

SHE – CNAP: Hallmarks of Excellence Assessment

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

Hallmarks of Excellence #1 The AJCC’s physical location and facility enhances the customer experience
<p>Quality Indicators¹: (Describe quality indicators or enter not applicable.)</p> <ul style="list-style-type: none"> • The AJCC is clean with a professional appearance, neat, and equipment is in working order. • Emergency evacuation procedures are in place and those procedures address the needs of individuals with disabilities. • Adequate safety and security precautions are in place to protect both customers and staff.
<p>Assessment of the AJCC’s Strengths and Continuous Improvement Recommendations:</p> <ul style="list-style-type: none"> • In early 2019, San Francisco’s Office of Economic and Workforce Development (OEWD) completed an EEO compliance Program Monitoring Review of CNAP. During the review, which CNAP passed, monitors confirmed: <ul style="list-style-type: none"> ○ The general accessibility of both the facility and CNAP’s programming; ○ that there is adequate space for people with disabilities to access the facility; ○ that CNAP provides reasonable accommodations based on the participant’s disability; and ○ that there are current, visible and posted procedures for grievances and complaints. <p>While CNAP passed its compliance review, the SPR/HoE site visitor noted more could be done to make this space more accessible to people with disabilities, including moving signs so that they were readable to those in wheelchairs or having signage that included braille.</p> • The SPR/HoE site visitor did not observe any American Job Center or America’s Job Center of California identification or signage that would meet state branding requirements of Workforce Services Information Notice 12-43 or specific signage stating Veterans priority of service, but noted that there was branding that identified the Access Point as part of

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 San Francisco's Access Point system of partners and programs. To address this issue, it is recommended that OEWD assess current signage and how to integrate San Francisco and national and/or California AJC(C) branding.

Ranking (1-5): 3

Rationale for this Ranking: meets 3 of 4 quality indicators

Continuous Improvement Plan and Timeline:

- 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:

- Staff are friendly, comfortable and adept in working with all types of individuals, including those with disabilities, cultural differences, and barriers to employment.
- The AJCC provides meaningful access for individuals that do not speak English as their primary language and who have limited ability to read, speak, write, or understand English. The AJCC is particularly well suited to serve individuals that do not speak English as their primary language. All career advisors speak at least two languages. Current staff are fluent in Chinese (Cantonese and Mandarin), Vietnamese, Tagalog and Spanish.
- The AJCC staff are familiar with concepts of universal design and strive to make the center convenient and accessible for all job seekers.

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

- CNAP, 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.
- As part of this network the CNAP provides: general job seeker services and specialized services for elderly and non-native English speakers as well as clear linkages to other providers in the network that specialize in other services or populations. So while there are not specialized services for youth or people with disabilities, those people can be

served and will also be referred to other network partners who can provide more specific assistance.

- The CNAP provides a welcoming environment for 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.
- The CNAP is physically accessible to all customers, including customers with disabilities, meets basic programmatic accessibility standards.
- While there is a special sign-in process for veterans that triggers the priority of service, the SPR/HoE site visitor did not observe official veterans priority of service signage.
- SHE does not currently offer virtual services for job seekers.

Ranking (1-5): 3

Rationale for this Ranking: Meets 3 of 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.
- As OEWD addresses workforce needs at the network/system level, OEWD to assess the need for virtual services with their affiliate AJCCs.
- CNAP to procure Veterans Priority of Service signage.
- 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 network of workforce providers in San Francisco, which includes the Comprehensive Access Point (CAP, San Francisco's comprehensive AJCC)
- The AJCC records and has a system in place for follow-through on any referrals made.

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

(Enter narrative or not applicable.)

- To support the connection between San Francisco's network of workforce providers, OEWD hosts provider meetings at least quarterly to share resources, information, best

practices and to facilitate the connection between sites. Network partners, including CNAP, collaborate on shared tasks like co-enrollment efforts and hiring events.

- CNAP specifically connects with staff from WIOA Partners:
 - They have regular contact with Department of Rehabilitation (DOR) and Human Services Agency (HSA)/CalFresh (California’s Supplemental Nutrition Assistance Program) to better strategize referral procedures.
 - City College of San Francisco (SFCC), WIOA Title II, is a significant partner for vocational training classes and outreach events.
 - Monthly language-specific workforce services presentations are offered every month with the Employment Development Department (EDD).
 - Senior Community Service Employment Program (SCSEP), WIOA Title V, services are provided at the CNAP through a contract with San Francisco, San Mateo, Santa Clara, Alameda and Contra Costa counties. SCSEP services link to other services provided by WIOA partners and AJCCs in the local areas.
- Job seekers who visit CNAP register for a One Stop Card which allows access to all affiliates in San Francisco. Job seekers who request to meet with a career advisor are asked to complete an initial assessment related to work experience, English level, computer or internet skills, transportation, etc. If the job seeker or career advisor determines during the assessment process that another service provider may be a better fit for the services requested, then a referral would be made accordingly. Career advisors will follow up with the job seekers until they no longer need services or the provision of services have been fully transitioned to another service provider.

