



Agenda Packet

Wednesday, June 29, 2016

10:00 a.m. to 12:00 p.m.

Holiday Inn Sacramento-Capitol Plaza

300 J Street

Sacramento, CA 95814

(916) 446-0100

Governor

Edmund G. Brown, Jr.

Chair

Michael Rossi

Executive Director

Tim Rainey

CALIFORNIA WORKFORCE DEVELOPMENT BOARD



MEETING NOTICE

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10:00 a.m. to 12:00 p.m**



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Executive Director

Michael Rossi
Chair

Edmund G. Brown, Jr.
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**Holiday Inn Sacramento-Capitol Plaza
300 J Street
Sacramento, CA 95814
(916) 446-0100**

Alternate Location:

**Bishop-Wisecarver Corporation
2104 Martin Way
Pittsburg, CA 94565
(925) 439-8272**

AGENDA

- 1. Welcome and Opening Remarks**
- 2. Public Comment**
- 3. Action Items**
 - a. Approve Meeting Summary of April 14, 2016
 - b. Local Area Modification Request: Napa/Lake/Marin
 - c. Local Board Recertification
 - d. Credential Policy Framework
- 4. Updates and Discussion**
 - a. State Plan / Local and Regional Planning Guidance
 - b. Community Colleges Strong Workforce Program
 - c. Ad Hoc Committee – Data Collection and Reporting for WIOA Title 1
- 5. Other Business**
- 6. Optional Convening: SlingShot and Accelerator Grantee Meeting**

Meeting conclusion time is an estimate; meeting may end earlier subject to completion of agenda items and/or approved motion to adjourn. In order for the State Board to provide an opportunity for interested parties to speak at the public meetings, public comment may be limited. Written comments provided to the Committee must be made available to the public, in compliance with the Bagley-Keene Open Meeting Act, §11125.1, with copies available in sufficient supply. Individuals who require accommodations for their disabilities (including interpreters and alternate formats) are requested to contact the California Workforce Development Board staff at (916) 657-1440 at least ten days prior to the meeting. TTY line: (916) 324-6523. Please visit the California Workforce Development Board website at <http://www.cwdb.ca.gov> or contact Daniel Patterson (916) 657-1446 for additional information. Meeting materials for the public will be available at the meeting location.

Item 1. Welcome and Opening Remarks

Item 2. Public Comment

Item 3. Action Items

- a. Approve Meeting Summary of April 14, 2016
- b. Local Area Modification Request: Napa/Lake/Marin
- c. Local Board Recertification
- d. Credential Policy Framework

**CALIFORNIA WORKFORCE DEVELOPMENT BOARD
FULL BOARD MEETING
April 14, 2016
CALIFORNIA DEPARTMENT OF REHABILITATION OFFICE
SACRAMENTO CA**

1. Welcome and Opening Remarks

Members in Attendance:

Josh Becker
Bill Camp
Jim Suennen for Diana Dooley
Imran Farooq
Chris Hill
Ro Khanna
Carol Zabin
Bob Redlo
Alma Salazar
Jeremy Smith
Abby Snay
Van Ton-Quinlivan
Stephen Monteros

John Brauer
Jamil Dada
Diane Factor
Mike Gallo
Patrick Henning, Jr.
Andre Schoorl
Diana Ravnik
Mike Rossi, Chair
Hermelinda Sapien
Anette Smith-Dohring
Joseph Williams
Stephen Levy
Marina Espinoza for Mullin

2. Public Comment

Joseph Villela, Policy Director - Coalition for Humane Immigrant Rights of Los Angeles

- Budget cuts to the Adult Education program and its impact on people who seek and desire a high school diploma.
- The WIOA performance measures and their impact on the immigrant populations, many who are elderly, whose status is fluid and recommended they be referred to Adult Education programs to help them learn English.
- Outcomes focused only on employment outcomes may negatively impact the delivery of services to immigrant populations.

Gabriela Villareal, Interim Executive Director - California Immigrant Policy Center.

