

Training Topics and Core
Curriculum for:
America's Job Centers of
California Staff

Training Topic Core Curriculums America's Job Centers of California Staff

Coordinating Service Delivery for Target Populations

- Knowledge of and ability to identify common barriers to employment
- Knowledge of and ability to refer to partner and community based services
 - Trainers shall discuss agreed upon referral process relative to the MOU
- Knowledge of best practices in job searching techniques for those with barriers to employment
- Knowledge of coaching and motivation strategies for Target populations
- Knowledge of engagement strategies including outreach, recruitment, and retention services for targeted populations

Understanding Labor Market Information

- Understanding of using LMI data to conduct analyses of the local labor market
- Knowledge of, and ability to use, key metrics and analytics strategically to serve AJCC customers
- Ability to assess and compare AJCC data/customer demographics to LMI
- Ability to identify regional in-demand industries and occupations
- Knowledge of available LMI resources (local, regional, state, national)

Performance – Indicators and Reporting – Meeting Performance

- Ability to identify the six performance indicators mandated by WIOA – understanding the calculations
- Knowledge of any local performance metrics and reports; ie. Local boards
- Ability to distinguish between “reportable individuals” and “participants”
- Ability to distinguish between “reportable only” services and activities from “performance” services and activities
- Ability to properly identify and report measurable skill gains and credential attainment
- Understanding of how data inputs into CalJOBS affects performance

CalJOBS – System Training (System Monitoring and Compliance)

- Knowledge of WIOA Program Exits and restarts
- Understanding of monitoring and compliance processes – Monitoring Guide
- Knowledge of CalJOBS Service Activity Codes and how to properly use them
- Ability to properly co-enroll for Title I and Title II services
- Knowledge of commonly used intake forms such as IEPs and WIOA Application & Enrollment forms.
- Knowledge of required intake documents such as ID, etc.; and scanning them into CalJOBS
- Understanding of case note composition – what is allowable and not allowable

Integrated Service Delivery

- Knowledge of Integrated Service delivery and application
 - Understanding of policy implications of integrated service delivery
 - Difference between integrated service delivery and colocation
- Knowledge of Partner Services and ability to assess and evaluate available partner services
- Ability to outreach and utilize local partner services (i.e. friendly hand off)
- Managing cultural/organizational shifts
- Understanding the universal customer

Training Topic Core Curriculum America's Job Centers of California Staff

Customer Service Orientation

- Understanding of how customer service affects their organization and reputation
- Understanding of basic concepts in customer service: ie. Empathy, Thick Skin (ability to detach themselves from situations and not take things personal), Communication Skills, Self-Control (ability to govern one's emotions), Flexibility, and being a Team Player.
- Understanding the philosophy of customer service and how to put it in practice
 - Examples of excellent customer service models

Customer Process Flow Development

- Knowledge of Partner Services and ability to assess partner services
- Understanding of Customer Flow Process within the AJCC under WIOA
 - Utilize tools like process flow maps
- Understanding and ability to perform cross-agency referrals
- Ability to apply Customer Centered Design principles to customer flow process
- Understanding customers, job seekers, business, and community.

WIOA 101

- Understanding of General History of WIOA
- Understanding of the Federal, State, Local, and AJCC entities and their respective roles in regards to WIOA
- General Understanding of four titles and six core programs
- Understanding of State plan policies and directives; ie. ETPL

Performance – Understanding of Contractual Performance Goals

- Purpose of Contractual Performance Goals to understand system activity
- General understanding of how performance goals are determined in local area and how they relate to WIOA performance.
- Understanding of Local area performance goals
- Ability to implement strategies in order to meet performance goals
- Ability to review of strategies to track and meet performance

Facilitation Techniques

- Able to facilitate workshops and orientations utilizing various facilitation techniques
- Understanding of strategies for dynamic and interesting presentations
 - Provide examples of networking, icebreakers, teambuilding exercises
- Strategies to ensure interaction and full participation of participants
- Facilitator tips around dealing with workshop environment and pitfalls
 - Difficult people, straying off agenda, difficult workshop environment, room set up, rational and experiential aim.

