

VIII. State Operating Systems Supporting the Strategic Workforce Development Plan

Complimentary Roles of EDD and the State Board

The primary role of the State Board is policy development, while EDD is responsible for compliance, technical assistance, administrative oversight, and labor market information ensuring program compliance with federal and state policy. The State Board and EDD will collaborate closely to implement the Governor’s Strategic Workforce Development Plan to achieve:

- Data-driven policy making by the State Board and its committees, communicated through formal EDD directives;
- An industry sector-based training model that emphasizes quality education and training services, career pathways, and attainment of industry-recognized credentials;
- Multi-agency and cross-system goals, benchmarks, and performance indicators beyond the WIA Common Measures (including effectively utilizing WIASRD data fields);
- System outcomes that reflect the Governor’s vision, goals, and objectives – including using EDD-WSB Regional Advisors to provide technical assistance to communicate a common voice from Sacramento;
- Discretionary funding priorities (Governor’s 5 percent, WIA 25 percent, WPA 10 percent) that reflect the Governor’s vision, goals and objectives; and
- Timely review and approval of the Local Plans, biennial Local Board recertification, and High-Performance Local Board certifications.

To ensure the effective functioning and continuous improvement of the WIA system, the State Board and EDD work together on five mutually supportive components: Policy, Compliance, Technical Assistance, Administrative Oversight, and Labor Market Information.

Policy Development and Implementation: Through a transparent process, the State Board develops and recommends to the Governor statewide workforce policy. Policy decisions often impact Local Boards, discretionary funding priorities, and program development. Decisions may also affect EDD administrative and compliance functions. The State Board then works closely with EDD on the effective and efficient implementation of State Board policy.

Policies adopted by the State Board are deliberated in open public forums. Once these policies are recommended to and adopted by the Governor, they are distributed via EDD as directives

and information notices to an extensive list of stakeholders and interested parties, including state partners and Local Boards. However, directives may be issued without public comment when public comment is not required by law or when time constraints do not allow for the 30 day public comment period.

While the State Board's primary role is policy development, it also coordinates with EDD related to implementing the goals and objectives of the Governor's Strategic Workforce Development Plan. In these instances, the State Board often acts as an intermediary -- facilitating or brokering regional workforce networks and industry sector leadership to ensure that initiatives reflect the vision and strategies set by the Governor.

WIA Compliance: WIA compliance review, monitoring, and auditing are provided through EDD's Policy, Accountability, and Compliance Branch. The Compliance Branch ensures California meets all federal and State statutory and regulatory requirements.

WIA Administration: Within EDD, the operations and administrative functions for WIA are provided through the EDD-Workforce Services Branch (EDD-WSB), which also delivers employment services to millions of Californians each year.

Labor Market Information: Within the EDD-WSB, the LMID collects, analyzes, and publishes statistics on agricultural and non-agricultural industrial employment; occupational duties, skills, wages, and staffing patterns; and labor force statistics and characteristics.

WIA Technical Assistance: EDD-WSB Regional Advisors, in partnership with State Board staff, provide technical assistance to all 49 Local Boards on WIA regulations, implementation of federal and state law and policy, and a variety of special projects. In addition, the EDD-WSB maintains both a Capacity Building Unit (CBU) and Local Policy Guidance Unit (LPGU). The CBU provides training on federal guidance and state-imposed requirements. The LPGU, in consultation with the State Board, develops information bulletins and directives on policies promulgated through the State Board. Additionally, EDD and the State Board maintain open lines of communication with Local Board administrators through regularly scheduled meetings and conference calls.

California's main method of supporting WIA service delivery in all One-Stops statewide is its corps of management-level EDD-WSB Regional Advisors, each of whom works on a dedicated, and therefore locally knowledgeable, basis with a small group of LWIAs. EDD-WSB Regional Advisors address specific service delivery problems and issues brought to their attention by "their" LWIAs with tailored technical assistance and appropriate resources from the State Board and other sources. Since EDD-WSB Regional Advisors are headquartered in Sacramento, they

