

# Comprehensive AJCC Certification Matrix

## Hallmarks of Excellence

The Hallmarks of Excellence America's Job Center of California<sup>SM</sup> (AJCC) Certification is intended to encourage continuous improvement by identifying areas where an AJCC may be exceeding quality expectations, as well as areas where improvement is needed. These were developed in alignment with Training and Employment and Guidance Letter 4-15, California's Unified Strategic Workforce Development Plan (State Plan), and the AJCC Certification Workgroup's vision for California's One-Stop delivery system.

### Hallmarks of Excellence Ranking

Each individual Hallmark of Excellence is ranked on a scale of 1 to 5:

1. No progress on the hallmark at this time.
2. Have started progress on the hallmark but not yet satisfactory.
3. Have a satisfactory amount of the hallmark in place the majority of the time.
4. Significantly meeting the hallmark with room for improvement.
5. Achieving and excelling at the hallmark.

In order to receive a Hallmarks of Excellence AJCC Certification, an AJCC must have first met Baseline AJCC Certification and then receive a ranking of a least 3 for each of the Hallmarks of Excellence.

The matrix below describes each Hallmark of Excellence and provides associated quality indicators that should be used by the evaluator when documenting the rationale for each ranking. The evaluator must also provide continuous improvement goals and recommendations that Local Boards can use as they work with each comprehensive AJCC to develop a separate continuous improvement plan with target dates.

Local Boards must submit a completed matrix and continuous improvement plan to their Regional Advisor for each comprehensive AJCC by June 30, 2018.

Name of Local Board San Francisco

Name of AJCC Comprehensive Access Point

## **An Overview of the Hallmarks of Excellence Assessment for San Francisco's Comprehensive Access Point (CAP)**

The Comprehensive Access Point (CAP) is San Francisco's Comprehensive American Job Center of California (AJCC). The CAP is operated through a contract with Goodwill Industries of San Francisco, San Mateo, and Marin Counties. Centrally located in the South of Market (SOMA) neighborhood, it offers an array of workforce services such as job search assistance and preparation; career planning and exploration; access to education and training; and resources for jobseekers such as computers, internet, and copy machines.

As the comprehensive AJCC for the local area, the CAP is responsible for providing access to the other WIOA core partners<sup>1</sup> either through colocation (program staff physically present), cross information sharing (CAP and all core partner staff are properly trained in each other's programs, services, and eligibility requirements), or with direct access to partner services through real-time technology and virtual services. One of the core partners currently colocates and provides access to adult education services through having staff present onsite part-time, City College of San Francisco (CCSF). Another partner, the San Francisco Human Services Agency (HSA), is colocated full time and provides access to and information about the employment and training programs that they offer. The two other core partners, Department of Rehabilitation (DOR) and the Employment Development Department (EDD) are not onsite and are working with CAP staff to provide access to job seekers through other means.

While the CAP is an important part of the San Francisco Workforce System, it is just one hub in a network of Access Points across the city that are serving job seekers. Other access points are focused on specific populations (immigrants, youth, people with disabilities) or local neighborhoods (Chinatown, Hunters Point, Bayview) or on training people for specific industries (construction, hospitality, IT, healthcare). As the comprehensive AJCC, the CAP plays an important role in serving job seekers and referring customers – both employers and job seekers – to other network partners. In Program Year 2018-2019, the CAP will be playing a more critical role in supporting the workforce system and improving partner alignment.

Because the CAP is the local area's comprehensive AJCC, the CAP participated in the Hallmarks of Excellence Certification assessment throughout the spring of 2018. The assessment was conducted by San Francisco's One Stop Operator, Social Policy Research Associates (SPR). In order to gather information necessary to complete the following Matrix, SPR conducted the following activities:

- Interviews with MOU partners
- Site visits to observe the CAP

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<sup>1</sup> WIOA required core partners are WIOA Title IB programs serving adults, dislocated workers and youth, Title II adult education programs (City College of San Francisco), Title III Wagner-Peyser employment services (EDD), and Title IV (Department of Rehabilitation).

- A survey of CAP frontline staff, supervisors, and partners
- A focus group of CAP customers

These activities generated the information and rankings provided in the matrix below and informed the development of five overarching goals for the CAP and its partners to work towards in the coming months and years. As a next step the CAP, OEWD, and the WIOA partners will review, prioritize and select from, and refine the suggested activities and draft a Continuous Improvement Plan. The overarching goals coming out of the 2018 Hallmarks of Excellence Certification for the San Francisco Comprehensive Access Point are:

- **Goal #1:** Improve physical and programmatic accessibility of the CAP for all jobseekers;
- **Goal #2:** Improve the ability for customers to navigate the services of the CAP, its partners, and the Access Point System;
- **Goal #3:** Improve integration of WIOA partner jobseeker services and processes including intake, assessment, referral, service provision, and tracking;
- **Goal #4:** Help customers find jobs or realistic pathways to work that pay family-sustainable wages for San Francisco;
- **Goal #5:** Work towards deepening partnerships across all system partners – WIOA, regional partners, and Access Points – and developing feedback mechanisms to continuously improve services for jobseekers and employers

Hallmark of Excellence #1	
The AJCC physical location and facility enhances the customer experience	
<p><b>Characteristics of a High Quality AJCC</b></p> <p>a. The physical layout of the AJCC must inform and engage customers in staff-supported activities and allow for workshops, group meetings and a robust basic career services, rather than moving all customers to the AJCC resource room computers to conduct a job search.</p>	<p><b>California State Plan Vision and Strategies</b></p> <p>a. The vision for the AJCC system in California, is to provide seamless customer-centered services focused on demand driven skills attainment and upward mobility for all Californians. The services should be delivered by aligning, coordinating, and integrating the programs and services of required and optional partners.</p> <p>b. AJCCs must be a professional and clean, environment where customers are greeted as they enter the AJCC. Information should be readily available about all partner program services, including how to access them.</p>
<p><b><u>Quality Indicators</u></b></p> <p>a. The location of the AJCC is convenient for customers (including those with barriers to employment). It has adequate parking and is accessible by public transportation (where available).</p> <p>b. External signage clearly identifies the location as an AJCC and meets the branding requirements of Workforce Services Information Notice 12-43.</p> <p>c. The AJCC is clean with a professional appearance.</p> <p>d. The AJCC is designed so that it is easy for customers to access services, resources, and staff assistance.</p> <p>e. The AJCC's resource area is neat, has adequate workstations to meet customer demand, and the equipment is in working order.</p> <p>f. The AJCC has adequate space available for customer reception, workshops, on-site employer recruitment events, itinerate partners, and job center staff.</p> <p>g. The AJCC has internal signage to help customers easily navigate the AJCC.</p> <p>h. Emergency evacuation procedures are in place and those procedures address the needs of individuals with disabilities.</p> <p>i. Adequate safety and security precautions are in place to protect both customers and staff.</p>	

## Hallmark of Excellence #1

### **Assessment of the AJCC's Strengths and Continuous Improvement Opportunities:**

- a. The CAP is located in an area of San Francisco that is close to downtown and accessible by both BART and MUNI, San Francisco's main transportation systems (bus and rail). Although the CAP does not have its own parking because it is located in an extremely urban area, there is a public parking garage across the street. Site visitors observed that crossing 11th street may be difficult for people with physical disabilities, because it has high traffic and no crosswalk.
- b. There is a large sign on the outside of the CAP building that meets the branding requirements of Workforce Services Information Notice 12-43. It is prominently displayed and clearly demarcates that it is a job center.
- c. Job seekers and the CAP visitors who observed the resource room noted that it is clean and has a professional appearance. There is adequate lighting and the space does not feel over-crowded. The equipment and furniture appear to be very new and professional.
- d. The CAP is located on the 3<sup>rd</sup> floor of the building, accessible by elevator with clear signage on the ground floor indicating how to find the CAP. The welcome desk and work stations are clearly marked and highly visible upon entry. Customers in the job seeker focus group reported that the CAP is designed so that it is fairly easy for customers to access services, resources, and staff. Job seekers said that when they ask staff where to find information about something, they are responsive and helpful. However, some job seeker customers noted that more one-on-one assistance would be beneficial for those who are not sure what they are looking for. Site visitors noted that the resource room could have more signage to communicate better to customers the full breadth of resources and services that are available.
- e. The CAP's resource area is clean and neat. Job seekers reported and site visitors observed that the CAP had adequate workstations to meet customer demand, and that the equipment is in working order. Job seekers were highly appreciative of the quality of the resources and equipment available on-site. However, the site visitors noted that the operating system on the computers is outdated (Microsoft Windows 8), and an operating system upgrade would provide more accessibility features for people with disabilities.
- f. The CAP has adequate space. There is a clearly visible welcome area, resource area, cubicle space and offices for job center staff and itinerate partners, and a flexible conference room that can be arranged for large events as well as split into two or three smaller workshops or classes (room for hosting up to 40 people in an event comfortably). If there were more colocated partners on-site, there is not sufficient space to have them on-site full-time, but there is sufficient space for additional part-time colocation.
- g. There is internal signage in the CAP for resources such as the job board and resource board, and there are fliers and brochures available for specific target populations, access points, and industry sectors. However, job seekers and site visitors reported that it can be difficult to navigate what is available without staff assistance (i.e., without asking). There was limited internal signage targeting

