



Measuring Skills Gaps & Determining Training Reimbursements

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Measuring Skills Gaps & Determining Training Reimbursements

Session Objectives

- Lessons from prior OJT experience
- Policies and practices in current use
- Relationship to Implementation Plan



Measuring Skills Gaps & Determining Training Reimbursements

GAO Study Findings

- Excessive training plan durations
- Training plans did not reflect individual differences
- Skills assessments not based on objective measures



Measuring Skills Gaps & Determining Training Reimbursements

Lessons Learned from Findings

- Training plans and reimbursement amount must reflect meshing of participant skills assessment and analysis of job performance requirements
- Job performance requirements should be benchmarked against external data



Measuring Skills Gaps & Determining Training Reimbursements

Lessons Learned (cont.)

- Standardized assessment instruments should be used to determine participant skill levels
- Training durations and reimbursements must reflect individual differences



Measuring Skills Gaps & Determining Training Reimbursements

Implementation Plan Requirements

- Entity(ies) responsible for doing participant assessments
- Specific assessment tools and procedures to determine participant skills gaps



Measuring Skills Gaps & Determining Training Reimbursements

Implementation Plan Requirements (cont.)

- Types and sources of information used to develop participant's training plan
- Policies that will guide determination of training reimbursement amounts



Measuring Skills Gaps & Determining Training Reimbursements

Presentations

**Local Area Policies and Procedures: Mary Rodarte, Tulare,
CA Workforce Investment Board**

**Available Tools & Resources: Lauren Fairley-Wright,
Division of Workforce System Support, ETA**

**Using the Sliding Scale for Training Reimbursements:
Brian Deaton, OJT NEG Taskforce, ETA**

GetConnected

MoveForward

ReinventYourself



Skills Gaps & Training Plans

www.EmploymentConnect.org



Keeping It Simple!

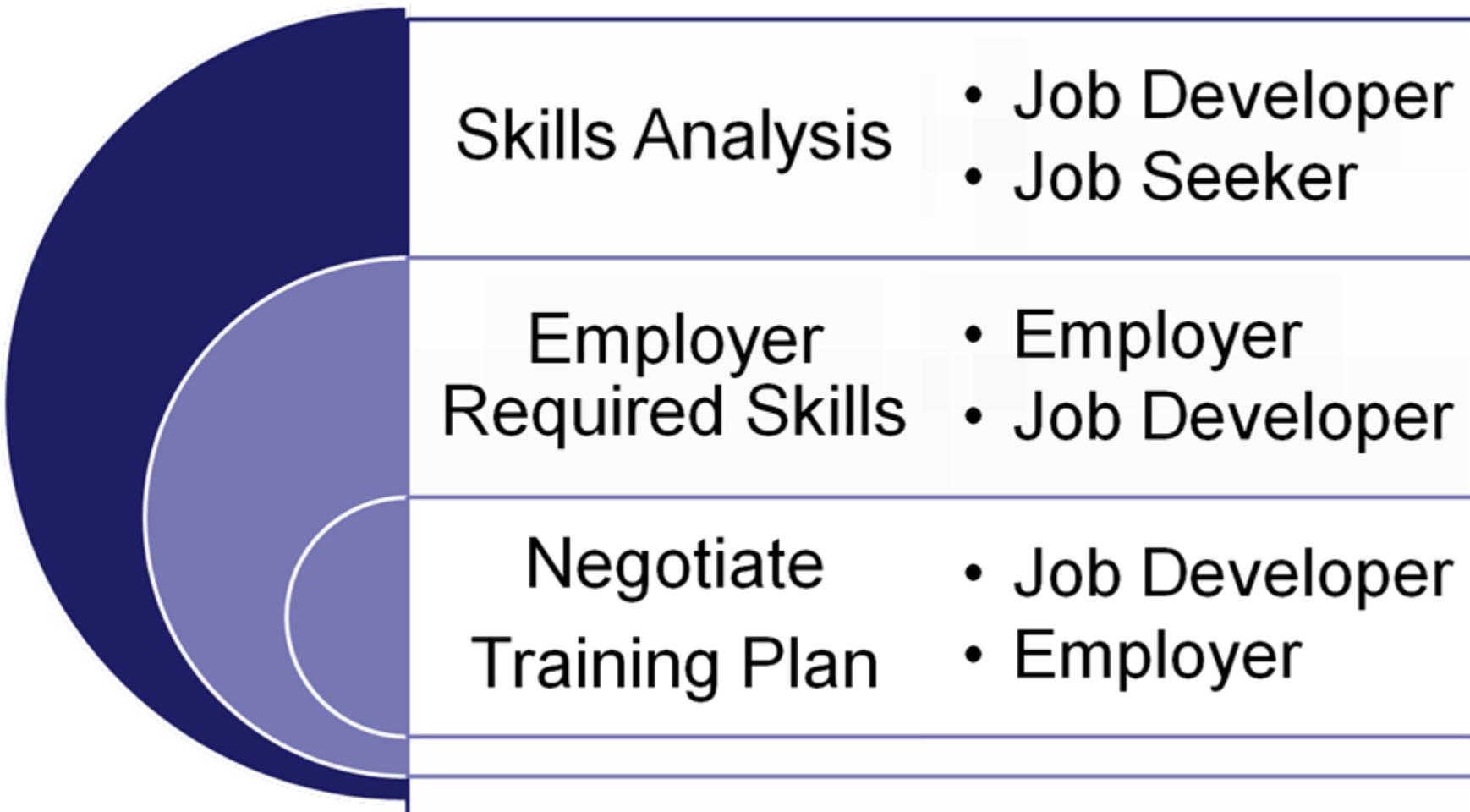
**Measure Skills, Identify Skill Gaps,
OJT Training Plan**



