



National Center on Immigrant Integration Policy

Is This Working?

*Assessment and Evaluation Methods Used to
Build and Assess Language Access Services
in Social Services Agencies*

*Language Access Webinar IV:
Friday, July 24, 2009*



About Our Speaker



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Laureen Laglagaron is a Policy Analyst at the Migration Policy Institute. Her work focuses on initiatives of the National Center on Immigrant Integration Policy and her research portfolio includes analysis of state and local immigration policies, language access, and binational (U.S.-Mexico) immigrant integration programs. She also manages the Language Portal, a translation and interpretation digital library.

Prior to joining MPI, Ms. Laglagaron, an attorney, practiced immigration and family law in San Francisco as an Equal Justice Works Fellow at Asian Pacific Islander (API) Legal Outreach. As part of her Fellowship, Ms. Laglagaron designed and implemented a project to deliver free legal services to the Greater Bay Area's low-income Filipino immigrant population. Ms. Laglagaron also trained community groups, law students, consular staff and pro bono attorneys on the basics of immigration law, citizenship, human trafficking and domestic violence.



Why is it important to assess and evaluate language access programs?

- **To monitor implementation of language access program**
- **To monitor efficacy of language access program**
- **To ensure quality of program**
- **To maximize language access program resources**
- **To justify program's budget (accountability)**
- **To comply with state or local laws (in some locales)**



Evaluation guidance from current language access laws are minimal

7299.4. (a) Notwithstanding any other provision in this chapter, each state agency shall conduct an assessment and develop and update an implementation plan that complies with the requirements of this chapter.

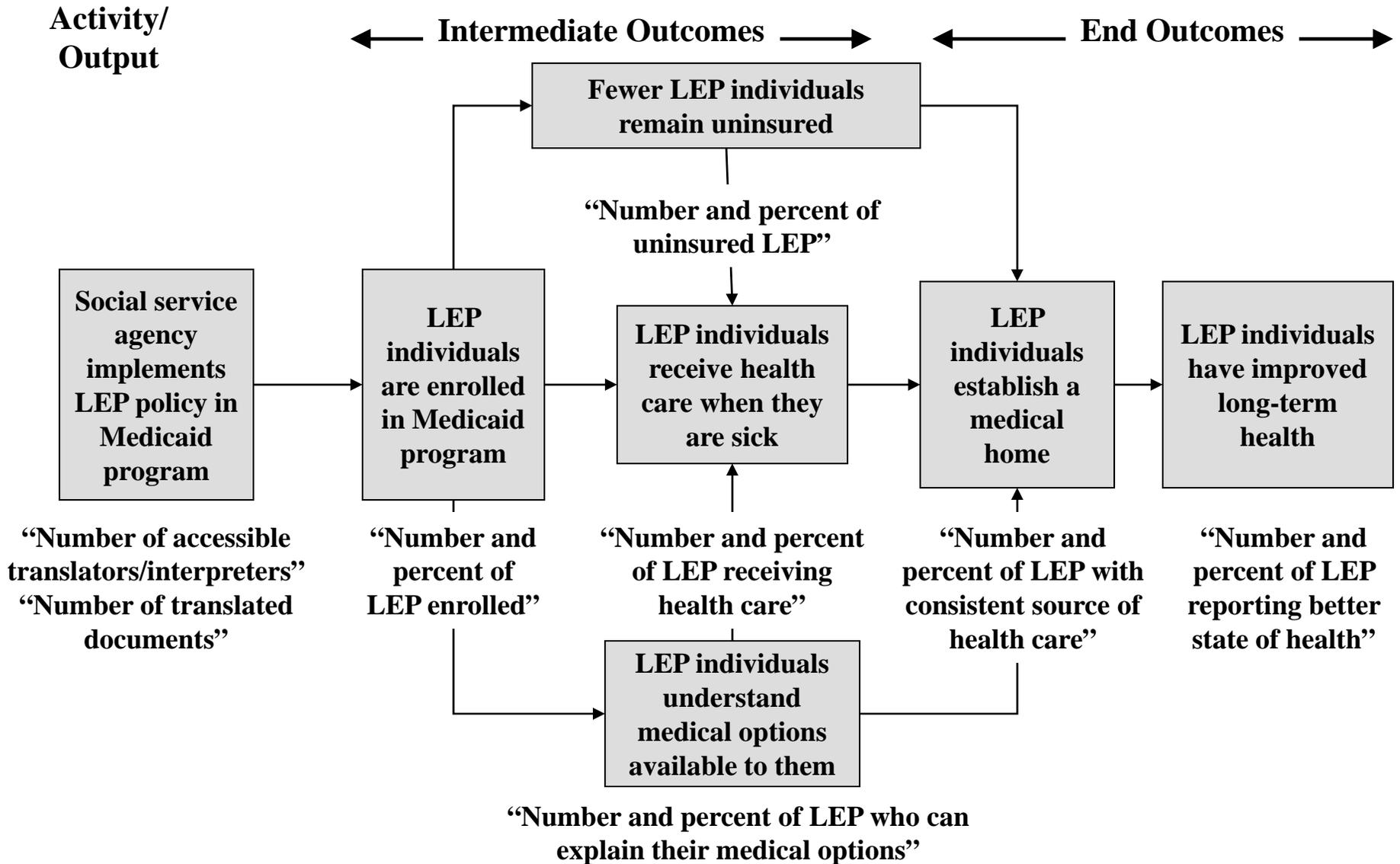
(b) Each agency shall conduct a survey of each of its local offices every two years to determine all of the following:

