Fresno Regional Workforce Development Board

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CAREER READINESS MANUAL

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Applicable Program: Workforce Innovation and Opportunity Act (WIOA) Adult, Dislocated Worker, and Young Adult Programs

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SECTION 1: INTRODUCTION

1.1 Purpose

The purpose of this manual is to establish standardized guidelines and procedures that ensure participants are adequately prepared to enter and succeed in the workforce. This manual outlines the expectations, responsibilities, and required activities that support participants in achieving career readiness, aligning individual preparation with employer needs and workforce program goals.

1.2 Background

The Fresno Regional Workforce Development Board (FRWDB) is committed to preparing job seekers for successful entry and advancement in the workforce. We are funded under the Workforce Innovation and Opportunity Act (WIOA) to aid in the development of essential employability skills that enable participants to obtain, retain, and succeed in employment.

The FRWDB Career Readiness Manual serves as a resource for staff, service providers, and participants by establishing consistent guidelines and expectations for career readiness activities and services. The manual outlines the foundational workplace competencies, professional behaviors, and employment preparation skills necessary for success in today's labor market. These competencies include communication, teamwork, problem-solving, professionalism, time management, workplace ethics, digital literacy (including AI), and effective job search techniques.

Through structured career readiness services, participants are provided opportunities to develop the knowledge, skills, and confidence needed to compete for employment and meet employer expectations. This manual supports the FRWDB's goal of delivering high-quality workforce development services that align with federal WIOA requirements, local workforce needs, and employer demand.

SECTION 2: POLICY AND PROCEDURES

2.1 Implementation of the Career Readiness Process

The new Career Readiness Process will apply to all new participants and to existing participants who have not fully completed the current Job Readiness Process.

The Employment Readiness Specialist (ERS)/Academic and Career Advisor (ACA) may refer participants to repeat workshops or activities that they have previously completed when beneficial to the participant, including when a refresher would support successful completion of the Career Readiness Process.

2.1.1 New Participants

Participants entering the Job Readiness/Career Readiness phase on or after the implementation date (October 16,2026) must complete the new Career Readiness Process and all applicable activities, assessments, and certifications outlined in the new process.

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2.1.2 Existing Participants

Participants who are currently enrolled in the Job Readiness Process will transition to the new Career Readiness Process if they have not completed all required career readiness activities or have not been referred to job search or placement services. Participants will not be required to repeat workshops or activities they have already successfully completed. However, they must complete any remaining workshops, activities, assessments, and certifications required under the new Career Readiness Process.

2.1.3 Participants Exempt from Transition

Participants who (a) have completed the current Job Readiness Process, (b) have been deemed Job Ready, and (c) are receiving job search or placement services are not required to transition to the new Career Readiness Process. These participants may continue receiving job search and placement services under the existing process.

2.2 Career Readiness Certification Process

The Fresno Regional Workforce Development Board (FRWDB) Career Readiness Certification Process ensures that all participants are adequately prepared for the workforce by meeting work-readiness requirements aligned with their career and occupational goals.

ERS/ACA staff must ensure that each participant is certified as Career Ready before providing employment placement services. Each participant must successfully complete all the following FRWDB Career Readiness activities to be certified as Career Ready and receive the FRWDB Career Readiness Certification.

ERS/ACA staff must meet with the participant at least every thirty (30) days to review progress and provide continued support until all certification requirements have been successfully completed.

For participants enrolled in a training activity, e.g., occupational skills training, the required thirty (30) day contact may be conducted virtually or by telephone at the time of their regular monthly contact.

The participant's assigned activities, progress, and supporting resources must be documented in the participant's Individual Employment Plan (IEP), Individual Service Strategy (ISS), and case notes, as appropriate.

2.2.1 Career Readiness Process Activities

Participants must complete all the following activities to complete the Career Readiness process.

- IMAGO Workforce Readiness Pre-Assessment
- Career Readiness Workshops
    - IMAGO Soft Skills Workshop
    - Career Exploration
    - Interview Preparation
    - Resumé Preparation
- Career Assessments
    - WorkKeys®

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    - Career Exploration Interest Assessments
- Activities to Address Employment Barriers, such as:
    - Basic Skills/WorkKeys® Remediation (if applicable)
    - Transitional Jobs/Work Experience (WEX) (if applicable)
    - Skills Upgrading and Vocational Training (if applicable)
- Participant Portfolio
    - Binder Cover Sheet
    - Portfolio Checklist:
- Cover Letter
- Resumé
- Master Job Application Forms
- Copies of Certifications/Licenses (e.g., High School Diploma, High School Equivalency, Vocational Certifications)
- Sample Interview Questions
- Career Readiness Certification Forms
    - Soft Skills Certification Evaluation (Form# JOB-021)
    - Resumé Certification Evaluation (Form# JOB-023)
    - Interview Readiness – Adult (Form# JOB-024)
    - Interview Readiness – Youth (Form# JOB-025)
- IMAGO Workforce Readiness Post-Assessment
- FRWDB Career Readiness Certification (Form# JOB-026)
- FRWDB Career Readiness Certificate (Form# JOB-028)

2.2.2 Career Readiness Certification Forms

The ERS/ACA staff must meet regularly with each participant to conduct individual interviews, review progress, provide guidance, and complete each of the required Career Readiness Certification Forms.