- Recognize the entrepreneurial spirit of the immigrants in California and asked that the Adult Education and Workforce system be responsive to this.
- The State Board should provide direction to local boards to ensure equal access to information in the One-Stop Centers.

- Development of new priority of services requirement, including career and training services targeting those who have limited English proficiency and need support in basic skills development.
- Adult education services should be equitably available to meet the needs of English learners.

Danny Marquez, California Association of Social Rehabilitation Agencies

- The need to ensure community based partners are involved in the local workforce system to help people with disabilities of all kinds, both physical and psychiatric, work towards achieving wellness, recovery and realize their employment goals.

Action Items

a. Approve the Meeting Minutes from April 16, 2016

A motion to approve the summary was offered and seconded by Bill Camp. The item was unanimously approved.

3. Updates & Discussion

a. Amendments to WIOA Strategic Plan

Mr. Rainey introduced this item. The final State Plan has been submitted to the federal government and is available on the State Board's website. It included a very robust public process, including input from state partners as well as members of the Executive Committee. The full write-up is included in the agenda packet.

Comments from State Board Members

- How to access records available at the state, such as DMV, to ensure we are reaching undocumented workers, including immigrants from Middle East countries, to inform them of the workforce systems and help them enter the labor market.
- Expand our local partnerships to include those who assist immigrant communities.
- How can the State Plan include the focus on populations mentioned today during the public comment?
- How does the Adult Education and Community College system begin to make those shifts now and not wait for the changes called for in the State Plan or by legislative mandate?
- How are the State Board's grant initiatives expected to be included in the regional/local plans?
- Community Based Organizations are very connected to these immigrant communities and should be able to assist in regional planning and coordination to connect with them.
- How do we help the people who will remain in low wage jobs?

- The importance of succession planning with employers, as most of the jobs are replacement, not new jobs in our economy.
- Some recognition in the State Plan of safety net programs as we will continue to see companies contract and experience workforce reductions.
- More/regular updates on the status of the grants administered by the State Board, to include outcomes and identification of successful practices
- What will the State Board do to provide continued incentive and funding to support the regional initiatives, especially in the out years of 2018-2019?

Undersecretary Andre Schoorl, Labor and Workforce Development Agency, commented that the Labor and Workforce Development Agency has begun initial conversations with the Governor's Office to determine what resources can be bundled to effectively serve the variety of needs of the immigrant communities.

Dan Rounds, State Board Policy Director, commented regarding local and regional planning guidance-

- The initiatives such as SlingShot are intended to be the foundation of regional planning required by WIOA.
- Adult education providers are a cornerstones of the State Plan. Local boards and community colleges will work with adult education providers in developing the regional plan.
- The local plans to be developed to reflect populations in the local areas.
- Local groups should be involved in the local planning process to ensure service delivery models are developed that are responsive to local needs.
- We are working with the U.S. Department of Labor to gain clarity in the area of eligibility and on performance metrics- that they are not just employment-based but also include such things as skills gains, literacy and numeracy.
- We are required to amend/adjust the State Plan in 2 years. That will provide the opportunity to strengthen those areas of focus, such as what we have heard today.

b. Strong Workforce Taskforce

- The CTE and workforce programs will now track outcomes against the WIOA performance metrics.
- A new program, "CTE Data Unlock," will help determine the number of workers in a career pipeline and compare output against regional employment indicators, track CTE program success, and employment outcomes.
- They are making progress in the area of employer engagement, using SlingShot as a starting point to gain increased employer involvement in workforce programs.
- Community College Deputy Sector Navigators have become vital to making connections between employers and the local community college campuses.

- There is a need to train counselors at the high schools and community colleges to make them aware of CTE options and pathways for students.
- Seeking input on how to streamline the CTE curriculum approval process.

c. Local Board Certification

- Applications were due March 31, 2016.
- They are being jointly reviewed by EDD and State Board staff to be certified by July 1, 2016.
- The recommendations will be presented during the next meeting in June 2016.

