Measuring Skills Gaps & Determining Training Reimbursements

Jan Sten
Chief, Division of Workforce System Support
USDOL/ETA
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
Keeping It Simple!

Measure Skills, Identify Skill Gaps, OJT Training Plan

Workforce Investment Board of Tulare County
Driving Economic Success
<table>
<thead>
<tr>
<th>Task</th>
<th>Participants</th>
</tr>
</thead>
<tbody>
<tr>
<td>Skills Analysis</td>
<td>Job Developer, Job Seeker</td>
</tr>
<tr>
<td>Employer Required Skills</td>
<td>Employer, Job Developer</td>
</tr>
<tr>
<td>Negotiate Training Plan</td>
<td>Job Developer, Employer</td>
</tr>
</tbody>
</table>
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
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
Home
Quick Menu
Job Search
Resumé Builder
My Resources
My Individual Profile

Job Skill Categories

- General Skills (0)
- Computers & Mathematics (2)
- Construction (2)
- Education & Social Services (5)
- Entertainment & Media (0)
- Financial Services (24)
- Agriculture & Wildlife (0)
- Healthcare (0)
- Legal & Protective Services (0)
- Management & Office Services (11)
- Science & Engineering (0)
- Service & Sales (4)
- Skilled Trades (0)
- Transportation (0)
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

<table>
<thead>
<tr>
<th>Skill</th>
<th>Skill You Have</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. compile data for financial reports</td>
<td>✔</td>
</tr>
<tr>
<td>2. complete patient bills</td>
<td></td>
</tr>
<tr>
<td>3. compute financial data</td>
<td></td>
</tr>
<tr>
<td>4. compute taxes</td>
<td>✔</td>
</tr>
<tr>
<td>5. detect discrepancies on records or reports</td>
<td></td>
</tr>
<tr>
<td>6. disburse checks to satisfy accounts payable</td>
<td></td>
</tr>
<tr>
<td>7. enter time sheet information</td>
<td></td>
</tr>
<tr>
<td>11. maintain balance sheets</td>
<td>✔</td>
</tr>
<tr>
<td>12. maintain inventory of office forms</td>
<td></td>
</tr>
<tr>
<td>13. maintain record of organization expenses</td>
<td></td>
</tr>
<tr>
<td>14. maintain records, reports, or files</td>
<td>✔</td>
</tr>
</tbody>
</table>
### Example of Task List

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

<table>
<thead>
<tr>
<th>Level</th>
<th>Number of Questions</th>
<th>Number Correct</th>
<th>Total Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Basic</td>
<td>22</td>
<td>12</td>
<td>55%</td>
</tr>
<tr>
<td>Intermediate</td>
<td>10</td>
<td>8</td>
<td>80%</td>
</tr>
<tr>
<td>Advanced</td>
<td>7</td>
<td>3</td>
<td>43%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>39</strong></td>
<td><strong>23</strong></td>
<td><strong>59%</strong></td>
</tr>
</tbody>
</table>
## Prove It!

### Results

<table>
<thead>
<tr>
<th>Question Type Statistics</th>
<th>Number of Questions</th>
<th>Number Correct</th>
<th>Total Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accounting Principles</td>
<td>3</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td>Accounts Payable/Coding</td>
<td>9</td>
<td>6</td>
<td>67%</td>
</tr>
<tr>
<td>Accounts Receivable/Billing</td>
<td>2</td>
<td>2</td>
<td>100%</td>
</tr>
<tr>
<td>Bank Reconciliation</td>
<td>3</td>
<td>2</td>
<td>67%</td>
</tr>
<tr>
<td>Depreciation</td>
<td>3</td>
<td>2</td>
<td>67%</td>
</tr>
<tr>
<td>Financial Statements</td>
<td>7</td>
<td>4</td>
<td>57%</td>
</tr>
<tr>
<td>Payroll</td>
<td>6</td>
<td>4</td>
<td>67%</td>
</tr>
<tr>
<td>Posting, Closing, Journal Entries</td>
<td>6</td>
<td>3</td>
<td>50%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>39</strong></td>
<td><strong>23</strong></td>
<td><strong>59%</strong></td>
</tr>
</tbody>
</table>
## Prove It!

