

**Adult Career Pathways  
Working Group**  
**Initial Recommendations**  
**June 2020**



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**Summary**

Over the last year, the Adult Career Pathways Working Group (DE WIOA Leadership Team members) have been working to develop an adult career pathways process. The plan would include ways to address the unique needs of the adult learner. During the winter, county subgroups were identified to recommend initial paths/lattices that seem most plausible for each county.

The purpose of this report is to share the findings with the full WIOA Leadership Team and solicit the support to further develop an adult career pathways pilot.

**Proposal**

The County Adult Career Pathways Subgroups have each proposed 1-3 initial industries and key occupations to be targeted for the development/update of a path/ladder in each County.

**The recommendations were based on the best intersection of:**

- 1.** in-demand industries/occupations (LMI data);
- 2.** that will lead to family sustaining wages;
- 3.** where needed training/certification is available locally.

**Family Sustaining Wage Range Used:** The Working Group proposes using the DET Training Guidelines which is 300% of the Poverty Level. Please note that the occupation paths proposed were identified because they would lead to a job with a family sustaining wage.

<b>Persons in Household</b>	<b>Poverty Guidelines</b>		
	100%	200%	300%
1	\$12,490	\$24,980	\$37,470
2	\$16,910	\$33,820	\$50,730
3	\$21,330	\$42,660	\$63,990
4	\$25,750	\$51,500	\$77,250
5	\$30,170	\$60,340	\$90,510
6	\$34,590	\$69,180	\$103,770
7	\$39,010	\$78,020	\$117,030
8	\$43,430	\$86,860	\$130,290
	[Add \$4,320 for each person over 8]		

## Recommendations At-A-Glance

County	Proposed Path(s)	Occupations along the Path
New Castle County	<ol style="list-style-type: none"> <li>1. Health Care</li> <li>2. Construction/Technical Trades</li> </ol>	<ol style="list-style-type: none"> <li>1. CNA as foundational with pathways to Phlebotomy and/or Nursing (diploma, LPN/RN/BSN), patient care technician and degree programs (medical assistant; LPN/RN; associates in science)</li> <li>2. HVAC; electrical trades; carpentry; plumbing; general construction programs to support future stackable credentials that can lead to advanced salaries</li> </ol>
Kent County	<ol style="list-style-type: none"> <li>1. Health Professions</li> <li>2. Skilled Trades, Mechanical Trades &amp; Logistics</li> <li>3. Administrative &amp; Organizational Support</li> </ol>	<ol style="list-style-type: none"> <li>1. Home Health or CNA. as foundational with pathways to Medical Assisting, Phlebotomy and/or Nursing (diploma, LPN, RN, BSN).</li> <li>2. Construction trades supplemented with transportation &amp; warehousing related programming.</li> <li>3. General administrative across industries as foundational with pathways to IT and related fields; also industry specific administrative as possible destination for those starting in other pathways (i.e. hospitality management, healthcare administration, skilled trades business ownership).</li> </ol>
Sussex County	<ol style="list-style-type: none"> <li>1. Health Care</li> <li>2. Hospitality &amp; Tourism</li> <li>3. Skills Trade Industry</li> </ol>	<ol style="list-style-type: none"> <li>1. Patient clinical pathway such as Personal care assistant, CNA, Medical office assistant, RN AND BSRN).</li> <li>2. Food service, preparation and culinary arts with a parallel path developing the business end of food and restaurant.</li> <li>3. Occupational Pathways for Construction, HVAC, Plumbing, Electrical and Automotive with a customer service skill thread throughout</li> </ol>

## NCC Adult Career Pathways Working Group Recommendations

Below are the recommendations for New Castle County:

- **Pathway Recommendation #1 – Health Care**
  - C.N.A as foundational with pathways to Phlebotomy; Patient Care Technician and Degree Programs (Medical Assistant and Associates of Science)
  - Stackable credential programs pave the way for sustainable wages once the C.N.A credential is earned as the entry way to future positions
- **Pathway Recommendation #2 – Construction/Technical Trades**
  - HVAC; General Construction Programs support future stackable credentials that can lead to advanced salaries for sustainable family wages

