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JAN VOGEL
EXECUTIVE DIRECTOR

DATE:	September 1, 2017
TO:	South Bay One-Stop Business & Career Center – Inglewood South Bay One-Stop Business & Career Center – Torrance - AFFILIATE South Bay One-Stop Business & Career Center – Gardena – AFFILIATE South Bay One-Stop Business & Career Center – Carson – AFFILIATE SBWIB, Inc. Contractors
SUBJECT:	DIRECTIVE 17-02 Certification Policy and Procedures South Bay One-Stop Business and Career Centers / America’s Job Center of California (AJCC) Comprehensive and Affiliates
REFERENCES:	WIOA § 121(g), WIOA § 188, WIOA § 134(d), WIOA DOL Final Rule WSD16-20, WSD16-14, WSD16-09, WSD15-12 Americans with Disability Act Amendment Act of 2008 Title 29 CFR Part 38, TEGL 16-16, TEGL 4-15, WIOA DOL Final Rule

BACKGROUND:

The Workforce Innovation and Opportunity Act (WIOA) requires local boards to establish a framework for maintaining high-quality, effective AJCCs. Each local board at a minimum must operate one (1) comprehensive AJCC/One-Stop service center in its Local Workforce Development Area (Local Area).

The South Bay Workforce Investment Board (SBWIB) holds the authority to develop standards and certify centers within the South Bay region using criteria adopted under the WIOA Joint Final Rule and State of California Employment Development Department Workforce Services Directive 16-20 (WSD16-20). These standards ensure that the centers are businesslike places where every service is focused on two key operational goals:

1. Ensuring that businesses receive the most highly qualified job candidates; and,
2. Ensuring job seekers have an opportunity to assess their skills through a standardized process and become better job candidates by developing their skills.

South Bay One-Stop Business & Career Centers/AJCCs feature collocated partners that bring resources to the One-Stop system, as well as community partners to which referrals are made.

PURPOSE:

Establish the certification process and guidelines to be used by the South Bay One-Stop Business & Career Centers. The process will incorporate key requirements for its AJCC/One-Stop locations. The purpose of these guidelines is to ensure:

1. Compliance with WIOA service delivery requirements of its Adult, Dislocated Worker and Youth programs ensuring effectiveness.
2. Compliance with physical and programmatic accessibility for individuals with disabilities.
3. Adoption and on-going application of continuous quality improvement (CQI) processes associated with the criteria used to evaluate organizations for Malcolm Baldrige National Quality Award (and similar awards programs).

POLICY:

The SBWIB has approved to align its existing policies and process and incorporate the California Workforce Development Board's criteria and procedures for AJCC Certification. Each South Bay One-Stop Business & Career Centers/AJCC must also comply with the two levels of AJCC certification: Baseline and Hallmarks of Excellence. The Baseline AJCC Certification will ensure that the comprehensive AJCC/One-Stop is in compliance with key WIOA statutory and regulatory requirements. Whereas, the Hallmarks of Excellence AJCC Certification is intended to encourage continuous improvements in the areas of quality and performance.

South Bay Certification

AJCC/One-Stop Center Certification is a formal designation. It requires display of the South Bay One-Stop Business & Career Centers/AJCC brand name and signage. Certification requires an agreement between the one-stop operator, career service providers, and the partners that establishes conditions under which a Center is to operate and share resources.

SBWIB's workforce system requires its one-stop delivery system to engage in continuous improvement activities. To achieve this, the SBWIB AJCC/One-Stop Certification process incorporates principles from the Malcolm Baldrige Criteria for Performance Excellence, with a focus on continuous improvement. The Baldrige Criteria are nationally recognized as being instrumental in stimulating improvements in competitiveness and business performance. Baldrige formulates a framework of intensive self-examination and assessment in seven categories of organizational behavior displayed by the local workforce system.

These categories include:

- Leadership
- Strategic Planning
- Customer and Market Focus
- Information and Analysis
- Human Resource Focus
- Process Management
- Business Results

Each South Bay One-Stop Business & Career Centers/AJCC will apply the following procedures for Certification as detailed in the One-Stop/AJCC Certification Handbook, and meet the minimum level of requirements to be certified as applicable (*Baseline AJCC Certification*).

Although each South Bay One-Stop Business & Career Centers/AJCC will be different, including partners, staffing patterns, a varied customer base, goals and directives, there will be a minimum level of services that must be commonly offered by the certified One-Stop comprehensive center and affiliated sites.

For subsequent certifications (*Hallmarks of Excellence*), Centers must consider higher quality and levels of service, partnerships and collaboration, business engagement, performance outcomes, including customer satisfaction, and incorporate continuous improvement using the Baldrige criteria. Not meeting certification standards for continuous improvement measures or not maintaining or achieving reasonable accommodation goals for access for services by customers with disabilities may be a basis for de-certification and/or corrective action.

Certification will be comprised of a self-assessment process, based on the One-Stop Certification Handbook, which includes a One-Stop Certification Matrix (checklist). Other components of the Certification Application are detailed in the handbook. A coach may be appointed by the Chief Executive Officer to provide technical support and training.

