



**OPERATIONS MANUAL
CHAPTER 4, PART 1:
ADULT AND DISLOCATED WORKERS
PROGRAM ACTIVITIES**

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Chapter 4, Part 1 Adult: Program Activities

Sec. 1. Introduction

The San Diego Workforce Partnership (SDWP) Operations Manual (Manual) provides detailed requirements, instructions and guidelines for the management of funded programs. The purpose of the Manual is to assist America's Job Center of CaliforniaSM (AJCC) network, staff members and other contracted service providers to meet contract standards and comply with the requirements set forth by SDWP, State Employment Development Department (EDD), the U.S. Department of Labor (DOL) and all applicable laws and requirements.

Note: The policies herein apply to the Workforce Investment and Opportunity Act (WIOA) Adult and Dislocated Worker formula funded programs and those programs partnered within the AJCC network delivery system. The Manual and policies included may or may not apply to special grants received by SDWP that have their own provisions or are funded through sources other than WIOA. Refer to program specific alternate policies and procedures for non-WIOA funded special programs.

Sec. 2. Background

WIOA was signed into law in July 2015. The WIOA supersedes the Workforce Investment Act (WIA) of 1998. As with the preceding WIA legislation, the WIOA helps Customers succeed in the labor market by providing access to employment, education, training and support services while matching employers with the skilled workers they need to compete in the global economy. The creation of the One-Stop Career Center Network began in 1992 and is the cornerstone of the public workforce system. This network is now currently branded as nationally as the American Job Centers, and in California as America's Job Center of CaliforniaSM network.

Under WIOA, the AJCC network is measured by their effectiveness, accessibility and continuous improvement as it relates to their ability to achieve performance levels, integrate available services and meet the workforce development and employment needs of local employers and job seekers.

For more information, see Training and Employment Guidance Letter WIOA NO: 4-15 "Vision for the One-Stop System."

Sec. 3. Eligibility Determination

Program eligibility must follow the requirements outlined in the [SDWP Operations Manual Chapter 7, Part 1: Adult Program Eligibility Manual](#). The programs, career services and training described within this chapter must follow the eligibility requirements outlined in Chapter VII including the use of forms, acceptable documentation, as well as any/all directives from EDD and WIOA.

Sec. 4. WIOA Services

WIOA authorizes "career services" for adults and dislocated workers. Each AJCC should offer services that meet the unique needs of its local community. There are three levels of career services: (1) basic

career services, (2) individualized career services and (3) follow-up services. These services can be provided in any order, there is no sequence requirement for these services.

(a) Basic Career Services

Basic career services must be made available to all individuals seeking services from the AJCC network, and include:

- Determinations of whether the individual is eligible to receive assistance through adult or dislocated worker programs;
- Outreach, intake and orientation to services available through the AJCC system;
- Initial assessment of skill levels including literacy, numeracy and English language proficiency, as well as aptitudes, abilities (including skills gaps) and supportive service needs;
- Provision of workshops, including orientation to services and other workshops that meet the Customer's career services needs;
- Labor exchange services, including:
 - Job search and placement assistance, and, when needed by an individual, career counseling, including—
 - Provision of information on in-demand industry sectors and occupations, regional labor market information (as defined in sec. 3(23) of WIOA); and,
 - Provision of information on nontraditional employment (as defined in sec. 3(37) of WIOA);
- Provision of information and referrals to and coordination of activities with other programs and services, including those within the AJCC delivery system and other workforce development programs;
- Provision of information and direct referrals to supportive services or assistance, including:
 - Child care; child support; medical or child health assistance available through the State's Medicaid program and Children's Health Insurance Program;
 - State programs such as: the Supplemental Nutrition Assistance Program (SNAP); earned income tax credits, housing services through the U.S. Department of Housing and Urban Development (HUD); Temporary Assistance for Needy Families (TANF) and other applicable assistance programs
- Provision of performance information and program cost information on eligible providers of training services by program and type of providers via the Eligible Training Provider List and/or other performance criteria set by SDWP;
- Assistance in establishing eligibility for programs of financial aid assistance for training and education programs not provided under WIOA; and
- Provision of information and assistance regarding filing claims under Unemployment Insurance (UI) programs, including meaningful assistance to individuals seeking assistance in filing a claim, such as:
 - Where applicable, on-site using staff who are properly trained in UI claims, filing and/or the acceptance of information necessary to file a claim; or
 - By phone or via other technology, as long as the assistance is provided by trained and available staff and within a reasonable time;

