



**Joint Working Committee Meeting
Continuous Improvement & Programs and Operations**

July 22, 2026 – 9 a.m.

Virtual Meeting MS Teams

Join: <https://teams.microsoft.com/meet/286682516187687?p=5mdGz0e1787F6GgMlx>

Joint Working Committee Agenda

- I. Welcome Call to Order
- II. Review of previous discussion:
Aligning service delivery, system performance, and customer experience across the capital region workforce system.
- III. Service Delivery Framework Discussion Topic continued:
- IV. Customer Experience Policy Draft
- V. Key Decisions & Next Steps
- VI. Adjourn Joint Session
- VII. Continuous Improvement Committee – Review of ETPL applications

Attendance:

Programs & Operations Committee		Continuous Improvement Committee	
Kelly King Horne	X	Tina Shreve	X
Jody Rogish	X	Adrienne Farthing	X
John Moyer	X	Chance Robinson	X
Jeffrey Elmore	X	Elizabeth Kincaod	X
Dennis Woodard	X	John Yates	X
Shelby Johnson	X		
Danielle Gilbert	X		

Guests: Danielle Bailey – Equus, Elizabeth Hayes – Ross

Notes from April 29, 2026 Meeting

- I. Call to Order – Committee Chairs Kelly King Horne and Tina Shreve
- II. Acknowledgement of Joint Purpose:
Committees committed to partner together to align service delivery, system performance, and customer experience across the workforce system.
- III. Reminder of Committee Roles
Programs & Outcomes committee will work to develop and establish new processes and policies.
Continuous Improvement will monitor and measure success.
- IV. Current State of the system
Committee reviewed system data through the lens of the maintain, pivot, consolidate framework. Items reviewed included foot traffic reporting, utilization trends, and workforce center visit reasons.
- V. Service Delivery Framework Discussion
Committee discussed a new service delivery framework that would align with the strategic goals of the workforce development board.

Define a Clear Service Philosophy

- At Virginia Career Works Capital Region, we are building a workforce system where every customer job seeker, business, or partner can easily access services, feels valued and supported, experiences consistent and high-quality service, and makes meaningful progress toward opportunity, stability, and growth.
- **Sample Tagline:** Easy access. Respectful experience. Consistent service. Meaningful outcomes.

Build Key Standards & Policies

1. Key Standards: How Services Are Delivered & Experienced
 - i. Access Standards: ensure that customers can easily enter and navigate the workforce system. Customers are greeted within a defined timeframe upon arrival, and all

inquiries receive a response within 48 hours. Services are made available through both in-person and virtual options to meet the varying needs of job seekers, businesses, and partners and to reduce barriers to entry.

2. Experience Standards: establish expectations for how customers are treated throughout their engagement. Staff introduce themselves and clearly explain available services to ensure customers understand their options. All customers are treated with dignity and respect at all times, and no individual is turned away without receiving guidance, direction, or next steps to support their needs.
3. Delivery and space utilization standards ensure that services are provided consistently, effectively, and in a manner that maximizes the use of workforce system resources. Core services are offered on a regular, weekly basis across all locations and service delivery platforms, including in-person and virtual environments. Customers receive at least one service within a defined number of days following intake, and follow-up occurs within established timeframes to maintain engagement and support continued progress. Workforce center space is utilized in a way that aligns with customer demand, service priorities, and partner engagement. Space should actively support service delivery through scheduled workshops, partner presence, appointments, and community access, rather than remaining underutilized. Centers are expected to maintain a balance of walk-in accessibility and structured service offerings, ensuring that available space is consistently used to deliver value to job seekers, businesses, and partners
4. Outcomes Standards: focus on ensuring that customer interactions lead to meaningful progress. Every customer leaves with a documented next step that aligns with their goals. Progress is tracked at regular intervals, including 30-, 60- and 90-day milestones, and case notes accurately reflect customer engagement, services provided, and movement toward outcomes.
5. Partner Standards: define expectations for collaboration and communication across the workforce system. Warm handoffs are completed to ensure customers are successfully connected to partners, rather than relying on passive referrals. Partners receive timely and clear communication, and employer needs are responded to within established timelines to support effective business engagement and service delivery.

Training

- 1.

Service Recovery (frustrated customer plan)

1. We are not just defining what services we offer....we are defining how those services are experienced, how they are delivered consistently, and how we respond when they fall short. This ensures our system is accountable not only for outcomes, but for the full customer experience.

