



Goodwill®

Serving the People of Southern Los Angeles County

Outcome Measurements Report January – December 2019

Outcome Measurements for:

Community Employment Services
Employment Skills Training Services
Employment Services Coordination



Photo: Cohort 8E

Certified Nurse Assistant training program graduates, June 19, 2019



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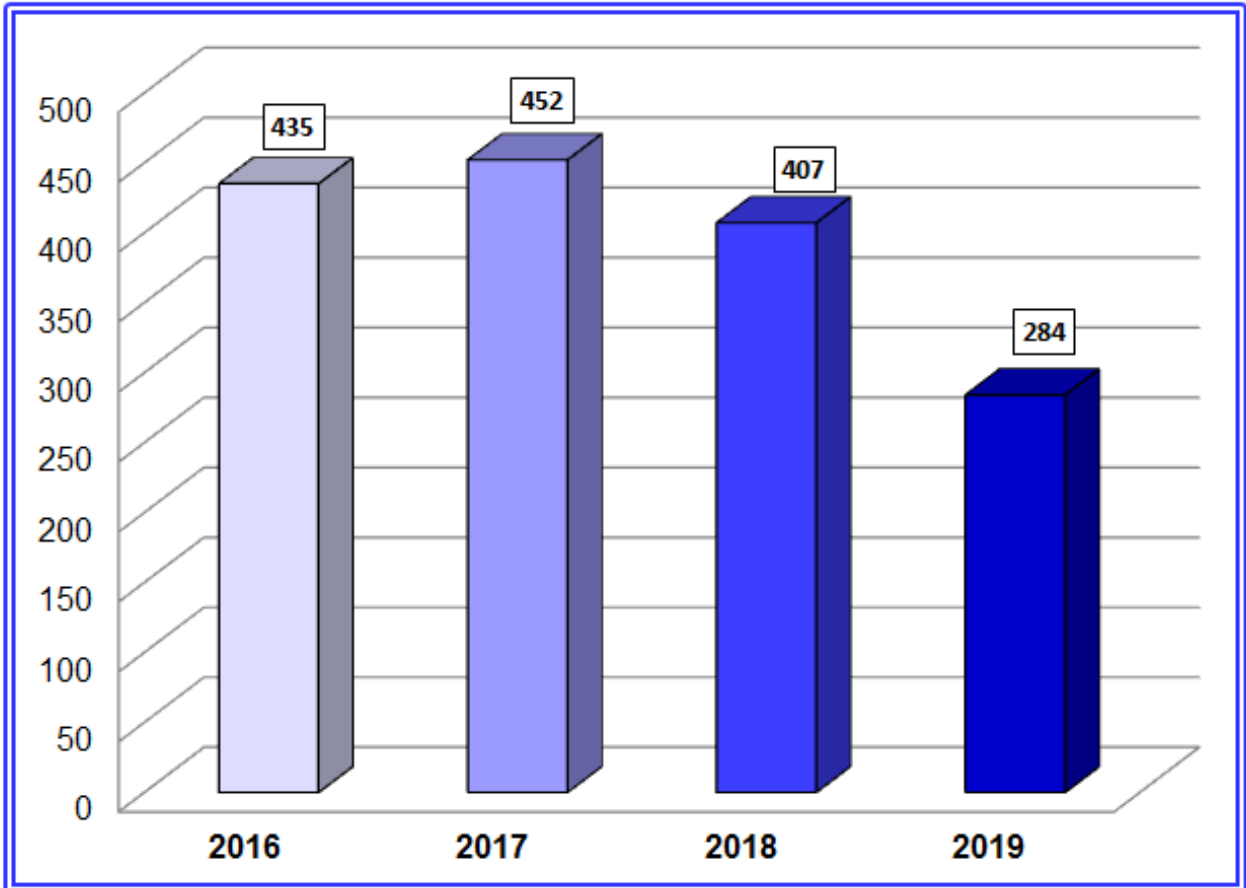
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COMMUNITY EMPLOYMENT SERVICES

I Effectiveness

Goodwill will measure for effectiveness of community employment services provided.

Objective 1 Place 372 unduplicated participants in unsubsidized jobs.



Result 284 participants were placed in 2019

TARGET NOT MET

Summary Unfilled positions in both direct placement and CNA/Security job development for part of the year contributed to the overall target not being met.

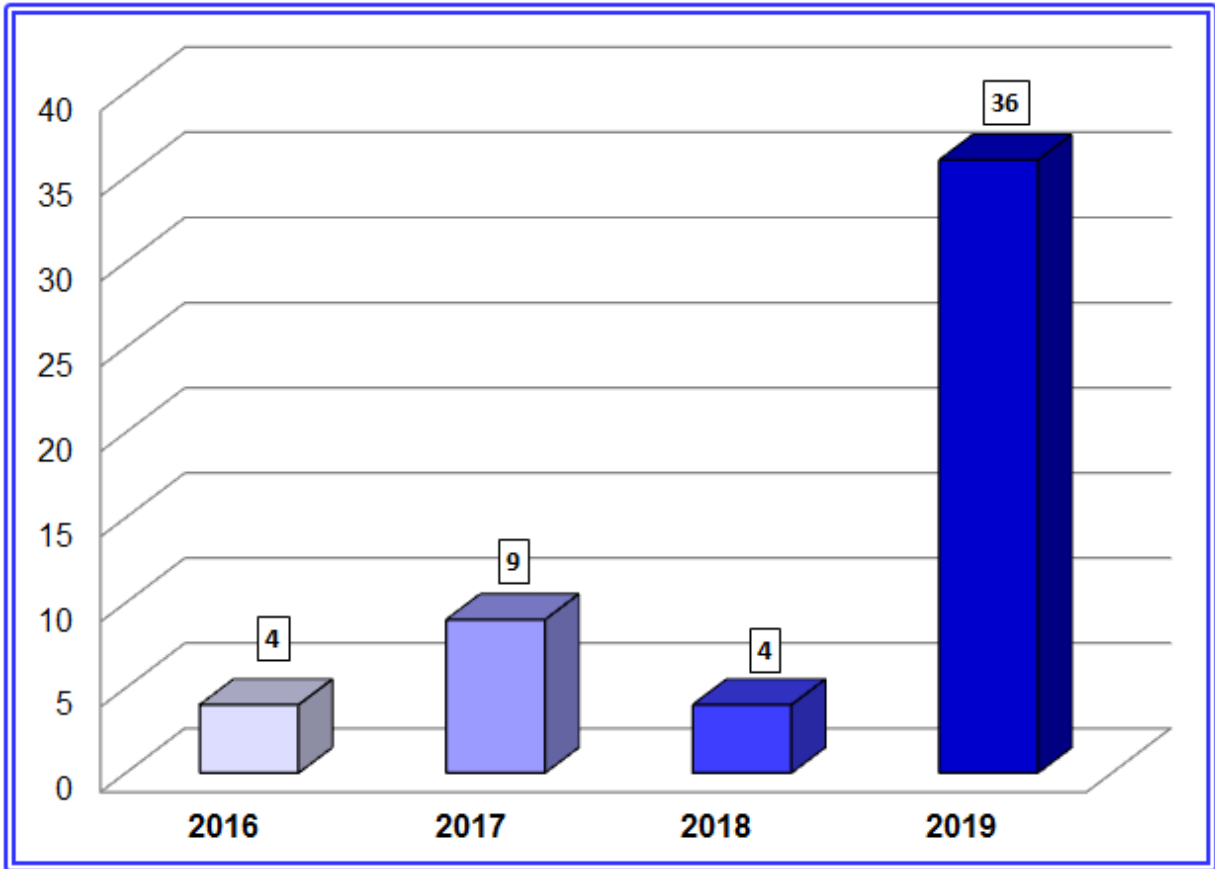
2020 Action Plan Based on projected program development and the three year strategic plan the 2020 target is 411. Plans to meet that target include recruitment of more employers, more frequent Goodwill-sponsored job fairs and renewed emphasis on employment verification of program graduates.

COMMUNITY EMPLOYMENT SERVICES

I Effectiveness

Goodwill will measure for effectiveness of community employment services provided.

Objective 2 27 new placements will be made into supported employment opportunities.



Result There were 36 new supported employment placements in 2019.

TARGET EXCEEDED

Summary The addition of a Supported Employment Job Developer contributed to exceeding the placement goal.

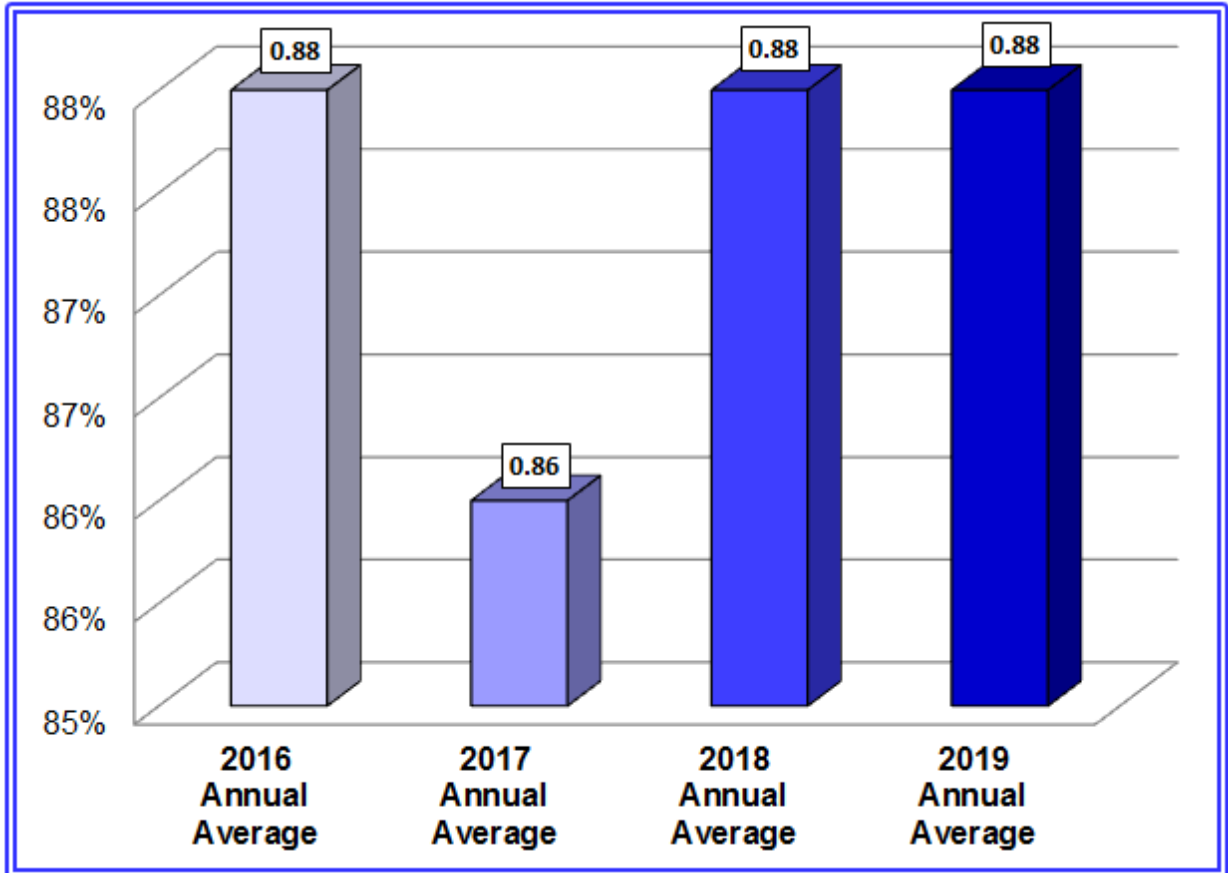
2020 Action Plan The goal will be increased to 30 placements for 2020. The Supported Employment Job Developer will continue to recruit new employers and place clients.

COMMUNITY EMPLOYMENT SERVICES

I Effectiveness

Goodwill will measure for effectiveness of community employment services provided.

Objective 3 The overall productivity level of participants enrolled in community based supported employment opportunities will be 85%.



Result Productivity level is at 88% (Community 88%, Facility 88%)

TARGET EXCEEDED

Summary The Supported Employment Services Manager and Job Developer works with the Job Coaches to ensure that the productivity level of each participant is meeting the assigned productivity levels.

