



# **RIVERSIDE COUNTY APPLICATION FOR CERTIFICATION**

**For the period January 2017 thru January 2018**

**Mail or deliver five copies and one signed original to:  
Riverside County Workforce Development Center  
Youth Opportunity Center Certification Team  
1325 Spruce Street, Suite 110  
Riverside, CA 92507  
NO FAXES OR E-MAILS ACCEPTED**

## **RIVERSIDE WORKFORCE DEVELOPMENT BOARD ASSURANCES**

The Riverside County Workforce Development Board (WDB) is committed to developing a system of youth services that is known for the highest level of quality and consistently exceeds our customers' expectations for getting what they need when they need it. To ensure any organization that displays our seal of quality is a high performing and quality site, the WDB assures its customers of a rigorous certification process based on the following commitments:

- ❑ Local Partners must agree that certification is representational of the highest quality standards in the delivery of employment and training services.
- ❑ Based on this commitment, any entity wishing certification must be able to demonstrate processes and products that meet or exceed the following set of quality standards based upon Malcolm Baldrige Award criteria.
- ❑ Attainment of the standards and a rigorous certification process provides an assurance to the public that the certified operator of a site has attained a high standard of quality and consistently maintains that standard.

The WDB is dedicated to quality service delivery that is grounded in the principles of youth development and workforce development and is based on the best knowledge to date about what makes programs effective. Programs, systems, and organizations that promote youth development and workforce development are important community resources that add to the rich fabric of our community. However, such programs must be effective and of high quality. With so much competition for public and foundation money, programs and organizations must demonstrate and document that the money they receive is doing what it is supposed to—helping individuals gain the skills, knowledge and abilities required to meet their individual goals.

This certification system is designed to help youth programs meet research-based standards of organizational and program quality. The standards around which the self assessment is organized reflect both current research and years of practical experience from exemplary local programs.

## **CORE VALUES AND CONCEPTS**

The Quality Assurance System, with its corresponding Standards and Criteria, is built on the following set of interrelated Core Values:

***INNOVATION*** - We believe in embracing on-going innovation, creativity, and change for achieving continuous improvement and growth.

***INTEGRITY*** - We believe in living our values every minute of every day. We believe in doing the right thing right the first time for our customers and always honoring our commitments.

***CUSTOMER DRIVEN EXCELLENCE*** means providing the customer, at all times, with service of the highest quality and value and continuous improvement in our level of service.

***STEWARDSHIP*** - We believe in our role as stewards of the future of the youth we serve and of public trust.

***LEARNING*** - We believe learning and growth are what matters for our youth, for our community, for our employees, and for our organization.

***RESULTS*** - We believe results are essential to our success. Results are obtained by focusing on customer expectations by providing a return on investment and by ensuring future growth.

***COURAGE*** - We believe in acting with valor and honor in our service to our youth. We will take risks on behalf of our customers to ensure their needs and the needs of our community are met. We will be worthy of our customers' confidence through bold acts, when necessary, to meet their needs.

# APPLICATION PACKAGE YOUTH ORGANIZATION CERTIFICATION

Submitted by the following Youth Consortium/Youth Services partners:

- |    |       |     |       |
|----|-------|-----|-------|
| 1. | _____ | 7.  | _____ |
| 2. | _____ | 8.  | _____ |
| 3. | _____ | 9.  | _____ |
| 4. | _____ | 10. | _____ |
| 5. | _____ | 11. | _____ |
| 6. | _____ | 12. | _____ |

<b>Date Submitted:</b> _____
<b>Lead Agency Name and Address:</b> _____ _____
<b>Contact Name and Phone Number:</b> _____ _____
-----
<b>Received By:</b> _____
<b>Date Received:</b> _____

## **Youth Services Application for Certification**

### ***THE QUALITY STANDARDS***

The WDB has defined the following quality standards for the delivery of youth services. These standards define quality for becoming designated as a youth service consortium or program and being allowed to display the WDB seal of quality. To be identified as part of the WDB youth services network, an entity must be certified as having processes and practices in place that meet or exceed these standards.

#### **1. LEADERSHIP**

Leadership refers to the organization's senior executive and those reporting to that individual as well as other leaders in the organization. The leadership of the organization is directly involved in creating and sustaining values, organizational directions, performance expectations, and customer focus.

#### **2. STRATEGIC PLANNING**

How the organization sets strategic directions and determines key action plans. Also, how the plans are translated into an effective performance management system. Strategic planning refers to the goals and objectives for the next one to three years.

#### **3. CUSTOMER FOCUS**

Customer satisfaction calls for the use of relevant data and information to establish the organization's performance as viewed by the customer, including how the organization determines requirements and expectations of customers and how it determines their satisfaction.

#### **4. MEASUREMENT, ANALYSIS AND KNOWLEDGE MANAGEMENT**

The management and effectiveness of the use of data and information to support key processes and the organization's performance management system.

#### **5. WORKFORCE FOCUS**

How the workforce is enabled to develop and utilize its full potential, aligned with the organization's performance objectives. Also, the organization's efforts to build and maintain an environment conducive to performance excellence, full participation, and personal and organizational growth.

#### **6. PROCESS MANAGEMENT**

The key aspects of process management include customer-focused design, product and service delivery processes, support processes, and partnership processes. Examination of how the organization designs, introduces, produces, delivers, and improves goods and services is required. Also, how processes are effectively managed and improved to achieve better performance.

#### **7. RESULTS**

This includes partner performance, human resources performance, and operational results. Results should include product, service and process performance measures. Human resources performance relates to the employee's development, work systems and effectiveness. Partner results include how partners contribute to the organization's goals, how partners are selected and performance measured. Operational results address the key performance results that contribute to the organization's goals. Results of regulatory and legal requirements and audit results should be reported.

## **WHO IS ELIGIBLE?**

Any public, private, for profit, not-for-profit organization funded by the Riverside County WDB delivering workforce development services to youth is eligible to apply for certification. This package is designed to assist each program operator in examining where they are regarding the quality criteria and to promote continuous improvement toward the criteria.

## **THE PROCESS**

There is a *two part* process for becoming certified to display the Quality Seal of the Riverside County WDB.

**Part I: Application Submission. Submission of the Application requires three steps.** The first step is to conduct a *Self-Evaluation*. The second step is to complete and submit the *Application*. The third step is an *On-Site Review*.