- (1) The number of public contact positions in each local office.
- (2) The number of qualified bilingual employees in public contact positions in each local office, and the languages they speak, other than English.
- (3) The number and percentage of non-English-speaking people served by each local office, broken down by native language.
- (4) The number of anticipated vacancies in public contact positions.
- (5) Whether the use of other available options, including contracted telephone-based interpretation services, in addition to qualified bilingual persons in public contact positions, is serving the language needs of the people served by the agency.
- (6) A list of all written materials that are required to be translated or otherwise made accessible to non- or limited-English-speaking individuals by Sections 7295.2 and 7295.4.
- (7) A list of materials identified in paragraph (6) that have been translated and languages into which they have been translated.
- (8) The number of additional qualified bilingual public contact staff, if any, needed at each local office to comply with this chapter.
- (9) Any other relevant information requested by the State Personnel Board.

[Excerpt from California's Dymally-Alatorre Bilingual Services Act]



Focus on what you are measuring





Assessment and Evaluation

- ***Is Your Program Comprehensive?***
Self-Assessment Checklists for Language Access Programs
- ***Is Your Multilingual Staff Qualified?***
Certification and Training of Translators and Interpreters
- ***How Do LEP Individuals Interact with Your Agency?***
Program Monitoring from the LEP Perspective



Is Your Program Comprehensive?

Definition: Self-Assessment checklists are monitoring instruments that allow for a discrete number of answers, typically “Yes” or “No.”

- 1. Conducting Preliminary and Ongoing Assessment for Informed Planning***
- 2. Implementing a Language Access Plan***
- 3. Evaluating Your Language Access Plan***
- 4. Resolving Complaints***
- 5. Conducting Ongoing Outreach to LEP Residents***
- 6. Building External and Internal Support for Equal Access Policies***



Self-Assessment Checklist for Public Programs

Assessment Area	Yes	No	Comments
Resolving Complaints			
Establishing Complaint Procedures			
a. Has your agency developed procedures for investigating complaints alleging discrimination on the basis of national origin?			
b. Are complaint procedures translated and accessible to LEP clients?			
•Posted signs at intake areas			
•Resource areas			
•Client file			
•Written notices			
•Explained during orientation/intake			
•Other (specify)			
Conducting Ongoing Outreach to LEP Residents			
Has your agency established partnerships with community-based or advocacy organizations to increase LEP participation?			
Has your agency established partnerships with community-based or advocacy organizations to advertise bi/multilingual employment opportunities?			
Has your agency publicized its program through ethnic media?			



Wisconsin's Department of Health and Family Services Self-Assessment Checklist [excerpt]

We use the following methods of oral interpretation:

- Establish procedures for taking incoming calls from LEP persons. We have incorporated the procedures into our operation manuals. Yes No
- Staff received training on how to handle incoming calls. Yes No
- We hire bilingual staff. Yes No
- Use a language line for languages not often used in the service area. We use _____ language line.
- We have partner with community associations for paid or voluntary translation services. Yes No
- Other: _____

We have developed policies on confidentiality and code of ethics for our oral language interpreters.

- A confidentiality and code of ethics statement was sign by all oral language interpreters used and they are in file. Yes No
- Volunteer and/or paid Language interpreters have been trained on the confidentiality and codes of ethics on _____ Date



Is Your Program Accountable?

San Francisco's Human Services Agency's standing bilingual services committee provides language access oversight by:

- *Offering recommendations to management*
- *Providing direction for improving services*
- *Ensuring sufficient resources are in place to do ongoing maintenance work*
- *Guiding implementation at the program level*



Is Your Multilingual Staff Qualified?

Certification and Training of Translators and Interpreters: WA State's Department of Social and Health Services (DSHS) Agency-Wide Language Testing and Certification Program

- *Testing for bilingual staff and contracted interpreters*
- *Written and oral test administered in eight most common languages*
- *Consistency within agency and used by non-DSHS agencies*
- *Certification manual and test information available online*

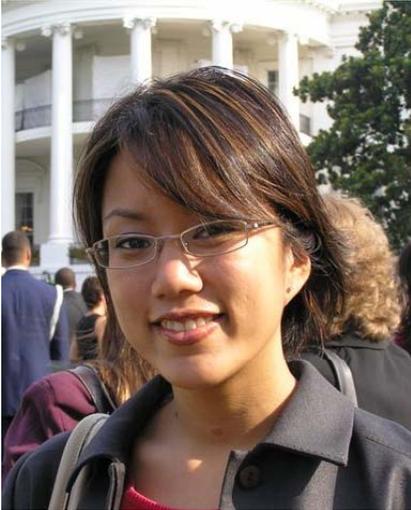


How Do LEP Individuals Interact with Your Agency?