- The costs associated in providing meaningful assistance may be paid for by the State’s UI program, the WIOA Adult or Dislocated Worker programs, the Wagner-Peyser Employment Service, or some combination thereof these funding sources.

(b) Individualized Career Services

All eligible Customers must be enrolled in individualized career services if AJCC staff determine that this level of services is necessary for the Customer to gain meaningful employment. These services must be available in all AJCC locations. Refer to [SDWP Operations Manual Chapter 7, Part 1: Adult Program Eligibility Manual](#) for more information regarding adult and dislocated worker eligibility.

Individualized Career Services must be designed by each AJCC to meet the unique needs of the Customer and their region. These services include:

- Comprehensive and specialized assessments of the skill levels and supportive service needs of eligible adults and dislocated workers, which may include:
 - Diagnostic testing and use of other assessment tools; and
 - In-depth interviewing and evaluation to identify employment barriers and appropriate employment goals;
- Development of an individual employment plan (IEP), to identify the employment goals, appropriate achievement objectives and appropriate combination of services for the Customer to achieve his or her employment goals;
- Group and/or individual counseling and mentoring;
- Career planning (e.g., case management);
- Short-term pre-vocational services, including development of learning skills, communication skills, interviewing skills, punctuality, personal maintenance skills, and professional conduct to prepare individuals for unsubsidized employment or training, in some instances pre-apprenticeship programs may be considered as short-term pre-vocational services;
- Internships and work experiences that are linked to careers;
- Workforce preparation activities that help an individual acquire a combination of basic academic skills, critical thinking skills, digital literacy skills and self-management skills, including competencies in utilizing resources, using information, working with others, understanding systems, and obtaining skills necessary for successful transition into and completion of postsecondary education, training or employment;
- Financial literacy services;
- Out-of-area job search assistance and relocation assistance; and
- English language acquisition and integrated education and training programs.

(1) Case Management/Employment Coaching

Case management is a collaborative process where the AJCC staff member assesses, plans, implements, tracks and provides follow-up on the services required to meet the Customer’s employment needs. It is characterized by advocacy, communication and coordination of resources that promote interventions and outcomes that benefit each Customer’s unique needs.

Documentation of all activity must be recorded on the IEP for each Customer and in a case note via the SDWP’s designated data collection system, CalJOBS.

(2) Supportive Services

Under WIOA the term “Supportive Services” means services that are necessary to enable an individual to participate in AJCC activities. The purpose of Supportive Services is to determine any assistance that may help meet a Customer’s basic needs to be successful in their career service activities. Currently, SDWP provides Supportive Services in the form of:

- Transportation;
- Food;
- Text Books;
- Licensing/Certification Fees;
- Career Clothes; and
- Tools and Equipment.

SDWP provides supportive services to Adult and Dislocated Worker Customers in accordance with the eligibility, WIOA Law, Final Regulations, and EDD Directives. While a Customer may be WIOA enrolled and eligible for supportive services, access to such benefits are contingent upon:

- Available funding;
- Determination of need through an individual assessment and as documented in the IEP;
- Necessary for participation in WIOA Title I activities (e.g., individual needs a bus pass to attend job fair);
- Customer is actively participating in approved training, job search or employment retention services and have not yet exited; and
- Customer is unable to obtain such supportive services through other programs providing similar services, such as CalWORKs.

[Supportive Services Policy and Procedures- Attachment D](#) provides more detailed information regarding SDWP’s current local policy, regulations and procedures for administering supportive services. All WIOA contracted service providers shall follow the standard framework of procedures outlined in the Supportive Services Policy.