**Part II: Fiscal and Performance Integrity.** If an operator/site ‘qualifies’ for certification through the review of their written application and an on-site review, then an internal review is conducted to examine the site operators standing with regard to fiscal and performance integrity.

- ◆ Meeting performance set by the WDB – inclusive of WIOA performance measures - are a condition for certification once the application and site visit criteria have been met.
- ◆ Being fiscally sound is a condition for certification once the application and site visit criteria have been met.

The rest of this document relates to and describes the three steps required for Part I, Submission of the Application. The first step is to conduct a *Self-Evaluation*. The second step is the completion of an *Application*. The third is an *On-Site Review*. These certification standards are set high. Support is available as training and technical assistance to assist those interested in achieving this level of quality.

### **STEP ONE**

**Conduct a self-evaluation** <sup>(1)</sup> This self-evaluation is meant as a reflective exercise to assist an organization in understanding how far it may be from meeting or exceeding the standards. The self-evaluation should help an organization in answering the questions for the certification application and to know which strategies and processes may need to be put in place prior to submitting the application. A self-evaluation must be completed in order to fill out the application format. However, your score on the self-evaluation does not accrue to any overall score. **DO NOT ATTACH YOUR SELF-EVALUATION TO THE APPLICATION.**

---

1 These criteria have been developed from several sources, including PEPNet; Strumpf Associates work in adapting the Baldrige Quality Standards for adult and youth systems nationally; Strumpf Associates work with New Ways to Work on effective youth program design, and the framework developed for the California Youth Council Institutes.

**Using the enclosed, Self-Evaluation tool, the partners - as a team - are expected to discuss each of the certification criteria. During the discussion, the team will evaluate where on the continuum the organization falls. The Self-Evaluation Tool begins on page 9.**

### **STEP TWO**

Based on the self-evaluation, each organization is expected to complete the application package. This package describes the type of information needed to demonstrate where the organization is against each criterion. You may provide whatever other relevant information you find in your self-evaluation process. For each criterion, you must describe how you expect to continue to improve the quality of the processes used to meet the criteria. If you are below minimum on certain criteria, you are expected to address how you will reach minimum levels. If you are at minimum levels, you are expected to address how you will exceed and what your continuous improvement strategy will be. If you are exceeding, you are expected to describe your continuous improvement strategies and ideas to continue to meet the criteria at high levels of performance.

**Complete the Application package by answering the questions related to each of the Quality Standards. The Application begins on page 27. Your application response should address each question for each standard specifically and in the order found in the application. Answers should be action-oriented, describing actions taken and future plans for improvements and innovation, data used, process owners (e.g., responsible parties), tangible results to date, and expected future results. Often, the use of tables and graphs may be used in lieu of narrative. Additional information on how to respond to the application questions can be found on page 27.**

**FORMAT REQUIREMENTS: Applications are limited to a total of 75 pages, including appendices. Use tabs to divide the organizational profile and each of the criteria (tabs do not count in the 75 page requirement). Use Arial Font 11 or Times New Roman Font 12. Type used in pictures, graphs, figures and data tables must meet requirements for font size. All charts, tables and graphs must include legends, figure numbers and/or titles, and when appropriate, sample sizes for data depicted. A glossary of terms and acronyms may be included as an appendix. Reviewers may only base their evaluations on the information contained in the application, thus do not include links to Web sites.**

### **STEP THREE**

Where the application meets or exceeds the minimum score, a site visit from a designated evaluation team will be conducted. You must submit the application according to the application submission schedule. Certification is an ongoing process that will start when the application is received. Upon rating the application, and if the application meets the minimum score required, a team of three to four reviewers from the WDB Certification Team will come on site to meet with your team. During this time, these reviewers will conduct an evaluation of the operator/site to verify the information presented in the application and interview the team. The purpose of this approach is to ensure the operator/site will continue to strive to meet and exceed the criteria

for certification over the next year.

### ***THE RATING***

Descriptions of an organization's approach and deployment to each indicator for each Quality Standard will be reviewed against:

- How it assists with improving performance, and how the organization understands the link to outcome measures.
- What continuous improvement strategies are in place to improve on the criteria?
- How saturated throughout the organization the strategies are.
- Demonstration of the use of data for each indicator.

Responses are evaluated from two perspectives: the **Indicator Item** requirements and the maturity of the approaches with regard to deployment, alignment and integration with respect to other organizational elements (i.e., strategic plan, performance management, overall operations), and strength of the improvement and organizational learning processes, as defined in the **Scoring Guidelines**.

For organizations receiving WDB funds, the Certification Team has a two-part review before an operator/site is certified as an organization that may display the Quality Seal:

- The score received on the Application and the On-Site Review.
- Once the Certification Team makes a determination through the application process (e.g., written application review and site visit) that a site met or exceeded the requirements for certification, the Operations Unit of the Workforce Division of the Riverside County Economic Development Agency (EDA) will provide information on whether there are any outstanding performance or other corrective action issues. Depending on the severity of these issues, the operator/site will have to address the areas prior to being certified.

Certification provides the operator of the Riverside County WDB funded site(s) where services are delivered a license to display the WDB Seal of Quality logo. Certification under this process will remain valid for three years.

## STEP ONE

## SELF-EVALUATION

### Instructions for Using the Self-Evaluation Tool

This self-evaluation is meant to assist your organization in understanding how to meet or exceed the Quality Standards established by the WDB. It is meant to be used as a reflective exercise. This self-evaluation should assist your organization in identifying which strategies and processes may need to be put in place to achieve the level of quality attainment required locally for certification of your youth service system. These standards are based upon the Malcolm Baldrige National Quality Standards and apply both to the youth service system (e.g. the individual organizations that are partners within the system) and to your Youth Center(s).

While you are assessing your services and Youth Center(s) against these standards, it is important to remain mindful that a Center is a physical facility which houses a variety of programs, service providers, and processes. It is *one* service delivery component of the larger youth service development system and, as such, is not disassociated from that larger system. Rather, evidence of the larger youth development system and the integration of its products, processes, and standards into the Youth Center are one of the quality criteria you will be evaluating. For the purpose of this self-evaluation at this point in time, **where the criterion refers to the Youth Development System, it should be interpreted to mean the actions and behaviors of the agencies that make up the Partnership/Consortium.**

Using the enclosed, Self-Evaluation tool, the staff that manage, administrate, or deliver services through the youth service system are expected to discuss, as a team, each of the certification criteria. During the discussion, the team will evaluate where on the continuum you fall. For example:

#### **0%-9%**

You have not or have barely begun to implement continuous improvement into your processes. You *lack a systemic approach* to the criteria. Your approach to quality is *entirely reactive*.

