

**DRAFT DIRECTIVE  
COVER PAGE**

**EMPLOYMENT CONNECTION SYSTEM MARKETING AND CO-BRANDING GUIDELINES**

GENERAL INSTRUCTIONS

The attached directive is being issued in draft form to allow the Workforce Development Community to review and comment prior to final issuance.

Submit any comments by email no later than **FRIDAY, JULY 1, 2022**

All comments received within the comment period will be considered before issuing the final directive. Commenters will not be responded to individually. Instead, a summary of comments will be released with the final directive.

**Comments received after the specified due date will not be considered.**

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**Email:**        [nlwissler@tularewib.org](mailto:nlwissler@tularewib.org)

Include "Draft Directive Comment" in the email subject line.

**Mail:**        Workforce Investment Board of Tulare County  
Attn: **Nicola Wissler**  
309 W. Main St., Ste. 120  
Visalia, CA 93291

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If you have any questions, contact **Nicola Wissler** at 559-713-5200

<b>WORKFORCE INVESTMENT BOARD OF TULARE COUNTY</b>  <b>WORKFORCE INNOVATION AND OPPORTUNITY ACT TITLE I</b>	<b>DATE:</b> <b>June 1, 2022</b>
	<b>SUBJECT:</b> <b>Employment Connection  One-Stop System  Marketing and Co-  Branding Guidelines</b>

**WIB DIRECTIVE**

**TUL 22-02**

**TO:**           WIB One-Stop Operator  
WIB Subrecipients  
Employment Connection Partners  
WIB Staff

**SUBJECT:     EMPLOYMENT CONNECTION ONE-STOP SYSTEM MARKETING AND CO-BRANDING GUIDELINES**

**EXECUTIVE SUMMARY**

This policy provides guidance on Employment Connection One-Stop System marketing, branding, and co-branding with America's Job Center of California, the Workforce Investment Board of Tulare County (WIB), and youth@work.

This Directive identifies the policies and procedures all WIB subrecipients and Employment Connection partners are held to regarding communications and branding of Workforce Investment Board of Tulare County (WIB) funded Employment Connection System programs and services.

This Directive applies to all Employment Connection One-Stop System programs funded under the Workforce Innovation Opportunities Act (WIOA) Title IB and other Workforce Investment Board of Tulare County (WIB) funded grants. This Directive is effective upon the date of issuance.

**This Directive contains State and Federally imposed requirements. All State and Federally imposed requirements are indicated by bold, *italic* type.**

**This Directive supersedes WIB Directive TUL 14-08 dated January 15, 2015. Retain this Directive until further notice.**

**REFERENCES:**

- Training and Employment Guidance Letter No. 16-16: One-Stop Operations Guidance for the American Job Center Network
- America's Job Center of California Organizational Identity and Style Guide

- American Job Center – Graphics Style Guide for Partners
- EDD Information Notice WSIN 12-43, New One-Stop Branding - America's Job Center of California Network

## **BACKGROUND:**

Branding helps companies identify their primary role, purpose, and identity. According to the American Marketing Association (AMA), a brand is a "name, term, sign, symbol, a design or a combination of them intended to identify the goods and services of one seller or group of sellers and differentiate them from those of other sellers."

Brand building in the public workforce development system is similar to the private sector. Our customers need to understand our mission, the value of what we do, and how to access our services when needed. To develop a comprehensive brand strategy, all partners, staff, and WIB members must understand their role in communicating and delivering their products and services to the customer, which is essential for good customer service. Our responsibility is to have a solid brand to enable our customers (Job seekers and Businesses) to access the services available to them.

An effective brand will:

- Deliver the message clearly
- Confirm your credibility
- Connect with your target customers emotionally
- Motivate customers to use your services

## **POLICY AND PROCEDURES:**

The use of publications and advertisements will be vital to establishing a brand identity for the Employment Connection, a partner of America's Job Center of California<sup>sm</sup>, and marketing the goods and services that will carry the brand. In both branding and marketing, it is essential to have a consistent and uniform presentation of the identity for it to be remembered and positively associated by our customers.