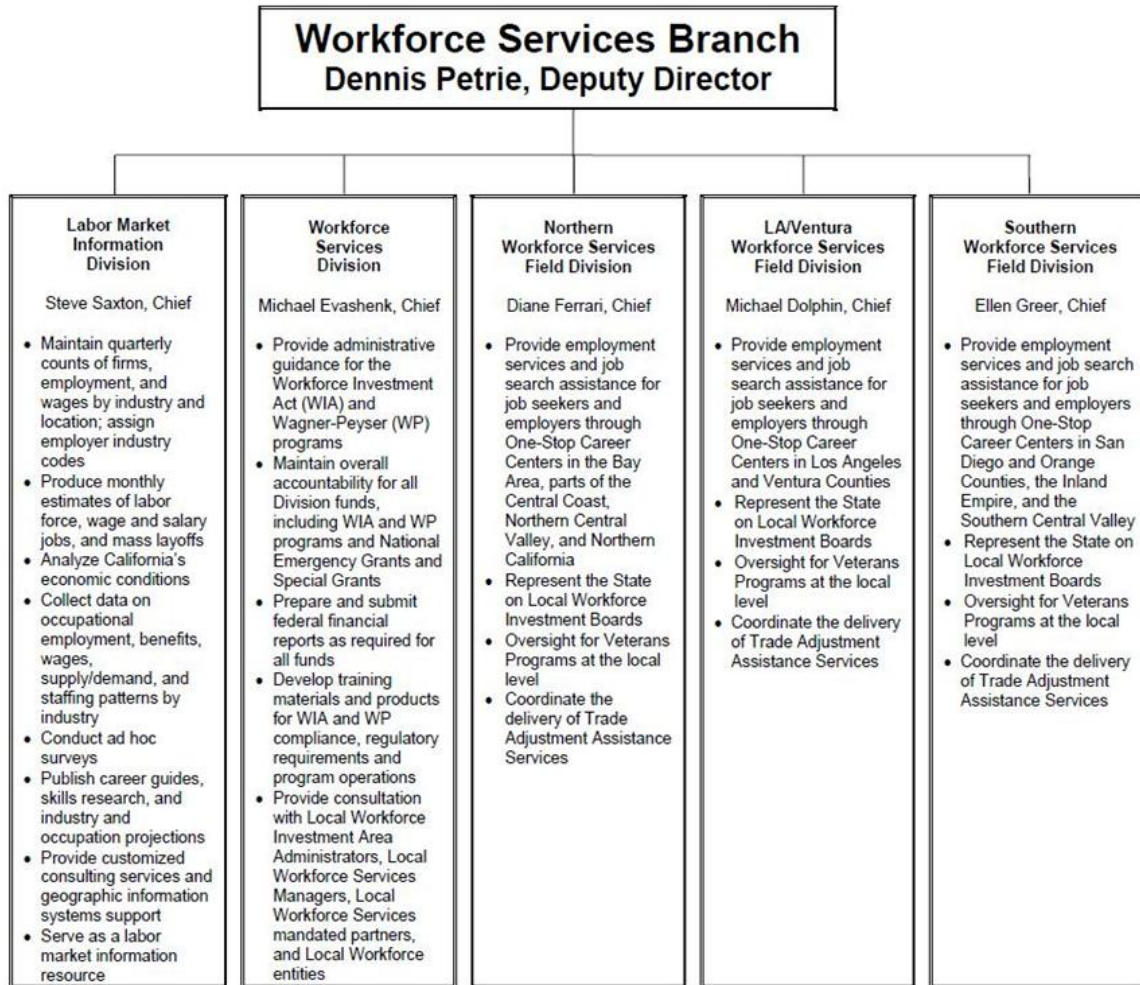
can readily seek practical information and ideas from their colleagues and broadcast them to their assigned LWIAs.

This corps of EDD-WSB Regional Advisors also works together to identify problems and issues which remain unsolved and, as management-level staff members, they are well-positioned to seek authoritative resolution.

As the key links between the local and state levels of California's WIA program, EDD-WSB Regional Advisors bring these two levels together to maximize the effectiveness of California's One Stop WIA service delivery statewide.

Employment Development Department – Workforce Services Branch (EDD-WSB)

The EDD Workforce Services Branch (EDD-WSB) administers the WIA and WPA programs, which prepare adults, youth, and dislocated workers for the labor market and provide labor exchange services. Additionally, the EDD-WSB collects and publishes employment and unemployment data, economic development and planning information, industry and occupational information, and social and demographic information.



Workforce Services Division Central Office: The Workforce Services Division Central Office is the administrative hub for the field divisions and is responsible for the following:

- Providing administrative guidance for the WIA and WPA programs;
- Maintaining overall accountability for WIA and WPA funds, National Emergency Grants, and special grants;
- Preparing and submitting federal financial reports as required for all funds;

- Developing training materials for WIA and WPA compliance, regulatory requirements, and program operations; and
- Providing consultation with Local Boards and mandated partners.

