

FacesSF – VVNAP: Hallmarks of Excellence Assessment

As part of the certification process, Local Workforce Development Boards (Local Board) must submit a Hallmarks of Excellence Assessment that includes a continuous improvement plan to either improve or maintain a “5” ranking for each category.

Hallmarks of Excellence #1
The AJCC’s physical location and facility enhances the customer experience
<p>Quality Indicators¹:</p> <ul style="list-style-type: none"> • The AJCC is clean with a professional appearance, neat, and equipment is in working order. • Emergency evacuation procedures are in place and those procedures address the needs of individuals with disabilities. • Adequate safety and security precautions are in place to protect both customers and staff.
<p>Assessment of the AJCC’s Strengths and Continuous Improvement Recommendations:</p> <ul style="list-style-type: none"> • In early 2019, San Francisco’s Office of Economic and Workforce Development (OEWD) completed an EEO compliance Program Monitoring Reviews of VVNAP. During the review, which VVNAP passed, monitors confirmed: <ul style="list-style-type: none"> ○ The general accessibility of both the facility and VVNAP’s programming; ○ that there is adequate space for people with disabilities to access the facility; ○ that VVNAP provides reasonable accommodations based on the participant’s disability; and ○ that there are current, visible, and posted procedures for grievances and complaints. • The SPR/HoE site visitor noted that the space was very clean, professional, spacious and flexible. The greeter and customer flow system was very clear, and staff were welcoming. • The SPR/HoE site visitor did not observe any American Job Center or America’s Job Center of California identification or signage that would meet state branding requirements of Workforce Services Information Notice 12-43. To address this issue, it is recommended that OEWD assess current signage and how to integrate San Francisco and California AJC branding.

¹ Quality indicators listed for each Hallmark of Excellence are those the affiliate demonstrates competence in. Others are listed in [EDD directive WSD18-11](#), attachment 1. The attachment indicates, “The quality indicators included under each of Hallmarks of Excellence category are examples of practices that demonstrate that the AJCC is satisfying the category. The quality indicators are not individual and mandatory check marks as they will depend on who the program partner is and what other programs may or may not also be colocated.” Thus, the rating and continuous improvement recommendations are informed by the indicators but they are not considered “mandatory check marks.”

- Emergency signage is tactile & oriented correctly. SPR/HoE site visitor noted this signage is outside the center, but within the building.

Ranking (1-5): 4

Rationale for this Ranking: VVNAP meeting 3 of the 4 quality elements.

Continuous Improvement Plan and Timeline: (Enter narrative and projected timeframe)

- OEWD and its affiliate AJCCs to assess the need for added AJC signage to be in compliance with branding requirements.
- Timeline: 2020.

Hallmarks of Excellence #2

The AJCC ensures universal access with an emphasis on individuals with barriers to employment

Quality Indicators: (Describe quality indicators or enter not applicable.)

- Staff honor and accommodate diversity and are comfortable and adept in working with all types of individuals, including those with disabilities, cultural differences, and all individuals with barriers to employment.
- The AJCC has a Limited English Proficiency Plan to provide meaningful access for individuals that do not speak English as their primary language and who have limited ability to read, speak, write, or understand English.
- The AJCC offers access to virtual services to people with disabilities in a manner that is comparable to the access available to others.

Assessment of the AJCC's Strengths and Continuous Improvement Recommendations:

- VVNAP, as part of the the San Francisco OEWD-funded network of workforce providers (the network), is set up to serve many types of specialized populations including youth, older job seekers, people with disabilities, English language learners (ELL) and job seekers with a range of pre-employment barriers and training needs. The network provides a range of services, delivered across 50 providers that offer everything from basic stability assistance (housing, food, medical, substance abuse abatement) to connecting jobseekers to career pathways that include training and subsidized employment.
- Onsite VVNAP has language capacity to communicate with customers in Cantonese, Mandarin and some Tagalog and Samoan. It also works closely with the Chinatown Access Point to serve customers who speak other languages, including Vietnamese, Tagalog, and Spanish, and that also has relationships with employers open to hiring non-English-

speaking job seekers. VVNAP also works closely with ToolWorks, the disability services contractor to refer and provide services to people with disabilities.

