

**WORKFORCE DEVELOPMENT  
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**LARRY BOOTH**  
Frank M. Booth, Inc.

**DENNIS CANEVARI**  
Sheet Metal Workers Local #104

**N. LISA CLAWSON**  
Kaiser Permanente

**LYNN R. CONNER –Chair**  
Parasec

**MICHAEL DOURGARIAN**  
Asher College

**ANN EDWARDS**  
Department of Human Assistance

**DIANE FERRARI**  
Employment Development Department

**TROY GIVANS**  
County of Sacramento, Economic  
Development

**DAVID W. GORDON**  
Sacramento County Office of Education

**TOM KANDRIS**  
Package One, Inc.

**GARY R. KING – First Vice Chair**  
SMUD

**KATHY KOSSICK**  
Sacramento Employment & Training Agency

**MATT LEGE**  
SEIU – United Healthcare Workers

**FRANK A. LOUIE**  
Sacramento Asian Chamber of Commerce

**ELIZABETH MCCLATCHY**  
The Safety Center, Inc.

**DENNIS MORIN**  
Sacramento Area Electrical Training Center

**DR. JAMEY NYE**  
Los Rios Community College District

**JAY ONASCH**  
California Department of Rehabilitation

**KIM PARKER**  
California Employers Association

**FABRIZIO SASSO**  
Sacramento Central Labor Council

**ANETTE SMITH-DOHRING**  
Sutter Health – Sacramento Sierra Region

**PETER TATEISHI**  
Sacramento Metro Chamber of Commerce

**RICK WYLIE – Secretary/Treasurer**  
Villara Building Systems



**SACRAMENTOWORKS**

**SACRAMENTO WORKS, INC.  
PLANNING/OVERSIGHT COMMITTEE**

**Date:** Wednesday, July 19, 2017  
**Time:** 8:30 a.m.  
**Location:** SETA - Board Room  
925 Del Paso Blvd., Suite 100  
Sacramento, CA 95815

**AGENDA**

1. Call to Order/Roll Call
2. Approval of the May 17, 2017 Minutes
3. Workforce Innovation and Opportunity Act (WIOA),  
Certification Process for Comprehensive Job Centers
4. Discussion of WIOA Annual Performance Report
5. Public Input
6. Adjournment

**Planning/Oversight Committee Members:** Dr. Jamey Nye,  
(Chair), Lisa Clawson, Mike Dourgarian, Ann Edwards, Kathy  
Kossick, Matt Legé, Frank Louie, Jay Onasch, Anette Smith-  
Dohring

**DISTRIBUTION DATE: TUESDAY, JULY 11, 2017**

**Sacramento Works, Inc.**  
**Planning/Oversight Committee**  
**Minutes/Synopsis**

*(Minutes reflect the actual progression of the meeting.)*

SETA Board Room  
925 Del Paso Blvd., Suite 100  
Sacramento, CA 95815

Wednesday, May 17, 2017  
8:30 a.m.

1. **Call to Order/Roll Call**

The meeting was called to order at 8:33 a.m.; a quorum was established.

Members Present: Kathy Kossick, Matt Legé, Dr. Jamey Nye, Jay Onasch, Anette Smith-Dohring,

Members Absent: Lisa Clawson, Mike Dourgarian, Ann Edwards, Frank Louie

Others present: Ralph Giddings, Roy Kim, William Walker, Julie Davis-Jaffe, Terri Carpenter

2. **Approval of the March 15, 2017 Minutes**

The minutes were reviewed; no questions or corrections.