#### **10%-40%**

You have begun to implement continuous improvement in a few of your processes.

#### **41%-60%**

*Most* of your operations and people are affected by the criteria. You have implemented continuous improvement in a wide range of your processes in many parts of the Center.

#### **61%-90%**

You have implemented continuous improvement processes throughout virtually all of your organization. You are fully saturated.

#### **91%-100%**

You have world-class, sophisticated processes in all areas of your organization, and you continuously improve the processes themselves.

The scoring process is a team approach. Each member of the team should score each of the indicators individually. Try to cite specific examples which assist in describing why you scored the way you did. Then, the team should discuss the individual scores and reach consensus on an

overall score for that indicator.

In continuous improvement modes, you are never done with your improvement strategy. Having a score or a number to rate yourselves can be a distraction. Continuous improvement requires you stop for a moment, make a mark quickly near where you think you are, and then find ways to improve on that assessment. Constant progress is the goal. Your scores on the self-evaluation will help you to prioritize those areas you wish to improve upon.

Overall, the data will be used to make continuous quality improvements to the system's (which includes all the sites where services are delivered) delivery system in general and improvements to the system's delivery system as it affects the youth center(s).

Specifically, the purpose of this Self-Evaluation is to:

- Prioritize areas for improvement throughout the delivery system,
- Identify the impacts of the system on the quality of the processes and outcomes, *and*
- Develop a shared Action Plan for improvements, called a Continuous Quality Improvement (CQI) Plan.

Partner agencies may also use it to identify quality improvements required inside their individual agency.

The organization **must** have some type of ongoing team in place as part of your quality infrastructure responsible for maintaining and improving quality overtime, not just for the purposes of the application submission.

Refer to your self-evaluation and plans for improvement in your answers to any appropriate application question. ***Attach your Continuous Quality Improvement Plan as part of the answer to question 4G in the Application.***

### **Effective Use of the Self-Assessment**

This Self-Assessment tool can help your organization and the programs designed to provide youth development and workforce development services meet research-based standards of organizational and program quality. The standards around which the self-assessment is organized reflect both current research and years of best practice experience from exemplary learning programs.

### **Audience**

Using the enclosed Self-Evaluation tool, the staff that manage, administrate, or deliver instruction for the organization are expected to discuss, as a team, each of the standards and indicators.

## **The Self-Assessment**

From the results of this organizational assessment, the partnership can determine its strengths and areas needing attention or improvement. This information can be used to develop strategies for organizational improvement. The Self-Assessment examines a program's strengths and opportunities for improvement in comparison to seven quality standards and sixty indicators.

### Indicators

Each of the seven standards has several “indicators” of quality. There is a difference between an **indicator** and a **practice**.

An **indicator** is a sign that leads one to believe that something else exists or is present.

A **practice** is an activity, element, or structure in your program that provide evidence towards an indicator.

*“The program engages youth as active, valued contributors”* **is an indicator** of the Quality Standard of process management.

*“We have an advisory group”* and *“youth are on our board”* **are practices** that would provide evidence of meeting the indicator.

As you go through the Self-Assessment, think about specific **practices**—activities, elements, or structures in your program—that provide evidence toward each indicator.

The indicators are rather general for a reason—development and learning systems are not “one size fits all” efforts. Each program or initiative designs activities appropriate for the community and youth it serves, its mission, and its resources. For example, not every quality program has to have an advisory group made up of youth. But every quality program must have activities that seek to create opportunities for youth to be active and valued contributors to program processes and decision making.

## SELF-EVALUATION SCORING SHEET

*Scoring refers to the process of identifying strengths and helps identify areas for improvement.*

<b>0% - 9%</b>	<p><b>Represents that a systematic approach is entirely lacking. The approach to quality may be entirely or largely reactive.</b></p> <ul style="list-style-type: none"> <li>◆ Anecdotal only</li> <li>◆ No system evident</li> </ul>
<b>10% - 40%</b>	<p><b>Represents that many of the organization's responses are reactive. It reflects the beginning of a systematic approach.</b></p> <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>
<b>41% - 60%</b>	<p><b>Represents a sound approach for accomplishing the purposes addressed in the criteria. There is an affect on most of the people and operations addressed in this item.</b></p> <ul style="list-style-type: none"> <li>◆ Beginning of a CQI process in place</li> <li>◆ Beginning to be deployed in pockets of the organization</li> </ul>
<b>61% - 90%</b>	<p><b>Represents learning, refinements, maturity, integration and deployment are taking place.</b></p> <ul style="list-style-type: none"> <li>◆ Fact-based improvement process is in place</li> <li>◆ Approaches beginning to be saturated in all relevant areas and activities</li> <li>◆ Some trends and current performance are evaluated against relevant comparison benchmark</li> </ul>
<b>91% - 100%</b>	<p><b>Represents saturation, e.g., the purpose of the item is integrated as part of normal work.</b></p> <ul style="list-style-type: none"> <li>◆ Fact-based improvement process is a key management tool</li> <li>◆ Clear evidence of improvements as a result of improvement cycles and analysis</li> <li>◆ Fully saturated</li> <li>◆ Excellent improvement trends</li> <li>◆ Sustained excellent performance</li> </ul>

**1. LEADERSHIP**

Leaders in quality organizations ensure the organization has clear and well-understood aims and a coherent, aligned, well-organized set of components and activities to attain them. Quality organizations lead through articulation of vision and values, are well managed, work in collaboration with others and are committed to continuous improvement.

L1. The organization maintains a strong, engaged, continuous and competent leadership.

*Individual Score:* \_\_\_\_\_ *Consensus Score:* \_\_\_\_\_

*Notes:* Use the space below to record strengths and weaknesses with regard to the indicator and the evidence you used.

L2. The leadership demonstrates commitment to continuous quality improvement as an organizational strategy.

*Individual Score:* \_\_\_\_\_ *Consensus Score:* \_\_\_\_\_

*Notes:* Use the space below to record strengths and weaknesses with regard to the indicator and the evidence you used.

L3. The organization has a common (among all partners) and consistent vision, set of values, and mission.

*Individual Score:* \_\_\_\_\_ *Consensus Score:* \_\_\_\_\_

*Notes:* Use the space below to record strengths and weaknesses with regard to the indicator and the evidence you used.