Workforce Services Field Divisions: The three field divisions -- Northern, LA/Ventura, and Southern -- provide employment services throughout California. The Northern Division serves the Bay Area, parts of the Central Coast, the Northern Central Valley, and Northern California. The LA/Ventura Division serves the Los Angeles and Ventura counties. The Southern Division serves the San Diego and Orange counties, the Inland Empire, and the Southern Central Valley. The responsibilities of the three EDD-WSB field divisions include:

- Providing employment services and job search assistance for job-seekers and employers through One-Stops in their respective regions;
- Representing the state on Local Boards;
- Providing oversight for veterans programs at the local level; and
- Coordinating the delivery of TAA services.

Wagner-Peyser Act (WPA) Program: The main purpose of the WPA is to establish an employment service system that provides labor exchange services in the One-Stop system. These services include, but are not limited to job search assistance, job referral, placement assistance for job-seekers, re-employment services to unemployment insurance claimants, and recruitment services to employers with job openings. Services are delivered in one of three modes: self-service, facilitated self-help services and staff assisted service delivery approaches.

The services offered to employers (besides referral of job-seekers to job openings) include assistance in development of job order requirements, matching job-seeker experience with job requirements, skills and other attributes, assisting employers with special recruitment needs, arranging for job fairs, assisting employers with hard to fill job orders, assisting with job restructuring, and helping employers deal with layoffs.

Job-seekers who are veterans receive priority referral to jobs and training, as well as special employment services and assistance. In addition, the WPA system provides specialized attention and service to individuals with disabilities, migrant and seasonal farmworkers, ex-offenders, youth and older workers.

WPA 10 Percent Discretionary Activities: The WPA reserves 10 percent of the funds allotted to be used by the Governor to fund discretionary projects. This funding is provided through EDD-WSB for the following activities:

- Employment services to welfare recipients;
- Employment and interpreter services for the Deaf and Hard of Hearing (UI Code 11000-11006);
- At-risk youth mentoring services;
- Outreach, information and referral services to migrant seasonal farmworkers;
- Funding the Department of Rehabilitation's California Committee for the Employment of Persons with Disabilities; and
- Funding the State's WIA management information system – The California Workforce Services Network.

Migrant Seasonal Farmworker Program: Please refer to Appendix L for EDD's Agricultural Services Plan.

EDD Labor Market Information Division (LMID)

LMID provides public access to the full range of state labor market information, including local and regional analyses through the EDD labor market information website: <http://www.labormarketinfo.edd.ca.gov>.

Major workforce information categories available on the website include career information as an aid to job-seekers, data on the economy in the context of the labor market, a data library with access to labor force, employment, and occupational and industry figures and analysis for the state, metropolitan statistical area (MSA), county, and sub-county levels. There is also a customer center section with workforce information organized by user group to include employers, economic developers, educators, workforce partners, and researchers. A representative list of electronic products available on the state website consists of:

- *Occupational Guides:* includes job description and requirements, local job outlook, local benefits and wages, licensing, education, training, links to possible employers, etc.
- *Projections of Employment:* future projections or "outlook" for employment by occupation for periods of two and ten years.
- *Staffing Patterns by Industry and Occupation:* A matrix of industries and occupations that list what industries employ an occupation and staffing patterns for an industry.
- *Occupational Profile:* wages, outlook, licensing, etc.
- *LWIA Profile:* unemployment rates, industry employment, and economic indicators for each of the 49 LWIA jurisdictions.
- *Economic Indicators:* income, Consumer Price Index, taxable sales, median home price, layoff statistics, commute patterns, and mass layoff statistics.

- *Industry Employment*: employment by industry, size, and number of businesses, data for "industry clusters" studies, and major employers by county. Data are by place of work.

