



Continuous Improvement Committee Meeting

October 21, 2026 – 9 a.m.

VCW Chesterfield Center - 304 Turner Rd

Working Committee Agenda

- I. Welcome Call to Order
- II. Review of ETPL applications
- III. Discussion: Service Delivery Framework and Potential Metrics Matrix Review
- IV. Key Decisions & Next Steps
- V. Adjourn Joint Session



**Continuous Improvement Committee Review of Eligible Training Provider Program Application per Board Policy 105
October 21, 2026,**

School	Program	Target Industry / Demand Occupation	Accreditation to Instruct	Other Application Criteria Met	Approved (Y/N)	Notes
Great Fish Agility, LLC			Scrum Alliance https://www.scrumalliance.org/			
	Agile Product & Project Management Career Accelerator (CSM + CSPO Certifications)	Yes / Over 4,300 job posts in the last 6 months	Scrum Alliance	Yes		32 hours. \$1,650
	Agile Project Management Certification (Certified ScrumMaster® - CSM)	Yes / Over 4,300 job posts in the last 6 months	Scrum Alliance	Yes		16 hours. \$840
	Product Ownership & Agile Business Leadership Certification (Certified Scrum Product Owner® - CSPO)	Yes / Over 2,900 posts in the last 6 months	Scrum Alliance	Yes		16 Hours. \$895

Once listed for one year, renewals will be managed by the state.

**Capital Region Workforce Partnership
Workforce Development Board
WIOA Service Policy #119**

CUSTOMER EXPERIENCE AND SERVICE DELIVERY POLICY

References:

Workforce Innovation and Opportunity Act, Pub. L. 113-128
20 CFR Part 678, Subpart C – One-Stop Delivery System
20 CFR § 678.300 – One-Stop Delivery System
20 CFR § 678.305 – Comprehensive One-Stop Centers
20 CFR § 678.500 et seq. – One-Stop MOU requirements
20 CFR § 678.800 – One-Stop certification
29 CFR Part 38 – WIOA nondiscrimination and equal opportunity
DOL TEGL 16-16 and Change 1 – One-Stop Operations Guidance
Applicable Virginia Board of Workforce Development/Virginia Works policies

Date: (Insert Here)

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 customer experience.

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.

I. 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 workforce development programs administered through or in partnership with the regional workforce system.

To promote a consistent regional customer experience, applicable customer service, customer feedback, data collection, performance measurement, and continuous improvement requirements established by this policy shall be incorporated into partner agreements, memoranda of understanding, contracts, service agreements, and other formal operating agreements, as appropriate to the role and services of each organization. Requirements may be tailored to reflect the nature of the partnership, populations served, services provided, applicable funding requirements, and the organization's role within the Virginia Career Works – Capital Region workforce system.

Requirements may be tailored to reflect the nature of the partnership, populations served, services provided, applicable funding or program requirements, and the organization's role within the Virginia Career Works – Capital Region workforce system. This may include requirements related to customer service standards, feedback collection, referrals and warm handoffs, data collection and reporting, participation in evaluation activities, performance measurement, and continuous improvement.

For purposes of the WIOA, a program of training services is defined as one or more courses or classes, or a structured regimen that leads to a recognized post-secondary credential, secondary school diploma or equivalent, employment, or measurable skills gains towards a credential or employment.

II. Customer Service 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's 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.

III. 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, post-secondary 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.

IV. CUSTOMER EXPERIENCE MEASUREMENT AND EVALUATION

This section establishes requirements for measuring customer experience, service quality, operational follow-through, and workforce outcomes across Virginia Career Works – Capital Region. Customer experience measurement shall be integrated throughout the Access, Engage, Plan, Progress, Place, Retain, and Exit phases and shall be used for accountability, coaching, monitoring, and continuous improvement.

A. Customer Feedback Collection Requirements

Customer feedback shall be gathered through multiple methods appropriate to the service setting and customer journey. Methods may include quick online or QR-code surveys, email surveys, text-message surveys, telephone or check-in calls, follow-up emails, pop-up feedback sessions, focus groups, exit surveys, and other approved feedback methods. Feedback shall be collected throughout the service journey rather than solely at program exit.

B. Required Customer Feedback Topics

Customer feedback tools shall assess, as applicable, overall satisfaction, dignity and respect, ease of access, clarity of information, staff responsiveness, understanding of next steps, usefulness of services, effectiveness of referrals and warm handoffs, support during placement and retention, resolution of customer needs, likelihood to recommend Virginia Career Works services, and open-ended suggestions for improvement.

C. Customer Performance Tracking Requirements

CRWP shall track customer experience and service delivery metrics that may include overall satisfaction score, Net Promoter Score (NPS), average response time, follow-up completion rate, warm handoff completion rate, first contact resolution rate, recommendation rate, 30/60/90-day retention rate, completion or successful exit rate, documentation compliance, and other customer service or operational measures established by CRWP.