MOU Partnership Development

- General Understanding of why and how MOUs are developed on a local level
- Understanding of Phase I and Phase II
- Knowledge of Partners signed on to local MOU Phase I

Training Topic Core Curriculums America's Job Centers of California Staff

- Understanding of Integrated Service Delivery and Customer Flow with MOU Partners
- Understanding of how MOU affects AJCC Staff

Business Engagement & Relationship Building & Communication Skills (written and verbal)

- Understanding of the differences between Employer services and Business Engagement
- Understanding of how to “talk” to employers and businesses
- Understanding of Business as the primary customer and how to engage local businesses
- Ability to determine how to tie job seeker qualifications with employer business needs
- Knowledge of communication strategies to engage employers
- Understanding of ways to track performance for employer engagement
- Making a business customer even when they are not hiring - Transactional vs systemic
- Understanding of how to work with business organizations – chamber, econ dev, and labor associations

Quality Career Development Coaching

- Ability to define “What is Career Development?”
- Understanding of Career Development theories (ie. Trait & Factor, Learning, Developmental, Transition, etc.)
- Ability to apply various Career Development theories
- Understanding IEPs, skills/interest assessment, work readiness strategies

Career Pathway Development

- Ability to identify and interpret available data sources and resources to develop career pathways
- Understanding of how to develop data-driven career pathways utilizing regional data
- General Understanding of required training levels for local, demand driven occupations

CalJOBS Training – System Operations Training

- Understanding and ability to enter and utilize the following in CalJOBS:
 - Managing Staff Dashboard
 - Individual Registration
 - WIOA Application/Eligibility
 - Participation and Enrollment
 - Individual Employment Plan
 - Exits & Follow – up
 - Commonly Used Reports

Alignment of Workforce Investment, Education & Economic Development

- General understanding of Education and Economic Development Systems and what they do
- Knowledge of Educational and Economic Development partners/projects in local area
- Knowledge of strategies of engaging Economic Development in the AJCC
- Knowledge of strategies to engage Education in the AJCC
- Ability to outreach and utilize local partner services (i.e. friendly hand off)

Customer Assessment

- Knowledge and understanding of common tools used to assess customer skills, knowledge and suitability
- Ability to interpret suitability based on data and interactions with customer

Training Topic Core Curriculum America's Job Centers of California Staff

- Knowledge of Partner Services and ability to assess and evaluate available partner services
- Ability to perform gap analysis to evaluate available partner services
- Ability to utilize customer assessment to support in program skills gain

Eligibility

- Able to recite/recall targeted populations under WIOA: i.e. priority to basic skills deficient vs level of funds.
- Knowledge of eligibility requirements for all MOU signed partners and collocated partners
- Knowledge of documentation to support Eligibility

Human-Center Design

- Understanding of the four steps of Human Centered Design and how to use them strategically and effectively for various job center services.
 - Inspiration phase
 - Ideation Phase
 - Prototyping
 - Implementation

Live Your Brand

- Understanding of the mission, vision, and values of the LWDB
- Knowledge of strategies to engage staff to live your agency's brand
- Understanding of public relations vs marketing and value to the AJCC

Training Topics and Core
Curriculum for:

America's Job Centers of
California Management

Training Topic Core Curriculums America's Job Centers of California Management

Customer Skills Assessment Strategies

- Knowledge and understanding of common tools used to assess customer suitability
- Ability to interpret suitability based on data and interactions with customer
- Knowledge of Partner Services and ability to assess and evaluate available partner services
- Ability to perform gap analysis to evaluate available partner services
- Ability to utilize assessment to support in-program skills gain
- Understanding the use of calculations

Performance- Indicators and Reporting

- Able to identify the six performance indicators mandated by WIOA and understanding the calculations of the performance indicators
- Ability to distinguish between "reportable individuals" and "participants"
- Ability to distinguish between "reportable only" services and activities from "performance" services and activities
- Knowledge of any local performance metrics and reports; ie. Local boards' performance metrics
- Ability to properly identify and report measurable skill gains and credential attainment
- Understanding of how data inputs affects performance in CalJOBS

Measuring and Tracking Performance Goals

- Knowledge of practical implementation tools and techniques
- Able to set clear performance goals for AJCC Staff and understanding of how they relate to WIOA Performance.
- Strategies on prioritizing work; allocating resources; and measuring progress.
- Able to incorporate the concept of Return On Investment (ROI) as a steward of public resources
- Knowledge of implementable techniques to increase personnel and team productivity
- Understanding of Performance management techniques