4. Other Business

There was no other business, the meeting was adjourned.

Action Requested

Approve request from the Napa-Lake Workforce Development Board to modify its local workforce area boundary to include Marin County.

Background:

On June 13, 2016, the California Workforce Development Board (State Board) received an application from the Napa-Lake Workforce Development Board (NLWDB) requesting a local area modification. The application is in response to agreements between the County of Marin Board of Supervisors and the NLWDB. The County Boards of Supervisors from Napa and Marin voted unanimously in support of the unification of these local areas into the new *Workforce Alliance of the North Bay* Marin-Napa-Lake Workforce Development Area.

The local area modification application was referred to the Employment Development Department (EDD) for review and analysis. Their recommendation is to approve the application. State Board staff agrees with EDD's analysis and supports the recommendation.

Policy Criteria:

Section 106 of the federal Workforce Innovation and Opportunity Act provides the Governor the authority and responsibility to designate Local Workforce Development Areas (local area). These responsibilities are also codified in the California Unemployment Insurance Code. The Workforce Alliance of the North Bay's application is consistent with the State Board's policy for requesting a local area modification as contained in Directive WIAD05-02.

Next Steps:

Upon recommendation by the full State Board and approval of the modification application by the Secretary of the Labor and Workforce Development Agency acting on behalf of the Governor, the local area modification will be effective July 1, 2016. EDD will take the necessary administrative actions to finalize the local area modification and to affect the transition. This will include such things as revision of federal formula funding allocations, transfer of affected participants and records, physical assets and other related administrative and programmatic functions.

Recommendation:

That the Board approve the Napa-Lake Workforce Development Board's request to modify its local area boundary to include Marin County.

Action Requested

That the State Board approves recommendations regarding local board recertification as outlined in the attachment 1. Provide the Secretary authority to grant full recertification to local boards that complete corrective action. Authorize the EDD Director and the State Board Executive Director to negotiate an interim agreement with the County of San Bernardino to ensure services are provided to residents of San Bernardino City.

Background:

EDD Directive [WSD15-13](#), published January 22, 2016, provided criteria for the recertification of local boards as required by federal law (WIOA Section 107). This 2-year recertification period is July 1, 2016, through June 30, 2018. The directive requires that local boards seeking recertification must have met local board composition requirements, met or exceeded negotiated performance measures, and achieved sustained fiscal integrity.

Applications have been received and were evaluated by staff from the Employment Development Department and State Workforce Development Board. The results of the review and recommendations are included in Attachment 1. The Executive Committee approved the item at their June 14, 2016, meeting and forward it for full Board action and recommendation to the Governor. The recommendations for local board recertification are summarized below.

Local boards that are granted conditional recertification will be required to submit a fully executed application and/or confirm the seating of a compliant local workforce board. As these document are received, the request will be sent to the Secretary of Labor and Workforce Development for approval.

Full recertification for the period of July 1, 2016, through June 30, 2018.

City of Anaheim	Contra Costa County	Foothill
Humboldt County	Monterey County	N. Central Consortium
NOVA	San Bernardino County	San Diego County
Solano County	Tulare County	Yolo County
Alameda County	Golden Sierra Consortium	Mother Lode Const.
Orange County	City of Oakland	Riverside County
San Francisco City/County	South Bay Consortium	Stanislaus County
Ventura County	Santa Ana City	San Jose/Silicon Valley
Imperial County		

Conditional recertification pending receipt of fully executed applications and/or seating of a compliant local board

Fresno County	Kern Inyo Mono Counties	Kings County
Los Angeles City	Los Angeles County	Madera County

Mendocino County
Pacific Gateway
Sacramento County (SETA)
Santa Barbara County
Sonoma County

Merced County
City of Richmond
San Joaquin County
Santa Cruz County
Verdugo County

Northern Training Consortium
San Benito County
San Luis Obispo County
SE Los Angeles County

Denial

San Bernardino City

The Mayor of San Bernardino City, with the approval of the City Council, has notified the Secretary of the Labor and Workforce Development Agency that the City wishes to be relieved of its WIOA related obligations as it is no longer able to deliver WIOA services to city residents (see attachment 2). As an interim measure, the San Bernardino County Workforce Board has agreed to continue providing services to San Bernardino City residents until a formal local area modification and/or designation (adding the City to the County's jurisdiction) can be completed. State Board and EDD staff will work with the Labor and Workforce Development Agency and the County to develop and implement the most viable option to ensure continuity of services to City of San Bernardino residents. An update will be provided to the State Board at its next regularly scheduled meeting to be held in September 2016.