Evaluation reviews will be conducted by a Certification Team comprised of at least two (2) individuals but not more than five (5) appointed representatives (WIB members, other business representatives, community based organizations or SBWIB administrative staff). SBWIB will observe and maintain appropriate firewalls and avoid conflict(s) of interest in selection of the team members.

SBWIB will retain adequate supporting documentation and records of its certification process and determination results for each AJCC/One-Stop. This includes, but not limited to self-assessments, on-site evaluation, notes or surveys, reports and other data used during the process. Certification documentation will be made available and upon request by the DOL, State Board, or Employment Development Department.

The One-Stop Certification for each South Bay One-Stop Business & Career Center Comprehensive and Affiliate Sites must be renewed at least once every three (3) years. Recertification will entail similar processes.

The following are certification criteria and processes by the California Workforce Development Board that have been incorporated into the AJCC Certification.

Baseline AJCC Certification - Comprehensive

The following criteria must be met by the AJCC for Baseline AJCC Certification:

- The Local Board has implemented a signed MOU with all the required AJCC partners. This includes both Phase I & Phase II of the MOU.
- The AJCC has implemented the board-defined roles and responsibilities of the AJCC Operator and Title I Adult and Dislocated Worker Career Services Provider(s).
- The AJCC meets all regulatory requirements to be considered a comprehensive AJCC as identified in the WIOA Joint Final Rule Section 678.305.
- The AJCC ensures equal opportunity for individuals with disabilities in accordance with the ADA, WIOA Section 188, and all other applicable federal and state guidance.
- The comprehensive AJCC will use the established Comprehensive AJCC Certification Matrix – Baseline Criteria (Attachment 1).

For purposes of this policy it is noted that the SBWIB has one comprehensive AJCC/One-Stop referred to as the South Bay One-Stop Business & Career Center – Inglewood. Policies are applicable to the comprehensive AJCC/One-Stop during Program Year (PY) 17-18. All other Affiliates or specialized sites will comply with the same requirements as applicable during PY 18-19 and PY 19-20, or as instructed by the SBWIB.

The comprehensive center must establish and meet the Baseline AJCC Certification criteria as a requirement of this policy on or by December 31, 2017. As required, the SBWIB will transmit certification status to the Employment Development Department designee by this date.

If the comprehensive center does not meet the established criteria it will be deemed “not yet able to certify.” The SBWIB will submit a corrective action plan along with the Baseline AJCC Certification Matrix outlining how the SBWIB will work with the comprehensive AJCC to reach compliance not later than April 1, 2018.

Hallmarks of Excellence AJCC Certification - Comprehensive

In efforts to build on areas that the AJCC/One-Stop can continuously improve service delivery, the State Board has identified eight distinct Hallmarks of Excellence. To receive a Hallmarks of Excellence AJCC Certification, the AJCC/One-Stop must meet the established Baseline AJCC Certification and Baldrige Criteria first. In addition, the AJCC/One-Stop must also receive a ranking of at least 3, from a scale of 1-5, in all eight Hallmarks of Excellence.

The following criteria must be satisfactorily met by the AJCC/One-Stop for Hallmarks of Excellence AJCC Certification:

- The AJCC physical location enhances the customer experience.
- The AJCC ensures universal access, with an emphasis on individuals with barriers to employment.
- The AJCC actively supports the One-Stop system through effective partnerships.
- The AJCC provides integrated, customer-centered services.
- The AJCC is an on-ramp for skill development and the attainment of industry-recognized credentials which meet the needs of targeted regional sectors and pathways.
- The AJCC actively engages industry and labor and supports regional sector strategies through an integrated business service strategy that focuses on quality jobs.
- The AJCC has high-quality, well-informed, and cross-trained staff.
- The AJCC achieves business results through data-driven continuous improvement.
- The comprehensive center will use the established Comprehensive AJCC Certification Matrix – Hallmarks of Excellence Criteria (Attachment 2).

The SBWIB will continue to work with each AJCC to help them improve and progress to the Hallmarks of Excellence standards. The SBWIB will establish a continuous improvement plan and timeline that will focus on increasing the overall ranking of each standard or maintain the ranking standard should they already achieved a 5 ranking.

The SBWIB will transmit the comprehensive AJCC certification status and continuous improvement plan to the Employment Development Department designee by June 30, 2018. The following timeline has been developed to ensure the SBWIB meets the required deliverables to the State Board. The timeline and certification resources including policies, process guidelines, applications and or evaluation tools may be revised to comply and aligned with State Board requirements or recommendations and may be accepted without revision to this policy.

