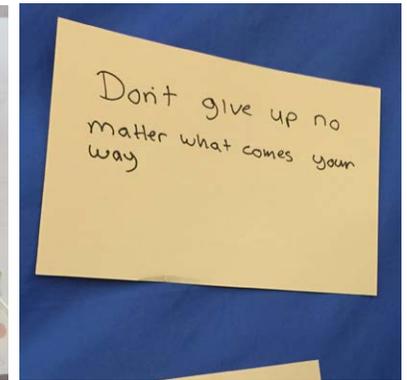
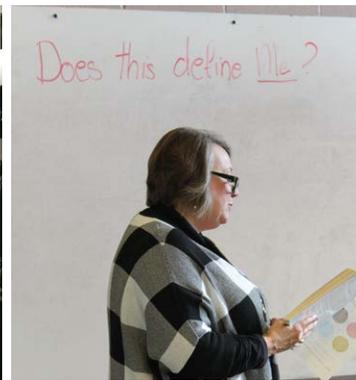


CUSTOMER CENTERED DESIGN

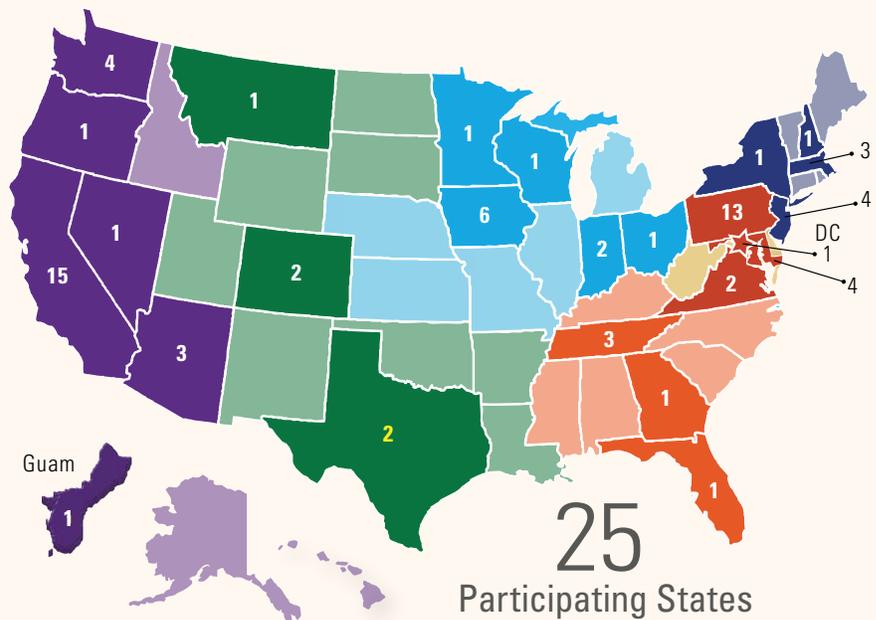
WIOA Innovation In Action



CUSTOMER CENTERED DESIGN

CCD is an amazingly generative process, and one that starts with people and ends with surprising answers tailor-made to put our customers' needs at the center.

We can use it to directly learn from the communities we serve and to rapidly come up with innovative new concepts, quickly prototype them, and then make our ideas come to life with results for our customers.



Event Timeline



Key Questions and Challenges



How might we design services and programs for out-of-school youth that will engage them and produce great outcomes?



How might we improve the customer experience and outcomes for our shared One-Stop Customers?



How might we put employers in the center of sector strategies and career pathway work?

Six Regions



Region 1

6 (8%)

Region 4

5 (7%)

Region 2

20 (28%)

Region 5

11 (15%)

Region 3

5 (7%)

Region 6

25 (35%)

The Opportunity

The Workforce Innovation and Opportunity Act (WIOA) gives us the opportunity to rethink the way we deliver services to our job seeker and business customers. The change starts with the questions we're asking ourselves.



Putting our customers at the center of our design process changes the questions we ask and the outcomes we achieve. WIOA asks us for transformational change, which requires thinking about the issues in a new way.

What is Human Centered Design?

A collaborative, discovery-based journey.



Get inspired by the people you're serving. Start by listening to people to get new ideas about how to design for them.



