Customer Satisfaction Survey Results

SAN DIEGO
**WORKFORCE
PARTNERSHIP**®

Table of Contents

Executive Summary

This *San Diego Workforce Partnership Customer Satisfaction Survey* provides key insights on clients' views of the organization and the programs and services it delivers. Based on interviews and surveys, this study examines levels of awareness, perception, quality, effectiveness, usage and satisfaction with employment and training-related programs funded by the San Diego Workforce Partnership (SDWP) for the following client types:

- Adult job seekers
- Youth participants
- Funded partners (e.g., youth providers and America's Job Center of California network)
- Employers
- Community stakeholders (e.g., representatives of employer associations, not-for-profit organizations, academic institutions and other agencies working with SDWP)

Community stakeholders widely viewed SDWP as an agency that provides *employment services* for job seekers. A smaller number of these individuals saw SDWP mainly as an agency that offers *direct education and training services* or, alternatively, as a repository for *collecting and disseminating labor market data.*

Awareness

Employers were generally aware of SDWP and the America's Job Centers of California (AJCC) network. Yet, while all employers participating in the study partnered with SDWP or one of its funded partners in the past, most indicated that they were only somewhat familiar with these organizations. When asked to rate their level of awareness regarding several SDWP business-related programs and service offerings, more than 50 percent of employers were unfamiliar with five of the 12 programs presented. High levels of employer awareness regarding on-the-job training (OJT), CalJOBS, job fairs and the AJCC network, however, were evident among more than 50 percent of employers surveyed.

An examination of program awareness among funded partners and community stakeholders regarding ten programs revealed that levels of familiarity with these programs varied significantly. More than 50 percent of funded partners, for example, expressed familiarity with five programs under review, namely the SDWP-funded youth and adult programs, the America's Job Centers of California, research on Priority Sectors and the CONNECT2Careers program. On the other hand, fewer than 50 percent of funded partners were familiar with the Life Sciences Summer Institute, SDWP-funded dislocated worker programs, Rapid Response (WARN)/Employee Retention programs, #MyFirstJobSD campaign and employer hiring and tax incentive programs. Levels of program awareness among community stakeholders regarding these five employment and training-related programs were lower than for funded partners except in the case of the employer hiring and tax incentives programs where community stakeholders expressed higher levels of program awareness than funded partners.

Program Utilization

Employers all accessed services at one or more AJCC locations with over 66 percent using the OJT training program. Twenty-five percent of employers attended job fairs while a smaller number accessed other SDWP business-related services.

Approximately 66 percent of youth accessing agencies each noted that they were mainly seeking help finding a job, writing a resume or honing their job interview skills. Approximately 50 percent of youth received assistance enrolling in classes, gained valuable study skills or were provided with tutoring, while a smaller number learned other skills or worked with mentors.

The three most popular AJCC services used by roughly 70 percent of adult job seekers each included work-readiness training, job search assistance and career counselling. Nearly 50 percent of adult job seekers used the AJCC equipment and facilities, benefited from referrals for resources or training, or participated in occupation-specific training. In addition, 32 percent of adult job seekers said the agency provided them with valuable connections or networking opportunities with employers. However, the top three most valuable services that helped adult job seekers find employment were personal contact/counseling services, workshops and classes and, to a lesser extent, hands-on training.

Labor Market Information

Forty-seven percent of funded partners and community stakeholders both offered high accolades for the labor market research and reporting function of SDWP. There were, however, some survey respondents who suggested that the research could be further enhanced by increasing the range of sector reports available and providing more detailed information at the sub-regional level. The importance of keeping information up-to-date was also often stressed and some delivery agents recommended reports be "layman-friendly" as many of their clients are English as a Second Language (ESL) learners or have reading skills at lower reading levels. Some employers and other stakeholders also emphasized the need to include *forecasting* so businesses can plan ahead to meet their future workforce needs. By far the preferred format for receiving labor market information among funded partners and community stakeholders was electronically via electronic files or PDF's.

Satisfaction

Overall, employer satisfaction with services accessed through SDWP or its funded partners was high among employer respondents, with the exception of CalJOBS^{SM}. These employers were also particularly impressed with the professionalism of staff and most appreciated having a single point of contact. One area where employers saw a need for improvement was in the invoicing process.

Virtually all youth respondents were pleased with the services they received at the funded agencies with 81 percent awarding the agencies top ratings.

Levels of satisfaction with the AJCC network and other funded agencies delivering employment and training-related programs were also generally ranked high by adult job seekers. Approximately 80 percent of adult job seekers participating in training felt their instructors were approachable, knowledgeable and accessible. Meanwhile, around 75 percent of adult job seekers agreed that the

instructional materials were appropriate and up-to-date and that their training provider provided a welcoming environment. A similar proportion of adult job seekers concurred that their training provider supported students to help them succeed.

When asked to assess their overall satisfaction with selected aspects of their training experiences, nearly 75 percent of adult job seekers reported that they were satisfied with the classroom sizes, the equipment and facilities and with their overall classroom experiences. A similar proportion of adult job seekers expressed satisfaction with the courses offered and with the advice and assistance they received from their instructors.

The study did reveal, however, that while 75 percent of adult job seekers did not experience many difficulties with the funded agencies, those voicing criticism attributed their frustration primarily to the shortcomings of their counselors.

Regardless of whether or not their AJCC-related activities attributed to their eventual employment, adult job seekers identified other benefits they received from participating in these activities such as job readiness, enhanced self-confidence and motivation, and the ability to maneuver through resources and technology that aided them in their job search.

Adult job seekers who self-identified as currently employed were asked whether or not the services they received at AJCC network helped them attain their current job. Fifty-eight percent of research participants affirmed that the AJCC services they had accessed contributed to their success in finding employment with 42 percent of these individuals insisting that the assistance they received was "extremely helpful."

Employers, meanwhile, all found the level of customer service they received to be satisfactory with 54 percent rating the service as "excellent." Sixty-nine percent of employers participating in the research had hired workers through the AJCC network and found these sites to be effective in preparing individuals for employment. All employers expressed a willingness to recommend the services of the AJCC network to another non-competing business, primarily because they found the staff there to be helpful and responsive or because they saw the AJCC network as a valuable source of recruitment for prospective workers.

Communications

Seventy-five percent of funded partners expressed satisfaction with the level of communication provided by SDWP through the use of various methods such as emails, meetings, phone calls, reports and online communication vehicles. Twenty-three percent of funded partners were dissatisfied with the current level of communication provided by SDWP, including 13 percent who were "very dissatisfied" in this regard. When asked to assess the relative value of selected communications provided by the SDWP, funded partners and community stakeholders alike offered highest accolades for face-to-face contact with SDWP specialist staff and managers.

Client Recommendations

Community stakeholders and funded partners were asked to provide recommendations as to how SDWP can improve its services. The three most common responses offered by both were to improve levels of communication and collaboration and recognize the diversity of the region. These were recurring themes throughout the research and can be used to provide SDWP with direction moving forward.

Maintaining strong lines of communication with outside stakeholders including job seekers, employers and with the community at large were considered integral for enhancing awareness, building partnerships and ultimately achieving the employment and training-related goals of SDWP. Strong linkages with the business community would enhance opportunities to provide clients, particularly older job seekers and those with a post-secondary degree or diploma with the employment leads they desire. Employers, funded partners and community stakeholders alike were most appreciative of the personalized approach and face-to-face contact that SDWP could offer. The need to ensure that youth and adult service providers communicate with each other and are aware of what each program has to offer was also regarded as necessary to ensure a seamless delivery of services as youth transition from one program area to another.

A second key theme arising from the research was a desire for a collaborative approach to program and service delivery. Funded partners expressed a desire to be involved in decision-making processes, actively participate in meetings and share best practices.

Finally, the need to recognize the diversity of the region and the diversity of client groups served across the region was paramount. It was noted that funded partners work with highly-educated and less-educated clients of all ages from a range of ethnic backgrounds. Being attuned to regional and client diversity when developing programs, collecting and disseminating labor market data and delivering client services was considered vital for meeting the needs of job seekers, employers and other stakeholder groups in San Diego County.

Introduction and Methodology

The San Diego Workforce Partnership (SDWP) commissioned a third-party firm to conduct a customer satisfaction study that will help SDWP better understand how customers are served in SDWP-funded programs. Based on interviews and surveys, this *San Diego Workforce Partnership Customer Satisfaction Survey* examines levels of awareness, perception, quality, effectiveness, usage and satisfaction with employment and training-related programs funded by the San Diego Workforce Partnership (SDWP) for the following client types:

- Adult job seekers
- Youth participants
- Funded partners (e.g., youth providers and AJCC network)
- Employers
- Community stakeholders (e.g., representatives of employer associations, not-for-profit organizations, academic institutions and other agencies working with SDWP)

Research Methodology

For this study, using a combination of qualitative and quantitative research methodologies, the research team conducted a series of customer satisfaction surveys with the five client types:

1. Adult job seekers (n=519): A sampling of adults and dislocated workers who have received a range of services through SDWP-funded partners;
2. Youth participants (n=75): A sampling of youth participants that have accessed SDWP-funded services;
3. Funded partners (n=32): Public and private agencies, local businesses and educational institutions that receive funding from SDWP to provide job training programs;
4. Employers (n=14): A sampling of small, medium and large employers representing different sectors that received business services from SDWP; and
5. Community stakeholders (n=51): A sampling of community partners, public entities/institutions and other not-for-profit organizations that have collaborated or worked with SDWP.

The table below depicts the number of interviews and surveys conducted for each group.

Client Type	Number of Interviews	Number of Surveys
Adult job seekers	-	519
Youth participants	-	75
Funded partners	15	17
Employers	-	14
Community stakeholders	25	26

Please note that the following sections reference specific questions from surveys with the notation, "Q1," "Q2," "Q3," and so forth. Also listed is "n =" to indicate the number of respondents per question. Specific details regarding research methodology for this study are included in Appendix A.

Profile of Respondents

The following table outlines the demographic characteristics of the adult job seekers participating in the research. The first column shows the total number of adult job seekers. The second column represents those job seekers who were not working but were seeking employment when they arrived at the AJCC network and have since found employment. The third column shows the job seekers who were seeking employment when they arrived at the AJCC and are not currently working.

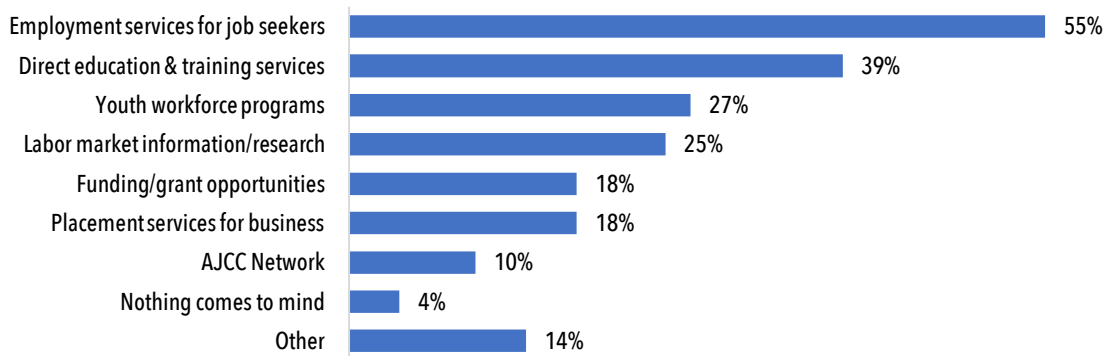| Profile of Adult Job Seekers			
	Total (n=519)	Previously Unemployed, Now Employed	Previously Unemployed, Still Unemployed
Gender			
Men	43%	47%	42%
Women	57%	53%	58%
Age			
18-34 years	12%	14%	8%
35-44 years	17%	20%	16%
45-54 years	31%	31%	26%
55+ years	40%	36%	50%
Ethnicity			
Latino/Hispanic	31%	35%	25%
African American/Black	10%	10%	10%
White	48%	46%	56%
Other/Mixed	10%	9%	9%
Education			
High school or less	13%	12%	11%
Some post-secondary	23%	21%	24%
Post-secondary degree or diploma	64%	67%	65%
Currently Attending School			
Yes	26%	20%	35%
No	74%	80%	65%
Participated in Training			
Yes	86%	85%	88%
No	14%	15%	12%
AJCC Accessed			
East County Career Center	15%	16%	14%
Metro Career Center	19%	23%	17%
South Metro Career Center	17%	17%	21%
North County Career Center	18%	16%	20%
North Inland Career Center	12%	10%	16%
South County Career Center	16%	17%	14%
Other	2%	2%	1%

General Research Results

Awareness of SDWP

This study examined awareness of SDWP and its programs and initiatives among different stakeholders including funded partners, community stakeholders and employers.
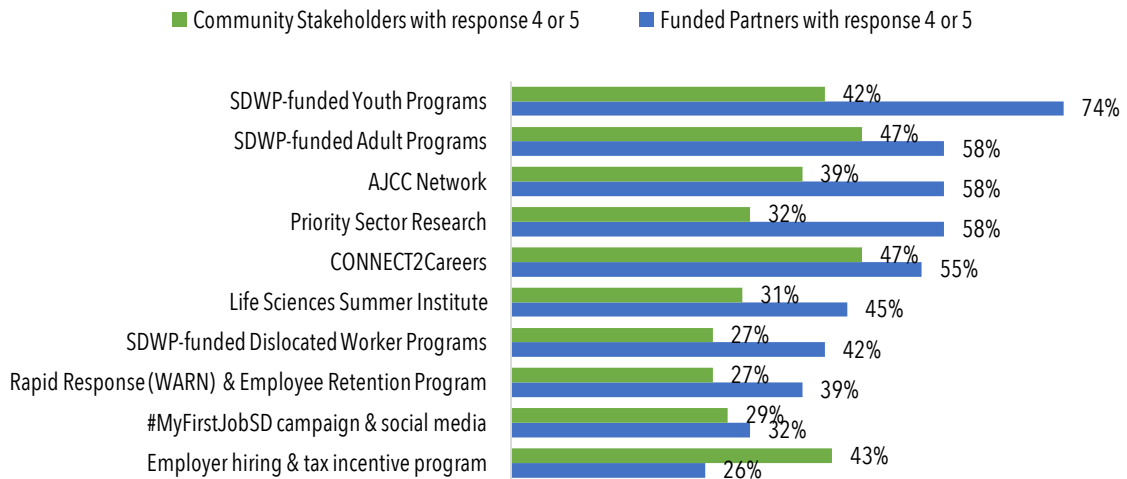
Community stakeholders were asked, on an unaided basis, to identify what first comes to mind when they think about SDWP. The majority responded, "employment services for job seekers."

Community stakeholders: Q4 . What first comes to mind when you think about SDWP? (n=51)

Category	Percentage
Employment services for job seekers	55%
Direct education & training services	39%
Youth workforce programs	27%
Labor market information/research	25%
Funding/grant opportunities	18%
Placement services for business	18%
AJCC Network	10%
Nothing comes to mind	4%
Other	14%

Community stakeholders and funded partners were presented with a list of employment and training-related programs and initiatives and asked to rate their level of familiarity with these activities using a five-point scale. Respondents had the most familiarity (four or five points) with SDWP-funded youth and adult programs.

Q5. How familiar are you with the following SDWP programs or initiatives?
(Funded partners n=31; community stakeholders n=51)

■ Community Stakeholders with response 4 or 5   ■ Funded Partners with response 4 or 5

Program	Community Stakeholders	Funded Partners
SDWP-funded Youth Programs	42%	74%
SDWP-funded Adult Programs	47%	58%
AJCC Network	39%	58%
Priority Sector Research	32%	58%
CONNECT2Careers	47%	55%
Life Sciences Summer Institute	31%	45%
SDWP-funded Dislocated Worker Programs	27%	42%
Rapid Response (WARN) & Employee Retention Program	27%	39%
#MyFirstJobSD campaign & social media	29%	32%
Employer hiring & tax incentive program	43%	26%

The research team sent the survey to employers who previously received business services from the AJCC network, but when asked about their familiarity with SDWP or the network, eight percent of the respondents indicated that they were not very familiar.

Employers: Q1. How familiar, if at all, are you with SDWP or any of its funded partners (e.g., America's Job Center of California or One-Stop Career Centers)? (n=13)
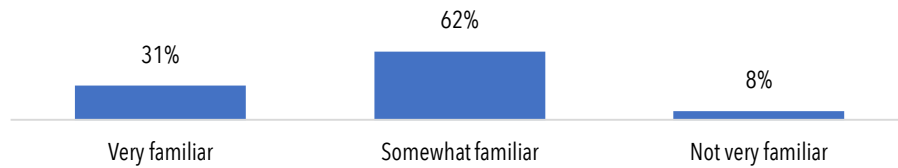
Employers were also asked to state their familiarity with a range of SDWP- funded business using a five-point scale. On-the-Job Training (OJT) was by far the program employers were most familiar with.

Employers: Q15. How familiar are you with the following business-related programs or services? (n=13)
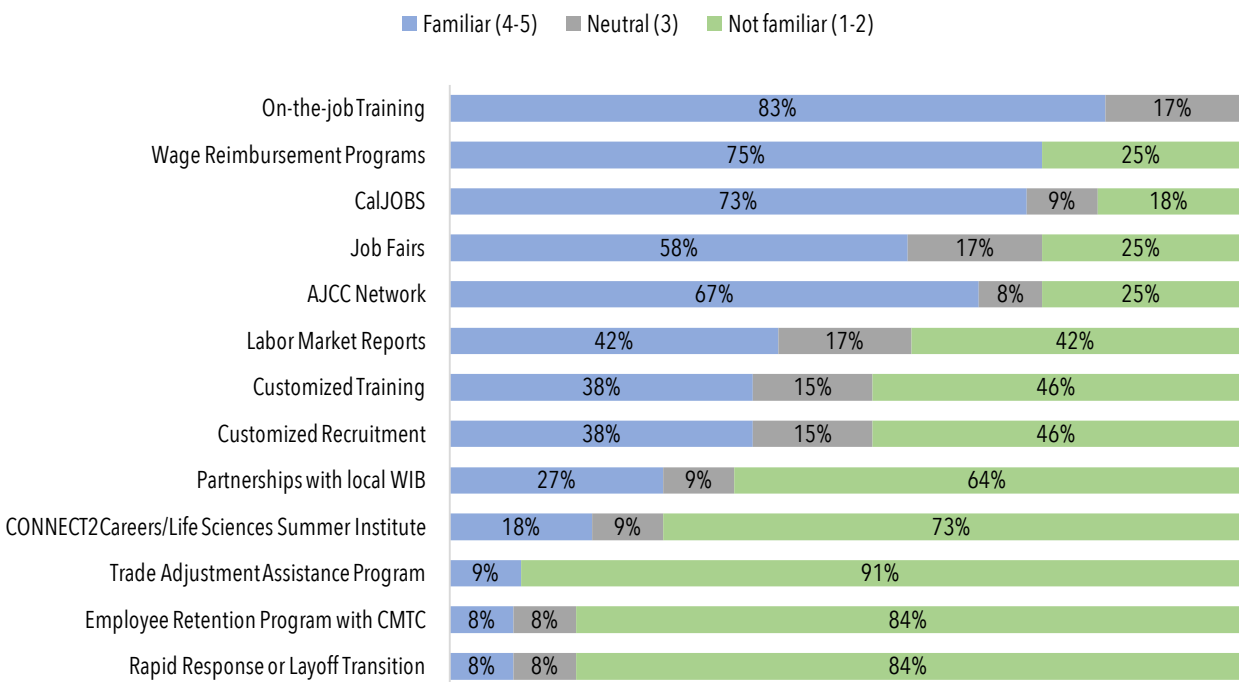
Labor Market Information (LMI)

This section analyzes the popularity of SDWP's LMI reports and the preferred format in which they are distributed. Employers indicated that their topics of choice were in-demand jobs and small business or entrepreneurial skills.