The certification forms are designed to evaluate the participant's career awareness, resumé development skills, ability to complete employment applications, work readiness and soft skills, and overall preparedness for employment.

The ERS/ACA staff must review each question on the applicable certification form and evaluate whether the participant meets all the criteria required for certification. All questions on the certification form must be answered "Yes" for the participant to meet the certification requirements. If any question is marked "No," ERS/ACA staff cannot complete the certification.

If a participant does not meet all certification requirements listed on a form, ERS/ACA staff must review and discuss the areas identified as needing improvement with the participant. ERS/ACA staff must work one-on-one with the participant to provide additional instruction, resources, and required activities necessary for the participant to meet the certification criteria. Additional activities may include remediation; assistance with resumé development; employment application practice; interview preparation; vocational training; Transitional Jobs/Work Experience; On-the-Job Training; career exploration and research; labor market research; or other activities identified as necessary to address the participant's specific needs.

Once the participant has successfully completed all required activities and meets the criteria outlined on each certification form, the ERS/ACA will upload the signed certification form into CalJOBS®, document the certification in case notes, and must complete the final Career Readiness Certification Checklist in Section 1 of the Career Readiness Certification form (Form#

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JOB-026). The checklist verifies completion of the required Career Readiness Certifications, including Work Readiness/Soft Skills, Career Awareness, and Resumé Writing. It confirms that the participant is prepared to complete the Career Readiness Certification Interview.

Upon completion of the Career Readiness Certification Checklist, ERS/ACA staff must follow the process outlined in Section 5, Career Readiness Certification, to complete the final Career Readiness process and award the Career Readiness Certificate.

2.2.3 Career Readiness Certification Timeline

Adults, Dislocated Workers (DW), and Out-of-School youth participants have six (6) months from the date of completing their WorkKeys® assessments to complete the Career Readiness Certification Process.

In-School youth participants have nine (9) months after they complete their WorkKeys® assessments to complete the Career Readiness Certification Process. After nine (9) months, the barriers to success must be addressed or the participant must be exited from the program by the end of the following quarter.

If the participant is enrolled in training at any point during the Career Readiness Certification Process, the six (6)-month clock stops until the participant has completed their training activities. For example, the participant is enrolled in training one (1) month after the start of the career readiness process; at the completion of training the participant will have five (5) months from the training completion date to complete the career readiness process.

The ERS/ACA must evaluate the participant against the Career Readiness criteria within two (2) weeks of completing training. See Operational Directive (OD) 12-15, WIOA Adult Customer Flow, for the definition of “training.” The initial evaluation does not require a meeting with the participant; its purpose is to determine the remaining time available for the participant to be deemed Career Ready. After completing the evaluation, the ERS/ACA may schedule a meeting with the participant, either in person, virtually, or by telephone, to develop a plan for completing any remaining Career Readiness activities needed to successfully complete the process.

2.2.4 Time Extension

Service providers may extend the Career Readiness Process timeline by up to sixty (60) calendar days beyond the standard timeframe for participants, without requiring a waiver.

- All extensions must be supported by a clear, reasonable justification documented in the participant’s Objective Assessment (OA) Individual Employment Plan (IEP), Individual Service Strategy (ISS) and case notes. Documentation must include the reason for the extension, actions taken to support the participant’s progress, and the anticipated completion date
- If the participant has not completed the Career Readiness Process within the additional sixty (60)-day extension, a waiver must be submitted to request more time
- Waiver requests to extend the Career Readiness Process must include:
    - The reason the participant has not achieved Career Readiness within the required timeframe
    - Justification for how the participant would benefit from the extension
    - A list of additional services and activities that will be provided to support successful completion

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- All services and activities must be documented in the OA/ IEP / or ISS.

2.3 Career Assessments

2.3.1 Assessment Process

All applicants/participants are required to complete specialized occupational assessments that help provide appropriate career guidance. Applicants must be advised of the assessment requirements at the time of WIOA orientation.

FRWDB WIOA Basic Career Services staff will conduct all required academic and career assessments for Adult and DW. (Note - IMAGO assessments are done by provider staff (see section 2.3.6).