Moved/Kossick, second/Onasch, to approve the March 15, 2017 minutes

Roll Call Vote:

Aye: 5 (Kossick, Lege, Nye, Onasch, Smith-Dohring)

Nay: 0

Abstentions: 0

Absent: 4 (Clawson, Dourgarian, Edwards, Louie)

3. **Approval of the Workforce Innovation and Opportunity Act (WIOA), Sacramento Works, Inc., Resource Allocation Plan for 2017-2018**

Mr. Kim distributed a revised RAP chart. The RAP is approved each year and determines the distribution of funds for the different activities and services delivered through the Sacramento Works Job Centers. Currently, staff has planning estimates and do not have the final numbers. The allocation is estimated to be \$6.7 million which is a 23% decrease from last year. The primary reasons for the decrease is that the adult/dislocated worker allocation decreased by approximately \$500,000 and the CalWORKs funds decreased by approximately \$1.5 million. For the past several years, the County Department of Human Assistance has contracted with SETA to provide OJT services via SETA's network of subcontracted service providers; DHA will now contract directly with OJT service providers.

Funding recommendations are going to the Governing Board on June 6. Over the past year, we have transitioned from training centers to comprehensive job centers, and have transitioned to the State's electronic case management system.

Mr. Kim reviewed the chart and stated that the biggest change is reduction in OJT. The overall impact is countywide. OJT will be accessible through our scholarship system.

Several years ago the state enacted legislation, SB734, requiring local workforce boards to spend 30% in actual training services. The State Board is reviewing this legislation and possible revisions are being considered. Ms. Kossick stated that if there are other training dollars available, the matching funds will help the match to go up. We are hopeful that the final allocations will give us some relief and the numbers will be adjusted proportionately.

Mr. Onasch asked if there was criteria for who is served and Mr. Kim replied that we try to serve everyone but specifically we offer priority of services to veterans, low income, public assistance, and basic skills deficient.

Ms. Smith-Dohring asked how we balance the two when we are spending so much money on intensive services and basic skills and there are others that need to have a certificate to be very successful. Mr. Kim stated that increasingly referring customers to low cost training at the community college system, and coordinating with other education and workforce development partners will definitely help. In many ways, our customers may need training that is not accessible at a low cost; the leveraging of our funds will help to better manage the resources.

Mr. Onasch asked if a person could come into a career center and get their entry level job and then come back to get their next step job. Mr. Kim replied yes, there are different ways to track the customer over a longer term. Ms. Davis-Jaffe explained the process by which a customer could potentially come back to receive additional services after losing a job. Key Train is utilized to assess a customer's employability. Mr. Walker stated that returning customers do not come in the same door; it depends on how the customer comes into the system; either through referral with unemployment or they walk into a center.

Ms. Kossick reviewed the decreases in the workforce budget. In response to a question, Ms. Kossick stated that the reduction in funds will not reduce the number of centers at this point. This is one piece of the pie and around it are other funding sources. Ms. Kossick stated that when the final numbers are known, the RAP allocations will be adjusted accordingly.

Mr. Kim provided an overview of the various funding sources utilized to provide services at the career center system.

Moved/Nye, second/Onasch, to approve the Sacramento Works, Inc. Resource Allocation Plan for 2017-18, and forward to the full Sacramento Works Board for approval.

Roll Call Vote:

Aye: 5 (Kossick, Lege, Nye, Onasch, Smith-Dohring)

Nay: 0

Abstentions: 0

Absent: 4 (Clawson, Dourgarian, Edwards, Louie)

**4. Public Input:**

Ms. Smith-Dohring stated that her role has expanded at her job. She has been the chair of this committee for a while and would like to step down to be a participating member. She would like to have someone take over the chair of this committee.

Dr. Nye reported that he is a finalist for the vice chancellor position. He will continue to work on the board and this committee but he will probably resign from the Employer Outreach Committee. He agreed to Chair the Planning/Oversight Committee. His appointment will go before the Executive Committee for approval.

**5. Adjournment:** The meeting was adjourned at 9:11 a.m.

## ITEM 3 – DISCUSSION

### WORKFORCE INNOVATION AND OPPORTUNITY ACT (WIOA), CERTIFICATION PROCESS FOR COMPREHENSIVE JOB CENTERS

#### BACKGROUND:

On June 9, 2017, the California Workforce Development Board (CWDB) and the Employment Development Department (EDD), acting under the authority of the Governor, released Workforce Services Directive WSD16-20, which provides guidance and establishes procedures regarding the certification of comprehensive America's Job Center of California (AJCC) locations. The Directive is intended to implement the key WIOA requirements for AJCC certification: 1) effectiveness of the AJCC, 2) physical and programmatic accessibility for individuals with disabilities, and 3) continuous improvement.