VI. Next Steps

1. Draft Customer Service Policy
2. Create Flow of Customer Experience
3. Continue to meet jointly to ensure alignment

DRAFT VIRGINIA CAREER WORKS – CAPITAL REGION

CUSTOMER EXPERIENCE AND SERVICE DELIVERY POLICY

I. PURPOSE

The purpose of this policy is to establish a comprehensive customer experience and service delivery framework for Virginia Career Works – Capital Region (VCW Capital Region) that promotes consistent, customer-centered, and outcome-driven workforce services throughout the regional workforce system. This policy establishes standards for customer engagement, communication, case management, service delivery, data collection, monitoring, accountability, and continuous improvement. The Capital Region Workforce Partnership (CRWP) recognizes that successful workforce outcomes are achieved not only through the services provided, but also through the quality, consistency, and effectiveness of the customer experience.

II. POLICY STATEMENT

It is the policy of CRWP that every customer, including job seekers, businesses, training providers, and community partners, shall receive professional, respectful, equitable, and responsive services regardless of how they enter the workforce system. All workforce services shall be delivered in a manner that promotes accessibility, transparency, accountability, customer choice, and meaningful progress toward employment and workforce development goals. Staff, contractors, workforce center personnel, and partner organizations are expected to operate as a coordinated workforce system that places customer needs at the center of service delivery.

III. SCOPE

This policy applies to all CRWP employees, workforce center staff, contractors, One-Stop Operator staff, partner organizations, volunteers, interns, and individuals providing services on behalf of Virginia Career Works – Capital Region. The requirements contained within this policy apply to in-person services, virtual services, telephone interactions, electronic communications, workshops, outreach activities, business services, referrals, and all workforce development programs administered through the regional workforce system.

IV. CUSTOMER EXPERIENCE AND SERVICE DELIVERY FRAMEWORK

Virginia Career Works – Capital Region shall operate under a unified customer experience and service delivery framework consisting of seven interconnected phases: Access, Engage, Plan, Progress, Place, Retain, and Exit. This framework serves as the foundation for all workforce system operations and establishes how customers move through services while defining staff expectations, service delivery requirements, documentation standards, and accountability measures.

A. Access

The Access phase represents the customer's entry into the workforce system through walk-in visits, referrals, virtual engagement, outreach activities, workshops, partner organizations, telephone inquiries, employer referrals, or other points of entry. During this phase, customers shall be welcomed, informed of available services, and connected to the appropriate workforce resources. Staff shall ensure that customers understand the purpose of the workforce system and are able to access services in a timely and equitable manner. The primary objective of this phase is to eliminate barriers to entry and ensure that every customer feels welcomed, respected, and informed.

B. Engage

The Engage phase focuses on understanding the customer's goals, needs, interests, strengths, barriers, and circumstances. Through assessment, triage, conversation, and active listening, staff shall gather sufficient information to determine the most appropriate service pathway. Customers should experience meaningful engagement that helps them feel heard, valued, and supported. Staff shall establish rapport, explain available options, identify immediate needs, and begin developing a relationship that promotes trust and ongoing engagement.

C. Plan

The Plan phase focuses on creating a clear pathway toward the customer's goals. Staff shall work collaboratively with customers to develop an Individual Employment Plan (IEP), Individual Service Strategy (ISS), career pathway plan, training strategy, or other service plan appropriate to the customer's needs. Planning activities shall identify employment goals, educational objectives, training needs, supportive service requirements, milestones, and anticipated outcomes. Customers shall actively participate in the planning process and understand the actions required to achieve their goals.

D. Progress

The Progress phase represents active participation in workforce services and career development activities. Services may include career coaching, occupational skills training, work experiences, apprenticeships, supportive services, workshops, assessments, referrals, job readiness activities, business services, or other workforce interventions. Staff shall maintain regular communication, monitor progress, address barriers, document activities, and adjust service strategies as necessary. The objective of this phase is to ensure that customers are consistently moving toward established goals and receiving the support necessary to achieve success.

E. Place

The Place phase focuses on connecting customers to employment opportunities, internships, apprenticeships, occupational training completions, industry-recognized credentials, postsecondary education, or other workforce outcomes. Staff shall provide job matching assistance, resume development, interview preparation, employer engagement, hiring event participation, and placement support. Workforce services shall be aligned with labor market opportunities and customer goals to maximize successful outcomes.