WIB

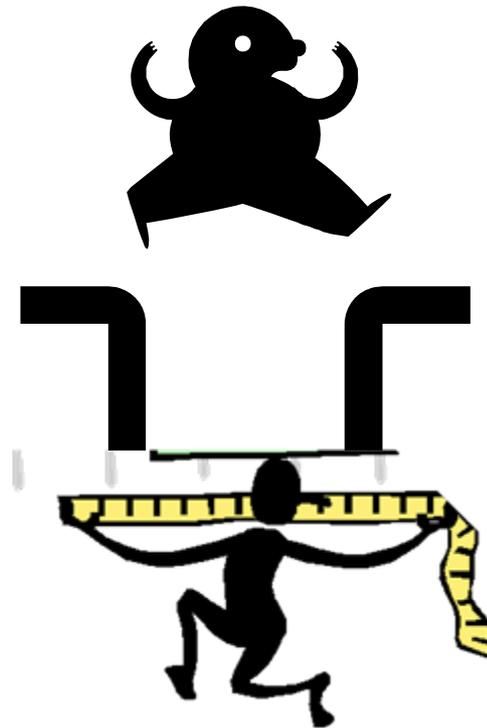
Workforce Investment Board
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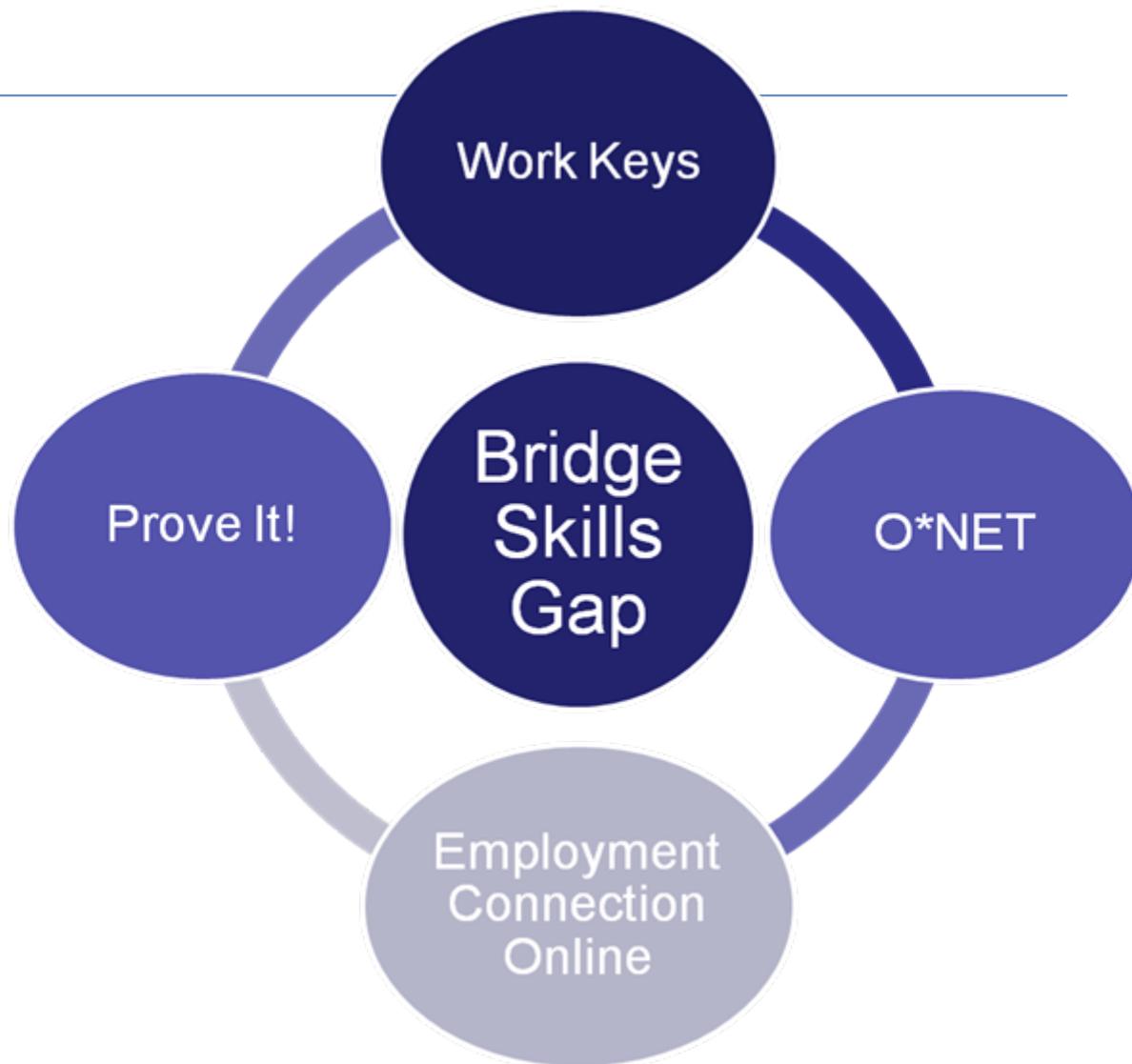
Driving Economic Success





