CHAPTER 4

WIOA Training Services

Overview

Introduction

Chapter 4 of the Workforce Development Department (WDD) Program Guide provides information about Workforce Innovation and Opportunity Act (WIOA) Adult and Dislocated Worker training services in the San Bernardino County Local Workforce Development Area (LWDA).

References

This handbook chapter contains information regarding WIOA regulations, signed into law in 2014 and Federal Register, Title 20 Part V and Part VI and State directives received from the Department of Labor (DOL) and/or Employment Development Department (EDD).

DOL		EDD	
Training and Employment Guidance Letters (TEGL):		Workforce Service Directives (WSD):	
• TEGL 3-15 • TEGL 10-16 • TEGL 15-16 • TEGL 16-16	• TEGL 17-16 • TEGL 19-16 • TEGL 26-16 • TEGL 03-18	• WSD 16-14 • WSD 18-10 • WSD 18-12 • WSD 18-13	• WSD 19-01

In this section

This section contains the following topics:

Adult and Dislocated Worker Training Services

Introduction

Training services can be critical to the employment success of many adults and dislocated workers. The Workforce Innovation & Opportunity Act (WIOA) states training services may be made available to employed and unemployed adults and dislocated workers who meet certain criterion.

This section provides information on providing Training Services to job seekers.

Eligibility criteria

Under WIOA, training services may be provided if staff determined the individual:

- Is unlikely or unable to obtain or retain employment leading to economic self-sufficiency or wages comparable to or higher than wages from previous employment through career services alone.
- Is in need of training services to obtain or retain employment leading to economic self-sufficiency or wages comparable to or higher than wages from previous employment through career services alone.
- Has the skills and qualifications to successfully participate in the selected program of training services.
- Selected a program of training services directly linked to the employment opportunities in the local area or the planning region, or in another area to which the individual is willing to commute or relocate.
- Completed an Individual Employment Plan (IEP) with Training as part of the action plan.
- Has selected training linked to in-demand occupation within the local area based on Labor Market Information available at: http://www.labormarketinfo.edd.ca.gov/.
- Has sought and accepted any available grant assistance from other sources such as Pell Grants, Cal Grants, fee waivers, scholarships, California Work Opportunity and Responsibility to Kids Program (CalWORKs), Trade Adjustment Assistance (TAA) and One-Stop partners.

Eligibility for Training

Training services may be provided to adults and dislocated workers who:

- Receive an interview, evaluation, or assessment, and
- Receive career planning, and
- Are determined to be in need of training services.

The Workforce Development Specialist (WDS) may determine training services are appropriate, regardless of whether the individual has received basic or individualized career services first, and there is no sequence of service requirement.

Continued on next page

Types of training

Types of training services that may be provided include:

a. Occupational skills training, training for nontraditional employment – Prepares learners for careers that are traditionally non-academic and directly related to a specific trade, occupation or vocational skills leading to proficiency in performing actual tasks and technical functions required by certain occupational fields at entry, intermediate, or advanced levels.
b. On-the-job training – A contract with an employer or registered apprenticeship program sponsor in the public, private non-profit, or private sector. The WIOA participant in exchange for the reimbursement, typically up to 50% of the wage rate, for the extraordinary costs of providing the training and supervision related to the training. In limited circumstances, the reimbursement may be up to 75% of the wage rate of the participant.
c. Incumbent worker training – An individual who has an established employment history with the employer for six (6) months or more.
d. Programs that combine workplace training with related instruction, which may include cooperative education programs – A structured method of combining classroom-based education with practical work experience.
e. Training programs operated by the private sector.
f. Skill upgrading and retraining – Training provided for the purpose of upgrading the skills and/or retraining the customer. Courses that provide an occupational changing type of instruction to prepare person(s) for entrance into a new occupation through instruction in new and different skills demanded by technological changes. Training will result in the workers' acquisition of transferable skills or an industry-recognized certification or credential.
g. Entrepreneurial training – Prepares entrepreneurs to either start a small business or expand an existing business, usually through the development of a business plan.
h. Job readiness training includes job seeking and interviewing skills, understanding employer expectations, and enhancing a customer's capacity to move toward self-sufficiency.
i. Adult education and literacy activities, including activities of English Language acquisition and integrated education and training programs, provided concurrently or in combination with services provided in any of the services listed from (a) though (g).
j. Customized training conducted with a commitment by an employer or group of employers to employ an individual upon successful completion of the training.

Coordination of funds

The America's Job Center of California (AJCC) partners must coordinate training funds, make funding arrangements within the partnership, and consider the availability of other funding such as grants and scholarships to pay for training costs so WIOA funds supplement other sources of training funds.

Start date for Dislocated Workers

Funds may be used for training services for Dislocated Workers:

- As soon as they have layoff notices; or
- Six months (180 days) before layoff if employed at a facility that has made a general announcement that it will close within 180 days.

Continued on next page

Length of training

The maximum amount of time a customer may be in an ITA, non-WIOA funded, skill upgrade, private sector or customized training is twenty-four (24) months.

The maximum amount of time a customer may be in OJT is six (6) months. OJT contracts must be limited in duration to the time necessary for a participant to become proficient in the occupation for which they are receiving the OJT training. When determining the length of the contract, take into account the skill requirements of the occupation, the academic and occupational skill level of the participant, prior work experience, and the participant's individual employment plan. The maximum amount of time a customer may be in all other WIOA training activities (e.g. workplace, adult education, entrepreneurial, etc.) is 18 months.

California training benefits (CTB)

The California Training Benefits (CTB) program is for claimants who are attending school or training and might otherwise be denied Unemployment Insurance (UI) benefits due to their unavailability for work.

Section 3304(a)(8), of the Federal Unemployment Tax Act (FUTA), provides a claimant in an approved training course be allowed to receive UI benefits and not be denied UI based on the claimant's availability for work, active search for work, or refusal of work. The intent of the federal statute is to enable claimants to participate in training programs while unemployed so he/she may gain new job skills or upgrade existing job skills to be able to return to work quickly following training. Detailed information is available at http://www.edd.ca.gov/UIBDG/Miscellaneous_MI_85.htm.

Work-based training

Under WIOA, there are additional work-based training options and flexibilities for adults and dislocated workers. Work-based training presents a great opportunity for fostering increased employer engagement, implementing sector strategies, and encouraging industry partnerships, as these types of training allow employers to train their employees while continuing to be productive members of the workforce. Allowed types of work-based training includes:

- Registered apprenticeships,
- On-the-Job training, and
- Customized training.

Incumbent Worker Training

Incumbent Worker Training (IWT) provides both workers and employers with the opportunity to build and maintain a quality workforce and is governed by sections 20 CFR 16 680.780 through 680.820 of the Final Rule.

IWT is designed to meet the needs of an employer or group of employers to retain a skilled workforce or avert layoffs. IWT is not permitted to be used to provide the occupational training a new hire needs. IWT can be used to either:

- Help avert potential layoffs of employees, or
- Obtain the skills necessary to retain employment, such as increasing the skill levels of employees so they can be promoted within the company and create backfill opportunities for less-skilled employees.

Eligible Training Providers

Introduction

A training provider is eligible to receive Workforce Innovation and Opportunity Act (WIOA) funding called an Eligible Training Provider (ETP). The State provides a list of all ETPs in California.

This list, called the Eligible Training Provider List (ETPL), is available at https://www.edd.ca.gov/ETPL list.

The *ETPL Course Title* must match the program of training exactly as it is listed on the State ETPL. If the ETPL lists two (2) identical training programs by the same ETP and each program has a different cost, notify Workforce Development Department (WDD) Administration to speak with the Staff Analyst who oversees the ETPL.

Location of training

The ETPL is a statewide list. Customers are encouraged to choose training in an area in which he/she reside or can reasonably commute to by public or private transportation. However, he/she may choose any provider on the ETPL, provided the training is:

- Supported by their assessment results,
- Included on the Individual Employment Plan,
- Directly linked to an in-demand occupation in the area that the training is being offered,
- Provider must agree to the Local Workforce Development Area contract terms.

ETPL

Some of the ETPL courses include a list of pre-requisites students must have prior to enrolling in the training. As part of the desk side assessment, AJCC staff will:

- Review the pre-requisites,
- Discuss the pre-requisites with the customer, and
- Determine if the customer meets the requirement for enrolling into the training course.

Note: Refer to the Desk Manual – Workforce Development Specialist for more information regarding Assessments.

Program of Training services

Program of Training Services is defined as one or more courses or classes, or a structured regimen leading to one of the following:

- A recognized post-secondary credential, secondary school diploma or its equivalent.
- Employment.
- Measurable skill gains toward such a credential or employment.

Providers

All new and current ETPL providers will be required to:

- Be registered in CalJOBS and enter all the program information, completing all the required fields, which includes the performance data.
- Enter performance data for each program to be listed on the ETPL and provide evidence to the Local Board that they have met the minimum performance criteria required.
- Be WIOA approved by the state; a green check mark will show on CalJOBS

Labor Market Information

Introduction

Labor Market Information (LMI) provides the local median wage for a specific occupation. This information must be collected to verify that training provided to a customer will result in one of the following:

- Self-sufficiency, or
- Enable them to earn the same or more than their previous wage.

This section provides guidance on what LMI is and how LMI is used in the Local Workforce Development Area.

What is LMI?

LMI is defined as the functioning of labor markets and the determination of the demand for and supply of labor. It includes, but is not limited to:

- Key factors as changes in the level and/or composition of economic activity, and
- The population, employment and unemployment, income and earnings, wage rates, and fringe benefits.

Links between LMI/training

LMI is an essential tool in evaluating whether a particular training program will lead to employment in an in-demand occupation and to self-sufficiency.

State LMI

The State of California has created a Labor Market Information Web site, which can be accessed at: http://www.labormarketinfo.edd.ca.gov/

Labor market information available through the site include:

- Occupational and local area profiles
- Labor market statistics
- High growth industries
- Employment by industry sectors
- Monthly labor force and Unemployment Statistics

Self-Sufficiency

Introduction

Self-sufficiency occurs when a customer's household income meets or exceeds the minimum required to live in this area. Career Services are designed to assist individuals in reaching self-sufficiency. If Career Services alone are unlikely to lead the customer to self-sufficiency or are unlikely to help the customer earn a wage comparable to previous earnings, vocational training and/or On-the-Job Training (OJT) may be an option.

Self-sufficiency

When it is determined a customer needs training because career services are insufficient, the Workforce Development Specialist (WDS) will complete a self-sufficiency forecast. This must be completed for all **adult and dislocated workers** who need training.

In order to put a customer in training (either vocational or OJT), he/she must be unlikely or unable to obtain or retain employment that lends to the following:

- Economic self-sufficiency, and/or
- Wages comparable to or higher than wages from previous employment.

In addition to the criteria mentioned above, **potential OJT customers who are EMPLOYED** must not be earning:

- A self-sufficient wage, and/or
- Wages comparable to or higher than wages from previous employment.

Self-sufficiency tools

The following tools will assist the WDS for completing the self-sufficiency forecast:

- Self-sufficiency Forecast worksheet,
- Self-sufficiency Calculator (i.e. MIT living wage, etc.), and
- Local labor market information.

Worksheet

The self-sufficiency forecast worksheet is used to obtain the customer's current household make up and income information. The worksheet must:

- Be completed by the customer when it is decided training is needed,
- Include all members of the customer's household, and
- Include current income information.

Note: Self-sufficiency worksheet is located in the WDD Intranet under forms and manuals or click the link for the English or Spanish

Calculator

San Bernardino County incorporates regional and local variations when establishing the customer's level of self-sufficiency. The calculator provides information for the local area based on how much income is needed for a family composition to adequately meet criteria such as shelter, food, childcare, taxes, transportation, health care, and other miscellaneous costs without public or private assistance.

