

# The Sacramento Integrated Service Delivery Initiative Local Plan



Sacramento Employment and Training Agency  
925 Del Paso Blvd.  
Sacramento, CA 95815  
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## Sacramento Integrated Service Delivery Initiative Local Plan

- 1. Partnership and Collaboration:** *Describe how the integration initiative was introduced to your Local Board. Discuss the degree of interest and support provided by the Local Board. Provide information on how the One-Stop Career Center partners (i.e. Workforce Investment Act (WIA) Adult, WIA Dislocated Worker, Wagner-Peyser, Trade Act, and Veterans) have been included in the planning process. Describe the leadership teams that were developed to support the change effort, their charters, and the information on how the membership of those teams was determined. Provide information as to how the teams will be used in the learning lab implementation.*

The Sacramento Works Workforce Investment Board has been closely involved with the planning for implementation of the Workforce Development Service Delivery Integration Initiative over the past 6 months. SETA's Deputy Director is an active participant of the State of California Integrated Service Delivery Planning Team and is the Co-Chair for the Common Customer Pool Workgroup. SETA volunteered in June 2007 to become one of twelve Integrated Service Delivery Learning Labs to discover more effective ways to deploy resources while improving the quality of services delivered in the One Stop Career Center system. As the Workforce Services Branch of the California Employment Development Department has disseminated information regarding the State's Integrated Service Delivery framework and as Integrated Service Delivery Planning Team meetings have occurred, staff has updated the Sacramento Works Planning/Oversight Committee and provided them with the opportunity to offer input into the planning process.

The Planning/Oversight Committee of Sacramento Works was briefed at their September and October 2007 meetings and will review the draft integration plan at their meeting on January 16, 2008, and the full board will review and approve the plan on January 23, 2008. Feedback from board members has been favorable, and staff will continue to solicit input as the plan is developed and implemented. One Sacramento Works Board Member, representing Education, set up a meeting with all of the Adult Education Directors of the local K-12 school districts in December 2007 to discuss leveraging and better integrating skill development services offered through the districts. Another member, representing the Employment Development Department, (representing the Workforce Investment Act (WIA) required partners representing Wagner-Peyser, Trade Act and Veterans programs) sits on the State Integrated Services Delivery Team and is represented on the local functional planning teams by managers and staff.

SETA has a very close working relationship with the local EDD Job Service, which hosts a Sacramento Works Career Center at the Mark Sanders Employment Development Department office. EDD management staff has worked closely with SETA from the inception of the integration initiative and has taken on a co-leadership role, promoting the integrated service delivery concepts to EDD staff, as well as to the Sacramento Works Planning Committee.

SETA and EDD have utilized the services of two Workforce Development consultants to develop a Learning Lab Leadership Team and educate staff and board members about the changing economic environment and global competition, changing demographics, changing job skills, and the gaps between the skills of workers and the needs of employers.

SETA's Learning Lab leadership team is patterned after the functional design that was used by the State Integration Workgroup. Three teams have been developed representing the three functional service areas of an Integrated Service Delivery system: Welcome/Talent Engagement, Skills Development/ Talent Development and Job Getting/Talent Marketing. These teams were developed at a series of Planning meetings held by EDD/SETA Management staff and the Workforce Development Consultant who is working on the Integration initiative at both the state and local levels. Each team has developed specific objectives and goals based on functions identified through those meetings. The charters of each of these teams include:

**Welcome/Talent Engagement:** The primary goal will be to engage each customer to insure their return to participate in skills development services. Issues that will need to be addressed include framing the customer's first visit; defining staff assisted services; eligibility and identification of minimum data collection requirements; the definition of initial assessment; and framing the transition (when needed) to the other functional teams.

**Skills Development/Talent Development:** The goal is to shift the One-Stop system to a skill-based system that includes opportunities for all customers to receive skills improvement. Objectives include developing the definition of skill based learning, identifying education and training opportunities currently available in the region; reviewing Basic Skills and Enhancing Skills products; building relationships with community Adult Education programs and other community based training providers; developing a definition of "Coaching", and identifying staff development and capacity building options regarding coaching methods.

**Job Getting/Talent Marketing:** The goal will be to provide job placement, coaching, job retention and support services to adults and dislocated workers that will empower them to be skilled, qualified applicants that will meet the needs of our local area employers and promote positive outcomes.

Techniques that have been used to enhance the level of support and cooperation provided by the One-Stop partners include:

1. Participation on functional planning teams
2. Use of Workforce Development Consultants to work with functional planning teams and Learning Lab Leadership Team to develop the local plan.
3. Presentations to educate staff, partners, community members and local elected officials on the changing economic environment, the gap between the skills of the talent pool and the needs of employers, and to show how the

integrated service delivery initiative will ensure that One Stop Career Centers are poised to close the gap.

- 2. One-Stop Agreements, contracts, and Memoranda of Understanding:** *Explain how you will incorporate the language of the integrated service delivery model policy framework into your existing agreements. Include an estimated timeline for agreement approvals.*

SETA/Sacramento Works is in the process of revising all MOUs to be consistent with new EDD requirements and the revised local plan. SETA will incorporate the integrated service delivery model policy framework with the revisions, ensuring that all MOUs are consistent with the local plan. MOUs with required partners should be completed by May 2008 and MOUs with non-required partners should be completed by September 2008.

SETA will release a Request for Proposals for WIA Title I One-Stop Services in February 2008. SETA will incorporate the integrated service delivery model policy framework in the Request for Proposals, ensuring that all subgrant agreements for One-Stop Services beginning July 1, 2008 include the goals, activities, customer flow and performance accountability of the Integrated Service Delivery plan.

- 3. Workforce Intelligence/Labor Market Research:** *Describe what methods you will employ to assess the local economy and employer needs, how you will validate the information gathered in this process, how you anticipate your discoveries will influence your approach to system integration and service delivery.*

Sacramento Works/SETA has a variety of partners (Sacramento Regional Research Institute, EDD Workforce Services Branch, California Regional Economies Project) that provide local and regional occupational projections and forecast data to identify the occupations and/or industries that are projected to provide the best opportunities for long term employment (primarily based on absolute growth as well as overall growth rate). Sacramento Works staff annually survey local employers and conduct informational interviews to determine the accuracy of the projections and forecast data. The information gathered through the surveys identifies and validates which occupations and/or occupational clusters provide the best employment opportunities for One-Stop Career Center customers and how best to spend training dollars for those customers who have specific barriers to employment and need training or re-training.