Customer Process Flow Development

- Knowledge of Local MOU Phase I agreements with provided partner services.
- Knowledge of Partner Services able to incorporate partner service into a seamless customer flow experience
- Ability to develop a Customer Flow Process within the AJCC under WIOA; ie. Utilizing tools like process flow maps
- Understanding and ability to develop cross-agency referrals processes
- Ability to apply customer centered design principles to customer flow

Integrated Service Delivery

- Knowledge of Integrated Service delivery and Application.
- Understanding of policy implications of Integrated Service Delivery
- Understanding the difference between Integrated Service Delivery and Co-location
- Knowledge of Partner Services and ability to assess and evaluate available partner services
- Able to outreach to local partner services and develop cross-agency referrals processes
- Manage Cultural/organizational skills
- Understanding of the Universal Customer.

Training Topic Core Curriculums America's Job Centers of California Management

Fiscal and Financial Training

- Understanding of WIOA funding stream and how funds are allocated to Local Workforce Boards
- Understanding the difference between accrual and cash accounting
- Knowledge of OMB Guidance and where to find it
- Understanding of allocable, allowable, disallowable cost – categories of cost
- Understanding of the 7 financial management standards listed in OMB guidance

Coordination in Serving Target Population

- Knowledge of and ability to identify common barriers to employment
- Knowledge of and ability to refer to partner and community based services
 - Trainers shall discuss agreed upon referral process relative to the MOU
- Knowledge of best practices in job searching techniques for those with barriers to employment
- Knowledge of coaching and motivation strategies for Target populations
- Knowledge of engagement strategies including outreach, recruitment, and retention services for targeted populations

Business Services and Employer Engagement

- Understanding of the differences between Employer services and Business Engagement
- Understanding of how to “talk” to employers and businesses
- Understanding of Business as the primary customer and how to engage local businesses
- Ability to determine how to tie job seeker qualifications with employer business needs
- Knowledge of communication strategies to engage employers
- Understanding of ways to track performance for employer engagement
- Making a business customer even when they are not hiring - Transactional vs systemic
- Understanding of how to work with business organizations – chamber, econ dev, and labor associations
- Knowledge of relationship building principles to develop relationships between businesses, partners, and teams.
- Knowledge and ability to develop engagement strategies and translate those strategies in to an action plan
- Ability to develop a referral process with regional partners and business services staff

WIOA 101 - Budget and Basic Principals of Allocation

- Understanding of WIOA Title 1 and Title 3 funding streams and how they are divided and allocated.
- Understanding of General History of WIOA
- Understanding of the Federal, State, Local, and AJCC entities and their respective roles in regards to WIOA
- Understanding of budgeting tools and techniques according to GAAP
- Knowledge of budget presentations to Board of Directors, staff, public, etc.
- Managing budget on an ongoing basis

Understanding Labor Market Information

- Understanding of how to use LMI data to conduct analyses of the local labor market
- Knowledge of, and ability to use, key metrics and analytics strategically to lead AJCC staff in serving AJCC customers
- Ability to identify regional in-demand industries and occupations
- Ability to assess and compare AJCC data/customer demographics to LMI

Training Topic Core Curriculums America's Job Centers of California Management

- Knowledge of available LMI resources (local, regional, state and national)

Facilitation Techniques

- Able to facilitate workshops and orientations utilizing various facilitation techniques
- Understating of strategies for dynamic and interesting presentations
 - Provide examples of networking, icebreakers, teambuilding exercises
- Strategies to ensure interaction and full participation of participants
- Facilitator tips around dealing with workshop environment and pitfalls
 - Difficult people, straying off agenda, difficult workshop environment, room set up, rational and experiential aim.

