

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 at 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 Santa Barbara Workforce Development Board

Name of AJCC Santa Barbara Workforce Resource Center (130 East Ortega St, Santa Barbara)

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 AJCC is located in a central location in Santa Barbara close to public transportation. The routes from the nearest bus stops are accessible. Although adequate parking is available at the rear of the building, the location of the parking is somewhat confusing and there is no signage identifying it as AJCC parking. There is no building signage at the rear or the side of the building, indicating that it is the AJCC. The front of the building lacks the AJCC required branding.

The front desk is clearly visible from the main entrance and customers are immediately greeted upon entering. The resource area was neat and professional looking. Staff stated that there is adequate work stations to meet customer demand and that customers do not usually need to wait to use equipment. There was little to no internal signage to help customer navigate the AJCC. For example, the UI telephones are only available from 8 am – 12 pm, but there is no signage to indicate that. There is limited private meeting space, with employer recruitments happening at the main meeting tables in front of the reception desk. During the site visit a customer was prepping for a UI hearing at those same tables.

Per the self assessment, the location previously had a Building Safety Committee, which needs to be revived in order to maintain a regular schedule of trainings for all staff on emergencies (fire, earthquake, active shooter).

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

Rationale for This Ranking:

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

Hallmark of Excellence #1

Continuous Improvement Goals and Recommendations:

In summary: The location of the AJCC is central and convenient to public transportation and parking. Signage needs to be strengthened internally and externally, including meeting AJCC branding requirements. Emergency preparation can also be strengthened.

1. Improve signage around the outside of the AJCC, including signage in the parking lot and the required AJCC branding.
2. Improve signage within the resource center to assist clients with easily navigating the center.
3. Reconstitute Building Safety Committee and develop a training schedule to ensure that all staff are prepared to respond in case of emergencies.

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

- h. 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.
- h. 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.
- h. 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:

All of the front line staff in the AJCC are bilingual in English and Spanish. They were friendly, positive, and welcoming. Staff seemed unsure how to access interpreters for customers who speak other languages.

The registration form asks customers to identify if they are veterans, and there is a prominent display of information in the resource room targeting veterans. The EDD partner has staff dedicated to veterans services.

Staff seemed to think that there was an accessible computer somewhere in the AJCC, but no one knew where it was. There did not appear to be any assistive technology or alternate format materials available. The printer in the resource room was on a table that would be too high for a person in a wheelchair.

The AJCC does not currently offer any services virtually. DOR reviewed the sbcwdb.org website – see attachment for feedback on areas for improvement.

Hallmark of Excellence #2

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

Rationale for This Ranking:

Site visit with two board members, including one from the Department of Rehabilitation; staff interviews; review of relevant documents.

Continuous Improvement Goals and Recommendations:

In summary: The AJCC front line staff are all bilingual, which is a clear strength. Management should ensure that staff are clear on how to access interpreters for clients who are not Spanish speakers. The services for veterans appear to be strong. The AJCC would benefit from a thorough assessment of what improvements can be made to enhance accessibility for individuals for disabilities. The AJCC should also explore the possibility of making some resources available online, which would enhance accessibility for its customers.

1. Coordinate with SBWDB on scheduling the Equal Opportunity Officer (EOO) to come to the Santa Barbara AJCC for periodic reviews of the facility and to develop a plan to ensure physical and programmatic accessibility. Plan should include an assessment of what types of assistive technology and alternate format materials should be added to the AJCC.
2. Conduct a comprehensive assessment of which AJCC documents/materials need to be translated into Spanish and a timeline for completion of those translations.
3. Coordinate with SBWDB to determine what services/resources should be made available virtually to clients.

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, colocated partnership that seamlessly incorporates the services of all the AJCC partners.</p>	<p>California State Plan Vision and Strategies</p> <p>a. Aligning, coordinating, and integrating programs and services to economize limited resources while also providing the right services to clients, based on each client's particular and potentially unique needs so as to facilitate skills-attainment.</p>
<p><u>Quality Indicators</u></p> <p>a. A system is in place to assess the satisfaction of both colocated and non-colocated partners with the AJCC and its services.</p> <p>b. Both colocated and non-colocated partners believe that the AJCC adds value to their program and their customers.</p>	

- c. The required AJCC partners meet on a regular basis to discuss the One-Stop system and the AJCC's contribution to the system and make recommendations for continuous improvement.
- d. The AJCC actively outreaches and provides access to non-colocated partner customers to participate in AJCC-based services, such as workshops and recruitment events.
- e. An inventory and overview of all partner services is available to all AJCC staff and all AJCC staff has received an orientation to all partner programs and services.
- f. One-Stop system marketing materials have been developed that overview all partner services for distribution to customers at the AJCC and at all non-colocated partner locations.
- g. The AJCC's partner referral process (as outlined in the Memorandum of Understanding) is being implemented with a focus on quality referrals that are likely to convert to service.
- h. Referrals are recorded and a system is in place for partners to follow-through and report progress on referrals made.
- i. The AJCC connects to the community through multiple community partnerships and community access points.