F. Retain

The Retain phase begins after a customer has achieved a significant workforce outcome, such as employment, training completion, credential attainment, or career advancement. During this phase, staff shall provide follow-up services, monitor retention, identify emerging barriers, provide additional referrals or supportive services when appropriate, and support continued career progression. Retention services shall reinforce long-term success and strengthen workforce outcomes.

G. Exit

The Exit phase represents the intentional conclusion of workforce services. Exits may occur when a customer successfully achieves their goals, completes services, transitions to another program, or becomes inactive according to program requirements. Staff shall ensure that all required documentation is completed, outcomes are properly recorded, follow-up obligations are met, and customers are informed of available resources should future assistance be needed. Exit is not viewed as the end of a relationship but rather the completion of a service cycle within the workforce system.

V. CUSTOMER EXPERIENCE STANDARDS

The following customer experience standards apply throughout every phase of the service delivery framework.

Customers shall be welcomed with intention and treated with dignity, professionalism, and respect. Staff shall acknowledge customers promptly and create an environment that is welcoming, inclusive, and customer-focused.

Staff shall listen actively and guide customers through the workforce system using clear, understandable language. Customers shall receive accurate information, realistic expectations, and clearly defined next steps.

Staff shall take ownership of the customer experience by serving as a point of contact, providing direct contact information, coordinating services, and ensuring continuity of support throughout the customer's engagement.

Staff shall follow through on commitments, maintain timely communication, and provide consistent follow-up. Customers shall never be left uncertain about the status of services or expected next steps.

Staff shall connect customers rather than transfer customers. Warm handoffs and coordinated referrals shall be utilized whenever customers require services from another staff member, partner, or organization.

Staff shall support the customer journey from initial access through service completion and shall remain responsive to changing customer needs throughout the service delivery process.

Every interaction shall end with clarity regarding next steps, responsibilities, timelines, and available resources.



**Continuous Improvement Committee Review of Eligible Training Provider Program Application per Board Policy 105
July 22, 2026,**

School	Program	Target Industry / Demand Occupation	Accreditation to Instruct	Other Application Criteria Met	Approved (Y/N)	Notes
Divine Esthetics Academy LLC	Master Esthetician	Yes / 77 posts in the last 6 months	DPOR-Board of Barbers and Cosmetology	Yes		600 hours. \$10,000
Great Horizons Career Centers			State Council of Higher Education for Virginia (SCHEV)			
	Certified Ethical Hacker Certification Preparation Program	Yes / Over 2,500 posts in the last 6 months	SCHEV	Yes		40 hours. \$3,995
	CompTIA A+ Certification Preparation Program	Yes / Over 1,400 posts in the last 6 months	SCHEV	Yes		60 hours. \$4,950
	CompTIA Cloud+ Certification Preparation Program	Yes / Over 1,400 posts in the last 6 months	SCHEV	Yes		30 Hours. \$2,950
	CompTIA CySA+ Certification Preparation Program	Yes / Over 4,000 posts in the last 6 months	SCHEV	Yes		30 Hours. \$2,950
	CompTIA Network+	Yes / Over 3,800 posts in the last 6 months	SCHEV	Yes		30 Hours. \$2,950

	Certification Preparation Program					
	CompTIA Security+ Certification Preparation Program	Yes / Over 4,000 posts in the last 6 months	SCHEV	Yes		30 Hours. \$2,950
	CompTIA Tech+ Certification Preparation Program	Yes / Over 1,400 posts in the last 6 months	SCHEV	Yes		30 Hours. \$2,950
	Lean Six Sigma - Green Belt Certification Preparation Program	Yes / Over 1,400 posts in the last 6 months	SCHEV	Yes		30 Hours. \$3,950
Family 1st of Virginia Healthcare and Safety Training Center						
	Medication Aide	Yes / Over 3,800 posts in the last 6 months	Virginia Board of Nursing (VBON)	Yes		68 hours. \$1,210
	Nursing Assistant	Yes / Over 2,900 posts in the last 6 months	VBON	Yes		100 hours. \$1,880
	Patient Care Assistant	Yes / Over 1,800 posts in the last 6 months	VBON	Yes		40 hours. \$830

All listed programs approved for one year from today's date at which time renewals will be managed by the state.