Accessibility of the AJCC with regard to individuals with disabilities

- Ability to assess Physical and programmatic accessibility of facilities according to WIOA
- Knowledge of partner programs and community based services to assist individuals with disabilities
- Knowledge of assistive technology and materials to assist individuals with disabilities
- Ability to conduct self-assessment according to WIOA, State Regulations and ADA

Customer Service Orientation

- Understanding of how customers service affects the organization and reputation of the LWDB
- Understanding of basic concepts in customer service: ie. Empathy, Thick Skin (ability to detach themselves from situations and not take things personal), Communication Skills, Self-Control (ability to govern ones emotions), Flexibility, and being a Team Player.
- Understanding the philosophy of customer service and how to put it in practice.
 - Examples of customer service model

Motivating Staff and Building Capacity

- Able to identify behaviors, stages and roles of high performing teams
- Able to articulate the challenges, benefits, and strategies for motivating AJCC staff
- Knowledge of strategies to motivate staff to meet performance goals
- Setting expectation/performance plan. Managing staff performance.
- Conducting performance reviews
- Team building techniques
- Developing and managing progressive disciplinary actions

Grant Writing, RFP 101

- Ability to read and interpret Federal Funding Opportunity Announcements (FOAs)
- Knowledge of strategies for responding to Federal FOAs/RFPs
- Knowledge of how proposals are scored and review process
- Understanding of how to clearly articulate outcomes, objectives and goals

Alignment of Workforce Investment, Education & Economic Development

- Understanding of how Education and Economic Development can to assist Workforce Development – System, work, etc.
- Knowledge of Educational and Economic Development partners/projects in local area

Training Topic Core Curriculums America's Job Centers of California Management

- Knowledge of strategies of engaging Economic Development in the AJCC
- Knowledge of strategies to engage education in the AJCC
- Understanding of outreach strategies to engage Economic Development and Education Partners in the AJCC

Career Pathway Development

- Ability to identify and interpret available data sources and resources to develop career pathways
- Understanding of how to develop data-driven career pathways utilizing regional data
- Understanding of required training levels for local, demand driven occupations

Change Management for Supervisors in Multi-Agency Environment

- Understanding of types of organizational change
- Ability to identify potential causes for organizational change
- Ability to identify resistance to change and strategies for resolving resistance to change
- Ability to articulate a change plan and gain sustained commitment from AJCC Staff
- Understanding the process for managing staff through organizational change

Conflict Resolution; etc.

- Understanding of various conflict management techniques to resolve internal conflicts and external conflicts
- Knowledge of strategies to engage in more productive conflict with peers and customers
- Ability to make quick and effective decisions which suffices buy-in from both sides
- Understanding Relationship development and negotiation skills
- Ability to create win-win solutions

Continuous Quality Improvement (CQI)

- Understanding of Continuous Quality Improvement Core concepts, processes, and methods
 - Define, measure, analyze, improve, control
- Ability to implement CQI Core concepts on existing AJCC processes
- Understanding the steps to Quality Improvement processes: Define, Measure, Analyze, Improve and Control

Data Analytics and Reporting

- Able to identify the six performance indicators mandated by WIOA
- Ability to distinguish between “reportable individuals” and “participants”
- Ability to distinguish between “reportable only” services and activities from “performance” services and activities
- Ability to properly identify and report measurable skill gains and credential attainment
- Understand the process of interpreting data and communicating findings
- Understanding the definition of Data Analytics and how to use it strategically

Forging Relationships with Probation/Mental Health Programs

- Knowledge of outreach strategies to connect with Probation and Mental Health Programs
- Knowledge of convening strategies and relationship building tools
- Understanding of local probation and mental health programs

Training Topic Core Curriculums America's Job Centers of California Management

- Understanding the barriers and the process of removing barriers for individuals who are on probation or enrolled in mental health programs.
- Knowledge of the supports necessary to equip individuals to be successful at work.

Human-Center Design

- Understanding of the four steps of Human Centered Design and how to use them strategically and effectively.
 - Inspiration phase
 - Ideation Phase
 - Prototyping
 - Implementation
- Able to implement Human-Center Design into center programs and services

Live Your Brand

- Ability to create a strategic plan to ensure employees understand the mission, vision, and values of the LWDB.
- Knowledge of strategies to encourage and engage staff to live the agency brand/vision on a daily basis
- Knowledge of convening strategies to ensure staff have input and ownership of brand
- Understanding of public relations vs marketing and their value to AJCC

One-Stop Certification

- Understanding of AJCC Certification Requirements
- Knowledge of the role of the Local Workforce Development Board in the certification process and certification decision
- Understanding of California Baseline AJCC Certification and Hallmarks of Excellence AJCC Certification

Time Management and Project Management

- Understanding of how to define a project and gain approval to begin project
- Ability to define the scope of a project, refine the objectives if necessary, and define the action required to attain the desired objectives
- Ability to administer an execution process consisting of predictable steps to achieve the desired deliverable.
- Understanding of how to monitor and control the execution process to match stakeholder expectations
- Knowledge of proper closing processes to ensure proper completion of project deliverables.

