

## *Continuous Quality Improvement...*

# California's AJCC Certification Procedures and Criteria

## *Today...*

- ✓ Present the AJCC Certification **Requirements** (WSD16-20)
- ✓ Discuss **the Important Role of Local Boards** in the Certification Process and the Certification Decision
  - ✓ Review the **Two Levels of AJCC Certification:**
    - *Baseline AJCC Certification*
    - *Hallmarks of Excellence AJCC Certification*

***Joint Final Rule § 678.800:***

**How are one-stop centers and one-stop delivery systems certified for effectiveness, physical and programmatic accessibility, and continuous improvement?**

**“The State WDB, in consultation with chief elected officials and Local WDBs, must establish objective criteria and procedures for Local WDBs to use when certifying one-stop centers.**

**The criteria must evaluate the one-stop centers and one-stop delivery system for effectiveness, including customer satisfaction, physical and programmatic accessibility, and continuous improvement.”**

***“When the Local WDB is the one-stop operator... the State WDB must certify the one-stop center.”***

## Goals for California's AJCC Certification Process

- Implement **WIOA's requirement** for the California Workforce Development Board to “establish objective criteria/procedures”
- Seek **alignment of the AJCC's operations with California's WIOA State Plan** and the **USDOL vision for AJCCs**
- Set **statewide standards for service delivery** to ensure all customers consistently receive high-quality service
- Ensure comprehensive **AJCCs meet regulatory requirements and focus on quality service delivery**
- **Empower Local Boards** to conduct the certification process and to make the certification decision
- Commit to a **process of continuous improvement**

## ***How The Objective Criteria and Procedures Were Developed***

Regulatory Certification Requirements  
(Joint Final Rule § 678.800)



Required Evaluation and Assessment Elements:  
Joint Final Rule and California State Plan



California State Plan Vision and Strategies and  
USDOL Vision for One Stop Centers (TEGL 04-15)



Review of Other States Procedures and Criteria



Certification Workgroup (State Partners and Local Reps)

## ***Developing the Certification Criteria...***

**Joint Final Rule § 678.800:** Evaluations of **effectiveness must include** how well the one-stop center:

- **integrates available services** for participants and businesses,
- meets the workforce development **needs of participants** and the employment **needs of local employers,**
- operates in a **cost-efficient manner,**
- **coordinates services among the one-stop partner programs,**
- provides **access to partner program services** to the maximum extent practicable, including providing **services outside of regular business hours** where there is a workforce need, as identified by the Local WDB.

These evaluations **must take into account feedback from one-stop customers.**

They **must** also include evaluations of **how well the one-stop center ensures equal opportunity for individuals with disabilities** to participate in or benefit from one-stop center services.

Evaluations of continuous improvement **must include** how well the one-stop center supports **the achievement of the negotiated local levels of performance** for the indicators of performance

Other continuous improvement factors **may include** a regular process for **identifying and responding to technical assistance needs, a regular system of continuing professional staff development, and having systems in place to capture and respond to specific customer feedback.**

## ***Developing the Certification Criteria...***

### **California State Plan's Assessment/Certification Criteria**

**Assessment/certification criteria will include all of the following:**

- an assessment of **leadership, planning and collaboration** (how well are core programs involved and aligned?)
- an assessment of **customer-focus and customer-centered design** (do clients get the services they need?)
- an assessment of the manner in which the One-Stop will **enable skills attainment leading to industry recognized credentials and degrees** (does the One-Stop help move those with barriers to employment on a path to skills development?)

