

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 Marin (120 N Redwood Dr, San Rafael)

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 CareerPoint Marin AJCC is located in San Rafael. Although the location is not particularly central, it is serviced by public transportation with a bus stop outside the entrance. Parking is at times inadequate when there are events occurring at the building.

External signage meets the state required branding requirements. Board members also noted that the signage could be more helpful with directing individuals where to go. Since receiving that feedback, the AJCC took steps to add additional signage at the entrance and inside the building.

The resource room of the AJCC itself is neat and professional looking. The reception counter is in front of the door so that clients may be immediately greeted and assisted. There appears to be adequate space and equipment to meet customer demand.

An emergency evacuation plan is in place which addresses the needs of customers with disabilities.

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

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. Although the AJCC operator (Marin Health and Human Services) has researched ways to alleviate the parking shortage, this is nonetheless still a problematic area that can make it more difficult for clients to access services. Recommend that AJCC staff and WANB staff check in annually about the situation, whether it has changed and any needed actions.

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:

As expected for a county owned building, the AJCC location is physically accessible and the resource room does have an accessible work station with assistive technology and materials in alternative formats.

One of the WIOA funded staff members in the AJCC is a veteran and is able to assist veterans with their job search needs. Unlike in the past, the sole EDD staff person on site is not a veteran's specialist. Staff also have access to the County's Veterans Services officer.

Board members noted that more materials could be available in Spanish, or for those with limited literacy. No services appear to be on offer virtually.

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:

The AJCC appears to be doing fairly well in this area. Recommend exploring whether additional materials should be made available in Spanish or in formats appropriate for individuals with limited literacy skills.

1. Conduct an inventory of print materials and determine if any additional materials should be made available in Spanish.
2. Working with adult education partners, explore formats for providing information to individuals with limited literacy skills.

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, collocated partnership that seamlessly incorporates the services of all the AJCC partners.

California State Plan Vision and Strategies

- i. 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 collocated and non-collocated partners with the AJCC and its services.
- b. Both collocated and non-collocated 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-collocated 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-collocated 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:

There are a good number of workforce partners collocated at the AJCC. EDD has one full time staff person on site. Adult Education offers GED classes on site (although they do not have office space and are not paying toward the cost of the AJCC). Other Health and Human Services programs are also on site. The Marin County Office of Education recently decided to withdraw from offering basic computer classes on site.

Partners (both co located and non collocated) meet monthly via the one stop steering committee. These meetings allow the AJCC partners a regular opportunity to discuss program operations and ways to continuously improve the AJCC.

There did not appear to be any marketing material in the AJCC that overviews all partner services. There also did not appear to be an inventory of all partner services available as reference to staff.

There does not appear to be a system in place to track referrals made between partners and to track progress on referrals that have been made.

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:

1. Continue to hold partner meetings regularly, with partners providing training/information on their programs and services.
2. Develop an inventory of partner services and programs to be available as a resource to staff and possibly customers.
3. Develop a handout for customers which provides a brief overview of partner services.
4. Develop a plan for tracking referrals and progress of those referrals between partners.

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 reception desk is located right in front of the entrance to the resource room, allowing staff to quickly greet customers and direct them to resources. The primary WIOA funded employment counselor in the AJCC appeared to be fairly seasoned and well versed in partner services and other community resources.

Staff have received customer service training and will continue to receive the training annually. Staff have been cross-trained in program partner eligibility and services, so they have the capacity to functionally serve customers well (see training binder).

The OSO stated that they are working on a procedure for the effective case management of clients who are co-enrolled across programs. A fair number of Welfare-to-Work clients are co-enrolled in WIOA at this AJCC.

Hallmark of Excellence #4

Hallmark of Excellence #4 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. Continue to track and ensure that all staff (including partner staff) have up to date knowledge on partners' programs and services.
2. Complete and implement procedure for case management of customers who are co enrolled in multiple programs.

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 resource room did not appear to have materials or displays on priority sectors or career pathways, or labor market information. It appears that customers can learn about priority sectors and career pathways in the Training Opportunities Information Session (TOIS) or one-on-one meetings. Board members noted that it was difficult to assess the degree of knowledge that staff are able to provide to customers. They also noted that more information about apprenticeship programs could be available in the AJCC.

Since the site visit, the AJCC developed a handout and poster which provides information on careers in the healthcare sector. The poster is displayed in the AJCC, and the handout is used at the AJCC and off site by partners staff.