Identify patterns and surprising insights to inspire new opportunities for design.



Brainstorm new ways to serve your customers.



Try out your ideas and get feedback from customers – so you can revise your prototypes and get more feedback.



Try out a pilot program and experiment with ways to implement your new ideas.

A New Approach: Customer-Centered Design



Customer-Centered Design (CCD) is a concept used by both private industry and non-profits to improve user experiences and outcomes. It was introduced to the U.S. Department of Labor through regional work in the Employment and Training Administration's (ETA) Region 6 to design more effective services for the long-term unemployed. Being a customer-centered designer is about believing that as long as you stay grounded in what you've learned from people, your team can arrive at new solutions that will bring innovation to our workforce system.

As part of technical assistance offered as the public workforce system implements WIOA, a National Challenge was launched which encouraged states, regions, and local workforce boards to form teams who immersed themselves in their customers' environments and re-designed services based on observations of this research. The Challenge provided access to a free seven-week online customer-centered design course and coaches from Maher & Maher were assigned to provide support throughout the Challenge. Around 80 teams from 25 states signed up to take on the Challenge and progress through the five phases of the project.

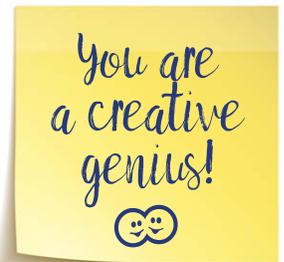
The Challenge kicked off with a launch webinar and included five phases which provided teams support along the way. After the launch webinar, teams completed a seven-week online course, followed by five weeks of implementing their design prototypes. The Challenge culminated in a Learning Exchange & Celebration at the White House where top teams shared their project learnings and design impacts with key national leaders, including the White House Chief Innovation Officer, Megan Smith, and Deputy Secretary of Labor, Christopher Lu. Following the White House Learning Exchange and Celebration, teams have taken part in creating a community of practice focused on peer-learning by participating in webinars, national meetings, and providing training at workforce related conferences.



Build a Team

This was a team-based initiative. Teams were comprised of 4 to 10 people who represented a broad range of stakeholders and partners. Ideally, the team included WIB staff, One-Stop staff, and staff from partner agencies including Adult Education, Vocational Rehabilitation, TANF, Organized Labor, and Community-Based Organizations. Representation included:

- » Organizations implementing WIOA
- » People who were designing services, writing Request for Proposals, etc.
- » Partners who served a broad range of customers
- » State and local workforce agencies who wanted better outcomes
- » All One-Stop partner programs



The Challenges

1. How might we improve the customer experience and outcomes for our shared One-Stop Customers?
2. How might we put employers in the center of our Sector Strategies and Career Pathway work?
3. How might we design services and programs for out-of school-youth that will engage them and produce great outcomes?

Lasting Outcomes

- » A creative mindset was developed, that helped teams feel confident that they could find solutions to any problem.
- » Federal, State, and local workforce professionals really understood who their customers were and what they needed.
- » Services were designed with employer and job seeker customers at the center of the process.
- » Service design became a collaborative process that included key stakeholders from other agencies. Design thinking became integrated into process improvement.
- » WIOA implementation was transformative, not an exercise in “check-the-box.”

Key Takeaways

1. LISTENING TO THE CUSTOMER WAS CRITICAL TO INNOVATION.

Teams learned not to assume that they knew what their customers needed and wanted. By listening to and empathizing with their customers – whether out-of-school youth, employers, or individual jobseekers in a One-Stop – teams identified needs and unmet expectations they had not realized were there.



2. COLLECTIVE CREATIVITY WAS POWERFUL.

Teams realized the incredible power of collective brainstorming and problem solving. Ideas flowed fast and furious, and the process gained strength from the teams' energy and enthusiasm.

3. TEAMS LEARNED TO LAUNCH IDEAS QUICKLY.

Teams learned how to launch ideas quickly and how not to fear failure. CCD calls this the Iteration Mindset: launch the idea, let the customer decide whether it's working, and keep tweaking until you get it right.