specific populations or the region's priority industry sectors, and the materials were distributed in different areas rather than being centrally located in one part of the resource room. The "AJCC" logo and branding is not currently posted on internal signage, letterhead, or business cards.

h. There are emergency evacuation and exit signs posted in English and braille. There are no formal evacuation procedures for individuals with disabilities, but there is a map showing egress routes. Job seeker customers recommended more signage in the CAP to clearly indicate how to exit the space for those who do not speak English, which could be addressed with universal design exit signage.

i. The CAP has a security guard placed on the ground floor entrance to the building. Staff and job seekers reported feeling safe and welcome in the CAP, and they noted that they felt the surrounding neighborhood felt safer than the previous location. One survey respondent noted that the security camera on the first floor that points at the entry way is not currently activated.

**Hallmark of Excellence #1 Ranking (1-5) : \_\_\_\_\_4\_\_\_\_\_**

**Rationale for This Ranking:**

Based on the assessment above, the CAP is significantly meeting most of the indicators for this hallmark. However, there is room for improvement in making the customer experience more easy to self-navigate and more accessible for people with disabilities.

**Hallmark of Excellence #1**

**Continuous Improvement Goals and Recommendations:**

**Goal #1: Improve physical and programmatic accessibility of the CAP for all jobseekers**

- Update the operating system on resource room computers with consideration for usability and accessibility.
- Increase use of the CAP logo on internal signage, letterhead, and business cards.
- Consider petitioning the city to put a crosswalk in place at Kissling and 11th street to improve access to the parking facility across the street.
- Install exit signage with universal design principles in more locations to more clearly mark the exits for people with disabilities and limited English populations.
- Activate the security camera on the ground floor.
- Formalize the evacuation procedures to address the needs of people with disabilities.

**Goal #2: Improve the ability for customers to navigate the services of the CAP, its partners, and the Access Point System**

- Increase internal signage and centralize materials in the resource room to make them easier to self-navigate without staff assistance.
- Increase use of the AJCC logo on internal signage, letterhead, and business cards to better align with the branding requirements of Workforce Services Information Notice 12-43.

## Hallmark of Excellence #2

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

### **US DOL Characteristics of a High Quality AJCC**

- a. Reflect a welcoming environment to all customer groups who are served by the AJCC. All AJCC staff are courteous, polite, responsive, and helpful to job seekers, businesses, and others who visit the AJCC. Staff are sensitive to the unique needs of individuals with disabilities and are prepared to provide necessary accommodations.
- b. Ensure meaningful access to all customers. AJCCs must be physically and programmatically accessible to all customers, including individuals with disabilities. In so doing, AJCCs use principles of universal design and human-centered design, such as flexibility in space usage, the use of pictorial, written, verbal and tactile modes to present information for customers with disabilities or limited English proficiency; providing clear lines of sight to information for seated or standing users; providing necessary accommodations; and providing adequate space for the use of assistive devices or personal assistants. AJCCs use assistive technology and flexible business hours to meet the range of customer needs.
- c. Include both virtual and center-based service delivery for job seekers, workers, and employers. Both methods of delivery support the talent needs of the regional economy, although each may better serve different customers with different levels of service needs at any given time. The system can expand its reach by delivering robust virtual services; and increasing the accessibility of those services through community partners, such as libraries, community and faith-based organizations, and other partners.

### **California State Plan Vision and Strategies**

- a. Enabling upward mobility for all Californians including populations with barriers to employment. Workforce and education programs need to be accessible for all Californians and ensure that everyone has access to a marketable set of skills and is able to access the level of education necessary to ensure economic self-sufficiency and security.

## Hallmark of Excellence #2

### Quality Indicators

- a. All 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.
- b. The local Equal Opportunity Officer periodically reviews the AJCC's policies, procedures, and facility for accessibility and equal opportunity and then provides recommendations and staff training, where needed.
- c. 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.
- d. The AJCC uses 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.
- e. The AJCC implements the veteran's preference and priority of service requirements.
- f. The AJCC provides services outside of regular business hours where there is a workforce need as defined by the Local Board.
- g. The AJCC delivers both AJCC-based and virtual services.
- h. The AJCC ensures that individuals with disabilities are able to access virtual services in a manner that is comparable to the access available to others.

### **Assessment of the AJCC's Strengths and Continuous Improvement Opportunities:**

- a. Customers in the focus group, which included seven job seekers from diverse backgrounds and skill levels, reported that the CAP staff were respectful, responsive, and adept at working with individuals from different backgrounds and with a wide range of needs. Seven out of nine frontline staff felt that the CAP was inclusive of a wide range of abilities and skill levels. Site visitors suggested that staff could benefit from more training on how to use the assistive technology and accessibility features on the computers in the resource room for improving access for people with disabilities. One supervisor suggested improving the accessibility features available in the CAP's website for the visually impaired.
- b. OEWD periodically reviews the CAP's policies, procedures, and facility for accessibility and equal opportunity and then provides recommendations and staff training, where needed.
- c. OEWD has published a Limited English Proficiency (LEP) Guide, distributed to all providers in the Access Point system, to address how they might design processes and tasks as they relate to the needs of LEP individuals. Site visitors observed Spanish speakers on staff interacting with customers in Spanish. The CAP also addresses the needs of the LEP population by tapping into a broader network of Access Points operated by the Local Board. LEP services are provided primarily through the Neighborhood Access Points (NAPs) that have specific, neighborhood demographic-driven, culturally competent staff. NAPs are located where there are high concentrations of immigrant families including Bayview, Chinatown, Mission, Tenderloin, Vis Valley and Western Addition. In



addition, there are Specialized Access Points that specialize in working with immigrants who might have distinct employment needs. The Access Point System is set up to address the needs of LEP and many other populations with barriers to work and training, but the connections between the CAP and the rest of the Access Points can be strengthened.

d. Universal design means providing services in the context of what the customers' needs are and having regular opportunities for collecting customer feedback in order to inform service design. Customers in San Francisco reported facing some unique needs because they said that entry-level work is relatively easy to find, but the high cost of living poses a serious challenge. Customers expressed a high level of stress about housing insecurity and were highly interested in job or career options that could enable them to reach more financial stability. Several customers also reported that employers in the local area tend to demand a high level of comfort with computers and software, and they would appreciate more access to intermediary-level training in computer skills and software at the CAP. A common theme of the customers was that, while they felt that the staff were helpful, kind, and knowledgeable, they felt that if someone needed more guidance and more intensive training, it was not always clear how to navigate and that more one-on-one assistance would be beneficial. Site visitors also noted that more signage and quick links or shortcuts on the computers to some vetted online resources could enhance ease of navigation.

e. Staff self-reported some knowledge of Priority of Service requirements for veterans and their spouses, but more training and consistency of intake to assess veterans status is recommended. Based on observation, it does not appear that there is a consistent way in the intake process to identify a veteran or a spouse of a veteran unless they self-identify, because not everyone coming into the center was asked if they were a veteran.