ADMINISTRATIVE & CERTIFICATION DELIVERABLES**TIMELINE**

Local Boards submit their AJCC certification process

Select the Certification Review Team & Orientation
Complete in-depth review of the *Baseline Certification Matrix* by WDB Staff and or Certification Review Team

- Review signed Phase I/II MOU
- Review implementation of MOU
- Review One-Stop Operator assigned roles & responsibilities
- Review equal opportunity & access for individual with disabilities

Comprehensive AJCC/One-Stop begins its self-assessment and application process for the *Hallmarks of Excellence Certification Matrix*

Local Boards receive the State Board’s decision on their AJCC certification process and must submit corrective actions if required.

Results of *Baseline Certification Matrix* and development of any corrective action plan requirement if the AJCC/One-Stop is deemed “Not Yet Able to Certify.”

Share results of the Baseline Certification to the One-Stop Policy Committee

Share results and recommendations of the Baseline Certification to the Executive Committee for approval and ratification at the full Board meeting.

Comprehensive AJCC/One-Stop submits its application for the *Hallmarks of Excellence Certification Matrix*

Certification Review Team overview and training using the certification matrix and criteria used for evaluation

Local Boards submit the *Baseline Criteria Matrix* and, if necessary, corrective action plans for each comprehensive AJCC.

State Board certifies the Local Board’s AJCC certification process.

State Board approves the Local Board’s Hallmarks of Excellence Criteria Matrix self-assessment submission for each comprehensive AJCC.

Desk review of the Comprehensive AJCC/One-Stop application for the *Hallmarks of Excellence Certification Matrix*
Certification Review Team meets to continue the process and plan and evaluation resources for conducting the Comprehensive AJCC/One-Stop – *Hallmarks of Excellence Certification* and on-site review

September 30, 2017

September - October 2017

October – November 2017

October – December 2017

November 1, 2017

November 2017

November 15, 2017

December 13, 2017

December 2017

December 2017

December 31, 2017**December 31, 2017****January 31, 2018**

December 2017 – January 2018

January – February 2018

Comprehensive AJCC/One-Stop Hallmark of Excellence on-site review

Week of January 23, 2018

Hallmark of Excellence on-site review results & report
Share results of the Hallmark of Excellence on-site review to the One-Stop Policy Committee

January – February 2018
February 21, 2018

Local Boards with AJCCs that were deemed “Not yet able to certify” must have corrected any Baseline AJCC Certification compliance issues, in line with their corrective plans, and submit an updated Baseline Criteria Matrix.

April 1, 2018

Share results and any recommendations for continuous improvement plan toward receiving the *Hallmark of Excellence* to the Executive Committee and approval and ratification at the full Board meeting.

April 11, 2018

Full Board approval of the Certification and/or Continuous Improvement plan for the *Hallmark of Excellence Certification*

April 19, 2018

Local Boards submit the Hallmarks of Excellence Criteria Matrix and continuous improvement plans for each comprehensive AJCC.

June 30, 2018

State Board will have notified Local Boards of the certification status for each comprehensive AJCC.

June 30, 2018

ACTION:

The South Bay Workforce Investment Board and its South Bay One-Stop Business & Career Centers (Comprehensive/Affiliates) shall follow this policy. This policy will remain in effect until such time a revision is issued.

INQUIRIES:

Inquiries regarding this directive should be addressed Justina Munoz or Jessica Ku Kim at 310-970-7700.



Jan Vogel
Executive Officer

Policy Supersedes Directive 13-12

Comprehensive AJCC Certification Matrix Baseline Criteria

The Baseline America's Job Center of CaliforniaSM (AJCC) Certification is intended to ensure that every comprehensive AJCC is in compliance with key *Workforce Innovation and Opportunity Act* (WIOA) statutory and regulatory requirements. If an AJCC does not meet one or more of the criteria, they will be considered "not yet able to certify." In this instance, the Local Workforce Development Board (Local Board) must develop a corrective action plan that outlines how they will bring the AJCC into compliance by April 1, 2018.

Local Boards must submit a completed matrix and, if needed, a corrective action plan to their Regional Advisor for each comprehensive AJCC by December 31, 2017.

Name of Local Board: **South Bay Workforce Investment Board**
A California Workforce Development Board

Name of AJCC: South Bay One-Stop Business& Career Center - Inglewood

Baseline Criteria	Yes	No
Implements the signed Memorandums of Understanding (MOU)		
A Memorandum of Understanding (meeting the Phase I and Phase II requirements in Workforce Services Directive WSD15-12 and WSD16-09) has been signed by all the required AJCC partners.		
The signed MOU identifies the AJCC as a comprehensive center.		
The AJCC is implementing the MOU specifications applicable to comprehensive centers.		
Implements the Local Board defined roles and responsibilities of the AJCC Operator and Career Services Provider		
AJCC Operator selected in compliance with WSD16-14.		
Roles and responsibilities of AJCC Operator are clearly identified.		
Career Services Provider selected in compliance with WSD16-14.		
Roles and responsibilities of the Career Services Provider within the AJCC are clearly identified.		
Meets all regulatory requirements to be a comprehensive AJCC (WIOA Joint Final Rule Section 678.305)		
AJCC has least one Title I staff person physically present.		
AJCC provides access to all basic and individualized career services identified in WIOA Joint Final Rule Section 678.430.		