- Available virtual services include links to job applications; the SF Job Portal system where jobseekers can apply, upload resume and access to job openings; assistance with resume writing and review of resumes via email; mock interviews by phone and Skype; and program and service referrals by phone for individuals with barriers to employment, including people with disabilities.
- There is no posted signage for specific populations veterans, older workers, ELL, or youth, but there are brochures and materials located on a bookshelf that target those specific groups. There are also materials for various San Francisco Human Services Agency (HSA) services, including Child Support Services (CSS), CalFRESH (CA Supplemental Nutrition Assistance Program), and counseling and family support services. There are also materials for re-entry populations.
- The HoE/SPR site visitor did not observe special materials or signage aimed at people with disabilities.
- Staff were unfamiliar with assistive technology and there was no dictation software, materials in Braille, or a posted number for accommodation.
- Staff interpret universal design as offering job seekers access to things like computers, telephones, fax/copy machines, information on WIOA mandated partners, a job board, labor market information, access to the eligible training provider list, and a calendar of events and workshops at VVNAP and other affiliates.
- Staff understand Veterans Priority of Service but are missing official signage.

Ranking (1-5): 3

Rationale for this Ranking: VVNAP meets three of the five quality indicators

Continuous Improvement Plan and Timeline:

- Codify the approach to serving English Language Learners in a formal Limited English Proficiency Plan.
- OEWD to assess the need for training on universal and customer-centered design to ensure inclusive space and that materials are available to individuals regardless of their range of abilities, mobility, age, language, learning style, intelligence, or educational level.
- VVNAP/OEWD to assess how the AJCC can go beyond meeting basic Americans with Disabilities Act (ADA) compliance and make the space more welcoming and flexible to people with disabilities. VVNAP/OEWD to assess the need for assistive technology and training on how staff can help people with disabilities use assistive technology once such technology has been procured.
- OEWD to address the Veterans Priority of Service signage needs.
- Timeline: 2020

Hallmarks of Excellence #3

The AJCC actively supports the one-stop system through effective partnerships

Quality Indicators: (Describe quality indicators or enter not applicable.)

- The AJCC has a strong connection to the network of workforce providers in San Francisco, which includes the Comprehensive Access Point (CAP, San Francisco's comprehensive AJCC)
- The AJCC records and has a system in place for follow-through on any referrals made.

Assessment of the AJCC's Strengths and Continuous Improvement Recommendations:

- To support connection among San Francisco's network of workforce providers, OEWD hosts provider meetings at least quarterly to share resources, information, and best practices. Network partners, including VVNAP, work together on shared tasks like co-enrollment efforts and hiring events.
- VVNAP regularly refers customers to Department of Rehabilitation (DOR), has worked with HSA on hosting SFO hiring events, sends emails of events to recruit San Francisco City College (SFCC) students, and receives referrals from Employment Development Department (EDD) clients. Additionally the site uses Senior Community Service Employment Program (SCSEP) interns. The system for recording referrals and protocol for following up on referrals should be clarified.
- VVNPA works closely with SF Hope's Sunnydale Housing site and with Mercy Housing/SF Hope/City Build for the residents who are qualified to be hired for construction for the rebuild of the existing Sunnydale-Velasco Housing Authority site.
- VVNAP is part of the Visitacion Valley Providers Group that consists of 30-40 CBO's, organizations, and City and County Departments (profit, non-profit, government).
- VVNAP has a well-established referral relationship with the San Francisco International Airport (SFO), an important employer in the region.
- VVNAP works with San Francisco Metro Transit Authority (SFMTA)/OEWD to run the City Drive Permit program.
- VVNAP partners with the San Francisco Department of Health's Workers Connect Program to provide employment opportunities and case management to their job seekers.
- Job seekers who visit VVNAP register for a One Stop Card which allows access to all affiliates in San Francisco. Customers are given a one on one orientation on services and referrals available. Based on an initial assessment and needs, they either are provided universal services or more intensive services provided by a VVNAP career advisor who conducts a more in-depth assessment. Referrals are case by case on the needs of the customer.

Ranking (1-5): 5

Rationale for this Ranking: Meets all quality indicators. Has particularly robust partnerships that enable it to provide its customers with access to a rich array of services

Continuous Improvement Plan and Timeline: n/a

Hallmarks of Excellence #4
The AJCC provides integrated customer-centered services

Quality Indicators: (Describe quality indicators or enter not applicable.)

- The AJCC's staff identifies with the local one-stop system and not just their own specific programs.
- The AJCC's staff have received customer service and customer-centered design training.
- The AJCC's staff are versed in referring customers to either partner programs and/or the local Comprehensive AJCC(s).
- The AJCC /OEWD has established protocols to co-enroll customers in more than one partner program when there is value to customers and has a strategy for effectively sharing case management when customers are co-enrolled.

