

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 Workforce Alliance of the North Bay

Name of AJCC CareerPoint Lake (55 First St, Lakeport CA)

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:

The AJCC is in a central location in downtown Lakeport, convenient to both job seekers and businesses. There is good external signage, including additional signage on Main Street directing people to the office location. There is sufficient parking available and the location is accessible by public transportation.

The resource room appearance is clean and professional, with sufficient space and equipment for client use. The layout is comfortable and a reception desk is well positioned to greet customers.

Staff stated that written emergency evacuation plans are in place.

Mandated AJCC signage is presented on the front entrance of the door. CareerPoint signage is on a 4x8 painted piece of plywood bolted above front door. Signage meets criteria but presents an image that can be upgraded.

Hallmark of Excellence #1 Ranking (1-5) : _____4_____

Rationale for This Ranking:

Site visit with board members; staff interviews; review of relevant documents.

Hallmark of Excellence #1

Continuous Improvement Goals and Recommendations:

1. In communication with WANB staff, develop a plan to improve the CareerPoint signage.
2. Replace CareerPoint signage as agreed in the plan.
3. Ensure that the entrance/career center are continuously free of clutter.

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:

The AJCC appears to be physically accessible. Assistive technology on the computers would improve accessibility to services. An height adjustable table is available. There did not appear to be materials available in alternate formats.

Services for veterans are well displayed. One board member noted that outreach to individuals with barriers to employment was not evident, with the exception of veterans.

There are a total of six EDD and CHD staff in the career center who are bilingual. They have an MPIC staff member stationed in Ukiah who can come over if necessary. The center also has materials in Spanish including the "Your Business and Career Center" flyer which gives general information about services in the AJCC, EDD materials, CHD materials, Career Center Rules of Conduct, and the CalJOBS AJCC Application. Staff have they received training on serving different populations with barriers to employment.

Hallmark of Excellence #2

Hallmark of Excellence #2 Ranking (1-5) : _____ 4 _____

Rationale for This Ranking:

Site visit with board members; staff interviews; review of relevant documents.

Continuous Improvement Goals and Recommendations:

1. EO Officer to review the facility and develop a list of recommendations, including for materials in alternative formats and if necessary additional materials in Spanish.
2. Implement the recommendations made by the EO Officer.

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:

In addition to WIOA programs, EDD is collocated at this site. The AJCC also has a satellite office at Woodland Community College in Clearlake. This allows for services to be provided on the other side of the lake. This helps greatly with the transportation issues in Lake County.

All the collocated partners meet once a month, which provides them an opportunity to give input on the system and recommendations for continuous improvement. The AJCC outreaches to other non collocated partners through their mailing list, and Facebook – they distribute their calendar of meetings electronically.

The one stop operator has a list of partners, which is posted on the door to the center and this list is also on the “Your Business and Career Center” flyer. The one stop operator stated that staff have been cross trained on each partner’s programs. Everyone has been trained on CalJOBS, and that training is on going. The monthly calendar of events reflects something on offer every day, and often offered by partner organizations.

There is a document which overviews partner services, but it is for staff only. They should develop something similar to give to customers.

The OSO stated that they track referrals using CalJOBS.

Hallmark of Excellence #3 Ranking (1-5) : _____3_____

Rationale for This Ranking:

Site visit with board members; staff interviews; review of relevant documents.

Hallmark of Excellence #3

Continuous Improvement Goals and Recommendations:

The AJCC appears to have strong partnerships in place, with partners meeting regularly.

1. Strengthen relationship with county Social Services, including exploring co-location.
2. Develop a staff training plan and ensure that all staff are cross trained on partner programs in an on going basis.
3. Execute those staff trainings on partner programs over the course of the next year.
4. Develop a document which overviews all of the partners and their services.

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:

The location has both staff at a reception area to promptly greet and assist customers, as well as a VOS station where repeat visitors can check themselves in. As stated previously, staff need to have on going cross training on each other's programs/ services/ eligibility. According to the one stop operator, there is good coordination across supervisors and managers. It does not appear that formal protocols exist to co-enroll and coordinate case management of shared clients. Staff have received customer service training.

Hallmark of Excellence #4

Hallmark of Excellence #4 Ranking (1-5) : _____ **3** _____

Rationale for This Ranking:

Site visit with board members; staff interviews; review of relevant documents.

Continuous Improvement Goals and Recommendations:

It appears that a good amount of coordination and collaboration is occurring across partners to ensure that customers are well served, including protocols to promptly greet them and ensure that they are directed to the resources that they need.

(Recommendations 1-2 also appear under Hallmark 3)

1. Develop a staff training plan and ensure that all staff are cross trained on partner programs annually.
2. Execute those staff trainings on partner programs over the course of the next year.
3. Develop a plan to ensure that customers that are co-enrolled in multiple programs have a seamless and coordinated experience.

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.
- c. Balance traditional labor exchange services with strategic talent development within a regional economy.
- 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.

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 development in the context of actual labor market participation.
- c. Supportive Services: providing ancillary services like childcare, transportation, and counseling to facilitate program completion by those enrolled in training and education courses.
- 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.
- 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.

