councils are further authorized to terminate an operator's eligibility for cause.

A single entity (public, private or non-profit) or a consortium of entities, may apply for one-stop operator status and subsequent WorkSource certification for the site(s) it operates. Federal WIOA regulations at 20 CFR 678.600 provide the complete list of eligible entities, and related requirements. Northwest Workforce Council establishes the One-stop System Operator scope of work and responsibilities, subject to 20 CFR 678.620, which details minimum role function requirements and options for local boards to consider in establishing the operator duties.

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#### [THE CERTIFICATION APPLICATION](#)

This certification application package ("application") defines the information needed to ensure the One-stop System Operator and the site(s) partner organizations meet the quality criteria to operate a full service WorkSource one-stop center or a site affiliated with a certified WorkSource center<sup>5</sup>. In addition to the information relayed in the application, it also is the vehicle to document the site's progress against each of six quality criteria and probes specific actions toward achieving key processes necessary to operate a high-performing organization. Your responses are evaluated based on:

- how widely and consistently they are deployed,
- how systemically they are refined,
- how well they are aligned to the Council's [Strategic Workforce Plan](#) and the [Memorandum of Understanding \(MOU\)](#), and
- an analysis of the effectiveness of your approaches and a future plan.

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<sup>4</sup>WorkSource Career Centers: adhere to individual organizational and shared roles and responsibilities outlined in the negotiated and signed Memorandum of Understanding including the Center Operating Budget called the Infrastructure Funding Agreement (IFA) with NWC.

Applicant evaluation: a rating will be applied to the written responses by the reviewers. Each quality standard receives an overall rating from the written application but are subject to adjustment based upon receiving any requested supplemental documents and as a result of the on-site visits and interviews with key stakeholders. Reviewers meet to come to a consensus score for each Quality Standard. The final “consensus score” will be part of the board’s written response.

Exemplary	<ul style="list-style-type: none"> <li>▪ Fact-based improvement process is an essential management tool</li> <li>▪ clear evidence of improvements as a result of improvement cycles and analysis</li> <li>▪ fully saturated</li> <li>▪ outstanding improvement patterns</li> <li>▪ sustained excellent performance</li> </ul>
Above Average	<ul style="list-style-type: none"> <li>▪ data-driven improvement process established</li> <li>▪ approaches beginning to be fully implemented in all relevant areas and activities</li> <li>▪ some trends and current performance are assessed using relevant comparison benchmarks</li> <li>▪ data not reported for many of the key processes</li> </ul>
Average	<ul style="list-style-type: none"> <li>▪ beginnings of a Continuous Quality Improvement process in place</li> <li>▪ beginning to be deployed in pockets of the organization</li> </ul>
Requires Improvement	<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>
Poor	<ul style="list-style-type: none"> <li>▪ anecdotal only</li> <li>▪ no system evident</li> </ul>

The certification application offers partners in the system an opportunity to demonstrate a collaborative and high performing system design. The full involvement and active participation of partners in drafting a certification application is essential to achieving and maintaining a well-aligned one- stop career center system.

The certification application is one step in the on-going pursuit of providing exceptional customer experience, quality improvement, and performance excellence. It is not the end of a quality journey, but the beginning. Attainment of certification provides assurance to the public that the WorkSource site has achieved a high standard and consistently maintains that standard. Once certified, use of the “WorkSource” brand, in accordance with Council policy and statewide [WorkSource Brand Standards](#), is authorized by the Council.

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<sup>5</sup> Affiliated sites: adhere to individual organizational and shared roles and responsibilities outlined in the signed Memorandum of Understanding and Center Operating Budget with NWC, including housing and delivery onsite of at least one WIOA required program services and delivery of all WIOA basic career services of the partners on site, as well as alignment of programs and customer flow with the nearest Northwest WorkSource career center to provide access to the full array of services of all mandatory WIOA programs



#### FRAMEWORK FOR DOING BUSINESS

The values and concepts evidenced in the Council's [\*Framework for Doing Business\*](#) are the embedded beliefs and behaviors found within the WorkSource system of career centers and affiliated sites. They are the foundation for making a positive impact in local communities and in and attaining operational requirements within a customer excellence environment that creates a basis for action and feedback. The Council reviews applicants to ensure the *Framework* is in evidence throughout the applicant's governance and operations and that they are at all levels of staffing and customer experience.