- an assessment of the way the One-Stop will **use data for continuous improvement** (do One-Stop operators utilize performance data to improve service delivery?)
- an assessment of **professional development and staff capacity building** (are frontline staff trained on the requirements of WIOA, the policies required under the State Plan, and to provide high quality, customer-focused services?)
- an assessment of **employer engagement and focus on high growth sectors** (is programing aligned with regional labor market dynamics?) “

*Joint Final Rule Criteria + California State Plan Criteria +  
California State Plan Vision + USDOL Vision for One Stop Centers*  
=  
*AJCC Hallmarks of Excellence*



## ***Overview of the California AJCC Certification Policy...***

- ✓ **Local Boards** must conduct an **independent and objective evaluation** of AJCCs in their Local Areas **once every three years** using criteria and procedures established by the State Board.
- ✓ The initial AJCC certification process will be conducted during Program Year (PY) 2017-18 and take effect PY 2018-19. For this **initial certification, Local Boards are only required to certify their comprehensive AJCCs.**
- ✓ **Beginning PY 2018-19, Local Boards will be required to certify their affiliate and specialized AJCCs.** Further guidance regarding the certification of affiliate and specialized AJCCs will be released in a Directive during PY 2017-18.
- ✓ Each Comprehensive **AJCC in a local area will be evaluated individually** and, if it meets the criteria, **certified individually**

- ✓ Local Areas must have **at least 1 certified comprehensive AJCC**
- ✓ Local Boards **must use the State Board's criteria and matrixes** in determining whether an AJCC will be certified
- ✓ Local Boards **can choose to add additional certification criteria** tailored to the needs of their Local Area, but they may not remove or replace any of the state criteria
- ✓ The Board's AJCC certification **must include a continuous improvement plan with target dates**
- ✓ The **Local Board must formally adopt the certification decision** for each AJCC in the local area and submit its decision on certification by **not later than June 30, 2018**
- ✓ When **the Local Board has been approved as the AJCC Operator, the State Board makes the certification decision**

## ***Two Levels of AJCC Certification...***

### **1. Baseline AJCC Certification:**

*Ensure every comprehensive AJCC is in compliance with key WIOA statutory and regulatory requirements*

### **2. Hallmarks of Excellence AJCC Certification:**

*Encourage continuous improvement through identifying AJCC strengths and areas where improvement is needed*

## ***Certification Is an Individualized Process...***

***Not used to compare or rank one AJCC or Local Board against another AJCC or Local Board.***

## **Compliance with Baseline Requirements for AJCC Certification**

**WIOA requirements for Comprehensive AJCCs:  
All must be met in order for an AJCC to be certified**

- ✓ Implements the Signed Memorandum of Understanding
- ✓ Implements Local Board-Defined Roles and Responsibilities of the AJCC Operator and Career Services Provider
  - ✓ Meets All Regulatory Requirements to Be a Comprehensive AJCC (*WIOA Joint Final Rule §678.305*)
- ✓ Ensures Equal Opportunity for Individuals with Disabilities

***Local Boards Complete Directive, Attachment 1:  
“Comprehensive AJCC Certification Matrix, Baseline Criteria”***

**If an AJCC does not meet one or more of the  
Baseline AJCC Certification criteria by December 31, 2017...**

**“Not Yet Able to Certify” the AJCC**

**If “Not Yet Able to Certify” the AJCC:**

- ✓ Local Board must submit a corrective action plan along with their Baseline AJCC Certification matrix by December 31, 2017
- ✓ Corrective action plan outlining how the Local Board will work with the AJCC to bring the AJCC into compliance by April 1, 2018
- ✓ Compliance by April 1, 2018 allows time for Local Boards to meet the Hallmarks of Excellence Certification by June 30, 2018

***Baseline Certification is the  
Prelude to Hallmarks of Excellence Certification***

## **Hallmarks of Excellence AJCC Certification**

**Must Meet Baseline Certification AND  
Receive a Ranking of at Least 3 on Each of the Hallmarks**

- Eight Hallmarks of Excellence
  - USDOL and California State Plan Visions
  - Quality Indicators for Each Hallmark
- Assessment: Strengths/Continuous Improvement Opportunities
  - Each Hallmark Ranked on a Scale of 1 to 5
  - Qualitative Judgment with Documented Rationale
- Continuous Improvement Goals and Recommendations