Employers: Q19. Which of the following labor market reports or research topic is most important/valuable to you? (n=13)

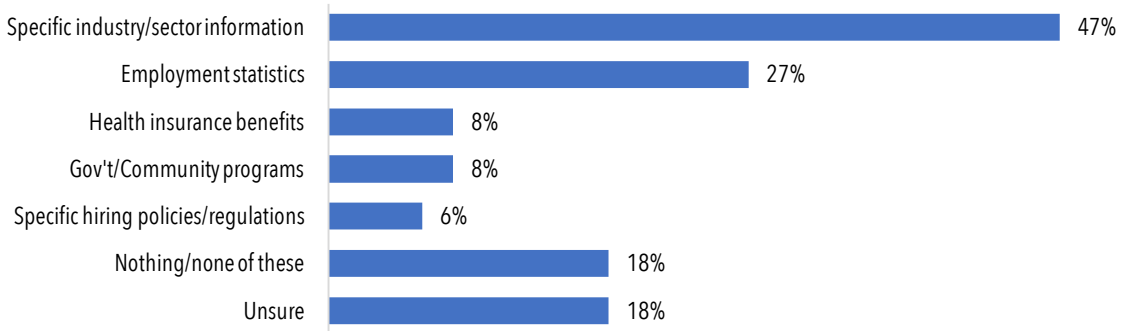| Topic	Percentage
In-demand Jobs	23%
Small business/Entreprenuerial skills	23%
Follow-up studies on priority sectors	15%
Middle-skill/Skilled-jobs	15%
Other	23%

Similarly, community stakeholders were asked about labor market topics that would be most valuable to them and nearly half of all respondents preferred industry- or sector-specific information.

Community stakeholders: Q6. Which labor market reports or research topics are most important/valuable to you? (n=51)

Topic	Percentage
Specific industry/sector information	47%
Employment statistics	27%
Health insurance benefits	8%
Gov't/Community programs	8%
Specific hiring policies/regulations	6%
Nothing/none of these	18%
Unsure	18%

In terms of report format, both community stakeholders and funded partners prefer the reports to be emailed electronically or in PDFs.

Q11/8a. What format is most useful to receive LMI, research or other forms of data reporting?

■ Community Stakeholders ■ Funded Partners

Format	Community Stakeholders	Funded Partners
Emailed electronic files/PDFs	84%	90%
In-person presentations	39%	58%
Printed Reports	22%	58%
Online tutorials/videos	33%	52%
SDWP Website	53%	45%
Unsure	6%	3%
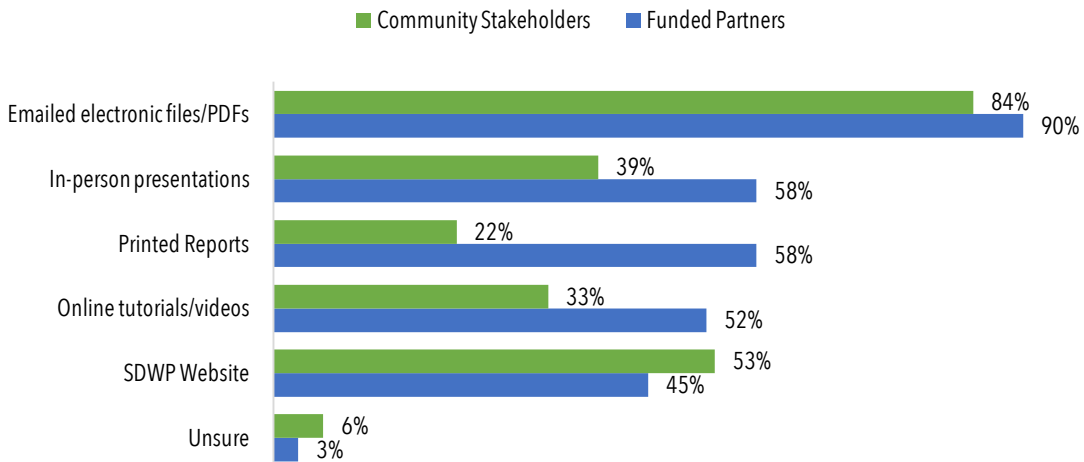
When asked if there were any other formats for receiving LMI that would be valuable for them, a small number of funded partners offered up ideas such as "data you can manipulate (such as the ability to break down information by zip codes)" or "having data available on the internet in real-time."

Adult Job Seekers Survey Results

Center Services

This section analyzes adult job seekers' rationale for accessing SDWP-funded services, explores patterns of usage, and provides an overview of participation levels in various SDWP-funded services.

The number one rationale for accessing AJCC and other SDWP-funded agencies was "job seeking."

Q6. What brought you to the career center? (n=519)

Job seeking	45%
Training/job training/education upgrading	27%
Job search workshops/interviewing skills/networking	13%
Required for accessing benefits or assistance	13%
Referrals/word-of-mouth	12%
Use of resources/equipment	7%
Looking for a career change	6%
Funding for school or training	5%
Convenient location	5%
Previous experience	2%
Unsure	2%

Fifty-two percent of respondents that are not employed and not currently seeking out employment indicated that they visited the AJCC network because they were interested in training/job training/education upgrading.
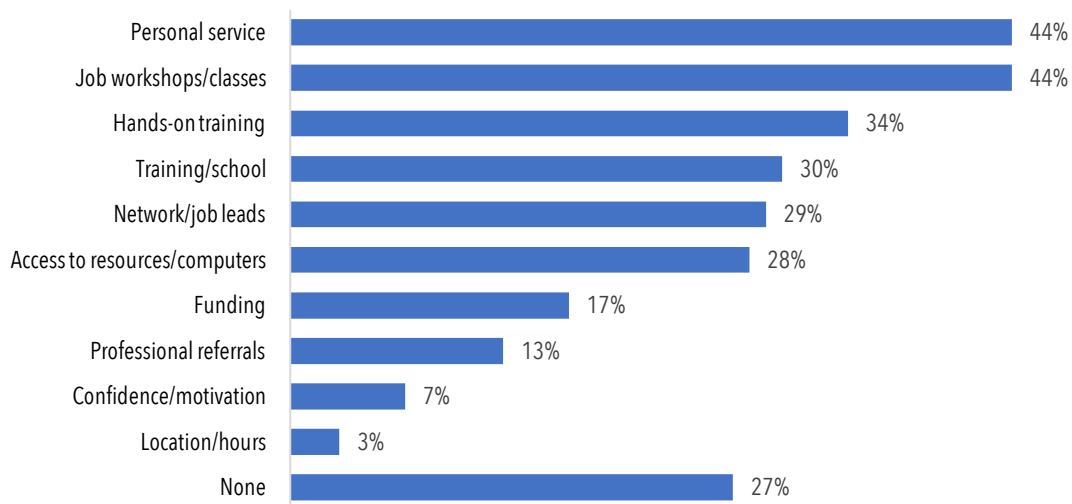
A desire to pursue additional training/job training/education upgrading was common among 38 percent of younger AJCC participants age 18 to 34 as compared to 19 percent of their more senior counterparts age 55 and over. The top three services that adult job seekers specifically used the AJCC network for job/work-readiness training, job search assistance and career counseling.

Q9. Which services provided by [AJCC name] have you used? (n=519)

Service	Percent
Job/work-readiness training	70%
Job search assistance	70%
Career counseling	67%
Usage of equipment/facilities	54%
Referrals for resources or training	50%
Occupation-specific training	44%
Connections/networking opportunities with employers	32%
Other	2%
I did not access services	3%

Additionally, the most valuable services that helped adult job seekers obtain employment were the personal services at the AJCC and the workshops and classes provided.

Q24. What were the three most valuable services you accessed at the Career Center in terms of helping you achieve your employment-related goals? (n=519)

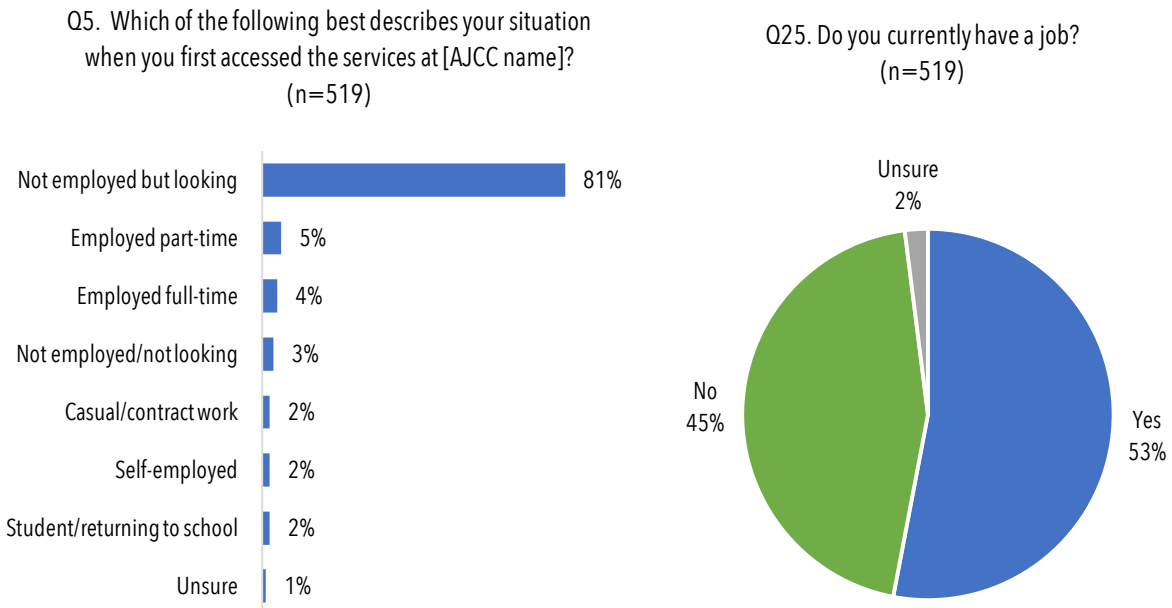| Service	Percent
Personal service	44%
Job workshops/classes	44%
Hands-on training	34%
Training/school	30%
Network/job leads	29%
Access to resources/computers	28%
Funding	17%
Professional referrals	13%
Confidence/motivation	7%
Location/hours	3%
None	27%

Sixty-two percent of program participants from the South County Career Center lauded the personal service/contact/counseling services that they accessed there. This aspect of service delivery was also particularly valuable among 62 percent of respondents age 18 to 34 years.

Fifty-nine percent of job seekers from the East County Career Center pointed to the usefulness of the job workshops/classes offered there. Fifty-two percent of older participants age 55 and over also found these workshops worthwhile.

Skills, Employment and Training

This section examines the skills, employment and training of adult job seekers accessing the AJCC network in San Diego County, the incidence of youth currently employed, their hourly earnings and other career and employment-related issues.

When survey respondents first accessed the services at the AJCC network, 81 percent were not employed and searching for work. Currently, 53 percent of those same participants are employed.

Q5. Which of the following best describes your situation when you first accessed the services at [AJCC name]?
(n=519)

Not employed but looking	81%
Employed part-time	5%
Employed full-time	4%
Not employed/not looking	3%
Casual/contract work	2%
Self-employed	2%
Student/returning to school	2%
Unsure	1%

Q25. Do you currently have a job?
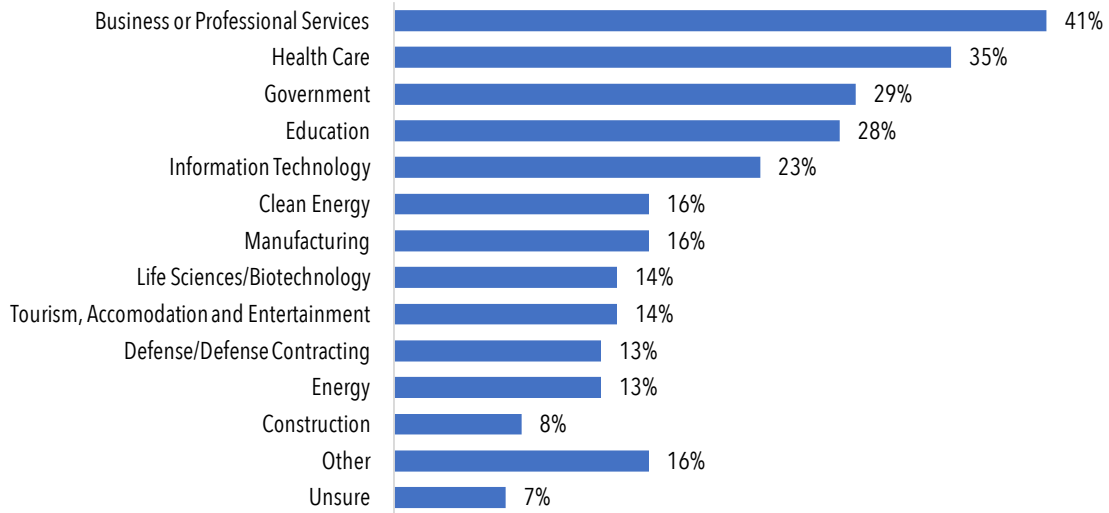(n=519)

Unsure 2%
No 45%
Yes 53%

The employment status of adult job seekers when they first accessed services at the AJCC network did not vary significantly among different demographic populations.

The likelihood of adult job seekers having a job decreases with age. Of the adult job seekers surveyed, the 18 to 34 age group has the greatest percent of people employed compared to their older counterparts as seen in the table below.

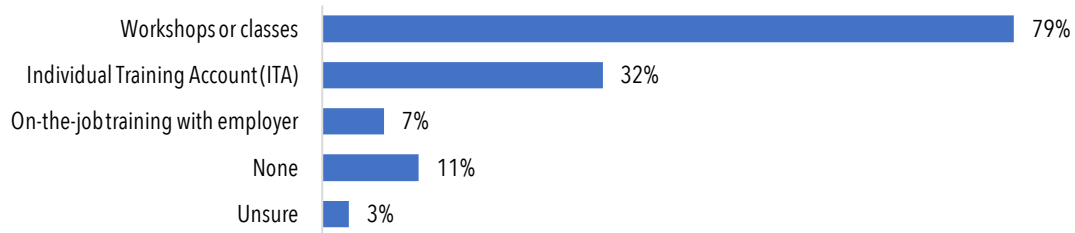| Survey Respondent Age Group	Currently Employed
18 to 34	72%
35 to 44	61%
45 to 54	55%
55+	46%

Popular career choices among adult job seekers include business or professional services, health care, government and education. Female respondents were more likely to find a career in Health Care appealing as compared to their male counterparts (43 percent versus 25 percent, respectively).

Q30. What field of work would you be interested in for your future? (n=519)

| Field	Percent
Business or Professional Services	41%
Health Care	35%
Government	29%
Education	28%
Information Technology	23%
Clean Energy	16%
Manufacturing	16%
Life Sciences/Biotechnology	14%
Tourism, Accomodation and Entertainment	14%
Defense/Defense Contracting	13%
Energy	13%
Construction	8%
Other	16%
Unsure	7%

Interestingly, only seven percent of all adult job seekers surveyed participated in an on-the-job training program with an employer.

Q11. Did you participate in any of the following training programs offered through [AJCC name]? (n=519)

Program	Percent
Workshops or classes	79%
Individual Training Account (ITA)	32%
On-the-job training with employer	7%
None	11%
Unsure	3%

In addition to receiving training services through the AJCC network, 34 percent of respondents also receive training services from providers not funded by SDWP.

Q13a. Were these training services offered directly through [AJCC name] or were they offered by another training provider?

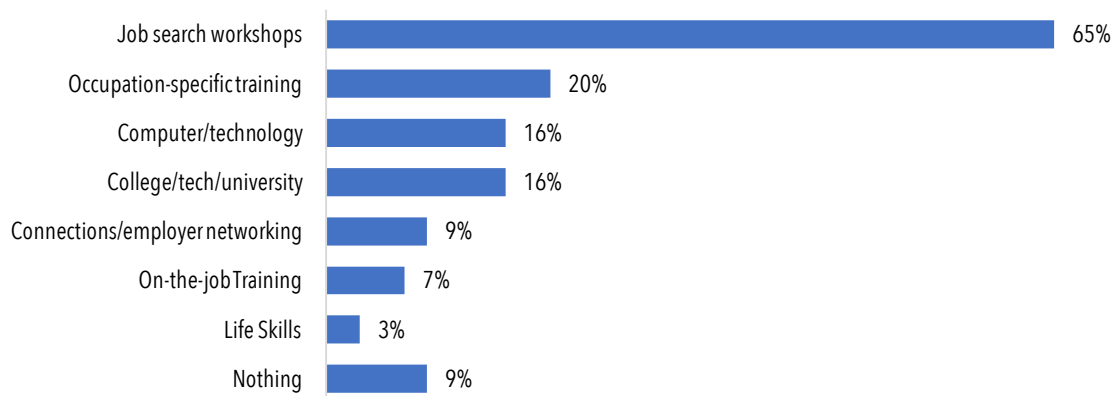| Provider	Percent
Directly through agency	73%
Outside training provider	34%
From an employer	5%
Unsure	5%
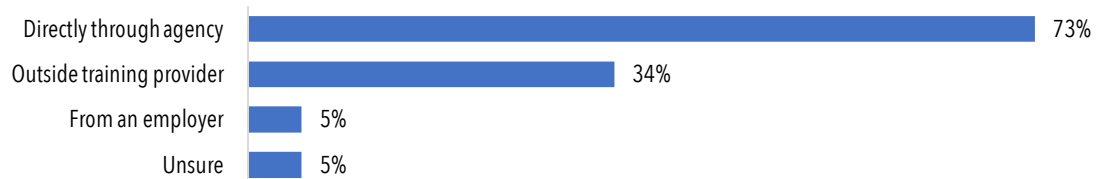
As demonstrated in the table below, adult job seekers age 35 to 44 years reported higher levels of participation in training offered from an employer compared to their counterparts in other age groups.