*Program Monitoring from the LEP Perspective:
City of New York's Customers Observing and
Researching Experience (CORE) ...*



About Our Speaker



Jeanette Moy

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Jeanette Moy is a Senior Policy Advisor with the New York City Mayor's Office of Operations – Customer Service Group (CSG). Her experience in the private sector focused on customer strategy and consumer engagement. Ms. Moy has spearheaded the citywide effort to establish meaningful customer service measures. She led several prominent citywide assessment initiatives, analyzing agencies across multiple service delivery channels to a variety of customer segments, including limited English proficient (LEP) customers. She also manages the development of key tools that will support the City's service agenda, including the creation of a practitioners' guide for service managers, a dynamic top-down training & marketing program across all levels of municipal government and citywide coordination for customer service technology. By enacting a multi-pronged strategy, including collaborative effort with agencies, executive involvement and both internal and external assessment tools, Ms. Moy has worked with CSG to develop a strong foundation for improving government service levels citywide.



About Our Speaker



Kate Pielemeier

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Kate Pielemeier is a Policy Analyst with the New York City Mayor's Office of Operations – Customer Service Group (CSG). She has coordinated the citywide implementation of Mayor Bloomberg's Language Access Executive Order 120 since July 2008, following CSG's CORE Secret Shopper Program. This includes guiding 37 agencies through the creation of language access implementation plans and continual tracking of progress on the milestones detailed in each plan. She also facilitated the needs assessment of each agency's limited English proficient (LEP) customers, led the creation and use of language identification posters and cards, helped craft language access policies and procedures training, and improved agency access to citywide interpretation and translation contracts and selective certification processes for multi-lingual employees. Ms. Pielemeier holds a Master's Degree in Public Policy and Management from the Heinz School at Carnegie Mellon University and a Bachelor's Degree in International Development Studies from the University of California, Berkeley.

Customers Observing and Researching Experience (CORE) Program

Migration Policy Institute



**Mayor's Office of Operations
Customer Service Group**

July 2009

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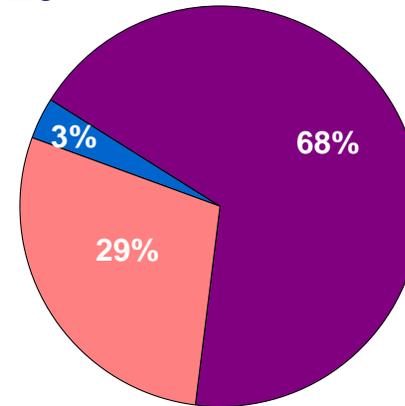
Background: Citywide Customer Service

The scope of the City of New York's services is enormous, with more than 40 city agencies providing services directly to the public or to other agencies. Until recently, there has not been a comprehensive effort to centralize oversight and measurement of customer service.

N= 32,121,91320

Correspondence,
1,106,146 ⁽²⁾

Walk-In Centers,
9,152,718



Call Centers,
21,863,049 ⁽¹⁾

Scope of Services

- In 2007, New Yorkers made more than **32.1 million contacts** with agencies to receive information or services by phone, letter, email or in-person visit
- Walk-in centers provide a critical touch point for NYC customers
 - More than 700 walk-in facilities throughout the 5 boroughs
 - 80% of agencies use service centers to interact with customers
- Nearly one quarter of the New York City population - over **1.7 million New Yorkers** - are considered limited English proficient (LEP)
- New York City's overall poverty rate is 17.5%, while 24.4% of the LEP population lives on or below the poverty level ⁽¹⁾

[1] Poverty Rates by Ability to Speak English, New York City, 2000 Census PUMS 5%.

Background: Customer Service & Language Access citywide

Recent City legislation has re-emphasized the City's commitment to providing good customer service to New Yorkers

- **Local Law 73 (Dec 2003):** Mandates language access implementation for the four primary City social service agencies
- **Executive Order 115 (May 2008):** Mandates that all customers receive high quality customer service, regardless of how they contact the City. Established the Customer Service Group (CSG) at the Mayor's Office of Operations
- **Executive Order 120 (July 2008):** Mandates *all* agencies to provide meaningful access to services to customers with limited English proficiency

Project Overview: CORE Program

The CORE program is the largest municipal secret shopper initiative of its kind, visiting 308 (43.2% of 713) walk-in facilities across all five boroughs