L4. There is a logical relationship between the organization’s mission, activities and the youth customer, as well as other customers, it serves.

*Individual Score:* \_\_\_\_\_ *Consensus Score:* \_\_\_\_\_

*Notes:* Use the space below to record strengths and weaknesses with regard to the indicator and the evidence you used.

L5. The organization’s vision drives its strategic directions, and there is a clear relationship between vision, strategic directions, mission and the delivery system’s structure and offerings.

*Individual Score:* \_\_\_\_\_ *Consensus Score:* \_\_\_\_\_

*Notes:* Use the space below to record strengths and weaknesses with regard to the indicator and the evidence you used.

L6. The leaders leverage resources through collaboration.

*Individual Score:* \_\_\_\_\_ *Consensus Score:* \_\_\_\_\_

*Notes:* Use the space below to record strengths and weaknesses with regard to the indicator and the evidence you used.

L7. The leadership works to attract stable and diverse funding.

*Individual Score:* \_\_\_\_\_ *Consensus Score:* \_\_\_\_\_

*Notes:* Use the space below to record strengths and weaknesses with regard to the indicator and the evidence you used.

L8. The leadership engages the community to collaborate and to build strategic alliances around a common vision for youth.

*Individual Score:* \_\_\_\_\_ *Consensus Score:* \_\_\_\_\_

*Notes:* Use the space below to record strengths and weaknesses with regard to the indicator and the evidence you used.

## **2. STRATEGIC PLANNING**

Quality organizations set strategic directions for three to five years. They use strategy to “see around the bend” and to predict how to position themselves to maximize opportunities that will be aligned with vision, values and goals. These organizations create preventative solutions and innovations rather than developing reactionary strategies driven by the current environment only.

SP1. There is a strategic planning process that sets strategic directions regularly and results in a well-defined strategic plan with measurable objectives and an action plan.

*Individual Score:* \_\_\_\_\_

*Consensus Score:* \_\_\_\_\_

**Notes:** Use the space below to record strengths and weaknesses with regard to the indicator and the evidence you used.

SP2. Staff across the Consortium knows what the strategic plan requires of their daily work

*Individual Score:* \_\_\_\_\_

*Consensus Score:* \_\_\_\_\_

**Notes:** Use the space below to record strengths and weaknesses with regard to the indicator and the evidence you used.

SP3. Each of the core business processes that are key to the delivery system (i.e., assessment, case management, information management, etc.) are operated in a consistent manner within and across agencies.

*Individual Score:* \_\_\_\_\_

*Consensus Score:* \_\_\_\_\_

**Notes:** Use the space below to record strengths and weaknesses with regard to the indicator and the evidence you used.

SP4. All partners participated in the strategic planning process as well as staff from all levels of the organizations.

*Individual Score:* \_\_\_\_\_

*Consensus Score:* \_\_\_\_\_

**Notes:** Use the space below to record strengths and weaknesses with regard to the indicator and the evidence you used.

SP5. Customers (including youth) and stakeholders are part of the strategic planning process.

*Individual Score:* \_\_\_\_\_

*Consensus Score:* \_\_\_\_\_

**Notes:** Use the space below to record strengths and weaknesses with regard to the indicator and the evidence you used.

SP6. Current customer and labor market data are used in strategic planning.

*Individual Score:* \_\_\_\_\_ *Consensus Score:* \_\_\_\_\_

*Notes:* Use the space below to record strengths and weaknesses with regard to the indicator and the evidence you used.

SP7. The strategic plan is a living and constantly evolving document within the organization against which strategic direction and progress is set and evaluated.

*Individual Score:* \_\_\_\_\_ *Consensus Score:* \_\_\_\_\_

*Notes:* Use the space below to record strengths and weaknesses with regard to the indicator and the evidence you used.

SP8. Services are of consistent quality within each organization and Consortium partner agencies and these services are built, revised, or abandoned based on customer needs and demographics.

*Individual Score:* \_\_\_\_\_ *Consensus Score:* \_\_\_\_\_

*Notes:* Use the space below to record strengths and weaknesses with regard to the indicator and the evidence you used.

### **3. CUSTOMER FOCUS**

Quality organizations know who their customers are and know what they expect. Quality organizations strive daily to meet and exceed their customers' expectation.

C1. The Consortium has identified both internal and external customers and knows how to set priorities with regard to each customer group.

*Individual Score:* \_\_\_\_\_ *Consensus Score:* \_\_\_\_\_

*Notes:* Use the space below to record strengths and weaknesses with regard to the indicator and the evidence you used.

C2. The organization has a deliberate process to engage employees and considers them a customer.

*Individual Score:* \_\_\_\_\_ *Consensus Score:* \_\_\_\_\_

**Notes:** Use the space below to record strengths and weaknesses with regard to the indicator and the evidence you used.

C3. The Consortium determines customer requirements, expectations, and preferences through varied data collection mechanisms.

*Individual Score:* \_\_\_\_\_ *Consensus Score:* \_\_\_\_\_

**Notes:** Use the space below to record strengths and weaknesses with regard to the indicator and the evidence you used.

C4. The Consortium has a variety of methods for listening to our customers, and we consistently determine their key requirements through these methods.

*Individual Score:* \_\_\_\_\_ *Consensus Score:* \_\_\_\_\_

**Notes:** Use the space below to record strengths and weaknesses with regard to the indicator and the evidence you used.

C5. The Consortium enhances the satisfaction of its customers by reducing the number of handoffs and ensuring the referrals are accurate the first time.

*Individual Score:* \_\_\_\_\_ *Consensus Score:* \_\_\_\_\_

**Notes:** Use the space below to record strengths and weaknesses with regard to the indicator and the evidence you used.

C6. The Consortium has a complaint management process and complaints are resolved effectively and promptly.

*Individual Score:* \_\_\_\_\_ *Consensus Score:* \_\_\_\_\_

**Notes:** Use the space below to record strengths and weaknesses with regard to the indicator and the evidence you used.

C7. The Consortium enhances the satisfaction of its customers by reducing the redundancies in data collection.

*Individual Score:* \_\_\_\_\_ *Consensus Score:* \_\_\_\_\_

**Notes:** Use the space below to record strengths and weaknesses with regard to the indicator and the evidence you used.

C8. The Consortium links its customer satisfaction data to the strategic planning process.