The Self-Sufficiency Calculator should include household information for staff to use on the worksheet. The calculator will then provide self-sufficiency wage information for the customer.

Continued on next page

Determining Self-sufficiency forecast

A self-sufficiency forecast is required for all customers (adult or dislocated workers) who are being referred to training services. The customer completes the self-sufficiency forecast worksheet, which includes:

- All family/household members,
- Current income levels for all adult members who have income, and
- A customer signature to certify the information is true and complete.

The WDS will complete the following steps for a self-sufficiency forecast.

Step	Action
1	Determine customer’s current income using the information provided on the worksheet.
2	• Access a Self-Sufficiency calculator (i.e., MIT living wage, etc.), • Use the worksheet to enter required information into the calculator, and • Print the results.
3	Research and print out labor market median wage information for the occupation of training interest using any of the following websites: • CalJOBS - https://www.caljobs.ca.gov/ (recommended) – Go to Other Staff Services – Choose Labor Market Services – Choose Occupational profile – Type in the job title • O*NET - https://www.onetonline.org/
4	Review the customer’s *Application for WIOA Services* to obtain previous employment and wage information.

After completing steps 1 through 4, the WDS will analyze the information in order to determine if the customer is likely to reach self-sufficiency after training.

The WDS will use the current household income along with the median wage for the occupation he/she will be trained in to determine if the future occupation will lead them to self-sufficiency. The WDS will use the customer’s previous wage information compared to the median wage of the future occupation to determine if the training will lead to wages higher or comparable to his/her previous employment.

The findings of the self-sufficiency forecast must be clearly case noted and the worksheet, calculator printout, and labor market print out must be scanned into CalJOBS to support the determination.

Individual Training Accounts

Introduction

The San Bernardino County Workforce Development Board (WDB) authorized Workforce Development Department (WDD) to establish a system in which training will be provided through a voucher payment system as an Individual Training Account (ITA).

ITA's are used to purchase individual training services for Adult and Dislocated Workers from WIOA funds.

Limitations on ITAs

ITAs are limited to customers who:

- Are unable to obtain financial aid or grant assistance from other sources to pay the training costs, or
- Require assistance beyond the availability under grant assistance from other sources to pay the training costs, or
- Choose training costing more than the maximum amount available for ITAs, as long as the customer has other sources of funds to supplement the ITA. These other sources may include Pell Grants, Cal Grants, loans, scholarships, severance pay, and other sources.

Setting up an ITA

An ITA is a specific amount of training money reserved for one WIOA registered customer to complete one program of training services. An ITA can only be approved if the training is being provided by a state Eligible Training Provider (ETP).

Use of Pell Grants and other resources is required, if available, to offset WIOA training funding. The ITA amount is set by subtracting other available funds (grants, scholarships, etc.) from the cost of the program of training services, as shown on the State ETP. All training provided through an ITA will be limited to a maximum amount set by the Workforce Development Board (WDB) on a regular annual basis.

Note: The Workforce Development Board (WDB) Policy #2 outlines ITA.

Non-ITA

Not all WIOA training are paid with ITA funds; non-WIOA funded training occurs when a customer's training services are funded from sources other than WIOA. Non-WIOA funded sources may include PELL grants, Board of Governors fee waivers, private loans, and/or family loans.

Non-WIOA cases in which the customer received funding for tuition but needs assistance with supportive services (i.e., like books, transportation, etc.) Workforce Development Specialist (WDS) are required to obtain a(n):

- Education plan,
- Schedule, and
- List of required supportive services.

The non-ITA cases are sent to the manager for review to obtain approval.

Continued on next page

Student loans

Customers are **not** required to apply for loans to pay for his/her selected training program. If the customer chooses to take out a loan, the ITA must be lowered based on the amount of the loan.

Financial aid

Customers are required to apply for financial aid (www.fafsa.ed.gov) before the WDS may approve an ITA. Financial aid may include:

- Pell Grants,
- Cal Grants,
- Educational Opportunity Grants,
- University Grants,
- Bureau of Indian Affairs Grants, and
- Grants available through an Eligible Training Provider's financial aid office.

Generally, customers may receive both a financial aid and an ITA. The financial aid must be used first towards the cost of tuition and fees.

Note: Not all schools accept Free Application for Federal Student Aid (FAFSA), for example, truck driving school does not accept FAFSA.

Authorization levels

ITA authorization levels are based on the cost of the ITA before financial aid and scholarships are awarded. The following chart identifies the levels of authorization needed when establishing an ITA on behalf of a customer:

Total Cumulative Cost of Program of Training Services	Levels of Authorizations Needed
$3,000 or less	• Workforce Development Specialist (WDS) • Workforce Development Supervisor I
$3,001 - $5,000	• WDS • Workforce Development Manager
$5,001 - 7,500	• WDS • Workforce Development Manager • Administrative Supervisor II
$7,501 and above	• WDS • Workforce Development Manager • Administrative Supervisor II • Assistant Director

ITA signature requirements

The WDS and Workforce Development Manager signatures are required on all ITA contracts. Administrative Supervisor II signature is required if ITA is over $5,000.

Notes:

- In circumstances where the Manager is unavailable to sign, refer to the Administration Handbook, Chapter 7 – Fiscal under the Signature Authorization section for instructions.
- An ITA developed for special WIOA training projects may not require all signatures.

Continued on next page

ITA contract template

Staff will access the ITA Contract template through DocuSign. Templates of the forms have been created by the WDD DocuSign Administrator for staff to use. The templates include field validation logic embedded into the forms, including who completes each input field and workflow.

Staff **will not** be allowed to edit or create templates in DocuSign; all templates must be created and edited by the WDD DocuSign Administrator.

Note: Refer to **Program Guide Chapter 14 – Technology Tools** for additional information about DocuSign.

ETPL printout

Staff will upload the Eligible Training Provider List (ETPL) printout into the customer's file in CalJOBS and will case note the information has been uploaded and saved.

Supervisors/Managers will verify the WDS completed the case note regarding the ETPL printout, will view the uploaded document in CalJOBS and will require to search the ETPL information in CalJOBS.

Enrollment in Training Services

Introduction

All Eligible Training Provider (ETP) training services will be provided through a voucher payment system as an Individual Training Account (ITA), which is signed and accepted by the customer, the ETP, and approved at the appropriate level of authorization.

Local criteria

The San Bernardino County Local Workforce Development Board (WDB) has established the following criteria for Workforce Innovation and Opportunity Act (WIOA) vocational training and ITAs:

- Priority for vocational training must be in WDB established in-demand occupations.
- Training must result in employment leading to the customer's self-sufficiency.
- The length of the training period must not exceed twenty-four (24) months.
- All training provided through an ITA will be limited to a maximum amount set by the WDB on a regular annual basis.
- The job placement and credential rates must be equal to or greater than established by the State of California.

Required form

The Individual Training Account form is issued to enroll a customer in training.

Financial needs analysis

The purpose of the financial needs analysis is to determine what financial assistance a customer may be entitled to before he/she is enrolled in a training program.

The Workforce Development Specialist (WDS) analyzes the customer's financial needs in order to determine the customer's training and supportive service needs. The financial information is provided by the eligible training provider on the ITA Contract.

IEP

The program of training services (e.g., medical records tech, machinist, etc.) must be included on the customer's Individual Employment Plan (IEP).

ITA Process

Staff will complete the following steps for sending ITA Contract in DocuSign.

Step	Action
1	Log into DocuSign website: https://account.docusign.com/
2	• Click the **Start** button from the home page, and • Select **Use a Template** from the drop-down box.
3	Locate the appropriate template to use from either the: • Shared with me folder (under template section), or • Favorites folder, if user marked form as a favorite (under template section), or • Shared folder (select training sub-folder for ITA, all other forms are listed by name).

Continued on next page

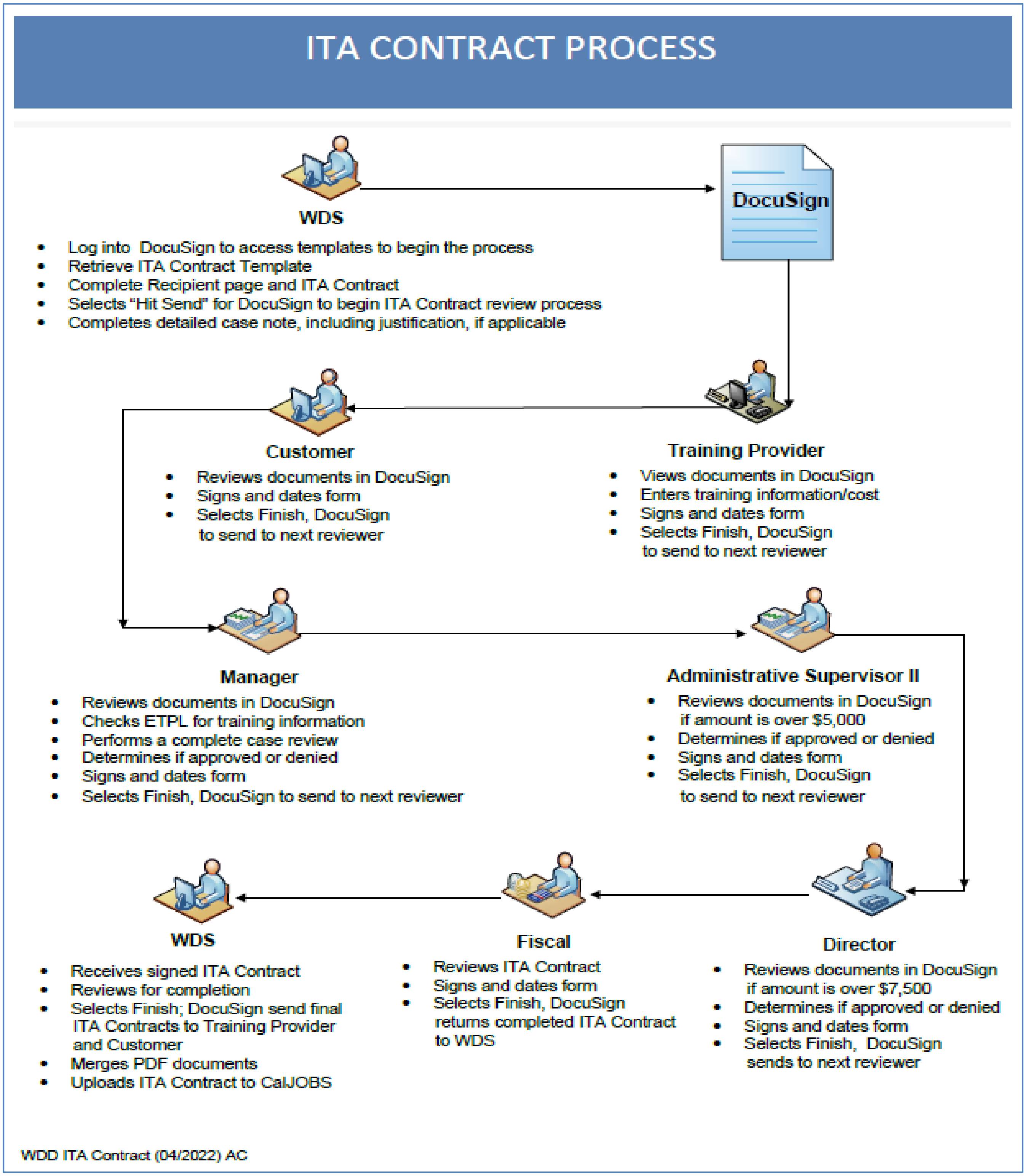
ITA Process, (continued)

Step	Action
4	• Click the **Use** button for the appropriate template, the **Recipient** page will appear. • Enter the appropriate information only in the **blank fields** on the **Recipient** page. **Note:** When entering the Training Provider name and email address in the Recipient page, make sure to enter an individual's name and **NOT** a company name. If a company name is entered, the signature will automatically enter the company name as a signature. To correct the mistake, staff can go into his/her "Manage" tab and correct the document and enter an individual name on the Recipient page and it will resend the document correctly. • Complete the required entries by ***tabbing*** through the document and at the bottom of the page, enter the Customer First Name and Last Initial in the Email Subject line. **Note:** **Do Not** change any of the pre-populated entries on the Recipient page. The only exception is the email subject line located under the "Message to all Recipients" section. Refer to the **Program guide, Chapter 14 – Technology Tools** in the DocuSign section for additional information.
5	Click on **Hit Send** button.
6	Select either **Sign Now** or **Sign Later**. **Note:** Refer to the **Program Guide, Chapter 14 – Technology Tools** for the Sign Now or Sign Later block in the DocuSign section for additional information.