Applicants are strongly encouraged to read the Council's [\*Framework for Doing Business\*](#) prior to completing the application. In brief, the Framework consists of these qualities and values:

Visionary Leadership  
Market Based  
Comprehensive  
Outcome and Results Focused

Quality Conscious  
Customer Friendly  
Integrated Service Delivery

## QUALITY STANDARDS

Certification applicants must demonstrate outcomes from their sites which meet or exceed the embedded quality standards<sup>7</sup> and Framework for Doing Business. Certification standards ensure WorkSource customers consistently receive the highest levels of service and outcomes. The criteria honor and celebrate a commitment to integrated service delivery, and innovative and proactive strategies to achieve customer excellence. They also help align processes and staffing talent with customer needs; provide a valuable context to improve communication, productivity, and effectiveness while helping to achieve the Council's strategic goals for the workforce development system. The terminology used in this application is consistent with the value statements that comprise the Council's Framework for Doing Business.

Most organizations use some version of a quality framework to define and organize the way they work. While there are multiple choices for framework, all strive to articulate critical elements which, when deployed consistently and saturated throughout an organization, foster building a culture of partnership, continuous improvement, and customer success. The language used here, while perhaps not exactly that which a partner may be accustomed to, carries the same meaning as other quality models and is used here for clarity, brevity, and is consistent with previous certifications.

The following are the quality standards used to evaluate Centers during the certification process:

**1. Innovation: Transforming creative concepts into tangible outcomes that improve efficiency, effectiveness and address unmet needs. –**

*Innovation can include new ideas, methods, products and services, and is crucial to the ongoing success of an organization or system. Senior leaders inspire innovative contributions and solutions. WorkSource System staff are encouraged to create excellent business and job seeker customer experiences.*

**2. Implementation: The process of accomplishing a plan, goal or strategy. –**

*The region's workforce partnership is managed in accordance with the Council's Memorandum of Understanding (MOU), Strategic Workforce Plan, Framework for Doing Business, Key System Integrators, and WorkSource system policies. The Strategic Workforce Plan focuses on ensuring systemic quality and performance results. This helps create a successful environment for business and job seeker customers and the communities we serve. (MOU V B#2, #4, #6, and #7)*

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<sup>6</sup> "Customer" is broadly defined as actual and potential users of your products, programs, or services. WorkSource system customers include business and industry, and job candidates.

<sup>7</sup> A quality "standard" provides an indication of quality standard achievement. It is evidence the quality standard is in place and is continuously improved upon. The quality indicator(s) beneath each of the six quality standards form the "question(s)" asked of respondents in this application. In the 2025 cycle of certification, indicators or questions beneath the six quality standards has been simplified to focus on the integration aspects of the efforts.



**3. Impact: the result of actions and how they are perceived. –**

*The WorkSource system is based upon an unwavering focus on business and job seeker customers<sup>6</sup>. The system also focuses on creating a customer focused culture and achieving performance expectations. The Council requires the solicitation and applied use of customer feedback to inform continuous quality improvements. Customer feedback is used to assess WorkSource services and business and job seeker customers' experience. The feedback allows for new concepts and ideas to be used in effective ways and gives credibility to the work that staff and leadership are committed to.*

**4. Customer Service: Support provided to business and job seeker customers before, during and after their WorkSource experience; as well as meeting and exceeding customers' needs. –**

*The WorkSource system's attention is on creating a customer focused culture. This section examines how you meet the customer's needs by providing and delivering professional, helpful, high-quality services and assistance. Leadership ensures staff have the tools and skills they need to provide excellent service in real time. Every staff member has the ability and authority to meet customer needs, either directly or, when appropriate, by helping the customer make the right connections to the expertise they seek.*

**5. Overall Quality: Providing products, processes and/or services that meet or exceed customer and stakeholder expectations. –**

*One-stop centers, and those sites affiliated with them, are well-integrated, high- performance work organizations. Work is designed and managed to deliver customer value and achieve WorkSource system success. Collaborating organizations strive to build a workforce environment that promotes an excellent customer experience, empowers staff to make decisions, and invests in staff development.*

**6. Measurable Results: Specific, quantifiable outcomes that can be assessed to determine the success or effectiveness of a program. –**