*Individual Score:* \_\_\_\_\_ *Consensus Score:* \_\_\_\_\_

**Notes:** Use the space below to record strengths and weaknesses with regard to the indicator and the evidence you used.

C9. The Consortium serves a diverse (e.g., men and women from diverse backgrounds, including those with disabilities) customer base.

*Individual Score:* \_\_\_\_\_ *Consensus Score:* \_\_\_\_\_

**Notes:** Use the space below to record strengths and weaknesses with regard to the indicator and the evidence you used.

C10. Customer satisfaction (for all customers) demonstrates improvement over time.

*Individual Score:* \_\_\_\_\_ *Consensus Score:* \_\_\_\_\_

**Notes:** Use the space below to record strengths and weaknesses with regard to the indicator and the evidence you used.

**4. MEASUREMENT, ANALYSIS, AND KNOWLEDGE MANAGEMENT**

Quality organizations collect appropriate and credible data that enable them to document their operational effectiveness and ability to achieve desired outcomes. The data and information are used to support key processes and the organization’s performance management system.

M1. The Consortium collects descriptive data and information on its current operations, services and participants.

*Individual Score:* \_\_\_\_\_ *Consensus Score:* \_\_\_\_\_

*Notes:* Use the space below to record strengths and weaknesses with regard to the indicator and the evidence you used.

M2. The Consortium collects solid information about the results of its strategic plan activities and performance outcomes.

*Individual Score:* \_\_\_\_\_ *Consensus Score:* \_\_\_\_\_

*Notes:* Use the space below to record strengths and weaknesses with regard to the indicator and the evidence you used.

M3. The Consortium seeks sources of comparative information and data.

*Individual Score:* \_\_\_\_\_ *Consensus Score:* \_\_\_\_\_

*Notes:* Use the space below to record strengths and weaknesses with regard to the indicator and the evidence you used.

M4. The system continuously uses data and information to evaluate itself and improve performance.

*Individual Score:* \_\_\_\_\_ *Consensus Score:* \_\_\_\_\_

*Notes:* Use the space below to record strengths and weaknesses with regard to the indicator and the evidence you used.

M5. Decisions about what data to collect are guided by consistent criteria.

*Individual Score:* \_\_\_\_\_ *Consensus Score:* \_\_\_\_\_

*Notes:* Use the space below to record strengths and weaknesses with regard to the indicator and the evidence you used.

M6. Data is immediately available to the partner staff that needs it to make decisions about work processes.

*Individual Score:* \_\_\_\_\_ *Consensus Score:* \_\_\_\_\_

*Notes:* Use the space below to record strengths and weaknesses with regard to the indicator and the evidence you used.

M7. Hardware and software systems are reliable and user friendly for external customers to access information and for internal customers to readily access information.

*Individual Score:* \_\_\_\_\_ *Consensus Score:* \_\_\_\_\_

*Notes:* Use the space below to record strengths and weaknesses with regard to the indicator and the evidence you used.

## **5. WORKFORCE FOCUS**

Quality organizations are dedicated to becoming learning organizations, focused on knowing about best practices derived from academic and practical research. These organizations focus on how the workforce is enabled to share individual learning and how to develop and utilize the full potential of employees.

WF1. All staff at the center(s) are held accountable for high performance and maintaining a customer and business focus.

*Individual Score:* \_\_\_\_\_ *Consensus Score:* \_\_\_\_\_

*Notes:* Use the space below to record strengths and weaknesses with regard to the indicator and the evidence you used.

WF2. Work is designed, organized and managed to promote team-based problem solving and decision making.

*Individual Score:* \_\_\_\_\_ *Consensus Score:* \_\_\_\_\_

**Notes:** Use the space below to record strengths and weaknesses with regard to the indicator and the evidence you used.

WF3. Work is designed, organized and managed to promote empowered employees.

*Individual Score:* \_\_\_\_\_ *Consensus Score:* \_\_\_\_\_

**Notes:** Use the space below to record strengths and weaknesses with regard to the indicator and the evidence you used.

WF4. Employee development is a key focus, with regular opportunities for knowledge and skills development.

*Individual Score:* \_\_\_\_\_ *Consensus Score:* \_\_\_\_\_

**Notes:** Use the space below to record strengths and weaknesses with regard to the indicator and the evidence you used.

WF5. Staff is cross-trained within organizations and across the Consortium.

*Individual Score:* \_\_\_\_\_ *Consensus Score:* \_\_\_\_\_

**Notes:** Use the space below to record strengths and weaknesses with regard to the indicator and the evidence you used.

WF6. There is an employee recognition process valued by the employees.

*Individual Score:* \_\_\_\_\_ *Consensus Score:* \_\_\_\_\_

**Notes:** Use the space below to record strengths and weaknesses with regard to the indicator and the evidence you used.

WF7. The Consortium promotes diversity within its own workforce.

*Individual Score:* \_\_\_\_\_ *Consensus Score:* \_\_\_\_\_

*Notes:* Use the space below to record strengths and weaknesses with regard to the indicator and the evidence you used.

**6. PROCESS MANAGEMENT**

Customer-focused design, product and service delivery processes, support processes, and partnership processes consciously rely on youth development principles to identify activities and shape the program environment, structure and operations.

PM1. The initiative nurtures sustained relationships between youth and caring, knowledgeable adults.

*Individual Score:* \_\_\_\_\_ *Consensus Score:* \_\_\_\_\_

*Notes:* Use the space below to record strengths and weaknesses with regard to the indicator and the evidence you used.

PM2. The initiative engages youth in their development and sets high expectations for them.

*Individual Score:* \_\_\_\_\_ *Consensus Score:* \_\_\_\_\_

*Notes:* Use the space below to record strengths and weaknesses with regard to the indicator and the evidence you used.

PM3. The program engages youth as active, valued contributors.

*Individual Score:* \_\_\_\_\_ *Consensus Score:* \_\_\_\_\_

*Notes:* Use the space below to record strengths and weaknesses with regard to the indicator and the evidence you used.

PM4. The initiative tailors the program experience for each youth and also provides age and/or stage appropriate services for its participants.

*Individual Score:* \_\_\_\_\_ *Consensus Score:* \_\_\_\_\_

**Notes:** Use the space below to record strengths and weaknesses with regard to the indicator and the evidence you used.

PM5. The initiative encourages positive relationships with family and peers.

*Individual Score:* \_\_\_\_\_ *Consensus Score:* \_\_\_\_\_

**Notes:** Use the space below to record strengths and weaknesses with regard to the indicator and the evidence you used.

