

Northwest Georgia Chartering Criteria

Criteria	Measures		
	Level I	Level II	Level III
I. Leadership			
<p>1) Clear Sense of Mission</p> <p>2) Leadership</p> <p>3) Partnerships</p> <p>4) Communications</p>	<p>1) Written mission statement</p> <p>2) Established By-laws</p> <ul style="list-style-type: none"> • Membership in and governance of the one-stop delivery system • Lead entity with signatory authority • Voting rights and requirements for a quorum • Procedures for selection and removal for cause of partners and associates <p>3) Identified inclusion of, or linkages with, required WIA partners either through co-location or electronically</p> <p>4) Senior staff involved in planning</p>	<p>1) Employees know and understand mission</p> <p>2) Signed Memorandum of Understanding includes</p> <ul style="list-style-type: none"> • Services to be provided • How costs will be funded • Methods for referral of customers • Duration of MOU & procedures for amending it <p>3) Identified linkages with additional community partners including communications, cross referral processes, and the expertise and services that the partners bring to the consortium</p> <p>4) Regularly scheduled meetings and communication occur among partners and associates and partners communicate plans to all employees</p>	<p>1) Community understands the mission</p> <p>2) Demonstrated capability to assume fiscal responsibility, set direction, manage overall operations including staff oversight, customer services, performance, coordination, collaboration, and continuous improvement</p> <p>3) Identified linkages with community associates including communications, cross referral processes, and the expertise and services that the associates bring to the consortium</p> <p>4) Demonstrated commitment to improve service quality, promote performance excellence, emphasis on civic responsibility and citizenship</p>
II. Information and Analysis			
<p>1) Management Information System (MIS)</p> <p>2) Performance</p>	<p>1) Strategy for meeting state and local MIS needs (management and reporting needs)</p> <p>2) Select, manage, review, and use quality, accurate data and information to support key organizational processes</p> <ul style="list-style-type: none"> • Analyze organizational performance against clearly defined standards 	<p>1) MIS is capable of producing customized reports for the local workforce development community</p> <p>2) Utilize comparative data for the one-stop system</p> <ul style="list-style-type: none"> • Specific criteria to select processes to benchmark • Specific criteria to decide types of data to be collected and other organizations to benchmark against • Understand the correlation and relationships between all performance measures 	<p>1) All partners have access to and utilize a common information system</p> <p>2) Organizational performance management system</p> <ul style="list-style-type: none"> • Use benchmarking to set stretch goals and to drive process improvement • Continually evaluate and improve processes to collect competitive and benchmark data • Review service quality and customer satisfaction data as often as financial data

III. Strategic Planning			
1) Strategic Plan	1) Written goals and objectives that are concrete and measurable and in accord with the WIB/CCEO Strategic Plan	1) One-year operational plan developed that includes a system for planning day-to-day operations and that furthers the stated goals and objectives <ul style="list-style-type: none"> • Regularly review performance against the plans • Defined strategies used to achieve each goal and objective • Proactive in planning how to meeting goals and objectives will change it's position in the marketplace over the next five years 	1) Three-year strategic plan developed and decisions are made based on the strategic plan <ul style="list-style-type: none"> • All partners and organizational levels included in the development of the annual and strategic plans • Internal and external customer input and customer satisfaction indices included in the development of the annual and strategic plans • Annual and strategic plans provided and explained to all employees • Annual and strategic plans utilized in management of the organization
IV. Human Resource Utilization			
1) Staff Competencies	1) Assessed and identified positions necessary to staff one-stop sites	1) Established competency levels for positions	1) Committed to staff cross training
2) Training	2) Determine training needs for employees	2) Deliver just in time training	2) Plan follow-up activities to ensure skills learned in training are used on the job
3) Rewards and recognition	3) Individuals and groups recognized via newsletter	3) Notices regularly sent to media to recognize employee/site/system performance and achievements	3) System/sites regularly provide information to Consortium to utilize in media notices

V. Process Management			
1) Operations	1) Identified nature and function of each one-stop site	1) Clear understanding of internal and external customers, identified important customer segments, and prioritized their needs; clear understanding of one-stop systems product and services, how to deliver them, and what needs are being met	1) Coordinated plan for marketing services to the universal community and to targeted segments
2) Functional Resource Center	2) Each one-stop site has a resource area that includes: <ul style="list-style-type: none"> • Internet connectivity and video telecommunications capability • Multiple media resources explaining services and locations of all partnering and affiliated agencies and how they can be contacted • Job search, self-improvement, life skills materials, and computer program applications in multiple media • Up-to-date computers and office programs • Posting of all available services 	2) Each one-stop site has a universally accessible resource area that includes the items in Level I	2) Each one-stop site has customer service staff knowledgeable of all equipment, supplies, resources, and materials available in the resource area and the ability to train/assist customers in their effective use
3) Individual's Services	3) One-stop system provides core services for all customers and provides, either on site or through referral, intensive and training services.	3) The one-stop system provides an array of services and linkages which afford customer choice in selecting options that will meet their employment and educational goals	3) Employees and system constantly look for ways consistently seeks to improve product/services and processes
4) Business Services	4) One-Stop system provides an array of services for the employer community	4) The one-stop system provides an array of services and linkages which afford businesses a choice in selecting options that will meet their employee and business needs	4) Employees and system consistently seek to improve improve product/services and processes
5) Design	5) Variety of employees / departments / agencies involved in the design process	5) Identified support processes based on needs and requirements of customers and emphasis is placed on the most important processes	5) System developed to design new products and services in a quick and efficient manner

VI. Business Results			
1) Service Results	1) Data gathered for all major aspects of service quality and customer satisfaction	1) Plan to achieve levels of performance that exceeds similar organizations	1) Five years of data collected upon which to base decisions, goals, objectives, and strategies <ul style="list-style-type: none"> Gather clear cause-effect data to show investment in continuous improvement has paid off for improving performance and customer satisfaction
2) Market Position	2) Performance data available on similar organizations and has benchmarks to measure against the data	2) Data collected on customer expectations and goals and objectives developed to exceed the expectations including customers' perceptions	2) Utilize organizations that have shown strong performance improvement and whose levels of performance compare favorably to those of competitors
VII. Customer and Market Focus			
1) Internal and external customers	1) System has a clear understanding of who its customers are and their service needs <ul style="list-style-type: none"> Procedures for complaint management Procedures to identify potential customers and their needs Procedures to ensure trained knowledgeable staff are assigned to work with customers 	1) System developed to continuously evaluate customer requirements and priorities <ul style="list-style-type: none"> System is proactive rather than reactive in responding to customer requirements Defined measurable service standards and performance measured against them 	1) Wide variety of methods available to identify customer requirements and priorities and <ul style="list-style-type: none"> System has flexibility to provide for changing customer requirements and priorities
VIII. Financial			
1) Budget	1) Full service one-stop has an annual budget including contributions of major, required partners <ul style="list-style-type: none"> budget items are necessary and essential for providing services budget is reasonable compared to benefit received 	1) Costs identified for providing individual services	1) Cost/benefit analysis developed that includes intangibles