D. Outcome and Service Quality Measures

Customer experience measures shall be reviewed together with workforce outcomes and service quality measures, including enrollment completion, employment outcomes, training or credential outcomes when applicable, retention outcomes, successful service completion, timely and accurate documentation, required customer contacts, and referral completion. Customer experience results shall supplement, and not replace, applicable WIOA, state, local, program, and contract performance requirements.

E. Customer Evaluation Tools

CRWP may evaluate customer experience and service delivery using quantitative and qualitative tools including customer surveys, VAWC and approved system data, case file reviews, documentation reviews, referral and warm handoff reviews, response-time reviews, 30/60/90-day follow-up reviews, focus groups, service delivery observations, customer complaints and feedback, monitoring activities, staff coaching reviews, performance dashboards, and trend analysis.

F. Reporting and Review

Customer experience and service delivery performance shall be reviewed through monthly dashboard updates, quarterly trend analysis, and an annual evaluation of results and improvement priorities. Baseline information may be established during initial implementation, with targeted feedback and corrective or improvement strategies implemented as trends are identified.

G. Continuous Improvement Loop

Customer experience measurement shall follow the continuous improvement cycle: Listen → Analyze → Act → Communicate → Repeat. Results shall be used to identify strengths, service gaps, training needs, process improvements, corrective actions when appropriate, and opportunities to improve the customer journey across programs, locations, contractors, and partners.

V. EMPLOYER & PARTNER ENGAGEMENT MEASUREMENT

This section establishes the service framework and requirements for collecting, analyzing, and utilizing employer and partner engagement feedback and performance data across the Virginia Career Works – Capital Region workforce system.

- Employer and partner engagement shall follow six interconnected stages: Engage, Assess, Solve, Connect, Support, and Succeed.
- Engage – Build awareness and relationships by listening to employer and partner needs, communicating available workforce resources and services, and establishing a clear point of contact.
- Assess – Understand workforce needs, challenges, goals, and opportunities through meaningful conversation, needs assessment, labor market information, and other appropriate methods.
- Solve – Work collaboratively with employers and partners to identify and develop practical workforce solutions that respond to identified needs and create value.
- Connect – Connect employers and partners to appropriate talent, programs, services, resources, organizations, and workforce system opportunities. Staff shall facilitate introductions, coordinate referrals, and use warm handoffs when appropriate.
- Support – Maintain relationships through timely communication, follow-through, problem solving, technical assistance, ongoing services, and connections to additional resources as needs evolve.

- Succeed – Evaluate results and impact, recognize outcomes, gather feedback, identify additional opportunities, and strengthen long-term employer and partner relationships.

The six-stage framework shall guide employer and partner engagement while allowing services and engagement strategies to be tailored to the needs, role, and circumstances of each employer or partner. Detailed staff behaviors and expectations associated with each stage are further described in the policy attachments.

A. Feedback Collection Requirements

Staff shall gather employer and partner feedback through multiple channels, including online surveys, email surveys, text-based surveys, direct contact, pop-up sessions, follow-up communication, focus groups, and other CRWP-approved feedback methods.

B. Required Feedback Topics

Feedback tools shall assess overall satisfaction, relationship strength and respect, staff responsiveness, service outcomes and value, open-ended comments, and likelihood to recommend Virginia Career Works services.

C. Performance Tracking Requirements

Staff shall track employer and partner engagement metrics established by CRWP. Measures may include overall satisfaction, Net Promoter Score (NPS), response time, warm handoff completion rate, follow-up completion rate, referrals, repeat engagement, relationship retention, outcomes, and qualitative feedback themes.

D. Employer and Partner Performance Measures

Employer and partner engagement activities shall be measured across the Virginia Career Works – Capital Region workforce system to assess the quality, effectiveness, reach, and outcomes of relationships with employers, workforce partners, education and training providers, community organizations, economic development partners, and other organizations participating in or receiving services through the regional workforce system.

Performance measures may include employer and partner satisfaction, responsiveness, relationship quality, repeat engagement, referrals, warm handoffs, services provided, outcomes achieved, quality of engagement, retention of relationships, employer penetration, repeat business, and other measures established by CRWP.

Where applicable, CRWP shall also incorporate WIOA employer performance indicators and other federal, state, local, grant, program, or partner-specific performance requirements. These measures shall be considered as part of the broader employer and partner engagement framework and shall not limit CRWP's ability to establish additional measures that reflect the effectiveness of the regional workforce system.

Employer and partner performance information shall be used to identify service gaps, strengthen partnerships, improve coordination, assess the value and effectiveness of services, support continuous improvement, and inform future workforce system strategies.