Hallmark of Excellence #3

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

The one stop operator is outreaching to partner organizations, including presentations at colleges, vocational schools, and community events. The AJCC is the recipient of an Adult Education Block Grant resources, which help to ensure outreach to adult education students. According to the EDD cluster manager, the EDD staff also do outreach to farm workers, veterans, and TAA affected companies, and when they conduct outreach, they inform the community about all the services available at the AJCC.

The AJCC itself does not have materials for all of its mandated partners, although staff state that they review partner programs during the orientation. The resource room had material on the community college but not the Department of Rehabilitation, and Adult Education is not included in the orientation presentation power point which was reviewed. There is not an inventory of partner programs and services available to either customers or staff. Common marketing material has not been developed.

Referrals can be tracked via opening an activity code and case noting in CalJOBS for a particular client. For Department of Rehabilitation referrals, staff will call before the client is sent over (or DOR staff will come to the AJCC). Management of co-enrolled clients appears to happen on a case by case basis.

Co-located partners meet every week of Thursdays.

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

Rationale for This Ranking:

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

Continuous Improvement Goals and Recommendations:

In summary: The AJCC does appear to be doing outreach to a range of community organizations and customers, including with Adult Education, the Veterans collaborative, the City Library and employer groups. The AJCC could benefit from strengthening its materials and processes – for example ensuring that all partners' materials are in the resource room, or better yet, providing customers with a document that overviews all partner services. Per the self assessment, more cross training needs to occur across partner agencies to strengthen the referral process.

1. Ensure that all partners' materials are available in the resource room (at a minimum, all mandated and other significant partners in the community).
2. Develop a document that overviews all partners' programs and services.
3. Develop common marketing material that includes an overview of partners' services.
4. Develop a plan to strengthen the referral process, which includes partner cross training.

Hallmark of Excellence #4

The AJCC provides integrated, customer-centered services

US DOL Characteristics of a High Quality AJCC

- h. 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.

- h. 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

California State Plan Vision and Strategies

- h. Integrated Service Delivery: braiding resources and coordinating services at the local level to meet client needs.

- h. 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.

consent of the individual has been obtained, where required.

Hallmark of Excellence #4

Quality Indicators

- h. 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.
- h. AJCC staff have received customer service and customer-centered design training
- h. 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 collocated 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 AJCC reception desk is immediately in front of the main entrance, so that all customers are quickly greeted when they walk through the door. Staff are able to quickly identify the reason for the visit and direct the person to the appropriate resource.

The one stop operator stated that all staff have been trained in customer service. Staff have not been cross trained in partner programs' eligibility and services. The EDD cluster manager stated that a DOR training for staff is scheduled, as well as customer service training.

There is not an integrated functional organizational chart of all partners on site. The system does not have established protocols for co-enrolling customers or for joint case management. Co-enrollments are handled on a case by case basis.

Hallmark of Excellence #4

Hallmark of Excellence #4 Ranking (1-5) : _____ 2 _____

Rationale for This Ranking:

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

Continuous Improvement Goals and Recommendations:

In summary: The AJCC is set up in a way so that customers are quickly greeted and their needs assessed, so that they can be appropriately directed. Staff have received customer service training and it appears to be an ongoing offering. It is strongly recommended that staff receive training on partners' programs, services, and eligibility.

1. Develop an implement a plan to ensure that all staff are trained on partners' programs and services. Ensure that the training is offered on a regular basis.
2. If needed, meet more regularly to ensure that staff are aware of updates and changes with partner programs and 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:

During the site visit, although staff were familiar with the area's in demand occupations, they did not seem familiar with the region's targeted sectors or industry recognized credentials. It appears that the staff have had limited training on the use of labor market data and still need training on targeted sectors/career pathways/industry recognized credentials. No information was available to customers in the resource room on priority sectors/career pathways. Initially there was some confusion as to the amount that had been budgeted for supportive services, but that has been resolved and customers can each receive up to \$1,000 in supportive services. The training cap is \$7,000. The most popular training is for truck driving. According to the OSO, the ETPL list for the area is not extensive.