Also since the site visit, staff have had a number of relevant trainings, including how to use EDD's labor market information resources, and the Career Pathways Network.

Because of low enrollments this year, it is difficult to assess the most popular trainings and training providers. They have co-enrolled some Calworks clients who are at the College of Marin but the CalJOBS case notes are insufficient to understand what they are receiving training in.

Supportive services are available for enrolled clients to facilitate participation in training activities.

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

Rationale for This Ranking:

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

Hallmark of Excellence #5

Continuous Improvement Goals and Recommendations:

1. Ensure all staff are trained in labor market data; priority sectors; career pathways for the regional economy – and how to use this information to assist customers. Ensure execution of the “Partner Staff Training” schedule developed by the AJCC steering committee.
2. In addition to the healthcare handout/poster already developed, add information or a display to the resource room on priority sectors/career pathways/labor market data for other priority sectors as appropriate.

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.

Hallmark of Excellence #6

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

A telephone interview was conducted with four business customers (primarily staffing agencies/corporate recruiters) as well as a nonprofit partner/training provider which has worked with the AJCC to try to place its graduates in employment.

Overall, business customers expressed satisfaction with the services. They said that staff were responsive, easy to communicate with, and genuinely interested in being helpful. Business customers stated that staff have been open to their feedback and some of them stated that they have been asked to response to a customer satisfaction survey.

The primary service being used by the customers that were interviewed was on site recruiting. The general feedback was that the hiring results have been mixed, with these businesses wishing for more candidates. One business customer also expressed a desire to receive more training on how to post jobs for herself on CalJOBS.

On-site recruitments appear to be primarily staffing agencies.

Hallmark of Excellence #6 Ranking (1-5) : _____4_____

Rationale for This Ranking:

Interview responses of four business customers (primarily staffing agencies/corporate recruiters) as well as a nonprofit partner/training provider which has worked with the AJCC to try to place its graduates in employment.

Continuous Improvement Goals and Recommendations:

Overall the business customers interviewed were pleased with the level of service offered by the AJCC. They would like to see more job candidates or perhaps larger hiring events in order to attract more job seekers, although at least one noted the challenge inherent in an area with such low unemployment.

1. Develop a written strategy to bring in other businesses that are not staffing agencies for on-site recruitments.

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 development efforts seem to be relatively robust at this AJCC. According to the OSO, all staff have received training in customer service, CalJOBS, and serving individuals with barriers to employment. Staff have weekly internal meetings, as well as monthly meetings with the MOU partners. One board member noted that they need to ensure that new staff receive adequate training.

Hallmark of Excellence #7

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

Rationale for This Ranking:

Site visit with board members; interviews with staff.

Continuous Improvement Goals and Recommendations:

1. Ensure all staff are trained in labor market data; priority sectors; career pathways for the regional economy – and how to use this information to assist customers.
2. Continue to ensure that training is on going and regular, particularly to bring new staff up to speed.

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 Marin does provide data on the number of customers served and types of services on a regular basis to the WANB board. Because of their challenges with hitting their numbers this year, there is some concern that they truly develop a culture of data driven continuous improvement, and that the information is not just treated as a compliance exercise for the board, or as a requirement for the Hallmarks of Excellence process.

The AJCC does have collect customer feedback. As stated previously, they have also asked business customers to respond to a customer satisfaction survey. Staff stated that results are shared with HHS management and the CareerPoint Marin Steering Committee.

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

Rationale for This Ranking:

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

Hallmark of Excellence 8

Continuous Improvement Goals and Recommendations:

1. Track and analyze data on where customers find out about the services, to be used in enhancing marketing efforts.
2. Formalize process for collecting business customer feedback, if not in place already.
3. Determine what additional data, if any, they should be tracking and analyzing in order to ensure they meet their performance goals.
4. Survey all employers who use CalJOBS and career center services.

Summary of Rankings Hallmarks of Excellence AJCC Certification	
The Hallmarks of Excellence	Ranking
1. The AJCC Physical Location and Facility Enhances the Customer Experience	3
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	4
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.	3
6. The AJCC actively engages industry and labor and supports regional sector strategies through an integrated business service strategy that focuses on quality jobs.	4
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-Gill
Signature

Jeri Hansen-Gill
Name

Chair
Title