***Local Boards Complete Directive, Attachment 2:  
“AJCC Certification Matrix, Hallmarks of Excellence”***

## The Eight AJCC Hallmarks of Excellence

1. **Physical Location and Facility Enhances** the Customer Experience
2. **Universal Access**, Emphasis Individuals with Barriers to Employment
3. Actively Supports One-Stop System Through Effective **Partnerships**
4. Provides **Integrated, Customer-Centered Services**
5. **On-Ramp Skill Development and Attainment of Industry-Recognized Credentials** Meeting Targeted Regional Sectors/Pathways Needs
6. **Engages Industry/Labor and Supports Regional Sector Strategies** Through Integrated Business Service Strategy focusing on Quality Jobs
7. Has High-Quality, **Well-Informed, Cross-Trained Staffing**
8. Business Results Through **Data-Driven Continuous Improvement**

## The Local Board Certification Process:

Each Local Board must develop and submit to their Regional Advisor **by September 30, 2017, an outline of the process** they plan to use to certify each comprehensive AJCC within their Local Area

## The Process Submitted Must Include:

- **Who** will conduct the independent review and evaluation  
*(Including **firewalls** to avoid conflict of interest, if applicable)*
- **Process steps** to be included in the certification process with a **timeline** to meet the required deadlines
- **Any additional criteria** the Local Board has decided to add to the required certification requirements

***An AJCC Cannot Certify Itself...  
Certification is a Local Board Responsibility!***



<b>The AJCC Certification Process: An “Independent and Objective” Review and Evaluation</b>	
<b>Who <u>MAY</u> Conduct the Evaluation</b>	<b>Who <u>MAY NOT</u> Conduct the Evaluation</b>
<p>Board Committee/Taskforce</p> <p>Board Staff (<u>But Not</u> Any Title I Career Services Staff)</p> <p>AJCC Operator (<u>If Not</u> Also the Title I Career Services Provider)</p> <p>Procured Certification Contractor</p> <p>Peer Reviewers from Other Local Workforce Areas</p>	<p>Any Board Staff Operating Title I Adult and Dislocated Worker Career Services</p> <p>Contracted Title I Career Services Provider</p> <p>AJCC Operator (<u>If</u> Also Career Services Provider)</p> <p>AJCC Program Partner Staff</p>
<b><i>The Local Board Always Officially Decides Certification</i></b>	

## ***Local Board Option...***

### **AJCC Self-Assessment Prior to Board Evaluation**

AJCC Staff, Service Providers, and Partners may conduct an initial self-assessment using the required Baseline Matrix and the Hallmarks of Excellence Matrix

*An opportunity for AJCCs to reflect, improve, and comply prior to the Local Board certification decision*

### **If the Local Board Has Been Approved As the AJCC Operator...**

A Self-Assessment Is Required  
As a Prelude to State Board Review and Certification Decision

***Self-Assessment Is Not an Independent and Objective Evaluation  
And May Not Be Used in Lieu of the Local Board's Evaluation***

**The Process Must Include An Onsite Visit to the AJCC**

**Examples of What the Local Process Could Include:**

AJCC Self-Assessment

Staff and/or Customer Satisfaction Surveys

Interviews with AJCC Staff, Partners, and/or Customers

Reports and Performance Information

Onsite Observation of Service Delivery

Secret/Mystery Shoppers

Review of AJCC Operational Procedures

***Local Boards must retain adequate supporting documentation of their certification determination for each AJCC***

**WIOA Joint Final Rule §678.800:  
“When the Local WDB is the one-stop operator...  
the State WDB must certify the one-stop center”**

**State Board Certification Process:  
When Local Board Has Been Approved to Be the AJCC Operator...**

- ✓ Local Boards must conduct an **initial onsite self-assessment** of Baseline Certification and Hallmarks of Excellence Certification
- ✓ **Baseline Certification** matrix submitted by December 31, 2017 and **Hallmarks of Excellence** matrix submitted by January 31, 2018
- ✓ **State Board will conduct formal on-site evaluations** to decide certification status of each comprehensive AJCC by June 30, 2018
  - ✓ State Board recommends continuous improvement and **Local Boards submit continuous improvement plan**

