



## **Annual Report: Narrative Section**

**Delaware: Program Year 2013**

**July 1, 2013 – June 30, 2014**

**Submitted November 14, 2014**

**By: Delaware Workforce Investment Board**



## ***Delaware Workforce Investment Board***

***“On the Right Pathway”***

***Submitted by:***

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## Narrative Report

**Introduction.** This is Delaware’s Narrative section of the PY 2013 Annual Report and it will provide a detailed review of the First State’s actions as it brings the approved Demand Driven Five – Year Plan to life.

**Overview.** This past year has seen the Delaware Workforce Investment Board (DWIB) and its co-administrative partner, the Delaware Department of Labor, Division of Employment and Training (DOL-DET) work along several fronts to make the vision articulated in Delaware’s Demand Drive – Five Year Plan and the DWIB/DOL-DET Strategic Plan come to life and, at the same time, position Delaware to execute the new Workforce Innovation and Opportunity Act in accordance with federally published timelines. It is probably most accurate to say, this past year has been one of pushing goals across finish lines, developing tactics, techniques, and procedures to facilitate goal accomplishment; and taking steps towards engaging moments of opportunity. And while most of this report is good news, there is one area of grave concern – the realignment of Local Veterans Employment Representative (LVER) and Disabled Veterans Outreach Program (DVOP) activities and the potential services for veterans to be pushed “through the cracks.”

**Greatest Veteran’s Concern.** The DWIB and DOL-DET are concerned that the realignment of LVER and DVOP roles will leave veterans without the empathetic counseling and case management services this group needs. Moreover, restricting access for returning veterans to trained VETS staff, in favor of Wagner Peysner or other already overwhelmed staff, will result in a decline in service delivery. Additionally, as written, the requirement for a service member to be both recently separated and be unemployed for more than 27 weeks before seeing a VETS staff member seems far more reactive than this population probably deserves.

**Crossing the Finish Line/Partner Forum.** Last year’s report talked expansively about the importance of partners, and suffice it to say, our efforts throughout the year included refining and expanding partnerships. To kick off our partnership effort, at the beginning of this reporting period, the DWIB used its October 2013 quarterly board meeting as a partner forum. The lists of attendees included, but were not limited to:

- Delaware Department of Education
- Delaware Department of Labor, Division of Vocational Rehabilitation
- The Delaware National Guard
- Delmarva Power’s Information Technology (IT) section
- Junior Achievement
- US Department of Labor, Veterans Employment Training Services
- Christiana Care Human Resources
- More than 70 private businesses
- Delaware Business Leadership Network
- Bank of America

- Dover Downs
- Delaware Youth Partners

### **2012 Goal Review.**

As mentioned earlier, this past year the DWIB and DOL-DET focused its efforts on completing, or building on, the goals establish in the 2012 strategic plan. The subsequent sub-paragraphs will provide an update on the goals and progress made toward goal achievement.

#### **a. Gathering and Acting on Industry Intelligence/Developing Delaware’s Skills**

**Bank.** Much has been accomplished toward the development of the Delaware Skills Bank, which is a database within the Department of Labor’s Delaware JobLink system. Working with America’s JobLink Alliance, a 15-state consortium, which develops labor exchange, reporting, and database tools for state workforce systems, Delaware has expanded and improved its resume builder, and through that process, begun cataloguing individual skills into a larger database to facilitate recruiting and job placement. The Delaware Skills Bank is a tool for Workforce Professionals and Agencies to enable the analysis of data for economic and workforce development. Through an interactive portal, the system will produce reports which will provide a comprehensive view of Delaware’s workforce and employer needs. Accomplishments to date include:

- Developed and implemented the intelligent Resume Builder in Delaware JobLink (DJL)
- Developed and fielded an updated and improved Job Order process, which will marry with the Resume Builder to facilitate better job seeker placement.
- Initial sector/industry research
- Ongoing sector/industry research
- Creation of Business Service Representative’s (BSR) ‘employer script’ which gathers real time employer workforce needs
- More aggressive marketing from BSR to determine employer needs and future vacancies
- Ongoing employer focus groups

**b. Adult Career Lattices.** DOL-DET continues its work on designing and developing Career Lattices to enable jobseekers to make informed career decisions and prepare for the job they seek. This goal provides a web-based, interactive career planning map, housed in Delaware JobLink (DJL) <https://joblink.delaware.gov>. It will:

- Show job progression opportunities within growth industries or across sectors based on knowledge, skills and abilities
- Inform jobseekers about training, education, and developmental experiences that enables them to accomplish career objectives
- Help jobseekers identify opportunities, short and long term employment goals and encourage a path of lifelong learning and career development

To date the program has focused on IT, Welding, Certified Nursing Assistants, and a Gateway Lattice heavily weighted in favor of retail and customer service.

c. **Veterans Initiative.** The DWIB educates the Delaware’s business community and promotes the advantages of hiring returning and/or separating veterans from both the Active Component and Reserve Component (AC/RC), resulting in an unemployment rate for veterans 25 percent less than the rate for the general population.

Accomplishments to date include:

- Delaware Legislature passed and Gov. Jack A. Markell signed House Bill 296, which allows professional licensing boards to recognize military education, training, and experience when reviewing credentials and issuing licenses. This change will assist service personnel in obtaining and/or renewing professional licenses when transitioning from active duty.
- Gubernatorial Proclamation of September being “Hire a Veteran Month”
- Several drive-time radio appearances to promote veterans hiring
- Press releases in support of ongoing veterans initiatives
- Veterans Unemployment goes from 7.6 to 6.4
- General Population goes from 7.2 to 6.2
- Gulf War Era II goes from 4.3 to 8.2
- Gulf War Era I goes from 10.8 to 3.6

d. **Disabled Worker Initiative.** Engage and educate employers to result in the hiring of more people with disabilities. Accomplishments to date include:

- According to FY13 data from DOL’s Division of Vocational Rehabilitation (DVR) 1,030 people with disabilities achieved a minimum 90 days of employment which is an 8.7% increase in two years
- In partnership with the DWIB Strategic Planning Committee, the newly formed Delaware Business Leadership Network (DEBLN) was launched and more than 50 different businesses participated in the DEBLN Summit, September 27, 2013, where Governor Markell presented his National Governors Association initiative “A Better Bottom Line: Employing People with Disabilities”
- DWIB member participation on the DEBLN board
- See Attachment B for the most recent DEBLN Newsletter

e. **To Make the America’s Job Centers in Delaware the First Place the Business Community in Delaware Goes for Their Workforce Needs.** Although this goal is imbedded in

Industry Intelligence goal previously mentioned, it is important to note it is actually a continuation of the DWIB/DOL-DET 2010 strategic plan. This goal has two interim objectives. The first is the development of an intelligent resume builder and the second is the creation of an employer job search function that aligns the new resume builder with ONET functions. Accomplishments to date include:

- Both the components of this goal have been reached. This required extensive coordination with employers, AJLA headquarters in Kansas, and technical experts in multiple fields. Even so, this goal – in another form – will continue as it is wrapped in the new goals established October 28, 2014.

### **2014 – 2016 Strategic Goals**

The DWIB and DOL-DET held their latest strategic planning session, October 28, 2014 to develop, update, and realign a new set of goals for the upcoming biennial period. The DWIB Strategic Planning Steering Committee, for this strategic plan, chose goal leaders from partners as opposed to its own organic personnel. While there is still work left to refine the goals and the standards assigned to each goal, the new goals are:

a. Goal #1. Define where all Pathways efforts connect and define a cohesive approach in Delaware. The Goal Leader is the Robert Ford of the Delaware Business Roundtable.

b. Goal #2. Engage the Business Community. The goal leader is Helene Keeley of DOL-DET.

c. Goal #3. Develops, fields, and reports on outreach activities, which – at a minimum – educates employers on the value of hiring both reserve and active component veterans. The Goal Leader is Christine Kubik from the state office Employer Support to the Guard and Reserve.

d. Goal #4. Expand Registered Apprenticeship in Delaware. The Goal Leader is Kevin Calio of The Delaware Department of Labor Office of Industrial Affairs.