Survey Respondent Age Group	Percent of People who Participated in a Training Offered by an Employer
18 to 34	4%
35 to 44	12%
45 to 54	5%
55+	1%

While job search workshops were overwhelmingly reported as the most useful type of training, the value respondents found with the training varied by their level of educational attainment. Adult job seekers with a high school diploma or less were three times more likely to report that none of the training they received was of value to them compared to their more educated counterparts.
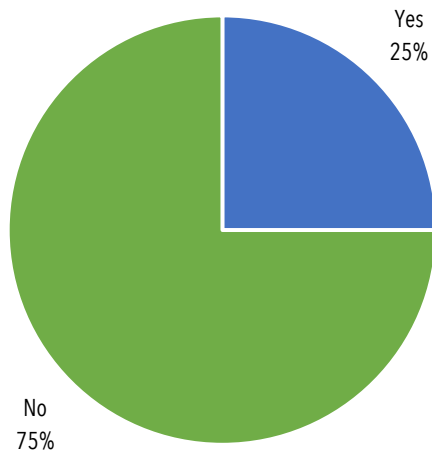
Survey Respondent Educational Attainment	Percent of People who Reported Training was of No Value
High school diploma or less	21%
Some post-secondary education	7%
Post-secondary degree or diploma	8%

Q12. Which training did you find most useful? (n=444)

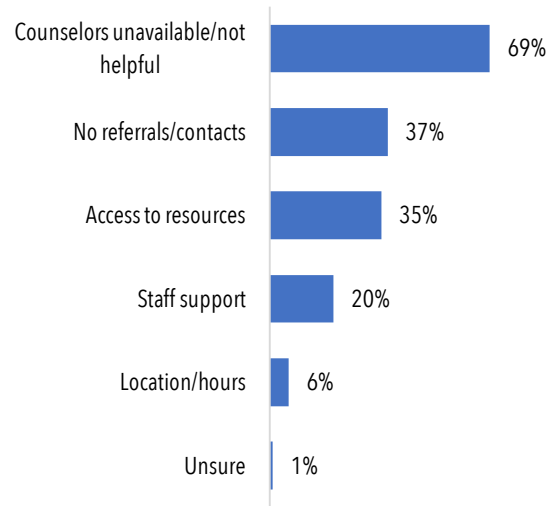|	
Job search workshops	65%
Occupation-specific training	20%
Computer/technology	16%
College/tech/university	16%
Connections/employer networking	9%
On-the-job Training	7%
Life Skills	3%
Nothing	9%

When asked about their likelihood of experiencing difficulties with training providers, one quarter of adult job seekers reported having difficulty primarily with unhelpful counselors.

Q19. Did you have any difficulties or challenges with [AJCC name]? (n=444)

Q20. If yes, what were these difficulties? (n=110)

Pie chart:
- Yes: 25%
- No: 75%

Bar chart:
- Counselors unavailable/not helpful: 69%
- No referrals/contacts: 37%
- Access to resources: 35%
- Staff support: 20%
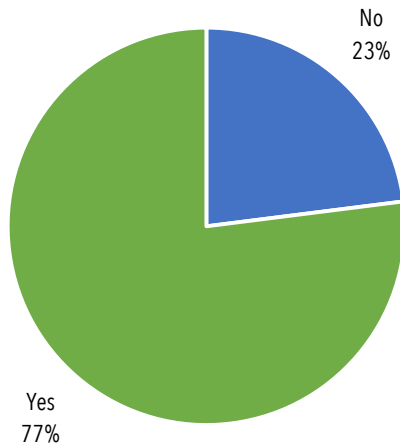- Location/hours: 6%
- Unsure: 1%

Caucasian adult job seekers were among those most likely to report having difficulties with their training providers (31 percent versus 14 percent among Hispanic/Latino adult job seekers).

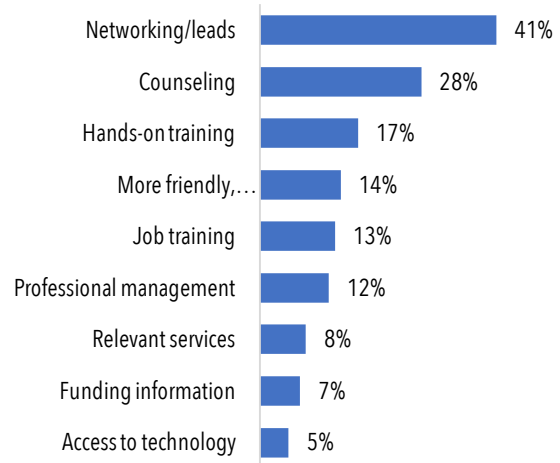## Performance Assessment of SDWP-funded Agencies

The section examines levels of satisfaction with SDWP-funded agencies among adult job seekers, the successes of adult job seekers in completing SDWP-funded programs and training, and key strengths of and challenges experienced by SDWP-funded agencies and/or adult job seekers

Of the 23 percent of adult job seekers who could not find all the employment-related services or support they were looking for, networking/leads was cited as the top service that they were unable to find.

Q7. Did you find all the employment-related services or support you were looking for at [AJCC name]? (n=519)

No
23%

Yes
77%

Q8. If no, which employment-related services or support were you unable to find at the AJCC? (n=119)

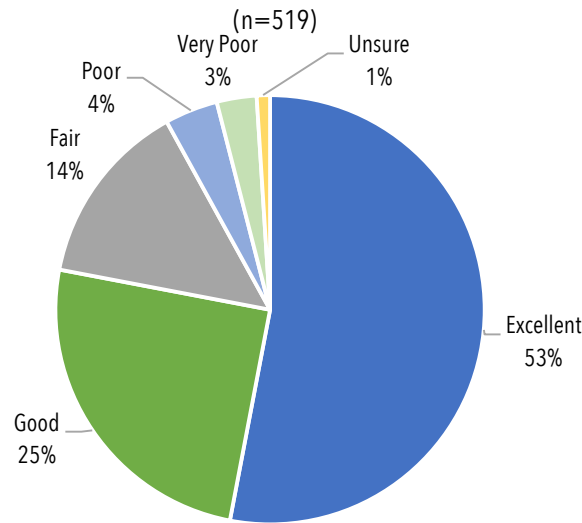| Service	Percent
Networking/leads	41%
Counseling	28%
Hands-on training	17%
More friendly,…	14%
Job training	13%
Professional management	12%
Relevant services	8%
Funding information	7%
Access to technology	5%

The following table breaks down this 23 percent by AJCC location.

AJCC Visited	Percent of Respondents Indicating "No" to Q7	Number of Respondents
East County Career Center	13%	10 out of 79 total
Metro Career Center	33%	33 out of 100
North County Career Center	27%	25 out of 91
North Inland Career Center	28%	17 out of 61
South County Career Center	10%	8 out of 82
South Metro Career Center	24%	22 out of 90

More than 75 percent of all adult job seekers have a positive assessment of the customer service at AJCC network, reporting customer service to be "excellent" or "good."

Q22. Overall, how would you rate the level of customer service provided by the staff employed by [AJCC name]?
(n=519)

- Very Poor 3%
- Unsure 1%
- Poor 4%
- Fair 14%
- Good 25%
- Excellent 53%

Additionally, 74 percent of job seekers accessing services at the South County Career Center said they had received *excellent* customer service at this location. Forty-three percent of clients visiting the North Inland, North County or South Metro Career Centers offered an "excellent" rating for the customer service they received.

Overall, adult job seekers were satisfied with their entire experience at the AJCC network.

Q23. Overall, how satisfied are you with your entire experience at [AJCC name]? (n=519)

■ Very   ■ Somewhat

Satisfied	Dissatisfied	Neutral/Unsure
22% / 55%	7% / 8%	8%
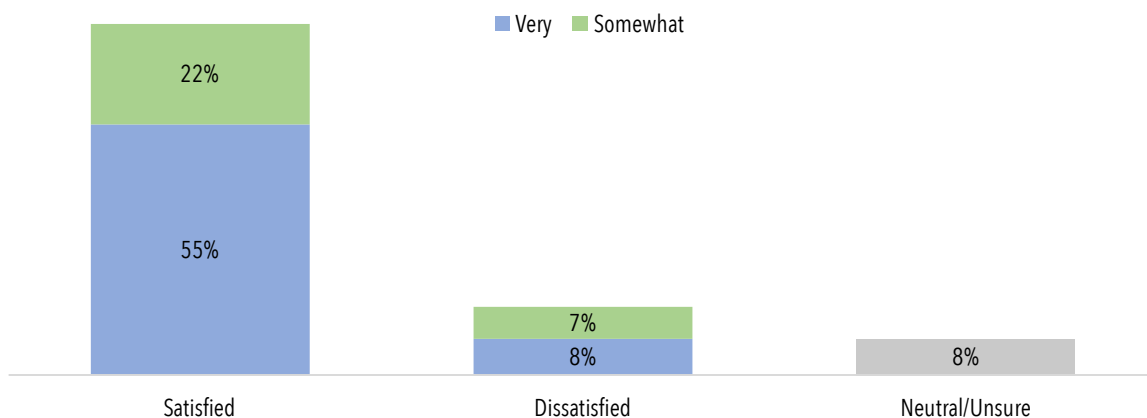
Overall levels of satisfaction with the AJCCs were highest at the South County and East County Career Centers (89 percent and 87 percent respectively) and lowest at the North County Career Center (70 percent). Adult job seekers that participated in training were more positive about their experience at the AJCC than their counterparts who did not participate in training (79 percent versus 64 percent reporting, "satisfied").

More than 60 percent of adult job seekers reported being "very satisfied" or "somewhat satisfied" with each of the services offered at the AJCC network.

Q10. How satisfied are you with the services offered and facilitated by [AJCC name]? (n=519)

■ Very Satisified   ■ Somewhat Satisfied

Service	Very Satisfied	Somewhat Satisfied
Usage of equipment/facilities	61%	26%
Job/work readiness training	60%	24%
Occupation-specific training	67%	13%
Career counseling	59%	20%
Referrals for resources or training	59%	18%
Job search assistance	50%	21%
Connections/Networking opportunities with employers	41%	24%
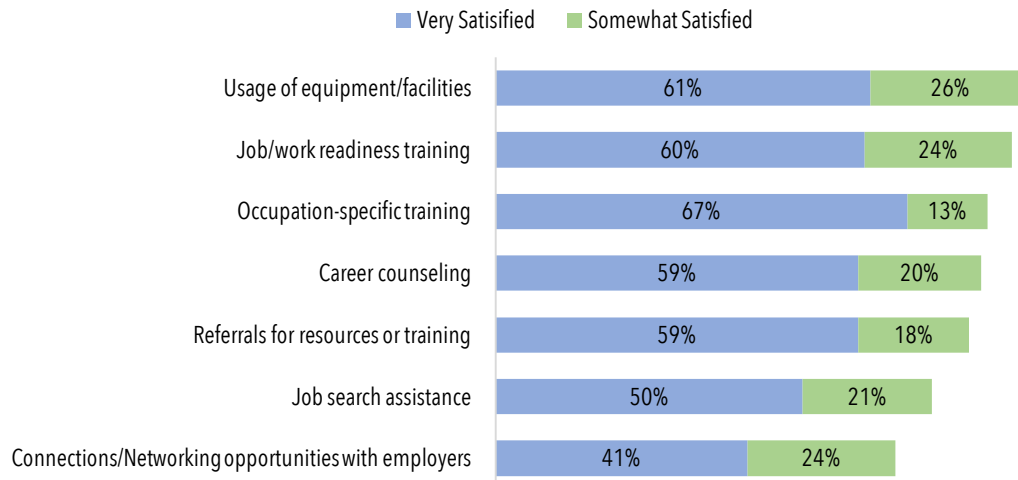
In terms of the *usage of equipment/facilities*, the South County Career Center received the highest number of respondents reporting "somewhat satisfied" or "very satisfied" (96 percent), followed by Metro Career Center (95 percent), North Inland Career Center (94 percent), North County Career Center (80 percent) and South Metro Career Center (77 percent).

Interestingly, 32 percent of adult job seekers were unsure as to whether or not the AJCC network helped them in obtaining employment.
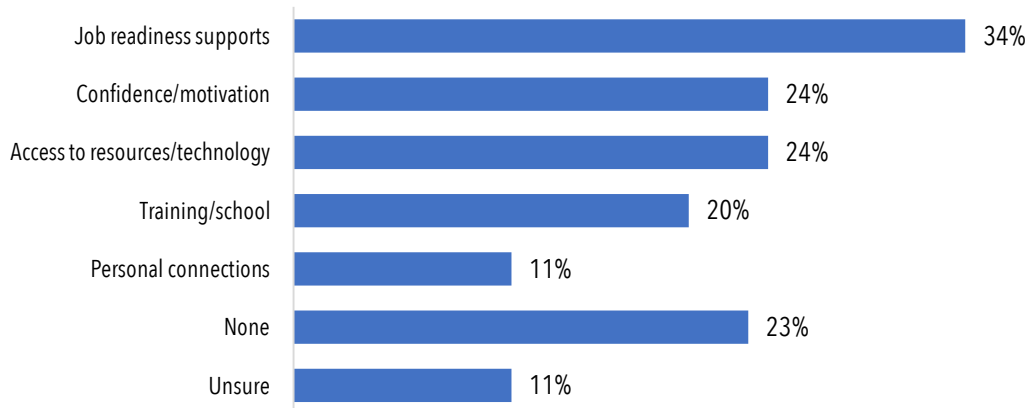
Q26. How helpful were the services you received at [AJCC name] in obtaining your current job?
(n=275)

Neither/Unsure 32%
Extremely Helpful 42%
Not Very Helpful 10%
Somewhat Helpful 16%
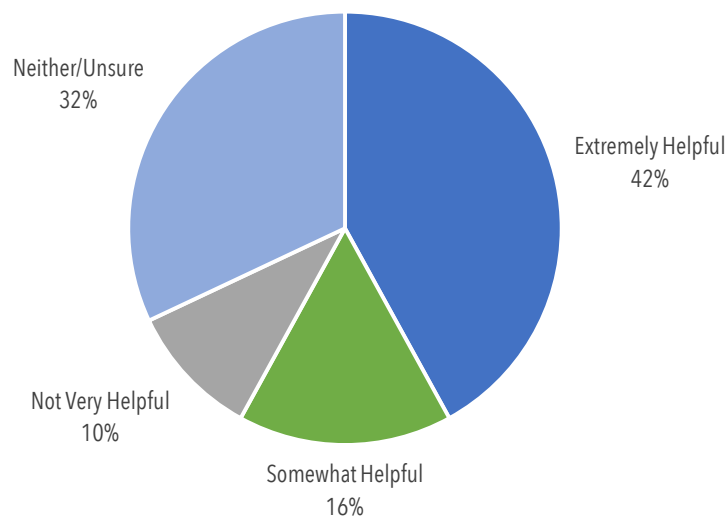
Seventy-three percent of employed Hispanic/Latino adult job seekers reported that the services they accessed at the AJCC network helped them get their current job compared to 67 percent of African American/Black respondents and 49 percent of Caucasian respondents.

Regardless of whether or not AJCC services helped respondents become employed, 24 percent or more reported receiving other benefits such as confidence/motivation and job readiness supports.
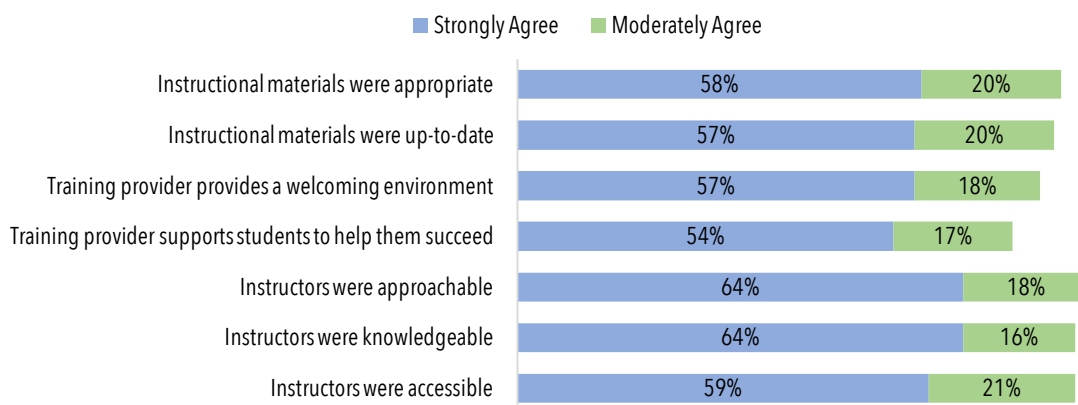
Q27. Regardless of whether or not your participation in the AJCC helped you get a job, please indicate if there were any other benefits you received from participating in the AJCC? (n=519)
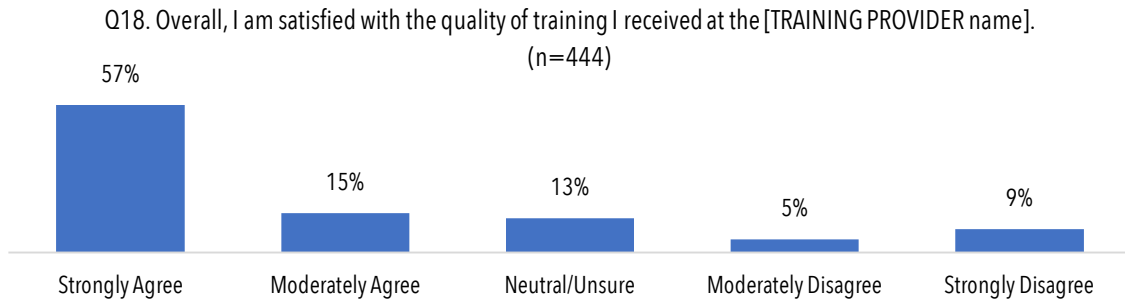
Benefit	Percent
Job readiness supports	34%
Confidence/motivation	24%
Access to resources/technology	24%
Training/school	20%
Personal connections	11%
None	23%
Unsure	11%

The ability to access "personal connection" through the AJCC network was considered particularly useful by respondents with a post-secondary degree or diploma (14 percent) followed by those with some post-secondary education (4 percent) and those with a high school diploma or less (11 percent).

In terms of assessing the training providers, adult job seekers found all aspects amenable to learning.

Q18. Please carefully review the following statements regarding the [AJCC name]. For each one, please indicate if you agree or disagree with the statement using a 1-5 scale where a 1 means you "strongly disagree" and a 5 means you "strongly agree" with th

	Strongly Agree	Moderately Agree
Instructional materials were appropriate	58%	20%
Instructional materials were up-to-date	57%	20%
Training provider provides a welcoming environment	57%	18%
Training provider supports students to help them succeed	54%	17%
Instructors were approachable	64%	18%
Instructors were knowledgeable	64%	16%
Instructors were accessible	59%	21%

Overall satisfaction with the quality of training provided by the AJCC network was more than 70 percent among adult job seekers.

