

### One-Stop Certification Checklist

<b>RWIB requesting One-Stop Certification:</b>	South Coast Works
<b>Name of One-Stop:</b>	<b>South Coast Business Employment Corporation</b>
<b>Location/Address of One-Stop:</b>	93781 Newport Lane, Coos Bay, Oregon 97420
<b>Time Period for Certification (2 Years):</b>	July 01, 2007 – June 30, 2009
<b>Partners Represented on-site either part or full-time:</b>	
<input type="checkbox"/> Oregon Employment Department	<input checked="" type="checkbox"/> WIA Title 1B
<input type="checkbox"/> Veterans Employment Programs	<input checked="" type="checkbox"/> Worker Re-Training
<input type="checkbox"/> Claimant Placement Program	<input checked="" type="checkbox"/> Early Intervention Services
<input checked="" type="checkbox"/> Labor Exchange	<input checked="" type="checkbox"/> Rapid Response to Plant Closures
<input type="checkbox"/> Migrant Farm Worker Services	<input type="checkbox"/> Post-Secondary Voc-Tech
<input type="checkbox"/> NAFTA / Trade Assistance Act	<input type="checkbox"/> Adult Basic Education Programs
<input type="checkbox"/> Worker Profiling	<input type="checkbox"/> English as a Second Language
<input checked="" type="checkbox"/> DHS TANF (Principal Contractor Region 7 – JOBS Program)	<input type="checkbox"/> Community Services Block Grant
<input type="checkbox"/> Welfare to Work	<input checked="" type="checkbox"/> Area Agency on Agency
<input type="checkbox"/> Vocational Rehabilitation Services	<input checked="" type="checkbox"/> Coos Public Transit
<input type="checkbox"/> Title V Older Americans Act	<input type="checkbox"/> _____
<input type="checkbox"/> HUD Employment & Training	<input type="checkbox"/> _____
<b>Certification Level being requested:</b>	
<input type="checkbox"/> Full Certification	Meets all certification requirements based on the presence of all components and indicators.
<input type="checkbox"/> Developmental Certification	Meets some certification requirements based on the certification assessment. Benchmarks, time lines and a plan are in place to address all components by <i>(insert date)</i> _____.
<input checked="" type="checkbox"/> Affiliate Site Certification	Meets required certification components for an affiliate site and does not plan to pursue full certification.

# 1. Development Criteria

A. A Business Plan is in Place										
<input type="checkbox"/> Met <input type="checkbox"/> Not Met  <input checked="" type="checkbox"/> Not Applicable	<p><b>For full or developmental certification, each One Stop Center must complete a business plan that addresses the following categories for performance excellence. The business plan may be addressed through the unified planning process or a modification of the plan. A business plan is not required for affiliate site certification.</b></p>									
<p><b>Directions:</b></p>	<p><b>Business plan components:</b></p>									
<p>The business plan contains six elements:</p> <ul style="list-style-type: none"> <li>• Leadership</li> <li>• Planning</li> <li>• Marketing</li> <li>• Integration</li> <li>• Quality Service</li> <li>• Continuous Improvement</li> </ul> <p>To meet full certification standards there must be clear evidence based on the presence of the component indicators that each component of the business plan has been addressed.</p>	<p><input type="checkbox"/> <b>Internal Leadership</b> – One-Stop center staff work together to promote quality service delivery and continuous improvement.</p> <p><u>Indicators:</u></p> <ul style="list-style-type: none"> <li>• Staff is aware of and supports overall One Stop Center goals.</li> <li>• Core strengths of on-site partners are used effectively to meet center goals.</li> <li>• Work processes promote collaboration and information sharing across partners.</li> <li>• Staff is provided opportunity for cross training.</li> </ul>									
<p>If any component shows some evidence or no evidence based on the indicators for each component then a developmental certification plan may be established to bring the One-Stop center into compliance with certification criteria. Once in compliance, the One-Stop center may re-apply for full certification.</p> <p><u>Scoring:</u></p> <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="text-align: center;">(5 - 4)</td> <td style="text-align: center;">(3 - 1)</td> <td style="text-align: center;">(0)</td> </tr> <tr> <td style="text-align: center;"> ----- </td> <td style="text-align: center;"> ----- </td> <td style="text-align: center;"> </td> </tr> <tr> <td style="text-align: center;">Clear Evidence</td> <td style="text-align: center;">Some Evidence</td> <td style="text-align: center;">No Evidence</td> </tr> </table> <p>Each component will be individually scored.</p> <ul style="list-style-type: none"> <li>• If there is clear evidence of the presence of the component then a score of a 5 or 4 may be awarded.</li> <li>• If there is some evidence of the presence of the component then a score of 3 - 1 may be awarded.</li> <li>• If there is no evidence of the component then a score of 0 will be awarded.</li> <li>• A score of 0 – 3 must be accompanied by a comment</li> </ul>	(5 - 4)	(3 - 1)	(0)	-----	-----		Clear Evidence	Some Evidence	No Evidence	<p><input type="checkbox"/> <b>Planning (Customer / Business Focus)</b> – One-Stop center staff plans to meet community workforce needs based on information gathered from job seekers and the business community.</p> <p><u>Indicators:</u></p> <ul style="list-style-type: none"> <li>• Center identifies / tracks workforce related community issues.</li> <li>• Staff is familiar with the characteristics of the labor market they serve.</li> <li>• Staff uses community demographics and other information to establish and implement specific goals and action steps to address community / business needs.</li> </ul> <p>Center has established a primary vision and focus that is clearly communicated to staff and customers.</p>
(5 - 4)	(3 - 1)	(0)								
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Clear Evidence	Some Evidence	No Evidence								
	<p><input type="checkbox"/> <b>Marketing Strategy</b> – The center has established or is working toward establishing an identity in the community such that customers (both job seekers and employers) are aware of and make use of One-Stop center resources.</p> <p><u>Indicators:</u></p> <ul style="list-style-type: none"> <li>• Visible signage &amp; Logo.</li> <li>• Listing of all partners displayed.</li> </ul>									

