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**STATEWIDE EVALUATION OF
WIOA TITLE I SERVICE PROVIDERS
AT AMERICAN JOB CENTERS
IN HAWAI'I**

November 2021

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EXECUTIVE SUMMARY

This report aims to evaluate the U.S. Workforce Innovation and Opportunity Act (WIOA) Title 1 service providers at the American Job Centers (AJC) in Hawai'i. The results will inform how the service providers of the youth, adult, and dislocated worker programs ensured that they are operating and performing well in accordance with WIOA, State, and Local policies.

The following service providers were evaluated in this project:

O'ahu

Youth – WorkHawai'i
Adult and Dislocated Worker – WorkHawai'i

Hawai'i

Youth – Goodwill Industries
Adult and Dislocated Worker – Goodwill Industries

Maui

Youth – University of Hawai'i Maui College
Adult and Dislocated Worker – Goodwill Industries

Kaua'i

Youth – Hale Opio Kaua'i, Inc.
Adult and Dislocated Worker – Workforce Development Division

Findings

- Service providers which took over contracts following a smooth transition commence delivery of WIOA Title 1 services better compared to those who received very little mentorship.
- The rigorous eligibility process of WIOA and the challenge of securing supporting documents contributed to unsuccessful enrollments.
- Service providers that are co-located at the AJC meet the expectations more compared to those that are not co-located.
- The use of HireNet Hawai'i as a data repository is mandated and is critical to the success of the program. However, the service providers had multiple HireNet Hawai'i concerns and requested further training.
- HireNet Hawai'i has the capabilities to be used as a tool for case management, program monitoring, and reporting. However, most service providers have only been able to understand the data input features and have not integrated HireNet Hawai'i into their program management process.

Recommendations

Hawai'i County

- Work with the State Workforce to train service providers on how to use HireNet Hawai'i as a program monitoring system.
 - Instead of waiting for requests from individual service providers, discuss the use of HireNet Hawai'i during meetings with other service providers and integrate WDD into the discussion. WDD can recommend appropriate features and develop training to standardize usage of HireNet Hawai'i for the program monitoring and case management.
 - Goodwill's data security policy must be shared with the State Workforce.
 - Change the intake and data management process so participant data is entered first into HireNet Hawai'i. Work with WDD to develop output reports or API that would then feed to Goodwill's data system. This would ensure that WIOA data requirements are met and confidentiality is protected.
- Set up meetings with Rapid Response to develop a plan to better coordinate efforts to support dislocated workers.
- Goodwill should meet with the HCWDB to resolve understanding of ETP certification process.

City and County of Honolulu

- Regular staff meetings emphasizing objectives of the programs.
- Improve communication and formal coordination process with AJC co-located partners.
- Build partnerships with organizations that offer other career training programs such as UH Hana Career Pathways program.
- Even though WIOA Title 1 benefits from other City programs providing the targeted community outreach, Title 1 service providers should be involved in outreach program development or develop their own outreach programs. This maintains organizational capacity; allows services providers to better understand the communities they serve; and be aware of any changes in their target communities so they can adapt their services accordingly.

Maui County

- Work with the State Workforce to train service providers on how to use HireNet Hawai'i as a program monitoring system.
 - Instead of waiting for requests from individual service providers, discuss the use of HireNet Hawai'i during meetings with other service providers and integrate WDD into the discussion. WDD can recommend appropriate features and develop training to standardize usage of HireNet Hawai'i for the program monitoring and case management.
 - Goodwill's data security policy must be shared with the State Workforce.
 - Change the intake and data management process so participant data is entered first into HireNet Hawai'i. Work with WDD to develop output reports or API that would then feed to the Goodwill data system. This would ensure that WIOA data requirements are met and confidentiality is protected.
- Find opportunities to promote the new location of the WIOA program office.
- Increase involvement with UHMCC. Leverage existing university relationships and resources for outreach especially targeting OSY.
 - Youth Program service provider should identify UHMCC relationships with the DOE and ask to work with them.

Kaua'i County

- Training for youth program case managers on how to utilize the different features of the HireNet Hawai'i program and database to run reports
- Youth program should have an office at the AJC.
- Update the outreach strategy and work with schools (e.g., use of social media, etc.).

INTRODUCTION

The Workforce Development Council (WDC) fulfills the functions of the state workforce development board for the purposes of the U.S. Workforce Innovation and Opportunity Act of 2014 (WIOA), Public Law 113-128. The publicly-funded workforce system is a national network of Federal, State, regional, and local agencies and organizations that provide a range of employment, education, training, and related services to help all job seekers in the State of Hawai'i secure employment while providing businesses access to skilled workers so that employers can compete in the global economy. These services for WIOA Title I adult, dislocated worker, and youth programs are provided by contractors located in the American Job Centers. The American Job Centers (AJCs) provide services for job seekers to find employment, obtain skills training or additional education, file for unemployment insurance, and seek other job-related services. The AJCs also provide services to support employers in finding and retaining workers.

The WDC hired SMS to evaluate these service providers to ensure that they are operating and performing well in accordance with WIOA, State, and Local policies. The following service providers were evaluated in this project:

O'ahu

- Youth – WorkHawai'i
- Adult and Dislocated Worker – WorkHawai'i

Hawai'i

- Youth – Goodwill Industries
- Adult and Dislocated Worker – Goodwill Industries

Maui

- Youth – University of Hawai'i Maui College
- Adult and Dislocated Worker – Goodwill Industries

Kaua'i

- Youth – Hale Opio Kaua'i, Inc.
- Adult and Dislocated Worker – Workforce Development Division

OBJECTIVES

The objectives of this project are:

1. To measure the level of performance in the service providers' capacity to provide career and training services for WIOA Title I participants in accordance with Federal, State, and Local policies;
2. To measure the extent to which the service providers are able to reach all of the Title I individuals mandated in the WIOA law;
3. To identify strengths, weaknesses, and gaps in the service providers' capacity to provide career and training services in accordance with Federal, State, and Local policies;
4. To research and identify organizations that meet WIOA Title 1 requirements to qualify as future service providers to deliver services, to adults, dislocated workers, and youths in their respective WIOA program; and
5. To have a set of practical recommendations that State Workforce can follow up on to improve on the Title I service providers' capacity to provide career and training services.

DATA COLLECTION METHODOLOGY

In this project, SMS utilized both quantitative and qualitative methods to evaluate each service provider. SMS utilized four integrated approaches to undertaking this evaluation. These are: personal interviews with staff; survey of staff, review of case management files, and comparison with electronic reports.

First, SMS conducted on-site visits at the four AJCs located on O'ahu (10 August), Kaua'i (25 August), Maui (23 August), and Hawai'i Island (21 July). During the visit, program managers/coordinators were interviewed. A set of discussion points was used for the interview. Likewise, virtual meetings with the respective County's Workforce Development Board (WDB) were also conducted. SMS scheduled an appointment with the office manager to get an overview of staffing, records, etc. and work together to develop an approach to the tasks while minimizing disruptions to their operation. SMS reviewed the organization's documents addressing each of these areas of responsibility, including organization chart, staffing levels, job responsibilities, personnel evaluations (if appropriate) and reports they have submitted. SMS requested reports on how staff submits updates on clients and how that information is consolidated. SMS considered if the reports provided can be provided upon request, are timely, accurate, appear to be kept up on an ongoing basis, etc. SMS also identified the strengths and gaps in the service provider's capacity to render career and training services. During the onsite visits, SMS also inspected the work environment such as the secured file storage areas and the public access areas. The SMS team also reviewed one randomly selected case file from each program of the service providers.

Second, SMS developed a survey to staff, developed from the discussion points used in the onsite interviews. The survey focused on access to resources and training, leadership style and overall work culture. The online survey (Appendix A) was distributed to the case managers of the service providers. Twelve responses were received.

The third approach was to review a case file during the onsite visit and compared this to the electronic reports in HireNet Hawai'i. The State Workforce randomly selected one case file from each program of the service provider. SMS was provided these names and during the interview, SMS requested that the service provider pull out the specific case file. SMS staff looked through the physical case file and compared it to the information in HireNet Hawai'i that was provided by the State Workforce. SMS also reviewed any supporting documents in the file.

This statewide evaluation covers program years 2018 to June 2021.

EVALUATION METHODOLOGY

The results of the three data collection methods were integrated into a rating system to report back on the first two objectives: to measure the level of performance in the service providers' capacity (Organizational Capacity) and to measure the extent to which the service providers were able to reach all Title I individuals (Outreach).

SMS created a rubric scoring system that allowed us to objectively measure the service providers on specific stated outcomes. Rubrics scoring is efficient because it is based on detailed performance characteristics arranged in levels indicating the degree to which a standard has been met. It also defines expectations for future monitoring and performance improvement.

With regard to measuring Organizational Capacity, the scoring centered on seven focal areas: Human Resources Management, Financial Management, Information Management, Program Management, Leadership, Regulatory Compliance, and COVID-19 Response. To measure the services providers ability to Outreach we looked at two focal areas: Outreach Capacity and Outreach Effectiveness.

Each focal area was also composed of sub-indicators. The rubric descriptions were set up and scored at sub-indictors level. In the rubric scoring, Exceeds Expectations was given a score value of 4, a score of 3 indicated Meets Expectations, a score of 2 indicated Approaching Expectations, and a score of 1 indicated Below Expectations. The area score consisted of the average score among each sub-indicator.

In this evaluation report we show the Focal Area scores which are the average of the sub-indicators for that focal area. Finally, we also show two overall scores for each service provider - one for Organizational Capacity and one for Outreach.

To develop the rubric scoring standards, SMS started by reviewing the WIOA Public Law to identify the objectives and performance measures of WIOA Title 1 programs. SMS also reviewed each of the County Area Plans to understand what goals were placed for the service providers by the County Boards.

For the organizational capacity measures, SMS used the document, State of Hawai'i, "Workforce Innovation and Opportunity Act: Adult Program Eligibility and Priority of Services Policies and Procedures," October 4, 2016, to develop the service providers review process. The purpose of this document was to provide the requirements, instructions and guidance for implementation and management of WIOA Adult, Dislocated Worker and Youth Programs. As stated in the document, these "eligibility policies and procedures" are meant to assist County staff, local boards and service providers with meeting contract specifications to achieve compliance with requirements. SMS developed the measures for Information Management, Program Management and Regulatory Compliance. SMS also reviewed more recently posted WIOA Bulletins for updates to the policies and procedures. Finally, SMS based included best practices for organizations that provide similar services.

For the outreach measures, SMS used the County Plans and compared how well the service provider was able to carry out the plans. A score of 4 means Exceed Expectations. This indicate that the service provider has a very clear understanding of the expected performance outcomes. To truly exceed expectations, actions must be intentional, planned, and must surpass generally accepted levels of performance.

A score of 3 means Meeting Expectations. This indicates that the service provider effectively applies the skills and knowledge to achieve the performance outcomes and ensure that goals of the local area plan are met.

A score of 2 means Approaching Expectations. This indicates that the service provider demonstrates progress in its organization and outreach capacity to achieve performance outcomes, but not yet at standard.

A score of 1 means Below Expectations. This means that the service provider demonstrates little or offer no contribution to achieving the goals of the local area plan. It fails to meet performance expectations mandated in the WIOA law.

RUBRIC EVALUATION

Table 1: Organizational Capacity Rubric

Area	Sub-Indicator	4 – Exceeds Expectations	3 – Meets Expectations	2 – Approaching Expectations	1 – Below Expectations
Human Resource Management	Adequate Staffing	Staff is able to give ample attention to each case file assigned. Monitoring of participants and updating the file on the database is done frequently. There is enough time to conduct outreach.	Staff is able to give reasonable attention to each file assigned. Monitoring of participants and updating the file on the database is done occasionally. Staff sometimes conduct outreach.	It is a challenge to monitor each case file assigned. There's a lag between receipt of information to database update. Outreach by staff is done occasionally.	Monitoring and updating the database take much of the time. Outreach is not a priority.
	Staff retention	Average staff tenure is at least 10 years. Very familiar with all the processes of the program.	Average staff tenure is between 5 to 10 years with the service provider.	Average staff tenure is between 2 to 4 years.	Staff members new to the program and learning the processes.
	Training	Seeks out and participates professional learning opportunities to enhance skills and content knowledge. Seeks out feedback from colleagues and carefully reflects on improving service delivery.	Participates in professional learning opportunities to enhance skills and content knowledge. Welcomes feedback from colleagues.	Some participation in professional learning opportunities to enhance skills and content knowledge. Some evidence of receptivity to feedback from colleagues.	Minimal or no participation in professional learning opportunities. Minimal or no evidence of receptivity to feedback from colleagues.
Financial Management	Policy	There are formal policies and procedures that outline the reporting and delivery obligations for contracts and agreements. This includes procedures for reporting on completed work and for addressing inadequate work.	There are some formal policies and procedures that outline the reporting and delivery obligations for contracts and agreements.	Formal policies and procedures are available but are seldom followed.	There are no formal policies or procedures that outline the reporting and delivery of obligations.
	Accounting & Reporting	Follows accounting practices which conform to federally accepted standards. Financial statements including balance sheets, income statement, and cash flow are clearly stated and prepared for reporting.	Competent accounting practices. Financial statements including balance sheets, income statement, and cash flow are stated and prepared for reporting.	Adequate accounting practices. Financial statements including balance sheets, income statement, and cash flow are stated and prepared for reporting.	No evidence of understanding accounting and financial reporting processes.

Area	Sub-Indicator	4 – Exceeds Expectations	3 – Meets Expectations	2 – Approaching Expectations	1 – Below Expectations
Information Management	Policy	There is a written policy and a procedures manual that clearly defines how information will be collected, captured, entered into the database, and regularly monitored.	There is a written policy and a procedures manual but does not clearly define how information will be collected, captured, or entered into the database.	There is a written policy but no procedure manual.	Neither a written policy nor a procedures manual is available.
	Data Entry	Entered the data into HireNet within two business days of the time information is available.	There are occasional instances of late data entry into the HireNet database, but these are remedied within a few days	There are regular delays in data entry into the HireNet system.	Missed entering the information into the system,
	Data Integrity	Developed an internal controls policy to ensure data integrity. The policy directly disallows data manipulation, limits the number of individuals with authority to delete registrations, and includes a checks and balances process.	Developed an internal controls policy to ensure data integrity but does not address all points in score 4.	A general policy is available but does not address data integrity.	No evidence that any internal controls policy exists.
	Files Security	Case files are secured in locked cabinets, only program managers have access to the keys, and there is a checkout system. Cabinets have a dedicated location separate from the staff.	Case files are secured in locked cabinets and only program managers have access to the keys.	Case files are secured in locked cabinets and most staff have access to the keys.	Case files are not secured, and anybody can access them.
	Data Accuracy	Data manual or checklist is available and followed. Regular internal audits are conducted. No errors found during the external audit.	Data manual or checklist is available and followed. 1-2 errors were found during external audit.	Data manual is available but not followed. At least 3 errors were found during external audit.	No evidence that a system is observed.
	Data Processing	Has a very organized and systematic approach in the processing of individuals who seek career and/or training services from date of enrollment and suffer no attrition as a result of processing until program completion.	The processing of individuals who seek career and/or training services from date of enrollment to date of completion is fairly organized, but some attrition occurs prior to program completion based on internal shortfalls.	The processing of individuals who seek career and/or training services from date of enrollment to date of completion is inadequate leading the loss of participants as a result.	No evidence that a system of processing is observed.

Area	Sub-Indicator	4 – Exceeds Expectations	3 – Meets Expectations	2 – Approaching Expectations	1 – Below Expectations
Program Management	Knowledge of WIOA Title 1 Program	Demonstrates expert knowledge of WIOA Title 1 program strategies and processes. Could be or is a resource for peers in this area.	Demonstrates knowledge of WIOA Title 1 program strategies and processes.	Some knowledge of WIOA Title 1 program strategies and processes.	Very little or no evidence of knowledge of WIOA Title 1 program strategies and processes.
	Knowledge of Local Eligible Participants	Demonstrates an in-depth knowledge and connection with individuals mandated in the WIOA Title 1. Consults and collaborates with partners to address diverse needs and abilities of local eligible population.	Knowledgeable and shows some connection with individuals mandated in the WIOA Title 1. Consults and collaborates with partners to address diverse needs and abilities of local eligible population.	Some evidence of becoming familiar with individuals mandated in the WIOA Title 1. Some attempt to consult and collaborate with partners to address needs of local eligible population.	Minimal or no evidence of becoming familiar with individuals mandated in the WIOA Title 1. Minimal or no attempt to consult and collaborate with partners to address local needs.
	Participant Engagement	Communicates with participants using formal means (e.g., regular updates). Communication protocols are written (e.g., agreements, handbook) and new participants are oriented on the procedures, roles, and responsibilities. Has and regularly uses process and procedures for formally communicating their work within and across the system (AJC, Board, etc.).	Communicates with participants using formal means (e.g., regular updates). Communication protocols are written (e.g., agreements, handbook) and new participants are oriented on the procedures, roles, and responsibilities.	Communicates with participants using formal means (e.g., regular updates). Communication protocols, roles, and responsibilities are verbally shared. A written handbook may be available for participants.	Informally communicates with participants. There is no evidence of a written handbook.
	Monitoring & evaluation	On each occasion, the case manager is able to contact the participant to follow up on their progress and is able to collect all the required information needed on their first attempt.	By the third attempt, the case manager is able to contact the participant to follow up on their progress and complete the collection of required information.	After more than three attempts, the case manager successfully contacts the participant to follow up on their progress but is unable to collect all the required information.	The case manager's repeated attempts were unsuccessful in contacting the participant and is unable to collect the required information.
	Process improvement	There is a regular process for reviewing performance outcomes and responding to ideas, suggestions, comments, and perceptions from staff members. Feedback from clients is always welcome. Data is analyzed and used for continuous program improvement.	Intermittently reviews performance outcomes and responds to ideas, suggestions, comments, and perceptions from staff members but not from clients. Data is analyzed but seldom used for program improvement.	Rarely reviews and analyzes processes and performance outcomes.	There is no evidence that outcomes are reviewed and analyzed.
	Collaboration	Has an established system of working together with co-located partners and other organizations. Roles and responsibilities are clearly defined and regularly refined through a collective/collaborative process. A linked team structure (i.e., wrap-around approach) is used for communication and decision-making.	Has a system for working with co-located partners and other organizations. Roles and responsibilities are clearly defined.	Has a system for working with co-located partners and other organizations. Roles and responsibilities are defined but lack clarity.	Minimal or no collaboration with colleagues and partners.

Area	Sub-Indicator	4 – Exceeds Expectations	3 – Meets Expectations	2 – Approaching Expectations	1 – Below Expectations
Leadership	Communication	The program manager designates time to interact with staff members. S/he consistently displays integrity and fairness and has built a culture of trust. S/he helps staff members, program participants, community partners, and ETP feel welcome and valued.	The program manager performs all the functions of score 4, but not regularly.	The program manager is accessible. Staff believes that the program manager is fair, respectful of others, and is generally positive.	It is frequently difficult to meet with the program manager. Staff and/or program participants sometimes view the manager's demeanor as negative.
	Formulating goals	Works outstandingly with the staff members, program participants, community partners, and ETPs to establish systems in achieving program goals and outcomes.	Works reasonably well with the staff members, program participants, community partners, and ETPs to establish systems in achieving program goals and outcomes.	Works acceptably with the staff members, program participants, community partners, and ETPs to establish systems in achieving program goals and outcomes.	Works poorly with the staff members, program participants, community partners, and ETPs to establish systems in achieving program goals and outcomes.
	Achieving goals	Involves all staff members in working to achieve the performance outcomes. Encourages cooperation by involving everyone including program participants.	Involves all staff members but not program participants in working to achieve the performance outcomes.	Involves some staff members in working to achieve the performance outcomes.	Staff works individually toward a goal.
Regulatory Compliance	County Plan	Demonstrates flexibility and responsiveness in planning and delivering the County plan. Engages with colleagues and partners in implementing the plan.	Demonstrates flexibility and responsiveness in planning and delivering the County plan.	Demonstrates some flexibility and responsiveness in planning and delivering the County plan.	Not following or unfamiliar with County Plan
	MoU Obligations	The service provider has complied with most of its obligations covered in the MoU it has signed.	The service provider has minor issues of compliance with its obligations covered in the MoU.	The service provider has major or significance issues of compliance with the obligations covered in the MoU.	The service provider has largely failed to comply with its MoU obligations.

Area	Sub-Indicator	4 – Exceeds Expectations	3 – Meets Expectations	2 – Approaching Expectations	1 – Below Expectations
COVID-19 Response	Technology Readiness	Demonstrates an initiative to use and develop new technology skills to continue service delivery. Effectively uses email or other electronic tools to communicate and engage with colleagues and participants. Frequently utilizes electronic program tools, such as digitized application, e-signature, and virtual platform.	Demonstrates an ability to use technology to continue service delivery. Uses email or other electronic tools to communicate with colleagues and participants. Occasionally uses electronic course tools such as digitized application, e-signature, and virtual platform.	Demonstrates an understanding of how to use technology to continue service delivery. Uses email but is unfamiliar with other electronic communication or course tools.	Does not demonstrate an understanding of using technology as communication or course tools.
	Remote Work	A transition plan has been put in place including an information security policy for staff. Case managers engage daily with program participants via electronic platforms. Demonstrates the ability to enroll and exit participants while working remotely. Information on database is updated regularly and accurately.	No transition plan has been put in place. Case managers engage daily with program participants via electronic platforms. Demonstrates the ability to enroll and exit participants while working remotely. Information on database is updated weekly.	Case managers engage with program participants intermittently using electronic platforms. Has the ability to enroll and exit participants while working remotely. Information on database is not regularly updated.	Engagement with participants is sporadic. Does not have the capacity to enroll or exit participants while working remotely.

Table 2: Outreach Rubric

Area	Sub-Indicator	4 – Exceeds Expectations	3 – Meets Expectations	2 – Approaching Expectations	1 – Below Expectations
Capacity	Capacity as reflected in the local area plan	Demonstrates the ability and capacity to go beyond the strategies outlined in the local area plan. A variety of methods (HireNet, social and print media, website, AJC videos, job fairs, community outreach, visit to schools, etc.) are utilized. Other methods of outreach are utilized.	Has the capacity to work on most of the strategies outlined in the local area plan. Variety of methods used but not all covered in score 4.	Able to work on a few of the strategies outlined in the local area plan. Some methods of outreach used.	No evidence that the strategies outlined in the local area plan has been followed.
	Frequency	Conducts outreach at least once a week targeting Title 1 individuals mandated in the WIOA law.	Conducts outreach at 2-3 times a month targeting Title 1 individuals mandated in the WIOA law.	Conducts outreach once a month targeting Title 1 individuals mandated in the WIOA law.	No schedule of outreach is set.
Effectiveness	Individuals with Employment Barriers	The number of individuals with barriers to employment served has increased, including those with multiple barriers are successfully enrolled.	The number of individuals with barriers to employment served has not increased.	The number of successful enrollments has decreased.	No successful enrollment.

EVALUATION

Each County has submitted to the State Workforce its local area plan highlighting its goals and performance measures. These are described below to serve as basis of the evaluation. After the goals of each county have been described, assessment on the service providers of the WIOA programs follows.

HAWAII

Table 2 shows the goals and measures of the Hawai'i County Workforce Development Board (HCWDB) described in its February 2019 – June 2020 Local Area Plan. To assist the County in achieving these, especially its WIOA Title 1 programs, a Memorandum of Understanding (MOU) was signed with the Goodwill Industries to manage the youth, adult, and dislocated worker programs.

Table 3. Hawai'i Local Area Plan 2019-2020

Goals	Measures
Enhance and rebrand the One-Stop Centers	<ul style="list-style-type: none"> • Provide outreach and engagement of employers, addressing their needs • Coordinate and align seamless service delivery system • Focus on quality of service and enrich a customer-centered design • Focus on sector strategies and establish career pathways that will integrate education and training, and move skilled job seekers into growth industries – particularly with its WIOA-designated target populations (this should include support for wrap-around services from mandated, secondary and tertiary AJC partners) • Establish a support system for all its emerging industries • Establish a support system for at-risk employers and industries in the local economy • Ensure the AJCs are provided the technical guidance and support needed to proficiently serve businesses and job seekers
Create greater access for vulnerable populations with employment barriers	<ul style="list-style-type: none"> • Serve the public as not only a resource for employment, but as a solution/ empowerment center where basic barriers to employment can be resolved
Address geographic challenges	<ul style="list-style-type: none"> • Enhance outreach programs • Research and identify enabling technology
Pilot youth programs and coordinate a youth development system	<ul style="list-style-type: none"> • Coordinate existing community structures and resources that enhance and support opportunities for development • Promote leadership development via exposure to positive role models and mentors • Promote youth development programs and activities that ensure that youth thrive and become empowered
Become more data driven	<ul style="list-style-type: none"> • Sets expectations • Provides accountability • Denotes anticipated results • Provides guidance that allows the program to be success oriented • Identify industry clusters and industry resources • Use data to identify workforce necessities • Identify employer needs to guide the effective use of resources • Assist with identifying career pathways and labor markets
Strengthen Partnerships/Efficiency focused	<ul style="list-style-type: none"> • Provide coordinated and aligned services • With the State's assistance, add additional resources to the AJCH so that additional resources may be accessed at the same visit • Multiple access to the same services/training/assistance • Collaboration for a positive relationship with all workforce stakeholders • Connect Youth to the workforce system

Source: Hawai'i County Local Area Plan

Youth Program

The WIOA Title 1 Youth Program in Hawai'i is being implemented by Goodwill Industries.

Human Resource Management. Staff retention and training met expectations. Goodwill Industries has been serving the youth of Hawai'i County for more than 15 years and average staff tenure, specifically for its WIOA Title 1 Youth Program, is seven years. The youth program team consists of the Assistant Director for Youth Services, three case managers and one administrative assistant. However, adequate staffing was a concern. With its main office on the Big Island is located in Hilo, there is no full-time staff to manage the youth program in Kona. The Assistant Director for Youth Services travels once a week to the office in Kona to engage with the youth there. The survey also indicated concerns of the staff feeling overstretched when it comes to managing cases and hopes that additional staff to be hired. However, there is also limited funding. As a way to augment this, the service provider has leveraged other resources, such as applying to smaller grants, for supplement. In terms of training, the team lead keeps staff updated on state and federal laws.

Table 4. Organizational Capacity Score, Youth (Hawai'i)

Goodwill Industries – Youth (Hawai'i)		
Indicator	Rubric Scoring	Organizational Capacity
Human Resource Management	2.7	3.0 Meets Expectations
Financial Management	3.5	
Information Management	2.7	
Program Management	3.3	
Leadership	3.0	
Regulatory Compliance	3.0	
COVID-19 Response	2.5	

Financial Management. As an organization, Goodwill has a strong financial management system including an established internal control system. This team servicing the Youth Program taps into this financial management system and follows the corporate policies and standards. The policies appear to be competent accounting practices. And though they have a regulatory process that is being followed, there does not seem to be any advising or overseeing procedures at the local level.

Information Management. All files were observed in a secured locked cabinet, but most staff have access to the key cabinet (see Figures 1 and 2). During the audit of case files, three errors were found by the SMS project team. These are information in the documents submitted by the client but were not noted in the HireNet database.

Certain information management gaps were also revealed during the evaluation. According to the service provider, while the current HireNet Hawai'i system is a lot better and more comprehensive, their user account does not allow them access to reports that track how their clients are performing (e.g., completion of training). (Further inquiry with the State Workforce found that the service provider could have easily requested access to the tracking reports in HireNet Hawai'i). Therefore, they depend on the HCWDB Executive Director to pull these reports from HireNet Hawai'i if they want to see the reports. But that interval does not allow them to make any corrections or interventions in a timely manner. To compensate for not using HireNet Hawai'i

for tracking productivity, the service provider created its own tracking system using Excel. However, this creates additional workload for the manager.