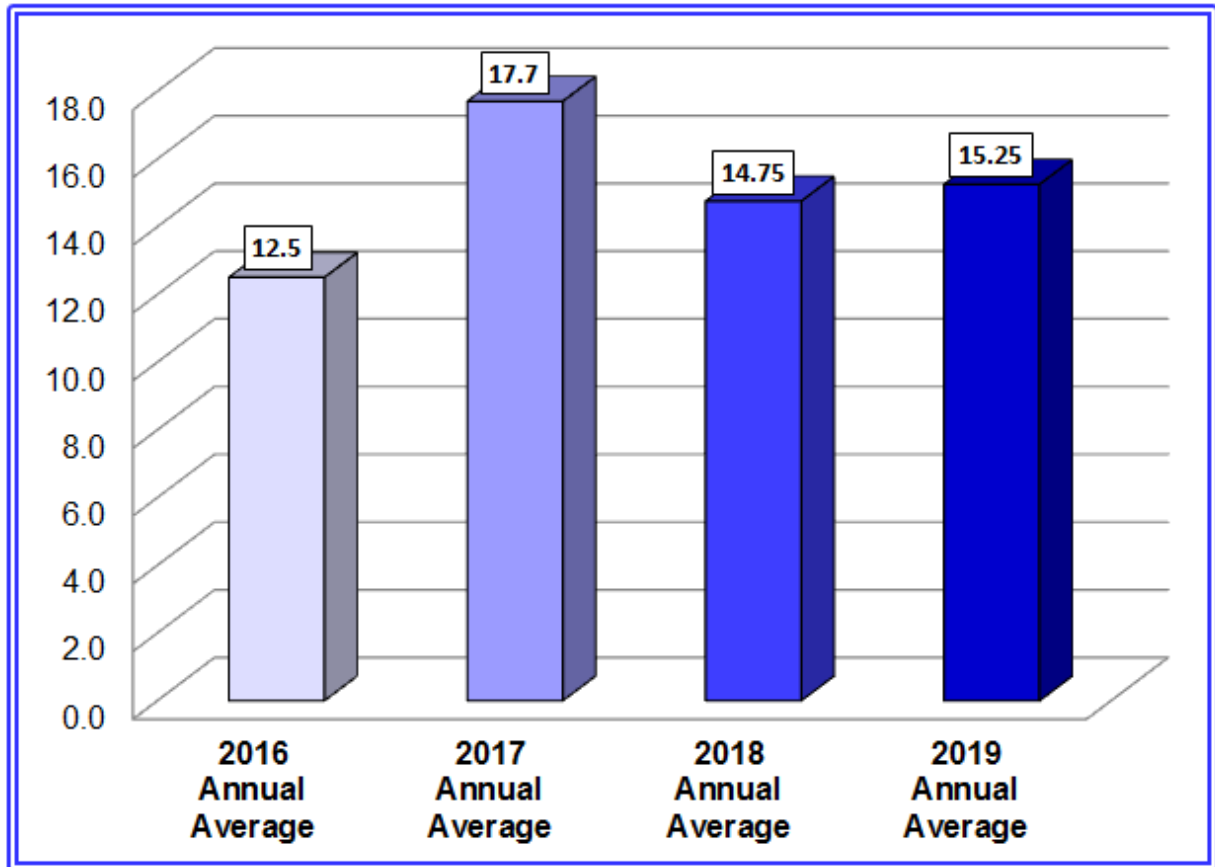
2020 Action Plan The Supported Employment Services Manager and Job Developer will work with employers and the job coaches to help the participants continue to achieve a productivity level of at least 85%.

COMMUNITY EMPLOYMENT SERVICES

II Efficiency

Goodwill will measure for efficiency of community employment services provided.

Objective 1 The total number of participants served in employment skills training (MSC Life Skills) will increase to 16.0 participants per training cycle.



Result There were 12 cycles per year with an average of 15.25 participants per cycle.

TARGET NOT MET

Summary The Life Skills training program relies on referrals from MSC partner agencies and referrals were down slightly in 2019.

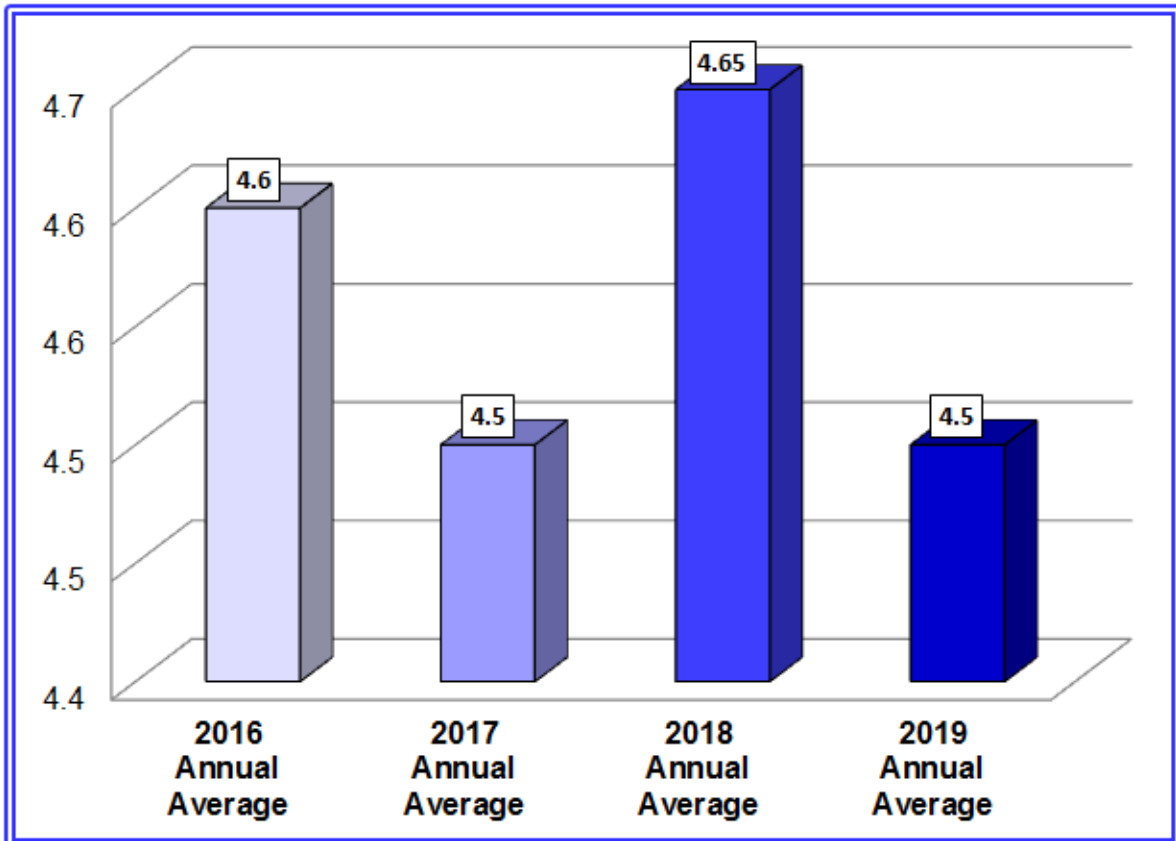
2020 Action Plan The Goodwill MSC team will market the Goodwill Life Skills program and work closely with the other MSC agencies. Maintaining communication with the other agencies within the Continuum of Care will increase the programs visibility and participant attendance. The goal remains at 16 participants per class cycle.

COMMUNITY EMPLOYMENT SERVICES

III Participant Satisfaction

Goodwill will measure for participant satisfaction of community employment services.

Objective 1 MSC participants 'overall satisfaction rating of community employment services resulting in competitive employment will be an average of 4.5 (on a rating scale of 1 to 5 with 5 being very satisfied).



Result The overall satisfaction rating is 4.5

TARGET MET

Summary The Goodwill MSC team assists MSC participants overcome barriers that prevent them from working. Barriers may include homelessness, inadequate childcare, shelter, and/or lack of transportation. The MSC team continues to deliver Life Skills, Employment Preparation, and Job Development training for participants that enter the program in partnership with the Continuum of Care at the MSC and adjusts topics to meet the needs of the population.

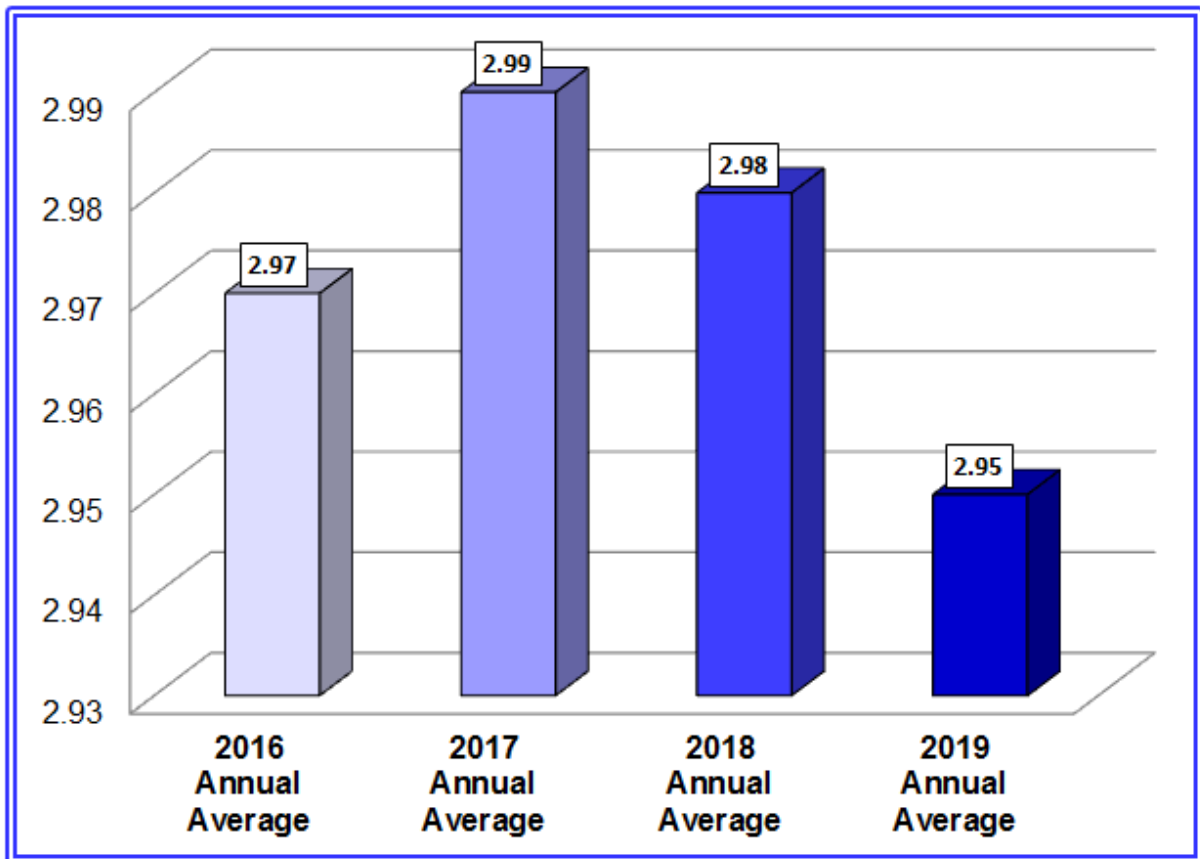
2020 Action Plan The satisfaction rating goal will remain at 4.5. The Goodwill MSC team will continue to assist individuals overcome barriers through training, resources and mentoring.

COMMUNITY EMPLOYMENT SERVICES

III Participant Satisfaction

Goodwill will measure for participant satisfaction of community employment services.

Objective 2 Participants overall satisfaction rating of community employment services resulting in supported employment will be an average of 2.9 (on a rating scale of 1 to 3 with 3 being very satisfied). (Supported Employment)



Result The overall satisfaction rating in supported employment is 2.95

TARGET EXCEEDED

Summary The Supported Employment program has been diligent in working with the service participants to help them find employment at various facility and community sites. Team Leaders are working closely with the service participants to assist in their growth of transitioning into independent employment.