<b><i>Two Timelines: Which Is Applicable to Your Board?</i></b>	
<b>If Local Board <u>Is Not</u> the AJCC Operator, Local Board Certifies</b>	<b>If Local Board <u>Is</u> the AJCC Operator, State Board Certifies</b>
<b>September 30, 2017:</b> Submit AJCC Certification Process	<b>September 30, 2017:</b> Submit Process for Self-Assessment
<b>November 1, 2017:</b> State Board Notifies Local Board of Approval of Local Process	<b>December 31, 2017:</b> Submit Self-Assessment of Baseline Criteria Matrix
<b>December 31, 2017:</b> Submit the Baseline Criteria Matrix and Corrective Action Plan (If Need)	<b>January 31, 2018:</b> Submit Self-Assessment of the Hallmarks of Excellence Matrix
<b>April 1, 2018:</b> Correct Any Baseline Compliance Issues and Update Baseline Matrix	<b>June 30, 2018:</b> State Board Notifies Local Board of Certification Status
<b>June 30, 2018:</b> Submit the Hallmarks of Excellence Criteria Matrix and Continuous Improvement Plans	

## ***Comprehensive AJCC Certification Matrix (WSD16-20; Attach #1)***

### **Baseline Certification Criteria**

#### ***Compliance with WIOA Statutory and Regulatory Requirements***

➤ **Meet Each Baseline Criteria: Yes or No?**

➤ **If an AJCC does not meet one or more of the criteria:  
“not yet able to certify”**

➤ **If “not yet able to certify”:**

Local Board must develop **corrective action plan** that outlines how they will bring the AJCC into **compliance by April 1, 2018**

➤ **Must submit** a completed matrix and, if needed, a corrective action plan to Regional Advisor **by December 31, 2017**

➤ **Local Board Chair must attest** to Board's certification decision

#### ***Cannot Certify a Center that Does Not Meet Legal Requirements***

## **Categories: Baseline AJCC Certification Criteria**

- ✓ Implements the Signed Memorandum of Understanding
- ✓ Implements Local Board Defined Roles and Responsibilities of the AJCC Operator and Career Services Provider
  - ✓ Meets All Regulatory Requirements to Be a Comprehensive AJCC
- ✓ Ensures Equal Opportunity for Individuals with Disabilities

***All Requirements Must Be Met in Order to Be Certified***

***Local Board Determines: Yes or No on Each Criteria  
Retain Adequate Supporting Documentation***

## Baseline AJCC Certification Criteria Requirements

<i><b>AJCC Legislative and Regulatory Requirements</b></i>	<i><b>Yes</b></i>	<i><b>No</b></i>
<b>Implements the Signed Memorandum of Understanding</b>		
MOU (meeting the requirements of WSD15-12 and WSD16-09) has been signed by all required AJCC partners		
The signed MOU identifies the AJCC as a comprehensive center		
The AJCC is implementing the MOU specifications applicable to comprehensive centers		

<i><b>AJCC Legislative and Regulatory Requirements</b></i>	<i><b>Yes</b></i>	<i><b>No</b></i>
<b>Implements the Local Board-Defined Roles and Responsibilities of the One-Stop Operator and Career Services Provider</b>		
AJCC Operator selected in compliance with WSD16-14		
Roles and responsibilities 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><i>AJCC Legislative and Regulatory Requirements</i></b>	<b><i>Yes</i></b>	<b><i>No</i></b>
<b>Meets All Regulatory Requirements for a Comprehensive Center (§ 678.305)</b>		
AJCC has at least one Title I staff person physically present		
AJCC provides access to all basic and individualized career services (§678.430)		
AJCC provides access to training services (§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 access to programs, services, and activities during regular business hours		

<b><i>AJCC Legislative and Regulatory Requirements</i></b>	<b><i>Yes</i></b>	<b><i>No</i></b>
<b>Ensures Equal Opportunity for Individuals With Disabilities</b>		
<p>AJCC is physically and programmatically accessible to individuals with disabilities, as described in WIOA §188 and 29 CFR part 38:</p> <ul style="list-style-type: none"> <li>(1) Providing reasonable accommodations</li> <li>(2) Making reasonable modifications to policies, practices, and procedures where necessary to avoid discrimination against persons with disabilities</li> <li>(3) Administering programs in most integrated setting appropriate</li> <li>(4) Communicating with persons with disabilities as effectively as with others</li> <li>(5) 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 benefits of, the program or activity</li> <li>(6) Providing for the physical accessibility of the AJCC to individuals with disabilities.</li> </ul> <p><b><i>Must also comply with all California guidance for equal access</i></b></p>		

