



Photo: High School Healthcare Academy Certified Nurse Assistant training program graduates, Summer 2017

Outcome Measurements Report January – December 2017

Outcome Measurements for:

**Community Employment Services
Employment Skills Training Services
Employment Services Coordination**



Method for Collecting Qualitative and Quantitative Data

Goodwill SOLAC uses GoodTrak, a customizable and effective web-based database to manage and streamline workforce development operations and capture a variety of data points. It was created by Goodwill Industries International (GII) to assist in the delivery and tracking of client data, training services, participants served, job placements, job retention, and various other reporting requirements. The system also supports data collection and reporting for the GII Annual Statistics Report (ASR). It can track the outcomes of participants, employer benefits, and system change results and other related workforce development activities.

DEFINITION OF TERMS:

Participant:

An individual who has been formally enrolled into a workforce development program upon an Individual Placement Plan being developed and signed by the individual (i.e., employment skills training program) or as determined by the workforce development service being accessed (i.e., Life Skills training classes) or by funding source (i.e., federal, state, or foundation grants) requirements.

Competitive Employment:

Placement into a job with an hourly wage of at least the prevailing State of California minimum wage and is a job with wages that are not subsidized by any other source other than by the employer (i.e., not paid by a stipend from a federal grant or other type of grant, on-the-job training, etc.).

Placement:

Employment that is at least 20 hours a week with an hourly wage of at least the prevailing State of California minimum wage and where the participant has worked at least one day or unless otherwise specified by funding source requirements. A participant who moves from one job to another with minimal interruption in employment is not considered a new placement; the new job counts towards retention (please see definition below). If a participant is unemployed for a period of six months or longer between jobs, then the new job is considered a new placement even if it is within the same calendar year.

Retention:

Participant check stub or employer confirmation documenting that the participant is employed at one-month, two-month, and three-months after placement. Employment retention information may also be captured at 6-months, 1 year, 2 years, 3 years, 4 years, & 5 years after placement as determined by the workforce development service being accessed or by funding source requirements.

LEGEND:

Q1 – 1st Quarter

Q2 – 2nd Quarter

Q3 – 3rd Quarter

Q4 – 4th Quarter

WFD – Work Force Development

MSC – Multi Service Center

SELACO – The Southeast Los Angeles County Workforce Investment Board

LP – Loss Prevention

CNA – Certified Nurse Assistant

JD – Job Developer

CC – Career Coach

ECN – Employment and Career Navigator

YTD – Year to Date

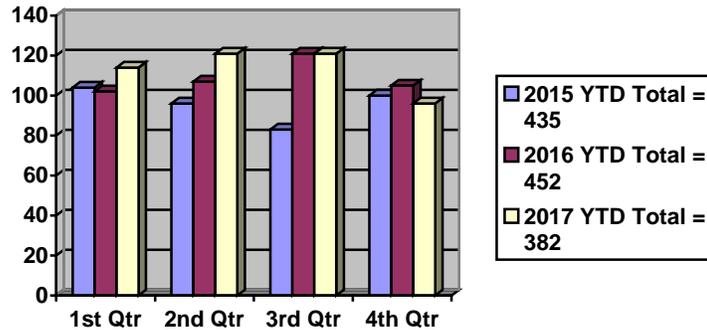
Outcome Measurements Report 2017 Quarter 1 thru Quarter 4

COMMUNITY EMPLOYMENT SERVICES

I. Effectiveness

Goodwill will measure for effectiveness of community employment services provided.

Objective 1: Place 452 unduplicated participants in unsubsidized jobs.



A: 382 participants were placed in 2017.

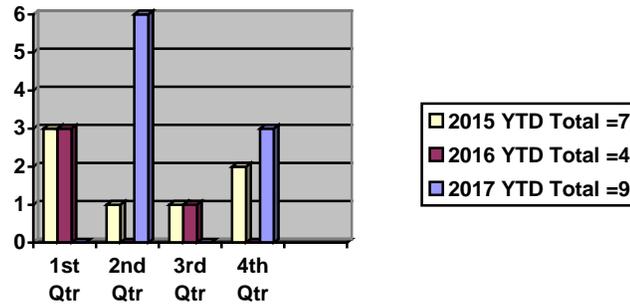
DID NOT MEET TARGET

Summary: There were a number of staff changes that dramatically affected the number of placements that were captured in 2017. The Direct Placement position had numerous staffing changes and the Norwalk position closed in early 2017 due to rent requirements from the host site.

Although the overall target was not met in 2017, the sector based training programs continued to achieve its job placement goals. We anticipate seeing this trend continue in 2018.

2018 Action Plan: Based on projected new program development and based on the three year strategic plan the target will be 444. It is critical to maintain a stable contingent of staff and it is anticipated that emphasis will be placed on stronger positive recruitments with companies seeking to hire a larger number of employees.

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



A: There were nine new supported employment placements in 2017.