### NCC Working Group Members:

Leads: Annemarie Linden (NCC Vo-Tech) and Rachel Anderson (DelTech/Wilmington Campus)

Jocelyn Langrehr (DVR)

Robin McKinney-Newman (DWDB)

Rachel Turney (DET)

Katie Lakofsky (DelTech/Stanton Campus)

Darrell Miller (DOE/Adult & Prison Ed)

HarrietAnn Litwin (DVR)

Sherese Brewington-Carr (DET)

## **Kent County Adult Career Pathway Working Group Recommendations**

**Identification of Kent County ACP Industries:** Three areas emerged, based upon review of industry growth projections and wage data.

1. Health Professions (including allied health technicians)
2. Skilled Trades, Mechanical Trades & Logistics (including transportation & warehousing)
3. Administrative & Organizational Support

### **April Review and Update:**

- The Kent County team is still feeling confident about the industry recommendations, particularly as they align with the KC economic development plan.
- In light of recent experiences, the team strongly recommends that all options include instruction on remote learning as well as digital FLUENCY – building learner knowledge and confidence in technology access and usage.

Data and research used to date included:

1. “Delaware 2026: Occupation & Industry Projections”, OOLMI (2018).
2. “Delaware Wages: Occupational Employment Statistics, 2018 Edition”, OOLMI (2019).
3. “Beyond Wages: Delaware Job Benefits”, OOLMI (2011).
4. “Definition and Principles for Expanding Quality Apprenticeship in the U.S.”, Apprenticeship Forward (2019)
5. “The New Geography of Skills: Regional Skill Shapes for the New Learning Ecosystem”, Strada Institute for the Future of Work (2019).
6. “Living Wage Calculator”, Massachusetts Institute of Technology (2019).

### **Kent Working Group Members:**

Lead: Betsy Jones (Kent Polytech)

Lisa Stoner/Jonathan Wickert (DOE/CTE)

Kristen Yencer (DelTech/Terry Campus)

## Sussex Adult Career Pathways Working Group Recommendations

### Identification of Sussex County ACP Industries:

1. Healthcare Industry including Patient clinical pathway such as Personal care assistant, CNA, Medical office assistant, RN AND BSRN). Specific occupations to be chosen using Delaware Career Compass 2019 #5 using Career Cluster #8 in Health Science specifying occupational titles on Pg. 33.
  - Consideration to develop a parallel on in health administration with specific occupations to be considered from other industries such as using Delaware Career Compass 2019 #5 using Career Cluster #4 in Business Management and Administration specifying occupational titles on Pg.29.
2. Hospitality and Tourism Industry to include Food service, preparation and culinary arts with a parallel path developing the business end of food and restaurant. Specific occupations to be chosen using Delaware Career Compass 2019 #5 using Career Cluster #9 in Hospitality and Tourism specifying occupational titles on Pg. 34.
3. Skill trades Industry – Occupational Pathways for Construction, HVAC, Plumbing, Electrical and Automotive with a customer service skill thread throughout. Specific occupations to be chosen using Delaware Career Compass 2019 #5 using Career Cluster #2, Architecture and Construction specifying occupational titles on Pg.27.

Data derived from OOLMI for reference for Sussex County for meeting discussion:

1. "Sussex County Data" – Pg. 52-64 (from <https://lmidelawareworks.com>) 2018 wage data
2. "Sussex County Occupation Employment Statistics" – OES data from OOLMI link
3. "Sussex County – Short and Long Term Industry Stats" - OES data from OOLMI link
4. "Sussex County – Quarterly Census of Employment and Wages 2019 Q2 - OES data from OOLMI link
5. Delaware Career Compass 2019 Pg. 22-29 (statewide)