- Reasonable accommodations for disabilities or limited English proficiency must be provided upon request
- Career assessments must be completed prior to the start of Work Experience (youth) or Transitional Jobs (Adults/DW)

2.3.2 Prior Assessments

Providers must accept a prior WorkKeys® assessment completed by a referring partner or another Workforce Development Board if the assessment was administered within six (6) months prior to the participant's local WIOA application date. However, if the participant requires remediation to achieve the required scores for their career goal, the participant must complete a post-test using the same WorkKeys® assessment used for the pre-test.

If a participant is approved for re-enrollment within six (6) months after exit, the prior WorkKeys® may be used.

2.3.3 Required Assessments

a. WorkKeys® Foundational Skills Assessment

WorkKeys® is a nationally recognized assessment that measures the foundational skills required for workplace success. It evaluates an individual's readiness for specific occupations and helps identify areas for skill development.

The FRWDB Assessment Coordinator will administer all WorkKeys® assessments for Adult and Dislocated Worker participants and upload assessment results in the document section of CalJOBS®.

Provider of Service staff must schedule participants to complete the WorkKeys® assessment no more than fifteen (15) working days before referring them to the Career Exploration Workshop.

The timeline for completing the WorkKeys® assessment is as follows:

- Adults, DW, and Older Youth (18 years and older): Participants must complete the WorkKeys® assessment before being scheduled for the Career Exploration Workshop.

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- Younger Youth (ages 17–18): Participants must complete the WorkKeys® assessment within forty-five (45) calendar days following completion of the Soft Skills Workshop.
- Younger Youth (ages 16 and under): Participants are not required to complete the WorkKeys® assessment unless they turn 17 while participating in the Career Readiness Certification process. In that case, the participant must complete the WorkKeys® assessment within forty-five (45) calendar days of their 17th birthday.

Adult/DW Only: The ERS will schedule the participant for the WorkKeys® assessment in the SharePoint Provider Assessment Scheduler**.**

Each participant must complete the following assessments.

- WorkKeys®
  - Applied Math (AM)
  - Workplace Documents (WD)
  - Graphic Literacy (GL)

Note: Spanish language versions of the WorkKeys® assessments are available for Spanish-speaking participants.

b. Career Interest Assessments

- Interest Assessment
- Skills Assessment
- Work Values
- Mi Próximo Paso (work-related interests): https://www.miproximopaso.org/explore/ip (Spanish speaking)

The career assessments will be completed in the Career Exploration Workshop. See Section 3.3. Participants may retake career assessment(s) at any time when deemed necessary.

2.3.4 WorkKeys® Remediation

Should a participant not meet the required WorkKeys® scores for the chosen occupation, ACT WorkKeys® Curriculum must be used to remediate the participant to the appropriate scores, as demonstrated by a post-test of WorkKeys®.

English Language Learners may, if determined appropriate, use the Spanish Language version of the ACT WorkKeys® Curriculum. An interpreter must accompany non-Spanish speaking English Language Learners.

Provider staff must follow the remediation process outlined below:

- The participant is assigned a user ID and must take a placement test in each of the subjects for which an increase is required
- The participant works through the starting assigned level, in sequential order, until a successful post-test has been completed for the required goal level
- Successful completion in the ACT WorkKeys® Curriculum must be demonstrated by a score of 80% or greater on the specific level post-test and must be documented in the participant's IEP/ISS and case notes

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A participant cannot take more than two (2) WorkKeys® post-tests within a six (6)-month period.

2.3.5 WorkKeys® Virtual Assessments

The WorkKeys® assessments may be administered virtually on a case-by-case basis to participants at any America's Job Center of California (AJCC) Workforce Connection Career Center when it is determined that the participant is unable to attend the assessment in person. The reason for administering a virtual assessment must be documented in the participant's case notes.

The assessment room must be equipped with a webcam, microphone, and speakers.

Provider staff must be available onsite to prepare the assessment room prior to the virtual session and assist with any technical issues that may arise. Before the assessment begins, staff must complete the following:

- Set up each testing station with all required materials
- Open all assessment links that will be used during the session
- Start the virtual meeting platform
- Ensure the camera is positioned to provide a full view of the assessment room
- Escort the participant to the assessment room and assigned testing station
- Remain in the room with the participant until they are signed in and ready to begin the assessment

The Assessment Coordinator will:

- Proctor the assessment through a virtual platform, e.g., Zoom or MS Teams
- Provide assessment instructions and answer participant questions
- Ensure the assessment room remains quiet and free from distractions
- Monitor the assessment room for the duration of the assessment session

Provider staff must schedule the virtual assessment at a time when staff will be available onsite for the entire duration of the assessment session to address any technical or participant support needs.

