CUSTOMIZED TRAINING POLICY AND PROCEDURES

INTRODUCTION

Customized Training (CT) is designed to meet the unique training needs of an employer or a group of employers. CT can be used for training prospective (new) or existing workers (also referred to as Incumbent Worker Training or IWT). CT is business-driven where the employer decides who will provide the training (e.g., external trainer, internal manager), what curriculum will be used, and which workers will be trained. Prospective or incumbent workers benefit by learning new skills and obtaining or retaining employment after successful training completion. Upon entering a CT Agreement with the San Diego Workforce Partnership (SDWP), the business commits to hire or—in the case of incumbent workers—retain individuals who successfully complete training. Other outcomes that employers commit to complete in the CT Agreement may include:

- Screening, training and onboarding prospective workers
- Preventing layoffs of incumbent workers in an at-risk company
- Training affected or laid off workers to upgrade skills for another position in a company[1]
- Advancing incumbent workers' careers in a company (e.g., promotion, increase in wages, change from part-time to full-time)

This Customized Training Policy and Procedures provides a framework for how SDWP and the America's Job Center of California[SM] (AJCC) network implement CT in San Diego County.

DEFINITION OF SERVICES

CT is defined as training:

- Designed to meet the special requirements of an employer (including a group of employers) for new hires or—in the case of incumbent workers—to retain a skilled workforce or to avert the need to lay off employees by assisting workers in obtaining the skills necessary to retain employment;
- Conducted with a commitment by the employer to employ or—in the case of incumbent workers—to retain or avert the layoffs of the participants who successfully complete CT;[2] and
- For which the employer pays a significant cost of the training.[3]

"Significant cost" is defined by the following sliding scale:[4]

- For employers with 50 or fewer employees, a minimum of a 25% match
- For employers with 51 or more employees, a minimum of a 50% match

For incumbent workers, the significant cost provided by the employer may be the in-kind match for the cost of the training and/or the amount of wages paid by the employer to the worker while the worker is attending the CT program.[5] SDWP may reserve and use no more than 20 percent of

[1] "Categorization of Rapid Response Activities: Title 20 Code of Federal Regulations Notice of Proposed Rule Section 682.330." Employment Development Department (EDD) Workforce Services Directive WSD16-04. 22 Jul 2016. edd.ca.gov/jobs_and_training/pubs/wsd16-04.pdf
[2] Workforce Innovation and Opportunity Act (WIOA), sec. 134(d)(4)(B)
[3] WIOA, sec. 3(14) subparagraphs (A), (B) and (C)
[4] The sliding scale is the local board definition for "significant cost" as approved by the San Diego Consortium Policy Board. 25 Sep 2015. Agenda item #6.
[5] WIOA, sec. 134 (d)(4)(D)(iii)

a combined total of Adult and Dislocated Worker funds[6] and 20 percent of Rapid Response funds for Customized Training of incumbent workers (IWT).[7] Rapid Response funds used for IWT must be tracked using Grant Code 274.[8]

The training may be conducted by the employer or the employer may select a third-party training provider. CT methods include, but are not limited to:

- Classroom training through a traditional classroom setting with a group of trainees and a qualified instructor;
- Laboratory training with hands-on instruction or skill acquisition under direct guidance of a qualified trainer;
- Electronic- or computer-based training delivered through a computer program at a pace set by the trainee or through video conferences that are live, interactive instruction with a trainer;
- Simulated or actual jobsite instruction (e.g., job shadowing);
- Standard "off-the-shelf" training that meets the training needs of the employer; or
- Other training that is customized to the employers' specific training needs

ELIGIBILITY REQUIREMENTS

CT for *prospective or new workers* is available to WIOA eligible Adult and Dislocated Worker customers. With respect to training services funded by WIOA Adult funds, priority of service must be provided to Customers of public assistance, other low-income individuals or other individuals who are basic skills deficient. Priority of service status is established at the time of eligibility determination and does not change during the period of participation.[9] Priority does not apply to the Dislocated Worker population. Customers must meet the financial need requirement of being unable to obtain grant assistance from other sources to pay partial or full costs of such training. For more information on eligibility, refer to SDWP's Operations Manual, Chapter VII.