E. Continuous Improvement Loop

The employer and partner engagement system shall follow a continuous improvement cycle: Listen → Analyze → Act → Communicate → Repeat. Staff shall maintain monthly dashboard

updates, quarterly trend analyses, shared insights, strengths and improvement areas, and updated engagement strategies.

VI. PERFORMANCE METRIC MATRIX AND EVALUATION TOOLS

A. Performance Metric Matrix

CRWP shall maintain a companion performance metric matrix to operationalize the measures established in this policy. The matrix may be updated through CRWP performance guidance without requiring revision of the full policy, provided that the measures remain consistent with this policy and applicable WIOA, state, local, and contractual requirements.

For each metric, the matrix shall identify the metric definition or calculation, data source or evaluation tool, measurement frequency, responsible party or partner, review responsibility, reporting method, and applicable target or benchmark. Targets and benchmarks may be established or revised annually based on baseline performance, negotiated goals, program requirements, continuous improvement priorities, or other CRWP guidance.

The matrix distinguishes three related levels of accountability: (1) service standards—whether staff and partners performed required service actions; (2) customer and partner experience—how customers, employers, and partners experienced those services; and (3) outcomes—whether services produced meaningful workforce results. CRWP may use these measures together to evaluate service quality, program effectiveness, contractor performance, staff development needs, and continuous improvement priorities.

B. Technology and Evaluation Tools

CRWP shall leverage available and appropriate technology and data systems and may identify, procure, or integrate additional digital tools to support the collection, analysis, and reporting of customer experience and satisfaction data from job seekers, employers, partners, and other workforce system customers. These tools may include, but are not limited to, OneFlow, Virginia Workforce Connection (VAWC), The Sign In App, survey platforms, text-message and email feedback tools, customer relationship management systems, and other approved technologies. CRWP may work with current technology and data vendors and evaluate additional vendors or solutions as needed to improve real-time feedback collection, accessibility, response rates, data analysis, performance reporting, and continuous improvement.

Technology-based feedback shall supplement other evaluation methods identified in this policy, including direct customer contact, focus groups, case and service reviews, observations, and other qualitative and quantitative methods. The use of digital tools shall not limit CRWP's ability to modify its evaluation methods as technology, customer needs, program requirements, or available resources change.

C. Partner Agreement and Data Collection Requirements

CRWP shall incorporate applicable customer experience, service delivery, feedback, and performance measurement requirements into agreements with organizations participating in the Virginia Career Works – Capital Region workforce system. Agreements shall identify the customer service and data collection responsibilities applicable to the partner's role.

As appropriate, partner agreements may require organizations to collect or provide data related to customer and partner satisfaction, services provided, referrals and warm handoffs, response and follow-up activities, service outcomes, employment or training outcomes, customer feedback, and other performance measures established by CRWP.

Partners may be required to utilize CRWP-approved systems, surveys, digital tools, reporting templates, or data collection methods to support consistent regional measurement and reporting. CRWP may also establish common survey questions, data definitions, reporting schedules, and performance measures to improve consistency across the workforce system.

CRWP shall seek to minimize duplicative data collection and, where practical, use existing systems, partner data, shared technology, and approved integrations to support reporting and evaluation.

Data collected through partner agreements shall be used to evaluate customer experience, service quality, partnership effectiveness, system outcomes, and continuous improvement. Data collection and information sharing shall be conducted in accordance with applicable confidentiality, privacy, data security, program, contractual, federal, state, and local requirements.

VIII. POLICY ATTACHMENTS AND IMPLEMENTATION TOOLS

The following attachments support implementation of this policy and provide visual guidance regarding service delivery, staff behaviors, customer and employer/partner feedback methods, performance measures, and continuous improvement practices. The attachments shall be used for staff training, implementation, monitoring, coaching, and performance review. If an attachment is revised for clarity or operational use, the revision shall remain consistent with the requirements of this policy.

Attachments A-G contain the visual service frameworks. Attachment H contains the companion Performance Metric Matrix and may be updated through CRWP performance guidance without requiring revision of the full policy, provided that changes remain consistent with this policy and applicable requirements.

Signature _____ Effective Date: _____

VIRGINIA CAREER WORKS – CAPITAL REGION

CUSTOMER EXPERIENCE & SERVICE DELIVERY FRAMEWORK

A CUSTOMER-CENTERED JOURNEY. A COMMITTED TEAM. A STRONGER COMMUNITY.



EXPECTED STAFF BEHAVIORS AT EACH POINT

A CUSTOMER-CENTERED JOURNEY. A COMMITTED TEAM. A STRONGER COMMUNITY.