Sacramento Works/SETA will continue to produce the Occupational Outlook & Training Directory. This resource publication is comprised of a series of occupational profiles that provide a wide range of occupational information, including wages and benefits, employer hiring requirements, supply/demand assessment, size of the occupation, and employment trends; a multi-county directory of the Sacramento region's education and training providers; and an occupation/training index which consists of an alphabetical index of occupations and the local education/training providers who offer related training for those occupations.

In addition to the hard copy and pdf versions of the multi-county training directory, Sacramento Works is also working with Valley Vision and the other Partnership for Prosperity team members to create an occupation and training web-based application with open-source database language. The database will be populated with current education/training program information from the Occupational Outlook and Training Directory and is linked to the national O\*NET database, which contains hundreds of standardized and occupation specific descriptors, including the key features of an occupation (the day-to-day aspects of the job and the qualifications and interests of the typical worker).

The web-based application will be completed in three phases and is intended primarily to be a regional resource.

Phase one: Users of the website will be able to search by occupation, education/training provider, or program. If searching by occupation, the user will be able to link to all education and training providers in the region that provide training related to the occupation. If searching by education and training provider, the user will be able to see all of the courses/programs the education and training provider has listed. If searching by program, the user will be able to see all of the courses/programs that relate to their keyword search.

Phase two: Users of the website will be able to search regional occupational projections and forecast information that identify industries and occupations that are critical to the economic growth of the region, and relate the information to occupations defined by the O\*NET/SOC classification system, and to regional education and training programs and the occupational objectives of those courses/programs.

The Sacramento Learning Lab will also use products identified by the Workforce Intelligence Committee of the California Integrated Service Delivery Planning Team and will receive monthly updates, technical assistance and training from the EDD Labor Market Information Analyst assigned to the Sacramento region.

- 4. Skill Assessment, Skill-Enhancement and Skill-Based Labor Market Attachment:** *Describe how the One-Stop Career Center service design will enhance the local system's ability to effectively link qualified job seekers with employment opportunities that best match their skills. If relevant, provide information on the proposed changes in office space design or procedural manuals. Describe how you will assess the skills and needs of job seekers, where assessment will occur and what staff will be tasked with this function? Describe your plan for training functional teams in the use of new assessment tools/systems.*

The Sacramento Works Career Center's Learning Lab is designing a system that will enhance the local one-stop system's ability to focus on talent development, or the ability to provide the talent pool with the skills that are needed by regional employers and link qualified job candidates from the talent pool to employment opportunities that match their skills. Three functional teams focusing on skills assessment, skills enhancement, skills certification and skills marketing developed the system design.

The functional teams, **Welcome/Talent Engagement**, **Skills Development/ Talent Development**, and **Job Getting/Talent Marketing** are composed of staff from over 12 partnering agencies, including WIA, Wagner Peyser, TAA, Veterans programs, the Department of Human Assistance, AARP, area school districts, community colleges, and community based organizations.

The objective of the teams and the learning lab is to ensure the career center system offers skill-based activities that prepare quality job candidates to meet the needs of regional employers of critical occupational groups. These demand driven occupational clusters are identified annually by the Sacramento Works, Inc. after reviewing labor market projections, local surveys and the local Occupational Outlook publication.

A basic tenant of the Integrated Service Transformation shift is the process of “subtraction.” Subtraction is a method used to eliminate processes that are no longer necessary or that keep staff from serving career center customers. As this shift occurs, teams should be mindful of those processes, functions, policies or practices that pose barriers to career center staff in getting necessary services to customers. Program planning for the Integration Learning Lab will be done with an eye towards what can be subtracted. Examples of subtraction that have been used to date include:

- The SMARTware application becomes a one page document that encompasses the application for registration, required demographics, State required data elements and initial assessment leading to an Action Plan/Referral. **Attachment A.**
- Use of SMARTware for documentation of WIA eligibility determination and for tracking of services obtained in the career centers. It is the goal of SETA’s Integration plan to insure that data input is completed only one time.
- The ability to upload JTA data from SMARTware directly into the JTA system.
- Eligibility determination will require only three documents (Right to Work, Selective Service Registration and Age/Date of Birth) and the Welcome function will be able to document what is viewed in SMARTware.
- The required Follow-up process will be eliminated.
- “Coaching” will replace case management as a means to motivate and mentor customers; Training and staff development will focus on engaging customers as coaches instead of case managers
- Documentation of services will be completed using a combination of SMARTware bar coding, use of the SMARTware workshop scheduler and brief notes in the electronic case file.
- Talent Marketing will focus on how to more effectively connect job seekers with employers and identify those services that will insure successful job candidates.

In the Integrated Service Delivery Initiative Learning Labs, each career center in the Sacramento Works One Stop Career Center system will implement the services recommended by the three functional teams. The initial services recommended for each functional area are:

**Welcome/Talent Engagement:** Services will include orientation, registration, referral to other community agencies, initial assessment, basic skills assessments, soft skills assessments and job skills assessments in the resource centers or in groups in the computer classrooms. Assessment of the job candidates in the talent pool will begin as soon as a customer enters the career center. A short initial assessment will be provided to each job candidate during their first visit, followed by a meeting with a workforce development professional for a short coaching/career planning interview to determine next steps. **Attachment B**

**Skills Development/Talent Development:** Services will include skill assessments, career planning, coaching, job readiness training, occupational skills training; subsidized employment, employed worker training, and English-language training. Supportive services will be available through the Learning Lab to ensure that the talent pool is provided the skills that are necessary to compete in the regional economy. Assessments will include vocational assessments and in-depth skills assessments, which are more comprehensive and may require staff assistance. Assessments will be conducted in groups, in the computer labs, or one-on-one in the resource room of the career center. The results will drive the referral process to the product box of basic skills and vocational skills enhancements tools.

**Job Getting/Talent Marketing:** Services will include job identification, job development, resume assistance, pre-screening and referral, interviewing assistance, and job retention and upgrade. Emphasis is on skill-based labor market attachment. Talent Marketing staff will utilize the results of the assessments and workforce intelligence to match job candidates to employers.

The California Integrated Service Delivery Planning Team and the Sacramento Integrated Service Delivery Learning Lab teams have been researching assessment tools to be used in the Learning Labs. The Sacramento Learning Lab will be selecting a short, initial assessment to use in the Welcome/Talent Engagement function and several intensive assessments to be used in the Skill Development/Talent Development function. **Attachment C** lists the assessment instruments that may be used in the Learning Lab.