**A. A Business Plan is in Place**

indicating the deficiency.

- Marketing materials clearly convey the primary vision and focus on the One Stop Center.
- There is joint outreach and marketing of the One-Stop system.

**Service Integration** – The center has established a common intake system and has trained staff to address the employment, training and recruitment needs of customers.

Indicators:

- The center has adopted a common intake form (excluding eligibility) and confidentiality – information sharing release that is used and recognized by all the partners on-site.
- A referral system is in place among on-site partners to promote efficient and value-added delivery of services.
- Staff is trained to address the employment and training needs of customers and to assist employers in their recruitment and workforce development needs.
- All staff help to identify and implement service delivery improvements.
- The initial point of contact has information on all programs and services.
- Customer orientations provide information on all programs and services.
- The partners as a whole coordinate and leverage services effectively, share information and resources readily, and are held accountable to common quality standards and performance measures.

**Quality Service Delivery/Customer Feedback** – One-Stop center staff design and deliver services to meet both employer and job seeker customer needs and expectations. The center regularly assesses the quality and accessibility of services.

Indicators:

- The center collects, reviews and responds to customer satisfaction data.
- Services and information are reasonably available to all customers, including those with

<b>A. A Business Plan is in Place</b>	
	<p>disabilities and those with limited English proficiency.</p> <ul style="list-style-type: none"> <li>• Center services and design facilitate customer choice and options.</li> <li>• Center staff assists customers in getting the services they need, even when those services are not available through on-site partners.</li> <li>• Center services do not unnecessarily duplicate those offered by other private, public and non-profit entities in the community.</li> </ul>
	<p><input type="checkbox"/> <b>Customer Service Improvement Model / Information and Analysis / Accountability</b> – The center collects and uses performance data for management and service improvements. The center collects and uses performance data.</p> <p><u>Indicators:</u></p> <ul style="list-style-type: none"> <li>• The Center uses performance benchmarks and targets in assessing results.</li> <li>• The center uses performance data to set direction and make course adjustments.</li> <li>• Center programs meet or exceed individual program performance or plan to do the same.</li> </ul>