1. ACCESS	2. ENGAGE	3. PLAN	4. PROGRESS	5. PLACE	6. RETAIN	7. EXIT
 ALWAYS SMILE AT EACH INITIAL INTERACTION. - Greet every customer promptly, professionally, and respectfully. - Make eye contact and introduce yourself. - Create a welcoming, inclusive, and judgment-free environment. - Listen before directing or responding. - Explain available services in plain language. - Assist customers with sign-in, technology, or forms as needed. - Ensure accessibility and provide accommodations when requested. - Never turn a customer away without offering the next step or referral. - Escort or warmly hand off customers whenever possible.	 ALWAYS SMILE AT EACH INITIAL INTERACTION. - Use active listening and ask open-ended questions. - Demonstrate empathy while remaining objective. - Seek to understand the customer's goals, strengths, and barriers. - Verify information rather than making assumptions. - Explain eligibility and available options clearly. - Respect confidentiality at all times. - Involve the customer in identifying priorities. - Ensure the customer understands what will happen next.	 ALWAYS SMILE AT EACH INITIAL INTERACTION. - Collaborate with the customer to develop realistic goals. - Explain available services and program expectations. - Set measurable milestones together. - Clearly identify responsibilities for both staff and customer. - Confirm understanding before moving forward. - Document plans accurately and timely. - Refer customers to appropriate partners when services are unavailable internally. - Schedule follow-up before ending the meeting.	 ALWAYS SMILE AT EACH INITIAL INTERACTION. - Deliver services as promised. - Maintain regular communication with customers. - Respond to calls, emails, and messages promptly. - Monitor progress toward goals and celebrate milestones. - Identify barriers early and offer solutions. - Adjust plans when customer circumstances change. - Coordinate services across programs and partners. - Document all contacts and progress accurately.	 ALWAYS SMILE AT EACH INITIAL INTERACTION. - Prepare customers for interviews and employment opportunities. - Match customers with appropriate jobs or training based on goals and qualifications. - Communicate professionally with employers. - Ensure customers understand job expectations. - Verify placement information accurately. - Continue supporting the customer through the hiring process. - Make additional referrals when another provider can better meet the customer's needs.	 ALWAYS SMILE AT EACH INITIAL INTERACTION. - Maintain scheduled follow-up contacts (30/60/90 days or program requirements). - Provide encouragement and coaching. - Help resolve workplace challenges before they become crises. - Connect customers with supportive services when appropriate. - Celebrate employment successes and milestones. - Document outcomes promptly. - Coordinate additional services if employment changes or advancement opportunities arise.	 ALWAYS SMILE AT EACH INITIAL INTERACTION. - Confirm the customer has achieved planned goals or understands remaining options. - Review available future services and re-entry options. - Thank the customer for participating. - Ensure all required documentation is complete. - Explain how to reconnect with Virginia Career Works if future needs arise. - Complete system exit accurately and timely. - Leave the customer with a positive final impression of the workforce system.

UNIVERSAL STAFF BEHAVIORS (EXPECTED AT EVERY STAGE)

 Treat every customer with dignity, respect, and professionalism.	 Demonstrate empathy without making assumptions.	 Communicate clearly, honestly, and in plain language.	 Be knowledgeable about workforce services and partner resources.	 Take ownership of customer concerns until an appropriate resolution or handoff occurs.	 Follow through on commitments.	 Protect customer confidentiality.	 Respond promptly to customer inquiries.	 Maintain accurate and timely documentation.	 Collaborate effectively with coworkers and partner agencies.	 Focus on solutions rather than barriers.	 Continuously seek opportunities to improve the customer experience.
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MANAGING CUSTOMER EXPECTATIONS

 Be honest about what we can and cannot do. Set realistic timelines for services and outcomes.	 Explain processes, requirements, and potential wait times clearly at the beginning.	 Communicate status updates regularly, even when there is no change.	 If needs cannot be met, explain alternative options or referrals with clear next steps.	 Follow through on commitments and let customers know if there are any delays.	 Thank customers for their patience and partnership. Manage expectations with respect and clarity.
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 PERFORMANCE EXPECTATIONS (Examples)	 Greet customers within 30 seconds of arrival.	 Respond to emails and messages within one business day.	 Document services and contacts within two business days.	 Provide warm handoffs whenever possible.	 Schedule follow-up before ending every interaction.	 Maintain follow-up contacts at required intervals (30/60/90 days).	 Ensure accurate and complete system entries at every step.	 Seek customer feedback and use it to improve services.	 EVERY INTERACTION. EVERY CUSTOMER. EVERY TIME. WE ARE HERE TO HELP YOU SUCCEED.
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CUSTOMER FLOW: CUSTOMER SATISFACTION FRAMEWORK

MEASURABLE GOALS • EXPECTATIONS • QUESTIONS • METHODS • ROLES

A customer-centered journey. A committed team. A stronger community.