Measure Skills & Identify Gaps







WorkKeys

Measures Proficiency

Applied Mathematics

Scores 3-7

Reading for Information

Profiled over 17,000 jobs

Locating Information

**Scores indicate capacity to
learn required skills**

Readiness Certificate





WorkKeys

Requires **WorkKeys** prior to

- On-Job-Training
- Occupational Skills Training
- And must meet scores for the training or occupation

Quick Guide

- Online 15 minute pre-test
- Gauge if Key Train is needed before WK

Key Train

- Online remediation
- Practice and retake assessment





WorkKeys Individual Customer Report

Smith, Jane ID# 1234

Locating Information Score: 5

Test Possible Range <3-6

You scored at Level 5. People achieving this level can use one or more complicated workplace graphics, such as complex forms and tables, multivariable graphs, maps, and diagrams to compare trends and main points, and/or summarize information. To improve your skills:

- * read a variety of complex workplace graphics such as very complicated tables and forms, and very detailed maps, blueprints, and diagrams, as well as charts and graphs that are difficult to understand and unfamiliar to you.
- * make decisions, draw conclusions, and apply information to new situations using several related graphics.





Employment Connection Online!

Career Services

- Customer Access 24 / 7
- Virtual One-Stop (VOS)
- Enter **WorkKeys** Scores & Link!
- Skills assessment and comparison
- Displays **O*NET** Occupational Profile
- Local Labor Market Information
- www.employmentconnect.org





Employment Connection Job Skills Self Assessment


Select Your Job Skills

Log Off	Job Skill Categories				
Home	General Skills (0)	Computers & Mathematics (2)	Construction (2)	Education & Social Services (5)	Entertainment & Media (0)
<input type="checkbox"/> Quick Menu	Financial Services (24)	Agriculture & Wildlife (0)	Healthcare (0)	Legal & Protective Services (0)	Management & Office Services (11)
Job Search	Science & Engineering (0)		Service & Sales (4)	Skilled Trades (0)	Transportation (0)
Resumé Builder					
My Resources ▶					
My Individual Profile ▶					





Tulare County Employment Connection

www.employmentconnect.org

Customer Skills Inventory Results

Bookkeeping, Accounting & Audit Clerk

Total Skills	35
Skills Matched	11
Skills Lacking(gap)	24
Match Level	31.4%
Preparation Needed Medium	
– O*NET Job Zone (SVP)	6.0 to <7.0



