

Annual Report: Narrative Section

Delaware: Program Year 2011

July 1, 2011 – June 30, 2012

Submitted October 1, 2012

By: Delaware Workforce Investment Board



Delaware Workforce Investment Board

A Leader in Workforce Development

Delaware

“On the Right Track”

Submitted by:

Gary R. Stockbridge, Chairman

Gwendolyn M. Jones, Executive Director

William J. Potter, Deputy Director

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Delaware “On the Right Track”



The Delaware Workforce Investment Board (DWIB) and its co-administrative partner, Delaware Department of Labor, Division of Employment and Training (DOL-DET), have been on a fantastic journey. That journey over the last few years has been to greatly improve upon the quality of training and employment services offered to Delaware citizens and the Delaware business community.

Today there are many successes that indicate we are on the right track. Our challenges, especially in these difficult economic times, have turned out to be a staircase of hope to the people and businesses we serve.

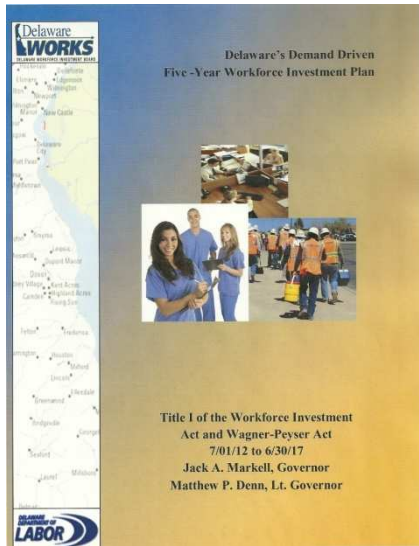
Fresh new staff bring with them renewed energy and creative change as we use their talents, skills and abilities to help us with some of the issues we face every day. Client surveys, business surveys, focus groups, along with staff input, have helped identify barriers that hinder individuals from reaching their goals and improving their lives. The DWIB is committed to improving service delivery by responding to input and feedback from our customers.

As the economy gradually improves, leaders must demonstrate true leadership and actively develop and nurture relationships with our external partners so that more can be served with less. If we are strategic in our efforts, more and more Delawareans will have multiple ways to access information systems and services, and position themselves for success.

With a Five-year State Plan steeped in partnerships and comprehensive in goals, the Delaware Workforce Investment Board, led by DWIB Chairman, Gary Stockbridge is excited about the coming year. The board is looking forward to addressing some of the issues facing Delaware and the nation with regard to workforce development.

It was a very proud moment at a recent regional meeting when Delaware was asked to present on its implementation of REA services (Reemployment and Eligibility Assessment) and how it has partnered in-house with Unemployment Insurance (UI) to coordinate intake and registration activities so that clients are better served and resources used more judiciously. Recognized within the region as a state that has worked very hard to improve performance all around, we are proud to say ...

Delaware is on the Right Track – Won't you join us!



DELAWARE FIVE-YEAR STATE PLAN

The Delaware Workforce Investment Board (DWIB) and the Delaware Department of Labor, Division of Employment and Training (DOL-DET) recently completed and submitted Delaware's Demand Driven Five-Year Workforce Plan, 7/1/2012 to 6/30/2017.

To hear members of the planning team tell it, the plan was a natural extension of the state's current operating approach.

“Like everything we do, the plan was a joint effort among the many pieces and parts that make up Delaware's workforce system,” said DWIB Deputy Director Bill Potter. “Although we often joke about it, there really is a Delaware Way.”

The Delaware Way was never more evident than when the outline of gathering information, writing and formatting the plan was sketched out by DOL-DET Administrator Lori Reeder.

Ms. Reeder said she and Mr. Potter developed a set of internal milestones for the plan that saw the DOL-DET Director Tom Smith marshal the DOL-DET functional areas and DWIB Executive Director Gwen Jones, honcho the DWIB's contribution.

“This is a new high water mark for us,” Ms. Jones said of the inter-office cooperation. “We work together all the time, but this was just a fantastic approach to see all the staff sections and leaders contribute to – what I think – may be our finest plan yet.”

The initial planning began in January with leaders at all levels dissecting requirements and assigning internal deadlines. Even so, things didn't always go smoothly, Mr. Potter said.

“We are operating in a time of constrained resources,” he said. “In a small state like Delaware we don't have planning departments or planning sections.