WHAT WE VALUE	
1	Valuing partnerships & individual relationships
2	Always returning calls and messages
3	Warm hand-offs to the right person or resource
4	Follow-up emails to confirm needs were met
5	Respect, responsiveness, and results

CUSTOMER FLOW STAGE	1. ACCESS	2. ENGAGE	3. PLAN	4. PROGRESS	5. PLACE	6. RETAIN	7. EXIT
	 Goal: Make it easy to reach us and get started.	 Goal: Understand needs and build trust.	 Goal: Co-create a plan that fits their goals.	 Goal: Provide guidance and keep customers moving forward.	 Goal: Connect customers to opportunities and resources.	 Goal: Support success and sustain progress.	 Goal: Ensure successful outcomes and plan for the future.
KEY QUESTIONS TO ASK	- How easy was it to find us? - How was your first experience contacting Virginia Career Works? - Did you get the information you needed? - What almost stopped you from reaching out?	- Did staff listen to and understand your needs? - Did you feel treated with respect? - Did we answer your questions clearly? - Is there anything we could have done better?	- Do you understand your plan and next steps? - Do you feel your plan meets your goals? - Are the resources and services we discussed a good fit? - Is there anything missing from your plan?	- Do you feel informed about your progress? - Is staff available and responsive when you need help? - Are the services you're receiving helping you move forward? - What challenges can we help you overcome?	- Did we help you get the right job, training, or opportunity? - How confident do you feel about your next step? - What else would help you be successful?	- Do you feel supported in your job or training? - Is there anything getting in the way of your success? - How can we continue to support you? - What additional services would be helpful?	- Overall, how satisfied are you with your experience? - Would you recommend Virginia Career Works to others? - What was most helpful? - What could we improve for future customers?
RECOMMENDED METHOD	 Quick Online Survey (Website/QR Code) or Text Survey Within 24-48 hours of first contact	 Short Survey via Email or Text within 1-2 days of first full interaction	 Email Survey or Tablet Survey at end of planning session	 Text Survey or Check-in Call midway through services Every 60 days	 Email Survey or Phone Call after placement or training entry Within 30 days	 Text/Email Survey or Follow-up Call at 30, 60, and 90 days post-placement	 Exit Survey via Email or Text at program completion/exit Within 30 days
STAFF EXPECTATIONS (By Role)	Front Desk / Outreach Staff - Greet every customer warmly and professionally - Provide clear information and next steps - Ensure accessibility and inclusive environment - Escalate to the right team member	Career Coach / Intake Staff - Use active listening and ask open-ended questions - Show empathy and respect for each individual - Explain available services clearly - Confirm understanding and next steps Business Services Staff - Identify potential employer connections early	Career Coach - Co-create a plan tailored to customer goals - Set realistic milestones and timelines - Explain roles and responsibilities - Document and share plan clearly Support Staff - Ensure referrals and resources are in place	Career Coach / Case Manager - Maintain regular contact - Proactively remove barriers and connect to resources - Track and communicate progress - Adjust plan as needed Support Staff - Follow up on commitments within agreed timeframes	Career Coach / Business Services Staff - Match customers to the right employment or training - Support with resumes, interviews, and employer connections - Ensure warm hand-offs to employers Business Services Staff - Engage employers and confirm good fit	Career Coach / Case Manager - Check in at 30, 60, 90 days - Provide ongoing support and resources - Help solve workplace or training challenges - Celebrate successes Business Services Staff - Maintain employer relationships to support retention	Career Coach - Ensure customer has a plan for next steps - Share additional resources and follow-up options - Thank customer and request feedback Support Staff - Complete exit documentation and surveys

HOW WE MEASURE (ACROSS ALL STAGES)		Surveys (Computers/Tablets) In-center or via link/QR code	Email Surveys Sent after interactions, appointments, or service completion	Text Message Surveys Short SMS surveys for real-time feedback	Phone Calls Direct check-ins and follow-ups	Pop-Up Sessions Quick feedback at events, trainings, and visits	Follow-Up Emails Confirm needs met and request feedback	Focus Groups Quarterly discussions with customers	Social Media & Online Reviews Monitor and respond to feedback
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12-MONTH MEASUREMENT PLAN			KEY METRICS WE TRACK		REPORTING & REVIEW		USE FEEDBACK TO IMPROVE
 Months 1-3 Baseline surveys Launch feedback channels	 Months 4-6 Monitor engagement Identify trends Adjust strategies	 Months 10-12 Year-End evaluation Compare to goals Plan for next year	 Overall Satisfaction Score  Net Promoter Score (NPS)  Response Time (Avg. in Hours)	 Follow-Up Completion Rate  Warm Hand-Off Rate  Retention Rate (30/60/90 Days)	 Monthly dashboard updates  Quarterly trend analysis  Share insights with staff and partners  Identify strengths and improvement areas  Adjust strategies and action plans	 Listen → Analyze → Act Communicate changes Close the loop with customers Continuously improve our service experience	

TOGETHER, WE MAKE AN IMPACT!