f. The CAP does not provide services outside of regular business hours, and it closes early on Fridays. Customer focus group findings indicate that several customers would like the center to be open longer.

g. The CAP delivers CAP-based services and there are many brochures and fliers available throughout the center to help people learn about the services that are available. However, customers reported not having a good sense of what training opportunities were available at the CAP or in the Access Point System as a whole. CAP staff reported in interviews they do not offer virtual services, although in the survey they reported that they do have the website, email, and LinkedIn Learning. Part of the problem may be not understanding what constitutes a virtual service and a lack of staff training on tools such as LinkedIn Learning.

h. San Francisco's Access Point System is set up to serve people with disabilities by referring to specialty access points staffed by organizations that have disability expertise. That being said, Universal Access and WIOA are clear that AJCCs are required to serve persons with disabilities to the extent possible, provide reasonable accommodations, and ensure that staff are trained on providing services to people with disabilities and on how to use assistive technologies at every site, rather than only through referrals. Access for people with disabilities means not only physical access, but also programmatic and communications access for people with a range of disabilities such as the visually impaired, hearing impaired, and persons with cognitive disabilities. Although the center appears to meet physical disability requirements well, it could improve programmatic and

communications accessibility. The CAP uses Windows 8 which is both outdated and a challenging software for people with disabilities to navigate. A lack of virtual services, such as an ability to use Skype or Zoom to have follow-up meetings, may also be a barrier for people with disabilities to access services at the CAP.

## Hallmark of Excellence #2

Hallmark of Excellence #2 Ranking (1-5) : \_\_\_\_\_ 3 \_\_\_\_\_

### Rationale for This Ranking:

The CAP intake and services model appears to be based on an approach that centers the greeter and staff assistance in the role of providing universal access and a customer-centered experience, and customers were highly satisfied with the quality of staff and their assistance. The CAP also has access to a wide array of online training resources and in-person services elsewhere in the city; however, the CAP can do more to connect people to those services and resources. Although the staff-centered approach to service delivery helps the CAP achieve the indicators of quality most of the time, the center can do more (a) to make the services in the AJC and the city as a whole more easy to navigate for individuals with barriers to employment, and (b) to increase programmatic and communications accessibility to better serve people with disabilities.

### Continuous Improvement Goals and Recommendations:

#### Goal #1: Improve physical and programmatic accessibility of the CAP for all jobseekers

- Update the operating system on resource room computers with consideration for usability and accessibility.
- In partnership with DOR, provide more training for staff on how to serve people with disabilities. Training should include not just how to refer PWD to other providers, but also how to make the CAP more accessible to people with disabilities such as how to use assistive technology and virtual services when working with people with disabilities.

#### Goal #2: Improve the ability for customers to navigate the services of the CAP, its partners, and the Access Point System

- Increase signage through posters, binders, and/or handouts with highly visual information:
  - Signage for target populations with barriers to employment
  - Visuals or infographics pertaining to training opportunities in the regional priority sectors, career pathways, and associated wage opportunities
  - Signage indicating veterans priority of service
- Improve digital services on-site by creating bookmarks or shortcuts on computer desktops so customers can easily find things like the UI website, videos on resume writing or

interviewing (e.g., on YouTube), or links to guides for each of the priority industries and sector academies.

- Improve virtual connections to services by adding bookmarks of partner websites to computer workstations, using Skype or Zoom to offer virtual follow-up services to customers with transportation or mobility challenges, and providing lists of commonly used or recommended websites for job search, job boards, interest assessments, career exploration, and other online resources and repositories to customers.
- Conduct an assessment of online and virtual services by an entity qualified to determine the level of accessibility of virtual services and recommendations for improvement.
- Provide a short needs assessment form at the front desk to help job seekers identify all of the services they are interested in and to help staff direct them to appropriate resources.<sup>2</sup>

**Goal #4: Help customers find jobs or realistic pathways to work that pay San Francisco-sustainable wages**

- Train frontline staff on LinkedIn learning and other virtual training options for customers and ongoing feedback from customers on the ease of navigating these online courses. Develop some sample pathways to help people use it.
- Signage to provide a clear indication of how to find training opportunities in priority sectors.
- Signage or posters about in-demand occupations that pay a living wage.

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<sup>2</sup> Such a form can have questions asking if an individual is a veteran or spouse of a veteran, check of lists of supportive services they would like more information, interest in sectors and/or training, training in computer skills, and checklists of services offered through colocated partners (e.g., remedial math classes). This form can be made available in the threshold languages for the local area. Alternatively, the CAP could consider having each customer fill out an electronic needs assessment on the computer before or right after logging in. If this were in place, the demand for services could be tracked automatically and monitored over time.

Hallmark of Excellence #3	
The AJCC actively supports the One-Stop system through effective partnerships	
<b>US DOL Characteristics of a High Quality AJCC</b> <ul style="list-style-type: none"> <li>a. Reflect the establishment of robust partnerships among partners. The AJCC operator facilitates an integrated, colocated partnership that seamlessly incorporates the services of all the AJCC partners.</li> </ul>	<b>California State Plan Vision and Strategies</b> <ul style="list-style-type: none"> <li>a. Aligning, coordinating, and integrating programs and services to economize limited resources while also providing the right services to clients, based on each client's particular and potentially unique needs so as to facilitate skills-attainment.</li> </ul>
<b><u>Quality Indicators</u></b> <ul style="list-style-type: none"> <li>a. A system is in place to assess the satisfaction of both colocated and non-colocated partners with the AJCC and its services.</li> <li>b. Both colocated and non-colocated partners believe that the AJCC adds value to their program and their customers.</li> <li>c. The required AJCC partners meet on a regular basis to discuss the One-Stop system and the AJCC's contribution to the system and make recommendations for continuous improvement.</li> <li>d. The AJCC actively outreaches and provides access to non-colocated partner customers to participate in AJCC-based services, such as workshops and recruitment events.</li> <li>e. An inventory and overview of all partner services is available to all AJCC staff and all AJCC staff has received an orientation to all partner programs and services.</li> <li>f. One-Stop system marketing materials have been developed that overview all partner services for distribution to customers at the AJCC and at all non-colocated partner locations.</li> <li>g. The AJCC's partner referral process (as outlined in the Memorandum of Understanding) is being implemented with a focus on quality referrals that are likely to convert to service.</li> <li>h. Referrals are recorded and a system is in place for partners to follow-through and report progress on referrals made.</li> <li>i. The AJCC connects to the community through multiple community partnerships and community access points.</li> </ul>	

### Hallmark of Excellence #3

#### **Assessment of the AJCC's Strengths and Continuous Improvement Opportunities:**

- a. There is no formalized system in place to assess the satisfaction of both colocated and non-colocated partners within the CAP and its services, but the partners are meeting regularly to develop their MOUs and are committed to building a continuous improvement plan.
- b. CAP partners have expressed an interest and desire to be better aligned in their services and believe that the services they offer as a system are critical, valuable, and complementary. Partners from each of the core partner programs and frontline, colocated staff from HSA completed the staff and partner surveys for this hallmarks assessment.
- c. CAP partners met regularly to develop their MOU throughout 2016-2017. Having completed Phase II MOUs in December 2017, more recent partner meetings have focused on completing the Hallmarks of Excellence Assessment and developing a continuous improvement plan. The onsite frontline staff from Goodwill meet weekly to coordinate services, and the partners that are colocated (CCSF, the adult education partner, and HSA frontline staff) attend these meetings monthly. Moving forward, partners will continue to meet regularly. EDD, the WIOA Title III partner, is not currently colocated at the CAP (there is a standalone office) and there is not a direct real-time connection to EDD services and resources available through technology, as defined under state and federal guidance. OEWD recognizes that colocation or a direct virtual connection between the CAP and EDD is a requirement under WIOA, and is taking steps to rectify this in collaboration with EDD through the MOU negotiations.
- d. The CAP distributes information to non-colocated partners through email newsletters, site visits and at public meetings. The CAP collaborates with other providers on hiring events, employer spotlights, and other events that connect local job seekers to employment. In addition, they are a host site for sector information sessions for the system's sector academies in construction, health care, hospitality and technology connects to the community through multiple community partnerships and community access points. Partners indicated a history of and interest in doing more collaborative events. Through the continuous improvement plan these opportunities will be developed and formalized.
- e. OEWD and staff at the CAP participated in conducting an inventory of partner services in 2016-2017; however, it is unclear the extent to which all staff are aware of this inventory and how to use it for service delivery. CAP staff have had formal orientations to the services offered at City College, HSA, DOR and EDD, but they indicated in staff surveys that they would like more training in partner programs, services, and eligibility requirements.
- f. The CAP has many marketing materials – mainly in the form of fliers and brochures – that describe on-site and partner services available, which are in a format that is easy to distribute to customers. While there are a lot of materials on site, there are not many visuals or infographics to provide clear navigation to customers about what types of resources are

available, and the materials are dispersed in different areas of the CAP space rather than centralized in one area.