IWT is available to *existing or incumbent workers* if an employer's employees or positions are at risk of being laid off if they do not receive training or upskilling. An incumbent worker does not have to meet the eligibility requirements for career and training services for Adult and Dislocated Worker customers.[10] To qualify as an incumbent worker, the incumbent worker needs to be at-risk of being laid off, meet the Fair Labor Standards Act requirements of an employer-employee relationship, and have an established employment history with the employer for 6 months or more. The employer must provide written documentation or statement of need in the CT Application (Exhibit B-1) that the positions to be trained for are at risk of being laid off if additional training is not received.[11] The training must increase the competitiveness of the employee and/or employer.

SDWP shall only contract with employers that plan to enroll at least 2 Customers into CT.

PROCEDURES

[6] WIOA, Sec. 134 (d)(4)(A)(i)
[7] § 682.210(b) and § 682.320(b)(3)
[8] WIOA NPRM 680.800: Local areas may use their RR funds for statewide incumbent worker training activities.
[9] WIOA sec. 134(c)(3)(E)
[10] WIOA sec. 134(d)(4) and § 680.790
[11] § 680.780

SDWP's business programs team shall provide the AJCC network's business services teams with technical assistance in the CT process. The following guidelines outline how CT is implemented:

1. Business Outreach
   SDWP's business programs team shall take the lead in identifying CT opportunities and marketing CT to the business community. The AJCC business services teams shall support this effort by outreaching to current and new business contacts. Once an employer is interested in CT, the AJCC business services team shall coordinate a meeting between the employer and SDWP staff. SDWP staff are responsible for helping the employer complete the CT Application (Exhibit B-1) and the resulting CT Agreement. AJCC staff are responsible for conducting eligibility and referring candidates to the CT program, as needed.

2. Request for CT (or Incumbent Worker Training) Application
   An employer interested in CT must meet with an SDWP staff to determine program suitability before filling out the CT Application (Exhibit B-1). The CT Application describes SDWP's priorities and goals for training. SDWP shall enter into a CT Agreement with businesses that propose to upgrade employee skills, increase employee wages, provide training in portable skills, and/or increase retention efforts. Preference shall be given to employers who request training that offers potential upward career mobility, career stability, increased wages and other value-added benefits. Training must be provided for in-demand occupations. An in-demand occupation is defined as an occupation that is projected to grow at a greater rate than other occupations in San Diego County.

   Funding for a CT program will be determined by availability. Employers must be aware that the amount of funding that was available at the start of the CT Application may not be available by the time the CT Agreement is executed.

3. Training Approval and Contract Development
   Upon receipt of the CT Application, SDWP's business programs team shall review the submitted CT Application to ensure that it is complete and complies with the terms and conditions of the CT Application and all applicable legal and regulatory requirements. The approval process is outlined below.
   A. SDWP's business programs team shall review and evaluate the CT Application to ensure that the CT Application's criteria are met.
   B. SDWP's business programs team shall notify the employer if the CT Application shall be recommended for approval or if the employer needs to revise the CT Application no later than ten business days from receipt of the CT Application.
   C. If recommended, SDWP's business programs team shall present the CT Application to the Adult Programs Committee, Workforce Development Board and San Diego Consortium Policy Board (Policy Board) if the proposed reimbursement amount on the CT Agreement requires board approval. SDWP's President and CEO shall have the final approval for contracts that do not require board approval.
   D. Upon approval, the CT Application shall become part of the CT Agreement.[12]
   E. SDWP's business programs team shall request an agreement number from the SDWP's Finance Department to include on the CT Agreement.

[12] The CT Agreement template can be found on SDWP's central drive, operations shared folder.

F. SDWP's business programs team shall route and track the CT Agreement through the signature process and execution. All CT Agreements shall be monitored by SDWP's business programs team.

4. AJCC Recruitment and Eligibility Responsibilities

The AJCC network's business services teams shall assist employers in their regions that are interested in CT by coordinating Customer recruitments and eligibility determination. All Customers identified for CT must meet WIOA eligibility requirements.