Connecting People.



Strengthening Communities.



Building Careers.

For more information: www.vcwcapital.com

EMPLOYERS & PARTNERS

Building Stronger Connections. Creating Workforce Solutions.

Together, we connect talent to opportunity and strengthen our community.

OUR PARTNERS IN SUCCESS

-  Employers
-  Education & Training Providers
-  Community Organizations
-  Economic Development Partners
-  Together We Make an Impact

A COLLABORATIVE APPROACH TO MEET WORKFORCE NEEDS



1. ENGAGE

We listen to your business needs and understand your goals.



2. ASSESS

We identify workforce challenges and opportunities.



3. SOLVE

We connect you to customized workforce solutions.



4. CONNECT

We recruit, train, and prepare qualified talent for your business.



5. SUPPORT

We provide ongoing support to help your business grow.



6. SUCCEED

We celebrate success and build long-term partnerships.

EMPLOYER SOLUTIONS



Talent Recruitment
Connect with qualified candidates.



Job Fairs & Hiring Events
Connect with job seekers face-to-face.



On-the-Job Training (OJT)
Train employees while they work.



Incumbent Worker Training
Strengthen skills and increase retention.



Work Experience (WEX)
Build your future workforce through meaningful experiences.



Workforce Information
Labor market data and industry insights.



Customized Training
Upskill your workforce with tailored training solutions.



Business Services Support
Resources and guidance every step of the way.

HOW WE PARTNER WITH YOU



DISCOVER
We learn about your business and workforce needs.



DESIGN
We create a customized solution for your goals.



DELIVER
We connect you with services and talent.



DEVELOP
We help build a stronger, more skilled workforce.



DRIVE RESULTS
We support your success and long-term growth.

PARTNER BENEFITS



Access to a diverse talent pool



Reduced recruitment and training costs



Customized solutions to meet your needs



Stronger workforce and higher retention



Local support with a personal touch



Stronger community and economic growth

LET'S BUILD SUCCESS TOGETHER

We are your workforce partner
— today and tomorrow.



INDUSTRIES WE SUPPORT



Healthcare



Advanced
Manufacturing



Information
Technology



Logistics &
Transportation



Hospitality &
Tourism



Construction
& Skilled Trades



Business
Services



And More

CONNECT WITH US



Visit our website
<https://vcwcapital.com/>

Your connection to workforce solutions,
employer resources, and community impact.

EMPLOYER & PARTNER ENGAGEMENT STAFF EXPECTATIONS AT EACH STAGE

Building Stronger Connections. Creating Workforce Solutions.

We are a customer-centered team committed to partnering with employers and community organizations to strengthen our economy and communities.

OUR PARTNERS IN SUCCESS

-  Employers
-  Education & Training Providers
-  Community Organizations
-  Economic Development Partners
-  Together We Make an Impact!

PARTNER ENGAGEMENT JOURNEY – STAFF EXPECTATIONS AT EACH STAGE



HOW WE PARTNER WITH EMPLOYERS & ORGANIZATIONS

-  **LISTEN FIRST** We listen to understand needs, challenges, and opportunities.
-  **BUILD TRUST** We build relationships based on integrity, respect, and reliability.
-  **BE SOLUTION FOCUSED** We deliver innovative, practical solutions that create real value.
-  **FOLLOW THROUGH** We keep our promises, communicate often, and exceed expectations.

OUR EXPECTATIONS AT EVERY INTERACTION

- | | | | | |
|--|--|--|--|---|
|  Always smile at each initial interaction. |  Communicate clearly, professionally, and in plain language. |  Treat all partners with respect, fairness, and appreciation. |  Be responsive and respect partners' time. |  Protect confidentiality and information at all times. |
|  Be knowledgeable about our services and resources. |  Work as a team with partners and coworkers to achieve results. |  Share data and insights to drive better outcomes. |  Document interactions accurately and timely. |  Seek feedback and continuously improve. |

WHAT PARTNER SUCCESS LOOKS LIKE

-  Partners feel valued, informed, and supported.
-  Partners achieve their goals and strengthen their impact.
-  Employers have access to skilled talent and better workforce solutions.
-  Our community and economy are stronger together.

WE WILL...

-  Be proactive in outreach.
-  Make every interaction count.
-  Deliver on our commitments.
-  Continuously seek ways to add value.
-  Grow and strengthen our partnerships.

I WILL...

-  Live our values every day.
 -  Model professionalism and respect.
 -  Work ownership and to.
 -  Be a trusted partner and advisor.
- Work together for shared success.