<b>B. OWA Certification Process was followed</b>	
<p><input checked="" type="checkbox"/> Met    <input type="checkbox"/> Not Met</p>	<p><b>A committee appointed by the RWIB and including RWIB business members used the OWA certification criteria and tool to conduct an on-site review and to prepare a recommendation for full, developmental or affiliate site certification of the One-Stop center to OWA.</b></p>
<b>Directions:</b>	<b>Process Components:</b>
<p>The OWA certification process has six steps:</p> <ul style="list-style-type: none"> <li>• Form a review committee</li> <li>• On-site assessment</li> <li>• Scoring &amp; Feedback</li> <li>• Recommendation</li> <li>• RWIB Action</li> <li>• Request to OWA</li> </ul>	<p><input checked="" type="checkbox"/> <b>Review Committee</b> – a private sector committee is designated by RWIB to complete the on-site certification assessment of the One-Stop.</p>
	<p><input checked="" type="checkbox"/> <b>Onsite Assessment</b> – the RWIB committee conducts on-site One-Stop certification review.</p>
<p>Each of the six process components must be <u>completed</u> or a <u>Not Met</u> designation must be marked.</p>	<p><input checked="" type="checkbox"/> <b>Scoring &amp; Feedback</b> – the RWIB committee scores the certification assessment to determine the level of certification, considers evidence of continual improvement for re-certification requests, and establishes benchmarks and time lines to correct areas where the One-Stop does not meet certification criteria.</p>

<b>B. OWA Certification Process was followed</b>	
	<input checked="" type="checkbox"/> <b>Recommendation</b> – the RWIB committee makes recommendation for full, developmental or affiliate site certification.
	<input checked="" type="checkbox"/> <b>Action</b> – the RWIB takes action on the committees' recommendation
	<input checked="" type="checkbox"/> <b>Request to OWA</b> – the RWIB forwards certification request and materials to OWA

**2. Physical Location meets minimum requirements**

<b>Physical Location meets requirements</b>	
<input checked="" type="checkbox"/> <b>Met</b> <input type="checkbox"/> <b>Not Met</b>	<b>Each certified One-Stop center or affiliate site will include a physical site that includes the following components.</b>
<b>Directions:</b> Physical site requirements include nine components: <ul style="list-style-type: none"> <li>• Signage</li> <li>• Environment</li> <li>• Resource Room</li> <li>• Accessibility</li> <li>• Hours of Operation</li> <li>• Tracking system</li> <li>• Staff assistance</li> <li>• Phone system</li> <li>• Meeting space</li> </ul> <p>To meet certification standards there must be clear evidence of the presence of the components.</p> <p>If any component shows some evidence or no evidence of being in place then a developmental certification plan may be established to bring the One-Stop center into compliance with certification criteria. Once in compliance, the One-Stop center may re-apply for full certification.</p> <p><u>Scoring:</u></p> <p>(5 - 4)                      (3 - 1)                      (0)</p> <p> ----- ----- ----- </p> <p><b>Clear Evidence      Some Evidence      No Evidence</b></p> <p>Each component will be individually scored.</p> <ul style="list-style-type: none"> <li>• If there is clear evidence of the presence of the component then a score of a 5 or 4 may be</li> </ul>	<b>Physical Site Components:</b>  <b>Average score: 0</b> <b>No WorkSource external signage. Reviewer comment:</b> <b><i>“I question the importance attached to “the logo” the main goal is to communicate to the public what the facility actually does. The logo or lack thereof doesn’t seem to me to be al that important.”</i></b>  <input type="checkbox"/> <b>Signage</b> – The site is clearly identified as a WorkSource Oregon center through external signage – whether using WorkSource Oregon as the primary or as a co-brand. For full and developmental certification external signage will utilize the generic WSO logo rather than a version of the logo that identifies the location as the site of a specific partner. For affiliate site certification external signage may use a version of the logo that identifies the location as the site of a specific partner.
	<b>Average score: 5</b> <input checked="" type="checkbox"/> <b>Environment</b> – The site creates an environment that is business like and completely focused on the needs of the business community, the importance of preparing individuals to become successful employees, and meeting the needs of job seekers.
	<b>Average score: 5</b> <input checked="" type="checkbox"/> <b>Resource Room</b> – The site utilizes a Resource Room as the core of its service delivery strategy. A resource room must make available to job

