

Comprehensive AJCC Certification Matrix Baseline Criteria

The baseline America’s Job Center of CaliforniaSM (AJCC) Certification is intended to ensure that every comprehensive AJCC is in compliance with key *Workforce Innovation and Opportunity Act* (WIOA) statutory and regulatory requirements.

Local Boards must submit a completed matrix to their Regional Advisor for each comprehensive AJCC by November 1, 2021.

Name of Local Board Golden Sierra Workforce Development Board

Name of AJCC Roseville AJCC

Implements the signed Memorandums of Understanding (MOU)	Yes	No
A Memorandum of Understanding (meeting the requirements in Workforce Services Directive WSD18-12) has been signed by all the required AJCC partners.	<input checked="" type="checkbox"/>	<input type="checkbox"/>
The signed MOU identifies the AJCC as a comprehensive.	<input checked="" type="checkbox"/>	<input type="checkbox"/>
The AJCC is implementing the MOU specifications applicable to comprehensive centers.	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Implements the Local Board defined roles and responsibilities of the AJCC Operator and Career Services Provider	Yes	No
AJCC Operator selected in compliance with WSD19-13.	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Roles and responsibilities of AJCC Operator are clearly identified.	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Career Services Provider selected in compliance with WSD19-13.	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Roles and responsibilities of the Career Services Provider within the AJCC are clearly identified.	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Meets all regulatory requirements to be a comprehensive AJCC (WIOA Joint Final Rule Section 678.305)	Yes	No
AJCC has least one Title I staff person physically present. (Note: Consideration may be given for remote/virtual services implemented due to the COVID-19 pandemic)	<input checked="" type="checkbox"/>	<input type="checkbox"/>
AJCC provides access to all basic and individualized career services identified in WIOA Joint Final Rule Section 678.430 .	<input checked="" type="checkbox"/>	<input type="checkbox"/>
AJCC provides access to training services for adult and dislocated workers identified in WIOA Joint Final Rule Section 680.200 .	<input checked="" type="checkbox"/>	<input type="checkbox"/>
AJCC provides access to any employment and training activities carried out under WIOA Section 134(d).	<input checked="" type="checkbox"/>	<input type="checkbox"/>
AJCC provides access to programs, services, and activities of all required AJCC partners by having partner staff physically co-located at the AJCC, having a staff person at the AJCC who has been cross-trained to provide information about partner programs, or having direct linkage through technology to staff who can provide meaningful information or services.	<input checked="" type="checkbox"/>	<input type="checkbox"/>
AJCC provides workforce and labor market information.	<input checked="" type="checkbox"/>	<input type="checkbox"/>
AJCC provides customers with access programs, services, and activities during regular business hours.	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Ensures Equal Opportunity for Individuals With Disabilities	Yes	No
<p>The AJCC is physically and programmatically accessible to individuals with disabilities, as described in WIOA Section 188 and Title 29 <i>Code of Federal Regulations</i> Part 38.</p> <p>The <i>Americans with Disabilities Act</i> (ADA) Title V provides that state requirements may supersede the ADA when state requirements provide greater or equal protection for the rights of individuals with disabilities. Therefore, the AJCC must also be in compliance with following California guidance related to equal access for individuals with disabilities:</p> <ul style="list-style-type: none"> • <i>Fair Employment and Housing Act</i> (California Government Code Section 12900-12996) • <i>Unruh Civil Rights Act</i> (California Civil Code Section 51-52) • <i>Disabled Persons Act</i> (California Civil Code Section 54-55) • <i>California Building Code</i> Title 24 Chapter 11B • <i>California Government Code</i> 7405 • <i>California Government Code</i> 11135 	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Such requirements include, but are limited to, the following: <ul style="list-style-type: none"> • Providing reasonable accommodations for individuals with disabilities. • Making reasonable modifications to policies, practices, and procedures where necessary to avoid discrimination against persons with disabilities. • Administering programs in the most integrated setting appropriate. • Communicating with persons with disabilities as effectively as with others. • Providing appropriate auxiliary aids and services, including assistive technology devices and services, where necessary to afford individuals with disabilities an equal opportunity to participate in, and enjoy the benefits of, the program or activity. • Providing for the physical accessibility of the AJCC to individuals with disabilities. 		
Was WIOA Section 188 compliance monitoring completed for PY 2019-20?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Did the AJCCs have any findings when WIOA Section 188 compliance monitoring was completed?	<input type="checkbox"/>	<input checked="" type="checkbox"/>
If yes, briefly describe the findings: Click here to enter text.		
Was a corrective action plan submitted?	<input type="checkbox"/>	<input type="checkbox"/>
Is the status of the findings open or closed?: Click here to enter text. If closed, as of what date: Click here to enter text.		
The AJCC meets all Baseline Criteria for Baseline AJCC Certification	Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>