<p>AJCC provides access to training services identified in WIOA Joint Final Rule Section 680.200.</p>		
<p>AJCC provides access to any employment and training activities carried out under WIOA Section 134(d).</p>		
<p>AJCC provides access to programs, services, and activities of all required AJCC partners by having partner staff physically co-located at the AJCC, having a staff person at the AJCC who has been cross-trained to provide information about partner programs, or having direct linkage through technology to staff who can provide meaningful information or services.</p>		
<p>AJCC provides workforce and labor market information.</p>		
<p>AJCC provides customers with access programs, services, and activities during regular business hours.</p>		
<p>Ensures Equal Opportunity for Individuals With Disabilities</p>		
<p>The AJCC is physically and programmatically accessible to individuals with disabilities, as described in WIOA Section 188 and Title 29 Code of Federal Regulations Part 38.</p> <p>Americans with Disabilities Act Title V provides that state requirements may supersede the ADA when state requirements provide greater or equal protection for the rights of individuals with disabilities. Therefore, the AJCC must also be in compliance with following California guidance related to equal access for individuals with disabilities:</p> <ul style="list-style-type: none"> • Fair Employment and Housing Act (California Government Code Section 12900-12996) • Unruh Civil Rights Act (California Civil Code Section 51-52) • Disabled Persons Act (California Civil Code Section 54-55) • California Building Code Title 24 Chapter 11B • California Government Code 7405 • California Government Code 11135 <p>Such requirements include, but are limited to, the following:</p> <ul style="list-style-type: none"> • Providing reasonable accommodations for individuals with disabilities • Making reasonable modifications to policies, practices, and procedures where necessary to avoid discrimination against persons with disabilities • Administering programs in the most integrated setting appropriate • Communicating with persons with disabilities as effectively as with others • Providing appropriate auxiliary aids and services, including assistive technology devices and services, where necessary to afford individuals with disabilities an equal opportunity to participate in, and enjoy the benefits of, the program or activity 		

<ul style="list-style-type: none"> • Providing for the physical accessibility of the AJCC to individuals with disabilities 		
The AJCC meets all Baseline Criteria for Baseline AJCC Certification		

The Local Board Chair must attest the Local Board’s certification decision by signing below.

Signature

Name

Title

Comprehensive AJCC Certification Matrix Hallmarks of Excellence

The Hallmarks of Excellence America's Job Center of CaliforniaSM (AJCC) Certification is intended to encourage continuous improvement by identifying areas where an AJCC may be exceeding quality expectations, as well as areas where improvement is needed. These were developed in alignment with Training and Employment and Guidance Letter 4-15, California's Unified Strategic Workforce Development Plan (State Plan), and the AJCC Certification Workgroup's vision for California's One-Stop delivery system.

Hallmarks of Excellence Ranking

Each individual Hallmark of Excellence is ranked on a scale of 1 to 5:

1. No progress on the hallmark at this time.
2. Have started progress on the hallmark but not yet satisfactory.
3. Have a satisfactory amount of the hallmark in place the majority of the time.
4. Significantly meeting the hallmark with room for improvement.
5. Achieving and excelling at the hallmark.

In order to receive a Hallmarks of Excellence AJCC Certification, an AJCC must have first met Baseline AJCC Certification and then receive a ranking of a least 3 for each of the Hallmarks of Excellence.

The matrix below describes each Hallmark of Excellence and provides associated quality indicators that should be used by the evaluator when documenting the rationale for each ranking. The evaluator must also provide continuous improvement goals and recommendations that Local Boards can use as they work with each comprehensive AJCC to develop a separate continuous improvement plan with target dates.

Local Boards must submit a completed matrix and continuous improvement plan to their Regional Advisor for each comprehensive AJCC by June 30, 2018.

Name of Local Board: **South Bay Workforce Investment Board**
A California Workforce Development Board

Name of AJCC: South Bay One-Stop Business& Career Center - Inglewood

*****Hallmark of Excellence formats have been condensed for policy purposes only***

Hallmark of Excellence #1

The AJCC physical location and facility enhances the customer experience

Characteristics of a High Quality AJCC

- a. The physical layout of the AJCC must inform and engage customers in staff-supported activities and allow for workshops, group meetings and a robust basic career services, rather than moving all customers to the AJCC resource room computers to conduct a job search.

California State Plan Vision and Strategies

- a. The vision for the AJCC system in California, is to provide seamless customer-centered services focused on demand driven skills attainment and upward mobility for all Californians. The services should be delivered by aligning, coordinating, and integrating the programs and services of required and optional partners.
- b. AJCCs must be a professional and clean, environment where customers are greeted as they enter the AJCC. Information should be readily available about all partner program services, including how to access them.