Figure 1. Locked cabinets at Goodwill, Youth (Hawai'i)



Program Management. The staff demonstrates knowledge of program strategies and processes goes through the 14 youth program elements with each participant. Based on the participants' inputs, the content of the training program is updated. Staff demonstrated in-depth knowledge of each participant and their training needs. The service provider exceeded expectations in the area of monitoring and evaluations with Sign-up sheets for each class and the responsibility of case manager to contact the student if absent. Case managers monitor participants minimum twice per quarter. While not co-located in the AJC, the service provider continues to work with government agencies such as the HCWDB, Office of Youth Services, Department of Vocational Rehabilitation and University of Hawai'i (UH) Community Colleges. This evaluation also recognizes that Goodwill was not required to set up an office at the AJC before 2019. Due to COVID-19 and the need to manage social distancing, they continued to set up shop at the Goodwill office.

Regulatory Compliance. The service provider demonstrates flexibility and responsiveness in planning and delivering the goals of the County Plan. In February 2021, HCWDB adopted [Policy No. 16-20](#), which provides the requirements, instructions, and guidance for the implementation and management of the WIOA Youth programs. Prior to the adoption of this policy, the service provider already has required proper documentation from its applicants and an Individual Service Strategy (ISS) developed for its participants. A minor issue in their compliance is that they have yet to set-up an office at the AJC.

Leadership. Based on the survey, the staff feels confident that the organization has done well in achieving WIOA performance standards and goals. During COVID-19, the staff met regularly to establish systems in achieving goals and outcomes despite the situation. While this is so, based on the survey, the staff feels that their contributions and views are not valued by the senior management.

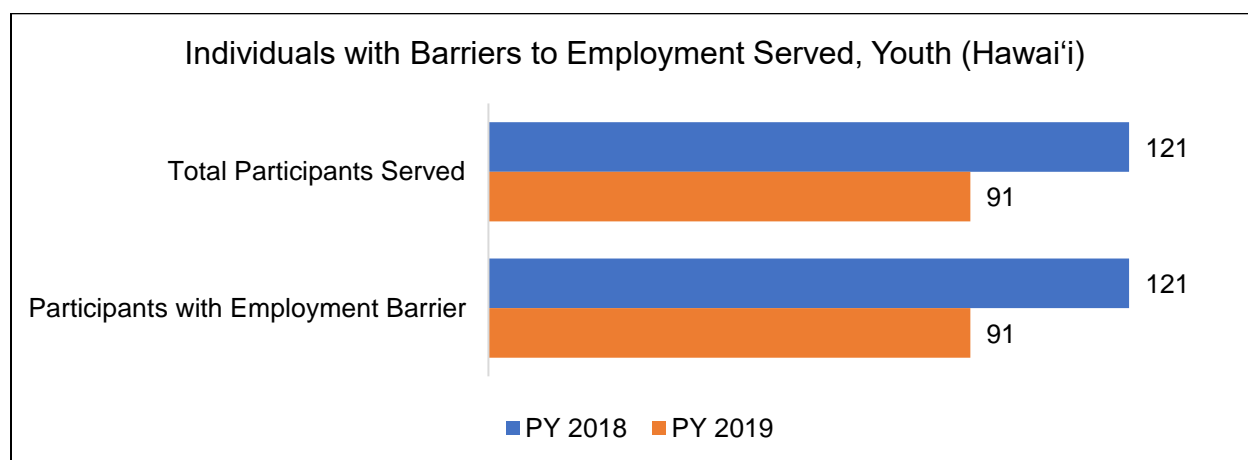
COVID-19 Response. The service provider was closed for only two weeks during the pandemic and participants need to make an appointment if they need to come to the office. The youth participants were given Zoom accounts so they can participate in virtual classes. Currently, the service provider is doing blended learning. Some of the participants want to come back, while some wants to continue to study remotely. The transition, however, was challenging for the staff. Based on the survey, some of them feel that they were not provided resources to be able to effectively engage with the participants when they work remotely.

Table 5. Outreach Score, Youth (Hawai'i)

Goodwill Industries – Youth (Hawai'i)		
Area	Rubric Scoring	Outreach
Capacity	3.5	2.8 Meets Expectations
Effectiveness	2.0	

Capacity. Before COVID-19, the service provider used to conduct school visits and community outreach. They also collaborate with resource partners and agencies for referrals, which they continue to do so during the pandemic. The service provider has been able to engage effectively with diverse consumers including Native Hawaiians, at-risk youth, homeless, disabled or economically disadvantaged youth. This is reflected in Figure 2.

Figure 2. Youth Participants Served, Hawai'i



Source: Hawai'i State Workforce

Effectiveness. In 2019, the program saw a decrease in total participants served compared to 2018. One of the ways the service provider is trying to do in order improve their enrollment number is to inform potential participants, during orientation, that there is going to be a follow up on them for 12 months after they exit the program. Early alerting of this expectation, participants know to expect contacts from case manager and make themselves available. According to the service provider, this “has made the difference” in meeting WIOA requirements for follow up. The provider also ensures that they reach out to individuals with barriers to employment. In program years 2018 and 2019, all individuals in the youth program have one or a combination of barriers to employment. Most of them are either low-income individuals, have low levels of literacy, or English language learners.

Overall Evaluation. Based on both organization and outreach capacity scores, Goodwill Industries meets expectations of delivering high quality program management. In terms of fulfilling the County Plan goals in Table 2, the service provider has been able to address geographic challenges, pilot youth programs and coordinate a youth development system, and continues to strengthen partnerships. Since the service provider is based locally, this gives them an advantage in connecting with eligible population as they understand the needs of the community. With their presence in Kona, the service provider continues to develop strong working relationships with government agencies and other non-government organizations. Areas that need improvement are in human resource management, information management, and COVID-19 response.

Adult and Dislocated Worker Programs

The WIOA Title 1 Adult and Dislocated Worker Programs in Hawai‘i are being implemented by Goodwill Industries.

Table 6. Organizational Capacity Score, Adult & Dislocated Worker (Hawai‘i)

Goodwill Industries – Adult and Dislocated Worker (Hawai‘i)		
Indicator	Rubric Scoring	Organizational Capacity
Human Resource Management	3.0	3.2 Meets Expectations
Financial Management	3.0	
Information Management	2.7	
Program Management	3.0	
Leadership	3.7	
Regulatory Compliance	3.0	
COVID-19 Response	4.0	

Human Resource Management. In June 2021, Goodwill Industries completed its second year of implementing WIOA Title 1 adult and dislocated worker program services. When they took over the contract from another service provider in September 2019, staff shortages have been both a program and financial management concern. Currently, the adult and dislocated worker program is composed of an assistant director, a program coordinator, two employment counselor, and one administrative assistant. The latter three staff members provide direct client support and service that include job placement and assistance, counseling, and mentorship. During the interview, they mentioned that they are in the process of expanding their team. Each case manager handles more than 20 case files and staff members noted in the survey that they are able to give adequate attention to each case.

Financial Management. While Goodwill has a strong institutional financial infrastructure, the service provider, during the first few months, struggled to find ways on how to spend the money. According to the service provider, there are only three ETPs to choose from and not one was offering CDL training, of which the clients were interested in. Also, the adult and dislocated worker programs team did not know they also had to spend the money of program year (PY) 2017 along with the PY 2019 they submitted a proposal and signed the contract for.

Information Management. During the external audit, there was no error found in the dislocated worker case file, however, copies of documentation of eligibility and criteria used for verification were missing in the adult file. Figure 3 shows the case file cabinets of the service provider. It should be noted that the latter is an inherited case file from the previous service provider. However, one important HireNet Hawai'i feature that has not been employed is the system's ability to track performance and close out cases. Similar with the Hawai'i Youth Program user access, this service provider also cannot pull from HireNet Hawai'i real-time tracking report of enrollments. According to the service provider, this poses a problem when they need to go to a meeting and need to make updates. Interestingly, only Hawai'i County service providers have this concern. To resolve this, the service provider developed its own tracking system. Additionally, Goodwill's quality assurance department on O'ahu conducts an internal review of Hawai'i case files to make sure performance target are on tracked. If HCWDB is made aware of this, a policy agreement must be agreed upon to mitigate data security risk.

Figure 3. Locked cabinets at Goodwill, Adult and DW (Hawai'i)



Program Management. The County intake policy [No. 6-20](#) was only adopted by HCWDB in February 2021, so when Goodwill took over the contract, they said that they had to create an internal procedure for enrollment. Since then, the service provider follows the intake process of the County, where the case managers interview the applicant and assess their eligibility based on the provided information. At the time of the intake, case managers go over the policies. Once deemed eligible then enrolled into the program, a handbook containing contact details and list of service is given to the participant.

Leadership. With no proper turn-over, a crash course on HireNet Hawai'i, and the complications brought by the pandemic, the first few months of implementing the programs were challenging. Since then, the service provider has been able to build a strong relationship with the HCWDB and technical trainings have been provided for them. The service provider also launched a monthly professional development training for the staff. Topics are suggested by the staff and these focus on subjects that help them service their clients better, such as Motivational Interviewing. Based on the survey, the staff feels strongly valued by the organization.

Regulatory Compliance. As the only active one-stop partner at the AJC, they hope for a more cohesive partnership between and amongst the core WIOA partners.

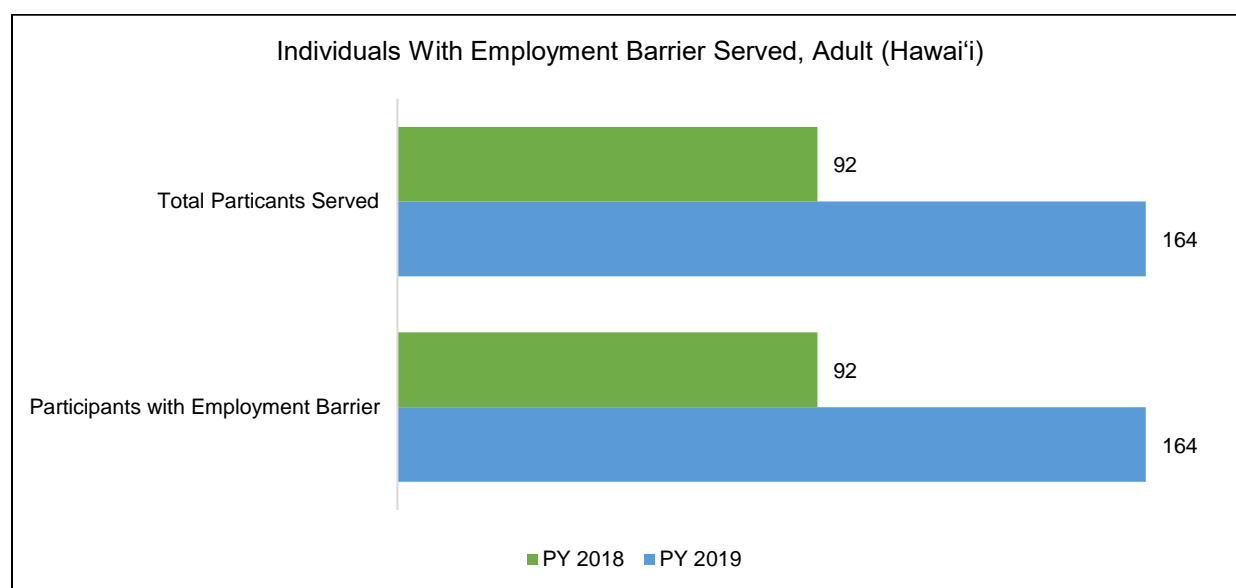
COVID-19 Response. Anticipating the State shutdown during COVID-19, Goodwill had the foresight to transition to a virtual platform by purchasing the needed equipment (e.g., computers and video conferencing software). It also helped that its staff is technologically-savvy, whereby Adult and Dislocated Worker application forms were digitized, and HireNet Hawai'i's e-signature feature was highly utilized.

Table 7. Outreach Score, Adult & Dislocated Worker (Hawai'i)

Goodwill Industries – Adult and Dislocated Worker (Hawai'i)		
Indicator	Rubric Scoring	Outreach
Capacity	3.5	3.3 Meets Expectations
Effectiveness	3.0	

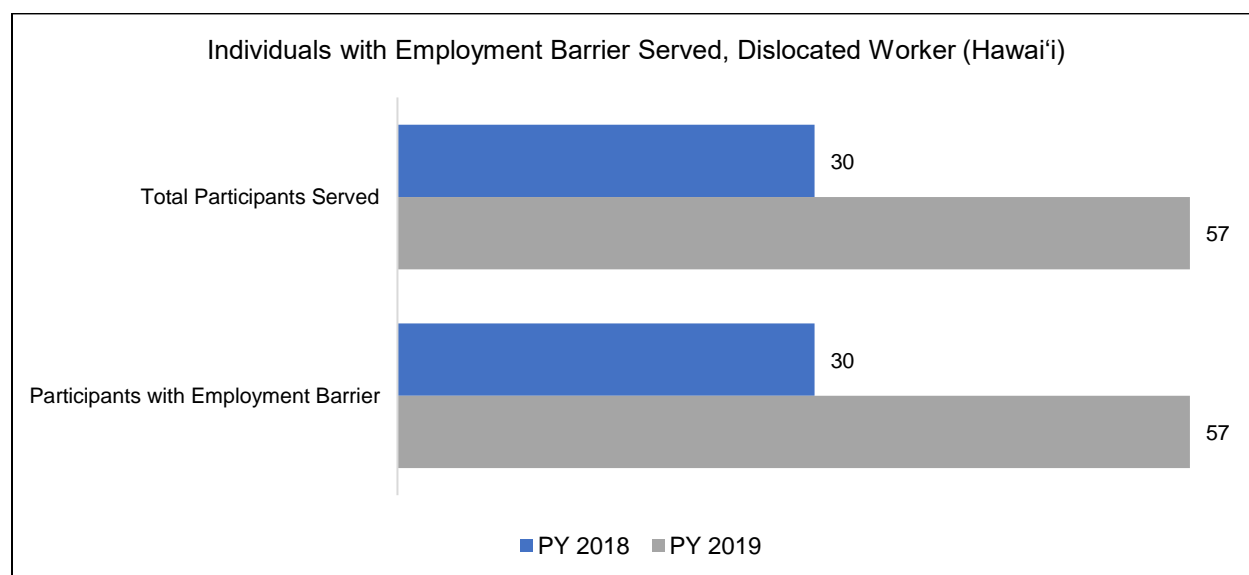
Capacity. Goodwill Industries tapped into its local network which was already established even before they signed the WIOA contract. This includes leveraging a staff member's prior experience managing a contract working with Native Hawaiians. The service provider also has built a strong relationship with the Office of Housing Section 8, which has recommended clients to them. They created marketing materials, such as rack cards, which they distributed to their partners but has not utilized the AJC videos. Since January 2021, the service provider has created a database of employers and companies they can collaborate with. Once a month, leaders of the different Goodwill Industries projects meet to discuss outreach and business engagement.

Figure 4. Adult Participants Served, Hawai'i



Source: Hawai'i State Workforce

Figure 5. Dislocated Worker Participants Served, Hawai'i



Source: Hawai'i State Workforce

Effectiveness. Figures 4 and 5 show that the total number of participants served, in both programs, have increased. During the interview, the service provider mentioned that in 2020 they struggled with dislocated worker enrollments, who told them that they were making more money through their COVID-19 unemployment benefits. All the enrolled participants in 2018 and 2019 have one or a combination of barriers to employment. Majority are low-income individuals and many of the participants in the adult program are single parents.

Overall Evaluation. Based on both organization and outreach capacity scores, Goodwill Industries (Adult and Dislocated Worker Program) meets expectations of delivering high quality service and is adept in remote work. In terms of fulfilling the County Plan goals in Table 2, the service provider has been able to address geographic challenges, contributes to the AJC becoming more data driven, and with its active presence at the one-stop center, establishes a support system for Hawai'i County's existing and emerging industries. Their capacity to engage with employers and companies shows their strong awareness of local business needs. While this is so, the capacity to collaborate with other AJC core partners can still be improved. Another area that should be given attention on is information management, specifically the use of HireNet Hawai'i.

O'AHU

In its Local Area Plan February 2019 – June 2020, the O'ahu Workforce Development Board (OWDB) described the following goals:

Table 8. O'ahu Local Area Plan 2019-2020

Goals	Measures
To provide coordinated, aligned services	<ul style="list-style-type: none"> • The City will implement and monitor for purposes of continuous improvement a seamless coordinated service delivery model that will be supported through Memoranda of Understanding (MOU) • Core partners and other partners/service providers will utilize the State's common intake/referral process (once developed), which will support coordination of services, help to avoid duplication of services, reduce paperwork, and streamline administrative operations • The OWDB will take advantage of any staff training the State provides on the centralized data system (once implemented), which the OWDB understands will populate from a common intake/referral process and aggregate data pertinent to common performance measures • The OWDB will require core partners and other partners/service providers to report successes, challenges and outcomes in order to determine any necessary strategies for continuous improvement of coordinated services • The OWDB will develop and implement a "no wrong door" policy in order to direct job seekers into the services they need no matter where they access the system
To prioritize services to vulnerable populations with barriers to employment as described under WIOA, including unemployed workers, veterans, youth with disabilities, homeless individuals, and Native Hawaiians	<ul style="list-style-type: none"> • Work with core partners, other partners/service providers to develop and implement policies and procedures that will ensure vulnerable populations with barriers to employment receive priority services • Engage employers and the broader community to improve the labor market and employment outcomes for vulnerable populations • Implement the State's strategy (once developed) to better serve homeless individuals and Native Hawaiians • Work with core partners and other service providers to coordinate resources in order to provide adequate professional development to workforce staff so that the highest quality and most effective, evidence-based services are provided to vulnerable population, so these populations achieve success • Utilize strategies identified through the State's Rural Outreach Services Initiatives to improve access to workforce development services to job seekers who live in rural and underserved areas in the City

Goals	Measures
To develop sector strategies and a career pathways system that will integrate education and training, and move skilled job seekers into high need and growth industries	<ul style="list-style-type: none"> • Use state and local labor market information that describes skills needs and growth industries to drive workforce services • Establish sector initiatives that facilitate ongoing dialogue between service providers, employers and other key stakeholders to increase understanding of growth industry needs, foster learning between related businesses and coordinate use of information and resources to formulate and implement effective workforce solutions that meet the skill, recruitment, and retention needs of employers and the training, employment, and career advancement needs of workers • Align policies and funding streams across education, workforce, and economic development services to focus local resources on the training that moves workers into industries with high-quality jobs that lead to better financial outcomes and longer job tenures for workers • Take an active role in the development of the "common pathways" for both individuals who desire to pursue secondary education AND for individuals who do not desire to pursue secondary education but desire to learn employment skills through work experience and/or on-the-job training • Coordinate a "common" work assessment process between core partners • Continue with the current iCAN bridging program at the Community Schools for Adults as a steppingstone to proceed into a career pathway leading to a work-readiness certificate and/or degree and economic success. Work closely with UH/CC to create possible dual enrollment and pre-apprenticeship classes for adult learners • Align sector strategies and career pathways with local economic development goals • Support alternative, non-formal education pathways to employment
To strengthen a high employment rate by supporting sustainable employment and self-sufficiency	<ul style="list-style-type: none"> • Support small enterprises by supporting policies that make it easier to hire or train additional staff, particularly from those populations with barriers to employment who struggle in the labor market • Promote skills development through strategic leadership and long-term direction to fortify investments in training, enhance job readiness, industry specific and soft skills acquisition and institutionalize alternate learning methods in ways that help vulnerable populations • Encourage flexible work, e.g., job-sharing or part-time, for individuals with special needs that preclude full-time employment • Coordinate core partner efforts to ensure that all participants are "registered" into the PMIS and have access to the job seeker resources • Negotiate roles and responsibilities for each core partner agency and other key services providers involved with the job seeker. The roles and responsibilities will include, but not limited to: <ul style="list-style-type: none"> • assessment for identifying a career pathway; (2) obtaining the skills for a job; (3) preparing for interviewing and getting the job; (4) maintaining the job; (5) and/or advancing in the job • Work with employers and economic development leaders to support job opportunities that provide a living wage, advancement and mobility in order for job seekers to achieve self sufficiency • Develop strategies that support start-ups, entrepreneurs, new and existing employers and innovation throughout the City

Goals	Measures
To fully engage employers in the workforce development system to address the talent shortage	<ul style="list-style-type: none"> • Support the State's effort to improve employer use of the PMIS by promoting the benefits of using it locally; overcoming employer reluctance by ensuring they receive adequate training; and by forwarding suggested system improvements to the State so that the PMIS will be as "user-friendly" as possible • Work to expand employer involvement throughout the workforce development system • Develop strategies that focus on short-and long-term goals aligned with industry and community needs, created with industry and community input, and sustained through industry and community oversight and participation

Source: City and County of Honolulu Local Area Plan

Youth Program

The WIOA Title 1 Youth Program on O'ahu is being implemented by WorkHawai'i.

Human Resource Management. The youth program managed by WorkHawai'i on O'ahu is composed of one supervisor and five case managers. Apart from case management, the staff, whose average tenure is eight years, also have teaching roles and conducts outreach. According to the Program Manager, the staff have other roles "because caseloads do not take 40 hours a week to manage so they are given other opportunities." Majority of the staff members have a non-profit background and are highly experienced in serving youth with employment barriers. The program manager used to work in Adult and DW program prior to leading the Youth program. Staff trainings are highly encouraged and at the time of the interview, the service provider just concluded a training on Trauma Informed Care for its staff.

Table 9. Organizational Capacity Score, Youth (O'ahu)

WorkHawai'i – Youth (O'ahu)		
Indicator	Rubric Scoring	Organizational Capacity
Human Resource Management	3.3	3.4 Meets Expectations
Financial Management	3.5	
Information Management	3.0	
Program Management	3.7	
Leadership	4.0	
Regulatory Compliance	4.0	
COVID-19 Response	2.5	

Financial Management. There exists formal policies and procedures outlining the delivery and reporting of obligations. There is a regulatory process, where the program manager does her own budget then submits it to the Board for approval.

Information Management. It was mentioned during the interview that HireNet Hawai'i is one of the three databases managed by the case managers. The other two databases are covered by other funding. While there was no error found during the audit, having three databases to manage poses a risk on the timeliness of entering information into the system. Figure 6 shows a picture of a room dedicated to the locked cabinets securing the youth program case files.

Program Management. The service provider demonstrates strong knowledge of program strategies and processes. The program manager has worked in the Adult and Dislocated Worker Program prior to leading the Youth Program so she has an in-depth knowledge of the local eligible population. Feedback from the program participants is important as this gives the service provider an opportunity to get the youth more engaged. They designed an Essential Education program that helps the youth prepare for the High School Equivalency Test. They have started a Leadership Day, where once a month, the participants are encouraged to plan a community outing or service. On each occasion, the case managers have been successful in following up on the progress of the participants – gathering their pay stub and checking how they are doing. The service provider has also benefitted from the established intake process of the American Job Center Hawai'i (AJCH) on O'ahu, where collaboration among core partners have been defined.

Figure 6. Locked Cabinets at O'ahu AJC



Leadership. When it comes to monitoring, employers submit a timesheet every week to the case managers. If there are attendance and performance concerns, it is the responsibility of the case manager to follow-up. Participants are also encouraged to provide their feedback to help improve service delivery. Comments and feedback are then discussed among staff in a meeting scheduled every Friday.

Regulatory Compliance. Having the youth program co-located with the Adult and Dislocated Worker programs at the AJC provides the flexibility in serving young adults, 18 years and older, with multiple options. In addition, the service provider has complied with most of its obligations in the MoU.

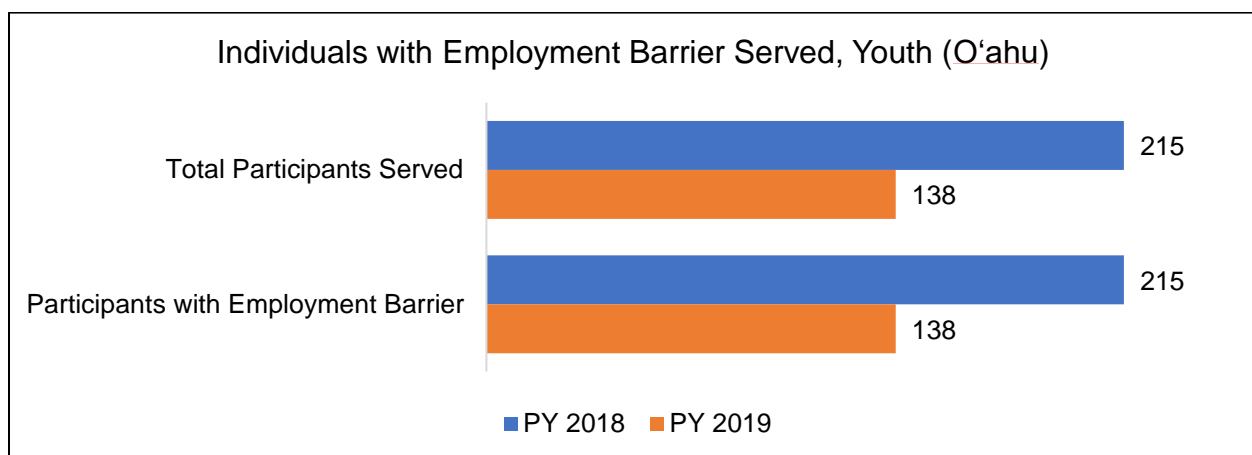
COVID-19 Response. Working remotely during the pandemic was a challenge to the staff since the use of a virtual platform was new for everyone. Fortunately, equipment budget was available, whereby youth participants were provided with laptops and hotspots, making the eventual transition to remote work possible. Currently, the youth program conducts blended learning. When the City and County eased the lockdown, the youth program provided bus passes for participants who want to be trained in-person.

Table 10. Outreach Score, Youth (O'ahu)

WorkHawai'i – Youth (O'ahu)		
Indicator	Rubric Scoring	Outreach
Capacity	3.0	2.5 Approaching Expectations
Effectiveness	2.0	

Capacity. Prior to COVID-19, the service provider has been conducting community events, conducted school visits, and participated in city events. During the pandemic, social media, specifically Instagram and Facebook, was utilized to share information about the youth program. Largely, word-of-mouth from those that have completed the program, as well as their families and friends, has also been an important strategy. The service provider though is not familiar with the AJC videos and the website (as of the time of the interview) is being updated.

Figure 7. Youth Participants Served, O'ahu



Source: Hawai'i State Workforce

Effectiveness. The total number of participants served declined by 36 percent in 2019 from 215 in 2018. All of the participants served have one or a combination of barriers to employment. Of the 138 youth participants served in 2019, 96 percent are low-income individuals, 69 percent are Native Hawaiians, and 29 percent are either English learners or have low levels of literacy.

Overall Evaluation. Based on both organization and outreach capacity scores, WorkHawai'i meets expectations of providing quality service. The service provider contributes positively to fulfilling OWDB goals outlined in Table 6 by working closely with core partners. One of the strong suits of the service provider is its active presence in the one-stop center, where there is flexibility in offering multiple options for youth participants is highly possible. If there is an issue to focus on, it would be the case manager's management of three databases where risk of delay in data entry is highly possible.

Adult and Dislocated Worker Programs

The WIOA Title 1 Adult and Dislocated Worker Programs on O'ahu is implemented by WorkHawai'i.

Human Resource Management. WorkHawai'i's Adult and Dislocated Worker programs have a staff of nine with an average tenure of six years. Staff are highly encouraged to attend professional development trainings offered by the City and County of Honolulu free of charge.

Table 11. Organizational Capacity Score, Adult & Dislocated Worker (O'ahu)

WorkHawai'i – Adult and Dislocated Worker (O'ahu)		
Indicator	Rubric Scoring	Organizational Capacity
Human Resource Management	3.3	3.5 Meets Expectations
Financial Management	4.0	
Information Management	3.5	
Program Management	3.8	
Leadership	3.7	
Regulatory Compliance	3.5	
COVID-19 Response	2.5	

Financial Management. The service provider has formal policies and procedures that outline the reporting and delivery of obligations. This includes a strict monitoring of documents from ETPs pertaining to program participants that they train. Unless these documents (e.g., attendance sheets) are complete, participants cannot proceed to the next module and purchase orders are not approved.