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

Rationale for This Ranking:

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

Continuous Improvement Goals and Recommendations:

In summary: This is a significant growth area. Staff should receive training not only on priority sectors and career pathways for the area, but how to use this information to assist clients in moving toward greater economic well being. The process of helping the staff become more well informed will also help to surface other areas where the system may need strengthening – for example the trainings available locally on the ETPL. Information on priority sectors should also be available to customers in the resource center and on line.

1. Develop and execute a plan to train staff on priority sectors, career pathways, and industry recognized credentials.
2. Develop a display/provide information in the resource area on priority sectors and career pathways.

Hallmark of Excellence #6

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

US DOL Characteristics of a High Quality AJCC

- a. Design and implement practices that actively engage industry sectors and use economic and labor market information, sector strategies, career pathways, registered apprenticeships, and competency models to help drive skill-based initiatives.
- b. Develop, offer, and deliver quality business services that assist specific businesses and industry sectors in overcoming the challenges of recruiting, retaining, and developing talent for the regional economy.

To support area employers and industry sectors most effectively, AJCC staff identify and have a clear understanding of industry skill needs, identify appropriate strategies for assisting employers, and coordinate business services activities across AJCC partner programs, as appropriate.

This includes the incorporation of an integrated and aligned business services strategy among AJCC partners to present a unified voice for the AJCC in its communications with employers.

Additionally, AJCCs use the forthcoming performance measure(s) on effectiveness in serving employers to support continuous improvement of these services.

California State Plan Vision and Strategies

- a. Regional partnerships: building partnerships between industry leaders, workforce professionals, education and training providers, and economic development leaders to develop workforce and education policies that increase job quality and support regional economic growth.
- b. Sector strategies: aligning workforce and education programs with leading and emergent industry sectors' skills needs.
- c. Fostering demand-driven skills attainment: workforce and education programs need to align program content with the state's industry sector needs so as to provide California's high road employers and businesses with the skilled workforce it needs to compete in the global economy.

Hallmark of Excellence #6

Quality Indicators

- a. All AJCC staff has high-knowledge of the regional economy, labor market conditions, business talent supply chains, and the needs of high-growth sectors and high road employers.
- b. The AJCC focuses on quality jobs by actively promoting targeted sector opportunities and high-demand occupations to all AJCC customers
- c. The AJCC promotes systems and partnerships that connect workers to high-quality jobs or entry-level work with clear routes to advancement.
- d. The AJCC has a defined strategy in place to regularly seek and capture employer advice in the design and delivery of demand-driven services for job seekers.
- e. The AJCC is an integral partner in the implementation of the Local Board's integrated business services strategy and seeks to minimize redundant employer contacts while maximizing access to system-wide, integrated business services.
- f. The AJCC offers a wide range of AJCC-based services for employers including referral of qualified candidates, on-site recruitment, pre-employment testing, skill verification, and hiring and training subsidies.
- g. The AJCC consistently seeks feedback and satisfaction data from businesses on the delivery of business services and applies the learning for continuous improvement.

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

The OSO stated that they participate in job fairs both on and off site, and are partnering with the Chamber of Commerce. It did not appear that there is a strategy to engage with employers in the priority sectors. The AJCC does offer a range of services to employers including referring qualified candidates, on site recruitments, and OJTs.

As mentioned previously, staff should receive additional training in assisting customers with priority sectors and career pathways to high demand occupations.

Two business customers were interviewed who had hired staff through OJTs. Both had positive experiences and said that the staff were very helpful and approachable, and asked for their feedback. Both expressed some confusion over the different entities involved and what their roles were (AJCC, Workforce Resource Center, KRA, etc). Both referred to the business services rep as a KRA employee.

One employer expressed her satisfaction with the screening that occurred before candidates

were sent to her. The other employer gave the feedback that CalJOBS is not very useful, and that he would like staff to be able to help him with posting his positions on other websites like ZipRecruiter and Indeed.com.

Hallmark of Excellence #6

Hallmark of Excellence #6 Ranking (1-5) : _____ 3 _____

Rationale for This Ranking:

Interviews with staff; interviews with WDB staff; business customer surveys.

Continuous Improvement Goals and Recommendations:

1. Ensure that the business services team has a unified message so that business customers are not confused regarding branding.
2. Have the business services team develop a strategy for engaging employers in priority sectors.

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:

As mentioned previously, staff development is an area needing strengthening, particularly around cross training on partner programs/services as well as targeted sectors/career pathways. The AJCC has started up regular meetings on partner staff which is a positive development. The self assessment also identified this as an area needing improvement.

Hallmark of Excellence #7

Hallmark of Excellence # 7 Ranking (1-5) : 2

Rationale for This Ranking:

Site visit; staff interviews; partner interviews; review of relevant documents.