<table>
<thead>
<tr>
<th>Detail Score Report</th>
<th>Results</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Status</strong></td>
<td><strong>Type</strong></td>
</tr>
<tr>
<td>Incorrect</td>
<td>Accounting Principles</td>
</tr>
<tr>
<td>Incorrect</td>
<td>Financial Statements</td>
</tr>
<tr>
<td>Incorrect</td>
<td>Financial Statements</td>
</tr>
<tr>
<td>Incorrect</td>
<td>Financial Statements</td>
</tr>
</tbody>
</table>

- Incorrect Accounting Equation: 00:00:20
- Correct Client Account Balances: 00:00:17
- Incorrect Income Statement Setup: 00:00:08
- Incorrect Current Asset Handling: 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**

<table>
<thead>
<tr>
<th>Skill Requirement</th>
<th>Training Method</th>
<th>Hours</th>
<th>Measurement Method</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Orientation:</strong> Learn company policies, review safety rules, layout of facility</td>
<td>Oral instruction, observation, read manual</td>
<td>50</td>
<td>Observation, Q&amp;A, inspection and review</td>
</tr>
</tbody>
</table>

**Skills:**
- 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

|                              | Observation, oral instruction, demonstration, procedures manual, trial and error. | 350    | Observation, Q&A, review and inspection               |
The Employment Connect profile gives average training duration for occupations. This can be used as a guide.

<table>
<thead>
<tr>
<th>Component</th>
<th>Percentage of respondents</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>On-the-Job Training</td>
<td>52%</td>
<td>Over 1 month, up to and including 3 months</td>
</tr>
<tr>
<td></td>
<td>21%</td>
<td>Over 3 months, up to and including 6 months</td>
</tr>
<tr>
<td></td>
<td>15%</td>
<td>Anything beyond short demonstration, up to and including 1 month</td>
</tr>
<tr>
<td></td>
<td>10%</td>
<td>Over 6 months, up to and including 1 year</td>
</tr>
</tbody>
</table>
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
Mary Rodarte
Workforce Development Analyst
mrodarte@tularewib.org
(559) 713-5200
4025 West Noble, Suite A
Visalia, CA 93277
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

Welcome to the Kenexa Prove It! website.

Prove It! gives you the power to identify and select the most talented candidates and employees.

With over 1,000 validated assessments, unbeatable customer service, and superior technology, Prove It! is the only testing solution you need!

Hundreds of skills and behavioral assessments for clerical, software, technical, call center, industrial, financial, legal, medical, and more!

Kenexa Press Releases
Our human resource management system is designed for executives, managers and human resource professionals who want to select the right employee for the job, retain them, enhance their performance and build their leadership skills.

Our selection of employee assessment tools includes:
- Pre employment screening including integrity, work ethic and reliability
- Pre employment background checks
- Employee recruitment, selection, training, coaching and development assessments
- Sales recruitment and sales training
Skills Assessment Resources

http://www.workforcereadysystem.org

SkillsUSA Work Force Ready System

The SkillsUSA Work Force Ready System provides assessments for Career and Technical Education that are supported by industry, education and policy leaders.

Online assessments are available today! Follow the links to the right to purchase assessments and view a short demo of the assessments.

View All Available Assessments

New Releases:
- Motorcycle Service Technology
- Customer Service
- Engineering Technology
- Masonry

Assessment Links

- Purchase Skill Connect Assessments
  Click here to purchase today
- Automotive/Diesel Assessments
  Created by ASE, AYES, NATEF, and SkillsUSA
- PrintED and SkillsUSA Partner to Offer Skill Connect Assessments
  GAERF, SkillsUSA and PrintED now offering assessments
- Proctor Requirements
  Get details on how to become a proctor.
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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Workforce Analyst
US Department of Labor – ETA
Office of Workforce Investment
Div. of Workforce System Support
(202) 693-3731
wright.lauren@dol.gov
Measuring Skills Gaps & Determining Training Reimbursements

The Sliding Scale for Training Reimbursements

**Employer Size**
- Up to 90% for employers with \( \leq 50 \) 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