Quality Indicators

- a. The location of the AJCC is convenient for customers (including those with barriers to employment). It has adequate parking and is accessible by public transportation (where available).
- b. External signage clearly identifies the location as an AJCC and meets the branding requirements of Workforce Services Information Notice 12-43.
- c. The AJCC is clean with a professional appearance.
- d. The AJCC is designed so that it is easy for customers to access services, resources, and staff assistance.
- e. The AJCC's resource area is neat, has adequate workstations to meet customer demand, and the equipment is in working order.
- f. The AJCC has adequate space available for customer reception, workshops, on-site employer recruitment events, itinerate partners, and job center staff.
- g. The AJCC has internal signage to help customers easily navigate the AJCC.
- h. Emergency evacuation procedures are in place and those procedures address the needs of individuals with disabilities.
- i. Adequate safety and security precautions are in place to protect both customers and staff.

Hallmark of Excellence #1

Assessment of the AJCC's Strengths and Continuous Improvement Opportunities:

Hallmark of Excellence #1 Ranking (1-5) : _____

Rationale for This Ranking:

Hallmark of Excellence #1

Continuous Improvement Goals and Recommendations:

Hallmark of Excellence #2

The AJCC ensures universal access, with an emphasis on individuals with barriers to employment.

US DOL Characteristics of a High Quality AJCC

- a. Reflect a welcoming environment to all customer groups who are served by the AJCC. All AJCC staff are courteous, polite, responsive, and helpful to job seekers, businesses, and others who visit the AJCC. Staff are sensitive to the unique needs of individuals with disabilities and are prepared to provide necessary accommodations.
- b. Ensure meaningful access to all customers. AJCCs must be physically and programmatically accessible to all customers, including individuals with disabilities. In so doing, AJCCs use principles of universal design and human-centered design, such as flexibility in space usage, the use of pictorial, written, verbal and tactile modes to present information for customers with disabilities or limited English proficiency; providing clear lines of sight to information for seated or standing users; providing necessary accommodations; and providing adequate space for the use of assistive devices or personal assistants. AJCCs use assistive technology and flexible business hours to meet the range of customer needs.
- c. Include both virtual and center-based service delivery for job seekers, workers, and employers. Both methods of delivery support the talent needs of the regional economy, although each may better serve different customers with different levels of service needs at any given time. The system can expand its reach by delivering robust virtual services; and increasing the accessibility of those services through community partners, such as libraries, community and faith-based organizations, and other partners.

California State Plan Vision and Strategies

- a. Enabling upward mobility for all Californians including populations with barriers to employment. Workforce and education programs need to be accessible for all Californians and ensure that everyone has access to a marketable set of skills and is able to access the level of education necessary to ensure economic self-sufficiency and security.

Hallmark of Excellence #2

Quality Indicators

- a. All AJCC staff honor and accommodate diversity and are comfortable and adept in working with all types of individuals, including those with disabilities, cultural differences, and all individuals with barriers to employment.
- b. The local Equal Opportunity Officer periodically reviews the AJCC's policies, procedures, and facility for accessibility and equal opportunity and then provides recommendations and staff training, where needed.
- c. The AJCC has a Limited English Proficiency Plan to provide meaningful access for individuals that do not speak English as their primary language and who have limited ability to read, speak, write, or understand English.
- d. The AJCC uses the principles of universal and customer-centered design to ensure inclusive space and materials are available to individuals regardless of their range of abilities, mobility, age, language, learning style, intelligence, or educational level.
- e. The AJCC implements the veteran's preference and priority of service requirements.
- f. The AJCC provides services outside of regular business hours where there is a workforce need as defined by the Local Board.
- g. The AJCC delivers both AJCC-based and virtual services.
- h. The AJCC ensures that individuals with disabilities are able to access virtual services in a manner that is comparable to the

access available to others.

Assessment of the AJCC's Strengths and Continuous Improvement Opportunities:

Hallmark of Excellence #2

Hallmark of Excellence #2 Ranking (1-5) : _____

Rationale for This Ranking:

Continuous Improvement Goals and Recommendations:

Hallmark of Excellence #3

The AJCC actively supports the One-Stop system through effective partnerships

US DOL Characteristics of a High Quality AJCC

- a. Reflect the establishment of robust partnerships among partners. The AJCC operator facilitates an integrated, colocated partnership that seamlessly incorporates the services of all the AJCC partners.

California State Plan Vision and Strategies

- a. Aligning, coordinating, and integrating programs and services to economize limited resources while also providing the right services to clients, based on each client's particular and potentially unique needs so as to facilitate skills-attainment.

Quality Indicators

- a. A system is in place to assess the satisfaction of both colocated and non-colocated partners with the AJCC and its services.
- b. Both colocated and non-colocated partners believe that the AJCC adds value to their program and their customers.
- c. The required AJCC partners meet on a regular basis to discuss the One-Stop system and the AJCC's contribution to the system and make recommendations for continuous improvement.
- d. The AJCC actively outreaches and provides access to non-colocated partner customers to participate in AJCC-based services, such as workshops and recruitment events.
- e. An inventory and overview of all partner services is available to all AJCC staff and all AJCC staff has received an orientation to all partner programs and services.
- f. One-Stop system marketing materials have been developed that overview all partner services for distribution to customers at the AJCC and at all non-colocated partner locations.
- g. The AJCC's partner referral process (as outlined in the Memorandum of Understanding) is being implemented with a focus on quality referrals that are likely to convert to service.
- h. Referrals are recorded and a system is in place for partners to follow-through and report progress on referrals made.
- i. The AJCC connects to the community through multiple community partnerships and community access points.