4. IT TOOK COMMITMENT TO BUILD A TEAM, AND IT TOOK TIME.

Teams often struggled, especially early on, to find the time to meet as a group and work through the course work and prototyping process. Competing priorities and schedules made coming together challenging, but the outcomes were worth the effort.

5. SUPPORT MATTERS.

Teams appreciated support from their champions, Federal Leadership, their coaches, and each other. The process can be messy and confusing. In fact, it should be. Knowing that others were going through the same thing and being able to share experiences and ideas through emails, posts and calls really helped get teams over the finish line.

6. CUSTOMER-CENTERED DESIGN WAS A GAME CHANGER FOR THE WORKFORCE SYSTEM.

Putting the customer at the center of service design dramatically changed the service delivery paradigm. It was a new way of thinking that had the potential to transform our entire system and our mindset.

The Teams and Projects

CUSTOMER-FOCUSED TEAMS

In their own words, the following Customer-Centered Design teams offered personal accounts of their participation in the challenge.

DELTA FORCE MEMPHIS

Working with Partners to Address Greatest Needs of Jobseekers

The Delta Force – Memphis Team was comprised of eight local service entities that not only shared One-Stop customers but also shared a commitment to providing quality services; a desire to provide services that truly met the needs of customers; and an appreciation for customers, partners, and the work in which we engaged. During the Customer-Centered Design Challenge, the challenge questions the team chose focused on improving the customer experience and outcomes for shared One-Stop customers.

THE CHALLENGE

Two “How Might We?” challenges were identified:

- » How might we train customer service representatives to demonstrate customer respect?
- » How might we merge soft skills and technical training to provide a workable candidate for the multitude of jobs open in Memphis?

The Process

The Customer-Centered Design process provided the team with structure to assess the gaps in services available to our joint customers and to comprehensively gauge the effectiveness of those services and strategize real remedies and solutions. Emphasizing innovation and creativity allowed for the consideration of ideas that otherwise would be considered unrealistic or far-fetched.

Prototypes were created directly from the information received from field research, which was one of the most important activities engaged in through the process. Various members of the Delta Force - Memphis team conducted interviews (one-on-one and in groups) with job-seeking customers and employers, they also observed customers at service centers (schools, social service offices, etc.). Several team members took on the customer experience and visited sites as actual customers. The information obtained revealed that customers viewed service representatives as the “gate keepers” of the information, resources, directions, etc. needed to achieve their personal economic and educational goals. Additionally, customers expressed an earnest desire to provide economically for their families and enhance their communities, which required them to be able to access information and resources. By knowing what was available, which agency was responsible for the service or resource and which services or resources best met their needs, individuals would be empowered to take the next best steps.

Moving Forward

Members of the Delta Force-Memphis team committed from the onset of the project to use the lessons learned to enhance services and programs at each agency. Going forward, the team is continuing to function as a consortium, developing policy and procedures for full implementation of both design prototypes.

PHOENIX WORKFORCE CONNECTION

Increasing Client Participation in Services

Project Overview

Our Phoenix Workforce Connection's Team Phoenix was comprised of five team members, committed to getting at the heart of how to increase our client participation in One-Stop Center services. Our team went into the challenge believing that our customers didn't understand the value of the client services; however, research resulted in discovering that our staff didn't understand the impact they could have on customers' decisions to participate.

Design Challenge

Through Team Phoenix's design challenge, we took on "Communicating Value in the Services We Provided to Result in Higher Client Participation."

Process

Team Phoenix's research methods included interviewing a broad range of customers, staff, and providers. Specialized questionnaires were designed for each of the target groups and clients were interviewed both in pre-visit and post-visit stages.

A BIG SURPRISE – TEAM PHOENIX DISCOVERED THROUGH THE QUESTIONNAIRES THAT CLIENTS RECOGNIZED THE VALUE OF WORKFORCE DELIVERY SERVICES, BUT OUR STAFF HAD LOST SIGHT OF THE VALUE OF THE SERVICES THEY PROVIDE.

This insight inspired the team to tweak our "How Might We" question to: "How might we create a culture of focusing on the value of the services we provide?" The whole team was onboard. As the team progressed through the challenge, we incorporated new insights, then ideated and refined.