Training Topics and Core
Curriculum for:

Local Workforce Development
Board Support Staff

Training Topic Core Curriculums Workforce Development Board Support Staff

System Monitoring and Compliance

- Knowledge of WIOA Program Exits and restarts
- Understanding of monitoring and compliance processes – Monitoring Guide
- Knowledge of CalJOBS Service Activity Codes and how to properly use them
- Knowledge of how to properly co-enroll for Title I and Title II services
- Knowledge of commonly used intake forms such as IEPs and WIOA Application & Enrollment forms.
- Knowledge of required intake documents such as ID, etc.; and scanning them into CalJOBS
- Understanding of case note composition – what is allowable and not allowable

Performance - Indicators and Reporting

- Ability to identify the six performance indicators mandated by WIOA
 - Understanding of WIOA calculations
- Ability to distinguish between “reportable individuals” and “participants”
- Ability to distinguish between “reportable only” services and activities from “performance” services and activities
- Ability to properly identify and report measurable skill gains and credential attainment
- Knowledge of any local performance metrics and reports – i.e. local board reports
- Understanding of how data input into CalJOBS affects performance

Integrated Service Delivery –

- Understanding of Integrated Service delivery and application in AJCC service delivery
- Understanding of policy implications of Integrated Service Delivery
- Understanding the difference between Integrated Service Delivery and Co-location
- Knowledge of Partner Services and ability to develop relationships with WIOA Partners
- Ability to outreach and utilize local partner services (i.e. friendly hand off)
- Understanding the universal customer and how this affects performance and policy
- Ability to manage cultural/organizational shifts associated with Integrated Service Delivery

Facilitation Techniques

- Ability to facilitate workshops and orientations utilizing various facilitation techniques
- Understanding of strategies for dynamic and interesting presentations
 - Provide examples of networking, icebreakers, teambuilding exercises
- Strategies to ensure interaction and full participation of participants
 - Difficult people, straying off agenda, difficult workshop environment, room set up, rational and experiential aim.

Coordination in Serving Target Populations: Re-Entry – see core/mgmt. for bullets

- Ability to identify local and regional partners and community based organizations to bridge service gaps
- Understanding of different formats of partnerships and discerning which format works best
- Knowledge of collaborative strategies to create collaborative partnerships
- Knowledge of and ability to identify common barriers to employment
- Knowledge of and ability to refer to partner and community based services
 - Trainers shall discuss agreed upon referral process relative to the MOU

Training Topic Core Curriculums Workforce Development Board Support Staff

- Knowledge of best practices in job searching techniques for those with barriers to employment
- Knowledge of coaching and motivation strategies for Target populations
- Knowledge of engagement strategies including outreach, recruitment, and retention services for targeted populations

WIOA 101

- Understanding of the Federal, State, Local, and AJCC entities and their respective roles in regards to WIOA
- Understanding of General History of WIOA
- General Understanding of four titles and six core programs
- Understanding of State plan policies and directives; ie. ETPL

Cost Sharing Negotiation

- Knowledge in principles of negotiation
- Understanding of AJCC infrastructure cost – including common space, equipment and supplies
- Knowledge of the California Directive on MOU-Cost Sharing
- Understanding the process to negotiate cost sharing – including in-kind and cash contributions

Understanding Labor Market Information - see core/mgmt. for bullets

- Understanding of how to use LMI data to conduct analyses of the local labor market
- Knowledge of, and ability to use, key metrics and analytics strategically to lead AJCC staff in serving AJCC customers
- Ability to identify regional in-demand industries and occupations
- Ability to assess and compare AJCC data/customer demographics to LMI
- Knowledge of available LMI resources (local, regional, state, and national)

Performance – Development of Contractual Performance Goals

- Understanding of the purpose of Contractual Performance Goals to understand system activity
- General understanding of how performance goals are determined in local area and how they relate to WIOA performance.
- Understanding of Local Area performance goals
- Ability to implement strategies in order to meet performance goals
- Ability to review strategies to track and meet performance goals