“Everybody has to do everything all the time and we still have to ensure our citizens get the services they need to make Delaware an economic engine. So there were some distractions. Due to Ms. Reeder's foresight, we built in extra time to account for hiccups.”

“Having Bill Potter, Deputy Director manage the State Plan project on behalf of the DWIB ensured integration of the plan's guidance and (Employment and Training Administration's) priorities we were already working on or planned to dive into,” Ms. Jones said. “It is important to note that the DWIB's Strategic plan is actually more of a DWIB and DOL-DET strategic initiative because we do the work together.”

“After all, it is the Delaware Way.”

Delaware Workforce Investment Board

Strategic Planning 2010 – 2011



File Photo 1: Discussions occur at a Strategic Planning Retreat

In October 2010 Delaware Workforce Investment Board (DWIB) along with the Delaware Department of Labor – Division of Employment and Training (DOL-DET) gathered with workforce partners for a planning retreat that would change the way we engage in workforce activities going forward.

The day's work resulted in a selection of six goals, which in retrospect helped build a solid foundation for the even more challenging work about to come. Goal Leaders were assigned to each goal. These leaders met with their goal teams on a regular basis to carry out work activities and to prepare for quarterly reporting to the full Board. Goals one (1) through five (5) have been accomplished and will be monitored.

It is important to note that goal six (6) is one that had to be approached delicately in order to consider the affect any work on this goal would have for the partners involved. Our information systems database would need to be enhanced so that job seekers, Delaware employers, and other partners would benefit from any enhancements. At the same time this system, which supports critical data reporting, needed to remain intact. Therefore we are working closely with our system's providers - America's Job Link Alliance, (AJLA) toward a first step of improving the systems resume function. AJLA retooling of its resume piece is a direct result of Delaware's goal process to strive for excellence in serving clients and business customers.

Delaware 2010 – 2011 Strategic Planning goals were:

Goal 1: *To strengthen and formalize relationships that the Delaware Workforce Investment Board (DWIB) has with existing mandated partners*

Goal 2: *To expand community partnerships that can assist DOL Clients in overcoming barriers to obtaining/retaining employment and entering and successfully completing training.*

Goal 3: *To improve the on-site experience for job seekers at the state One-Stops.*

Goal 4: *Establish an Employment Services Specialist (ESS) training program system, which is specific to each grade:*

Goal 5: *Make sure we allocate our future training investment to those training programs that offer the highest R.O.I. and best job/career opportunities for our clients.*

Goal 6: *To make the state service centers the first place the business community in Delaware goes for their employment needs through better defining and communicating the services offered. Our primary focus will be to define, create and then communicate a Division of Employment and Training (DET)/DWIB "Menu of services" to state's businesses, trade and community organizations using a more effective database of our business community.*

2011 DWIB Strategic Plan Goals Summary

Goal 1	Goal 2	Goal 3	Goal 4	Goal 5	Goal 6
Having clear roles and responsibility along with shared goals to improve performance	Using a broad base of partners to overcome barriers impacting DOL clients in their search for jobs	Creating a pleasant one-stop experience	Formalized Employment Services Specialist training to assure consistent excellent service	Putting our scarce dollars toward the most effective programs	Translating information gathered by the state into a "go to" source for businesses in their hiring needs
<i>Why we need to do it</i>					
Currently there is not a clear understanding of the roles each partner has on the many areas that we work together on. This lack of role clarity diminishes the effectiveness of the team.	By increasing the resources available that can address identified barriers, DOL clients can access and take full advantage of the services offered by the DOL One-Stops.	Assuring that clients of the one-stops have a positive on-site experience is a fundamental customer satisfaction measure for the state	There are approach inconsistencies throughout the One Stop System. Achieving this goal will ensure Delaware job seeker clients receive standardized services	By rewarding success, this goal will provide the most opportunity for the Delaware workers that we serve and improves our return on investment	Currently the services offered by the state and the method of communicating to businesses does not create an environment where Delaware businesses use the state services as their "go to" source for recruitment in Delaware.

Recommended Completed

Recommended Carry into 2012

Strategic Planning Retreat – 2012

New Challenges – New Goals

A Strategic Planning Retreat is scheduled for October 23, 2012 at the Delmarva Power Conference Center, Newark, Delaware, 8 a.m. to 4:30 p.m.