Example of Skill Comparison

Skill	Skill You Have
1. compile data for financial reports	✓
2. complete patient bills	
3. compute financial data	
4. compute taxes	✓
5. detect discrepancies on records or reports	
6. disburse checks to satisfy accounts payable	
7. enter time sheet information	
11. maintain balance sheets	✓
12. maintain inventory of office forms	
13. maintain record of organization expenses	✓
14. maintain records, reports, or files	





Example of Task List

Task	Task Description	Importance (Out of 100)
Operate computers programmed with accounting software to record, store, and analyze information.	Core	88
Check figures, postings, and documents for correct entry, mathematical accuracy, and proper codes.	Core	84
Classify, record, and summarize numerical and financial data to compile and keep financial records, using journals and ledgers or computers.	Core	82
Debit, credit, and total accounts on computer spreadsheets and databases, using specialized accounting software.	Core	81





ONET

<http://online.onetcenter.org/>

Information Available on ONET:

- Skills Search
- Task Lists and Job Descriptions
- Skills needed for occupations
- Wage Data





Prove It!

Over 1000 Occupational Online Skills Tests

Measure skills with certainty

Provides details relating to skills and gaps

Use at employer site or Employment Connection

Results emailed to participants, staff, and/or employer





Prove It! Test Categories & Examples

Accounting

Ex. Bookkeeping, Accounts Payable

Call Center

Ex. Customer Service, Phone
etiquette

Financial Titles

Ex. Credit Analyst, Bank Teller

Healthcare

Ex. Medical Terminology, Medical
Claims processing

Industrial

Ex. Industrial Math, AutoCAD

Microsoft Office 2003, XP and 2007

Ex. Word, Excel, Pwr Pnt

Office/Professional

Ex. Payroll, writing sample,
Translation – Span to Eng

Software

Ex. JD Edwards, Adobe Illustrator

Tech Tests

C++ programming, Oracle

Legal

Ex. Legal Filing, paralegal





Prove It!

Results

Test Name: Bookkeeping - Professional

Test Date: 8/3/2010

Elapsed Time: 00:17:55

Questions Correct: 23 out of 39

Percent Correct: 59%

Percentile Ranking: 20

Global Average: 68%





Prove It!

Results

Question Level Statistics

	Number of Questions	Number Correct	Total Percentage
Basic	22	12	55%
Intermediate	10	8	80%
Advanced	7	3	43%
Total	39	23	59%





Prove It!

Results

Question Type Statistics

	Number of Questions	Number Correct	Total Percentage
Accounting Principles	3	0	0%
Accounts Payable/Coding	9	6	67%
Accounts Receivable/Billing	2	2	100%
Bank Reconciliation	3	2	67%
Depreciation	3	2	67%
Financial Statements	7	4	57%
Payroll	6	4	67%
Posting, Closing, Journal Entries	6	3	50%
Total	39	23	59%





Prove It!

Results

Detail Score Report

Status	Topic	Type	Level	Time
Incorrect	Accounting Equation	Accounting Principles	Intermediate	00:00:20
Correct	Client Account Balances	Accounts Receivable/ Billing	Basic	00:00:17
Incorrect	Income Statement Setup	Financial Statements	Basic	00:00:08
Incorrect	Current Asset Handling	Financial Statements	Basic	00:00:10