EMPLOYER & PARTNER ENGAGEMENT STAFF BEHAVIORS AT EACH STAGE

Building Stronger Connections. Creating Workforce Solutions.

We value our partnerships and individual relationships and are committed to delivering responsive, respectful, and results-driven engagement at every stage.

OUR PARTNERS IN SUCCESS

-  Employers
-  Education & Training Providers
-  Community Organizations
-  Economic Development Partners
-  Together We Make an Impact!

PARTNER ENGAGEMENT JOURNEY – BEHAVIORS AT EACH STAGE



KEY BEHAVIORS WE DEMONSTRATE AT EVERY STAGE



HOW WE PARTNER WITH EMPLOYERS & ORGANIZATIONS

-  **LISTEN FIRST** – We listen to understand needs, challenges, and opportunities.
-  **BUILD TRUST** – We build relationships based on integrity, respect, and reliability.
-  **BE SOLUTION FOCUSED** – We deliver innovative, practical solutions that create value.
-  **FOLLOW THROUGH** – We keep our promises, communicate often, and exceed expectations.

WHAT PARTNER SUCCESS LOOKS LIKE

-  Partners feel valued, informed, and supported.
-  Partners achieve their goals and strengthen their impact.
-  Employers have access to skilled talent and better workforce solutions.
-  Our community and economy are stronger together.

WE WILL...

-  Be proactive in outreach and relationship building.
-  Make every interaction count.
-  Deliver on our commitments.
-  Continuously seek ways to add value.
-  Grow and strengthen our partnerships.



CONNECTING PEOPLE. STRENGTHENING COMMUNITIES. BUILDING CAREERS.
Together, We Make an Impact!



MEASURING EMPLOYER & PARTNER ENGAGEMENT STAFF BEHAVIORS OVER 12 MONTHS

Multi-Channel Feedback. Continuous Improvement. Stronger Partnerships.
We measure what matters and use feedback to improve experiences, strengthen relationships,
and deliver exceptional service at every stage.

WHAT WE VALUE

- Valuing partnerships & individual relationships
- Always returning calls and messages
- Warm hand-offs to the right person or resource
- Follow-up emails to confirm needs were met
- Respect, responsiveness, and results

HOW WE MEASURE

Multiple ways for partners to share feedback year-round.
All feedback is confidential and used for improvement.



ONLINE SURVEYS
Quick surveys on computers/tablets via QR codes, links on our website and emails.



EMAIL SURVEYS
Survey links sent after interactions, events, or service delivery.



TEXT SURVEYS
Short SMS surveys for convenience and real-time feedback.



DIRECT CONTACT
Phone calls and conversations with employers and partners.



POP-UP SESSIONS
Quick feedback kiosks at events, trainings, and business visits.



FOLLOW-UP EMAILS
Sent after service or referrals to confirm needs were met.
We FOLLOW UP.



FOCUS GROUPS
Quarterly discussions with employers and partners for deeper insights.

SURVEY QUESTIONS BY ENGAGEMENT STAGE

- Overall Satisfaction
1-5 Scale
- Relationship & Respect
1-5 Scale
- Responsiveness
1-5 Scale
- Outcome & Value
1-5 Scale
- Open-Ended
Comments



1. ACCESS

- How satisfied are you with your initial interaction with our staff?
- Did our staff show genuine interest in you and your organization?
- How easy was it to reach the right person to start the conversation?
- How likely are you to continue working with Virginia Career Works?
- What did we do well during this stage?



2. ENGAGE

- How satisfied are you with the way we understood your needs and opportunities?
- Did staff ask the right questions and listen carefully?
- How responsive were we in gathering information or data you needed?
- How valuable was the information and insight you received?
- What could we improve during this stage?



3. PLAN

- How satisfied are you with the solutions and resources provided?
- Did staff collaborate with you to develop practical solutions?
- How well did staff keep you informed throughout the process?
- How effective are the solutions in meeting your needs?
- What other solutions or resources would be helpful?



4. PROGRESS

- How satisfied are you with the quality of our connections and introductions?
- Did staff make warm hand-offs to the right people or resources?
- How timely were introductions and follow-through communications?
- How beneficial were the connections and opportunities shared?
- How can we better connect you with the right partners?



5. SUPPORT

- How satisfied are you with the ongoing support you receive?
- Does staff treat you with respect and value your time?
- How quickly do staff respond to your calls, emails, and needs?
- How well does our support help you achieve your goals?
- What additional support would be most helpful?



7. RETAIN

- How satisfied are you with the results and partnership success?
- Do you feel we value our relationship with your organization?
- How effective is our follow-up to ensure your needs were met?
- How likely are you to recommend Virginia Career Works to others?
- What's one thing we can do to make this partnership even stronger?

