

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 Napa (2751 Napa Valley Corporate Dr, Napa)

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 Napa AJCC is located in a business park, not in a central location in Napa. Although there is parking, the parking lot would benefit from more signage – one visiting board member was able to find parking while several others, who went around the other side of the building, did not. Public transportation does come up right to the building, with a stop in front of the main entrance.

The external signage is poor and does not clearly identify the location as an AJCC. External signage does not meet the state required branding requirements.

The career center manager stated that a primary goal is to increase the traffic of customers to the center. They currently average 10-15 clients per day, or only about 200-300 per month.

The resource room of the AJCC itself is neat and professional looking. The reception counter is right near the entrance so that clients may be immediately greeted and assisted. Clients are provided with individual cubicles in which to work. There appears to be adequate space and equipment to meet customer demand.

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

Rationale for This Ranking:

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

Hallmark of Excellence #1

Continuous Improvement Goals and Recommendations:

Although the resource center itself is very neat and professional in appearance, with plenty of space and equipment, the lack of clear external signage is a barrier to job seekers accessing services. CareerPoint Napa already has a corrective action plan in place for this issue. The first two recommendations are from the CAP.

1. CAP states that a mock up of external signage will be complete by April 1, 2018 which has been changed to 6/30/18.
2. CAP states that staff were obtaining quotes for internal signage and had submitted facilities requests for placement of signage inside the building – **adding a deadline for internal signage to be in place by June 30, 2018.**
3. Develop a timeline with specific dates for addressing the problems with the external signage, by June 30, 2018. Since the AJCC has been located in this building for two years, a substantial amount of time has already passed. At a minimum, portable signage should be implemented no later than June 30, 2018, while permanent solutions are developed.

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:

According to the career center manager, approximately 75% of staff are bilingual, and they also have access to a translation line. Materials in the resource center are available in Spanish as well as English. The building is physically accessible and the resource room does have an accessible work station with Dragon Speak.

A veterans representative from EDD is on-site one day a week. They also have access to the County's Veterans Services officer.

The board members who conducted the site visit were favorable impressed by the number of partners on site, and the staff's willingness to meet clients in the field. The career center manager stated that they also have a satellite office in American Canyon, and will begin to have staff in Calistoga one day per week – increasing the accessibility of services in other parts of the County.

Some online certificates are available for clients. CareerPoint Napa is using the new website developed by the Alliance. The career center manager stated that they are also using a texting app in order to communicate with clients.

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 ensuring that staff maintain their knowledge and that new staff are able to receive the training that they need.

1. Ensure that a regular training schedule is in place for staff to gain resources on how to serve people with various barriers to employment, so that as new staff are brought in, they are also brought up to speed, and all staff are up to date in their knowledge.

Hallmark of Excellence #3	
The AJCC actively supports the One-Stop system through effective partnerships	
<p>US DOL Characteristics of a High Quality AJCC</p> <p>a. Reflect the establishment of robust partnerships among partners. The AJCC operator facilitates an integrated, 8ollocated partnership that seamlessly incorporates the services of all the AJCC partners.</p>	<p>California State Plan Vision and Strategies</p> <p>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.</p>
<p><u>Quality Indicators</u></p> <p>a. A system is in place to assess the satisfaction of both collocated and non-collocated partners with the AJCC and its services.</p>	

- 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. Full time (Mon-Friday, 8 am – 5 pm) on-site partners for this AJCC include EDD, the CA Human Development Corp, and Napa Health and Human Services. DOR is on site, by appointment, and the Adult Education program provides workshops. Other Health and Human Services programs are also on site.

There are two partner meetings each month – the first is for collocated partners, and the second includes non collocated partners. These meetings allow the AJCC partners a regular opportunity to discuss program operations and ways to continuously improve the AJCC. Partners make presentations at these monthly meetings, to provide training on their programs and services.

The career center manager stated that line staff use a “Master Referral Spreadsheet” to track client referrals. Staff make follow up phone calls to track the outcomes of referrals.

According to the self assessment, the AJCC is doing community outreach with all of the MOU partner agencies, community agencies, educational and training partners, and industry sector partners. They have only recently begun to ask customers how they found out about the services.

The career center manager stated that co-enrollments are common between the WIOA and CalWORKs programs. Because staff from both programs report to her, this makes it easier for this to occur. Case managers from both programs will work out who takes the lead with any given client.

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

Rationale for This Ranking:

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

Hallmark of Excellence #3

Continuous Improvement Goals and Recommendations:

The AJCC appears to be doing fairly well in this area, with a good number of full time onsite partners as well as some part time ones. Partners are given the opportunity to meet regularly.