g. Currently the CAP has informal referrals with HSA and City College. CAP staff visit EDD on a weekly basis and pick up referrals at that time. The system partners have identified that formalizing the referral process is a priority area to work on in the development of the MOU. In addition, frontline staff and partners expressed a desire for more training in the referral process.

h. There is currently no system in place for following up after a referral is made. Staff and partners expressed interest in establishing such a system as part of the MOU process, because they see the value in this.

i. There is a high number of partners and organizations in the city providing a wide range of workforce and supportive services. The CAP is well-connected to many services and organizations in the city, although more can be done to build stronger connections and referrals with the Access Point system partners. In Program Year 2018-2019, the CAP will be playing a more critical role in supporting the workforce system and improving partner alignment. OEWD will provide Goodwill with any additional resources, training and tools they will need to provide job seekers on adequate information on all partner programs and their services.

**Hallmark of Excellence #3 Ranking (1-5) : \_\_\_\_\_2\_\_\_\_\_**

**Rationale for This Ranking:**

There are a lot of services and partners available in San Francisco in the system as a whole, and the CAP has begun to play a larger role in coordinating joint events and activities across partners. However, there remains work to be done for the CAP to serve in the true spirit of a One-Stop by being a strong connector to all services throughout the system. In addition, the CAP can take steps to build stronger partnerships with EDD, in particular, which is a requirement under WIOA. Finally, the local and regional partners have begun to discuss a system for coordinating referrals in the Bay Area RPU, but there is progress to be made in formalizing these processes, training staff on how to implement them, and having a system to follow up on referrals after they are made.

### Hallmark of Excellence #3

#### **Continuous Improvement Goals and Recommendations:**

##### **Goal #1: Improve physical and programmatic accessibility of the CAP for all jobseekers**

- Invite DOR to the CAP regularly – both to interface with clients and provide orientations, but also to make recommendations for how CAP can be more accessible to PWD and to train CAP staff on how to use accessible technology and virtual services for people with disabilities.

##### **Goal #2: Improve the ability for customers to navigate the services of the CAP, its partners, and the Access Point System**

- Develop marketing that covers all Access Points and partner services for distribution to customers at the CAP and at all non-colocated partner locations.
- Incorporate training and job placement options into on-site materials that are available elsewhere in the region in the priority sectors to increase opportunities for job seekers to find on-ramps to career pathways and upward mobility.

##### **Goal #3: Improve WIOA partner integration of jobseeker services and processes including intake, assessment, referral, service provision, and tracking**

- Strengthen the connection and partnership between WIOA and EDD services, through real-time virtual services, cross-information training, and/or through part-time colocation.
- Distribute the inventory and overview of all Access Point and partner services and train staff on how they can use it to improve service delivery to customers and connect individuals to services elsewhere in the city (and the region).
- Develop a formal referral process between partners, including a process for follow-up and communication across core partners. Provide cross-partner trainings on the referral process to frontline staff.

##### **Goal #5: Work towards deepening partnerships across all system partners – WIOA, Regional, and Access Point – and developing feedback mechanisms to continuously improve services for jobseekers and employers**

- Develop a system to gather input and feedback on needs for partner and service integration from both colocated and non-colocated partners from all Access Points and core WIOA partners throughout the city.
- Consider engaging the other boards in the regional planning unit to meet the goals of the WIOA regional plan to establish a region-wide referral process.



#### Hallmark of Excellence #4

##### The AJCC provides integrated, customer-centered services

###### US DOL Characteristics of a High Quality AJCC

- a. Organize and integrate services by function (rather than by program); when permitted by a program's authorizing statute and as appropriate, and by coordinating staff communication, capacity building, and training efforts. Functional alignment includes having AJCC staff who perform similar tasks serve on relevant functional teams, e.g. skills development team. Service integration focuses on serving all customers seamlessly (including targeted populations) by providing a full range of services staffed by cross-functional teams, consistent with the purpose, scope, and requirements of each program.
- b. Use an integrated and expert intake process for all customers entering the AJCCs. Frontline staff are highly familiar with the functions and basic eligibility requirements of each program, and can appropriately assist customers and make knowledgeable referrals to partner programs, as needed and as appropriate given the authorized scope of the program.
- c. Develop and maintain integrated case management systems that inform customer service throughout the customer's interaction with the integrated system and allows information collected from customers at intake to be captured. Customer information is properly secured in accordance with personally identifiable information guidelines, and facilitated as appropriate, with the necessary MOU or other forms of confidentiality and data sharing agreements. Data, however, would be shared with other programs, within the One-Stop system only after the informed written consent of the individual has been obtained,

###### California State Plan Vision and Strategies

- a. Integrated Service Delivery: braiding resources and coordinating services at the local level to meet client needs.
- b. Customer-Centered Service Design: use of customer centered design to involve frontline staff and customers in the development, prototyping and evaluation of AJCC services, resources, tools, and systems.

where required.	
<b>Hallmark of Excellence #4</b>	
<p><b><u>Quality Indicators</u></b></p> <ul style="list-style-type: none"> <li>a. AJCC staff identifies with the AJCC system (and not just their specific program), believes that all AJCC customers are shared customers, and contributes to providing a positive AJCC experience for every AJCC customer.</li> <li>b. AJCC staff have received customer service and customer-centered design training</li> <li>c. AJCC staff is cross-trained in program partner eligibility and services, so they have the capacity to functionally serve customers well.</li> <li>d. The AJCC has clearly identified the roles, responsibilities, and authorities of both functional leaders and the supervisors of program partners and the AJCC has an integrated functional organizational chart.</li> <li>e. The AJCC has a system in place to promptly greet all AJCC customers, identify the reason for their visit and their needs, and connect them to appropriate services as quickly as possible.</li> <li>f. The AJCC has developed integrated customer flow procedures that respond to customer need and moves customers seamlessly between AJCC entry and service delivery with as few hand-offs as possible.</li> <li>g. All AJCC colocated partners have identified the Career Services that are applicable to their program and the AJCC has developed methods to align/integrate the delivery of those services.</li> <li>h. The AJCC has establish 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.</li> </ul>	

**Assessment of the AJCC's Strengths and Continuous Improvement Opportunities:**

- a. Partners and CAP staff (both Goodwill and colocated partners) expressed varying degrees of identification with the broader San Francisco Workforce system vs. their specific program; 50% of respondents agreed that they identified with the broader system with the other 50% disagreeing or not responding.
- b. CAP staff have received training on customer service, but it has been several years and supervisors stated that they would like to prioritize customer service as a training topic for 2018. CAP staff reported knowing what human- or customer-centered design is, but they have not received formal training on the topic.
- c. Half of frontline staff reported receiving training in the last two years on partner program eligibility requirements, using LMI, and career pathways.
- d. Each agency has identified the roles and responsibilities of colocated staff and leadership as it pertains to the CAP; however it is not clear how much that information is shared across partners. Currently, there is no organizational chart available to CAP staff and partners clearly outlining the roles, responsibilities and authorities of functional leaders and program supervisors.
- e. A greeter is present at the CAP front desk. Site visitors reported that she promptly greeted and assisted everyone customer that walked in and that the desk was never unattended. Job seeker customers reported that the staff are very helpful, respectful, knowledgeable, and supportive, however focus group feedback indicated that the CAP could do more to help customers navigate the full breadth of training services available to an individual through the partners and broader Access Point System.
- f. CAP partners have not yet developed an integrated intake or customer flow procedure.
- g. CAP staff are generally aware of the Career Services available and applicable to their program through the wider Access Point System and have been cross-trained in the services delivered by CCSF, HSA and EDD. CAP staff were not familiar with services available to persons with disabilities (PWDs), but did know to refer individuals toward Toolworks (though not necessarily DOR). A broader effort to align customer flow—intake, co-enrollment when valuable, service provision—is a priority for CAP partners in the continuous improvement plan
- h. Currently there are not processes in place to co-enroll customers in more than one partner program or to assess when there is value to co-enrollment for the customer or frontline staff.