- **CORE Program (June – Aug 2008): The Mayor’s Office of Operations Customer Service Group developed the Customers Observing and Researching Experience (CORE) program to determine the quality of customer service provided by the City**
 - The program used trained observers to represent real customers requesting actual services, information and referrals
 - Observations were made from the perspective of a first-time customer
 - Participants were provided high-level background information, and made service inquiries or requests related to the facilities’ primary services

Budget & Resources

- **Staff Resources: Existing staff members & a dedicated intern team**
 - Four Mayor's Office full time unpaid undergraduate interns
 - Two Mayor's Office full time staff members (project management and data support)
 - Ongoing support from Customer Service Group team (technology, preparation, training)
 - 20 Operations full time staff and interns volunteered up to three days
- **Technology, preparation & existing resources**
 - Blackberries, digital cameras and TeleNav access from Operations' Street Condition Observation Unit (*SCOUT) program
 - Access database & minimal IT support (development and reporting)
 - Consolidated list of agency walk-in facilities
 - Access to city cars (limited use for remote sites)
- **New Purchases**
 - Transportation fares (subway, ferry & bus reimbursements)

Methodology: Walk-in Facility Scoring

- **Focus on identifying best practices and shared challenges**
 - Survey created a baseline for customer service assessments citywide
- **CORE observers documented their experience through two methods:**
 - I. Quantitative score in five key areas of customer service
 - ① **Language Access.** Could customers obtain services in their preferred language?
 - ② **Service & Accessibility.** Was the facility easy to find?
 - ③ **Queuing Experience & Service Transparency.** Was it easy to know where to go, what to do and what documents were needed to obtain services?
 - ④ **Facility Conditions.** Was the facility clean and well-maintained?
 - ⑤ **Staff Customer Service.** Was staff courteous and knowledgeable?
 - II. Qualitative assessment with actionable suggestions and observations that emphasized the human side of service experience
- **Quantitative Scoring**
 - CORE Observers evaluated walk-in facilities on a scale of poor, fair, good, or excellent, which were translated to a 4.0 scale for further analysis
- **Data was collected using leading technology to improve data quality**
 - Facility scores were submitted in real-time, using a Blackberry-based form
 - Real-time data managed through TeleNav, an online tool used by the SCOUT reporting team

Methodology: Observer approach & data collection

“Agency Snapshots”

General agency information

Description of the specific walk in facilities

Types of services provided by each agency

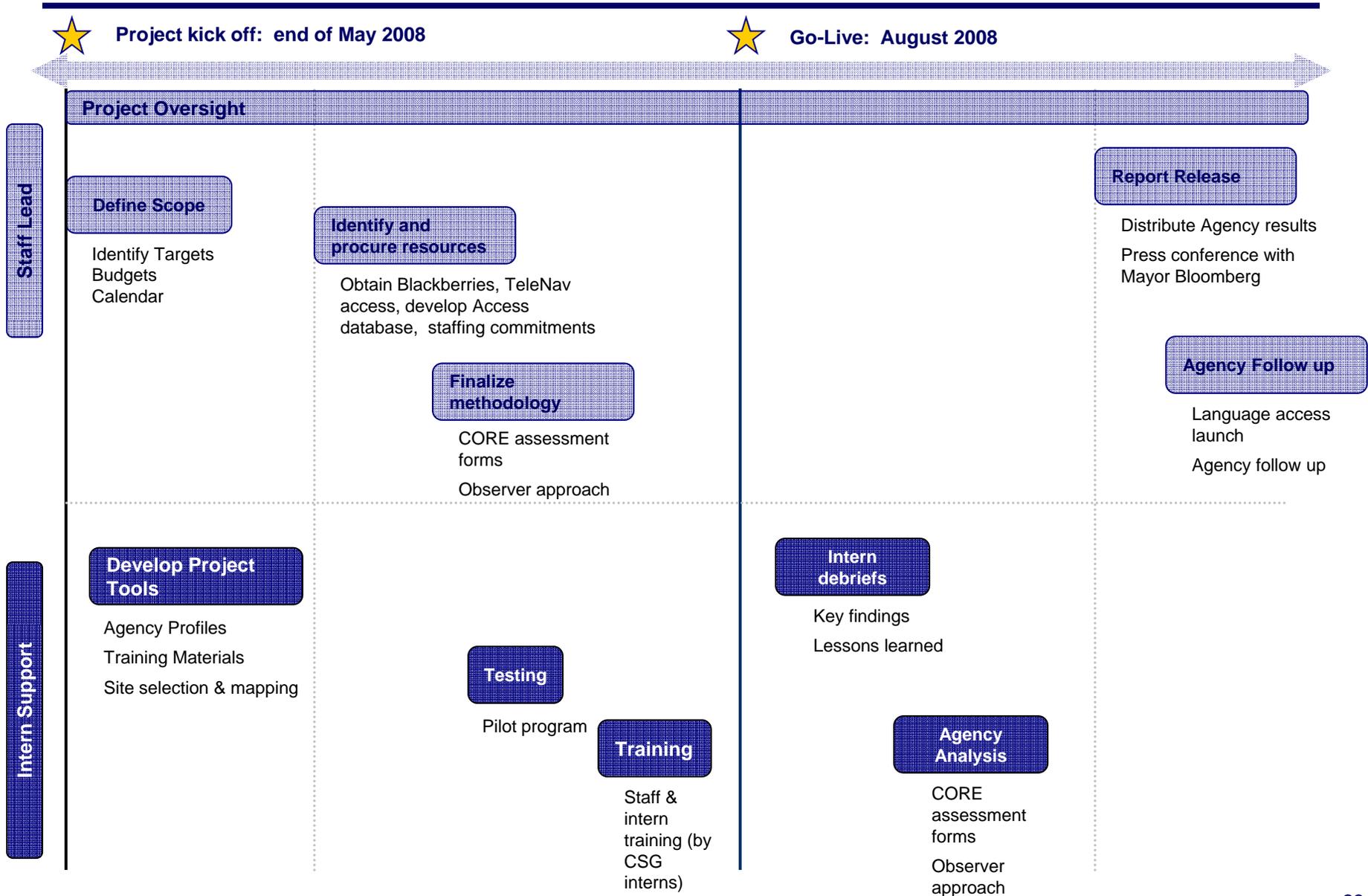
Guiding questions specific to each center