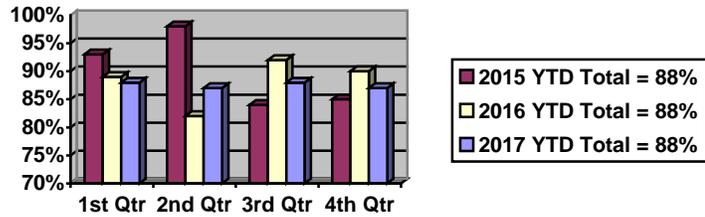
EXCEEDED TARGET

Summary: The Supported Employment program continues to increase individual placement over the traditional enclave model. The nine new placements reflect new placements in 2017 in both individual and group settings. Marketing efforts have been made to establish more individual placements to grow the Supported Employment program.

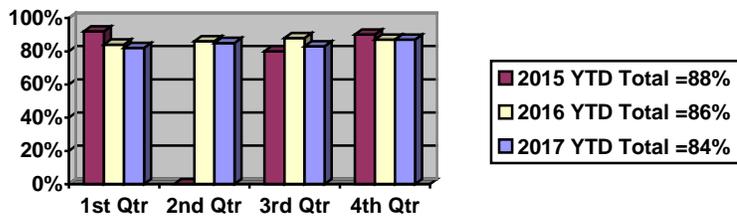
2018 Action Plan: The Supported Employment Services Manager is working to grow the Supported Employment program by outreaching to more employers within the community. The Supported Employment Services Manager will work in collaboration with the Business Development Specialist and with the local Regional Center to continue marketing the program and grow individual placements. The target will be 10 new placements in 2018.

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

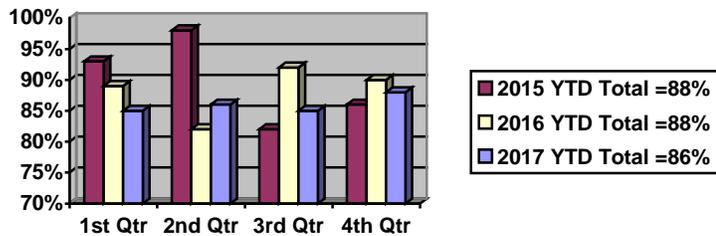
Facility



Community



Combined (Facility and Community)



A: Productivity level is @ 86% (Community 84%, Facility 88%).

MET TARGET

Summary:

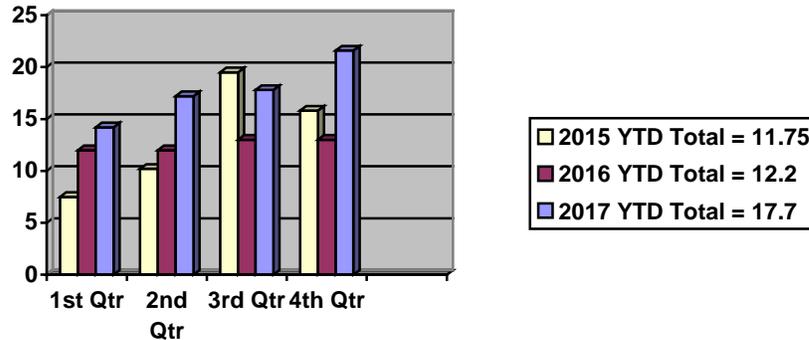
The Supported Employment program continues to develop employment opportunities for our service participants. The Supported Employment Services Case Manager is working with the Job Coaches to ensure the productivity level of each service participant is meeting the assigned productivity levels.

2018 Action Plan: The productivity level will continue to be based upon the actual number product that the group is working on. For example, at the facility location the participants will scan 100 books within 11 minutes. The actual number will be determined upon confirmation from the Supported Employment Services Manager and the host company liaison. Supported Employment will measure participant productivity levels in 2018 at a standard of 85%.

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 services) will increase to 10.0 participants per training cycle.



A: There were 481 participants served and 425 participants enrolled; there are 2 cycles per month which is 17.7 participants per cycle.

EXCEEDED TARGET

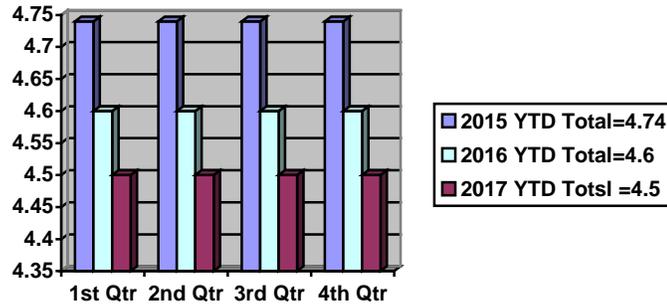
Summary: The Life Skills program allows participants to openly enroll during any segment of the program. The outreach efforts of the MSC team prove successful in the ongoing enrollment of participants.

2018 Action Plan: The Goodwill MSC team will continue to market the Goodwill Life Skills program and work closer with the other MSC agencies. Maintaining communication with the other agencies within the Continuum of Care will increase the programs visibility and increase participant attendance. It should be noted that at times the class size becomes a bit too large and effectiveness may become compromised. The goal will increase to 14.0 participants per class cycle.

III. Participant Satisfaction

Goodwill will measure for participant satisfaction of community employment services.

Objective 1: 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). (MSC)



A: The overall satisfaction is 4.5.