Q18. Overall, I am satisfied with the quality of training I received at the [TRAINING PROVIDER name].
(n=444)

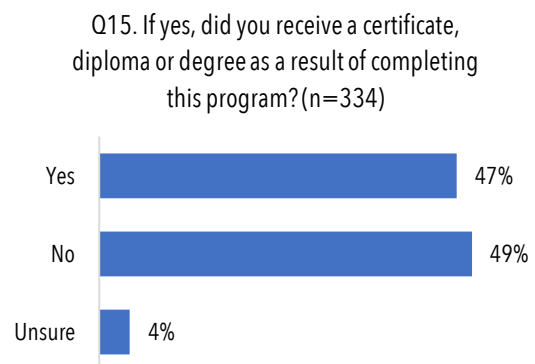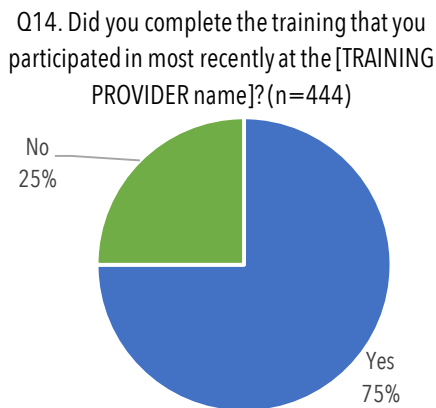| Strongly Agree	Moderately Agree	Neutral/Unsure	Moderately Disagree	Strongly Disagree
57%	15%	13%	5%	9%

More than 70 percent of respondents reported having satisfaction with all aspects of their training.

Q17. Thinking about your overall experience at the [TRAINING PROVIDER name], how satisfied are you with your experience in the following areas? (n=444)

■ Very Satisfied   ■ Somewhat Satisfied

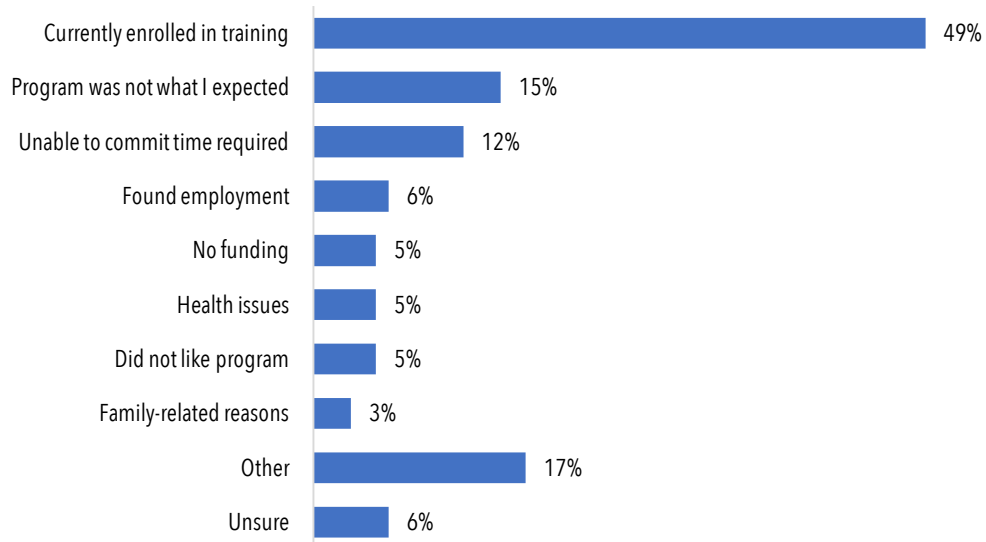|	Very Satisfied	Somewhat Satisfied
Classroom size	60%	18%
Equipment and facilities	56%	19%
Classroom experience	55%	19%
Courses offered	53%	20%
Advice and assistance from instructors	55%	17%
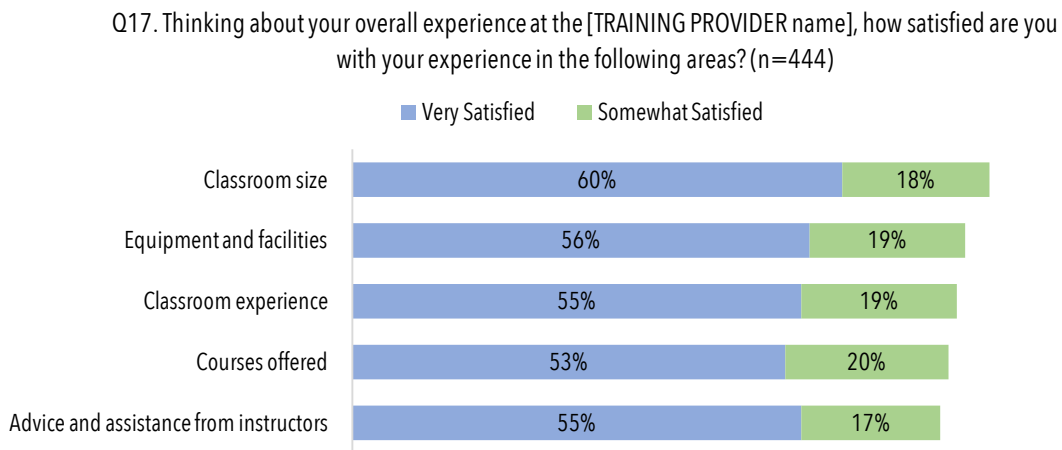
Of the adult job seekers who completed their training, less than half received a certificate, diploma or degree as a result of the completion.

Q14. Did you complete the training that you participated in most recently at the [TRAINING PROVIDER name]? (n=444)

No 25%
Yes 75%

Q15. If yes, did you receive a certificate, diploma or degree as a result of completing this program? (n=334)

Yes	47%
No	49%
Unsure	4%

Program completion rates were relatively consistent across all centers and demographics. However, East County Career Center training participants that completed their programs were more likely to have been awarded a certificate, diploma or degree than those from the South Metro Career Center (87 percent versus 29 percent respectively).
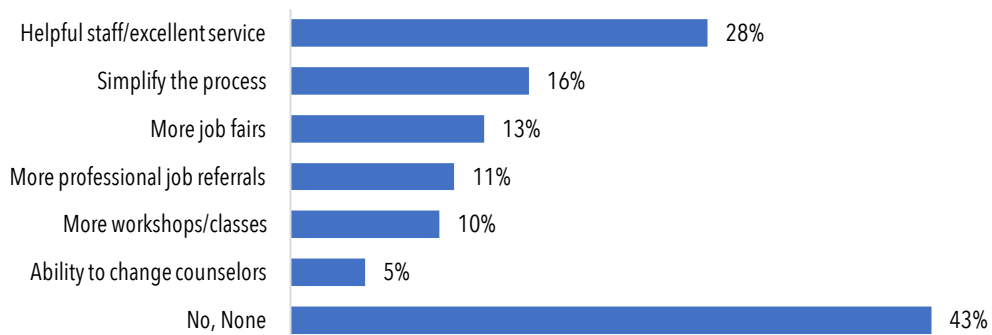
When asked why adult job seekers did not complete their training program, the rationale was primarily due to the fact that many participants are still in training at the time of the survey.

Q16. Why were you unable to complete the training that you participated in most recently at the [TRAINING PROVIDER name]? (n=110)

Response	Percentage
Currently enrolled in training	49%
Program was not what I expected	15%
Unable to commit time required	12%
Found employment	6%
No funding	5%
Health issues	5%
Did not like program	5%
Family-related reasons	3%
Other	17%
Unsure	6%

When asked about what else could improve their experience at the AJCC, 16 percent requested that the AJCC network "simplify the process for accessing training."

Q29. Do you have any other comments on the services of the Career Center, including things you would like to see improved or things that you particularly like about the services offered? (n=519)

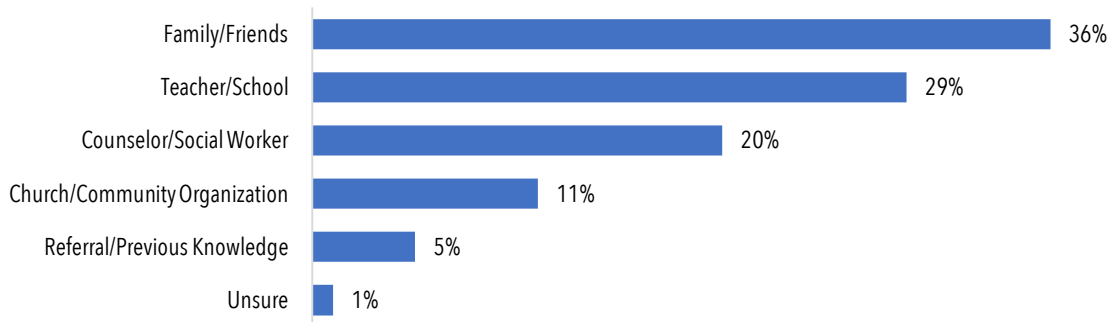| Response	Percentage
Helpful staff/excellent service	28%
Simplify the process	16%
More job fairs	13%
More professional job referrals	11%
More workshops/classes	10%
Ability to change counselors	5%
No, None	43%

Youth Participants Survey Results

This section analyzes the survey responses of youth participating in SDWP-funded youth programs.

When asked how youth participants found out about SDWP-funded youth programs, respondents primarily cited family/friends as their source of introduction.

Q8. How did you hear about [YOUTH PROVIDER name]? (n=75)

| Source	Percentage
Family/Friends	36%
Teacher/School	29%
Counselor/Social Worker	20%
Church/Community Organization	11%
Referral/Previous Knowledge	5%
Unsure	1%

Youth participants typically travel more than one mile, and often more than 5 miles to SDWP-funded agencies.

Q9. How far from your home is the Career Center? (n=75)

Less than 1 mile	1 to 5 miles	More than 5 miles	Unsure
13%	39%	35%	13%
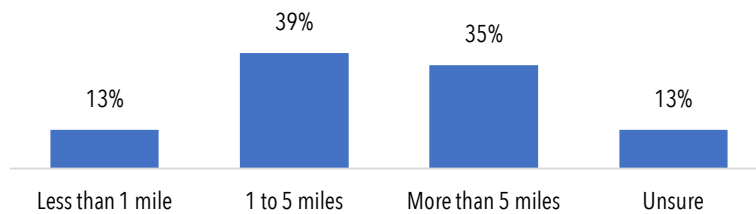
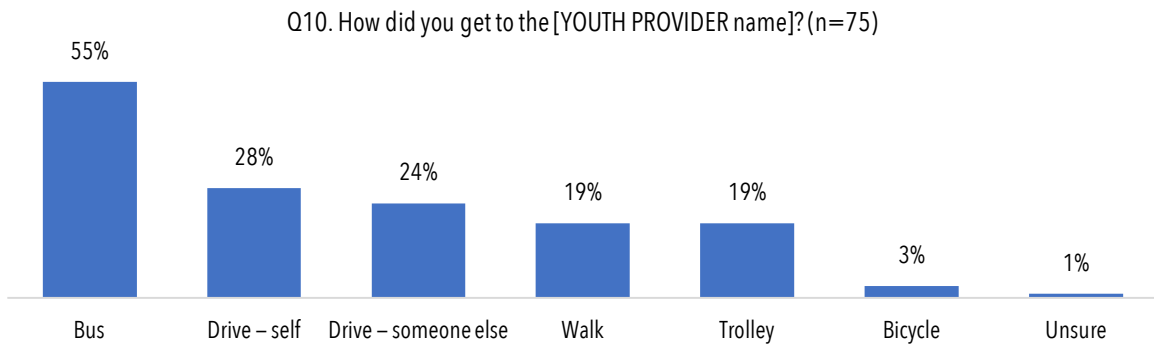While 37 percent of youth participants take less than 15 minutes to travel to their youth program provider, more than 40 percent travel 30 or more minutes.
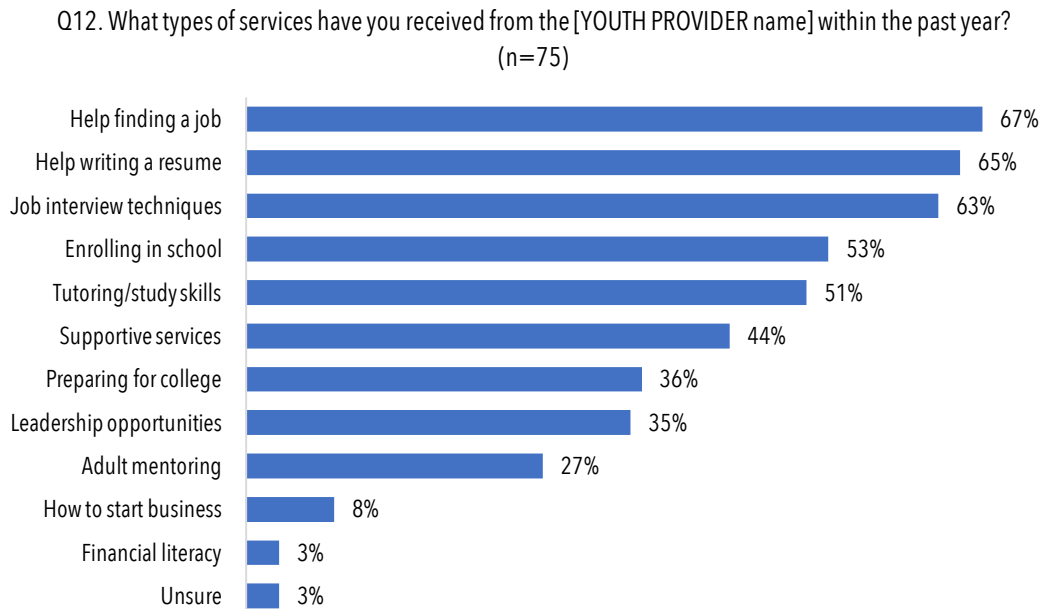
Q11. How long did it take you to travel from your home to the [YOUTH PROVIDER name]? (n=75)

Less than 15 minutes	15 to 30 minutes	30 to 60 minutes	More than 60 minutes	Unsure
37%	17%	31%	12%	3%
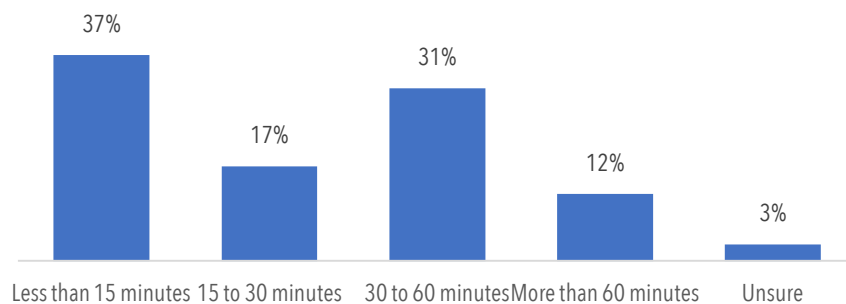
Youth participants travel by bus as their primary mode of transportation to SDWP-funded youth program providers.

Q10. How did you get to the [YOUTH PROVIDER name]? (n=75)
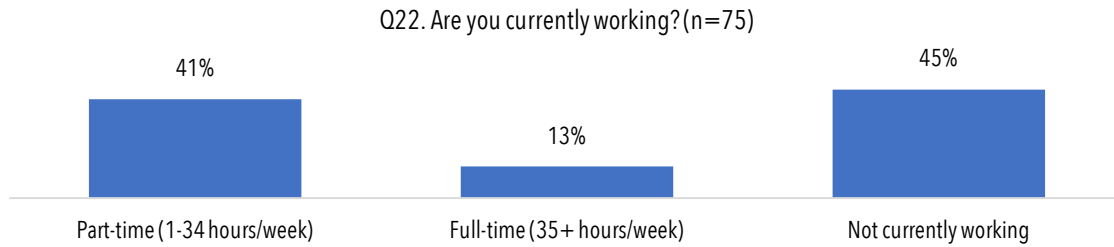
Category	Percentage
Bus	55%
Drive – self	28%
Drive – someone else	24%
Walk	19%
Trolley	19%
Bicycle	3%
Unsure	1%

Key services and support from youth providers include job-readiness services.

Q12. What types of services have you received from the [YOUTH PROVIDER name] within the past year? (n=75)

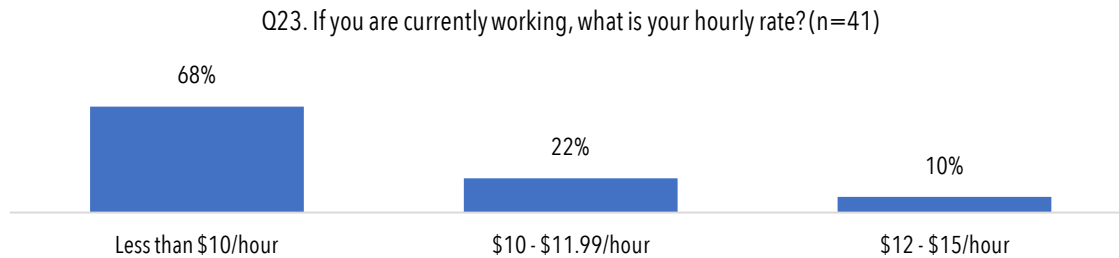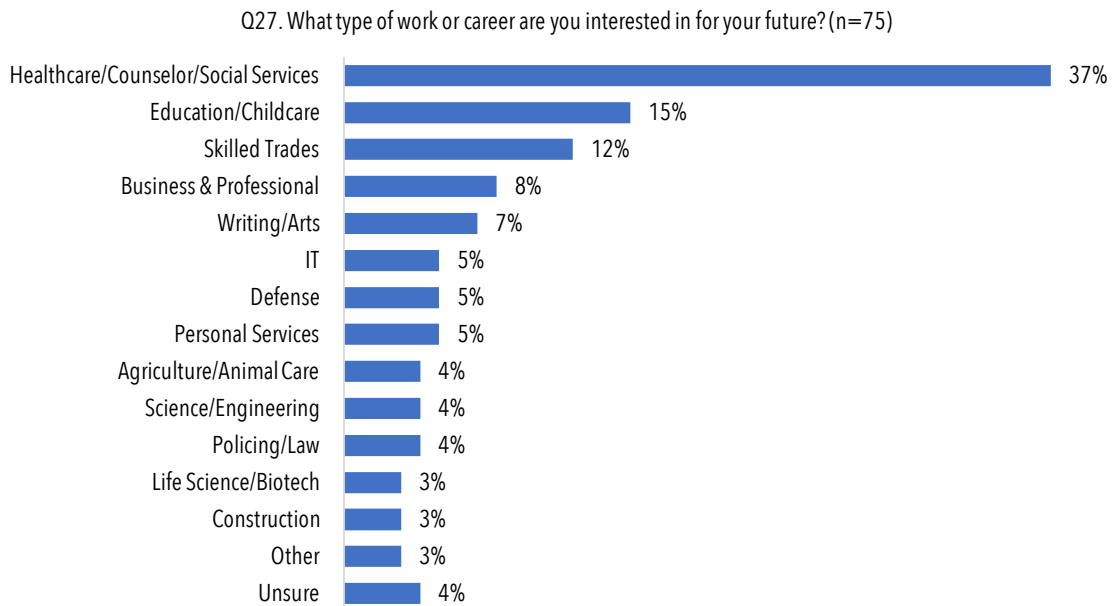| Service	Percentage
Help finding a job	67%
Help writing a resume	65%
Job interview techniques	63%
Enrolling in school	53%
Tutoring/study skills	51%
Supportive services	44%
Preparing for college	36%
Leadership opportunities	35%
Adult mentoring	27%
How to start business	8%
Financial literacy	3%
Unsure	3%

Skills, Employment and Training

A slight majority of youth participating in SDWP-funded programs are currently working part- or full-time.