Continued on next page

ITA Contract Workflow

The workflow chart below outlines the ITA Contract process through DocuSign.



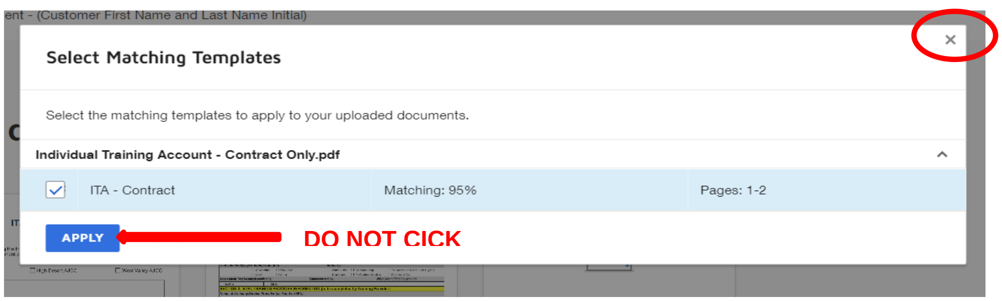
Continued on next page

Enrollment in Training Services, Continued

ITA amendments

In situations where staff is notified by a Provider that circumstances regarding the ITA has changed, an ITA Contract Amendment form must be sent to the Provider to complete.

Staff will retrieve the ITA amendment template from DocuSign and complete the following steps when requiring an amendment to an ITA contract.

Step	Action
1	Log into DocuSign.
2	• Click the **Start** button from the **Home page,** • Select **Send Envelope,** • Click on **Upload,** and • Click on **Use Template**.
3	• Select **ITA Contract Amendment template**, and • Click on **Upload** button.
4	• Navigate to the original ITA Contract, and • Upload original ITA Contract (PDF), and • Click the "X" in the top right corner of the popup window box to close the box. **DO NOT click "Apply".** 
5	• Complete **Recipient** information to be sent to the appropriate individuals, and • Select **Send**. **<u>Note</u>:** Once the DocuSign document has completed the routing process, the WDS will receive the final signed version.
6	Upload signed/completed ITA Contract Amendment form only into the customer's CalJOBS case file. It is not required to re-upload the original ITA contract.
7	Complete a detailed case note and include the amendment number to identify how many amendments have been completed for auditing purposes.

DocuSign will send the ITA Contract Amendment to the Provider before getting Manager/Supervisor to sign and approve the change. Fiscal will receive an email to review and sign off on the amendment received.

Continued on next page

Manage documents

Once staff selects “finish” after signing and dating the documents in DocuSign, he/she can go to the Manage tab to see the status of any document. The Manage tab is staffs Inbox, staff can click on the document to view the status, as to:

- Who has the document currently?
- Who has completed the review?
- Have all the signatures been obtained and form is completed.

Merge PDF Documents

Once the ITA contracts are completely signed staff will be required to merge the two (2) PDF documents into one (1) document before uploading into CalJOBS.

<u>Note</u>: Refer to Program Guide, Chapter 14 – Technology Tools, DocuSign section of the chapter for how to merge documents.

Case note

Staff will complete a detailed case note, including any required justification and that the ETPL printout is in the customer’s case file in CalJOBS prior to beginning the DocuSign ITA. An email to the AJCC Manager for ITA amounts over $5,000 is no longer required.

Supportive services

The term “Supportive Services” means services such as transportation, childcare, dependent care, housing, and needs-related payments, necessary to enable an individual to participate in activities authorized under WIOA (Refer to CalJOBS activity codes).

Supportive Services may only be provided to individuals who are participating in WIOA career or training services. When funding is available, Supportive Services may only be provided when a participant is unable to obtain services through other available resources/programs, such as but not limited to:

- His/her own finances,
- America’s Job Center of California (AJCC) partner agencies,
- Community or faith-based organizations, or
- Other County agencies.

<u>Note</u>: For more information on supportive services, refer to WDD Program Guide, Chapter 3 – Supportive Services and WDB Policy #4 – Supportive Services.

Referral to Training Services

Introduction	Customers who determine training services are desired to become self-sufficient or obtain employment are referred to the ETP for training. This section provides information on referral to training services.
Academic assessment	All customers who are enrolled in a Workforce Innovation and Opportunity Act (WIOA) funded training activity are administered an assessment that measures his/her academic level. In addition to the academic assessment performed as part of career services, Eligible Training Providers (ETP) may further test and/or assess the customer specifically for his/her training program. Based on the ETP's assessment, the customer may or may not be suitable for a desired training program. If the training provider finds the customer is not likely to complete the training program successfully, the customer may choose another suitable training program and/or another ETP.
Academic assessment excluded	Not all customers are required to take an academic assessment. Some examples of customers who may be excluded with proof of credential, degree, etc. are listed below: • Customers with advanced degrees from the United States (e.g., Associate or Bachelor Degrees) • Students already enrolled in advanced health care or teacher credential programs (e.g., RN, radiology, physical therapy, elementary school teacher) • Customers seeking advanced certifications/credentials (e.g., LVN to RN). **Note:** Case Note in CalJOBS is **required** to be completed.
Start date	The customer may not begin the training activity until the ITA Contract is signed by the appropriate level of authority. The customer's start date in a training program is the *Actual Start Date* entered by the Eligible Training Provider on the ITA Contract. The start date should not be delayed pending the customer's receipt of financial aid.
CalJOBS case note	The case note should include the actions taken by the WDS, and sufficient information to document the customer's need for WIOA training services. The following items should be addressed in the CalJOBS case note: • At least one (1) career service (basic or individualized services) has been provided to the customer, • ETPL provider name, ETPL program, cost, and training start and end dates, • The customer is unable to obtain employment leading to self-sufficiency or employment leading to wages equal to or better than previous employment, • The customer has had an academic assessment or was excluded, • The possible barriers preventing the customer from completing the program, • The customer has the skills and qualifications necessary to successfully participate in training, • The current labor market supports this occupation, and • The customer is unable to obtain grant assistance from other sources to pay the (full) cost of training and requires WIOA assistance.

Attendance and Progress

Introduction

Part of the training services requires documentation of the customer's participation with the chosen provider. This section outlines the attendance and progress policy for Workforce Innovation and Opportunity Act (WIOA) training services.

Monthly reports

The Workforce Development Specialist (WDS) will use the Workforce Development Department (WDD) 733.4 Attendance and Progress Report, the providers report, or the Eligible Training Provider (ETP) report to monitor a customer's attendance and progress in a training activity on a monthly basis.

The report is due by the tenth (10^{th}) day of the month or anytime in the month following the reporting period. If the report is not received by the due date, the WDS must contact the customer to request the report.

Planned break in service

The 90 day more or less planned break in service no longer exists in CalJOBS. If a customer is unable to participate the WDS staff will need to determine if the customer meets the exclusionary guidelines or allow the case to soft exit.

Activity code 001 is no longer considered a service under WIOA and was removed from CalJOBS.

End of training status

Training status ends when the customer completes or is otherwise terminated from a training activity.

Early termination of training activity

Customer whose enrollment in a training program is terminated prior to the Actual End Date (listed on the ITA Contract) and prior to completing the training program, the WDS will complete the following process:

Step	Action
1	Complete an ITA Contract Amendment form. **Note:** Refer to the ITA Contract Amendment block in the Enrollment section of this chapter for additional information.
2	Close the training activity in CalJOBS.
3	Complete a detailed case note, which should include, but not limited to: • The reason for the cancellation, • Who cancelled the training (provider or student), and • Any recovery costs, if applicable.

Continued on next page

Completion of training activity

Customer who completes a training activity, the WDS will:

- Obtain a copy of the Certificate of Completion and attendance record, or written confirmation from the school and final invoice from the ETP,
- Review the progress and attendance reports, if there are:
  - No issues or concerns, initial the invoice and send invoice to the AJCC Supervisor for approval, or
  - Issues or concerns, communicate with the ETP for corrections or clarifications,
- Amend, if the training extends beyond the contract end date.
- Scan the final progress and attendance reports in the customer's folder in CalJOBS,
- Close the training activity in CalJOBS,
- Send Certificate of Completion to CDU to enter the Measurable Skills Gains in CalJOBS, and
- Schedule the customer to come in the office within two (2) weeks for job search assistance.

When a customer completes his/her training, staff will close activity as successful and contact customer to continue providing support to help obtain employment. Exception occurs when an externship/internship is part of the overall training program. In this situation, staff will close the activity when the customer has completed both the classroom portion and the externship/internship.

Example: Customer is in training to obtain a Class A trucking license, once the customer has completed the course, staff will:

- Approve the second benchmark,
- Close the training activity code,
- Continue with the school to ensure customer received Department of Motor Vehicle License for Class A trucking, and
- Provide additional services, as needed, to help customer obtain employment.

Although the activity is closed, staff will continue to follow up with the training provider and customer to ensure the customer receives the credential within 12 months of exit and collect documentation and services until gainful employment is achieved. Documentation is needed for the credential measure in CalJOBS.

ITA Invoicing

Introduction

Training providers submit invoices for the services provided to Workforce Innovation and Opportunity Act (WIOA) customers directly to the America's Job Center of California (AJCC) for processing. This section describes the Individual Training Account (ITA) invoicing.

Achievement benchmarks

WIOA Eligible Training Providers (ETPs) may invoice Workforce Development Department (WDD) for two (2) achievement benchmarks:

1. **Enrollment**: The provider receives 50% of the total approved ITA amount when the customer has completed a minimum of two (2) weeks (or an equivalent number of hours) of the total training program hours.
2. **Completion:** The provider receives 50% of the total approved ITA amount when the customer has completed the training program and/or attained a recognized training achievement (credential, certificate, degree, course grade, etc.).

Note: ITAs prepared for a special funding project or grant may have different benchmarks.

Fiscal

Fiscal staff will be responsible for creating and sending the ITA invoice to the ETP for the 1st and 2nd benchmark of the ITA Contract. The ITA invoice can be emailed or mailed to the provider (preferably email).

Note: Fiscal staff must follow the guidelines for keeping Personally Identifiable Information (PII) confidential when emailing the invoices to the providers. Customers full name is not to be used in the subject line or in the body of the email; only first name and initial of last name can be used.

Recapturing funds

Through monitoring, audit, or investigation, if it is determined any payment or disbursement made under an ITA is disallowed, in whole or in part, reimbursement to the County of said amount must be made.