2.3.6 IMAGO Workforce Readiness Assessment

All participants are required to complete the IMAGO Workforce Readiness Assessment prior to the first day of the IMAGO Soft Skills Workshop. The assessment is designed to evaluate how learners approach real-world situations involving communication, teamwork, professionalism, problem-solving, and initiative.

The assessment is not a test and is not graded. Its purpose is to capture participants' current habits, instincts, and decision-making approaches so career readiness skills can be measured before and after completion of the Career Readiness certification process.

Provider staff will conduct IMAGO Workforce Readiness pre-assessments and post-assessments. All assessments must be proctored either individually or in a group setting. Provider staff must follow the pre- and post-assessment administration instructions provided in the attached IMAGO Facilitator's Guide.

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a. Pre-Assessment Instructions

- The pre-assessment must be completed prior to enrollment in the IMAGO Soft Skills Workshop
- The pre-assessment establishes a baseline of each participant's current skills in communication, teamwork, professionalism, problem-solving, and initiative
- Participants must complete the pre-assessment independently.
- External assistance, including artificial intelligence (AI) tools, mobile devices, and other resources, is prohibited
- There is no time limit for completing the pre-assessment; however, participants are encouraged to complete it in one sitting to ensure consistency
- The pre-assessment may be completed in the participant's preferred language

b. Post-Assessment Instructions

- The post-assessment must be completed after the participant has successfully completed all required career readiness activities and has been certified on the Career Readiness Certification Checklist
- The post-assessment may be completed in the participant's preferred language
- Participants must complete the post-assessment independently
- External assistance, including AI tools, mobile devices, and/or other resources, is prohibited
- There is no time limit for completing the assessment; however, participants are encouraged to complete it in one sitting to ensure consistency
- Participants must complete the post-assessment prior to being scheduled for the Career Readiness Certification Interview

2.3.7 Assessment Results Documentation

To document assessment results, provider staff will:

- Document the assessment results in the participant's case notes.
- Enter WorkKeys® scores in the OA Test section, Testing Results Comments Box, WorkKeys® scores
- Enter career interest assessment results from the Career Exploration Workbook (JOB-022) into the OA Test section.

2.3.8 Assessment Exceptions and Waiver Process

Any deviation from the above referenced steps must be clearly documented in a waiver for approval (OD 27-09, Waiver Request Process).

A waiver request, in accordance with OD 27-09, must be submitted to request a retake of the WorkKeys® assessment. The waiver request must include the participant's State ID, name, the assessment to be retaken, and the reason for the retake.

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SECTION 3: CAREER READINESS WORKSHOPS

FRWDB Workshop Facilitators will conduct all mandatory workshops for Adult and Dislocated Worker participants.

Workshops may not be delivered on a one-on-one basis. All workshops must be facilitated in person and conducted in a group setting.

Youth Provider staff are responsible for conducting all mandatory workshops for Youth participants. If a Youth Provider does not have enough Youth participants to conduct an in-person workshop in a group setting, Youth Provider staff may coordinate with an FRWDB Workshop Facilitator to enroll eligible Youth participants in Adult and Dislocated Worker workshops.

All participants must complete the mandatory career readiness certification workshops outlined in this section. ERS/ACA staff are responsible for ensuring that all participants complete all required career readiness workshops.

3.1 Scheduling Workshops (Adult/Dislocated Workers)

The ERS will use the SharePoint Workshop Provider Scheduler to schedule all Adult and DW participants for mandated workshops. The following steps outline the process for scheduling a participant into a workshop.

3.1.1 SharePoint Workshop Provider Scheduler Instructions

ERS staff must follow the steps below to schedule a participant for a workshop:

- Open the SharePoint Workshop Provider Scheduler using the designated SharePoint link (Provider Scheduler Link)
- Select the “Workshop Scheduler” folder from the available folders
- Open the workshop spreadsheet that corresponds to the participant’s scheduled workshop date and time
- Locate the next available participant row and manually enter all required participant information into the designated fields. Do not cut and paste information into the worksheet. To maintain the formatting and functionality of the worksheet, all information must be entered manually
- Review the entered information to ensure accuracy and completeness
- Confirm that the participant has been successfully added to the workshop roster

The FRWDB Workshop Facilitator will email the ERS and designated staff on the first day of the workshop to confirm participant attendance and will provide confirmation of completion on the final day of the workshop. The FRWDB Workshop Facilitator will also notify the ERS and designated staff via email if a participant fails to attend any required day of the workshop. Provider staff must provide the designated staff member’s contact information to the FRWDB Workshop Facilitator.

