

State Policy Framework Element 1: Local Boards will adopt, implement, and continuously improve a demand-driven, skill-based, integrated services plan for the local One-Stop Career Center system. This plan will be developed with significant partner participation.

Local Board Introduction and Involvement

The Pacific Gateway WIB serves as the local Board for the Learning Lab area. The WIB Director initially introduced the concept and vision to the Board's Executive Committee in October 2007 to provide context for the value of such an undertaking, and to frame it as correlating to the ongoing challenge of the nationwide workforce investment system in being seen as relevant for its investment versus reportable outcomes. That issue clearly on the WIB's radar, the basic premise was well received. The Integration Project, based on enhanced skill development, is completely complementary to the WIB's focused priorities on sector-based strategies that benefit businesses and residents. That provided additional resonance to the Committee. Initial comments and questions were largely of an operational nature: how functional operations would occur.

Participation as a Learning Lab was formally presented as an Information Item to the full WIB at its December 2007 meeting. At that session, the WIB Director provided a staff report, along with a generalized "before and after" comparison chart of One-Stop Operations in an Integrated System. The WIB's EDD Regional Manager representative was able to provide additional context to the item, having been a State Workgroup Member as well. The item clearly described the process of becoming a Learning Lab, as work in progress – with staff and Partners embarking on an ambitious and necessary path. Comments and questions were completely supportive.

At the full WIB's February 2008 meeting an Action Item was presented, providing an update on status of Learning Lab plans and progress, and providing more clarity on operational and service strategies. The staff Report was framed around the CWIB's adopted Elements. The WIB provided additional comments and questions, the EDD Partner/WIB Member provided additional context, and the WIB took formal action to approve and support submission of this Local Plan.

The WIB's Executive Committee looks at issues of oversight and governance, and the Learning Lab effort will continue on its agenda (unless a formal Oversight Committee is adopted – something that is being discussed at the March Executive Committee Meeting).

The Chief Elected Officials of the LWIA cities are being connected to the process through formal briefings with Mayors, City Council Members and City Managers. Those actions are complete in the city of Torrance, ongoing in the city of Long Beach, and forthcoming for the cities of Lomita and Signal Hill.

One-Stop Partner Involvement

Local discussions on how to move forward as a Learning Lab have included from the very beginning, the local One-Stop Career Centers Manager, the local EDD WSB Manager, several One-Stop Center Program Supervisors (representing the breadth of W-P, Veterans, TAA and WIA Programs), the WIB Executive Director, and the Regional EDD ESB Manager. This group formed the initial leadership team that began to look at the possibilities of an integrated system.

As efforts moved forward, that team expanded to include the Operations Manager for the LWIA, the WIB's Communications Officer, and several other key One-Stop and WIB-affiliated staffs. Concurrent to the planning process, the LWIA's administrative entity – the City of Long Beach – had been exploring with other EDD/WSB management the possibilities of transforming a standalone EDD Workforce Service Office within the LWIA as an additional portal of the One-Stop System. Common interest and expectations established, the Team expanded in February 2008 to include the additional EDD/WSB Managers and Supervisors as part of the local planning process.

Leadership Teams

At time of submission of this Plan, the local Leadership Team is comprised of:

TITLE	PERSON
WSB EMPLOYMENT PROG MGR II (LONG BEACH)	MARY RIVERA
WSB EMPLOYMENT PROG MGR II (TORRANCE/INGLEWOOD)	DAVI DANCY
ONE-STOP CENTERS MANAGER (LONG BEACH/TORRANCE/SAN PEDRO)	CHERIE GOMEZ
LWIA OPERATIONS MANAGER	GARY FLAXMAN
WIB COMMUNICATIONS OFFICER	KATHY PARSONS
WIB EXECUTIVE DIRECTOR	BRYAN ROGERS

Additional teams were established to address the most specific elements of the local strategy. The Leadership Team determined composition by staffs' areas of strength and expertise. Consisting of five to ten members, those five teams were chartered around:

- Intake and Assessment Activities (Welcome Team)
- Skill Enhancement and Products (Skill Development Team)
- Job Development and Employer Services Functions (Employer Services Team)
- Business Services (Solutions Team)
- Quality Assurance, MIS, Contracts (Operations Team)

LEARNING LAB DISCUSSION POINT

THE COMPREHENSIVE ONE-STOP CENTER IN THE LWIA HAD INITIATED, JUST PRIOR TO THE LEARNING LAB PROJECT, A MERGER OF RESOURCES AND EFFORTS IN THE MAIN RESOURCE CENTER OF THE FACILITY. WHEREAS, THE EDD AND WIA STAFF HAD ALWAYS SUPPORTED EACH OTHER WHERE NEEDED, THIS EFFORT BROUGHT THE STAFFS TOGETHER IN NEW WAYS, FOCUSING ON A CUSTOMER STRATEGY THAT SERVED AS A PRE-CURSOR TO THE CONCEPT OF FUNCTIONAL SUPERVISION WITHIN A LEARNING LAB. AS RESULT, IT MADE SENSE TO APPOINT CO-FACILITATORS FROM EDD AND WIA.

The Teams established in the planning process thus far largely mirror the functional organization that is being created. Staffs of the Career Centers will be assembled around the focal areas of Intake and Assessment, Skill Development, and Employment. Support and administrative staffs will be organized into groups focused on performance, accounting, and contracts. In most cases, Teams will be site-based. In the case of the Employer Services Team, composition will be regional in nature, with members “hoteling” out of assigned Career Centers, and coming together on projects and efforts common to the entire Workforce Investment Network.