To-date goals that have been researched and selected by the Strategic Planning Steering Team are:

- Dislocated Worker Career Ladders
- Veterans Initiatives
- Disabled Worker Initiatives
- Developing an actionable industry intelligence gathering process

Delaware Workforce Investment Board Chairman, Gary Stockbridge has emphasized that this year's strategic planning process will be somewhat different. It will include seeking out best practices, gathering information from national workforce organizations, utilizing consultant services, and counting on the pre-work of those individuals that have been chosen to champion the goals that have been selected. Research has already shown us that the topics selected are among those that rate high as areas of importance to many other states and their governors.

Again – Delaware is on the right track....

DELAWARE DEPARTMENT OF LABOR DIVISION OF EMPLOYMENT AND TRAINING

TRANSFORMATION & CONTINUOUS IMPROVEMENT

The Division of Employment and Training's contribution to the Department of Labor legacy focuses on customer service and improving the efficiency and quality of services.

Implemented Strategies:

1. Work Teams - The Division has various work teams that focus on specific customers. For example, we have a Business Services Team that focuses on providing services to employers. The Business Services Team has significantly increased the number of employment opportunities available to customers in Delaware Job Link. More recently, we have enhanced the Business Services Term by dedicating 4 staff (one for each local office) to search the resume bank and make referrals on a full time basis to the job postings identified.

Other examples are:

- Our Veterans Services Team focuses on the placing of veterans in employment by providing case management and wrap around services to ensure success.
- Our re-employment services/re-employment assessment services team focuses on providing group services to individuals unlikely to return to their previous industry or occupation and /or filing claims for unemployment insurance extended benefits.
- Our registration/resource room team ensures that every customer has a complete resume in Delaware JobLink and that they are aware of the full array of services available in the one-stop. They also ensure that all individuals accessing the resource rooms are able to utilize the tools and technologies available to them.
- Our training team assists customers with planning their path forward to reemployment through training and to provide the necessary supports to make success possible.

2. Hudson Satellite One Stop – Within the same theme as work teams, we established a satellite or transitional One Stop within the Hudson State Service Center. The creation of Hudson enabled staff to effectively manage three National Emergency Grants and Trade Act funds specific to targeted populations. Dealing with Delaware's mass layoffs, the center was able to build expertise in working with dislocated workers and layoff industries. Hudson has become the central location when dealing with mass layoffs for outreach and services when appropriate. This helps the existing One Stops continue to work with the public and not get inundated with jobseekers when large layoffs occur. Furthermore, being located in a state service center has strengthened our partnerships with Social Services, nonprofit groups, and basic education.

3. Single Intake Point – Work with the Division of Unemployment Insurance has eliminated the need to re-enter information already provided to unemployment insurance when an individual comes to Employment and Training for services. In addition to being more efficient for the client, this has freed up staff time and enabled staff to provide employment and training services, such as improving resumes in the system.

4. Basic Computer Workshops – The Division in collaboration with the Adult Division of the Department of Education has continued to offer Basic Computer classes this year. This three hour course enables customers to finish their registration and complete on line applications. Today, basic computer skills are essential for job search.

5. ABE/GED – The Division in collaboration with the DWIB and Department of Education continues to offer ABE/GED on-site at three one stops. This is an essential service due to the rising educational demands of jobs. This program has been expanded to address wait listed clients desiring to pursue their GED. With the assistance of the Department of Education, DET plans to extend it to the fourth full service one stop this year.

6. Fiscal Link and Centralized Billing – Implementation of Fiscal link centralizes the Individual Training Account voucher (ITA) payment process reducing steps and eliminating areas where problems occurred in the past.

7. Communication and Operational policy/procedures – DET operations is broken into two general teams; Training Services and Labor Exchange Services. Monthly meetings with staff are used to develop and refine policies and procedures. While work teams are established, monthly meetings are a great vehicle to ensure all staff has a general understanding of the services being provided. This helps avoid silos and enables cross training. A help e-mail account is used to enable staff to make suggestions and raise issues. Our goal is develop and implement policies but keep operations flexible by adjusting quickly when needed to enable efficient operations. This operational flexibility is one of the reasons that DET was one of the first state agencies in the country to implement the REA (Reemployment and Eligibility Assessment) requirements found in the Middle Class Tax Relief and Job Creation Act of 2012.

8. Group Services –We have begun to provide services in a group format (Assessments, Job Clubs, Workshops, etc.) focusing on the long term unemployed, those likely to exhaust unemployment, as well as the reentry population. These small groups enable us to provide services to the maximum number of clients while maintaining quality services.