Hallmark of Excellence #3

Assessment of the AJCC's Strengths and Continuous Improvement Opportunities:

Hallmark of Excellence #3 Ranking (1-5) : _____

Rationale for This Ranking:

Hallmark of Excellence #3

Continuous Improvement Goals and Recommendations:

Hallmark of Excellence #4

The AJCC provides integrated, customer-centered services

US DOL Characteristics of a High Quality AJCC

- a. Organize and integrate services by function (rather than by program); when permitted by a program's authorizing statute and as appropriate, and by coordinating staff communication, capacity building, and training efforts. Functional alignment includes having AJCC staff who perform similar tasks serve on relevant functional teams, e.g. skills development team. Service integration focuses on serving all customers seamlessly (including targeted populations) by providing a full range of services staffed by cross-functional teams, consistent with the purpose, scope, and requirements of each program.
- b. Use an integrated and expert intake process for all customers entering the AJCCs. Frontline staff are highly familiar with the functions and basic eligibility requirements of each program, and can appropriately assist customers and make knowledgeable referrals to partner programs, as needed and as appropriate given the authorized scope of the program.
- c. Develop and maintain integrated case management systems that inform customer service throughout the customer's interaction with the integrated system and allows information collected from customers at intake to be captured. Customer information is properly secured in accordance with personally identifiable information guidelines, and facilitated as appropriate, with the necessary MOU or other forms of confidentiality and data sharing agreements. Data, however, would be shared with other programs, within the One-Stop system only after the informed written consent of the individual has been obtained, where required.

California State Plan Vision and Strategies

- a. Integrated Service Delivery: braiding resources and coordinating services at the local level to meet client needs.
- b. Customer-Centered Service Design: use of customer centered design to involve frontline staff and customers in the development, prototyping and evaluation of AJCC services, resources, tools, and systems.

Hallmark of Excellence #4

Quality Indicators

- a. AJCC staff identifies with the AJCC system (and not just their specific program), believes that all AJCC customers are shared customers, and contributes to providing a positive AJCC experience for every AJCC customer.
- b. AJCC staff have received customer service and customer-centered design training
- c. AJCC staff is cross-trained in program partner eligibility and services, so they have the capacity to functionally serve customers well.
- d. The AJCC has clearly identified the roles, responsibilities, and authorities of both functional leaders and the supervisors of program partners and the AJCC has an integrated functional organizational chart.
- e. The AJCC has a system in place to promptly greet all AJCC customers, identify the reason for their visit and their needs, and connect them to appropriate services as quickly as possible
- f. The AJCC has developed integrated customer flow procedures that respond to customer need and moves customers seamlessly between AJCC entry and service delivery with as few hand-offs as possible.
- g. All AJCC colocated partners have identified the Career Services that are applicable to their program and the AJCC has developed methods to align/integrate the delivery of those services.
- h. The AJCC has establish protocols to co-enroll customers in more than one partner program when there is value to customers and has a strategy for effectively sharing case management when customers are co-enrolled.

Assessment of the AJCC’s Strengths and Continuous Improvement Opportunities:

Hallmark of Excellence #4

Hallmark of Excellence #4 Ranking (1-5) : _____

Rationale for This Ranking:

Continuous Improvement Goals and Recommendations:

Hallmark of Excellence #5

The AJCC is an on-ramp for skill development and the attainment of industry-recognized credentials which meet the needs of targeted regional sectors and pathways.

US DOL Characteristics of a High Quality AJCC

- a. Improve the skills of job seeker and worker customers. AJCCs offer access to education and training leading to industry-recognized credentials through the use of career pathways, apprenticeships, and other strategies that enable customers to compete successfully in today’s global economy.
- b. Value skill development by assessing and improving each individual’s basic, occupational, and employability skills.

California State Plan Vision and Strategies

- a. Career Pathways: enabling of progressive skills development through education and training programs, using multiple entry and exit points, so that each level of skills development corresponds with a labor market payoff for those being trained or educated and results in industry-recognized credentials.
- b. Earn and Learn: using training and education best practices that combine applied learning opportunities with material compensation while facilitating skills