In 2021 Employment Connection participated in a system-wide rebranding project. The project focused on honing the mission, vision, and visual identity of the Employment Connection. The outcome of the rebranding effort was a comprehensive Employment Connection Brand Guide. The Employment Connection Brand Guide provides guidelines and assists subrecipients and partners with using the ***Employment Connection*** name, logo, and co-branding materials in coordination with ***America's Job Center of California<sup>sm</sup>***.

The Employment Connection Brand Guide ensures a visual consistency for branded products, thereby reinforcing and strengthening the identification made with the Employment Connection, a partner of America's Job Center of California<sup>sm</sup> network. The Employment Connection Brand Guide has been designed as a resource to engage all staff and partners in creating a cohesive identity for our valued customers and strategic communication tools to explain our mission.

This Directive highlights sections of the Employment Connection Brand Guide and provides additional guidance around marketing and branding beyond the mission, vision, and visual identity of the Employment Connection System.

## **WIB MARKETING CONTACT**

If Employment Connection staff and partners have questions about this directive or any other marketing policies and procedures, they should contact the WIB Communications Coordinator at (559) 713-5200.

### **1. Organizational Identity**

#### **Employment Connection Name**

Employment Connection is used in reference to our system, organization, sites, offices, and services. We are not "The Employment Connection" or "the Employment Connection." When referencing a location, follow these examples:

- Employment Connection Center
- Employment Connection in Visalia
- Visalia Employment Connection

We may also be referred to as "Employment Connection of Tulare County" but never "Tulare County Employment Connection."

It is important to understand that Employment Connection and America's Job Center of California are both a part of the same system and work together to support the needs of our customers. To make this effective, Employment Connection and AJCC are often co-branded.

The [Employment Connection Brand Guide](#) outlines the organizational identity of Employment Connection. The Brand Guide outlines how, when, and in what graphical format the logo should be used. Staff can access logos, documents, and templates related to the branding efforts using the Employment Connection System Shared Drive.

The [America's Job Center of California Organizational Identity and Style Guide](#) outlines the organizational identity of the AJCC. The One-Stop Brand in California is America's Job Center of California<sup>sm</sup> (AJCC). For all written communication, "America's Job Center of California" should be spelled out when first referenced in a document, followed by the abbreviation. After the first reference, use the acronym throughout the remainder of the document as a substitute for the full name.

#### ***American Job Center Network and America's Job Center of California Network***

***In June 2012, The Department of Labor Employment & Training Administration (DOL ETA) announced the American Job Center network, a unifying name, and brand that identifies virtual and in-person publicly funded workforce development services as part of a single national network. In order to increase job seeker and employer awareness of workforce development resources available across the country, the DOL ETA strongly encourages states and local workforce investment areas to implement the American Job Center brand in accordance with state guidelines. In July 2013, the Employment***

**Development Department (EDD), under the auspice of the California Workforce Investment Board (CWIB), announced the roll-out of the universal branding of California’s one-stop centers as America’s Job Center of California (AJCC) network. Since many local areas and individual entities had already established their own brand identity, this effort did not require those pre-existing brands to be abandoned in order to adopt the America’s Job Center of California<sup>SM</sup> brand. Instead, it is expected that the AJCC logo is used in conjunction with the logo or mark of another entity.**

**Co-Branding: AJCC and Employment Connection**

As a partner of America’s Job Center of California (AJCC), the AJCC logo will be used in conjunction with the Employment Connection logo. When the AJCC logo is used in a co-branding situation, the logo must print at least one-third the size (or larger) than the Employment Connection logo, but never smaller than one inch (1”) minimum size required by AJCC guidelines.