Sample

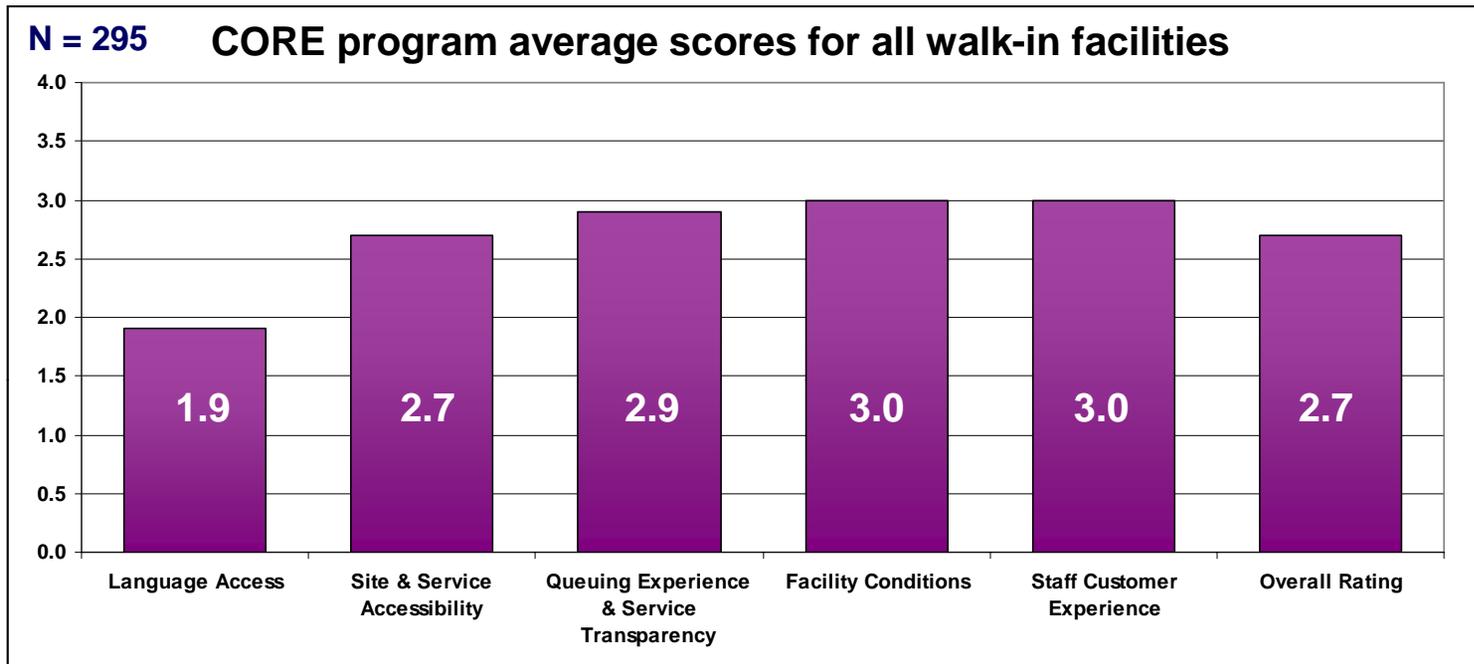
Agency Name: Human Rights Complaints	Address	Phone	Open/Hours
40 Rector Street, 10 th Floor, New York 10006	100	100	100
178 Lexington Street, 2 nd Floor, Brooklyn	100	100	100
1212	100	100	100