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3.2 IMAGO Soft Skills Workshop

The IMAGO Soft Skills Workshop is the first workshop in the FRWDB Career Readiness Certification process. Participants must complete the IMAGO Soft Skills Pre-Assessment prior to the start of the workshop.

Workshop Schedule: The IMAGO Soft Skills Workshop is four (4) days in length, with four (4) hours of instruction per day, for a total of sixteen (16) hours.

Workshop Objective: The workshop is designed to engage participants in interactive learning activities, including video lessons, workbook exercises, and group discussions focused on the core competencies of communication, professionalism, teamwork, and problem-solving. These activities are intended to help participants develop the essential skills needed to succeed in the workplace.

3.2.1 Workshop Modules

Facilitators must use the following IMAGO lesson plans as identified in the attached IMAGO Facilitator's Guide:

Day 1 – Communication, Verbal Tone, Verbal Confidence, How to Receive Feedback, and Written Communication
Day 2 – Professionalism & Initiative, Disrespect in the Workplace, Time Management, Being Proactive, and Beating Burnout
Day 3 – Teamwork & Collaboration**,** Working Together, How to be Self-Aware, How to be Adaptable, and How to be Socially Aware
Day 4 – Problem Solving, Changing Thought Patterns, Facing Failures, Making Choices, and Creative Thinking

3.2.2 Assessment of Participant Engagement in the Soft Skills Workshop

Upon completion of the Soft Skills Workshop, the Facilitator must complete the Soft Skills Workshop Participant Evaluation (Form# JOB-020) for each participant and email a copy of the completed form to the participant's assigned ERS/ACA and designated staff, to continue the FRWDB Career Readiness process. The ERS/ACA must upload the completed Soft Skills Workshop Participant Evaluation into CalJOBS®.

Participants are required to complete the recommended soft skills remediation lesson(s) for any areas identified as needing improvement on the Soft Skills Workshop Participant Evaluation.

The ERS/ACA must contact the participant within one (1) week of workshop completion to schedule a meeting to review the Soft Skills Workshop Participant Evaluation, discuss identified areas for improvement, and document the required remediation lessons in the participant's Individual Employment Plan (IEP) or Individual Service Strategy (ISS), as appropriate.

The ERS/ACA or designated staff will assign the required lessons through the IMAGO Participant Management System at https://learn.weareimago.com/. The ERS/ACA must monitor participant progress within the IMAGO system to ensure all assigned lessons are completed, and the participant is on track to complete the career readiness process. Participant lesson assignments and progress must be documented in the participant's IEP/ISS, as appropriate.

To complete the Soft Skills Certification Evaluation (Form# JOB-021) the ERS/ACA must evaluate the participant's demonstration of soft skills, such as punctuality, communication, and

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interpersonal skills, over a period of time sufficient to confirm that the participant consistently demonstrates the soft skills required to meet the certification criteria and the expectations of employers to obtain and retain long-term employment.

3.3 Career Exploration Workshop

Upon completion of the WorkKeys® assessments, participants must be referred to the Career Exploration Workshop. This workshop is designed to engage and empower participants by helping them explore and identify their interests through interactive learning activities, video lessons, workbook exercises, and group discussions.

Workshop Hours: The workshop is a four (4) hour session conducted on one (1) day.

Workshop Objective: The purpose of the workshop is to complete career assessments, conduct career exploration, and provide guidance to participants in exploring career options that align with their assessment results. At the completion of this workshop each participant will have a completed Career Exploration Workbook (Form# JOB-022) that will include, but is not limited to, all the assessment results, career goals, and a completed Master Application.

3.3.1 Workshop Modules

The workshop will include a variety of activities, career assessments, and interactive tools provided on the CareerOneStop website.

- **Career Interest Assessments:** Participants will complete: Career Interest Assessment, Skills Assessment, and Work Values Assessment

Upon completing the career assessments, participants will complete the Career Exploration Workbook. Activities include:

- **Career Videos:** "Day in the Life" videos, professional interviews, and virtual job shadowing. Closed captions are available in Spanish
- **Occupation Search:** Participants explore careers by interests or skills, salary and job outlook information, and required education and certifications

Using information from assessments and exploration exercises, participants will identify their **top four (4) career choices** that match their interests, skills, and abilities.

Upon completion of the Career Exploration workshop, the Facilitator will email a copy of the completed Career Exploration Workbook to the participant's assigned ERS/ACA to use in the development of an individual comprehensive career action plan based on the individual career goals identified during the workshop.

3.3.2 Career Planning

The ERS/ACA must contact the participant within one (1) week of the completion of the Career Exploration Workshop to schedule an in-person meeting to review the Career Exploration Workbook and discuss the participant's WorkKeys® and career interest assessment results, as well as the career choices identified during the Career Exploration Workshop.