## ***Comprehensive AJCC Certification Matrix (WSD16-20, Attach #2)***

### **Hallmarks of Excellence**

#### ***A Local Board's Qualitative Assessment and Judgment***

#### **Continuous Quality Improvement for the AJCC...**

- ✓ **Qualitative Statements** of AJCC Quality and Excellence:  
Move Beyond Baseline Requirements for Certification
- ✓ Identify **Strengths** And Areas for **Continuous Improvement**
  - ✓ Local Boards Must Submit a **Completed Matrix and Continuous Improvement Plan** For Each AJCC by **June 30, 2018**

***Certification is an Individualized Process:  
Not Used to Compare or Rank One AJCC or Local Board  
Against Another AJCC or Local Board***

***After Review of Hallmark, Quality Indicators, Documentation...***

**Board Rankings on Hallmarks of Excellence (With Rationale)**

**Each Individual Hallmark of Excellence Ranked on Scale of 1 - 5:**

1 - No progress on the hallmark at this time

2 - Have started progress on the hallmark but not yet satisfactory

3 - Have satisfactory amount of hallmark in place majority of time

4 - Significantly meeting the hallmark with room for improvement

5 - Achieving and excelling at the hallmark

**Hallmarks of Excellence AJCC Certification:**

**First, Meet Baseline AJCC Certification and, Then, Receive a Ranking of at Least 3 for Each of the Hallmarks of Excellence**

<b>Summary of Rankings for the AJCC Hallmarks of Excellence</b>	
<b><i>The Hallmarks of Excellence</i></b>	<b><i>Ranking</i></b>
1. AJCC Physical Location/Facility Enhances Customer Experience	
2. AJCC Ensures Universal Access, With An Emphasis on Individuals with Barriers to Employment	
3. AJCC Actively Supports the One-Stop System Through Effective Partnerships	
4. AJCC Provides Integrated, Customer-Centered Services	
5. 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. AJCC Actively Engages Industry and Labor and Supports Regional Sector Strategies Through an Integrated Business Service Strategy that Focuses on Quality Jobs	
7. AJCC Has High-Quality, Well-Informed, Cross-Trained Staffing	
8. AJCC Achieves Business Results Through Data-Driven Continuous Improvement	
<b><i>Total Ranking for Hallmarks of Excellence</i></b>	

<b>Local Board Certification of the Comprehensive AJCC</b>	<b>Yes</b>	<b>No</b>
Did the AJCC Meet All Baseline Criteria Requirements?		
Did the AJCC receive a “3” Ranking of Better on Each Hallmark of Excellence?		

<b>___ Hallmark AJCC Certification</b>
<ul style="list-style-type: none"> <li>- <i>All Baseline Criteria Requirements Met <u>AND</u></i></li> <li>- <i>At Least a “3” Ranking on Each Hallmark of Excellence</i></li> </ul>
<b>___ Baseline AJCC Certification:</b>
<ul style="list-style-type: none"> <li>- <i>All Baseline Criteria Requirements Met</i></li> </ul>
<b>___ Cannot Yet Certify the AJCC:</b>
<ul style="list-style-type: none"> <li>- <i>Baseline Requirements for AJCC Certification Are Not Met</i></li> </ul>

***“The Local Board Chair must attest the Local Board’s certification decision by signing below”***

## ***Continuous Quality Improvement...***

### **Eight AJCC Hallmarks of Excellence**

1. Physical **Location and Facility Enhances** the Customer Experience
2. Ensures **Universal Access**, With Emphasis on Individuals with Barriers to Employment
3. Actively Supports One-Stop System Through Effective **Partnerships**
4. Provides **Integrated, Customer-Centered Services**

5. **An On-Ramp for Skill Development and Attainment of Industry-Recognized Credentials**  
Which Meet the Needs of Targeted Regional Sectors and Pathways
6. **Actively Engages Industry and Labor and Supports Regional Sector Strategies** Through an Integrated Business Service Strategy that focuses on Quality Jobs
7. Has High-Quality, **Well-Informed, Cross-Trained Staffing**
8. Achieves Business Results Through **Data-Driven Continuous Improvement**