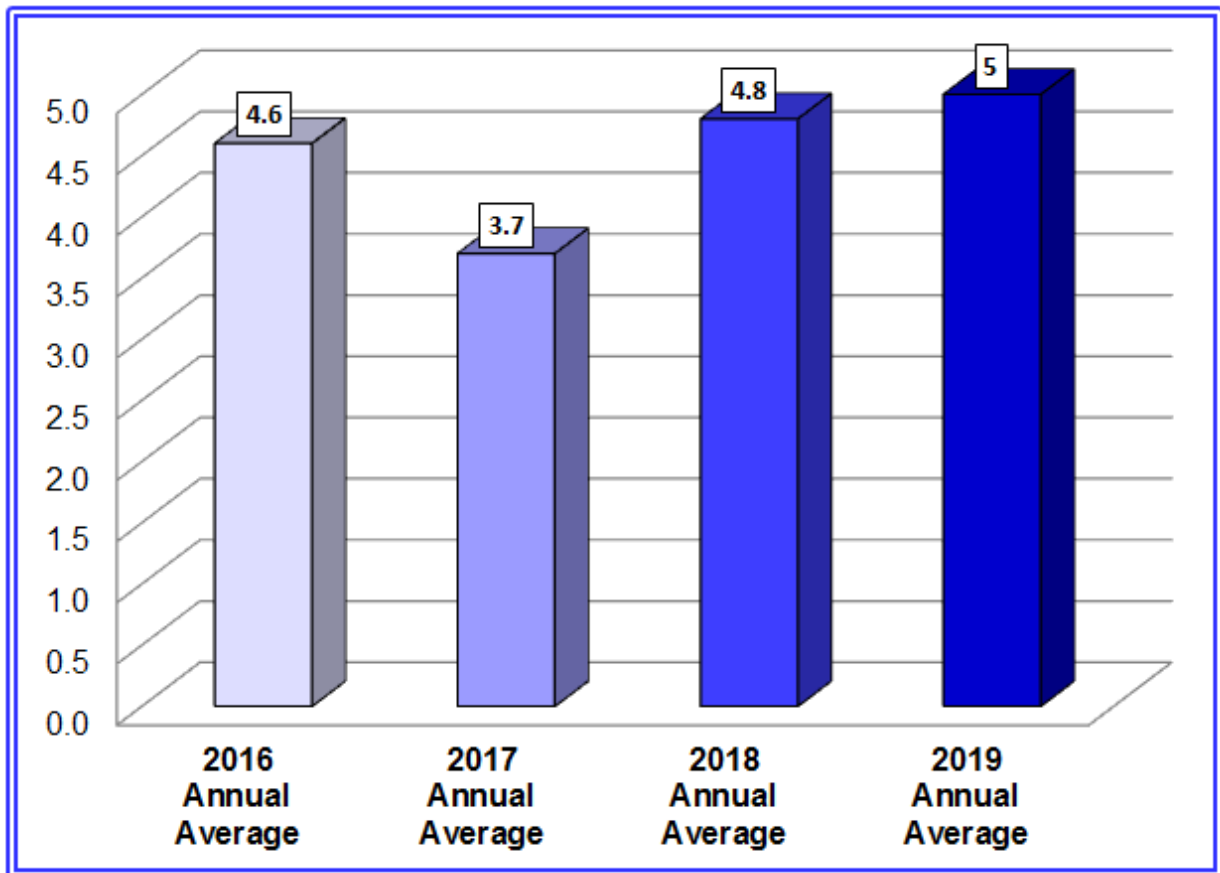
2020 Action Plan The satisfaction rating will remain the same. Supported Employment will work with the participants in obtaining satisfaction surveys in 2019.

COMMUNITY EMPLOYMENT SERVICES

IV Other Stakeholder Satisfaction

Goodwill will measure for other stakeholder (referral agency, employers, etc.) satisfaction of community employment services provided. (MSC)

Objective 1 Other stakeholders' overall satisfaction rating of community employment services will be an average of 4.5 (on a rating scale of 1 to 5 with 5 being very satisfied).



Result The overall satisfaction rating is 5.0

TARGET EXCEEDED

Summary The partner agencies at the MSC have expressed great satisfaction with the services provided by the Goodwill MSC staff, both in the provision of employment preparedness training and in employment placement services.

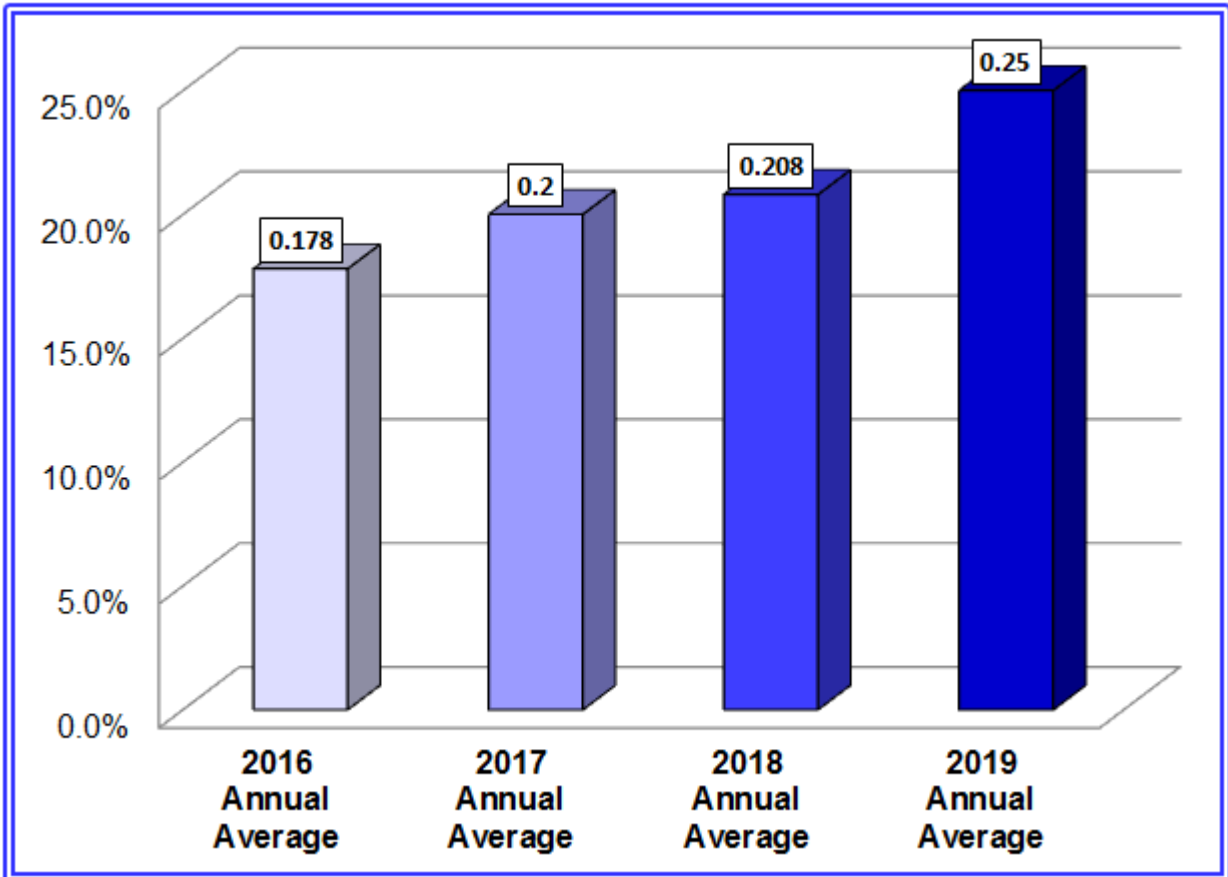
2020 Action Plan The satisfaction rating goal will remain the same. The MSC team will continue to work with the clients and services providers to achieve an overall satisfaction rating of 4.5 or higher in 2020.

COMMUNITY EMPLOYMENT SERVICES

V Service Access

Goodwill will measure service access indicators of community employment services provided.

Objective 1 30% of the total number of participants enrolled in community employment services will be older youth 18 to 24 years of age. (MSC, Direct Placement, Cerritos Culinary, and Cerritos Retail)



Result 25% of the participants enrolled in community employment services are in the 18-24 years of age category.

TARGET NOT MET

Summary Due to some staffing changes during the year, there was insufficient outreach and recruitment of this demographic.

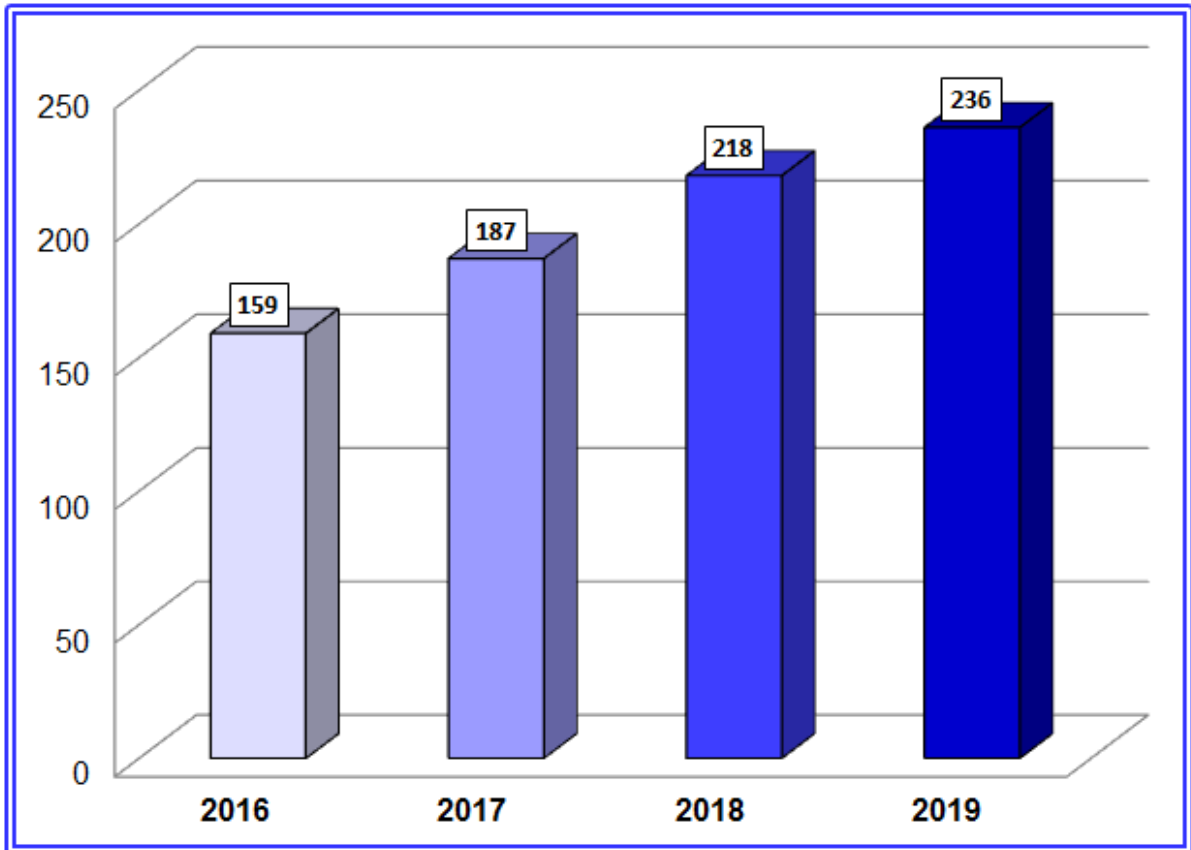
2020 Action Plan The goal will remain at 30%. Staff will reach out to more organizations to get referrals from the age group.

EMPLOYMENT SKILLS TRAINING

I Effectiveness

Goodwill will measure for effectiveness of employment skills training services provided.

Objective 1 208 participants will successfully graduate from Goodwill employment skills training programs (C.N.A. & LP/Security)



Result 236 training program participants have successfully graduated: 109 in Security/LP and 127 in CNA.

TARGET EXCEEDED

Summary Based on feedback from Loss Prevention PAC employers, the LP program was sun-setted early in 2019 and replaced with a two week Security Guard training program. This change has allowed us to enroll and complete more individuals into the training program while continuing to maintain a high placement rate.

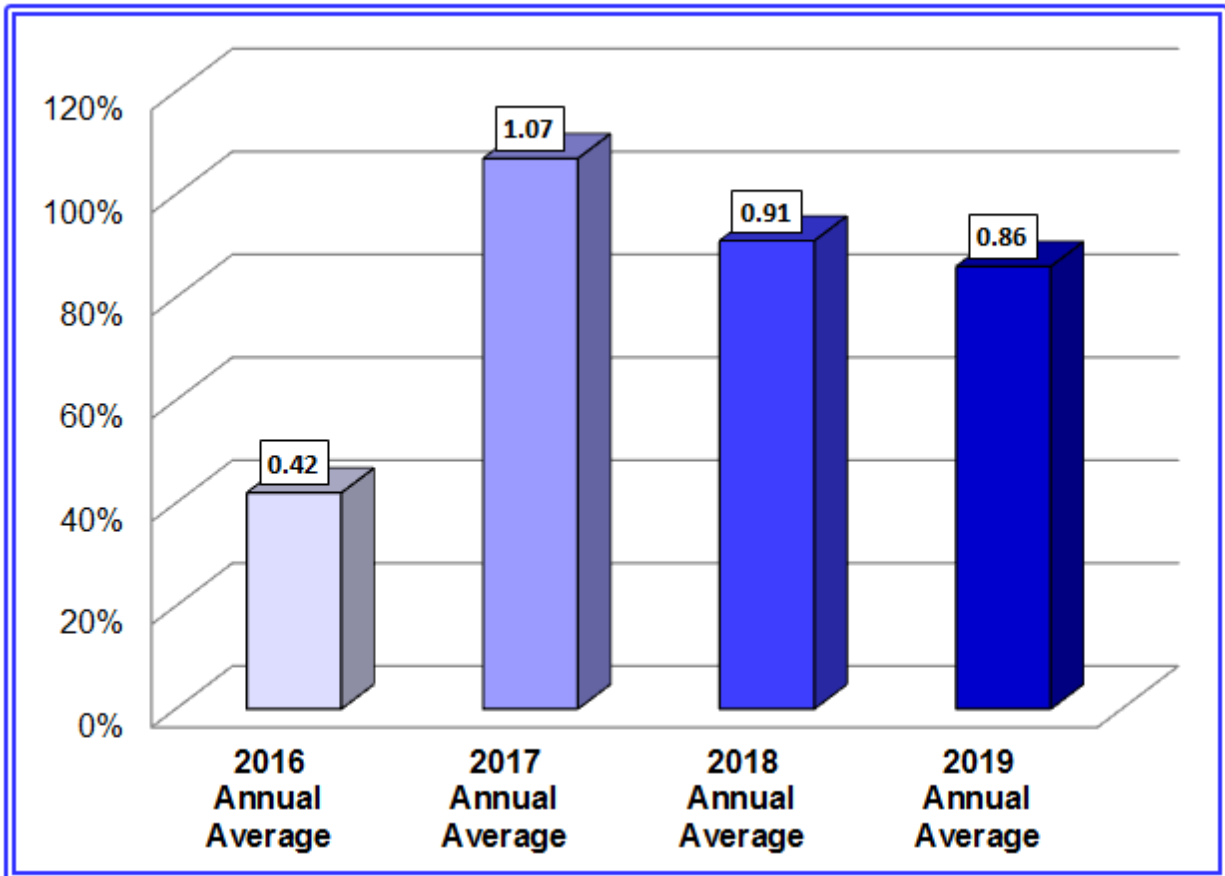
2020 Action Plan The 2020 goal will remain at 208. Goodwill leadership will continue to work with PAC members to determine the effectiveness of the two week Security Officer training program in preparing participants to find employment upon completion. Program adjustments will be made accordingly. CNA will continue to work with LBUUSD and other partners to fund additional cohorts.