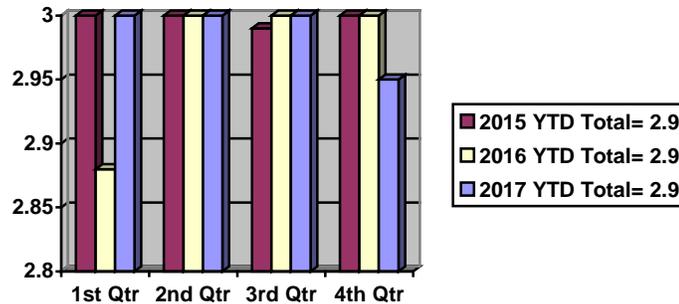
MET TARGET

Summary:

The Goodwill MSC team has been diligent in working with the MSC participants in helping many overcome barriers that prevent them from working such as having adequate childcare, shelter, and 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.

2018 Action Plan: The satisfaction rating will remain the same. The Goodwill MSC team will also determine to change up some of the Goodwill Works modules in 2018 to adjust to changes in the population being served.

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)



A: The overall satisfaction rating in supported employment is 2.9.
MET TARGET

Summary:

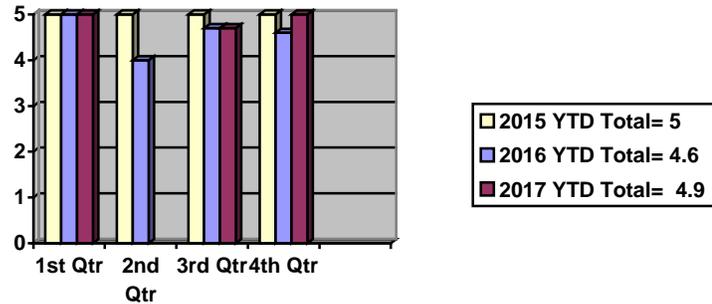
The Supported Employment program has been diligent in working with the service participants in helping them find employment within the various facility and community sites. Team Leaders are working closely with the service participants to assist in their growth of transitioning into independent employment.

2018 Action Plan: The satisfaction rating will remain the same. Supported Employment will continue to work with the participants in obtaining satisfaction surveys in 2018.

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).



A: The overall satisfaction is 4.9.

EXCEEDED TARGET

Summary:

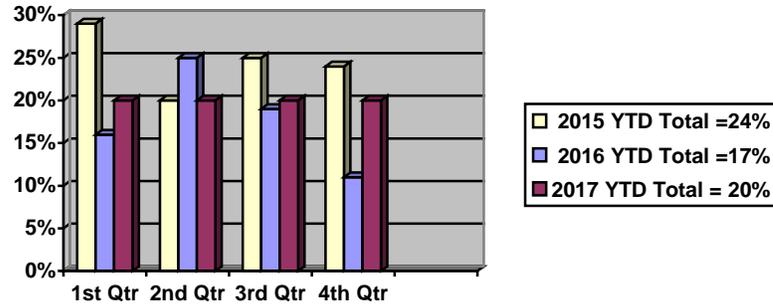
The partner agencies at the MSC have expressed great satisfaction of the services provided by the Goodwill MSC staff, both in the provision of employment preparedness training and in the employment placement services.

2018 Action Plan: The satisfaction rating will remain the same. The MSC team will continue to work with the services providers in obtaining satisfaction surveys in 2018.

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)



A: 20% of the participants enrolled in community employment services are in the 18-24 years of age category.

DID NOT HIT TARGET

Summary: A number of the community based programs have struggled to engage individuals in this age group. While the community based partners have assisted Goodwill staff in engaging this group, it has been noticed that students are not interested in taking the Goodwill Works classes as it is not a required element of their course work.

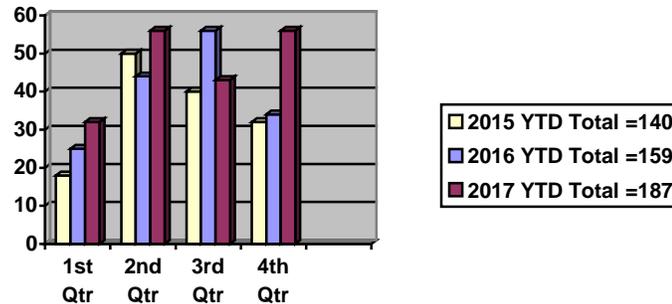
2018 Action Plan: The MSC Life Skills, Direct Placement, LBCC Culinary, Cerritos Culinary, and Cerritos Retail teams will continue to market the programs to increase the awareness of the Goodwill programs. They will work closely with the other MSC team and agencies, school partners, job fairs, and other partners to inform potential participants of the services provided by each program. Maintaining communication with the other partnering and co-located agencies will increase the programs visibility and increase participant enrollment.