The Administrative Supervisor of Administration follows a process of recapturing the amount in accordance with the WDD Procedures for Audit Resolution and Debt Collection if the reimbursement is not received.

Note: Refer to the WDD Administration Handbook, Section 3 – Audit Resolution for the process on disallowed costs.

On-the-Job-Training (OJT)

Introduction

The Workforce Development Department (WDD) offers On-the-Job Training (OJT) to customers who are not earning a self-sufficient wage or wages comparable to or higher than wages from previous employment. A Workforce Development Specialist (WDS) or an employer can identify potential OJT customer.

OJT definition

Workforce Innovation and Opportunity Act (WIOA) defines OJT as training by an employer who provides a paid job-seeker while engaged in productive work in a job that:

- Provides knowledge or skills essential to the full and adequate performance of the job,
- Provides reimbursement to the employer of up to 50 percent of the wage rate of the jobseeker for the extraordinary costs of providing the training and additional supervision related to the training, and
- Is limited to the appropriate time for the job seeker to be trained, considering the content of the training, the prior work experience of the job seeker, and the job seeker's individual employment plan.

Terms

Various terms used in the OJT process are defined as follows:

- **Occupational Information Network (O*Net):** An online database developed by the United States Department of Labor/Employment and Training Administration containing hundreds of occupational definitions used to identify the occupational code(s) called for in completing the Individual OJT Plan. WDD uses the codes to create training objectives and write job descriptions.
- **On-the-Job Training:** Training provided to a paid employee while he/she is engaged in productive work and provides knowledge and skills essential to the full and adequate performance on the job.
- **Reverse Referral:** An employer who is working with a Business Service Representative (BSR) who determines a potential candidate for OJT exists and refers the candidate to a WDS for a skills gap analysis appointment.
- **Skills Gap Analysis:** Analysis completed by the WDS during the meeting with the participant to determine the appropriate length of the contract. Consideration is given to training objectives, the participant's academic and occupational skills level, prior work experience, and Individual Employment Plan.
- **Training Objectives:** Objectives designed to set goals for the participant as a newly hired employee. The objectives serve as justification for the training, the length of training, and level of reimbursement for the contract. The Business Service Representative (BSR) and the employer with consideration of the OJT contract, create the training objectives.

Continued on next page

75% reimbursement

WIOA allows the flexibility to increase the reimbursement level up to 75% of the total wage taking into account the following factors:

- The characteristics of the participants (e.g., length of unemployment, current skill level, and barriers to employment),
- The size of the employer (e.g., small and medium-sized business often have more barriers to participation at lower reimbursement rates),
- The quality of employer-provided training and advancement opportunities, and
- Other factors the Workforce Development Board may determine appropriate, such as:
  - Number of employees participating in the training,
  - Wage and benefit levels of the employees (both pre and post participation earnings), and
  - Relation of the training to the competitiveness of the participant.

The factors/reasons used to determine the increase wage reimbursement levels to 75% must be documented. All OJTs for reimbursements in excess of 50% must receive WDD Director approval.

OJT development

The OJT offers financial incentives to private and public sector employers to hire and train participants. The OJT placement is obtained through a Business Services Representative (BSR) and is developed in consideration of the:

- Skills,
- Knowledge,
- Education,
- Work experience already possessed by the participant, and
- Availability of funds.

OJT extensions

An OJT agreement extension is available for consideration when the employer makes a timely request for interruptions to training due to a reasonably unavoidable or pre-scheduled event. Some examples include, but not limited to:

- Business operations temporarily prevents training
- Trainer becomes unavailable
- Trainee extended illness
- Previously agreed upon time of absence of trainee

Requests made after the agreement end date will not be approved.

OJT phases

The OJT process is completed in four (4) phases. The phases are:

- Phase 1 – Pre-OJT Preparation,
- Phase 2 – Initial Appointment,
- Phase 3 – Contract Completion, and
- Phase 4 – Contract Maintenance/OJT Completion.

Continued on next page

Authorization levels

OJT authorization levels are based on the cost of the OJT before financial aid and scholarships are awarded. The following chart identifies the levels of authorization needed when establishing an OJT on behalf of a customer:

Total Cumulative Cost of Program of Training Services	Levels of Authorizations Needed
$1.00 - $5,000	• BSR • BSR Supervisor
$5,001 - 7,500	• BSR • BSR Supervisor • Business Service Manager
$7,501 and above	• BSR • BSR Supervisor • Business Service Manager • Director or Assistant Director

Phase 1 – Pre-OJT Preparation

The Pre-OJT Preparation phase occurs prior to the initial OJT appointment. The table below outlines the Pre-OJT preparation process.

Stage	Who	Description
1	BSR	Completes the following once the employer identifies a customer (employee): • Collects the following documentation for new employers or verifies for existing employers: – Current Business License, – Current Worker's Comp/Liability Insurance, – Direct Deposit Registration with attached original voided check, – Current W-9, and – Central Contractor Registration System for Award Management/System Award Management (CCR/SAM) printout https://sam.gov/portal/SAM/##11 • Checks CalJOBS to determine if the customer is active and a WDS is assigned before contacting customer. • Contacts the customer and: – Explains reason for the call and the OJT process, – Informs the customer he/she will be contacted by a WDS and is required to complete a WIOA application, – Obtains copies of the Right to Work (RTW) documents – Obtains copies of the Selective Services documents, if applicable, and – Provides the WDS name and contact number. **<u>Note</u>:** BSR will make three (3) different attempts to contact customers (phone call, text, and email) before contacting the employer for assistance if unable to reach customer. Follows up with employer in a week before possibly cancelling OJT if no contact with customer was achieved.

Continued on next page

Phase 1 – Pre-OJT Preparation, (continued)

<table>
<tr><th>Stage</th><th>Who</th><th>Description</th></tr>
<tr><td>1
continued</td><td>BSR</td><td>Emails the AJCC Supervisors to request an initial OJT appointment and provides the:

Customer’s name,
Last four (4) digits of the customer’s social security number,
Customer’s contact information,
Right-to-Work (RTW) documents
Selective Services, if applicable
Job order number, Job Title, and Employer name from CalJOBS,
Hourly wage, and
Training objectives.

<u>Notes</u>:

All personally identifiable information (PII) must be sent as an attachment to the supervisors and is not included in the subject line or the body of the email.
If any of the documents collected expire during the training period, the BSR must collect the renewal documents.
</td></tr>
<tr><td>2</td><td>AJCC Supervisor</td><td>
Assigns a WDS to work with BSR on the OJT, and
Emails the name of the assigned WDS to the BSR.
</td></tr>
<tr><td>3</td><td>WDS</td><td>
Contacts customer within one (1) to two (2) business day of notification from the supervisor,
Explains to the customer reason for calling, how we work with employers, reimbursement, the OJT process, and what documents are required to be completed (i.e., WIOA application, etc.) due to the federal funding,
Completes a telephone screening to verify the customer can provide:

DD-214 (if applicable),
Priority of Service documents (if applicable),
Dislocated worker documents (if applicable), and

Obtains a current resume.
Verifies if a current WIOA enrollment already exists in CalJOBS:

<table>
<tr><th>If an/a…</th><th>Then…</th></tr>
<tr><td>Active enrollment doesn’t exist,</td><td>Proceed with appointment.</td></tr>
<tr><td>Active enrollment exists in a San Bernardino County AJCC,</td><td>Request the case from the assigned WDS, and
Proceed with appointment,</td></tr>
<tr><td>Active enrollment exists outside San Bernardino County,</td><td>Contact BSR Supervisor to verify the OJT is aligned with the current plan.</td></tr>
<tr><td>Youth enrollment exists,</td><td>Contact WDD Youth Staff Analyst to obtain approval for enrollment.</td></tr>
</table>
Schedules an initial OJT appointment to occur as soon as possible. If unable to schedule within a timely basis, notify the BSR for them to contact the business.</td></tr>
</table>

Continued on next page

Phase 2 – Initial Appointment

The initial appointment is conducted to verify and/or determine eligibility, funding source, and to complete a skills gap analysis. The following table outlines the process.

<table>
<tr><th>Stage</th><th>Who</th><th>Description</th></tr>
<tr><td>1</td><td>WDS</td><td>For customers not enrolled, the following actions will be completed:

Orientation video,
Verifies all RTW and eligibility documentation were provided by BSR,
Completes the application in CalJOBS,
Determines eligibility and funding source,
Identifies the skills gap by comparing the:

Necessary skills listed in the job order,
Business needs, and
Customer’s work experience.

Completes, enters activities, and scans the Self-sufficiency bundle, Skills Gap bundle, Initial Assessment, and Individual Employment Plan (IEP),
Determines need for Supportive Services,
Advises the customer to follow the direction of the employer for his/her start date,
Provides customer with his/her business card advising them to contact them if needed during the OJT,
Collaborates with BSR to determine the length of training based on the skills gap analysis,
Completes case notes, and
Emails AJCC Supervisor to review OJT enrollment.

<u>Note</u>: Refer customers who are not eligible or accepted for OJT to other available AJCC services and inform BSR of the reason for ineligibility.</td></tr>
<tr><td>2</td><td>AJCC Supervisor</td><td>Reviews OJT enrollment, and determines:
<table>
<tr><th>If…</th><th>Then…</th></tr>
<tr><td>Approved,</td><td>Emails WDS and BSR approval.</td></tr>
<tr><td>Not approved,</td><td>Discusses with WDS:

To make corrections, if necessary, or
If the OJT is necessary or reasonable job (i.e., low wages, no skills gap, etc.) and have the WDS discuss reasons for the denial with the BSR either by email or verbal discussion.
</td></tr>
</table></td></tr>
<tr><td>3</td><td>WDS</td><td>Completes a case note regarding the skills gap and enrollment.</td></tr>
</table>

Phase 3 - Contract Completion

The Contract Completion is phase 3 of the OJT process, which is completed in two parts:

- Part 1 – OJT contract through DocuSign, and
- Part 2 – Contract completion process after DocuSign is completed.

Continued on next page

Phase 3 – Part 1

The OJT Contract is a template in DocuSign for the BSR to begin the contract completion process. Prior to completing the contract in DocuSign, the BSR must email a screenshot of the customers enrollment to his/her supervisor to confirm customer is enrolled into WIOA. Due to the limitations in DocuSign, the OJT Contract has been split and only the forms requiring signatures from customers, employers, supervisors, managers, and fiscal is available in DocuSign along with the OJT Contract Amendment.

Staff **will not** be allowed to edit or create templates in DocuSign; all templates must be created and edited by the WDD DocuSign Administrator.

Note: Refer to the **Program Guide, Chapter 14 – Technology Tools** for additional information on DocuSign.

The BSR will complete the following steps for sending the OJT Contract through DocuSign.

Step	Action
1	Log into DocuSign website: https://account.docusign.com/
2	• Click the **Start** button from the home page, and • Select **Use a Template** from the drop-down box.
3	Locate the appropriate template to use from either the: • Shared with me folder (under template section), or • Favorites folder, if user marked form as a favorite (under template section), or • Shared folder, and • Select OJT (forms are listed by name).
4	• Click the **Use** button for the appropriate template, the **Recipient** page will appear, • Enter the appropriate information only in the **blank fields** on the **Recipient** page, • Click **Send** button, • Complete the required entries by ***tabbing*** through the document and at the bottom of the page, enter the Customer First Name and Last Initial in the Email Subject line. **Note:** **Do Not** change any of the pre-populated entries on the Recipient page. The only exception is the email subject line located under the "Message to all Recipients" section. Refer to the **Program Guide, Chapter 14 – Technology Tools** in the DocuSign section on the Recipient page block for additional information.
5	Select either **Sign Now** or **Sign Later**. **Note:** Refer to the **Program Guide, Chapter 14 – Technology Tools** in the DocuSign section for the Sign Now or Sign Later block for additional information.
6	• Complete the OJT contract, and • Click the **Finish** button.