**Business Services Representatives (BSRs).** An important component for Delaware’s success is DOL-DET’s BSR contingent who will continue to conduct the face-to-face liaison with employers, not only to determine current employment needs, but also help collect and refine data.

**Evaluation.** The activities to achieve goal completion are held to the highest standards via constant evaluations. Below is an overview of the monitoring /inspections visits for the recently completed year.

a. Blue Collar monitoring visits/inspections. There were 17 awarded contracts for BC Adults and 7 for BC/WIA Youth. The Contract Unit completed the following monitoring visits for PY13

<b>Reports</b>	<b>BC/WIA Youth</b>	<b>Blue Collar</b>
Monthly Performance Validation	62	170
On-site annual Monitoring	10	5
Results and Learning Reports	17	68
Participant Planning Summaries		14
Earnings Calculations	62	170
Monthly Participation Logs	60	
Review of Individual Service Strategy	1	

b. The Monitoring of WIA performance and funds occurs both at the American Job Center level, via 27 reported items, and through on-site monitoring conducted by the DWIB. Below is the site visit schedule for ITa provides. A copy of the monitoring tool is at Appendix A.

c. ITA Provider Inspection List 2013-2014. Below is the list of providers visited in 2013. The issues that were mostly present during inspection had to deal with enrollment, recruitment strategies, retention and certifications. There have been no major concerns to report during their time of eligibility.

- APS, Inc.
- Bear Professional
- Camtech
- Cecil College
- Delaware Skills Center
- Delaware Computer School
- Delaware Learning Institute of Cosmetology
- Hands Medical
- Paul Mitchell
- Tri-State Technical
- University of Delaware
- Lee Training Institute
- Goodwill
- Polytech
- Sussex Tech
- Harris School of Business
- Dawn Training Institute
- Smith and Solomon

- The Food Bank of Delaware

d. Much evaluating also takes place at quarterly board meetings when performance measures are reviewed and annually, during the renewal period. Much of Delaware's evaluation process is a continuous analysis of effectiveness and the establishment of immediate corrective action and policy development. The DOL-DET and the DWIB evaluate the state's publicly funded workforce system using a combination of formal inspections, on the spot corrections, surveying stakeholders to provide a foundation for monthly, quarterly, and annual meetings to fine tune areas of concern. These inspections include:

- Each certified training provider visited semi-annually
- Each contracted training provider visited quarterly
- All contract providers scheduled for monthly meetings to ensure success
- The Proposal Review and Certification Committee annually reviews and approves every training provider
- The annual RFP process ensures that only successful providers are renewed
- Continuous data monitoring and quarterly American Job Center managers' meetings to review concerns
- Surveys and focus groups to business partners for process improvement
- Corrective Action – Plans are made, discussed, and initiated for contractors whose performance is not up to par
- Bi-Weekly Management Team meetings to review performance

### **Delaware's Gold Card Initiative.**

All staff know of the Gold Card Initiative, announced by President Obama on 11/7/2011. This initiative enhances *LE Policy 3 Jobs for Veterans Act Employment Services Case Management*; it does not in any way replace any prior DET policies.

The "Gold Card" is available for any veteran who served at least one day of active duty after 9/10/2001, and who was discharged or released under conditions other than dishonorable.

The Gold Card is a downloadable certificate which can be printed and brought into the local One-Stop. You can view one at: <http://www.dol.gov/vets/goldcard.html> the veteran does not need to bring the certificate with them in order to be eligible for these extended services.

Veterans, who are eligible for the Gold Card, are eligible to receive extended follow-up services for six months after employment is obtained. As a reminder, there is no limit on the number of months of assistance we provide case management to veterans prior to obtaining employment. Gold card veterans in case management should receive the same services we currently offer through the Disabled Veterans Outreach Program (DVOPs) representatives and Local Veterans' Employment Representatives (LVERs):

- Job readiness assessment, including interviews and testing
- Development of an Employment Development Plans (EDP)
- Career guidance through group or individual counseling that helps veterans in making training and career decisions
- Provision of labor market, occupational, and skills transferability information that inform educational, training and occupational decisions
- Referral to job banks, job portals and job openings
- Referral to employers
- Referral to training
- Monthly follow-up after employment is obtained for six months

There are two self-service internet tools that veterans are encouraged to utilize in addition to Delaware JobLink. These tools can be accessed via the internet at Job Center's registration/resource room areas. Regardless of whether the veteran is receiving case management services or not they can access these tools.

- **My Next Move for Veterans**, which can be located at: [www.MyNextMove.org/vets](http://www.MyNextMove.org/vets) this tool will assist veterans in finding occupations which interest them and will translate their past military employment into civilian occupations.
- **Career One Stop Veterans resources**, which can be located at: <http://www.careeronestop.org/VetsJobs> is a site which will allow veterans to quickly identify civilian job openings in their area related to their prior military experience, learn about job demand and search for transition resources in their state.

**Customer Satisfaction Surveys.** As alluded to in last year's report, Delaware recently established a Customer Satisfaction Survey. The new survey was created and implemented in PY 13; results are enclosed. See Appendices B, C and Attachment A for details.

**Waivers.** Listed below are Delaware's current waivers.

a. The Implementation of Common Measures has streamlined Delaware's Reporting Process and brought the state more in line with the majority of other states. Delaware continues to be at, or near the top of all states in Region 2.

**State of Delaware**  
**Waiver Request**

**As part of its 5 year State Plan being submitted for Program Years 12 – 16, the State of Delaware requests continuance of the following waiver which is currently in effect.**

**Implementation of Common Measures**

Statutory/Regulatory Provisions	Performance Measures for Workforce Investment Act Title I
Citations	The Workforce Investment Act (WIA) and the Wagner-Peyser Act WIA Section 136(b); 20 CFR WIA Final Rules 652.3, 661.400, 661.410, 661.420, 666.100, and 666.120; and Training and Employment Guidance letter (TEGL) 17-05 issued February 17, 2006; and Employment Guidance Letter 29-05 issued May 12, 2006
Entity	State of Delaware

**Statutory and Regulatory Sections to be Waived:**

The State of Delaware is seeking a waiver of Section 136(b) which defines the current WIA Title I performance measures. We are requesting that the State be allowed to replace the 17 measures (15 core and 2 customer satisfaction) with the Common Measures delineated in TEGL 17-05. Starting July 1, 2009, the State would be operating under nine (9) measures: Adult Entered Employment, Adult Retention, Adult Average Earnings, Dislocated Worker Entered Employment, Dislocated Worker Retention, Dislocated Worker Average Earnings, Youth Placement in Employment and Education, Youth Attainment of a Degree or Certificate, and Youth Literacy and Numeracy Gains.

**State and Local Statutory or Regulatory Barriers:**

The State has taken significant actions over the last 2 years to streamline services, increase flexibility and integration, and eliminate unnecessary duplication. Actions include implementation of Delaware JobLink(a comprehensive and integrated one-stop management information system), offering GED and ABE assessments and classroom instruction at one-stop centers, improving the quality and quantity of courses on the Certified Training Provider List, reaching out to faith-based organizations and implementing Delaware Share Network Access Points, purchasing a remote one-stop van, initiating a one-stop system continuous improvement plan, and revitalizing the Delaware Workforce Investment Board’s strategic planning process.

While these actions have had significant benefits, we believe that the waiver will allow us to continue to integrate our workforce development programs and accelerate the benefits to our customers.