In addition, WIOA formula funding intended for San Bernardino City will be re-allocated to the San Bernardino County Workforce Board to offset the additional costs of providing WIOA services to city residents.

Next Steps:

- The full State Board's recommendation will be presented to the Secretary of the Labor and Workforce Development Agency, who will make final determination on behalf of the Governor.
- Letters will be issued to the Chief Local Elected Officials informing them of the Secretary's final decision by June 30, 2016.

Recommendation:

Approve the recommendations regarding local board recertification. In addition, provide the Secretary the authority to grant full recertification to those local boards that submit fully executed applications and/or seat compliant local boards after this date.

Authorize the EDD Director and the State Board Executive Director to negotiate an interim agreement with the County of San Bernardino to ensure services are provided to residents of San Bernardino City until the formal process to modify and/or designate San Bernardino County as the local area serving City residents, can be finalized.

WIB	Signed - Chair & CEO Y / N	Compliant Board	CAP in Place	Meets Perf.	Fiscal Integrity	Comments	Recommend
Alameda	Y/Y	Y	N/A	Y	Y		Approve
Anaheim	Y/Y	Y	N/A	Y	Y		Approve
Contra Costa	Y/Y	Y	N/A	Y	Y		Approve
Foothill	Y/Y	Y	N/A	Y	Y		Approve
Fresno	N/N	N	Y	Y	Y	Signatures, Board Composition	Conditional
Golden Sierra	Y/Y	Y	N/A	Y	Y		Approve
Humboldt	Y/Y	Y	N/A	Y	Y		Approve
Imperial	Y/Y	N		Y	Y		Full
Kern Inyo Mono	Y/N	Y	N/A	Y	Y	Signatures	Conditional
Kings	Y/Y	N	N	Y	Y	Board Composition	Conditional
LA City	Y/N	N	N	Y	Y	Signature, Board Composition	Conditional
LA County	Y/Y	N	Y	Y	Y	Board Composition	Conditional
Madera	Y/Y	N	Y	Y	Y	Board Composition	Conditional
Marin						Consolidating with Napa-Lake	
Mendocino	N/N	N	N	Y	Y	Signature, Board Composition	Conditional
Merced	Y/Y	N	Y	Y	Y	Board Composition	Conditional
Monterey	Y/Y	Y	N/A	Y	Y		Approve
Mother Lode	Y/Y	Y	N/A	Y	Y		Approve
Napa-Lake-Marin	N/N			Y	Y	Local Area Modification adding Marin	See Item 3b
NCCC	Y/Y	Y	N/A	Y	Y		Approve
NoRTEC	Y/Y	N	Y	Y	Y	Board Composition	Conditional
NOVA	Y/Y	Y	N/A	Y	Y		Approve
Oakland	Y/Y	Y	N/A	N	Y		Approve
Orange County	Y/Y	Y	N/A	Y	Y		Approve
Pacific Gateway	Y/Y	N	N	Y	Y	Board Composition	Conditional
Richmond	Y/Y	N	Y	Y	Y	Board Composition	Conditional
Riverside	Y/Y	Y	N/A	Y	Y		Approve
Sacramento	Y/Y	N	N	Y	Y	Board Composition	Conditional
San Benito	Y/Y	N	N	Y	Y	Board Composition	Conditional
San Bernardino City	N/N	Y	N/A	Y	N	Local Area Modification to SB County	Deny
San Bernardino County	Y/Y	Y	N/A	Y	Y		Approve
San Diego	Y/Y	Y	Y	Y	Y		Approve
San Francisco	Y/Y	Y	N/A	Y	Y		Approve