The Sacramento Works Career Center system has an established Training Team that coordinates ongoing and relevant training for career center staff. Training topics include coaching techniques, Labor Market Intelligence, change management, assessments, performance measurement, and WIA regulations. This team is comprised of regional representatives from the workforce development, social services, community based organizations and education partners. As the Sacramento Works Learning Lab identifies the assessments to be used throughout the system, the SWCC Training Team will provide training to all staff and partners.

5. **Service availability at all locations:** *Describe your strategy for ensuring that the integrated service delivery model you have designed will be consistently implemented throughout the local area. Provide a list of One-Stop Career Center locations where the integrated service model will be implemented. If you are phasing in implementation, provide a timeline.*

It is the intent of the Sacramento Integrated Service Delivery system to consistently implement the Learning Lab throughout the local area. Currently, there are 12 One-Stop Career Center locations in Sacramento County. To ensure that the integrated service delivery system is implemented throughout the local area, SETA will release an RFP for the new design in February 2008, will include partners in the functional planning teams, and will train all staff and partners in the integrated service design. For an Implementation timeline, see **Attachment D**. For the current locations of the Sacramento Works One Stop Career Centers, see **Attachment E**.

- 6. Integrated Customer Pool:** *Integrated service delivery includes a commitment to and a process for an integrated customer pool, where all One-Stop Career Center customers are registered simultaneously in the performance measure calculation of the Workforce Investment Act, Wagner-Peyser Act, Trade Adjustment Assistance, and Veterans Employment and Training programs. An integrated customer pool requires an automated reporting system. Indicate the option your local partnership has selected and describe how it will be implemented throughout the One-Stop Career Center system. Describe how you designed the flow of customers through your One-Stop Career Center system to assure that all clients will be reported?*

The Sacramento Integrated Service Transformation partnership will use is a combination of CalJOBS<sup>SM</sup> and SMARTware, a locally developed client management system. This local reporting system will provide for collection of the full range of data required across all the integrated programs. Data will be uploaded to the JTA system for reporting in compliance with federal and state reporting requirements.

Beginning in April 2008, outreach and orientation materials will encourage customers to bring right to work documents to their first appointment at the career center. Customers receiving staff-assisted services, services that occur when an assessment is conducted of a participant's skills, education, or career objectives in order to decide on appropriate next steps, assess personal barriers to employment, and/or access other related services as necessary, will be registered and enrolled in the career center system and will be included in the performance measurement system. It is anticipated that the number of customers enrolled in staff-assisted services will increase from 3,000 in fiscal year 2007-2008 to 30,000 in fiscal year 2008-2009.

- 7. Adult Common Measures:** *The Adult Common Measures outcome goals will be negotiated for the integrated customer pool. If your partnership has discussed expected entered employment, retention, and average wage levels for the common customer pool please provide some background on that discussion, and what the partnership's recommendation was for performance levels. If recommended performance goals have been developed, please describe the method used for determining these levels and any historical data used to evaluate performance expectations for the common customer pool.*

In 2001, the President announced a budget and performance integration initiative. Under this initiative, federal agencies were given a mandate to develop common performance measures across similar programs. Responding to this initiative, the Department of Labor combined participants served with WIA Adult and Dislocated Worker funds, implemented a set of common measures for workforce programs, and reduced the measures from 8 to 3. On August 16, 2007, the State of California implemented the consolidated common measures and in September 2007 Sacramento Works approved implementation of the Common Measures for Sacramento County. The three Adult Common Measures are:

1. **Entered Employment** - measures the number of adult participants who are employed in the first quarter after exit.
2. **Employment Retention** - reflects the number of adult participants who are employed in quarters 1, 2 and 3 after exit.
3. **Average Earnings** - measures the average earnings of those participants who were employed in quarters 1, 2 and 3 after exit.

The Sacramento Adult Common Measures goals approved by Sacramento Works for Program Year 2007-08 are measured on approximately 3,000 customers who receive intensive and training activities. The measures currently are:

Entered Employment	76%
Employment Retention	81%
Average Earnings (6 months)	\$13,000

The Sacramento Common Measures goals approved by the Employment Development Department for the Wagner Peyser program, which serves approximately 43,000 customers through the career center system last year, are currently:

Entered Employment	57%
Employment Retention	80%
Average Earnings (6 months)	\$16,700

**RECOMMENDED PERFORMANCE GOALS FOR PROGRAM YEAR 2007-2008:**

One of the main proposed features in the new Integrated Services Transformation Initiative is the establishment of performance accountability for all customers in the pool, which is expected to be about 30,000 in the first year. The impact of including all customers in the calculation of performance outcomes will not be known until after the first year. Historically, establishing performance goals for a new initiative requires selecting a baseline year. Because the impact of the new service integration on performance cannot be evaluated currently, the LWIB is requesting that performance data collected in the first year of the implementation (PY 2008-09) of the Learning Lab pilot project to be the baseline year, which will be used to propose the LWIA Adult Common Measures goals for the new initiative in Program

year 2009-10. Sacramento Works/SETA is requesting a waiver of performance accountability for Program Year 2008-09.

8. **Customer Flow:** *Describe the integrated customer flow you have designed and provide information on how it will offer all customers three types of services, including (1) an initial, standardized skill assessment from which an initial service plan is designed; (2) a robust menu of demand-driven, skill enhancement products (including, but not limited to, occupational training); and, (3) a method for attaching center customers to the labor market by responding to employer qualifications and, whenever possible, verifying skills prior to referral of job candidates to employers. Discuss which skill assessment tool(s) the learning lab will use, how and why the tools were selected and what skill enhancement products that the learning lab will offer. How will your system approach determining employer skill requirements and preparing job candidates for referrals based on those requirements?*

The Sacramento Integrated Service Delivery Learning Lab customer flow is attached as **Attachment F**. This visual aid shows the flow and the services provided, beginning with the Welcome/Talent Engagement function, where orientation, registration, community referrals and the initial standardized assessments are completed. An initial, standardized assessment, career coaching and an action plan will be completed on a customer's first or second visit to the center. Customers will work with career center coaches to assess their skills and identify whether their action plan should focus on skill/talent development or job getting/talent marketing functions.