IMPORTANT POINTS THE TEAM IDENTIFIED:

- » We needed to define the value of each service and assist staff in how they express it with customers.
- » We needed to make sure we offered tailored services in addition to traditional delivery methodologies.
- » We needed to create alternative learning or service access opportunities for our customers.
- » We needed to empower staff to deliver customer-centric services within a framework for consistent high-quality customer experiences.
- » We needed to take time to re-visit processes and humanize them – did they add value? If not, we eliminated them.

Prototype

The prototype centered on staff developing a Philosophy Statement, where Phoenix Workforce Connection culture focused on the value of the services they provided. To test it, an online survey was developed and used to canvass all staff.

Upon full adoption of the culture, staff felt empowered and had the confidence and skill sets to guide customers with consistent, clear, informed next steps and Career Pathways.

Moving Forward

- » All center staff was invited to join a “Re-boot Group” to drive change through Customer-Center Design processes.
- » The group will look at existing processes and re-imagine better ways.
- » The group will generate a Philosophy Statement to rebrand the culture.



SAN BERNARDINO COUNTY AJCC TEAM

Engaging One-Stop Shared Customers to Improve the Return Rate to the Center

Project Overview



Photo Courtesy of SBC AJCC Team

Employment Development Department, representing San Bernardino County's three America's Job Centers of California.

The Customer-Centered Design process helped us identify a new view of what customer service is and gave us the opportunity to see the customer as the centerpiece. It gave our team a clear view of how to cultivate inspiration and develop insight statements. The San Bernardino County AJCC Team was made up of line staff and supervisors from the San Bernardino County Workforce Development Department and Workforce Services branch of

The Process

We began our journey surveying customers and asking how they would like to see us help them. We then created “How Might We” questions that we discussed at length, determining what direction we needed to go and where we could make use of our immediate and available resources. Finally, we came to the conclusion that in order to improve customer satisfaction and obtain positive outcomes, we have to start the minute the customer walks into our doors. The Welcoming Team concept was born out of these specific discussions and became our prototype.

Customers that came to the One-Stop Centers often ran into the unknown. They found themselves unsure about what services were available, let alone how to ask for them. With the Welcoming Team, we have provided an individualized, face-to-face meeting that has developed a strong relationship with customers and a better customer experience. The Welcoming Team incorporated staff from the San Bernardino County Workforce Development Department (WDD), Employment Development Department (EDD), Welfare to Work (part of the Temporary Assistance for Needy Families program), and Department of Aging and Adult Services. When a customer came into the Center for the first time, a Welcoming Team member was ready to assist with navigating the Center and the services offered. Through a conversation with the customer, a needs-based assessment determined the next step in service delivery. The customer was provided with a menu of services, which was used as a tool to determine if a referral to another agency was needed and was also used for developing an employment plan for the customer.

The Prototype

The idea behind a Welcoming Team was for people entering the Center to feel welcomed and motivated. This linked to our expanded, overall idea of developing Cross-Functional teams within our Centers. These teams were made of workforce system experts that guided customers through a more seamless and integrated process. This strengthened the communication among all partners, and resources were readily shared. Through the use of the Welcoming Team and the cross-functional teams, the connection with our partners will continue to improve the customer experience and outcomes of our One-Stop. Our team created a survey to capture information from customers who went through the Welcoming Team process, and the overall response from customers was very positive. Our rating increased dramatically, as 100% of our customers who were part of the Welcoming Team prototype stated that their overall experience was excellent. Customers felt that they were served promptly and that their needs were met. It also showed our team that by individualizing our approach from the time a customer walked into the Center, we were able to identify the customer's needs more quickly.

Moving Forward

Looking to the future, we are planning to use this Welcoming Team model at the other One-Stop centers in our county and we anticipate that our team will continue meeting with Leadership to make this happen. Also, our team will meet regularly in the upcoming weeks to discuss the possibility of creating cross-functional teams within our One-Stop center. This will be an ongoing goal, as this will certainly help deliver a better customer experience, as well as positive outcomes to those that seek our assistance in the centers.

EMPLOYER TEAM HIGHLIGHTS

NORTH SHORE INNOVENT

Decreasing Response Time to Employer Job Postings

North Shore Innovent was a dedicated team of workforce development professional, educators, service providers, and workforce board members committed to expanding and improving workforce development services to businesses in our region within Massachusetts. The Customer-Centered Design Challenge we chose focused on the question, "How might we design a system to put employers in the center of our sector strategies and career pathway work?"