## Completing the “Comprehensive AJCC Certification Matrix”

*For Each Hallmark, For Each AJCC...*

Review USDOL Characteristics of High-Quality AJCC and California State Plan and Strategies



Assess AJCC on Quality Indicators  
(Individually and Collectively)



Identify Strengths and Continuous Improvement Opportunities



Rank from 1 to 5 (With Rationale for Ranking)



Set Continuous Improvement Goals and Recommendations

**Example:**

**Completing the “Comprehensive AJCC Certification Matrix”**

***Hallmark of Excellence #1:***

**Physical Location and Facility Enhances Customer Experience**

**Characteristics of a High Quality AJCC**

**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...**

**California State Plan Vision and Strategies**

**AJCCs must be a professional and clean, environment where customers are greeted as they enter the AJCC...**

## ***Physical Location and Facility Enhances Customer Experience***

### **Quality Indicators:**

- a. The **location of the AJCC is convenient** for customers (including those with barriers to employment) with adequate parking and accessible by public transportation (where available)
- b. **External signage** clearly identifies the location as an AJCC and meets the branding requirements of WSIN12-43
- 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, onsite employer recruitment events, itinerate partners, and 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.

**Example:**

***Physical Location and Facility Enhances Customer Experience***

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

***Hallmark Strengths of the AJCC***

- *Overall, the AJCC is Attractive and Has a Professional Appearance*
  - *Excellent, Professional Internal Signage*
  - *Greeting Area is Neat and Not Crowded*

***Continuous Improvement Opportunities for the AJCC***

- *Two Computers in Resource Area Do Not Work*
  - *Restrooms Could Be Cleaner*
- *No Emergency Evacuation Procedures Are Posted*

**Example:**

***Physical Location and Facility Enhances Customer Experience***

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

*4 - Significantly meeting the hallmark with room for improvement*

**Rationale for This Ranking:**

- *The Evaluators Developed a Checklist of Items to Be Reviewed for Each of the Quality Indicators of This Hallmark*
  - *The Evaluators Used the Checklist During the Onsite Visit*
- *Observed Customers Waiting to Use Computers; Two Did Not Work*
  - *With Just a Few (Easily Corrected) Exceptions, the “Physical Location and Facility Enhances the Customer Experience”*
- *Supporting Documentation: Checklist and Notes of Evaluators*

**Example:**

***Physical Location and Facility Enhances Customer Experience***

**Continuous Improvement Goals and Recommendations:**

*By July 15, 2018, the Center Manager will:*

- Check With EDD to See If Nonworking Computers Can Be Replaced; If Cannot Be Replaced, Remove the Nonworking Computers and Explore Other Options to Replace the Computers*
- Speak to Janitorial Contractor About Restroom Cleanliness*
  - Develop a Schedule for and Assign Responsibility to Monitor Restroom Cleanliness Throughout the Day*
- Prominently Post Emergency Evacuation Procedures and Ensure the Procedures Meet the Needs of Individuals with Disabilities*

## ***AJCC Hallmarks of Excellence...***

### **2. The AJCC Ensures Universal Access, With an Emphasis on Individuals with Barriers to Employment**

#### ***Quality Indicators:***

- a. **All AJCC staff honor and accommodate diversity and is 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 **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 LWDB.
- 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.**

***How Would You Rank Yourself (1 to 5)? Why?***

***What Are Your Strengths? What Needs To Be Improved?***

### ***WSD16-20; Attachment #3...***

**Under Baseline AJCC Certification, AJCCs are asked to ensure EEO for individuals with disabilities in accordance with ADA, WIOA Section 188, and all other applicable state guidance...**

- **Policy guidance will be issued** on new WIOA Section 188 requirements and EDD's procedures for conducting onsite compliance monitoring reviews.
- **The final rules of WIOA Section 188 went into effect on January 3, 2017** and contained several new requirements.
- One of them is for states to conduct annual monitoring reviews of Local Areas: EDD will be conducting **annual onsite monitoring reviews starting in October 2017.**
- EDD will be providing **Section 188 new requirement training** to all Local Areas EEO Officers in **late August 2017.**