If a customer needs skill/talent development services in order to be competitive in the regional labor force, they would work with Talent Development coaches, who will assist them in fully utilizing the talent development products offered through the career center system. Skill/talent development products include

- Action Plans (Talent Development)
- Pre-Employment Skills Training
- Soft-Skills Training
- Financial Literacy
- Basic Skills Training
- Workforce Intelligence
- Computer Literacy Training
- Career Assessment
- In-depth Skills Assessment
- Career/ Technical Education
- Vocational Training
- On-line Training/Distance Learning
- Tuition Assistance
- Subsidized Employment

If a customer has the skills necessary to compete in the regional labor force, they will work with Talent Marketing coaches, who will provide access to products that enable customers to identify labor market opportunities and the skills required to obtain them. Talent Marketing products include:

- Action Plans (Job Advancement Plan)
- Workforce Intelligence
- Resume Assistance
- Interviewing Assistance
- Job Matching and referrals
- Pre-screening and referrals
- Employer Orientations & Interviews
- Industry specific/general Job Fairs
- Employment Networking
- Job Coaching/Career Counseling
- Customized Recruitment

The California Integrated Service Delivery Planning Team and the Sacramento Integrated Service Delivery Learning Lab teams have been researching assessment tools to be used in the Learning Labs. The Sacramento Learning Lab will be selecting a short, initial assessment to use in the Welcome/Talent Engagement function and several intensive assessments to be used in the Skill Development/Talent Development function. **Attachment C** lists the assessment instruments that may be used in the Learning Lab.

Using workforce intelligence, workforce studies and forecasts, and responses from local surveys of employers, the Learning Lab partners will determine employer skill requirements and work with education and training providers and community based organizations to prepare job candidates to meet their needs.

9. **Integrated Staffing:** *Describe how you approached the creation of cross-functional service delivery teams. Indicate who has responsibility for functional supervision, management and staffing functions for the new service delivery model. Describe proposed mechanisms to encourage early identification of ineffective practices, problem resolution and continuous improvement. Describe how functional teams will provide services under the adopted customer flow and how managers and team leaders of this effort were named.*

The Sacramento Learning Lab cross-functional service delivery teams were developed after several planning meetings with SETA and EDD staff. The teams were created to develop the actual functions of Welcome, Skill Development and Job Getting. This service delivery system that will be tested in the Learning Lab will provide more intensive, staff assisted services to a much greater number of customers, simplify existing service delivery by eliminating/subtracting paperwork, documentation requirements, and redundant processes, and will focus on increased skills assessment and skills development.

Management of the Sacramento Works One Stop Career Center System is the responsibility of the SETA as the One Stop Operator. The Deputy Director of SETA's Workforce Development Department and the Manager of the Sacramento/Yolo Employment Development Department Office will act as the leadership for the Integrated Service Delivery Learning Labs. The Leadership Team will also include Managers and Functional Team Leaders from SETA and EDD. The Sacramento

Works Career Center system is divided into three geographically based regions with a SETA Workforce Development Manager responsible for oversight of the one stop system, including ensuring that individual centers are operating within WIA guidelines and coordinating between the career centers, the one stop partners, and other SETA departments. EDD Managers are responsible for managing programs and services that will become part of the integrated system.

SETA's Deputy Director, Workforce Development and EDD's Manager worked together to identify the functional team leaders for Integration Planning. Functional teams are co-facilitated by subject matter experts from SETA and EDD. Selection was based on previous experience in either the development or operation of a career center. Each team leader has been involved with SETA's career center system since its inception.

Each Sacramento Works Career Center is managed by a host agency that provides a Site Supervisor who is responsible for the day-to-day operations of the center. Site Supervisors are responsible for supervision of co-located staff from partnering organizations, development of operating procedures; staffing/work scheduling, documenting on site time and attendance; ensuring that services are provided to customers, and ensuring that career centers meet outcome goals. Each career center has relationships with a variety of partners, both required and voluntary. Since each center is different in size, location, staffing and available services, the roles that staff play within the three function system (Welcome/Talent Engagement, Skill/Talent Development and Job Getting/Talent Marketing) may vary.

Each Sacramento Works Career Center has regularly scheduled staff/partner meetings. Generally, these meetings are conducted on a weekly basis and can be used as a vehicle to check with front line staff to see how the new functions and processes are working. At the system level, the Workforce Development Department hosts Site Supervisor meetings on a monthly basis. These meetings are used to share promising practices and challenges with SETA management and each other. Problem resolution will be provided at these meetings, as well as through a variety of technical support teams (Functional Planning, SMARTware, MIS, Monitoring) that can assist with problem resolution. Staff training will be a major priority both before and after start up of the Integrated Service Delivery Learning Lab. Staff training needs are currently being assessed by SETA and EDD staff to insure continuous improvement.

The functional planning teams will be responsible for implementation of the learning lab and the integrated service delivery systems.

The **Welcome/Talent Engagement** function insures the return of the customer for the second visit and beyond and will develop policies and procedures and provide technical assistance on the following services:

Greeting

Introduction to SWCC Services

Provision of Employment/Engagement packet  
Registration  
Initial Assessment

The **Skill/Talent Development** function will develop policies and procedures and provide technical assistance on shifting to a skill based system, where all customers receive skill improvement; providing coaching services and referring customers to skill development services found in the "Product Box" in the Talent Development Customer Flow Chart.

The **Job Getting/Talent Marketing** function will develop policies and procedures and provide technical assistance on providing job placement coaching, job retention and support services to create skilled, qualified applicants that meet the needs of regional employers and providing referrals to job getting services found in the "Product Box" in the Talent Marketing Customer Flow Chart.

10. **Employer Services Team:** *Describe the composition of your employer services team. Describe the methodology used in building teams to promote the services of the One-Stop Career Centers in the local community. Describe how relationships are developed with the local business community for the purpose of establishing ongoing employment opportunities for One-Stop customers.*

Sacramento Works Employer Services Team is comprised of seven Employer Services staff and three EDD Job Services staff at the Mark Sanders Career Center who focus on developing relationships with employers in the region providing job posting, screening and referral services, and on-site recruitment services throughout the Sacramento Works Career Center system. The Employer Services team is also responsible for coordinating the following services with employers:

- Tax Credit Information
- Labor Market Information
- Subsidized Employment Opportunities
- ETP Training Initiatives
- Rapid Response (Dislocated Workers/Company Closure/Layoff Aversion)
- Disability Program Navigator Services
- Customized Training Initiatives focusing on eight critical occupation clusters identified by Sacramento Works which include:
  1. Administrative and Support Services
  2. Architecture and Engineering
  3. Construction
  4. Healthcare and Support Services
  5. Information Technology
  6. Installation, Maintenance, and Repair
  7. Tourism and Hospitality
  8. Transportation and Production

The Employer Services Team provides regional recruitment events and, job fairs for all career center customers and provides rapid response services to dislocated workers who are impacted by company closures, business cutbacks, and workforce downsizing.