**Goals to be Achieved by the Waiver:**

- Provides for a simplified and streamlined performance measurement system.
- Allows the State to take full advantage of the forthcoming Workforce Investment Streamlined Performance Reporting (WISPR) system.
- Provides for integrated system-wide performance accountability. Granting the waiver is critical for successful integration with Wagner-Peyser, Veterans, and Trade Act Assistance Programs which have already moved to the Common Measures.
- Reduces paperwork and labor costs associated with data collection.
- Provides for a more useful program management and evaluation tool.
- Provides clear and understandable information to State Board Members, legislative leaders, and the general public concerning the use public funds.
- Provides for better service coordination and information sharing among programs.
- Provides an opportunity for the State to better implement the United States Department of Labor's Youth Vision, which includes a youth program focused on out-of-school populations with increased accountability for employment and/or increased secondary and post-secondary education outcomes.

**Individuals Impacted by the Waiver:**

Approval of this waiver will positively impact all customers of the State's workforce investment system by providing accountability while improving program integration, management, and evaluation.

**Process Used to Monitor the Progress in Implementing the Waiver:**

Delaware is a single service area and as such does not have to provide notice to a local Board. The Delaware Department of Labor, Division of Employment and Training (DOL/DET) and the Delaware Workforce Investment Board (DWIB) serve as the co-administrative entity for Workforce Investment Act and State Blue Collar Jobs Act programs. Further, the DOL/DET serves as the administrative entity for Wagner-Peyser, Veterans, and Trade Act Assistance programs. The waiver provides the DOL/DET and the DWIB with the flexibility to implement a seamless delivery of services and to customize the planning and delivery of services for applicable programs. The DOL/DET and the DWIB will monitor the implementation and impact of the waiver through a combination of performance reporting, evaluations, and discussions with stakeholders regarding our progress towards expected outcomes. The DOL/DET and the DWIB will review applicable policies and procedures and modify them accordingly. The DOL/DET

and the DWIB will submit both an interim and final report to the USDOL detailing the impact of the waiver.

**Process for Notice to Local Boards and Opportunity to Comment:**

The waiver request was discussed during a meeting of the Executive Committee of the Delaware Workforce Investment Board held on January 27, 2009 at which time they expressed their endorsement. The waiver was again discussed and the Board given opportunity to comment on July 24, 2012 at which time it reaffirmed its original endorsement.

b. Although we did not have to use the Transfer of Workforce Investment Act (WIA) Title I Funds between the Adult and Dislocated Worker Funding Streams waiver this year, we previously have needed it.

**State of Delaware**  
**Waiver Request**

**As part of its 5 year State Plan being submitted for Program Years 12 – 16, the State of Delaware requests continuance of the following waiver which is currently in effect.**

**Transfer of Workforce Investment Act (WIA) Title I Funds between the Adult and Dislocated Worker Funding Streams**

Statutory/Regulatory Provisions	Transfer of Funds Under the Workforce investment Act Title I
Citations	The Workforce Investment Act (WIA) Section 133(b)(4)(A) and (B), and 20 CFR WIA Final Rules 667.140(a).
Entity	State of Delaware

**Statutory and Regulatory Sections to be Waived:**

WIA Section 133(b)(4)(A) and (B), and WIA Final Regulations at 20 CFR Section 667.140 (a) provide that, with the approval of the Governor, Local Workforce Investment Boards may transfer up to 20% of a program year’s allocation for adult employment and training activities and up to 20% of a program year’s allocation for dislocated worker employment and training activities between the two programs. The State of Delaware is requesting a general waiver of the legal requirement that limits the transfer of funds between the adult and dislocated worker programs to no more than 20% of a program year’s allocation. The waiver would grant the transfer of funds up to 50% of a program year’s allocation between the adult and dislocated worker funding streams. The granting of this waiver will ensure the flexibility necessary to respond to the critical workforce needs of Delaware residents as we strive to better prepare them for the challenges inherent in responding to the current economic downturn and successfully competing in the local, statewide, regional, and global economies.

**State and Local Statutory or Regulatory Barriers:**

There are no State or local statutory or regulatory barriers to impede the implementation of the proposed waiver. State of Delaware policies are in compliance with current Federal guidelines. Upon notification of approval this waiver request, state policies will be amended to comply with the terms of the waiver.

**Goals to be Achieved by the Waiver:**

- Provide for increased responsiveness to changes in the labor market.
- Provide greater flexibility in designing and implementing WIA programs.
- Provide greater flexibility in applying funds more strategically where they are most needed.
- Improve the ability to design programs and provide targeted assistance in response to customer needs.
- Improve the ability to respond to employer needs for workers trained in employer-specific skills.
- Improve performance outcomes.

**Individuals Impacted by the Waiver:**

Approval of this waiver will positively impact the Delaware Workforce Investment Board (DWIB), job seekers, employers, and services providers.

- The DWIB will have the flexibility to design programs based on local needs and priorities.
- The DWIB will have the flexibility to move funds to where they are most needed and most affective.
- WIA program participants will have greater access to appropriate core, intensive, and training services.
- Employers will be better served through participants that acquire skills specific to employer's needs.

**Process Used to Monitor the Progress in Implementing the Waiver:**

Delaware is a single service area and as such does not have to provide notice to a local Board. The Delaware Department of Labor, Division of Employment and Training (DOL/DET) and the Delaware Workforce Investment Board (DWIB) serve as the co-administrative entity for Workforce Investment Act and State Blue Collar Jobs Act programs for the State. Further, the DOL/DET serves as the administrative entity for Wagner-Peyser, Veterans, and Trade Act Assistance programs. The waiver provides the DOL/DET and the DWIB with the flexibility to implement a seamless delivery of services and to customize the planning and delivery of services for applicable programs. The DOL/DET and the DWIB will monitor the implementation and impact of the waiver through a combination of performance reporting, evaluations, and discussions with stakeholders regarding our progress towards expected outcomes. The DOL/DET and the DWIB will review applicable policies and procedures and modify them accordingly.

**Process for Notice to Local Boards and Opportunity to Comment:**

The waiver request was originally discussed during a meeting of the Executive Committee of the Delaware Workforce Investment Board held on January 27, 2009 at which time they expressed their endorsement. The waiver was again discussed and the Board given opportunity to comment on July 24, 2012 at which time it reaffirmed its original endorsement.

c. This is a new waiver and results of its use are still pending.

**State of Delaware**  
**Waiver Request**

**As part of its 5 year State Plan being submitted for Program Years 12 – 16, the State of Delaware requests consideration of the following waiver which is currently not in effect.**

On The Job Training (OJT) Sliding Scale

Statutory/Regulatory Provisions	On the Job Training Sliding Scale Workforce Investment Act Title I
Citations	Workforce Investment Act (WIA) section 101(31)(B)), 20 CFR 663.700, 20 CFR 663.710, 20 CFR 663.240 <a href="http://www.doleta.gov/layoff/pdf/OJT_REQ.pdf">http://www.doleta.gov/layoff/pdf/OJT_REQ.pdf</a>
Entity	State of Delaware

**On the Job Training EMPLOYER MATCH**

The Delaware Department of Labor, Division of Employment and Training, and the Delaware Workforce Investment Board requests a waiver to permit the use of the sliding scale for OJT described in TEGL 4-10. The wage level on which the reimbursement is based will not exceed the State’s average hourly wage. The negotiated reimbursement percentage may be as high as 90 percent of the participant’s hourly wage based on either of the following conditions:

- Employer size: Up to 90% of the wage for employers with 50 or fewer employees, up to 75% of the wage for employers with 51-250 employees, and employers with more than 250 employees are capped at the 50%
- Participant skills gap: Where there is an extraordinarily large gap between the skills of the individual and the skills needed for the job, a sliding scale up to 90 percent may be used to reflect the degree of the individual participant’s skills gap.
- Long Term Unemployed: Up 90% of the wage for clients who have been determined unemployed for over 26 weeks, up to 75% of the wage for clients who have been determined unemployed for 13-26 weeks, 50% of the wage for clients who have been determined unemployed less than 13 weeks.

**Statutory and Regulatory Sections to be Waived:**

Workforce Investment Act (WIA) section 101(31)(B)), 20 CFR 663.700, 20 CFR 663.710

**Actions undertaken to remove state or local barriers:**

There are no existing state statutory or regulatory barriers to implementing this waiver request.