San Joaquin	Y/Y	N	Y	Y	Y	Board Composition	Conditional
San Jose/Silicon Valley	Y/Y	Y	N/A	Y	Y		Approve
San Luis Obispo	Y/Y	N	Y	Y	Y	Board Composition	Conditional
Santa Ana	Y/Y	Y	N/A	Y	Y		Approve
Santa Barbara	Y/Y	N	Y	Y	Y	Board Composition	Conditional
Santa Cruz	Y/N	N	Y	Y	Y	Signature, Board Composition	Conditional
SELACO	Y/Y	N	Y	Y	Y	Board Composition	Conditional
Solano	Y/Y	Y	N/A	Y	Y		Approve
Sonoma	Y/Y	N	Y	Y	Y	Board Composition	Conditional
South Bay	Y/Y	Y	N/A	Y	Y		Approve
Stanislaus	Y/Y	Y	N/A	Y	Y		Approve
Tulare	Y/Y	Y	N/A	Y	Y		Approve
Ventura	Y/Y	Y	N/A	Y	Y		Approve
Verdugo	N/N	N	Y	Y	Y	Signatures, Board Compliance	Conditional
Yolo	Y/Y	Y	N/A	Y	Y		Approve



**OFFICE OF THE MAYOR
R. CAREY DAVIS**

300 North "D" Street • San Bernardino • CA 92418-0001
909.384.5133 • Fax: 909.384.5067
www.ci.san-bernardino.ca.us

June 13, 2016

Governor Jerry Brown
State Capitol, Suite 1173
Sacramento, CA 95814

Mr. David Lanier, Secretary
California Labor and Workforce Development Agency
800 Capitol Mall, MIC-55
Sacramento, CA 95814

Re: San Bernardino Employment and Training Agency (SBETA)

Honorable Governor Brown and Secretary Lanier:

The City of San Bernardino (City) was granted conditional initial designation as a local workforce development area under the Workforce Innovation and Opportunity Act (WIOA) in November 2015. One of the conditions was that designation was subject to revocation following submission and review of the City's single audits for fiscal years ending June 30, 2013 and 2014, which had been overdue since March 31, 2014 and 2015, respectively.

At the time of the designation, the City had been on cash hold with respect to its federal workforce funding since October 2014. The Employment Development Department (EDD), the agency responsible for disbursing federal workforce funds, had placed the City on cash hold at that time due to the overdue 2013 audit. In the interim, the City had used its own funds to operate the San Bernardino Employment and Training Agency (SBETA), the City's federally-funded employment and training agency. The City believed it could promptly submit the single audits and that the cash hold would be released and the City would be reimbursed at that time.

The 2013 and 2014 single audits were submitted in December 2015 and January 2016, respectively. However, EDD has declined to release the cash hold until adverse findings in the audits are adequately addressed and the City's audited financial reports for fiscal year 2014 are

Governor Jerry Brown
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completed and submitted. In addition, the City's single audit for fiscal year 2015 became overdue on March 31, 2016. Accordingly, the cash hold remains in effect at this time.

The City has provided well over \$2 million of its own funds to operate SBETA since the cash hold was imposed. The City has been a chapter 9 bankruptcy debtor since August 2012 and is in the process of preparing for bankruptcy court confirmation a plan for the adjustment of its debts and the restoration of fiscal stability. The plan does not provide for continued funding of SBETA with City funds, and in fact it assumes the City will be reimbursed the funds it has provided to date. Given these circumstances, the City determined in March 2016 that effective March 31, 2016, it could not continue funding of SBETA. SBETA is currently in the process of winding down its operations while the City continues its efforts to obtain a release of the cash hold.