#### Hallmark of Excellence #4

Hallmark of Excellence #4 Ranking (1-5) : \_\_\_\_\_ **2** \_\_\_\_\_

#### **Rationale for This Ranking:**

The vision for this Hallmark is that Comprehensive AJCC's will have fully "integrated service delivery" and "customer-centered service design." The CAP has made strides in achieving elements of both of these criteria and has prioritized both activities as goals for Continuous Improvement. However, there remains substantial work to be done to formalize and integrate services across core partners.

#### **Continuous Improvement Goals and Recommendations:**

##### **Goal #1: Improve physical and programmatic accessibility of the CAP for all jobseekers**

- Provide an in-depth training workshop on customer-centered design in which the staff from partners agencies conduct service mapping exercises from a jobseeker and/or employer perspective and identify gaps, bottlenecks, and areas of duplication throughout the local area.
- Based on customer feedback, increase signage to highlight training opportunities throughout the region and in-demand occupations that pay a living wage.

##### **Goal #2: Improve the ability for customers to navigate the services of the CAP, its partners, and the Access Point System**

- Increase signage through posters, binders, and/or handouts with highly visual information:
  - Signage for target populations with barriers to employment
  - Visuals or infographics pertaining to training in the regional priority sectors, career pathways, and associated wage opportunities
  - Signage indicating veterans priority of service

- Provide a short needs assessment form at the front desk to help job seekers identify all of the services they are interested in and to help staff direct them to appropriate resources.
- Increase training for frontline staff on EDD's jobseeker resources, including how to use any accessibility features on the site for people with disabilities. Staff survey responses indicated that the training that they wanted most related to training on referral processes, eligibility procedures for partner programs, training on partner programs and resources, especially EDD.
- Conduct an asset mapping exercise throughout the local area to identify strengths and gaps in services of different types and stages of service (e.g., intake, assessment, supportive services, case management, job placement, and follow-up). Consistent with the regional plan, this is a first step towards coordinated intake and assessment, as well as a more integrated referral process between core partners.

**Goal #3: Improve WIOA partner integration of jobseeker services and processes including intake, assessment, referral, service provision, and tracking**

- Develop shared protocols for establishing whether co-enrollment in services will be of value to the customer, develop formal process for co-enrollment, and distribute information to frontline staff through written resources and training.
- Increase training for frontline staff on EDD's jobseeker resources, including how to use any accessibility features on the site for people with disabilities. Staff survey responses indicated that the training that they wanted most related to training on referral processes, eligibility procedures for partner programs, training on partner programs in general and EDD resources and tools, in particular.

**Goal #5: Work towards deepening partnerships across all system partners – WIOA, Regional, and Access Point – and developing feedback mechanisms to continuously improve services for jobseekers and employers**

- Consider strategies for increasing the partners that are able to colocate part-time at the CAP to more fully embrace the WIOA intent behind a comprehensive “One-Stop” center.
- Increase team building and knowledge sharing opportunities for frontline staff across partner organizations.
- Create and distribute an org chart of the partners that includes roles, responsibilities, and authorities of both functional leaders and the supervisors of program partners.

### Hallmark of Excellence #5

**The AJCC is an on-ramp for skill development and the attainment of industry-recognized credentials which meet the needs of targeted regional sectors and pathways.**

#### **US DOL Characteristics of a High Quality AJCC**

- a. Improve the skills of job seeker and worker customers. AJCCs offer access to education and training leading to industry-recognized credentials through the use of career pathways, apprenticeships, and other strategies that enable customers to compete successfully in today's global economy.
- b. Value skill development by assessing and improving each individual's basic, occupational, and employability skills.
- c. Balance traditional labor exchange services with strategic talent development within a regional economy.
- d. Create opportunities for individuals at all skill levels and levels of experience by providing customers as much timely, labor market, job-driven information and, choice as possible related to education and training, careers, and service delivery options, while offering customers the opportunity to receive both skill-development and job placement services.

#### **California State Plan Vision and Strategies**

- a. Career Pathways: enabling of progressive skills development through education and training programs, using multiple entry and exit points, so that each level of skills development corresponds with a labor market payoff for those being trained or educated and results in industry-recognized credentials.
- b. Earn and Learn: using training and education best practices that combine applied learning opportunities with material compensation while facilitating skills development in the context of actual labor market participation.
- c. Supportive Services: providing ancillary services like childcare, transportation, and counseling to facilitate program completion by those enrolled in training and education courses.
- d. AJCCs as an access point for programs that provide for "demand-driven skills attainment." From this perspective, AJCCs will be operated as an "on ramp" or "gateway" to the "Regional Sector Pathways" programs either built-out or identified through the regional planning process described above.
- e. AJCCs will continue to provide the full array of Career Services and function as labor exchanges but there will be much greater emphasis on treating AJCCs as an access point for education and training services for those who want and need it.

## Hallmark of Excellence #5

### Quality Indicators

- a. All AJCC staff (i.e., the staff of all colocated partners regardless of staff position or program) value both skill development and employment outcomes and know how they can promote and contribute to both.
- b. All AJCC staff knows the regional target sectors, can identify regional sector career pathways, and can understand what those mean in terms of providing services to customers.
- c. The AJCC has skill development and training opportunities for customers at all skill and experience levels.
- d. The AJCC has robust training services and staff assists customers in accessing and enrolling in these services, including career pathways, integrated education and training, workforce preparation, work-based learning, and apprenticeship.
- e. AJCC staff are committed to and competent in helping customers navigate career pathways that result in industry-recognized credentials.
- f. 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 that leads to industry-recognized credentials.
- g. The AJCC ensures that supportive services are available to customers, as appropriate, to facilitate participation in training services.
- h. The AJCC strives to increase the number and percentage of all AJCC customers receiving skill development and training services resulting in industry recognized credentials.

## Hallmark of Excellence #5

### **Assessment of the AJCC's Strengths and Continuous Improvement Opportunities:**

- a. The CAP staff (including colocated partners) at different levels expressed that they value skill development and employment outcomes, and some staff reported a high level of interest in more training on high-demand sectors that lead to positive outcomes. This is in alignment with the regional plan goals to focus on promoting upward mobility through career pathways in in-demand sectors and occupations. However, job seekers in the focus group appeared to have a low awareness of the full breadth of training services available in the local area and expressed a strong desire for guidance about how to identify and pursue pathways that will lead to higher-paying jobs and more advice about making a transition into a new field. Job seekers also requested more assistance from the CAP in connecting with networking opportunities in a given sector of interest, because they observed that many people get jobs through their personal and professional networks.
- b. Staff self-reported a medium level of awareness about the regional target sectors and occupations and slightly higher familiarity with career pathways. However, as indicated earlier, the CAP could benefit from more visuals and infographics to assist customers in identifying career pathways in the target sectors and occupations that are specified in the regional plan.
- c. Staff and job seekers reported that the CAP has skill development and training opportunities for customers at all skill and experience levels. Customers in the focus group indicated that they would like more opportunities for training that are more than one session and shorter than three months long. They noted that the class session on computer skills was strong, but they wanted more comprehensive training. Particularly for older workers or those who have been out of work for a long time, confidence with computers and digital media, in general, appeared to be very important.
- d. The CAP and the workforce system in San Francisco as a whole has a very robust array of training services available. CAP views itself as a gateway to training opportunity but customers reported wanting more training at the CAP (things like networking, career navigation) and access to more robust, career changing training opportunities (in roads to tech and other careers that pay family sustaining wages). There are opportunities for continuous improvement in offering more earn-and-learn opportunities (such as work-based learning and apprenticeship) and more intermediate-level training at the CAP on computer and software skills (based on customer feedback). Notably, the area has developed a robust array of online training options through LinkedIn learning; however, the frontline staff (including all colocated partners) at the CAP did not report having these options in the survey and could benefit from more training on them.
- e. The CAP strives to increase the number and percentage of customers receiving skill development and training services resulting in industry-recognized credentials. The CAP hosts quarterly orientation sessions for San Francisco's five career academies, which are key



pipelines into training and aligned with the regional target sectors. The staff reported a medium level of familiarity with industry-recognized credentials in the survey and a slightly higher level of familiarity with career pathways. Job seekers in the focus group appeared to have low awareness of the targeted high-demand career pathways and training opportunities in the region and local area, but they were satisfied with how staff assisted them in navigating opportunities when they asked for help.

f. The CAP 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 that leads to industry-recognized credentials.

g. The CAP ensures that supportive services are available to customers, as appropriate, to facilitate participation in training services. Job seekers in the focus group and frontline staff reported that the most common supportive service needs are transportation, housing/rental assistance, funding for books, child care, parking ticket assistance, and funding for uniforms.

h. The CAP does not have an explicit goal to increase the number and percentage of industry-recognized credentials that customers receive.