PM6. The initiative provides youth with supportive services and opportunities beyond education and training.

*Individual Score:* \_\_\_\_\_ *Consensus Score:* \_\_\_\_\_

**Notes:** Use the space below to record strengths and weaknesses with regard to the indicator and the evidence you used.

PM7. The initiative helps youth develop a sense of group membership while fostering a sense of identity and self.

*Individual Score:* \_\_\_\_\_ *Consensus Score:* \_\_\_\_\_

**Notes:** Use the space below to record strengths and weaknesses with regard to the indicator and the evidence you used.

PM8. We have identified our key (core) business process for growth and success.

*Individual Score:* \_\_\_\_\_ *Consensus Score:* \_\_\_\_\_

**Notes:** Use the space below to record strengths and weaknesses with regard to the indicator and the evidence you used.

PM9. We regularly improve our business processes to achieve better performance and to keep them current with organizational needs and directions.

*Individual Score:* \_\_\_\_\_ *Consensus Score:* \_\_\_\_\_

*Notes:* Use the space below to record strengths and weaknesses with regard to the indicator and the evidence you used.

PM10. Process improvements are shared and consistently applied across other organizational units and partner agencies, as appropriate.

*Individual Score:* \_\_\_\_\_ *Consensus Score:* \_\_\_\_\_

*Notes:* Use the space below to record strengths and weaknesses with regard to the indicator and the evidence you used.

PM11. The program provides a comprehensive approach to designing a youth development system by addressing the following core elements: academic achievement, career preparation, community services and support, and youth leadership.

*Individual Score:* \_\_\_\_\_ *Consensus Score:* \_\_\_\_\_

*Notes:* Use the space below to record strengths and weaknesses with regard to the indicator and the evidence you used.

## **7. RESULTS**

Effective initiatives emphasize the development of skills, knowledge and competencies that lead to careers and self-sufficiency and stress the connection between learning and work.

R1. The program initiatives nurture career awareness and embed career planning and readiness throughout the program and measure it.

*Individual Score:* \_\_\_\_\_ *Consensus Score:* \_\_\_\_\_

*Notes:* Use the space below to record strengths and weaknesses with regard to the indicator and the evidence you used.

R2. The program initiatives ensure that employers are actively engaged in the initiative and can demonstrate effectiveness in keeping employers engaged.

*Individual Score:* \_\_\_\_\_ *Consensus Score:* \_\_\_\_\_

*Notes:* Use the space below to record strengths and weaknesses with regard to the indicator and the evidence you used.

R3. Program initiatives relate academic learning to real-life work issues and situations and stresses active learning.

*Individual Score:* \_\_\_\_\_ *Consensus Score:* \_\_\_\_\_

*Notes:* Use the space below to record strengths and weaknesses with regard to the indicator and the evidence you used.

R4. Program initiatives document and communicate competencies gained by young people effectively and timely.

*Individual Score:* \_\_\_\_\_ *Consensus Score:* \_\_\_\_\_

*Notes:* Use the space below to record strengths and weaknesses with regard to the indicator and the evidence you used.

R5. Program initiatives provide extended follow-up services and support.

*Individual Score:* \_\_\_\_\_ *Consensus Score:* \_\_\_\_\_

*Notes:* Use the space below to record strengths and weaknesses with regard to the indicator and the evidence you used.

R6. Objectives within the strategic plan are regularly achieved.

*Individual Score:* \_\_\_\_\_ *Consensus Score:* \_\_\_\_\_

*Notes:* Use the space below to record strengths and weaknesses with regard to the indicator and the evidence you used.

R7. The Consortium knows where it stands against performance measures on a regular basis and tracks process and customer data that helps or hinders performance.

*Individual Score:* \_\_\_\_\_ *Consensus Score:* \_\_\_\_\_

*Notes:* Use the space below to record strengths and weaknesses with regard to the indicator and the evidence you used.

R8. The Consortium has clearly articulated outcomes known to all and measured consistently throughout the system.

*Individual Score:* \_\_\_\_\_ *Consensus Score:* \_\_\_\_\_

*Notes:* Use the space below to record strengths and weaknesses with regard to the indicator and the evidence you used.

R9. The program compares its outcomes to relevant comparative data (e.g. benchmarks) where available and conducts external evaluations when feasible.

*Individual Score:* \_\_\_\_\_ *Consensus Score:* \_\_\_\_\_

*Notes:* Use the space below to record strengths and weaknesses with regard to the indicator and the evidence you used.

## ***Step Two - APPLICATION for CERTIFICATION***

To complete this application, verify as present each element of the core youth services using the **Core Service Elements Checklist**. Then, describe how your organization meets the indicator (Questions A, B, C, D, etc.) for each of the Quality Standards. Each response should focus on **how** things are done, **not just what is done**. Each response should outline your key process information, such as methods, measures, deployment, evaluations, improvements, and learning for innovation. Merely providing an example alone is not enough and will be considered “anecdotal information” as referred to in the Scoring Guidelines. Responses to each indicator for each quality standard should follow a logical sequence (e.g., A, B, C, D, E, etc.).

Answers should also include what is currently in place within the service delivery structure, including information on what are your key findings, improvement plans, objectives, goals, or measures. Therefore, each answer should have an “as is” component to it describing what is currently in place and how it is currently done, as well as a “will be” component in terms of future plans, improvements, and innovations.

## **CORE SERVICE ELEMENTS CHECKLIST**

*Please check all that apply.*

*The ability to offer all of the services listed below is required.*

***A description of each is required in Criteria 6.E***

<b>Service Offered</b>	<b>Core Element</b>
	Tutoring, study skills training, instruction and evidence-based dropout prevention and recovery strategies that lead to the completion of the requirements for a secondary school diploma or its recognized equivalent (including a recognized certificate of attendance or similar document for individuals with disabilities) or for a recognized post-secondary credential;
	Alternative secondary school services, or dropout recovery services, as appropriate;
	Paid and unpaid work experiences that have academic and occupational education as a component of the work experience, which may include the following type of work experiences: (i) summer employment opportunities and other employment opportunities available throughout the school year; (ii) pre-apprenticeship programs; (iii) internships and job shadowing; and (iv) on-the-job training opportunities;
	Occupational skill training, which includes priority consideration for training programs that lead to recognized post-secondary credentials that align with in-demand industry sectors or occupations in the local area;
	Education offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation or occupational cluster;
	Leadership development opportunities, including community service and peer-centered activities encouraging responsibility and other positive social and civic behaviors;
	Supportive services;
	Adult mentoring for a duration of at least 12 months that may occur both during and after program participation;
	Follow-up services for not less than 12 months after the completion of participation;
	Comprehensive guidance and counseling, which may include drug and alcohol abuse counseling, as well as referrals to counseling, as appropriate to the needs of the individual youth;
	Financial literacy education;
	Entrepreneurial skills training;
	Services that provide labor market and employment information about in-demand industry sectors or occupations available in the local area, such as career awareness, career counseling, and career exploration services; and
	Activities that help youth prepare for and transition to post-secondary education and training.