<p>c. Balance traditional labor exchange services with strategic talent development within a regional economy.</p> <p>d. Create opportunities for individuals at all skill levels and levels of experience by providing customers as much timely, labor market, job-driven information and, choice as possible related to education and training, careers, and service delivery options, while offering customers the opportunity to receive both skill-development and job placement services.</p>	<p>development in the context of actual labor market participation.</p> <p>c. Supportive Services: providing ancillary services like childcare, transportation, and counseling to facilitate program completion by those enrolled in training and education courses.</p> <p>d. AJCCs as an access point for programs that provide for “demand-driven skills attainment.” From this perspective, AJCCs will be operated as an “on ramp” or “gateway” to the “Regional Sector Pathways” programs either built-out or identified through the regional planning process described above.</p> <p>e. AJCCs will continue to provide the full array of Career Services and function as labor exchanges but there will be much greater emphasis on treating AJCCs as an access point for education and training services for those who want and need it.</p>
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<p>Hallmark of Excellence #5</p>	
<p><u>Quality Indicators</u></p> <p>a. All AJCC staff (i.e., the staff of all colocated partners regardless of staff position or program) value both skill development and employment outcomes and know how they can promote and contribute to both.</p> <p>b. All AJCC staff knows the regional target sectors, can identify regional sector career pathways, and can understand what those mean in terms of providing services to customers.</p> <p>c. The AJCC has skill development and training opportunities for customers at all skill and experience levels.</p> <p>d. The AJCC has robust training services and staff assists customers in accessing and enrolling in these services, including career pathways, integrated education and training, workforce preparation, work-based learning, and apprenticeship.</p> <p>e. AJCC staff are committed to and competent in helping customers navigate career pathways that result in industry-recognized credentials.</p> <p>f. The AJCC does not implement a “sequence of service requirement” for training and does not have cumbersome entry steps that prohibit easy access to education and training that leads to industry-recognized credentials.</p> <p>g. The AJCC ensures that supportive services are available to customers, as appropriate, to facilitate participation in training services.</p> <p>h. The AJCC strives to increase the number and percentage of all AJCC customers receiving skill development and training services resulting in industry recognized credentials.</p>	

Hallmark of Excellence #5

Assessment of the AJCC's Strengths and Continuous Improvement Opportunities:

Hallmark of Excellence #5 Ranking (1-5) : _____

Rationale for This Ranking:

Hallmark of Excellence #5

Continuous Improvement Goals and Recommendations:

Hallmark of Excellence #6

The AJCC actively engages industry and labor and supports regional sector strategies through an integrated business service strategy that focuses on quality jobs.

US DOL Characteristics of a High Quality AJCC

- a. Design and implement practices that actively engage industry sectors and use economic and labor market information, sector strategies, career pathways, registered apprenticeships, and competency models to help drive skill-based initiatives.
- b. Develop, offer, and deliver quality business services that assist specific businesses and industry sectors in overcoming the challenges of recruiting, retaining, and developing talent for the regional economy.

To support area employers and industry sectors most effectively, AJCC staff identify and have a clear understanding of industry skill needs, identify appropriate strategies for assisting employers, and coordinate business services activities across AJCC partner programs, as appropriate.

This includes the incorporation of an integrated and aligned business services strategy among AJCC partners to present a unified voice for the AJCC in its communications with employers.

Additionally, AJCCs use the forthcoming performance measure(s) on effectiveness in serving employers to support continuous improvement of these services.

California State Plan Vision and Strategies

- a. Regional partnerships: building partnerships between industry leaders, workforce professionals, education and training providers, and economic development leaders to develop workforce and education policies that increase job quality and support regional economic growth.
- b. Sector strategies: aligning workforce and education programs with leading and emergent industry sectors' skills needs.
- c. Fostering demand-driven skills attainment: workforce and education programs need to align program content with the state's industry sector needs so as to provide California's high road employers and businesses with the skilled workforce it needs to compete in the global economy.

Hallmark of Excellence #6

Quality Indicators

- a. All AJCC staff has high-knowledge of the regional economy, labor market conditions, business talent supply chains, and the needs of high-growth sectors and high road employers.
- b. The AJCC focuses on quality jobs by actively promoting targeted sector opportunities and high-demand occupations to all AJCC customers
- c. The AJCC promotes systems and partnerships that connect workers to high-quality jobs or entry-level work with clear routes to advancement.
- d. The AJCC has a defined strategy in place to regularly seek and capture employer advice in the design and delivery of demand-driven services for job seekers.
- e. The AJCC is an integral partner in the implementation of the Local Board’s integrated business services strategy and seeks to minimize redundant employer contacts while maximizing access to system-wide, integrated business services.
- f. The AJCC offers a wide range of AJCC-based services for employers including referral of qualified candidates, on-site recruitment, pre-employment testing, skill verification, and hiring and training subsidies.
- g. The AJCC consistently seeks feedback and satisfaction data from businesses on the delivery of business services and applies the learning for continuous improvement.