*To ensure ongoing success, emphasis is placed on continuous quality improvement of WorkSource's key processes to reduce variability and improve performance. Work is designed and managed to deliver customer value and achieve WorkSource system success. Each partner organization and program within this system contributes to the system's performance (each is responsible to its funding source for program results and compliance). Partner program performance, and customer satisfaction data (both in-person and virtually delivered services) are included here.*

## SECTION TWO: THE APPLICATION PROCESS

### STEPS IN THE APPLICATION PROCESS

There is a multi-step process for becoming certified to operate as a WorkSource Career Center or a site affiliated with a certified WorkSource Career Center.

1. Written application
2. In-person review conducted onsite by Certification Team reviewers
3. Consensus review by Certification Team reviewers
4. Reviewers' recommendation acted upon by Northwest Workforce Council
5. Notification of action taken by the Council with commendations and/or technical assistance issued to applicant from Certification Team

### WRITING THE APPLICATION – A Partner Document

- Respond to all of the six quality standards. Selectively choose your best example(s) to demonstrate your work and accomplishments in achieving the quality criteria. Showing reviewers “*how and why*” you do something is as important as stating “*what*” you do.
- If evidence of a quality standard is not yet in place, describe in your *Work Plan* your strategy and timeline for how and when processes and strategies will be in place.
- Pages must be numbered.
- Appendices (limited to 10 pages in addition to the Work Plan and Checklists) may be included with the application if referenced appropriately in the responses.
- Application responses may not exceed 25 pages in total length.
- Bulleted lists are not an acceptable response format.
- MS WORD® versions of the application's tables and checklists are available upon request to assist in writing responses.

Workforce acronyms and terminology commonly known or used by a workforce professional must be avoided when possible or otherwise defined either within the text or via footnote at their first appearance in the written application.

Northwest Workforce Council convenes an ad hoc task team, known as the Certification Taskforce to manage the process of certification on its behalf. Certification Taskforce reviewers are leaders of local businesses, organized labor, and other community professionals. After concluding its examination of the application and consideration of the site review, the team confers and makes its recommendation to the Council for their action on the certification application.

### WORK PLAN

A Work Plan is a required part of the application. The plan is a central element to continuous improvement and defines how the partners will better identify and meet the needs of customers. The work plan is a living, evolving document, and as such, a progress report and plan update is required to be submitted annually. Failure to provide the annual report/update may result in corrective action. Technical guidance or assistance from the Council and its designated taskforces or committees (i.e., Certification Taskforce, Quality Assurance Committee, Worksource Solutions Committee, etc.), are expected to inform the Work Plan. See Attachment A for required elements of the work plan. Applies to re-certification only.

## SUBMITTING THE APPLICATION

A first-time application may be submitted whenever ready. Recertification applications are due on the date specified in the Council's letter of certification. Certification applications, if provided by the first day of the first month of a quarter, will be acted upon in that quarter. After review, the Council will consider the recommendation of the Certification Taskforce at its next regularly scheduled Board meeting. Application packages are accepted and processed by the Council only with all portions complete and submitted simultaneously.

An application package is complete when each of the following are submitted together:

1. Cover letter and transmission page
2. Complete, written responses to each quality standard
3. Partner Management Work Plan (See Attachment A - Template)
4. Required partners and services (See Attachment B - Checklists)

Applications and supporting materials must be provided in electronic pdf format, along with five (5) identical copies with original signature on each cover page.

Completed packages  
may be mailed to:

NWC Certification Team  
P.O. Box 2009  
Bellingham, WA 98227-2009

and e-mailed to:

Liz Vaughn: [lvaughn@workforcenorthwest.org](mailto:lvaughn@workforcenorthwest.org)

## SITE REVIEW

The Certification Taskforce will conduct first-hand observation of what the written application states. They do so via onsite visits to the applicant site(s). Onsite reviewers will provide the One-stop-System Operator a minimum 7-day advance notice of a site review visit.

While onsite, reviewers will seek evidence of integration of programs; alignment of services, products and processes; evidence of the site's performance; evidence of quality improvement; and/or explore areas of perceived weakness in the written application. System Partners are responsible to prepare their employees to have a working knowledge of workforce policies and procedures, and the service delivery roles and functions of all partner organizations. Additionally, staff are to be sufficiently knowledgeable about what WorkSource Certification is, its importance, and are aware the onsite review is an evaluative piece of the certification process.