**Hallmark of Excellence #5 Ranking (1-5) : \_\_\_\_\_3\_\_\_\_\_**

**Rationale for This Ranking:**

San Francisco has a very comprehensive set of services available for training and supportive services. The local area can improve by taking steps to collaborate on a regional level to implement the goals in the regional plan. In addition, there are opportunities for continuous improvement by enhancing the connections to skill development opportunities, improving navigation, and increasing attainment of industry-recognized credentials. Some strategies for doing this may include increasing earn and learn opportunities, establishing a regional referral process, and offering more training to staff and partners on services and pathways available in the target sectors throughout the region.

## Hallmark of Excellence #5

### Continuous Improvement Goals and Recommendations:

#### **Goal #2: Improve the ability for customers to navigate the services of the CAP, its partners, and the Access Point System**

- Increase signage through posters, binders, and/or handouts with highly visual information:
  - Signage for target populations with barriers to employment
  - Visuals or infographics pertaining to training opportunities in the regional priority sectors, career pathways, and associated wage opportunities
  - Signage indicating veterans priority of service
- Create a strong visual “Menu” of training to help direct job seekers to what they might need. Utilize bulletin boards, horizontal spaces for fliers and wall space more effectively and with clear signage so that it is obvious where to find resources.
- Budget and time allowing, provide more one-on-one services to customers so that staff can assist in navigating the resources available through partners and the Access Point System.

#### **Goal #4: Help customers find jobs or realistic pathways to work that pay San Francisco-sustainable wages**

- Provide information on the training options available through partners and other Access Points, especially training that is longer than one session but shorter than three months.
- Increase onsite training offerings. Customers requested training focused on digital literacy, intermediate and advanced computer skills, career pathways and career navigation, and networking. Increasing the visibility of LinkedIn Learning resources may help.
- Strengthen connections to Sector Academies by providing increasing signage and materials on training pathways that lead to sustainable wages.
- Provide training to staff on industry-recognized credentials, earn and learn opportunities and how to identify in-demand pathways that lead to industry-recognized credentials.
- Improve staff knowledge and use of LMI to help identify promising occupations for those with entry-level skills to middle-income jobs and develop materials with information on those career pathways.

Hallmark of Excellence #6	
The AJCC actively engages industry and labor and supports regional sector strategies through an integrated business service strategy that focuses on quality jobs.	
<p><b>US DOL Characteristics of a High Quality AJCC</b></p> <ul style="list-style-type: none"> <li>a. Design and implement practices that actively engage industry sectors and use economic and labor market information, sector strategies, career pathways, registered apprenticeships, and competency models to help drive skill-based initiatives.</li> <li>b. Develop, offer, and deliver quality business services that assist specific businesses and industry sectors in overcoming the challenges of recruiting, retaining, and developing talent for the regional economy.</li> </ul> <p>To support area employers and industry sectors most effectively, AJCC staff identify and have a clear understanding of industry skill needs, identify appropriate strategies for assisting employers, and coordinate business services activities across AJCC partner programs, as appropriate.</p> <p>This includes the incorporation of an integrated and aligned business services strategy among AJCC partners to present a unified voice for the AJCC in its communications with employers.</p> <p>Additionally, AJCCs use the forthcoming performance measure(s) on effectiveness in serving employers to support continuous improvement of these services.</p>	<p><b>California State Plan Vision and Strategies</b></p> <ul style="list-style-type: none"> <li>a. Regional partnerships: building partnerships between industry leaders, workforce professionals, education and training providers, and economic development leaders to develop workforce and education policies that increase job quality and support regional economic growth.</li> <li>b. Sector strategies: aligning workforce and education programs with leading and emergent industry sectors' skills needs.</li> <li>c. Fostering demand-driven skills attainment: workforce and education programs need to align program content with the state's industry sector needs so as to provide California's high road employers and businesses with the skilled workforce it needs to compete in the global economy.</li> </ul>

## Hallmark of Excellence #6

### **Quality Indicators**

- a. All AJCC staff has high-knowledge of the regional economy, labor market conditions, business talent supply chains, and the needs of high-growth sectors and high road employers.
- b. The AJCC focuses on quality jobs by actively promoting targeted sector opportunities and high-demand occupations to all AJCC customer.
- c. The AJCC promotes systems and partnerships that connect workers to high-quality jobs or entry-level work with clear routes to advancement.
- d. The AJCC has a defined strategy in place to regularly seek and capture employer advice in the design and delivery of demand-driven services for job seekers.
- e. The AJCC is an integral partner in the implementation of the Local Board's integrated business services strategy and seeks to minimize redundant employer contacts while maximizing access to system-wide, integrated business services.
- f. The AJCC offers a wide range of AJCC-based services for employers including referral of qualified candidates, on-site recruitment, pre-employment testing, skill verification, and hiring and training subsidies.
- g. The AJCC consistently seeks feedback and satisfaction data from businesses on the delivery of business services and applies the learning for continuous improvement.

### **Assessment of the AJCC's Strengths and Continuous Improvement Opportunities:**

- a. The CAP staff self-reported having a medium level of familiarity with the regional economy, labor market conditions, high-growth sectors, and high-road employers in the region. Several staff noted a desire for more training in using labor market information and understanding the in-demand sectors. The regional plan clearly articulates the priority sectors, in-demand occupations, and skills to focus on, and it also includes LMI that the staff can utilize.
- b. The CAP holds quarterly orientations and makes referrals to San Francisco's five career academies, which target high-demand industries, with a focus on Construction, Health Care, Hospitality and Technology. If there are referrals in between orientations, CAP staff reach out to the point person at the respective academy. Job seekers reported a need for more training opportunities that lead to better-paying jobs and other solutions that will help ease the financial burden of high housing costs in San Francisco. The CAP can improve by increasing emphasis on high quality jobs, earn and learn training opportunities, and building on the target sectors, occupations, and skills identified in the regional plan to communicate to customers about these pathways in the region.
- c. The CAP is increasing its role in promoting systems and partnerships to connect workers to high-quality jobs. Thus far, CAP has a well-established network of partnerships in the local

community through Goodwill's broader activities that focus on connecting job seekers to entry-level occupations. The CAP also organizes hiring events in collaboration with partners that have been successful at increasing coordination of business services across partners. There does not appear to be a strong focus on high-quality jobs or on routes to advancement for entry-level jobs. There also does not appear to be a strong connection between area-wide business services and engagement with CAP activities and posted opportunities.

d. The Access Point System captures employer advice for the design and delivery of demand-driven training through the career academies which are the primary sector-based training opportunities for customers. In addition, the local workforce development board holds formal round table discussions and has subcommittees of the board to provide workforce policy and program recommendations, ensuring that the access point system's workforce sector programming is aligned with the demands of the industry. These formal convening's are comprised of key industry stakeholders, employers, education and sector councils/associations to identify the workforce needs of the industry. They provide input on hiring needs, validation of local labor market information, vet and approve a programmatic framework, review training curriculum, identify career and educational pathways, identify partnership opportunities to effectively coordinate training and industry employment.