Workforce Management Information System - California Workforce Services Network (CWSN)

In 2013, the state's antiquated CalJOBSSM and JTA mainframe systems will be replaced by the California Workforce Services Network (CWSN). The objective of the CWSN system is to implement a management information system that supports the state's One-Stop system, state and local business processes under the WIA, WPA, and TAA programs, and affords sufficient security to protect client confidentiality. All WIA, WPA, TAA, and ETP services and functions will be integrated in CWSN. CWSN will be accessed via the Internet and will:

- Supply enhanced reporting, data exchange, and security;
- Increase the percentage of employer's electronically entered job orders by 20 percent, within 24 months of startup;
- Allow 100 percent of EDD, WPA, WIA, and ETP staff and partners to enter or import data directly into the automated system;
- Enable a single registration, whether self-initiated or staff-assisted to initiate tracking of all clients and their services funded by the WIA, WPA, TAA, and ETP programs;
- Allow automated data sharing within EDD programs such as WIA, WPA, TAA, UI, Tax, LMID, and ETP;
- Comply with federal Tax Information Security Guidelines, State of California Information Security, and EDD Information Security policies;
- Comply with the Office of Management and Budget (OMB) Circular A-130, Appendix III, Security of Federal Automated Information Resources;
- Comply with Section 508 of the Rehabilitation Act (29 U.S.C. 794d), as amended by the WIA (P.L. 105-220), and the California Government Code 11135;
- Produce all required specific data elements to enable timely submission of the DOLETA reports and performance measures.

State-Approved Apprenticeship, Registered Apprenticeship

As evidenced in Chapter IV, Adults Goal, Objective 6, the State Board is committed to expanding the availability of and participation in "Earn and Learn" models such as state-approved apprenticeships and registered apprenticeships, where students and workers can build skills while working. In Chapter V, the High-Performance WIB standard requires partnership with approved apprenticeship programs.

State law requires 15 percent labor representation on Local Boards, with an emphasis on apprenticeship representatives. Last year, Governor Brown signed AB 554 to ensure better coordination between Local Boards, community colleges, and state-approved apprenticeships. The law requires that any federal WIA funds directed to apprenticeable occupations, including pre-apprenticeship, must be coordinated with one or more apprenticeship programs approved by the DIR-DAS and/or DOLETA. To implement AB 554, the State Board is engaged in 4 activities:

1. *AB 554 Implementation in Local Plans:* The State Board’s local plan guidance requires Local Boards to coordinate in their regions with community colleges and state approved apprenticeship programs for the purpose of AB 554 compliance.
2. *Getting all Approved Apprenticeships on the ETPL:* The State Board is working to ensure that Local Boards place approved apprenticeships on the ETPL.
3. *Co-Hosting AB 554 Implementation Events:* The State Board co-hosted regional events to identify how WIA can be invested along the apprenticeship pathway – pre-apprenticeship, classroom instruction, OJT, journey-level upgrade, etc. – and to address any administrative barriers.
4. *Encouraging Adoption of “Multi-Craft Core Curriculum (MC3):* Local Boards are encouraged to work with Local Building Trades Councils to adopt this DOL-approved pre-apprenticeship curriculum.

Apprenticeship programs provide Californians the opportunity to earn while they are trained for a wide variety of occupations, particularly in the skilled trades. Apprenticeship programs also give employers access to workers trained in conformance with standards they have helped establish, and provide labor unions both a voice and often a key role in the training.

Apprenticeship programs offer both on-the-job and classroom training and RSI. Funding for OJT and some RSI is provided by “program sponsors” – employers or joint labor-management partnerships. The state budget also annually appropriates funding for RSI for the CCC and CDE. Those funds are distributed to adult schools, regional occupational centers and programs, and community colleges through an apportionment system.

At the state level, the DIR-DAS is the administrator of apprenticeship programs. Its consultants work with employers and employee organizations to establish and oversee apprenticeship programs.

California leads the nation with 60,060 registered apprentices in over 586 programs in over 800 apprenticeable occupations. Women represent 6.6 percent, and minorities represent 67.3

percent of all registered apprenticeship programs. Apprenticeship programs graduate an average of 7,580 apprentices per year in a variety of occupations in high-wage sectors of the economy. Non-construction occupations make up approximately 22,000 of California's 60,000 apprentices. These occupations include firefighters, safety officers, automotive workers, and heavy mechanical workers.

In California, the vast majority of approved apprenticeships in the construction trades are joint management-labor partnerships. Ninety-one percent of all construction apprentices (57,000) are enrolled in joint management-labor programs. The building trades and construction contractors are well represented on the State Board.

Job Corps

Job Corps is the nation's largest CTE program for students ages 16 through 24. It is a DOLETA program, established in 1964, that provides 100,000 students per year with training. Nationally, Job Corps offers over 100 different careers to choose from and is committed to the development of green skills in the advanced manufacturing, automotive, and construction industries.