LEARNING LAB DISCUSSION POINT

OVER THE COURSE OF TIME, DISCUSSIONS HELPED US TO DETERMINE THAT THE SOLUTIONS TEAM WAS BEST COMBINED WITH THE EMPLOYMENT TEAM. THIS DECISION CAME WITH FULL UNDERSTANDING OF THE KEY DIFFERENCES OF THOSE SERVICES, WHILE RECOGNIZING THAT PLANNING AND IMPLEMENTATION EFFORTS TO CONTRIBUTE TO THE SUCCESS OF THE LEARNING LAB NEEDED TO FOCUS HEAVILY ON EMPLOYMENT STRATEGIES. MORE TRADITIONAL BUSINESS SERVICES WERE LARGELY DELIVERED THROUGH SEVERAL OTHER ONE-STOP PARTNERS, PROVIDING A STRONG LEVERAGE TO THE LEARNING LAB.

State Policy Framework Element 2: As applicable, the local plan will be embedded in all related One-Stop Career Center system documents, including Memoranda of Understanding, One-Stop Operator agreements, and contracts for service providers.

Modification of Agreements

Existing Workforce Investment Network agreements will be modified to fully incorporate Service Integration language as affected by the Learning Lab Plan. Agreements to be modified or executed include One-Stop MOUs, subleases, and sub-recipient/contractor agreements. Changes will focus on the broadening of boilerplate language, statements of work, and resource sharing agreements to ensure successful implementation, cohesive partnering, and sustainability. The Network has been effective at executing successful MOUs and Resource Sharing agreements in the past, and will continue to broaden partner agreement scope as well as related resource sharing in alignment with Service Integration strategy development.

A summary of actions:

Type	Action	Timeline
MOUs/Resource Sharing (RS) Agreements	Current agreements run through June 2008; process for new Agreements begins in April 2008. The Network will convene a One-Stop Partner Meeting to begin describing the Learning Lab process, and what that means to Partners	<ul style="list-style-type: none"> • March – Drafting of 08-09 MOUs • April – One-Stop Partner Meeting • May – Execute PY 08-09 MOUs and related Resource Sharing Agreements
Subcontractor Agreements	Minor change is needed to sub-contractor service agreements	<ul style="list-style-type: none"> • Individual meetings with affected sub-contractors will be convened in April in order to identify what will occur, and when
One-Stop Sub-Leases	Most O-S Partner Sub-Leases run in tandem with an MOU, and will not be directly affected by the Lab implementation. In the case of EDD’s Leases pertaining to the Career Transition Center and Torrance Career Center actions are underway.	<ul style="list-style-type: none"> • Career Transition Center lease re-negotiations began in December 2007; Space usage meetings are scheduled for March 2008 • Intent to lease space from EDD at Torrance Career Center was communicated in February 2008; agreements are currently being negotiated

In support of Learning Lab rollout, several One-Stop Partner Meetings will be conducted with current MOU partners in April 2008. Meetings will focus on introduction of the concept, and how it will add to the value of the partnerships.

Through the planning process – namely, consideration of “what” will go into our Product Tool Box – new and potential partners have been identified. Some opportunities have arisen, other organizations have expressed an interest in forging a stronger connection to the One-Stop Career Center System, and other issues have come to the forefront as part of ongoing industry sector strategies. These opportunities will create additional agreements that will reflect from their onset the spirit of the Learning Lab project. For example, the Learning Lab will benefit from installation of new employment research equipment at the Career Transition Center, a result of a grant from Verizon.

LEARNING LAB DISCUSSION POINT

THROUGH A GRANT FROM VERIZON, CA STATE UNIVERSITY LONG BEACH (CSULB) HAS RECEIVED FUNDING TO CREATE A RESEARCH LAB, WHICH WAS TO BE FOCUSED ON INCUMBENT AND DISLOCATED WORKERS TO BETTER UNDERSTAND THE LOGIC MODEL IN MAKING A CAREER TRANSITION, AND ASSIST IN DELIVERING SPECIFIC TRAINING. CSULB'S SCHOOL OF BUSINESS HAS OPTED TO WORK WITH THE WORKFORCE INVESTMENT NETWORK TO INSTALL THE LAB AT THE ONE-STOP CENTER, IN INTEREST OF LEVERAGING THE SIGNIFICANT INVESTMENT ALREADY MADE BY THE WIB. THIS RESOURCE SHARING AGREEMENT AND PENDING INSTALLATION OF RESEARCH LAB HAS BEEN INCORPORATED INTO THE LARGER FRAMEWORK OF THE LEARNING LAB, BECOMING PART OF THE PRODUCT TOOL BOX, AND PROVIDING MORE FLEXIBILITY IN THE LEADERSHIP TEAM'S DESIGN OF CUSTOMER FLOW AND LAYOUT.

Consistency of One-Stop Career Center system/WIB Policies

In order to create alignment of proposed service strategies with State and Federal Regulations, and locally executed Policies, the Learning Lab has created inventory of Local Policies requiring revision or updating. Doing so will support creation of the environment in which Teams can best provide services to Career Center customers.

Attachment

- Inventory and Overview of Proposed Policy Revisions

State Policy Framework Element 3: One-Stop Career Center service design will be driven by the local economy and employer needs, and draw on quality workforce intelligence, local labor market information, and local employer validation of data.