**Goals and Expected Programmatic Outcomes of Waiver:**

On-The-Job Training optimizes the resources available under workforce development initiatives to meet the needs of employers and job seekers. However, the current 50 percent employer match requirement may limit the ability to market training programs to employers. The Delaware Workforce Investment Board believes embracing a sliding scale will better facilitate employer involvement and job seeker placement.

The proposed sliding scale for the employer match will create the necessary flexibility to provide the required match at a rate that more appropriately represents a particular business' or industry's cost benefit ratio of contributing to a match amount to receive skilled employees.

**Individuals Impacted By the Waiver:**

The waiver will positively affect all of the state's WIA customers, employers and job seekers.

**Process for Monitoring Progress in Implementation:**

Delaware is a single service area and as such does not have to provide notice to a local Board. The Delaware Department of Labor, Division of Employment and Training (DOL/DET) and the Delaware Workforce Investment Board (DWIB) serve as the co-administrative entity for Workforce Investment Act and State Blue Collar Jobs Act programs. Further, the DOL/DET serves as the administrative entity for Wagner-Peyser, Veterans, and Trade Act Assistance programs. The waiver provides the DOL/DET and the DWIB with the flexibility to implement a seamless delivery of services and to customize the planning and delivery of services for applicable programs. The DOL/DET and the DWIB will monitor the implementation and impact of the waiver through a combination of performance reporting, evaluations, and discussions with stakeholders regarding our progress towards expected outcomes. The DOL/DET and the DWIB will review applicable policies and procedures and modify them accordingly. The DOL/DET and the DWIB will submit both an interim and final report to the USDOL detailing the impact of the waiver.

**Notice to Affected Local Board:**

Delaware is a single service area and as such does not have to provide notice to a local Board. The waiver request was discussed during a meeting of the Full Board of the Delaware Workforce Investment Board held on January 14, 2014 at which time they expressed their endorsement.

**Public Comment:**

Delaware intends to post the waiver request on its web site, advertise the public comment period in the state's newspapers of record, and accept comments in person or in writing.

d. This is a new waiver and results of its use are still pending.

**State of Delaware**  
**Waiver Request**

**As part of its 5 year State Plan being submitted for Program Years 12 – 16, the State of Delaware requests consideration of the following waiver which is currently not in effect.**

Customized Training Sliding Scale

Statutory/Regulatory Provisions	Customized Training Sliding Scale Workforce Investment Act Title I
Citations	WIA Section 101(8) and WIA Final Regulations at 20 CFR Section 663.715
Entity	State of Delaware

**CUSTOMIZED TRAINING: 50 PERCENT EMPLOYER MATCH**

The Delaware Department of Labor, Division of Employment and Training, and the Delaware Workforce Investment Board are requesting a waiver to permit the use of a sliding scale for the customized training employer match. The sliding scale would be based on the size of the business as follows:

- No less than 10 percent match for employers with 50 or fewer employees
- No less than 25 percent match for employers with 51-250 employees

For employers with more than 250 employees, the current statutory requirements (50 percent contribution) will continue to apply.

**Statutory and Regulatory Sections to be Waived:**

WIA Section 101(8) and WIA Final Regulations at 20 CFR Section 663.715 define customized training and require employers to pay not less than 50 percent of the cost of training.

**Actions undertaken to remove state or local barriers:**

There are no existing state statutory or regulatory barriers to implementing this waiver request.

**Goals and Expected Programmatic Outcomes of Waiver:**

Customized training optimizes the resources available under workforce development initiatives to meet the needs of employers and job seekers. However, the current 50 percent employer match requirement may limit the ability to market customized training programs to employers. The Delaware Workforce Investment Board believes the sliding scale will better facilitate employer involvement and job seeker placement.

The proposed sliding scale for the employer match will create the necessary flexibility for employers to provide the required match at a rate that more appropriately represents a particular business' or industry's cost benefit ratio of contributing to a match amount to receive skilled employees. Allowing businesses and industries to apply the sliding scale to determine the match amount will increase employer participation in WIA customized training programs. Employers will benefit by having a labor pool with the marketable skills they require.

**Individuals Impacted By the Waiver:**

The waiver will positively affect all of the state's WIA customers, employers and job seekers.

**Process for Monitoring Progress in Implementation:**

Delaware is a single service area and as such does not have to provide notice to a local Board. The Delaware Department of Labor, Division of Employment and Training (DOL/DET) and the Delaware Workforce Investment Board (DWIB) serve as the co-administrative entity for Workforce Investment Act and State Blue Collar Jobs Act programs. Further, the DOL/DET serves as the administrative entity for Wagner-Peyser, Veterans, and Trade Act Assistance programs. The waiver provides the DOL/DET and the DWIB with the flexibility to implement a seamless delivery of services and to customize the planning and delivery of services for applicable programs. The DOL/DET and the DWIB will monitor the implementation and impact of the waiver through a combination of performance reporting, evaluations, and discussions with stakeholders regarding our progress towards expected outcomes. The DOL/DET and the DWIB will review applicable policies and procedures and modify them accordingly. The DOL/DET and the DWIB will submit both an interim and final report to the USDOL detailing the impact of the waiver.

**Notice to Affected Local Board:**

Delaware is a single service area and as such does not have to provide notice to a local Board. The waiver request was discussed during a meeting of the Full Board of the Delaware Workforce Investment Board held on January 14, 2014 at which time they expressed their endorsement.

**Public Comment:**

The DWIB posted the waiver to its website. The public comment period ended on 21 March 2014; there were no comments.

## PY 2013 Workforce Investment Act (WIA) Funding Source Review

9/12/2014								
Delaware Workforce Investment Board			Program Year 2013 (July 1, 2013 - June 30, 2014)					
	Available	Expended	Percent Expended	Remaining	Obligated	Net Carry-in to PY14		
<b>TOTAL WIA FUND SOURCES</b>	<b>\$9,229,505</b>	<b>\$6,541,089</b>	<b>71%</b>	<b>\$2,688,416</b>	<b>\$134,236</b>	<b>\$2,554,180</b>		
Adult Program Funds	1,730,895	1,277,534	74%	453,361	0	453,361		
Carry-in	1,052,895	1,052,895	100%	0	0	0		
Total Adult Program Funds	2,783,790	2,330,429		453,361	0	453,361		
Dislocated Worker Program Funds	1,795,606	1,452,709	81%	342,897	0	342,897		
Carry-in	961,015	961,015	100%	0	0	0		
Total Dislocated Worker Program	2,756,621	2,413,724		342,897	0	342,897		
Youth Program Funds	1,823,290	637,782	35%	1,185,508	134,236	1,051,272		
Carry-in	764,153	764,126	100%	27	0	27		
Total Youth Program	2,587,443	1,401,908		1,185,535	134,236	1,051,299		
Out of School Youth		462,747						
In School Youth		725,530						
Summer Employment		0						
Rapid Response Funds	234,097	0	0%	234,097	0	234,097		
Carry-in	412,053	81,525	20%	330,528		330,528		
Total Rapid Response	646,150	81,525		564,625	0	564,625		
5%Statewide Activity Funds	293,883	156,287	53%	137,596	0	137,596		
Carry-in	161,618	157,216	97%	4,402	0	4,402		
Total 5% Statewide Activity	455,501	313,503		141,998	0	141,998		
			Total # of Customers Served					
Overall, All Program Strategies	3,389							
			<b>1,930</b>					
Adult Program	2,330,429	653						
Dislocated Worker Program	2,413,724	749						
Youth Program	1,401,908	528						