If there are unavoidable circumstances that prevent the participant from attending Career Planning meetings in person, the meeting may be conducted virtually or by telephone. At least

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one (1) meeting must be conducted in person. The reason for conducting a virtual or telephone meeting must be documented in the participant's case notes.

During the meeting, the ERS/ACA must review the assessment results in detail and discuss what the scores mean in relation to the participant's identified career choices, and the physical and emotional abilities, as well as the functional knowledge and skills required to be successful in the participant's identified career choice. This discussion must include a review of detailed job tasks, the "Typical Day in the Life of" information, and specific questions addressing the physical, emotional, and functional requirements of the participant's career choice.

The following areas must be reviewed:

- **Physical Requirements**
  - Can the participant meet the physical requirements and performance expectations of the job?
  - Is the participant prepared to work effectively and safely in the typical work environment for this occupation?
- **Emotional Abilities**
  - Does the participant have an interest in and passion for the career and see themselves enjoying the work?
  - Can the participant manage the day-to-day emotional requirements of the job?
- **Functional Knowledge and Skills**
  - Does the participant have the knowledge and skills necessary to perform the job?
  - If the participant does not currently possess the required technical skills, are they able and willing to learn them?

The ERS/ACA staff will work with the participant to develop an individual comprehensive career action plan outlining clear steps to achieve the participant's career goals. The career action plan must be documented in the participant's IEP/ISS and case notes and must include:

- All assessment results
- Short- and long-term career goals
- Training, education, or certification pathways
- Referrals or additional support required

Follow-up meetings must be scheduled at least every thirty (30) days, or as needed, to review progress, reassess goals, and adjust the career plan, as necessary. This ensures that participants receive comprehensive career guidance and support to achieve successful employment outcomes.

3.4 Employment Interview Preparation Workshop

Workshop Schedule: The workshop is two (2) days in length, with four (4) hours of instruction per day.

Workshop Objective: Participants will develop the skills, confidence, and strategies needed to succeed in job interviews through preparation, communication, and professional presentation.

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Day 1: Interviewing Basics

- **Appearance & Hygiene:** Dress appropriately, Overdressed vs underdressed, Hygiene basics, First impression
- **Mindset & Body Language:** Managing stress. Positive vs negative body language, decode the body language
- **Being Prepared:** Bring resumé, portfolio, references; Research the company; The interview starts before the interview.
- **Interview Communication:** Types of interviews; Common Questions; Activity: Tell me about yourself
- **Questions to Ask:** Next steps; Growth opportunities. Activity: Create your own questions
- **After the Interview:** Thank You note. Follow-up
- **Workshop Closing:** Key Takeaways. Q&A. Commitment to Improvement

Day 2: Interview Workshop Lab:

Workshop Objectives: Participants will practice answering interview questions, evaluate responses using a scoring system, improve through feedback, and build confidence.

- **Rapid Fire Questions:** Short answers, focus on clarity and confidence
- **Structured Answer Builder:** Situation, Task, Action, Results. Focus on storytelling and results
- **Tough Questions:** Weakness, failure, conflict. Focus on framing and composure
- **Fix This Answer:** Analyze weak answer. Rewrite and improve responses. Present and score
- **Live Mock Interview:** Panel scoring and feedback. Opportunity to revise answers
- **Final Reflection:** Self-assessment. Identify areas for improvement
- **Commit to Next Steps:** Participants identify one or two specific actions they will take after the workshop to improve their interview skills, based on the feedback they received.

3.5 Resumé Preparation Workshop

Workshop Schedule: The workshop is two (2) days in length, with four (4) hours of instruction per day.

Workshop Objective: Participants will learn how to build, structure, and tailor a professional resumé that aligns with today's hiring practices and Applicant Tracking Systems (ATS). Participants will build or refine their resumé in real time, and each participant will have a polished initial resumé at the completion of the lab.

Day 1: Developing a Resumé

Participants will learn the fundamentals of creating an effective resumé, including:

- **Understanding Today's Hiring Processes:** Online applications, Applicant Tracking Systems (ATS), resumé scanning, and candidate ranking

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- **Recruiter Review Processes:** Understanding how recruiters evaluate resumés and identify qualified candidates
- **Common Resumé Mistakes:** Avoiding generic resumés, typos and errors, lack of accomplishments, and poor formatting
- **Resumé Best Practices:** Creating an easy-to-read format, prioritizing key information, using bullet points and bold text effectively, and understanding the standard one- to two-page resumé format
- **Resumé Formatting:** Developing a clean layout with consistent fonts and clearly structured sections
- **Resumé Formats:** Understanding chronological and functional resumé formats and when to use each
- **Analyzing Job Descriptions:** Identifying required and preferred skills, extracting keywords, and aligning resumés with job requirements
- **Resumé Structure:** Developing effective sections, including the header, summary/objective, skills, experience, and education
- **Using AI for Resumé Development:** Utilizing AI tools for keyword extraction, resumé evaluation, and tailoring resumé content while maintaining authenticity