Assessing the Local Economy and Employer Needs

The Network will use a broad selection of labor market and economic analysis/studies to assess the local economy and employer needs. Sources include, but are not limited to:

- The State's Labor Market Information Division
- Los Angeles Economic Development Corporation
- Southern California Association of Governments
- Various local economic development agencies and business-serving organizations (e.g., Chambers of Commerce).

Specialized analysis/studies commissioned by the WIB, such as the Workforce Intelligence Study (currently being finalized by the Orange County Business Council on behalf of the Orange County and Pacific Gateway Workforce Investment Boards) will provide analysis of four key sectors - manufacturing, healthcare, logistics, and biotech - from a broad perspective and will identify skill gaps and training needs.

In addition, business and industry forums/summits initiated by the WIB and other entities, such as the Energy Skilled Trades Summit conducted by the U. S. Department of Labor, are designed to identify workforce needs.

The Network will not only assess the local economy and employer needs, but will provide the researched labor market and economic analysis/studies to businesses through enhancements recently initiated on the Network's website, www.pacificgatewayworkforce.com. These enhancements include an updated Labor Market Information (and new Job-Seeker Resources [career mapping info]) menu feature on the home page, which direct businesses and employers to market research, analysis, and labor market information specific to the eight high growth industry sectors featured.

Research Validation

The research previously noted utilized standard methodologies and established protocols to determine the workforce needs of businesses and industries and, as such, are validated at the time of publication. However, when possible, the Network will take an extra step to verify the research. As an example, the Workforce Intelligence Study noted above will culminate in a Stakeholder Forum (May 2008). Key businesses and other stakeholders relevant to the four industry sector studies will validate the skill gaps and training needs identified in the research.

Putting the Data to Work

It is anticipated the research data will most influence system integration and service delivery as it is applied to various industry sector initiatives. Data for each industry sector initiative helps determine the strategies required to meet the needs of a particular industry/business. The Network's integrated service delivery system will seek to align its Welcome, Skills Development and Employer Services Teams, regardless of agency affiliation, with strategies that meet local industry demand, resulting in a pipeline of qualified, cluster-specific workers.

In addition, customized marketing and high quality, industry-specific recruitments will ensure, thanks to the Network's industry specific training, the continuous engagement of a well-developed workforce possessing the job specific skills needed by local businesses. Job seekers highly value the opportunity to develop industry specific skills and to interface with that industry's employers: that opportunity often drives the greatest return rate at the One-Stop Career Centers. The Network's website is already assisting this transition by posting its High Demand-High Growth industry specific information on its website, pacificgatewayworkforce.com. The site also connects job seekers directly with links to the latest industry sector job search information.

Attachments

- Sample of Web Site Enhancements – Workforce Intelligence
- Sample of Web Site Enhancements – High-Growth Sectors

State Policy Framework Element 4: One-Stop Career Center service design will emphasize skill assessment, skill enhancement, and skill-based labor market attachment for all Center customers, with the goal of transforming job seekers into even more competitive job candidates.

Linking Job Seekers with Employment Opportunities

The Workforce Investment Network's ability to effectively link qualified job seekers with employment opportunities will be enhanced through the service design, which creates an Employer Services Team (Team). The Team, to be a blend of Network staff and partners (representatives from both community and government agencies who will lend their expertise on services offered to the business community) will provide both the job seeker AND the business customer programs and services, creating a natural link.

The Network will also use technology as a job matching strategy. Utilizing a sophisticated database, the job-ready customer's skills and abilities as well as her/his needs, including job title(s), industry preferences and, if applicable, salary preferences, can be effectively matched to employment opportunities requiring those specific skills and fulfilling those specific needs. The Network is currently evaluating several expanded components of Virtual One Stop (VOS) job matching capabilities for potential future use.

The Team is a critical part of this job matching strategy. Working directly with business' staff, the Team will connect job-ready customers with current business customers' needs, and, at the same time, outreach to new business customers that might have a job-match potential. In reverse, the large job-ready customer database will be a significant tool for the Team as it seeks new business opportunities.

Integration and Physical Changes: Office Space Redesign

Service integration will occur at three of the Network's four Career Centers, including its comprehensive Career Transition Center (CTC) and the Center for Working Families in Long Beach, and the Torrance Career Center.

Some service integration has already begun. In September 2007, the Employment Development Department's (EDD) CalJOBS area and the Workforce Investment Act's (WIA) adjacent Resource Center merged to create one comprehensive Resource Center at the CTC. Although it is intended that the Resource Center will eventually take on a different function, the merging of the two physical areas has already resulted in the sharing of EDD and LWIA resources and staffing, and is one early step in the transition the Pacific Gateway Workforce Investment Network will undergo as it moves forward with service integration.

In order to be aligned with the newly integrated customer flow and seamless services for the job-seeker customer, the first floor of the CTC will be redesigned

with specific areas for the Welcome Team, Skill Development Team and Employer Services Team functions. Designated areas for the functional service teams will reinforce the concept that service integration: duties and responsibilities will be service based rather than program based.

In addition to the functional team sites, a computer lab area for research, skill assessments, on-line tutorials, skill enhancement trainings, etc., will be located on the first floor at CTC. This critical team support function is being funded by Verizon and facilitated by California State University, Long Beach

One of the Network's satellite centers, the Center for Working Families, will also undergo significant changes to incorporate the integrated system. Workstations for integration team members have been increased from four to six to accommodate the specialized services that will be provided. Partner agencies' workstations have increased from four to seven to accommodate the increased demand for diverse services for job seekers. For easy customer accessibility, the Computer Resource Center will be relocated to the Center's main entrance. These enhancements will greatly improve the delivery of services at the Center.