The onsite review will generally consist of:

- A walk through of the customer-accessible areas of the site;
- Interviews with service delivery staff and supervisors, as scheduled or available;
- A review of customer-targeted materials; including outreach and orientation materials, media, workshop and meeting offerings, program-specific matter, etc.;
- A review of the facility's layout and infrastructure, with attention to customer flow and accessibility; and
- Additional onsite information needed to validate status against the certification standards (i.e., review of system governance protocols and practices, training and professional development plans, customer feedback mechanisms, etc.)

The Certification Taskforce will schedule a group meeting with the Northwest Workforce Partner Management Team, and resident and itinerant program organizations' leadership, to coincide with the

culmination of their onsite visit(s) or shortly thereafter. The format of this meeting is at the discretion of the Certification Team.

#### APPLICATION REVIEW

The Council's Certification Taskforce will conduct a desk review of the written application, supplemented by their onsite observation and experience. Reviewers may seek clarification of written responses or additional information as needed from the applicant's contacts identified in the Transmission Information page. The written application is scored by the reviewers at the conclusion of their process.

#### RECOMMENDATION

Once reviewers complete their deliberation and scoring of the application, a written recommendation is made to the Chair of Northwest Workforce Council with a request to take action on the recommendation at their next scheduled NWC board meeting. The Council may then approve the applicant, offer provisional status, or deny certification. The Council shares its decision with the Governor's State Workforce Training and Education Coordinating Board.

Once the Council takes action on the Certification Taskforce's recommendation, the Certification Taskforce will issue a written report to the applicant informing them of the Council's action, identifying both strengths and weaknesses observed, as well as detailed and specific recommendations for improvement, provision of technical assistance, and/or any requirements for action and periodic reporting.

#### DURATION

Certification attained under this process will remain valid for three (3) years, barring intermediate action by the Council in response to underperformance. Note: WorkSource Center on-site visits may occur at any time during the certification period. Applicants are eligible to apply for re-certification no later than thirty-three (33) months following their last certification.

#### CORRECTIVE ACTION

Should a certified site fail to perform to the Council's expectations or in accordance with its agreements or policies, the Council may take reparative action. Under-performing sites may be placed on probation, suspension or de-certified by action of the Council.

- One-stop System Operator will be notified of the issue or concern,
- a technical assistance report may be provided and may include performance targets,
- subsequent quarters' (available) performance results will be examined to ensure progress on the issue or concern.

### SECTION Three: THE WRITTEN APPLICATION

Note: this application outlines six (6) Quality Standards, each presented as a question linked to essential documents like the Framework for Doing Business, the MOU, and the Strategic Workforce Plan. These questions are designed to assess compliance with, and understanding of, the referenced materials.

#### 1. Innovation: Transforming creative concepts into tangible outcomes that improve efficiency, effectiveness and address unmet needs.:

Innovation can include new ideas, methods, products and services, and is crucial to the ongoing success of an organization or system. Senior leaders<sup>9</sup> inspire innovative contributions and solutions. WorkSource System staff are encouraged to create excellent business and job seeker customer experiences.

**Provide an example from each service delivery Center that demonstrates innovation in the system. Please include both a management example, and frontline staff example. (see below)**

- WorkSource partner organizations’<sup>8</sup> leadership work collaboratively to provide management that is active and supportive to achieve system goals. (MOU IV A-D)
- System staff are encouraged to embrace and demonstrate skills to inspire, motivate and encourage innovative contributions and solutions

**Provide an example from each Center that demonstrates a culture focused on the customer experience.**

- Workforce system staff are directly involved in creating a customer-focused culture and achieving performance expectations.

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<sup>8</sup> “WorkSource partner organization” includes all WIOA mandatory program operators as well as any agency, non-profit, or for-profit entity operating any aspect of its program from within a comprehensive WorkSource Career Center or a site affiliated with a Center.