The resumé created during the workshop serves as the participant's initial resumé. A resumé is a living document that must be reviewed and updated regularly to ensure it reflects the participant's most current skills, qualifications, education, and experience. It is the responsibility of the ERS/ACA staff to ensure the participant's resumé is updated as they complete additional career readiness activities, such as work experience, vocational training, or other skill-building activities. The updated resumé must continue to meet the quality standards outlined on the Resumé Certification Evaluation (Form# JOB-023).

Day 2: Resumé Lab

Participants will apply the concepts learned on Day 1 to develop and refine their resumés. Participants will:

- Build a polished, professional resumé aligned with today's job market
- Understand what employers and Applicant Tracking Systems (ATS) look for when reviewing resumés
- Write stronger professional summaries and accomplishment statements that highlight their skills and value
- Use AI tools effectively to improve resumés while maintaining authenticity and personalization
- Tailor resumés to specific job postings using relevant keywords and employer language
- Identify and correct common resumé mistakes that may prevent interview opportunities
- Receive constructive peer and instructor feedback to strengthen their resumés
- Create a professional cover letter that complements their resumé
- Learn a repeatable process for updating and customizing their resumés throughout their careers
- Increase confidence in applying for jobs and competing successfully in today's hiring market

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3.6 Workshop Session Makeup

Participants who miss modules for any assigned workshop may attend the next available workshop in which the missed module is offered.

The ERS/ACA must verify that the participant attended the Workshop required to complete the missing module. Staff must open and close the appropriate service code and mark it as a successful completion. See Section 6 for instructions on creating the workshop service codes in CalJOBS®.

SECTION 4: INTERVIEW READINESS CERTIFICATION

The final requirement of the Career Readiness process is the Interview Readiness Certification. The purpose of the Interview Readiness Certification is to ensure participants have the skills and ability to effectively interview with employers.

The interview panel must be composed of ERS/ACA staff members other than the participant's assigned ERS/ACA.

The ERS/ACA will schedule the participant for the final mock interview with the Interview panel. The participant must receive a score of 3 or higher on the Interview Readiness Certification form (Form# JOB-024, Adult and Form# JOB-025, Youth) to be referred for the Career Readiness Certification interview.

If the participant meets the minimum criteria, the ERS/ACA and Provider Placement staff members conducting the interview will sign the form and refer the participant to the Career Readiness Certification interview.

If a second staff member is unavailable to participate in the interview process, the provider may conduct the interview with one (1) staff member. The reason for conducting the interview with only one (1) staff member must be documented in the participant's case notes.

SECTION 5: CAREER READINESS CERTIFICATION

The ERS/ACA must ensure that the participant has successfully completed all activities outlined in this Readiness Readiness Manual and has met all the criteria on the Career Readiness Certification Checklist and will schedule the participant for the Career Readiness Certification Interview. A copy of the participant's completed Career Readiness Certification Checklist, and a copy of the participant portfolio must be provided to the career readiness interview staff prior to the interview.

5.1 Career Readiness Interview

The Career Readiness Interview panel must be comprised of ERS/ACA staff and Provider Placement staff members other than the participant's assigned ERS/ACA.

The ERS/ACA and Provider Placement staff members will meet with the participant and review the Career Readiness Checklist and completed portfolio and conduct the interview with the

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participant using the Career Readiness Certification form (Form# JOB-026). The participant must receive a score of 3 or higher to be certified as Career Ready.

If the participant meets all Career Readiness criteria, the ERS/ACA and Provider Placement staff members will sign the form certifying that the participant has achieved Career Ready status and forward the completed form to Provider Management for review and approval.

If a second staff member is unavailable to participate in the interview process, the provider may conduct the interview with one (1) staff member. The reason for conducting the interview with only one (1) staff member must be documented in the case notes.

Successful completion of the Career Readiness Interview confirms that the participant has met all Career Readiness requirements and demonstrated the knowledge, skills, and behaviors necessary for Career Readiness certification.

If the participant does not meet all criteria outlined in the Career Readiness Certification form, the ERS/ACA must develop a corrective action plan identifying the areas that do not meet minimum requirements and outlining the additional services and activities needed to address each area.

Additional services, required actions, and completion timelines must be documented in the participant's Objective Assessment/Individual Employment Plan (OA/IEP) or Individual Service Strategy (ISS) and clearly recorded in case notes.

Once all deficiencies have been addressed, the ERS/ACA will reschedule the participant for the Career Readiness Interview.