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


Signature

Rick Larkey

Name

Golden Sierra Workforce Development Board Chair

Title

AJCC Certification Indicator Assessment

The America's Job Center of CaliforniaSM (AJCC) Certification Indicator Assessment is intended to encourage continuous improvement by identifying areas where an AJCC is exceeding quality expectations, as well as areas where improvement is needed. The Certification Indicators were developed in alignment with Training and Employment 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.

The matrix below describes each Certification Indicator using both characteristics of a high-quality AJCC and the overall vision and strategies of the State Plan. Additionally, the Certification Indicators are provided as guidance for the evaluator to use to note the assessment of the AJCC's strengths and continuous improvement opportunities.

The Local Board may establish additional criteria or set higher standards for continuous improvement than those suggested by the state criteria below.

Local Boards must submit a completed AJCC Certification Indicator Assessment to their Regional Advisor for each comprehensive and/or affiliate/specialized AJCC by November 1, 2021.

Name of Local Board **Golden Sierra Workforce Development Board (WDB)**

Name of AJCC **Roseville AJCC**

The goal for the Golden Sierra WDB is to work with the AJCC to continually improve and progress within each AJCC Certification Indicator. The WDB must attest to developing continuous improvement plans with target dates. The Golden Sierra Workforce Area continuous plan improvement efforts will start later in 2021 to be addressed, implemented, or completed by December 15, 2021 depending on the nature of the service/customer issue. Continuous plan improvements will be an ongoing effort in the workforce area.

AJCC Certification Indicator #1: The AJCC ensures universal access, with an emphasis on individuals with barriers to employment.

US DOL Characteristics of a High Quality AJCC	California State Plan Vision and Strategies
<ul style="list-style-type: none">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.	<ul style="list-style-type: none">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.

AJCC Certification Indicators

- 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.
- 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.
- 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.
- 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 implements the veteran's preference and priority of service requirements.
- 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.

AJCC Certification Indicator #1: The AJCC ensures universal access, with an emphasis on individuals with barriers to employment.

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

The Roseville Connections site has most of the US DOL characteristics of a high quality AJCC. The on-site staff honors & accommodates diversity and works with all customers who may need services, including those with disabilities, ESL, youth, educational levels, and cultural differences. The center has obtained assistive technology to assist those with physical limitations, as documented in the 2018 Baseline Criteria response. The center has been designed to use pictorial, written, verbal and tactile modes to service both customers with disabilities or limited language skills and it service both seated and standing customers. Information is provided both in written form and to a certain extent, digitally and online.

Current practices that insure universal access:

1. Designated disabled parking, ramps to the lobby and automatic doors.
2. Lowered counter to greet customers at eye level.
3. An adjustable workstation to accommodate customers with wheelchairs or with limited mobility.
4. Assistive listening devices
5. Access to interpreters for the deaf and hard of hearing
6. Specialized software that enlarges the images on a computer screen
7. Specialized keyboard for customers with low vision
8. Language Link interpretation services for non-English speakers
9. ADA compliant restrooms (no requirement to make a gender-specific selection)

Virtual services are still accessible thanks to text messaging, video chat, and 3-way calling.

