



## WORKFORCE DEVELOPMENT BOARD OF VENTURA COUNTY

### PROGRAMS COMMITTEE MEETING

Wednesday, June 6, 2018

2:30 p.m. - 4:30 p.m.

**NOTE: NEW LOCATION**

Human Services Agency (Redwood Room)  
855 Partridge Dr., Ventura, Ca.

### AGENDA

- |           |  |                 |
|-----------|--|-----------------|
| 2:30 p.m. | <b>1.0 Call to Order, Introductions, and Agenda Review</b>   | Tony Skinner    |
| 2:32 p.m. | <b>2.0 Public Comments</b><br><i>Procedure: The public is welcome to comment. All comments not related to items on the agenda may be made at the beginning of the meeting only.</i>  | Tony Skinner    |
| 2:35 p.m. | <b>3.0 Consent Items</b> <ul style="list-style-type: none"><li>○ Approval of Minutes: May 2, 2018</li><li>○ Approval of 2018-2019 Meeting Calendar:<ul style="list-style-type: none"><li>▪ August 1, 2018, October 3, 2018, December 5, 2018</li><li>February 6, 2019, April 3, 2019, June 5, 2019</li></ul></li></ul> | Tony Skinner    |
| 2:45 p.m. | <b>4.0 AJCC Certification Evaluation Wrap-up:</b> <ul style="list-style-type: none"><li>• <u>Hallmarks of Excellence:</u><ul style="list-style-type: none"><li>○ Review of Criteria and Rankings</li><li>○ Finalize Narrative Justifications &amp; Continuous Improvement Recommendations</li></ul></li></ul>          | Patrick Newburn |
| 3:50 p.m. | <b>5.0 WIOA Workforce Development Planning</b> <ul style="list-style-type: none"><li>○ 2017-2018 Year End Review (DRAFT)</li></ul>   | Tony Skinner    |
| 4:20 p.m. | <b>6.0 Committee Member Comments</b>   | Tony Skinner    |
|           | <b>7.0 Adjournment</b><br><u>Next Meeting:</u><br>August 1, 2018 (2:30 p.m. – 4:30 p.m.)<br>Human Services Agency (Redwood Room)<br>855 Partridge Drive, Ventura, CA 93003   | Tony Skinner    |

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For information about the Workforce Development Board of Ventura County go to [workforceventuracounty.org](http://workforceventuracounty.org)



**WDB Programs Committee Meeting**  
**May 2, 2018**

**MINUTES**

**Meeting Attendees**

Committee Members

Tony Skinner (Chair)\*  
Jerry Beckerman  
Linda Fisher-Helton  
Kathy Harner\*  
Mary Navarro Aldana  
Tressie Nickelberry

*\*WDB Members*

Guests

Diana Aguayo-Saldana (Human Services Agency)  
Diana Fernandez (Boys & Girls Clubs Greater Oxnard and Port Hueneme)  
Tina Knight (Human Services Agency)  
Mario Quintana (Boys & Girls Clubs Greater Oxnard and Port Hueneme)

Guests (continued)

Pierrette Authier (PathPoint)  
Jessica Gallardo (PathPoint)  
Jennifer Lopardo (PathPoint)  
Kim Whitaker (PathPoint)

WDB Staff

Patrick Newburn  
Vivian Pettit  
Ma Odezza Robite

**1.0 Call to Order, Introductions, and Agenda Review**

Tony Skinner called the meeting to order at 2:36 p.m.

**2.0 Public Comments**

None

**3.0 Approval of Minutes: April 17, 2018**

Motion to Approve: Linda Fisher-Helton  
Second: Tony Skinner  
Motion approved

**4.0 Presentation:**

**PathPoint**

Kim Whitaker, Director of Program Services at PathPoint delivered an overview of PathPoint's WIOA services during the Program Year 2017-2018. Kim presented two success stories for participants Elene and Ricardo. Ms. Whitaker reported that their organization has received WDB contracts to provide WIA and WIOA Youth Services for 15 years, and has always met performance goals. She reported that in the current program year their tracking a 64% success rate in 2<sup>nd</sup> quarter employment/placement performance indicator, which represents 98% of negotiated goal! Their success is in large part due to a stable and committed staff of professionals. She reported on current program year 17-18 performance outcomes as a snapshot of current success rates against the WDB goals. Kim reminded the committee of the challenges involved with recruiting and serving out of school youth ages 16-24. In today's economy, most of the participants seek up-skilling training versus employment, as they already have a job in many cases. Whitaker concluded that PathPoint has a proud track record of "making the difference" in youths lives having participated in WIA and WIOA programs.

Committee members questioned and discussed some of the PathPoint reported measures and rates of success. Additionally members discussed examples of entry level career pathways such as Certified Nurse Assistant offered as certificate programs through PathPoint partnerships. Members thanked Ms. Whitaker and her staff for their ongoing success with WIOA programs for out of school youth.

## **5.0 Presentation:**

### **Boy and Girls Clubs of Greater Oxnard and Port Hueneme**

Diana Fernandez and Mario Quintana, Academic and Career Advisors at Boys & Girls Clubs Greater Oxnard and Port Hueneme (BGCOP) delivered an overview of BGCOP's WIOA services during the Program Year 2017-2018. Diana and Mario jointly reported on current program year 17-18 performance outcomes of current success rates against the WDB goals. They are working to learn CalJOBS reporting system and are tracking the 5 Performance Indicators with the newly available Predictive Reports. One notable measure is 81% success rate in Measurable Skill Gain, which is well above the negotiated performance goal. Mario stated that BGCOP has always met their numbers in past years performance, and they expect to do the same by end of this PY. Diana shared that the technical assistance training provided by WDB staff has help them to understand the transition from WIA to WIOA. Their staff has a continuous improvement attitude and meet regularly to improve based upon CalJOBS report measurement. They provided the committee with a printed report of measures and their 2017-18 schedule of monitoring and training.

Committee members questioned and discussed the Measurable Skill gains with respect to literacy and numeracy. Ms Fernandez and Mr. Quintana provided examples of success by including partnerships with Vista Real Charter School and Oxnard Adult School, among others. Members thanked Diana and Mario for their successful efforts in providing services to out of school youth.

## **6.0 Youth Contracts Discussion**

The Committee, serving as the WDB oversight committee for WIOA programs, discussed the Base Term (July 1, 2017 to June 30, 2018) performance (as of March 31, 2018) of each of two WIOA comprehensive youth program providers: Boys and Girls Clubs of Greater Oxnard and Port Hueneme and PathPoint.

Patrick Newburn explained a multi-page report of newly available CalJOBS Predictive Reports of Performance Indicators for PY16-17 in four measures (2<sup>nd</sup> Quarter Employment/Placement, Measureable Skill Gains, Credential Attainment, and Median Earnings), as well as Accountability and Monitoring reports. The exception to the predictive report was 4<sup>th</sup> Quarter Employment/Placement Indicator, due to the reporting period not being available as of this date. The current PY17-18 reports are not fully available due to the follow-up period after exit not reliable at this date as clients mostly remain in active participation status. Newburn reminded the committee that the CalJOBS Predictive Reports is just two weeks new and as such, WDB staff and providers have not been provided EDD direction to understand the tabulation methodology including how exiting participant's cohorts were calculated. Newburn explained the reports are raw data and a snapshot of outcomes, but are not yet able to be explained by WDB staff or providers. Committee members reviewed the reports including all five attachments of supporting evidence. These reports with attachments are available as part of the meeting packet and may be viewed at [HTTP://WWW.workforceventuracounty.org](http://www.workforceventuracounty.org).