**PO. PARTNERSHIP AND ORGANIZATIONAL PROFILE**

The organizational profile is a snapshot of the Partnership/Consortium. It should clearly describe the key influences on how you operate and the key challenges you face. This section is limited to four pages, which is included in the 75 page limit.

Provide a description of your relationships with your partners and customers; describe your organization's (e.g., the Partnership's) strategic challenges and your system for performance improvement. Summarize the organization's goals and objectives and how they are implemented in ways that support the vision and values. Describe how the goals and objectives are linked to your identified strategic challenges. Summarize the CQI methods used in the organization and how the organization promotes a culture of continuous improvement and innovation. Describe how you know your community, how you know who your competitors are and your success relative to your competitors<sup>(2)</sup>.

**1. LEADERSHIP**

This category focuses on how senior leaders' personal actions and your governance system guide and sustain your organization.

- A. Describe the key characteristics of your organizational/Consortium's culture (e.g., behavioral norms, values, assumptions and beliefs). Include in the answer key cultural factors such as the Consortium's governance system and how the governance system promotes shared decision making across partners.
- B. Describe how senior leaders guide and sustain the organization. Describe how senior leaders communicate with the workforce and encourage high performance. Include in the answer: How the Leadership of the organization sets and deploys organizational values, short and long term strategic directions, and performance expectations? How do leaders communicate values, direction, and performance expectations throughout the leadership system and to all employees? How is staff held accountable for aligning behavior and practice to values, direction and performance?
- C. Describe how top Leadership uses customer data and other performance data. How does the Leadership translate this information into priorities for improvement and opportunities for innovation?
- D. How do Senior Leaders promote an organizational environment that fosters, requires and results in legal and ethical behavior?
- E. Attach the part of the strategic plan that identifies your vision, mission, customers, goals and objectives.**

---

<sup>2</sup> Describe your competitive environment including types of organizations you compete with; what are the principle factors that determine your success relative to your competitors, and what key changes are taking place that affect your competitive situation.

## 2. STRATEGIC PLANNING

This category focuses on how your organization develops strategic objectives and action plans, implements them, changes them if circumstances require, and measures progress.

- A. Describe the strategic planning process for the organization. Include how the organization determines its strategic challenges and advantages, key steps, key participants, and long and short-term timeframes.
- B. Describe how the strategic planning process addresses the key factors listed below. How do you collect and analyze relevant data and information pertaining to these factors as part of your strategic planning process?
  - The organization's strengths, weaknesses, opportunities, and threats
  - Early indications of major shifts in technology, markets, products, customer preferences, competition, or the regulatory environment
  - Long-term organizational sustainability
  - The organization's ability to execute the strategic plan
  - Organizational learning with regard to the current research on youth development
- C. Describe how the strategic plan is converted into an action plan. Summarize the action plans and key performance measures or indicators. What are your key performance measures or indicators for tracking the achievement and effectiveness of your action plans? How do you ensure that your overall action plan measurement system reinforces organizational alignment?
- D. Describe how the organization ensures adequate financial and other resources are available to support the action plans. How do you allocate these resources to support the accomplishment of the plans?

## 3. CUSTOMER FOCUS

This category focuses on how your organization engages its customers for long-term success, including how your organization listens to the voice of the customer, builds customer relationships, and uses customer information to improve and to identify opportunities for innovation.

- A. Describe how you listen to your customers (all customer groups) to get feedback on your products, programs, services, and support, including managing complaints and determining customer dissatisfaction?
- B. What are your key customer groups or market segments and what does each group/segment require of your organization? How do you determine which groups/segments to serve? How do you determine the requirements of each group/segment?
- C. Describe how you use the voice of the customer information and feedback to become more customer focused and to seek opportunities for innovation.
- D. How do you determine the organization's key mechanisms to support use of your products and enable customers to seek information and conduct their business with the

organization? What are your key methods for communicating with customers? How do these methods vary for different customers and customer segments?

- E. How do you create an organizational culture that ensures a consistently positive customer experience<sup>3</sup> and contributes to customer engagement? How do you build and manage relationships with customers to: acquire new customers; meet their requirements and exceed their expectations in each stage of the customer's engagement with you; and increase their engagement with the organization?
- F. Describe how customer flow works to create more accurate referrals between agencies and to reduce redundancies in data collection among agencies. Include how customers access all services related to academics, career preparation, development and supports, and leadership opportunities.
- G. Describe how the organization engages employers as partners.

#### **4. MEASUREMENT, ANALYSIS, AND KNOWLEDGE MANAGEMENT**

This category focuses on the alignment of your organization's operations with its strategic objectives. The focus is about effectively measuring, analyzing, and improving performance and managing organizational knowledge to drive improvement, innovation, and organizational competitiveness. Central to such use of data and information are their quality and availability.

- A. How do you review organizational performance, capacity and capability? What ANALYSIS do you do perform to support these reviews and to ensure the conclusions are valid? How do you use these reviews to assess organizational success, performance relative to competitors and to comparable organizations, and progress relative to strategic objectives and action plans?
- B. How do you select and use comparative data and information to provide benchmarks for these measures and to support decision making and innovation?
- C. Describe how you ensure the following properties of your organizational data, information and knowledge: accuracy, integrity and reliability, timeliness, security and confidentiality.
- D. Describe how you manage organizational knowledge to ensure the following: the collection and transfer of workforce knowledge; the transfer of relevant knowledge from and to partners and key stakeholders; the rapid identification, sharing and implementation of best practices; the assembly and transfer of relevant knowledge for use in your strategic planning process.
- E. Describe how you gather and integrate data and information from all sources to support daily operations, organizational decision-making and how the collected data is linked to

---

<sup>3</sup> In CQI customer experience has a specific meaning. In short, it is the sum of all the experiences/interactions a customer has with an organization as a supplier of services to them and that to create a high quality experience involves strategy, integration of technology, aligning and integrating business models, brand management, and leadership commitment. The focus is on defining customer experience as the totality of experience a customer has with the partnership, across all channels and touch points.