9. Use of Technology- We have begun communicating services via video. This has allowed staff to provide more services to clients, instead of using the time and space (which is very limited) to describe our services.

In Progress Items

1. DWIB - DET - Staff is deeply involved in the strategic planning process of the Delaware Workforce Investment Board (DWIB) that will impact the way we operate in the coming years. Committees are beginning to work in four areas:

- Disabled job seeker initiatives
- Veterans services initiatives
- Workforce intelligence (real time labor market data)
- Adult Career Ladders

One strategic goal remains in process from the 2011 Strategic Planning meeting. This goal focused on employer services and has evolved into an auto write resume project. This is an exciting project in which we are partnering with America's JobLink Alliance. This project will ensure that all of our clients create a good resume with a minimum of staff assistance. This project, using technology that makes the resume creation process simple, allows staff to spend their time providing quality services. Most importantly, it will assist employers to find employees with the skills they need strengthening the bridge between employers and job seekers.

2. Emphasizing “lean” principles - We have been maximizing the quantity and quality of client services. Some key examples are:

- Emphasized group processes. While we have already implemented two workshops (Basic Job Search and Creating a Resume), we continue to create workshops. We will be piloting a new workshop that helps clients understand their assessment results in order to better understand themselves. At the end of this workshop, using the assessment results and career and labor market information, clients will leave with a career plan that includes short and long terms goals with steps on how to achieve them. Our next step in this area will be a workshop for new UI claimants recently displaced.
- Centralization of routine administrative tasks, moving the tasks out of the One Stop has freed up staff hours so that direct client services can be increased.
- Utilization of synergistic group processes such as job clubs to maximize services.
- Using video to provide service information in a uniform comprehensive manner
- Use of “survey monkey” electronic surveys to collect customer feedback



File Photo: Delaware Governor Jack A. Markell visits Wilmington's Fox Valley One Stop Service Center

VETERANS SERVICES



File Photo: A Delaware Veterans Conference held in Dover

While there is ample anecdotal evidence to suggest America's returning warriors are finding it difficult to find jobs when returning from war, the problem seems to be exacerbated by the large numbers of reserve component members who returned home only to find the Great Recession had destroyed the underpinning of civilian employment.

The Delaware Workforce Investment Board (DWIB) is working closely with a variety of regional partners to ensure returning veterans have the best chance to take advantage

of Base Realignment And Closure (BRAC) employment opportunities at Aberdeen Proving Ground in Maryland.

The DWIB receives BRAC-based job fair announcements from the Susquehanna Workforce Network (SWN) and forwards them to Delaware's One Stop Centers, the Delaware National Guard Joint Headquarters, the Delaware National Guard Family Support network, and Dover Air Force Base.

Even so, in the day-to-day operations Delaware's veterans receive priority of service. Veterans interested in veterans' services meet with Local Veterans Employment Representatives (LVERs) or Disabled Veterans Outreach Programs (DVOP) staff. Depending on their needs, the veteran may be enrolled in case management services. This includes both recently separated and Disabled Veterans.

Veterans and eligible spouses (Covered Persons) are given priority of service for the receipt of employment and training services provided by Delaware Division of Employment and Training funded programs. This means a veteran or eligible spouse either receives access to a service earlier than others or when resources are limited, access to the service instead of others.

Veterans' organizations such as the Disabled American Veterans visit the One Stop Service Centers on a regular basis to assist veterans.

But the DWIB is not stopping there. Our men and women fought in the desert sun and we will not rest in the shade. To augment existing services, The DWIB and DOL-DET will consider new approaches to veterans' services at the upcoming strategic planning session set for October 23, 2012.

As of this writing Delaware's Adjutant General has already committed to supporting the effort and invitations have been sent to other key personnel throughout Delaware's military structure.

How to better serve those who have given their lives for our country is at the top of the list of our National Leaders. We are excited that Delaware leadership is following suit ...

Did we say that Delaware is on the right track?

Labor Market Information



Like a good driver checking the side view mirror before changing lanes, the Delaware Workforce Investment Board (DWIB) doesn't make a move without checking the latest Labor Market Information.

The latest and greatest information is produced by Delaware's Office of Occupational and Labor Market Information (OOLMI), which collects, collates, and analyzes raw data from the U.S. Bureau of Labor Statistics (BLS) and statewide surveys. OOLMI takes the mountains of data and transforms it into actionable intelligence for businesses and job seekers.