Discussion involved carefully reviewing the provider's enrollment statistics, financial expenditure reports, WIOA Performance Indicator reports, and accountability and compliance monitoring reports from the Fiscal Department of the Human Services Agency (HSA) and from the Employment Development Department (EDD). The committee also received two separate report-out presentations during the Base Term Year from both providers, including today's meeting. The committee acknowledged the provider's technical challenges beyond their control, in reporting WIOA measureable outcomes due to limited reporting capability of the statewide records management system CalJOBS. The committee also observed a spirit of continuous improvement and participation in several HSA technical assistance meetings by both providers. The committee reminded both providers to strive for excellence in participant outcomes including being accountable for WIOA Performance Indicators and negotiated goals. The committee concluded that both providers have met the terms of the contract and have provided appropriate WIOA services to the enrolled participants, out of school youth ages 16-24.

The Committee members recommended that the WDB Executive Committee at their May 10, 2018 meeting, approve both contracts for Option Term One (July 1, 2018 through June 30, 2019) for both providers. Mary-Navarro-Aldana abstained from voting.

#### **7.0 AJCC Certification Evaluation: Hallmarks of Excellence**

Patrick Newburn provided committee members electronic files prior to the meeting for the Hallmarks of Excellence evaluation. Those evidence files over 30 pages, included details about the Hallmarks Matrix. Hyperlinks for the evaluation may be viewed at [HTTP://www.workforceventuracounty.org](http://www.workforceventuracounty.org). Printed binders were available for members to take as needed. Members were offered the opportunity to review a PowerPoint of elements 5-8, but declined in the interest to having the option to self-study outside of this meeting. Newburn reminded the committee that the first four elements were presented at the April meeting at the AJCC, and the remainder of the elements-5-8 need to be evaluated by each member using the electronic links at their office of home prior to the next meeting. The writing narrative, recommendations for continues improvement, and the ranking for all 8 elements is due to be returned to WDB staff by deadline Monday May 21, 2018. WDB staff will compile all responses and rankings for the June 6, 2018 meeting in order for committee members to agree upon recommendations for WDB consideration and certification. Mary Navarro-Aldana also recused herself from the evaluation process to avoid conflict of interest as a member of the AJCC Consortium and EDD Manager.

#### **8.0 Member Comments**

No Comments

#### **9.0 Adjournment**

Tony Skinner adjourned the meeting at 4:20 p.m.

#### **Next Meeting**

June 6, 2018 (2:30 p.m. – 4:30 p.m.)  
Human Services Agency (Redwood Room)  
855 Partridge Dr. Ventura, Ca.



**WDB Programs Committee  
Hallmarks of Excellence Certification Matrix  
Evaluation Summary  
June 6, 2018**

<b>Summary of Rankings Hallmarks of Excellence AJCC Certification</b>	
<b>The Hallmarks of Excellence</b>	<b>Ranking</b>
1. The AJCC Physical Location and Facility Enhances the Customer Experience	<b>4</b>
2. The AJCC Ensures Universal Access, With An Emphasis of Individuals with Barriers to Employment	<b>4</b>
3. The AJCC Actively Supports the One-Stop System Through Effective Partnerships	<b>4.2</b>
4. The AJCC Provides Integrated, Customer-Centered Services	<b>3.8</b>
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.	<b>4</b>
6. The AJCC actively engages industry and labor and supports regional sector strategies through an integrated business service strategy that focuses on quality jobs.	<b>4</b>
7. The AJCC Has High-Quality, Well-Informed, Cross-Trained Staffing	<b>4</b>
8. The AJCC Achieves Business Results Through Data-Driven Continuous Improvement	<b>3.8</b>
<b>Total Ranking for Hallmarks of Excellence:</b>	<b>31.8</b>

	<b>Yes</b>	<b>No</b>
Did the AJCC meet all Baseline Criteria requirements?	★	
Did the AJCC receive a “3” ranking or better on each Hallmark of Excellence?	★	

**Evaluator Ranking & Comments:**

(Note: 5 committee members participated in the matrix evaluation, and 6 others either abstained due to conflict of interest or were not available. Names are not shown in this summary.)

	H# 1	H #2	H# 3	H# 4	H# 5	H# 6	H# 7	H# 8	Totals
<b>Evaluator A</b>	5	5	5	3	5	5	4	4	36
<b>Evaluator B</b>	3	3	3	3	3	3	3	3	24
<b>Evaluator C</b>	4	5	4	4	4	5	4	4	34
<b>Evaluator D</b>	4	4	4	5	4	3	5	4	33
<b>Evaluator E</b>	4	3	5	4	4	4	4	4	32
<b>Total Average Ranking</b>	<b>4</b>	<b>4</b>	<b>4.2</b>	<b>3.8</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>3.8</b>	<b>31.8</b>



**WDB Programs Committee  
Hallmarks of Excellence Certification Matrix  
Evaluation Summary  
June 6, 2018**

**Hallmark of Excellence #1**  
**The AJCC physical location and facility enhances the customer experience**

**ASSESSMENT OF THE AJCC'S STRENGTHS AND CONTINUOUS IMPROVEMENT OPPORTUNITIES:**

<b>Evaluator A</b>	Good Signs, ample parking, great location, beautiful building. Reception Desk is good heights and work tables in resource room are adjustable.
<b>Evaluator B</b>	A=3, B=2, C= 4, D=3, E=3, F=4, G=4, H=4, I=?? (Has started progress or Has a satisfactory amount of the hallmark in place the majority of the time or Significantly meeting the hallmark)
<b>Evaluator C</b>	Overall great facility. Neat, professional, accessible from freeway. The only suggested opportunities for growth would be that the signage is not obvious from the street and it is not that easy to find having to go around to the backside of the building.
<b>Evaluator D</b>	Plenty of space and equipment. Resource Center seems adequate. Apprenticeships seem to be missing.
<b>Evaluator E</b>	N/A

**RATIONALE FOR THIS RANKING:**

<b>Evaluator A</b>	The AJCC has attended to all aspects of this hallmark.
<b>Evaluator B</b>	N/A
<b>Evaluator C</b>	AJCC Oxnard has adequate parking and is accessible by public transportation. The External signage identifies the location as an AJCC but is not obviously visible from the street. The AJCC is clean with a professional appearance and is designed so that it is easy for customers to access services, resources, and staff assistance. The AJCC's resource area is neat, has adequate workstations to meet customer demand, and the equipment is in working order. The AJCC has adequate space available for customer reception, workshops, on-site employer recruitment events, itinerate partners, and job center staff. The AJCC has internal signage to help customers easily navigate the AJCC. I am unsure if Emergency evacuation procedures are in place and those procedures address the needs of individuals with disabilities.
<b>Evaluator D</b>	Plenty of room, computer space seems adequate. Needs attention: People would have to know that Human Services Agency and AJCC are related. The sign only states Human Services Agency.
<b>Evaluator E</b>	<ul style="list-style-type: none"> <li>*AJCC is under Human Service Agency. Main sign cannot be put outside.</li> <li>*Sign on 1st floor and marquee. Directions to go to the 3rd floor are clear.</li> <li>*Center clean upon entry.</li> <li>*Adequate workstations-no waiting in line. No signs saying out of order. Signage throughout.</li> <li>*Security guard at the front.</li> <li>*Adequate space for workshops and other meetings.</li> <li>*Tables adjustable</li> </ul>

