DATE: December 23, 2016

TO: LA’s Workforce Development System

FROM: Gerardo Ruvalcaba, Director
Workforce Development System

SUBJECT: WDS INFORMATION BULLETIN NO. 17-11
“CALIFORNIA WORKFORCE PROFESSIONALS’ WIOA TRAINING
NEEDS ASSESSMENT AND SKILLS GAP ANALYSIS”

EFFECTIVE DATE
This bulletin is effective upon date of issue.

PURPOSE
The purpose of this bulletin is all Workforce Development System (WDS) contractors
are requested to participate in the statewide survey, “California Workforce
Professionals’ WIOA Training Needs Assessment and Skills Gap Analysis.”

BACKGROUND
This survey will be used to assess the training needs of the State’s workforce
development professionals and is being done in preparation for the California Workforce
Association (CWA) Partnership Technical Assistance Training Grant. This grant
comprises one of the components of the Workforce Innovation and Opportunity Act
(WIOA) Workforce Development Regional Planning requirements as envisioned by the
State of California Workforce Development Board (CWDB).

The CWDB has contracted with CWA to implement a statewide training program to
develop the skill sets of all service delivery staff, Board staff and Board members across
the state. Beginning in 2017, additional funding for this training program will be
provided to the Los Angeles County Regional Planning Unit, consisting of the seven
Workforce Development Board within the county. More information regarding this effort
will be disseminated within the first quarter of 2017.

REQUESTED ACTION
This is the opportunity for all contractors to identify trainings that may be needed to build
the capacity of their staff.
All WDS contractors should complete the attached survey, responding to questions 6 through 10, 12 and 13. Please complete only one response per center. Please mark-up the attached PDF copy with your responses, scan the document and email to David.Eder@lacity.org and Victoria.Minetta@lacity.org by COB, Friday, January 6, 2016.

**WDS CONTACT**
If you have any questions related to this information bulletin, please contact David Eder at 213-744-7216 / David.Eder@lacity.org or Victoria Minetta at 213-744-7262 / Victoria.Minetta@lacity.org. TTY number is 213-744-9395.

**GR:DE**
Attachment: California Workforce Professionals’ WIOA Training Needs Assessment and Skills Gap Analysis
General Information

Page description:
Please provide the following information about the training needs in your region.

1. Please select your Workforce Development Board. *

- Alameda
- Anaheim
- Contra Costa County
- Foothill
- Fresno
- Golden Sierra
- Humboldt
- Imperial
- Kern-Inyo-Mono
- Kinds
- Los Angeles City
- Los Angeles County
- Madera
- Marin
- Mendocino
- Merced
- Monterey
- Mother Lode
- Napa-Lake
- NORTEC
- North Central Counties Consortium
- Nova
- Oakland
- Orange
- Pacific Gateway
- Richmond
- Riverside
- San Benito
- San Bernardino City
- San Bernardino County
2. In your opinion, how many WDB staff (i.e. those supporting the workforce board, including fiscal, MIS, and compliance) are in need of capacity building? *

- 1-25
- 25-50
- 50-75
- 75-100
- 100-125
- 125-150
- 150+
3. In your opinion, how many AJCC operational staff (i.e. Individualized and/or Business Services) are in need of capacity building? *
   - 1-25
   - 25-50
   - 50-75
   - 75-100
   - 100-125
   - 125-150
   - 150+

4. In your opinion, how many partner staff committed to the AJCC (either co-located or via technology) are in need of capacity building? *
   - 1-25
   - 25-50
   - 50-75
   - 75-100
   - 100-125
   - 125-150
   - 150+
5. In your opinion, how many AJCC staff and partner staff are in need of cross-training? *
   - 1-25
   - 25-50
   - 50-75
   - 75-100
   - 100-125
   - 125-150
   - 150+

6. In particular, what AJCC staff positions are in need of training? Please, select all that apply. *
   - Business Services
   - Case Managers
   - Data/Performance Management
   - Intake/Welcome
   - Management
   - Other
     - [ ]
   - Supervisors

Types of Training

Page description:
The following section seeks insight on training associated with specific roles within your local system (e.g. Business Service Staff, Career Center Staff, Supervisors and Managers, etc.). Your responses will describe each staff level’s involvement in relevant training since January 2016.
7. General WIOA Trainings (All Staff) *

A. Basics of WIOA
- BASIC: Have yet to make progress on integrating changes in WIOA
- INTERMEDIATE: Have strategized and implemented processes and procedures to match new policy directives in WIOA; knowledgeable of WIOA program measures
- ADVANCED: Are operating and administering programs consistent with WIOA incorporating concepts such as Human Centered Design, and Integrated Service Delivery