Note: This Supportive Services Policy may not apply to special grants received by SDWP that have their own provisions or are funded through sources other than WIOA. For more information on a special grant projects, refer to SDWP program staff and/or the program-specific policies and procedures.

(3) Job Placement

As Customers move through basic, individualized and training services, the AJCC network and partners must provide job placement services. SDWP’s job placement services include sourcing and referral to employers, customized recruitments, job fairs, sharing job leads, setting up interviews for Customers, coordinating with SDWP’s business services team to fill openings, and other activities to connect Customers to employment opportunities.

Job placement efforts should focus on SDWP’s locally approved target wage and/or jobs with meaningful career and wage growth opportunities. Refer to [In-Demand and Higher In-Demand for Individual Training Accounts- Attachment M](#).

(4) Business Services

The Business Services team consist of Business Services Representatives (“BSRs”) from partner and WIOA funded staff. BSRs serve as the bridge between Customers seeking employment and employers looking to fill positions. BSRs should foster relationships with employers who are recruiting for positions whose skills match the AJCC network’s pool of job seeker Customers. AJCC BSRs must be knowledgeable of the eligibility and performance requirements of the AJCC network.

SDWP will also have a Business Services Department that will function in collaboration with the AJCC network to encourage integrated services, eliminate duplication of efforts and share best practices across the region. The AJCC Business Services Teams shall have representation at SDWP’s Business Services meetings and share information for an effective strategy across the region. SDWP’s Business Services Department will coordinate directly with BSRs in each region in which the business seeking services resides. SDWP staff will first notify the AJCC BSR in the employer’s region. Should the AJCC BSR not respond within three business days, SDWP will reach out to additional AJCC regions to meet the employer’s needs.

(c) Training Services

Purpose: The training services offered by the AJCC network provide tools and resources to help Customers meet the skill and experience needs of the region’s growing businesses. From technical skills, soft skills, work experience, traditional classroom instruction and employer-anchored training services help close the skills gap between AJCC Customers and businesses.

Under WIOA, training services may be provided if AJCC staff determine after an interview evaluation or assessment and career planning, that the Customer is eligible.

For additional information regarding eligibility for training, refer to the in [SDWP Operations Manual Chapter 7, Part 1: Adult Program Eligibility Manual](#).

Processing and Tracking Training Funds: SDWP has set up a financial system for Individual Training Accounts and employer-based training such as On-the-Job Training and Customized Training to meet California state financial requirements. Training services and costs will be tracked through the SDWP’s designated data collection system.

(1) Individual Training Account (ITA)

Purpose: Individual Training Accounts (ITAs) are used for traditional classroom training services that are intended to provide enrollees the maximum Customer choice in training selection and provide the flexibility needed to provide training in high demand occupations.

Eligible Training Provider List (ETPL)

Customers may access training services through training providers who have met eligibility requirements set by the State in order to be listed on the State-managed ETPL. The State develops and operates the ETPL in partnership with local WDBs to gather and display useful information on training providers and their services. Only training providers and programs that meet specified eligibility criteria will be listed on the ETPL and will be eligible to receive ITA funding. The local SDWP ETPL Coordinator works to verify qualified schools and institutions for inclusion on the list. SDWP monitors quality and relevance of training programs on an ongoing basis.

The SDWP follows EDD's WIOA ETPL Policy and Procedures in determining an institutions eligibility for inclusion on the ETPL. SDWP also has additional local policies and procedures found in [ETPL Policy and Procedures- Attachment K](#).

Process: To issue an ITA, AJCC staff must provide guidance to the Customer by reviewing the offerings on the ETPL and compare the program's purpose and performance (i.e., completion and placement rates) with the fit of their career goals. The AJCC staff should help the Customer select the training program that best meets their needs. The Customer's needs should be determined based on individual assessment and as documented in the Individual Employment Plan.

Expected Outcome: The goal of an ITA is training completion, credential attainment and placement and retention in a career within the chosen industry.

Refer to [ITA Policies and Procedures- Attachment A](#) for more information.