**CONTINUOUS IMPROVEMENT GOALS AND RECOMMENDATIONS:**



**WDB Programs Committee  
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<b>Evaluator A</b>	N/A
<b>Evaluator B</b>	<ul style="list-style-type: none"> <li>• Nothing on the outside of the building says JOBS. Human Services Agency doesn't equal jobs in the minds of many</li> <li>• Work with city of Oxnard to get directional sign along the roadway (National University has this but not AJCC).</li> <li>• "No Waiting in the first floor Lobby" is unfriendly. Add "please" or rephrase to indicate that waiting in the first floor lobby is a distraction for the first floor businesses, or similar.</li> <li>• How are Item H and I different? They appear to be the same in my binder.</li> </ul>
<b>Evaluator C</b>	Add signage out front on the street that is more obvious than is current.
<b>Evaluator D</b>	Need signage outside building that states AJCC. Apprenticeships are needed in training offerings.
<b>Evaluator E</b>	Have staff whether it is the security guard or others greet people when they come in. When I entered there was someone in front of me and they stood there trying to figure out where to go. Finally they asked the security guard if he could assist them.

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**WDB Programs Committee  
Hallmarks of Excellence Certification Matrix  
Evaluation Summary  
June 6, 2018**

<b>Hallmark of Excellence #2</b>	
<b>The AJCC ensures universal access, with an emphasis on individuals with barriers to employment.</b>	
<b>ASSESSMENT OF THE AJCC'S STRENGTHS AND CONTINUOUS IMPROVEMENT OPPORTUNITIES:</b>	
<b>Evaluator A</b>	N/A
<b>Evaluator B</b>	A= 4, B=3, C=3, D=3, E=3, F=4, G=3, H=3 (Has a satisfactory amount of the hallmark in place the majority of the time or Significantly meeting the hallmark)
<b>Evaluator C</b>	AJCC Oxnard is an inclusive facility serving a diverse population.
<b>Evaluator D</b>	Good services for Veterans, ESL, Seniors, and Disabled.
<b>Evaluator E</b>	N/A
<b>RATIONALE FOR THIS RANKING:</b>	
<b>Evaluator A</b>	Good Websites: WDB, CalJOBS, www.vcjobswithafuture.org. Latino Business Expo is good. Veterans "Mystery Shopper" gave an excellent rating for his visit!
<b>Evaluator B</b>	• Met all the requirements, and in some areas exceeded expectations
<b>Evaluator C</b>	AJCC staff honor and accommodate diversity and are comfortable and adept in working with all types of individuals. The AJCC serves Limited English Proficient people by providing 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. 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. The AJCC provides services outside of regular business hours where there is a workforce need as defined by the Local Board. The AJCC delivers both AJCC-based and virtual services. 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.
<b>Evaluator D</b>	Excellent services for Veterans. Very good service for ESL with many partners. Dedicated computer for people with disabilities.
<b>Evaluator E</b>	Rationale for This Ranking: *Different phones (languages)*Veterans programs*STEPS*Farm worker newsletter*CalWORKs*surviving lay off book*Youth employment opportunity program*ESL to work 9-12 AJC*Computer dedicated to people with disabilities.
<b>CONTINUOUS IMPROVEMENT GOALS AND RECOMMENDATIONS:</b>	
<b>Evaluator A</b>	N/A
<b>Evaluator B</b>	N/A
<b>Evaluator C</b>	N/A
<b>Evaluator D</b>	Need better exterior signage on the AJCC
<b>Evaluator E</b>	





**WDB Programs Committee  
Hallmarks of Excellence Certification Matrix  
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June 6, 2018**

<b>Hallmark of Excellence #3</b>	
<b>The AJCC actively supports the One-Stop system through effective partnerships</b>	
<b>ASSESSMENT OF THE AJCC'S STRENGTHS AND CONTINUOUS IMPROVEMENT OPPORTUNITIES:</b>	
<b>Evaluator A</b>	AJCC offers good variety of workshops. VOS (Virtual One-Stop) greeter to track one-stop efficiency is coming soon. Always asking for feedback and expanding services.
<b>Evaluator B</b>	A=3, B=3, C=3, D=3, E= 4, F= 4, G=4, H=3, I=4 (Has a satisfactory amount of the hallmark in place the majority of the time or Significantly meeting the hallmark)
<b>Evaluator C</b>	AJCC Oxnard has held numerous orientations, tours and even holds meetings at its facility to ensure community partners are knowledgeable of the facility and its programs.
<b>Evaluator D</b>	Meetings bi-monthly. Sends flyers to 45 agencies. Good mix of Partners and CBOs; heavy on education.
<b>Evaluator E</b>	N/A
<b>RATIONALE FOR THIS RANKING:</b>	
<b>Evaluator A</b>	Instituted AJCC Partner meetings monthly to get to know each other, tour of programs, and develop working relationships.
<b>Evaluator B</b>	• Met all the requirements, and in some areas exceeded expectations
<b>Evaluator C</b>	A system is in place to assess the satisfaction of both collocated and non-collocated partners with the AJCC and its services. Both collocated and non-collocated partners believe that the AJCC adds value to their program and their customers. The AJCC actively outreaches and provides access to non-collocated partner customers to participate in AJCC-based services, such as workshops and recruitment events. 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. The AJCC connects to the community through multiple community partnerships and community access points.
<b>Evaluator D</b>	Good variety of partners with many available on-site.
<b>Evaluator E</b>	Partner recruitments; Career shops-free; Referrals to partners and CBO; MOU with partners; CalJOBS-referrals; Chamber of Commerce
<b>CONTINUOUS IMPROVEMENT GOALS AND RECOMMENDATIONS:</b>	
<b>Evaluator A</b>	N/A
<b>Evaluator B</b>	• Request participation at Chamber and other local events through the partner agencies so additional membership fees are not required.
<b>Evaluator C</b>	N/A
<b>Evaluator D</b>	Need more availability of Apprenticeships and emphasis on Career Technical Education.
<b>Evaluator E</b>	N/A



**WDB Programs Committee  
Hallmarks of Excellence Certification Matrix  
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<b>Hallmark of Excellence #4</b>	
<b>The AJCC Provides Integrated, Customer-Centered Services</b>	
<b>ASSESSMENT OF THE AJCC'S STRENGTHS AND CONTINUOUS IMPROVEMENT OPPORTUNITIES:</b>	
<b>Evaluator A</b>	N/A
<b>Evaluator B</b>	(Have a satisfactory amount of the hallmark in place the majority of the time)
<b>Evaluator C</b>	AJCC Seems very customer service oriented. The staff seems very organized and the facility is designed to serve its many functions.
<b>Evaluator D</b>	Ongoing training for staff
<b>Evaluator E</b>	N/A
<b>RATIONALE FOR THIS RANKING:</b>	
<b>Evaluator A</b>	Staff have received training and use cross training to be able to refer customers to appropriate staff. Efforts to improve and expand knowledge and skills of staff and coordinators with partner agencies are noted.
<b>Evaluator B</b>	• Met basic requirements
<b>Evaluator C</b>	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. I'm not sure how much AJCC staff is cross-trained in program partner eligibility and services, so they have the capacity to functionally serve customers well. 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. 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
<b>Evaluator D</b>	Very Inviting Waiting Area
<b>Evaluator E</b>	Staff ongoing training/customer service (grant received), location for staff to check in and decide their needs, flowchart, stats on what people come in for.
<b>CONTINUOUS IMPROVEMENT GOALS AND RECOMMENDATIONS:</b>	
<b>Evaluator A</b>	Improvement is needed in communicating eligibility criteria to customers and in knowledge of co-enrollment. Some customers with disabilities have reported concerns about using the AJCC!
<b>Evaluator B</b>	N/A
<b>Evaluator C</b>	Ensure that all AJCC Staff has been cross-trained in the many programs and services offered in the county that could benefit AJCC clients
<b>Evaluator D</b>	N/A
<b>Evaluator E</b>	N/A