Customer Process Flow Development – see core for bullets

- Knowledge of Local MOU Phase I agreements with provided partner services.
- Knowledge of Partner Services and able to incorporate partner service into a seamless customer flow experience
- Ability to develop a Customer Flow Process within the AJCC under WIOA
- Ability to utilize tools like process flow maps
- Ability to apply customer centered design principles to customer flow
- Understanding and ability to develop cross-agency referrals processes

WIOA 102 • Strategy & Implementation

- Knowledge of WIOA Law and Regulations

Training Topic Core Curriculums Workforce Development Board Support Staff

- Ability to interpret WIOA law and regulations into strategy
- Knowledge of local and regional strategic workforce plans
- Knowledge of the development of implementation and action plans
- Understanding of all regional planning processes in California - i.e Strong Workforce, AEBG
- Ability to discuss high level strategies on key programmatic areas of WIOA to local and regional board leadership

MOU Partnership Development

- Knowledge in principles of negotiation
- Understanding of AJCC infrastructure cost – including common space, equipment and supplies
- Knowledge of the California Directive on MOU-Cost Sharing
- Understanding the process to negotiate cost sharing – including in-kind and cash contributions

Customer Service Orientation

- Understanding of how customers service affects the organization and reputation of the LWDB
- Understanding of basic concepts in customer service: ie. Empathy, Thick Skin (ability to detach themselves from situations and not take things personal), Communication Skills, Self-Control (ability to govern ones emotions), Flexibility, and being a Team Player.
- Knowledge of processes to measure customer satisfaction and ability to interpret results
- Understanding the philosophy of customer service and how to put it in practice.
 - Examples of customer service model

Career Pathway Development – see mgmt. for bullets

- Ability to identify and interpret available data sources and resources to develop career pathways
- Understanding of how to develop data-driven career pathways utilizing regional data
- Understanding of required training levels for local, demand driven occupations

Career Assessment and Planning

- Knowledge and understanding of common tools used to assess customer suitability
- Ability to interpret suitability based on data and interactions with customer
- Knowledge of Partner Services and ability to assess and evaluate available partner services
- Ability to perform gap analysis to evaluate available partner services
- Using assessment to support in-program skills gain performance metric

Business Services and Employer Engagement

- Knowledge of relationship building principles to develop relationships between businesses, partners, and teams.
- Knowledge and ability to develop engagement strategies and translate those strategies in to an action plan
- Ability to develop a referral process with regional partners and business services staff
- Understanding of the differences between Employer services and Business Engagement
- Understanding of how to “talk” to employers and businesses
- Understanding of Business as the primary customer and how to engage local businesses
- Ability to determine how to tie job seeker qualifications with employer business needs
- Knowledge of communication strategies to engage employers
- Understanding of ways to track performance for employer engagement
- Making a business customer even when they are not hiring - Transactional vs systemic

Training Topic Core Curriculums Workforce Development Board Support Staff

- Understanding of how to work with business organizations – chamber, econ dev, and labor associations

Alignment of Workforce Investment, Education & Economic Development – see mgmt. for bullets

- Understanding of how Economic Development can to assist Workforce Development – System, work, etc.
- Knowledge of Educational and Economic Development partners/projects in local area
- Knowledge of strategies of engaging Economic Development in the AJCC
- Knowledge of strategies to engage education in the AJCC
- Understanding of outreach strategies to engage Economic Development and Education Partners in the AJCC

Career Planning

- Knowledge of career exploration strategies; information gathering for career planning, and ability to asses transferrable skills
- Knowledge of assessment tools to assess interests, values, and skills; setting short- and long-term career goals; career decision-making; determining the education and training needed to achieve career goals; developing a realistic career plan; and, identifying action steps.