Figure 8. Locked Cabinets at O'ahu AJC



Information Management. The case files are secured in locked cabinets, which are located in a dedicated room separated from the staff. Only the program manager has access to the keys of the cabinets. The staff demonstrates strong knowledge of the WIOA processes and utilizes well the many features of the HireNet Hawai'i system especially its reporting element. However, during our audit, one error in the adult file (employment information) was found. The staff survey also showed that case managers have a neutral opinion whether they practice timely data entry. This prompts a review of the policy and procedures. The service provider also benefits from being located at the AJCH, where a wrap-around service delivery is established.

Program Management. The service provider demonstrates strong knowledge of WIOA Title 1 strategies and processes. They have built long-term partnerships with core partners and have in-depth knowledge of the customers they need to provide services. Trainings are conducted in-person and online. The ability of HireNet Hawai'i to generate reports and track performance are highly utilized.

Leadership. The program manager pulls predictive reports from HireNet Hawai'i to make sure that participants have been followed up. Based on the survey, majority of the staff feels that their views are valued by the organization.

COVID-19 Response. During the pandemic, transition to a virtual environment was challenging. Aside from the fact that the staff could not access the physical files, they were also not technologically-savvy. Upon learning how to navigate Zoom, they are now able to conduct trainings online.

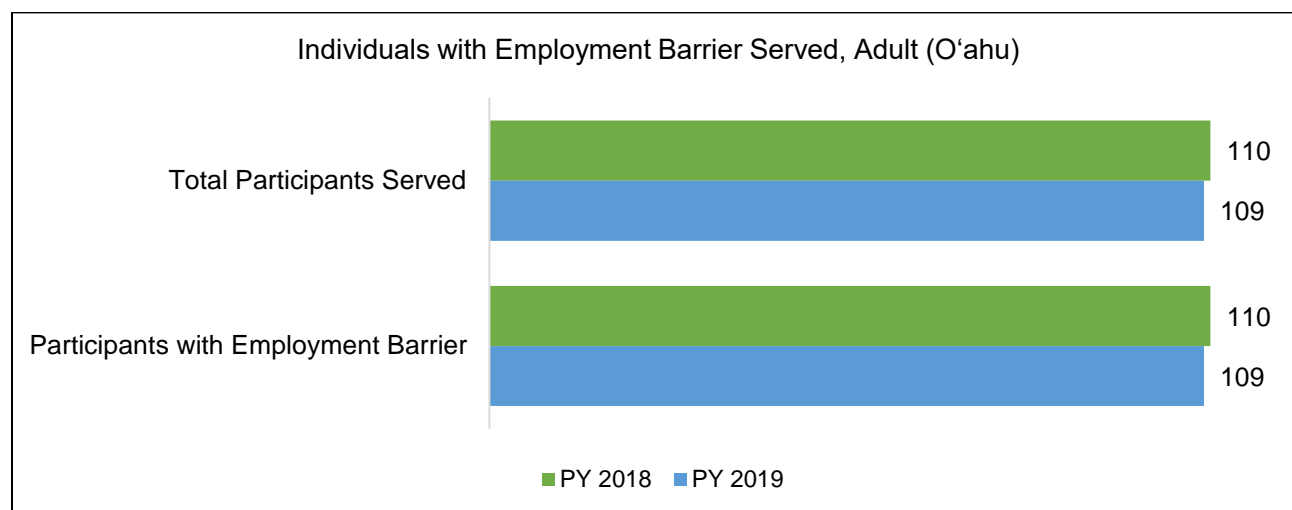
Regulatory Compliance. One of the strengths of this provider is its capacity to practice wrap-around service delivery approach. As an active one-stop shop partner, WorkHawai'i has established strong collaboration with other co-located partners. Notwithstanding, according to the program manager, there is still room for improvement, which will result to better performance outcomes not just for WorkHawai'i Adult and Dislocated Worker Program but for the whole AJC.

Table 12. Outreach Score, Adult & Dislocated Worker (O'ahu)

WorkHawai'i – Adult and Dislocated Worker (O'ahu)		
Area	Rubric Scoring	Outreach
Capacity	3.0	3.0 Meets Expectations
Effectiveness	3.0	

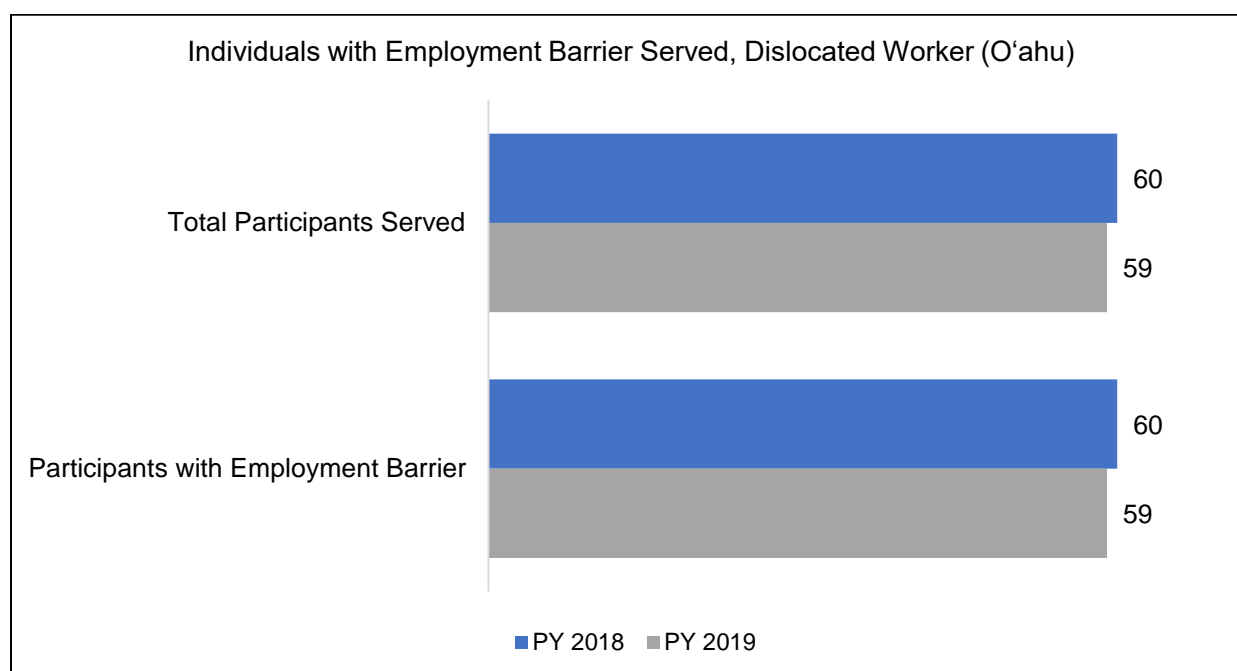
Capacity. Prior to COVID, the service provider has been conducting job fairs, community visits, and has received referrals from its relationship with the Division of Vocational Rehabilitation. It has also leveraged the diversity of its staff with their connection with the Micronesian and Filipino communities. Presently, outreach is mostly done by Teamwork Hawai'i, the recruitment arm of WorkHawai'i but funded by a different grant. Generally, having a separate entity conduct outreach is an advantage, but this can also be a concern as the WorkHawai'i would be dependent on the time and resources that Teamwork Hawai'i allots to target individuals. During the interview, we also learned that the rigorous eligibility process of WIOA hinders some potential clients to pursue, instead they opt to get trainings through other routes such as UH's Hana career pathways.

Figure 9. Adult Participants Served, O'ahu



Source: Hawai'i State Workforce

Figure 10. Dislocated Worker Participants Served, O‘ahu



Source: Hawai‘i State Workforce

Effectiveness. Figures 10 and 11 show the total number of participants served in 2018 and 2019 remained almost the same. All of the participants have one or a combination of barriers to employment. In both program years, majority of the adults and dislocated worker participants were low-income individuals. Of the 109 adult participants in 2019, 13 percent were single parents and 12 percent were long-term unemployed.

Overall Evaluation. Both organization and outreach capacity scores show that WorkHawai‘i highly meets expectations of providing quality service. In terms of utilizing HireNet Hawai‘i, WorkHawai‘i has been the most successful compared to other service providers. Since it has been using the database for many years, it has expertly employed the many features of the system. The provider effectively works with core partners in providing coordinated services. However, as noted above, this relationship can still be improved. Another area that needs a second look is the outreach that Teamwork Hawai‘i conducts on behalf of WorkHawai‘i.

MAUI

In its February 2017 – June 2020 Local Area Plan, the Maui Workforce Development Board (MWDB) cited the following goals:

Table 13. Maui Local Area Plan 2017-2020

Goals	Measures
To provide coordinated, aligned services	<ul style="list-style-type: none"> • Work with core partners, including the American Job Centers (AJCs), and other service providers in FY17 to develop and implement strategies that will help to coordinate services through Maui County's workforce development system. These strategies, which will identify partner roles and responsibilities, will be articulated in Memoranda of Agreement (MOA) that will describe in detail alignment of services, policies and procedures • Require core partners, including AJC, and other key service providers to utilize the common intake and assessment process that the State intends to develop. This process will help to coordinate services, avoid duplication of services, reduce paperwork, and streamline administrative operations. This process will help to coordinate services, avoid duplication of services, reduce paperwork, and streamline administrative operations. • Meet with core partners, including the AJC, and other key service providers on a quarterly basis at Board meetings to share successes and challenges (through partner reports) and discuss solutions toward improving services and outcomes.
To prioritize services to vulnerable populations with barriers to employment	<ul style="list-style-type: none"> • Develop and implement policies and procedures that will ensure that vulnerable populations with barriers to employment receive targeted outreach, access and priority of services. • Improve the labor market and workforce services outcomes for vulnerable populations, as well as increase access to employment opportunities for those populations. • Review the State's FY17 needs assessment of homeless individuals and Native Hawaiians (once available) and determine what specifically is needed to target and serve these populations, as well as veterans, at-risk youth, and individuals with disabilities, in order for them to achieve sustainable employment and self-sufficiency. The Board will then develop and implement (in FY18) a strategy and action plan to serve these populations in Maui County. • Establish a MOA that outlines each partner's roles and responsibilities in providing effective, high-quality, intensive, wrap-around services to vulnerable populations • Ensure that core partners, including the AJCs, and other key service providers participate in adequate professional development for workforce staff so that the highest-quality and most effective, evidence-based services are provided to vulnerable populations in order that they achieve successful employment outcomes.

Goals	Measures
To develop sector strategies and career pathways system that will integrate education and training, and move skilled job seekers into growth industries	<ul style="list-style-type: none"> • Review state and local labor market information as well as economic data and resources to determine growth industries and skill needs of employers. • Establish and maintain sector initiatives that facilitate ongoing dialogue between local service providers, employers and other key stakeholders to increase understanding of growth industry needs, foster learning between related businesses and coordinate use of information and resources to formulate and implement Maui County WIOA Local Plan 57 effective workforce solutions that meet the skill, recruitment, and retention needs of employers and the training, employment, and career advancement needs of workers. • Align policies and funding streams across local education, workforce, and economic development services in order to focus resources efficiently on the integrated education and training that moves workers into industries with high-quality jobs that lead to better financial outcomes and longer job tenures for workers. • Implement the State's career pathways model as described in the Unified State Plan (once developed) that will serve jobseekers with integrated education and training for transition into employment. • Utilize the State's Employment First State Mentoring Program (EFSLMP) by accessing trainers on customized employment to train Maui County workforce staff. • Work with the local adult education program to continue the iCAN program at the McKinley Community Schools for Adults (Maui site) as a steppingstone for those with low skills into a career pathway leading to a work-readiness certificate and/or degree, and economic success. • Work closely with the University of Hawai'i Maui College to create possible dual enrollment and pre-apprenticeship classes for adult learners.
To fully engage employers in the workforce development system to address the talent shortage	<ul style="list-style-type: none"> • Develop and implement strategies that support the State's efforts to improve employer use of the PMIS by promoting the benefits of using it; overcoming employer reluctance by providing necessary training; and by making recommendations to the State for system improvements so that the site is as 'user friendly' as possible. • Work with employers to involve them at all levels of the workforce development system, from program design and implementation, to building worksite skills programs, to improving access to jobs, and to heighten credibility with other employers, potential partners and program participants. • Develop and implement an action plan that will address short-and long-term workforce services goals that are aligned with industry needs, created with industry input and sustained through industry oversight and participation • Develop and implement an action plan (possibly one from the State, as it's the Board's understanding from the Unified State Plan, it's the intent of the State to rebrand the workforce development system in this way statewide) that will rebrand the workforce development system in Maui County as an employment agency with a Maui County WIOA Local Plan 58 human resource development focus, shifting away from workforce development as a social service agency

Source: Maui County Local Area Plan

Youth Program

The WIOA Title 1 Youth Program in Maui is implemented by the University of Hawai'i Maui College (UHMC) Ku'ina Program.

Human Resource. Due to limited funding, the program could only hire one person to manage the administrative and programmatic tasks. At the time of the interview, the program coordinator was handling 57 active case files. He participates in professional learning opportunities such as Crisis Intervention.

Financial Management. Consequently, having one person managing both administrative and programmatic responsibilities, had an impact, in particular, on fiscal reporting, which was found unsatisfactory by the MCWDB. As such, since January 2021, both administrative and fiscal tasks related to the youth program are now handled by another entity within UHMC. This will allow the program coordinator, to be able to focus more on outreach and case management.

Table 14. Organizational Capacity Score, Youth (Maui)

UH Maui College – Youth (Maui)		
Indicator	Rubric Scoring	Organizational Capacity
Human Resource Management	2.3	2.2 Approaching Expectations
Financial Management	1.5	
Information Management	1.5	
Program Management	1.8	
Leadership	2.0	
Regulatory Compliance	1.5	
COVID-19 Response	2.5	

Information Management. During the audit of a case file, the SMS team came across a poor filing system with missing supporting documents. It was also discovered during the interview, which supervised interns were asked to conduct check-ins and case management of 3-4 clients.

Program Management. The service provider has some knowledge of the WIOA processes, and the procedures outlined in the County Plan. While this is so, the service provider had difficulty understanding the target population. Being based in the UH campus, the service provider did not have a strong connection with the intended individuals, who are the out-of-school-youth. Limited staffing also affected the monitoring process, where follow ups were only focused to those that have exited in good outcome. The coordinator does not attempt to contact those participants who left without communicating and just refer on exit notes.

Leadership. Although the youth program was located separately from other service providers (at the time of the interview and on-site visit), it has a good working relationship with AJC as well as other WIOA partners.

Regulatory Compliance. As noted above, reporting and delivery of obligations were deemed unsatisfactory.

COVID-19 Response. There was no clear transition plan in response to COVID-19, but the service provider was still able to enroll and exit participants while working remotely. In order to continue service delivery during the pandemic, the service provider digitized the application form and utilized HireNet Hawai'i's e-signature feature.

Figure 11. Cabinets at UH Maui College

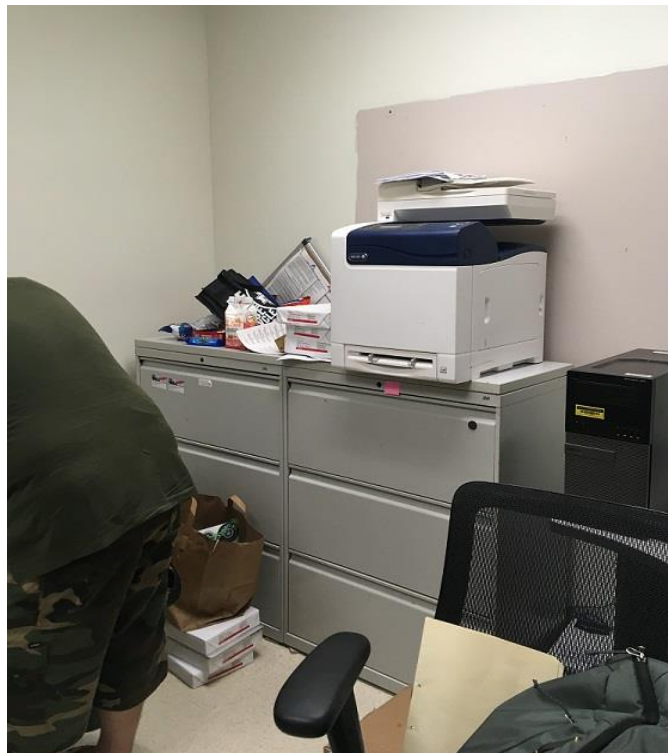
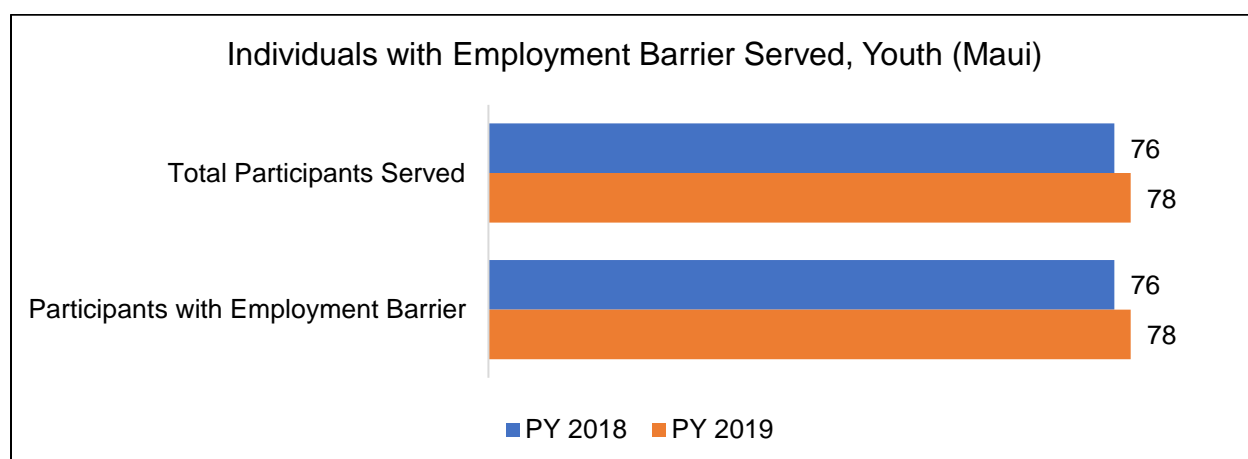


Table 15. Outreach Score, Youth (Maui)

UH Maui College – Youth (Maui)		
Area	Rubric Scoring	Outreach
Capacity	2.0	2.5
Effectiveness	2.0	Approaching Expectations

Capacity. Together with the adult and dislocated worker service provider, the service provider guested at a Akaku TV show to promote the program. Despite being based in the UH campus, the service provider did not have a strong connection with the out-of-school youth, which are the target of the youth program. UHMCC should have many relationships and coordinated programs with the State Department of Education and local schools on Maui. However, the program coordinator did not mention any work relations that capitalized on these relationships.

Figure 12. Youth Participants Served, Maui



Source: Hawai'i State Workforce

Effectiveness. Figure 12 shows that there is very little increase with the number of participants served and that all of them have one or a combination of barriers to employment. In both program years, at least 84 percent of the youth participants were low-income individuals. In 2018, 47 percent of the participants were English learners, and this number grew to 58 percent in 2019. In 2019, 8 percent of those served were either homeless or youth in foster care. The outreach score of 2.5 in Table 19 indicates that while the service provider has been able to conduct outreach to individuals with employment barriers, the capacity to connect with the target population does not meet expectations.

Overall Evaluation. Based on the organization and outreach capacity scores, the service provider has difficulty fulfilling assigned responsibilities and understanding important areas of work. Its use of student interns to conduct check-ins is inappropriate and poses data security risk. The filing system is disorganized resulting to many deficiencies in reporting and delivery of obligations. Need for improvement and development has been communicated to the supervisor and a plan of action has been put in place to correct deficiencies. Seeing that the coordinator needs more guidance, it has been decided to relocate the service provider at the Maui AJC.

Adult and Dislocated Worker Programs

The WIOA Title 1 Adult and Dislocated Worker Programs in Maui is implemented by Goodwill Industries.

Human Resource Management. The service provider for the Adult and Dislocated Worker programs took over the contract from the previous provider in March 2020. Goodwill Industries has institutional experience in operating statewide employment and training programs. Its staff seeks out and participates professional learning opportunities. Its peers from different counties take turn in holding virtual job reading training courses that is conducted every quarter. If valuable for clients' needs, Maui-based program participants are welcome to attend these trainings.

Financial Management. As noted, Goodwill Industries, which has offices in all the counties of the State of Hawai'i, has a centralized financial management system based on O'ahu. The manager in Maui does not get to see the financial statements related to the adult and dislocated worker programs.

Table 16. Organizational Capacity Score, Adult & Dislocated Worker (Maui)

Goodwill Industries – Adult and Dislocated Worker (Maui)		
Indicator	Rubric Scoring	Organizational Capacity
Human Resource Management	3.0	3.3 Meets Expectations
Financial Management	3.5	
Information Management	2.8	
Program Management	3.3	
Leadership	3.0	
Regulatory Compliance	3.5	
COVID-19 Response	4.0	

Information Management. There is a policy that defines how the information will be collected, captured, and entered into the database. Each case manager has an internal client tracker and every month, an audit sheet is sent to Goodwill's O'ahu office for review and quality assurance. The case files are secured in locked cabinets and most staff have access to the keys. During our audit, the SMS team discovered that supporting documents, one from each program, were missing. The service provider conducts a monthly internal audit, where a file audit sheet is submitted to their office on O'ahu for quality insurance.

Figure 13. Cabinet at Maui AJC



Program Management. While most of the case managers are new in the program, they have demonstrated some knowledge of WIOA program strategies and processes. They are likewise familiar with each participant's career needs and according to the survey, they are able to give adequate attention to each case file. Most of the clients they currently serve are those that were unemployed due to the pandemic. These clients primarily come from the hospitality industry. The service provider has a strong relationship with local businesses and industries and has a business engagement program called Supporting Employment Empowerment (SEE). In terms of monitoring and follow ups, case managers exhaust all efforts to contact participants if they are unresponsive.

Leadership. The survey shows that the program manager works well with the case managers, and they feel valued within the organization.

Regulatory Compliance. The service provider is an active one-stop center partner. It has demonstrated flexibility and responsiveness in planning and delivering the County plan.

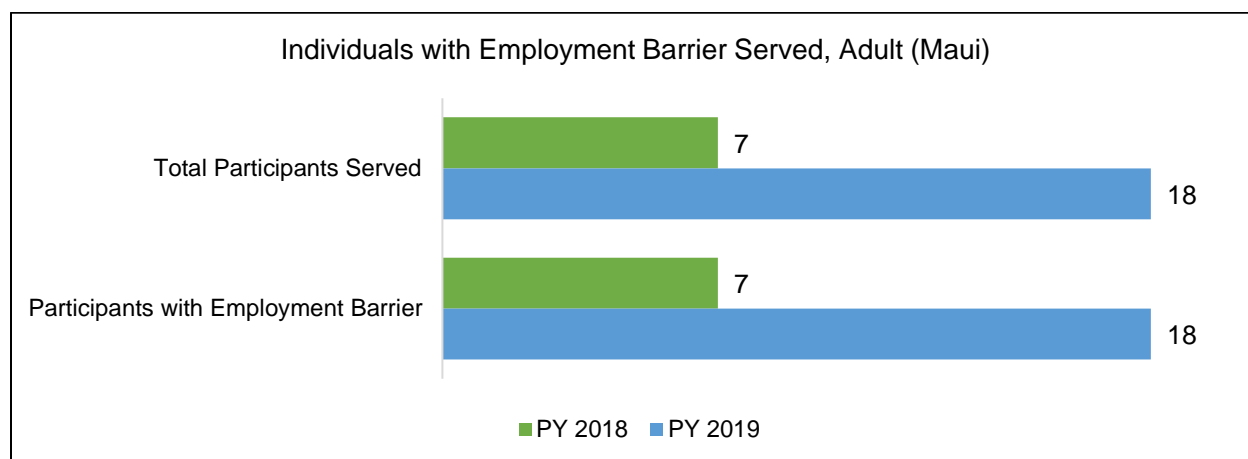
COVID-19 Response. The service provider demonstrates an initiative to use and develop new technology skills to continue service delivery. It has effectively use electronic tools (e.g., Zoom, Microsoft Teams, emails, phone calls) to communicate and engage with colleagues and participants. It participated in the weekly integrated resource meetings organized by the AJC. During the pandemic, they continue to enroll and exit participants and update the database accurately and in a timely manner.

Table 17. Outreach Score, Adult & Dislocated Worker (Maui)

Goodwill – Adult and Dislocated Worker (Maui)		
Area	Rubric Scoring	Outreach
Capacity	3.5	3.8
Effectiveness	4.0	Exceeds Expectations

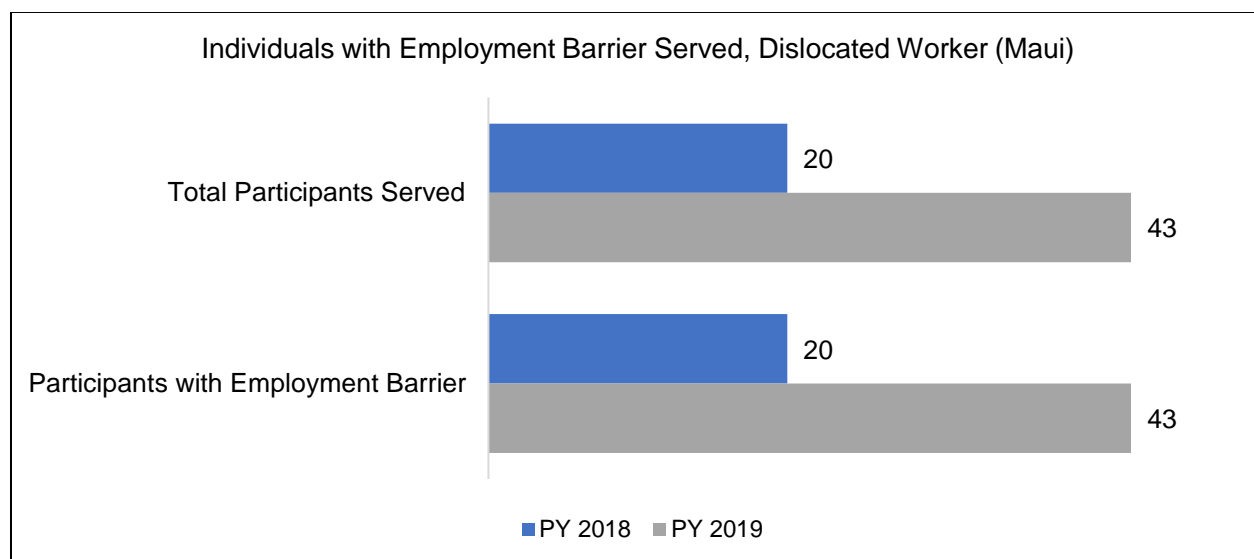
Capacity. The service provider has demonstrated the ability and capacity to go beyond the strategies outlined in the local area plan. Together with the youth service provider, Goodwill guested at a Akaku TV show to promote the programs. It also has plugged the program in radio such as KISS FM and KPOA and use the AJC video in its outreach and tapped into the County's social media and participated in the Maui County virtual job fair.

Figure 14. Adult Participants Served, Maui



Source: Hawai'i State Workforce

Figure 15. Dislocated Worker Participants Served, Maui



Source: Hawai'i State Workforce

Effectiveness. Goodwill has a strong interagency partnership experience, resulting to a triple enrolled client (Adult, Youth, and McKinley programs). The service provider leveraged their experience delivering services focused on Native Hawaiians. Part of the increase in the number of participants served in 2019 can be attributed to the previous service provider. According to Goodwill, the previous service provider monitored the clients regularly and they benefitted from that. There has been an increase in the number of participants that has successfully enrolled. In 2019, all 18 participants served were low-income individuals and 56 percent of them were Native Hawaiians.