The DWIB uses the data several ways, said DWIB Deputy Director Bill Potter.

"As data users, we take OOLMI's info and refine it one more step," Mr. Potter said. "The primary tool we use is the demand occupation list, which drives the development of the DWIB's Individual Training Account (ITA) provider list. The ITA provider list reflects occupations that have projected job openings of more ≥ 20 per year. After all, we have two masters – tax payers and clients. We can't invest training dollars in occupations that have no hiring potential. That's bad stewardship. Likewise we can't train people for jobs that don't exist because that could destroy family dreams."

While that may be true, the DWIB doesn't go through the process with blinders on and has built in flexibility. When the DWIB turns down an application from a training provider to add a program, the DWIB entertains appeals that demonstrate current local labor conditions which reflect a different reality than the official labor market data suggests.

Information that might persuade the DWIB could be job announcements from reputable employment websites, announcement of new business openings, and etc. The same labor market information also drives the DWIB and the Delaware Department of Labor, Division of Employment and Training (DOL-DET) annual Request for Proposal (RFP) process.

As part of the DWIB's outreach activities, it has partnered with OOLMI to push labor market information to individuals who might not even be aware that this useful tool exists. Through the Sharing How Access to Resources Empowers (SHARE) Network initiative, the DWIB and OOLMI have established access points (called SNAPs) throughout the state for people who may not be able to get to a One Stop Career Center.

These SNAPs use volunteers to help people understand available labor market products such as unemployment trends, jobs of the future, and current wages by county for occupations.

COMMUNITY OUTREACH



The Delaware Workforce Investment Board's (DWIB) Deputy Director was out of action for about a year fighting an especially nasty form of cancer called Burkitt's Lymphoma. The resulting hole in the DWIB

fulltime staffing required greater prioritization to ensure the DWIB was able to carry on without missing a beat.

Even so, when Bill Potter returned to fulltime duty in mid-April, one of his first goals was to reestablish relationships with Faith Based and Community Organizations (FBCOs).

"I fully realize that graveyards are full of indispensable men," Mr. Potter said. "But I helped create some of the FBCO relationships before I got sick and I feel like I have to dust them off and get those relationships reenergized. "After all there are still underserved Delawareans."

Mr. Potter and DWIB Executive Director Gwen Jones pioneered the **Sharing How Access to Resources Empowers (SHARE) Network** in Delaware, which eventually morphed into a series of **Share Network Access Points (SNAPs)**.

"The SNAPs are an important part of our approach to meet people where they are," Ms. Jones said. "There are many people who – for whatever reason – can't or won't come to a One Stop Center. SNAPs bring the world of workforce to their community centers, faith based organization and to their neighborhoods. Many organizations that provide people with basic services, like those we saw when we recently visited Saint Patrick's center in Wilmington, are missing the important employment services piece to their offering", said Ms. Jones.

How do we help individuals who desire to do the work necessary to change their lives? SNAPs give some of our hardest to serve citizens the opportunity to build a resume, search for a job, access labor market information, reach out to local employers, etc.

The SNAPs were just the first spoke larger wheel that was the genesis for such initiatives as the Delaware Division of Libraries Broadband Technology Opportunity (BTOP) Program a series on prison reentry access points run by the Delaware Department of Correction, as well as an access point program Goodwill of Delaware has embraced.

"We maximize our funding dollars when we can show our community partners how to help individuals in their neighborhoods access the knowledge and resources we have housed in our agencies", believes Ms. Jones.

The reenergizing Mr. Potter and Ms. Jones alluded to is on the fast track with at least three more access points set to open this year and an upgrade of equipment for others.

Access points allow individuals to become knowledgeable, build their confidence and know that they too are part of Delaware's workforce. SHARE (Sharing How Access to Resources) really does Empower!

GED PROGRAM



Life can throw you curveballs. And that's when you need a good catcher!

Without a high school diploma or GED some people might never even get a chance at a base hit. For whatever reason, events in their lives caused them to drop out of school. In September of 2005, the Delaware Workforce Investment Board (DWIB) recognized the problem and chose to step up to the plate.

It began to look carefully at the educational attainment of individuals entering the Delaware One-Stop Career Centers and learned that about 3,700 non-high school graduates sought services every year.

This definite barrier to better employment and/or occupational training prompted the DWIB to develop a partnership with the Department of Education's Adult Education Division and create an Adult Basic Education and GED program with Goodwill Industries of Delaware & Delaware County, Inc., the Delaware Department of Labor, Division of Employment and Training (DOL-DET), and the New Castle County Vocational-Technical School District. Today this partnership provides Adult Education classes and support at four Delaware's One-Stop Career Centers.