**WDB Programs Committee  
Hallmarks of Excellence Certification Matrix  
Evaluation Summary  
June 6, 2018**

<b>Hallmark of Excellence #5</b>	
<b>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.</b>	
<b>ASSESSMENT OF THE AJCC'S STRENGTHS AND CONTINUOUS IMPROVEMENT OPPORTUNITIES:</b>	
<b>Evaluator A</b>	Wonderful network of Adult Schools, community colleges, and universities.
<b>Evaluator B</b>	A= 3, B= 2, C= 2, D= 3, E= 3, F= 3, G= 3, H= 2 (Have started progress or has a satisfactory amount the majority of the time)
<b>Evaluator C</b>	AJCC is doing a good job of learning and communicating about the extremely broad array of programs and services available in Ventura County
<b>Evaluator D</b>	Nice List of Available Training.
<b>Evaluator E</b>	N/A
<b>RATIONALE FOR THIS RANKING:</b>	
<b>Evaluator A</b>	Ventura County has a robust training and career pathways program, well connected with local industries. Great coordination with the WDB, AJCC, and local education programs.
<b>Evaluator B</b>	• Met basic requirements
<b>Evaluator C</b>	AJCC staff value both skill development and employment outcomes and know how they can promote and contribute to both. 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. The AJCC has skill development and training opportunities for customers at all skill and experience levels. The AJCC ensures that supportive services are available to customers, as appropriate, to facilitate participation in training services. AJCC staff are committed to and competent in helping customers navigate career pathways that result in industry-recognized credentials.
<b>Evaluator D</b>	All-in-all, most bases covered.
<b>Evaluator E</b>	Regional strategy. Staff and partners know how they can promote skill development. Career & Resources Fair scheduled, career shops; WDB Job Outlook Report discusses the jobs in demand; Outreach Committee meetings so everyone is on board and knows what is important. Staff go to Commerce meetings; Local plan to support economic and self-growth; Referrals to supportive services
<b>CONTINUOUS IMPROVEMENT GOALS AND RECOMMENDATIONS:</b>	
<b>Evaluator A</b>	N/A
<b>Evaluator B</b>	<ul style="list-style-type: none"> <li>• Expand to include more than just the Oxnard Chamber or partner with chamber members</li> <li>• Did an excellent job with outreach and information post-Thomas Fire</li> <li>• Item E: Consider expanding the Industry Recognized Credentials to include: Accounting; HVAC; Welding; Forklift; Hazardous Materials; Water quality</li> <li>• Item G: Many excellent and much need services and resources are provided. Support service can expand to include closer assistance in completing applications. I have review about 100 job applications in the last 12 months, and only a couple applicants that indicated they were referred by AJCC could be interviewed because there application was incomplete.</li> <li>• Getting a bus pass and knowing how to ride a bus are not the same. Does anyone teach them to read a schedule or how to ride the bus?</li> <li>• Item H: The document aligns with the mission/goals, but what are the results of this endeavor to “strive to increase the number and percentage of all customers receiving skill development and training services....”?</li> </ul>



**WDB Programs Committee  
Hallmarks of Excellence Certification Matrix  
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<b>Evaluator C</b>	Be sure AJCC staff is aware of all programs related to career pathways including through adult education and ROP course offerings.
<b>Evaluator D</b>	Not sure all certificated jobs are still viable. Would like statistics on outcomes of industry recognized certificates. Still not much emphasis on Apprenticeships.
<b>Evaluator E</b>	N/A

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**WDB Programs Committee  
Hallmarks of Excellence Certification Matrix  
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<b>Hallmark of Excellence #6</b>	
<b>The AJCC actively engages industry and labor and supports regional sector strategies through an integrated business service strategy that focuses on quality jobs.</b>	
<b>ASSESSMENT OF THE AJCC'S STRENGTHS AND CONTINUOUS IMPROVEMENT OPPORTUNITIES:</b>	
<b>Evaluator A</b>	N/A
<b>Evaluator B</b>	A= 2, B= 2, C= 2, D= 3, E= 3, F= 3, G= 3 (Have started progress or has a satisfactory amount the majority of the time)
<b>Evaluator C</b>	The AJCC Oxnard is a vital partner and collaborates with community partners. The mission is guided through the VC WDB and efforts are well coordinated.
<b>Evaluator D</b>	Needs improvement: Most jobs listings shown were \$12-\$15 hourly; I thought goal was closer to \$17.00 hourly?
<b>Evaluator E</b>	N/A
<b>RATIONALE FOR THIS RANKING:</b>	
<b>Evaluator A</b>	Close ties with WDB and business sector. Outreach to various industries in Ventura County. Direct development of training programs that meet higher paying jobs, skills desired by employers. (E.g. T-Ten partnership between Ventura College and Toyota.)
<b>Evaluator B</b>	• Met basic requirements
<b>Evaluator C</b>	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. The AJCC focuses on quality jobs by actively promoting targeted sector opportunities and high-demand occupations to all AJCC customers. The AJCC promotes systems and partnerships that connect workers to high-quality jobs or entry-level work with clear routes to advancement. 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.
<b>Evaluator D</b>	Evidence shown looks like it's out of date. Need to emphasise higher quality jobs with better pay.
<b>Evaluator E</b>	Rationale for This Ranking: All staff meeting to discuss creating skilled workforce. Partnerships that connect workers to high quality jobs. MOUs. Regional Development Plan completed in 2017 and valid to 2020. Local plan utilized. Employment Opportunities held specific companies at the AJC (Job postings listed). Career Shops/free calendar provided. On the job training available to companies.
<b>CONTINUOUS IMPROVEMENT GOALS AND RECOMMENDATIONS:</b>	
<b>Evaluator A</b>	N/A
<b>Evaluator B</b>	<ul style="list-style-type: none"> <li>• Identify next steps (see slide 2 – bottom left slide)</li> <li>• Terms like “qualified candidates” and “pre-employment testing” are vague. When I inquired about these terms, it took a bit of discussion to determine the actual mean. For instance, English proficiency is not tested nor is Spanish proficiency. Also, qualified applicants may have said they have a High School Diploma, but this is not a truthful statement.</li> <li>• Provide information regarding outreach to employers and attendance at workshops/seminars</li> <li>• Item B: Discusses “target sector opportunities and high demand occupations” and provides an example of an Employment Opportunity Flyer from March 28, 2018. On another page further in the notebook I discovered the positions being recruited were maintenance, landscaping, and housekeeping. Are these “target sector opportunities and high demand occupations”?</li> </ul>