Currently the center is open only by appointment due to the pandemic. Once the State, County and Center Health Coordinator allow, the center will be open during Monday thru Friday. In past years, service hours outside regular business hours were experimented with, but is no longer feasible. The center has regular EEO and ADA compliance reviews. These were last conducted in April 2020. They are scheduled to be conducted in April-May 2021. The various MOU Partners have strong compliance with Federal and State requirements for accessibility, posted on their websites.

Continuous Improvement Goals and Recommendations:

- Determine the most advanced and up-to-date assistive technology and software that might be needed to better serve customers who use the resource room.
- Train staff in basic Spanish and sign language (customer-friendly phrases like hello, goodbye, please wait, I am getting an interpreter, what is your name, etc.)

AJCC Certification Indicator #2: The AJCC actively supports the One-Stop system through effective partnerships.

US DOL Characteristics of a High Quality AJCC	California State Plan Vision and Strategies
<p>a. Reflect the establishment of robust partnerships among partners. The AJCC operator facilitates an integrated, collocated partnership that seamlessly incorporates the services of all the AJCC partners.</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 to facilitate skills-attainment.</p>

Quality Indicators

- 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 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.
- 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.
- One-Stop system marketing materials have been developed that overview all partner services for distribution to customers at the AJCC and at all non-collocated partner locations.
- 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.
- Referrals are recorded and a system is in place for partners to follow-through and report progress on referrals made.
- The AJCC connects to the community through multiple community partnerships and community access points.

AJCC Certification Indicator #2: The AJCC actively supports the One-Stop system through effective partnerships.

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

The Roseville AJCC has made steady progress on most of these indicators. Both collocated and non-collocated partners have expressed to the One-Stop Operator (OSO) that the Center adds value to their program and their customers. This due in part to some long-standing relations among the partners and the ongoing quarterly meetings of the AJCC MOU Partners called by the OSO. This regular meeting of the partners enables the partnership to assess their satisfaction with the AJCC and how they can work together to make continuous improvements. The AJCC can also get feedback through use of: Online survey: <https://www.surveymonkey.com/r/ZR7LLCW>

The AJCC does actively outreaches to non-collocated partners to participate in customer-based services, such as workshops and recruitment events. Notable among these are Department of Vocational Rehabilitation, Placer County Probation, Placer Adult School, California Conservation Corps (CCC) and many hiring events and Job Fairs for local employers and businesses. In recent times, many AJCC on-site staff, and MOU partner staff received an orientation to partner programs and services.

The AJCC has materials that identify all partner staff and services. They have contact information available to both staff and customers for each partner program. It should be updated at least once per year. There appears to be no concise comprehensive inventory and overview of all partner services that is available to all AJCC staff, though Partners report they do have appropriate information on services of the other partners.

There have been all partner staff cross training. Most of the Partners indicate staff cross training should be ongoing. Many of the partners have developed marketing materials, both print & online that speaks to their services and programs, but does not detail, or even mention other partner's services or programs. The Placer School for Adults Catalog goes a long way toward providing information about the partners.

The MOU Partners do joint marketing on specific projects like job fairs and Rapid Response events.

The Partners' MOU agreements (both on-site & off-site) speak to the issue of quality referrals of customers among the partners, but there is not a central system in place to record each referral among the partners. There is a verbal goal to ensure a "warm handoff" in the referral process so that the customer is not only aware of partner services, but also has eligibility information for the partner program and has quality contact information, if not a specific appointment time. The Golden Sierra AJCC universal interest form has proven to be an effective tool for partners to refer customers to WIOA services. Each partner accepts referrals from the WIOA partner in a different way (phone, email, website).

While case managers for several of the partners do make case notes on referred customers, there is no system-wide way for all partners to track and record the referrals and potential customer outcomes. Not all partners' report co-enrolled customers. This AJCC does connect to the community through multiple community partnerships and access points.