Human-Center Design – match with core/mgmt. bullets

- Understanding of the four steps of Human Centered Design and how to implement them strategically and effectively in agency services.
 - Inspiration phase
 - Ideation Phase
 - Prototyping
 - Implementation

One-Stop Certification – see mgmt. bullets

- Knowledge of AJCC Certification Requirements and required elements to implement proper assessment
- Ability to articulate the role of the Local Workforce Development Board in the certification process and certification decision
- Knowledge and ability to test for California Baseline AJCC Certification and Hallmarks of Excellence AJCC Certification

Conflict Resolution; etc. – see mgmt. bullets

- Understanding of various conflict management techniques to resolve internal conflicts and external conflicts
- Knowledge of strategies to engage in more productive conflict with peers and customers
- Ability to make quick and effective decisions which suffices buy-in from both sides
- Understanding Relationship development and negotiation skills
- Ability to create win-win solutions

Live Your Brand

- Ability to create a strategic plan to ensure employees understand the mission, vision, and values of the LWDB.
- Knowledge of strategies to encourage and engage staff to live the agency brand/vision on a daily basis
- Knowledge of convening strategies to ensure staff have input and ownership of brand
- Understanding of public relations vs marketing and their value to the AJCC

Training Topic Core Curriculums Workforce Development Board Support Staff

Time Management and Project Management, WIOA 102 – see other bullets that match this topic

- Understanding of how to define a project and gain approval to begin project
 - Ability to define the scope of a project, refine the objectives if necessary, and define the action required to attain the desired objectives
 - Ability to administer an execution process consisting of predictable steps to achieve the desired deliverable.
 - Understanding of how to monitor and control the execution process to match stakeholder expectations
 - Knowledge of proper closing processes to ensure proper completion of project deliverables.
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Training Topics and Core
Curriculum for:

Local Workforce Development
Board Members and Leadership

Training Topic Core Curriculums Workforce Development Board Members and Leadership

Alignment of Workforce Investment, Education & Economic Development

- Understanding of how Education and Economic Development can assist Workforce Development – System, work, etc.
- Knowledge of Educational and Economic Development partners/projects in local area
- Knowledge of strategies of engaging Economic Development in the AJCC
- Knowledge of strategies to engage education in the AJCC
- Understanding of outreach strategies to engage Economic Development and Education Partners in the AJCC
- Knowledge of WDB responsibility under WIOA to align workforce, education and economic development
- Knowledge of regional planning process including: workforce, strong workforce and AEBG
- Understanding of regional workforce plans and implementation strategies.

Sector Strategy Development

- Understanding how to define the scope of industry focus – Looking through the lens of business.
- Using LMI to set your direction
- Knowledge of the process of recruiting and supporting industry champions
- Knowledge of and tools for convening industry focus groups
- Ability to coordinate and support community/supply side partners
- Developing and action plan
- Understanding how to develop and implement a coordinated business service team
- Knowledge of how to coordinate and link front line service delivery to industry sector initiatives
- Knowledge of how to link sector partnerships to education and career pathways
- Knowledge of how to develop metrics to measure progress and success.

Local Strategic Planning (Alignment with State Standards)

- Knowledge and understanding of State Workforce Plan
- Knowledge and understanding of other California planning processes: Strong Workforce Taskforce, AEBG, etc.
- Understanding of how to align local strategies and programs to regional plans
- Knowledge of strategic planning process including: setting goals, defining contradictions, SWOT analysis, development of strategic directions and implementation planning
- Ability to describe the process to align workforce system to industry demand

Leading Organizational Change

- Knowledge of building urgency and buy-in from organization
- Ability to build coalitions for change
- Understanding the process to creating a vision for change and communicating that vision to the organization
- Knowledge of dealing with obstacles to change
- Knowledge and understanding of creating opportunities for short-term wins
- Ability to monitor progress of change and anchor in organizational culture

Career Pathway Development

- Ability to identify and interpret available data sources and resources to develop career pathways
- Understanding of how to develop data-driven career pathways utilizing regional data
- Understanding of required training levels for local, demand driven occupations

Training Topic Core Curriculums Workforce Development Board Members and Leadership

Regional and/or Local Strategic Planning

- Knowledge and understanding of State Workforce Plan
- Knowledge and understanding of other California planning processes: Strong Workforce Taskforce, AEBG, etc.
- Understanding of how to align local strategies and programs to regional plans
- Knowledge of strategic planning process including: setting goals, defining contradictions, SWOT analysis, development of strategic directions and implementation planning
- Ability to describe the process to align workforce system to industry demand
- Understanding of roles of key partners/stakeholders

Performance – Goals Development

- Ability to identify the six performance indicators mandated by WIOA.
- Ability to distinguish between “reportable individuals” and “participants”
- Ability to properly identify and report measurable skill gains and credential attainment
- Knowledge of any local performance metrics and reports – i.e. local board reports
- Understanding of how data input into CalJOBS effects performance
- Understanding of the development of performance dashboards and data analytics