Q22. Are you currently working? (n=75)

Part-time (1-34 hours/week)	Full-time (35+ hours/week)	Not currently working
41%	13%	45%

The average hourly earnings among employed youth is less than $10 per hour.

Q23. If you are currently working, what is your hourly rate? (n=41)

Less than $10/hour	$10 - $11.99/hour	$12 - $15/hour
68%	22%	10%

When asked about their future career choice, youth resoundingly responded "healthcare/counselor/social services."

Q27. What type of work or career are you interested in for your future? (n=75)

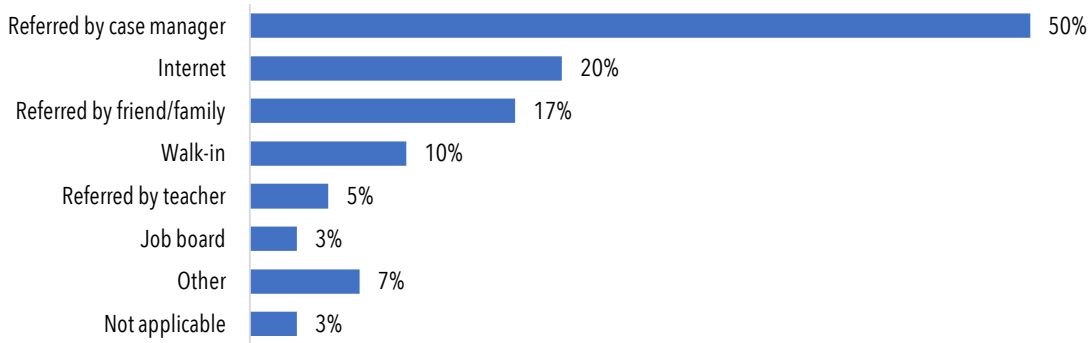| Category	Percentage
Healthcare/Counselor/Social Services	37%
Education/Childcare	15%
Skilled Trades	12%
Business & Professional	8%
Writing/Arts	7%
IT	5%
Defense	5%
Personal Services	5%
Agriculture/Animal Care	4%
Science/Engineering	4%
Policing/Law	4%
Life Science/Biotech	3%
Construction	3%
Other	3%
Unsure	4%

More than half of youth participants reported having work experience in the past year.

Q24. In the past year, did you complete an apprenticeship, internship or other on-the-job training experience, either paid or unpaid? (n=75)

No	41%
Yes	59%

Case managers from SDWP-funded youth providers played a significant role in helping youth participants find their work experience.

Q25. How did you find your current job, apprenticeship, internship or other on-the-job training? (n=60)

Referred by case manager	50%
Internet	20%
Referred by friend/family	17%
Walk-in	10%
Referred by teacher	5%
Job board	3%
Other	7%
Not applicable	3%

Youth participants resoundingly reported satisfaction with SDWP-funded youth providers.

Q17. Overall, how satisfied are you with the services you received at [YOUTH PROVIDER name]? (n=75)

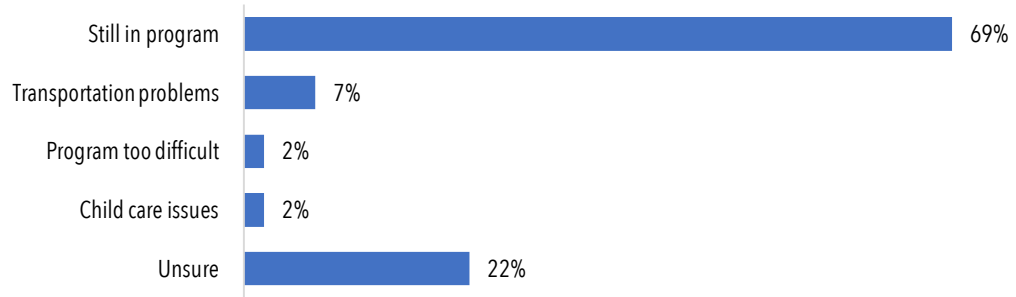| Very Satisfied	Somewhat Satisfied	Somewhat Dissatisfied	Very Dissatisfied	Unsure
81%	12%	4%	1%	1%
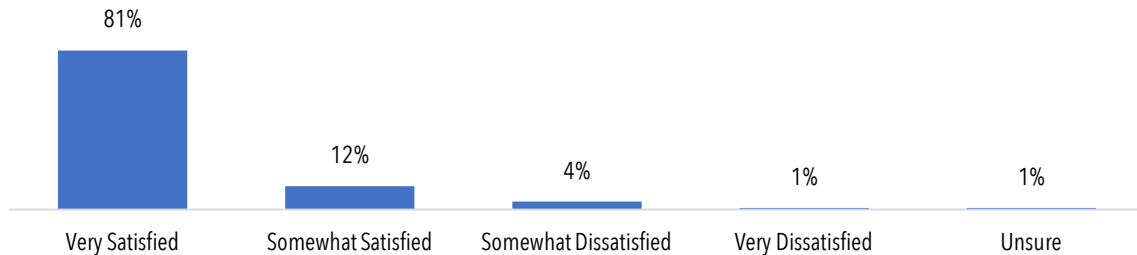
The majority of youth who did not complete their SDWP-funded program were still enrolled at the time of the survey.

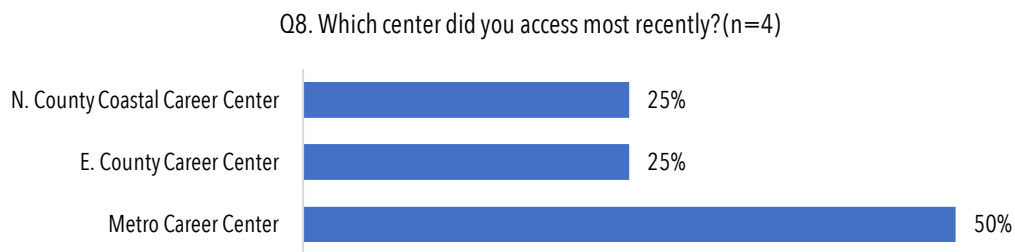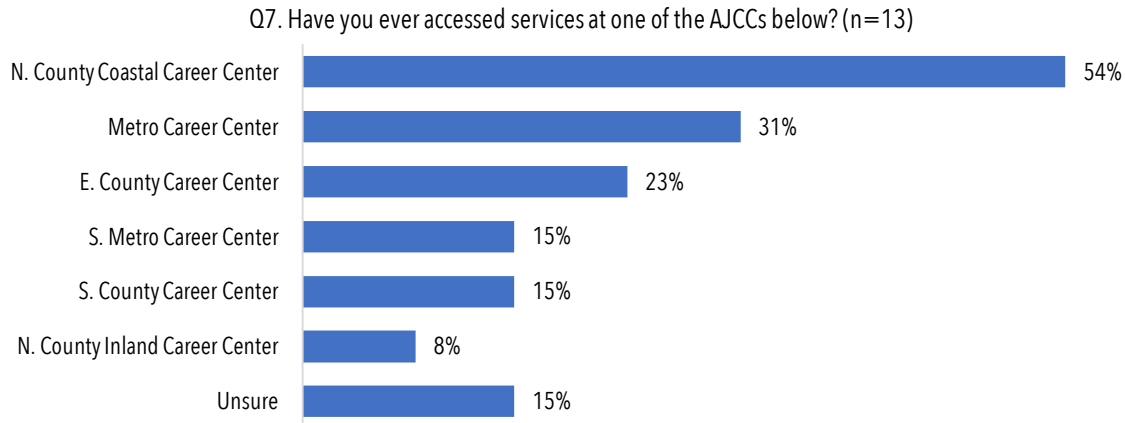**Q13. Did you complete the program? (n=75)**

No/Not Applicable	60%
Yes	40%

Q14. What prevented you from completing the program? (n=75)

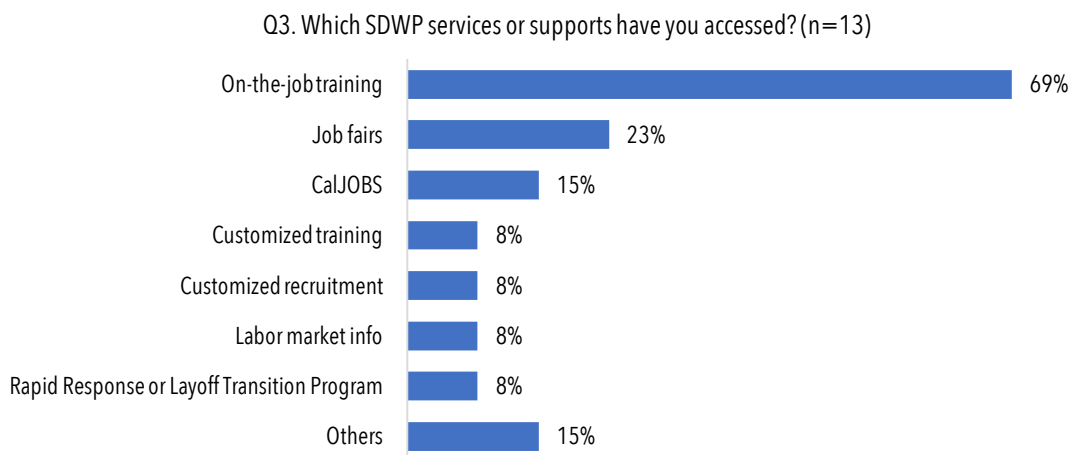| Category	Percentage
Still in program	69%
Transportation problems	7%
Program too difficult	2%
Child care issues	2%
Unsure	22%

Employers Survey Results

This section provides an overview of employer responses; however, caution should be taken when interpreting these results due to the small number of responses associated with this cohort.

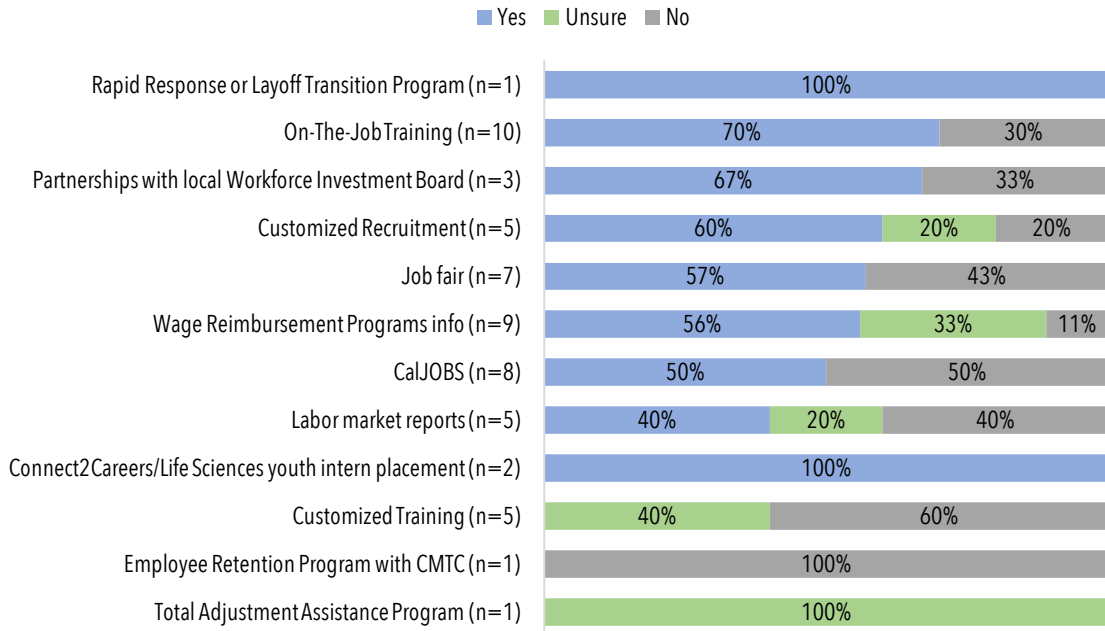The majority of respondents accessed services from the North County Coastal Career Center.

Q7. Have you ever accessed services at one of the AJCCs below? (n=13)

Center	Percent
N. County Coastal Career Center	54%
Metro Career Center	31%
E. County Career Center	23%
S. Metro Career Center	15%
S. County Career Center	15%
N. County Inland Career Center	8%
Unsure	15%

Q8. Which center did you access most recently? (n=4)

Center	Percent
N. County Coastal Career Center	25%
E. County Career Center	25%
Metro Career Center	50%

Employers primarily participated in the On-the-Job Training program.

Q3. Which SDWP services or supports have you accessed? (n=13)

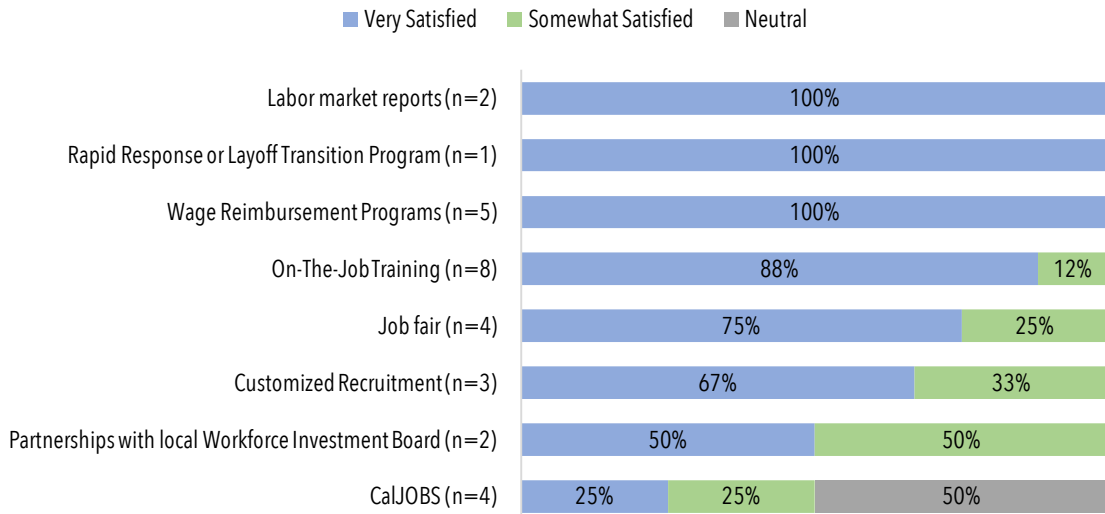| Service	Percent
On-the-job training	69%
Job fairs	23%
CalJOBS	15%
Customized training	8%
Customized recruitment	8%
Labor market info	8%
Rapid Response or Layoff Transition Program	8%
Others	15%

The following depicts employer usage of selected business-related programs and services. Services may be accessed more than once.

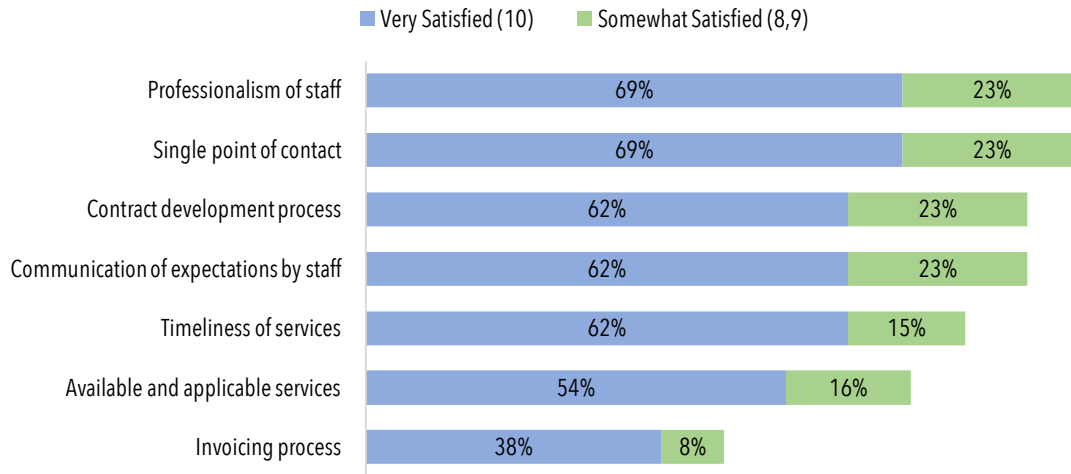## Q16. Have you ever used this program?

Legend: ■ Yes ■ Unsure ■ No

Program	Yes	Unsure	No
Rapid Response or Layoff Transition Program (n=1)	100%		
On-The-Job Training (n=10)	70%		30%
Partnerships with local Workforce Investment Board (n=3)	67%		33%
Customized Recruitment (n=5)	60%	20%	20%
Job fair (n=7)	57%		43%
Wage Reimbursement Programs info (n=9)	56%	33%	11%
CalJOBS (n=8)	50%		50%
Labor market reports (n=5)	40%	20%	40%
Connect2Careers/Life Sciences youth intern placement (n=2)	100%		
Customized Training (n=5)		40%	60%
Employee Retention Program with CMTC (n=1)			100%
Total Adjustment Assistance Program (n=1)		100%	

Aside from CalJOBS, more than 50 percent of employers were "somewhat satisfied" or "very satisfied" with SDWP and its programs and services.