Continued on next page

Approval button

Before signatures are obtained, Business Services Supervisor, Manager, and/or Director are required to approve the OJT Contract. An approval button has been incorporated into the DocuSign process allowing for the appropriate levels of management to review and approve the OJT Contract. If the contract is to be denied, the Business Service Manager and Director will email the BSR and BSR Supervisor for the envelop to be cancelled/voided.

Once OJT is approved, the Business Services Supervisor will:

- Request a contract number from the BST, and
- Provide the contract number to the BSR for inputting into DocuSign.

Phase 3 – Part 2

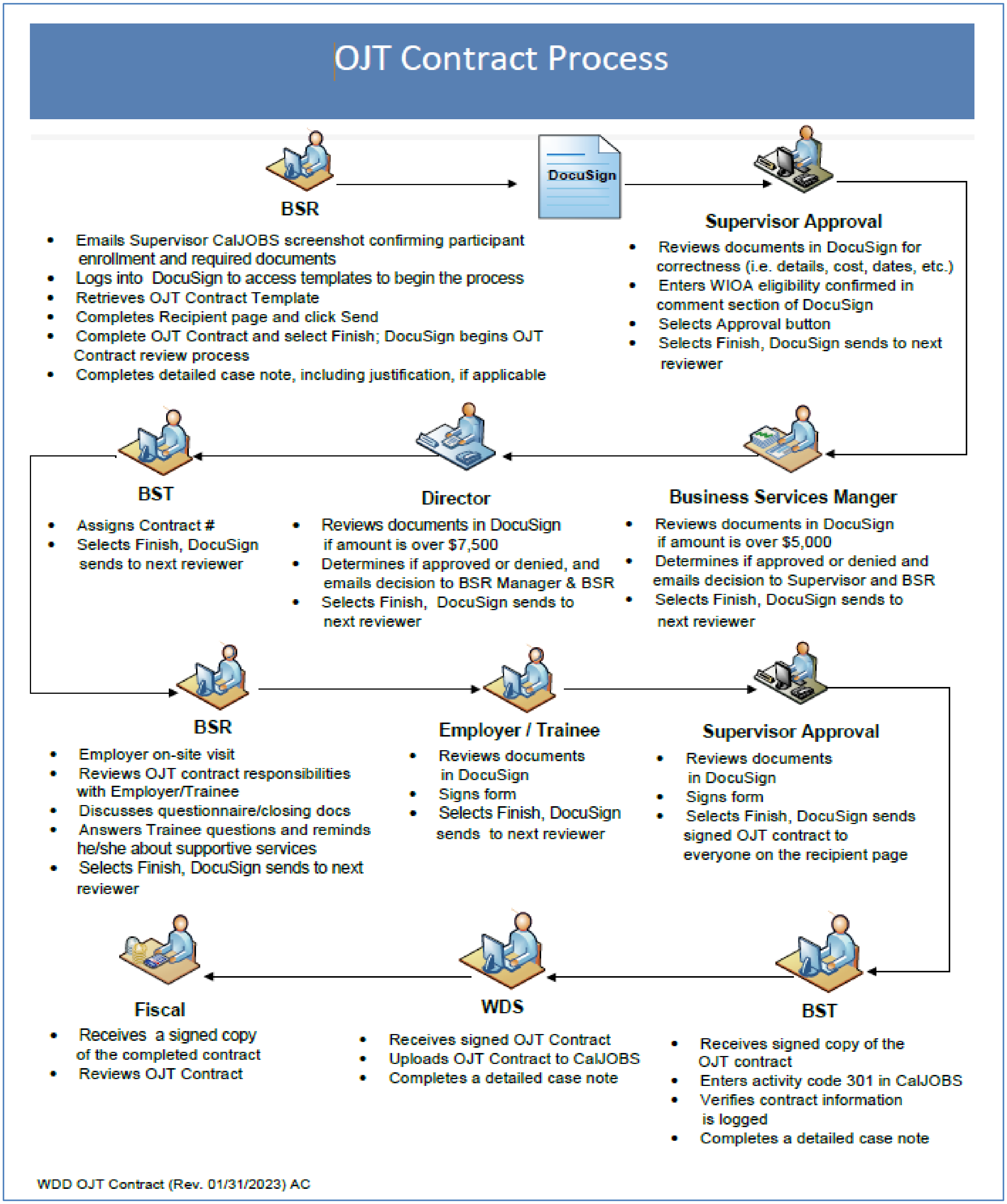
After part 1 is completed, part 2 of the contract completion is finished by various staff. The table below outlines part 2 of the contract completion process.

Stage	Who	Description
1	BSR	• Goes to the employer site on first day of training, • Reviews the OJT contract with the employer and employee, • Obtains signatures through DocuSign, • Discusses questionnaire and closing documents, • Answers any questions from employer or employee, • Reminds employee about any supportive services he/she may need and how to request assistance, and • Enters employer activity code E30 in CalJOBS.
2	BSR Supervisor	• Reviews OJT documents in DocuSign, and • Completes final signature and approval on the OJT Contract.
3	BST	• Receives OJT Contract from DocuSign, • Enters contract information into the BSR Tracking log in SmartSheets, • Enters 301 Activity code in the participants case file in CalJOBS, • Completes a detailed case note in participants case file in CalJOBS, • Uploads OJT contract in participants case file in CalJOBS, and • Saves OJT contract and any additional documents in the appropriate employer file by fiscal year and program (Adult or Dislocated Worker) in the BSR SmartSheets.
4	Fiscal	DocuSign sends a completed OJT contract with all signatures and approvals for fiscal to process.

Continued on next page

OJT Contract Workflow

The workflow chart below outlines the OJT Contract process through DocuSign.



Continued on next page

On-the-Job-Training (OJT), Continued

Questionnaire

The Worksite Supervisor and participant questionnaires have been removed from the OJT Contract and are separate fillable Portable Document Format (PDF) documents. The BSR will continue to collect the information 30 days after the OJT Contract has been implemented.

Note: Refer to the Training for the OJT process in this chapter for additional information.

Close-out packet

The close-out packet consists of the:

- OJT Invoice, and
- OT Performance Review.

These documents are fillable PDFs and are not included in the OJT DocuSign process due to formulas that are embedded in the document to ensure appropriate hours and totals are entered. The BSR will email the close-out document to the employer at the appropriate time.

Note: Refer to the Training for the OJT process in this chapter for additional information.

Certificate

The BSR will email the Certificate of Completion to the employer to complete if the participant completed a successful OJT. The completed Certificate of Completion is emailed to the BST for uploading document in CalJOBS and completing a case note and measurable skills gain.

Reminder: The BSR will continue to inform the employer to leave the date blank on the certificate.

Merge PDF Documents

Once the OJT contracts are completely signed staff will be required to merge the two (2) PDF documents into one (1) document before uploading into CalJOBS.

Note: Refer to **Program Guide, Chapter 14 – Technology Tools**, DocuSign section of the chapter.

Case note

Case notes are to be completed in CalJOBS by all staff (AJCC and Business Services) throughout the OJT process to record what has transpired with the participant and employer.

The BSS will complete a detailed case note, including any required justification in the customer's case file in CalJOBS prior to beginning the DocuSign OJT.

Continued on next page

On-the-Job-Training (OJT), Continued

OJT amendments

In situations where staff is notified by a Provider that circumstances regarding the OJT has changed, an OJT Contract Amendment form must be sent to the Provider to complete. Staff will complete the following steps when requiring an amendment to an OJT contract.

Step	Action
1	Log into DocuSign.
2	• Click the **Start** button from the **Home page,** • Select **Send Envelope,** and • Click on **Use Template**.
3	• Select **OJT Amendment template**, and • Click on **Upload** button.
4	• Navigate to the original OJT Contract, and • Upload original OJT Contract.
5	• Complete **Recipient** information page for the appropriate individuals, and • Select **Send**.
6	• Upload signed OJT Contract Amendment form only into the customer's CalJOBS case file. It is not required to re-upload the original OJT contract.
7	Complete a detailed case note and include the amendment number to identify how many amendments have been completed for auditing purposes.

DocuSign will send the OJT Contract Amendment to the Employer before getting Manager/Supervisor to sign and approve the change. Fiscal will receive an email to review and sign off on the amendment received.

Phase 4 - Contract Maintenance and OJT completion

The final phase is the contract maintenance and OJT completion phase. This phase is completed by various staff as outlined in the table below.

Stage	Who	Description
1	BSR	• Sets calendar control for approximately 30 days after the OJT begins to: – Call, email, or visit the employer to obtain job performance review information about the customer, which may include: ✓ Quality of work, ✓ Ability to work with others, ✓ Work habits and initiative, and ✓ Overall status. – Enters employer activity code E57 in CalJOBS, and – Case notes the contact results in CalJOBS. • Sets monthly calendar controls to call the employer for updates on the employee and his/her performance. • Emails WDS with updates on how the training is going as well as if any concerns arise during the monthly contact with the employer, • Sets a calendar control for midway through the contract to: – Visits the worksite to complete the trainee and employer Questionnaires, – Enters employer activity code E57 in CalJOBS, – Case notes the contact and results in CalJOBS, and – Sends the Questionnaires to the BST.

Continued on next page

Phase 4 – Contract Maintenance and OJT completion, (continued)

Stage	Who	Description
2	WDS	Case notes in customer file: • Any feedback received by the BSR regarding performance concerns, and • When contacting customer on a monthly basis to see how things are going at the job site.
3	BST	• Scans the Questionnaires into the participant's case file in CalJOBS, and • Saves a copy into the business services share drive under the electronic case file by the employer's name.

4	BSR	Completes the following actions within five (5) days of the completion of hours/contract end date (invoice period):
		• Meets with employer to:
		  – Provide Certificate of Completion,
		  – Obtain completed invoice with back up documentation (payroll reports or paystubs, etc.),
		  – Complete the bottom of the Performance Review Form to collect the following information:
		    ✓ Training end date,
		    ✓ Retained employment,
		    ✓ Job Title,
		    ✓ Hourly wage,
		    ✓ Hours per week,
		    ✓ Green job,
		    ✓ Fringe/Health benefits, and
		    ✓ Covered by Unemployment.
		• Sends BST the:
		  – Certificate of Completion,
		  – Performance review form, and
		  – Invoice with back up documentation (payroll reports or paystubs, etc.).
		• Enters employer activity code E57 in CalJOBS, and
		• Case notes the contact and results in CalJOBS.
		
		Note: If the trainee worked less than 10 days, a performance review is not necessary.