SBETA operates pursuant to a subgrant agreement between the City and EDD. The agreement obligates the City to operate a workforce development program in accordance with its provisions. For the reasons stated, the City cannot continue to fund SBETA while the audit issues are being resolved. The City therefore requests that it be relieved of its obligations under the subgrant agreement and that responsibility for providing workforce development services for the City be reassigned to an appropriate alternative entity.

The City understands that this process will entail the termination of the City's conditional WIOA designation and funding. The City consents to this outcome, with the proviso that this consent shall not constitute an admission of any liability or a waiver of any right the City may have to reimbursement of the amounts it has expended to operate SBETA due to the cash hold. The City understands that disallowed expenditures under the subgrant agreement, i.e., expenditures that are found not to be in accordance with federal law, shall remain the responsibility of the City and not the State of California. The City reserves all rights it may have to seek judicial or other review of a determination that particular expenditures are disallowed.

The City will cooperate fully in the transitioning of workforce services to an alternative entity.

If you have any questions, please do not hesitate to contact my office.

Sincerely,



R. Carey Davis
Mayor

Action Requested

That the State Board approve the **Credentialing Framework** for Industry-Valued Credentials

Background:

The Skills & Credentials Work Group agreed in March to wrap up its work with a meaningful, concrete, deliverable: a concise framework addressing "industry-valued" credentials. The Executive Committee approved the Credentialing Framework at its June 14th meeting.

Everyone--from the feds to locals, education to industry--is talking about credentials, but there is much confusion as to what these include, how they are developed, and why they matter (not to mention how we use them to calibrate supply and demand in regional labor markets).

The Credentialing Framework is not an action plan, but a statement of definition and principle that engages the Board in its role as a policy advisory body. The action plan is the State Plan, for which this offers some guidance.

The State Plan and the Chancellor's Strong Workforce Program set a goal of 1M industry-valued credentials over the next ten years. It's imperative to clarify what is meant by "Industry-valued." There is a big push here in CA as elsewhere to benchmark success on credentialing by measuring attainment--the more credentials we can count, the more successful we are. The Work Group and Executive agreed that counting is not enough. Our concern is quality.

A meaningful credentialing system to qualify a workforce must be done sector by sector; it is work that must happen on the ground as part of WIOA implementation, regional planning, and through regional initiatives like SlingShot.

Quality arises through the process of business engagement in curriculum content and in the resulting market-building for the credential. Businesses in sectors driving regional employment will want to "buy" a particular credential because it's recognized as embodying the skills and aptitudes they need. If this isn't the case, the credential isn't industry-valued.

The aim with this Framework is to help determine value in any industry sector. This is a statement of principle to guide policy in Sacramento and, importantly, the work in the field of establishing, implementing, and tracking credentials that matter in the labor market.

Next Steps:

- Vet the Framework with business
- Build the framework into the SlingShot coalitions for regional business engagement
- Build the framework into the WIOA regional plan guidance and regional planning process
- Build the Framework into the Strong Workforce Program

Recommendation:

Approve the attached Credentialing Framework

CWDB CREDENTIALING FRAMEWORK

POLICY STATEMENT BY THE INCREASING SKILLS & CREDENTIAL ATTAINMENT WORKGROUP OF THE CALIFORNIA WORKFORCE DEVELOPMENT BOARD

APPROVED BY THE EXECUTIVE COMMITTEE - 14 MAY 2016

A NOTE ON THE PURPOSE AND PRINCIPLES OF THIS DOCUMENT

- **Context:** Given the national focus on — and confusion about — “industry-recognized credentials” as a benchmark for skills and a tool for labor market advancement, the Board can add tremendous value with a policy statement that establishes key quality indicators for credentialing, and sets a course for regionally-coordinated deployment in California.
- **Definition:** The Board does not presume to identify and measure a static set of credentials. Industry-recognized credentials must be defined, validated, and deployed by *industry* — firms, workers, and organizations that collectively represent them in any given sector.
- **Value:** In alignment with the vision articulated in its State Plan, the Board privileges quality over quantity — credential attainment means little if it is not meaningful to firms and workers, delivering value in the labor market.