Challenge

Through a series of customer (e.g. businesses) and expert interviews, it became clear that we had several “How Might We” questions that could be addressed. We heard that we needed to build a brand and define a niche for the system, diversify candidate pool, share company data with partners, and balance services between job seekers and businesses. Ultimately, it was clear that “How might we speed up our response time to meet company needs and move job seekers more efficiently into quality employment?” needed our immediate attention.

Process

The tools of investigating and reframing used in Customer-Centered Design provided the team with new insights into how to build customer feedback into our everyday work, and regular in-depth customer service interviews provided fresh insights and ideas. Under this initial project, the team asked businesses and experts two simple questions:

- » What was the best experience you have had in filling your talent needs?
- » What are your pain points in filling your talent needs?

Through this the team developed the following short-term and long-term action plans around our “How Might We” question:

SHORT-TERM

North Shore Innovent is engaging the North Shore Career Center (the One-Stop in the region) to use existing technology to speed up its response time to north shore companies that post on the statewide posting site with good, strong referrals within a 72-hour period of posting.

LONG-TERM

Future implementation of Lean Practices and Design Principles within the One-Stop will ensure a deeper refinement and adjustment in culture to lead to more success for companies and the employees they seek.

SANTA BARBARA CA

Recreating Your System's Image with Employers as a Unified Business Service Team

The Challenge

Santa Barbara Workforce Resource Center was a consortium of service providers, community educators, and workforce development personnel serving Santa Barbara County, California. Our chosen challenge area focused on serving employers.



Individual Agencies fighting over the same talent pool

Our “How Might We” question was: “How might we improve the coordination of all America’s Job Center of California (AJCC) partners in supporting employer on-site recruitment efforts?”

The Process

The methodology gave us a common problem-solving approach and put employers, our customers, in the center of the project. We arrived at the end result by actually talking with employers about their experience with Center resources and using that information to understand their needs. Analysis of the data from our employer interviews revealed that partners needed to work together more effectively, that we didn’t have a common approach to Center issues, and we didn’t understand the resources that each partner provided.

Insight

Going through the process yielded many “Aha” Moments that we were not aware of prior to the project. They included the following:

- » Partners already had strong interpersonal relationships, a good foundation to start on. We needed to bring them together and work as “One Team.”
- » Partners felt a sense of ownership for Employer Services but had no way to channel collaborative efforts.
- » We couldn’t have any real impact on the employers until we fulfilled the two items above.

Our brainstorming sessions during the ideation phase resulted in the conceptual solutions that became the basis of our prototyping process. The prototyping and testing provided clarity to our ultimate solutions.

The common theme was the need to involve the customer in identifying and solving the problem. We discovered that they (employers) were key since we started with them by asking questions, doing field research, and ended with them by testing the prototype to see if the results would solve the problem.

The Prototype

Our final recommendations for the “How Might We” question included the following short and long term phases:

SHORT-TERM

- 1) Strategizing with Business Engagement Staff across Partner Agencies
- 2) Working with programs staff across agencies
- 3) Working with key staff and recruitment personnel
- 4) Improving our current Virtual Operating System

LONG-TERM

- 1) Developing a virtual AJCC for employers
- 2) Contracting out for services

Center partners have agreed that future issues affecting us all would use the same methodology since it proved so effective and enjoyable. What we found most valuable was being able to engage our partners and keep them focused throughout the

entire challenge, especially when they were apprehensive before we got together. Prior to learning this new method, most of us knew how to problem solve but we were “institutional” in our thinking, overlooking the users’ experience and their crucial insights. By using CCD, putting the customer at the center, we focused on their needs and were able to produce better outcomes and higher customer satisfaction.



The key is to form ONE team and to be SEEN as ONE team

As mentioned above, the most valuable outcome this challenge produced was the environment that now helps to keep the partners engaged, focused, and synergetic. The process allowed for more opportunities for us to develop and expand on our innovation each time we met. We advanced our thinking by expanding on shared ideas, which ultimately elevated our work and the end result. The paradigm shift provided understanding that we can make better impact and ensure user participation by involving our customers on a regular basis.