Continuous Improvement Goals and Recommendations:

- The AJCC and MOU Partners to:
- Facilitate staff cross trainings.
- Enhance common customer referrals that entail follow-up.
- Identify system alignment & process improvements.
- Keep the Partnership informed on key funding, and policy challenges.
- Encourage all MOU Partners to participate in the Quarterly Meetings.

AJCC Certification Indicator #3: The AJCC provides integrated, customer-centered services.

US DOL Characteristics of a High Quality AJCC	California State Plan Vision and Strategies
<ul style="list-style-type: none">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.	<ul style="list-style-type: none">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.

AJCC Certification Indicators

- 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.
- AJCC staff have received customer service and customer-centered design training
- 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
- 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.
- 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.
- 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.

AJCC Certification Indicator #3: The AJCC provides integrated, customer-centered services.

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

This Hallmark area consists of 8 quality indicators. The One-Stop Operator has deemed that the AJCC has strong accomplishments in this Indicator. This would include such issues as collocated AJCC staff identifies with AJCC; all customers are shared, or common customers; staff has received customer service training and partner services cross training; there are clearly identified roles, responsibilities and authorities within the center; all AJCC customers are promptly greeted and triaged and connected to appropriate services; and collocated partners have identified the Career Services that are applicable to their program and has developed methods to align/integrate those services for the benefit of the customer. The AJCC has developed a customer flow chart that reflects the above.

Continuous Improvement goals would be:

- To continue the cross training of AJCC on-site and off-site staff.
- Develop a functional organizational chart for the AJCC which may also include off-site MOU Partners;'

Make progress on co-enrollment protocells that can notate, record and track customer referrals and outcomes.

AJCC Certification Indicator #4: 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 pathway.

US DOL Characteristics of a High Quality AJCC	California State Plan Vision and Strategies
<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> 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.

AJCC Certification Indicators

- All AJCC staff (i.e., the staff of all collocated partners regardless of staff position or program) 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 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.
- AJCC staff are committed to and competent in helping customers navigate career pathways that result in industry-recognized credentials.
- 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.
- The AJCC ensures that supportive services are available to customers, as appropriate, to facilitate participation in training services.
- The AJCC strives to increase the number and percentage of all AJCC customers receiving skill development and training services resulting in industry recognized credentials.

AJCC Certification Indicator #4: 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.

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

The AJCC and its collocated staff from managers to line staff value both skill development and how that leads to positive employment outcomes. The Title I staff, (GSJTA), has a long history of promoting skill development and job training opportunities for customers at all skill levels and has developed training opportunities in both private and public-school settings and employer-based training. The knowledge level of the onsite staff regarding labor market information is strong since many of the staff have years of services in assisting customers in accessing training.

EDD's Labor Market Information Division (LMID) has provided LMI training at the Center for all the Center staff and at meetings of all the MOU Partners. LMID also updates the Workforce Board on labor market conditions.

In line with the changes from WIA to WIOA, this AJCC does not pursue a cumbersome "sequence of service requirements" for customers to be connected to training. And as resources allow, the Center staff ensures that supportive services are available to customers, as appropriate, to facilitate participation in training services, either through Title I resources or in coordination with other partners such as CalWORKs or DOR.

In recent years, California has promoted the identification of regional sector and local career pathways knowledge for job seeking customers. This is key in helping customers navigate career pathways that result in industry-recognized credentials. Sierra College and Placer School for Adults are active participants in the local AJCC One-Stop system and do provide information on career pathways.

Continuous Improvement Goals and Recommendations:

- The staff knowledge of LMI and regional sector career pathways can be expanded. LMID training for Center staff has been productive. In the future this should continue. Also, more Center staff training on regional sector pathways (Adult Schools/Community College) and industry recognized credentials would be extremely helpful to Center staff.
- The OSO will propose presentations to all AJCC staff on the current development of the local and regional WIOA Plan Development being conducted by Valley Vision. This should be presented at the quarterly meetings of the WIOA MOU Partners. This should further strengthen the partners knowledge and awareness of the goals and strategies of the local and regional WIOA Plans.