### PY 2013 Return on Investment

	Adult	Dislocated Worker	Youth	Actual Period reported
Program Expenditures	2330429	2413724	1401908	7/1/2013 - 6/30/2014
Number of Participants	437	499	532	
Cost Per participant	5333	4837	2635	7/1/2013 - 6/30/2014
Number of Exiters	277	264	222	
Cost Per Exiter	8413	9143	6315	7/1/2013 - 6/30/2014
Number Entered Employment	119	230	22	
Cost per Entered Employment	19583	10494	63723	10/1/2012 - 9/30/2013
Number retained employment	214	211	22	
Cost per retained employment	10890	11439	63723	04/01/2012 - 03/31/2013
Increase in earnings			96769	
Number in denominator			30	
Cost per \$1000 increase in earnings	n/a	n/a	14.49	04/01/2012 - 03/31/2013
Total retention earnings	2299536	3306634		
Number in denominator	212	210		
Cost per \$1000 in post program earnings	1013	730		04/01/201 - 03/31/2013

PY 2013 Return on Investment (continued)

Number receiving a particular service - Training	437	499		
Cost per particular service	5333	4837	n/a	7/1/2013 - 6/30/2014
Number of individuals placed in employment or education	119	230	153	
Cost per placement in employment or education	19583	10494	9163	10/1/2012 - 9/30/2013
Number of individuals earning a cert/cred	146	118	24	
Cost per individual attaining a recognized credential	15962	20455	58413	10/1/2012 - 9/30/2013
Percent entering employment	0.656862745	0.741312741	0.553314121	
Average Retention Earnings	10846.86792	15745.87619	N/A	
Return on Investment	0.0031	0.0048		

Appendix A



Delaware Workforce Investment Board  
4425 N. Market Street 4<sup>th</sup> Floor  
Wilmington, DE 19802  
Telephone: (302) 761-8160  
Fax: (302) 762-2138

**SITE VISIT**

Dear Provider:

This letter serves as verification that a site visit was conducted at your training location on \_\_\_\_\_.  
During the visit, the following areas were checked for compliance:

- |  |                                   |
|--|-----------------------------------|
| ___ Physical Facilities (health/safety, classroom) | ___ Recordkeeping (student files) |
| ___ Business License/Insurance                     | ___ Professional Licensure        |
| ___ Program Certifications                         | ___ Debarment/Suspension Status   |
| ___ UI Compliance                                  |                                   |

**Comments/Recommendations:**

By signing this form, your signature does not constitute agreement or disagreement with your site visit and only represents receipt of verification and acknowledgement. If you have any additional questions or concerns, I can be reached at 302-761-8174 or by email at [monnica.may@state.de.us](mailto:monnica.may@state.de.us)

\_\_\_\_\_  
DWIB Representative

\_\_\_\_\_  
Provider Representative

\_\_\_\_\_  
Date

## Appendix B

### **DET Customer Satisfaction Survey Process**

#### **DOL-ETA /Delaware DET Authority: TEGL-4:13 WIA Annual Reporting Customer Satisfaction Survey**

**Summary:** All States will be required to describe their customer service methodology as part of their annual narrative. ETA believes quality customer satisfaction narratives shall include at a minimum:

1. The approach/strategy used
2. The number of individuals/employers that were provided customer satisfaction outreach
3. The response rate; and
4. A summary of the results

#### **Delaware Methodology (Proposed)**

1. Survey Monkey -AJLA
2. DET Service Orientation Videos
3. Issue Introduction Letters/Hard Copy
4. E-Issue Survey Monkey Link(Employers –BSG)
5. Tele-survey Phone Service –Target Group

#### **Survey Target Demographic Populations**

##### **Phase 1-Year 1**

Clients-AJC

Employers

##### **Phase 2 –Year 2**

Providers

Intra Government Stakeholders/Partners

Others

#### **Proposed Project Start Date –December 9, 2013**

#### **Data Reporting Terms**

Quarterly (to be specifically aligned to support Annual DWIB Reporting Requirements)  
Quarterly Management Report/Trend Analysis to DET Management Team to support direct system feedback and process improvement.

#### **Next Steps**

1. Issue Final Draft Review
2. Secure Director Approval
3. Complete Survey Monkey Template
4. Orient Staff\* Place on AJLA\* Develop and Issue Intro Letter\* E-issue Link
5. Begin First Data Run

## Appendix C

### DET Customer Satisfaction Survey Key Observations

#### DET STRENGTHS

- DET management team developed and issued the Customer Satisfaction Survey to ask customers for feedback on DET services and ways to improve same.
- DET Management and personnel readily assisted in providing access and collection of the surveys.
- Support and a process were put in place to extrapolate findings (Valerie Wright/Charelle).
- There was definitive Customer Satisfaction Survey participation: One thousand, five hundred and sixteen (1,516) customers provided feedback statewide.
- Customer feedback was provided from all DOL American Job Centers (AJC) statewide.
- Customers appreciate direct assistance from DET personnel (one on one ).The following personnel were named directly multiple times positively for providing direct customer assistance :
- *Darlene, Sara, JJ, Ivana, Maria, Freddy Rodriguez ,Dawn Pickett, Kara, Susan ,Saleem, Constance, Cynthia Green, Kevin, Dennis King, Mr. Stevenson, and Maureen.*
- Customers readily use the AJC s for employment services.
- Customers believe that DET services are invaluable and assist them when seeking employment.
- Several customers specifically identified DET learning tools they like using: Job Clubs and the Resume Builder (want it be simpler)

#### DET OPPORTUNITIES FOR IMPROVEMENTS (OFI's)

- Customers think the orientation video is too long and would like to see it customized to specific interest, i.e. Veteran Services.
- Customers would like headphones to use while using computers and would like DET to prohibit the use of personal music devices-IPODS, etc. while in the resource rooms.
- Customers would like DET personnel to be prohibited from making personal calls while on duty in the resources rooms.
- Customers would like courtesies while waiting such as coffee, donuts or candy. One customer would like to have a scented candle.
- Customers would like the DJL data system updated regularly to delete inactive jobs.

#### NEXT STEPS

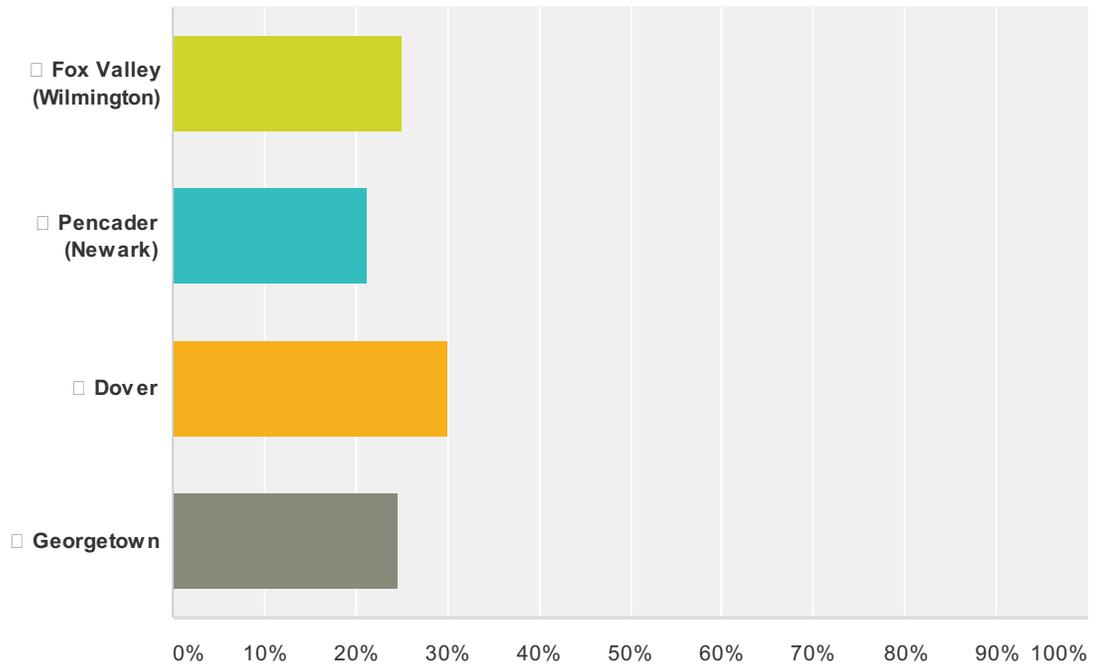
- Provide feedback results to all DET staff denoting strengths to acknowledge positive customer feedback and OFIs to support continuous quality improvement where possible.
- Consider strategies to address DET operational OFIs.
- Provide feedback to DOL leadership.
- Continue to collect surveys annually and or on quarterly intervals electronically.
- Consider customizing Customer Satisfaction surveys to solicit feedback on any DET service to determine fidelity, and system direction.

