

Continuous Improvement

SUBJECT: Continuous Improvement

REFERENCE: Workforce Investment Act of 1998; Federal Register/Vol. 64, No. 150/Thursday, August 5, 1999; Federal Register/Vol. 65, No. 156/Friday, August 11, 2000; State Workforce Investment Act Plan; Nebraska Workforce Investment Board Bylaws; State policies - Nebraska's One-Stop Delivery System, Procurement Standards, and The Roles of Chief Elected Officials to be included in a Chief Elected Official Agreement; and the guidebook, "Performance Excellence in One-Stop Career Center Operations."

BACKGROUND: Under the Workforce Investment Act, states in coordination with local boards are to conduct ongoing evaluation studies that promote, establish, implement, and utilize methods for continuously improving workforce investment activities in order to achieve high-level performance within, and high-level outcomes from the statewide workforce investment system. In June, 2001, a meeting was held with State and Local Workforce Investment Board members present to embark on criteria that would establish a baseline for Nebraska's continuous improvement process. When the Planning and Technology Committee met in August of 2002, they examined the information provided from the locals in respect to this model. With the assistance of the Center for Workforce Learning, a new path was taken for applying Baldrige Quality Principles to the State of Nebraska. It was decided that the Nebraska Workforce Investment Board would lead by example and become a role model to continuous improvement. The Executive Committee of the Nebraska Workforce Investment Board at their meeting on January 3, 2003, approved the attached continuous improvement strategy.

POLICY: Nebraska continues to support the three phase continuous improvement process founded on the principles underlying the Malcolm Baldrige National Quality Award Criteria. The three main phases and steps of the quality assurance model for certification and assessment of One-Stop Career Centers include:

Phase One - Initial Certification (Chartering) of One-Stop Career Center operators, affiliates, education and training providers, and other organizations or partners which supply services and products to the local workforce investment system.

1. Establish statewide quality standards based on the seven Baldrige categories.
2. Local boards shall require self-assessment and development of business plan by One-Stop certification applicant.
3. Completion of application by One-Stop certification applicant and return to local board.
4. On-site review of One-Stop applicant by Local Workforce Investment Board representatives.
5. Feedback report (from Local Workforce Investment Board to applicant).
6. Certification decision by Local Workforce Investment Board.
7. Technical assistance, training, and support.

Phase Two - Performance Assessment/Continuous Improvement of the entire local system, including linking performance goals with well-defined continuous improvement requirements.

1. Reconfirm, revise, and expand Local One-Stop system vision and quality standards as necessary.
2. Require self-assessment and revision of business plan by One-Stop operators.
3. Post-certification review(s) of One-Stop operators by Local Workforce Investment Board representatives.
4. Feedback report (from Workforce Board to operator).

5. Technical assistance, training, and support.

Phase Three - Recertification of operators, affiliates, education and training providers, and others.

1. Update quality standards around Baldrige categories.
2. Require self-assessment and revision of business plan by recertification applicant.
3. Completion of recertification application by applicant.
4. On-site review of applicant by Local Workforce Investment Board representatives.
5. Feedback report.
6. Recertification decision.
7. Technical assistance, training, and support.

Further information on these phases may be found in the guidebook "Performance Excellence in One-Stop Career Center Operations." Many of the One-Stop Career Centers have now completed Phase One. Although the Local Workforce Investment Boards are responsible for certifying One-Stop operators, the Nebraska Workforce Investment Board continues to be involved in ensuring the quality of the statewide workforce investment system. In order to be considered fully operational, the One-Stop Career Center must have met the criteria for "Nebraska's Comprehensive Full-Service and Affiliate One-Stops" as listed in the State policy "Nebraska's One-Stop Delivery System." Local boards, at their discretion, may request additional information as locally appropriate. The Nebraska Workforce Investment Board shall continue to work with Local Workforce Investment Board representatives to evaluate continuous improvement statewide. Information collected regarding the status of continuous improvement efforts shall be periodically shared with State and local board members and must be addressed in the Annual Report.

Local Workforce Investment Boards may review the [attached strategy](#)** undertaken by the Nebraska Workforce Investment Board and choose to mirror aspects at their local board level, as appropriate.

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