AJCC Certification Indicators #5: 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	California State Plan Vision and Strategies
<p>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.</p> <p>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.</p> <p>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.</p> <p>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.</p> <p>Additionally, AJCCs use the forthcoming performance measure(s) on effectiveness in serving employers to support continuous improvement of these services.</p>	<p>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.</p> <p>b. Sector strategies: aligning workforce and education programs with leading and emergent industry sectors’ skills needs.</p> <p>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.</p>

AJCC Certification Indicators

- 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 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.
- 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.
- 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.
- The AJCC consistently seeks feedback and satisfaction data from businesses on the delivery of business services and applies the learning for continuous improvement.

AJCC Certification Indicators #5: The AJCC actively engages industry and labor and supports regional sector strategies through an integrated business service strategy that focuses on quality jobs

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

The Golden Sierra Workforce Area AJCC seeks to provide an integrated business service strategy that enhances the local business employer customer and job seeking customers. To do this, they helped form and develop a **Business Engagement Team**. This team includes community partners throughout the region.

Purpose Statement of the Business Engagement Team:

“Develop a unified message and create a business engagement strategy that: 1) enhances our reputation, 2) meets the needs of local employers, 3) reduces duplication of services, and 4) improves inter-agency communication.”

The local area has a long history of partners working together on many of these initiatives through the Placer County Business Advantage Network (BAN).

All the partners that participate in employer engagement do focus on both entry-level level jobs and quality jobs/high demand occupations. They outreach to employers, post job openings, conduct on-site AJCC recruiting events, the tri-county job fairs, and major business/plant closings Rapid Response activities. Many of the partners have experienced staff that that can coordinate services to employers to avoid duplication. And those staff have a high knowledge of the regional economy and labor market conditions.

The AJCC seeks employer feedback and satisfaction on the delivery of business services accessed through the <https://www.surveymonkey.com/r/93V7KFG>. This approach has been underutilized and needs improvement.

Continuous Improvement Goals and Recommendations:

The AJCC MOU Partners address the issue of obtaining employer advice and feedback in the design and delivery of demand services. The AJCC MOU Partners should review current business and employer feedback/satisfaction mechanisms (Cal Jobs, job fair surveys, online platforms) to see what could be used to better meet the intent of this Hallmark. Employer satisfaction results should be shared with the Workforce Development Board on a regular basis.

AJCC Certification Indicator #6: The AJCC has high-quality, well-informed, and cross-trained staffing.

US DOL Characteristics of a High Quality AJCC	California State Plan Vision and Strategies
<p>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. AJCC 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. AJCC 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.</p> <p>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.</p>	<p>a. Certification criteria will include an assessment of professional development and staff capacity building.</p>

AJCC Certification Indicators

- The AJCC has regular staff meetings with all AJCC staff (i.e., the staff of all collocated partners regardless of program) to build relationships, provide updates on center activities, and discuss strategies for AJCC improvement.
- Partners have agreed to provide training to all AJCC staff on a regular basis.
- There is a capacity building and/or professional development plan for staff and partners.
- 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.
- 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.
- All AJCC staff has received training in how to effectively assist customers in registering with CalJOBS and how to match customers to available jobs.
- All AJCC staff has received training on serving individuals with barriers to employment, including customers with disabilities.
- All AJCC staff has received training on providing excellent customer service and customer-centered design.
- All AJCC staff has received training on sector strategies, career pathways, job quality and high road training partnerships.

AJCC Certification Indicator #6: The AJCC has high-quality, well-informed, and cross-trained staffing.