Hallmark of Excellence #5

Quality Indicators

- 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.
- 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.
- c. The AJCC has skill development and training opportunities for customers at all skill and experience levels.
- 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.
- e. AJCC staff are committed to and competent in helping customers navigate career pathways that result in industry-recognized credentials.
- 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.
- g. The AJCC ensures that supportive services are available to customers, as appropriate, to facilitate participation in training services.
- 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.

Hallmark of Excellence #5

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

Vocational training information is located in CalJOBS. The one stop operator has staff to assist customers in looking up training providers in CalJOBS. The one stop operator stated that staff have only had one formal training on priority sectors/career pathways, but they have also discussed it during staff meetings.

If customers express an interest in training, they are referred to orientation. If the customer is still interested in learning more, they receive a training packet which describes the steps that they need to take, and information on the ETPL. Customers are required to do informational interviews before going to training, which is intended to help them have ownership of the process.

The one stop operator stated that the jobs most available in this area are: healthcare (LVN, MA, RN), and truck driving. The majority of the caseload is people in healthcare training. They talk about priority sectors in the orientation and in one on one appointments. The resource room did have a jobs board listed by “sector.” The AJCC did not appear to provide hand-out materials or displays on priority sectors or career pathways.

Hallmark of Excellence #5 Ranking (1-5) : _____2_____

Rationale for This Ranking:

Site visit with board members; staff interviews; review of relevant documents.

Hallmark of Excellence #5

Continuous Improvement Goals and Recommendations:

The rural nature of this community does present some challenges in this area, but room for improvement remains. Management can ensure that staff are well versed in the priority sectors and related career pathways, to ensure that they are assist customers with making informed decisions. It is important to ensure that the AJCC is providing information about the regional economy and training/education resources.

1. Ensure all staff are trained in labor market data; priority sectors; career pathways for the regional economy.
2. Add information and/or a display to the resource room on priority sectors/career pathways.
3. Increase the work done with businesses in priority sectors – gather labor market information from those employers directly to be sure the AJCC is addressing their workforce needs.

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:

Among the business services offered are: job fairs, job postings, on-site recruitments, a minimal amount of candidate screening, and candidate referrals to job openings.

At the end of each job fair, staff send a customer feedback survey to the employers. They have also used SurveyMonkey. Staff review the results and follow up, as needed. In their self assessment, they stated that they need more partner involvement in getting business customer feedback.

CareerPoint Lake does not have an official Business Services Team developed yet. Their partnership team coordinates job fairs. They need to develop a Business Services team.

The board member evaluators noted that there did not appear to be any particular focus on the priority sectors in their business services strategy, and that greater outreach should be done with the local business community through partnerships with chambers of commerce, city governments and business associations. A more robust and integrated business services strategy is recommended.

Hallmark of Excellence #6

Hallmark of Excellence #6 Ranking (1-5) : ____2____

Rationale for This Ranking:

Site visit with board members; staff interviews.

Continuous Improvement Goals and Recommendations:

1. Work with partners to ensure a coordinated approach to asking for employer feedback.
2. Develop a plan for more vigorous employer outreach working with the WANB Business Services Representative.
3. Develop a Business Services Team to explore ways to focus on priority sectors in their business services strategy.

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:

Staff seem to be very experienced with long histories of working in the community. All have received training in customer service, CalJOBS, and serving individuals with barriers to employment. As stated earlier, staff need more ob-going training on partner services/programs as well as priority sectors/career pathways. Staff meet regularly, and also attend a monthly Operations training.

Hallmark of Excellence #7

Hallmark of Excellence # 7 Ranking (1-5) : _____ 4 _____

Rationale for This Ranking:

Site visit with board members; staff interviews; review of relevant documents.

Continuous Improvement Goals and Recommendations:

As previously stated:

1. Ensure staff have adequate training on each partner's programs and services.
2. Ensure staff are trained in priority sectors and career pathways.
3. Ensure that training is on going and not only offered for new hires.

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 management, and use technology to achieve integration and expanded service offerings.

California State Plan Vision and Strategies

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

Quality Indicators

- 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:

CareerPoint Lake does provide data on the number of customers served and types of services on a regular basis to the WANB board. As an early implementer of the VOS greeter, they are perhaps better able to track their customer flow and numbers than other CareerPoints in the region. Their self assessment states that they are still working to develop a customer feedback form. They do solicit employer feedback after job fairs, but as stated earlier, need better coordination across partners.

Systems are in place to track data, but could be better for continuous improvement purposes if job seeker and business customer feedback is more robustly solicited. As stated under Hallmark 6, more effort needs to be made to understand the needs of the local business community.

Hallmark of Excellence # 8 Ranking (1-5) : _____3_____

Rationale for This Ranking:

Site visit with board members; staff interviews; review of relevant documents.

Hallmark of Excellence 8

Continuous Improvement Goals and Recommendations:

1. Develop a system to capture job seeker feedback. Ensure it is available to Spanish speaking customers as well.
2. As stated previously, work with partners to ensure a coordinated effort to solicit business customer feedback.

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

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

- 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.

Jeri Hansen-Hell
Signature

Jeri Hansen-Hell
Name

Chair
Title