<sup>9</sup> “Leader or Leadership” for purposes of this application is the one-stop operations senior staff and WorkSource partner organization senior leader (highest local authority) or their designee (often a member of the Workforce Partner Management Team). The term represents leadership behaviors that typify (possess and personally exhibit) not only those in a position of leadership, but also includes all persons engaged in the one-stop system. Key behaviors defining a leader include: setting vision, ethics and transparency; a systems perspective; delivering value and results, innovation and learning; valuing people, and building customer relationships.

2. **Implementation: The process of accomplishing a plan, goal or strategy.:**

The region's workforce partnership is managed in accordance with the Council's Memorandum of Understanding (MOU), **Strategic** Workforce Plan, Framework for Doing Business, Key System Integrators, and WorkSource system policies. The Strategic Workforce Plan focuses on ensuring systemic quality and performance results. This helps create a successful environment for business and job seeker customers and the communities we serve. (MOU V B#2, #4, #6, and #7)

WorkSource One-stop System Operator(s) and the Northwest Workforce Partner Management Team use a *Partner Management Work Plan* to achieve the strategies of the Council's *Strategic Workforce Plan*.

Provide an example demonstrating how service delivery is aligned to meet the needs of the customer in each Center.  
(MOU V B#4 & #6)

Describe how the Northwest Workforce Partner Management Team implements actions that ensure a supportive and collaborative One-Stop Center environment.

Describe each partner's process for bringing work and/or issues forward from their agency/program(s) to the Partner Management Team.

Describe how the resulting information, process refinements, etc., are disseminated back to their agency/program(s) from the discussions and/or actions of the Partner Management Team.

Describe how the Northwest Workforce Partner Management Team maintains DAWN, the partnerships primary communication and knowledge management system. (MOU V B#19)

Complete Attachment A, Partner Management Work Plan.

### 3. Impact: the result of actions and how they are perceived.:

The WorkSource system is based upon an unwavering focus on business and job seeker customers. The system also focuses on creating a customer focused culture and achieving performance expectations. The Council requires the solicitation and applied use of customer feedback to inform continuous quality improvements. Customer feedback is used to assess WorkSource services, and business and job seeker customers' experience. The feedback presents opportunity for new concepts and ideas to be used in effective ways, and gives credibility to the work that staff and leadership are committed to.

Describe how you listen to and engage with your customers to learn about their experience and needs.

Describe how customer feedback is used to enhance or refine the products, processes, and/or services used in customer engagement.

Include in your appendices a current list of each partner program's designated Complaint Contact<sup>10</sup>.

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<sup>10</sup> The Program management or staff designated by program administrators responsible for processing program complaints. Northwest Workforce Council Equal Opportunity officer or the State Equal Opportunity Officer may serve as a complaint contact for EO discrimination complaints. A contact may also be appointed by the One-Stop System Operator that initially assists all customers interested in filing a complaint at a local WorkSource Center or Affiliated Site office and determines partner(s) program's complaint jurisdiction if a written complaint is subsequently filed. ([NWC Policy 1012-1 Rev.3](#)) Each partner operating programs or delivering services from a WorkSource Center or Affiliated site shall maintain an identified Complaint Contact and keep that individual's information updated with the One-stop System Operator (MOU IX).

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#### 4. Alignment with Objective (Customer Service):

Support provided to business and job seeker customers before, during and after their WorkSource experience, as well as meeting and exceeding customers' needs.

The WorkSource system should be focused on creating a customer focused culture. This section examines how you meet the customer's needs by providing and delivering professional, helpful, high-quality services and assistance. Leadership ensures staff have the tools and skills they need to provide excellent service in real time. Every staff member has the ability and authority to meet customer needs, either directly, or through referral, when appropriate, through referral, so that the customer is connected to the expertise they seek.

Provide an example demonstrating exemplary customer service from a business perspective from each Center seeking certification.

Provide an example demonstrating exemplary customer service from a job seeker perspective from each Center seeking certification.

Include in your appendices the customer flow diagram, currently in use, to describe how you provide access (virtual and in-person) to programs or activities through the One-Stop delivery system. (MOU V B#6, #12, and #13)

5. Overall Quality: Providing products, processes and/or services that meet or exceed customer and stakeholder expectations.:

One-stop Centers, and those sites affiliated with them, are well-integrated, high- performance work organizations. Work is designed and managed to deliver customer value and achieve WorkSource system success. Collaborating organizations strive to build a workforce environment that promotes an excellent customer experience, empowers staff to make decisions, and invests in staff development.