EMPLOYMENT SKILLS TRAINING

I Effectiveness

Goodwill will measure for effectiveness of employment skills training services provided.

Objective 2 85% of the participants who successfully exit Goodwill employment skills training programs will become competitively employed or enrolled in higher education.



Result 74 of the 109 participants who completed the Security/LP program and 68 of the 127 CNA graduates were either placed in employment or enrolled in higher education for an overall percentage of 86%

TARGET EXCEEDED

Summary The strong relationships with employers for providing qualified candidates and the job preparedness training provided to our students results in high levels of placements for graduates ready to move into employment. CNA graduates, especially those in the High School cohorts, are encouraged to transition into higher education instead as a way to advance up the medical career ladder.

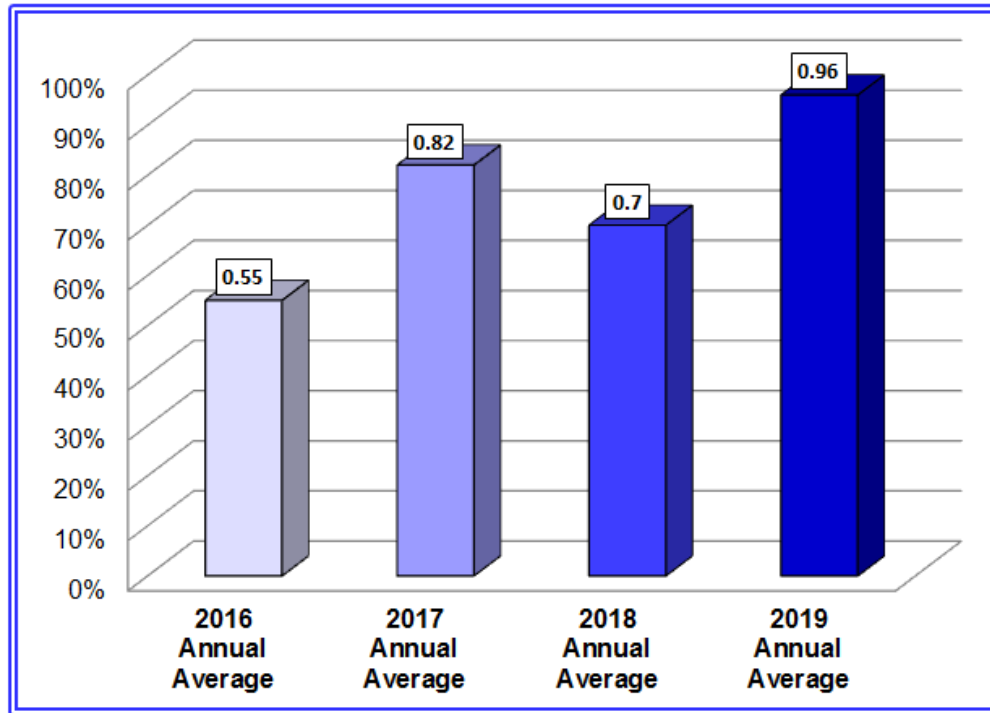
2020 Action Plan The goal of 85% will be maintained for 2020. Career coaches, job developers and the Employment Career Navigator will continue all efforts to assist graduates with their career and progress. Renewed emphasis will be placed on retention and documentation efforts by staff.

EMPLOYMENT SKILLS TRAINING

I Effectiveness

Goodwill will measure for effectiveness of employment skills training services provided.

Objective 3 80% of participants who enroll in Goodwill employment skills training programs will successfully complete employment skills training services.



Result A total of 241 participants were enrolled in employment skills training programs and 232 completed for a percentage of 96%.

TARGET EXCEEDED

Summary Instructors, coaches and other staff provide strong engagement of participants and supports while they matriculate through the training to ensure a high completion rate. Admissions play a key role in making sure that recruits clearly understand student expectations. The transition from a 5-week Loss Prevention to a 2-week Security Guard training program had a positive impact on student completion. CNA program enrollment is now calculated from the start of theory/clinical instead of Introduction to Nursing (soft skills only) to provide a more accurate measure of program completion rates.

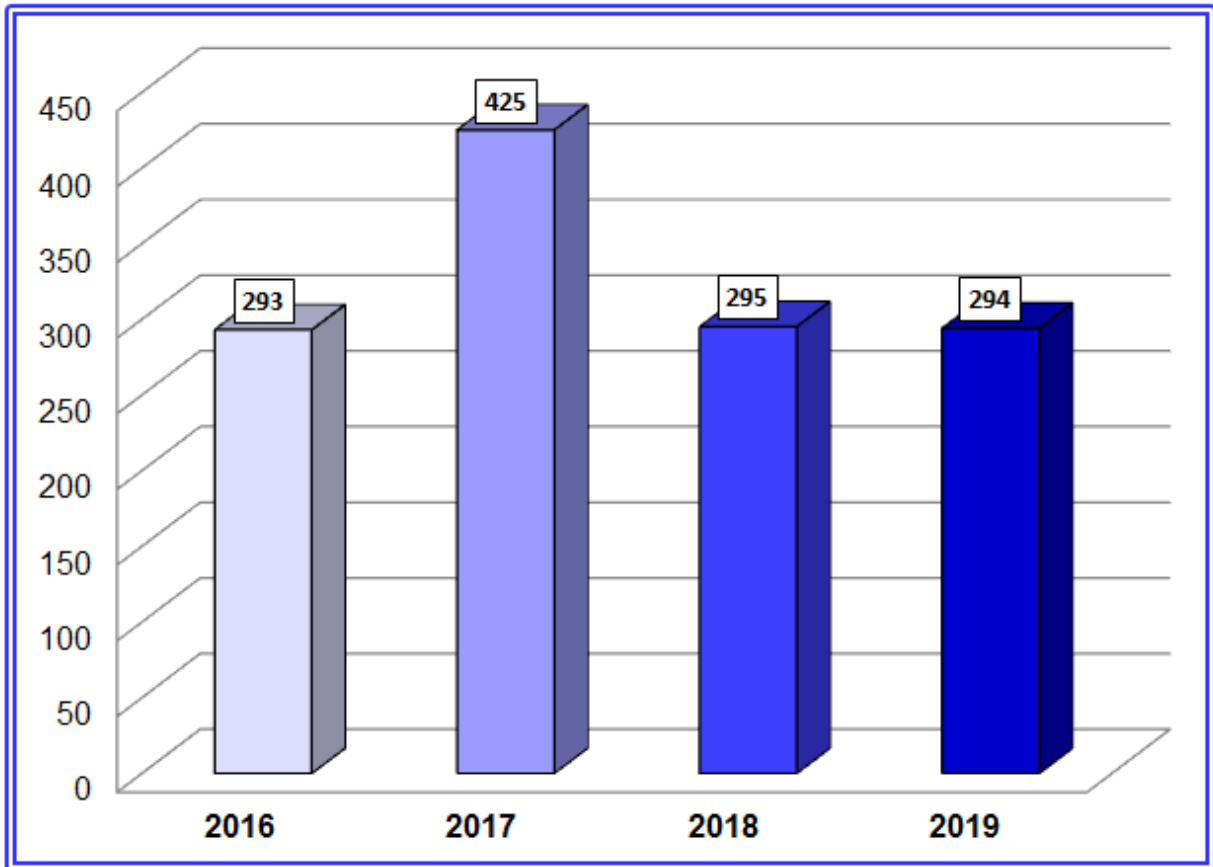
2020 Action Plan The 2020 goal will be increased to 90%. Admissions staff will continue to market the programs to increase enrollment, completion, and placement. Program Directors, instructors and Career Coaches will work closely with recruiters to maintain dialogue on program requirements to help potential students understand expectations. Instructors and career coaches will consistently document students' progress and regular team meetings will be conducted to evaluate participants' progress and develop strategies to help students succeed.

EMPLOYMENT SKILLS TRAINING

I Effectiveness

Goodwill will measure for effectiveness of employment skills training services provided.

Objective 4 338 Multi-Service Center (MSC) participants will be enrolled in employment skills training services (Goodwill Works training and Life Skills Training)



Result 294 participants enrolled in the Goodwill Life Skills and Employment Preparation training program at the MSC

TARGET NOT MET

Summary Despite efforts to work with partner agencies, there were not enough referrals to reach this goal.

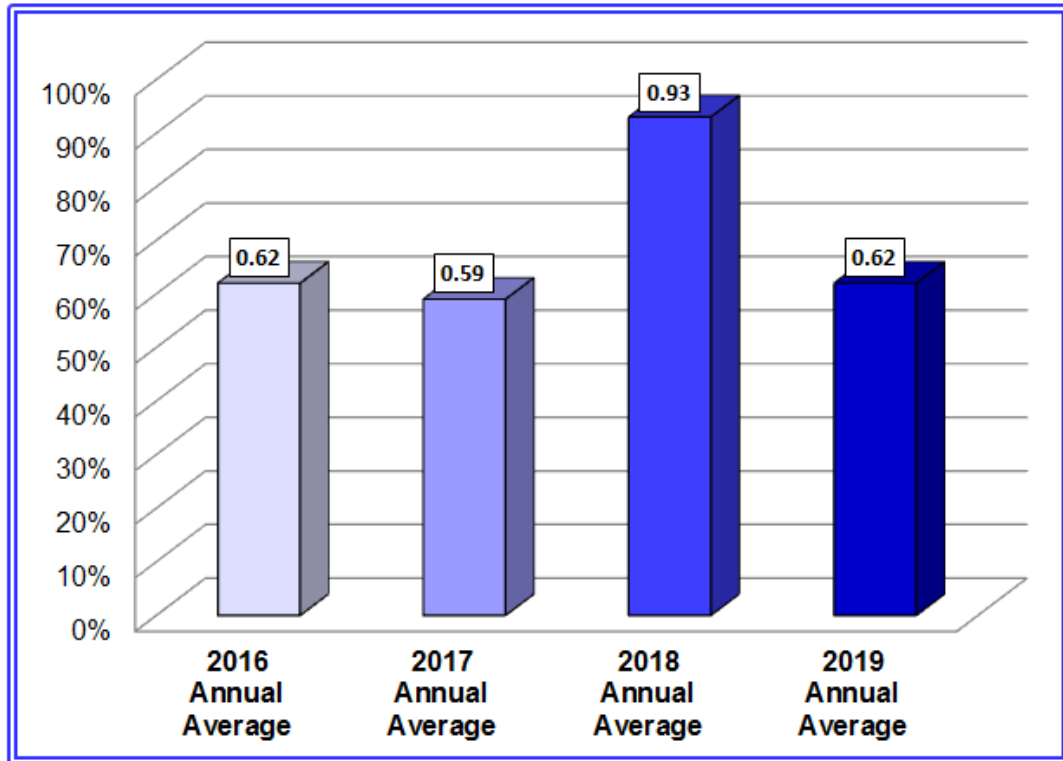
2020 Action Plan The goal for 2020 remains at 338. Staff will recruit more referring agencies to increase referrals.

EMPLOYMENT SKILLS TRAINING

I Effectiveness

Goodwill will measure for effectiveness of employment skills training services provided.

Objective 5 80% of MSC participants entering the employment skills training will successfully complete the program.



Result 62% of MSC participants who entered the program successfully completed.

TARGET NOT MET

Summary The Goodwill MSC programs work with participants who are experiencing homelessness or at-risk of being homeless. Chronic homelessness is increasing in our service area and many participants have multiple significant barriers that affect their attendance and completion of the Goodwill MSC programs. These additional barriers may consist of mental health, lack of education, substance abuse, disability, recently released offenders, and re-incarceration.

2020 Action Plan The goal for 2020 will be 61% to match the Vital Factors projections. Goodwill Life Skills & Employment Prep and Job Development programs will continue to market the programs to increase program enrollment, completion, and placement by working closer with the other MSC team and agencies.