For example:



Another option is to use this tagline in conjunction with the EC logo, as shown here:



**The slogan, which is to be printed in Ariel typeface, shall appear immediately adjacent to the logo and can be proportional to the size of the logo; however, in no case shall the text be smaller than 8 points. It is also permissible to use the slogan “A proud partner of America’s Job Center of California<sup>SM</sup> network” without the logo.**

Employment Connection and AJCC co-branding should appear in the following places:

- Employment Connection website, all documents, and collateral that describe projects, programs, or services funded by the WIB (all enrollment forms, agreements, reports, electronic newsletters, flyers, fact sheets, explainers, letterhead, presentation materials, marketing/outreach materials, websites, and data, etc.)
- Career services staff business cards and email signatures
- Social media platforms and posts

### Co-Branding: Employment Connection and WIB

The Employer Services Team (EST) comprises Employment Connection staff, partners, and WIB business services staff. All marketing and informational materials developed for the EST must be co-branded with the WIB and Employment Connection logos. Examples of co-branded materials include:

- Recruitment and job fair event flyers and signage
- Labor market data reports
- General business services outreach materials
- Website footers
- Social media
  - When a social media post is developed on behalf of a business to promote a job opening and no other business service is being utilized, the post does not need to be co-branded with the WIB and Employment Connection logos. If a social media post is developed to promote a business service like a recruitment event, it must be co-branded.

When the WIB logo is used in a co-branding situation, the logo must print in the same size as the Employment Connection logo.

For example:



### Co-Branding: Employment Connection and System Partners

Employment Connection System partners will include the “Employment Connection” and “AJCC” or “A proud partner of the America’s Job Center of California<sup>sm</sup> network” branding on any joint products, programs, activities, services, facilities, and materials used by the combined partnership of the Employment Connection System. Examples of co-branded materials include but are not limited to websites/webpages, data, reports, social media, etc. The [Employment Connection Brand Guide](#) provides additional language and marketing guidance for co-branding.

### Co-branding: Employment Connection and youth@work

The youth@work logo shall be used when referencing any programs, services, or events funded through the youth services division of the Workforce Investment Board of Tulare County. The logo may be co-branded with the Employment Connection logo or WIB logo when appropriate.

For example:



The [youth@work Brand Guide](#) provides additional language and marketing guidance for youth@work programs and services.

### **Representing Employment Connection**

All Employment Connection staff funded in part or whole with WIB funds shall always represent Employment Connection and not a contracted subrecipient if staff time is being charged to a WIB funded contract.

- Name badges - Name badges shall clearly identify team members as Employment Connection staff and must be worn at all times. .
- Email domains - Employment Connection team members shall use employmentconnect.org email domains when representing Employment Connection and should not use a subrecipient email domain for communications.
- Email signatures - Employment Connection team members shall use the specified email signatures outlined in Section three of this Directive.

Community Events - When attending community/networking events, Employment Connection team members must clarify that they are a representative of Employment Connection and not a representative of a subrecipient or other entity or business.

The youth@work [Brand Guide](#) provides additional language and marketing guidance for youth@work programs and services.

## **2. WIB Marketing Process**

### **WIB Approval is Required for All Marketing and Outreach Materials**

To provide transparency and consistency to Employment Connection customers throughout Tulare County, the WIB will create and/or approve all materials available to customers. This includes, but is not limited to, the following:

- Program and services flyers
- Posters
- Social media images and posts
- Presentation slide decks
- Signage
- Outreach materials

- Forms
- Websites
- Digital media

When not using an approved template, subrecipients and Employment Connection partners are expected to send all marketing and outreach materials, including presentation slide decks, to the WIB Communications Coordinator for approval before public distribution if the material is promoting workforce development services, describes Employment Connection operations or involvement, and/or includes the Employment Connection logo.

### **Accessing WIB Approved Materials**

All Employment Connection customer-facing marketing and outreach materials can be found in the Employment Connection Shared Google Drive. All Employment Connection staff and partners will be given access to this drive and should use this resource to find WIB-approved templates, slide decks, marketing materials, and forms that adhere to the brand guidelines.