## Q17. How satisfied are you with this program?

Legend: ■ Very Satisfied ■ Somewhat Satisfied ■ Neutral

Program	Very Satisfied	Somewhat Satisfied	Neutral
Labor market reports (n=2)	100%		
Rapid Response or Layoff Transition Program (n=1)	100%		
Wage Reimbursement Programs (n=5)	100%		
On-The-Job Training (n=8)	88%	12%	
Job fair (n=4)	75%	25%	
Customized Recruitment (n=3)	67%	33%	
Partnerships with local Workforce Investment Board (n=2)	50%	50%	
CalJOBS (n=4)	25%	25%	50%

Q18. Thinking about the services you received, how satisfied were you with the following? (n=13)

■ Very Satisfied (10) ■ Somewhat Satisfied (8,9)

	Very Satisfied	Somewhat Satisfied
Professionalism of staff	69%	23%
Single point of contact	69%	23%
Contract development process	62%	23%
Communication of expectations by staff	62%	23%
Timeliness of services	62%	15%
Available and applicable services	54%	16%
Invoicing process	38%	8%

Q9. Overall, how would you rate the level of customer service provided by the staff employed by the AJCC? (n=13)

Good	46%
Excellent	54%
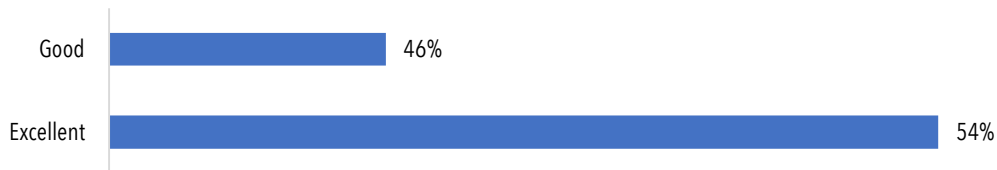
Of the employers that accessed the AJCC network, 69 percent reported hiring as a result of engaging with the AJCC network and 56 percent indicated that the AJCC network was very effective in preparing job seekers for work.

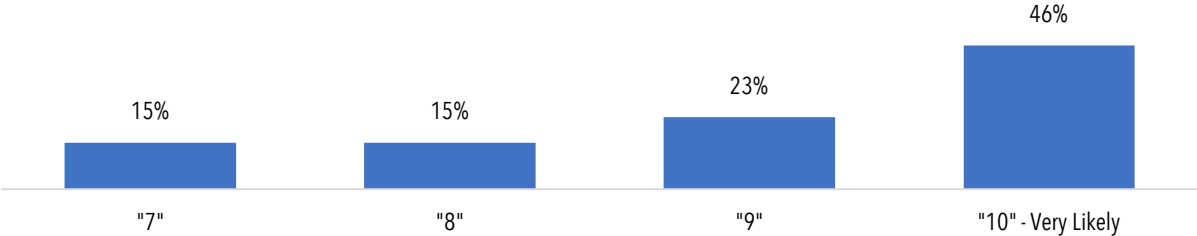Q10. Has your company or organization hired any workers as a result of your engagement with the AJCC? (n=13)

Unsure 8%
No 23%
Yes 69%
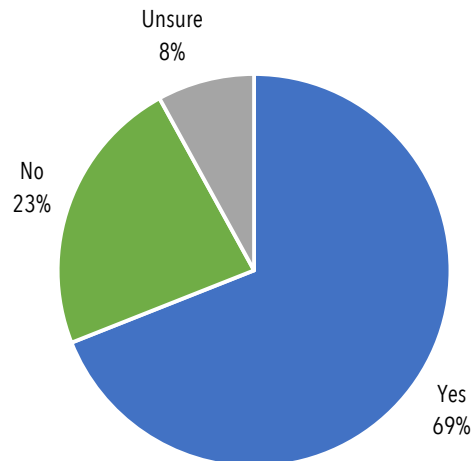
Q11. Overall, how effective was the AJCC in preparing the employee(s) that you hired? (n=9)

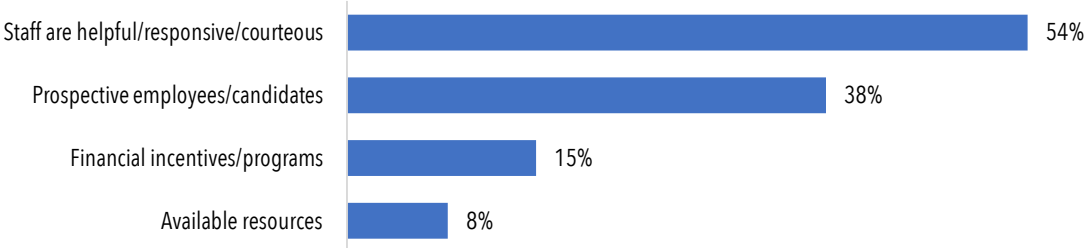- Unsure 11%
- Very effective 56%
- Somewhat effective 33%
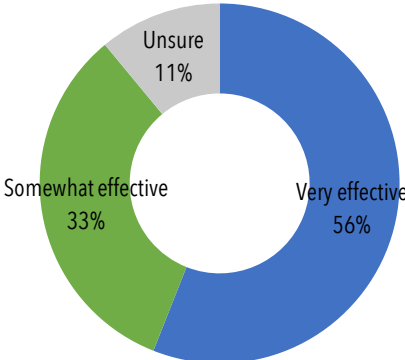
The likelihood of employers recommending the AJCC network is high due to the helpful, responsive and courteous staff.

Q12. How likely would you be to recommend the services of the AJCCs to another business, assuming they are not a direct competitor? Please use the scale below where "1" means you would be "not likely at all" to recommend the services of the <NAME OF CAREE

"7"	"8"	"9"	"10" - Very Likely
15%	15%	23%	46%

Q13. What is the most important reason for recommending AJCC services? (n=13)

- Staff are helpful/responsive/courteous — 54%
- Prospective employees/candidates — 38%
- Financial incentives/programs — 15%
- Available resources — 8%

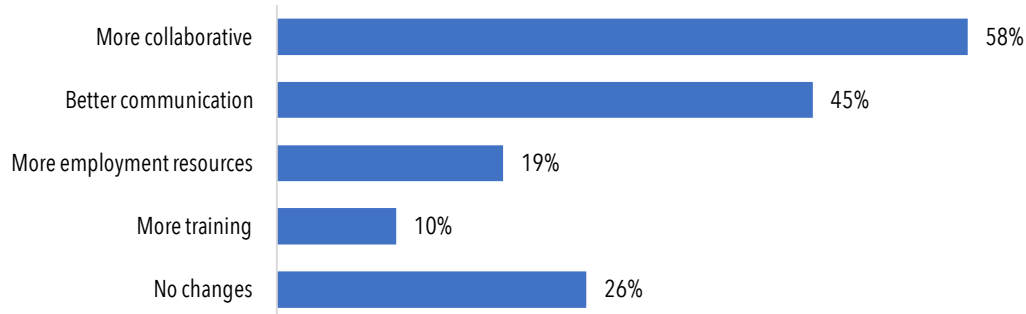# Community Stakeholders and Funded Partners Survey Results

This section provides an overview of survey responses from community stakeholders and funded partners. Approximately 50 percent of the funded partners self-identified as youth service providers and 33 percent self-identified as adult service providers. Less than 20 percent of funded partners worked in an AJCC or a satellite office. Sixty-six percent of community stakeholders participating in the research were involved with non-profit organizations while 30 percent of individuals worked in a for-profit business; the remainder were public sector employees.

Funded partners and community stakeholders primarily view SDWP as "good support" and as a "funding provider."

Q3. As an organization that receives funding from SDWP, what best describes your current relationship with SDWP? (n=31)

Good support	39%
Funding provider	39%
Employment support	29%
Policy maker/governing body	23%
Guide	16%
Unsure	3%
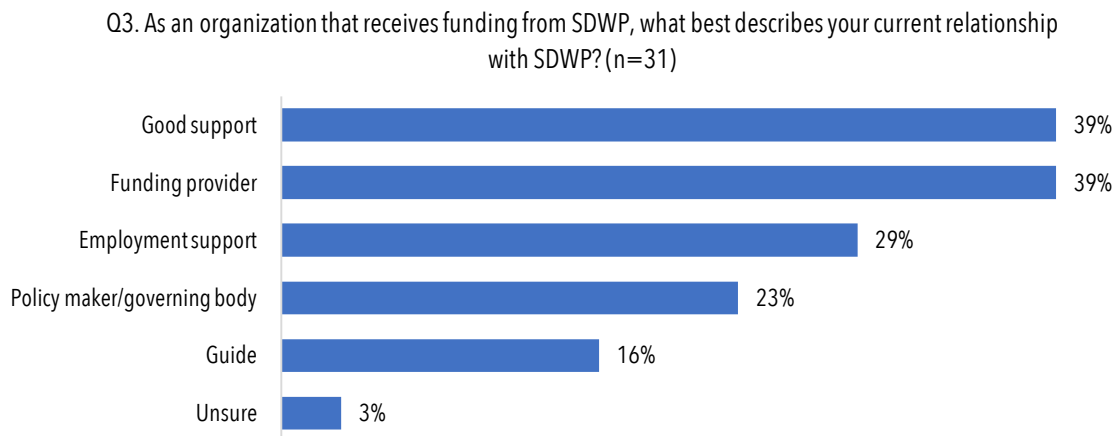
When asked to describe the relationship they would like to have with SDWP, the three C's topped the list of responses — *collaboration, consultation* and *communication*.

Q4. What best describes the relationship you would like to have with SDWP? (n=31)

More collaborative	58%
Better communication	45%
More employment resources	19%
More training	10%
No changes	26%

Additional results provided through in-depth interviews with funded partners included the following:

Some felt that the current approach was more of a "top down" approach that did not give them an equal voice in how programs were being delivered. The ability to be more active in the decision-making process was considered desirable for a number of these funded partners, with some suggesting more "open forums" that enabled program delivery agents to provide feedback or input

on funding and programs. In some instances, funded partners noted that they had several years of experience, were very knowledgeable about different aspects of the program and had much to offer.

In some cases, research participants felt they were not provided with updates on new initiatives or activities directly but rather heard about things "through the grapevine." Others noted that the needs of employers and job seekers across the region were unique and that it was important for SDWP to communicate with people out in the field to gain an understanding of the different regional needs.

Funded partners reported that regularly hosted funded partner meetings are helpful, particularly with the information provided.

Q12. How helpful are the regular funded partner meetings hosted by SDWP in providing you with resources to effectively conduct your work? (n=31)
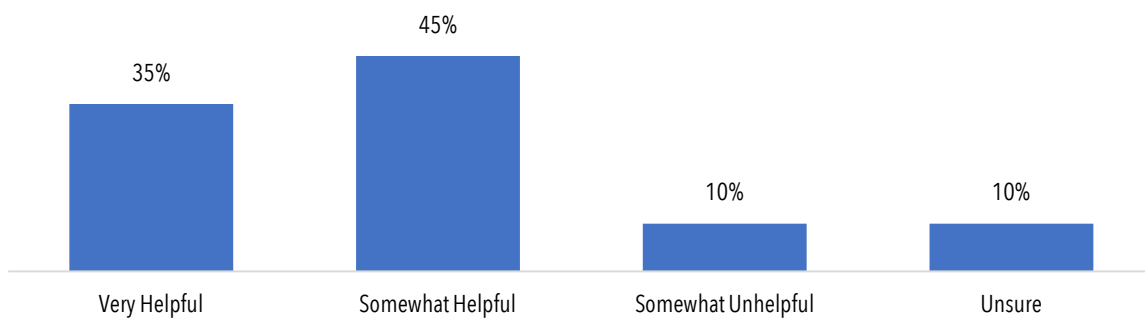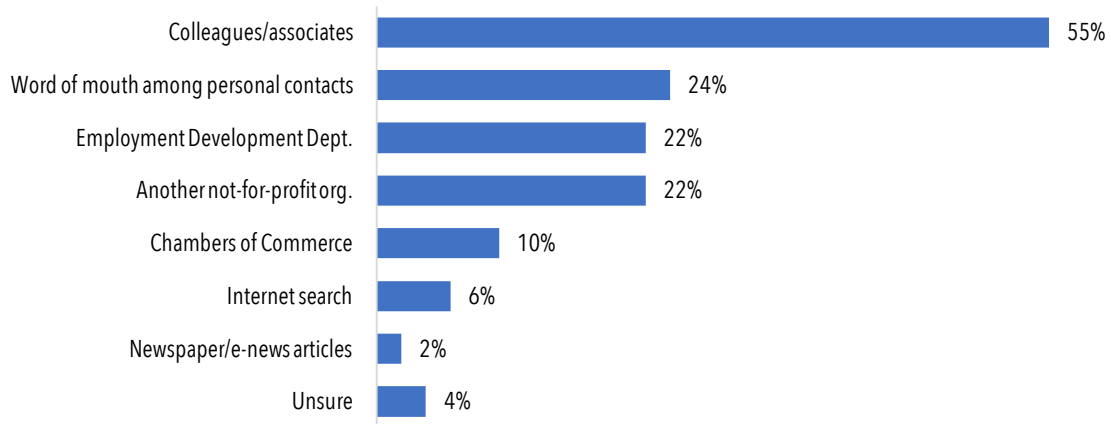

Q13. What works well at the funded partner meetings? (n=31)
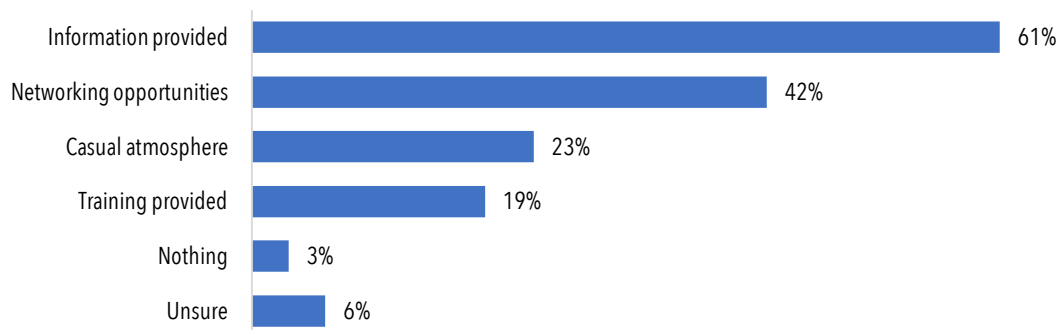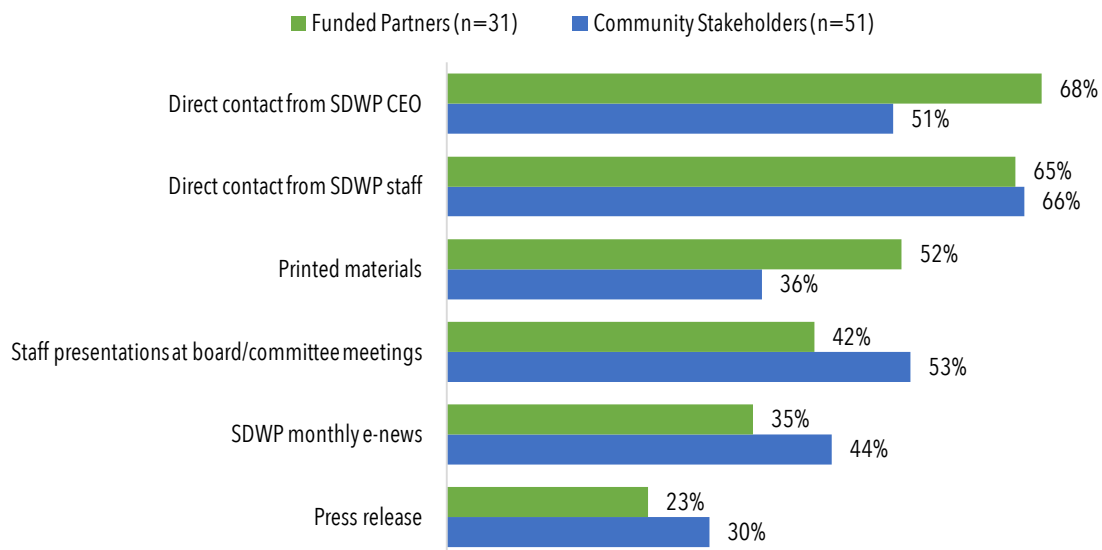

Communications and Outreach

Funded partners first learned about SDWP through colleagues and associates.

Q3. How did you first see, read or hear information about SDWP? (n=51)

Colleagues/associates	55%
Word of mouth among personal contacts	24%
Employment Development Dept.	22%
Another not-for-profit org.	22%
Chambers of Commerce	10%
Internet search	6%
Newspaper/e-news articles	2%
Unsure	4%

Funded partners and community stakeholders found direct communication from SDWP CEO and staff to be the most valuable form of communication.

Q9/7. How valuable are the following communication methods provided by SDWP for you and your organization? (Select all that apply).

■ Funded Partners (n=31)   ■ Community Stakeholders (n=51)

|	Funded Partners	Community Stakeholders
Direct contact from SDWP CEO	68%	51%
Direct contact from SDWP staff	65%	66%
Printed materials	52%	36%
Staff presentations at board/committee meetings	42%	53%
SDWP monthly e-news	35%	44%
Press release	23%	30%

A few funded partners added that *emails* or *electronic correspondence* from SDWP would be a valuable way for SDWP to communicate with them, and some appreciated participating in *labor market sector strategy* forums that were hosted by SDWP. One respondent pointed out that SDWP hosted quarterly meetings in the past where funded partners could provide input on program operations. This respondent felt there was a need to formalize these meetings and schedule them on a regular basis.

While some respondents felt that they were not currently receiving much value from interactions with SDWP managers or specialist staff, many noted that a regularly hosted meeting would be welcome.

Additionally, several community stakeholders added that *emails* would be another effective communication vehicle while a couple of community stakeholders also noted that *social media* would be useful. The *summit* and *gatherings of businesses and educational institutions* were other valuable methods for communicating with this cohort in the view of a small number of respondents.

Overall, satisfaction with SDWP communications among funded partners was relatively high with more than 70 percent indicating that they were "very satisfied" or "somewhat satisfied."