The new Torrance Career Center is amidst lease negotiations that will incorporate the service integration design, and is expected to be ready for July 2008 implementation.

Skill and Need Assessment

The newly formed Welcome Team will be responsible for conducting initial customer needs and skills assessment and, based on assessment results, provides referrals to appropriate Teams or activities. Job-seekers initial assessment will consist of a structured interview with a Welcome Team member and an online self-administered Virtual One-Stop basic job skills assessment.

The newly formed Skill Development Team will further assess referred customers through one-on-one interviews. The Team member will review the initial assessment results and gather additional information to better determine and define the customer's skills, education and supportive service needs. In many situations, the Team member will be able to immediately create an employment plan and identify the skill enhancing activities/services the job seeker should access to obtain employment in their desired occupation.

However, for some job seekers an in-depth assessment may be necessary to determine current skills and skill gaps. In this situation, a standardized skill assessment would be administered and utilized to create a service plan. The Network is currently evaluating skill assessment tools, which include Prove It! and WorkKeys, as well as standardized assessments administered through Foster Assessment Center and Testing Service – housed at the Network's Career Transition Center.

Training Our Teams

WorkKeys and Prove It! are skill identification systems currently being evaluated for use in assessing job seekers' skills and needs. Through each system's training and technical support, a comprehensive training will be provided for integration team members. An integrated train-the-trainer component will have regularly scheduled modules of enhanced training for integration team members. Refresher modules will be developed for seasoned team members.

Attachments

- Career Center Schematic – Career Transition Center

State Policy Framework Element 5: This service design and all services will be available at all locations within the local One-Stop Career Center system.

Consistent Implementation Across Centers

The entire process of planning to-date has included the Network's four Career Centers, and its specialized Youth Opportunity Center. Leadership at all levels has been completely involved, and Learning Lab implementation will be consistent in its design and implementation. As formal decisions are cemented, the Network's existing Operations Team will work to translate processes into a system-wide procedures manual for delivering services.

To ensure the Integrated Service Delivery design model is consistently implemented, the adopted model will mirror at three of the four One-Stop Career Centers within the Network's service area:

- Career Transition Center – Long Beach
- Center for Working Families – Long Beach
- Torrance Career Center – Torrance

The fourth Career Center, Harbor WorkSource Center, is a "comprehensive" One-Stop; however, while within the Network, it is not part of the actual Local Workforce Investment Area. That Center falls under the City of Los Angeles WIB's area – one that is not participating as a Learning Lab.

That in mind, management and partner staffs from all four sites – including Harbor WorkSource Center – are in cross-functional teams that are an integral part in the planning and development of this system and are represented on both the Leadership Team (senior management) and the Team Champions. These teams meet on a continuous basis to discuss the stages of implementation and the development of the functions within each respected team. Both teams are clearly aligned towards developing an integrated service model that meets the need of our customers in the three service points.

The Employer Services Team will be cross-Center in nature, meaning that that Team will incorporate many elements of the Harbor Center into its activities, despite its planned phase-in a year later, along with the rest of the State's LWIAs.

State Policy Framework Element 6: Integrated service delivery has...three major components, which are to be incorporated into each locally developed plan

a) A commitment to and a process for an integrated customer pool, so that all One-Stop Career Center customers (whenever eligibility permits) 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.

Selection of Automated Reporting System

The Workforce Investment Network has decided to proceed with system-wide adoption of its web-based Virtual One-Stop System (VOS) as the mechanism to collect data, track, manage and report activities to the local Operations Team and to the State. Selection of this system will assure an accurate unique count of customers entering the Career Centers. This local reporting system will upload data to JTA in accordance with federal and state reporting requirements and will provide for collection of the full range of required data across all integrated programs, including Workforce Investment Act, Wagner-Peyser, Trade Adjustment Act, Veterans Employment & Training, and Special Programs (WIA and non-WIA-funded). Based upon analysis of existing systems, VOS is the one tool with the ability to provide single-application and common intake solutions that eliminate duplicate entry into systems, create efficiencies in data collection, and ensure that all EDD and WIA staff are working consistently.

Implementation Steps Throughout the One-Stop Career Center System

The VOS system was initially designed and implemented as a pilot case management project in 2002 at the Career Transition Center, the Network's comprehensive Career Center. Voluntary scan card tracking was introduced in February 2003; mandatory job seeker Career Center registration and Scan Card usage was initiated in August 2005 as part of a structured service delivery system re-design to promote job readiness. In addition, the VOS system has been the basis and data source for the Network's quarterly Universal Self-Service Participant Reports that have tracked Self-Service Client Counts and Exiter Counts to the State for the past two years.

Within the past year, VOS has been actively incorporated into service delivery strategies at our satellite Center for Working Families. Modeling successful protocols initially developed at the Career Transition Center, a single participant record is created at the initial point of service that can be accessed and updated by WIB and/or partner staff at multiple centers. This facilitates real-time recording of customer information, activities and services, regardless of the funding stream supporting the activities.

The impending re-establishment of a dedicated specialized Youth Opportunity Center provides impetus to explore enhanced usage of VOS in tracking and reporting its services. The Teams are formulating consistent strategies that will

not only ensure timely and accurate data collection but also unify and enhance customer service components amongst the Centers. This plan also provides continued development and integration of this automated reporting system at our new Torrance Career Center.