### **Requesting Marketing Materials Procedure**

If the need arises for new marketing and outreach materials to be developed, subrecipients and Employment Connection partners will follow the marketing request process outlined below:

- WIB Subrecipients and Employment Connection Partners will evaluate the need for new marketing and outreach materials and review the existing materials in the Employment Connection System Shared Google Drive.
- Subrecipient supervisors may access the marketing request form through the WIB Communication Coordinator.
- Subrecipient team members will work with the WIB Communications Coordinator to develop the new materials and provide feedback.
- Once materials are finalized and approved by the WIB, the new materials will be uploaded to the shared drive. All team members will be notified via email that the materials are available.
- When new materials are made available, subrecipient staff and partners shall stop using and discard all previous versions of the materials and download/print the new materials.

## **3. Logo and Branding Usage Guidelines**

### **Use of Employment Connection Logo**

To promote a seamless delivery system, all Employment Connection documents, including, but not limited to, marketing materials, business cards, forms, and other WIB-funded activities, must be identified using the Employment Connection logo. Subrecipients and partners cannot use their agency logo in conjunction with the Employment Connection logos on marketing materials produced for services and events in which WIB-funded services and staff are utilized.

### **Social Media**

The WIB Communications Coordinator manages the official social media platforms associated with Employment Connection. Social media platforms build brand awareness, promote services, provide resources to the community, and connect job seekers and employers.

Team members and partners may request to have information posted on a social media platform by filling out the Marketing Request Form. In the case of a job posting for a business customer, staff may email the WIB Communications Coordinator directly and provide the necessary details to develop the content. Staff members must copy the employer in the email request so that they can approve the final post content.

Social media posts are developed on a first-come, first-serve basis. Since there is a limited number of post slots available, not all content will be posted. The WIB Communications Coordinator will work with team members and partners on the best promotion plan to address subrecipient and partner requests.

Employment Connection team members and partners may post content about Employment Connection services, programs, and job posting on their personal accounts only if they share content directly from the Employment Connection's official platform. This will ensure that the Employment Connection brand identity and voice are consistent across all platforms.

The youth@work [Brand Guide](#) provides additional language and marketing guidance for youth@work programs and services.

### **Website Guidelines**

The WIB will maintain the Employment Connection website presence on [www.employmentconnect.org](http://www.employmentconnect.org) to provide outreach, educate, and inform the public about WIB-funded programs and services. The WIB is responsible for adding and updating content (i.e., events, videos, services, etc.), maintaining the style, grammar, punctuation, and putting processes in place for quality assurance. Employment Connection team members and partners should use the Marketing Request Form to submit content changes to the website.

The youth@work [Brand Guide](#) provides additional language and marketing guidance for youth@work programs and services.

### **Media Guidelines**

The goal of the WIB is to establish and maintain an ongoing working relationship with local and regional media. Should subrecipient staff or Employment Connection partners be contacted by the media, subrecipient staff or Employment Connection partners shall alert the WIB Communications Coordinator. Both the subject of the request and the media contact must be provided. All relevant partners shall be copied when communicating with the press, television, radio, or any other form of media regarding the operation of the Employment Connection. Each partner's public relations policies will determine the participation of each party in press/media presentations. Unless otherwise directed by the other partners, each partner shall make the media contact subrecipient staff or Employment Connection partners specific reference to Employment Connection as the identifier for all services provided by the Employment Connection partner agencies in all communications.

In the event that a reporter comes to an Employment Connection facility or event unannounced, staff should be courteous but firm in their referral to the WIB and must gain authorization from the WIB before making any comment.

All media shall include the required boilerplate language referenced in Section five of this Directive.

### **Email signatures**

For email signatures, subrecipients shall use the following format to ensure a consistent and professional appearance.

Name, Title  
Employment Connection (location)  
Street address  
City, state, zip  
Phone  
Mobile – if applicable  
Email  
[www.employmentconnect.org](http://www.employmentconnect.org)

Job Seeker survey link (see below)  
Employment Connection is a proud partner of America’s Job Centers of California<sup>sm</sup>, or  
Employment Connection co-branded logo.