YOUTH TEAM HIGHLIGHTS

SCTWA Springhill, Tennessee

Designing Engaging Entrepreneurial Training for Incarcerated Youth

Stripe Creations is a partnership of workforce development professionals; Maury County, Tennessee, governmental departments; non-profits organizations; and education providers committed to expanding and improving the reach of workforce development services, and ultimately resulting in formerly incarcerated individuals gaining and maintaining employment in the Columbia, Tennessee, region.

The Customer-Centered Design Challenge we chose focused on reaching a segment of the OSY (Out-of-School Youth) population that would not ordinarily receive Career Center Services and provided these services on site. The goal was to develop long-term, ongoing relationships with incarcerated youth showing how the organization's services would help them reach their workforce goals. Establishing the relationship and building trust with incarcerated youth would increase the likelihood the youth would use Career Center services upon release, would increase the number of OSY, involved in our services and would decrease the high rate of recidivism through reliable jobs and opportunity for continued education.



Photo Courtesy of SCTWA

Challenge

How might we recruit more Out-of-School Youth for Career Center Services?

Process



Photo Courtesy of SCTWA

The Customer-Centered Design process provided a framework in designing an innovative solution to recruiting OSY for our Career Centers. The goal was to connect young adults with a strong need for defining their future. Nine young men at the Maury County Jail participated in an intensive group endeavor that focused on their situation and provided them with a practicum in a creative enterprise. The team consisted of staff of SCTWA (South Central

Tennessee Workforce Alliance), the local Career Center, and a consulting artist. Since the enterprise would involve an arts project, the first challenge was the restrictions on materials that would be allowed into the jail. Resorting to mostly paper products and scotch tape the inmates experienced the nature of resourceful

and meaningful production by adapting to the materials on hand. The most significant field observation was the intensity with which the youth dedicated to the challenge. The reflection of the focus question, “Does this (state of my life) define me?” produced insightful images as to what they each find important in their lives. They worked together, shared ideas and skills, never swayed from the task, and were very pleased with their work.

In addition to the art challenge, the youth participated in training classes on Entrepreneurship and Career Center Services.

Moving Forward

Since the project prototype concluded, SCTWA enrolled 13 out of school incarcerated youth and has seen from two of the inmates a strong association with the SCTWA services as their situation at the jail has changed. Interest has also been generated from the Maury County Public Defenders Office in helping with the exhibition of the work the youth produced. As an enterprise, the product of the workshop is designated for exhibition, for sale or auction and the proceeds donated to a charitable cause determined by the youth, highlighting the importance of giving back to the community and the benefits of serving in a positive capacity.

The workshops are simple, economical and can be easily reproduced using WIOA funding. The partnering organizations are responsive to the continuation of these services. Going forward, SCTWA plans to incorporate this type of activities in the existing jail setting, and to look for opportunities to expand the program to seven other counties in the region. Stripe Creations started additional workshops in February 2016. The workshops consisted of Entrepreneurial Training, Art Projects, Career Center Services Orientation, and a Budgeting Workshop that addressed placing monetary values on time spent away from family.

FUTURE U

Branding Services and Building Work-Based Learning Opportunities

The Arapahoe/Douglas Works! Workforce Center serves the workforce development needs of Arapahoe and Douglas counties, which together make up the southeastern portion of Colorado’s Denver Aurora Metro Area. Our vision is to be a best-in-class workforce development organization that is responsive to the dynamic needs of job seekers and business/industry. Our mission is to strategically invest in Human Capital, which contributes to regional economic vitality.



Workforce development is a vital part of the economic infrastructure in the Southern Denver Metro Region. This infrastructure includes: the Arapahoe/Douglas Workforce Development Board, the Arapahoe/Douglas Works!, Workforce Center, economic developers, real estate developers, local governments, public transit, utilities, and P-20 education. It is this public-private partnership which has made the Denver Metro Area one of the most diversified economies in the United States; a magnet for young families and young adults due to world-class business parks, public transportation, infrastructure, international passenger and commercial air transportation, ample recreation opportunities, clean air and water, and a vibrant, expanding economy that grows jobs.