EMPLOYMENT SKILLS TRAINING SERVICES

I. Effectiveness

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

Objective 1: 224 participants will successfully graduate from Goodwill employment skills training programs (C.N.A. & LP)



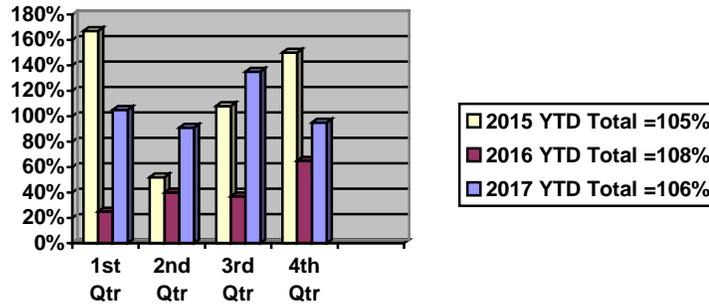
**A: 187 participants have successfully graduated
LP=80, CNA =107**

DID NOT HIT TARGET

Summary: The graduation rate of both training programs is impacted by the total number of participants enrolled. The LP team members have been partnering with LP employers at job fairs to obtain reverse referrals. These methods have had some success in obtaining enrollments into the LP training program, however enrollment is not consistent.

2018 Action Plan: The C.N.A training program has increased the number of cohorts per year to include an 18 week evening program. This total has increased from six cohorts a year to now nine cohorts a year. The LP team, Job Developer, and Recruiters are partnering with employers and community agencies for reverse referrals to increase enrollment. The local workforce development board has expressed interest in enrolling additional participants into the C.N.A. program in 2018.

Objective 2: 85% of the participants who successfully exit Goodwill employment skills training programs will become competitively employed.



A: 99 placements out of 80 completed in LP

99 placements out of 107 completed in CNA

(Placements include carryover from the previous year. This measure calculates the number of participants placed over the number of participants who completed the training programs.)

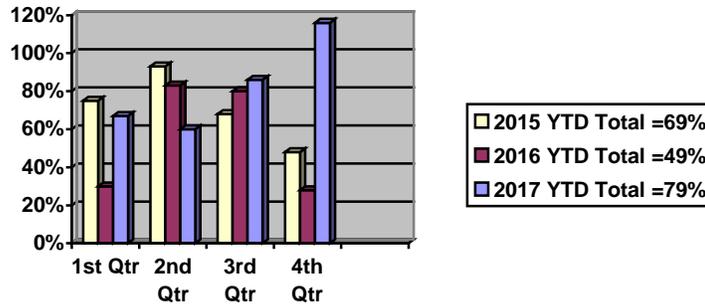
ALL PROGRAMS= 106%

EXCEEDED TARGET

Summary: We have developed strong relationships with employers based on the fact that we graduate highly qualified participants from the training programs. This feedback is provided from employer's who attend our positive recruitments. 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 training instructors throughout the year within our CNA and LP training programs.

2018 Action Plan: The CNA and LP training programs will continue to market the programs to increase program enrollment, completion, and placement. The Career Coaches will work alongside the Job Developer whose specific role is to find placements for participants that complete the training programs. Both the Job Developer and Career Coaches will follow-up for job retention services.

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



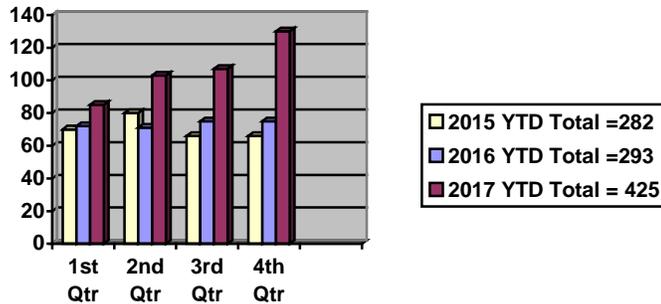
A: 79% of employment skills training program participants successfully completed training services.

MET TARGET

Summary: Whereas the training programs just approximated the completion goal of 80%, both programs must provide stronger engagement of participants while they matriculate through the training programs to ensure a higher completion rate. The Career Coaches play a critical role in ensuring the participants complete the training programs.

2018 Action Plan: The CNA and LP training programs will continue to market the programs to increase program enrollment, completion, and placement. The Career Coaches are working closely with the Recruiters to maintain dialogue on program requirements and potential participants who are entering the training programs. During the enrollment process, the Recruiters must over enroll participants to account for attrition. Bi-weekly team meetings will be conducted to evaluate participants' enrollment and matriculation progress within the training programs.

Objective 4: 274 Multi-Service Center (MSC) participants will be enrolled in employment skills training services (Goodwill Works training and Life Skills Training).



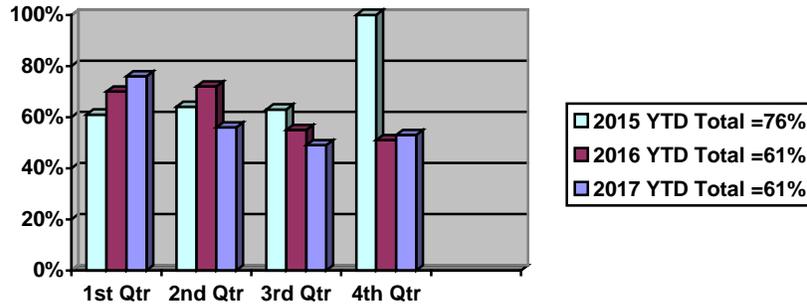
A: 425 participants enrolled in the Goodwill Life Skills and Employment Preparation training program at the MSC.

EXCEEDED TARGET

Summary: The Life Skills, Employment Prep, and Job Development programs experienced a change with staffing in Q3. Towards the end of 2016 the Life Skills and Employment Prep classes were merged into one class. This change increased participant attendance in 2017.