OVERALL EXPERIENCE

Rate your overall experience working with our staff.

★★★★★

1 (Poor) to 5 (Excellent)

NPS (Net Promoter Score)

How likely are you to recommend us to another employer or partner?

0 1 2 3 4 5 6 7 8 9 10

Not at all likely Extremely likely

Comments / Suggestions

12-MONTH MEASUREMENT PLAN

MONTH 1	MONTH 2	MONTH 3	MONTH 4	MONTH 5	MONTH 6	MONTH 7	MONTH 8	MONTH 9	MONTH 10	MONTH 11	MONTH 12
Baseline Survey Establish baseline metrics.	Follow-Up Surveys Collect after key interactions and events.	Pop-Up Sessions Gather quick feedback at events.	Phone Outreach Direct calls with key employers and partners.	Mid-Year Check-In Review trends and identify opportunities for improvement.	Follow-Up Emails Confirm needs were met and capture feedback.	Text Surveys Pulse check for quick feedback.	Focus Groups Deep dive discussions with partners.	Continued Surveys Ongoing feedback across all channels.	Partner Outreach Strengthen relationships and follow up.	Satisfaction Check Measure progress and improvements.	Year-End Survey Evaluate annual performance and outcomes.

WIOA: SERVING EMPLOYERS EFFECTIVELY (Employer Performance Measures)

- Employer Penetration Rate (Quarterly)
- Repeat Business Rate (Quarterly)
- Satisfaction with Services (Quarterly)
- Quality of Employer Engagement (Quarterly)
- Business Services Provided (Quarterly)
- Employer Outcomes (Annually)

* Data is aggregated and reported as required by the U.S. Department of Labor.

KEY METRICS WE TRACK

- Overall Satisfaction Score
- Net Promoter Score (NPS)
- Response Time (Avg. in Hours)
- Warm Hand-Off Rate
- Follow-Up Email Rate
- Referral / Recommendation Rate
- Issue Resolution Rate
- Qualitative Feedback Themes

REPORTING & REVIEW

- Monthly dashboard updates
- Quarterly trend analysis
- Share insights with staff and partners
- Identify strengths and improvement areas
- Adjust strategies and action plans

IMPROVEMENT LOOP

- Listen → Analyze → Act → Communicate → Repeat
- We use feedback to improve staff behaviors, strengthen partnerships, and deliver better results for our community.

OUR COMMITMENT

- We are committed to valuing every partnership and individual relationship.
- We return calls, make warm hand-offs, follow up, and ensure your needs are met—every time.



TOGETHER, WE MAKE AN IMPACT!

Connecting people. Strengthening communities. Building careers.



ATTACHMENT H - PERFORMANCE METRIC MATRIX

Performance Area	Metric	Measurement / Definition	Primary Data Source / Tool	Review Frequency	Reporting / Use
1	Responsiveness	Response Time	Average time from inquiry/request to staff response	Contact records, approved systems, email/service review	Monthly
2	Follow-Through	Follow-Up Completion Rate	% of required follow-ups completed within established timeframe	VAWC, OneFlow, case notes, approved trackers	Monthly
3	Customer Navigation	Warm Handoff Completion Rate	% of warm handoffs with confirmed connection or documented outcome	Referral records, case notes, approved systems	Monthly/Quarterly
4	Customer Experience	Overall Satisfaction	Customer rating of overall service experience	Customer surveys and feedback tools	Ongoing/Quarterly
5	Customer Experience	Net Promoter Score (NPS)	Likelihood to recommend VCW services using the approved NPS method	Customer and employer/partner surveys	Quarterly/Annual
6	Resolution	First Contact Resolution Rate	% of customer needs resolved at first contact without unnecessary transfer	Survey, service review, contact records	Quarterly
7	Documentation	Documentation Compliance	% of reviewed records meeting documentation standards	VAWC, case file and documentation review	Monthly/Quarterly
8	Outcomes	Employment / Service Outcome	Documented employment or other applicable planned workforce outcome	VAWC and approved systems	Monthly/Quarterly
9	Retention	30/60/90-Day Retention	% of applicable customers retained at each follow-up interval	VAWC, follow-up records, employer/customer verification	Monthly/Quarterly
10	Completion	Completion / Successful Exit	% completing planned pathway or exiting with documented successful outcome	VAWC, case review	Quarterly/Annual
11	Employer/Partner	Employer/Partner Satisfaction	Satisfaction, relationship quality, responsiveness, value, and likelihood to recommend	Employer/partner surveys, direct feedback, focus groups	Quarterly/Annual
12	Employer Engagement	Repeat Business / Employer Penetration	Repeat employer engagement and employer reach using applicable CRWP/WIOA methodology	Employer service records and applicable reporting data	Quarterly/Annual