Assessment of the AJCC’s Strengths and Continuous Improvement Opportunities:

Hallmark of Excellence #6

Hallmark of Excellence #6 Ranking (1-5) : _____

Rationale for This Ranking:

Continuous Improvement Goals and Recommendations:

Hallmark of Excellence #7
The AJCC has high-quality, well-informed, and cross-trained staffing

US DOL Characteristics of a High Quality AJCC

- a. Train and equip AJCC staff in an ongoing learning process with the knowledge, skills, and motivation to provide superior service to job seekers, including those with disabilities, and businesses in an integrated, regionally focused framework of service delivery. Center staff are cross-trained, as appropriate, to increase staff capacity, expertise, and efficiency. Cross training allows staff from differing programs to understand every program and to share their expertise about the needs of specific populations so that all staff can better serve all customers. Center staff are routinely trained and are keenly aware as to how their particular function supports and contributes to the overall vision of the local board.
- b. Staff the center with highly trained career counselors, skilled in advising job seekers of their options, knowledgeable about local labor market dynamics, aware of available services inside and outside the AJCC.

California State Plan Vision and Strategies

- a. Certification criteria will include an assessment of professional development and staff capacity building.

Hallmark of Excellence 7

Quality Indicators

- a. The AJCC has regular staff meetings with all AJCC staff (i.e. the staff of all colocated partners regardless of program) to build relationships, provide updates on center activities, and discuss strategies for AJCC improvement.
- b. Partners have agreed to provide training to all AJCC staff on a regular basis.
- c. There is a capacity building and/or professional development plan for staff and partners.
- d. All AJCC staff has received training on the services of One-Stop partners, eligibility for those services, and the process for referring customers to partners.
- e. All AJCC staff has received training on how to use labor market information to help customers identify career pathways and develop in-demand skills and credentials and find jobs.
- f. All AJCC staff has received training in how to effectively assist customers in registering with CalJOBS and how to match customers to available jobs.
- g. All AJCC staff has received training on serving individuals with barriers to employment, including customers with disabilities.
- h. All AJCC staff has received training on providing excellent customer service and customer-centered design.
- i. All AJCC staff has received training on sector strategies, career pathways, job quality and high road training partnerships.

Assessment of the AJCC’s Strengths and Continuous Improvement Opportunities:

Hallmark of Excellence #7

Hallmark of Excellence # 7 Ranking (1-5) : _____

Rationale for This Ranking:

Continuous Improvement Goals and Recommendations:

Hallmark of Excellence 8

The AJCC achieves business results through data-driven continuous improvement

US DOL Characteristics of a High Quality AJCC

- a. Use common performance indicators to ensure that federal investments in employment and training programs are evidence-based, labor market driven, and accountable to participants and taxpayers. Center performance is transparent and accountable to the communities and regions served; data entry staff are trained and understand the importance of data validation, data collection processes, and the importance of accurate reporting.
- b. Develop and implement operational policies that reflect an integrated system of performance, communication, and case

California State Plan Vision and Strategies

- a. Certification criteria will include an assessment of the way the AJCC will use data for continuous improvement.

management, and use technology to achieve integration and expanded service offerings.	
<p>Quality Indicators</p> <ul style="list-style-type: none"> a. The AJCC contributes to the achievement of WIOA performance indicators for all core program partners. b. The AJCC reports to the Local Board on an ongoing basis the number of customers served, the types of services provided, and the outcomes of those services. c. The AJCC operates in a cost-efficient manner and the resources invested are justified by the results. d. The AJCC has a system in place to collect satisfaction data from individuals and employers using the AJCC's services. e. The AJCC has a system in place to capture and respond to specific customer feedback, complaints, and compliments. f. The AJCC regularly reviews and analyzes performance, customer satisfaction, and service data and develops specific plans for AJCC service improvements. g. The AJCC regularly identifies areas of needed technical assistance to improve business results and taps available resources to obtain needed assistance. 	
Hallmark of Excellence #8	
Assessment of the AJCC's Strengths and Continuous Improvement Opportunities:	
<p>Hallmark of Excellence # 8 Ranking (1-5) : _____</p> <p>Rationale for This Ranking:</p>	
Hallmark of Excellence 8	
Continuous Improvement Goals and Recommendations:	

Summary of Rankings Hallmarks of Excellence AJCC Certification	
The Hallmarks of Excellence	Ranking
1. The AJCC Physical Location and Facility Enhances the Customer Experience	
2. The AJCC Ensures Universal Access, With An Emphasis of Individuals with Barriers to Employment	
3. The AJCC Actively Supports the One-Stop System Through Effective Partnerships	
4. The AJCC Provides Integrated, Customer-Centered Services	
5. The AJCC is an on-ramp for skill development and the attainment of industry-recognized credentials which meet the needs of targeted regional sectors and pathways.	
6. The AJCC actively engages industry and labor and supports regional sector strategies through an integrated business service strategy that focuses on quality jobs.	
7. The AJCC Has High-Quality, Well-Informed, Cross-Trained Staffing	
8. The AJCC Achieves Business Results Through Data-Driven Continuous Improvement	
Total Ranking for Hallmarks of Excellence:	

	Yes	No
Did the AJCC meet all Baseline Criteria requirements?		
Did the AJCC receive a "3" ranking or better on each Hallmark of Excellence?		

- Hallmark AJCC Certification
- Baseline AJCC Certification
- Not Yet Able to Certify

The Local Board Chair must attest the Local Board's certification decision by signing below.

Signature

Name

Title