LEARNING LAB DISCUSSION POINT

EVOLVING FROM AN INITIAL PILOT PROJECT AT THE COMPREHENSIVE ONE-STOP CENTER IN THE LWIA, THE VIRTUAL ONESTOP SCAN CARD SYSTEM DEMONSTRATED THE CAPACITY TO COLLECT DATA, TRACK, MANAGE, AND REPORT ACTIVITIES OF THOUSANDS OF UNIVERSAL SERVICES CUSTOMERS. ITS SUCCESS WAS IN LARGE PART DUE TO BLENDED EFFORTS AND RESOURCES OF EDD, WIA, AND OTHER ONE-STOP PARTNERS. VERY RECENT ENHANCEMENTS IN THE VARIOUS VOS COMPONENTS - COMMON INTAKE, APPLICATIONS, SERVICES TRACKING, CASE MANAGEMENT - MAKE IT THIS LEARNING LAB'S CHOICE FOR AN AUTOMATED REPORTING SYSTEM. IMPLEMENTATION HAS ALREADY BEGUN THROUGHOUT THE NETWORK.

Consistent Customer Flow

Our Learning Lab intake and customer flow processes incorporate lessons learned from the development and implementation of VOS and earlier service delivery system modifications, the pre-cursor to the Learning Lab. The Network partners are committed to ensuring that all job-seeker customers are universally tracked and enrolled into the system (as eligibility permits), and registered simultaneously in the performance measure calculations of the Workforce Investment Act, Wagner-Peyser Act, Trade Adjustment Assistance, and Veterans Employment and Training programs.

On-line Virtual One Stop co-registration is planned as one of the initial steps after the customer enters the Center, obtains an introduction to programs and services, and decides he/she has interest in accessing these services. With Welcome Team staff assistance as needed, the customer will complete the basic registration screens, the data of which then populates the common intake, background, application, and resume fields. A scan card will be issued at this time, which is essential to further expedite tracking customers' engagement in assessment, skill development, career preparation and employment activities. These services and activities are readily programmed and recorded at every service point in the Career Centers through the simple swiping of the scan card through a mini-magnetic reader. In addition, infrastructure changes in the Career Transition Center and Center for Working Families layout will not only align the new customer flow but augment customer services / activities tracking and recording.

Recommended Common Measure Performance Levels

It is anticipated that significant changes will occur in the characteristics of our common pool participants through transition from limited WIA enrollments to all customers being simultaneously registered (whenever eligibility permits) in the performance measure calculation of the Workforce Investment Act, Wagner-

Peyser Act, Trade Adjustment Assistance and Veterans Employment and Training programs. Anticipated enrollment increases and service delivery adjustments prompted extensive dialog of Common Performance measures – expected entered employment, retention, and average wage levels for the common customer pool. Such a sizeable increase in enrollments may also increase our exit cohorts under the common measures, at least initially while engagement strategies are being developed, implemented, and refined. It is unknown at this time if this increase in our exit cohorts will increase or decrease performance outcomes.

After discussion, the Teams agreed to recommended performance goals relative to the Common Measures and have established success indicators which will allow routine assessment of outputs and customer outcomes in the Learning Lab. Due to established exit cohorts of Program Year '07 – '08 and Program Year '08 – '09, the WIB will not request re-negotiation of Common Performance goals relative to Integration. A few measures may be renegotiated through the standard process unrelated to integration. For Program Year '09 – 10, goals will be negotiated based upon ongoing data analysis including anticipated significant changes to our common customer pool.

Historical data from the Quarterly Universal Self-Service Participant Reports documented high soft-exit cohorts (65% - 81%) of universal services customers, reflecting the Learning Lab's commitment to focused strategies on engagement and accurate tracking of skill development and employment activities.

Attachment

- Screenshot of VOS Initial Registration

State Policy Framework Element 6: Integrated service delivery has...three major components, which are to be incorporated into each locally developed plan

b) An integrated customer flow that clearly defines a service delivery process with a sequence of demand-driven, universal services that focuses less on specific program eligibility and participation.

Integrated Customer Flow

In the spirit of the Learning Lab, the Career Centers' integrated customer flow will focus on the themes of value-added jobseeker services – assessment, skills development, continuous engagement – effected through jointly deployed resources and defined by a business demand-driven model. The new service delivery model will emphasize an aligned common customer flow, streamlined and coordinated by cross-trained staff who focus on customer needs rather than specific program requirements. Through the integrated customer flow model, all customers will have access to the Product Tool Box – external and internal resources – designed to enhance their skills, to increase their employability and to promote job retention / career growth.

Immediately upon entering the One-Stop Career Centers, the customer will access the first of many products as the receptionist determines the purpose of the visit, provides a brief overview, and refers to appropriate service points. The Teams are exploring multimedia options such as flat screen panels in the lobby area that will provide opportunities to immediately engage, entertain, and educate the customer about labor market information, industry sector initiatives, recruiting events, Network services, and job search strategies.

Essentially, the jobseeker customer will be offered three types of distinct services: an initial standardized job skills assessment; myriad skill development products; and strategic methods of linking qualified candidates to the local labor market.

Initial Standardized Skills Assessment

The receptionist will refer customers to the Welcome Team, staffed by multi-tasking individuals with effective interpersonal skills who assist customers from diverse backgrounds and cultures. The Welcome Team's responsibilities are to collect data, administer the initial standardized skills assessment, provide resources from the Product Box, and refer the customer as appropriate to the Skills Development Team, Employment Services Team, other WIB One-Stop Career Centers, partners, and community agencies. The Welcome Team will assist the customer to complete the on-line VOS co-registration, which records twelve (12) required demographic elements. Staff will then issue a scan card to facilitate real-time tracking of customer activities and services.