(2) On-The-Job Training (OJT)

Purpose: OJT is another training option through WIOA funding that provides work-based learning rather than classroom instruction. The intention of an OJT agreement is to benefit both the employer and the Customer by:

- Bridging the gap between a worker's current skills and the skills employers are looking for;
- Providing reimbursement to the employer for the costs associated with training the OJT trainee; and
- Promoting good paying jobs.

Process: OJTs reimburse the employer up to 50% of a Customer's hourly wages for a maximum of 1,040 hours. All OJTs must comply with the anti-displacement provisions and other requirements contained in WIOA and other laws. SDWP has set forth local criteria for developing OJTs and eligibility for employers in the San Diego Region. The AJCC network must communicate eligibility criteria when developing OJT agreements with employers.

Expected Outcome: That Customers acquire the career skills by learning in a hands-on environment and that employers have incentive to provide continued long-term employment.

Refer to [OJT Policy and Procedures- Attachment C](#) for more information.

(3) Apprenticeship Training Accounts (ATA)

Purpose: A registered apprenticeship (RA) program is a formalized, structured training program that combines on-the-job learning with related practical and technical instruction in an occupation. SDWP offers apprenticeship training to Customers through Apprenticeship Training Accounts (ATAs) similar to ITAs that are listed on the ETPL, except funding may be used to reimburse apprenticeship programs for the classroom training. Although apprenticeship programs involve on-the-job training, ATAs may not be used to subsidized Customer wages. The length of the apprenticeship training will vary by occupation. The apprentice is hired as an employee and earns wages once accepted into the program.

Process: To issue an ATA, AJCC staff follow the similar process of an ITA by providing guidance to the Customer by reviewing the offerings on the ETPL and compare the program’s purpose with the fit of their career goals. Each apprentice is required to attend a minimum of 144 hours per year of classroom training and 2,000 hours of on-the-job training. Each ATA will have a maximum amount of training funding that will be paid directly to the employer.

Expected Outcome: The apprentice completes the required minimum of 144 hours per year of classroom training and 2,000 hours of on-the-job training, and retains a career in the chosen industry.

Refer to [Apprenticeship Training Policy and Procedures- Attachment L](#) for more information.

(4) Customized Training (CT)

Purpose: Customized Training (CT) is provided based on a specific training curriculum “customized” to the particular workforce skill needs of the business or group of businesses. The business is then reimbursed for up to 50% of the cost of training. CT is designed to meet the unique training needs of a business or a group of businesses. CT can be used for training new or existing workers (referred to as Incumbent Worker Training or (IWT)).

Process: Upon entering in a contract, the business commits to hire or—in the case of incumbent workers—retain individuals who successfully complete the training. Customized Training targets workers who are in need of training and prepares them for employment in San Diego County’s in-demand occupations. CT is business-driven where the business, not the worker, selects the training provider. Workers benefit by learning new skills and obtaining or retaining employment after successful training completion.

Expected Outcomes: The Customers complete the training and employers commit to employing the trainees upon successful completion of the program.

Refer to [Customized Training Policy and Procedures- Attachment B](#) for more information.

(d) Follow-Up Services and Exits

Follow-up services must be provided as appropriate for Customers who are placed in employment, for up to 12 months after the first day of employment. These services may include technical skills training, counseling, mentoring, crisis intervention, life skills or emergency support required to sustain long-term employment. Follow-up services do not extend the date of exit in performance reporting.

Operators must ensure Customers do not exceed 90 days of no service. Additionally, Customers must be contacted every 60 days to ensure there are no 90-day gaps in service. CalJOBS will exit Customers, as of their last date of service, who exceed 90 days of no service from all DOL programs tracked in CalJOBS (i.e. WIOA, Wagner-Peyser, and Trade Adjustment Assistance). AJCC staff must manually create Closure Forms in CalJOBS for enrolled participants before the system automatically creates the closure form at soft exit. SDWP will periodically monitor Closure Form data entry to determine Operator compliance status.