5	BST	Processes invoice within three (3) business days of BST receiving the invoice with back up documentation (payroll reports or paystubs, etc.) and completes the following steps: • Closes the 301 activity code in CalJOBS, • Completes the entry for the measurable skills gain and credentials, • Reconciles the time sheet with the contracted hours and completes the *For County Use Only* section of the invoice, • Logs invoice on the BSU OJT Tracking log, • Scans and saves invoice and Performance Review Form (if applicable) to the electronic case file on the Business Services share drive, • Forwards the originals to fiscal, • Sends an email to the WDS letting them know copies of the invoice and Performance Review Form and certificate have been uploaded in the participants case file in CalJOBS,

Continued on next page

Phase 4 – Contract Maintenance and OJT completion, (continued)

<table>
<tr><th>Stage</th><th>Who</th><th>Description</th></tr>
<tr><td>5
continued</td><td>BST</td><td>Posts employment information onto the BSU OJT Tracking log, and
Saves documents in the electronic case file in the Business Services share drive including back up documentation (payroll reports or pay stubs).</td></tr>
<tr><td>6</td><td>Fiscal</td><td>Processes the invoice for payment, or
Returns the invoice to the BST for corrections.</td></tr>
<tr><td>7</td><td>WDS</td><td>Reviews the Performance Review Form to determine:
<table>
<tr><th>If the OJT was…</th><th>Then…</th></tr>
<tr><td>Successfully completed, and Participant remains employed,</td><td>Completes a case note in CalJOBS, and
Continues to manage the case during the follow-up period.</td></tr>
<tr><td>Completed and the participant is not employed, or
Not successfully completed,</td><td>Contacts the participant regarding continuing WIOA services, and
Enters detailed case notes.</td></tr>
</table></td></tr>
</table>

OJT referrals to BSR

In situations where the WDS is working with a customer and determines he/she may benefit from an OJT, the WDS should refer the OJT to the BSR. The WDS will:

- Review job postings for available OJTs with the customer,
- Provide customer's resume with job order to the BSR in the WDS' designated AJCC office for consideration.

If there are no job postings available, the WDS can email the BSR the customer's resume, type of work the customer is looking for, and ask if an OJT can be developed.

On-the-Job-Training Invoicing

Introduction

This section provides guidance for On-the-Job Training (OJT) Invoice completed by the Business Services Representative (BSR) when the customer has completed the OJT requirements.

OJT Employer Invoice

The OJT Employer Invoice must include the Employer's information and the employer is required to submit one (1) final invoice to the BSR at the end of the contract.

The OJT Employer Invoice includes the maximum reimbursable caps for hours per day and month as follows:

- *Maximum reimbursable hours per day* = **8 hours**
- *Maximum reimbursable hours per month* = **160 hours**

The employer is to continue entering training hours in the 31-day table and tabulate the total hours for the invoicing period.

The invoice is reviewed and processed by the Business Service Technician (BST) who ensures the hours credited for the invoicing period adheres to the reimbursable cap requirements as follows:

1. Convert entries exceeding 8 hours to the reimbursable cap of 8 hours.
2. Calculate total hours for the month.
3. Submit invoice to fiscal for reimbursement:
    - If total hours exceed 160 hours – adhere to maximum reimbursable cap per invoice before submitting reimbursement for payment.
    - If total hours are less than 160 hours, submit the equivalent hours for reimbursement.
    - In either scenario, the available balance of reimbursable hours needs to be identified to ensure the contract amount is not exceeded.

Other Key Updates

Other key updates regarding the OJT are as follows:

- The Business Services Supervisor/Manager signature is required on invoice to approve payment prior to submission to Fiscal; this requirement should not delay or impact reporting of OJT completion to Workforce Development Specialist (WDS).
- The OJT Packet leads with the OJT Checklist.
- The employer will initial two (2) stipulations in the contract pertaining to the invoice and trainee performance due dates.
    - The employer will have five (5) calendars days from the end of the training period to submit invoice and job performance review.
    - The employer will have five (5) calendar days from the end of the contract or employee termination to initiate and complete billing process.
- The BST scans the OJT Invoices in the employer's electronic case file and the participants case file in CalJOBS.

Incumbent Worker Training

Introduction

Incumbent Worker Training (IWT) provides both workers and employers with the opportunity to build and maintain a quality workforce and increase both participants' and employers' competitiveness. This section provides information about IWT.

The Workforce Development Board (WDB) Policy #5 outlines IWT.

What is IWT

IWT is a type of work-based training and upskilling designed to meet the needs of an employer or group of employers to retain a skilled workforce or avert layoffs. IWT is not permitted to be used to provide the occupational training a new hire need. IWT can be used to either:

- Help avert potential layoffs of employees, or
- Obtain the skills necessary to retain employment, such as increasing the skill levels of employees so he/she can be promoted within the company and create backfill opportunities for less-skilled employees.

IWT fund

IWT is part of a comprehensive business engagement strategy designed to meet the special requirements of an employer (including a group of employers) to upskill current employees.

The Workforce Innovation and Opportunity Act (WIOA) allows the Workforce Development Board (WDB) to use up to 20 percent of the Adult and Dislocated Worker funds for IWT activities. The 20 percent can only be used for program activities and cannot be used for administrative functions. For an employer to receive IWT funds, the individual(s) receiving training must:

- Be employed,
- Meet the Fair Labor Standards Act requirements for an employer-employee relationship,
- Have an established employment history with the employer for six (6) months or more (which may include time spent as a temporary or contract worker performing work for the employer receiving IWT funds), and
- Meet the Selective Service requirements.

Rapid Response: WDB can leverage Rapid Response funds by including IWT as part of a robust layoff aversion strategy for the Local Workforce Development Area (LWDA). WDB has the flexibility to determine which strategies and activities are applicable in a given situation, based upon the specific needs, policies, and procedures within the LWDA.

Note: Employment Development Department (EDD) Workforce Services Financial Management Unit will be tracking the IWT expenditures to ensure the Local WDBs do not exceed the 20 percent allowance for IWT.

Continued on next page

Who may receive IWT funds

IWT should be provided to private sector employers, but there may be instances where non-profit and local government entities may receive IWT funds.

Example: IWT funds may be used in the health care industry where nursing upskilling opportunities are available in a hospital operated by a non-profit organization.

ITA Funding

The WIOA defines IWT as a business service, therefore, the delivery of IWT does not require the use of an Individual Training Account (ITA) or that the training program be listed on the Eligible Training Provider List (ETPL). **No** ITA contract will be used for IWTs.

IWT characteristics

The following characteristics define IWT:

- Designed to meet the special requirements of an employer (including a group of employers) to retain a skilled workforce, avert the need to lay-off employees by assisting the workers in obtaining the skills necessary to retain employment, and/or provide training that will result in progression on a career pathway and income mobility.
- Conducted with a commitment by the employer to retain employees, avert the layoff(s) of the incumbent worker(s) trained for a period of six months following completion of the training, or promote incumbent workers to higher paying positions.
- Increases the competitiveness of the employer or employee.
- Gives employees the opportunity to progress on his/her career pathway by providing opportunities to obtain certificates or credentials based on the employers need.

IWT eligibility

The Workforce Development Department (WDD) will determine an employer's eligibility for participating in IWT based on the following factors which help to evaluate whether training would increase the competitiveness of the employees or both the employees and the employer:

- The characteristics of the individuals in the program,
- The training improves the competitiveness of the employees and employer, and
- Other factors WDD may consider appropriate:
  - Employer size and number of employees participating in the training.
  - The employees' advancement opportunities, along with wages and benefits (both pre-and post-training earnings)
  - The existence of other training and advancement opportunities provided by the employer.
  - Credentials and skills gained as a result of the training.
  - Layoffs averted as a result of the training.
  - Utilization as part of a larger sector and/or career pathway strategy.

Continued on next page

Follow-up

There are two (2) follow-up processes:

1. Follow-up with the employer, trainer, and participant throughout the training period to determine attendance and progress.
2. Follow-up shall be performed six months after reported completion of IWT to determine outcomes (retained employments, advancement, and increased wages).

The BSS is responsible to complete the first follow-up and EDD will conduct a base wage match to obtain their employment and earnings for the second six month follow-up.

Non-Federal/ Employer share

Employers participating in the IWT program is required to contribute to the cost of training through cash or in-kind (known as Non-Federal/Employer Share). The wages paid to individuals while in training may include the wages the employer pays to the individual while they are attending the training.

The minimum amount of the employers' share in IWT is based on the total number of employees participating in the training at all locations operated by the employer in California and are as follows:

- At least 10 percent of the cost for employers with 50 or fewer employees.
- At least 25 percent of the cost for employers with 51 to 100 employees.
- At least 50 percent of the cost for employers with more than 100 employees.

The non-Federal/Employer Share may include:

- Wages paid by the employer to the participating employee while the employee is attending the incumbent training program,
- Cost of books, tools, and/or supplies,
- Cost of registration, tuition, other school fees,
- Cost of the teacher/instructor,
- On-the-job portion of training if required for certification/licensing, and
- Other costs, fairly evaluated.

Co-enrolled

An eligible individual participating in IWT is not required to meet the eligibility requirements for the Adult or Dislocated Worker program, unless he/she are also co-enrolled as a participant in the WIOA Adult or Dislocated Worker program and will receive WIOA funded services in addition to the IWT. Individual Employment Plan (IEP) is not required for IWT only participants.

Social security number (SSN)

The DOL encourages the collection of SSNs as part of the training contract with the employer. Individuals with a pseudo-SSN or with no SSN are the WDB's responsibility to provide supplemental data. To ensure EDD completes the six-month follow-up, the BSS/BST will obtain a copy of the participants SSN and upload the document into CalJOBS.

WDB share

The WDB's share of the cost of training includes the delivery of IWT (e.g., teacher, books, materials), but excludes the cost of individual wages paid by the employer while the employee is attending/participating in the training.

Continued on next page

IWT employer application

The employer must complete the IWT Employer Application to determine if the IWT program will benefit the employer's business. The Business Services Manager (BSM) will discuss the IWT Employer Application with WDD Leadership Team. The WDD Leadership Team will determine if the IWT Employer Application will be approved prior to establishing a contract or a Purchase Order (PO).

Once the employer is determined to benefit from the IWT program, The BSM will complete the WDD Use only section of the application. The BSS will begin the participant process, and the BST must enter the employer code immediately in CalJOBS.

The IWT Employer Application is located in the **WDD Intranet>Forms> Training tab**.

The completed and signed IWT Employer Application and any supporting documentation will be saved in the **WDD Share Drive>Business Services>Business Admin>IWT contracts.** In addition to the share drive, the IWT Employer Application will be uploaded into CalJOBS under the employer case file.

IWT participant questionnaire

The IWT Participant Questionnaire, which is completed by the participant(s) is used as the application to enroll the participant into the program. The IWT participant questionnaire is uploaded into CalJOBS by the BST. The BST will receive the completed IWT Participant Questionnaire along with the Supplemental questions from DocuSign. The BST will review the Questionnaire regarding the Selective Services question. If the question is not answered by the male participant, the BST will search the Selective Services website to verify the participant is registered. A case note is required to be completed in CalJOBS regarding the registration.

The IWT Participant Questionnaire is located in the **WDD Intranet>Forms> Training tab.**

The completed and signed IWT Participant Questionnaire will be uploaded into CalJOBS under the participant's name.

Scope of Work

Once the Business Services Specialist (BSS) notifies the employer the IWT was approved, the trainer or employer must provide a scope of work. The scope of work should include, but not limited to the following:

- Objective
- Scope of Project
- Anticipated Impact
- Client Commitments
- Project Schedule
- Project Team

Training

Qualified training can be provided in-house, by a training agency, or by a third party. Training providers should be California-based, unless the training is so unique that a training provider cannot be found in California. The choice and method of training are determined by the employer.

The BSS will work with the training provider once the IWT employer application is approved.

Continued on next page

Training method

The following are types of training methods allowable for IWT:

- Classroom training – Instruction in a classroom setting provided to a group of trainees and conducted by a qualified instructor.
- Laboratory training – Hands-on instruction or skill acquisition under the constant and direct guidance of a qualified trainer. Laboratory training may:
  - Require the use of specialized equipment or facilities.
  - Be conducted in a simulated work setting or at a productive work setting, also known as Productive Laboratory.
- Computer-based training – Delivered through a computer program at a pace set by the trainee. There is no requirement for delivery by a live trainer and training does not have to be interactive.
- Video Conference training live – Interactive instruction provided by a trainer through a video communications session.
- E-Learning instruction - Delivered through a web-based system, conducted in a virtual environment utilizing a web meeting/webinar.