Outreach Evaluation. Based on the organization and outreach capacity scores, Goodwill Industries strongly meets expectations in providing high quality services to the adults and dislocated workers. Since taking over the contract in March 2020, they have contributed to achieving the goals of the County consistently well, especially during the height of the pandemic where they demonstrated solid engagement skills with AJC colleagues and program participants. One of the goals of the County Plan is to prioritize services to vulnerable populations with barriers to employment. The service provider has effectively applied its technical skills and experience working with the Native Hawaiians contributing strongly to this goal. An area that needs to be focused on is information management

KAUA'I

The Kaua'i County Workforce Development Board (KWDB) cited the following goals in their February 2017 – June 2020 Local Area Plan.

Table 18. Kaua'i Local Area Plan 2017-2020

Goals	Measures
Align services	<ul style="list-style-type: none"> • Provide community collaborations to review and oversee development and continuous improvement of a seamless, coordinated service delivery system for all WIOA programs on the island • Monitor and oversee the coordination of WIOA services to avoid duplication of services, reduce paperwork, and streamline administrative operations • Assist in data review and assessment of the centralized data system that will populate from the common intake information and aggregate data pertinent to common performance measures • Continue to provide information on the local WIOA program and activities to open up discussion and to share successes, challenges and solutions to achieving coordinated, aligned services at the local level
Priority services to vulnerable populations with barriers to employment	<ul style="list-style-type: none"> • Monitor and ensure the coordination of WIOA services at the One-Stop AJC to ensure that community services partners will engage employers to aid in the improvement of labor market skills outcomes for vulnerable populations, as well as increase access to employment opportunities for those populations • Provide a continuing service agreement (MOU) with community services providers that outlines each agency's roles and responsibilities in providing effective, high-quality, intensive, wrap-around services to vulnerable populations • Ensure that adequate professional development is provided to workforce staff so that the highest quality and most effective, evidence-based services are provided to vulnerable populations in order that they achieve success

Goals	Measures
Sector strategies and a career pathways system	<ul style="list-style-type: none"> Analyze workforce and economic data to coordinate the use of resources to formulate and implement effective workforce solutions that meet the skill, recruitment, and retention needs of employers and the training, employment, and career advancement needs of workers Assist in the development of the “common pathways” for both individuals who desire to pursue secondary education and for individuals who do not desire to pursue secondary education but desire to learn employment skills through work experience and/or on-the-job training Maintain the collaboration and coordination of a “common” work assessment process between local core partners Continue local collaborations with the current Kauaʻi Community College’s iCAN bridging program at the McKinley Community School for Adults as a steppingstone to proceed into a career pathway leading to a work-readiness certificate and/or degree and economic success. Work closely with the local community college to create possible dual enrollment and pre-apprenticeship classes for adult learners
Augment a high employment rate	<ul style="list-style-type: none"> Assist in analyzing policies and establishing better relationships with small businesses by promoting and supporting the reduction of tax and regulatory burdens to make it easier to hire or train additional staff, particularly from those groups who struggle in the labor market Promote skills development through learning methods in ways that help vulnerable populations Engage employers who have individuals with special needs that preclude full-time employment, encourage flexible work, e.g., job-sharing or part-time Ensure local community collaboration so that all of our students/clients are “registered” into the local job seeker website and has access to resources
Employer engagement in the workforce development system	<ul style="list-style-type: none"> Endeavor to oversee the employer use of the local job seeker website system by promoting its benefits; overcoming employer reluctance by ensuring training is provided; and by providing oversight to making system improvements so that the site is more user-friendly Endeavor to work with participating major stakeholder businesses in collaboration to focus on short-and long-term goals aligned with industry needs, created with industry input and sustained through industry oversight

Source: Kauaʻi County Local Area Plan

Youth Program

The WIOA Title 1 Youth Program in Kauaʻi is implemented by Hale Opio.

Human Resource Management. The staff of Hale Opio have a background in psychology and non-profit. They have experienced providing services for the youth but for WIOA, staff members had no cases to monitor. They have undergone one training each for the 14 Elements, HireNet Hawaiʻi, and Federal for performance measurements.

Financial Management. The service provider has fiscal policies, but regulatory process is not followed. It also had difficulty understanding the objectives of WIOA.

Information Management. During the on-site visit, SMS noted that all cabinets containing the case files are locked. Likewise, the service provider has allotted a separate drive with password protection just for WIOA. Hale Opio's information management scored 1.5 because there was no case to manage and monitor. As a result, no reports can be generated from HireNet Hawai'i and bi-weekly reports are done manually.

Program Management. While Hale Opio has been serving the youth since 1975 and has a wide network, it had difficulty understanding WIOA as well as familiarizing its goals and priorities. As a result, it decided to be cautious when enrolling someone for fear of being called for doing something wrong. There was also no proper turnover from the previous service provider, so they had to develop the forms themselves. Further, the WDB stopped meeting.

Table 19. Organizational Capacity Score, Youth (Kaua'i)

Hale Opio – Youth (Kaua'i)		
Indicator	Rubric Scoring	Organizational Capacity
Human Resource Management	2.0	1.7 Approaching Expectations
Financial Management	2.0	
Information Management	1.5	
Program Management	1.3	
Leadership	2.0	
Regulatory Compliance	1.0	
COVID-19 Response	2.0	

Leadership. The program manager is accessible, and the staff believes that she is fair and respectful of others. Since the service provider is not situated at the AJC, it spent a very limited time, only four hours a week, working with the one-stop shop colleagues.

Regulatory Compliance. The service provider has failed to comply with its MoU obligations. Despite having three potential intakes, there were no successful enrollments because not all documents are in place.

COVID-19. According to the service provider, they have the capacity to deliver service online but since they were not able to enroll any participants, this ability has not been practiced, in relation to WIOA Title 1 youth program.

Table 20. Outreach Score, Youth (Kaua'i)

Hale Opio – Youth (Kaua'i)		
Area	Rubric Scoring	Outreach
Capacity	2.0	1.5 Below Expectations
Effectiveness	1.0	

Capacity. Outreach to communities and to other Hale Opio programs were conducted to find qualified clients. While it was able to do three intakes, there was no successful enrollments because not all documents were in place. Due to exiting barriers (foster kids, homeless, low SEI), few participants in Hale Opio's existing programs could provide the documentation and requirements for enrollment.

Table 21. Youth Participants Served, Kaua'i

Kaua'i - Youth			
	PY 2018	PY 2019	PY 2020
Total participants served	0	0	0
Participants with Employment Barrier, Served	0	0	0

Source: Hawai'i State Workforce

Effectiveness. For three years now, the Youth Program of Kaua'i County has not had any successful enrollments.

Overall Evaluation. Based on the organization and outreach scores, the service provider does not meet defined success criteria or performance expectations for most of the goals. The lack of successful enrollments does not meet the minimum regulatory compliance expected and demonstrates no contribution to the performance outcomes of the WIOA law.

Adult and Dislocated Worker Programs

The WIOA Title 1 Adult and Dislocated Worker Program in Kaua'i is implemented by the Workforce Development Division (WDD) of the County.

Human Resource Management. Kaua'i's WDD has an average staff tenure of 12 years and has a fairly good idea of the adult and dislocated worker programs.

Financial Management. The service provider has formal fiscal policies and procedures. It also has competent accounting practices with balance sheets, income statement, and cash flow are stated and prepared for reporting. There is limited funding only enough to cover staffing and benefits but there is no room to spend for training and travel.

Table 22. Organizational Capacity Score, Adult & Dislocated Worker (Kaua'i)

Workforce Development Division – Adult and Dislocated Worker (Kaua'i)		
Indicator	Rubric Scoring	Organizational Capacity
Human Resource Management	2.7	2.1 Approaching Expectations
Financial Management	3.0	
Information Management	2.0	
Program Management	2.3	
Leadership	1.0	
Regulatory Compliance	2.0	
COVID-19 Response	2.0	

Information Management. At the interview, WDD mentioned that it has no formal process of checking the work of the case manager. Case files are secured in locked cabinets. During the external audit, SMS found two errors in the adult file including a missing document, and three errors found in the dislocated worker file including a missing document.

Program Management. The service provider demonstrates knowledge of the WIOA program. They have been offering services for adults and dislocated workers for more than ten years. They have experience in collaborating with partners to address the diverse needs and abilities of participants. However, their last enrollment was in the fall of 2020. Due to under-enrollment, classes at Kaua'i Community College (one of the ETPs) were cancelled.

Leadership. During the interview, SMS was informed that KCWDB stopped meeting and the communication structure from senior leadership to staff members is sporadic.

Regulatory Compliance. The service provider shows some flexibility in delivering the goals of the County Plan, but the limited funding restricts broad outreach. The last successful enrollment was in the fall of 2020.

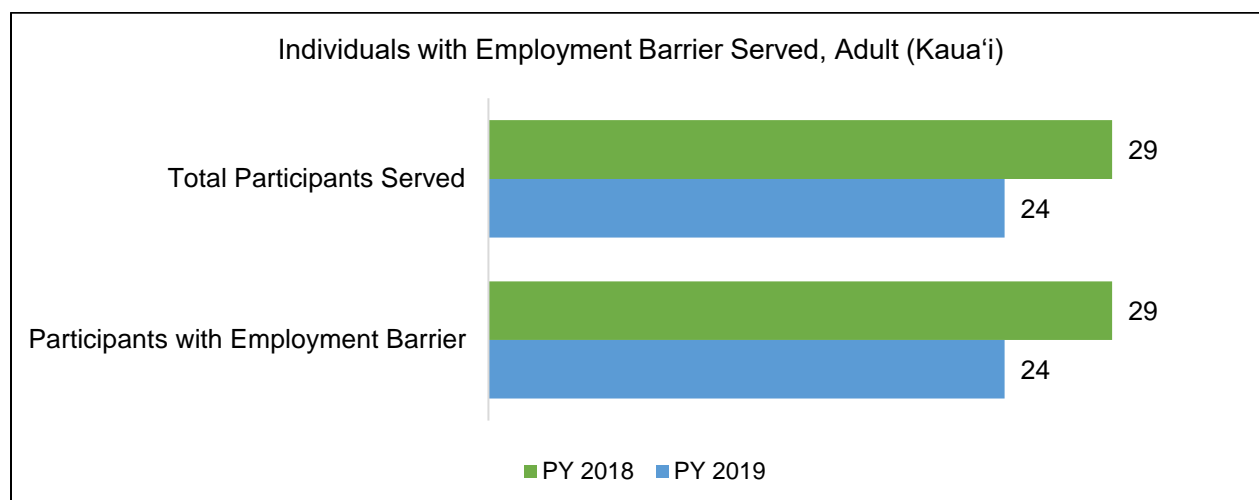
COVID-19 Response. The service provider demonstrates an understanding of how to use technology to continue service delivery and conduct remote work. They are using email to communicate with participants. According to the service provider, it was difficult to follow up participants with a telephone call at the height of the pandemic because the phone number shows a blocked number. If case managers could not reach the participants, the staff would use their personal phone to send a text message. They have not used social media.

Table 23. Outreach Score, Adult & Dislocated Worker (Kaua'i)

Workforce Development Division – Adult and Dislocated Worker (Kaua'i)		
Area	Rubric Scoring	Outreach
Capacity	2.0	2.0
Effectiveness	2.0	Approaching Expectations

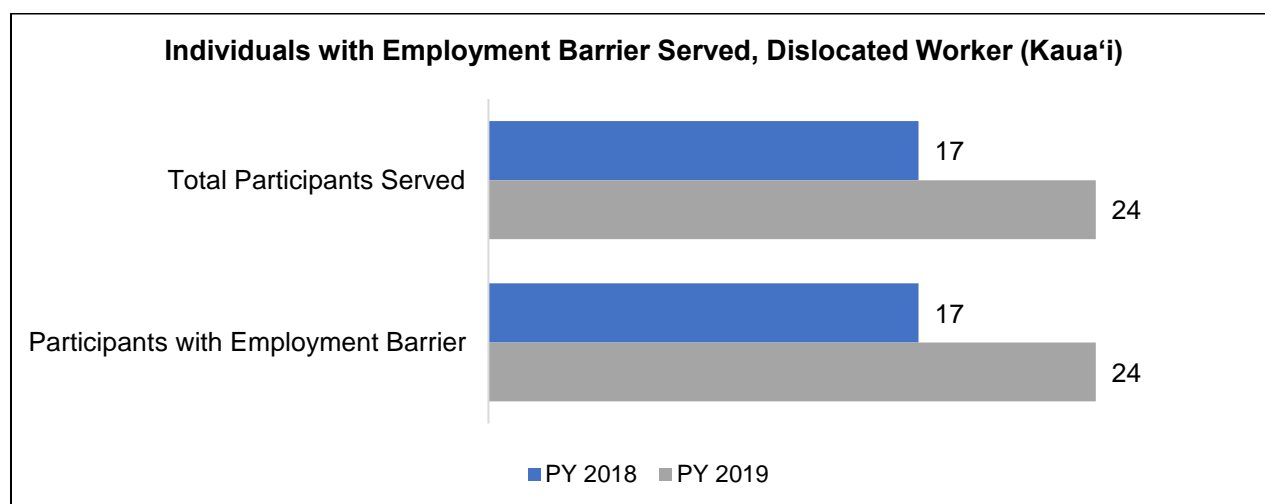
Capacity Last successful enrollment was fall of 2020. Consequently, classes at the Kaua'i Community College (KCC) got cancelled for under enrollment. Collaboration between AJC partners is a challenge because WDD is the only active one-stop shop partner.

Figure 16. Adult Participants Served, Kaua'i



Source: Hawai'i State Workforce

Figure 17. Dislocated Worker Participants Served, Kaua'i



Source: Hawai'i State Workforce

Effectiveness. Most of the participants served in program years 2018 and 2019 were low-income individuals.

Outreach Evaluation. Based on the organization and outreach capacity scores, the service provider shows inconsistency in performance expectations. While its financial management meets expectations, the leadership component demonstrates no contribution to the goals of the County Plan. While they have years of experienced providing services to adults and dislocated workers, their last successful enrollment was in the fall of 2020. This contributed to the cancellation of classes at KCC.

FINDINGS

- A smooth transition between service providers enables the current provider to deliver WIOA Title 1 services better compared to those who received very little mentorship.
- The rigorous eligibility process of WIOA and the challenge of securing supporting documents contribute to unsuccessful enrollments.
- Service providers that are co-located at the AJC meet expectations more often compared to those that are not co-located.
- The effective use of HireNet Hawai'i as a data repository is mandated and is critical to the success of the program. However, the service providers shared their concerns about their experience using HireNet Hawai'i and requested further training.
- HireNet Hawai'i has the capabilities to be used as a tool for case management, program monitoring and reporting. However, most service providers have only been able to understand the data input features and have not integrated HireNet Hawai'i into their program management process.

RECOMMENDATIONS

Practical recommendations for each County are put forth below:

Hawai'i County

- Work with the State Workforce to train service providers on how to use HireNet Hawai'i as a program monitoring system.
 - Instead of waiting for requests from individual service providers, discuss the use of HireNet Hawai'i during meetings with other service providers and integrate WDD into the discussion. WDD can recommend appropriate features and develop training to standardize usage of HireNet Hawai'i for the program monitoring and case management.
 - Goodwill's data security policy to be shared with the State Workforce.
 - Change the intake and data management process so participant data is entered first into HireNet Hawai'i. Work with WDD to develop output reports or API that would then feed to Goodwill's data system. This would ensure that WIOA data requirements are met and confidentiality is protected.
- Set up meetings with Rapid Response to develop a plan to better coordinate efforts to support dislocated workers.
- Goodwill should meet with the HCWDB to resolve understanding of ETP certification process.

City and County of Honolulu

- Regular staff meetings emphasizing objectives of the program.
- Improve communication and formal coordination process with AJC co-located partners
- Build partnerships with organizations that offer other career pathways such as UH Hana
- Even though WIOA Title 1 benefits from other City programs providing the targeted community outreach, Title 1 service providers should be involved in outreach program development or develop their own outreach programs. This maintains organizational capacity; allows services providers to better understand the communities they serve; and be aware of any changes in their target communities so they can adapt their services accordingly.

Maui County

- Work with the State Workforce to train service providers on how to use HireNet Hawai'i as a program monitoring system.
 - Instead of waiting for requests from individual service providers, discuss the use of HireNet Hawai'i during meetings with other service providers and integrate WDD into the discussion. WDD can recommend appropriate features and develop training to standardize usage of HireNet Hawai'i for the program monitoring and case management.
 - Goodwill's data security policy to be shared with the State Workforce.
 - Change the intake and data management process so participant data is entered first into HireNet Hawai'i. Work with WDD to develop output reports or API that would then feed to the Goodwill data system. This would ensure that WIOA data requirements are met and confidentiality is protected.
- Find opportunities to promote the new location of the WIOA program office.
- Increase involvement with UHMCC. Leverage existing university relationships and resources for outreach especially targeting OSY

- Youth Program service provider should identify UHMCC relationships with the DOE and ask to work with them

Kaua'i County

- Training for youth program case managers on how to utilize the different features of the HireNet Hawai'i program and database to run reports
- Youth program should have an office at the AJC
- Update the outreach strategy and work with schools (e.g., use of social media, etc.)

We are also providing recommendations for the State Workforce.

State Workforce

- To maximize effective use of HireNet Hawai'i among service providers, create a video tutorial that can be part of the onboarding process for new case managers.
- Each county should maintain a manual developed with the service providers and the Executive Director to ensure standards and accountability. The manual should be used during training sessions and transitions between providers.
- Reassess the funding formula of WIOA to increase outreach efforts to potential clients. For example, O'ahu has many workforce programs available so displaced workers can take advantage of multiple programs. On the neighbor islands the overall cost of a program is much higher because of distance to potential clients, lack of ETP, etc.
- Organize training on how to pursue exemptions of federal, state, and county documents for WIOA qualification

OTHER ORGANIZATIONS

Below are identified organizations that meet WIOA Title 1 requirements to qualify as future service providers.

Hawai'i County

- ☐ Council for Native Hawaiian Advancement

City and County of Honolulu

- ☐ Family Programs Hawai'i
- ☐ Residential Youth Services and Empowerment
- ☐ Goodwill Industries
- ☐ Council for Native Hawaiian Advancement

Maui County

- ☐ Maui Hui Malama
- ☐ Council for Native Hawaiian Advancement

Kaua'i County

- ☐ Council for Native Hawaiian Advancement
- ☐ Goodwill Industries

APPENDICES

APPENDIX A: AMERICAN JOB CENTER WIOA TITLE 1 SERVICE PROVIDERS INTERVIEW GUIDE

Date
Name
Role
Program
Location

1. How many years have you been with the organization? Describe your role.
2. How many years has the organization been offering services (Youth/Adult/DW)?
3. Have you had training within the past year to carry out the programs/s that you work in? If yes, briefly describe the training you have received.
4. Do you need additional training for current service/s or training for new service/s that you may be required to assist in the near future?
5. Please describe the training/career services that you provide.
6. Are you satisfied with the resources (financial, material and administrative) that are available to your program/s?
7. How often do you meet with the AJC? Describe your relationship with the AJC.

OUTREACH

8. How are you currently reaching out to individuals to encourage them to take advantage of your service/s?
9. How are you currently reaching out to individuals with barriers to employment to encourage them to take advantage of your service/s?
10. If necessary, how do you prioritize serving individuals with barriers to employment?
11. What were the challenges faced because of the pandemic in relation to the outreach and delivery of services? Coordinating with other service providers?

ENROLLMENT PROCESS

12. Please describe the enrollment process including the ways you assess the eligibility of each participant.

13. Does the organization offer the services in person only, online only, or both?
14. Do you feel HireNet Hawai'i as a system to manage files is adequate? Why do you say that?
15. Data validation process? How often: within and outside annual audit?

IN THE PROGRAM

16. How do you track the attendance of participants in training? How did you assess/measure the development/improvement of the participants during the pandemic?
17. Please describe the organization and case managers' capacity to work remotely before COVID-19? During COVID-19?
18. Do you feel the program participants have adequate capacity to access the service/s remotely before COVID-19? During COVID-19? What are the challenges, if any?
19. In what ways do you communicate with program participants?

On average, how often _____

20. In what ways by which the program participants communicate/engage with the case manager?

On average, how often _____

EXITING THE PROGRAM

21. How often do you monitor the participants that have exited the program? How about those that did not complete the program?
22. What do you consider are the strengths of your organization and the service/s you provide?
23. Are there any aspects of the service you provide that could be improved? In what way?

COMMENTS/SUGGESTIONS

APPENDIX B: AMERICAN JOB CENTER WIOA TITLE 1 SERVICE PROVIDERS STAFF SURVEY

Aloha. The State of Hawai'i Workforce Development Council is conducting a statewide evaluation of the Workforce Innovation and Opportunity Act (WIOA) Title 1 service providers at American Job Centers. As part of the evaluation, Honolulu-based SMS Research is conducting this survey on their behalf.

Your opinions and suggestions are appreciated. Please take 10 minutes to complete this survey. All your answers are strictly confidential. Mahalo!

1. Which county do you work in?

- ☐ O'ahu
☐ Hawai'i Island
☐ Maui
☐ Kaua'i

2. Which WIOA Title 1 program are you currently involve in? (Select all that apply)

- ☐ Youth
☐ Adult
☐ Dislocated Worker

3. How long have you worked in this program?

- ☐ Less than a year
☐ 1 to 2 years
☐ 2 to 4 years
☐ 4 to 6 years
☐ More than 6 years
☐ Don't know/Not sure

4. What year did you start working with this organization?

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5. In the past two years, has the amount of training provided for you adequate, or would you prefer more or less? (Select one response per row)

	Prefer MORE Training	ADEQUATE Training Provided	Prefer LESS Training	Not Applicable
HireNet Hawai'i	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Case Management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Counseling	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Rapid Response	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Professional Development	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Outreach	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Communication	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Data Entry and Data Validation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Social Media Skills	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Teaching skills	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Trauma-Informed Care	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Leadership Skills	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Business Engagement	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

6. Please specify any training courses that you felt were very valuable. Why?

7. Are there any other training topics or courses that you would like offered? Please specify.

8. How many active cases do you currently manage?

- ☐ None
☐ 1 to 5 cases
☐ 6 to 10 cases
☐ 11 to 15 cases
☐ 16 cases or more

9. Do you feel you are able to give adequate attention to each case that you manage?

- ☐ Yes
☐ No, why do you say that?
☐ Not sure

10. Please indicate how strongly you agree or disagree with the following statements

<i>Rotate</i>	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
I have a good understanding of my role and duties as a service provider	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am familiar with the performance indicators used to measure the program's outcomes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I know what is expected of me at work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am confident that I am able to enter and update information on HireNet Hawai'i accurately	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel that my contributions and views are valued and respected by other staff members and senior management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My organization has equipped me with the necessary training and tools to perform my job well	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I always log case file information on HireNet Hawai'i in a timely manner	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have the resources I need to perform my job well	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I know how to use HireNet Hawai'i to monitor and track the progress of my cases (program participants)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I can depend on other staff members to complete their part of any team responsibilities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My team and I have done well in achieving WIOA performance standards	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

11. Please indicate how strongly you agree or disagree with the following statements

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
My organization has provided me with the resources to successfully work remotely	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel I have the capacity and training to effectively engage with the participants remotely	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel secure with the measures put in place by the organization in response to COVID-19	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am able to reach out to the program participants regularly even with the COVID-19 pandemic	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

12. What do you consider are the strengths of your organization and the service/s you provide?

13. What are the top three challenges you face in the delivery of services?

Now here are a few questions just for classification purposes.

14. How long have you lived in Hawai'i?

- ☐ Less than 1 year
- ☐ 1 to 5 years
- ☐ 6 to 10 years
- ☐ 11 to 20 years
- ☐ More than 20 years, not lifetime
- ☐ Lifetime resident of Hawai'i

15. What was the highest education level you completed?

- ☐ Less than high school
- ☐ High school graduate
- ☐ Business/Trade school
- ☐ Community college
- ☐ Some college
- ☐ College graduate
- ☐ Postgraduate
- ☐ Prefer not to answer

16. With which ethnic background do you identify with? [Select all that apply]

- ☐ Caucasian or White
- ☐ American Indian or Alaska Native
- ☐ Chinese
- ☐ Filipino
- ☐ Hawaiian/Part-Hawaiian
- ☐ Japanese
- ☐ Korean
- ☐ Vietnamese
- ☐ Other Asia
- ☐ Samoan
- ☐ Micronesian
- ☐ Tongan
- ☐ Chamorros
- ☐ Other Pacific Islanders
- ☐ Black or African American
- ☐ Hispanic or Latino
- ☐ Other, please specify
- ☐ _____
- ☐ Prefer not to answer

17. What is your gender?

- ☐ Male
- ☐ Female
- ☐ Gender non-conforming
- ☐ Prefer not to answer

18. What is your age

- ☐ 18 – 24 years old
- ☐ 25 – 34 years old
- ☐ 35 – 44 years old
- ☐ 45 – 54 years old
- ☐ 55 – 64 years old
- ☐ 65 years or older
- ☐ Prefer not to answer

Thank you.

APPENDIX C: WIOA TITLE 1 SERVICE PROVIDERS' RUBRIC SCORES

O'ahu – Youth

Area	Sub-Indicator	4	3	2	1	Score	Explanation	Ave. Score
Human Resource Management	Staffing	Staff is able to give ample attention to each case file assigned. Monitoring of participants and updating the file on the database is done frequently. There is enough time to conduct outreach.	Staff is able to give reasonable attention to each file assigned. Monitoring of participants and updating the file on the database is done occasionally. Staff sometimes conduct outreach.	It is a challenge to monitor each case file assigned. There's a lag between receipt of information to database update. Outreach by staff is done occasionally.	Monitoring and updating the database take much of the time. Outreach is not a priority.	4	5 case managers, 1 supervisor. Case managers also have teaching roles, does outreach, orientation role. "They may have caseloads, but they have other roles because caseloads do not take 40 hours a week to manage so they are given other responsibilities.	3.3
	Staff retention	Average staff tenure is at least 10 years. Very familiar with all the processes of the program.	Average staff tenure is between 5 to 10 years with the service provider.	Average staff tenure is between 2 to 4 years.	Staff members new to the program and learning the processes	3	Average tenure is 8 years. Staff are experienced in serving youth with barriers.	
	Training	Seeks out and participates professional learning opportunities to enhance skills and content knowledge. Seeks out feedback from colleagues and carefully reflects on improving service delivery.	Participates in professional learning opportunities to enhance skills and content knowledge. Welcomes feedback from colleagues.	Some participation in professional learning opportunities to enhance skills and content knowledge. Some evidence of receptivity to feedback from colleagues.	Minimal or no participation in professional learning opportunities. Minimal or no evidence of receptivity to feedback from colleagues	3	Trainings are encouraged. Dependent on the changes of grants. Majority of the staff came from non-profit. They have case management background. Trainings are provided by the Board, WDC, workforce training is available online. Trainings are conducted on new grants, work performance outcomes/targets. Latest training was Trauma Informed Care	

Area	Sub-Indicator	4	3	2	1	Score	Explanation	Ave. Score
Financial Management	Policy	There are formal policies and procedures that outline the reporting and delivery obligations for contracts and agreements. This includes procedures for reporting on completed work and for addressing inadequate work.	There are some formal policies and procedures that outline the reporting and delivery obligations for contracts and agreements.	Formal policies and procedures are available but are seldom followed.	There are no formal policies or procedures that outline the reporting and delivery of obligations.	4	There are formal policies and procedures that outline the reporting and delivery obligations for contracts and agreements. This includes procedures for reporting on completed work and for addressing inadequate work.	3.5
	Accounting and Reporting	Follows accounting practices which conform to federally accepted standards. Financial statements including balance sheets, income statement, and cash flow are clearly stated and prepared for reporting.	Competent accounting practices. Financial statements including balance sheets, income statement, and cash flow are stated and prepared for reporting.	Adequate accounting practices. Financial statements including balance sheets, income statement, and cash flow are stated and prepared for reporting.	No evidence of understanding accounting and financial reporting processes.	3	Program manager does her own budget and submits it to the Board for approval. Doesn't really interact with WDC with regard to any type of financial.	
Information Management	Policy	There is a written policy and a procedures manual that clearly defines how information will be collected, captured, entered into the database, and regularly monitored.	There is a written policy and a procedures manual but does not clearly define how information will be collected, captured, or entered into the database.	There is a written policy but no procedure manual.	Neither a written policy nor a procedures manual is available.	4	There is a written policy followed by the staff	3.0
	Data Entry	Entered the data into HireNet within two business days of the time information is available	There are occasional instances of late data entry into the HireNet database, but these are remedied within a few days.	There are regular delays in data entry into the HireNet system	Missed entering the information into the system	3	HireNet is one of the three databases being managed. There is a risk that data entry is delayed.	