Challenge/Process

Arapahoe/Douglas Works! identified a need to reevaluate how the Workforce Center provides service delivery and programming to young adults. Throughout this process the team developed the following “How Might We” question: How might we drive and increase out-of-school young adults to realize the value in accessing Arapahoe/Douglas Works! programming and resources? Subsequently, this insight provided our ability to foster greater innovation and opportunity for our customers.



The only way to make sense out of change is to plunge into it, move with it, and join the dance.

Alan Watts

The Arapahoe/Douglas Works! Future U team goal was to attract more out-of-school young adults through a re-branding effort, with an emphasis on Talent Development strategies. The end-result was that young adults were connected to strategic work-based learning opportunities and/or sustainable in-demand training and employment opportunities with Career Pathways. The common theme of focusing on Workforce Innovation and Opportunity Act (WIOA) Talent Development strategies such as Career Pathway Development, Sector Strategies, Registered Apprenticeships, Work Training Experiences, and On-the-Job Training opportunities were utilized to meet the needs of both young adults and business/industry in our region.

To further expand our Customer-Centered Design impact, we established a Prototype Team to foster programming that enhances the structure of young adult service delivery such as the newly developed young adult mentorship/internship program. Through the successes we observed we are now implementing this methodology agency-wide.

We strongly believe that the Customer-Centered Design process has strengthened our processes and procedures and will continue to allow us to continue to strategically advance our young adult program through the transition into WIOA. The strategies of the Customer-Centered Design course will allow us to make sure that we transition programming, while developing and implementing WIOA Talent Development strategies, such as Career Pathway Development, Sector Strategies, Registered Apprenticeships, Work Training Experiences and On-the-Job Training will all be utilized to meet the needs of young adults and business/industry to be a Best in Class Workforce Center/One-Stop in our region, state, and nationally.

IN THEIR OWN WORDS



“The CCD Challenge illustrates the power of human-centered design to improve government services for those we serve by putting people at the center. And while it has obviously been exciting to learn about all the new ways that the participating teams have found to better serve their customers, it has been equally exciting to see how empowering human-centered design can be for those on the front lines of our workforce system. This is an inspiring example of the power of innovation in government.”

Dan Correa, Senior Advisor,
White House Office of Science and Technology Policy

White House Event Photos







CUSTOMER-CENTERED DESIGN

Design Workforce Resources

Webinars



The Customer-Centered Design Challenge Launch (Round 2)

https://ion.workforcegps.org/sitecore/content/global/events/2016/04/15/12/37/The_Customer_Centered_Design_Challenge_Launch



Customer-Centered Design Prototype Phase

https://www.workforcegps.org/events/2015/12/08/15/07/Customer_Centered_Design-The_Prototype_Phase

Podcasts



Customer-Centered Design - Part 1 **Customer-Centered Design - Part 2**

Both podcasts can be accessed here:

https://ion.workforcegps.org/resources/2015/09/02/17/11/Customer-Centered_Service_Design_Initiative

Videos



Voices of Experience on Customer-Centered Design

https://ion.workforcegps.org/resources/2016/04/11/11/58/Customer_Centered_Service_Design

Other Resources



Design Kit: The Field Guide to Human-Centered Design - (Book/Guide)

<https://www.ideo.com/work/human-centered-design-toolkit>



Design Mind Blog - (Blog)

<http://designmind.frogdesign.com>



The Open Book of Social Innovation - (Book)

<http://youngfoundation.org/publications/the-open-book-of-social-innovation>



Prototyping Framework - (Resource/PDF)

<http://www.nesta.org.uk/publications/prototyping-framework>



The Bootcamp Bootleg (Book/Guide)

<http://dschool.stanford.edu/use-our-methods/the-bootcamp-bootleg>

Maher & Maher completed this project with federal funds under the contract numbers DOLQ131A22098 DOL-ETA-14-U-00045 and DOLQ131A22098 DOL-ETA-14-U-00011, from the U.S. Department of Labor, Employment and Training Administration. The contents of this publication do not necessarily reflect the views or policies of the Department of Labor, nor does mention of trade names, commercial products, or organizations imply endorsement by the U.S. Government.