A. As necessary, to meet the needs of the employer, the AJCC business services team shall conduct recruitments for the CT opportunity. If the AJCC business services team cannot find an adequate pool of Customers within their AJCC region, the AJCC business services team shall notify the rest of the AJCC network of the CT opportunity. The announcement shall include qualifications, job description, training information, deadlines for the CT recruitment, and a summary of the recruitment procedure.
B. The AJCC business services team shall screen prospective CT candidates or Customers to ensure WIOA eligibility and enrollment in AJCC services.
C. The employer shall make the final selection of CT candidates and confirm that list of candidates with the AJCC business services team.

5. Case Management for CT Customers

Case management activities for Customers in CT shall not differ from the duties that AJCC Case Managers currently perform for WIOA Customers in training. AJCC Case Managers shall use the statewide CalJOBS^{SM} system. The following duties shall apply:

A. AJCC Case Manager shall ensure completion of required WIOA activities for enrollment into training including Individual Employment Plan (IEP) development.
B. AJCC Case Manager shall confirm that the Customer started training and document confirmation with an activity code.
C. AJCC Case Manager shall enter CT code 304 under the appropriate Customer group (Adult or Dislocated Worker).
D. After CT code 304 has been saved, AJCC Case Manager shall enter a case note including the training provider, employer and occupational title.
E. AJCC Case Manager shall monitor the Customer's training activities.
F. After the training ends, Customers who successfully complete the CT shall get a job offer from the employer or group of employers, and if the job offer was accepted, AJCC Case Manager shall complete employment verification paperwork and enter the placement information into the customer tracking system. If Customers who successfully complete the CT do not get a job offer from the employer or group of employers, SDWP reserves the right to not enter into a CT Agreement with the employer in the future.
G. AJCC Case Manager shall continue to provide required WIOA Exit and Follow-Up activities/services.

INVOICING

SDWP shall reimburse the employer for the training costs approved in the CT Application (Exhibit B-1). Employers must provide a significant match for the expenses of the training based on the sliding scale. Employers must submit itemized receipts for tangible purchases (e.g., supplies,

equipment) to be reimbursed. Employers must keep accurate records of the training implementation process, participants' attendance, and participants' performance in the training program. To issue payment, employers must submit an invoice to SDWPFinance@workforce.org and cc' the SDWP staff member responsible for the CT Agreement. All invoices must have:

- A unique invoice number (no two invoices shall have the same number)
- CT Agreement number (e.g., SA-EMPLOYERNAME-01)
- Deliverables as listed in Attachment B of the CT Agreement
- Date of invoice
- "Make check payable to:"

Employers shall invoice SDWP for deliverables agreed upon in the CT Agreement. The following is a sample invoicing schedule for a CT program:

- Enrollment Invoice: To be reimbursed at the enrollment phase of a CT program, the employer shall submit a list or roster of the Customers enrolled in the CT, including first name, last name, CalJOBS ID number (or employee ID number for incumbent workers), phone number and email address
- Midpoint Invoice: To be reimbursed at the midpoint of training, the employer shall submit a status report, indicating whether CT participants are on track to complete the CT program
- Completion Invoice: To be reimbursed at the CT completion, the employer shall submit a list of CT participants who completed training
- Outcomes Invoice: To be reimbursed for additional outcomes of the CT Agreement, the employer shall submit a report of CT participants who have been hired, retained or advanced in the company. SDWP reserves the right to modify the CT Agreement and remove the final invoice from the CT Agreement if the CT completers are not employed or retained by the end of the CT Agreement date.

MEASUREABLE SKILLS GAIN

Measurable Skills Gain (MSG) tracks customers that are in education or training programs that lead to a recognized postsecondary credential or employment and who are achieving measurable skill gains. The MSG performance measures requires tracking the progress of the customer during their training program. The frequency for documenting a MSG is one (1) per program year that the customer is in training. To meet this measure, both the customer and training provider will be required to assist with documentation. Such documentation for a CT MSG includes:

- Progress Report, test scores, printout from Blackboard, or similar tool from the training provider; or
- Customer Progress Report (Exhibit A-3); or
- As a last resort, a Telephone Verification Form (see attachment in Chapter 7 – Adult and Dislocated Worker Program Eligibility and Enrollment) may be used only if options above are not provided.

EXHIBIT

Exhibit B-1 CT Application
Exhibit B-2 Customer Progress Report