Under the Directive, the initial AJCC certification process will be required only for comprehensive AJCCs, and will be conducted during PY2017-18 and take effect in 2018-19. Beginning in PY2018-19, Local Boards will be required to certify other affiliate and specialized AJCCs, which will take effect in PY2019-20. Further guidance regarding the certification of affiliate and specialized AJCCs will be released in a later Directive.

The Directive describes two levels of AJCC certification: "Baseline" and "Hallmarks of Excellence". The "Baseline" criteria ensure that the AJCC complies with the key WIOA statutory and regulatory requirements. The "Hallmarks of Excellence" criteria were developed based on the State Plan and the AJCC Certification Workgroup's vision for the State's One-Stop delivery system. Its criteria are intended to encourage continuous improvement by identifying areas where AJCCs exceed quality expectations, as well as areas where improvements may be needed. Local Boards are required to fully certify their comprehensive AJCCs by June 30, 2018.

Where Local Boards also function as the One-Stop Operator, the State Board must certify the AJCC(s). Under this process, Local Boards must conduct an initial on-site self-assessment using the "Baseline" and "Hallmarks of Excellence" criteria described above, and submit the results by January 31, 2018, whereupon the State Board will conduct formal on-site evaluations in order to make an official decision on the certification status of each comprehensive AJCC by June 30, 2018.

Attached for review and discussion are the "Baseline" and "Hallmarks of Excellence" criteria matrices that will be utilized to make the certification decisions.

## Comprehensive AJCC Certification Matrix Baseline Criteria

The Baseline America’s Job Center of California<sup>SM</sup> (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 \_\_\_\_\_

Name of AJCC \_\_\_\_\_

Baseline Criteria	Yes	No
<b>Implements the signed Memorandums of Understanding (MOU)</b>		
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.		
<b>Implements the Local Board defined roles and responsibilities of the AJCC Operator and Career Services Provider</b>		
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.		
<b>Meets all regulatory requirements to be a comprehensive AJCC (WIOA Joint Final Rule Section 678.305)</b>		
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.		
AJCC provides access to training services identified in WIOA Joint Final Rule Section 680.200.		
AJCC provides access to any employment and training activities carried out under WIOA Section 134(d).		
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.		
AJCC provides workforce and labor market information.		
AJCC provides customers with access programs, services, and activities during regular business hours.		
<b>Ensures Equal Opportunity for Individuals With Disabilities</b>		
<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"> <li>• Fair Employment and Housing Act (California Government Code Section 12900-12996)</li> <li>• Unruh Civil Rights Act (California Civil Code Section 51-52)</li> <li>• Disabled Persons Act (California Civil Code Section 54-55)</li> <li>• California Building Code Title 24 Chapter 11B</li> <li>• California Government Code 7405</li> <li>• California Government Code 11135</li> </ul> <p>Such requirements include, but are limited to, the following:</p> <ul style="list-style-type: none"> <li>• Providing reasonable accommodations for individuals with disabilities</li> <li>• Making reasonable modifications to policies, practices, and procedures where necessary to avoid discrimination against persons with disabilities</li> <li>• Administering programs in the most integrated setting appropriate</li> </ul>		

<ul style="list-style-type: none"> <li>• Communicating with persons with disabilities as effectively as with others</li> <li>• 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</li> <li>• Providing for the physical accessibility of the AJCC to individuals with disabilities</li> </ul>		
<p><b>The AJCC meets all Baseline Criteria for Baseline AJCC Certification</b></p>		

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 California<sup>SM</sup> (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 \_\_\_\_\_

Name of AJCC \_\_\_\_\_

**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:**

**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.
- 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:**

**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 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:**

**Hallmark of Excellence # 8 Ranking (1-5) : \_\_\_\_\_**

**Rationale for This Ranking:**

**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	
<b>Total Ranking for Hallmarks of Excellence:</b>	

	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