<p>awarded.</p> <ul style="list-style-type: none"> <li>• If there is some evidence of the presence of the component then a score of 3 - 1 may be awarded.</li> <li>• If there is no evidence of the component then a score of 0 will be awarded.</li> <li>• A score of 0 – 3 must be accompanied by a comment indicating the deficiency.</li> </ul>	<p>seeker customers the following:</p> <ul style="list-style-type: none"> <li>• Phone(s)</li> <li>• Internet Access</li> <li>• Staff to assist with job search</li> <li>• Printer(s)</li> <li>• Fax(es)</li> <li>• Copier(s)</li> <li>• Printed / hard copy resource information</li> </ul>
	<p><b>Average score: 5</b></p> <p><input checked="" type="checkbox"/> <b>Accessibility</b> – The site provides for accessibility for all populations (this includes access to ADA accommodations, appropriate signage, the availability of materials in languages that are predominant in the community, etc.), access to translation services through language translation services.</p>
	<p><b>Average score: 5</b></p> <p><input checked="" type="checkbox"/> <b>Hours of Operation</b> – The site has established minimum hours of operation that allow job seekers to access services as conveniently as possible.</p>
	<p><b>Average score: 5</b></p> <p><input checked="" type="checkbox"/> <b>Tracking System</b> – The site has a tracking system to monitor the utilization of services, providing for counts of participants using the site in any given period.</p>
	<p><b>Average score: 5</b></p> <p><input checked="" type="checkbox"/> <b>Staff Assistance</b> – The site has a greeter or a person designated to direct customers to the services they need.</p>
	<p><b>Average score: 5</b></p> <p><input checked="" type="checkbox"/> <b>Phone System</b> – The site includes an integrated phone system so that call in customers can efficiently reach a live person when they need to do so.</p>
	<p><b>Average score: 5</b></p> <p><input checked="" type="checkbox"/> <b>Meeting Space</b> – The site has private meeting space(s) to facilitate the sharing of confidential information when needed (e.g. employer interviews, vocational rehabilitation staff consultation with clients, etc.).</p>

### 3. WSO Center meets minimum service requirements

#### A. Job Seeker minimum services requirements

<b>X</b> Met <input type="checkbox"/> Not Met	<b>Each certified One-Stop center or affiliate site will provide the following minimum level of Job Seeker services.</b>
<b>Directions:</b>	<b>Universal / Self-Service Indicators (Applies to Affiliate Site locations):</b>
<p>Job Seeker services include four over-arching components:</p> <ul style="list-style-type: none"> <li>• Universal Services</li> <li>• Core Services</li> <li>• Intensive Services</li> <li>• Training Services</li> </ul> <p>To meet full certification standards there must be clear evidence of the presence of the indicators for each of the four components. An affiliate site is responsible only for meeting the Universal / Self-Service Indicators.</p> <p>If any component shows some evidence or no evidence of being in place then a developmental certification plan may be established to bring the One-Stop center into compliance with certification criteria. Once in compliance, the One-Stop center may re-apply for full certification.</p> <p><b>Scoring:</b>        (5 - 4)                      (3 - 1)                      (0)         ----- -----         Clear                      Some                      No        Evidence                      Evidence                      Evidence</p> <p>Each component will be individually scored.</p> <ul style="list-style-type: none"> <li>• If there is clear evidence of the presence of the component then a score of a 5 or 4 may be awarded.</li> <li>• If there is some evidence of the presence of the component then a score of 3 - 1 may be awarded.</li> <li>• If there is no evidence of the component then a score of 0 will be awarded.</li> <li>• A score of 0 - 3 must be accompanied by a comment indicating the deficiency.</li> </ul>	<p><b>Average score: 5</b>  <input checked="" type="checkbox"/> <b>Orientation</b> – Introductory workshop or other mechanism to introduce customers to services available at the center and through referral.</p> <p><b>Average score: 5</b>  <input checked="" type="checkbox"/> <b>UI Information</b> – Access to unemployment insurance information is available by phone.</p> <p><b>Average score: 5</b>  <input checked="" type="checkbox"/> <b>Labor market information</b> – provides occupational supply and demand information, skills required by occupation, and current average wage information.</p> <p><b>Average score: 5</b>  <input checked="" type="checkbox"/> <b>Labor Exchange</b> – (for example iMatchSkills) is available on-site.</p> <p><b>Average score: 5</b>  <input checked="" type="checkbox"/> <b>Job Search Assistance</b> - Computerized, automated and staff assisted job search assistance is available on-site.</p> <p><b>Average score: 5</b>  <input checked="" type="checkbox"/> <b>Workshops</b> – that help individuals succeed in their job search are available.</p> <p><b>Average score: 5</b>  <input checked="" type="checkbox"/> <b>Information &amp; referral</b> – to provide information regarding services in support of a self-referral to partnering programs.</p> <p><b>Average score: 5</b>  <input checked="" type="checkbox"/> <b>Training and Re-Training Information</b> – to provide information on the availability of training, providers of training, and cost and performance of the training providers in support of a selection of a training program.</p> <p><b>Average score: 5</b>  <input checked="" type="checkbox"/> <b>Performance Information</b> – on the One Stop Center or system is available on-site.</p> <p><b>Average score: 5</b>  <input checked="" type="checkbox"/> <b>Supportive Services</b> – information on the</p>