Sec. 5. AJCC Operations

Increasing access of services is a core philosophy of the public workforce system. To accomplish this, service integration with system partners and understanding where and how Customers access services is critical to success. The AJCC network is integrated through the partnership of the local Workforce Development Board (WBD), the core WIOA partners, the AJCC operators and other required core programs to work together to leverage resources and provide client-centered services.

The AJCC core programs are:

- WIOA Title I (Adult, Dislocated Worker and Youth formula programs);
- Adult Education and Literacy Act programs (WIOA Title II programs);
- Wagner-Peyser Act employment services; and
- Rehabilitation Act Title I programs.

The basis of the integrated service delivery model is the creation of a local workforce system that is skill based and moves the AJCC Customer through a common set of value-added services designed to increase their employability and their chances of retaining jobs and advancing in them. AJCC staff are responsible for continuing the integrated service delivery model currently in place within the AJCC network. AJCC staff and partners place emphasis on assessment, career coaching and skill development, rather than self-directed services.

(a) Co-Enrollment

The co-enrollment policy standardizes the procedures for co-enrolling Customers into two or more WIOA programs, including special grant funded programs. Adherence to this policy expands the resources available to assist Customers in reaching their career goals. Co-enrollment will allow Customers to access a wider array of services that might otherwise be unavailable.

Refer to [Customer Co-Enrollment Policy and Procedures Attachment E](#) for more information regarding the co-enrollment process.

(b) America's Job Center of California (AJCC) Locations

To provide services that are available and geographically accessible to those most in need, SDWP and its governing boards adopted a policy requiring the AJCC network to be located in areas showing the greatest need.

In the event that an Operator wishes to relocate an AJCC, the Operator must submit a proposal to the Adult Programs Team staff. The proposal must demonstrate the reasoning for the proposed location and describe the need, as indicated by unemployment rates, poverty and high populations of the traditionally underserved. Labor market information and demographic data must be used in determining the location of the AJCC and an explanation as to how this information was used must be included in the proposal.

AJCC affiliate sites may be used as a method by which an AJCC can expand services to the community. Affiliate locations are determined based on the offer of infrastructure (e.g., rent, utilities) at no-cost, expanded reach into the community, increase in the number of individuals served, and strategic relationships (such as with community centers and libraries).

(c) Customer File Maintenance

AJCCs must maintain a Customer file on every registered Customer. At a minimum, the file must contain all eligibility documents as required in [SDWP Operations Manual Chapter 7, Part 1: Adult Program Eligibility Manual](#).

All files must be kept neat and orderly. Documents should be clipped into the file to reduce the risk of loss and damage. All file documents must be made available for local, state and DOL monitoring for a period of eight years.

(1) Compliance with CalJOBS

AJCC Operators shall comply with the requirement to utilize the CalJOBS system. Entry of individual Customer data such as registration, eligibility determination, demographics, activities, case notes and outcomes data is required. Timely data collection is required and entry of WIOA Applications, activities and case notes, and Closure Forms must be entered within five (5) business days after the date of occurrence.

SDWP will conduct ongoing monitoring to evaluate Operator's use of the CalJOBS as the case may be. Failure to comply with required use of CalJOBS may result in corrective action and may result in the termination of the contract. SDWP will provide the Operator with technical assistance on CalJOBS, however AJCC Operators are expected to provide additional and ongoing training to staff on the use of CalJOBS.

Refer to [SDWP Operations Manual Chapter 5, Participant Tracking and Reporting System](#) for additional requirements and detail on Electronic Data Systems compliance.

(d) Customer Suspension

The AJCC network provides universal access employment related services to all eligible and enrolled Customers regardless of race, color, religion, gender, sexual orientation, national origin, age, disability, political affiliation or belief. In order to provide a safe and secure environment conducive to the proper and successful use of the resources and services at an AJCC the Operators have the authority to suspend the privileges of unruly, disruptive and/or otherwise threatening Customers.

Refer to AJCC Network [Customer Suspension Policy-Attachment F](#) for more information regarding uniform procedures to AJCC Operators and staff when suspending Customer privileges.

(e) Program Monitoring

In an effort to continuously improve our systems and services, SDWP staff or a third party designee will conduct monitoring for all contracts issued by the SDWP.