**Employment Connection Services Survey** (Career Coaches, OST Case Managers, Job Developers)  
We want to hear from you! Let us know how we're doing by completing a quick survey.

[Click Here](#)  
[Encuesta en Español](#)

Or

**Welcome Team Survey** (Resource Room, Front Desk, Intake)  
We want to hear from you! Let us know how we're doing by completing a quick survey.

[Click Here](#)  
[Encuesta en Español](#)

For example:

Joe Smith, Career Coach  
Visalia Employment Connection  
4025 W. Noble Ave. Suite B.,  
Visalia, CA 93291  
559-713-0000  
[jsmith@employmentconnect.org](mailto:jsmith@employmentconnect.org)

We want to hear from you! Let us know how we're doing by completing a quick survey.  
[Click Here](#)  
[Encuesta en Español](#)



A proud partner of America's Job Center of California<sup>sm</sup> network.

**Voicemail Recordings:**

“Hello, you’ve reached (insert your name) with Employment Connection, a proud partner of America’s Job Center of California. Please leave your name, phone number, and message at the tone, and I’ll return your call promptly. You can also find information about our services at [employmentconnect.org](http://employmentconnect.org). Thank you. “

The youth@work [Brand Guide](#) provides additional language and marketing guidance for youth@work programs and services.

#### **Virtual Meeting Backgrounds:**

Employment Connection staff should use the provided zoom backgrounds when attending virtual meetings. The backgrounds can be found on the [Employment Connection Shared Google Drive](#).

#### **4. FAQs**

A Frequently Asked Questions (FAQ) document has been developed and will be regularly updated to guide staff regarding how to answer frequently asked questions. The FAQ document can be found on the [Employment Connection Shared Google Drive](#).

#### **5. Graphic Standards**

Graphic standards, including logo formats, primary and secondary colors, typography, fonts, and co-branding guidelines, can be found in the [Employment Connection Brand Guide](#), pages 12-14. The youth@work [Brand Guide](#) provides additional language and marketing guidance for youth@work programs and services.

#### **6. ADA Accessibility Standards**

WIB Subrecipients and Employment Connection Partners will ensure its policies, procedures, programs, and services comply with WIOA Section 188 and the Americans with Disability Act of 1990 and its amendments to equal access to all customers with disabilities.

Accessibility testing should be conducted on all created documents and forms distributed to the public. Document creators should ensure that documents are accessible. Testing tools can include Microsoft Office Accessibility Checker, Adobe Accessibility Checker, Color Contrast Analyzers, and Screen Readers. Microsoft Office 2010 and later have a built-in Accessibility Checker.

Proofreading/review of documents is needed in the testing process to ensure that the font and color issues are addressed, the appropriate alternative text has been applied, and the logical reading order.

Testing tools can perform many practical tasks. Screen readers will read the relevant information in the Help Text in Word forms and Tooltips in PDF forms.

#### **Plain Language**

Communication must be written in plain language to ensure all customers understand and benefit from the information being disseminated.. Plain language means that a reader can find what they need, understand what they find, and use the information to meet their needs.

### **Font Style and Size**

Employment Connection font style and size guidelines are documented in the [Employment Connection Brand Guide](#).

### **Text Alignment**

It is preferred that all text be aligned to the left or right margin. Do not justify text.

### **Color-Contrast Ratio (Font and Background)**

- Standard - Black text on a white background should be used whenever possible on printed documents.
- Other colors may be used if they provide a contrast ratio between text and background of at least 4.5:1 for font size up to 17 and 3:1 for font size 18 and larger.
- This contrast ratio also applies to the text and background of an image of text.
- Logos are exempt from this rule.

### **Using Color to Convey Information**

- Never use color alone to convey important information indicating an action, prompting a response, or distinguishing a visual element.
- Information conveyed by colored text must be associated with another keyboard-created symbol, such as a brace, bracket, parenthesis, or asterisk.

### **Alternative Text for Non-Text/Visual Items**

Alternative text should be included when documents include items that visually represent information, including images, tables, graphs, shapes, etc. Descriptive alternative text must be included for all visual elements used in the document, including images of text. If an image is purely decorative and does not provide information to the reader, the alternative text may be omitted.