2018 Action Plan: 374 participants will enroll into the Life Skills & Employment Preparation training program. The Life Skills, Employment Prep, and Job Development programs will continue to market the programs and work closer with the other MSC team and agencies. Maintaining communication with the other co-located agencies will increase the programs visibility and increase participant enrollment.

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



A: 61% of MSC participants successfully completed
DID NOT HIT TARGET

Summary: The Goodwill MSC programs work with participants who are experiencing homelessness or at-risk of being homeless. Many of these participants also present other 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.

2018 Action Plan: The 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. Goodwill staff will outreach to the MSC case workers on a weekly basis to enroll MSC participants into the program.

II. Efficiency

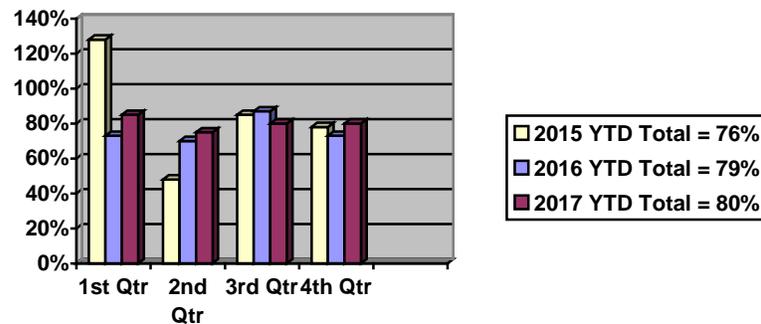
Goodwill will measure for efficiency of employment skills training services provided.
(CNA and LP)

Objective 1: 70% of participants who successfully complete Goodwill employment skills training services will be placed in competitive employment within one month of training completion.

The programs will be evaluated in the following manner:

A) Loss Prevention 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



A: **Loss Prevention:** 90% of participants were placed within 18 days.

EXCEEDED TARGET

CNA: 70% of participants were placed within 21 days.

EXCEEDED TARGET

OVERALL: 79% W/IN 30 DAYS EXCEEDED TARGET
82% W/IN 60 DAYS EXCEEDED TARGET

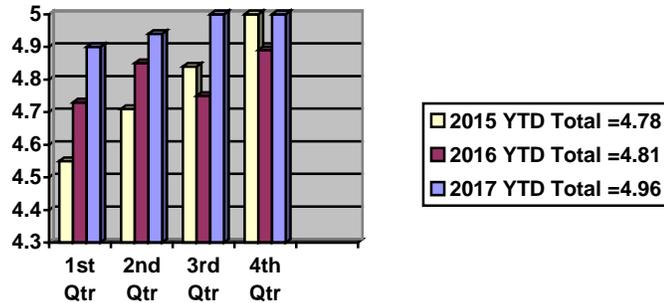
Summary: The training programs have graduated highly qualified participants and have been successful developing relationships with employers. It is not uncommon for employers to inquire about upcoming graduations and request to attend our positive recruitments. Additionally, we have had solid and consistent staffing throughout the year in both the CNA and LP training programs.

2018 Action Plan: The Career Coaches will continue to work alongside the Job Developer whose specific role is to find placements for participants that complete the training programs. This target will remain at 70% within 30 days and 80% within 60 days.

III. Participant Satisfaction

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

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



A: 4.96 is the average score.

EXCEEDED TARGET

Summary: We have been successful in obtaining feedback from participants who have completed the training programs and participated in the positive recruitments.

“Everyone involved in our program truly went above and beyond in not only training and preparing me for the workplace field, but also in improving my character and confidence to succeed and giving me the motivation to go for what I want.” – CNA Graduate

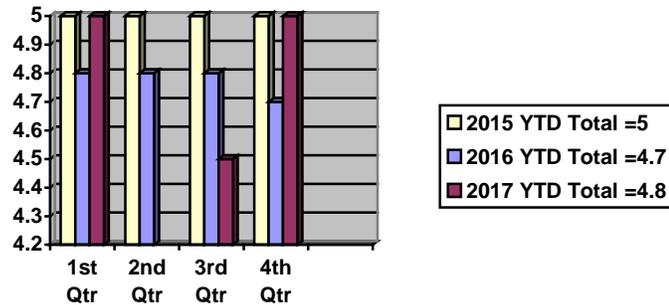
“This program is very effective and the staff goes beyond the call of duty to meet your barriers so that you can focus on the program 100%.” – LP Graduate

2018 Action Plan: The satisfaction rating will remain the same. The CNA and LP training programs will continue to work with the participants prior to program completion in obtaining satisfaction surveys in 2018.

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).



A: 4.8 is the average score.

EXCEEDED TARGET

Summary:

The CNA and LP team has both consistently established relationships with employers and partnering agencies. Some of the employers comments are:

“Always a great experience! Very compassionate students. I can’t wait for them to come in for an interview.”

“The Goodwill team has done a great job of preparing graduates for employment.”