Job Corps' focus is consistent with the State Strategic Workforce Development Plan. The State Board will make efforts to work with Job Corps and coordinate regionally with California's seven Job Corps centers: San Bernardino, Long Beach, Los Angeles, Sacramento, San Diego, San Francisco, and San Jose.

As stated in Chapter IV, Youth Goal, Objective 1, Action 3; WIA Youth activities will be coordinated with Job Corps in the LWIA's served by a Job Corps center. The State Board will verify this coordination through its approval of the Local Plans and its biennial Local Board recertification review.

Services to Employers

Businesses are critically important customers of the public workforce development system. To be effective, the system must develop positive working relationships and partnerships with the business community, understand its workforce needs, and provide services that meet those needs. In this context, it is not enough simply to make businesses aware of the employer-oriented services that the workforce development system provides; rather, the system needs to be proactive with business customers, innovate, and expanding customer services approaches. This includes providing labor market and workforce information, conducting outreach, integrating employer needs into training strategies such as career pathways, brokering

relationships and job connections, making services easy to access, and coordinating with partners to reduce duplication.

The State Board has identified in Chapter IV the use of regional workforce and economic development networks and industry sector partnerships as the primary strategy for how the One-Stop system will meet the needs of their business customers. In addition, the State Board will continue to promote the following strategies:

- Working with business members of the State Board and Local Boards to support industry sector goals;
- Training for Business Service Representatives, Rapid Response coordinators and other One-Stop staff that work directly with businesses;
- Partnerships and linkages with state and local businesses, labor, and industry associations;
- Services and resources provided to businesses, including lay-off aversion strategies, OJT, and customized training; and
- Standardized metrics of success, such as return on investment.

A variety of strategies carried out both locally and statewide assists in the determination of employer needs. Statewide strategies include the gathering and reporting of workforce and labor market information to identify industry sectors of economic importance. Additionally, the work of other partners such as the CCC's Office of Economic Development and Workforce Development Program provide ongoing and valuable information on the needs and perspectives of employers. The EDD-LMID also provides assistance to the Local Boards through the development of customized web-based regional information to identify the local/regional industry sectors of economic importance. This regional data will be updated annually.

Finally, the State Board will consider a number of recommendations discussed during its Strategic Workforce Development Plan regional planning forums, special committee meetings and public comments received:

- Continue to implement and refine local information gathering and analysis, including increased efforts to gather and disseminate timely data to support the regional sector strategy;
- Provide incentives to strengthen the ability of Local Boards and their One-Stop systems to know and meet the needs of their business communities;
- Build in accountability for outcomes, especially related to the provision of training services;

- Improve staff competencies in developing and providing business services despite shrinking resources;
- Increase consistency within the system through development of policies and approaches that unify and provide clearer definition to programs and services;
- Provide technical assistance for business services development based on promising practices; and
- Explore how the State can best improve the integration of WPA-funded services with the local One Stop systems.

Services Provided to Agricultural Employers through the One-Stop System

The EDD-WSB recognizes the importance of the agricultural industry in California and has devoted resources to meet the labor needs of agricultural employers and Migrant Seasonal Farm Workers (MSFW). Funding for agricultural services comes from WPA and Foreign Labor Certification (FLC) funds granted to the states annually. WPA funds are given to California based on a formula basis. The FLC funds are provided by DOLETA to California to process foreign labor application requests, conduct housing inspections, conduct agricultural wage and prevailing practice surveys, and collect agricultural crop and labor information.

The EDD-WSB provides special services to employers on an individual, as needed basis. These services are in addition to the CalJOBSSM electronic job listing system. In addition to providing services to MSFWs, Outreach Workers (OW) inform agricultural employers about the services available to them including:

- Generate CalJOBSSM letters that enable WS site staff to create and send formatted letters to job seekers who are registered in CalJOBSSM including recall job offers, recall job opportunities, and targeted recruitment letters;
- Perform recruitment activities to find and refer qualified MSFWs in order to fill the labor needs of agricultural employers;
- Assist with resume searches and WS site staff mediated services that encourage agricultural employers to publish their job openings using CalJOBSSM to fill their job openings;
- Provide labor market information with such data as supply and demand, salaries, training requirements, new and emerging occupations, and industry growth; and
- Provide Rapid Response services due to plant closure or mass layoffs. These services are offered to workers at the employer's job site and include information on assistance that can be provided at the One Stop center.

Please refer to appendix L for EDD-WSBs WPA Agricultural Services Plan for Program Year 2013-2014.