IWT Employer Training Matrix

The BSS is responsible for the completion of the IWT Employer Training Matrix once the IWT Employer Application is approved. The IWT Employer Training Matrix includes the following information:

- Agreement #
- Employer Name
- Training Provider
- Training topic
- Training dates/period
- First and Last name of the participant
- Job title
- Email address
- Total target trainee hours
- Trainee hourly compensation rate
- Total training wages

The IWT Employer Training Matrix is located in the **WDD Intranet> Forms> Training tab**.

Training Procurement

WDD is utilizing a sole source procurement to be in compliance with WIOA Section 134(d)(4)(C)-(D)]. The choice and method for qualified training are determined by the employer. The WDD ADMIN Business Staff Analyst will be required to complete the Non-Competitive Justification form for the IWT.

The IWT Non-Competitive Justification form is located in the **WDD Intranet> Forms>Training Tab.**

Continued on next page

IWT process The following table outlines the complete IWT process for staff.

<table>
<tr><th>Stage</th><th>Description</th></tr>
<tr><td>1</td><td>Employer completes the IWT Training Application via DocuSign.</td></tr>
<tr><td>2</td><td>Leadership Team will:
Review the IWT Training Application,
Determine if approved to proceed (based on salary amount, position, etc.) with IWT contract and participant process, and
Instruct BSR Manager to relay decision to the BSS.</td></tr>
<tr><td>3</td><td>BSS will:
Contact employer to let them know if the IWT is approved or not:
<table><tr><th>If…</th><th>Then…</th></tr><tr><td>Not approved,</td><td>Offer the employer any other available programs or resources to assist with the company’s business needs.</td></tr><tr><td>Approved,</td><td>The Business Staff Analyst will determine the appropriate payment mechanism in accordance with county purchasing guidelines, and
Email the WDD ADMIN Business Staff Analyst with the IWT particulars to begin the process.</td></tr></table>
Complete the DocuSign process for sending the IWT Participant Questionnaire to the participants,
Inform employer to submit a Scope of Work,
Work with the Trainer regarding the training,
Complete the IWT Employer Training Matrix,
Complete a case note on the employer’s case file in CalJOBS, and
Confirm the BST received copies of the IWT Participant Questionnaire(s) from DocuSign for processing,</td></tr>
<tr><td>4</td><td>WDD ADMIN Business Staff Analyst II will:
Determine if the IWT will be a:
County Standard MOU Agreement,
Contract, or
Purchase Order (PO).
Complete the Non-Competitive Justification form for Sole Source IWT program.
Complete the Consultant/Contractor Checklist form.
Send fiscal the following supporting documentations:
County Standard MOU Agreement, Contract, or PO
WIOA terms and conditions addendum
Signed Non-Competitive Justification form
Signed Consultant/Contractor Checklist form
Employer Application</td></tr>
<tr><td>5</td><td>BST will:
Enter the E68 IWT employer code in CalJOBS,
Confirm the participants are enrolled in CalJOBS and if not, enroll participants.
Email Business Service Manager that the participants are enrolled to confirm enrollments are completed in CalJOBS.
Complete the data entry fields of the IWT Participant Questionnaire in CalJOBS for each participant, and
Upload the IWT Participant Questionnaire into CalJOBS and complete a case note in the participant’s file.</td></tr>
<tr><td>6</td><td>BSS will:
Contact the employer and trainer on first day of training to confirm the participant names who are attending the training, and
Notify the BST who attended the first day of training.</td></tr>
</table>

Continued on next page

IWT process, continued

Stage	Description
7	BST will: • Enter IWT activity code 308 for each participant who attended first day of training into CalJOBS, • Email Business Service Manager the activity code is entered to confirm activity code is completed for each participant in CalJOBS, and • Complete a detailed case note. **Note:** Refer to the Incumbent Worker Tracking section for information regarding CalJOBS entries.

8	BSS will:
	• Follow-up with the employer and trainer regarding the progress of the participants throughout the training,
	• Obtain copies of the certificates of completion from the training provider or employer,
	• Contact employer and trainer to confirm date training ended,
	• Notify the BST when the training ended, and
	• Follow-up six months after completion of the training with the employer for participants who didn't provide SSN to determine outcomes:
	  – Retained employments,
	  – Advancement, and
	  – Increased wages.

9	BST will do the following once the training is completed: • Close out the IWT activity code 308 for each participant in CalJOBS, • Upload the certificate of completion, and • Complete a case note.

Business Services Manager will review CalJOBS when enrollment is completed and when the IWT Activity code is entered to confirm IWT for each participant is active.

Performance

Eligibility for IWT is determined at the employer level (not the individual level). The Department of Labor (DOL) does not consider individuals in IWT to be a participant in the Adult and/or Dislocated Worker program. Individuals who only receive IWT are not included in the WIOA Adult or Dislocated Worker program performance calculations. However, the DOL requires Local Boards and the State to report certain participant and performance data on all individuals participating in IWT. The required information for these individuals is limited to:

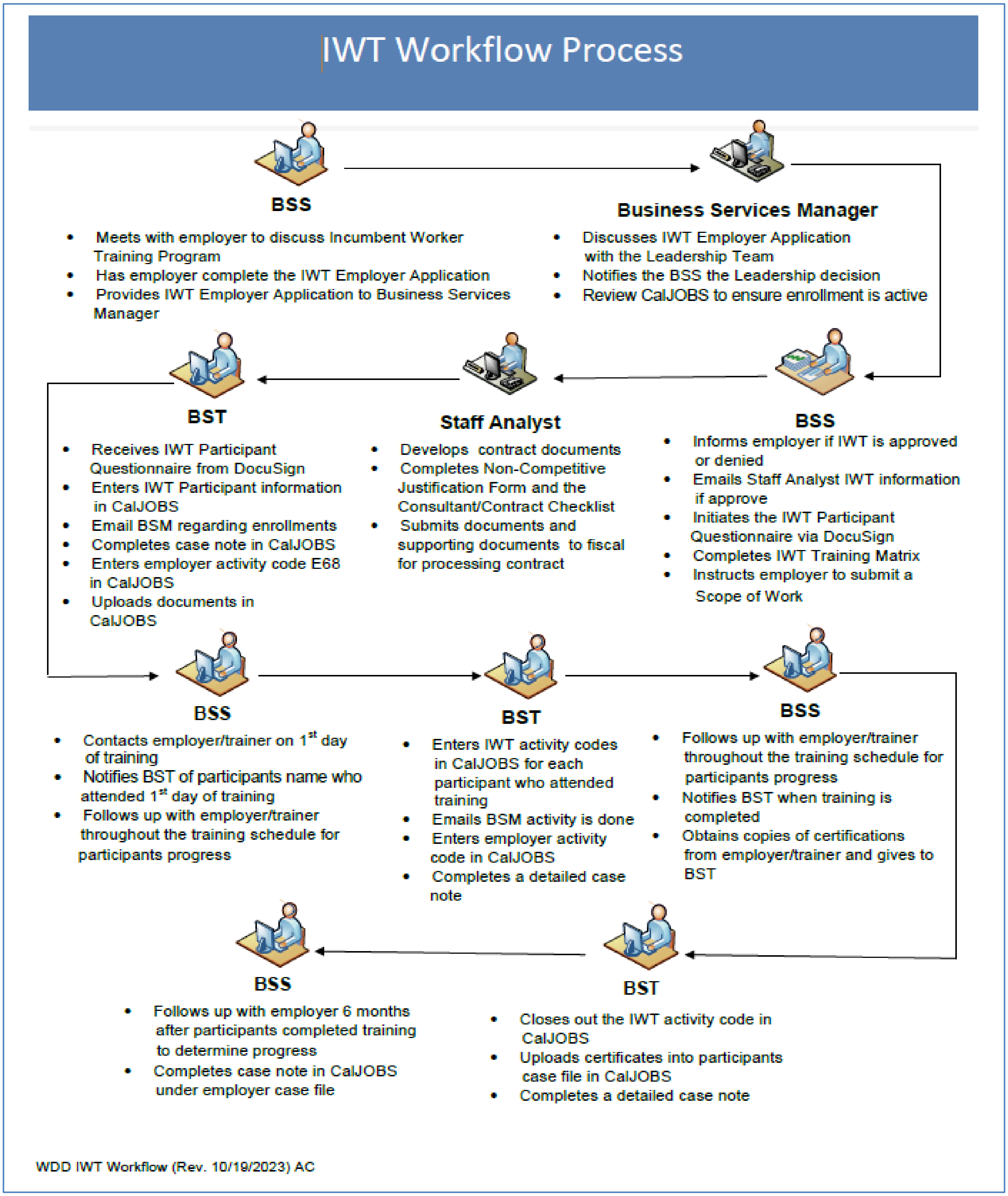
- Demographic information, and
- Information necessary to calculate employment in the:
  - Second (2nd) and 4th quarters after exit,
  - Median earnings in the 2nd quarter after exit,
  - Measurable skill gains, and
  - Credential attainment (information is **required** to be entered into CalJOBS).

Note: For IWT-only individuals, the exit date is the last date of training, as indicated in the training contract. An IWT customer who becomes a participant in the Adult or Dislocated Worker program at any point, will be included in the performance calculations for the core program that provides the additional service.

Continued on next page

IWT workflow

The workflow chart below outlines the IWT process completed by Business Services staff.



Incumbent Worker Tracking

Introduction

All Incumbent Worker Training (IWT) must be reported to the Department of Labor (DOL), regardless of whether the customer becomes a participant in one of the other Workforce Innovation and Opportunity Act (WIOA) programs.

EDD Tracking

The Employment Development Department (EDD) Workforce Services Branch's Financial Management Unit (FMU) keeps track of IWT expenditures to ensure Local Boards do not exceed the 20% allowance for Adult and Dislocated Work funds for IWT.

Each quarter, FMU compiles a report for the Local Boards detailing where they stand in regard to IWT expenditure levels.

Note: IWT expenditures can be counted toward the training expenditure requirement in WSD18-10 (PDF). The employer contributions for IWT can be counted as leveraged dollars.

Participant entries

The Business Services Technician (BST) will be required to enter the individuals who participate in IWT in CalJOBS and ensure IWT eligibility date is entered. The application and eligibility requirements for the IWT eligibility is truncated and requires minimal information.

Employer entry

Business Services Technician (BST) staff must ensure the employer participating in IWT is registered as a preferred employer (recruiting employer) in CalJOBS and **activity code E68 – IWT** is entered into the employer's account. The activity code is entered immediately once the BST is notified the contract has been approved.

CalJOBS

All recipients of IWT must be reported to the DOL, regardless of whether the customer is a participant in one of the other WIOA programs. Individuals who participate in IWT must be registered in CalJOBS, and do the following:

- Title I: Enter the eligibility date for the Incumbent Worker application. Minimal information is needed on the IWT application and eligibility.
- On the Eligibility Summary tab of the Title I application:
  - Set "Incumbent Worker Eligibility" to yes, and
  - Add the appropriate IWT grant code and select [Finish] to save the application.
- CalJOBS Activity Code 308: Add the appropriate funding stream for the duration of the IWT to the application. If WIOA funds are used, ***staff must associate grant code 2284 – Incumbent Worker Training Participant to the 308 – IWT activity code***.