e. OEWD/the Access Point System/partners are currently piloting the SF Jobs Portal. One of the functions of the portal will be to minimize redundant employer contacts while maximizing access to system-wide, integrated business services. This system will encourage collaboration amongst and drives best practices to the Access Point community through the following means: adopting a mobile strategy making it easier for customers to access services through their mobile devices; centralizing all workforce employers and job seekers data into a single and accessible database; and providing all stakeholders with real-time, actionable data analytics on employment and hiring trends. The CAP has hosted hiring events that served to improve coordination in the local area system as a whole, and the CAP will continue to host those events. The level of connection and collaboration on business engagement occurring at a regional level is currently limited.

f. The CAP offers a wide range of on-site services for employers including referral of qualified job applicants, assessment and testing of job applicants, employer spotlight (company information sessions), meet and greets, recruitment events, customized/incumbent worker training, and hiring events/career fairs.

g. Goodwill has a customer satisfaction survey that the CAP uses for jobseekers and employers, but currently the surveys are not distributed to customer groups on a regular basis. When customers have feedback—positive or negative—the CAP manager is the point person to respond. The CAP does not currently have a formal system in place for regularly collecting satisfaction information or feedback from employers about the business services provided; however, staff reported in the survey that this information is collected informally.

## Hallmark of Excellence #6

Hallmark of Excellence #6 Ranking (1-5) : \_\_\_\_\_ **3** \_\_\_\_\_

### **Rationale for This Ranking:**

There are many individual programs within San Francisco that actively engage industry and labor, and the CAP specifically has strong relationships with some employers in retail and other sectors with many entry-level job opportunities. Through the Access Point System's career academies, formalized sector strategies are in place to effectively engage employers in the design and programming of workforce services targeted towards growing industries and the region's target sectors. The local workforce development board also hosts formal convenings of employers and subcommittee meetings of the board to ensure that the system is responsive to employer demand.

However, the local area could do more to collaborate regionally and locally to provide more coordinated business services and reduce duplication, from the point of view of business customer trying to understand and access the system as a whole. The area can strengthen connections between the CAP and employers in the wider region in the target sectors, and to increase focus on quality jobs. In addition, the workforce partners can work on reducing duplication of outreach to employers as they implement the SF Jobs Portal.

### **Continuous Improvement Goals and Recommendations:**

#### **Goal #4: Help customers find jobs or realistic pathways to work that pay San Francisco-sustainable wages**

- Recruit and cultivate employers and employment opportunities that pay sustainable wages.
- Provide training to staff on industry-recognized credentials, earn and learn opportunities, and identifying in-demand pathways that lead to industry-recognized credentials.
- Improve staff knowledge and use of LMI to help identify promising occupations for those with entry-level skills to middle-income jobs and develop materials with information on those career pathways.

#### **Goal #5: Work towards deepening partnerships across all system partners – WIOA, Regional, and Access Point – and developing feedback mechanisms to continuously improve services for jobseekers and employers**

- Implement a satisfaction feedback loop from businesses on the delivery of business services and apply feedback to continuous improvement plan.
- Increase coordination of business engagement with other local boards in the region to reduce duplication and increase on-ramps to regional career pathways.

Hallmark of Excellence #7	
The AJCC has high-quality, well-informed, and cross-trained staffing	
<p><b>US DOL Characteristics of a High Quality AJCC</b></p> <p>a. Train and equip AJCC staff in an ongoing learning process with the knowledge, skills, and motivation to provide superior service to job seekers, including those with disabilities, and businesses in an integrated, regionally focused framework of service delivery. Center staff are cross-trained, as appropriate, to increase staff capacity, expertise, and efficiency. Cross training allows staff from differing programs to understand every program and to share their expertise about the needs of specific populations so that all staff can better serve all customers. Center staff are routinely trained and are keenly aware as to how their particular function supports and contributes to the overall vision of the local board.</p> <p>b. Staff the center with highly trained career counselors, skilled in advising job seekers of their options, knowledgeable about local labor market dynamics, aware of available services inside and outside the AJCC.</p>	<p><b>California State Plan Vision and Strategies</b></p> <p>a. Certification criteria will include an assessment of professional development and staff capacity building.</p>

## Hallmark of Excellence 7

### Quality Indicators

- a. The AJCC has regular staff meetings with all AJCC staff (i.e. the staff of all colocated partners regardless of program) to build relationships, provide updates on center activities, and discuss strategies for AJCC improvement.
- b. Partners have agreed to provide training to all AJCC staff on a regular basis.
- c. There is a capacity building and/or professional development plan for staff and partners.
- d. All AJCC staff has received training on the services of One-Stop partners, eligibility for those services, and the process for referring customers to partners.
- e. All AJCC staff has received training on how to use labor market information to help customers identify career pathways and develop in-demand skills and credentials and find jobs.
- f. All AJCC staff has received training in how to effectively assist customers in registering with CalJOBS and how to match customers to available jobs.
- g. All AJCC staff has received training on serving individuals with barriers to employment, including customers with disabilities.
- h. All AJCC staff has received training on providing excellent customer service and customer-centered design.
- i. All AJCC staff has received training on sector strategies, career pathways, job quality and high road training partnerships.

### **Assessment of the AJCC's Strengths and Continuous Improvement Opportunities:**

- a. The CAP has weekly meetings for Goodwill (WIOA Title IB) staff and colocated partners (City College and HSA) attend those meetings monthly. At these meetings, the staff provide updates on center activities and discuss solutions for challenges that arise. The core WIOA partners meet regularly to make progress on the MOU and to work on continuous improvement. These meetings, including training to address the continuous improvement needs from this Hallmarks of Excellence assessment, are ongoing.
- b. The CAP has plans for City College and DOR to provide professional development to CAP staff this fall.
- c. There is no current formal capacity building or professional development plan for staff and partners, but OEWD plans to implement an overall capacity building strategy for the Access Point System providers. The WIOA regional plan states that the regional boards will pool resources to collaborate on staff training efforts.
- d. The survey results indicate that at least four out of the nine colocated frontline staff completing the survey have received training on partner programs, eligibility requirements for partner programs, career pathways, and serving individuals with barriers to employment. The results suggest training gaps in the following topics: EDD resources and tools, sector strategies, high-demand occupations, customer service, and customer-centered design. The most common topics that staff wanted more training in were a process for referring customers to partners, services provided by partners, and EDD services and resources. This



Hallmarks assessment also indicates some areas where additional staff training may be helpful, such as training on functional integration of services, and online training options (e.g., LinkedIn Learning).

e. There is a plan to provide training on how to use LMI to help customers identify career pathways, develop in-demand skills, and industry-recognized credentials. However, staff have not yet received training in these subjects and expressed an interest in the training topic in the staff survey.

f. One staff member at the CAP has received training on how to effectively assist customers in registering with EDD services and how to match customers to available jobs. Frontline staff requested additional training in EDD tools and resources.

g. Four out of nine frontline staff reported receiving training on serving customers with barriers to employment. The frontline staff indicated that they sought additional training in serving people with mental health disorders, visually impaired customers, limited English populations, customers with cognitive disabilities, and low literacy customers. The site visitors reported that the frontline staff could benefit from receiving more training on how to use assistive technologies in the CAP to serve people with disabilities, and OEWD has plans for DOR to provide training to CAP staff.

h. The CAP provided training on customer service several years ago, so there is an opportunity to refresh that training. Although the staff reported being “Very familiar” with customer-centered design, only two frontline staff reported receiving formal training in customer-centered design. The job seekers in the focus group were generally highly satisfied with the customer service skills of the staff.

i. Four out of nine frontline staff reported receiving training in career pathways. Few staff reported receiving training in sector strategies or high road training and quality job placement. Several staff requested additional training in sector strategies and in-demand jobs with promising outcomes.

## Hallmark of Excellence #7

Hallmark of Excellence # 7 Ranking (1-5) : \_\_\_\_ **3** \_\_\_\_

### Rationale for This Ranking:

The CAP has made important strides in providing training on WIOA core partner services and eligibility as well as customer service and other topics. The partners are already working together to identify and schedule trainings for this coming fall. In addition to providing staff with deeper training WIOA core partner services, customer service, and human-center design, the CAP should consider more training on LMI, sector strategies, and utilizing online resources such as LinkedIn Learning to help job seekers find jobs that pay living wages.