Q10. Overall, how satisfied are you with the level of communication provided by SDWP through various methods (e.g., e-mails, meetings, phone calls, reports, online)? (n=31)
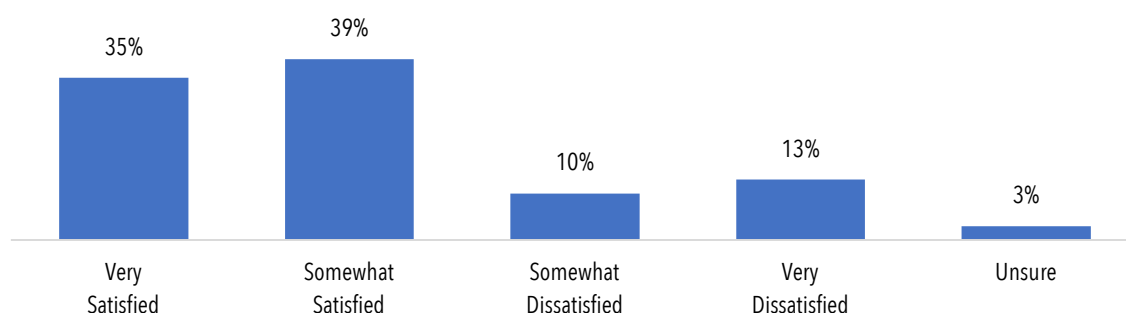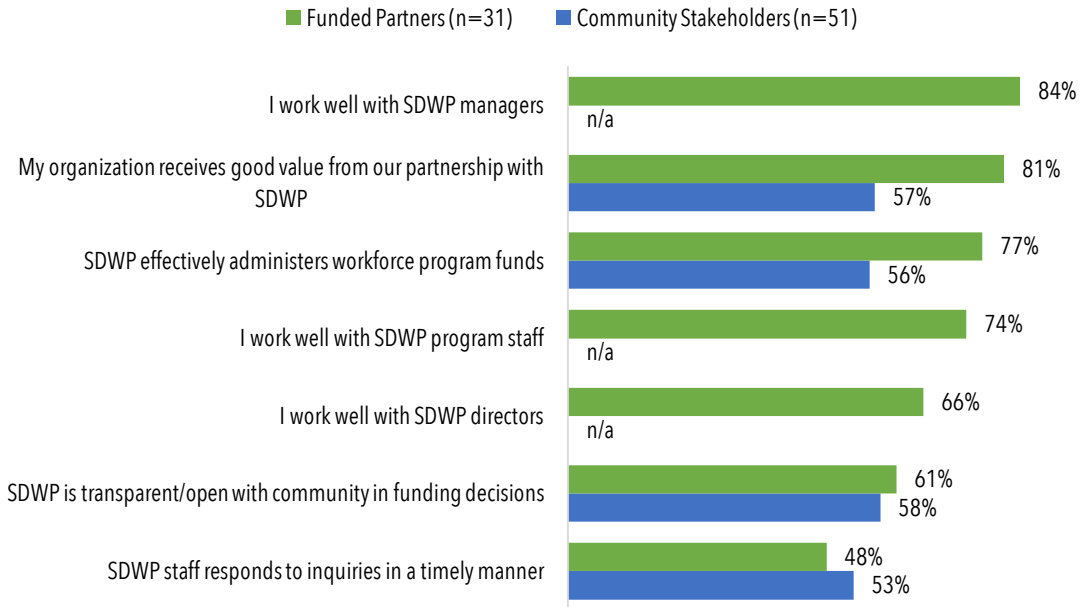

In terms of overall processes, nearly half of the respondents in each group perceived SDWP to be effective in providing fair/open procurement process, communicating how to do business, understanding needs of the business community and working with diverse funded partners.

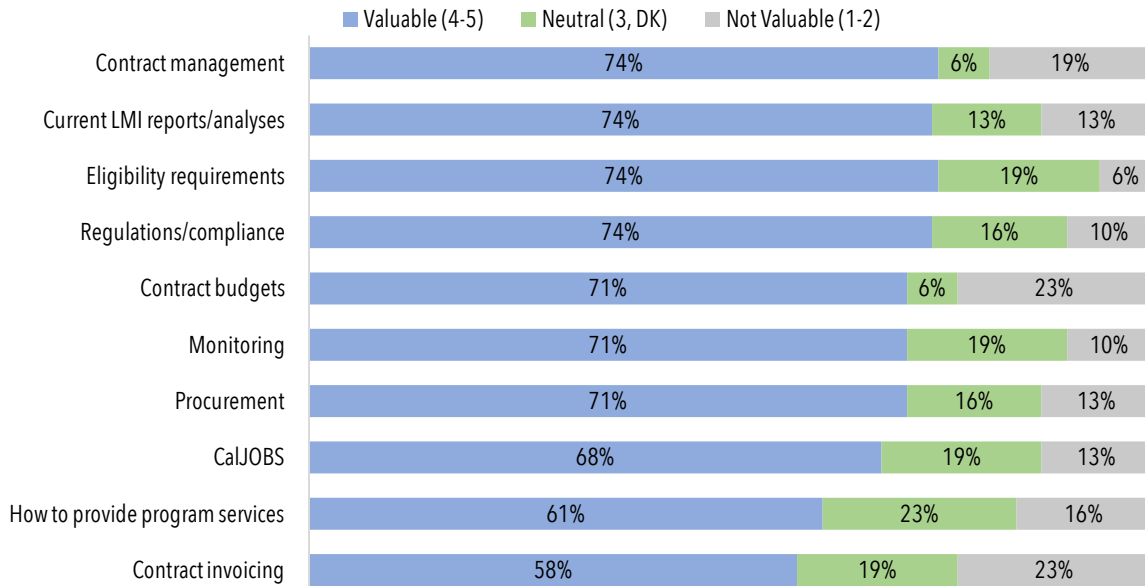Q14a/9a. How effective is SDWP in the following categories?
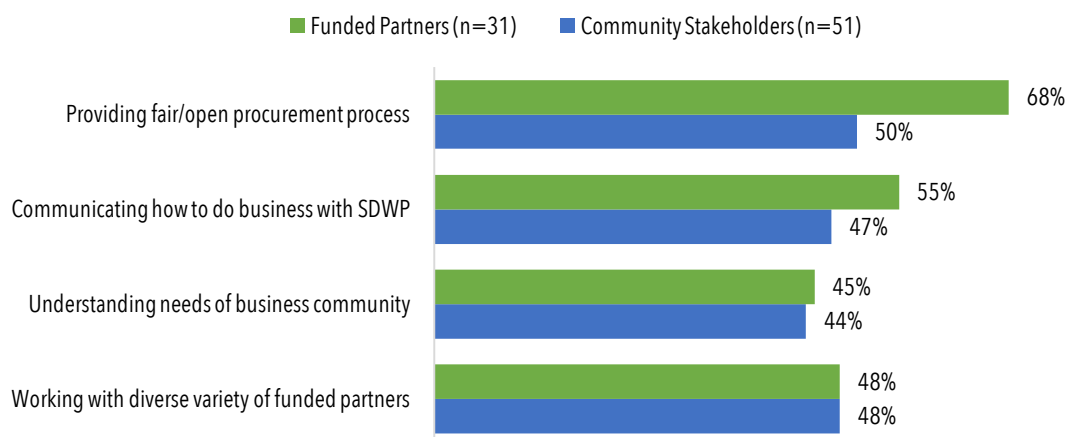
Funded partners reported that they "somewhat agree" or "strongly agree" to working well with SDWP managers (84 percent) compared to directors (66 percent).

Q15/10. How strongly do you agree or disagree with the following statements?

Legend: ■ Funded Partners (n=31)   ■ Community Stakeholders (n=51)

Statement	Funded Partners	Community Stakeholders
I work well with SDWP managers	84%	n/a
My organization receives good value from our partnership with SDWP	81%	57%
SDWP effectively administers workforce program funds	77%	56%
I work well with SDWP program staff	74%	n/a
I work well with SDWP directors	66%	n/a
SDWP is transparent/open with community in funding decisions	61%	58%
SDWP staff responds to inquiries in a timely manner	48%	53%

Funded partners found a variety of training topics that SDWP can provide to be of value.

Q6. How valuable would each of the following general SDWP training topics be to your organization?
(n=31)

Legend: ■ Valuable (4-5)   ■ Neutral (3, DK)   ■ Not Valuable (1-2)

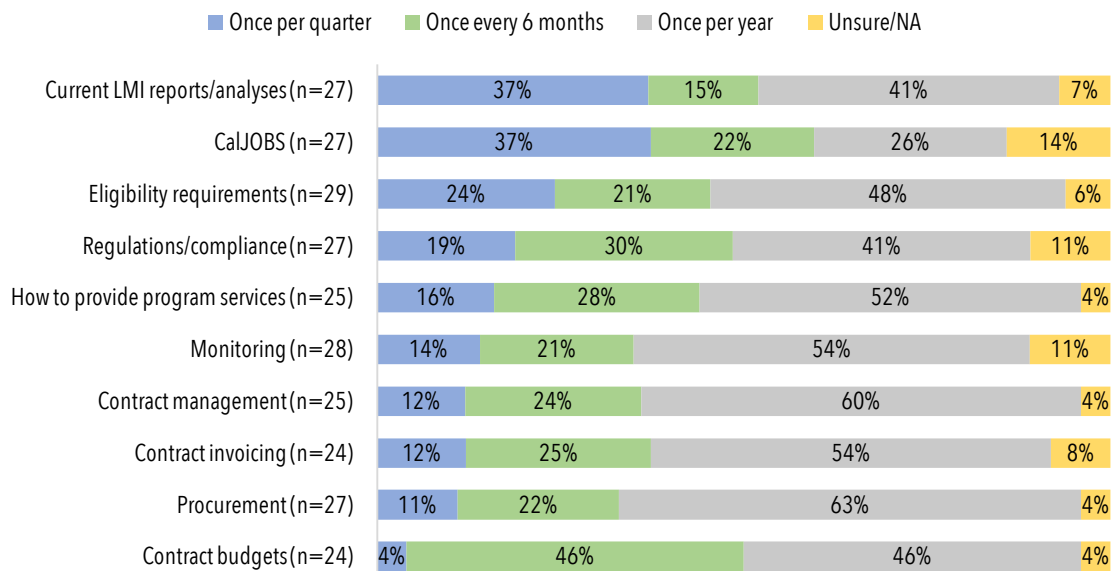| Training topic	Valuable (4-5)	Neutral (3, DK)	Not Valuable (1-2)
Contract management	74%	6%	19%
Current LMI reports/analyses	74%	13%	13%
Eligibility requirements	74%	19%	6%
Regulations/compliance	74%	16%	10%
Contract budgets	71%	6%	23%
Monitoring	71%	19%	10%
Procurement	71%	16%	13%
CalJOBS	68%	19%	13%
How to provide program services	61%	23%	16%
Contract invoicing	58%	19%	23%

Funded partners also mentioned several training topics that would be valuable such as *forward-looking training* that provided insights on how programs were changing or sessions that focused on the *regional diversity* of the county.

A few respondents also mentioned *"How to develop partnerships with employers"* or *"How to access customized training"* for companies. Respondents felt that this type of training was becoming increasingly important as the number of employers accessing customized training was expanding each year.

In addition, it was noted that SDWP should provide guidance regarding their *contract-related expectations* to help staff understand their roles and what is expected of them.

Additionally, funded partners reported their desired frequency of accessing SDWP training below.

Q7. How often would you like to receive training from SDWP?

	Once per quarter	Once every 6 months	Once per year	Unsure/NA
Current LMI reports/analyses (n=27)	37%	15%	41%	7%
CalJOBS (n=27)	37%	22%	26%	14%
Eligibility requirements (n=29)	24%	21%	48%	6%
Regulations/compliance (n=27)	19%	30%	41%	11%
How to provide program services (n=25)	16%	28%	52%	4%
Monitoring (n=28)	14%	21%	54%	11%
Contract management (n=25)	12%	24%	60%	4%
Contract invoicing (n=24)	12%	25%	54%	8%
Procurement (n=27)	11%	22%	63%	4%
Contract budgets (n=24)	4%	46%	46%	4%

Funded partners expressing an interest in accessing CalJOBS training were asked to identify specific CalJOBS-related training topics that would be most helpful for their organizations. In most cases, respondents indicated that *all areas of training* would be useful including *report preparation, performance management, closeouts and case notes*. Some added that it would be useful to get more direction about *navigating the system of* CalJOBS as well as learning more about the *use of templates* and conducting *follow-ups.*

Perceived Areas of Strength for SDWP

Additional information provided through depth interviews included the following:

Funded Partners

The most frequently-mentioned area of strength for SDWP according to funded partners participating in the research was its *ability to reach out to and meet the needs of diverse populations* including employers and youth. The fact that SDWP funds other organizations that meet the training and employment-related needs of those who are "most needy" was also considered a key strength for the organization.

The *labor market information services* offered by SDWP were considered to be top-notch by some funded partners who felt they were effective at collecting and disseminating this data.

A small number of funded partners praised SDWP for its *public relations efforts*, noting that they were good at promoting themselves. A few noted that their communications and messaging were improving.

The ability of SDWP to *respond to change* was impressive in the eyes of some funded partners who praised their efforts in "reinventing themselves" or in "modernizing their systems".

In addition, it was mentioned that SDWP was *transparent* and *responsive* and that "the program specialists are great".

Community Stakeholders

Community stakeholders participating in the research had the highest levels of praise for the *staff* at SDWP, with some noting that they "work hard," "act professionally" and provide "good leadership."

Several community stakeholders identified SDWP's second most common area of strength as the ability to *communicate well*, with one individual expressing satisfaction with how they "provide regular updates on programs."

An equal number of research participants lauded the efforts of SDWP on several fronts, including their ability to *offer quality education and training services, provide good referrals/candidates for jobs or internships* and *place youth/workers in jobs*. The fact that SDWP *promotes collaboration* by bringing together businesses, government and organizations also received several mentions.

The *provision of grants and funding of programs* was also viewed as an organizational strength by a smaller number of research participants, as was the *collection, analysis and dissemination of labor market data.*

Finally, the ability of SDWP to *keep up-to-date on laws/regulations/program changes* and *evolve to meet changing needs* were considered critical assets for SDWP according to a few community stakeholders participating in the research.

The fact that SDWP has *diverse membership* and *subsidizes employees* were also considered valuable.

Recommendations

This section of the report provides an overview of the recommendations put forth by different stakeholders participating in the research.

Recommendations from Community Stakeholders and Funded Partners

Recommendations put forth by community stakeholders and funded partners regarding various aspects of employment and training-related programming and program delivery in San Diego County are summarized below.

Recommendations for Improving SDWP Effectiveness

Additional information provided through depth interviews included the following:

Funded Partners

- In terms of *funding a diverse variety of funded partners*, a few funded partners felt SDWP was overly focused on the AJCCs at the expense of other worthwhile initiatives. It was felt that examining best practices in other jurisdictions and exploring new funding opportunities could improve the effectiveness of SDWP in this area.
- Some felt that becoming more engaged with employers would help SDWP become more sensitive and responsive to business needs. According to one funded partner, it was evident that "there are steps currently being taken to address this."
- One research participant suggested that SDWP could pursue a fairer and more open procurement process by having evaluators from outside the community read and assess grant proposals.

Community Stakeholders

- A few community stakeholders who gave low ratings to SDWP in the area of *working with a diverse variety of funded partners* suggested this process could be improved if SDWP was more open to funding less-established entities. One respondent felt that smaller, community-based agencies were at a significant disadvantage when competing against larger and more established agencies. "While I can understand some of the procurement processes are needed to meet regulations, I believe more can be done to help support the smaller, grassroots and frequently more diverse programs to secure and appropriately manage funding from SDWP." Another community stakeholder thought SDWP was overly-focused on AJCCs at the expense of other organizations. "Spread it around more" was their recommendation.
- Providing more direction to delivery agents would open the channels for *clearly communicating about how to do business with SDWP* in the view of a small number of community stakeholders. "We need to get more direction about what the information we are receiving is for and what we're supposed to do with it," noted one respondent.
- In terms of better *understanding the needs of the business community*, it was suggested that the administration of programs be more "business-friendly." A small number of research participants considered the application and reporting processes to be onerous and too time-

consuming. One respondent felt that the budgeting cycles were not logical and the communication between different departments within SDWP was lacking (e.g. Finance and Administration). Being more "forward-looking" was also considered important for businesses according to a research participant who stated "We need people with vision."

Recommendations for Improving SDWP Services

Q17/12. How could the San Diego Workforce Partnership improve its services?
(Funded Partners n=31; Community Stakeholders n=51)
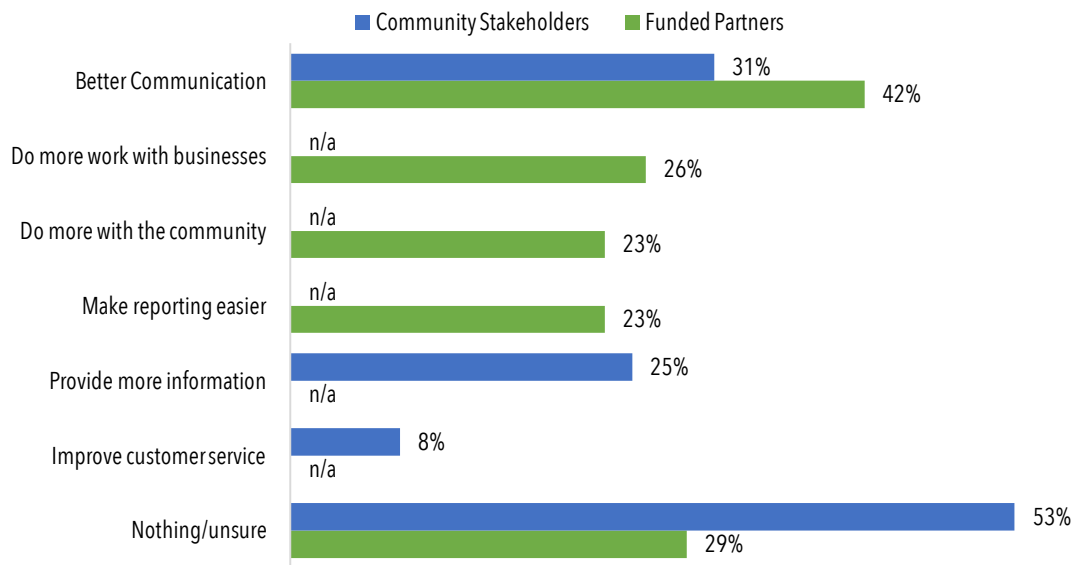
Additional information provided during interviews included the following:

Funded Partners

- Several funded partners wanted to feel like equal partners in the delivery of programs and desired greater input into the decision-making process. It was noted that program awareness and inter-departmental collaboration were critical to assist youth in transitioning into adult programs. In the words of one respondent, it is the best interest of SDWP to connect better with those delivering the programs because "if we look good, they look good."
- A small number of respondents added that SDWP needs to promote greater business and community involvement with the organization. The need for SDWP to undertake these activities to gain a greater understanding of diversity of the region was mentioned several times – they noted tat "one size fits all" is not effective.
- Suggested improvements for enhancing reporting systems and streamlining procedures included practices such as eliminating redundancies, clearly outlining expectations and running a more efficient operation.
- Other activities that SDWP could undertake to improve services included facilitating high-level meetings with service providers, providing information exchanges between different groups,
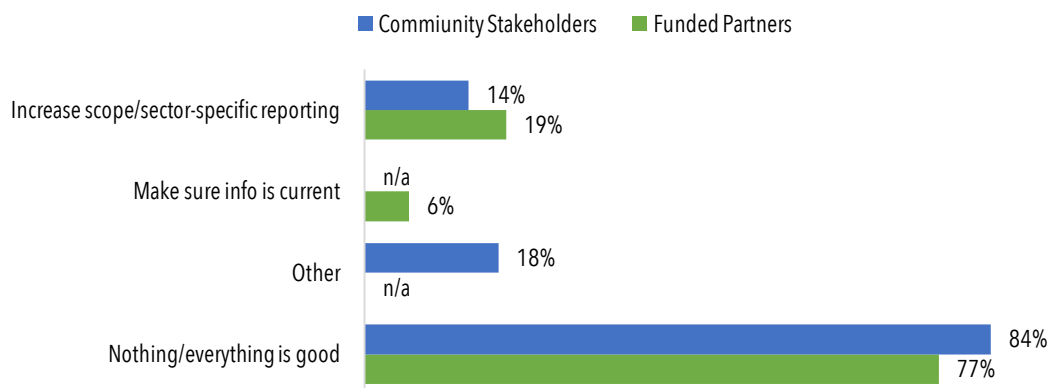
such as adult and youth service providers, and being less focused on businesses and more focused on the needs of job seekers.