availability of supportive services through WIA 1B or other partner or community resources are is available.

**Core Service Indicators (Not required for Affiliate Site locations):**

***NOTE: THIS SITE FILLED THESE OUT EVEN THOUGH THEY ARE NOT REQUIRED FOR AFFILIATE SITES. THE REVIEWERS DID NOT RANK THESE ITEMS.***

**Initial Assessment** - to evaluate job readiness based on job skills, experience, aptitudes, interests and abilities.

**Eligibility Determination** – is available on-site for WIA 1B or on-site or by phone for the services of other partners located in the One-Stop center.

**Job Counseling** – assists customer in determining services available and best use of information.

**Job Search Assistance** – individualized staff assistance for job seekers requiring assistance.

**Staff Assisted Workshops & Job Clubs** – staff assisted workshops for job seekers intended to inform, educate and build the skills necessary for a successful job search.

**Job Referral & Placement** – allows access to available jobs an posting of resumes.

**Assessment & referral** - to provide a value added referral to partnering programs.

**Follow-up services** - to assist an exited participant in finding, retaining or acquiring the skills necessary to advance in employment.

**Intensive Service Indicators (Not required for Affiliate Site locations):**

**Comprehensive Assessment** - to evaluate using standardized assessment tools the job readiness, experience, aptitudes, interests and abilities of a job seeker.

**Development of an Individual Service Strategy** - to evaluate using standardized assessment tools the job readiness, experience, aptitudes, interests and abilities of a job seeker.

	<input checked="" type="checkbox"/> <b>Case Management and Job Search Assistance Counseling</b> – individualized staff assistance for job seekers requiring intensive assistance promoting a successful job search or employment re-entry.
	<input checked="" type="checkbox"/> <b>Case Coordination</b> – individualized case management for job seekers requiring the coordination of services among partners.
	<b>Training Service Indicators (Not required for Affiliate Site locations):</b>
	<input checked="" type="checkbox"/> <b>Occupational Skills Training</b> – support and assistance for clients requiring additional skills to successfully enter, retain or regain employment at a self-sufficiency wage.
	<input checked="" type="checkbox"/> <b>Skills Upgrading / Re-training</b> – support and assistance for clients requiring additional skills to successfully enter, retain or regain employment.
	<input checked="" type="checkbox"/> <b>On-the-Job Training</b> – with a specific employer supporting clients requiring additional employer specific skills to successfully enter, retain or regain employment.
	<input checked="" type="checkbox"/> <b>Customized Training</b> – with a specific employer supporting groups of clients requiring additional employer specific skills to successfully enter, retain or regain employment.

<b>B. Business Services minimum requirements</b>	
<input type="checkbox"/> Met <input type="checkbox"/> Not Met	Each certified One-Stop center will provide the following minimum level of Business services on-site, via phone or by referral. Not required for Affiliate Site locations.
<b>Directions:</b>	<b>Business Services Components:</b>
Business services include five mandatory components: <ul style="list-style-type: none"> <li>• Labor Exchange</li> <li>• Labor Market Information</li> <li>• Recruitment Assistance</li> <li>• Service Brokerage</li> <li>• Rapid Response</li> </ul> <p>To meet certification standards there must be clear evidence of the presence of each of the components.</p> <p>If any component shows some evidence or no evidence of being in place then a developmental certification plan may be</p>	<input checked="" type="checkbox"/> <b>Labor Exchange</b> (for example iMatchSkills)
	<input checked="" type="checkbox"/> <b>Labor market information</b>
	<input checked="" type="checkbox"/> <b>Recruitment Assistance</b>
	<input checked="" type="checkbox"/> <b>Service brokerage</b> – to help businesses access other services. For example: opportunities for incumbent workers training support via EWTF or Regional Investment Boards, or Community College customized training departments, etc.
	<input checked="" type="checkbox"/> <b>Rapid Response</b> – employer assistance and early intervention to prevent a worker layoff, business down-sizing or closure and employer

<p>established to bring the One-Stop center into compliance with certification criteria. Once in compliance, the One-Stop center may re-apply for full certification.</p>	<p>and worker assistance when such events occur.</p>
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Scoring: (5 - 4) (3 - 1) (0)

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Evidence Evidence Evidence

Each component will be individually scored.