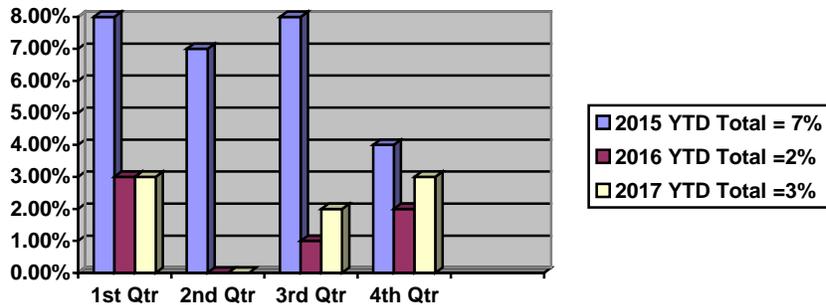
The training programs have graduated highly qualified participants and have been successful developing relationships with employers. It is not uncommon for employers to inquire about upcoming graduations and request to attend our positive recruitments.

2018 Action Plan: The satisfaction rating will remain the same. The CNA and LP training programs will continue to work with the other stakeholders in obtaining satisfaction surveys in 2018.

V. Service Access

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

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



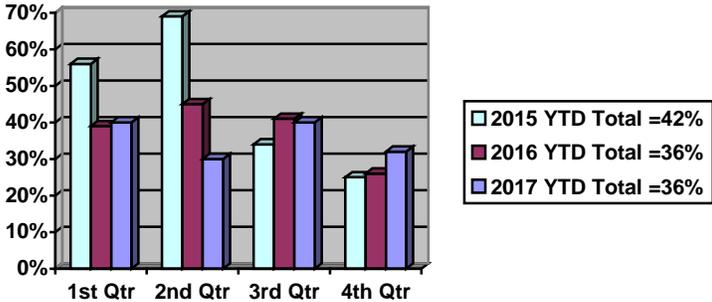
A: 3% of participants enrolled are veterans. (8 out of 240 enrolled)

DID NOT HIT TARGET

Summary: The LP team and Recruiters are working closely with other agencies in an effort to recruit more veterans. Outreach efforts to the local VA office, U.S. Vets, and the EDD office to engage veterans have been maintained but to little success. In speaking with the veterans organizations, it appears that the vets are interested in receiving services from other dedicated veterans organizations.

2018 Action Plan: 5% will remain the target. The LP team and Recruiters will continue attending and participating in job fairs that are specific to veterans. Outreach and partnership will continue with Pacific Gateway Workforce Investment Network (PGWIN) and their veteran program.

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)



A: 36% of the participants enrolled in employment skills training services are in the 18-24 years of age category
EXCEEDED TARGET

Summary: Older youth continued to be engaged with the Goodwill training programs and more specifically with the C.N.A. training program. Goodwill’s partnership with LBUSD has enhanced the provision of services for this demographic. The partnership is very robust and will be continued.

2018 Action Plan: As there continues to be a want and a need by the youth to engage with Goodwill’s job training programs, this goal will continue. Further dialogue with LBUSD will continue in regards to expanding this program to include a larger number of youth.

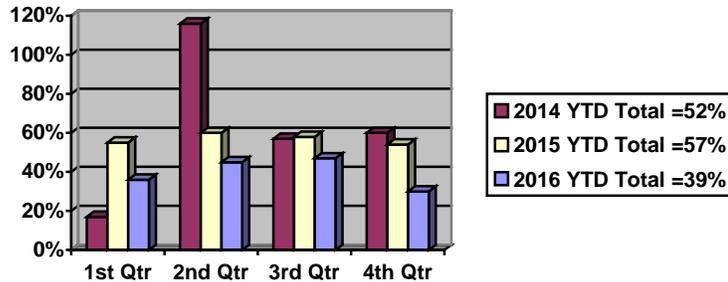
EMPLOYMENT SERVICES COORDINATION

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 onto caseloads will be 55%.



A: Offsite Programs: 66 placed out of 148 onto caseload = 45% **DID NOT HIT TARGET**

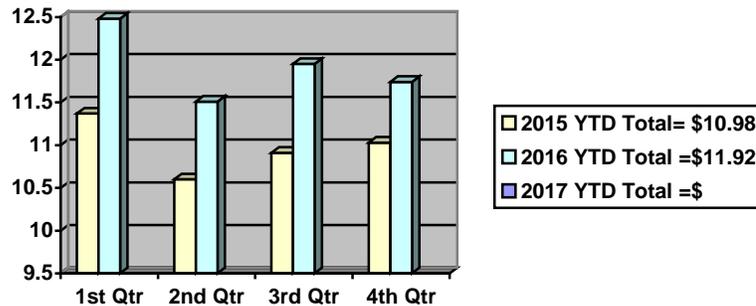
Onsite Programs: 198 placed out of 240 onto caseload = 83% **TARGET MET**

OVERALL= 68% (AGGREGATE OF ALL PROGRAMS) **TARGET MET**

Summary: The off site programs underperformed at both Cerritos College and Long Beach City College. Primarily due to staff changes and positions being vacant. In both settings, Goodwill classes and services cannot be made available during the summer when classes are generally not in session. This has been a concern from year to year at these off site locations.

2018 Action Plan: The Associate Director will work closely with the off site Career Coaches to enroll all of their students no later than the first month of classes per each semester. This is generally when students are more apt to enroll in the voluntary Goodwill program, as well as, working closely with the school instructors to actively encourage their students to enroll in the Goodwill program. This target will remain at 55%.