- **CORE observers were impartial trained participants and were sent in pairs**
 - Most had never interacted with a city agency prior to this program
 - Visit background was limited to agency-validated “Agency Snapshots.” Snapshots included general background information related to each facility’s services and were reviewed by each agency
 - Dedicated intern and staff team were provided comprehensive training with a shared trial period to normalize responses
- **Additional considerations**
 - “Secret shopping” scenarios/questions based on prior analysis and agency snapshots
 - Use of official ID if requested and dedicated contact at home office for escalated issues
 - Assessments limited to topical inquiries in publicly accessible areas
 - Encouraged use of other languages when feasible (Spanish, Cantonese, German), or requested services for LEP family/ friends / customers

Timeline



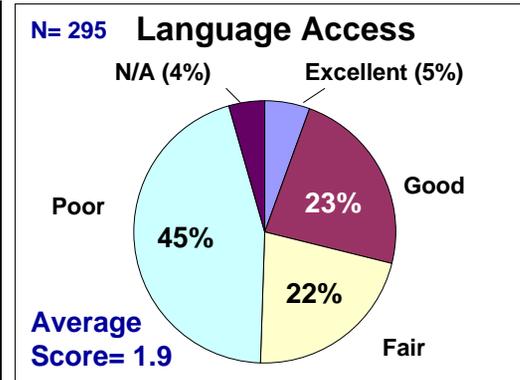
Findings: Customer Service Scores Citywide



- **CORE observers gave generally solid marks to agency walk-in facilities across each of the key service areas:**
 - The majority of visited sites were rated well, with an overall average of 2.7 on a 4.0 scale
 - Language access had the lowest overall rating, with an average 1.9 rating on a 4.0 scale
- **CORE observers obtained 646 customer documents, pamphlets and forms from their facility visits**
 - 129 out of 308 service sites (41.9%) provided relevant materials for customer to review at home
 - Communication materials were later assessed for relevancy and plain language

Findings: Language Access

Definition	Could customers obtain services in their preferred language?
General Findings	<ul style="list-style-type: none"> Historically, agencies have not focused on customer support in multiple languages The majority of sites visited provided few resources for limited English proficient (LEP) customers, with a 1.9 rating on a 4.0 scale
Positive Practices	<ul style="list-style-type: none"> Some agencies provide signs in multiple language or publicize interpretation services (examples at right) Some agencies provided multi-lingual forms and/or applications Several facilities were staffed to ensure access to bilingual employees
Key Challenges	<ul style="list-style-type: none"> For the vast majority of sites, translated signs were either minimal or non-existent. Most sites had limited multi-lingual materials available Interpretation services were limited for LEP customers Use of telephonic interpretation at walk-in facilities was likely impacted by customer and employee awareness as well as employee preference
Recommendations	<ul style="list-style-type: none"> Agencies shall consider walk-in centers as the “front line” for their language access plans Agencies shall create and widely circulate a language access plan. This includes customer service training to ensure that customers who need services receive them



Multi-lingual sign advertising free Interpretation

Sign is translated into multiple languages

Findings: Language Access (continued)

- **LEP customers faced challenges at the majority of facilities**
 - Bilingual staff was found at 32 sites (10.8%), phone interpretation was found at 46 sites (15.6%), and both bilingual staff and phone interpretation were found at 13 sites (4.4%). Observers did not find any resources for interpretation at 204 sites (69.2%)
 - At many of the 30.8% of walk-in facilities offering some form of interpretation, observers found challenges in attaining LEP accommodations
 - Customer service staff used informal methods to obtain in person interpretation services (back-office staff, other customers, etc.)
 - Bilingual staff were often not readily available. Several sites requested that customers return on dates that a bilingual staff would be available
 - At an agency level, 56% had communication materials in languages other than English, and 36% had documents in English only, and 8% did not provide any materials altogether. Often, translated materials were not readily available at facilities

- **Agencies with existing language access plans provided greater access for LEP customers**
 - Agencies regulated by Local Law 73 passed in December 2003 (which required four city agencies to provide language assistance services to LEP customers) had an average rating of 2.4 significantly higher than the citywide average of 1.9
 - For LL73 agencies, concerted efforts to develop language access policies have resulted in greater service accessibility for LEP customers

	Excellent	Good	Fair	Poor	N/A
Citywide Average	5%	23%	22%	45%	4%
LL73 Agencies	13%	45%	18%	19%	6%

Outcomes: Management & Agency Culture

1. Visible and public mayoral focus on customer service and Language Access

- Language Access emphasized as standard business practice, and a key component of customer service
- Mayor's press conference message regarding CORE program findings was picked up by local media and blogs

2. Distribution and communication with agencies

- Distribution of agency specific data and qualitative reports – week of 9/29
- CSG/agency one-on-one meetings to review key findings
- Resulted in strategic and pragmatic internal agency focus on customer service and LEP customers

3. Create standards for walk-in center customer experience

- Steering committee developing standards incorporating report findings
- Measure agency success in FY2009 reporting