- If there is clear evidence of the presence of the component then a score of a 5 or 4 may be awarded.
- If there is some evidence of the presence of the component then a score of 3 - 1 may be awarded.
- If there is no evidence of the component then a score of 0 will be awarded.
- A score of 0 – 3 must be accompanied by a comment indicating the deficiency.

<p><b>C. Staffing of the One-Stop meets minimum requirements</b></p>	
<p><input type="checkbox"/> Met    <input type="checkbox"/> Not Met</p>	<p><b>Each certified One-Stop center will have staff who work together to support the service delivery of the center, regardless of the organization for which they work. Not required for Affiliate Site locations.</b></p>
<p><b>Directions:</b></p> <p>One-Stop staffing requirements include seven components:</p> <ul style="list-style-type: none"> <li>• OED &amp; WIA 1B Staff</li> <li>• Partner Staff</li> <li>• Service Delivery</li> <li>• Staff Identification</li> <li>• Staff Diversity</li> <li>• Information Sharing</li> <li>• Shared Policy Framework</li> </ul> <p>To meet certification standards there must be clear evidence of the presence of each of the components.</p> <p>If any component shows some evidence or no evidence of being in place then a developmental certification plan may be established to bring the One-Stop center into compliance with certification criteria. Once in compliance, the One-Stop center may re-apply for full certification.</p>	<p><b>One Stop Staffing Components:</b></p> <p><input type="checkbox"/> <b>OED &amp; WIA Title 1B</b> – staff are available on-site</p> <p><input checked="" type="checkbox"/> <b>Other Partners</b> – staff of other partners are available on-site based on community needs and the availability of space within the physical site.</p> <p><input checked="" type="checkbox"/> <b>Service Delivery</b> – Partners are committed to providing adequate staffing to deliver services to the community based on community need.</p> <p><input type="checkbox"/> <b>Staff Identification</b> – staff are clearly identifiable as part of the WSO center, rather than as separate organizations (for example staff were name tags with the WSO lable).</p> <p><input checked="" type="checkbox"/> <b>Staff Diversity</b> – staff reflect the demographics of the community to the greatest extent possible.</p> <p><input checked="" type="checkbox"/> <b>Information Sharing</b> – agreements are in place among partners to support information sharing and to address confidentiality issues to allow staff to work together.</p> <p><input checked="" type="checkbox"/> <b>Shared Policy Framework</b> – while it is understood that all staff working on site at a WSO center must abide by the rules and policies of their host agency, WSO staff also abide by a shared policy framework the includes:</p> <ul style="list-style-type: none"> <li>• Common policies that clarify how staff will work together, and how complaints will be handled (such as the MOU, MOA, Resource</li> </ul>
<p>Scoring:</p> <p>(5 - 4) (3 - 1) (0)</p> <p>----- ----- -----</p> <p>Clear Some No Evidence Evidence Evidence</p> <p>Each component will be individually scored.</p>	

<ul style="list-style-type: none"><li>• If there is clear evidence of the presence of the component then a score of a 5 or 4 may be awarded.</li><li>• If there is some evidence of the presence of the component then a score of 3 - 1 may be awarded.</li><li>• If there is no evidence of the component then a score of 0 will be awarded.</li><li>• A score of 0 – 3 must be accompanied by a comment indicating the deficiency.</li></ul>	<p>Sharing Agreement, etc.).</p> <ul style="list-style-type: none"><li>• Shared performance planning and reporting is in place to assure that all staff are working toward excellence of the WSO center, as well as their own organizational performance standards.</li><li>• Locally defined means of measuring and reporting customer satisfaction for all customers (job seekers, business, etc.).</li><li>• Mechanisms for assuring continuous improvement of outcomes.</li></ul>
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