Provide an example from each Center showing how it contributes toward the Council's strategic goal: *leading the region's One-Stop Career Center System*. (Strategic Goals, [nwboard.org](http://nwboard.org)) (see below)

- Lead the region's One-Stop career center system.
- Strengthen the regional workforce development system.
- Champion a systemic approach to lifelong learning.
- Strategically partner with Regional Economic Development.

Provide an example from each Center demonstrating how a barrier was removed to coordinate and align program service delivery. (MOU V B#5 and #21)

Describe how Equal Opportunity requirements and equitable service practices contribute to the overall quality and a customer focused culture. (MOU IV B#15) (see below)

- All employees consider equitable services and ensure a diverse customer base range of initiatives in their work environment and center activities. (MOU V B#22)

Accessibility: Please attach the physical and programmatic accessibility assessment that was conducted in the last three years.

**6. Measurable Results: Specific, quantifiable outcomes that can be assessed to determine the success or effectiveness of a program.:**

To ensure ongoing success, emphasis is placed on Continuous Quality Improvement (CQI) of WorkSource's key processes to reduce variability and improve performance. Work is designed and managed to deliver customer value and achieve WorkSource system success. Each partner organization and program within this system contributes to the system's performance (each is responsible to its funding source for program results and compliance). Partner program performance, and customer satisfaction data (both in-person and virtually delivered services) are included here.

Describe how you promote and contribute a unified system of measuring performance and accountability. (MOU V B#16)

What metrics inform your progress in achieving the Council's strategic goals for the regional workforce system? (MOU V B#17)

How do you ensure WIOA priority populations are granted equitable access to program services? (Please also complete the WIOA required programs and service provision checklists in Attachment B.)

Describe how you ensure adherence to WorkSource Brand Standards and local processes regarding the WorkSource brand. (MOU V B#10)

Describe how business services are conducted in alignment with the Council's Regional Business Services Plan. (MOU V B#14)

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## Attachment A

\*Please use the below template for each “bucket” of work addressed by Technical Assistance provided by the Council’s Certification Taskforce, Equal Opportunity group, etc.

*An Annual Progress Report & Work Plan Update Is Required*

Work Plan Template	
Council’s Strategic Workforce Plan Goal(s) Influenced (Which?)	
Memorandum of Understanding – Shared Responsibility(ies) Influenced (Which?)	
Action Strategy (ies) <i>Include:</i> <ul style="list-style-type: none"><li>• <i>Project Start Date</i></li><li>• <i>Parties Accountable to Achieve the Action</i></li><li>• <i>State Policy 1016: Annual Report Item addressed.</i></li></ul>	Start Date:  Team:  Action Plan:  <i>State Policy 1016: Annual Report Item(s)</i>

## Attachment B

### REQUIRED PROGRAM/PARTNER CHECKLIST (minimum programs required within all comprehensive Centers)

- a. In the column named "On-Site", indicate programs/partners that are currently located on-site in your facility by entering the average number of hours per week they are on-site.
- b. In the column named "Off-Site Electronic Connection", make a check mark for the programs/partners that are off-site but their basic career services are made available to customers through an electronic connection. Note: Not all customers will be able to use the electronic connection(s) without help from WorkSource staff.
- c. For programs/partners that are off-site but an agreement is in place to provide their basic career services in another manner, check the last column and briefly explain how this is accomplished.

WIOA REQUIRED PROGRAMS/PARTNERS	ON-SITE (AVERAGE HOURS/WEEK)	OFF-SITE ELECTRONIC CONNECTION	OFF-SITE BASIC CAREER SERVICES MADE AVAILABLE IN ANOTHER MANNER (DESCRIBE)
WIOA Title I Adult Services			
WIOA Title I Dislocated Worker Services			
WIOA Title I Youth Services			
Wagner-Peyser Title III – Washington State Employment Security Department (ESD)			
Adult Education and Family Literacy Title II (ABE)			
Rehabilitation Act Title IV – Washington State Division of Vocational Rehabilitation (DVR)			
Rehabilitation Act Title IV – Washington State Department of Services for the Blind			
Title V – Older Americans Act/Senior Community Service Employment Program (SCSEP)			
TANF – Washington State Department of Social and Health Services (DSHS)			
Career and Technical Education Programs (postsecondary) Carl D. Perkins Act			
Trade Adjustment Assistance – Washington State Employment Security Department			
Jobs for Veterans State Grant (JVSG)			
Community Services Block Grant			