4. Plan for citywide resources to help agencies provide improved service

- Language Access policy and plans
- Development of additional Mayor's Office training initiatives in plain language, customer service, cultural sensitivity and language access
- Agency guide for providing high quality customer service

Outcomes: Language Access / Tangible Results

1. Language Access Plans

- Increased agency pressure to address concrete and verifiable problems in service delivery
- Inclusion of milestones with defined timeframes
- Centralized tracking through Quarterly reports and Citywide Performance Reporting (CPR) tool

2. Increased LEP customer access to interpretation and bilingual employees

- LEP access to interpretation detailed in Language Access plans
- Increased agency use of interpretation vendors alongside focus on volunteer language banks
- Renewed efforts to train employees from the top-down on language access policies and procedures

3. Signage and Translated Materials

- Agencies increased the use of translated signage and information once services were in place



Appendix 1: Key Observation Area Rating Description

Key Area	Driving Question	Description
Language Access	Could customers obtain services in their preferred language?	Language Access refers to an agency's ability to communicate with and provide services for limited English proficient New Yorkers through interpretation and translated documents
Site & Service Accessibility	Was the facility easy to find?	Site & Service Accessibility measures a customer's ability to find a location, and to know how and where to access services once inside a walk-in center. Facility signage is an important component, including: usability of entry signs, professionalism and accuracy of interior signs, and whether signs communicate the necessary procedures
Queuing Experience & Service Transparency	Was it easy to know where to go, what to do and what documents were needed to obtain services?	Queuing experience and service transparency measures a customer's ability to determine where to go and what to do in order to receive services. This also includes the wait-time associated with completing the customer's business
Facility Conditions	Was the facility clean and well-maintained?	Facility condition refers to the general condition, cleanliness and upkeep of the physical space where agencies provide face to face services. This includes all spaces used by the general public, such as waiting areas, stairwells, bathrooms and elevators
Staff Customer Experience	Was staff courteous and knowledgeable?	Staff customer service measures the extent to which agency staff was courteous, knowledgeable and willing to help customers complete their service. This includes whether staff was able to resolve customers' issues, and was consistent in how they treated customers

Appendix 2: CORE Survey Form – BlackBerry Questionnaire

Quantitative Assessment forms: Filled out via blackberry on site and used for numerical comparisons and ratings

Mayor's Office of Operations
Customer Service Group

CORE PROGRAM SURVEY FORM

OBSERVER NAME(S):
1. _____
2. _____

DATE: _____
TIME STARTED: _____
TIME ENDED: _____

Site Location #: _____
Alternate Location Information: _____

Question Type: Information Request Service Request Referral Request

I. SITE & SERVICE ACCESSIBILITY

a. Location was easy to spot from the outside Yes No

b. Entry signage directs to proper locations

Poor	Fair	Good	Excellent
1	2	3	4

c. Safety and security

Poor	Fair	Good	Excellent
1	2	3	4

d. Facility signage is accurate and professional

Poor	Fair	Good	Excellent
1	2	3	4

e. Facility signage communicates processes and requirements

Poor	Fair	Good	Excellent
1	2	3	4

Overall site and service accessibility

poor	fair	good	excellent
1	2	3	4

II. QUEUING AND SERVICE TRANSPARENCY

a. Greeter Present Not Present

b. Type of Queuing System
 Manual Electronic No system provided System is broken/not in use

c. Issue routing (ability to identify the right place to go)

Poor	Fair	Good	Excellent
1	2	3	4

d. Service Transparency (knowledge of how long it will take to complete a service)

Poor	Fair	Good	Excellent
1	2	3	4

e. Estimated wait time (by staff): _____ (minutes)

f. Actual/Reported wait time: _____ (minutes)

Overall queuing experience

Poor	fair	good	excellent
1	2	3	4

III. LANGUAGE ACCESS

a. Multilingual signage provided
Languages Available: _____ Yes No

b. Translated materials readily available
Languages Available: _____ Yes No

c. Notice of interpretation services
Languages Available: _____ Yes No

d. Type of interpretation available by request
 Bilingual Employees Phone Interpretation None available

1 of 2

Mayor's Office of Operations
Customer Service Group

CORE PROGRAM SURVEY FORM

Languages Available: _____

Overall language access

poor	fair	good	excellent
1	2	3	4

IV. FACILITY ENVIRONMENT AND CONDITIONS:

Item	Problem
Graffiti	<input type="checkbox"/> Yes
Privacy/ Accommodations	<input type="checkbox"/> Yes
Lighting	<input type="checkbox"/> Yes
Floor/carpeting	<input type="checkbox"/> Yes
Walls	<input type="checkbox"/> Yes
Windows	<input type="checkbox"/> Yes
Ceilings	<input type="checkbox"/> Yes
Elevators	<input type="checkbox"/> Yes
Escalators	<input type="checkbox"/> Yes
Stairwell stairs	<input type="checkbox"/> Yes
Restrooms availability	<input type="checkbox"/> Yes
Seating	<input type="checkbox"/> Yes
Other	<input type="checkbox"/> Yes