EMPLOYMENT SKILLS TRAINING

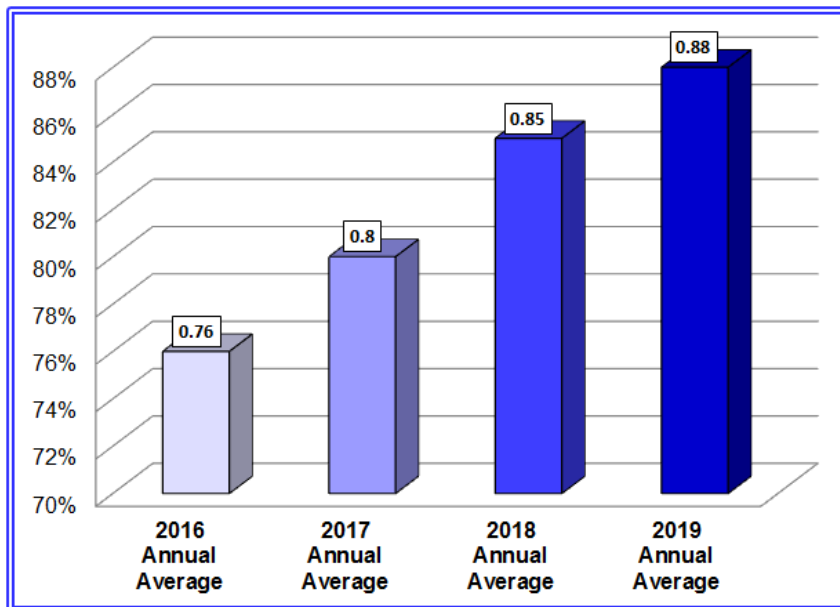
II Efficiency

Goodwill will measure efficiency of employment skills training services provided. (CNA and LP/Security)

Objective 1

70% of participants who successfully complete Goodwill employment skills training services will be placed in competitive employment within the time frame noted below. The programs will be evaluated in the following manner:

- A) Loss Prevention/Security will be measured at one month from the time a participant graduates the training program.
- B) C.N.A. will be measured two months after graduating from the training program to allow time to receive their certification from the State of California



Result

73% of Loss Prevention/Security participants were placed within 18 days
And 71% of CNA participants were placed within 21 days.

OVERALL: 74% W/IN 30 DAYS
82% W/IN 60 DAYS

TARGET EXCEEDED

Summary

The training programs have graduated highly qualified participants and have been successful developing relationships with employers. It is not uncommon for employers to inquire about upcoming graduations and request to attend our positive recruitments. Additionally, we have had solid and consistent staffing throughout the year in both the CNA and LP training programs. The lack of a job developer for a significant portion of the year negatively affected employment verifications.

2020 Action Plan

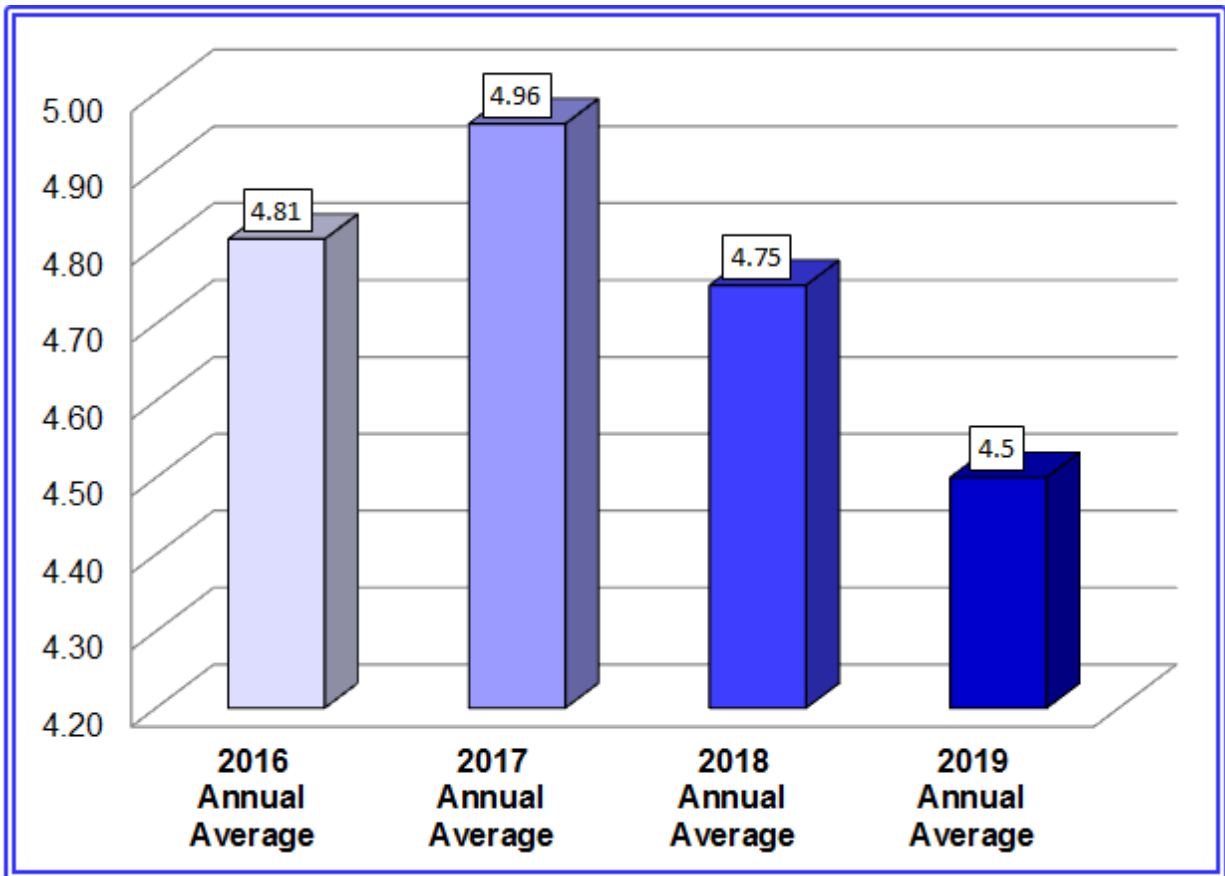
Career Coaches will continue to work with the Job Developer whose role is to find placements for participants that complete the training programs and document employment. This target will remain at 70% within 30 days and 80% within 60 days.

EMPLOYMENT SKILLS TRAINING

III Participant Satisfaction

Goodwill will measure for participant satisfaction of employment skills training services provided. (CNA and LP/Security)

Objective 1 Participants overall satisfaction rating of employment skills training services will be an average of 4.5 (scale of 1 to 5 with 5 being very satisfied).



Result 4.5 is the average score

TARGET MET

Summary

Student satisfaction surveys are now being done using utilizing Google Survey and are given to all participants prior to program completion.

"This program has been a life-changing experience for me. I hope future students have a similar experience to mine." 2019 CNA Graduate

"The program all came together in perfect timing for me and I could not be more grateful." 2019 Security Program Graduate

2020 Action Plan

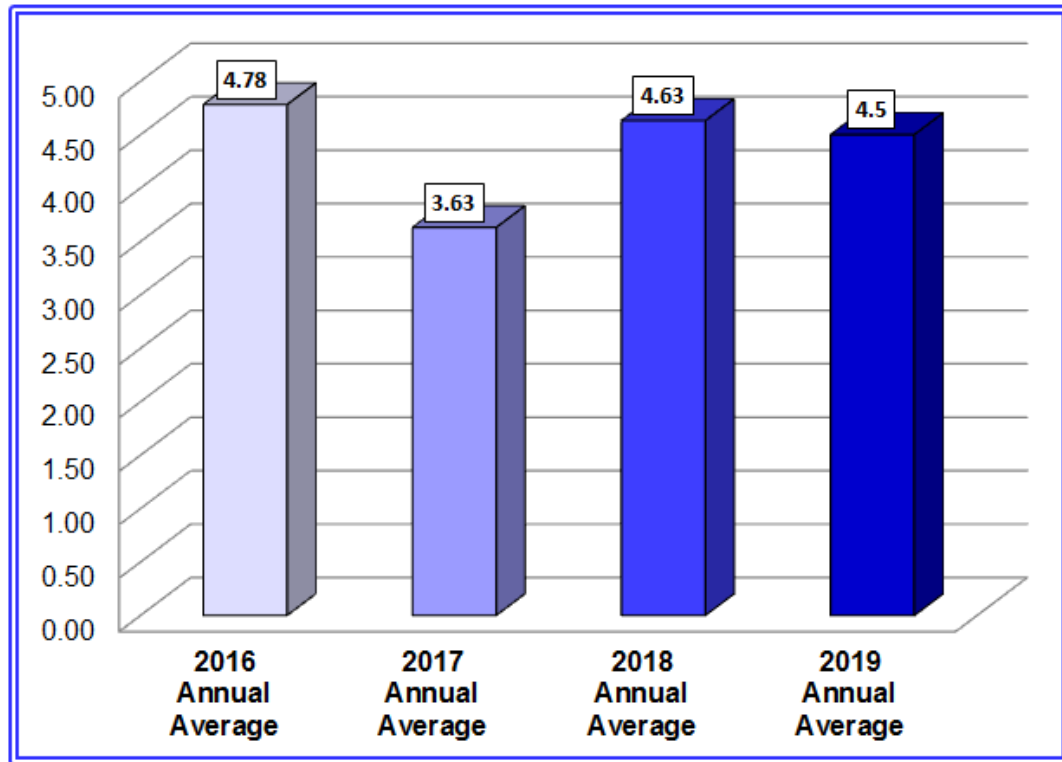
The satisfaction rating goal will remain 4.5.

EMPLOYMENT SKILLS TRAINING

IV Other Stakeholder Satisfaction

Goodwill will measure for other stakeholder (referral agency, employers, etc.) satisfaction of employment skills training services provided. (CNA and LP)

Objective 1 Other stakeholders' overall satisfaction rating of employment skills training programs will be an average of 4.5 (on a rating scale of 1 to 5 with 5 being very satisfied).



Result 4.5 is the average score

TARGET MET

Summary

The CNA and LP/Security teams have consistently established positive relationships with employers and partnering agencies. Here are a few samples of comments from partner satisfaction surveys:

"We love this program and are very happy to attend the Positive Recruitments. Always so professional and organized."
Global Protection Group

"You always have such great candidates!"
Assistance in Home Care

2020 Action Plan

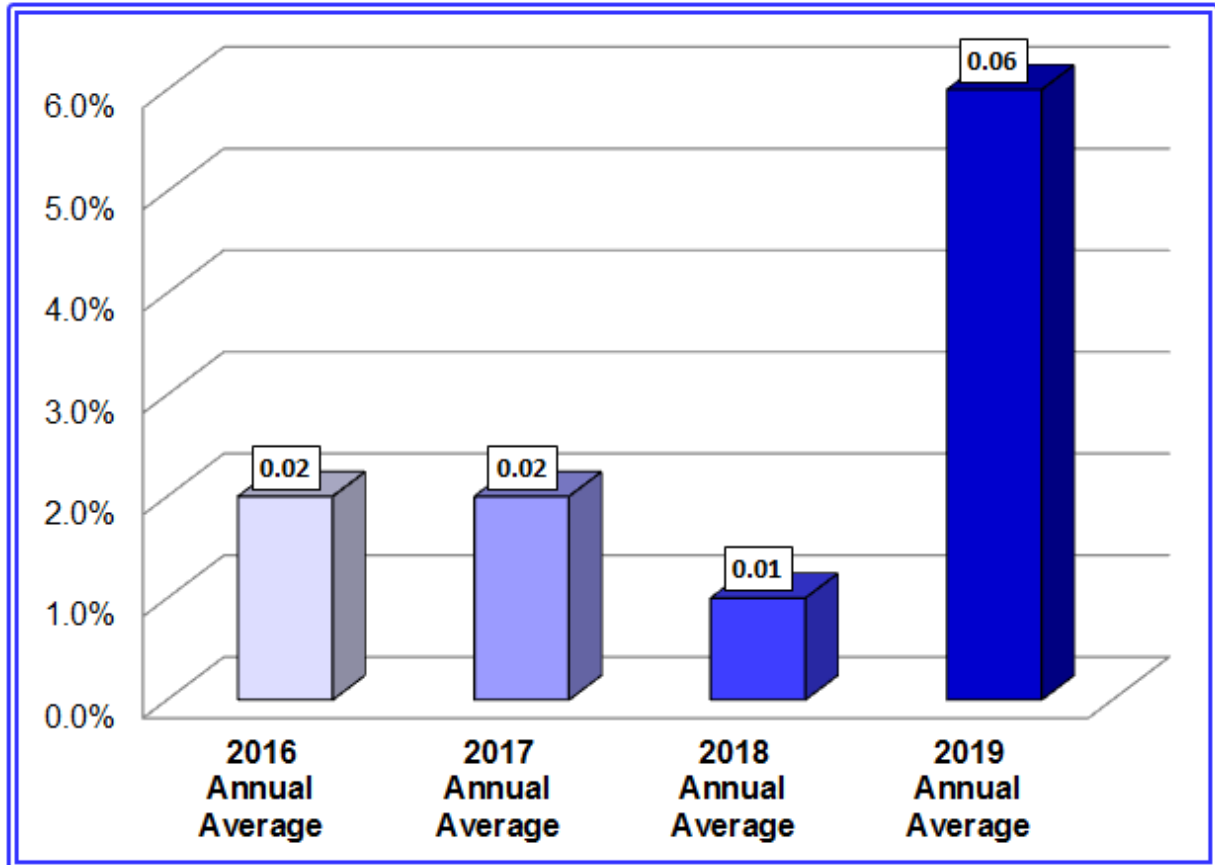
The satisfaction rating goal will remain the same. The CNA and LP/Security training programs will continue to solicit and respond to employer feedback through surveys, personal contact and PAC meetings to keep satisfaction ratings high.