Ranking (1-5): 5

Rationale for this Ranking: Meet all quality indicators

Continuous Improvement Plan and Timeline: n/a

Hallmarks of Excellence #4

The AJCC provides integrated customer-centered services

Quality Indicators

- The AJCC’s staff identifies with the local one-stop system and not just their own specific programs.
- The AJCC’s staff have processes in place to connect customers to other network partners and continually revisit these processes.

- The AJCC’s staff make clear efforts 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.
- Staff have received training on customer centered design.

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

- See Hallmark 3 – CNAP 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 principles within the CNAP.

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: (Describe quality indicators or enter not applicable.)

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

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

- The OEWD workforce provider network (of which CNAP is a part) addresses training and skill development as a system by connecting the various access points and customers to sector training programs that provide training and credentials in growing industries in San Francisco. These sector training programs focus on San Francisco’s four fastest growing

sectors: technology, healthcare, hospitality, and construction. Sector training programs deliver contextualized and sector-specific job readiness training, job search, and employment services that will lead participants to career pathways. Participants who completed training receive industry-recognized credentials and certifications.

- The CNAP is an entry point to San Francisco’s workforce development system for job seekers looking for workforce and training services. For anyone interested in sector trainings, career advisors provide the date and time of sector orientation(s) for specific sectors. Staff may also help contact the corresponding providers if the job seeker is unable to do so. CNAP also hosts sector orientations onsite every quarter.
- SHE, the CNAP operator, is also the Hospitality Sector Coordinator and Healthcare Sector Training provider.
- Supportive services, particularly transportation, training-required uniforms, and shoes are the typical kinds of services available to customers. Other supportive services may also be available depending on the requirements of the training.
- Staff and leadership are connected to the specific pathways available in San Francisco and have also received training in sector strategies, career pathways, and connecting individuals to high-demand occupations.
- CNAP does not implement a “sequence of service,” but through network partnerships, does offer preliminary job readiness services to those clients who are interested in training but are not ready logistically or academically.

Ranking (1-5): 5

Rationale for this Ranking: Meets all applicable quality indicators.

Continuous Improvement Plan and Timeline: n/a

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

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

- The AJCC is an integral part of the San Francisco workforce provider network that connects workers to high quality jobs or entry level work with clear routes to advancement.
- System partners, including the AJCC, work as a local team to understand any defined strategies in place to regularly seek and capture employer advice in the design and delivery of demand-driven services for job seekers.

- OEWD leads its network of providers (including those providing services at affiliate AJCCs) in employer engagement activities, which minimizes redundant employer contacts while maximizing access to system-wide, integrated business services.
- The AJCC offers a range of services for employers such as referral of qualified candidates, on-site recruitment, pre-employment testing, skill-verification, and hiring and training subsidies
- The AJCC has processes in place to consistently seek 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 CNAP, 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 CNAP, 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, CNAP'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 those 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.
- CNAP hosts monthly department meetings and discusses current labor market information for the local area with all staff. Information discussed includes the unemployment rate, number of jobs, and growth or reduction of jobs in certain industries. Any industry specific updates that leadership receives from emails, mailings, press releases, and so on is also shared.
- CNAP receives daily phone calls from businesses and employers looking for qualified candidates. They meet this demand by providing referrals of individual candidates (if the employer is looking for one or two candidates) as well as offering to host hiring events if an employer is looking to recruit a group of candidates for a massive recruitment.
- In addition to on-site/in-house services, CNAP partners with other NAPs to recruit candidates and makes specific referrals to the CAP if the employer is interested in/eligible for OJT services.
- CNAP regularly surveys businesses about their satisfaction with its services. Businesses have been satisfied with the high number of candidates who are present at the hiring events. They are also impressed by the quick turnaround CNAP staff provide. Career

advisors follow-up on the status of every candidate who attends the events and troubleshoot any questions or concerns that may occur in the hiring process.

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. It contributes generally as a location where any individual can access workforce services; it also offers services to English Language Learners (ELL), older adult job seekers, and hosts the Hospitality Sector Training efforts of the system.
- The AJCC staff and leadership have received training on how to effectively assist customers in registering with CalJOBSSM and how to match customers to available jobs.
- AJCC staff have been cross-trained in the types of services provided by other WIOA programs, their eligibility requirements, and in specific referral processes.

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

- To support connections between WIOA and OEWD-funded workforce network partners, such as CNAP, 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 by program areas and include on the agenda space 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 CNAP, to share best practices in workforce development.

- CNAP staff have received training in CalJOBSSM as well as participated in cross-training sessions on the services available from WIOA partners, as well as those partners' eligibility, and referral processes.

Ranking (1-5): 5

Rationale for this Ranking: Meets all quality indicators.

Continuous Improvement Plan and Timeline: n/a

Hallmarks of Excellence #8

The AJCC achieves business results through data driven continuous improvement

Quality Indicators:

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

Assessment of the AJCC's Strengths and Continuous Improvement Recommendations

- CNAP 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, CNAP 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, CNAP achieved the following on proxy indicators of performance (i.e. not formal WIOA measures): 93% of their enrollment goal, 107% of their work readiness goal, and placed 130% 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