To add Alternative Text to an object, you should:

- Right Click on an object, click Format, then click Alt Text.
- Limit alternative text to 180 characters.

### **Hyperlink Text**

- Hyperlink text by itself must provide enough meaning to describe where the hyperlink leads the reader. The surrounding text may not be available to a person using assistive technology.
- Non-meaningful text, such as Click Here, more information, etc., should not be used.
- Once a meaningful hyperlink text has been added, the author may include the URL address in the document. If the document is intended to appear in print (such as a brochure), including the URL would be appropriate. If the document remains primarily online, including the URL would be redundant and should be left off.

[Reference Department of Rehabilitation Document Accessibility Standards 1.0](#)

## Virtual Meetings:

When hosting a virtual meeting, staff should be aware of individuals with disabilities who might be attending and should take measures to make the meeting as accessible as possible. The following language should be included in materials announcing or promoting virtual events and meetings:

*“In compliance with the Americans with Disabilities Act, if you need special assistance to participate in this (meeting/workshop), please contact (hosts name) at (phone number) no later than 24 hours before the (meeting/workshop).”*

## 7. Required Language

All printed materials, internet, social media platforms, press releases, television spots/interviews, and audio publications that are fully or partially WIB funded **must include** the standard WIB boilerplate language.

*“This project is funded by the Workforce Investment Board of Tulare County, an equal opportunity employer/program. Auxiliary aids and services are available upon request to individuals with disabilities.”*

Additionally, all documents and materials that describe or talk about projects, services, or events that are funded in whole or in part with Federal money shall clearly state one of the following statements:

- Employment Connection is substantially funded by federal funding; for more information, go to: [www.tularewib.org/disclosures](http://www.tularewib.org/disclosures)
- youth@work is substantially funded by federal funding; for more information, go to: [www.tularewib.org/disclosures](http://www.tularewib.org/disclosures)
- (Insert Grant Name) is substantially funded by federal funding; for more information, go to: [www.tularewib.org/disclosures](http://www.tularewib.org/disclosures)

For example, if a flyer is promoting career services, the boilerplate should state:

*“This project is funded by the Workforce Investment Board of Tulare County, an equal opportunity employer/program. Auxiliary aids and services are available upon request to individuals with disabilities. Employment Connection is substantially funded by federal funding; for more information, go to: [www.tularewib.org/disclosures](http://www.tularewib.org/disclosures).”*

This text can be as small as 10pt—font in the document’s footer.

Reference [Workforce Investment Board of Tulare County Federal Disclosures](#)

## 8. Additional References and Resources

- [About America's Job Center of California](#): Overview of America’s Job Center of California<sup>sm</sup> system, including mission, vision, goals, and locations.

- [Department of Rehabilitation Document Standards 1.0](#): Instruction from the Department of Rehabilitation (DOR) regarding accessibility standards based on the DOR Office Procedures and Reference Manual standards.
- [Workforce Investment Board of Tulare County Federal Disclosures](#):: The Stevens Amendment requires funding information to be included on all projects or programs using federal funds. The WIB has developed disclosure statements for all Federally Funded projects or programs.
- [Employment Connection Brand Guide](#): This guide results from the 2021 Employment Connection rebranding project and contains guidance for Employment Connection System staff and partners around the brand identity and visual elements of Employment Connection.
- youth@work [Brand Guide](#) – This guide contains guidance for youth@work staff and partners around the brand identity and visual elements of the youth@work program.

**ACTION:**

Bring this Directive to the attention of all WIB One-Stop Operators, WIB Subrecipients, Employment Connection Partners, and WIB Staff.

**INQUIRES:**

Please direct questions concerning this directive to the WIB at (559) 713-5200.

ADAM PECK  
Executive Director  
AP:SW: rd

**ATTACHMENTS:**

Attachment A - Summary of Comments

Attachment B – [Marketing Request Form](#)