**SBC July 2,2014**

# Customer Satisfaction

## Q1 Please indicate the American Job Center you visited. (You may check all that apply)

Answered: 1,516 Skipped: 0

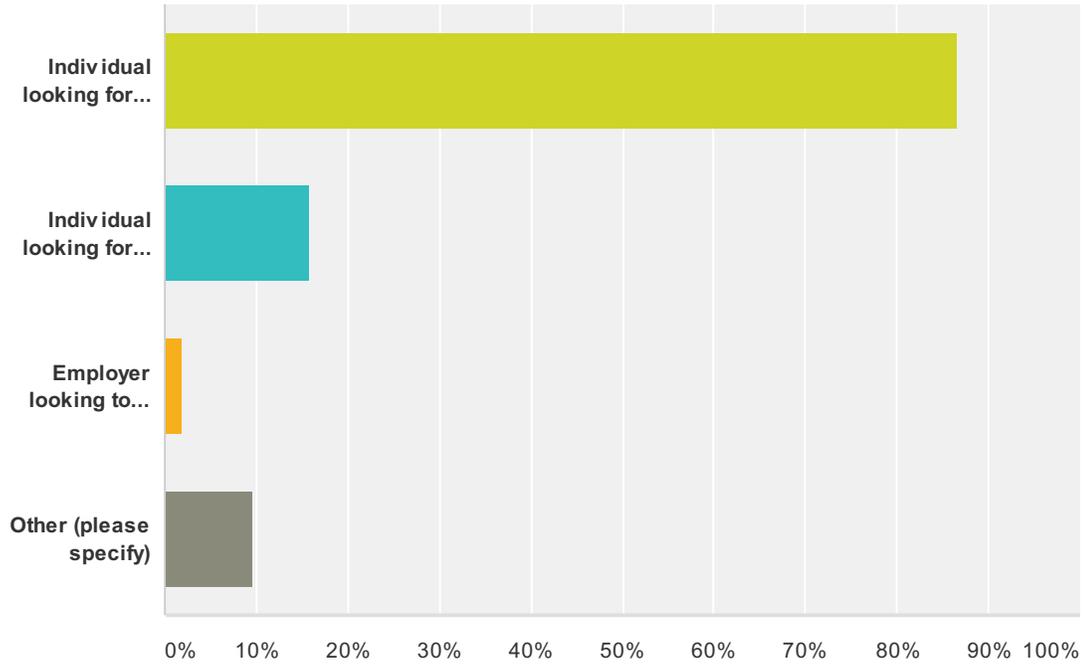


Answer Choices	Responses
<input type="checkbox"/> Fox Valley (Wilmington)	25.07% 380
<input type="checkbox"/> Pencader (Newark)	21.37% 324
<input type="checkbox"/> Dover	30.08% 456
<input type="checkbox"/> Georgetown	24.60% 373
<b>Total Respondents: 1,516</b>	

# Customer Satisfaction

## Q2 Please check the reason for using your local American Job Center services.

Answered: 1,516 Skipped: 0

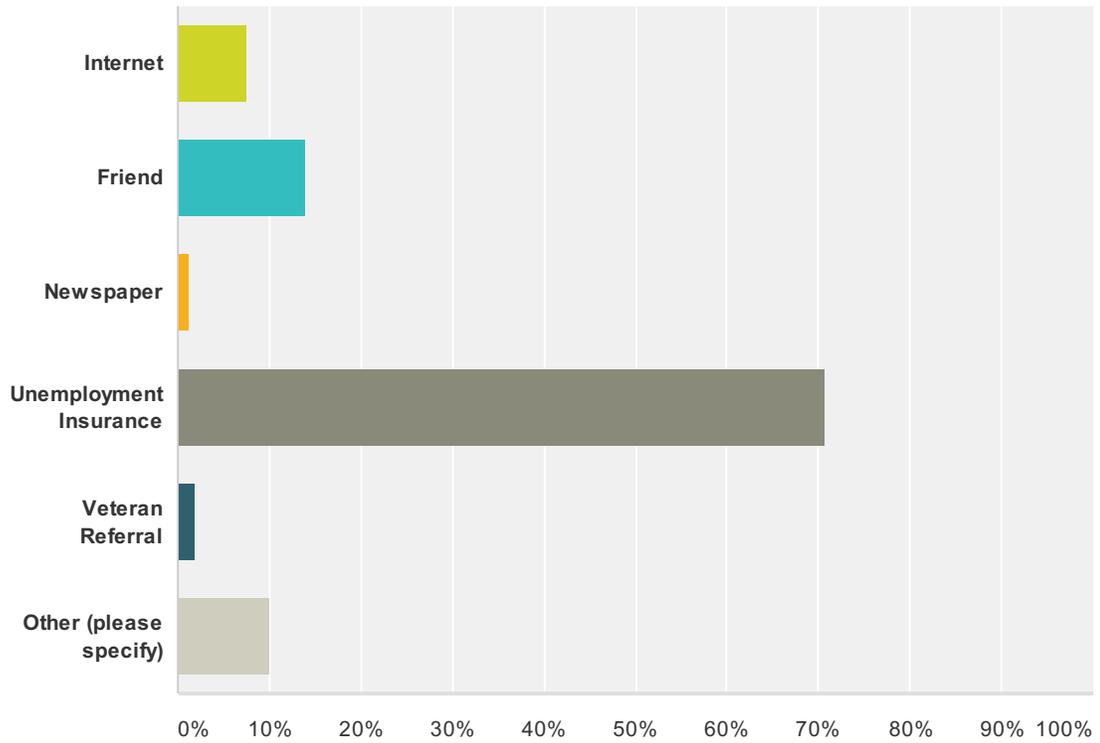


Answer Choices	Responses	
Individual looking for employment	86.68%	1,314
Individual looking for training opportunities	15.77%	239
Employer looking to place a job order–(looking for employees)	1.98%	30
Other (please specify)	9.70%	147
<b>Total Respondents: 1,516</b>		

# Customer Satisfaction

## Q3 How did you find out about our services?

Answered: 1,516 Skipped: 0

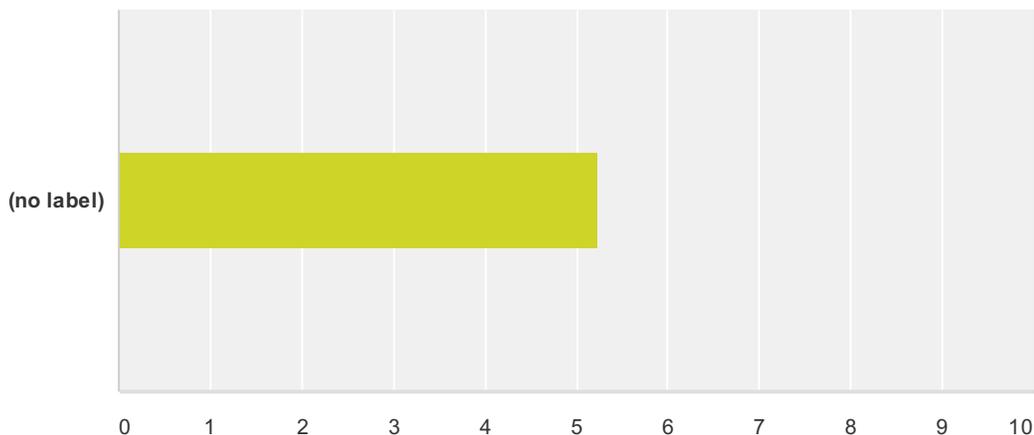


Answer Choices	Responses
Internet	7.52% 114
Friend	13.98% 212
Newspaper	1.32% 20
Unemployment Insurance	70.78% 1,073
Veteran Referral	1.98% 30
Other (please specify)	10.03% 152
<b>Total Respondents: 1,516</b>	

# Customer Satisfaction

## Q4 If your reason for visiting DOL was to register for unemployment insurance, were you advised of the DET services available at the local America's Job Centers?