The Employer Services Team participates in major community events that focus on diverse populations such as Festival de la Familia and Pacific Rim Fest and job fairs coordinated by the Sacramento Bee, The Employment Guide and The California Job Journal. Additionally, the team works closely with individual Sacramento Works One Stop Career Centers to coordinate specialized job fairs on-site at local One-Stop Centers.

The Employer Services Team promotes the services of the One-Stop Centers by participating in regional business associations and local workforce and economic development initiatives and conducting employer outreach through marketing and public relations campaigns. An Employer Services Flow Chart is attached (**Attachment G**). Examples of these activities include:

**START (Sacramento Training and Response Team)** is a partnership of more than 20 regional economic development, business, and education, labor, and government organizations dedicated to making it easy for businesses to locate or expand in the greater Sacramento Metropolitan Area. The START team provides services to businesses located in eight counties: Alpine, El Dorado, Nevada, Placer, Sacramento, Sierra, Yolo, and Yuba.

**Metro Pulse** is a partnership of the region's economic development professionals, workforce development professionals and Chambers of Commerce, who have joined together to create a system that surveys business owners on their needs and matches them to other businesses and economic, community or workforce development vendors and services they need to succeed, to grow and to remain in the Sacramento region.

The Employer Services Team serves on industry boards and committees and actively participates in the region's business attraction and retention associations and Chamber of Commerce. Some of those organizations include:

- Sacramento Area Human Resources Association
- Partnership for Prosperity
- Sacramento Metropolitan Chamber of Commerce
- Sacramento Area Commerce and Trade Organization (SACTO)
- Chamber Alliance (collaboration of Hispanic, Black and Asian Chambers)

Sacramento Works, Inc. has charged the Employer Outreach Committee (EOC) with the task of identifying ongoing employment opportunities and promoting the One-Stop Career Center system to employers. The Employer Outreach Committee is comprised of representatives from the private sector, EDD and

economic development organizations. The EOC identifies and approves an annual budget for employer outreach activities that include:

- Print and television advertising directed to the employer community
- Sponsorship of business related events
- Public relations activities geared to promoting One-Stop Services to the business community

11. **Success Indicators:** *Describe how you propose to document the success of your integration effort. Describe the benchmarks that will be used to validate the level in which the leaning lab has successfully shifted to the integrated service delivery model, describe the methodology you will use to calculate your results, and describe the indicators you will compare as you evaluate your new model against past practice. Items that you may consider including are impact on service quality, ease of data collection, increased efficiencies and effectiveness, impact on performance outcomes, sufficiency and identification of resources to meet the responsibility, increase in the number of customers receiving skills and other training, impact on cost per customers served, and the impact on duration of unemployment.*

The success indicators for the integration will be a combination of the WIA Adult Common Performance Measures and locally developed success indicators. The WIA Adult Common Performance Measures will measure the number of customers who are employed after receiving services from the career center system, the number who retain their jobs for 6 months or more and the average earnings.

In order to be successful, the Learning Lab must increase efficiency, reduce paperwork, and reallocate resources. One of the success indicators will be whether we are successful in “subtracting” policies, procedures, paperwork, and processes. Staff will not be able to focus on skill development services unless we are successful in eliminating many of the time-intensive processes associated with the current case-management processes of the career center system.

The Leadership Team has developed success indicators for each functional area of the Learning Lab

- The **Welcome/Talent Engagement** function is successful if:
  1. Customers are engaged and return for services (measured by number of return visits).
  2. Customers engage in skills development and job getting services (measured by the number of customers enrolled in skill development services and job getting services compared to FY 2007-2008).
  3. Staff are engaged in the process (measured by focus groups and staff feedback).
- The **Skills/Talent Development** function is successful if
  1. Customers enhance their skills (measured by certificates, degrees, credentials attained).
  2. Customers are successful in employment after skills development (measured by employment, promotions, and increase in wages).

3. When compared with previous years, more training is provided for each \$1 spent in the One-Stop system (measured by comparing number of customers receiving skills development in Learning Lab to the number of customers receiving training through the one stop system in FY2007-2008).
- The **Talent Marketing/Job Getting** function is successful if
    1. Job candidates are confident and well-organized (measured by employer customer satisfaction surveys).
    2. There is an increase in the number of employers/businesses using services (measured by comparing the number of employers served in the Learning Lab to number served in FY 2007-2008).
    3. There is an increase in number of filled job orders (measured by comparing the number of job orders filled in the Learning Lab to number filled in FY 2007-2008).



# WELCOME to our Sacramento Works Career Center!



**HOW CAN WE HELP YOU? (Please check all that apply.)**

- I need:  1. help finding work / job referrals  
 2. information about Unemployment Insurance (UI)  
 3. information about services for job seekers with disabilities  
 4. help finding a new career that fits my skills and interests  
 5. vocational/occupational training  
 6. job search skills (resume writing, how to look for work, interviewing, keeping the job, etc.)  
 7. information about education (GED, high school completion, college)  
 8. computer classes  
 9. to improve my basic skills (reading, math)  
 10. to learn English  
 11. referral to other services (child care, transportation, housing, legal, counseling, etc.)  
 other: \_\_\_\_\_