Assessment of the AJCC's Strengths and Continuous Improvement Recommendations:
(Enter narrative or not applicable.)

- See Hallmark 3 – VVNAP identifies as part of a larger system of partners, and has referral processes in place; the protocol for following up on referrals and for co-enrollment processes should be clarified.
- OEWD provides guidance and support to all affiliates in making referrals and providing resources, recommendations, and facilitation of co-enrollment.
- Staff and leadership have received training in the last two years on a number of customer service-oriented topics, including customer-centered design, WIOA partner programs, serving individuals with barriers to employment, and quality customer service.

Ranking (1-5): 5

Rationale for this Ranking: Meetings all quality indicators

Continuous Improvement Plan and Timeline: n/a

Hallmarks of Excellence #5
The AJCC is an on-ramp for skill development

Quality Indicators: (Describe quality indicators or enter not applicable.)

- The AJCC and its broader network of workforce partners provide connections to skill development and/or training opportunities for customers at all skill and experience levels.
- The AJCC's staff are committed to and competent in helping customers navigate career pathways that result in industry-recognized credentials.
- The AJCC does not implement a "sequence of service requirement" for training and does not have cumbersome entry steps that prohibit easy access to education and training.
- The AJCC encourages customers to receive skill development and training services, and the broader network approach of partners allows for multiple points of entry into career pathways – even for those who face significant barriers.

Assessment of the AJCC's Strengths and Continuous Improvement Recommendations

- The OEWD workforce provider network (of which VVNAP is a part) addresses training and skill development as a system by connecting customers to Sector Training Programs that provide training and credentials in growing industries in San Francisco. These Sector Training programs focus on San Francisco's four fastest growing sectors: technology, healthcare, hospitality, and construction. They deliver contextualized and sector-specific job readiness training, job search, and employment services that lead participants to career pathways. Participants who complete training receive industry-recognized credentials and certifications.
- VVNAP partners with San Francisco's sector academies by hosting orientations and referring candidates to them.
- VVNAP provides customers engaged in skill development and training with supportive services – mainly work gear, transportation, and union dues.
- Staff are aware of the importance of industry-recognized credentials and refer customers to sector academies, which all lead to industry recognized credentials as well as construction training programs that lead to registered apprenticeships. In addition, they offer connections to the City Drive program which provides customers with Class B driver licenses. VVNAP also connects customers, as needed, to local educational institutions such as SFCC, San Francisco State University (SF State), etc.
- VVNAP staff and leadership are knowledgeable about the specific pathways available in San Francisco and have also received training in sector strategies, career pathways, and connecting individuals to high-demand occupations.
- VVNAP does not implement a "sequence of service," but through network partnerships, does offer preliminary job readiness services to those clients who are interested in training but are not ready logistically or academically.

Ranking (1-5): 5

Rationale for this Ranking: Meets all applicable quality indicators

Continuous Improvement Plan and Timeline: n/a

Hallmarks of Excellence #6
The AJCC actively engages industry and labor

Quality Indicators: (Describe quality indicators or enter not applicable.)

- The AJCC is an integral part of the San Francisco workforce provider network that connects workers to high quality jobs or entry level work with clear routes to advancement.
- System partners, including the AJCC, work as a local team to understand any defined strategies in place to regularly seek and capture employer advice in the design and delivery of demand-driven services for job seekers.
- OEWD leads its network of providers (including those providing services at affiliate AJCCs) in employer engagement activities, which minimizes redundant employer contacts while maximizing access to system-wide, integrated business services.
- The AJCC offers a range of services for employers such as referral of qualified candidates, on-site recruitment, pre-employment testing, skill-verification, and hiring and training subsidies.
- The AJCC consistently seeks feedback and satisfaction data from businesses on the delivery of services and applies knowledge gained for continuous improvement.