Objective 2: Cumulative hourly wage at competitive employment placement will be \$11.00.



A: The cumulative hourly wage is \$

The current range is \$9.65/hour to \$43.03/hour, \$10.00 is the mode

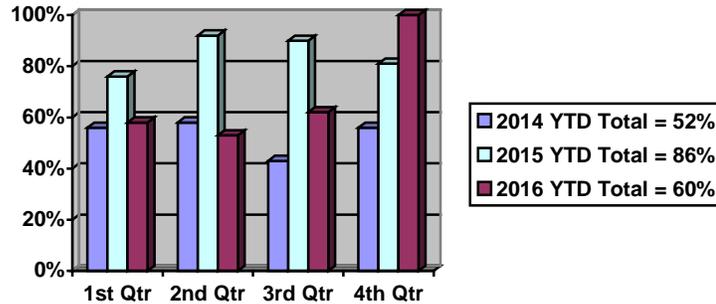
EXCEEDED TARGET

Summary:

The WFD department is working closely with our employers on participant wages. We realize that in order for participants to reach economic self-sufficiency, the hourly wage must increase from minimum wage. The WFD department will continue to seek employers who offer wages higher than the minimum wage.

2018 Action Plan: It is recommended that the cumulative hourly wage increase to \$11.75/hour. The WFD department will also continue to monitor any changes that may affect this measure. In 201 we will continue to market the training programs and seek employers who pay above the \$11.00 minimum wage. The Job Developers will be tasked on finding additional employers who offer these higher wages.

Objective 3: The percent of participants who maintain unsubsidized competitive employment for 90 days will be 70%.



A: 60% of participants have maintained 90 days of retention

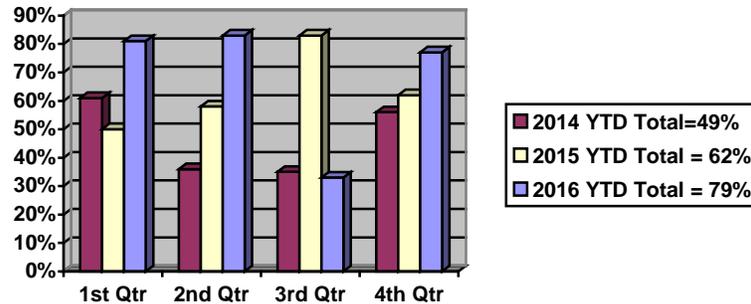
(235 “yes” still working @ 90 days out of 391)

DID NOT HIT TARGET

Summary: Historically, the training programs have experienced low retention numbers; however, the WFD team continues to work hard to obtain retention for participants who have been placed. Several strategies were put in place to obtain retention information and to strengthen relationships with our existing employer. As part of verification information, Goodwill requires either a copy of the individual’s paystub or written verification from the employer/Human Resources representative, both of which are often difficult to obtain. Verbal verification is not an acceptable form of verification. When possible, Goodwill staff also utilizes The Work Number (a third party national online fee for service database) to verify employment status.

2017 Action Plan: With the assistance of the Job Developers and the Enrollment & Retention Coordinator, the retention information will be tracked and obtained more efficiently within the GoodTrak database. The Business Development Specialist will also make a more concerted effort to impress upon employers the critical need for the employers to provide Goodwill with the necessary verification documentation in a timely manner. The target will remain at 70%.

Objective 3a: The percent of participants who maintain unsubsidized competitive employment for 180 days or more will be 50%.



A: 79% of participants have maintained 180 days of retention
(124 “yes” still working @ 180 days out of 156)

EXCEEDED TARGET

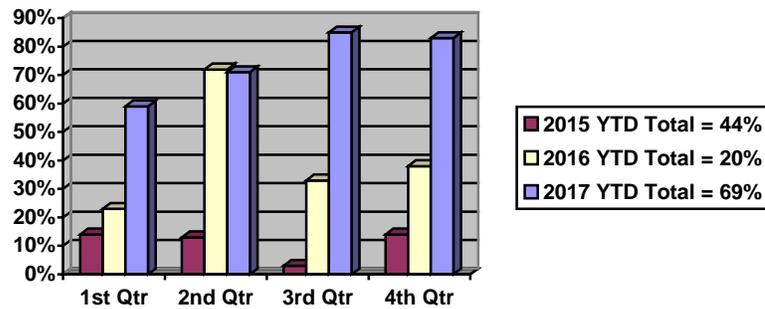
Summary: Not all of our training programs are tracked for retention at 180 days. Program data for this outcome has been sourced from our LP, CNA, LBCC Culinary, Cerritos Culinary, Cerritos Retail Management, and SCROC programs. We enacted similar strategies for tracking retention at 180 days as with our 90 day retention and we are pleased to see similar positive outcomes. It is common for participants to successfully reach their 180 days of retention after their 90 days of employment.

2017 Action Plan: The Career Coaches, Job Developers, and Enrollment & Retention Coordinator will share primary responsibility for tracking retention documentation into the GoodTrak system. The target will increase to 60%.

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.