Area	Sub-Indicator	4	3	2	1	Score	Explanation	Ave. Score
	Data integrity	Developed an internal controls policy to ensure data integrity. The policy directly disallows data manipulation, limits the number of individuals with authority to delete registrations, and includes checks and balances process.	Developed an internal controls policy to ensure data integrity but does not address all points in score 4.	A general policy is available but does not address data integrity.	No evidence that any internal controls policy exists.	3	HireNet is one of the three databases being managed. There is a risk that data entry is delayed.	
	Files Security	Case files are secured in locked cabinets, only program managers have access to the keys, and there is a checkout system. Cabinets have a dedicated location separate from staff.	Case files are secured in locked cabinets and only program managers have access to the keys.	Case files are secured in locked cabinets and most staff have access to the keys.	Case files are not secured, and anybody can access them.	4	Cabinets are secured in a separate room.	
	Data Accuracy	Data manual or checklist is available and followed. Regular internal audits are conducted. No errors found during the external audit	Data manual or checklist is available and followed. 1-2 errors were found during external audit.	Data manual is available but not followed. At least 3 errors were found during external audit	No evidence that a system is observed.	4	No error was found during the external audit	
	Processing	Has a very organized and systematic approach in the processing of individuals who seek career and/or training services from date of enrollment and suffer no attrition as a result of processing until program completion.	The processing of individuals who seek career and/or training services from date of enrollment to date of completion is fairly organized, but some attrition occurs prior to program completion based on internal shortfalls.	The processing of individuals who seek career and/or training services from date of enrollment to date of completion is inadequate leading the loss of participants as a result.	No evidence that a system of processing is observed.	3	Employers submit a timesheet every week to the case managers. HireNet is one of the three databases managed.	

Area	Sub-Indicator	4	3	2	1	Score	Explanation	Ave. Score
Program Management	Knowledge of WIOA Title 1 Program	Demonstrates expert knowledge of WIOA Title 1 program strategies and processes. Could be or is a resource for peers in this area.	Demonstrates knowledge of WIOA Title 1 program strategies and processes.	Some knowledge of WIOA Title 1 program strategies and processes.	Very little or no evidence of knowledge of WIOA Title 1 program strategies and processes.	4	Program manager has worked in the Adult and DW program prior to leading the Youth program	3.7
	Knowledge of Local Eligible Population	Demonstrates an in-depth knowledge and connection with individuals mandated in the WIOA Title 1. Consults and collaborates with partners to address diverse needs and abilities of local eligible population.	Knowledgeable and shows some connection with individuals mandated in the WIOA Title 1. Consults and collaborates with partners to address diverse needs and abilities of local eligible population.	Some evidence of becoming familiar with individuals mandated in the WIOA Title 1. Some attempt to consult and collaborate with partners to address needs of local eligible population.	Minimal or no evidence of becoming familiar with individuals mandated in the WIOA Title 1. Minimal or no attempt to consult and collaborate with partners to address local needs.	4	Team is experienced in serving youth with barriers to employment. Provided bus passes to participants. Regularly tries to think of ways to engage the youth.	
	Participant Engagement	Communicates with participants using formal means (e.g., regular updates). Communication protocols are written (e.g., agreements, handbook) and new participants are oriented on the procedures, roles, and responsibilities. Has and regularly uses process and procedures for formally communicating their work within and across the system (AJC, Board, etc.).	Communicates with participants using formal means (e.g., regular updates). Communication protocols are written (e.g., agreements, handbook) and new participants are oriented on the procedures, roles, and responsibilities.	Communicates with participants using formal means (e.g., regular updates). Communication protocols, roles, and responsibilities are verbally shared. A written handbook may be available for participants.	Informally communicates with participants. There is no evidence of a written handbook.	3	A handbook is available for all participants.	

Area	Sub-Indicator	4	3	2	1	Score	Explanation	Ave. Score
	Monitoring and Evaluation	On each occasion, the case manager is able to contact the participant to follow up on their progress and is able to collect all the required information needed on their first attempt.	By the third attempt, the case manager is able to contact the participant to follow up on their progress and complete the collection of required information.	After more than three attempts, the case manager successfully contacts the participant to follow up on their progress but is unable to collect all the required information.	The case manager's repeated attempts were unsuccessful in contacting the participant and is unable to collect the required information.	4	Works with the Adult and DW program; Feedback from program participants is welcome. Performance report is run from HireNet. Case managers have three months to follow up those that have exited without completing the program. Have been successful in reaching out to those that have exited in good outcome meaning they have been employed - gathering their pay stub, seeing how they are doing. Always want to keep them engaged.	
	Process improvement	There is a regular process for reviewing performance outcomes and responding to ideas, suggestions, comments, and perceptions from staff members. Feedback from program participants is always welcome. Data is analyzed and used for continuous program improvement.	Intermittently reviews performance outcomes and responds to ideas, suggestions, comments, and perceptions from staff members but not from program participants. Data is analyzed but seldom used for program improvement.	Rarely reviews and analyzes processes and performance outcomes.	There is no evidence that outcomes are reviewed and analyzed	4	Discusses every Friday	
	Collaboration	Has an established system of working together with co-located partners and other organizations. Roles and responsibilities are clearly defined and regularly refined through a collective/collaborative process. A linked team structure (i.e., wrap-around approach) is	Has a system for working with co-located partners and other organizations. Roles and responsibilities are clearly defined.	Has a system for working with co-located partners and other organizations. Roles and responsibilities are defined but lack clarity.	Minimal or no collaboration with colleagues and partners.	4	Co-located with the Adult and DW programs to provide flexibility in serving young adults 18 and older with multiple options	

Area	Sub-Indicator	4	3	2	1	Score	Explanation	Ave. Score
		used for communication and decision-making.						
Leadership	Communication	The program manager designates time to interact with staff members. S/he consistently displays integrity and fairness and has built a culture of trust. S/he helps staff members, program participants, AJC partners, and ETP feel welcome and valued.	The program manager performs all the functions of score 4, but not regularly.	The program manager is accessible. Staff believes that the program manager is fair, respectful of others, and is generally positive.	It is frequently difficult to meet with the program manager. Staff and/or program participants sometimes view the manager's demeanor as negative.	4	Team diversity is paramount. Strong teamwork and program managers set. Staff meet every Friday to discuss concerns. Also discusses career pathways of program participants	4.0
	Formulating goals	Works outstandingly with the staff members, program participants, AJC partners, and ETPs to establish systems in achieving program goals and outcomes.	Works reasonably well with the staff members, program participants, AJC partners, and ETPs to establish systems in achieving program goals and outcomes.	Works acceptably with the staff members, program participants, AJC partners, and ETPs to establish systems in achieving program goals and outcomes.	Works poorly with the staff members, program participants, AJC partners, and ETPs to establish systems in achieving program goals and outcomes.	4	Uses HireNet to monitor staff's case management performance.	
	Achieving goals	Involves all staff members in working to achieve the performance outcomes. Encourages cooperation by involving everyone including program participants.	Involves all staff members but not program participants in working to achieve the performance outcomes.	Involves some staff members in working to achieve the performance outcomes.	Staff works individually toward a goal.	4	Staff are encouraged to bring in different ideas. Participant views are highly valued and encouraged	
Regulatory Compliance	County Plan	Demonstrates flexibility and responsiveness in planning and delivering the goals of the County plan. Engages with colleagues and partners in implementing the plan.	Demonstrates flexibility and responsiveness in planning and delivering the goals of the County plan.	Demonstrates some flexibility and responsiveness in planning and delivering the goals of the County plan.	Not following or unfamiliar with the County Plan.	4	Utilizes the AJC's common intake/referral process. This supports coordination of services and avoids duplication. Have demonstrated flexibility and responsiveness especially now that they need more space, using 6-ft social distancing.	4.0

Area	Sub-Indicator	4	3	2	1	Score	Explanation	Ave. Score
	MOU Obligations	The service provider has complied with most of its obligations covered in the MoU it has signed.	The service provider has minor issues of compliance with its obligations covered in the MoU.	The service provider has major or significance issues of compliance with the obligations covered in the MoU.	The service provider has largely failed to comply with its MoU obligations.	4	It has complied with most of its obligations in the MOU. Designed a program called Essential Education to help the youth prepare for the HS Equivalency Test. Increase outcomes and enrollments via word-of-mouth.	
COVID-19 Response	Technology Readiness	Demonstrates an initiative to use and develop new technology skills to continue service delivery. Effectively uses email or other electronic tools to communicate and engage with colleagues and participants. Frequently utilizes electronic program tools, such as digitized application, e-signature, and virtual platform.	Demonstrates an ability to use technology to continue service delivery. Uses email or other electronic tools to communicate with colleagues and participants. Occasionally uses electronic course tools such as digitized application, e-signature, and virtual platform.	Demonstrates an understanding of how to use technology to continue service delivery. Uses email but is unfamiliar with other electronic communication or course tools.	Does not demonstrate an understanding of using technology as communication or course tools.	2	The use of virtual platform was new for everyone. Worked from home at one point. But they learned quickly. Equipment budget was available, so laptops and hotspots were made available for the youth. Conducts blended learning. Got a lot of outcomes and day enrollments.	2.5
	Remote Work	A transition plan has been put in place including an information security policy for staff. Case managers engage daily with program participants via electronic platforms. Demonstrates the ability to enroll and exit participants while working remotely. Information on database is updated regularly and accurately.	No transition plan has been put in place. Case managers engage daily with program participants via electronic platforms. Demonstrates the ability to enroll and exit participants while working remotely. Information on database is updated weekly.	Case managers engage with program participants intermittently using electronic platforms. Has the ability to enroll and exit participants while working remotely. Information on database is not regularly updated.	Engagement with participants is sporadic. Does not have the capacity to enroll or exit participants while working remotely.	3	Designed a program called Essential Education to help the youth prepare for the HS Equivalency Test. Organized a Leadership Day to engage the youth on Zoom platform and encourage them to design activities	

Area	Sub-Indicator	4	3	2	1	Score	Explanation	Ave. Score
Capacity	Strategies	Demonstrates the ability and capacity to go beyond the strategies outlined in the local area plan. A variety of methods (HireNet, social and print media, website, AJC videos, job fairs, community outreach, visit to schools, etc.) are utilized. Other methods of outreach are utilized.	Has the capacity to work on most of the strategies outlined in the local area plan. Variety of methods used but not all covered in score 4.	Able to work on a few of the strategies outlined in the local area plan. Some methods of outreach used.	No evidence that the strategies outlined in the local area plan has been followed.	3	Not familiar with AJC videos, website is being updated. Largely word of mouth. Social media helped during pandemic - Instagram and Facebook. There's a QR code on business cards	3.0
	Frequency	Conducts outreach at least once a week targeting Title 1 individuals mandated in the WIOA.	Conducts outreach at 2-3 times a month targeting Title 1 individuals mandated in the WIOA law.	Conducts outreach once a month targeting Title 1 individuals mandated in the WIOA law. Limited communication methods are utilized.	No schedule of outreach is set.	3	Community events, school visits, participation in city events. Majority is word-of-mouth	
Effectiveness	Individuals with Employment Barriers	The number of individuals with barriers to employment served has increased, including those with multiple barriers are successfully enrolled.	The number of individuals with barriers to employment served has not increased.	The number of successful enrollments has decreased.	No successful enrollment.	2	Increased day enrollments. Outreach was difficult during Covid, but word-of-mouth made it possible. Families were scared to send their kids to school.	2.0

O'ahu – Adult and Dislocated Worker

Area	Sub-Indicator	4	3	2	1	Score	Explanation	Ave. Score
Human Resource Management	Adequate Staffing	Staff is able to give ample attention to each case file assigned. Monitoring of participants and updating the file on the database is done frequently. There is enough time to conduct outreach.	Staff is able to give reasonable attention to each file assigned. Monitoring of participants and updating the file on the database is done occasionally. Staff sometimes conduct outreach.	It is a challenge to monitor each case file assigned. There's a lag between receipt of information to database update. Outreach by staff is done occasionally.	Monitoring and updating the database take much of the time. Outreach is not a priority.	3	8 staff members. Outreach is done by another entity within AJC	3.3
	Staff retention	Average staff tenure is at least 10 years. Very familiar with all the processes of the program.	Average staff tenure is between 5 to 10 years with the service provider.	Average staff tenure is between 2 to 4 years.	Staff members new to the program and learning the processes	3	Average tenure is 6 years	
	Training	Seeks out and participates professional learning opportunities to enhance skills and content knowledge. Seeks out feedback from colleagues and carefully reflects on improving service delivery.	Participates in professional learning opportunities to enhance skills and content knowledge. Welcomes feedback from colleagues.	Some participation in professional learning opportunities to enhance skills and content knowledge. Some evidence of receptivity to feedback from colleagues.	Minimal or no participation in professional learning opportunities. Minimal or no evidence of receptivity to feedback from colleagues	4	Professional development training for staff is offered free of charge by the City and County and are highly encouraged	
Financial Management	Policy	There are formal policies and procedures that outline the reporting and delivery obligations for contracts and agreements. This includes procedures for reporting on completed work and for addressing inadequate work.	There are some formal policies and procedures that outline the reporting and delivery obligations for contracts and agreements.	Formal policies and procedures are available but are seldom followed.	There are no formal policies or procedures that outline the reporting and delivery of obligations.	4	There are formal policies.	4.0

Area	Sub-Indicator	4	3	2	1	Score	Explanation	Ave. Score
	Accounting and Reporting	Follows accounting practices which conform to federally accepted standards. Financial statements including balance sheets, income statement, and cash flow are clearly stated and prepared for reporting.	Competent accounting practices. Financial statements including balance sheets, income statement, and cash flow are stated and prepared for reporting.	Adequate accounting practices. Financial statements including balance sheets, income statement, and cash flow are stated and prepared for reporting.	No evidence of understanding accounting and financial reporting processes.	4	Strict monitoring of financial expenditures.	3.5
Information Management	Policy	There is a written policy and a procedures manual that clearly defines how information will be collected, captured, entered into the database, and regularly monitored.	There is a written policy and a procedures manual but does not clearly define how information will be collected, captured, or entered into the database.	There is a written policy but no procedure manual.	Neither a written policy nor a procedures manual is available.	3	There is a written policy to capture data. But staff need to review policy because unsure of timeliness of data entry.	
	Data Entry	Entered the data into HireNet within two business days of the time information is available	There are occasional instances of late data entry into the HireNet database, but these are remedied within a few days.	There are regular delays in data entry into the HireNet system	Missed entering the information into the system	3	Based on the survey, the staff are unsure whether they have entered the data into the system in a timely manner. Need to review the policy	
	Data integrity	Developed an internal controls policy to ensure data integrity. The policy directly disallows data manipulation, limits the number of individuals with authority to delete registrations, and includes checks and balances process.	Developed an internal controls policy to ensure data integrity but does not address all points in score 4.	A general policy is available but does not address data integrity.	No evidence that any internal controls policy exists.	4	Couldn't access physical file while working remotely. Program manager did not allow any staff to bring case files home during pandemic.	

Area	Sub-Indicator	4	3	2	1	Score	Explanation	Ave. Score
	Files Security	Case files are secured in locked cabinets, only program managers have access to the keys, and there is a checkout system. Cabinets have a dedicated location separate from staff.	Case files are secured in locked cabinets and only program managers have access to the keys.	Case files are secured in locked cabinets and most staff have access to the keys.	Case files are not secured, and anybody can access them.	4	Dedicated room for locked cabinets securing the case files	
	Data Accuracy	Data manual or checklist is available and followed. Regular internal audits are conducted. No errors found during the external audit	Data manual or checklist is available and followed. 1-2 errors were found during external audit.	Data manual is available but not followed. At least 3 errors were found during external audit	No evidence that a system is observed.	3	1 error found in the adult file (employment information)	
	Processing	Has a very organized and systematic approach in the processing of individuals who seek career and/or training services from date of enrollment and suffer no attrition as a result of processing until program completion.	The processing of individuals who seek career and/or training services from date of enrollment to date of completion is fairly organized, but some attrition occurs prior to program completion based on internal shortfalls.	The processing of individuals who seek career and/or training services from date of enrollment to date of completion is inadequate leading the loss of participants as a result.	No evidence that a system of processing is observed.	4	Program manager is a HireNet "super-user". Believes that HireNet should be use for all the programs especially the core programs because that's where they generate the reports for federal.	
Program Management	Knowledge of WIOA Title 1 Program	Demonstrates expert knowledge of WIOA Title 1 program strategies and processes. Could be or is a resource for peers in this area.	Demonstrates knowledge of WIOA Title 1 program strategies and processes.	Some knowledge of WIOA Title 1 program strategies and processes.	Very little or no evidence of knowledge of WIOA Title 1 program strategies and processes.	4	Demonstrated strong knowledge of the WIOA program as well as the purpose of the AJC.	3.8

Area	Sub-Indicator	4	3	2	1	Score	Explanation	Ave. Score
	Knowledge of Local Eligible Population	Demonstrates an in-depth knowledge and connection with individuals mandated in the WIOA Title 1. Consults and collaborates with partners to address diverse needs and abilities of local eligible population.	Knowledgeable and shows some connection with individuals mandated in the WIOA Title 1. Consults and collaborates with partners to address diverse needs and abilities of local eligible population.	Some evidence of becoming familiar with individuals mandated in the WIOA Title 1. Some attempt to consult and collaborate with partners to address needs of local eligible population.	Minimal or no evidence of becoming familiar with individuals mandated in the WIOA Title 1. Minimal or no attempt to consult and collaborate with partners to address local needs.	4	Demonstrated in-depth knowledge and connection with the local eligible population. Strong collaboration with other core partners	
	Participant Engagement	Communicates with participants using formal means (e.g., regular updates). Communication protocols are written (e.g., agreements, handbook) and new participants are oriented on the procedures, roles, and responsibilities. Has and regularly uses process and procedures for formally communicating their work within and across the system (AJC, Board, etc.).	Communicates with participants using formal means (e.g., regular updates). Communication protocols are written (e.g., agreements, handbook) and new participants are oriented on the procedures, roles, and responsibilities.	Communicates with participants using formal means (e.g., regular updates). Communication protocols, roles, and responsibilities are verbally shared. A written handbook may be available for participants.	Informally communicates with participants. There is no evidence of a written handbook.	3	Trainings are conducted in-person and online. Communication within and across the system is not clearly described.	
	Monitoring and Evaluation	On each occasion, the case manager is able to contact the participant to follow up on their progress and is able to collect all the required information needed on their first attempt.	By the third attempt, the case manager is able to contact the participant to follow up on their progress and complete the collection of required information.	After more than three attempts, the case manager successfully contacts the participant to follow up on their progress but is unable to collect all the required information.	The case manager's repeated attempts were unsuccessful in contacting the participant and is unable to collect the required information.	4	Two ways of monitoring: Attendance sheet from ETPs and follow-up (physical or call). Monthly follow-ups. Aside from HireNet, there is an internal tracking system, where all participants are listed and what services they are in including geographic area. this is reviewed by the program manager every day.	

Area	Sub-Indicator	4	3	2	1	Score	Explanation	Ave. Score
	Process improvement	There is a regular process for reviewing performance outcomes and responding to ideas, suggestions, comments, and perceptions from staff members. Feedback from program participants is always welcome. Data is analyzed and used for continuous program improvement.	Intermittently reviews performance outcomes and responds to ideas, suggestions, comments, and perceptions from staff members but not from program participants. Data is analyzed but seldom used for program improvement.	Rarely reviews and analyzes processes and performance outcomes.	There is no evidence that outcomes are reviewed and analyzed	4	There is a regular process for reviewing performance outcomes and responding to ideas, suggestions, comments, and perceptions from staff members. Feedback from program participants is always welcome. Data is analyzed and used for continuous program improvement.	
	Collaboration	Has an established system of working together with co-located partners and other organizations. Roles and responsibilities are clearly defined and regularly refined through a collective/collaborative process. A linked team structure (i.e., wrap-around approach) is used for communication and decision-making.	Has a system for working with co-located partners and other organizations. Roles and responsibilities are clearly defined.	Has a system for working with co-located partners and other organizations. Roles and responsibilities are defined but lack clarity.	Minimal or no collaboration with colleagues and partners.	4	Practices wrap-around service delivery approach One full-time employee whose specific role is business engagement and Rapid Response Co-located partners: Hana career pathways, Alu Like and HCAP. Could be improved. Siloed delivery of services	
Leadership	Communication	The program manager designates time to interact with staff members. S/he consistently displays integrity and fairness and has built a culture of trust. S/he helps staff members, program participants, AJC partners, and ETP feel welcome and valued.	The program manager performs all the functions of score 4, but not regularly.	The program manager is accessible. Staff believes that the program manager is fair, respectful of others, and is generally positive.	It is frequently difficult to meet with the program manager. Staff and/or program participants sometimes view the manager's demeanor as negative.	4	Randomly reviews cases and schedules a talk with the case managers. Majority of the staff feels that their views are valued.	3.7

Area	Sub-Indicator	4	3	2	1	Score	Explanation	Ave. Score
	Formulating goals	Works outstandingly with the staff members, program participants, AJC partners, and ETPs to establish systems in achieving program goals and outcomes.	Works reasonably well with the staff members, program participants, AJC partners, and ETPs to establish systems in achieving program goals and outcomes.	Works acceptably with the staff members, program participants, AJC partners, and ETPs to establish systems in achieving program goals and outcomes.	Works poorly with the staff members, program participants, AJC partners, and ETPs to establish systems in achieving program goals and outcomes.	3	Works reasonably well with the AJC core partners in establishing systems. Feels though that their work is siloed.	3.5
	Achieving goals	Involves all staff members in working to achieve the performance outcomes. Encourages cooperation by involving everyone including program participants.	Involves all staff members but not program participants in working to achieve the performance outcomes.	Involves some staff members in working to achieve the performance outcomes.	Staff works individually toward a goal.	4	Ensures that case managers are able to identify the needs (wholistically) of the client.	
Regulatory Compliance	County Plan	Demonstrates flexibility and responsiveness in planning and delivering the goals of the County plan. Engages with colleagues and partners in implementing the plan.	Demonstrates flexibility and responsiveness in planning and delivering the goals of the County plan.	Demonstrates some flexibility and responsiveness in planning and delivering the goals of the County plan.	Not following or unfamiliar with the County Plan.	3	There is still room for improvement in terms of working with core partners	
	MOU Obligations	The service provider has complied with most of its obligations covered in the MoU it has signed.	The service provider has minor issues of compliance with its obligations covered in the MoU.	The service provider has major or significance issues of compliance with the obligations covered in the MoU.	The service provider has largely failed to comply with its MoU obligations.	4	Provides individualized (11 of 11) and training (8 of 8) services.	

Area	Sub-Indicator	4	3	2	1	Score	Explanation	Ave. Score
COVID-19 Response	Technology Readiness	Demonstrates an initiative to use and develop new technology skills to continue service delivery. Effectively uses email or other electronic tools to communicate and engage with colleagues and participants. Frequently utilizes electronic program tools, such as digitized application, e-signature, and virtual platform.	Demonstrates an ability to use technology to continue service delivery. Uses email or other electronic tools to communicate with colleagues and participants. Occasionally uses electronic course tools such as digitized application, e-signature, and virtual platform.	Demonstrates an understanding of how to use technology to continue service delivery. Uses email but is unfamiliar with other electronic communication or course tools.	Does not demonstrate an understanding of using technology as communication or course tools.	2	Staff are not technologically-savvy	2.5
	Remote Work	A transition plan has been put in place including an information security policy for staff. Case managers engage daily with program participants via electronic platforms. Demonstrates the ability to enroll and exit participants while working remotely. Information on database is updated regularly and accurately.	No transition plan has been put in place. Case managers engage daily with program participants via electronic platforms. Demonstrates the ability to enroll and exit participants while working remotely. Information on database is updated weekly.	Case managers engage with program participants intermittently using electronic platforms. Has the ability to enroll and exit participants while working remotely. Information on database is not regularly updated.	Engagement with participants is sporadic. Does not have the capacity to enroll or exit participants while working remotely.	3	Challenging because there was no plan. Staggard office presence among staff. ETPs also struggled	

Area	Sub-Indicator	4	3	2	1	Score	Explanation	Ave. Score
Capacity	Strategies	Demonstrates the ability and capacity to go beyond the strategies outlined in the local area plan. A variety of methods (HireNet, social and print media, website, AJC videos, job fairs, community outreach, visit to schools, etc.) are utilized. Other methods of outreach are utilized.	Has the capacity to work on most of the strategies outlined in the local area plan. Variety of methods used but not all covered in score 4.	Able to work on a few of the strategies outlined in the local area plan. Some methods of outreach used.	No evidence that the strategies outlined in the local area plan has been followed.	2	Teamwork Hawai'i, being the recruitment arm division of WorkHawai'i, conducts outreach three times a week (wearing PPEs). Referrals from the Division of Vocational Rehabilitation conducts virtual job fairs, staff diversity (Micronesian, Filipino). Having a separate entity solely handling the outreach poses a risk.	3.0
	Frequency	Conducts outreach at least once a week targeting Title 1 individuals mandated in the WIOA.	Conducts outreach at 2-3 times a month targeting Title 1 individuals mandated in the WIOA law.	Conducts outreach once a month targeting Title 1 individuals mandated in the WIOA law. Limited communication methods are utilized.	No schedule of outreach is set.	4	Outreach is mostly done by Teamwork Hawai'i, the outreach and recruitment arm of WorkHawai'i. Job fairs, community outreach, sector partnerships with the Micronesian and Filipino communities established through staff connections	
	Effectiveness Individuals with Employment Barriers	The number of individuals with barriers to employment served has increased, including those with multiple barriers are successfully enrolled.	The number of individuals with barriers to employment served has not increased.	The number of successful enrollments has decreased.	No successful enrollment.	3	Rigorous eligibility process to access WIOA funds, some opt to get trainings through other routes (e.g., UH's Hana career pathways)	3.0

Hawai'i – Youth

Area	Sub-Indicator	4	3	2	1	Score	Explanation	Ave. Score
Human Resource Management	Staffing	Staff is able to give ample attention to each case file assigned. Monitoring of participants and updating the file on the database is done frequently. There is enough time to conduct outreach.	Staff is able to give reasonable attention to each file assigned. Monitoring of participants and updating the file on the database is done occasionally. Staff sometimes conduct outreach.	It is a challenge to monitor each case file assigned. There's a lag between receipt of information to database update. Outreach by staff is done occasionally.	Monitoring and updating the database take much of the time. Outreach is not a priority.	2	3 case managers; 1 admin assistant Presence in Kona enables them to engage; but no full-time staff in Kona	2.7
	Staff retention	Average staff tenure is at least 10 years. Very familiar with all the processes of the program.	Average staff tenure is between 5 to 10 years with the service provider.	Average staff tenure is between 2 to 4 years.	Staff members new to the program and learning the processes	3	Average tenure is 7 years.	
	Training	Seeks out and participates professional learning opportunities to enhance skills and content knowledge. Seeks out feedback from colleagues and carefully reflects on improving service delivery.	Participates in professional learning opportunities to enhance skills and content knowledge. Welcomes feedback from colleagues.	Some participation in professional learning opportunities to enhance skills and content knowledge. Some evidence of receptivity to feedback from colleagues.	Minimal or no participation in professional learning opportunities. Minimal or no evidence of receptivity to feedback from colleagues	3	Team lead keeps staff updated on state and federal laws. However, since Sandra receives the new policies quite late, when she sends it to the service provider, they rush to comply.	
Financial Management	Policy	There are formal policies and procedures that outline the reporting and delivery obligations for contracts and agreements. This includes procedures for reporting on completed work and for addressing inadequate work.	There are some formal policies and procedures that outline the reporting and delivery obligations for contracts and agreements.	Formal policies and procedures are available but are seldom followed.	There are no formal policies or procedures that outline the reporting and delivery of obligations.	4	Finances managed by Goodwill main office (corporate policies and standards)	3.5