**WDB Programs Committee  
Hallmarks of Excellence Certification Matrix  
Evaluation Summary  
June 6, 2018**

<b>Evaluator C</b>	N/A
<b>Evaluator D</b>	Contact Information shown is out of date and need correct contacts. (e.g.: Cheryl & Laurie)
<b>Evaluator E</b>	

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**WDB Programs Committee  
Hallmarks of Excellence Certification Matrix  
Evaluation Summary  
June 6, 2018**

<b>Hallmark of Excellence #7</b>	
<b>The AJCC has high-quality, well-informed, and cross-trained staffing</b>	
<b>ASSESSMENT OF THE AJCC'S STRENGTHS AND CONTINUOUS IMPROVEMENT OPPORTUNITIES:</b>	
<b>Evaluator A</b>	N/A
<b>Evaluator B</b>	A= 3, B= 2, C= 2, D= 2, E= 3, F= 2, G= 2, H= 3, I = 3 (Have started progress or has a satisfactory amount the majority of the time)
<b>Evaluator C</b>	AJCC is a trusted resource to its partners and serves a broad and diverse group of clients
<b>Evaluator D</b>	Looks like Really good training for staff.
<b>Evaluator E</b>	N/A
<b>RATIONALE FOR THIS RANKING:</b>	
<b>Evaluator A</b>	Many Efforts made to train staff. Diverse representation of AJCC partners. Make sure staff stay current on various partner programs.
<b>Evaluator B</b>	• Training has been provided in key areas with room for improvement.
<b>Evaluator C</b>	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. Not sure if Partners have agreed to provide training to all AJCC staff on a regular basis or to what degree there is a capacity building and/or professional development plan for staff and partners.
<b>Evaluator D</b>	I think staff is really well trained.
<b>Evaluator E</b>	Rationale for This Ranking: Regular staff meetings to provide updates on center activities and improvements. Bi-monthly partner meetings. Partner spotlight to learn about other agencies. Several dates for staff to participate in training on one stop partners. Windmills-hires managers and supervisors. Onet online to help people find jobs in field-closet matches
<b>CONTINUOUS IMPROVEMENT GOALS AND RECOMMENDATIONS:</b>	
<b>Evaluator A</b>	Make sure staff stay current on various partner programs.
<b>Evaluator B</b>	<ul style="list-style-type: none"> <li>• Discussion of training, but not of proficiency</li> <li>• Partner Spotlight once every 2 months is minimal to keep up with requirement</li> <li>• Item F: Provided example of disability only training, but there are many other barriers to employment that should be addressed</li> <li>• Item C: Ensure that topics like ethics and cultural considerations/inclusion are part of the training</li> </ul>
<b>Evaluator C</b>	Work to ensure all AJCC staff has an opportunity to be trained in the many programs and services available to its clients through adult education, ROP, Community colleges, trade schools and higher education.
<b>Evaluator D</b>	Staff may need better training on available Apprenticeships.
<b>Evaluator E</b>	Select a date for training. So the professional development plan for staff and partners can be known.



**WDB Programs Committee  
Hallmarks of Excellence Certification Matrix  
Evaluation Summary  
June 6, 2018**

<b>Hallmark of Excellence #8</b>	
<b>The AJCC achieves business results through data-driven continuous improvement</b>	
<b>ASSESSMENT OF THE AJCC'S STRENGTHS AND CONTINUOUS IMPROVEMENT OPPORTUNITIES:</b>	
<b>Evaluator A</b>	Significant efforts to collect and incorporate data, evaluations, etc. into the AJCC. Some delays encountered with computer system upgrades to track data. I know these will be available ASAP.
<b>Evaluator B</b>	A thru I= 3 (Have a satisfactory amount of the hallmark in place the majority of the time)
<b>Evaluator C</b>	AJCC works to operate in an efficient and focused manner and contributes to WIOA's mission. I'm just not knowledgeable about how it addresses concerns and responds to feedback.
<b>Evaluator D</b>	Need More Reports available to WDB Programs Committee. Good amount of Education Partners.
<b>Evaluator E</b>	N/A
<b>RATIONALE FOR THIS RANKING:</b>	
<b>Evaluator A</b>	N/A
<b>Evaluator B</b>	• Met basic criteria, however, there is a very low response rate
<b>Evaluator C</b>	The AJCC contributes to the achievement of WIOA performance indicators for all core program partners. 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. The AJCC operates in a cost-efficient manner and the resources invested are justified by the results. Not sure how the AJCC works to capture and respond to specific customer feedback, complaints, and compliments.
<b>Evaluator D</b>	N/A
<b>Evaluator E</b>	Local board reports on # of people served, services provided and outcome of services. MOUs, financial coaching for veterans. Easy satisfaction surveys. Employer surveys.
<b>CONTINUOUS IMPROVEMENT GOALS AND RECOMMENDATIONS:</b>	
<b>Evaluator A</b>	N/A
<b>Evaluator B</b>	<ul style="list-style-type: none"> <li>• Improve the number of responses and set a target goal for responses</li> <li>• I think there is a typo on the survey to employers. (Custom Service vs. Customer Service</li> <li>• Requiring/requesting an explanation in only the negative ranking categories tends to discourage the use of these categories. I believe this is a deterrent to selecting this ranking.</li> </ul>
<b>Evaluator C</b>	Share feedback to Programs Committee and/or Local Board Executive Committee summarizing issues of concern and how they were resolved so the Board and Sub-committees are knowledgeable about how AJCC works to address concerns and improve its practice.
<b>Evaluator D</b>	Need more feedback from customers on their wants and needs.
<b>Evaluator E</b>	N/A





## 2017-2018 YEAR-END REVIEW

### **Workforce Development Board of Ventura County**

#### **WDB Programs Committee**

##### **2017-2018 Members**

WDB Members: Tony Skinner, Chair (Tri Counties Building & Construction Trades Council), Roger Rice, Vice Chair (Ventura County Office of Education), Kathy Harner (California Department of Rehabilitation), and Connie Chan (Employment Development Department).

Other Members: Mary Navarro-Aldana (Employment Development Department), Jerry Beckerman (Segue Career Mentors), Linda Fisher-Helton (Area Housing Authority), Tom VanMeeuwen (California Conservation Corps), Tressie Nickelberry (Ventura County Probation Agency), and Leslie Webster (Department of Rehabilitation).