EMPLOYMENT SKILLS TRAINING

V Service Access

Goodwill will measure service access indicators of employment skills training services provided. (CNA and LP/Security)

Objective 1 5% of the total number of participants enrolled in employment skills training services will be veterans and/or family of veterans.



Result .06% of participants enrolled are veterans (7 out of 325 enrolled)

TARGET NOT MET

Summary Changes in admissions staffing early in 2019 limited outreach but efforts were increased in the later part of the year. A new partnership with the Veterans and Youth Career Coalition was developed late in the year but did not provide the numbers needed to reach the goal.

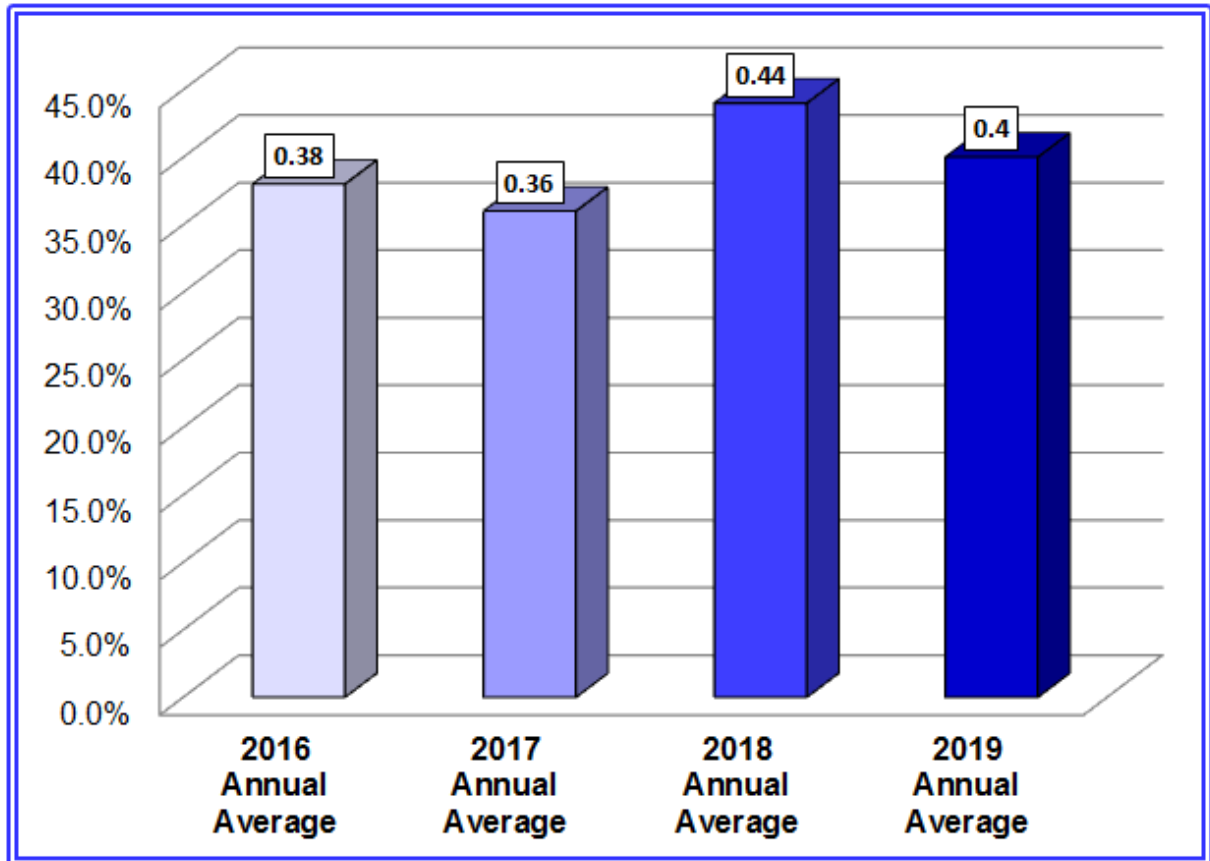
2020 Action Plan The target will remain at 5%. Recruiters will continue attending and participating in job fairs that are specific to veterans. We will continue to work with Pacific Gateway Workforce Investment Network (PGWIN) and their veterans' program. New partnerships with local Veterans groups will be explored.

EMPLOYMENT SKILLS TRAINING

V Service Access

Goodwill will measure service access indicators of employment skills training services provided. (CNA and LP/Security)

Objective 2 30% of the total number of participants enrolled in employment skills training services will be older youth 18 to 24 years of age. (CNA and LP/Security)



Result 40% of the participants enrolled in employment skills training services are in the 18-24 years of age category

TARGET EXCEEDED

Summary CNA and LP/Security staff are working with the Pacific Gateway Workforce Investment Network and Local Community Career Development Centers (CDCs) to actively refer older youth for these programs and assist them with program fees and supportive services.

2020 Action Plan We will keep the goal at 30% and continue to work with referring agencies to enroll and support older youth.

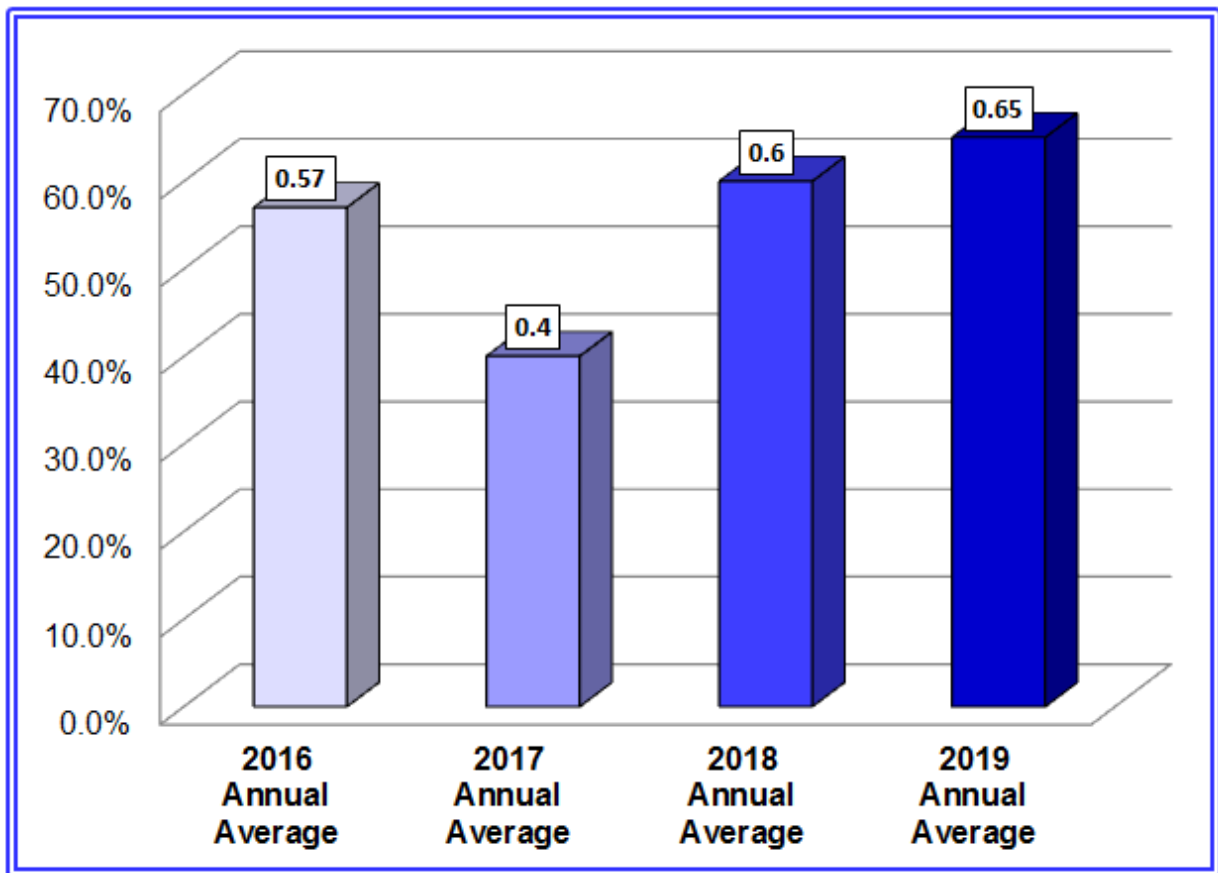
EMPLOYMENT SERVICES COORDINATION

The focus of Employment Service Coordination does not include Employment Skills (training programs) though training programs have been included in order to get an aggregate of all services

I Effectiveness

Goodwill will measure for effectiveness of employment services coordination.

Objective 1 The total number of participants competitively employed from the total number of participants enrolled into caseloads will be 55%.



Result OVERALL= 65%

TARGET EXCEEDED

Summary The MSC and Fatherhood program continue to help participants gain competitive employment.

2020 Action Plan The MSC and Fatherhood Programs will maintain a 55% or higher placement rate.

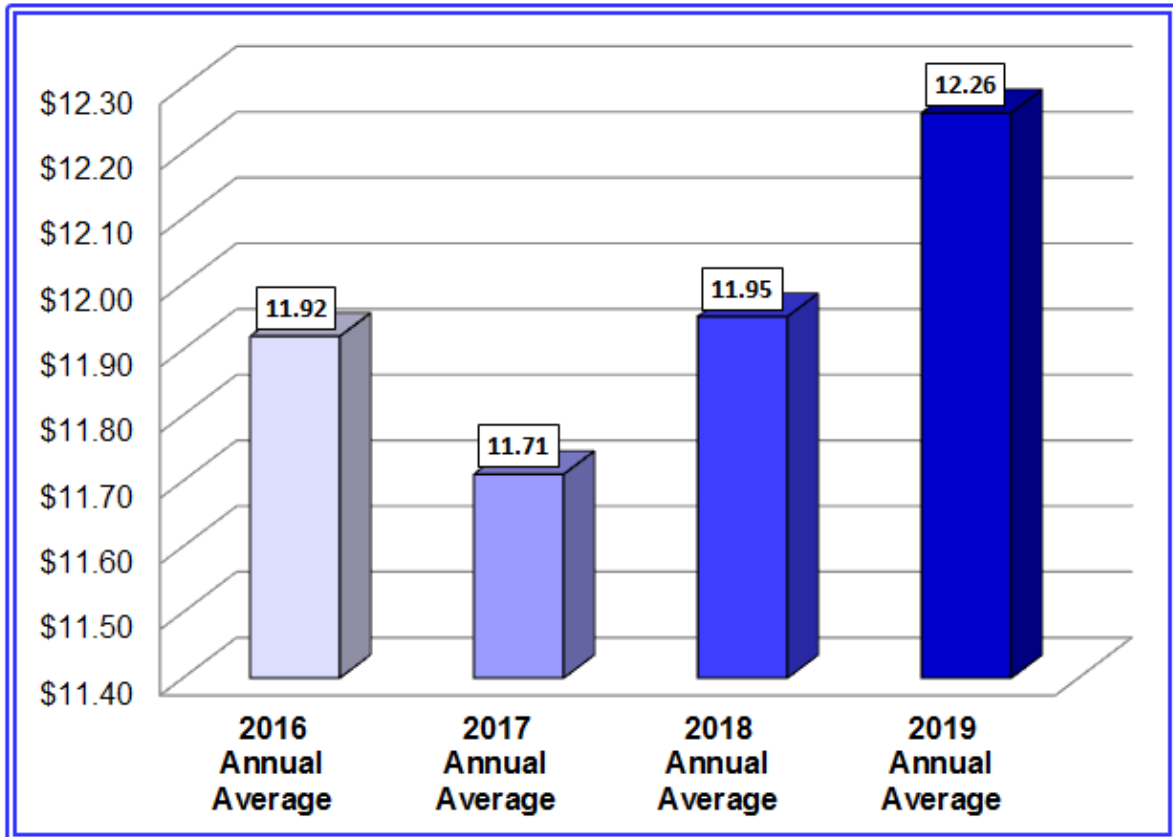
EMPLOYMENT SERVICES COORDINATION

The focus of Employment Service Coordination does not include Employment Skills (training programs) though training programs have been included in order to get an aggregate of all services

I Effectiveness

Goodwill will measure for effectiveness of employment services coordination.