OJT Contract and Training Plan





Job Developer's Role

Employer single point of contact

Target Market Job Seekers to Employers

Assist Employers create job description, if needed
using O'NET

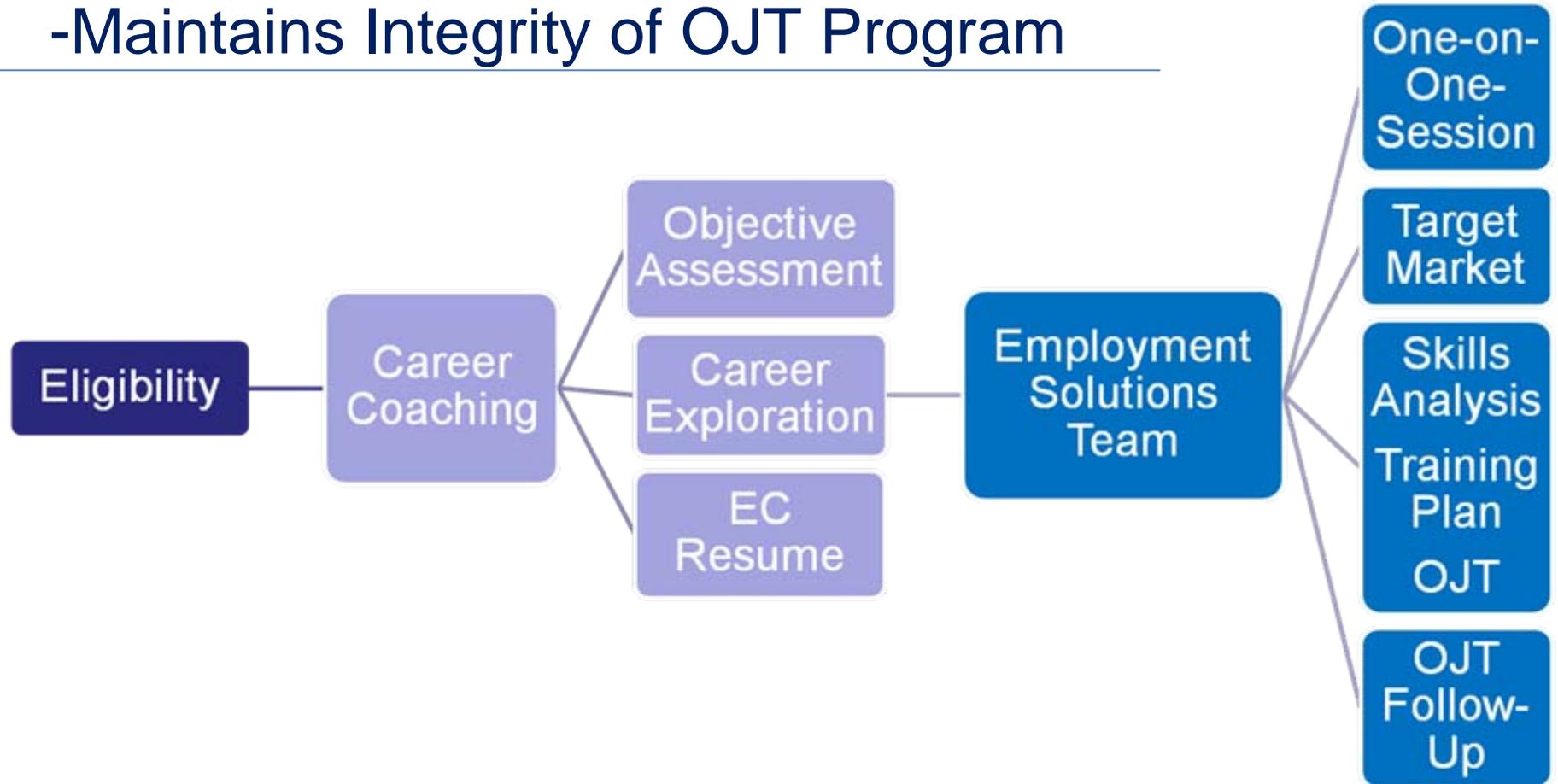
One-to-One Job Seeker Session to identify Skills
Gaps based on Employer requirements

Develop training plan and OJT contract





- Separation of Duties
- Maintains Integrity of OJT Program





Employer Negotiation

Wage must be similar to employees in the same occupation

The main negotiating points:

- Skills that are listed on the contract
- Duration of training





Employer Negotiation: Skills

The OJT Contract lists:

- Skills the participant must learn
- Training method for the skills
- Number of training hours for each skill
- Measurement Method
- Follow up visit rating boxes





Employer Negotiation: Duration

Duration is based on the skill level of participant
and complexity of position

Tulare County Average Duration is 240 hours (6
weeks of 40 hr work weeks).





Example Training Plan

Production Worker ONET Code: 51-9198.02

Skill Requirement	Training Method	Hours	Measurement Method
<p>Orientation: Learn company policies, review safety rules, layout of facility</p>	<p>Oral instruction, observation, read manual</p>	<p>50</p>	<p>Observation, Q&A, inspection and review</p>
<p>Skills:</p> <ul style="list-style-type: none"> •Responsible for adjustments to filler •Changing and sealing unacceptable bags of powder produced during shift •Provide accounting for production •General cleanliness for USDA guidelines •Inspect 1 bag every 180 for proper inner/outer seal and proper weight documentation 	<p>Observation, oral instruction, demonstration, procedures manual, trial and error.</p>	<p>350</p>	<p>Observation, Q&A, review and inspection</p>





The Employment Connect profile gives average training duration for occupations. This can be used as a guide.