Answered: 1,516 Skipped: 0

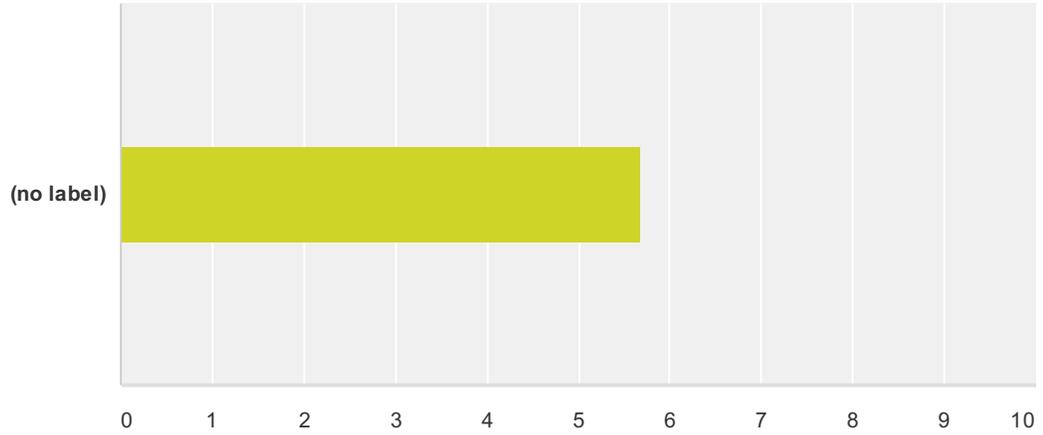


	1 (Not aware at all)	2	3	4	5	6	7 (Very Aware)	Total	Average Rating
(no label)	11.21% 170	2.64% 40	3.96% 60	14.31% 217	10.22% 155	15.11% 229	42.55% 645	1,516	5.25

# Customer Satisfaction

## Q5 When you entered the local American Job Center were you made aware of the DET services available to job seekers by a staff member or by our internet system?

Answered: 1,516 Skipped: 0

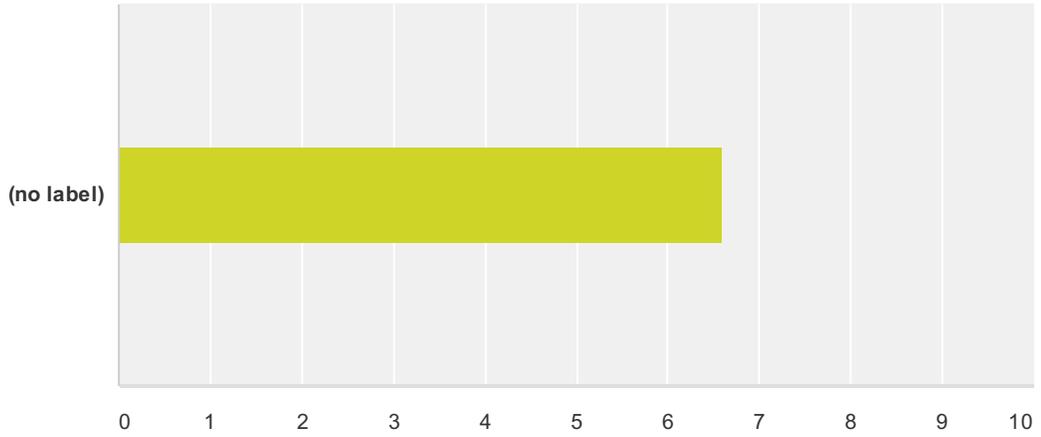


	1 (Not Aware At All)	2	3	4	5	6	7 (Very Aware)	Total	Average Rating
(no label)	6.33% 96	1.65% 25	2.77% 42	11.61% 176	11.41% 173	18.01% 273	48.22% 731	1,516	5.67

# Customer Satisfaction

## Q6 Was the staff you encountered courteous and professional?

Answered: 1,516 Skipped: 0

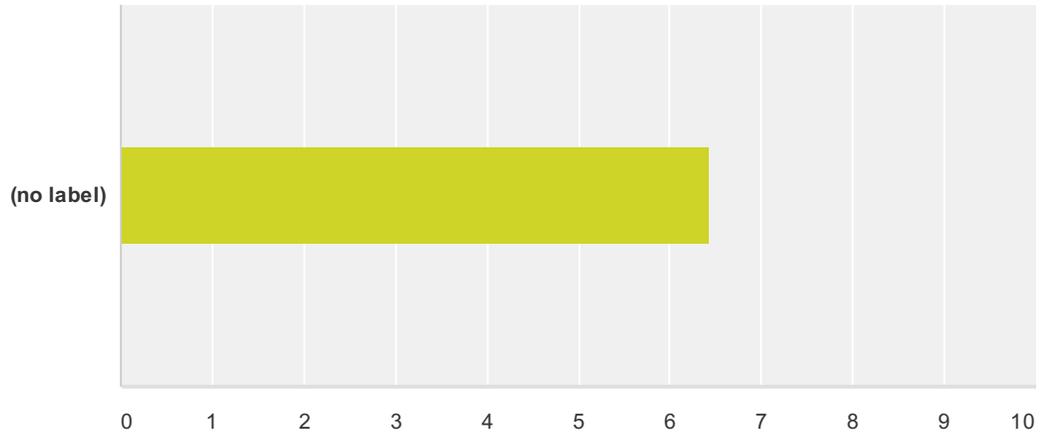


	1 (Not Courteous or Professional)	2	3	4	5	6	7 (Very Courteous or Professional)	Total	Average Rating
(no label)	0.66% 10	0.33% 5	0.99% 15	2.77% 42	4.62% 70	13.65% 207	76.98% 1,167	1,516	6.59

# Customer Satisfaction

## Q7 Did the staff member(s) who assisted you demonstrate knowledge of services and other helpful advice?

Answered: 1,516 Skipped: 0

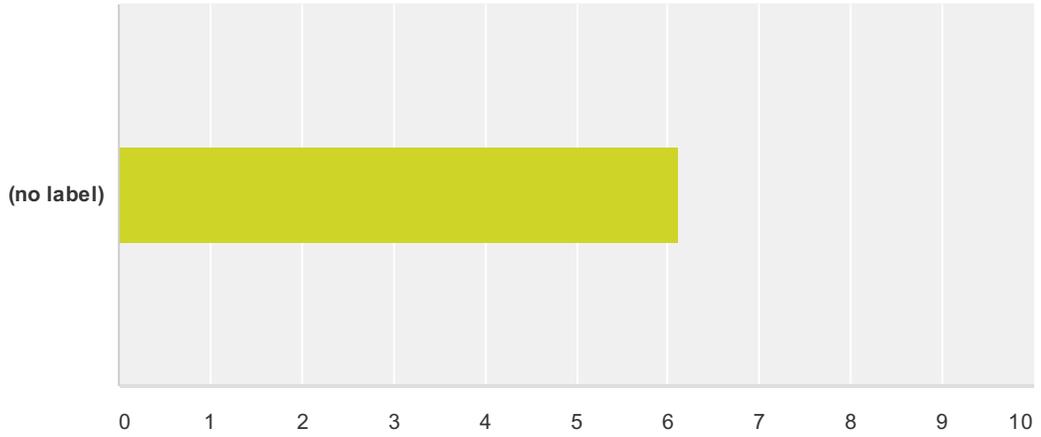


	1 (Not Helpful or Knowledgeable)	2	3	4	5	6	7 (Very Helpful or Knowledgeable)	Total	Average Rating
(no label)	1.39% 21	0.46% 7	1.25% 19	3.56% 54	7.85% 119	15.44% 234	70.05% 1,062	1,516	6.43