DRAFT 2/6/08

<b>LAST NAME:</b>		<b>FIRST NAME:</b>	
<b>SOCIAL SECURITY #:</b>		Today's Date:	
Address:	Street:		Zip:
	City/State:		
Day Phone: (    )		Alternate Phone: (    )	
E-Mail Address:		Gender: <input type="checkbox"/> Male <input type="checkbox"/> Female	
Date of Birth:	Are you registered for Selective Service? <input type="checkbox"/> Yes <input type="checkbox"/> No		
<b>ETHNICITY:</b>			
<input type="checkbox"/> American Indian/Alaskan Native	<input type="checkbox"/> Filipino	<input type="checkbox"/> Asian Indian	<input type="checkbox"/> Laotian
<input type="checkbox"/> Black-not Hispanic	<input type="checkbox"/> Guamanian	<input type="checkbox"/> Cambodian	<input type="checkbox"/> Vietnamese
<input type="checkbox"/> Hispanic	<input type="checkbox"/> Hawaiian	<input type="checkbox"/> Chinese	<input type="checkbox"/> Korean
<input type="checkbox"/> White-not Hispanic	<input type="checkbox"/> Samoan	<input type="checkbox"/> Japanese	<input type="checkbox"/> Other Asian
	<input type="checkbox"/> Other Asian Pacific Islander		<input type="checkbox"/> Other <input type="checkbox"/> Decline to answer
<b>EDUCATION STATUS:</b> Highest grade completed: _____ <input type="checkbox"/> HS Diploma <input type="checkbox"/> GED <input type="checkbox"/> College Degrees, licenses or credentials you hold: _____			
<b>EMPLOYMENT STATUS:</b> Are you currently working? <input type="checkbox"/> Yes <input type="checkbox"/> No If no, what kind of work are you looking for? _____			
<b>ADDITIONAL INFORMATION:</b>			
Veteran of the U.S. Military	<input type="checkbox"/> Yes <input type="checkbox"/> No	Ex-offender	<input type="checkbox"/> Yes <input type="checkbox"/> No
Current or former Foster Youth	<input type="checkbox"/> Yes <input type="checkbox"/> No	Migrant/seasonal farm worker	<input type="checkbox"/> Yes <input type="checkbox"/> No
Refugee/Asylee	<input type="checkbox"/> Yes <input type="checkbox"/> No	Person with a disability	<input type="checkbox"/> Yes <input type="checkbox"/> No
Homeless	<input type="checkbox"/> Yes <input type="checkbox"/> No	Receiving CalWORKs	<input type="checkbox"/> Yes <input type="checkbox"/> No
Receiving Public Assistance (GA, TANF, Food Stamps, RCA, SSI)	<input type="checkbox"/> Yes <input type="checkbox"/> No	Receiving Unemployment Insurance	<input type="checkbox"/> Yes <input type="checkbox"/> No

**Application continues on back →→→**

Last \_\_\_\_\_, First \_\_\_\_\_, Date \_\_\_\_\_

**WORK HISTORY** (Please start with last job held):

Company:	Job Duties:
Start Date: _____ End Date: _____	
Job Title 1:	
City/State	
Hourly Wage: \$ _____ <input type="checkbox"/> FT <input type="checkbox"/> PT	Reason for leaving:

Company:	Job Duties
Start Date: _____ End Date: _____	
Job Title 2:	
City/State	
Hourly Wage: \$ _____ <input type="checkbox"/> FT <input type="checkbox"/> PT	Reason for leaving:

Company:	Job Duties
Start Date: _____ End Date: _____	
Job Title 3:	
City/State	
Hourly Wage: \$ _____ <input type="checkbox"/> FT <input type="checkbox"/> PT	Reason for leaving:

By signing below, I acknowledge that I have received copies of: 1) Code of Conduct; 2) Grievance Procedure; and 3) Release of Information.

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

**FOR OFFICE USE ONLY**

RTW Documents Viewed  Enrollment Barcode Scanned  Staff Initials: \_\_\_\_\_ Date: \_\_\_\_\_

**- CUSTOMER REFERRAL / ACTION PLAN -**

**TALENT DEVELOPMENT**

- Pre-Employment Skills
- Soft-Skills
- Financial Literacy
- Basic Skills
- Workforce Intelligence
- Computer literacy
- Career Assessment
- In-depth Skills Assessment
- Career/Technical Education
- Vocational Training
- On-line Training/Distance Learning
- Tuition Assistance
- Subsidized Employment

**TALENT MARKETING**

- Workforce Intelligence
- Resume Assistance
- Interviewing Assistance
- Job Matching/Referrals
- Pre-screening/referrals
- Job Fairs
- Employment Networking
- Job Coaching/Career Counseling
- Employer Orientations/Interviews

**Comments:**  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

## Attachment B

### Welcome Team Initial Assessment / Intake Interview Guidelines

*(To be used by staff to determine where to refer an enrolled customer)*

Customer Need (Box Checked)	Critical Assessment Tools/Questions	Possible Action
<b>1. Help finding work/ Job referrals</b>	<ul style="list-style-type: none"> <li>• Review customer’s work history</li> <li>• How long have you been looking for work?</li> <li>• Why did you leave your last job?</li> <li>• Can you return to your usual line of work?</li> <li>• Do you have a resume?</li> <li>• How are you job search and interview skills?</li> </ul>	<ul style="list-style-type: none"> <li>• Sign customer up for resume or interview workshop</li> <li>• Make sure customer is registered in CalJOBS</li> <li>• Refer to Job Getting if “job ready”</li> <li>• Refer to Talent Development if customer needs further assessment or training</li> </ul>
<b>2. Info about UI</b>	<ul style="list-style-type: none"> <li>• Clarify specific need; let customer know they can file on-line.</li> <li>• If CTB, need to have file flagged by 16<sup>th</sup> week; call EDD; advise customer to keep looking for work</li> </ul>	<ul style="list-style-type: none"> <li>• Refer to EDD partner (for general info only)</li> <li>• Provide EDD website</li> <li>• Provide EDD phone number (1-800 – 300-5616)</li> <li>• Provide literature</li> <li>• Make sure they are registered in CalJOBS</li> </ul>
<b>3. Services for job seekers with disabilities</b>	<ul style="list-style-type: none"> <li>• Clarify specific need</li> <li>• Do you receive SSI, social security?</li> <li>• Do you have Ticket – to- Work?</li> <li>• Do you need accommodation?</li> </ul>	<ul style="list-style-type: none"> <li>• Provide literature</li> <li>• Refer to Disability Program Navigator as needed</li> <li>• Refer to CWIC</li> </ul>
<b>4. New Career</b>	<ul style="list-style-type: none"> <li>• Do you know what new career you are interested in pursuing?</li> <li>• Ask questions about employment status (see #1)</li> <li>• Have you thought about starting your own business?</li> </ul>	<ul style="list-style-type: none"> <li>• Refer to Talent Development for in-depth assessment and/or workforce intelligence</li> <li>• Refer to Business Information Center</li> </ul>

