MEDA – MNAP: 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
Quality Indicators[1]: (Describe quality indicators or enter not applicable.) • The AJCC is clean with a professional appearance, neat, and equipment is in working order. • The AJCC has emergency evacuation procedures are in place and those procedures address the needs of individuals with disabilities. • The AJCC has adequate safety and security precautions in place to protect both customers and staff.

Assessment of the AJCC's Strengths and Continuous Improvement Recommendations:
• In early 2019, San Francisco's Office of Economic and Workforce Development (OEWD) completed an EEO compliance Program Monitoring Reviews of MNAP. During the review, which MNAP passed, monitors confirmed:
    o The general accessibility of both the facility and MNAP's programming;
    o that there is adequate space for people with disabilities to access the facility;
    o that MNAP provides reasonable accommodations based on the participant's disability; and
    o that there are current, visible and posted procedures for grievances and complaints.
While MEDA passed this compliance review, the SPR/HoE site visitor had concerns about the accessibility of the resource room – namely the availability of assistive technology and the physical space to navigate a wheelchair and access computers.
• All computers and technology observed appeared in good working order.
• Emergency procedures were clearly marked in large, readable font (but not tactile/braille).
• There was no greeter present at the time of visit and the SPR/HoE visitor found orientation and the question of where to start and ask for help unclear.

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[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."

- The SPR/HoE site visitor did not observe any American Job Center or America's Job Centers of California identification or signage that would meet state branding requirements of Workforce Services Information Notice 12-43.

Ranking (1-5): 3

Rationale for this Ranking: the AJCC meets 3 of the 4 quality indicators but due to concerns about access for people with disabilities and the lack of a greeter and front desk, we recommend further assessment of the physical layout.

Continuous Improvement Plan and Timeline:
- OEWD to work with MEDA to assess accessibility and layout to ensure the AJCC is meeting the needs of the customers it serves.
- OEWD and its affiliate AJCCs to assess the need for added AJCC signage to be in compliance with branding requirements – for both America's Job Centers of California and Veterans Priority of Service.
- 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.)
- The AJCC 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.
- Within the limitations of the space, the AJCC strives to use the principles of universal and customer-centered design to ensure inclusive space and materials are available to individuals regardless of their range of abilities, mobility, age, language, learning style, intelligence, or educational level.

Assessment of the AJCC's Strengths and Continuous Improvement Recommendations:
- MNAP, as part of 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.
- MNAP, located in the Mission District of San Francisco, targets residents for the 94110 zipcode. Bilingual signage and materials were prevalent. MEDA's mission is to serve Latinx communities in the Mission District and has been offering these services for over 40 years. The majority of clients are either monolingual in Spanish or have limited English proficiency and staff are well equipped to serve them.
- The SPR/HoE site visitor observed several clients request assistance and receive help and assistance and noted the AJCC has created a welcoming environment and staff are friendly.
- As described in the previous Hallmark, the AJCC space and layout is missing a greeter/front desk. Staff are aware of the concept of Universal Design/customer centered design but also constrained by the physical layout space and the general constraints facing any organization looking for space in San Francisco. Therefore it is recommended that OEWD and MNAP review accessibility and layout but with acknowledgement of practical limitations.
- MNAP did not have visible signage or materials for veterans; however, staff are aware of the Veterans Priority of Service and have specific employers they work with who prioritize hiring veterans. They also make referrals to the Department of Veterans Affairs (VA) and other organizations that specifically serve veterans.
- MNAP did not have visible signage or materials specifically directed at key WIOA priority populations including youth, people with disabilities or older workers.
- There were materials available for connecting to CalFresh (California's Supplemental Nutrition Assistance Program).

Ranking (1-5): 3

Rationale for this Ranking: Meets 3 of the 5 quality indicators

Continuous Improvement Plan and Timeline: Click here to enter text.
- Codify the approach to serving English Language Learners in a formal Limited English Proficiency Plan.
- OEWD to work with MEDA to assess accessibility and layout to ensure the AJCC is meeting the needs of the customers it serves.
- OEWD to work with MEDA to assess need for increased signage and materials, especially for veterans and other special populations.
- Timeline: 2020

Hallmarks of Excellence #3
The AJCC actively supports the one-stop system through effective partnerships