##### **Committee Accomplishments**

In support of the WDB's *Ventura County Regional Strategic Workforce Development Plan 2017-2020*, WDB Programs Committee accomplishments included:

- Members continued to learn new committee roles, responsibilities, and guidelines that were first established PY 2106-17. The principal role of oversight included WIOA Adult, Dislocated Workers, Rapid Response, and Youth programs.
- Discussed youth-related programs and services in Ventura County as described in presentations on the 100% Out-of-School Youth Requirement; Presentations from PathPoint, and Boys & Girls Clubs of Greater Oxnard and Port Hueneme.
- Discussed Adult programs and services offered at the America's Job Center of California in Oxnard and Simi Valley California, as described in a presentation from the Human Services Agency/ Adult and Family Services Department/WIOA programs. Topics discussed included Labor Market Information, emphasis on Customer Choice is selecting services, online job matching tools available for job seekers (including CalJOBS software), Veteran Preference, services available to individuals with barriers to employment, and WIOA eligibility orientations.
- Reviewed the PY 2017-2018 WIOA Adult, Dislocated Worker, and Youth program enrollment Quarterly Reports; CalJOBS software (pending software updates) remained unable to produce reliable WIOA Performance Indicator reports since PY 2016-17. (UPDATE May 2018: CalJOBS Performance Indicator "Predictive Reports" became available, allowing committee to evaluate provider's contract performance for contract (Option Year One) renewal recommendation.)
- Discussed and studied the Adult, Dislocated Worker, and Youth , four Performance Indicators (formerly Common Measures): Placement and Retention in Employment or Education-Training (2<sup>nd</sup> quarter and 4<sup>th</sup> Quarter After exit); Median Earnings (2<sup>nd</sup> Quarter after Exit); Credential Attainment; and Measurable Skills Gain
- Reviewed WDB Program Policies. The operational policies are required according to WIOA. The draft policies are currently being developed and reviewed for accuracy, and the committee was invited to review them as part of their career service programs oversight duties. The 5 new and 3 revised WDB (Local Area) Policies for WIOA Program implementation included: Veterans Priority



## **2017-2018 YEAR-END REVIEW**

### **Workforce Development Board of Ventura County**

of Service, Fraud Program Abuse and Criminal Conduct, Supportive Services for Adult and Dislocated Worker, Follow-Up Services, Dislocated Worker Eligibility, Supportive Services-Youth, Monitoring and Oversight, and Career Services policies.

- The WDB appointed the committee to serve as an independent and objective Ad. Hoc. AJCC Evaluations Committee. Members conducted on-site AJCC Evaluation for two certification levels: Baseline Matrix (December 2017), and Hallmarks of Excellence Matrix (June 2018). The Baseline AJCC Certification is intended to ensure that the comprehensive AJCC is in compliance with key WIOA statutory and regulatory requirements. The Hallmarks of Excellence AJCC Certification is intended to encourage continuous improvement. Members conducted monthly meetings and two on-site tours, dedicated to reviewing evidence to determine three key requirements for AJCC certification: 1) Effectiveness of the AJCC, 2) Physical and Programmatic Accessibility for individuals with disabilities, and 3) Continuous Improvement. The committee provided two final Matrix reports to WDB that included: Numerical Ranking Scores, justification narrative, and recommendations for Continuous Improvement.
- Committee member Linda Fisher-Helton attended the California Workforce Association (CWA) Youth Conference in Sacramento (statewide gathering of youth career service providers), as a guest of the WDB. Reported to committee that Ventura Region is ahead of others in state due to strong partnerships between providers, business, and education.

#### **Insights (Example from last PY 2016-2017)**

- Committee members are committed to support the pipeline to the workplace with viable candidates both in the workforce now and emerging (youth); huge gains have been made in bringing key resources that will change lives into play.
- Presentations by PathPoint Inc. and the Boys and Girls Clubs of Greater Oxnard & Port Hueneme, as well as Title I career service providers were helpful to provide members an understanding about their mission, objectives, and achievements with WIOA out of school youth; Contracted youth agencies and Title I career service providers are always available to answer questions, provide regular performance updates, and share inspiring client success stories.
- For effective oversight, committee members need to be able to review relevant documents prior to decision making, seek staff's guidance, and understand the range of acronyms used in WIOA programs.
- Committee members and WDB staff need to continue to define and understand their roles and responsibilities for oversight of WIOA Adult, Dislocated Worker, Rapid Response, Youth, and AJCC career services.
- The enormity of the changes in WIOA program requirements experienced while transitioning to WIOA has required staff and committee members to work closely together to understand the programs' obligations, constraints, and prerequisites.
- Despite the retirement of several key individuals this past year, WDB staff have stepped up and carried on with impressive professionalism, personal caring and commitment.



**2017-2018 YEAR-END REVIEW**  
**Workforce Development Board of Ventura County**

- **???**
- **???**
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- **???**
- **???**

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# Comprehensive AJCC Certification Matrix

## Hallmarks of Excellence

The Hallmarks of Excellence America's Job Center of California<sup>SM</sup> (AJCC) Certification is intended to encourage continuous improvement by identifying areas where an AJCC may be exceeding quality expectations, as well as areas where improvement is needed. These were developed in alignment with Training and Employment and Guidance Letter 4-15, California's Unified Strategic Workforce Development Plan (State Plan), and the AJCC Certification Workgroup's vision for California's One-Stop delivery system.

### Hallmarks of Excellence Ranking

Each individual Hallmark of Excellence is ranked on a scale of 1 to 5:

1. No progress on the hallmark at this time.
2. Have started progress on the hallmark but not yet satisfactory.
3. Have a satisfactory amount of the hallmark in place the majority of the time.
4. Significantly meeting the hallmark with room for improvement.
5. Achieving and excelling at the hallmark.

In order to receive a Hallmarks of Excellence AJCC Certification, an AJCC must have first met Baseline AJCC Certification and then receive a ranking of a least 3 for each of the Hallmarks of Excellence.

The matrix below describes each Hallmark of Excellence and provides associated quality indicators that should be used by the evaluator when documenting the rationale for each ranking. The evaluator must also provide continuous improvement goals and recommendations that Local Boards can use as they work with each comprehensive AJCC to develop a separate continuous improvement plan with target dates.

Local Boards must submit a completed matrix and continuous improvement plan to their Regional Advisor for each comprehensive AJCC by June 30, 2018.

Name of Local Board \_\_\_\_\_

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

**Hallmark of Excellence #1**

**The AJCC physical location and facility enhances the customer experience**

**Characteristics of a High Quality AJCC**

- a. The physical layout of the AJCC must inform and engage customers in staff-supported activities and allow for workshops, group meetings and a robust basic career services, rather than moving all customers to the AJCC resource room computers to conduct a job search.

**California State Plan Vision and Strategies**

- a. The vision for the AJCC system in California, is to provide seamless customer-centered services focused on demand driven skills attainment and upward mobility for all Californians. The services should be delivered by aligning, coordinating, and integrating the programs and services of required and optional partners.
- b. AJCCs must be a professional and clean, environment where customers are greeted as they enter the AJCC. Information should be readily available about all partner program services, including how to access them.

**Quality Indicators**

- a. The location of the AJCC is convenient for customers (including those with barriers to employment). It has adequate parking and is accessible by public transportation (where available).
- b. External signage clearly identifies the location as an AJCC and meets the branding requirements of Workforce Services Information Notice 12-43.
- c. The AJCC is clean with a professional appearance.
- d. The AJCC is designed so that it is easy for customers to access services, resources, and staff assistance.
- e. The AJCC's resource area is neat, has adequate workstations to meet customer demand, and the equipment is in working order.
- f. The AJCC has adequate space available for customer reception, workshops, on-site employer recruitment events, itinerate partners, and job center staff.
- g. The AJCC has internal signage to help customers easily navigate the AJCC.
- h. Emergency evacuation procedures are in place and those procedures address the needs of individuals with disabilities.
- i. Adequate safety and security precautions are in place to protect both customers and staff.