WIOA 101

- Understanding of General History of WIOA
- General Understanding of four titles and six core programs
- Understanding of State plan policies and directives; ie. ETPL
- Understanding of the Federal, State, Local, and AJCC entities and their respective roles in regards to WIOA

Data Analysis & Reporting - ROI Beyond WIOA

- Knowledge of development of ROI models
- Understanding on the process to read and interpret data
- Knowledge of reporting forms and templates
- Knowledge of communicating performance data to boards

WIOA Budget and Principles Allocation

- Understanding of WIOA funding stream and how funds are allocated to Local Workforce Boards
- Understanding the difference between accrual and cash accounting
- Knowledge of OMB Guidance and where to find it
- Understanding of allocable, allowable, disallowable cost – categories of cost
- Understanding of the 7 financial management standards listed in OMB guidance
- Knowledge of presenting budgets to board of directors

Understanding Labor Market Information

- Understanding of using LMI data to conduct analyses of the local labor market
- Knowledge of, and ability to use, key metrics and analytics strategically to serve AJCC customers
- Ability to assess and compare AJCC data/customer demographics to LMI
- Ability to identify regional in-demand industries and occupations

Training Topic Core Curriculums Workforce Development Board Members and Leadership

- Knowledge of available LMI resources (local, regional, state, national)

Procurement (including performance)

- Understanding of procurement roles as outlined by OMB
- Knowledge of the difference between RFP, RFA, RFQ, etc
- Understanding the process of setting up competitive procurement process
- Understanding conflict of interest and how to avoid it
- Experience in writing and rating RFPs

Integrated Service Delivery

- Knowledge of Integrated Service delivery and application
 - Understanding of policy implications of integrated service delivery
 - Difference between integrated service delivery and colocation
- Knowledge of Partner Services and ability to assess and evaluate available partner services
- Ability to outreach and utilize local partner services (i.e. friendly hand off)
- Managing cultural/organizational shifts
- Understanding the universal customer

Board Development

- Knowledge of recruitment process and relation of board to CLEO
- Understanding roles and responsibilities of WDBs
- Understanding how to set up and facilitate engaged board meetings
- Knowledge of proper staff support to boards
- Knowledge of Board orientation and on-boarding process
- Understanding the strategic nature of boards.

Cost Allocation

- Understanding of WIOA Title 1 and Title 3 funding streams and how they are divided and allocated.
- Understanding of General History of WIOA
- Understanding of the Federal, State, Local, and AJCC entities and their respective roles in regards to WIOA
- Understanding of budgeting tools and techniques according to GAAP
- Knowledge of budget presentations to Board of Directors, staff, public, etc.
- Managing budget on an ongoing basis

Customer Process Flow Development

- Knowledge of Partner Services and ability to assess partner services
- Understanding of Customer Flow Process within the AJCC under WIOA
 - Utilize tools like process flow maps
- Understanding and ability to perform cross-agency referrals
- Ability to apply Customer Centered Design principles to customer flow process
- Understanding customers, job seekers, business, and community.

Training Topic Core Curriculums Workforce Development Board Members and Leadership

Disability Awareness and Sensitivity Training

- Knowledge of basic ADA requirements
- Knowledge of the ability to connect and develop service strategies to disability providers
- Understanding on the importance of programmatic and electronic accessibility
- Knowledgeable on WIOA Title IV and other State initiatives

Human-Center Design

- Understanding of the four steps of Human Centered Design and how to use them strategically and effectively for various job center services.
 - Inspiration phase
 - Ideation Phase
 - Prototyping
 - Implementation

Live Your Brand

- Ability to create a strategic plan to ensure employees understand the mission, vision, and values of the LWDB.
- Knowledge of strategies to encourage and engage staff to live the agency brand/vision on a daily basis
- Knowledge of convening strategies to ensure staff have input and ownership of brand
- Understanding of public relations vs marketing and their value to AJCC

Work Experience

- Knowledge of the various forms of work-based learning: WEX, OJT, Apprenticeships, Internships, ETC
- Understanding the process of setting up work-based learning initiatives
- Understanding of how to develop tracking and reporting forms for WBL
- Knowledge on how to market WBL to community and business
- Knowledge of the linkage between WBL and education partners.