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

Partners do provide and promote training to the AJCC staff. On-site staff has received solid LMI training, training to assist customers in working with Cal JOBS, customer service training and training on how to serve individuals with barriers to employment. All staff receive ongoing customer service and career assistance trainings as matching with their customer individual needs. Through partner trainings, staff can identify and refer to partner programs as what will best serve customers. This is determined through the initial assessment process.

On-site partners inform all staff of key developments, (new grants, up-coming events). Regular all AJCC staff meeting can produce strategies for Center improvement. There has not been in-depth training for on-site/ off-site MOU Partners staff on customer eligibility for various partner services. There appears to be no specific training received on sector strategies, career pathways, job quality and high road training partnerships. All these areas are opportunities for continuous improvement.

Continuous Improvement Goals and Recommendations:

The AJCC Partners quarterly meetings should take up the issue of AJCC staff training, for both on-site and off-site MOU Partners. Meetings of that group include partner managers and staff supervisors. They are the best-informed persons who can deal with the resources available and logistics needed to provide the indicated training for AJCC staff. Partner Comments: "On-going cross-training staff is highly recommended by all partners."

AJCC Certification Indicator #7: The AJCC achieves business results through data-driven continuous improvement.

US DOL Characteristics of a High Quality AJCC	California State Plan Vision and Strategies
<p>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.</p> <p>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.</p>	<p>a. Certification criteria will include an assessment of the way the AJCC will use data for continuous improvement.</p>

AJCC Certification Indicators

- 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.
- The AJCC has a system in place to collect satisfaction data from individuals and employers using the AJCC’s services.
- The AJCC has a system in place to capture and respond to specific customer feedback, complaints, and compliments.
- The AJCC regularly reviews and analyzes performance, customer satisfaction, and service data and develops specific plans for AJCC service improvements.
- The AJCC regularly identifies areas of needed technical assistance to improve business results and taps available resources to obtain needed assistance.

AJCC Certification Indicator #7: The AJCC achieves business results through data-driven continuous improvement.

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

The Golden Sierra Workforce Area and the AJCC has a long record of meeting and exceeding performance standards. It is operated in a cost-efficient manner.

WIOA has mandated that the required AJCC MOU Partners must now all collect and report on common performance indicators (performance standards). The performance standards are to report the outcomes of all AJCC customers who are formally enrolled in partner's services or programs. This data is to be reported to the partners themselves, the State, the Local Board and to the public.

The Golden Sierra Workforce Development Board receives this information (job placements, wages, credentials) for all WIOA Title I enrolled persons who have left the program. They do not receive the performance outcomes of the other AJCC MOU Partners.


The information provided by that information is to be used by the Board and the AJCC to analyze overall performance and to develop specific plans for AJCC and One-Stop System service improvements. Also, it is anticipated that the AJCC has a system in place to collect satisfaction data from job seeking customers and employers who use the AJCC's services. This would be linked to specific customer feedback, complaints, and compliments. Cal Jobs does have an extensive reporting system, but not all partners use the system to the same degree.

Many of the Quality Indicators for this Hallmark area speaks to the need for a data collection platform that not only collects information such as customer satisfaction from individuals and employers; but also responds to specific customer feedback, complaints, and complements. This data is then to reviewed and evaluated on how to adjust AJCC service improvements. There are off the shelf products that cover some of these data needs, such as Community Pro-Suite and Cal Jobs also has service data.

Continuous Improvement Goals and Recommendations:

- The Golden Sierra Workforce Development Board should consider requesting summery data information from MOU Partners that shows customer outcomes within the local workforce area or region. Program outcomes for common customers would also be an important data point.
- In addition, the Golden Sierra Workforce Area Partners should explore ways to obtain customer satisfaction feedback, especially from business & industry employers.

By signing below, the Local Board Chair attests to the **AJCC's Certification Indicator Assessment** and agrees to develop a continuous improvement plan with target dates with the AJCC.



Signature

Rick Larkey

Name

Golden Sierra Workforce Development Board Chair

Title