Continuous Improvement Goals and Recommendations:

In summary: This is an area that should be prioritized. A comprehensive staff development plan with the needed trainings, timeline, and ability to track by staff person should be developed. This will also ensure that gaps in training are easily identified when there is staff turnover.

1. Develop a comprehensive staff development plan, which includes the following:
 - Cross-training on services of One-Stop partners, eligibility for those services, and the process for referring customers to partners;
 - Use of labor market information to help customers identify career pathways and develop in-demand skills and credentials and find jobs;
 - Effectively register customers in CalJOBS and how to match customers to available jobs;
 - Training on serving individuals with barriers to employment, including customers with disabilities;
 - Providing excellent customer service and customer-centered design;
 - Training on sector strategies, career pathways, job quality and high road training partnerships
2. Ensure that all collocated partners are meeting regularly and frequently enough to to build relationships, provide updates on center activities, and discuss the strategies for AJCC improvement.

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:

The AJCC does solicit customer feedback, which is reviewed by the OSO and the career agents. The OSO stated that they have monthly operational meeting to review their performance and decide on corrective action, if needed. Per the WDB director, the AJCC does report to the local Board on an ongoing basis the number of clients served, the types of services provided, and the outcomes of those services.

The AJCC currently has a scan card system, although it is located at an unusual location on the corner of the reception area. According to the self assessment, the fields that customers can select need to be updated (currently only "orientation" and "AJCC room.") The addition of the Virtual One Stop ("VOS greeter") kiosk will further enhance the ability of the AJCC to gather and analyze client data in order to better enhance the services.

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

Rationale for This Ranking:

Site visit; staff interviews; WDB staff interviews; review of relevant documents.

Continuous Improvement Goals and Recommendations:

The AJCC is adequately utilizing data in order to track its progress and identify areas for improvement. It may benefit from developing a written process for how data will lead to specific plans for service improvements.

1. Clarify role of scan card system vs VOS greeter in the reception area – determine which one will be used and what is the timeline for implementation of either updates to the existing scan card system, or the VOS greeter.
2. In collaboration with WDB staff, determine the necessity of a written process for how performance and customer feedback data will lead to specific plans for service improvements. If determined useful and necessary, develop the written process.

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.	2
3. The AJCC Actively Supports the One-Stop System Through Effective Partnerships	2
4. The AJCC Provides Integrated, Customer-Centered Services	2
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.	
7. The AJCC Has High-Quality, Well-Informed, Cross-Trained Staffing	2
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?		
Did the AJCC receive a "3" ranking or better on each Hallmark of Excellence?		

_____ Hallmark AJCC Certification

_____ Baseline AJCC Certification

_____ Not Yet Able to Certify

The Local Board Chair must attest the Local Board's certification decision by signing below.

Signature

Name

Title

**Santa Barbara AJCC
Recommended Continuous Improvement Plan**

Hallmark 1:

1. Improve signage around the outside of the AJCC, including signage in the parking lot and the required AJCC branding. Due date: August 31, 2018
2. Improve signage within the resource center to assist clients with easily navigating the center. Due date: August 31, 2018
3. Reconstitute Building Safety Committee and develop a training schedule to ensure that all staff are prepared to respond in case of emergencies. Due date: June 29, 2018

Hallmark 2:

1. Coordinate with SBWDB on scheduling the Equal Opportunity Officer (EEO) to come to the Santa Barbara AJCC for periodic reviews of the facility and to develop a plan to ensure physical and programmatic accessibility. Plan should include an assessment of what types of assistive technology and alternate format materials should be added to the AJCC. Due date: October 31, 2018
2. Conduct a comprehensive assessment of which AJCC documents/materials need to be translated into Spanish and a timeline for completion of those translations. Due date: October 31, 2018
3. Coordinate with SBWDB to determine what services/resources should be made available virtually to clients. Due date: January 31, 2019

Hallmark 3:

1. Ensure that all partners' materials are available in the resource room (at a minimum, all mandated and other significant partners in the community). Due date: June 29, 2018
2. Develop a document that overviews all partners' programs and services. Due date: November 20, 2018
3. Develop common marketing material that includes an overview of partners' services. Due date: December 28, 2018
4. Develop a plan to strengthen the referral process, which includes partner cross training. Due date: January 31, 2019

Hallmark 4:

1. Develop and implement a plan to ensure that all staff are trained on partners' programs and services. Ensure that the training is offered on a regular basis. Plan due date: July 31, 2018
2. If needed, meet more regularly to ensure that staff are aware of updates and changes with partner programs and services. Due date: Ongoing

improvements. If determined useful and necessary, develop the written process. Due date: December 28, 2018

3. Clarify a common customer satisfaction form and feedback process for job seekers and businesses. Due date: December 28, 2018