<b>5. Vocational/Occupational Training</b>	<ul style="list-style-type: none"> <li>• What kind of training?</li> <li>• Why do you think you need training?</li> <li>• Ask about education status</li> <li>• Are you on UI?</li> <li>• Have you had your file flagged for CTB?</li> </ul>	<ul style="list-style-type: none"> <li>• Refer to Talent Development for in-depth assessment, workforce intelligence, Career/Technical Education, Vocational Training, and/or on-line training/distance learning</li> </ul>
<b>6. Job Search Skills</b>	<ul style="list-style-type: none"> <li>• Do you have a current resume?</li> <li>• Do you need help with interviewing skills?</li> <li>• Do you need to learn how/where to look for work?</li> <li>• Do you need help in keeping a job?</li> </ul>	<ul style="list-style-type: none"> <li>• Sign customer up for resume or interview workshop</li> <li>• Refer to Talent Development for pre-employment skills, and/or soft skills</li> <li>• Refer to Job Getting for assistance</li> </ul>
<b>7. Education</b>	<ul style="list-style-type: none"> <li>• Do you have a diploma of GED?</li> <li>• If no, interested in completing?</li> <li>• If college, how many units&gt; Degree?</li> </ul>	<ul style="list-style-type: none"> <li>• Refer to Talent Development</li> <li>• Provide Adult Ed info (for HS Completion or GED Prep)</li> </ul>
<b>8. Computer classes</b>	<ul style="list-style-type: none"> <li>• Find out what kind of class</li> <li>• What is your current skill level?</li> </ul>	<ul style="list-style-type: none"> <li>• Refer to Talent Development</li> <li>• Provide Adult Ed info</li> <li>• Sign customer up for on-site classes (if available)</li> </ul>
<b>9. Math or Reading improvement</b>	<ul style="list-style-type: none"> <li>• Clarify</li> <li>• Ask if customer knows their current grade level</li> </ul>	<ul style="list-style-type: none"> <li>• Refer to Talent Development</li> </ul>
<b>10. English Language Learner (ELL)</b>	<ul style="list-style-type: none"> <li>• Ask what language customer is fluent in</li> </ul>	<ul style="list-style-type: none"> <li>• Refer to Talent Development</li> </ul>
<b>11. Other</b>	<ul style="list-style-type: none"> <li>• Clarify need</li> </ul>	<ul style="list-style-type: none"> <li>• Refer to agencies/partners</li> <li>• Give Info line # (498-1000)</li> <li>• Give list of resources</li> </ul>

**ADDITIONAL INFORMATION** *(To be provided to customers upon request.)*

**Veteran** – Flyer/brochure of services; phone number of Vet Rep

**Ex-Offender** – Information on programs serving this population; information on expungement

**Foster Youth** – Information from Casey Programs folder; referral to Youth Specialist

**Refugee/Asylee** – Information on programs serving refugees

**Homeless** – Information on shelters, food banks, clothing closets; Info Line's #

## ATTACHMENT C ASSESSMENT TOOL EVALUATION

1	2		3		4		5		6		7	8	9	10		11	
Tool	Staff Assistance		Self Administered		Initial or Comprehensive		Occupational Based		Intuitive		Language other than English	Literacy Level	Computer or Paper based	Cost		Comments	
	YES	NO	YES	NO	I	C	YES	NO	YES	NO							
PROVE IT!	X			X	X		X		X		SP	?	B	License: \$2,000 per site	Unlimited amount of assessments. Ability to customize an assessment		
Pre-WORKKEYS	X			X		X		X	X		None	?	P	With current license \$2.00 ea.	20 Ques./Reading, 15 Ques./Math. Low literacy population.		
IDEAS	X		X			X		X	X		None	?	P	\$1.42 per assessment			
WORKKEYS	X			X		X		X	X		SP	?	B	License: \$100 per site	\$5.00 per assessment. WorkKeys assessments used nationwide		
CASAS	X			X		X		X	X		SP	?	B	\$1.55 per answer sheet	Computer Base: \$495 stand alone -\$295/\$45 ea. Additional		
TABE	X			X		X		X	X		None	?	P	\$1.55 per answer sheet			
CHOICES	X		X			X	X			X	SP	?	B	SETA currently has license	Includes Basic Skills Assessment (English Only), Interest Assessment/Profiler and Work Importance Locator modules (O*NET based tools).		
PICTURE INTEREST CAREER SURVEY	X		X		X			X	X		N/A	?	P	Pkg. of 25 (10+pkgs. At \$35.95)	Quick Interest Assmt. for those with learning disability, non-English, limited education.		
KeyTrain & WIN	X		X			X			X		SP	?	C	1st Year: KeyTrain \$4,500/Win \$5,000	Price quote from last year. (Curriculum designed for improving WorkKeys skills)		
O*NET	X		X			X	X		X		SP	?	B	No cost for database access	Occup. Info. Network database contains info. on occupations, job requirements and worker competencies and includes access to various career exploration tools (Interest Profiler and Work Importance Locator).		

**1** Tool-name of assessment tool being evaluated

**2** Staff Assistance required to use tool

**3** Self Administered- staff assistance minimal, if needed at all

**4** Initial-less than 20 minutes to complete **Comprehensive**-takes more than 30 minutes to complete.

**5** Occupational Based- Assessing occupational skills

**6** Intuitive-point and click, easy to use, drop menus etc

**7** Language other than English-List other languages tool is available in. MD=Madarin, C=Cantonese, K=Korean, T=Tagalog, SP=Spanish, V=Vietnamese, A=Armenian

**8** Literacy level= Minimum grade level needed to use tool

**9** Computer or Paper Based-C for computer, P for Paper, B for both

**10** Cost-\$\$\$ by site, license or job seeker access

**11** Comments

**Attachment D SACRAMENTO WORKS**  
**Demand Driven, Integrated Talent Development One Stop Learning Lab**

**TIMELINE**

<b>Completion Date</b>	<b>Task</b>	<b>Responsible Party</b>
11/15/2007	ID Initial assessment tools	Welcome & Skills Team
11/15/2007	Job Readiness Assessment & checklist	Job Getting Team
11/15/2007	Review Customer Satisfaction Survey	Job Getting Team
12/31/2007	Analyze Job orders & Employers over past year	Job Getting Team
12/31/2007	Research & review assessments & make recommendations	Skills Team
12/31/2007	Categorize all Workshops & Develop system-wide certificates	Skills Team
12/31/2007	Develop strategy to enhance community college relationships	Skills Team
12/31/2007	Meet with Sacramento Adult Ed committee & develop plan to enhance relationship	Skills Team
12/31/2007	Gather information on available Adult Ed, ROP, apprenticeship trainings, etc. & develop chart	Skills Team
Ongoing	Staff Development	All Teams
1/15/2008	Begin engagement of all staff, partners & training providers	All Teams
1/23/2008	Develop Interview Questions to guide customer flow	Welcome Team
1/23/2008	Review SMARTware application & recommend changes	Welcome Team
1/23/2008	Develop list of SWCC workshops	Skills Team
1/30/2008	Solicit Job Placement best practices	Job Getting Team
1/30/2008	Master calendar of activities	Job Getting Team
1/30/2008	Job Seeking Tipsheet & Handouts	Job Getting Team
1/31/2008	Revise Action Plan (formerly IEP)	All Teams
1/31/2008	Develop or recommend existing Coaching curriculum for staff development	Skills Team
2/1/2008	Survey Current SWCC customers	All Teams
2/1/2008	Job Skills Tool Kit for desktop	Job Getting Team
2/1/2008	Engage other LWIA in region	All Teams
2/15/2008	Design Industry Specific Job Circle	Job Getting Team
2/28/2008	Referral and support services process	All Teams
3/1/2008	Rehearsal of implementation of Learning Lab	All Teams
3/1/2008	Marketing to SWCC customers of upcoming changes	All Teams & SWCC PIO
3/1/2008	Marketing to employers of upcoming changes	Skills & Job Getting Team
3/1/2008	Review Critical Occupational Clusters	Skills & Job Getting Team
4/1/2008	Review configuration of SWCC sites & make recommendations	All Teams
5/28/2008	ID how SMARTware will be used to document customer's access to services	All Teams
5/28/2008	SMARTware changes completed/tested	All Teams
5/2008 - 6/2008	Begin SMARTware training on client flow changes & documentation	All Teams
4/1/2008- 6/1/2008	Issue Directives/Policy re: service delivery, common customer pool, customer flow, integrated staffing, etc.	All Teams
7/1/2008	Implementation of Learning Labs	All Teams
Ongoing	Training staff on Implementation of Talent Development system	All Teams