**Hallmark of Excellence #1**

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

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

**Rationale for This Ranking:**

**Hallmark of Excellence #1**

**Continuous Improvement Goals and Recommendations:**

**Hallmark of Excellence #2**

**The AJCC ensures universal access, with an emphasis on individuals with barriers to employment.**

**US DOL Characteristics of a High Quality AJCC**

- a. Reflect a welcoming environment to all customer groups who are served by the AJCC. All AJCC staff are courteous, polite, responsive, and helpful to job seekers, businesses, and others who visit the AJCC. Staff are sensitive to the unique needs of individuals with disabilities and are prepared to provide necessary accommodations.
- b. Ensure meaningful access to all customers. AJCCs must be physically and programmatically accessible to all customers, including individuals with disabilities. In so doing, AJCCs use principles of universal design and human-centered design, such as flexibility in space usage, the use of pictorial, written, verbal and tactile modes to present information for customers with disabilities or limited English proficiency; providing clear lines of sight to information for seated or standing users; providing necessary accommodations; and providing adequate space for the use of assistive devices or personal assistants. AJCCs use assistive technology and flexible business hours to meet the range of customer needs.
- c. Include both virtual and center-based service delivery for job seekers, workers, and employers. Both methods of delivery support the talent needs of the regional economy, although each may better serve different customers with different levels of service needs at any given time. The system can expand its reach by delivering robust virtual services; and increasing the accessibility of those services through community partners, such as libraries, community and faith-based organizations, and other partners.

**California State Plan Vision and Strategies**

- a. Enabling upward mobility for all Californians including populations with barriers to employment. Workforce and education programs need to be accessible for all Californians and ensure that everyone has access to a marketable set of skills and is able to access the level of education necessary to ensure economic self-sufficiency and security.



## Hallmark of Excellence #2

### Quality Indicators

- a. All AJCC staff honor and accommodate diversity and are comfortable and adept in working with all types of individuals, including those with disabilities, cultural differences, and all individuals with barriers to employment.
- b. The local Equal Opportunity Officer periodically reviews the AJCC's policies, procedures, and facility for accessibility and equal opportunity and then provides recommendations and staff training, where needed.
- c. The AJCC has a Limited English Proficiency Plan to provide meaningful access for individuals that do not speak English as their primary language and who have limited ability to read, speak, write, or understand English.
- d. The AJCC uses the principles of universal and customer-centered design to ensure inclusive space and materials are available to individuals regardless of their range of abilities, mobility, age, language, learning style, intelligence, or educational level.
- e. The AJCC implements the veteran's preference and priority of service requirements.
- f. The AJCC provides services outside of regular business hours where there is a workforce need as defined by the Local Board.
- g. The AJCC delivers both AJCC-based and virtual services.
- h. The AJCC ensures that individuals with disabilities are able to access virtual services in a manner that is comparable to the access available to others.

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

**Hallmark of Excellence #2**

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

**Rationale for This Ranking:**

**Continuous Improvement Goals and Recommendations:**

**Hallmark of Excellence #3**

**The AJCC actively supports the One-Stop system through effective partnerships**

**US DOL Characteristics of a High Quality AJCC**

- a. Reflect the establishment of robust partnerships among partners. The AJCC operator facilitates an integrated, colocated partnership that seamlessly incorporates the services of all the AJCC partners.

**California State Plan Vision and Strategies**

- a. Aligning, coordinating, and integrating programs and services to economize limited resources while also providing the right services to clients, based on each client’s particular and potentially unique needs so as to facilitate skills-attainment.

**Quality Indicators**

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

**Hallmark of Excellence #3**

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

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

**Rationale for This Ranking:**

**Continuous Improvement Goals and Recommendations:**

**Hallmark of Excellence #4**

**The AJCC provides integrated, customer-centered services**

**US DOL Characteristics of a High Quality AJCC**

- a. Organize and integrate services by function (rather than by program); when permitted by a program’s authorizing statute and as appropriate, and by coordinating staff communication, capacity building, and training efforts. Functional alignment includes having AJCC staff who perform similar tasks serve on relevant functional teams, e.g. skills development team. Service integration focuses on serving all customers seamlessly (including targeted populations) by providing a full range of services staffed by cross-functional teams, consistent with the purpose, scope, and requirements of each program.
- b. Use an integrated and expert intake process for all customers entering the AJCCs. Frontline staff are highly familiar with the functions and basic eligibility requirements of each program, and can appropriately assist customers and make knowledgeable referrals to partner programs, as needed and as appropriate given the authorized scope of the program.
- c. Develop and maintain integrated case management systems that inform customer service throughout the customer’s interaction with the integrated system and allows information collected from customers at intake to be captured. Customer information is properly secured in accordance with personally identifiable information guidelines, and facilitated as appropriate, with the necessary MOU or other forms of confidentiality and data sharing agreements. Data, however, would be shared with other programs, within the One-Stop system only after the informed written consent of the individual has been obtained, where required.

**California State Plan Vision and Strategies**

- a. Integrated Service Delivery: braiding resources and coordinating services at the local level to meet client needs.
- b. Customer-Centered Service Design: use of customer centered design to involve frontline staff and customers in the development, prototyping and evaluation of AJCC services, resources, tools, and systems.

## Hallmark of Excellence #4

### Quality Indicators

- a. AJCC staff identifies with the AJCC system (and not just their specific program), believes that all AJCC customers are shared customers, and contributes to providing a positive AJCC experience for every AJCC customer.
- b. AJCC staff have received customer service and customer-centered design training
- c. AJCC staff is cross-trained in program partner eligibility and services, so they have the capacity to functionally serve customers well.
- d. The AJCC has clearly identified the roles, responsibilities, and authorities of both functional leaders and the supervisors of program partners and the AJCC has an integrated functional organizational chart.
- e. The AJCC has a system in place to promptly greet all AJCC customers, identify the reason for their visit and their needs, and connect them to appropriate services as quickly as possible
- f. The AJCC has developed integrated customer flow procedures that respond to customer need and moves customers seamlessly between AJCC entry and service delivery with as few hand-offs as possible.
- g. All AJCC colocated partners have identified the Career Services that are applicable to their program and the AJCC has developed methods to align/integrate the delivery of those services.
- h. The AJCC has establish protocols to co-enroll customers in more than one partner program when there is value to customers and has a strategy for effectively sharing case management when customers are co-enrolled.

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

**Hallmark of Excellence #4**

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

**Rationale for This Ranking:**

**Continuous Improvement Goals and Recommendations:**



**Hallmark of Excellence #5**

**The AJCC is an on-ramp for skill development and the attainment of industry-recognized credentials which meet the needs of targeted regional sectors and pathways.**

**US DOL Characteristics of a High Quality AJCC**

- a. Improve the skills of job seeker and worker customers. AJCCs offer access to education and training leading to industry-recognized credentials through the use of career pathways, apprenticeships, and other strategies that enable customers to compete successfully in today’s global economy.
- b. Value skill development by assessing and improving each individual’s basic, occupational, and employability skills.
- c. Balance traditional labor exchange services with strategic talent development within a regional economy.
- d. Create opportunities for individuals at all skill levels and levels of experience by providing customers as much timely, labor market, job-driven information and, choice as possible related to education and training, careers, and service delivery options, while offering customers the opportunity to receive both skill-development and job placement services.