### Continuous Improvement Goals and Recommendations:

#### **Goal #3: Improve WIOA partner integration of jobseeker services and processes including intake, assessment, referral, service provision, and tracking**

- Increase training for frontline staff on EDD's jobseeker resources, including how to use any accessibility features on the site for people with disabilities. Staff survey responses indicated that the training that they wanted most related to training on referral processes, eligibility procedures for partner programs, training on partner programs, especially EDD.
- Develop a capacity building plan for CAP staff and all core partners delivering services through the Access Point System.

#### **Goal #5: Work towards deepening partnerships across all system partners – WIOA, Regional, and Access Point – and developing feedback mechanisms to continuously improve services for jobseekers and employers**

- Incorporate the target sectors, occupations, and skills from the regional plan into the upcoming training on LMI, in-demand skills, and industry-recognized credentials.
- Provide training on sector strategies, career pathways, job quality and training partnerships that lead to high-wage, quality jobs for low- and middle-skill job seekers.
- Coordinate staff trainings regionally to be able to offer a wider range of staff training across the region and to facilitate stronger regional networks and relationships.

- Offer more in-depth training of staff on WIOA-related issues of state and federal priority, such as serving limited English populations, serving re-entry populations, apprenticeships and earn-and-learn training programs, braiding funding to serve out-of-school youth, functional integration of service delivery, customer-centered design, and employer engagement. In particular, it may be helpful to translate what these topics mean for the workforce system in San Francisco and how to improve overall service delivery models.

Hallmark of Excellence 8	
The AJCC achieves business results through data-driven continuous improvement	
<p><b>US DOL Characteristics of a High Quality AJCC</b></p> <ul style="list-style-type: none"> <li>a. Use common performance indicators 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.</li> <li>b. Develop and implement operational policies that reflect an integrated system of performance, communication, and case management, and use technology to achieve integration and expanded service offerings.</li> </ul>	<p><b>California State Plan Vision and Strategies</b></p> <ul style="list-style-type: none"> <li>a. Certification criteria will include an assessment of the way the AJCC will use data for continuous improvement.</li> </ul>
<p><b><u>Quality Indicators</u></b></p> <ul style="list-style-type: none"> <li>a. The AJCC contributes to the achievement of WIOA performance indicators for all core program partners.</li> <li>b. The AJCC reports to the Local Board on an ongoing basis the number of customers served, the types of services provided, and the outcomes of those services.</li> <li>c. The AJCC operates in a cost-efficient manner and the resources invested are justified by the results.</li> <li>d. The AJCC has a system in place to collect satisfaction data from individuals and employers using the AJCC's services.</li> <li>e. The AJCC has a system in place to capture and respond to specific customer feedback, complaints, and compliments.</li> <li>f. The AJCC regularly reviews and analyzes performance, customer satisfaction, and service data and develops specific plans for AJCC service improvements.</li> <li>g. The AJCC regularly identifies areas of needed technical assistance to improve business results and taps available resources to obtain needed assistance.</li> </ul>	

## Hallmark of Excellence #8

### **Assessment of the AJCC's Strengths and Continuous Improvement Opportunities:**

- a. Goodwill, a Title IB adult and dislocated worker provider and main tenant at the CAP, contributes to the achievement of performance indicators for WIOA IB. Goodwill is one of ten WIOA IB providers in the local area and in the 2016-2017 program year it exceeded its enrollment and placement goals. Currently, there is no system in place to measure how the CAP contributes to other WIOA partners' performance, but as part of the integration and tracking activities in the continuous improvement plan, the partners will look for ways to capture CAP contributions to the performance of other WIOA system partners. OEWD has encouraged co-enrollment of program participants across service providers so they can fully benefit from the diverse array of workforce services offered throughout the system. However, the area could benefit from having formal processes in place for co-enrollment and clarity around how to braid funding for providing different service components.
- b. Goodwill reports WIOA IB performance metrics to the Local Board staff on an ongoing basis. Metrics include the number of customers served, the types of services provided, and the outcomes of those services. OEWD provides, at minimum, an annual overview of the entire Access Point System and performance outcomes to the SF Workforce Investment Board. In addition, OEWD releases an annual report to of services, outcomes and participant success stories.
- c. The CAP operates in a cost-efficient manner and the resources invested are justified by the results. In program year 2016-2017, Goodwill effectively exceeded their enrollment goal (134%) and placement goal (103%), validating that they have a strong results-driven model that is cost-effective. In addition to effectively serving workforce participants and enhancing self-sufficiency of local residents, the CAP will play a growing role in enhancing connections across the entire Access Point System.
- d. Goodwill has a customer satisfaction survey that the CAP uses for jobseekers and employers, but currently the surveys are not distributed to customer groups on a regular basis. When customers have feedback—positive or negative—the CAP manager is the point person to respond.
- e. The CAP manager tracks and analyzes WIOA IB performance on a weekly basis and WIOA IB staff discuss in team meetings.
- f. On a quarterly basis, the CAP submits reports to OEWD, in which they identify areas of technical assistance or other support that are needed.

**Hallmark of Excellence # 8 Ranking (1-5) : \_\_\_\_3\_\_\_\_**

**Rationale for This Ranking:**

The Goodwill's staff at the CAP has developed a system for managing, monitoring and reporting their WIOA IB performance. Goodwill regularly meets and exceeds performance goals and contributes to the success of the Access Point System in fulfilling its mission to serve jobseekers and employers. Where the CAP—as the comprehensive AJCC for the local area—could improve is in exploring how to integrate, co-enroll/braid funds, and capture and contribute to non-WIOA IB partner performance. Additionally, the CAP's customer service feedback loop needs to be strengthened so that there are regular, formal points of feedback solicitation and response.

## Hallmark of Excellence 8

### Continuous Improvement Goals and Recommendations:

**Goal #5: Work towards deepening partnerships across all system partners – WIOA, Regional, and Access Point – and developing feedback mechanisms to continuously improve services for jobseekers and employers**

- Develop a system to gather input and feedback on needs for partner and service integration from both colocated and non-colocated partners from all Access Points and core WIOA partners throughout the city.
- Assess opportunities for CAP to measure and contribute to performance of other WIOA (non-Title I) partners.
- Offer more in-depth training on enhancing WIOA performance (e.g., customer retention) and changes to performance measurement under WIOA, including training for core partners that now have to report to the PIRL. Such a training can cover cross-partner procedures for validating data, co-enrollment and braiding funds, and documenting follow-up services.
- Consider steps for improving data management for intake/assessment, case management, data reporting, and referral across partners and in-depth training on any new systems and data validation processes when new systems are rolled out.

Summary of Rankings Hallmarks of Excellence AJCC Certification	
The Hallmarks of Excellence	Ranking
1. The AJCC Physical Location and Facility Enhances the Customer Experience	4
2. The AJCC Ensures Universal Access, With An Emphasis of Individuals with Barriers to Employment	3
3. The AJCC Actively Supports the One-Stop System Through Effective Partnerships	2
4. The AJCC Provides Integrated, Customer-Centered Services	2
5. The AJCC is an on-ramp for skill development and the attainment of industry-recognized credentials which meet the needs of targeted regional sectors and pathways.	3
6. The AJCC actively engages industry and labor and supports regional sector strategies through an integrated business service strategy that focuses on quality jobs.	3
7. The AJCC Has High-Quality, Well-Informed, Cross-Trained Staffing	3
8. The AJCC Achieves Business Results Through Data-Driven Continuous Improvement	3
<b>Total Ranking for Hallmarks of Excellence:</b>	<b>23</b>

	Yes	No
Did the AJCC meet all Baseline Criteria requirements?	x	
Did the AJCC receive a "3" ranking or better on each Hallmark of Excellence?		x

\_\_\_\_\_ Hallmark AJCC Certification

\_\_x\_\_ Baseline AJCC Certification

\_\_\_\_\_ Not Yet Able to Certify

The Local Board Chair must attest the Local Board's certification decision by signing below.

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Name