Continued on next page

Documentation

The Workforce Development Board (WDB) IWT policy and the documentation for each IWT initiative must be retained. The documentation will be stored in the employer and participant case file in CalJOBS and in the Business Services Share Drive. The WDB's responsibility, in partnership with the employer, is to ensure all:

- Training is completed, and
- Certificates of completion are obtained for each trainee and uploaded into CalJOBS.

Note: The documentation will be subject to monitoring.

IWT Participant Tracking document

Although CalJOBS can provide a report for all IWT's entered into the system, a separate IWT Tracking log was created to track participant information and for budgeting purposes. The IWT Tracking Log will be required to be completed by the BSS with the following information:

- Staff trainee name
- Last 4 number of participants Social Security Number (SSN)
- Date of employment
- Hourly wage at training start
- Position Title at start of training
- Training start date
- Training completion date
- Position Title after training completion
- Hourly wage after training completion
- Certificate received
- MSG/Credential date entered into CalJOBS

The IWT Tracking Log will be maintained in the following share drive:
W:\Business Services\Business Services Admin

Incumbent Worker Purchase Order and Invoices

Introduction

Workforce Development Department (WDD) Business Services Staff Analyst completes a purchase order (PO) for IWT contracts and training providers submit invoices for the Incumbent Worker Training (IWT) services provided to Workforce Innovation and Opportunity Act (WIOA) customers directly to the Business Services Specialist (BSS) for processing. This section describes the Incumbent Worker PO and invoicing process.

PO attachment

The WDD Business Services Staff Analyst will obtain a PO from fiscal to complete. When submitting the PO, the WDD Business Services Staff Analyst must include the WIOA terms and conditions addendum for fiscal to process. The WDD Business Services Staff Analyst must include in the email text to fiscal to add the WIOA terms and conditions addendum in the “Supplier Free Text” field before processing the PO.

The WIOA terms and conditions addendum is located on the **Intranet> Forms>Administrative tab**.

County Departments are not allowed to amend the PO terms and conditions that is in the System Applications and Products (SAP). Therefore, fiscal staff must add a “Supplier Free Text” entry to the PO with the following text message: **Additional WIOA terms and conditions apply, see attached document.** Fiscal staff will attach the IWT WIOA terms and conditions addendum to the PO.

The “Supplier Free Text” entry is required to ensure the vendor sees the PO has additional terms and conditions when the PO is signed.

Attendance and progress

Part of the training services requires documentation of the customer’s participation with the chosen provider by obtaining the attendance and progress for the IWT. The attendance and progress reports should only be for an individual and not for multiple participants.

The BSS is required to obtain attendance and progress report and forward the documents to the Business Services Technician (BST). The BST will upload the attendance and progress reports into the participants case file in CalJOBS and complete a case note.

<u>Reminder</u>: Any attendance and progress report submitted with multiple names will need to be separated out prior to the BST uploading documents into CalJOBS. This is important to avoid any Personally Identifiable Information (PII) from another participant from being included erroneously into another participant’s case file (monitoring finding).

Invoice

Once the IWT is completed, the Training Provider (either employer or training organization) will be required to submit an invoice to the BSS and carbon copy (cc) to the Business Services Manager.

Continued on next page

Invoice, continued

The invoice process is as follows:

<table>
<tr><th>Stage</th><th>Description</th></tr>
<tr><td>1</td><td>The BSS will:
Review the invoice for completeness,
Ensure the correct amount is being submitted,
Verify the trainee:
Names,
Hours completed,
Topic, and
Completion date of the training
Obtain:
Certificate of completion for each trainee,
Progress reports on the trainees, and
Attendance reports.
Forward the:
Invoice to his/her supervisor for approval, and
Attendance, progress reports and certificate of completion to the BST
Update the IWT Tracking log.</td></tr>
<tr><td>2</td><td>The Business Services Supervisor will:
Review the invoice for completeness,
Approve or deny the invoice
<table><tr><th>If …</th><th>Then …</th></tr><tr><td>Approved,</td><td>Notify BSS the invoice is approved, and
Forward invoice to fiscal for processing.</td></tr><tr><td>Not approved,</td><td>Notify BSS the invoice is not approved,
Provide reason for denial, and
Instruct BSS what needs to be corrected for invoice to be approved for processing.</td></tr></table></td></tr>
<tr><td>3</td><td>The BST will upload the following documents into the participants case file in CalJOBS:
Attendance and progress reports
Certificate of completion
Verify the IWT activity code is closed, and
Complete a case note</td></tr>
</table>

Fiscal

The Training Provider (employer or organization) will submit one (1) invoice at the completion of the IWT to the BSS.

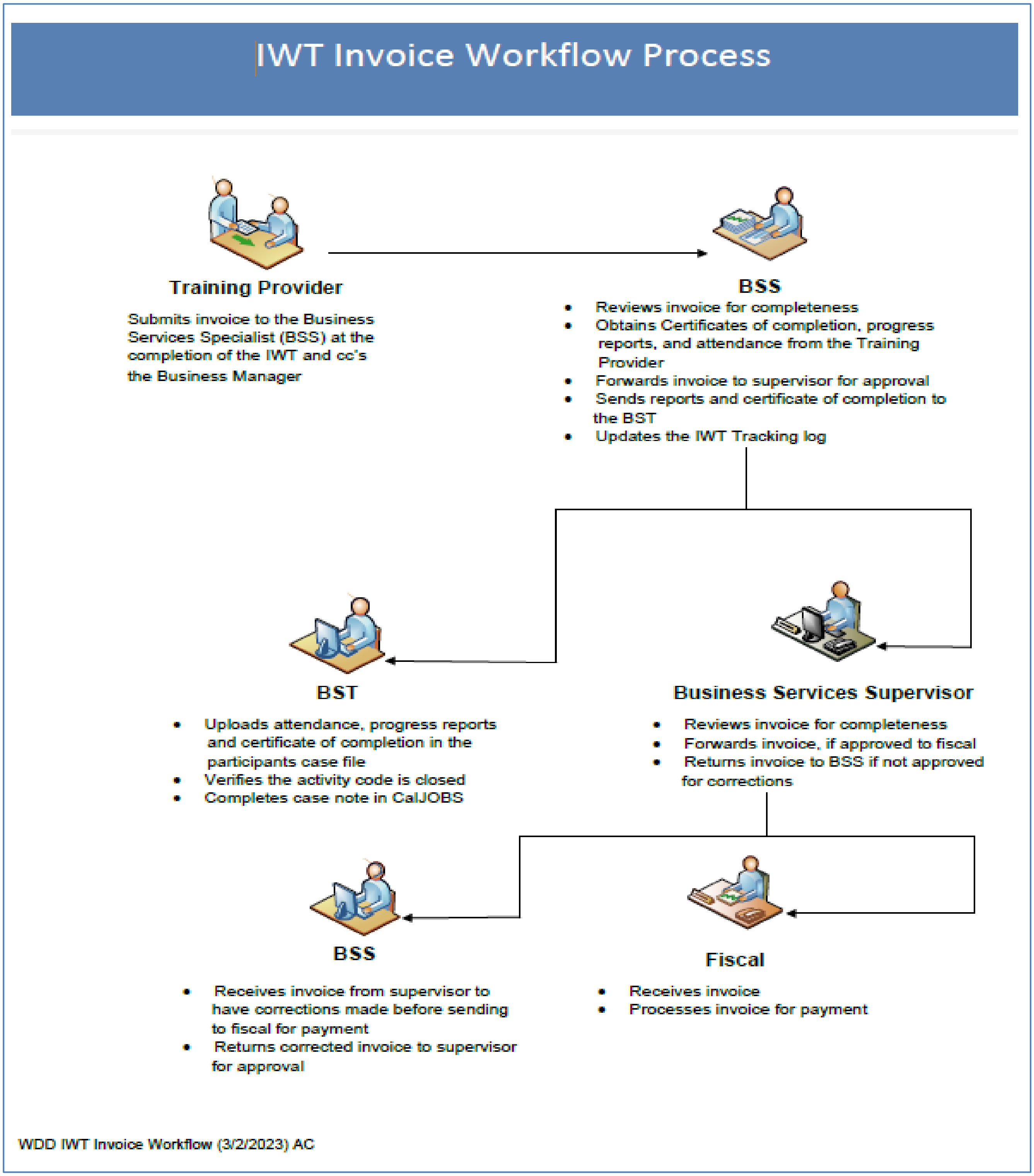
Fiscal staff will receive the invoice from either the Business Services Supervisor, BSS, or the BST. Fiscal staff will be responsible for processing the invoice for payment.

Note: Fiscal staff must follow the guidelines for keeping PII confidential when emailing the invoices to the providers. Customers full name is not to be used in the subject line or in the body of the email; only first name and initial of last name can be used.

Continued on next page

IWT Invoice workflow

The workflow chart below outlines the IWT Invoice process completed by Business Services and fiscal staff.



Cohort Training

Introduction

Cohort Training can be funded using Individual Training Account (ITA) funds based on certain criteria. This section provides information about Cohort Training.

Cohort training criteria

Cohort Training allows for multiple individuals participating concurrently in the same vocational training program at a particular institution. The criteria is as follows:

- Be an approved Eligible Training Provider List (ETPL) training provider,
- ETPL providers are required to recruit employers to interview America's Job Center of California (AJCC) customers, if interested in receiving funds,
- Employers are required to identify individuals they are willing to hire conditionally based on his/her graduation from a specific Workforce Innovation and Opportunity Act (WIOA) approved training program (i.e., Certified Nursing Assistant (CNA), Medical Assistant, Machinist), and
- Employers must issue a letter to the customer(s) indicating the intent to hire contingent on his/her successful completion of the training program.

A significant number of employer commitment (5 or more intent to hire letters) must be achieved and verified by AJCC staff before establishing several ITAs for a cohort (for those who received intent to hire letters) to be trained concurrently in a specific vocational program.

Employer commitment

The employer commitment must be clear and unambiguously stated in the intent to hire letter. Should there be confusing or wavering language to hire the customer by the employer, the customer identified within the intent to hire letter may not join the cohort. However, attempts should be made to have the employer firm up the language to make it abundantly clear the customer will be hired upon his/her graduation.

Benefits

The benefits of having a cohort training are as follows:

- Customers are more motivated with the promise of employment.
- Guaranteed placement upon graduation.
- Job placement services are relegated to training institutions.

Cohort-based ITA dollar amount

Customers may receive additional funds under the cohort training; the maximum dollar amount is not to exceed $5,000, which includes the money from the ITA funds.

<u>Example</u>: The customer's CNA ITA cost is $10,000; with the training cohort funds, the customer can receive a WIOA grant of $5,000. Customer would have to supplement the remaining cost with loans or scholarships.

Management of Training Cases

Introduction

It is imperative the America's Job Center of California (AJCC) Workforce Development Specialist (WDS) are in continuous contact with all customers in training, during their coursework, and following the completion of training.

Once a customer completes training, he/she is given job search assistance until he finds employment or chooses to stop receiving services.

Mandatory customer contact

All customers MUST be contacted at least once per month while attending training. All customers attending training MUST be contacted within two business days of completion of the course. Multiple attempts must be made, by all resources (i.e. phone, email, or texts) and case noted to set an appointment with the customer.

Customer appointments

It is mandatory for each customer to be scheduled for an appointment within two (2) weeks of training completion.

Customer who is not willing or is unavailable to do so, case notes should reflect details demonstrating the effort made to set the appointment and the reason the customer will not be coming in.

Contacting the customer

When contacting the customer, it is necessary to do so using a variety of methods. A good combination of attempting to contact customers are: :

- Phone calls,
- Emails, and
- Letters.

No method should be used exclusively, and all methods should be attempted more than once. Case Notes should reflect the attempts made to contact the customer