

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 Mendocino (2550 N. State St, Ukiah)

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:

At the time of the site visit, MPIC had only recently moved to the new new location at 2550 N. State St, Ukiah. The location is not very central to Ukiah, although Mendocino College is .25 mile up the road. The office was somewhat difficult to spot from the road given permanent signage is not yet in place, and people are being directed to look for the neighboring US Bureau of Land Management.

The County of Mendocino is the lease holder for this building. While close to public transportation, management is trying to work with the local transit authority to have buses pull into the parking lot. There is no cross walk on the road in front of the building. Staff stated that they have a sign on order that will be by the side of the road – which will have AJCC and Career Point logos on it. Currently there are temporary signs on the front door.

It was difficult to assess the resource area as it was still in the process of being set up after the move. There were five computers in use as well as an ADA station (which was not yet set up).

The OSO stated that emergency evacuations plans have not yet been developed for this site.

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

Rationale for This Ranking:

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

Hallmark of Excellence #1

Continuous Improvement Goals and Recommendations:

Given the recent move to this location, all of the characteristics of a physical location which enhances the customer experience are not yet in place. It is expected that the score for this Hallmark will rise once the below issues are resolved.

1. Ensure appropriate and adequate signage is road sign, on the front of the building and inside the building (including bilingual signage as appropriate).
2. Complete the move-in process and set up the new resource room, including the ADA station.
3. Continue efforts to improve the public transportation access to the building.
4. Develop emergency evacuations procedures for this building.

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:

Again, it was somewhat challenging to assess this area because of the recent move in locations. During the site visit, bilingual staff were working with clients speaking Spanish. There is obvious signage in the lobby area for veterans to ask for assistance. Materials in alternative formats were not evident in the resource room. The ADA station was not set up and staff stated it needed to be upgraded. Staff stated that they do offer some online trainings, such as pharmacy technician.

Although the location is new and not yet set up, there were already some areas of strength, including clear signage for veterans services, bilingual staff, and online offerings. Improvements are needed to ensure a welcoming environment and accessibility for all customers, including those with disabilities. The self assessment stated that the EO Officer periodically reviews the AJCC's policies, procedures, and facilities and makes recommendations for enhancing accessibility and equal opportunity. Given the new location, the EO Officer should conduct a new review and develop recommendations for this site.

Hallmark of Excellence #2

Hallmark of Excellence #2 Ranking (1-5) : _____ 3 _____

Rationale for This Ranking:

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

Continuous Improvement Goals and Recommendations:

Given the recent move, it is important to have the EO Officer assess the new location to ensure that it provides physical and programmatic access. As materials are updated for the new location, it is also important to ensure that materials are available in Spanish.

1. EO Officer to review new facility and any affected policies/procedures, and develop a list of recommendations, including for the ADA workstation and materials in alternative formats.
2. Implement the recommendations made by the EO Officer.
3. Ensure that as materials are updated for this new location, they are also available in Spanish.

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, CalWORKs, CA Human Development Corporation, and the California Indian Manpower Consortium are collocated at this site.

WIOA and EDD staff meet once a month, but the OSO stated that this hasn't happened in the last couple of months leading up to the move (although they were meeting weekly about move related issues). The one stop operator facilitates the meetings. All the collocated partners also meet once a month, which provides them an opportunity to give input on the system and recommendations for continuous improvement.

A handout which lists all of the onsite partners is available in the resource room. The one stop operator stated that staff are just beginning to be cross trained on each partner's programs. Everyone has been trained on CalJOBS, although some new hires to the CalWORKs program still need training. The monthly calendar of events reflects something on offer every day, and often offered by partner organizations.

The OSO stated that they track referrals using CalJOBS.

Hallmark of Excellence #3 Ranking (1-5) : _____4_____

Rationale for This Ranking:

Site visit with board member; 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. Ensure that partner meetings resume again after the move.
2. Develop a staff training plan and ensure that all staff are cross trained on partner programs.
3. Execute those staff trainings on partner programs over the course of the next year.

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 new location has both staff at a reception desk in the lobby 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 be cross trained 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) : _____ 4 _____

Rationale for This Ranking:

Site visit with board member; 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 1-3 were also listed for Hallmark #3):

1. Ensure that partner meetings resume again after the move.
2. Develop a staff training plan and ensure that all staff are cross trained on partner programs.
3. Execute those staff trainings on partner programs over the course of the next year.
4. 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:

The one stop operator stated that customers can access vocational training at Mendocino College, online, or some will attend the Santa Rosa Junior College. There were not obvious connections to the K-12 system. The one stop operator stated that staff have only had one meeting on priority sectors/career pathways.

If customers express an interest in training, they are referred to orientation, which is every other Tuesday. 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, 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 (although it is unclear what is covered since staff have only received minimal training). The resource room did not appear to have materials or displays on priority sectors or career pathways, but the one stop operator stated she is working on a display for the lobby about the priority sectors, along with customer testimonials.

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

Rationale for This Ranking:

Site visit with board member; 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. Particularly since some customers are willing to travel to Santa Rosa for training or jobs, 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. OSO stated that they are exploring ways with the County Office of Education to ensure that career pathways are better known and understood by high school students. Formalize recommendations into an action plan for the next year.

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:

The one stop operator stated that CareerPoint Mendocino has a strong presence in the business community. With the branding and name change, it can be a little confusing, but they are working on that transition. The OSO stated that there is a big local interest in OJTs. Employers seek out the CareerPoint for that service. Current OJT’s include: a Medical Assistant at a community health clinic; another employee at the same location as an HR analyst; a smog technician.

At the end of each job fair, they send a customer feedback survey to the employers. (The job fairs will be off site, as this location is too small.) 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.

They have a Business Services Team which is made up with reps from different agencies including EDD, MPIC, and WANB.

The board member evaluator noted that there did not appear to be any particular focus on the priority sectors in their business services strategy.

Three business customers also participated in telephone interviews, to ask them about their experiences with the AJCC. The services they received included OJT's, job fairs, and interns.

All three stated that AJCC staff are professional and helpful, that the services have helped them to meet their business needs, and that they have been asked for their feedback. When asked if they had any feedback for improving the services, one customer stated that job candidates need to have better soft skills.

Hallmark of Excellence #6

Hallmark of Excellence #6 Ranking (1-5) : _____ 4 _____

Rationale for This Ranking:

Site visit with board member; staff interviews; telephone interviews of business customers.

Continuous Improvement Goals and Recommendations:

This AJCC appears to have strong ties to the local business community. The fact that businesses seek them out in order to participate in OJT's is impressive.

1. Work with partners to ensure a coordinated approach to asking for employer feedback.
2. Have the Business Services Team explore ways to focus on priority sectors in their business services strategy and develop a written summary of the strategies to be used.

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 relatively 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 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) : _____ 3 _____

Rationale for This Ranking:

Site visit with board member; 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 new staff are provided adequate training as part of their on boarding.

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 Mendocino 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.

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

Rationale for This Ranking:

Site visit with board member; 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.