A: OVERALL = 69% W/IN 30 DAYS (EMPLOYMENT SERVICES)

EXCEEDED TARGET

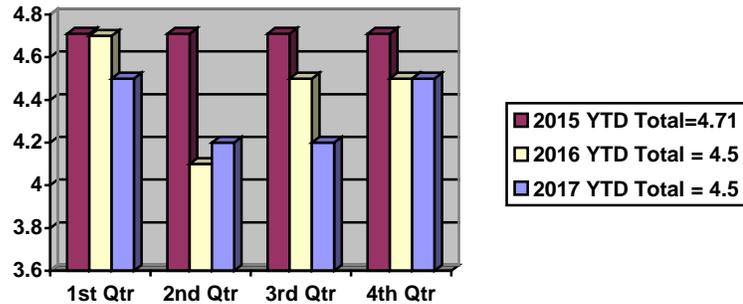
Summary: This continues to work well for the training programs. It is noted that placements take a bit longer over the summer months and holidays months. Staff will continue to work closely to achieve this programmatic outcome.

2018 Action Plan: It is recommended that the target remain at 65%. In 2018, the measure will start from the time a participant completes career mentoring and work readiness instead of enrollment into the offsite job training programs.

III. Participant Satisfaction

Goodwill will measure for participant satisfaction of employment services/employment skills coordination provided. (Culinary, Retail)

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).



A: The overall satisfaction rating was 4.5

MET TARGET

Summary:

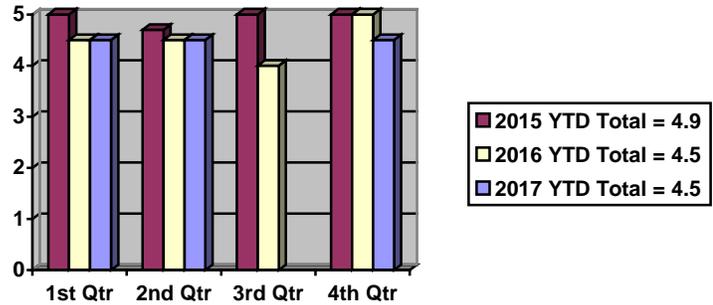
The Career Coaches were not successful in collecting a significant number of participant surveys even though SurveyMonkey had been utilized as a tool to encourage students to submit responses. Anecdotally, the students express positive satisfaction with the services they are provided.

2018 Action Plan: The satisfaction rating will remain the same. The Career Coaches employment services/employment skills coordination programs will continue to work with the participants in obtaining satisfaction surveys in 2018.

IV. Other Stakeholder Satisfaction: MSC, Culinary, Retail

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).



A: The Average score is 4.5 for employment skills stakeholders (or employers).

MET TARGET

Summary:

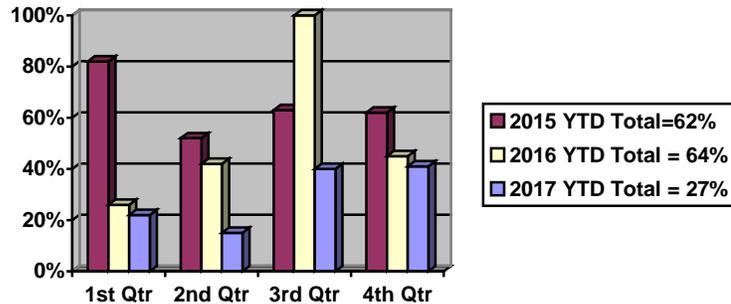
Job Fairs and Positive Recruitments continue to be hosted at our off site locations. This has created positive engagement with our off site stakeholders and referring agents. Referring agents have actively referred their participants for Goodwill program services with numerous referrals being made by multiple staff.

2018 Action Plan: The satisfaction rating will remain the same. The employment services/employment skills coordination programs will continue to work with the participants in obtaining satisfaction surveys in 2018.

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.



A: 27% of the participants have transitioned into employment services (Job Development) (71 participants on caseload from 261 Employment prep completions).

TARGET NOT MET

Summary: The percentage is based on completions from the Employment Prep phase of the MSC program. The Goodwill staff is working with the participants to ensure their job readiness and transition to job development. It is to be noted that a number of referral sources did not include job placement services as a goal for their participants accessing services at the MSC. However, Life skills services were requested as a component for the participants to maintain their housing requirements.

2018 Action Plan: The MSC case managers along with the Goodwill staff will continue to evaluate each participant as they complete each phase of Life Skills and Employment Prep. The Goodwill staff will work closely with the MSC agencies in providing additional resources and more emphasis for successful completion and transition to employment services coordination. The target will remain at 40%.

**Grievances and Complaints
Workforce Development Division
2017**

Three (3) Grievances Filed:

One grievance was filed as a result of termination from workforce training programs due to excessive absences and/or tardies.

Two grievances were filed due to being ineligible to enter into a workforce training program.

Outcomes:

The termination for excessive absences and/or tardies was upheld due to failure on the part of the participant to respond to correspondence requesting corroborating documentation that a family member was ill which required the student's attention and kept the student away from training. No response from the student to continue to the next stage of the grievance process.

Of the two grievances filed due to being ineligible to enter into the training programs, both decisions were upheld due to lack of response from the individuals to schedule a day/time for a follow up grievance hearing.

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 2017.

Upon review of the grievances filed in 2017, 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
Director, Workforce Development