Quality Indicators:
- The AJCC has a strong connection to the comprehensive AJCC(s) within their Local Area.
- 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 the connection among San Francisco's network of workforce providers, OEWD hosts meetings at least quarterly to share resources, information, and best practices. Network partners, including MNAP, collaborate on shared tasks like co-enrollment efforts and hiring events.
- MNAP staff report connecting with other workforce providers almost daily by email, internal referral system (Salesforce), and phone calls. Connections are to refer clients to training sessions, job referrals and other service such as immediate housing or legal help.
- MNAP partners closely with the other NAPS and connects with those partners at least weekly.
- Partner organizations include: FacesSF, Success Center, Hospitality House, Goodwill, Self Help for the Elderly, YCD jobs and Hospitality House, connecting with at least one of the providers weekly.
- As part of OEWD's TechSF initiative to break the barrier of people of color in getting into the tech industry, MNAP partners with BAVC, Mission Bit, City College of San Francisco, Dev Mission, Upwardly Global, Code Tenderloin, BayCat and San Francisco Unified School District.
- MEDA has a presence in 9 schools with Mission Promise Neighborhood staff and partners in helping these schools in their hiring needs as well.
- Referrals are done with Salesforce when they are within the NAP network and staff can see the follow up updated on the other NAP's end. If referrals are done over email, staff follow up with the client and the company. Follow up provides information about the outcome of the referral and any feedback needed. Notes are then made in an internal database where clients are tracked.

Ranking (1-5): 5

Rationale for this Ranking: Meets all quality indicators with particularly robust partnerships that enable it to provide its customers with access to, and follow-up regarding, 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 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 ACJJ's staff are versed in referring customers to either partner programs and/or the local Comprehensive AJCC(s).
- The AJCC/OEWD have 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:
- See Hallmark 3 – MNAP identifies as part of a larger system of partners, and has referral and co-enrollment processes in place (and revisits these processes regularly).
- Staff and leadership have received training in customer centered design and strive to implement those principles within the MNAP.

Ranking (1-5): 5

Rationale for this Ranking: Meets 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:
- 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 strives to increase the number and percentage of its' customers receiving skill development and training services.

Assessment of the AJCC's Strengths and Continuous Improvement Recommendations

- The OEWD workforce provider network addresses training and skill development as a system by connecting customers to sector training programs that provide training and credentials in growing industries in the San Francisco. These sector training programs focus on San Francisco's four fastest growing sectors: technology, healthcare, hospitality, and construction. The sector training programs deliver contextualized and sector-specific job readiness training, job search, and employment services that lead participants to career pathways. Participants who completed training receive industry-recognized credentials and certifications.

- Specifically MNAP is equipped to offer a variety of training options including free computer programming training covering front and back end development; administration training, banking training, and soft skills training; basic computer classes for community members with no computer knowledge; and business classes aimed for entrepreneurs looking to start or enhance a business.

- In addition to training offered through MEDA, MNAP partners with the City's sector academies, including City Build, Hospitality, Healthcare and TechSF, by hosting the orientations on site every quarter, or whenever is needed. MNAP also provides clients interested in any of the industries with flyers, cards, and information about the programs, and offers navigation and referralif customers need additional support.

- MNAP refers regularly to San Francisco City College (SFCC) to help customers enroll in classes in order to obtain a degree. The goal of many customers is to transfer to a 4-year university.

- MNAP staff and leadership are knowledgable 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.

- MNAP 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 quality indicators

Continuous Improvement Plan and Timeline: n/a

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

Quality Indicators:

- 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 MNAP, 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 MNAP, 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, MNAP'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.
- MNAP works with employers to provide referrals and host job fairs. It also has the ability to offer training to entrepreneurs on creating and building a business.
- Employer feedback is attained through surveys, one on one meetings, and emails. In the case that a new job placement is not working out or the individual is facing difficulty, staff work with the employers to improve the performance of the individual or find alternate candidates. Staff report that current feedback from employers has been largely positive.

Ranking (1-5): 5

Rationale for this Ranking: Meets all quality indicators

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 which maximizes the contributions of all affiliatess and partners to enhance customer access to services.
- The AJCC staff have received training on how to effectively assist customers in registering with CalJOBS^{SM} and how to match customers to available jobs.
- The AJCC's *leadership* (not staff) has 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 MNAP, 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 MNAP, by program areas 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 MNAP, to share best practices in workforce development.
- MNAP reports that staff have received training on how to assist customers with registering in CalJOBS^{SM}
- MNAP reports that leadership has been cross-trained in the services, eligibility and referral processes for WIOA partners. It is recommended that front-line staff receive training WIOA partner services, eligibility, and referral processes.

Ranking (1-5): 4

Rationale for this Ranking: Meets almost all quality criteria

Continuous Improvement Plan and Timeline:
OEWD and MEDA to assess need for MNAP frontline staff to receive cross-training in WIOA partner services, eligibility, and referral processes.
Timeline: 2020

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:
- MNAP 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, MNAP 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, MNAP achieved the following on proxy indicators of performance (i.e. not formal WIOA measures): 96% of their enrollment goal, 114% of their work readiness goal, and placed 81% 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