**California State Plan Vision and Strategies**

- a. Career Pathways: enabling of progressive skills development through education and training programs, using multiple entry and exit points, so that each level of skills development corresponds with a labor market payoff for those being trained or educated and results in industry-recognized credentials.
- b. Earn and Learn: using training and education best practices that combine applied learning opportunities with material compensation while facilitating skills development in the context of actual labor market participation.
- c. Supportive Services: providing ancillary services like childcare, transportation, and counseling to facilitate program completion by those enrolled in training and education courses.
- d. AJCCs as an access point for programs that provide for “demand-driven skills attainment.” From this perspective, AJCCs will be operated as an “on ramp” or “gateway” to the “Regional Sector Pathways” programs either built-out or identified through the regional planning process described above.
- e. AJCCs will continue to provide the full array of Career Services and function as labor exchanges but there will be much greater emphasis on treating AJCCs as an access point for education and training services for those who want and need it.

## Hallmark of Excellence #5

### Quality Indicators

- a. All AJCC staff (i.e., the staff of all colocated partners regardless of staff position or program) value both skill development and employment outcomes and know how they can promote and contribute to both.
- b. All AJCC staff knows the regional target sectors, can identify regional sector career pathways, and can understand what those mean in terms of providing services to customers.
- c. The AJCC has skill development and training opportunities for customers at all skill and experience levels.
- d. The AJCC has robust training services and staff assists customers in accessing and enrolling in these services, including career pathways, integrated education and training, workforce preparation, work-based learning, and apprenticeship.
- e. AJCC staff are committed to and competent in helping customers navigate career pathways that result in industry-recognized credentials.
- f. The AJCC does not implement a “sequence of service requirement” for training and does not have cumbersome entry steps that prohibit easy access to education and training that leads to industry-recognized credentials.
- g. The AJCC ensures that supportive services are available to customers, as appropriate, to facilitate participation in training services.
- h. The AJCC strives to increase the number and percentage of all AJCC customers receiving skill development and training services resulting in industry recognized credentials.

**Hallmark of Excellence #5**

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

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

**Rationale for This Ranking:**

**Hallmark of Excellence #5**

**Continuous Improvement Goals and Recommendations:**

**Hallmark of Excellence #6**

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

**US DOL Characteristics of a High Quality AJCC**

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

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

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

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

**California State Plan Vision and Strategies**

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

**Hallmark of Excellence #6**

**Quality Indicators**

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

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

**Hallmark of Excellence #6**

**Hallmark of Excellence #6 Ranking (1-5) : \_\_\_\_\_**

**Rationale for This Ranking:**

**Continuous Improvement Goals and Recommendations:**

**Hallmark of Excellence #7**

**The AJCC has high-quality, well-informed, and cross-trained staffing**

**US DOL Characteristics of a High Quality AJCC**

- a. Train and equip AJCC staff in an ongoing learning process with the knowledge, skills, and motivation to provide superior service to job seekers, including those with disabilities, and businesses in an integrated, regionally focused framework of service delivery. Center staff are cross-trained, as appropriate, to increase staff capacity, expertise, and efficiency. Cross training allows staff from differing programs to understand every program and to share their expertise about the needs of specific populations so that all staff can better serve all customers. Center staff are routinely trained and are keenly aware as to how their particular function supports and contributes to the overall vision of the local board.
- b. Staff the center with highly trained career counselors, skilled in advising job seekers of their options, knowledgeable about local labor market dynamics, aware of available services inside and outside the AJCC.

**California State Plan Vision and Strategies**

- a. Certification criteria will include an assessment of professional development and staff capacity building.



## Hallmark of Excellence 7

### Quality Indicators

- a. The AJCC has regular staff meetings with all AJCC staff (i.e. the staff of all colocated partners regardless of program) to build relationships, provide updates on center activities, and discuss strategies for AJCC improvement.
- b. Partners have agreed to provide training to all AJCC staff on a regular basis.
- c. There is a capacity building and/or professional development plan for staff and partners.
- d. All AJCC staff has received training on the services of One-Stop partners, eligibility for those services, and the process for referring customers to partners.
- e. All AJCC staff has received training on how to use labor market information to help customers identify career pathways and develop in-demand skills and credentials and find jobs.
- f. All AJCC staff has received training in how to effectively assist customers in registering with CalJOBS and how to match customers to available jobs.
- g. All AJCC staff has received training on serving individuals with barriers to employment, including customers with disabilities.
- h. All AJCC staff has received training on providing excellent customer service and customer-centered design.
- i. All AJCC staff has received training on sector strategies, career pathways, job quality and high road training partnerships.

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

**Hallmark of Excellence #7**

**Hallmark of Excellence # 7 Ranking (1-5) : \_\_\_\_\_**

**Rationale for This Ranking:**

**Continuous Improvement Goals and Recommendations:**

**Hallmark of Excellence 8**

**The AJCC achieves business results through data-driven continuous improvement**

**US DOL Characteristics of a High Quality AJCC**

- a. Use common performance indicators to ensure that federal investments in employment and training programs are evidence-based, labor market driven, and accountable to participants and taxpayers. Center performance is transparent and accountable to the communities and regions served; data entry staff are trained and understand the importance of data validation, data collection processes, and the importance of accurate reporting.
- b. Develop and implement operational policies that reflect an integrated system of performance, communication, and case management, and use technology to achieve integration and expanded service offerings.

**California State Plan Vision and Strategies**

- a. Certification criteria will include an assessment of the way the AJCC will use data for continuous improvement.

**Quality Indicators**

- a. The AJCC contributes to the achievement of WIOA performance indicators for all core program partners.
- b. The AJCC reports to the Local Board on an ongoing basis the number of customers served, the types of services provided, and the outcomes of those services.
- c. The AJCC operates in a cost-efficient manner and the resources invested are justified by the results.
- d. The AJCC has a system in place to collect satisfaction data from individuals and employers using the AJCC's services.
- e. The AJCC has a system in place to capture and respond to specific customer feedback, complaints, and compliments.
- f. The AJCC regularly reviews and analyzes performance, customer satisfaction, and service data and develops specific plans for AJCC service improvements.
- g. The AJCC regularly identifies areas of needed technical assistance to improve business results and taps available resources to obtain needed assistance.

**Hallmark of Excellence #8**

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

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

**Rationale for This Ranking:**

**Hallmark of Excellence 8**

**Continuous Improvement Goals and Recommendations:**

Summary of Rankings Hallmarks of Excellence AJCC Certification	
The Hallmarks of Excellence	Ranking
1. The AJCC Physical Location and Facility Enhances the Customer Experience	
2. The AJCC Ensures Universal Access, With An Emphasis of Individuals with Barriers to Employment	
3. The AJCC Actively Supports the One-Stop System Through Effective Partnerships	
4. The AJCC Provides Integrated, Customer-Centered Services	
5. The AJCC is an on-ramp for skill development and the attainment of industry-recognized credentials which meet the needs of targeted regional sectors and pathways.	
6. The AJCC actively engages industry and labor and supports regional sector strategies through an integrated business service strategy that focuses on quality jobs.	
7. The AJCC Has High-Quality, Well-Informed, Cross-Trained Staffing	
8. The AJCC Achieves Business Results Through Data-Driven Continuous Improvement	
<b>Total Ranking for Hallmarks of Excellence:</b>	

	Yes	No
Did the AJCC meet all Baseline Criteria requirements?		
Did the AJCC receive a "3" ranking or better on each Hallmark of Excellence?		

\_\_\_\_\_ Hallmark AJCC Certification

\_\_\_\_\_ Baseline AJCC Certification

\_\_\_\_\_ Not Yet Able to Certify

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

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Name

\_\_\_\_\_  
Title