Component	Percentage of respondents	Description
On-the-Job Training	52%	Over 1 month, up to and including 3 months
	21%	Over 3 months, up to and including 6 months
	15%	Anything beyond short demonstration, up to and including 1 month
	10%	Over 6 months, up to and including 1 year





Evaluate Training Progression

Follow-up Visit: Employer and Job Seeker

- 1st & 2nd week, 30 days, and 60 days

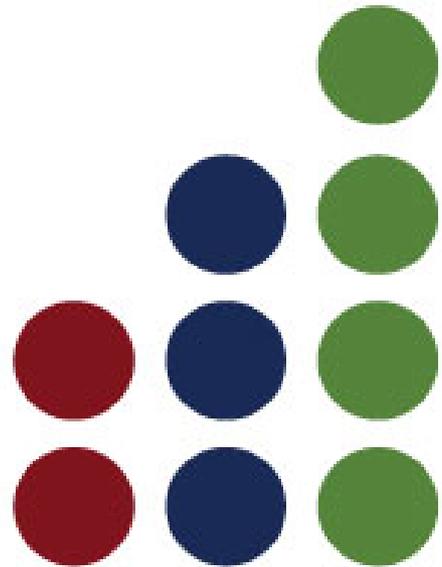
Training Plan Rating Scale

- 1) Participant has not made progress
- 2) Participant is making progress, but less than satisfactory level
- 3) Participant making progress at satisfactory level
- 4) Participant has achieved proficiency in this skill

OJT Reimbursement Invoice

- Trainee Performance Evaluation





WIB

Workforce Investment Board
OF TULARE COUNTY

Driving Economic Success

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Skills Assessment Resources

- **Contrary to popular belief...Assessments Are Great!**
- **Assessments will make a positive impact on the future of OJT programs if they are used effectively.**
 - **Assessments can justify placements**
 - **Assessments help to identify skills gaps**
 - **Assessments can provide evidence the skills gaps have been closed**



Skills Assessment Resources

- **3 Critical Components to Effective Use of Assessments in OJT:**
 - Use formal/valid instruments or tools to assess initial skills gap
 - Self-reporting is subjective (how do you know you have the skill?)
 - Utilize online resources (O*NET) to develop training plan (“Lesson Plans”) or goals
 - Consider using a learning style assessment too!
 - Re-assess to determine achievement
 - Close the gap (OK to “Teach to the Test”)



Skills Assessment Resources

Things to consider:

- Not all assessment tools fit all participants
- Not all assessment tools will be appropriate for every OJT opportunity
- Build your assessment toolbox!



Skills Assessment Resources

<http://www.proveit.com/default.htm>

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Password:



Skills Assessment Resources

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- Sales recruitment and sales training



Skills Assessment Resources

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Skills Assessment Resources

- ETA/OWI – Div. of Workforce System Support is:**
- **Gathering information on the use of assessments**
 - **Technical Assistance Initiative (Case Management)**
 - **Successful/Promising Practices related to the effective use of assessments**
 - **Assessment Database**



Skills Assessment Resources

ETA/OWI – Div. of Workforce System Support is:

- **A resource for workforce system referrals for assessment instrument questions**
 - **Considering making an investment in your assessment toolbox?**
 - **Talk to workforce system colleagues for user feedback (conduct market research)**



Skills Assessment Resources

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Div. of Workforce System Support

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Measuring Skills Gaps & Determining Training Reimbursements

The Sliding Scale for Training Reimbursements

Employer Size

- Up to 90% for employers with ≤ 50 employees
- Up to 75% for employers with 51-250 employees
- Up to 50% for all other employers

Can be uniformly applied.



Measuring Skills Gaps & Determining Training Reimbursements

The Sliding Scale for Training Reimbursements

Participant Skills Gaps

- Can be up to 90% based on scope of gap
- Gap is defined by the mismatch between the participant's current skills AND the skills requirements of the OJT position
- Must reflect individual differences



Measuring Skills Gaps & Determining Training Reimbursements

The Sliding Scale for Training Reimbursements

Participant Skills Gaps: Factors to be Considered

- SVP rating > 6 months
- greater than normal amount of supervisor hours required
- longer period of unemployment experienced by participant
- no prior experience in industry or occupation