

# **Tulare County Workforce Investment Board**

## **America's Job Centers of California (AJCCs)**

***Visalia Employment Connection Center – Comprehensive AJCC***  
***Porterville Employment Connection Center – Comprehensive AJCC***  
***Dinuba Employment Connection Center – Affiliate AJCC***  
***Tulare Employment Connection Center – Affiliate AJCC***

## **Consolidated Continuous Improvement Plan**

**2022 – 2024**

This Continuous Improvement Plan was developed as part of the Tulare County Workforce Investment Board's (WIB) process to certify its comprehensive and affiliate America's Job Centers of California (AJCC) in accordance with requirements of the federal Workforce Innovation and Opportunity Act (WIOA) and policies of the California Employment Development Department (EDD) and the California Workforce Development Board (CWDB).

### **I. AJCC Certification Process**

Regulations promulgated pursuant to WIOA by the U.S. Department of Labor (DOL) state that:

*Local WDBs must assess at least once every 3 years the effectiveness, physical and programmatic accessibility, and continuous improvement of one-stop centers and the one-stop delivery systems using the criteria and procedures developed by the State WDB.*

The WIOA regulations outline three key requirements for AJCC certification: 1) effectiveness of the AJCC; 2) physical and programmatic accessibility for individuals with disabilities; and 3) continuous improvement. California's certification process is centered on these key requirements and sets a statewide standard of service delivery that ensures all customers consistently receive a high-quality level of service.

State criteria for AJCC certification is communicated in Directive WSD20-08, which was published by EDD and CWDB on March 1, 2021. The directive provides guidance and establishes procedures for certification of comprehensive and affiliate/specialized AJCCs.

CWDB developed objective criteria and procedures under a two part process for local boards to use when certifying their AJCCs, including a "Baseline Certification" and an "AJCC Certification Indicator Assessment."

Baseline AJCC Certification is intended to ensure that every comprehensive, specialized, and affiliate AJCC is in compliance with key WIOA statutory and regulatory requirements.

The AJCC Certification Indicator Assessment addresses seven “indicators” to measure continuous improvement for all AJCCs. These indicators are summarized under Section VI of this plan (below), along with continuous improvement goals for achieving improvements pertaining to each indicator.

Tulare County WIB engaged a neutral thirty-party to conduct an independent evaluation of the four Employment Connection Centers (i.e., AJCCs). The evaluation addressed Baseline and Indicator Assessment criteria and identified both strengths and opportunities for improvement.

## **II. Opportunities for Continuous Improvement**

The AJCC certification process identified services, approaches, strategies, and tasks that could benefit from further assessment and, as appropriate, actions to improve, enhance, or expand them. The opportunities for improvement are presented as recommendations within the AJCC Certification Indicator Assessment. AJCC leadership has agreed that these recommendations should be adopted as 2022 through 2024 goals within this Continuous Improvement Plan.

## **III. Oversight of the Plan and Attainment of Improvement Goals**

Tulare County WIB’s Executive Director and the AJCC Operator have primary responsibility for oversight of the plan and actions taken to address the improvement goals summarized in section VI below. The Executor Director and the AJCC Operator will work with center management and workforce system partners to assign individuals and groups responsible for actions on each goal. The status of Continuous Improvement Plan goals will be reviewed no less than quarterly by AJCC leadership and applicable partners.

## **IV. Target Dates and Recording Implementation of Improvement Strategies**

The target dates expressed in connection with each goal indicate the month and year by which the goal will be fully achieved and implementation of improvement strategies, as applicable, will be implemented. As plan goals are met and improvements are implemented, assigned individuals will be responsible for recording in writing the actions taken and results achieved. The AJCC Operator will compile and retain this documentation, which may be used to inform future plans and the next AJCC certification evaluation process.

Given changes to the economy, labor market conditions, workforce system priorities, and the public health environment that are likely to occur over the nearly

three-year period covered by this plan, target dates may be adjusted. Such changes must be approved by the Tulare County WIB Executive Director.

## V. **On-Going Focus on Improvement of Systems, Services, and Performance**

While the continuous improvement goals incorporated in this plan were drawn from recommendations made as the result of the 2021 AJCC Certification evaluation, they were informed by a wide variety of information and resources discussed and reviewed during the certification process, including, but not limited to, Tulare County WIB's Program Year 2021-24 Local Plan, the Memorandum of Understanding developed by the system partners, and many policies, procedures and processes.

Continuous improvement strategies and on-going availability of data may suggest the need for additional improvements. Therefore, AJCC leadership may add to or expand on the goals that currently make up this plan.

## VI. **Continuous Improvement Goals**

Based on recommendations expressed in the 2021 AJCC Certification Indicator Assessment for the four Employment Connection Centers, the following continuous improvement goals have been adopted.

**INDICATOR 1:** The AJCC ensures universal access, with an emphasis on individuals with barriers to employment.

- 1.a. WIB and AJCC leadership should continue to assess the accessibility of virtual services for persons with disabilities

Target Date: January 2024

**INDICATOR 2:** The AJCC actively supports the one-stop system through effective partnerships.

- 2.a. While there is substantial evidence that the partners are satisfied with and value the AJCC and its services, a survey process similar to one used by the former AJCC Operator should be developed and implemented.

Target Date: May 2022

- 2.b. System leadership should examine opportunities and options to develop a system marketing message and/or materials.

Target Date: July 2022

**INDICATOR 3:** The AJCC provides integrated, customer-centered services.

- 3.a. Overall, continuous improvement goals concerning this indicator simply require that the WIB and the AJCCs continue to evaluate their effectiveness in terms of service integration and custom focus and make improvements wherever opportunities are identified.

Target Date: January 2024

**INDICATOR 4:** The AJCC is an on-ramp for skill development and the attainment of industry-recognized credentials that meet the needs of targeted regional sectors and pathways.

- 4.a. Beginning in PY 2021-22, the WIB should track year-to-year rates of participation in skills training.

Target Date: July 2023

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

- 5.a. Working with AJCC service providers and system partners, the WIB should examine opportunities to develop or adopt a definition of “quality job” that would be commonly recognized by stakeholders throughout Tulare County.

Target Date: December 2023

- 5.b. The WIB should assess the effectiveness of its current system to survey businesses’ satisfaction with services provided and consider whether a revised tool and process would elicit a higher response rate and reach a greater number of business customers

Target Date: April 2023

**INDICATOR 6:** The AJCC has high-quality, well-informed, and cross-trained staffing

- 6.a. While an annual training plan for the AJCCs was established and executed in PY 2019-20, the challenges of pandemic subsequently sidetracked the development of a new plan. Although training for AJCC staff and partners has continued throughout 2020 and 2021, WIB and AJCC leadership should work together to develop a plan for calendar year 2022 and beyond.

Target Date: July 2022

- 6.b The WIB should ensure that all AJCC staff have the opportunity to participate in training sessions on job quality and high road training partnerships that are being organized in the Central Valley by the SJVAC Regional Organizer.

Target Date: January 2024

**INDICATOR 7:** The AJCC achieves business results through data-driven continuous improvement.

- 7.a. System leaders should examine opportunities to revise and expand the process used to collect satisfaction results from business customers, thereby gathering broader input from the business community about the services they receive from the workforce system.

Target Date: April 2023

- 7.b. Center leadership should consider options for the development and implementation of a structured process for analyzing customer feedback and implementing program, service, and performance improvements. The “Plan-Do-Check-Act” cycle may be a useful strategy

Target Date: December 2022