## ***Resources...***

### **USDOL Training and Employment Notice 28-16: Best Practices, Partnership Models, and Resources Available for Serving English Language Learners...**

[https://wdr.doleta.gov/directives/corr\\_doc.cfm?docn=6541](https://wdr.doleta.gov/directives/corr_doc.cfm?docn=6541)

### **Webinar: “Universal Design: A Customer Centered Approach”**

<https://www.workforcegps.org/events/2017/02/01/11/59/WIOA-Wednesday-Universal-Design-A-Customer-Centered-Approach>

### **Universal Design 101 (Brief Description of the Seven principles)**

<http://www.southwestada.org/html/publications/design/ud101.html>

### **Equal Access: Universal Design of Physical Spaces (A Checklist for Designing Spaces that Are Welcoming, Accessible, and Usable):**

[http://www.washington.edu/doit/sites/default/files/atoms/files/EA\\_Spaces\\_06\\_08\\_12.pdf](http://www.washington.edu/doit/sites/default/files/atoms/files/EA_Spaces_06_08_12.pdf)

***Tap the Expertise of Your Department of Rehabilitation Partner***

## ***AJCC Hallmarks of Excellence...***

### **3. The AJCC Actively Supports the One-Stop System Through Effective Partnerships**

#### ***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 MOU) 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 on referrals made”
- i. The AJCC connects to the community through **multiple community partnerships and community access points.**

## ***AJCC Hallmarks of Excellence...***

### **4. The AJCC Provides Integrated, Customer-Centered Services**

#### **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 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 capacity to functionally serve customers well.
- d. The AJCC has clearly identified roles, responsibilities, and authorities of both **functional leaders and supervisors** of partner programs 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.

***Resource: Customer-Centered Design...***

[https://ion.workforcegps.org/resources/2016/04/15/15/45/Webinar\\_Series\\_Act-Now\\_Customer\\_Centered\\_Design](https://ion.workforcegps.org/resources/2016/04/15/15/45/Webinar_Series_Act-Now_Customer_Centered_Design)

## ***AJCC Hallmarks of Excellence...***

### **5. An On-Ramp for Skill Development and Attainment of Industry-Recognized Credentials Which Meet the Needs of Targeted Regional Sectors and Pathways**

#### **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 contribute to and promote both.
- b. All AJCC staff know the regional **target sectors**, can identify **regional sector pathways**, and 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 levels and experience levels**.



- d. The AJCC has a **robust menu of training services** and staff are able to assist customers access and enroll in these programs, 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”** 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.**

## ***AJCC Hallmarks of Excellence...***

### **6. Actively Engages Industry and Labor and Supports Regional Sector Strategies Through an Integrated Business Service Strategy that Focuses on Quality Jobs**

#### **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. AJCC focuses on quality jobs by actively **promoting targeted sector opportunities** and high-demand occupations to all AJCC customers
- c. AJCC promotes systems and partnerships to **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

***How Would You Rank Yourself (1 to 5)? Why?***

***What Are Your Strengths? What Needs To Be Improved?***

## ***AJCC Hallmarks of Excellence...***

### **7. High-Quality, Well-Informed, Cross-Trained Staffing**

#### ***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 agreed to provide training** to all AJCC staff on 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 in 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**.

***How Would You Rank Yourself (1 to 5)? Why?***

***What Are Your Strengths? What Needs To Be Improved?***

## ***AJCC Hallmarks of Excellence...***

### **8. The AJCC Achieves Business Results Through Data-Driven 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 LWDB 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.**

***How Would You Rank Yourself (1 to 5)? Why?***

***What Are Your Strengths? What Needs To Be Improved?***

## ***Certification of Comprehensive AJCCs... Next Steps!***

- ✓ *Develop the Local Board's Certification Process and Submit by 9/30/17*
- ✓ *Ensure the AJCCs Know the Certification Requirements to Prepare for Certification*