SDWP staff or its designee will conduct hard copy and electronic file reviews on a sampling of registered Customers information and aggregate program information. All Customer program activities and services will be examined to ensure programmatic compliance with WIOA rules and regulations, DOL and EDD directives and SDWP's policies and procedures. File monitoring will include, but not be limited to, a review of the intake and referral process, eligibility certification, registration, assessment, career counseling, IEP, training, supportive services and customer tracking.

To ensure coordination of oversight activities, Program Specialists will attend, either in person or by phone, the entrance/exit conferences conducted by the SDWP's contracted monitors during their on-site monitoring of the AJCC network and Adult Service Providers.

[AJCC Participant File Review Checklist-Attachment G](#), and [Customer Interview Survey- Attachment H](#) may be used during the electronic file monitoring.

(f) Customer Satisfaction

The AJCC network is required to collect customer satisfaction and feedback for all program participants. All AJCC customers must be made aware and have access to customer satisfaction surveys. Customer satisfaction surveys and feedback collection mechanisms must include, but not limited to the information listed in [Customer Interview Survey- Attachment H](#). Completed customer satisfaction surveys must be tracked and maintained within the Customers file. SDWP may request specific or aggregated customer satisfaction feedback from the AJCC contractor at any time.

(g) State Monitoring

EDD conducts regular monitoring and systematic review of programmatic and fiscal activities, administrative systems, and management practices to determine if they are appropriate, effective and in compliance with the terms of the contract, WIOA rules and regulations, DOL and EDD directives.

Program Specialists will follow-up on the AJCC network and Adult Service Providers' implementation of corrective action(s) recommended by the contracted local monitor and/or EDD monitor.

For additional information on contract, State, and Department of Labor monitoring refer to [SDWP Operations Manual Chapter 8, Monitoring](#).

(h) Monthly Reporting

AJCC Operators and Adult Service Providers will communicate information pertaining to performance, technical assistance needs, employer/Customer events, and other significant facts not found in the SDWP's designated data collection system on a monthly basis. The AJCC monthly report is due to the assigned contract Program Specialist by the 5th of each month, see [AJCC Monthly Report- Attachment I](#) for more information.

Certain SDWP Projects may require additional or different reporting requirements as determined by funding source and SDWP staff.

(i) Career Resource Center Policy

The AJCCs shall follow and have all Customers accessing services in the Career Resource Centers sign [AJCC Resource Room Policies- Attachment J](#).

Sec. 6. Special Projects

SDWP receives funding to provide services using WIOA formula funds and special grant funds from public or private sources. Subrecipients will be required to provided services and work collaboratively

with other providers to ensure quality delivery for all special grant programs and initiatives as requested by SDWP.

Operators and Service Providers should refer to the attachments [ESE Policies and Procedures- Attachment N](#), [WIF/BBSD Policies and Procedures- Attachment O](#), [Reentry Works Policies and Procedures-Attachment P](#) for the Policies and Procedures and other information related to special programs.

Sec. 7. **Attachments**

[Attachment A – Individual Training Account Policy and Procedures](#)

[Attachment B – Customized Training Policy and Procedures](#)

[Attachment C – On-the-Job Training Policy and Procedures](#)

[Attachment D – Supportive Services Policy and Procedures](#)

[Attachment E – Customer Co-Enrollment Policies and Procedures](#)

[Attachment F – Customer Suspension Policy](#)

[Attachment G – AJCC Participant File Review Checklist](#)

[Attachment H – Customer Interview Survey](#)

[Attachment I – AJCC Monthly Report](#)

[Attachment J – AJCC Resource Room Policies](#)

[Attachment K – Eligible Training Provider List Policy and Procedures](#)

[Attachment L – Apprenticeship Policy and Procedures](#)

[Attachment M – In-Demand and Higher In-Demand Training Policy](#)

[Attachment N – ESE Policies and Procedures](#)

[Attachment O – WIF/BBSD Policies and Procedures](#)

[Attachment P – Reentry Works Policies and Procedures](#)