The initial standardized skill assessment may be conducted at the Welcome Team or an adjacent Assessment Center, depending upon final floor plan design,

traffic volume and staffing levels. The customer will be instructed to complete an on-line O*NET-based Job Skills assessment in the Virtual One-Stop (VOS) system, with fourteen (14) occupational clusters in which the customer can identify and select existing skills. The customer may also chose to complete self-paced Personal Skills, Interests and Work Importance inventories then or at a later date. These assessment results are stored in the customer's on-line record, readily accessible only by staff and partners with user privileges; strict confidentiality is maintained. The assessment results can be printed for the customer.

Subsequent to completion of the on-line Job Skills assessment, the customer will participate in a structured one-on-one interview with a Welcome Team member. During this initial suitability assessment, various work readiness factors will be discussed, including the customer's job skills summary, academic background, work history, certifications, desired occupation, obstacles to skill development and employment, financial needs/circumstances, and possible supportive needs. These assessment factors will be recorded in the Common Intake of the customer's VOS record, which also automatically populates the Wagner-Peyser, WIA, TAA and special project applications, the resume template and activities/services tracking folder. These factors form the basis of the initial services plan developed jointly by the staff member and the customer. Customers who are determined able to benefit from demand-driven skills enhancement products will be referred to the Skills Development Team; customers determined job ready will be referred to the Employment Services Team.

Skill Development Products

The Skills Development Team will further assess customers through an individual interview to determine the next appropriate step: comprehensive assessment to define skills and gaps; intensive career exploration; and/or access to the Product Box menu of demand-driven skill enhancements. Assessment will be an on-going process of gathering information.

This Skills Development Team interview will focus upon the customer's initial employment (service) plan documented in VOS that will outline the steps necessary to reach his/her employment and wage goals. The Skills Development Team member will use both traditional labor market information system tools such as California Occupational Guides and California Occupational Profiles as well as additional products to maximize customers' and business professionals' decisions that will enhance workforce intelligence.

Demand-driven, internal and external skill enhancement products include but are not limited to:

- Training and workshops
- Basic skills training
- Computer training
- E-learning activities

- On-the-job training
- Job specific skills / skills upgrade
- Occupational skills training for targeted industries

Other skill enhancement products include:

- The Port Opportunities Initiative – opportunities in the Logistics / Goods Movement
- The Medical Industry Initiative – addressing the critical shortage of Healthcare workers
- The Construction Jobs Initiative - pre-apprentice skills training, hazardous waste and refinery safety training operations
- Hire-A-Youth Initiative that includes the Work Readiness Credential for Youth ages 18 - 24

LEARNING LAB DISCUSSION POINT

In the spirit of the Learning Lab, the Career Centers' integrated customer flow will focus on the themes of value-added jobseeker services – assessment, skills development, continuous engagement – effected through jointly deployed resources and defined by a business demand-driven model. Perhaps the most noteworthy change from the current business model will be the dynamic Product Tool Box, with its myriad internal and external opportunities, and impact on the three types of services.

Linking Candidates to the Local Labor Market

Connecting qualified jobseekers to the labor market will be achieved through the standardized skills assessment as described above to efficiently match the demands of the employer. A comparison of the job description and requisite skills will be made with the results of the comprehensive assessment. This can be done in the Virtual One-Stop labor exchange system, in which the candidates' resumes are ranked by percentile match to the skills of the job order. After the customer skills are verified by Skills Development or Employment Team members, a referral will made to the employer through job matching strategies.

The Employment Team products will also include various linkages of services for jobseekers and businesses throughout the Workforce Investment Network service delivery area, including on-site recruitments, industry-specific job fairs, connections with such government entities, organizations, community based organizations, and educational institutions.

Skill Assessment Tools

Vocational assessment instruments help identify a customer's talents and skill gaps, support his/her occupational goals, and justify skills development necessary to compete in a global economy. Several comprehensive on-line assessment tools are being considered at this time, including Prove It and Work Keys. Foster Assessment Center & Testing Service, a partner co-located at the comprehensive One-Stop Career Center, offers a battery of instruments,

structured interviews, and behavioral observations in a controlled setting. Other external assessment products will also be available, based upon customer need.

Employer Skill Requirements & Preparing Candidates for Referrals

As noted above, the skill requirements of the business can be obtained through employer feedback and labor market research. This can be done in the VOS labor exchange system (O*NET-based), in which the candidates' resumes are ranked by percentile match to the skills of the job order. In addition, the employer can provide interview question sets to enable staff to pre-screen possible candidates. Myriad products will assist the candidate with job seeking skills development to ensure a good match between the employer and the worker.

Attachments

- Service Delivery Model Depiction
- Scan Card Tracking Sample
- Sample Drafting of Product Box Items
- Draft Flow of Welcome Team Steps

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c) An integrated staffing chart to lead and provide services to the integrated customer pool as they are served through the adopted, integrated customer flow. Include in this discussion your considerations for continuous quality improvement for this flow to reflect the changing needs of your customers based on ongoing workforce intelligence.

Creation of Cross-functional Service Delivery Teams

The Leadership Team approached the creation and identification of functional supervision, management, and staffing functions by assessing the skills, knowledge, abilities, job classifications, and any special circumstances of each respected member. The Teams established in the planning process thus far largely mirror the functional organization that is being created. In most cases, Career Center staff will primarily focus on the areas of Assessment, Skill Development and Employment. Employer service strategies evolved during this planning process, with the ultimate decision to combine the Solutions Team with the Employment Team. The Employment Services Team member composition will be regional in nature, with EDD and WIA staff working together on projects and efforts common to the entire Workforce Investment Network. More traditional business services will be largely delivered through several other One-Stop partners, thereby leveraging resources through the Learning Lab.