### Sussex Notes:

- Team discussed data using **Sussex County Data from #1** above. Team analyzed each Occupational Title and prioritized occupation using Employment data to determine volume of workers needed and then looked at **occupational median wage**. We were able to find several occupational titles that could be incorporated in a possible career pathway. The pathway would then be designed with the goal of developing varied skills in related occupations that would enable a person to reach the eventual occupation that would result in the family sustaining wage.
- Team verified family sustaining wages in suggested occupations by analyzing data from **#4 the Quarterly census of employment and wages for Sussex County Industries using 2019 Q2**. This provided a cross reference for the data from #1 and provided the most recent data by industry using **Quarterly wages**.
- Further support for the higher occupational wages was verified by using **Occupational employment statistics #2 for Sussex County**. This data looked at **occupations by mean annual salary**

### Sussex Working Group Members

Lead: Linda Eklund

Maureen Whelan

Chris Moody (DelTech/Owens Campus)

Hope Ellsworth

***Full Adult Career Pathways Working Group:***

***WIOA Leaders***

Jocelyn Langrehr

Maureen Whelan

Rachel Turney

Darrell Miller (DOE/Adult & Prison Ed)

HarrietAnn Litwin

Robin McKinney-Newman

Lisa Stoner-Torbert

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***Vo-Tech Schools:***

Betsy Jones – Kent Polytech

AnneMarie Linden – NCC Vo-Tech

Linda Eklund – Sussex Tech

***DelTech:***

Paul Morris - DelTech

Rachel Anderson - DelTech

***WINTAC: (US DOE Technical Assistance)***

Sarah Loizeaux

Nikki Powis

## **Addendum:**

- 1. Definition of Adult Career Pathways;**
- 2. Project Justification;**
- 3. Target Populations and**
- 4. Process Graphics**

### Definition of Adult Career Pathways:

The WIOA definition of Career Pathway contains all of the necessary requirements for an Adult Career Pathway. The understanding of how this definition applies to adults needs to be expanded and enhanced to support Adult Career Pathways. The goal of Adult Career Pathways is to provide adults with skills leading to job with “family sustaining wages”.

#### **WIOA Legislation Sec. 3 (definition 7) states:**

**CAREER PATHWAY.**—The term “career pathway” means a combination of rigorous and high-quality education, training, and other services that—

- (A) aligns with the skill needs of industries in the economy of the State or regional economy involved;
- (B) prepares an individual to be successful in any of a full range of secondary or postsecondary education options, including apprenticeships registered under the Act of August 16, 1937 (commonly known as the “National Apprenticeship Act”; 50 Stat. 664, chapter 663; 29 U.S.C. 50 et seq.) (referred to individually in this Act as an “apprenticeship”, except in section 171);
- (C) includes counseling to support an individual in achieving the individual’s education and career goals;
- (D) includes, as appropriate, education offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation or occupational cluster;
- (E) organizes education, training, and other services to meet the particular needs of an individual in a manner that accelerates the educational and career advancement of the individual to the extent practicable;
- (F) enables an individual to attain a secondary school diploma or its recognized equivalent, and at least 1 recognized postsecondary credential; and
- (G) helps an individual enter or advance within a specific occupation or occupational cluster.

Adult Career Pathways is not a reinvention of the Pathways system, it is a widening of the perspective to provide adults with a robust and useful system that will afford them the opportunity to gain skills and advance within the workplace. It is an enhancement on the current process that will identify and remediate gaps in services/supports/funding that adults need to attain a “family sustaining wage”. ACP are developed with an adult’s experiences and responsibilities in mind and are designed to aid adult learners in moving along a continuum from unemployment to employment or from underemployment to better employment in their current profession or in a different industry. This is accomplished by providing “on and off ramps” to progressively more advanced training and employment opportunities coupled with the support services and literacy skills needed to ensure success (Cord, 2013).

## Target Populations:

Adult Career Pathways will address the following populations that may not be able to access pathways in their current design.