B. Advanced Topics in WIOA
- BASIC: Have knowledge of 6 pillars of WIOA (Business driven workforce solutions, strong regional economy, Workforce Boards focus on strategy, accountability and transparency, AJCC excellent customer service, retooled Youth Services)
- INTERMEDIATE: Began implementation of the pillars in the AJCCs
- ADVANCED: Centers within system are fully integrated and have implemented the 6 pillars of WIOA

C. Labor Market Information
- BASIC: Use LMI only to highlight demand for occupations as related to individual job search or training
- INTERMEDIATE: Use LMI to predict trends in demand sectors to inform programmatic focus
- ADVANCED: Have ability to analyze and interpret LMI in order implement policies and develop strategies for the community

D. Sector Work
- BASIC: Are unfamiliar with locally identified industry-sector efforts and partnerships
- INTERMEDIATE: Have been informed of local sector strategies based on regional sector strategies; are aware of some training programs that have developed under the strategies' framework
- ADVANCED: Are clear on local sector strategies and are actively
E. Career Pathways

- BASIC: Understand that Career Pathways are critical, but are not aware of the viable training programs, if any, that are available to customers

- INTERMEDIATE: Are trained on Career Pathway development and are aware of training programs for customers that offer industry-relevant certifications to access increasing opportunities for customers to achieve self-sufficiency

- ADVANCED: Are actively engaged in connecting/enrolling customers in established Career Pathways; Are targeting new employers to develop additional pathways for in-demand occupational fields

8. AJCC Career Services Staff *

A. Customer Flow

- BASIC: Have not received training in last 12 months and has limited customer flow knowledge

- INTERMEDIATE: Have begun meeting/discussing how WIOA changes to customer flow should be implemented

- ADVANCED: Have advanced knowledge of customer process; knowledgeable of how changes made in one area affects customer flow

B. Integrated Service Delivery

- BASIC: Partners are co-located in center; minimal integrated program models exist

- INTERMEDIATE: Have identified and began implementing integrated service strategies

- ADVANCED: Embrace true "no wrong door approach" and customers are unaware of silos and programmatic barriers

C. Co-Enrollment
BASIC: Minimum co-enrollment occurs between programs

INTERMEDIATE: Have developed some working partnerships to leverage resources; some co-enrollments occur

ADVANCED: Co-enrollment between programs is a common occurrence and staff realize increased performance because of it.

D. Limited English Proficiency

BASIC: Have limited to no resources in place to guide individuals with limited English in gaining this skill

INTERMEDIATE: Have working knowledge of service providers and agencies who can provide this service

ADVANCED: Established working relationships to integrate English Language Acquisition into employment/training plans as an organic step in process

E. Customer Centered Design (CCD)

BASIC: Utilize a system-focused service delivery model

INTERMEDIATE: Have begun discussions on changes in WIOA to identify areas in process which are barriers to effective service delivery for customers

ADVANCED: Have implemented systematic or physical changes to local offices and programs which enhance customer experience, encourage participation, and which streamline services

F. Incumbent Worker Training (IWT)

BASIC: Have not begun training for system staff on incumbent worker training in WIOA

INTERMEDIATE: Have rolled out preliminary information or training regarding incumbent worker training

ADVANCED: Have begun targeting employers to identify training needs for existing employees and have moved to begin developing curriculum for IWT

G. CalJOBS
BASIC: Have little to no working knowledge of CalJOBS Case Management and other modules

INTERMEDIATE: Are comfortable with basic case management principles in CalJOBS (e.g. Registration, documents scanning, WIOA App, activities)

ADVANCED: Are experts in all functions of CalJOBS, such as assessments, financial planning, personal job matching functions, utilizing Labor Market information; and can train other staff

H. Layoff Aversion

BASIC: Unsure of how to implement layoff aversion strategies

INTERMEDIATE: Aware of layoff aversion policy in beginning stages of implementation

ADVANCED: Layoff aversion strategies are in full implementation reporting results regularly to state
9. Business Services Staff *

A. Career Pathway Development

- BASIC: Understand Career Pathways are critical, but have not received any specific information to begin coordinating key players in creating viable Career Pathways

- INTERMEDIATE: Have been trained on Career Pathway development; currently identifying training programs leading to industry relevant certifications that offer increasing opportunity for customers to achieve self-sufficiently

- ADVANCED: Local area/region have clearly articulated Career Pathways, supported by job centers, training providers, education, employers, and community at large

B. Coordination in Serving Targeted Populations

- BASIC: Are unaware of WIOA targeted populations or have been made aware of populations, but have not begun implementing strategies to incorporate service delivery to these specific populations