# Customer Satisfaction

## Q8 Were your employment service needs met?

Answered: 1,516 Skipped: 0

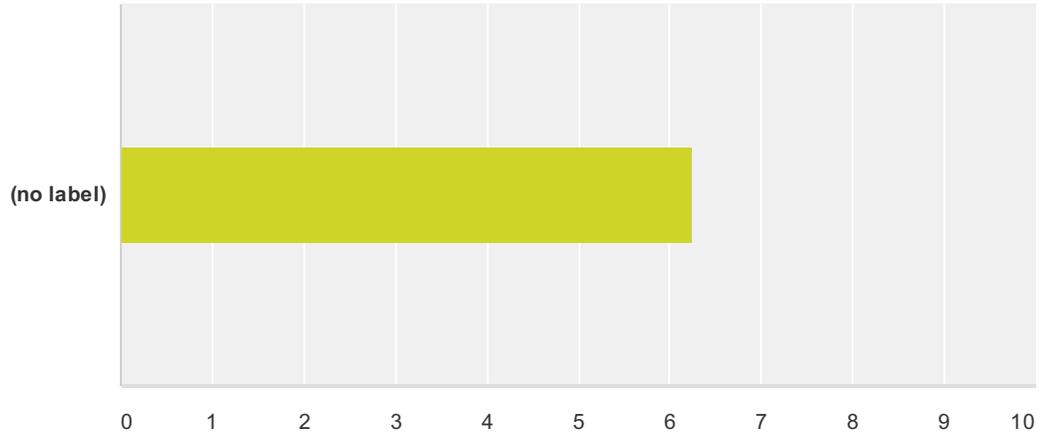


	1 (Not Met At All)	2	3	4	5	6	7 (All Needs Were Met)	Total	Average Rating
(no label)	2.24% 34	0.66% 10	1.39% 21	9.96% 151	8.58% 130	19.39% 294	57.78% 876	1,516	6.11

# Customer Satisfaction

## Q9 Were you satisfied with the employment services provided?

Answered: 1,516 Skipped: 0

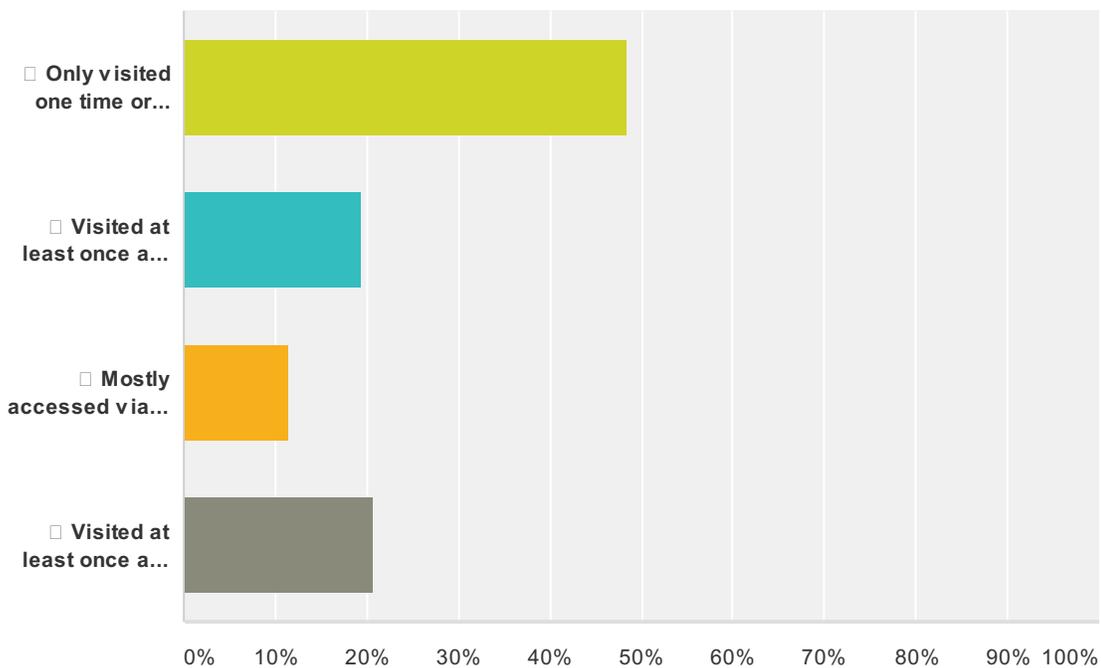


	1 (Not Satisfied)	2	3	4	5	6	7 (Very Satisfied)	Total	Average Rating
(no label)	1.98% 30	0.46% 7	1.52% 23	6.33% 96	8.91% 135	18.60% 282	62.20% 943	1,516	6.24

# Customer Satisfaction

## Q10 Choose the scenario that best describes the frequency of interaction with your local American Job Center.

Answered: 1,516 Skipped: 0

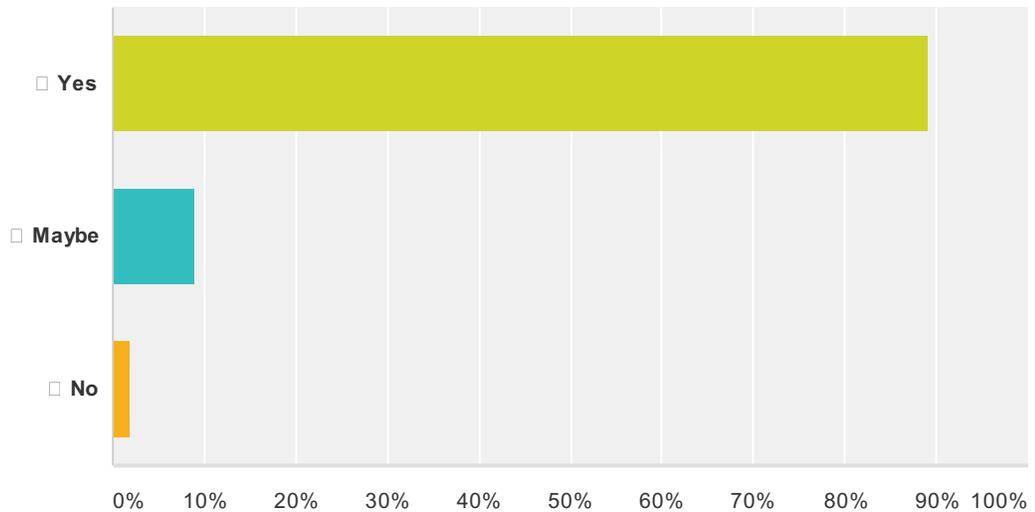


Answer Choices	Responses
<input type="checkbox"/> Only visited one time or accessed via internet only once	48.48% 735
<input type="checkbox"/> Visited at least once a month	19.46% 295
<input type="checkbox"/> Mostly accessed via internet at least once a month	11.48% 174
<input type="checkbox"/> Visited at least once a week	20.58% 312
<b>Total</b>	<b>1,516</b>

# Customer Satisfaction

## Q11 Based on your experience, would you refer a friend or family member to your local American Job Center for employment services

Answered: 1,516 Skipped: 0



Answer Choices	Responses
<input type="checkbox"/> Yes	89.05% 1,350
<input type="checkbox"/> Maybe	9.04% 137
<input type="checkbox"/> No	1.91% 29
<b>Total</b>	<b>1,516</b>

**Q12 How could we improve your experience?**

Answered: 1,516 Skipped: 0

**Q13 Please share any other comments you have.**

Answered: 612 Skipped: 904