WIOA REQUIRED PROGRAMS/PARTNERS	ON-SITE (AVERAGE HOURS/WEEK)	OFF-SITE ELECTRONIC CONNECTION	OFF-SITE BASIC CAREER SERVICES MADE AVAILABLE IN ANOTHER MANNER (DESCRIBE)
Housing & Urban Development Employment & Training			
Unemployment Compensation			
Other – including Dislocated Worker Grants (DWG), Job Corps, YouthBuild, National Farmworker Jobs Programs, Native American Programs, Rapid Response Additional Assistance Grants, and those funded by WIOA Title I statewide activities funds reserved for Governors IF those programs are providing direct services in the one-stop.			
Reentry Employment Opportunities (REO) under WIOA Sec. 169			

ADDITIONAL PARTNERS (not mandated)

ADDITIONAL PROGRAMS/PARTNERS	ON-SITE (AVERAGE HOURS/WEEK)	OFF-SITE ELECTRONIC CONNECTION	OFF-SITE BASIC CAREER SERVICES MADE AVAILABLE IN ANOTHER MANNER (DESCRIBE)
Ticket to Work and Self Sufficiency			
Small Business Administration			
SNAP Employment (Basic Food Employment and Training (BFET))			
Vocational Rehabilitation Pilot Projects			
AmeriCorps			
Public Libraries			
Associate Development Organizations/Economic Development			
Local Government (City/County)			
Chamber(s) of Commerce			
Registered Apprenticeships			
<i>(please add partners as appropriate)</i>			

## CAREER SERVICES CHECKLISTS

BASIC CAREER SERVICES	ON-SITE	BASIC CAREER SERVICES	ON-SITE	BASIC CAREER SERVICES	ON-SITE
Initial assessment of skill levels (including literacy, numeracy, and English language proficiency), aptitudes, abilities (including skills gaps), and supportive service needs		Outreach, intake and orientation to the information and other services available through the one-stop delivery system		Eligibility determination	
Labor exchange services, including job search and placement assistance, career counseling, provision of information on in-demand industry sectors and occupations, provision of information on nontraditional employment		Appropriate recruitment and other business services on behalf of employers, including small employers, which may include providing information and referral to specialized business services not traditionally offered through the one-stop delivery system		Referrals to and coordination of activities with other programs and services, including programs and services within the one-stop delivery system and other workforce development programs	
Workforce and labor market employment statistics information, including accurate information relating to local, regional, and national labor market areas, including job vacancy listings in labor market areas; information on job skills necessary to obtain the jobs; and information relating to local occupations in demand and the earnings, skill requirements, and opportunities for advancement for such occupations		Performance information and program cost information on eligible providers of training services and eligible providers of youth workforce investment activities, providers of adult education, providers of career and technical education activities at the postsecondary level, and career and technical education activities available to school dropouts, and providers of vocational rehabilitation		Assistance in establishing eligibility for programs of financial aid assistance for training and education programs	
Information, in formats that are usable by & understandable to one-stop center customers, relating to the availability of supportive services or assistance, including child care, child support, medical or child health assistance benefits under the supplemental nutrition assistance program, assistance through the earned income tax credit, assistance under State program for temporary assistance for needy families, and other supportive services and transportation provided through funds made available in the local area		Provision of information and assistance regarding filing claims for unemployment compensation;		Translation services	



INDIVIDUALIZED CAREER SERVICES	ON-SITE	INDIVIDUALIZED CAREER SERVICES	ON-SITE	INDIVIDUALIZED CAREER SERVICES	ON-SITE
Comprehensive and specialized evaluation to Identify barriers to employment and employment goals		Development of Individualized Employment Plan (IEP)		Group Counseling	
Individual Counseling		Career/Vocational Planning		Short-Term Pre-employment/Vocational	
Internships and work experiences		Workforce preparation activities		Financial literacy services	
Out-of-Area Job Search and relocation assistance		English language acquisition and integrated education and training programs		Follow up services	