



**OFFICE OF ECONOMIC AND WORKFORCE DEVELOPMENT
WORKFORCE DEVELOPMENT DIVISION
MEMORANDUM**

Meeting of June 13, 2018

TO: Members of the Workforce Investment San Francisco Board
FROM: Katherine Daniel, Acting Director, OEWD Workforce Development Division
RE: America's Job Center of California (AJCC) Hallmarks of Excellence Certification

ACTION REQUESTED

The OEWD Workforce Development Division Acting Director recommends to the Workforce Investment San Francisco Board to authorize the Chair to sign the completed Hallmarks of Excellence Comprehensive AJCC Certification Matrix by June 30, 2018.

BACKGROUND

The Workforce Innovation and Opportunity Act (WIOA) establishes a framework under which local workforce development boards are responsible for maintaining a network of high quality, effective AJCCs (America's Job Centers of California, also known as One-Stop Centers). Local boards are required to "certify" their AJCCs once every three years.

There are two levels of AJCC certification—Baseline Certification and Hallmarks of Excellence Certification, which apply to San Francisco's Comprehensive Access Point (CAP), a role currently performed by contractor Goodwill Industries of San Francisco, San Mateo and Marin Counties. The Baseline AJCC Certification is intended to ensure that every comprehensive AJCC is in compliance with key WIOA statutory and regulatory requirements. The Hallmarks of Excellence 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.

The Baseline Certification was submitted to the state in December 2017.

CERTIFICATION REQUIREMENTS

In order to highlight areas where AJCCs can continuously improve their service delivery, the California Workforce Development Board (State Board) has identified eight Hallmarks of Excellence, with each one ranked on a scale of 1-5. In order to receive a Hallmarks of Excellence AJCC Certification, an AJCC must meet Baseline AJCC Certification and receive a ranking of a least 3 for each of the following:

1. The AJCC physical location enhances the customer experience.
2. The AJCC ensures universal access, with an emphasis on 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, and cross-trained staff.
8. The AJCC achieves business results through data-driven continuous improvement.

The State Board has provided a scoring matrix that includes further information and quality indicators for each Hallmark of Excellence. The matrix requires a full rationale to be written for each ranking provided on the Hallmarks of Excellence.

In furtherance of the goal for local boards to work with each of their AJCCs to continually improve and progress within each Hallmark of Excellence, all local boards must develop a continuous improvement plan, with target dates, for each AJCC. These plans outlines how local boards plan to increase their ranking for each Hallmark of Excellence and maintain rankings for any Hallmark of Excellence in which they have already achieved a 5.

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

CERTIFICATION PROCESS

Social Policy Research Associates (SPR), the San Francisco One-Stop Operator, was selected to evaluate the OEWD's Comprehensive AJCC using the characteristics and criteria described in Hallmarks of Excellence Certification Matrix. In order to gather information necessary to complete the Matrix, SPR conducted the following activities:

- Interviews with MOU partners
- Site visits to the Comprehensive Access Point (CAP)
- A survey of CAP frontline staff, supervisors, and partners
- A focus group of CAP customers

Using the information gathered, SPR ranked the CAP on each Hallmark. Working with OEWD, the CAP, and MOU partners, SPR distilled 5 goals for the CAP in the 2018-2019 and has suggested possible actions for CAP staff and their partners achieve those goals. These goals and activities are memorialized in the attached, Completed Certification Matrix. A full draft of the Continuous Improvement Plan will be submitted with the Certification Matrix by June 30, 2018.

CERTIFICATION RESULTS

The CAP received the following ranks on the Hallmarks of Excellence:

HALLMARK	RANK
1. The AJCC physical location enhances the customer experience.	4
2. The AJCC ensures universal access, with an emphasis on individuals with barriers to employment.	3
3. The AJCC actively supports the One-Stop system through effective partnerships.	2
4. The AJCC provides integrated, customer-centered services.	2
5. The AJCC is an on-ramp for skill development and the attainment of industry-recognized credentials which meet the needs of targeted regional sectors and pathways.	3
6. The AJCC actively engages industry and labor and supports regional sector strategies through an integrated business service strategy that focuses on quality jobs.	3
7. The AJCC has high-quality, well-informed, and cross-trained staff.	3
8. The AJCC achieves business results through data-driven continuous improvement.	3

The CAP did not achieve a rank of 3 or higher on Hallmarks 3 and 4 and will not qualify for certification this year. Full rationale for each Hallmark ranking, associated improvement goals, and suggested actions can be found in the attached Completed Hallmarks of Excellence Certification Matrix. The purpose of the Hallmarks of Excellence Certification is to identify areas for continuous improvement and develop an action plan to achieve the specific goals of the AJCC. There is no penalty for not certifying. The CAP's Hallmarks of Excellence Certification process resulted in the development of a Continuous Improvement Plan for the CAP and its partners. A final draft of the Plan will be vetted by Goodwill, OEWD, and the MOU partners prior to submission with the Completed Matrix by June 30, 2018.

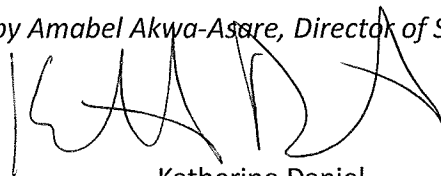
Updates on progress towards meeting goals and timelines set forth in the Continuous Improvement Plan will be provided to the Board on a regular basis.

Attachments:

Completed Hallmarks of Excellence Certification Matrix

EDD Directive – Certification Process for Comprehensive AJCCs

Originated by Amabel Akwa-Asare, Director of Strategic Initiatives



Katherine Daniel

Acting Director, OEWD Workforce Development Program