CQI efforts.

- F. How do you ensure that hardware and software are reliable, secure, up to date, and user friendly? How do you ensure the continued availability of hardware and software systems and the continued availability of data and information in an emergency?
- G. *Attach a copy of the CQI plan that resulted from the self-evaluation process.*

## 5. WORKFORCE FOCUS

This category focuses on key workforce practices—those directed toward creating and maintaining a high-performance work environment and toward engaging your workforce to enable it and your organization to adapt to change and to succeed. To reinforce the basic alignment of workforce management with overall strategy, the category also covers workforce planning.

- A. Describe how the Consortium fosters an organizational culture conducive to high performance and a motivated workforce to accomplish the following: cooperative and effective communication and skill sharing across the organizations that make up the consortium; effective information flow and two way communication among all staff across all partners at all levels; individual goal setting, empowerment and initiative; innovation in the work environment; the ability to benefit from the diverse ideas and thinking of the organizations' workforce.
- B. Describe how the organization is carrying out succession planning for top leaders and managers.
- C. Describe how your employee performance management system, including feedback to employees, supports high performance work, workforce engagement, and a customer and business focus.
- D. Describe how you determine your employees' well-being, satisfaction, and motivation. How do you make improvements based on this information?
- E. Describe how employees are supported for being youth centric<sup>4</sup> in their everyday working environment.
- F. Describe how you identify characteristics, skills, and talents needed by potential employees. How does the organization recruit, hire and retain employees.
- G. Describe how you evaluate the effectiveness and efficiency of your learning and

---

<sup>4</sup> Harvard Management Update Newsletter (August 2001) offers these seven key insights for being Customer Centric at [http://www.hbsp.harvard.edu/managers/insights\\_0901.html](http://www.hbsp.harvard.edu/managers/insights_0901.html). 1. It goes beyond handling customer calls efficiently. It means addressing all customer issues fully and resolving them completely. 2. Its not just ensuring that your support departments regard front- line workers as their internal customers. It's ensuring that everyone adopts an external focus. 3. It involves more than telling your employees how to treat customers' right. You've got to give employees the authority and tools to decide the right way to treat customers. 4. It's not a matter of steering customers through your Web site or store just the way you envisioned. Customer-centrism means letting customers interact with your locations just the way they want. 5. It's not just giving customers what they want, it's giving them what they will want. 6. It's not organizing the company to serve customers. It's letting customers determine how you organize. 7. Customer-centrism isn't just about winning new customers from recommendations of current customers. It's about having customers say you should raise your prices.

development systems. *Attach a copy of the current interagency training plan.*

## 6. PROCESS MANAGEMENT

This category asks how your organization focuses on its work processes, product/service design and delivery, and operational effectiveness to achieve success and organizational sustainability.

- A. Describe how you identify key service, business, and support processes. What are they? How do you improve each type of process to achieve better performance?
- B. Describe how you incorporate customer requirements into your key processes.
- C. Describe how you prevent variability in the implementation of your key service, business and support processes that may lead to variations in how your youth customer learns and your business customer engages with you, as appropriate. How do you prevent errors and rework?
- D. How do you incorporate technology, including e-technology, into products and services?
- E. Identify and describe the core services available with regard to promoting academic excellence for youth, career preparation, youth development, and youth leadership. (All elements in the Core Service Checklist must be included). Include the processes used to ensure access by customers.
- F. Describe the organizational structure in place to ensure a coordinated and integrated approach to supporting employers providing work-based learning opportunities and jobs for youth among the partners?

## 7. RESULTS

This category provides a systems focus that encompasses all results necessary to sustaining an organization: your key process and product results, your customer-focused results, your workforce results, your leadership and governance system results, and your overall financial and market performance.

- A. Describe the methods used to measure each area identified below. Specify for each what your current levels and trends are in the key measures of:
  - Customer skill development, learning and improvement in participant learning and workforce outcomes?
  - Customer and stakeholder satisfaction, dissatisfaction, relationship building, and engagement?
  - Financial performance?
  - Workforce engagement and satisfaction?
  - Effectiveness of leaders?
  - Workforce and leader development?
  - Business engagement?
  - The operational performance of your work systems and key work processes?
- B. For each of the measures above, how does your organization's performance compare to that of your competitors and other organizations with similar products, services, or

- programs?
- C. How do these results align with your customers' expectations and with your strategic performance projections and performance requirements?

**QUALITY STANDARDS  
APPLICATION SCORING SHEET**

***This score will be applied to the written responses to each of the criteria. Each Quality Standard will receive a score which is the average of the criteria as long as no single criterion falls below 70%.***

0% -9%	<ul style="list-style-type: none"> <li>◆ Anecdotal only</li> <li>◆ No system evident</li> </ul>
10% - 40%	<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>
41% - 60%	<ul style="list-style-type: none"> <li>◆ Beginnings of a CQI process in place</li> <li>◆ Beginning to be deployed in pockets of the organization</li> </ul>
61% - 90%	<ul style="list-style-type: none"> <li>◆ Fact-based improvement process is in place</li> <li>◆ Approaches beginning to be saturated in all relevant areas and activities</li> <li>◆ Some trends and current performance are evaluated against relevant comparison benchmark</li> </ul>
91% - 100%	<ul style="list-style-type: none"> <li>◆ Fact-based improvement process is a key management tool</li> <li>◆ Clear evidence of improvements as a result of improvement cycles and analysis</li> <li>◆ Fully saturated</li> <li>◆ Excellent improvement trends</li> <li>◆ Sustained excellent performance</li> </ul>

**SCORING NOTES**

- **The 100% point** represents saturation, e.g. the purpose of the item is integrated as part of normal work.
- **Above 50% point** represents learning; refinements, maturity, integration and deployment are taking place.
- **50% point** represents a sound approach for accomplishing the purposes addressed in the criteria. There is an affect on most of the people and operations addressed in this item.
- **Below 50% point** represents that many of the organization's responses are reactive. It reflects the beginnings of a systematic approach.
- **The 0% point** represents that a systematic approach is entirely lacking. The approach to quality may be entirely or largely reactive.