Objective 2 Cumulative hourly wage at competitive employment placement will be \$12.00.



Result The cumulative hourly wage is \$12.26

TARGET EXCEEDED

Summary We realize that in order for participants to reach economic self-sufficiency, they need to earn more than minimum wage. The WFD department continues to seek employers who offer more than the minimum wage.

2020 Action Plan Minimum wage is going up to \$14.00 per hour in 2020. \$14.00 will be the new goal. However, Job Developers will be tasked to find employers who offer the highest wages, especially for entry level security and CNA positions. Program staff will look for opportunities to add curriculum or programs that will qualify participants for higher wages.

EMPLOYMENT SERVICES COORDINATION

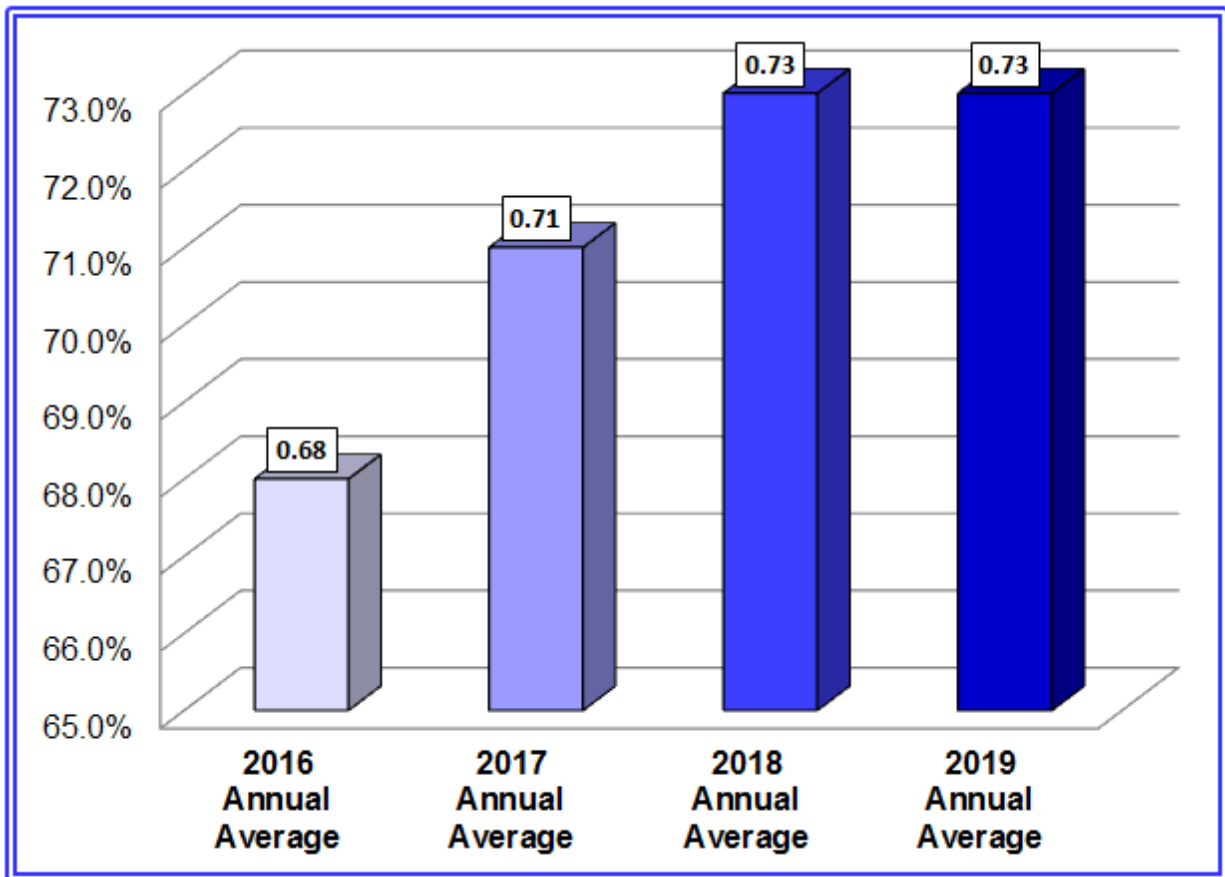
The focus of Employment Service Coordination does not include Employment Skills (training programs) though training programs have been included in order to get an aggregate of all services

I Effectiveness

Goodwill will measure for effectiveness of employment services coordination.

Objective 3

The percent of participants who maintain unsubsidized competitive employment for 90 days will be 70%.



Result

73% of participants have maintained 90 days of retention

TARGET EXCEEDED

Summary

WFD staff continues to work hard to obtain retention verification for placed participants. Several strategies are in place to obtain retention information and to strengthen relationships with program graduates and employers including LP/Security Job Club, CNA Alumni events and regular CPR recertification classes.

2020 Action Plan

Job Developers and Career Coaches will track retention information and record it in the GoodTrak database. WFD staff will impress upon participants and employers the critical need to provide the necessary verification documentation in a timely manner. The target will remain at 70%.

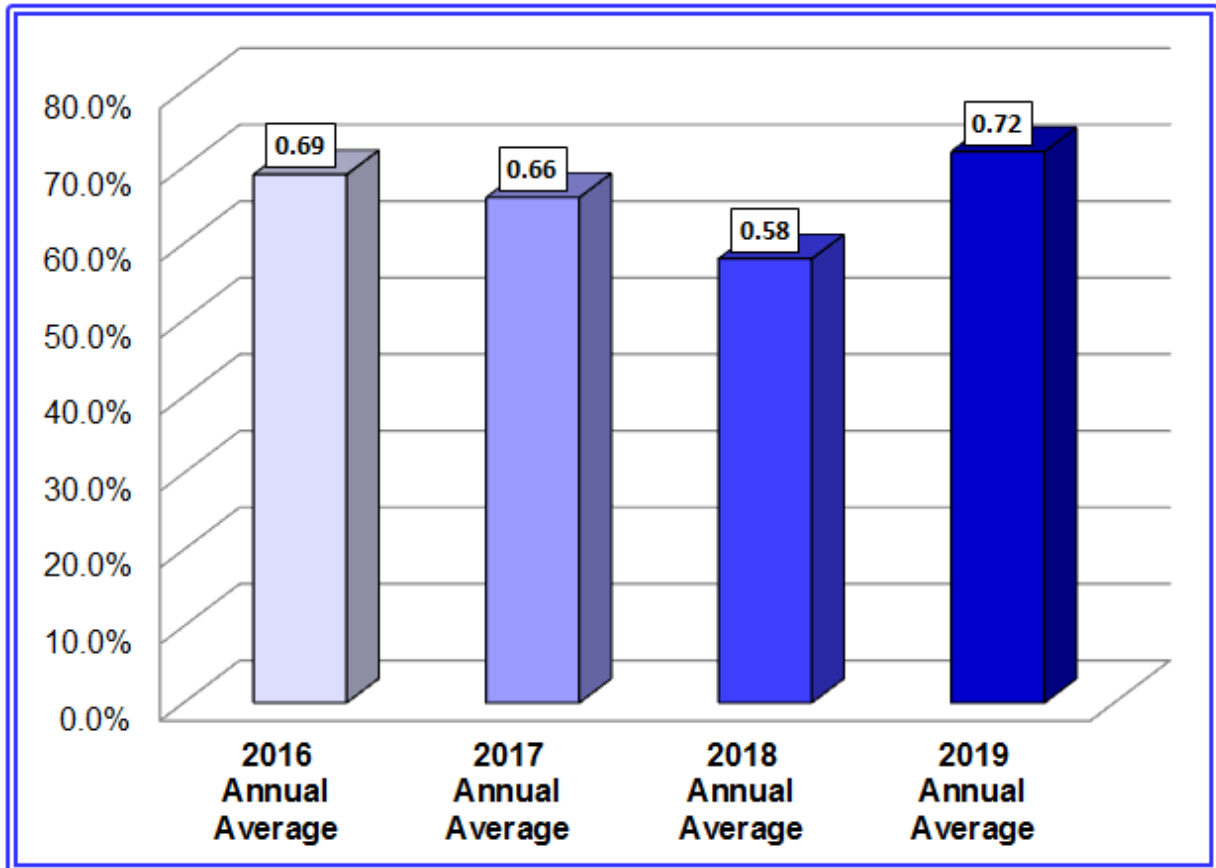
EMPLOYMENT SERVICES COORDINATION

The focus of Employment Service Coordination does not include Employment Skills (training programs) though training programs have been included in order to get an aggregate of all services

I Effectiveness

Goodwill will measure for effectiveness of employment services coordination.

Objective 3A The percent of participants who maintain unsubsidized competitive employment for 180 days or more will be 60%.



Result 72% of participants have maintained 180 days of retention

TARGET EXCEEDED

Summary Career Coaches, Job Developers, and Enrollment & Retention Coordinator share primary responsibility for tracking retention documentation into the GoodTrak system.

2020 Action Plan The target will remain at 60%.

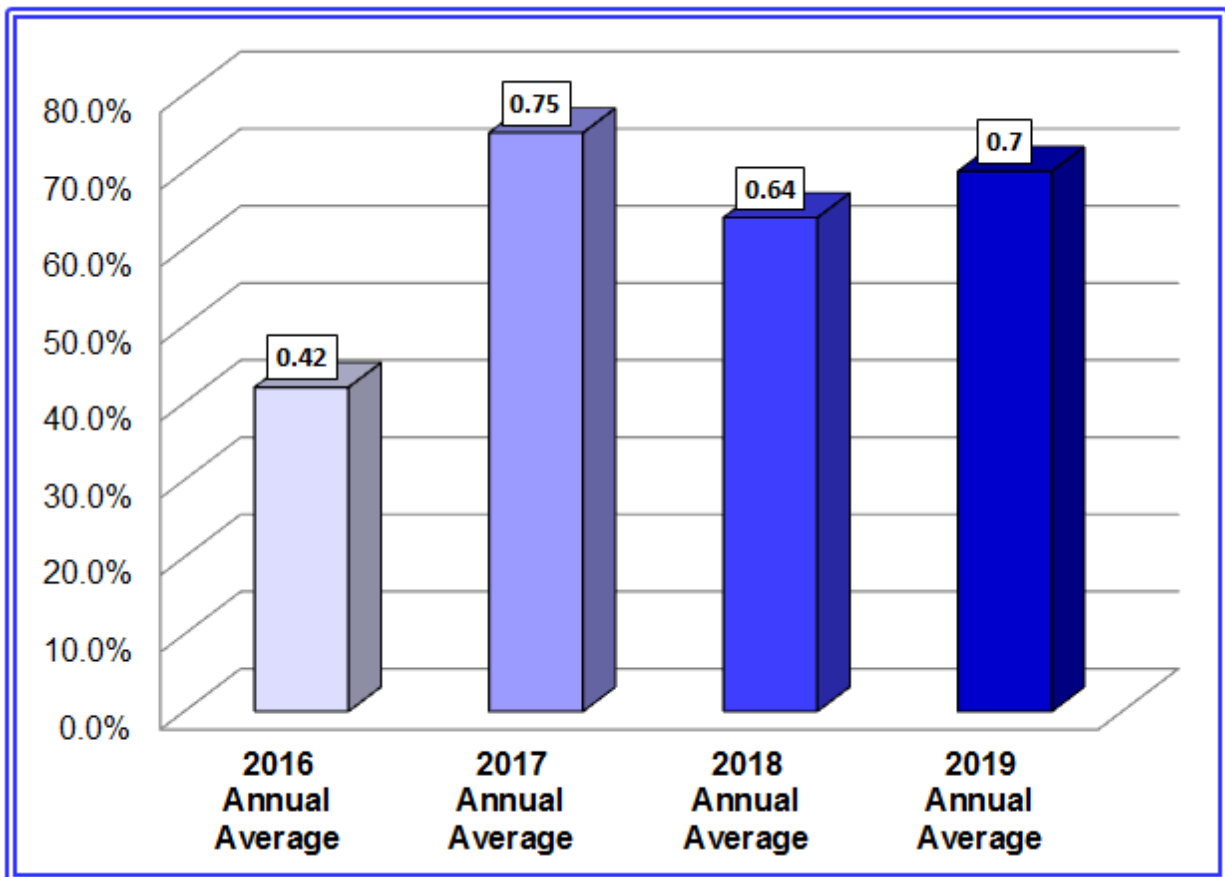
EMPLOYMENT SERVICES COORDINATION

The focus of Employment Service Coordination does not include Employment Skills (training programs) though training programs have been included in order to get an aggregate of all services

II Efficiency

Goodwill will measure for efficiency of employment services coordination provided.

Objective 1 65% of successful employment placements will be made within one month of participant completing all required elements of the employment services coordination and training programs.



Result Overall = 70% w/in 30 days (employment services)

TARGET EXCEEDED

Summary Staff continues to work to place participants and document employment.