- INTERMEDIATE: Have been made aware of targeted populations and have drafted or enacted written policy governing service delivery and coordination for these populations

- ADVANCED: Have identified key staff to build capacity and specialization in serving targeted populations (possibly through relevant partner colocation, cross training, etc.) and are engaging employers to bring employment opportunities

C. Sector Strategies Framework Development

- BASIC: Workforce board has identified industry sectors; career center programs do not align with sector strategies

- INTERMEDIATE: Are analyzing how AJCC programs can support sector strategies of the workforce board

- ADVANCED: All workforce stakeholders agree on common sectors; system has identified industry champions, career pathways, relevant training, and supply-side partnerships that support sectors
10. AJCC Supervisors and Managers *

A. Convening Strategies

○ BASIC: Have yet to engage key partners in WIOA One-Stop operations

○ INTERMEDIATE: Are knowledgeable of required partners and have begun to convene partners to establish open communication for system improvements

○ ADVANCED: Ensure regular convening between partners to communicate outcomes and system improvements

B. Facilitation Techniques

○ BASIC: Are not trained or not comfortable facilitating conversations or content presentations

○ INTERMEDIATE: Have been trained on facilitation techniques and are beginning to utilize them

○ ADVANCED: Have ability to facilitate meetings including strategic and action planning while coming to consensus around various issues

C. MOU Development

○ BASIC: Have yet to discuss or develop MOUs

○ INTERMEDIATE: Made resource sharing agreements; are in negotiations for cost sharing agreements

○ ADVANCED: Have completed MOU Phase I & II; all parties involved are administering agreed upon services

D. Using Labor Market Information (LMI)

○ BASIC: Use LMI only to highlight demand for occupation as it relates to individual job search or training

○ INTERMEDIATE: Use LMI to predict trends in demand sectors to inform programmatic focus

○ ADVANCED: Demonstrate ability to analyze and interpret LMI in order implement policies and develop strategies for the community
11. WDB Members and Staff *

A. Leading Organizational Change

- BASIC: Have not had exposure to training in leading organizational change

- INTERMEDIATE: Have received some guidance and has put into practice strategies for leading organizational change

- ADVANCED: Helped encourage organizational changes that gained management buy-in, have been implemented, and resulted in a culture shift

B. Resource Braiding

- BASIC: Are unaware or have limited knowledge of resource braiding principles and strategies

- INTERMEDIATE: Are knowledgeable that resource braiding can help meet and overcome barriers to programmatic success through Integrated Resource Teams and other strategies, but have not put them into practice

- ADVANCED: Utilize enhanced cross-program collaborations such as IRTs and service alignment strategies to develop integrated career plans

C. Using Labor Marketing Information

- BASIC: Use LMI only to highlight demand for occupation as it relates to individual job search or training

- INTERMEDIATE: Use LMI to predict trends in demand sectors to inform programmatic focus

- ADVANCED: Demonstrate ability to analyze and interpret LMI in order implement policies and develop strategies for the community

D. Understanding/Working with Economic Development

- BASIC: Have little or no contact with local Economic Development groups/representatives

- INTERMEDIATE: Have made contact with and are developing working relationships with local Economic Development entities
ADVANCED: Have incorporated Economic Development in shaping service delivery as lead architects in designing and creating programs for customers

Potential Types of Statewide Training

Page description:
This section assesses the usefulness of each training provided. Please use the following definitions to rate the usefulness of training:

- Very useful
- Somewhat useful
- Not at all useful
### 12. Training Participants: AJCC Staff

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13. *Training Participants: AJCC Management*

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## 14. Training Participants: WDB Support Staff

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participating jurisdictions, impacts to client services or service delivery, benefits to industry engagement or regional influence, efficiencies of scale, etc.

Customer Process Flow (high level)

Data Analytics and Reporting

Local Strategic Planning (Alignment with State Standards)

Integrated Service Delivery

Leading Organizational Change

Partnerships – Establish informal agreements with partners (e.g., memoranda of understanding) to include negotiation of cost sharing and allocation.

Partnerships – Establish formal agreements (Joint Powers Authority (JPA) and adjusting existing JPA including composition, purpose, fiscal authority and other responsibilities).

Partnerships – Establish other cooperative arrangements among local governments that achieve greater coordination in decision-making.

Partnerships – Facilitate agreements among multiple local boards, local governments, executive staff, and/or chief local elected officials.

Performance – Goals Development

Procurement

Regional Strategic Planning (Alignment with State Standards)

Sector Strategy Development

Supportive Services (including transportation)

Training Services (ITA, OJT, CJT, etc.)

Understanding Labor Market Information

WIOA 101

Work Experience

Workforce Orientation

Workforce System Policy Development

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