Area	Sub-Indicator	4	3	2	1	Score	Explanation	Ave. Score
	Accounting and Reporting	Follows accounting practices which conform to federally accepted standards. Financial statements including balance sheets, income statement, and cash flow are clearly stated and prepared for reporting.	Competent accounting practices. Financial statements including balance sheets, income statement, and cash flow are stated and prepared for reporting.	Adequate accounting practices. Financial statements including balance sheets, income statement, and cash flow are stated and prepared for reporting.	No evidence of understanding accounting and financial reporting processes.	3	Though they have a regulatory process that is being followed, there does not seem to be any advising or overseeing procedures at the local level.	
Information Management	Policy	There is a written policy and a procedures manual that clearly defines how information will be collected, captured, entered into the database, and regularly monitored.	There is a written policy and a procedures manual but does not clearly define how information will be collected, captured, or entered into the database.	There is a written policy but no procedure manual.	Neither a written policy nor a procedures manual is available.	4	Goodwill has a written policy and a procedures manual on information management. According to the team lead, the current HireNet system is a lot better and more comprehensive.	2.7
	Data Entry	Entered the data into HireNet within two business days of the time information is available	There are occasional instances of late data entry into the HireNet database, but these are remedied within a few days	There are regular delays in data entry into the HireNet system	Missed entering the information into the system	2	They depend on the HCWDB Executive Director to pull these reports from HireNet if they want to see the reports. But that interval does not allow them to make any corrections or interventions in a timely manner	
	Data integrity	Developed an internal controls policy to ensure data integrity. The policy directly disallows data manipulation, limits the number of individuals with authority to delete registrations, and includes checks and balances process.	Developed an internal controls policy to ensure data integrity but does not address all points in score 4.	A general policy is available but does not address data integrity.	No evidence that any internal controls policy exists.	3	Developed an internal controls policy to ensure data integrity	

Area	Sub-Indicator	4	3	2	1	Score	Explanation	Ave. Score
	Files Security	Case files are secured in locked cabinets, only program managers have access to the keys, and there is a checkout system. Cabinets have a dedicated location separate from staff.	Case files are secured in locked cabinets and only program managers have access to the keys.	Case files are secured in locked cabinets and most staff have access to the keys.	Case files are not secured, and anybody can access them.	2	All files are secured in a locked cabinet. Most staff have access to the keys	
	Data Accuracy	Data manual or checklist is available and followed. Regular internal audits are conducted. No errors found during the external audit	Data manual or checklist is available and followed. 1-2 errors were found during external audit.	Data manual is available but not followed. At least 3 errors were found during external audit	No evidence that a system is observed.	2	3 errors found during audit: Current or most recent hourly wage; occupation of most recent employment prior to WIOA; barriers to employment	
	Processing	Has a very organized and systematic approach in the processing of individuals who seek career and/or training services from date of enrollment and suffer no attrition as a result of processing until program completion.	The processing of individuals who seek career and/or training services from date of enrollment to date of completion is fairly organized, but some attrition occurs prior to program completion based on internal shortfalls.	The processing of individuals who seek career and/or training services from date of enrollment to date of completion is inadequate leading the loss of participants as a result.	No evidence that a system of processing is observed.	3	The processing of individuals who seek career and/or training services from date of enrollment to date of completion is fairly organized, but some attrition occurs prior to program completion based on internal shortfalls.	
Program Management	Knowledge of WIOA Title 1 Program	Demonstrates expert knowledge of WIOA Title 1 program strategies and processes. Could be or is a resource for peers in this area.	Demonstrates knowledge of WIOA Title 1 program strategies and processes.	Some knowledge of WIOA Title 1 program strategies and processes.	Very little or no evidence of knowledge of WIOA Title 1 program strategies and processes.	3	The staff goes through the 14 youth program elements with participants and the content of the training is updated based on the participant's' inputs.	3.3
	Knowledge of Local Eligible Population	Demonstrates an in-depth knowledge and connection with individuals mandated in the WIOA Title 1. Consults and collaborates with partners to address diverse needs and abilities of local eligible population.	Knowledgeable and shows some connection with individuals mandated in the WIOA Title 1. Consults and collaborates with partners to address diverse needs and abilities of local eligible population.	Some evidence of becoming familiar with individuals mandated in the WIOA Title 1. Some attempt to consult and collaborate with partners to address needs of local eligible population.	Minimal or no evidence of becoming familiar with individuals mandated in the WIOA Title 1. Minimal or no attempt to consult and collaborate with partners to address local needs.	4	Has in-depth knowledge of local eligible participants	

Area	Sub-Indicator	4	3	2	1	Score	Explanation	Ave. Score
	Participant Engagement	Communicates with participants using formal means (e.g., regular updates). Communication protocols are written (e.g., agreements, handbook) and new participants are oriented on the procedures, roles, and responsibilities. Has and regularly uses process and procedures for formally communicating their work within and across the system (AJC, Board, etc.).	Communicates with participants using formal means (e.g., regular updates). Communication protocols are written (e.g., agreements, handbook) and new participants are oriented on the procedures, roles, and responsibilities.	Communicates with participants using formal means (e.g., regular updates). Communication protocols, roles, and responsibilities are verbally shared. A written handbook may be available for participants.	Informally communicates with participants. There is no evidence of a written handbook.	3	Communicates with participants using formal means	
	Monitoring and Evaluation	On each occasion, the case manager is able to contact the participant to follow up on their progress and is able to collect all the required information needed on their first attempt.	By the third attempt, the case manager is able to contact the participant to follow up on their progress and complete the collection of required information.	After more than three attempts, the case manager successfully contacts the participant to follow up on their progress but is unable to collect all the required information.	The case manager's repeated attempts were unsuccessful in contacting the participant and is unable to collect the required information.	4	Sign-up sheets for each class and the responsibility of case manager to contact the student if absent. Monitor participants minimum twice per quarter	
	Process improvement	There is a regular process for reviewing performance outcomes and responding to ideas, suggestions, comments, and perceptions from staff members. Feedback from program participants is always welcome. Data is analyzed and used for continuous program improvement.	Intermittently reviews performance outcomes and responds to ideas, suggestions, comments, and perceptions from staff members but not from program participants. Data is analyzed but seldom used for program improvement.	Rarely reviews and analyzes processes and performance outcomes.	There is no evidence that outcomes are reviewed and analyzed	3	Telling the participants about the follow-up for 12 months after exit during Orientation contributed to the increase of enrollments.	

Area	Sub-Indicator	4	3	2	1	Score	Explanation	Ave. Score
	Collaboration	Has an established system of working together with co-located partners and other organizations. Roles and responsibilities are clearly defined and regularly refined through a collective/collaborative process. A linked team structure (i.e., wrap-around approach) is used for communication and decision-making.	Has a system for working with co-located partners and other organizations. Roles and responsibilities are clearly defined.	Has a system for working with co-located partners and other organizations. Roles and responsibilities are defined but lack clarity.	Minimal or no collaboration with colleagues and partners.	3	Not co-located in the AJC but continues to develop strong working relationships with local, State, Federal agencies	
Leadership	Communication	The program manager designates time to interact with staff members. S/he consistently displays integrity and fairness and has built a culture of trust. S/he helps staff members, program participants, AJC partners, and ETP feel welcome and valued.	The program manager performs all the functions of score 4, but not regularly.	The program manager is accessible. Staff believes that the program manager is fair, respectful of others, and is generally positive.	It is frequently difficult to meet with the program manager. Staff and/or program participants sometimes view the manager's demeanor as negative.	4	The staff feels confident that the organization has done well in achieving WIOA performance standards and goals. They meet regularly.	3.0
	Formulating goals	Works outstandingly with the staff members, program participants, AJC partners, and ETPs to establish systems in achieving program goals and outcomes.	Works reasonably well with the staff members, program participants, AJC partners, and ETPs to establish systems in achieving program goals and outcomes.	Works acceptably with the staff members, program participants, AJC partners, and ETPs to establish systems in achieving program goals and outcomes.	Works poorly with the staff members, program participants, AJC partners, and ETPs to establish systems in achieving program goals and outcomes.	2	Some of the staff feel that their contributions are not valued	
	Achieving goals	Involves all staff members in working to achieve the performance outcomes. Encourages cooperation by involving everyone including program participants.	Involves all staff members but not program participants in working to achieve the performance outcomes.	Involves some staff members in working to achieve the performance outcomes.	Staff works individually toward a goal.	3	Teamwork and communication. Everybody on the same page	

Area	Sub-Indicator	4	3	2	1	Score	Explanation	Ave. Score
Regulatory Compliance	County Plan	Demonstrates flexibility and responsiveness in planning and delivering the goals of the County plan. Engages with colleagues and partners in implementing the plan.	Demonstrates flexibility and responsiveness in planning and delivering the goals of the County plan.	Demonstrates some flexibility and responsiveness in planning and delivering the goals of the County plan.	Not following or unfamiliar with the County Plan.	3	Since funds are limited, team lead tries to apply to smaller grants to supplement.	3.0
	MOU Obligations	The service provider has complied with most of its obligations covered in the MoU it has signed.	The service provider has minor issues of compliance with its obligations covered in the MoU.	The service provider has major or significance issues of compliance with the obligations covered in the MoU.	The service provider has largely failed to comply with its MoU obligations.	3	Before 2019, not required to set up office at the AJC. But due to pandemic, continue to set-up shop at Goodwill office	
COVID-19 Response	Technology Readiness	Demonstrates an initiative to use and develop new technology skills to continue service delivery. Effectively uses email or other electronic tools to communicate and engage with colleagues and participants. Frequently utilizes electronic program tools, such as digitized application, e-signature, and virtual platform.	Demonstrates an ability to use technology to continue service delivery. Uses email or other electronic tools to communicate with colleagues and participants. Occasionally uses electronic course tools such as digitized application, e-signature, and virtual platform.	Demonstrates an understanding of how to use technology to continue service delivery. Uses email but is unfamiliar with other electronic communication or course tools.	Does not demonstrate an understanding of using technology as communication or course tools.	3	Gave zoom accounts to students. Conducts blended learning. Needs appointment. Some students want to come back, while some wants to continue studying remotely.	2.5
	Remote Work	A transition plan has been put in place including an information security policy for staff. Case managers engage daily with program participants via electronic platforms. Demonstrates the ability to enroll and exit participants while working remotely. Information on database is updated regularly and accurately.	No transition plan has been put in place. Case managers engage daily with program participants via electronic platforms. Demonstrates the ability to enroll and exit participants while working remotely. Information on database is updated weekly.	Case managers engage with program participants intermittently using electronic platforms. Has the ability to enroll and exit participants while working remotely. Information on database is not regularly updated.	Engagement with participants is sporadic. Does not have the capacity to enroll or exit participants while working remotely.	2	Team meets regularly. Only closed for 2 weeks. Access to staff from office was a challenge. Some staff feels that there was no adequate support to work remote	

Area	Sub-Indicator	4	3	2	1	Score	Explanation	Ave. Score
Capacity	Strategies	Demonstrates the ability and capacity to go beyond the strategies outlined in the local area plan. A variety of methods (HireNet, social and print media, website, AJC videos, job fairs, community outreach, visit to schools, etc.) are utilized. Other methods of outreach are utilized.	Has the capacity to work on most of the strategies outlined in the local area plan. Variety of methods used but not all covered in score 4.	Able to work on a few of the strategies outlined in the local area plan. Some methods of outreach used.	No evidence that the strategies outlined in the local area plan has been followed.	3	Pre-Covid, used to visit schools and organizations, have community-type events (job fairs). During COVID- more email promotion and phone calls. Most clients through word of mouth	3.5
	Frequency	Conducts outreach at least once a week targeting Title 1 individuals mandated in the WIOA.	Conducts outreach at 2-3 times a month targeting Title 1 individuals mandated in the WIOA law.	Conducts outreach once a month targeting Title 1 individuals mandated in the WIOA law. Limited communication methods are utilized.	No schedule of outreach is set.	4	Travels to Kona once a week	
Effectiveness	Individuals with Employment Barriers	The number of individuals with barriers to employment served has increased, including those with multiple barriers are successfully enrolled.	The number of individuals with barriers to employment served has not increased.	The number of successful enrollments has decreased.	No successful enrollment.	2	Successful participants have decreased from 2018 to 2019	2.0

Hawai'i – Adult and Dislocated Worker

Area	Sub-Indicator	4	3	2	1	Score	Explanation	Ave. Score
Human Resource Management	Staffing	Staff is able to give ample attention to each case file assigned. Monitoring of participants and updating the file on the database is done frequently. There is enough time to conduct outreach.	Staff is able to give reasonable attention to each file assigned. Monitoring of participants and updating the file on the database is done occasionally. Staff sometimes conduct outreach.	It is a challenge to monitor each case file assigned. There's a lag between receipt of information to database update. Outreach by staff is done occasionally.	Monitoring and updating the database take much of the time. Outreach is not a priority.	3	Staffing vacancies; looking to expand, have conducted interviews 1 assistant director, 1 program coordinator, 2 employment counselors, 1 admin assistant. The latter 3 provide direct client support and services which include job placement and assistance, counseling, mentorship, all the ground level work designed to help the clients.	3.0
	Staff retention	Average staff tenure is at least 10 years. Very familiar with all the processes of the program.	Average staff tenure is between 5 to 10 years with the service provider.	Average staff tenure is between 2 to 4 years.	Staff members new to the program and learning the processes	2	A new grantee that just completed its second year.	
	Training	Seeks out and participates professional learning opportunities to enhance skills and content knowledge. Seeks out feedback from colleagues and carefully reflects on improving service delivery.	Participates in professional learning opportunities to enhance skills and content knowledge. Welcomes feedback from colleagues.	Some participation in professional learning opportunities to enhance skills and content knowledge. Some evidence of receptivity to feedback from colleagues.	Minimal or no participation in professional learning opportunities. Minimal or no evidence of receptivity to feedback from colleagues	4	Launched a professional development training series every other month for staff. Topics are of those which the staff are interested in to help them service their clients better, such as Motivational Interviewing to help steer the conversation about eligibility and barriers	
Financial Management	Policy	There are formal policies and procedures that outline the reporting and delivery obligations for contracts and agreements. This includes procedures for reporting on completed work and for addressing inadequate work.	There are some formal policies and procedures that outline the reporting and delivery obligations for contracts and agreements.	Formal policies and procedures are available but are seldom followed.	There are no formal policies or procedures that outline the reporting and delivery of obligations.	4	Strong institutional infrastructure in managing funds	3.0

Area	Sub-Indicator	4	3	2	1	Score	Explanation	Ave. Score
	Accounting and Reporting	Follows accounting practices which conform to federally accepted standards. Financial statements including balance sheets, income statement, and cash flow are clearly stated and prepared for reporting.	Competent accounting practices. Financial statements including balance sheets, income statement, and cash flow are stated and prepared for reporting.	Adequate accounting practices. Financial statements including balance sheets, income statement, and cash flow are stated and prepared for reporting.	No evidence of understanding accounting and financial reporting processes.	2	Applied for PY20, but also got the PY 17 money when it got the contract. Spending the money was an issue. They were struggling how to spend the money with no system set in place to do so. Many were interested in CDL training but no ETPs on that.	
Information Management	Policy	There is a written policy and a procedures manual that clearly defines how information will be collected, captured, entered into the database, and regularly monitored.	There is a written policy and a procedures manual but does not clearly define how information will be collected, captured, or entered into the database.	There is a written policy but no procedure manual.	Neither a written policy nor a procedures manual is available.	3	Extensive institutional knowledge on case management but no AJC policies and procedures on enrollment	2.7
	Data Entry	Entered the data into HireNet within two business days of the time information is available	There are occasional instances of late data entry into the HireNet database, but these are remedied within a few days	There are regular delays in data entry into the HireNet system	Missed entering the information into the system	2	They depend on the HCWDB Executive Director to pull these reports from HireNet if they want to see the reports. But that interval does not allow them to make any corrections or interventions in a timely manner	
	Data integrity	Developed an internal controls policy to ensure data integrity. The policy directly disallows data manipulation, limits the number of individuals with authority to delete registrations, and includes checks and balances process.	Developed an internal controls policy to ensure data integrity but does not address all points in score 4.	A general policy is available but does not address data integrity.	No evidence that any internal controls policy exists.	2	Developed its own internal tracking system; Recently learned about the rolling quarters. Audit files for quality assurance. Staff are required every month to submit internal audits to be reviewed by program managers and sent to O'ahu office for QA	

Area	Sub-Indicator	4	3	2	1	Score	Explanation	Ave. Score
	Files Security	Case files are secured in locked cabinets, only program managers have access to the keys, and there is a checkout system. Cabinets have a dedicated location separate from staff.	Case files are secured in locked cabinets and only program managers have access to the keys.	Case files are secured in locked cabinets and most staff have access to the keys.	Case files are not secured, and anybody can access them.	3	Case files are secured in locked cabinets and only program managers have access to keys	
	Data Accuracy	Data manual or checklist is available and followed. Regular internal audits are conducted. No errors found during the external audit	Data manual or checklist is available and followed. 1-2 errors were found during external audit.	Data manual is available but not followed. At least 3 errors were found during external audit	No evidence that a system is observed.	3	Inherited over 100 clients from previous service provider. Some with incomplete or missing supporting documents	
	Processing	Has a very organized and systematic approach in the processing of individuals who seek career and/or training services from date of enrollment and suffer no attrition as a result of processing until program completion.	The processing of individuals who seek career and/or training services from date of enrollment to date of completion is fairly organized, but some attrition occurs prior to program completion based on internal shortfalls.	The processing of individuals who seek career and/or training services from date of enrollment to date of completion is inadequate leading the loss of participants as a result.	No evidence that a system of processing is observed.	3	The AJC did not have policies and procedures on enrollment. The policy was only approved in February 2021. Goodwill created its own internal policy. Currently no waitlist participants who have to be enrolled. While waiting for ETPs, there are counselors who provide job readiness training, resume building).	
Program Management	Knowledge of WIOA Title 1 Program	Demonstrates expert knowledge of WIOA Title 1 program strategies and processes. Could be or is a resource for peers in this area.	Demonstrates knowledge of WIOA Title 1 program strategies and processes.	Some knowledge of WIOA Title 1 program strategies and processes.	Very little or no evidence of knowledge of WIOA Title 1 program strategies and processes.	3	Took over the program in September 2019 without prior experience on WIOA. Transition from previous service provider was not smooth. Very little mentorship and preparation. However, they have built a good relationship with Sandra. Was able to develop internal processes.	3.0

Area	Sub-Indicator	4	3	2	1	Score	Explanation	Ave. Score
	Knowledge of Local Eligible Population	Demonstrates an in-depth knowledge and connection with individuals mandated in the WIOA Title 1. Consults and collaborates with partners to address diverse needs and abilities of local eligible population.	Knowledgeable and shows some connection with individuals mandated in the WIOA Title 1. Consults and collaborates with partners to address diverse needs and abilities of local eligible population.	Some evidence of becoming familiar with individuals mandated in the WIOA Title 1. Some attempt to consult and collaborate with partners to address needs of local eligible population.	Minimal or no evidence of becoming familiar with individuals mandated in the WIOA Title 1. Minimal or no attempt to consult and collaborate with partners to address local needs.	3	In-depth knowledge of adult clients and more flexibility for outreach, some on dislocated worker. Collaborate with Rapid Response	
	Participant Engagement	Communicates with participants using formal means (e.g., regular updates). Communication protocols are written (e.g., agreements, handbook) and new participants are oriented on the procedures, roles, and responsibilities. Has and regularly uses process and procedures for formally communicating their work within and across the system (AJC, Board, etc.).	Communicates with participants using formal means (e.g., regular updates). Communication protocols are written (e.g., agreements, handbook) and new participants are oriented on the procedures, roles, and responsibilities.	Communicates with participants using formal means (e.g., regular updates). Communication protocols, roles, and responsibilities are verbally shared. A written handbook may be available for participants.	Informally communicates with participants. There is no evidence of a written handbook.	3	There were no procedures at the start, so they decided to be consistent with the way Goodwill runs and manages its other programs.	
	Monitoring and Evaluation	On each occasion, the case manager is able to contact the participant to follow up on their progress and is able to collect all the required information needed on their first attempt.	By the third attempt, the case manager is able to contact the participant to follow up on their progress and complete the collection of required information.	After more than three attempts, the case manager successfully contacts the participant to follow up on their progress but is unable to collect all the required information.	The case manager's repeated attempts were unsuccessful in contacting the participant and is unable to collect the required information.	4	Contacts clients twice per month	

Area	Sub-Indicator	4	3	2	1	Score	Explanation	Ave. Score
	Process improvement	There is a regular process for reviewing performance outcomes and responding to ideas, suggestions, comments, and perceptions from staff members. Feedback from program participants is always welcome. Data is analyzed and used for continuous program improvement.	Intermittently reviews performance outcomes and responds to ideas, suggestions, comments, and perceptions from staff members but not from program participants. Data is analyzed but seldom used for program improvement.	Rarely reviews and analyzes processes and performance outcomes.	There is no evidence that outcomes are reviewed and analyzed	3	Not enough ETPs to spend money on. Only got 3 ETPs to choose from; Have 10 companies on their waitlist to be approved for eligibility	
	Collaboration	Has an established system of working together with co-located partners and other organizations. Roles and responsibilities are clearly defined and regularly refined through a collective/collaborative process. A linked team structure (i.e., wrap-around approach) is used for communication and decision-making.	Has a system for working with co-located partners and other organizations. Roles and responsibilities are clearly defined.	Has a system for working with co-located partners and other organizations. Roles and responsibilities are defined but lack clarity.	Minimal or no collaboration with colleagues and partners.	2	Collaboration with Rapid Response is a work in progress Dual enrollment with the Youth Program is a work in progress The only partner that has a physical set-up at the AJC	
Leadership	Communication	The program manager designates time to interact with staff members. S/he consistently displays integrity and fairness and has built a culture of trust. S/he helps staff members, program participants, AJC partners, and ETP feel welcome and valued.	The program manager performs all the functions of score 4, but not regularly.	The program manager is accessible. Staff believes that the program manager is fair, respectful of others, and is generally positive.	It is frequently difficult to meet with the program manager. Staff and/or program participants sometimes view the manager's demeanor as negative.	4	Scheduled regular meetings with WDB Executive Director. Built a strong relationship with Sandra	3.7

Area	Sub-Indicator	4	3	2	1	Score	Explanation	Ave. Score
	Formulating goals	Works outstandingly with the staff members, program participants, AJC partners, and ETPs to establish systems in achieving program goals and outcomes.	Works reasonably well with the staff members, program participants, AJC partners, and ETPs to establish systems in achieving program goals and outcomes.	Works acceptably with the staff members, program participants, AJC partners, and ETPs to establish systems in achieving program goals and outcomes.	Works poorly with the staff members, program participants, AJC partners, and ETPs to establish systems in achieving program goals and outcomes.	3	Program coordinator randomly calls clients monthly to ensure staff accountability. Short on ETPs	
	Achieving goals	Involves all staff members in working to achieve the performance outcomes. Encourages cooperation by involving everyone including program participants.	Involves all staff members but not program participants in working to achieve the performance outcomes.	Involves some staff members in working to achieve the performance outcomes.	Staff works individually toward a goal.	4	Clear chain of command. Transparent communication. Staff feels valued	
Regulatory Compliance	County Plan	Demonstrates flexibility and responsiveness in planning and delivering the goals of the County plan. Engages with colleagues and partners in implementing the plan.	Demonstrates flexibility and responsiveness in planning and delivering the goals of the County plan.	Demonstrates some flexibility and responsiveness in planning and delivering the goals of the County plan.	Not following or unfamiliar with the County Plan.	3	Wasn't a smooth transition from the previous service provider. Provided little mentorship and a crash course on HireNet. Drafted the policies and procedures	3
	MOU Obligations	The service provider has complied with most of its obligations covered in the MoU it has signed.	The service provider has minor issues of compliance with its obligations covered in the MoU.	The service provider has major or significance issues of compliance with the obligations covered in the MoU.	The service provider has largely failed to comply with its MoU obligations.	3	Active one-stop shop partner. Awareness of local business needs, outreach is focused on employers and participants	

Area	Sub-Indicator	4	3	2	1	Score	Explanation	Ave. Score
COVID-19 Response	Technology Readiness	Demonstrates an initiative to use and develop new technology skills to continue service delivery. Effectively uses email or other electronic tools to communicate and engage with colleagues and participants. Frequently utilizes electronic program tools, such as digitized application, e-signature, and virtual platform.	Demonstrates an ability to use technology to continue service delivery. Uses email or other electronic tools to communicate with colleagues and participants. Occasionally uses electronic course tools such as digitized application, e-signature, and virtual platform.	Demonstrates an understanding of how to use technology to continue service delivery. Uses email but is unfamiliar with other electronic communication or course tools.	Does not demonstrate an understanding of using technology as communication or course tools.	4	Trained its staff to use and conduct meetings via Zoom Digitized the application form Agreements with the ETPs to print application and allow participants (who are not tech savvy) to sign paperwork Allowed participants to make an appointment if they want to drop-off documents Utilized the HireNet e-signature feature	4
	Remote Work	A transition plan has been put in place including an information security policy for staff. Case managers engage daily with program participants via electronic platforms. Demonstrates the ability to enroll and exit participants while working remotely. Information on database is updated regularly and accurately.	No transition plan has been put in place. Case managers engage daily with program participants via electronic platforms. Demonstrates the ability to enroll and exit participants while working remotely. Information on database is updated weekly.	Case managers engage with program participants intermittently using electronic platforms. Has the ability to enroll and exit participants while working remotely. Information on database is not regularly updated.	Engagement with participants is sporadic. Does not have the capacity to enroll or exit participants while working remotely.	4	Already anticipated the state shutting down so started transitioning by purchasing needed equipment for staff and participants. The services provided by the AJC were considered essential, so the program didn't shutdown. While the AJC was closed to the public, the services didn't stop. There were staff on board doing lateral moves.	