2020 Action Plan The target will remain at 65% with continued emphasis on retention and documentation.

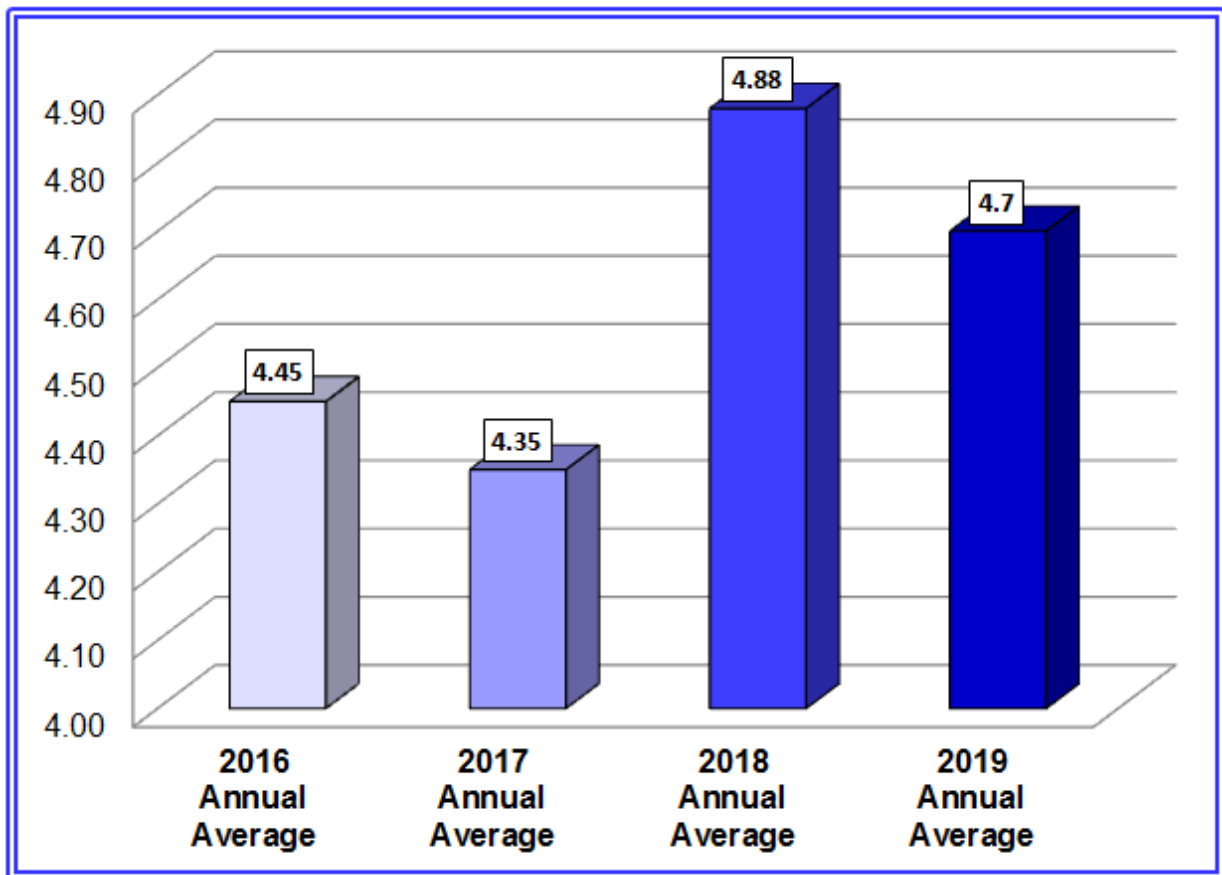
EMPLOYMENT SERVICES COORDINATION

The focus of Employment Service Coordination does not include Employment Skills (training programs) though training programs have been included in order to get an aggregate of all services

III Participant Satisfaction

Goodwill will measure for participant satisfaction of employment services/employment skills coordination provided.

Objective 1 Participants' overall satisfaction rating of employment services will be an average of 4.5 (on a rating scale of 1 to 5 with 5 being very satisfied).



Result The overall satisfaction rating was 4.7

TARGET EXCEEDED

Summary During 2019 the switch was made from using Survey Monkey to Google Survey. Time is set aside at the end of each class for participants to take the survey under the direction of a staff member who is not being evaluated. Responses are shared and discussed by leadership and staff.

2020 Action Plan The satisfaction rating will remain the same. One staff member will be assigned responsibility for updating surveys, collecting results and documenting on F-Drive.

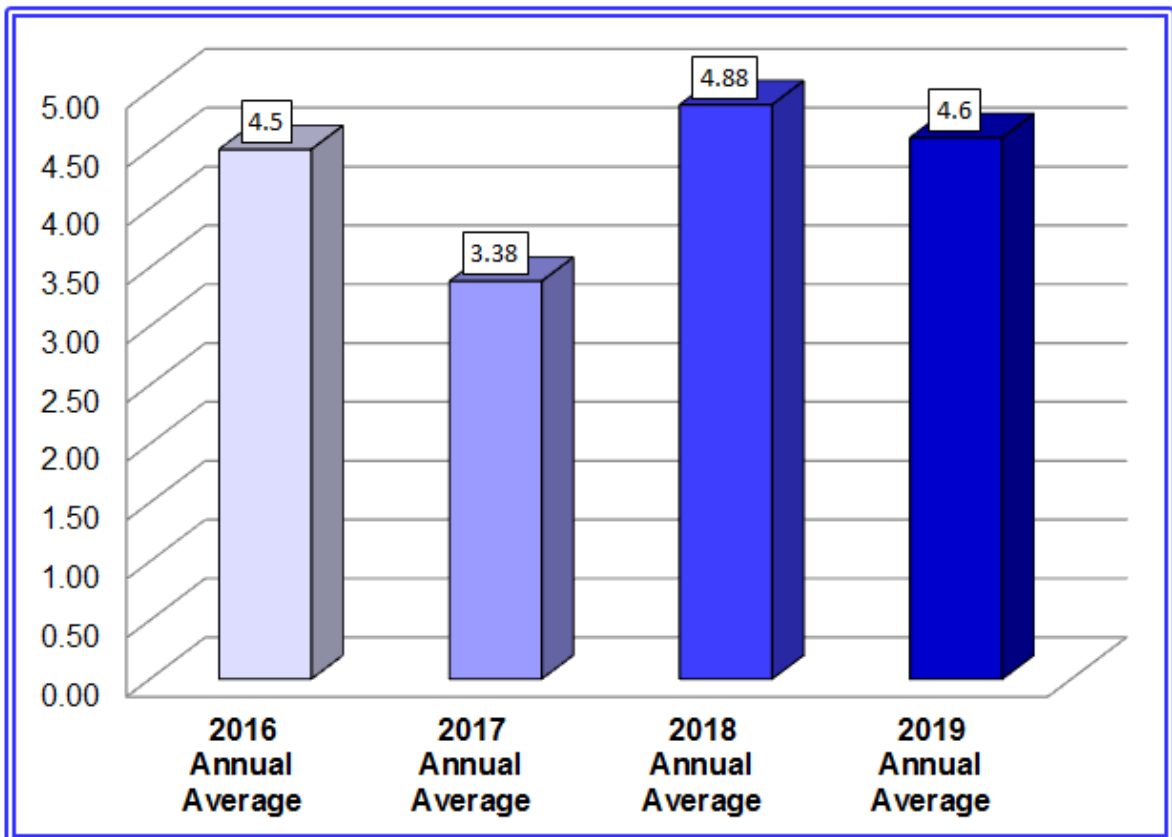
EMPLOYMENT SERVICES COORDINATION

The focus of Employment Service Coordination does not include Employment Skills (training programs) though training programs have been included in order to get an aggregate of all services

IV Other Stakeholder Satisfaction: MSC

Goodwill will measure for other stakeholder (referral agency, employers, etc.) satisfaction of employment services coordination provided.

Objective 1 Other stakeholders' overall satisfaction rating of employment services will be an average of 4.5 (on a rating scale of 1 to 5 with 5 being very satisfied).



Result The Average score is 4.6 for employment skills stakeholders (or employers)

TARGET EXCEEDED

Summary Job Fairs hosted at our central site as well as at the MSC have created positive engagement with our off site stakeholders and referring agents and resulted in numerous referrals.

2020 Action Plan The satisfaction rating goal will remain at 4.5%. Goodwill staff will continue to work with stakeholders to maintain the high satisfaction ratings.

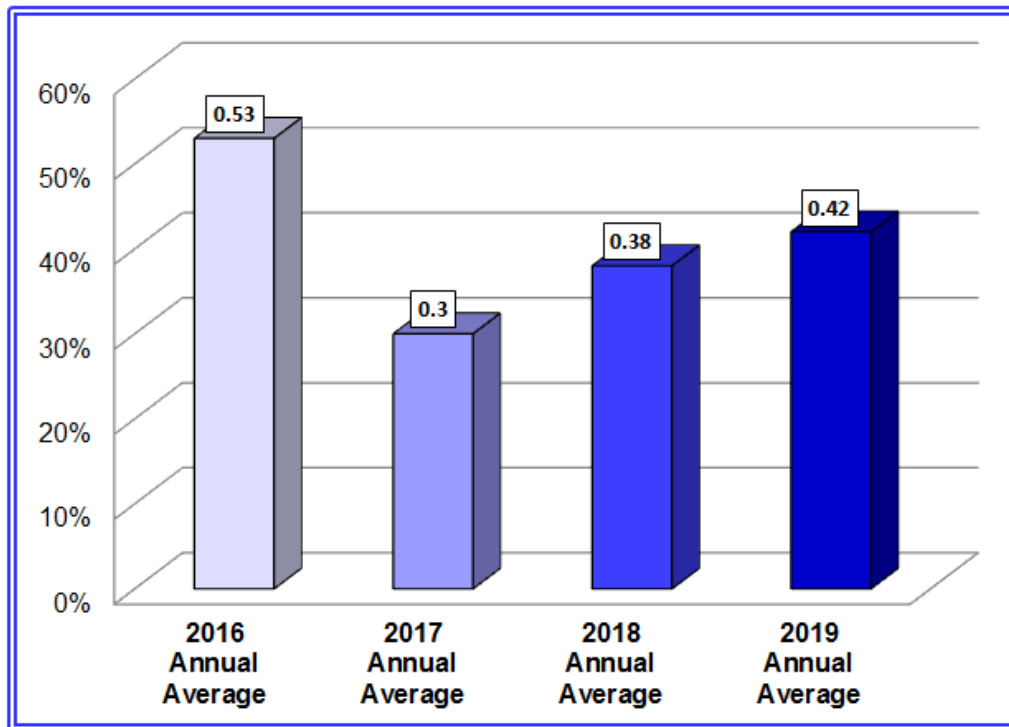
EMPLOYMENT SERVICES COORDINATION

The focus of Employment Service Coordination does not include Employment Skills (training programs) though training programs have been included in order to get an aggregate of all services

V Service Access

Goodwill will measure service access indicators of employment services coordination provided.

Objective 1 40% of the total number of participants in employment skills training services at the Multi-Service Center will transition to the employment services coordination component of the program.



Result 42% of the participants have transitioned into employment services (Job Development)

TARGET EXCEEDED

Summary The percentage is based on completions from the Employment Prep phase of the MSC program. Goodwill staff works with the participants to ensure their job readiness and transition to job development. A number of referral sources do not include skills training services as a component of maintaining housing requirements.

2020 Action Plan The MSC case managers and Goodwill staff will continue to evaluate participants as they complete each phase of Life Skills and Employment Prep. Goodwill staff will work closely with the MSC agencies to provide additional resources and more emphasis on successful completion and transition to employment services coordination. The target will remain at 40%.

**Grievances and Complaints
Workforce Development Division**

2019

Two (2) Grievances Filed and No (0) Complaints Filed

One grievance was filed because of termination from the security officer workforce training program due to not adhering to Goodwill dress code requirements.

One grievance was filed due to denial of continuing education financial support, as there were no outside funding sources that could underwrite this request.

Outcomes:

The termination from training program for not adhering to Goodwill dress code requirements was upheld due to observations and reports from both the Goodwill Works instructors and the Security Guard training program instructor indicating the student did not follow dress code guidelines on numerous occasions. It should be noted that all students sign off on a Goodwill Security & Student Expectations document at the start of their training that fully explains the dress code requirements.

In regards to the grievance filed due to denial of continuing education financial support, this decision was upheld as the Goodwill Education Assistance Agreement states "scholarship guidelines are subject to change at the discretion of Goodwill." It should be noted that all students who request financial assistance sign off on the Goodwill Education Assistance Agreement. Shortly after this decision was rendered, Goodwill was awarded funding from an outside source which allowed Goodwill to go ahead and underwrite the costs of an NCLEX exam for this nursing student.

There were no requests for an additional grievance hearing with the Goodwill SOLAC President and CEO or designee as part of the grievance process.

There were no complaints filed in 2019.

Upon review of the grievances filed in 2019, it is determined there are no trends or programmatic concerns that need to be addressed relative to either the workforce development training programs or to the Goodwill SOLAC grievance policies and procedures.

Respectively submitted,

Ben Espitia
Vice President of Workforce Development
Goodwill Serving the People of Southern Los Angeles County