Graffiti location (if applicable): _____
 Other Description (if applicable): _____

Overall Condition

Poor	fair	good	excellent
1	2	3	4

V. STAFF SERVICE EXPERIENCE

a. Courtesy and professionalism of the staff

Poor	Fair	Good	Excellent
1	2	3	4

b. Willingness to help/understand problems

Poor	Fair	Good	Excellent
1	2	3	4

c. Offers clear explanation/procedures

Poor	Fair	Good	Excellent
1	2	3	4

d. Customer request was fully addressed and completed

Poor	Fair	Good	Excellent
1	2	3	4

e. Service was consistent and fair

Poor	Fair	Good	Excellent
1	2	3	4

f. Staff name (if exceptional service): _____

Overall staff service experience

Poor	fair	good	excellent
1	2	3	4

Overall Satisfaction in Customer Service

Poor	fair	good	excellent
1	2	3	4

VI. CLARITY OF FORMS AND INSTRUCTIONS

This will be completed by permanent CORE staff at the office. Please collect all relevant forms and turn them in upon your return to the office.

2 of 2

Appendix 3: CORE Survey Form – Database Response Form

Qualitative Assessment form: Filled out via Access form on a daily basis upon completion of the site visits. Used to identify outstanding employees and practices alongside site challenges

Mayor's Office of Operations
Customer Service Group

CORE PROGRAM SURVEY FORM

Site Location: _____

I. Was this location easy to identify and access?

II. What did you like best about your experience?

III. Did you feel safe both inside and outside the walk-in facility? If not, why?

IV. Was it obvious to you at all times where to go, what to do, and how long you would wait? Why or why not?

V. Please note any attitude related issues (if applicable).

VI. Please note any facility related issues (if applicable).

VII. Please note any additional strengths, outstanding experiences, or potential best practices that could be shared with others.

VIII. Identify any recommendations you would like to provide to this facility.

a. Facility, signage or layout

b. Intake Process, queuing and language access

c. Employee attitude, skills or knowledge

IX. Overall comments

X. Does this walk in facility need a re-shop? (check one) ___ Yes ___ No

1 of 1

Appendix 4: Leading Practice Research

CSG researched existing mystery shopping programs in both the private and public sectors

Private Sector

Services Mystery Shopped	
Hotels and restaurants	Retail stores
Amusement parks and attractions	Spas
Gas stations	Banks

Public Sector

	Chicago Transit System	Washington, DC	Dallas, Texas	Charlotte-Mecklenburg County, NC	Miami-Dade County, FL
Description	Recruits volunteer commuters	Phone, letter and walk-in centers Used a vendor for mystery riders (DC Metro)	Bi-lingual shopping of 311 experience	Used vendor for web, phone and walk-in shops	311 Secret Shops by local university
Primary Purpose	To gain a detailed understanding of the customer experience.	To measure performance against standards.	To capture data to improve 311 process.	To add depth to the performance measurement system	To identify areas for rapid course correction.
Outcomes	Information integrated into decision making process and used to track accountability and performance.	Department heads receive reports and are required to correct problems.	Provided data that identified areas for improvement.	Results broken out by immediate and long term fixes.	Improvement in areas of concern.
City of New York Considerations	Volunteers may be hard to recruit and monitor.	Good model for comprehensive mystery shopping.	Inclusion of needs for Limited English Proficient (LEP) customers	Vendor services are expensive.	Local colleges could be mystery shopping resource

Appendix 5: Agency Leading Practices

Category	CORE Observation
Accessibility	<ul style="list-style-type: none"> • Exterior signs are easily seen from the outside from a reasonable distance • Sites are well-branded – “know where you are” through color-coded floors, and appropriate directional signage
Customer Experience	<ul style="list-style-type: none"> • Staff was friendly and was able to answer questions quickly and completely • Security guards helpful in providing directions and demonstrated concern for clients • Forms for services readily available • Staff provided contact follow up number • Pamphlets easy to read and understand • Greeter present to help triage issues for customers upon entry • Customer success stories publicized in waiting areas • Playroom provided for children (as appropriate) • Waiting areas for high-trafficked facilities included televisions, refreshments, and reading materials such as magazines and newspapers
Service Transparency	<ul style="list-style-type: none"> • QMatic system lets customers know their place in line • Manual queuing gave customer good sense of place in line
Language Access	<ul style="list-style-type: none"> • In-language service through phone interpretation are readily available and well promoted by staff and signage • Use of appropriately placed, trained bi-lingual staff (most frequently found Spanish speakers) • Staff members well-versed in language access procedures
Facility Conditions	<ul style="list-style-type: none"> • Sites clean and graffiti free support feelings of safety and professionalism • Many sites were very well maintained, inclusive of commonly shared areas (waiting rooms, elevators, escalators)