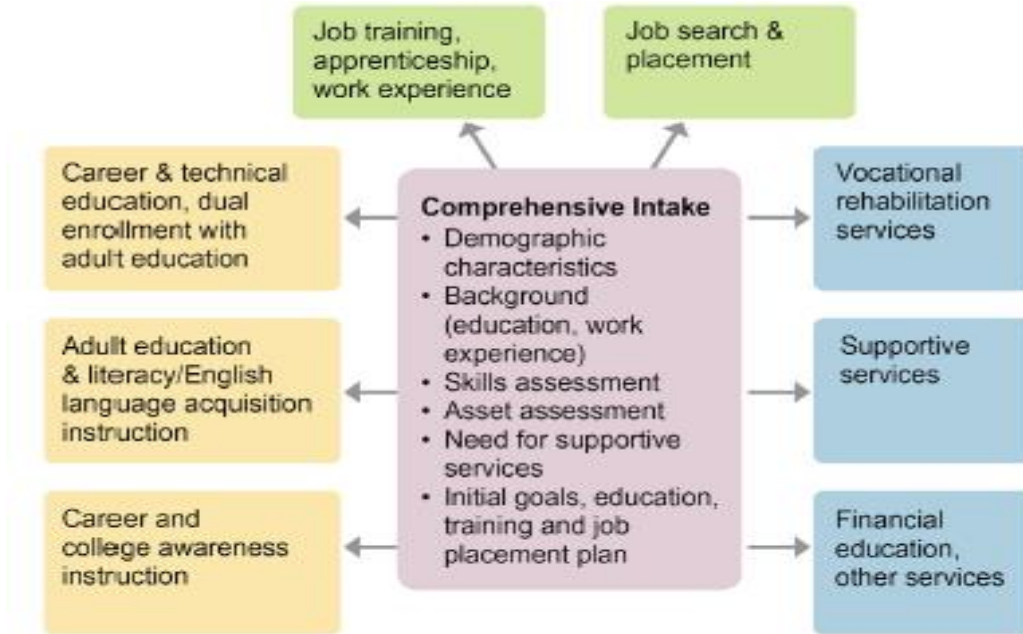
- Dislocated Workers
- Unemployed Adults
- Underemployed Adults
- Adults engaged with VR services
- Adults who were high school dropouts
- Adult high school completers who did not pursue further education and training at the time of their graduation
- College non completers
- Low skilled adults (those without a secondary credential)
- Returning veterans who entered the military after high school
- Immigrants
- Reentering Individuals who are no longer in prison
- Adults who need to retool in order to change careers or advance within a career field
- Other underrepresented populations

## Justification for Adult Career Pathways

- Research indicates that employers are finding it hard to fill “in demand” jobs that require high skills. This employer need could be resolved by “upskilling” workers through the availability of adult career pathways.
- Inconsistent funding – current funding is not available consistently across the fiscal year. There is funding at the beginning of the fiscal year but there may be less or no funding later in the fiscal year reducing the number of adults who can access training based on the time of year they request training
- Alignment and sequencing of support services needed by adults as they endeavor to attain additional training/education to advance in their career field, e.g. day care, tuition assistance, transportation
- Process development that supports adults who have work experience and want to advance within their career field
  - “credit for prior learning” process that could award credits for job experience and/or vocational credential attainment to be used across training/educational providers
  - Portable credentialing
  - Stackable credentials
  - Flexible training/education opportunities that align with adult work schedules
  - On and off ramps that allow adults to complete training, gain job experience and begin training again at a later date as used in the apprenticeship model.
  - Earn and Learn Models as used in the Registered and Non-Registered Apprenticeships.
  - Alignment of education/training to a length of service timeframe (how long will trainings/education be viable in a Career Pathway)
- Development of a communication plan that will provide adult job seekers, adult employees, employers and education/training providers with information on Adult Career Pathways.
- Develop curriculum and processes to prepare adult learners for Adult Career Pathways course content. For adults who are English Language Learners or have not attended school for years, instruction reinforcing needed skills taught in Adult Career Pathways may be needed.



### Adult Career Pathways Components



### Illustrative Framework for Career Pathways Local System