Community Stakeholders

- By far, one of the key areas where the greatest number of community partners thought SDWP could improve its services was in communication. A number of respondents felt the organization could reach out more and talk to them about what is going on at SDWP. Several respondents recommended that SDWP could make a greater effort to do site visits, concurring with one individual who commented that "the personal touch is hard to beat." Some felt SDWP needed to communicate its expectations clearly to them while others wanted more information about what services were *available* through SDWP. "I wasn't aware SDWP did this much," commented one respondent.

- Improved communication was a recurring theme in the research, not only between SDWP and its stakeholders, but also within the organization itself. One respondent pointed out that "the departments have to communicate with each other [internally]. They need to know their programs and explain what is required up front, and not after-the-fact." According to this respondent, this would enable SDWP to better serve their clientele.

- SDWP must be innovative in their communications according to another respondent who noted that they are frequently "bombarded by emails." In her view, it would be best to establish a single point-of-contact within the different businesses and organizations so they know who to contact if they have questions. Linking up with Human Resources networks or other associations would be another way to effectively disseminate information to a larger pool of targeted individuals within the business community, according to one respondent.

- Other areas where a small number of respondents felt SDWP can improve its services were in the provision of labor market data, training funded partners, and being innovative and creative.

- Greater integration between EDD and SDWP would reduce duplication and result in a more effective use of resources. Some also felt SDWP needed more staff in order to effectively meet the demands of its partners.

- Finally, other recommendations included a desire to see SDWP lobbying more for those who need it most, expand youth programs, provide a more customer service-oriented approach, and being more efficient.

- More than 50 percent of community stakeholders did not offer any recommendations for improvements; several offered encouraging remarks such as "keep on doing what they're doing."

Recommendations for Improving SDWP Labor Market Information Reporting

Q11b/8b. Do you have any comments or suggestions for improving research and labor market reporting by SDWP? (Funded partners n=31; Community stakeholders n=51)

■ Commiunity Stakeholders   ■ Funded Partners

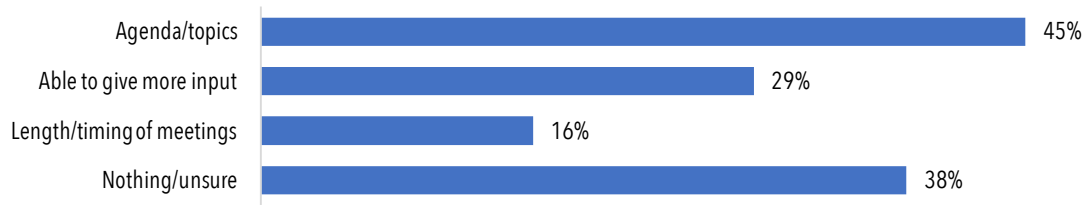| Category	Community Stakeholders	Funded Partners
Increase scope/sector-specific reporting	14%	19%
Make sure info is current	n/a	6%
Other	18%	n/a
Nothing/everything is good	84%	77%

Additional information provided through depth interviews included the following:

- Overall, funded partners and community stakeholders participating in the research offered high accolades for the labor market research and reporting done by SDWP. In fact, one respondent succinctly echoed the views of many when he noted "I have great admiration of those working in this area. They are quite methodical in gathering the information and disseminating it." There were, nonetheless, some suggestions put forth on how SDWP's labor market reports can be improved.

- Some respondents suggested the labor market research and reporting could be improved by increasing the scope and/or providing sector-specific reporting, including expanding the range of sector reports to include other areas such as social services or providing labor market information for specific sub-populations by income, ethnicity or at the sub-regional level.

- Ensuring content is kept current is also critical:
  - It is important to make the reports layman-friendly by insuring the information presented is easy to understand and written in a clear and concise manner. One respondent pointed out that many clients speak English as a second language or have low literacy with low levels of education or skills, and very little computer acumen. Funded partners felt that those clients need extra assistance to access the available labor market information.
  - Another recommendation was to make reports forward-looking. Rather than reporting on data collected in previous years, the reports should include forecasts, as businesses need to know how to plan ahead to meet their workforce needs.

Recommendations for Improving Regular Funded Partner Meetings

Q13b. What could be improved at the funded partner meetings? (n=31)

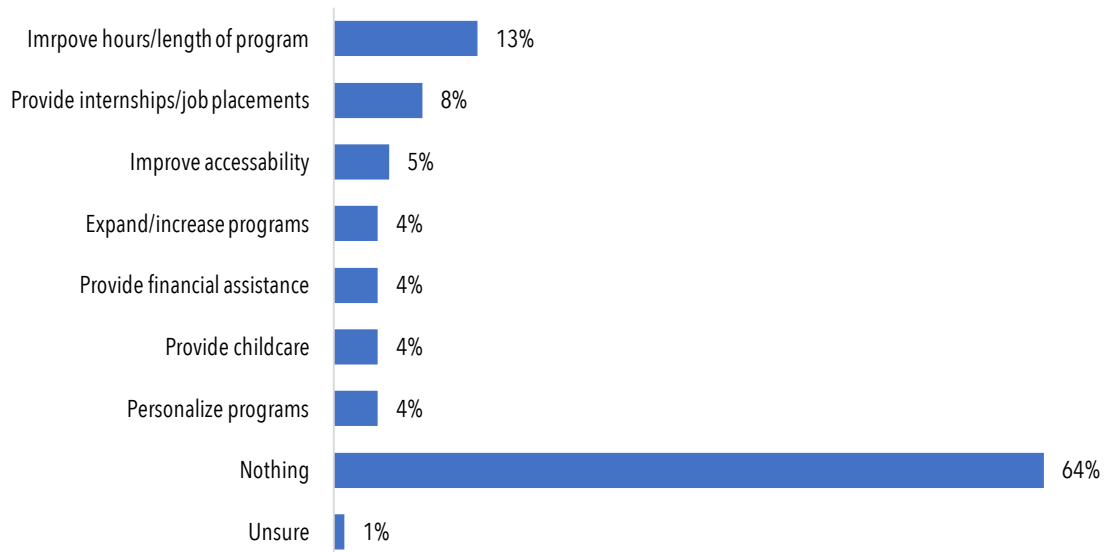| Category	Percentage
Agenda/topics	45%
Able to give more input	29%
Length/timing of meetings	16%
Nothing/unsure	38%

Recommendations from Youth Participants

Suggested program and service improvements put forth by youth participants are examined in this section of the report.
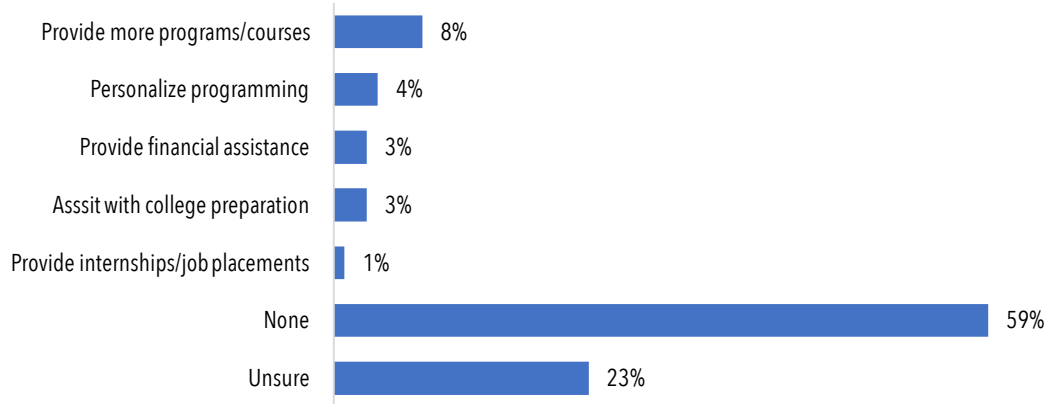
Recommendations for Improving Agency Services

Q15. What would you change about the program and/or services to make them better? (n=75)

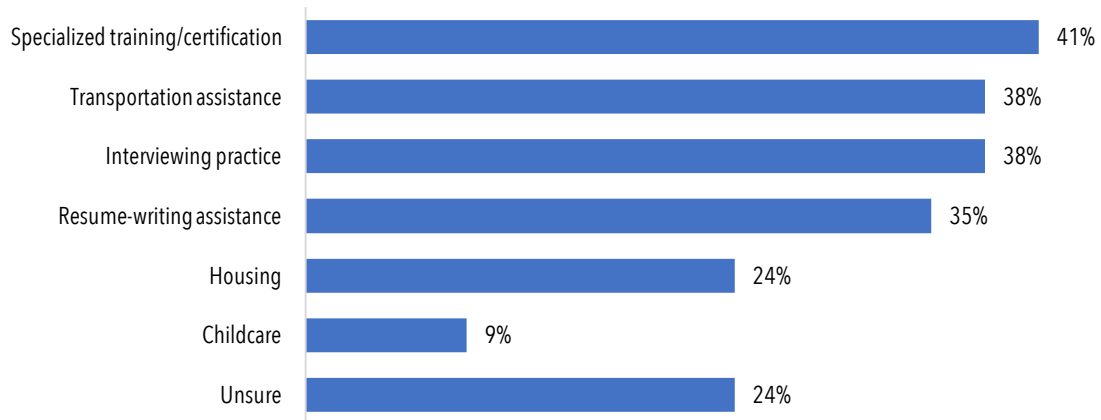| Category	Percentage
Imrpove hours/length of program	13%
Provide internships/job placements	8%
Improve accessability	5%
Expand/increase programs	4%
Provide financial assistance	4%
Provide childcare	4%
Personalize programs	4%
Nothing	64%
Unsure	1%

Desire for Additional Career and Education-Related Programs & Services

Q16. Are there any additional programs and/or services that would help you reach your education and/or career goals that you are not currently receiving or have available to you? (n=75)

Category	Percentage
Provide more programs/courses	8%
Personalize programming	4%
Provide financial assistance	3%
Asssit with college preparation	3%
Provide internships/job placements	1%
None	59%
Unsure	23%

Additional Required Job Search-related Services and Resources

Q26. If you aren't currently working, what additional services and/or resources would help you find a job and keep it? (n=34)

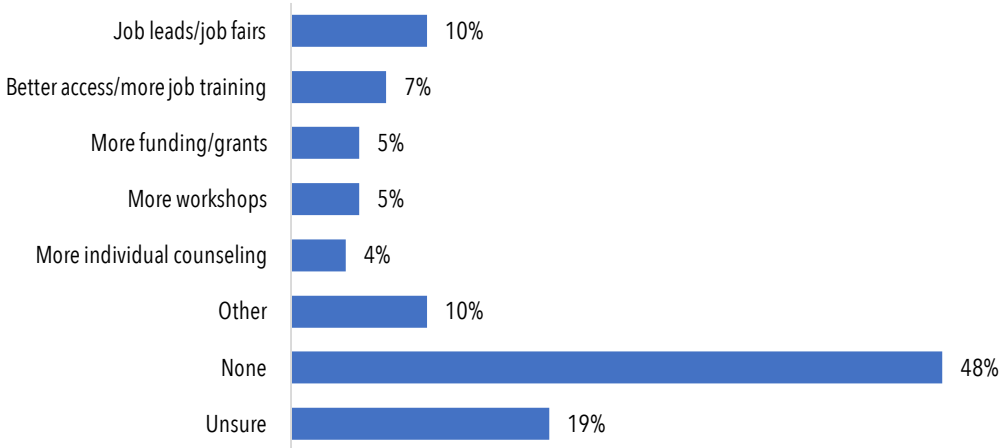| Category	Percentage
Specialized training/certification	41%
Transportation assistance	38%
Interviewing practice	38%
Resume-writing assistance	35%
Housing	24%
Childcare	9%
Unsure	24%

Recommendations from Adult & Dislocated Worker Job Seekers

Recommendations put forth by the adult and dislocated worker job seekers for improving program delivery are examined in this section of the report.
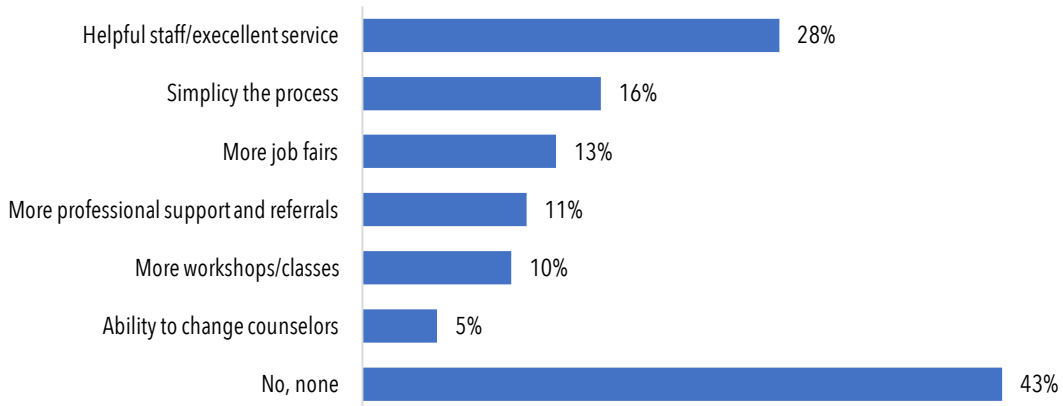
Additional Desired Employment-related Services and Support

Category	Percentage
Job leads/job fairs	10%
Better access/more job training	7%
More funding/grants	5%
More workshops	5%
More individual counseling	4%
Other	10%
None	48%
Unsure	19%

AJCC-related Service Appraisal and Recommendations

Q29. Do you have any other comments on the services of the AJCC, including things you would like to see improved or things that you particularly like about the services offered? (n=519)

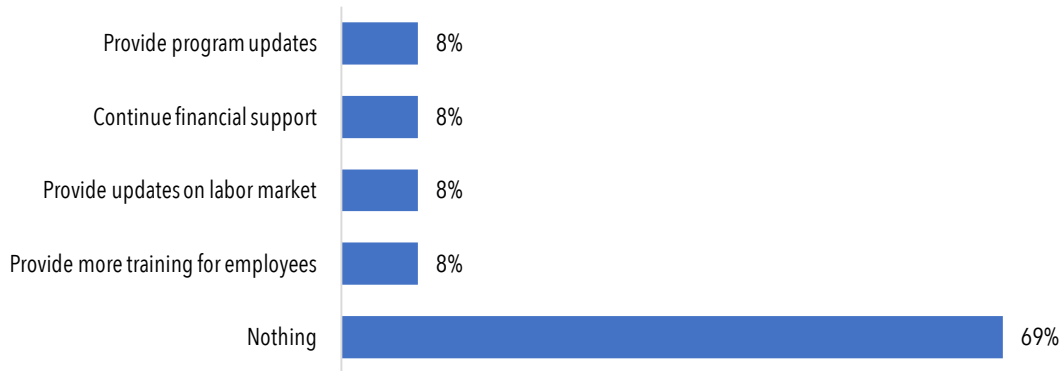| Category	Percentage
Helpful staff/exececllent service	28%
Simplicy the process	16%
More job fairs	13%
More professional support and referrals	11%
More workshops/classes	10%
Ability to change counselors	5%
No, none	43%

Recommendations from Employers

Recommendations put forth by employers regarding business services, labor market information reporting and program delivery are examined in this section of the report.
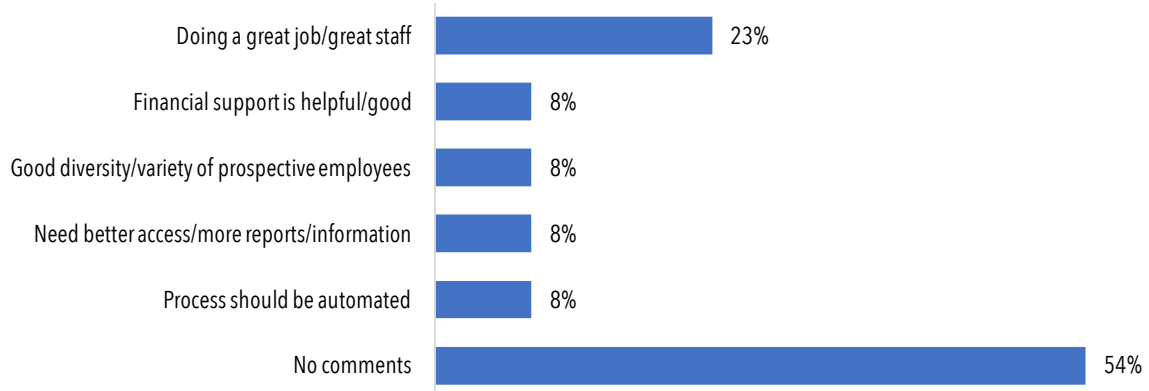
Recommendations for improving SDWP services among employers

Q20. What can SDWP do to further assist your business with its needs? (n=13)

Provide program updates	8%
Continue financial support	8%
Provide updates on labor market	8%
Provide more training for employees	8%
Nothing	69%

Recommendations for improving AJCC services among employers

Q14. Do you have any other comments on the services of AJCC, including things you would like to see improved or things that you particularly liked about the services offered? (n=13)

Doing a great job/great staff	23%
Financial support is helpful/good	8%
Good diversity/variety of prospective employees	8%
Need better access/more reports/information	8%
Process should be automated	8%
No comments	54%

Appendix A: Methodology

For this study, Probe Research conducted a series of customer satisfaction surveys with five target populations using a combination of qualitative and quantitative research methodologies.

The table below shows the number of interviews conducted for this report and the data collection methodologies used for each targeted sub-group.

Research Population	Number of Interviews	Number of Surveys	Total Number of Interviews
Adult Job Seekers	-	519	519
Youth Participants	-	75	75
Funded Partners	15	17	32
Employers	-	14	14
Community Stakeholders	25	26	51
Total Completed Surveys	40	651	691

The qualitative and quantitative research components are described in detail below:

- **Online Surveys**: Online surveys were conducted with a sample of adult and dislocated worker job seekers (n=519), youth participants (n=75), funded partners (n=17), employers (n=14) and community stakeholders (n=26). The names and contact information for the respondents was provided to Probe Research by SDWP. The questionnaires were designed by Probe Research in consultation with SDWP. The surveys took place between June 12-July 29, 2015.

- **Interviews**: Probe research conducted a series of in-depth interviews with funded partners (n=15) and community stakeholders (n=25). The names and contact information for the interviewees was provided to Probe Research by SDWP. The interviews were conducted via telephone using custom-designed questionnaires developed by Probe Research in consultation with SDWP staff. The interviews took place between June 12-July 15, 2015.