Area	Sub-Indicator	4	3	2	1	Score	Explanation	Average Score
Capacity	Strategies	Demonstrates the ability and capacity to go beyond the strategies outlined in the local area plan. A variety of methods (HireNet, social and print media, website, AJC videos, job fairs, community outreach, visit to schools, etc.) are utilized. Other methods of outreach are utilized.	Has the capacity to work on most of the strategies outlined in the local area plan. Variety of methods used but not all covered in score 4.	Able to work on a few of the strategies outlined in the local area plan. Some methods of outreach used.	No evidence that the strategies outlined in the local area plan has been followed.	3	Goodwill marketing department on O'ahu; no idea about the AJC video; collaboration with Rapid Response is a work in progress Created an outreach list of organizations and companies that they we work with Acknowledged that a big advantage of being part of AJC is having the network of existing AJC partners leverage staff prior experience managing a Native Hawaiian contract-to reach NH Marketing department is centralized on O'ahu; utilizes social media; Utilized flyers and rack cards Has a strong relationship with the Office of Housing Section 8	3.5
	Frequency	Conducts outreach at least once a week targeting Title 1 individuals mandated in the WIOA.	Conducts outreach at 2-3 times a month targeting Title 1 individuals mandated in the WIOA law.	Conducts outreach once a month targeting Title 1 individuals mandated in the WIOA law. Limited communication methods are utilized.	No schedule of outreach is set.	4	Able to set up meetings, send out flyers, created rack cards and other marketing materials. Travels twice a week to Kona	
Effectiveness	Individuals with Employment Barriers	The number of individuals with barriers to employment served has increased, including those with multiple barriers are successfully enrolled.	The number of individuals with barriers to employment served has not increased.	The number of successful enrollments has decreased.	No successful enrollment.	3	Struggled with DW enrollments in 2020 because people were more concerned with their employment insurance. Team lead used to manage a Native Hawaiian contract providing direct services to the Native Hawaiian population.	3.0

Maui – Youth

Area	Sub-Indicator	4	3	2	1	Score	Explanation	Ave. Score
Human Resource Management	Staffing	Staff is able to give ample attention to each case file assigned. Monitoring of participants and updating the file on the database is done frequently. There is enough time to conduct outreach.	Staff is able to give reasonable attention to each file assigned. Monitoring of participants and updating the file on the database is done occasionally. Staff sometimes conduct outreach.	It is a challenge to monitor each case file assigned. There's a lag between receipt of information to database update. Outreach by staff is done occasionally.	Monitoring and updating the database take much of the time. Outreach is not a priority.	2	Insufficient staffing to meet the needs of the program Limited funding to hire additional staff 57 active case load	2.33
	Staff retention	Average staff tenure is at least 10 years. Very familiar with all the processes of the program.	Average staff tenure is between 5 to 10 years with the service provider.	Average staff tenure is between 2 to 4 years.	Staff members new to the program and learning the processes	2	Staff started since the program got the contract	
	Training	Seeks out and participates professional learning opportunities to enhance skills and content knowledge. Seeks out feedback from colleagues and carefully reflects on improving service delivery.	Participates in professional learning opportunities to enhance skills and content knowledge. Welcomes feedback from colleagues.	Some participation in professional learning opportunities to enhance skills and content knowledge. Some evidence of receptivity to feedback from colleagues.	Minimal or no participation in professional learning opportunities. Minimal or no evidence of receptivity to feedback from colleagues	3	Participated in Crisis intervention training which works with youth and adults that are experiencing/attempting suicide. Participates in any direct technical assistance training offered by WDC	
Financial Management	Policy	There are formal policies and procedures that outline the reporting and delivery obligations for contracts and agreements. This includes procedures for reporting on completed work and for addressing inadequate work.	There are some formal policies and procedures that outline the reporting and delivery obligations for contracts and agreements.	Formal policies and procedures are available but are seldom followed.	There are no formal policies or procedures that outline the reporting and delivery of obligations.	2	UH Maui has fiscal policies for financial management, but the program manager does not follow it. He had done some because he turned some to me that looked pretty good. In May, he got monitored again and it came out in early July and there were still deficiencies in his allocation.	1.5

Area	Sub-Indicator	4	3	2	1	Score	Explanation	Ave. Score
	Accounting and Reporting	Follows accounting practices which conform to federally accepted standards. Financial statements including balance sheets, income statement, and cash flow are clearly stated and prepared for reporting.	Competent accounting practices. Financial statements including balance sheets, income statement, and cash flow are stated and prepared for reporting.	Adequate accounting practices. Financial statements including balance sheets, income statement, and cash flow are stated and prepared for reporting.	No evidence of understanding accounting and financial reporting processes.	1	Another entity within UH Maui college takes charge of the fiscal and administrative tasks. Files were not as prepared as it should be.	
Information Management	Policy	There is a written policy and a procedures manual that clearly defines how information will be collected, captured, entered into the database, and regularly monitored.	There is a written policy and a procedures manual but does not clearly define how information will be collected, captured, or entered into the database.	There is a written policy but no procedure manual.	Neither a written policy nor a procedures manual is available.	2	There was a checklist for him at the same time. It took him awhile to buy that method. It took a little bit of convincing to use that method. By the time an independent audit came, I think he just didn't have enough time to cure them.	1.5
	Data Entry	Entered the data into HireNet within two business days of the time information is available	There are occasional instances of late data entry into the HireNet database, but these are remedied within a few days	There are regular delays in data entry into the HireNet system	Missed entering the information into the system	2	There are regular delays in data entry into the HireNet system	
	Data integrity	Developed an internal controls policy to ensure data integrity. The policy directly disallows data manipulation, limits the number of individuals with authority to delete registrations, and includes checks and balances process.	Developed an internal controls policy to ensure data integrity but does not address all points in score 4.	A general policy is available but does not address data integrity.	No evidence that any internal controls policy exists.	1	Supervised interns to conduct check-ins and case management of 3-4 participants	

Area	Sub-Indicator	4	3	2	1	Score	Explanation	Ave. Score
	Files Security	Case files are secured in locked cabinets, only program managers have access to the keys, and there is a checkout system. Cabinets have a dedicated location separate from staff.	Case files are secured in locked cabinets and only program managers have access to the keys.	Case files are secured in locked cabinets and most staff have access to the keys.	Case files are not secured, and anybody can access them.	1	Poor filing system; missing supporting documents	
	Data Accuracy	Data manual or checklist is available and followed. Regular internal audits are conducted. No errors found during the external audit	Data manual or checklist is available and followed. 1-2 errors were found during external audit.	Data manual is available but not followed. At least 3 errors were found during external audit	No evidence that a system is observed.	1	There was a checklist for him at the same time. It took him awhile to buy that method. It took a little bit of convincing to use that method. By the time an independent audit came, I think he just didn't have enough time to cure them.	
	Processing	Has a very organized and systematic approach in the processing of individuals who seek career and/or training services from date of enrollment and suffer no attrition as a result of processing until program completion.	The processing of individuals who seek career and/or training services from date of enrollment to date of completion is fairly organized, but some attrition occurs prior to program completion based on internal shortfalls.	The processing of individuals who seek career and/or training services from date of enrollment to date of completion is inadequate leading the loss of participants as a result.	No evidence that a system of processing is observed.	2	Has issues with case filing and updating HireNet at the same time	
Program Management	Knowledge of WIOA Title 1 Program	Demonstrates expert knowledge of WIOA Title 1 program strategies and processes. Could be or is a resource for peers in this area.	Demonstrates knowledge of WIOA Title 1 program strategies and processes.	Some knowledge of WIOA Title 1 program strategies and processes.	Very little or no evidence of knowledge of WIOA Title 1 program strategies and processes.	2	Some knowledge of WIOA Title 1 program strategies and processes.	1.8

Area	Sub-Indicator	4	3	2	1	Score	Explanation	Ave. Score
	Knowledge of Local Eligible Population	Demonstrates an in-depth knowledge and connection with individuals mandated in the WIOA Title 1. Consults and collaborates with partners to address diverse needs and abilities of local eligible population.	Knowledgeable and shows some connection with individuals mandated in the WIOA Title 1. Consults and collaborates with partners to address diverse needs and abilities of local eligible population.	Some evidence of becoming familiar with individuals mandated in the WIOA Title 1. Some attempt to consult and collaborate with partners to address needs of local eligible population.	Minimal or no evidence of becoming familiar with individuals mandated in the WIOA Title 1. Minimal or no attempt to consult and collaborate with partners to address local needs.	1	Misunderstanding what is OSY and ISY. Being in the UH campus, it was easy to target ISY, but he didn't have a strong connection with the people the County want to target which is OSY.	
	Participant Engagement	Communicates with participants using formal means (e.g., regular updates). Communication protocols are written (e.g., agreements, handbook) and new participants are oriented on the procedures, roles, and responsibilities. Has and regularly uses process and procedures for formally communicating their work within and across the system (AJC, Board, etc.).	Communicates with participants using formal means (e.g., regular updates). Communication protocols are written (e.g., agreements, handbook) and new participants are oriented on the procedures, roles, and responsibilities.	Communicates with participants using formal means (e.g., regular updates). Communication protocols, roles, and responsibilities are verbally shared. A written handbook may be available for participants.	Informally communicates with participants. There is no evidence of a written handbook.	2	Communicates with participants using formal means (e.g., regular updates). Communication protocols, roles, and responsibilities are verbally shared. A handbook is not available	
	Monitoring and Evaluation	On each occasion, the case manager is able to contact the participant to follow up on their progress and is able to collect all the required information needed on their first attempt.	By the third attempt, the case manager is able to contact the participant to follow up on their progress and complete the collection of required information.	After more than three attempts, the case manager successfully contacts the participant to follow up on their progress but is unable to collect all the required information.	The case manager's repeated attempts were unsuccessful in contacting the participant and is unable to collect the required information.	2	If exit in good status: only the minimum 3 months. Call or meet in person. For those who exit with no communication, he doesn't try to follow up or make attempts. Supposed to make attempts but always refer on exit notes.	

Area	Sub-Indicator	4	3	2	1	Score	Explanation	Ave. Score
	Process improvement	There is a regular process for reviewing performance outcomes and responding to ideas, suggestions, comments, and perceptions from staff members. Feedback from program participants is always welcome. Data is analyzed and used for continuous program improvement.	Intermittently reviews performance outcomes and responds to ideas, suggestions, comments, and perceptions from staff members but not from program participants. Data is analyzed but seldom used for program improvement.	Rarely reviews and analyzes processes and performance outcomes.	There is no evidence that outcomes are reviewed and analyzed	2	Rarely reviews and analyzes processes and performance outcomes.	
	Collaboration	Has an established system of working together with co-located partners and other organizations. Roles and responsibilities are clearly defined and regularly refined through a collective/collaborative process. A linked team structure (i.e., wrap-around approach) is used for communication and decision-making.	Has a system for working with co-located partners and other organizations. Roles and responsibilities are clearly defined.	Has a system for working with co-located partners and other organizations. Roles and responsibilities are defined but lack clarity.	Minimal or no collaboration with colleagues and partners.	2	Located separately from other service providers	
Leadership	Communication	The program manager sets aside time each day to interact with staff members. S/he consistently displays integrity and fairness and has built a culture of trust. S/he helps staff members, program participants, AJC partners, and ETP feel welcome and valued.	The program manager performs all the functions of score 4, but not regularly.	The program manager is accessible. Staff believes that the program manager is fair, respectful of others, and is generally positive.	It is frequently difficult to meet with the program manager. Staff and/or program participants sometimes view the manager's demeanor as negative.	2	The program has only one staff, who reports to a supervisor.	2.0

Area	Sub-Indicator	4	3	2	1	Score	Explanation	Ave. Score
	Formulating goals	Works outstandingly with the staff members, program participants, AJC partners, and ETPs to establish systems in achieving program goals and outcomes.	Works reasonably well with the staff members, program participants, AJC partners, and ETPs to establish systems in achieving program goals and outcomes.	Works acceptably with the staff members, program participants, AJC partners, and ETPs to establish systems in achieving program goals and outcomes.	Works poorly with the staff members, program participants, AJC partners, and ETPs to establish systems in achieving program goals and outcomes.	2	Working with AJC has been positive. Had to relocate to AJC so he can perform better	
	Achieving goals	Involves all staff members in working to achieve the performance outcomes. Encourages cooperation by involving everyone including program participants.	Involves all staff members but not program participants in working to achieve the performance outcomes.	Involves some staff members in working to achieve the performance outcomes.	Staff works individually toward a goal.	2	Had to relocate to AJC so he can perform better	
Regulatory Compliance	County Plan	Demonstrates flexibility and responsiveness in planning and delivering the goals of the County plan. Engages with colleagues and partners in implementing the plan.	Demonstrates flexibility and responsiveness in planning and delivering the goals of the County plan.	Demonstrates some flexibility and responsiveness in planning and delivering the goals of the County plan.	Not following or unfamiliar with the County Plan.	2	He didn't have a strong connection with the people we really want to target which is OSY.	1.5
	MOU Obligations	The service provider has complied with most of its obligations covered in the MoU it has signed.	The service provider has minor issues of compliance with its obligations covered in the MoU.	The service provider has major or significance issues of compliance with the obligations covered in the MoU.	The service provider has largely failed to comply with its MoU obligations.	1	Many deficiencies in his reporting and filing	

Area	Sub-Indicator	4	3	2	1	Score	Explanation	Ave. Score
COVID-19 Response	Technology Readiness	Demonstrates an initiative to use and develop new technology skills to continue service delivery. Effectively uses email or other electronic tools to communicate and engage with colleagues and participants. Frequently utilizes electronic program tools, such as digitized application, e-signature, and virtual platform.	Demonstrates an ability to use technology to continue service delivery. Uses email or other electronic tools to communicate with colleagues and participants. Occasionally uses electronic course tools such as digitized application, e-signature, and virtual platform.	Demonstrates an understanding of how to use technology to continue service delivery. Uses email but is unfamiliar with other electronic communication or course tools.	Does not demonstrate an understanding of using technology as communication or course tools.	3	Utilized e-signature of HireNet Digitized the application form; use of QR code Some participants didn't have access to technology during Covid; communication remained consistent to those who have access	2.5
	Remote Work	A transition plan has been put in place including an information security policy for staff. Case managers engage daily with program participants via electronic platforms. Demonstrates the ability to enroll and exit participants while working remotely. Information on database is updated regularly and accurately.	No transition plan has been put in place. Case managers engage daily with program participants via electronic platforms. Demonstrates the ability to enroll and exit participants while working remotely. Information on database is updated weekly.	Case managers engage with program participants intermittently using electronic platforms. Has the ability to enroll and exit participants while working remotely. Information on database is not regularly updated.	Engagement with participants is sporadic. Does not have the capacity to enroll or exit participants while working remotely.	2	The organization didn't have a clear transition plan in response to COVID Able to get new participants during Covid through referrals	

Area	Sub-Indicator	4	3	2	1	Score	Explanation	Ave. Score
Capacity	Strategies	Demonstrates the ability and capacity to go beyond the strategies outlined in the local area plan. A variety of methods (HireNet, social and print media, website, AJC videos, job fairs, community outreach, visit to schools, etc.) are utilized. Other methods of outreach are utilized.	Has the capacity to work on most of the strategies outlined in the local area plan. Variety of methods used but not all covered in score 4.	Able to work on a few of the strategies outlined in the local area plan. Some methods of outreach used.	No evidence that the strategies outlined in the local area plan has been followed.	2	Outreach with McKinley Community School for Adults; strong referral network - English learners, low income, disability; documented disability, basic skills deficient, those in foster care, child welfare, or single parents; veterans. Strong non-profit network; referrals TV appearance (Akaku) Drug court; probation office	2.0
	Frequency	Conducts outreach at least once a week targeting Title 1 individuals mandated in the WIOA.	Conducts outreach at 2-3 times a month targeting Title 1 individuals mandated in the WIOA law.	Conducts outreach once a month targeting Title 1 individuals mandated in the WIOA law. Limited communication methods are utilized.	No schedule of outreach is set.	2	The youth program lacks connection with the OSY	
Effectiveness	Individuals with Employment Barriers	The number of individuals with barriers to employment served has increased, including those with multiple barriers are successfully enrolled.	The number of individuals with barriers to employment served has not increased.	The number of successful enrollments has decreased.	No successful enrollment.	2	A very little increase	2.0

Maui – Adult and Dislocated Worker

Area	Sub-Indicator	4	3	2	1	Score	Explanation	Ave. Score
Human Resource Management	Staffing	Staff is able to give ample attention to each case file assigned. Monitoring of participants and updating the file on the database is done frequently. There is enough time to conduct outreach.	Staff is able to give reasonable attention to each file assigned. Monitoring of participants and updating the file on the database is done occasionally. Staff sometimes conduct outreach.	It is a challenge to monitor each case file assigned. There's a lag between receipt of information to database update. Outreach by staff is done occasionally.	Monitoring and updating the database take much of the time. Outreach is not a priority.	3	2 case managers; 1 program manager	3.0
	Staff retention	Average staff tenure is at least 10 years. Very familiar with all the processes of the program.	Average staff tenure is between 5 to 10 years with the service provider.	Average staff tenure is between 2 to 4 years.	Staff members new to the program and learning the processes	2	Case managers are very new Experience in operating statewide employment and training programs	
	Training	Seeks out and participates professional learning opportunities to enhance skills and content knowledge. Seeks out feedback from colleagues and carefully reflects on improving service delivery.	Participates in professional learning opportunities to enhance skills and content knowledge. Welcomes feedback from colleagues.	Some participation in professional learning opportunities to enhance skills and content knowledge. Some evidence of receptivity to feedback from colleagues.	Minimal or no participation in professional learning opportunities. Minimal or no evidence of receptivity to feedback from colleagues	4	Peers from different counties take turn in holding virtual job readiness training courses Quarterly training for staff	
Financial Management	Policy	There are formal policies and procedures that outline the reporting and delivery obligations for contracts and agreements. This includes procedures for reporting on completed work and for addressing inadequate work.	There are some formal policies and procedures that outline the reporting and delivery obligations for contracts and agreements.	Formal policies and procedures are available but are seldom followed.	There are no formal policies or procedures that outline the reporting and delivery of obligations.	4	Finances managed by Goodwill main office (corporate policies and standards)	3.5

Area	Sub-Indicator	4	3	2	1	Score	Explanation	Ave. Score
	Accounting and Reporting	Follows accounting practices which conform to federally accepted standards. Financial statements including balance sheets, income statement, and cash flow are clearly stated and prepared for reporting.	Competent accounting practices. Financial statements including balance sheets, income statement, and cash flow are stated and prepared for reporting.	Adequate accounting practices. Financial statements including balance sheets, income statement, and cash flow are stated and prepared for reporting.	No evidence of understanding accounting and financial reporting processes.	3	Don't get to see the financials because there is a workforce development supervisor on O'AHU	
Information Management	Policy	There is a written policy and a procedures manual that clearly defines how information will be collected, captured, entered into the database, and regularly monitored.	There is a written policy and a procedures manual but does not clearly define how information will be collected, captured, or entered into the database.	There is a written policy but no procedure manual.	Neither a written policy nor a procedures manual is available.	4	Institutional policy of one mission, one team mentality regardless of funder Enrollment and exit procedures are written	2.8
	Data Entry	Entered the data into HireNet within two business days of the time information is available	There are occasional instances of late data entry into the HireNet database, but these are remedied within a few days	There are regular delays in data entry into the HireNet system	Missed entering the information into the system	4	Enter data within 2 business days	
	Data integrity	Developed an internal controls policy to ensure data integrity. The policy directly disallows data manipulation, limits the number of individuals with authority to delete registrations, and includes checks and balances process.	Developed an internal controls policy to ensure data integrity but does not address all points in score 4.	A general policy is available but does not address data integrity.	No evidence that any internal controls policy exists.	2	Each case manager has their own internal client tracker on Excel. Audit sheet is sent to O'ahu for quality assurance. Conducts monthly file audit that is chosen randomly	

Area	Sub-Indicator	4	3	2	1	Score	Explanation	Ave. Score
	Files Security	Case files are secured in locked cabinets, only program managers have access to the keys, and there is a checkout system. Cabinets have a dedicated location separate from staff.	Case files are secured in locked cabinets and only program managers have access to the keys.	Case files are secured in locked cabinets and most staff have access to the keys.	Case files are not secured, and anybody can access them.	2	Case files are secured in locked cabinets and most staff have access to the keys.	
	Data Accuracy	Data manual or checklist is available and followed. Regular internal audits are conducted. No errors found during the external audit	Data manual or checklist is available and followed. 1-2 errors were found during external audit.	Data manual is available but not followed. At least 3 errors were found during external audit	No evidence that a system is observed.	2	1 supporting document missing in the adult file 1 supporting document missing in the DW file	
	Processing	Has a very organized and systematic approach in the processing of individuals who seek career and/or training services from date of enrollment and suffer no attrition as a result of processing until program completion.	The processing of individuals who seek career and/or training services from date of enrollment to date of completion is fairly organized, but some attrition occurs prior to program completion based on internal shortfalls.	The processing of individuals who seek career and/or training services from date of enrollment to date of completion is inadequate leading the loss of participants as a result.	No evidence that a system of processing is observed.	3	Still learning HireNet but uses the system for follow-ups and reporting	
Program Management	Knowledge of WIOA Title 1 Program	Demonstrates expert knowledge of WIOA Title 1 program strategies and processes. Could be or is a resource for peers in this area.	Demonstrates knowledge of WIOA Title 1 program strategies and processes.	Some knowledge of WIOA Title 1 program strategies and processes.	Very little or no evidence of knowledge of WIOA Title 1 program strategies and processes.	2	Goodwill took over the Title 1 contract in March 2020. Still learning about the ETP processing. Smooth transition from previous service provider. Still learning about HireNet	3.3

Area	Sub-Indicator	4	3	2	1	Score	Explanation	Ave. Score
	Knowledge of Local Eligible Population	Demonstrates an in-depth knowledge and connection with individuals mandated in the WIOA Title 1. Consults and collaborates with partners to address diverse needs and abilities of local eligible population.	Knowledgeable and shows some connection with individuals mandated in the WIOA Title 1. Consults and collaborates with partners to address diverse needs and abilities of local eligible population.	Some evidence of becoming familiar with individuals mandated in the WIOA Title 1. Some attempt to consult and collaborate with partners to address needs of local eligible population.	Minimal or no evidence of becoming familiar with individuals mandated in the WIOA Title 1. Minimal or no attempt to consult and collaborate with partners to address local needs.	4	Native Hawaiians	
	Participant Engagement	Communicates with participants using formal means (e.g., regular updates). Communication protocols are written (e.g., agreements, handbook) and new participants are oriented on the procedures, roles, and responsibilities. Has and regularly uses process and procedures for formally communicating their work within and across the system (AJC, Board, etc.).	Communicates with participants using formal means (e.g., regular updates). Communication protocols are written (e.g., agreements, handbook) and new participants are oriented on the procedures, roles, and responsibilities.	Communicates with participants using formal means (e.g., regular updates). Communication protocols, roles, and responsibilities are verbally shared. A written handbook may be available for participants.	Informally communicates with participants. There is no evidence of a written handbook.	4	In-person, emails, phone calls. If clients are job searching, there should be daily or weekly check-ins	
	Monitoring and Evaluation	On each occasion, the case manager is able to contact the participant to follow up on their progress and is able to collect all the required information needed on their first attempt.	By the third attempt, the case manager is able to contact the participant to follow up on their progress and complete the collection of required information.	After more than three attempts, the case manager successfully contacts the participant to follow up on their progress but is unable to collect all the required information.	The case manager's repeated attempts were unsuccessful in contacting the participant and is unable to collect the required information.	3	Monitors every quarter. Case managers exhaust all efforts to contact participants if they are unresponsive. Smooth transition because the previous provider regularly monitors clients.	

Area	Sub-Indicator	4	3	2	1	Score	Explanation	Ave. Score
	Process improvement	There is a regular process for reviewing performance outcomes and responding to ideas, suggestions, comments, and perceptions from staff members. Feedback from program participants is always welcome. Data is analyzed and used for continuous program improvement.	Intermittently reviews performance outcomes and responds to ideas, suggestions, comments, and perceptions from staff members but not from program participants. Data is analyzed but seldom used for program improvement.	Rarely reviews and analyzes processes and performance outcomes.	There is no evidence that outcomes are reviewed and analyzed	3	Monthly audit using file audit sheet chosen randomly. This audit sheet is sent to O'ahu office for quality assurance.	
	Collaboration	Has an established system of working together with co-located partners and other organizations. Roles and responsibilities are clearly defined and regularly refined through a collective/collaborative process. A linked team structure (i.e., wrap-around approach) is used for communication and decision-making.	Has a system for working with co-located partners and other organizations. Roles and responsibilities are clearly defined.	Has a system for working with co-located partners and other organizations. Roles and responsibilities are defined but lack clarity.	Minimal or no collaboration with colleagues and partners.	4	Long history of strong interagency partnerships Has a triple enrolled client (Adult, Youth, and McKinley)	

Area	Sub-Indicator	4	3	2	1	Score	Explanation	Ave. Score
Leadership	Communication	The program manager sets aside time each day to interact with staff members. S/he consistently displays integrity and fairness and has built a culture of trust. S/he helps staff members, program participants, AJC partners, and ETP feel welcome and valued.	The program manager performs all the functions of score 4, but not regularly.	The program manager is accessible. Staff believes that the program manager is fair, respectful of others, and is generally positive.	It is frequently difficult to meet with the program manager. Staff and/or program participants sometimes view the manager's demeanor as negative.	3	Integrated resource meetings with AJC Accessible program manager	3.0
	Formulating goals	Works outstandingly with the staff members, program participants, AJC partners, and ETPs to establish systems in achieving program goals and outcomes.	Works reasonably well with the staff members, program participants, AJC partners, and ETPs to establish systems in achieving program goals and outcomes.	Works acceptably with the staff members, program participants, AJC partners, and ETPs to establish systems in achieving program goals and outcomes.	Works poorly with the staff members, program participants, AJC partners, and ETPs to establish systems in achieving program goals and outcomes.	3	Still learning ETP process	
	Achieving goals	Involves all staff members in working to achieve the performance outcomes. Encourages cooperation by involving everyone including program participants.	Involves all staff members but not program participants in working to achieve the performance outcomes.	Involves some staff members in working to achieve the performance outcomes.	Staff works individually toward a goal.	3	Works well with AJC. Concern about the new place	
Regulatory Compliance	County Plan	Demonstrates flexibility and responsiveness in planning and delivering the goals of the County plan. Engages with colleagues and partners in implementing the plan.	Demonstrates flexibility and responsiveness in planning and delivering the goals of the County plan.	Demonstrates some flexibility and responsiveness in planning and delivering the goals of the County plan.	Not following or unfamiliar with the County Plan.	3	Works well with AJC partners in providing coordinated aligned services; prioritizes services to vulnerable populations with barriers to employment;	3.5
	MOU Obligations	The service provider has complied with most of its obligations covered in the MoU it has signed.	The service provider has minor issues of compliance with its obligations covered in the MoU.	The service provider has major or significance issues of compliance with the obligations covered in the MoU.	The service provider has largely failed to comply with its MoU obligations.	4	The service provider has complied with most of its obligations covered in the MoU it has signed.	