Generally, service delivery teams will be site-based at the three service points:

- Career Transition Center
- Center for Working Families
- Torrance Career Center

The Harbor WorkSource Center is within our Workforce Investment Network; however it cannot yet be designated a service point (See Element #5). However, management and partner staffs from all four sites represent a cross-functional service delivery team, which is an integral part in the planning and development of this system and is represented on both the Leadership Team and the Team Leaders (or Supervisory) Teams.

The Leadership Team: This team is made up of the WIB Director, EDD Office Manager, One-Stop Centers Manager, LWIA Operations Manager, and WIB Communications Officers. The Leadership Team is responsible for oversight and the integration transformation efforts; strategic review and approval of recommendations suggested by the Team Leaders; sharing timely information obtained from the statewide workgroup meetings; and contribution to the development of the Procedures Manual for each customer flow function.

Team Champions: Supervisors and Program Managers (EDD & WIA) were designated as leads of the chartered work groups from all One-Stop Career Centers. The champions' responsibilities include oversight and guidance of their teams; develop customer flow processes and procedures; collect and analyze relevant data; explore products and tools that will assist in the Learning Lab process; and make recommendations to the Leadership Team.

Site Coordinators will be the One-Stop Partner Manager and EDD Site Manager. The Workforce Investment Act, Wagner Peyser and Trade Adjustment Act and other partner staff will work collaboratively in the delivery of services available under multiple programs through the integrated customer flow process. Contractual and collective bargaining mandates for the supervision of State and City staff will remain in place.

LEARNING LAB DISCUSSION POINT

AN INTEGRATED STAFFING CHART WAS COLLABORATIVELY DEVELOPED THAT CREATES THE CROSS-FUNCTIONAL SERVICE DELIVERY TEAMS OF THE LEARNING LAB. DESIGNED BY THE LEADERSHIP TEAM TO BE FLUID IN RESPONSE TO EVOLVING DEVELOPMENTS, THESE TEAMS WILL CONSIST OF CROSS-TRAINED, COMPETENT STAFF WHO HAVE THE REQUISITE TOOLS AND SUPPORTS TO MEET THE CHALLENGES OF SERVICE DELIVERY INTEGRATION.

Planning Process Challenges

Challenges encountered thus far during the planning process have generally been minimal. These included, but were not limited to:

- The lack of formal processes (particularly with respect to automated reporting systems) from the State
- An increased need for capacity building for integrated staff
- Logistical infrastructure challenges in redesigning one of the Centers

In addition, during the planning process the EDD and WIB began re-negotiation of the master lease related to one of the Career Centers, and were granted an extension to allow resolution of integration issues.

Learning Mechanisms

Continuous communication and close collaboration between the cross-functional service delivery teams are the primary mechanisms put into place during the merger of resources and efforts in the main Resource Center just prior to the Learning Lab project. This accomplishment was the foundation of requisite functional supervision for service delivery integration. The managers and team champions were named without regard to funding source (other than to ensure representation of all).

Team members are very proactive in identifying opportunities for customer service improvements and problem resolution. As the transition evolves, the teams will use a common approach for defining, analyzing and solving problems with the tools set in place. This includes capacity-building strategies such as conflict resolution, communication, and team building sessions. Recruitment of auxiliary staff (interns, senior aides) has been enhanced, in response to anticipated increased enrollments, providing a strong leverage to the Learning Lab. In addition, staff is increasingly proactive in developing and implementing new real time recruitment and enrollment strategies, toward the Learning Lab and Common Performance Measures goals.

The three service points are committed to a philosophy of Continuous Quality Improvement. Implementing quality systems that are skill-enhancement focused, demand-driven, and ensure timely, accurate data tracking are integral to the Learning Lab. Quality customer service begins with a clear vision, cross-trained and competent staff, and educated clientele who have realistic expectations of the Pacific Gateway Workforce Investment Network products. Feedback from customer surveys and employer evaluations will be used to identify opportunities for improvements in Network service delivery strategies.

Functional Team Services

Through the established functional teams and shared supervision, the Network is committed to all staff in these three sites working together to accomplish the Learning Lab goals. Team Leaders and their functional teams were selected by their skills, knowledge and ability and not by program funding. These cross-functional teams are receiving cross training to strengthen their depth of understanding of all functions.

The specific roles, responsibilities, staff assignments of the Welcome, Skill Development and Employment Service Teams are being refined at this time. The teams are committed to providing seamless service, with full product development and usage to support those efforts. The transformation will improve outputs and a more efficient and effective customer service.

Attachments

- Work-in-Progress Functional Staffing Chart

State Policy Framework Element: 7. All local One-Stop Career Center systems will have an integrated, employer services team that has responsibility for connecting local employers to the local One-Stop system. This team also has as a major function ensuring that all One-Stop services continuously improve and respond to the needs of local employers and the local economy.

Employer Services Team

The employer services team will be a cross section of Workforce Investment Network and partner staff – including but not limited to staffs from the Career Centers and WIB, the Economic Development agencies of the host cities, Small Business Development Centers of the LWIA’s community colleges, and Regional Occupational Centers – who will bring expertise to address specific needs of businesses. The members of the team will share information on programs and services offered through their specific organization with the team and will in turn promote the program and services offered during their business outreach or job seeker recruitment efforts.