OVERVIEW – WHY CREDENTIALS MATTER

The California Workforce Development Board can advance its core goals of regional prosperity and economic mobility by helping as many Californians as possible obtain meaningful credentials. To do so, the Board supports quality credentialing as a key element of its skills agenda. All of the Board’s initiatives — from WIOA implementation to Sling Shot and beyond — will pay attention to quality credentials, helping firms to identify and workers to earn them.

Why focus on credentials? Credentialing is a fulcrum for modern labor markets. Done right, it allows workers to know the specific skills required for entry and advancement, and enables employers to readily assess the pipeline of regional talent. But despite a robust national conversation on the merits of credentialing, including a remarkable flowering of policy and program innovation from federal to local levels, there is no coherent system. Workers and firms struggle to find consistency in the vast range of credentials documenting achievement across many education and training systems. And many observers are left asking, “Just what is a credential, anyway?”

Smart investment of public resources into this promising but bewildering marketplace requires a step back to clarify and focus. This statement is designed to do just that, broadly sketching the universe of credentials, its metrics of quality, and its relationship to the broader work of the Board.

THE UNIVERSE OF CREDENTIALS

Credentials benchmark skill attainment. Documenting everything from work readiness to technical proficiency, they may be awarded for credit hours earned, programs completed, or competencies demonstrated. They may bear credit or not. They may involve online or classroom or experiential learning or some combination thereof.

Learning happens in a wide variety of settings, not just formal institutions of higher education. The state needs all kinds of post-secondary credentials to be economically competitive, and to provide opportunities for the broadest possible array of Californians. Across the state's driver industries, many credentials matter — certificates and certifications, licenses and degrees, badges and diplomas. The Board believes that their quality matters as much as their attainment: A valuable credential is not merely a measure of education and experience, but a critical tool in the increasingly complex American labor market.

Beyond the new wave of badges, micro-credentials, and nano-degrees, traditional forms of credentialing include:

CERTIFICATES

“Certificate” is a term of art that differs by institution: It may signal completion of or participation in programs offered by colleges and universities, community-based organizations, industry associations, labor-management partnerships, and others. Nimble, effective, and remarkably diverse, certificates vary dramatically in rigor and scope. They may describe a program of study, or document a competency, and can be awarded for everything from one-day continuing education workshops to multi-year registered apprenticeships.

DEGREES

Awarded by formal educational institutions, these are the high-profile and perhaps most familiar post-secondary credentials: associate, bachelor's and post-baccalaureate degrees.

LICENSES

Licensure is a mandatory system. Regulations vary by state, industry, and occupation, with widely varying requirements for testing, experience, and education. Licensing boards may circumscribe access to and scope of work for particular occupations.

CERTIFICATIONS

Certification is a voluntary system of standards. Typically a capstone credential, certification sets a very high bar for skills, knowledge, and experience. Many personnel certifications, with standardized skill sets and third-party verification, operate at the high end of the labor market, where they have traditionally accompanied advanced professional achievement. Unlike certificates, certifications expire. They are based on industry and occupation-specific competencies rather than credits or learning events.

THE PARAMETERS OF QUALITY

Clear goals like economic mobility or competitiveness can easily disappear in the thicket of 21st-century credentials — a bramble of skill metrics that defy standardization, are often confusing or irrelevant to industry, and frequently overwhelming or inaccessible to students and job-seekers. The true value proposition of credentialing rests in the quality of the credential. Attainment means little if it is not meaningful to firms and workers.