Assessment of the AJCC's Strengths and Continuous Improvement Recommendations:

- Leveraging the resources of its workforce contractors, such as VVNAP, OEWD leads the work of engaging employers to create a comprehensive workforce system through a dual customer (employer and job seeker) approach. OEWD provides assistance to San Francisco employers directly and indirectly by partnering with its affiliates, including VVNAP, to connect employers with the job seekers with programs like First Source that prioritize hiring of local job seekers.
- As a member of OEWD's workforce provider network, VVNAP's engagement with employers occurs via OEWD's sector-based approach to engaging employers, especially around training needs. This approach involves sector training programs, developing and maintaining relationships with industry employers to create sector-based training models that provide job seekers with industry recognized training credentials and prepares them for the respective industry's workforce. It also creates career opportunities for sector training program graduates by connecting them with employers in those industries. In addition, sector training programs work with employers to: validate local labor market projections; identify training needs and create training curriculum; determine career and educational pathways; identify gaps in hard and soft skill requirements.

- VVNAP is the business services lead for SFO.
- Business services provided include: referral of qualified job applicants, assessments and testing of job applicants, space at VVNAP for recruitment activities, skills verification of job applicants, hiring subsidies, training subsidies (OJT, incumbent worker, customized training, etc.)
- Follow-up processes between VVNAP staff and employer partners include both a customer satisfaction survey as well as follow up phone calls and emails. They also include ensuring employers understand their responsibilities to provide employment verification, hours, wages, etc.

Ranking (1-5): 5

Rationale for this Ranking: All quality indicators met

Continuous Improvement Plan and Timeline: n/a

Hallmarks of Excellence #7

The AJCC has high-quality well informed cross-trained staff

Quality Indicators: (Describe quality indicators or enter not applicable.)

- The AJCC is a critical part of the San Francisco network of workforce providers. It contributes generally as a location where any individual can access workforce services, as a specific hub for SFO hiring, and as a location that can connect jobseekers to all sector academies.
- AJCC staff have received training on how to effectively assist customers in registering with CalJOBSSM and how to match customers to available jobs.
- AJCC staff have been cross-trained in the types of services provided by other WIOA programs, their eligibility requirements, and in specific referral processes.

Assessment of the AJCC's Strengths and Continuous Improvement Recommendations

- To support connections between WIOA and OEWD-funded workforce network partners such as VVNAP, OEWD has created and implemented a quarterly networking series, Coffee and Connections, to foster conversation and peer to peer learning amongst OEWD's workforce development providers. This event gives providers a space to discuss one another's programs, brainstorm solutions to challenges they are facing, and make connections for future collaborations. In addition, it aims to facilitate working partnerships across organizations.
- OEWD Program Staff also convene quarterly meetings of workforce partners, including VVNAP, by program areas, and provide space on the agenda for sharing of best practices and encouraging alignment and coordination to best serve the system's job seekers.

- OEWD has also invested funds in capacity building training sessions for workforce network partners, including VVNAP, to share best practices in workforce development.
- VVNAP staff have received training on how to assist customers with registering in CalJOBSSM. VVNAP staff have also participated in cross-training sessions on the services available from WIOA partners, as well as those partners' eligibility and referral processes.

Ranking (1-5): 5

Rationale for this Ranking: Meets all quality indicators

Continuous Improvement Plan and Timeline: n/a

Hallmarks of Excellence #8

The AJCC achieves business results through data driven continuous improvement

Quality Indicators:

- The AJCC operates in a cost-efficient manner and the resources invested are justified by the results.
- The AJCC and OEWD have a system in place to collect satisfaction data from individuals and employers using the AJCC's services.
- The AJCC and OEWD have a system in place to capture and respond to specific customer feedback, complaints, and compliments.
- The AJCC and OEWD analyze and review feedback and performance.
- The AJCC and OEWD identify areas of needed technical assistance and access available resources to provide that technical assistance.

Assessment of the AJCC's Strengths and Continuous Improvement Recommendations:

- VVNAP uses WIOA's primary indicators of performance to ensure that federal investments in employment and training programs are evidence-based, labor market driven, and accountable to participants and taxpayers. Center performance is transparent and accountable to the communities and regions served; data entry staff are trained and understand the importance of data validation, data collection processes, and the importance of accurate reporting.
- Working with OEWD contract managers and system supports, VVNAP has developed and implemented operational policies that reflect an integrated system of performance, communication, and case management, and use technology to achieve integration and expanded service offerings.
- In PY 2018-2019, VVNAP achieved the following on proxy indicators of performance (i.e. not formal WIOA measures): 100% of their enrollment goal, 115% of their work readiness goal, and place 95% of their target into unsubsidized employment.

Ranking (1-5): 5

Rationale for this Ranking: Meets all quality indicators

Continuous Improvement Plan and Timeline: n/a