Staff will continue to conduct targeted employer outreach based on labor market demand to establish new and continue to build existing relationships with the local business community. All contacts with businesses will be used as opportunities to market the Network’s job seeker customers.

LEARNING LAB DISCUSSION POINT

An example of targeted employer outreach: Collaboration with a trucking company to fill truck driver positions. The Workforce Investment Network conducted a needs assessment, developed specific employer requirements for the positions, screened prospective candidates and referred those qualified for hiring. The business was pleased with the referrals and staff continues to work with the business to address current and future staffing needs.

Building (Repeat) Business Relationships

The Network conducts monthly Hiring Events, with a variety of businesses that need to fill specific positions within their respective agencies. The events are advertised well in advance so as to reach a large group of qualified candidates. Businesses are provided space to screen applicants, conduct interviews, and make job offers. Hiring events do/will target growing and demand industries, such as those in the Logistics cluster. In order to engage businesses in the targeted industries, staff research business using a variety of sources, make direct contact, provide program information and mail invitations to join hiring events. Information is mailed to enrolled customers and posted in the Career Centers and distributed to various organizations within the community. Preparatory workshops (including resume preparation and interviewing skills and how to market yourself at a job fair) are scheduled to prepare customers for on-site interviews during the hiring events.

In addition to the hiring events, the Network plans to expand its job matching strategy. This strategy utilizes a database that has specific information on job ready customers (i.e. job title, industry preferences and where applicable salary preferences) and tries to match individual job seekers with job postings by local businesses. Staff will work one-on-one with job seeking customers and match them with current business customers. Outreaching to new businesses with the job matching potential will be done based on the talent pool of trained, job ready customers. PGWIN is currently evaluating its VOS elements for system-wide job matching capabilities.

The Network works in partnership with the City of Los Angeles WIB and its Career Centers/Partners to employ a regional approach where possible so as to benefit business customers and leverage limited resources. The Los Angeles Business Assistance Program participates in local Chamber activities and also holds specialized workshops for small business and individuals interested in starting their own business. Similarly, the Network will partner with the Small Business Development Center to provide expanded services to the business customer.

LEARNING LAB DISCUSSION POINT

In December 2007, the WIBs of Pacific Gateway and Los Angeles collaborated to hold a business breakfast, which attracted a number of businesses and created an opportunity to share various services available through the One Stop System. In addition, the event created opportunities for businesses to network with each other. Leverages such as these will continue to be important in creating the strongest cross-functional Employer Services Team

State Policy Framework Element: 8. Local Boards will identify clear success indicators to evaluate the shift to a demand-driven, skill-based integrated service delivery system and include those metrics in their local plans.

Documenting Success

The following success measures are suggested as the Network's Service Integration Dashboard to evaluate a shift to a demand driven, skill-based integrated service delivery system. The Dashboard is supported by readily available and meaningful data for measuring success and identifying opportunities for improvement. In coordination with our new Performance Intelligence Team, the Welcome, Employer Services Team, Skill Development and Product/Tools Teams collaborated to identify success measures that will facilitate data sharing and drive enterprise learning and continuous process improvements.

PROPOSED DASHBOARD SUCCESS INDICATORS

Indicator: Total Service Volume

Purpose: Evaluate statistical data related to customer visits, enrollments and services received – also validating that all customers are enrolled

Type: Demand / Engagement

Indicator: % Utilizing Career Center Services More than Once

Purpose: Evaluate level of continuous engagement as likely indicator of outcomes

Type: Engagement

Indicator: % of Customers Participating in Skill Development Activities

Purpose: Evaluate level of success in becoming skill-development based system, and use as likely indicator of outcomes

Type: Engagement

Indicator: Customer Satisfaction (Job Seeker and Employer)

Purpose: Measure job seeker and employer satisfaction in meeting their workforce needs

Type: Outcome

Communicating our Success

The proposed Dashboard will be used as the Network's primary method for communicating service integration success to our Board and customers alike. Utilizing the Dashboard data, our Performance Intelligence Team will facilitate monthly cross-functional team meetings to present successes and work toward opportunities for improvement. The objective will be to utilize the Dashboard to

inform and educate functional team members, identify cross training opportunities, while emphasizing efficiency, successful teaming and recognition.

Contributing to a commitment of continuous quality improvement, our Performance Intelligence Team will utilize the Dashboard and the Baldrige quality standards to conduct Service Integration self-assessments. Several Network staff are trained and certified in Baldrige examinations.

Benchmarking

Each of the Dashboard measures will be used to benchmark and compare success across various points in time and determine if necessary process improvements and/or course corrections led to improved results. Dashboard measures will be also used to determine data correlations and serve as predictors of common measures success.

Each of the Dashboard measures will be used to conduct pre and post practices. Dashboard measures were selected based on Integration key priorities; ease of accessible data; ability to be meaningful and useful in making informed decisions. Each measure is categorized as a demand measure, engagement measure, outcome measure or both - offering greater perspective to the critical components of the Service Integration model.

Attachments

- Inventory and Overview of Proposed Policy Revisions
- Sample of Web Site Enhancements – Workforce Intelligence
- Sample of Web Site Enhancements – High-Growth Sectors
- Career Center Schematic – Career Transition Center
- Screenshot of VOS Initial Registration
- Service Delivery Model Depiction
- Scan Card Tracking Sample
- Sample Drafting of Product Box Items
- Draft Flow of Welcome Team Steps
- Work-in-Progress Functional Staffing Chart