1. Continue to hold partner meetings regularly, with partners providing training/information on their programs and services.
2. Explore possibility of increasing onsite presence of DOR.

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 counter is located right near the entrance to the resource room, allowing staff to quickly greet customers and direct them to resources. The career center manager stated that staff can provide a customer with an orientation on the spot. This approach may need to be reconsidered if they are successful in significantly increasing the flow of customer traffic to the AJCC.

The Public Assistance division director stated that they are working to improve their outreach and marketing to public assistance clients. Staff are in the process of developing an orientation video, which can be played on a loop in the public assistance reception area, and will also be on computers in the resource room.

All staff have received customer service training, and it is a strong emphasis within the department. According to the self assessment, they are developing a tool to track which staff have received training on which partner's services.

As stated previously, co-enrollments are common between the WIOA and CalWORKs programs. Because staff from both programs report to her, this makes it easier for this to occur. Case managers from both programs will work out who takes the lead with any given client.

The Adult Education partner provides workshops onsite.

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. Complete and implement the use of an orientation video in the public assistance reception area and in the AJCC resource room (scheduled for April 2018).
2. Complete and implement tool to track staff trainings on partner services.

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 career center manager stated that customers can access vocational training at the adult school, Napa College, or through online certificates. Staff have been assigned to specialize in certain sectors, and will talk with clients about the priority sectors and career pathways in their one-on-one meetings. One staff person is based at the adult school two days a week, where childcare is provided.

The career center manager stated that the most popular trainings are for administrative assistants, HR certificates, truck driver and fork lift driver licenses. Although these popular trainings do lead to jobs in Napa's priority sectors, it seems that other in demand occupations are missing.

The resource room did not appear to have materials or displays on priority sectors or career pathways, or labor market information. It appears that the only time customers can learn about priority sectors and career pathways is in one-on-one meetings.

Supportive services are available up to \$1,000 per enrolled client to facilitate participation in training activities.

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

Rationale for This Ranking:

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

Hallmark of Excellence #5

Continuous Improvement Goals and Recommendations:

This Hallmark needs strengthening, to ensure that 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. This year's continuous improvement recommendations include staff development, and ensuring that clients have access to information about priority sectors and career pathways, without being reliant solely on one on one meetings.

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. Add information/a display to the resource room on priority sectors/career pathways/labor market data for priority sectors.

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

Hallmark of Excellence #6 Ranking (1-5) : _____3_____

Rationale for This Ranking:

Site visit with board members; staff interviews; telephone interviews with business customers.

Continuous Improvement Goals and Recommendations:

Although business customers were overall pleased with the services and felt that the services help them to meet their business needs, there was consensus among those interviewed that there is a need for improved quantity and quality of job candidates. In addition to the signage continuous improvement recommendations in Hallmark 1 and the increased outreach to public assistance customers in Hallmark 4, recommend reviewing the current practice for conducting outreach for employer related services, and finding ways to strengthen those practices.

1. Conduct thorough assessment of current outreach efforts for employer related services. Develop a plan for strengthening outreach efforts. Ensure plan includes ways to quantify and measure progress.

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 career center manager, all staff have received training in customer service, CalJOBS, and serving individuals with barriers to employment. The self assessment states that they are still working to ensure that staff are trained in the use of labor market information to help clients access career pathways. Staff have weekly internal meetings, as well as monthly meetings with the MOU partners.

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. Complete and implement tool to track staff trainings on partner services.

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 Napa does provide data on the number of customers served and types of services on a regular basis to the WANB board.

The AJCC does have customer suggestion box. Any customer feedback is reviewed and discussed during staff meetings. The career center manager stated that one example of when they acted on customer feedback was regarding the jobs board. Customers gave feedback that the jobs board was overwhelming. So in response, they developed a "hot jobs board" to better highlight certain job openings. In another example, a business customer gave the feedback that the OJT process took too long to be approved. As a result, they revamped the process and reduced the process time from six weeks to 1.5 weeks.

The public assistance division director stated that analysts within Napa HHS were assigned to a "quality improvement project" to increase traffic to the career center. Furthermore, they have recently begun to ask customers how they found about the services.

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

Rationale for This Ranking:

Site visit with board members; interviews with staff.

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. Share results of the “quality improvement project” as well as timeline for implementing recommendations.
3. Formalize process for collecting business customer feedback, if not in place already.

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
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	4
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.	2
6. The AJCC actively engages industry and labor and supports regional sector strategies through an integrated business service strategy that focuses on quality jobs.	3
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