IDEAL CHARACTERISTICS

A consensus on the fundamental characteristics of a quality credential has emerged from a decade of study and practice:

- Accessible — Affordable and readily available at places and times convenient for working adults
- Transparent — Clearly articulated costs and prerequisites; accurate picture of what skills, knowledge and abilities are benchmarked by a given credential, and the value it carries in the labor market
- Stackable — One of multiple manageable chunks that add up to a more substantial credential and do not require starting over at each new step
- Portable — Transferable between firms, regions and educational institutions
- Meaningful — Actually has value in the labor market;
- Connected — To a job or an educational pathway

INVESTMENT INDICATORS

Additional factors may in some cases serve as likely indicators of return on investment, including the degree to which a given credential is

- Relevant to industries with high demand
- In a sector characterized by quality jobs or pathways to them
- Tied to groups of firms, and informed by a region's best employers
- Connected directly to a job or the next step in a career pathway
- Accessible and meaningful to a wide range of small and medium businesses

PROGRAM METRICS

Quality is also an intrinsic matter, and may be determined by structural criteria for program excellence:

- Based on a current job task analysis or other industry-validated standard.
- Aligns learning objectives with assessments.
- Qualified instructors.
- Continuous, systematic program evaluation

- Validation through ongoing, systematic input from industry.
- Standard process for assessment, development, maintenance, and administration.
- Transparent policies guide all credentialing decisions, including code of ethics and due process.
- Where relevant, offered by an impartial and transparent independent governing body.

INDUSTRY VALUE

USDOL guidance offers a clear definition of “industry-recognized credentials,” but offers no indication of how many exist, in which regions and sectors — and only the sketchiest of playbooks for identifying them. This is the challenge addressed by the Board. What does industry recognize, and how? The answer is critical to determining the value of a particular credential. Industry value emerges from two related but distinct elements:

- The *establishment* of credentials: Is industry insight baked into the process of creating and updating a scheme or program, with full engagement of employers and workers in developing competencies, curricula, and qualifications for a given credential?
- The *deployment* of credentials: Are firms willing to use these credentials to hire and promote? What advantage does the credential provide in the labor market?

Cracking the code of industry value is the project at the heart of the Board’s call, via the State Plan, for a dramatic increase in high-quality credential attainment over the next decade.

GETTING TO A MILLION

The State Plan calls for the production of a million industry-recognized credentials over the next ten years. This vision is not about a million individual tally marks. It is about developing a credentialing agenda for shared prosperity. The plan is at once aspirational and practical, conjuring a robust, integrated future: A highly skilled, competitive, and prosperous California, created through a regional workforce and education system that increases access and equity for all learners; guides workers to invest in credentials that matter; and helps employers to efficiently upskill and recruit, maximizing human capital investments while reducing costs. To get there, the state needs to build a market for quality credentials. Working with regional industry partners to identify and invest in skills that matter to high road employers, the Board intends to do just that.

Because of its commitment to skills as a tool for intergenerational income mobility, and because post-secondary credentials are critical to labor market advancement in the 21st century, the State Board focuses on those required for middle-skill jobs — the vast array of occupations undergirding key California industries that require something between a high-school and 4-year college degree. The actual number and type of credentials produced will be determined regionally through systematic industry engagement via new and existing partnerships of business, labor, community, education and public sector leaders, including local workforce boards.

The State Board is also interested in the intermediate credentials that could mark progress along bridges to career pathways at the lower end of the labor market, benchmarking occupationally contextualized basic skills education. This encourages access, persistence, and advancement for lower-skilled adults in a system otherwise geared to measure and value higher level credential completion.

California needs more high-quality, industry-driven, post-secondary credentials for business to compete, workers to advance, and regions prosper. There are diverse legitimate credentials. We should perhaps spend less time counting their attainment and more time assessing, translating, and communicating their value.

Credentialing is not simple. There are currently more than a hundred documented efforts underway to align U.S. credentialing initiatives. Here in California the Board's efforts support and align with the tremendous efforts of the Community College Chancellor's Office and other key leaders. There is work for all. The Board's next step will be to move the quality parameters laid out here into guidance for regional planning, state policy conversations as appropriate, and field investments across California.

Item 4. Discussion/Updates

- a. State Plan / Local and Regional Planning Guidance
- b. Community Colleges Strong Workforce Program
- c. Ad Hoc Committee – Data Collection and Reporting for WIOA Title 1

Item 5. Other Business

Item 6: Optional Convening: SlingShot and Accelerator Grantee Meeting