Area	Sub-Indicator	4	3	2	1	Score	Explanation	Ave. Score
COVID-19 Response	Technology Readiness	Demonstrates an initiative to use and develop new technology skills to continue service delivery. Effectively uses email or other electronic tools to communicate and engage with colleagues and participants. Frequently utilizes electronic program tools, such as digitized application, e-signature, and virtual platform.	Demonstrates an ability to use technology to continue service delivery. Uses email or other electronic tools to communicate with colleagues and participants. Occasionally uses electronic course tools such as digitized application, e-signature, and virtual platform.	Demonstrates an understanding of how to use technology to continue service delivery. Uses email but is unfamiliar with other electronic communication or course tools.	Does not demonstrate an understanding of using technology as communication or course tools.	4	Team has access to Zoom and Microsoft Teams	4.0
	Remote Work	A transition plan has been put in place including an information security policy for staff. Case managers engage daily with program participants via electronic platforms. Demonstrates the ability to enroll and exit participants while working remotely. Information on database is updated regularly and accurately.	No transition plan has been put in place. Case managers engage daily with program participants via electronic platforms. Demonstrates the ability to enroll and exit participants while working remotely. Information on database is updated weekly.	Case managers engage with program participants intermittently using electronic platforms. Has the ability to enroll and exit participants while working remotely. Information on database is not regularly updated.	Engagement with participants is sporadic. Does not have the capacity to enroll or exit participants while working remotely.	4	Weekly integrated resource meetings with AJC service providers Meetings are by appointment	

Area	Sub-Indicator	4	3	2	1	Score	Explanation	Ave. Score
Capacity	Strategies	Demonstrates the ability and capacity to go beyond the strategies outlined in the local area plan. A variety of methods (HireNet, social and print media, website, AJC videos, job fairs, community outreach, visit to schools, etc.) are utilized. Other methods of outreach are utilized.	Has the capacity to work on most of the strategies outlined in the local area plan. Variety of methods used but not all covered in score 4.	Able to work on a few of the strategies outlined in the local area plan. Some methods of outreach used.	No evidence that the strategies outlined in the local area plan has been followed.	4	Participated in the Maui county virtual job fair Centralized marketing department on O'ahu County's social media AJC video, radio plugs (KISS FM, KPOA), TV appearance (Akaku)	3.5
	Frequency	Conducts outreach at least once a week targeting Title 1 individuals mandated in the WIOA.	Conducts outreach at 2-3 times a month targeting Title 1 individuals mandated in the WIOA law.	Conducts outreach once a month targeting Title 1 individuals mandated in the WIOA law. Limited communication methods are utilized.	No schedule of outreach is set.	3	Took over the contract when the pandemic happened,	
Effectiveness	Individuals with Employment Barriers	The number of individuals with barriers to employment served has increased, including those with multiple barriers are successfully enrolled.	The number of individuals with barriers to employment served has not increased.	The number of successful enrollments has decreased.	No successful enrollment.	4	The number of individuals with barriers to employment served has increased, including those with multiple barriers are successfully enrolled.	4.0

Kaua'i – Youth

Area	Sub-Indicator	4	3	2	1	Score	Explanation	Ave. Score
Human Resource Management	Staffing	Staff is able to give ample attention to each case file assigned. Monitoring of participants and updating the file on the database is done frequently. There is enough time to conduct outreach.	Staff is able to give reasonable attention to each file assigned. Monitoring of participants and updating the file on the database is done occasionally. Staff sometimes conduct outreach.	It is a challenge to monitor each case file assigned. There's a lag between receipt of information to database update. Outreach by staff is done occasionally.	Monitoring and updating the database take much of the time. Outreach is not a priority.	1	Has money for supplies and staff but no cases to monitor	2.0
	Staff retention	Average staff tenure is at least 10 years. Very familiar with all the processes of the program.	Average staff tenure is between 5 to 10 years with the service provider.	Average staff tenure is between 2 to 4 years.	Staff members new to the program and learning the processes	2	Programs director 2 years, Youth specialist: less than 12 hours to bill to the contract; community assistant: 4 hours per week.	
	Training	Seeks out and participates professional learning opportunities to enhance skills and content knowledge. Seeks out feedback from colleagues and carefully reflects on improving service delivery.	Participates in professional learning opportunities to enhance skills and content knowledge. Welcomes feedback from colleagues.	Some participation in professional learning opportunities to enhance skills and content knowledge. Some evidence of receptivity to feedback from colleagues.	Minimal or no participation in professional learning opportunities. Minimal or no evidence of receptivity to feedback from colleagues	3	Participates in professional learning opportunities to enhance skills and content knowledge. Welcomes feedback from colleagues.	
Financial Management	Policy	There are formal policies and procedures that outline the reporting and delivery obligations for contracts and agreements. This includes procedures for reporting on completed work and for addressing inadequate work.	There are some formal policies and procedures that outline the reporting and delivery obligations for contracts and agreements.	Formal policies and procedures are available but are seldom followed.	There are no formal policies or procedures that outline the reporting and delivery of obligations.	2	Had the money for supplies and staffing but had difficulty understanding the objectives	2.0

Area	Sub-Indicator	4	3	2	1	Score	Explanation	Ave. Score
	Accounting and Reporting	Follows accounting practices which conform to federally accepted standards. Financial statements including balance sheets, income statement, and cash flow are clearly stated and prepared for reporting.	Competent accounting practices. Financial statements including balance sheets, income statement, and cash flow are stated and prepared for reporting.	Adequate accounting practices. Financial statements including balance sheets, income statement, and cash flow are stated and prepared for reporting.	No evidence of understanding accounting and financial reporting processes.	2	Had the money for supplies and staffing but had difficulty understanding the objectives	
Information Management	Policy	There is a written policy and a procedures manual that clearly defines how information will be collected, captured, entered into the database, and regularly monitored.	There is a written policy and a procedures manual but does not clearly define how information will be collected, captured, or entered into the database.	There is a written policy but no procedure manual.	Neither a written policy nor a procedures manual is available.	2	Had to develop forms themselves	1.5
	Data Entry	Entered the data into HireNet within two business days of the time information is available	There are occasional instances of late data entry into the HireNet database, but these are remedied within a few days	There are regular delays in data entry into the HireNet system	Missed entering the information into the system	1	Able to log-on and enroll but can't go beyond that. Can't do reports. Bi-weekly reports done manually.	
	Data integrity	Developed an internal controls policy to ensure data integrity. The policy directly disallows data manipulation, limits the number of individuals with authority to delete registrations, and includes checks and balances process.	Developed an internal controls policy to ensure data integrity but does not address all points in score 4.	A general policy is available but does not address data integrity.	No evidence that any internal controls policy exists.	2	separate drive with password protection just for WIOA	

Area	Sub-Indicator	4	3	2	1	Score	Explanation	Ave. Score
	Files Security	Case files are secured in locked cabinets, only program managers have access to the keys, and there is a checkout system. Cabinets have a dedicated location separate from staff.	Case files are secured in locked cabinets and only program managers have access to the keys.	Case files are secured in locked cabinets and most staff have access to the keys.	Case files are not secured, and anybody can access them.	2	All cabinets locked; and separate drive with password protection just for WIOA. No cases to monitor	
	Data Accuracy	Data manual or checklist is available and followed. Regular internal audits are conducted. No errors found during the external audit.	Data manual or checklist is available and followed. 1-2 errors were found during external audit.	Data manual is available but not followed. At least 3 errors were found during external audit	No evidence that a system is observed.	1	Able to log-on and enroll but can't go beyond that. Can't do reports. Bi-weekly reports done manually.	
	Processing	Has a very organized and systematic approach in the processing of individuals who seek career and/or training services from date of enrollment and suffer no attrition as a result of processing until program completion.	The processing of individuals who seek career and/or training services from date of enrollment to date of completion is fairly organized, but some attrition occurs prior to program completion based on internal shortfalls.	The processing of individuals who seek career and/or training services from date of enrollment to date of completion is inadequate leading the loss of participants as a result.	No evidence that a system of processing is observed.	1	Able to log-on and enroll but can't go beyond that. Can't do reports. Bi-weekly reports done manually.	
Program Management	Knowledge of WIOA Title 1 Program	Demonstrates expert knowledge of WIOA Title 1 program strategies and processes. Could be or is a resource for peers in this area.	Demonstrates knowledge of WIOA Title 1 program strategies and processes.	Some knowledge of WIOA Title 1 program strategies and processes.	Very little or no evidence of knowledge of WIOA Title 1 program strategies and processes.	1	One 14 elements training; 1 HireNet training; 1 training for Federal performance measurements Didn't understand the process	1.3

Area	Sub-Indicator	4	3	2	1	Score	Explanation	Ave. Score
	Knowledge of Local Eligible Population	Demonstrates an in-depth knowledge and connection with individuals mandated in the WIOA Title 1. Consults and collaborates with partners to address diverse needs and abilities of local eligible population.	Knowledgeable and shows some connection with individuals mandated in the WIOA Title 1. Consults and collaborates with partners to address diverse needs and abilities of local eligible population.	Some evidence of becoming familiar with individuals mandated in the WIOA Title 1. Some attempt to consult and collaborate with partners to address needs of local eligible population.	Minimal or no evidence of becoming familiar with individuals mandated in the WIOA Title 1. Minimal or no attempt to consult and collaborate with partners to address local needs.	3	Been doing youth service since 1975; Foster kids, homeless Due to existing barriers (foster kids, homeless, low SEI) Few participants in Hale Opio's existing program could provide the documentation and requirements for enrollment	
	Participant Engagement	Communicates with participants using formal means (e.g., regular updates). Communication protocols are written (e.g., agreements, handbook) and new participants are oriented on the procedures, roles, and responsibilities. Has and regularly uses process and procedures for formally communicating their work within and across the system (AJC, Board, etc.).	Communicates with participants using formal means (e.g., regular updates). Communication protocols are written (e.g., agreements, handbook) and new participants are oriented on the procedures, roles, and responsibilities.	Communicates with participants using formal means (e.g., regular updates). Communication protocols, roles, and responsibilities are verbally shared. A written handbook may be available for participants.	Informally communicates with participants. There is no evidence of a written handbook.	1	No proper handover from previous service provider	
	Monitoring and Evaluation	On each occasion, the case manager is able to contact the participant to follow up on their progress and is able to collect all the required information needed on their first attempt.	By the third attempt, the case manager is able to contact the participant to follow up on their progress and complete the collection of required information.	After more than three attempts, the case manager successfully contacts the participant to follow up on their progress but is unable to collect all the required information.	The case manager's repeated attempts were unsuccessful in contacting the participant and is unable to collect the required information.	1	No case files to monitor	

Area	Sub-Indicator	4	3	2	1	Score	Explanation	Ave. Score
	Process improvement	There is a regular process for reviewing performance outcomes and responding to ideas, suggestions, comments, and perceptions from staff members. Feedback from program participants is always welcome. Data is analyzed and used for continuous program improvement.	Intermittently reviews performance outcomes and responds to ideas, suggestions, comments, and perceptions from staff members but not from program participants. Data is analyzed but seldom used for program improvement.	Rarely reviews and analyzes processes and performance outcomes.	There is no evidence that outcomes are reviewed and analyzed	1	No case files to monitor	
	Collaboration	Has an established system of working together with co-located partners and other organizations. Roles and responsibilities are clearly defined and regularly refined through a collective/collaborative process. A linked team structure (i.e., wrap-around approach) is used for communication and decision-making.	Has a system for working with co-located partners and other organizations. Roles and responsibilities are clearly defined.	Has a system for working with co-located partners and other organizations. Roles and responsibilities are defined but lack clarity.	Minimal or no collaboration with colleagues and partners.	1	WDB stopped meeting	

Area	Sub-Indicator	4	3	2	1	Score	Explanation	Ave. Score
Leadership	Communication	The program manager sets aside time each day to interact with staff members. S/he consistently displays integrity and fairness and has built a culture of trust. S/he helps staff members, program participants, AJC partners, and ETP feel welcome and valued.	The program manager performs all the functions of score 4, but not regularly.	The program manager is accessible. Staff believes that the program manager is fair, respectful of others, and is generally positive.	It is frequently difficult to meet with the program manager. Staff and/or program participants sometimes view the manager's demeanor as negative.	2	Going to AJC once a week to be present and recruit; 4 hours a week. They would share documents. Adele WDD came over to help; Adele made herself available, also learned little about the orientation; Great partners in Kaua'i but felt like starting from ground zero	2.0
	Formulating goals	Works outstandingly with the staff members, program participants, AJC partners, and ETPs to establish systems in achieving program goals and outcomes.	Works reasonably well with the staff members, program participants, AJC partners, and ETPs to establish systems in achieving program goals and outcomes.	Works acceptably with the staff members, program participants, AJC partners, and ETPs to establish systems in achieving program goals and outcomes.	Works poorly with the staff members, program participants, AJC partners, and ETPs to establish systems in achieving program goals and outcomes.	2	Going to AJC once a week to be present and recruit; 4 hours a week. They would share documents. Adele WDD came over to help; Adele made herself available, also learned little about the orientation; Great partners in Kaua'i but felt like starting from ground zero	
	Achieving goals	Involves all staff members in working to achieve the performance outcomes. Encourages cooperation by involving everyone including program participants.	Involves all staff members but not program participants in working to achieve the performance outcomes.	Involves some staff members in working to achieve the performance outcomes.	Staff works individually toward a goal.	2	Going to AJC once a week to be present and recruit; 4 hours a week. They would share documents. Adele WDD came over to help; Adele made herself available, also learned little about the orientation; Great partners in Kaua'i but felt like starting from ground zero	
Regulatory Compliance	County Plan	Demonstrates flexibility and responsiveness in planning and delivering the goals of the County plan. Engages with colleagues and partners in implementing the plan.	Demonstrates flexibility and responsiveness in planning and delivering the goals of the County plan.	Demonstrates some flexibility and responsiveness in planning and delivering the goals of the County plan.	Not following or unfamiliar with the County Plan.	1	Not familiar with the goals and priorities	1.0

Area	Sub-Indicator	4	3	2	1	Score	Explanation	Ave. Score
	MOU Obligations	The service provider has complied with most of its obligations covered in the MoU it has signed.	The service provider has minor issues of compliance with its obligations covered in the MoU.	The service provider has major or significance issues of compliance with the obligations covered in the MoU.	The service provider has largely failed to comply with its MoU obligations.	1	No successful enrollment. Did three intakes but 0 showing because not all documents are in place	
COVID-19 Response	Technology Readiness	Demonstrates an initiative to use and develop new technology skills to continue service delivery. Effectively uses email or other electronic tools to communicate and engage with colleagues and participants. Frequently utilizes electronic program tools, such as digitized application, e-signature, and virtual platform.	Demonstrates an ability to use technology to continue service delivery. Uses email or other electronic tools to communicate with colleagues and participants. Occasionally uses electronic course tools such as digitized application, e-signature, and virtual platform.	Demonstrates an understanding of how to use technology to continue service delivery. Uses email but is unfamiliar with other electronic communication or course tools.	Does not demonstrate an understanding of using technology as communication or course tools.	3	Can deliver service online	2.0
	Remote Work	A transition plan has been put in place including an information security policy for staff. Case managers engage daily with program participants via electronic platforms. Demonstrates the ability to enroll and exit participants while working remotely. Information on database is updated regularly and accurately.	No transition plan has been put in place. Case managers engage daily with program participants via electronic platforms. Demonstrates the ability to enroll and exit participants while working remotely. Information on database is updated weekly.	Case managers engage with program participants intermittently using electronic platforms. Has the ability to enroll and exit participants while working remotely. Information on database is not regularly updated.	Engagement with participants is sporadic. Does not have the capacity to enroll or exit participants while working remotely.	1	One of the agencies that has continued to serve during Covid	

Area	Sub-Indicator	4	3	2	1	Score	Explanation	Ave. Score
Capacity	Strategies	Demonstrates the ability and capacity to go beyond the strategies outlined in the local area plan. A variety of methods (HireNet, social and print media, website, AJC videos, job fairs, community outreach, visit to schools, etc.) are utilized. Other methods of outreach are utilized.	Has the capacity to work on most of the strategies outlined in the local area plan. Variety of methods used but not all covered in score 4.	Able to work on a few of the strategies outlined in the local area plan. Some methods of outreach used.	No evidence that the strategies outlined in the local area plan has been followed.	2	Through other Hale Opio programs and outreach to communities Utilized enrollment and outreach from existing program to find qualified clients First Jobs Academy Networks with KCC Office of Continuing Education	2.0
	Frequency	Conducts outreach at least once a week targeting Title 1 individuals mandated in the WIOA.	Conducts outreach at 2-3 times a month targeting Title 1 individuals mandated in the WIOA law.	Conducts outreach once a month targeting Title 1 individuals mandated in the WIOA law. Limited communication methods are utilized.	No schedule of outreach is set.	2	Going to AJC once a week to recruit	
Effectiveness	Individuals with Employment Barriers	The number of individuals with barriers to employment served has increased, including those with multiple barriers are successfully enrolled.	The number of individuals with barriers to employment served has not increased.	The number of successful enrollments has decreased.	No successful enrollment.	1		1.0

Kaua'i – Adult and Dislocated Worker

Area	Sub-Indicator	4	3	2	1	Score	Explanation	Ave. Score
Human Resource Management	Staffing	Staff is able to give ample attention to each case file assigned. Monitoring of participants and updating the file on the database is done frequently. There is enough time to conduct outreach.	Staff is able to give reasonable attention to each file assigned. Monitoring of participants and updating the file on the database is done occasionally. Staff sometimes conduct outreach.	It is a challenge to monitor each case file assigned. There's a lag between receipt of information to database update. Outreach by staff is done occasionally.	Monitoring and updating the database take much of the time. Outreach is not a priority.	2	Last enrollment was fall of 2020. AJC is run by County. Dan Fort was in charge of WIOA. WIOA is only partner located in the SJC with one other county worker who answers the phone.	2.7
	Staff retention	Average staff tenure is at least 10 years. Very familiar with all the processes of the program.	Average staff tenure is between 5 to 10 years with the service provider.	Average staff tenure is between 2 to 4 years.	Staff members new to the program and learning the processes	4	Program manager Adele has been working in the county for 12 years	
	Training	Seeks out and participates professional learning opportunities to enhance skills and content knowledge. Seeks out feedback from colleagues and carefully reflects on improving service delivery.	Participates in professional learning opportunities to enhance skills and content knowledge. Welcomes feedback from colleagues.	Some participation in professional learning opportunities to enhance skills and content knowledge. Some evidence of receptivity to feedback from colleagues.	Minimal or no participation in professional learning opportunities. Minimal or no evidence of receptivity to feedback from colleagues	2	Every year HireNet training.	
Financial Management	Policy	There are formal policies and procedures that outline the reporting and delivery obligations for contracts and agreements. This includes procedures for reporting on completed work and for addressing inadequate work.	There are some formal policies and procedures that outline the reporting and delivery obligations for contracts and agreements.	Formal policies and procedures are available but are seldom followed.	There are no formal policies or procedures that outline the reporting and delivery of obligations.	3	There is very limited funding. The amount is enough for staffing and benefits so not much allowed for training and trav.	3.0

Area	Sub-Indicator	4	3	2	1	Score	Explanation	Ave. Score
	Accounting and Reporting	Follows accounting practices which conform to federally accepted standards. Financial statements including balance sheets, income statement, and cash flow are clearly stated and prepared for reporting.	Competent accounting practices. Financial statements including balance sheets, income statement, and cash flow are stated and prepared for reporting.	Adequate accounting practices. Financial statements including balance sheets, income statement, and cash flow are stated and prepared for reporting.	No evidence of understanding accounting and financial reporting processes.	3	There is very limited funding. The amount is enough for staffing and benefits so not much allowed for training and trav.	
Information Management	Policy	There is a written policy and a procedures manual that clearly defines how information will be collected, captured, entered into the database, and regularly monitored.	There is a written policy and a procedures manual but does not clearly define how information will be collected, captured, or entered into the database.	There is a written policy but no procedure manual.	Neither a written policy nor a procedures manual is available.	2	There is a written policy but no procedure manual.	2.0
	Data Entry	Entered the data into HireNet within two business days of the time information is available	There are occasional instances of late data entry into the HireNet database, but these are remedied within a few days	There are regular delays in data entry into the HireNet system	Missed entering the information into the system	3	Good at keeping track of individual records	
	Data integrity	Developed an internal controls policy to ensure data integrity. The policy directly disallows data manipulation, limits the number of individuals with authority to delete registrations, and includes checks and balances process.	Developed an internal controls policy to ensure data integrity but does not address all points in score 4.	A general policy is available but does not address data integrity.	No evidence that any internal controls policy exists.	2	A general policy is available but does not address data integrity.	

Area	Sub-Indicator	4	3	2	1	Score	Explanation	Ave. Score
	Files Security	Case files are secured in locked cabinets, only program managers have access to the keys, and there is a checkout system. Cabinets have a dedicated location separate from staff.	Case files are secured in locked cabinets and only program managers have access to the keys.	Case files are secured in locked cabinets and most staff have access to the keys.	Case files are not secured, and anybody can access them.	2	Case files are secured in locked cabinets and most staff have access to the keys.	
	Data Accuracy	Data manual or checklist is available and followed. Regular internal audits are conducted. No errors found during the external audit.	Data manual or checklist is available and followed. 1-2 errors were found during external audit.	Data manual is available but not followed. At least 3 errors were found during external audit	No evidence that a system is observed.	1	No formal process to check work of the case manager Two errors found in the adult file including a missing document. Three errors found in the DW file including a missing document	
	Processing	Has a very organized and systematic approach in the processing of individuals who seek career and/or training services from date of enrollment and suffer no attrition as a result of processing until program completion.	The processing of individuals who seek career and/or training services from date of enrollment to date of completion is fairly organized, but some attrition occurs prior to program completion based on internal shortfalls.	The processing of individuals who seek career and/or training services from date of enrollment to date of completion is inadequate leading the loss of participants as a result.	No evidence that a system of processing is observed.	2	HireNet is not user friendly especially on navigating reports. But can run reports and summaries, such as how many registered and how many employers	
Program Management	Knowledge of WIOA Title 1 Program	Demonstrates expert knowledge of WIOA Title 1 program strategies and processes. Could be or is a resource for peers in this area.	Demonstrates knowledge of WIOA Title 1 program strategies and processes.	Some knowledge of WIOA Title 1 program strategies and processes.	Very little or no evidence of knowledge of WIOA Title 1 program strategies and processes.	3	Demonstrates knowledge of WIOA Title 1 program strategies and processes. Keep track of individual records, follow up and try to inform customers of the programs. Try to provide as many services such as assessments.	2.3

Area	Sub-Indicator	4	3	2	1	Score	Explanation	Ave. Score
	Knowledge of Local Eligible Population	Demonstrates an in-depth knowledge and connection with individuals mandated in the WIOA Title 1. Consults and collaborates with partners to address diverse needs and abilities of local eligible population.	Knowledgeable and shows some connection with individuals mandated in the WIOA Title 1. Consults and collaborates with partners to address diverse needs and abilities of local eligible population.	Some evidence of becoming familiar with individuals mandated in the WIOA Title 1. Some attempt to consult and collaborate with partners to address needs of local eligible population.	Minimal or no evidence of becoming familiar with individuals mandated in the WIOA Title 1. Minimal or no attempt to consult and collaborate with partners to address local needs.	3	Good at informing customers of the programs. Try to provide as many services as possible; Assessments; helping participants in the planning of their goals and getting them ready for employment	
	Participant Engagement	Communicates with participants using formal means (e.g., regular updates). Communication protocols are written (e.g., agreements, handbook) and new participants are oriented on the procedures, roles, and responsibilities. Has and regularly uses process and procedures for formally communicating their work within and across the system (AJC, Board, etc.).	Communicates with participants using formal means (e.g., regular updates). Communication protocols are written (e.g., agreements, handbook) and new participants are oriented on the procedures, roles, and responsibilities.	Communicates with participants using formal means (e.g., regular updates). Communication protocols, roles, and responsibilities are verbally shared. A written handbook may be available for participants.	Informally communicates with participants. There is no evidence of a written handbook.	2	Phone and email. Follow the alerts in HireNet: 15 days prior to self-exit	
	Monitoring and Evaluation	On each occasion, the case manager is able to contact the participant to follow up on their progress and is able to collect all the required information needed on their first attempt.	By the third attempt, the case manager is able to contact the participant to follow up on their progress and complete the collection of required information.	After more than three attempts, the case manager successfully contacts the participant to follow up on their progress but is unable to collect all the required information.	The case manager's repeated attempts were unsuccessful in contacting the participant and is unable to collect the required information.	3	Keep track of individual records, follow up and try to inform customers of the programs. Try to provide as many services such as assessments.	

Area	Sub-Indicator	4	3	2	1	Score	Explanation	Ave. Score
	Process improvement	There is a regular process for reviewing performance outcomes and responding to ideas, suggestions, comments, and perceptions from staff members. Feedback from program participants is always welcome. Data is analyzed and used for continuous program improvement.	Intermittently reviews performance outcomes and responds to ideas, suggestions, comments, and perceptions from staff members but not from program participants. Data is analyzed but seldom used for program improvement.	Rarely reviews and analyzes processes and performance outcomes.	There is no evidence that outcomes are reviewed and analyzed	2	KCC classes got cancelled for under enrollment, so they lose the service and the applicant	
	Collaboration	Has an established system of working together with co-located partners and other organizations. Roles and responsibilities are clearly defined and regularly refined through a collective/collaborative process. A linked team structure (i.e., wrap-around approach) is used for communication and decision-making.	Has a system for working with co-located partners and other organizations. Roles and responsibilities are clearly defined.	Has a system for working with co-located partners and other organizations. Roles and responsibilities are defined but lack clarity.	Minimal or no collaboration with colleagues and partners.	1	If the partners were more available in the center in person, then maybe could have serviced better. No one wants to put money into this AJC.	

Area	Sub-Indicator	4	3	2	1	Score	Explanation	Ave. Score
Leadership	Communication	The program manager sets aside time each day to interact with staff members. S/he consistently displays integrity and fairness and has built a culture of trust. S/he helps staff members, program participants, AJC partners, and ETP feel welcome and valued.	The program manager performs all the functions of score 4, but not regularly.	The program manager is accessible. Staff believes that the program manager is fair, respectful of others, and is generally positive.	It is frequently difficult to meet with the program manager. Staff and/or program participants sometimes view the manager's demeanor as negative.	1	Staff is not always in the loop when information goes directly to Dan but when he does get it, forwards to Adele	1.0
	Formulating goals	Works outstandingly with the staff members, program participants, AJC partners, and ETPs to establish systems in achieving program goals and outcomes.	Works reasonably well with the staff members, program participants, AJC partners, and ETPs to establish systems in achieving program goals and outcomes.	Works acceptably with the staff members, program participants, AJC partners, and ETPs to establish systems in achieving program goals and outcomes.	Works poorly with the staff members, program participants, AJC partners, and ETPs to establish systems in achieving program goals and outcomes.	1	WDB stopped meeting	
	Achieving goals	Involves all staff members in working to achieve the performance outcomes. Encourages cooperation by involving everyone including program participants.	Involves all staff members but not program participants in working to achieve the performance outcomes.	Involves some staff members in working to achieve the performance outcomes.	Staff works individually toward a goal.	1	The only partner in AJC. No youth program. The youth program came on late so no dual enrollment in PY 2020	
Regulatory Compliance	County Plan	Demonstrates flexibility and responsiveness in planning and delivering the goals of the County plan. Engages with colleagues and partners in implementing the plan.	Demonstrates flexibility and responsiveness in planning and delivering the goals of the County plan.	Demonstrates some flexibility and responsiveness in planning and delivering the goals of the County plan.	Not following or unfamiliar with the County Plan.	2	Limited funding restricts broad outreach	2.0

Area	Sub-Indicator	4	3	2	1	Score	Explanation	Ave. Score
COVID-19 Response	Technology Readiness	Demonstrates an initiative to use and develop new technology skills to continue service delivery. Effectively uses email or other electronic tools to communicate and engage with colleagues and participants. Frequently utilizes electronic program tools, such as digitized application, e-signature, and virtual platform.	Demonstrates an ability to use technology to continue service delivery. Uses email or other electronic tools to communicate with colleagues and participants. Occasionally uses electronic course tools such as digitized application, e-signature, and virtual platform.	Demonstrates an understanding of how to use technology to continue service delivery. Uses email but is unfamiliar with other electronic communication or course tools.	Does not demonstrate an understanding of using technology as communication or course tools.	2	Email only, not doing Zoom except for RESEA	2.0
	Remote Work	A transition plan has been put in place including an information security policy for staff. Case managers engage daily with program participants via electronic platforms. Demonstrates the ability to enroll and exit participants while working remotely. Information on database is updated regularly and accurately.	No transition plan has been put in place. Case managers engage daily with program participants via electronic platforms. Demonstrates the ability to enroll and exit participants while working remotely. Information on database is updated weekly.	Case managers engage with program participants intermittently using electronic platforms. Has the ability to enroll and exit participants while working remotely. Information on database is not regularly updated.	Engagement with participants is sporadic. Does not have the capacity to enroll or exit participants while working remotely.	2	Tough to follow up with a telephone call. The phone number shows a blocked number, so they have to leave a phone message. If they can't reach, then staff will use personal phone for texting. Haven't used social media such as FB or IG	

Area	Sub-Indicator	4	3	2	1	Score	Explanation	Ave. Score
Capacity	Strategies	Demonstrates the ability and capacity to go beyond the strategies outlined in the local area plan. A variety of methods (HireNet, social and print media, website, AJC videos, job fairs, community outreach, visit to schools, etc.) are utilized. Other methods of outreach are utilized.	Has the capacity to work on most of the strategies outlined in the local area plan. Variety of methods used but not all covered in score 4.	Able to work on a few of the strategies outlined in the local area plan. Some methods of outreach used.	No evidence that the strategies outlined in the local area plan has been followed.	2	Last enrollment was fall of 2020; (DW) RESEA program at orientation. Adult usually person at KCC and KCC send them to WIOA. Trying to look for dual enrollment with senior programs. Limited funding so cannot do broad outreach	2.0
	Frequency	Conducts outreach at least once a week targeting Title 1 individuals mandated in the WIOA.	Conducts outreach at 2-3 times a month targeting Title 1 individuals mandated in the WIOA law.	Conducts outreach once a month targeting Title 1 individuals mandated in the WIOA law. Limited communication methods are utilized.	No schedule of outreach is set.	2	The youth provider came on late so no dual enrollment in PY 2020. Sometimes employers hear about OJT so they will send a candidate to see if they qualify	
Effectiveness	Individuals with Employment Barriers	The number of individuals with barriers to employment served has increased, including those with multiple barriers are successfully enrolled.	The number of individuals with barriers to employment served has not increased.	The number of successful enrollments has decreased.	No successful enrollment.	2	The number of successful enrollments has decreased.	2.0