**ATTACHMENT E**  
**One-Stop Career Center Site List**



**BROADWAY**  
915 Broadway  
Sacramento, CA 95818

**CITRUS HEIGHTS**  
7640 Greenback Lane  
Citrus Heights, CA 95610

**FRANKLIN**  
7000 Franklin Blvd, Suite 540  
Sacramento, CA 95823

**GALT**  
1000 C Street, Suite 100  
Galt, CA 95632

**GREATER SACRAMENTO  
URBAN LEAGUE**  
3725 Marysville Blvd  
Sacramento, CA 95838

**HILLSDALE**  
5655 Hillside Blvd, Suite 8  
Sacramento, CA 95842

**LA FAMILIA COUNSELING CENTER**  
5523 34th Street  
Sacramento, CA 95820

**LEMON HILL**  
5451 Lemon Hill Ave  
Sacramento, CA 95824

**MARK SANDERS COMPLEX**  
2901 50th Street  
Sacramento, CA 95817

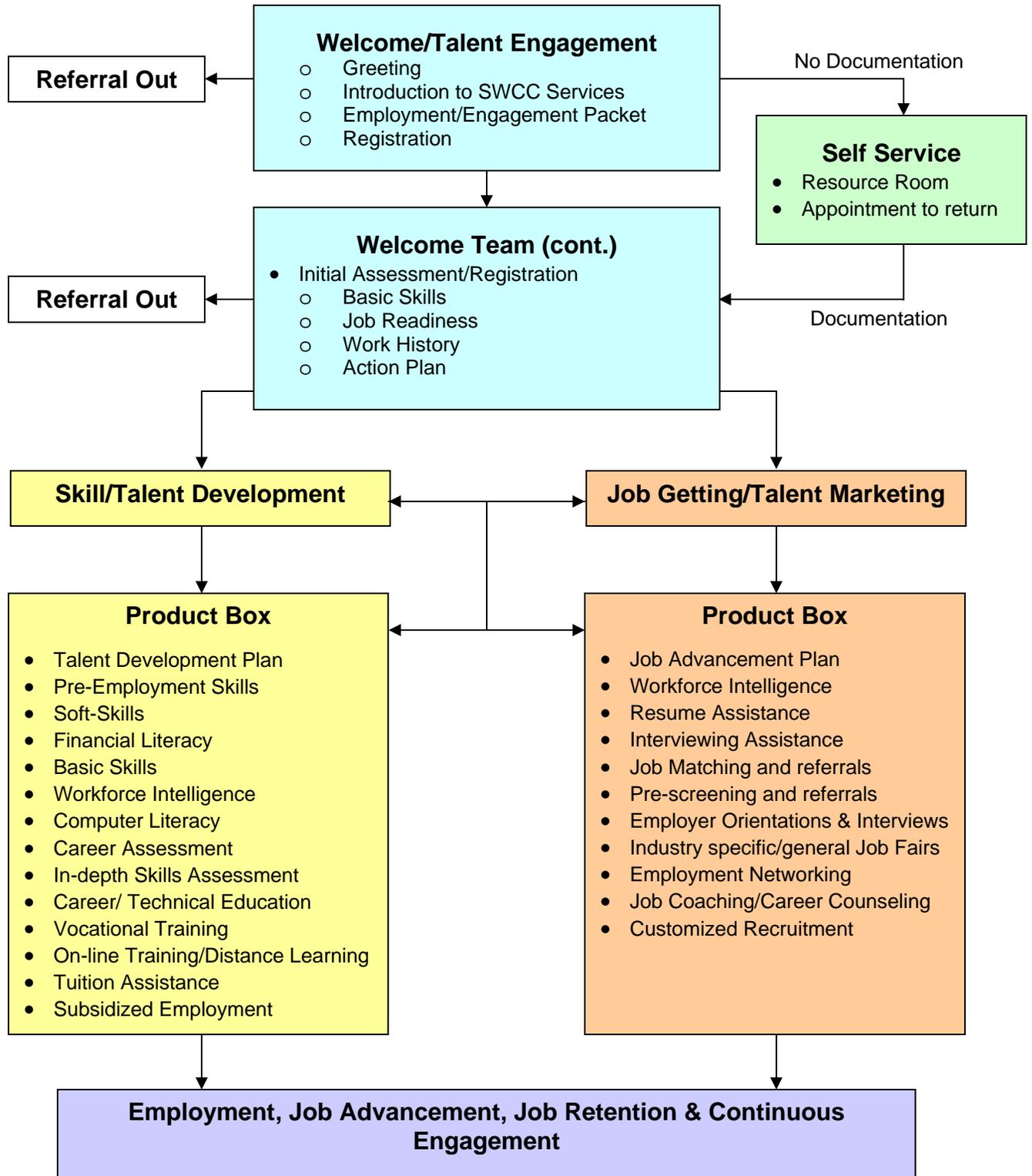
**MATHER (Affiliate)**  
10638 Schirra Ave.  
Mather, CA 95655

**RANCHO CORDOVA**  
10381 Old Placerville Rd. Suite 150  
Sacramento, CA 95827

**SOUTH COUNTY**  
8401 A Gerber Road  
Sacramento, CA 95828

# Attachment F

## Talent Development Customer Flowchart



# ATTACHMENT G Integrated Services Employer/Entrepreneur Services Flow Chart