5.2 Management Approval

Provider Management staff will review the Career Readiness Certification Check List and the participant's portfolio and approve or deny the participant's Career Readiness Certification.

If Provider Management does not approve the certification, the participant will be referred to the ERS/ACA for additional review and corrective action.

Upon Provider Management approval, the participant will be certified as Career Ready and awarded the FRWDB Career Readiness Certificate (Form# JOB-028).

Participants must have a FRWDB Career Readiness Certification to be referred to job placement services.

SECTION 6: SERVICE CODE DOCUMENTATION

Provider staff must open and close the appropriate service code(s) as listed below for all career readiness activities.

- Pre/Post Assessment
  - Adult and Dislocated Worker – 204
  - Youth – 412
- Workshops
  - Adult/Dislocated Worker – 215
  - Youth – 433

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Provider staff must open the appropriate activity code on the start date of the workshop and close the activity code and mark it as a successful completion.

If the participant does not complete all days of the workshop, staff must edit the activity and change the completion status to unsuccessful within three (3) working days of the last day of the workshop.

Provider staff are required to case note the workshop start date, duration, and the specific workshop the participant is scheduled to attend. Upon completion of the workshop, staff must case note that the participant successfully completed the workshop and document the dates attended.

If a participant is unsuccessful in completing the workshop, Provider staff must case note the dates of attendance and document the unsuccessful completion. If the completion code cannot be updated for any reason, a Data Change Request Form must be submitted in accordance with OD 26-18, CalJOBS® Data Entry and Data Changes Process.

When creating the CalJOBS® service code:

- **WorkKeys® Assessments:** When recording a WorkKeys® assessment activity, staff must select the appropriate provider and program on the Service Provider tab. The provider must be “Fresno Area Workforce Investment Corporation,” and the program must be “WorkKeys® Assessment Goals”
- **IMAGO Soft Skills Workshop:** Staff must select “IMAGO” for the Soft Skills workshop as the provider and “IMAGO Soft Skills Workshop” as the program name. For the pre- and post-assessments, staff must select “IMAGO Assessment”
- **FRWDB Career Exploration Workshops:** Staff must select “Fresno Area Workforce Investment Corporation” for the workshop as the provider and “FRWDB Career Exploration Workshop” as the program name
- **FRWDB Employment Interview Preparation Workshop:** Staff must select “Fresno Area Workforce Investment Corporation” for the workshop as the provider and “FRWDB Interview Workshop” as the program name
- **FRWDB Resumé Preparation Workshop:** Staff must select “Fresno Area Workforce Investment Corporation” for the workshop as the provider and “FRWDB Resumé Preparation Workshop” as the program name

SECTION 7: DIGITAL CASE FILE NAMING CONVENTION/UPLOAD PROCESS

All required documents and forms must be uploaded to the CalJOBS℠ "Documents (Staff)" section and appropriately labeled using the "Document Tags" field in accordance with OD 12-21, Digital Case File Standards.

SECTION 8: INQUIRIES

For questions regarding this Manual, please contact the FRWDB Adult Program Coordinator or Young Adult Program Coordinator, as applicable.

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SECTION 9: FORMS

- Soft Skills Workshop Participant Evaluation (Form# JOB-020)
- Soft Skills Certification Evaluation (Form# JOB-021)
- Career Exploration Workbook (Form# JOB-022)
- Resumé Certification Evaluation (Form# JOB-023)
- Interview Readiness Certification (Adult) (Form# JOB-024)
- Interview Readiness Certification (Youth) (Form# JOB-025)
- Career Readiness Certification (Form# JOB-026)

SECTION 10: ATTACHMENTS

- FRWDB Facilitator's Guide (Form# JOB-027)
- IMAGO Soft Skills Facilitators Guide
- Fresno Workforce IMAGO Account Creation
- FRWDB Soft Skills Workshop Certificate of Completion
- FRWDB Career Exploration Workshop Certificate of Completion
- FRWDB Resumé Preparation Workshop Certificate of Completion
- FRWDB Interview Preparation Workshop Certificate of Completion
- FRWDB Career Readiness Certificate (Form# JOB-028)

SECTION 11: DOCUMENT REVISION HISTORY

Version	Date	Section/Exhibit	Page #	Revision Description
A	10/16/2026	NA	NA	This FRWDB Career Readiness Manual supersedes the following ODs: • 01-26 IMAGO Soft Skills Workshop • 07-17 Interview Preparation Workshop • 14-21 Youth Job Ready Prep. Process • 17-21 Adult Job Ready Prep. Process • 18-12 Career Coaching • 04-17 Job Ready Preparation Process • 23-05 Career Track Application Form

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