This initiative is more than a "feel good" thing. A GED gives these individuals another chance and facilitates the resurrection of life plans for a successful future. As the data shows, when the unemployment rate falls, earnings rise for people who have more education; the differences are stark.

Completing a program, whether it's finishing high school or getting a degree, is important at every level. This may be because employers view the ability to earn an academic credential as an indicator that a potential worker will bring assets to the job, such as organizational skills and aptitude.

Since the umpire for all workforce programs is data, the program has produced 86 home runs. That is how many Delawareans have earned their certificates since the program's inception.

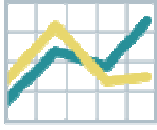
Based on data from the U. S. Bureau of Labor Statistics (BLS) non-high school grads earn an average \$396 per week and GED or high school diploma grads earn on average \$554 per week. That means the 86 new GED holders are bringing in about \$13,500 more per week than 86 non-grads would. While that may not seem like much at first blush, consider it over a 52-week year and that number explodes to \$706,576 more spending dollars that 86 certificate holders pump into the economy.

And that's a home run no matter how you look at it!



Submitted by Julia Hayward

Evaluating Performance



The old adage says, “What gets inspected gets done.” So it goes with workforce training programs and so it goes with the Delaware Workforce Investment Board (DWIB) and the Delaware Department of Labor, Division of Employment and Training (DOL-DET).

In recent years the DWIB and DOL-DET have taken a much harder stance on evaluating Individual Training Account (ITA) providers and contract providers. Individual training providers are evaluated annually on their performance and must meet the same standards as the DWIB and DOL-DET that are prescribed in common measures. Failure to meet those minimum requirements will result in deletion from the ITA provider list during the subsequent renewal period. Today there are 85 approved training providers; of which, 23 are higher education institutions, with a total of 366 training programs being offered.

DWIB contract specialist, Monnica May, visits each provider annually to ensure compliance with state and federal rules and regulations. During visits, Ms. May promotes innovation to expand pathways to secondary and postsecondary credentials, industry recognized certifications, and unsubsidized employment. This helps retain local flexibility and promote cross-sector collaboration between the workforce investment board, businesses, labor, service providers, school districts, secondary education, county/city and state institutions. Monnica also attends various events held by providers such as graduations and award ceremonies to assist in the celebration of success for the students.

All providers participating in training services funded by Workforce Investment Act (WIA) funding receive one programmatic pre-arranged site visit each year for the purpose of evaluation of application compliance. Additional site visits are conducted as needed. A formal written report (monitoring tool) of findings is provided to the training provider within 30 business days of the completion visit. Providers have 30 business days to respond, in writing to findings unless another timeline is given as a part of the site visit report. The DWIB retains the right to make unscheduled site visits at any time when the need is indicated by specific concerns, complaints or circumstances.

To ensure accountability, performance measures have been established to measure customer satisfaction; attainment of skills; employment; wage gain; capture the provision of core services, and performance reviews/monitoring sites.

While the DWIB evaluates ITA providers, DOL-DET drives performance with contract providers. Annual funding guidelines dictate the overall goals and performance.

DOL-DET uses a variety of tools to ensure contract providers are reaching standards. These include:

1. Monthly Validation – Reconciliation and analysis of provider performance using the state’s labor exchange system Delaware Job Link
2. Monthly Contractor Meetings – Thorough review of updates and changes
3. Corrective Action – Plans are made, discussed, and initiated for contractors whose performance is not up to par

DOL-DET and the DWIB meet regularly to review performance data and to ensure state and federal funds are being used effectively.

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 of 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.

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.

Your support is appreciated.....

This year has been remarkable. What the Delaware Workforce Investment Board (DWIB) and the Delaware Department of Labor, Division of Employment and Training (DOL-DET) have been able to accomplish working together is unprecedented. This partnership has resulted not only in strategic goals being met, but it has developed into a trusting relationship that affects our day-to-day activities, improving all aspects of the work we do together. Working with Division Director Tom Smith and staff has been a pleasure.

We are extremely grateful for a board that works very hard. We can always count on DWIB board members to respond when called on for assistance. Whether they are helping with training issues, or providing expertise in their area, their direction, input and guidance are invaluable.

We realize there is still much to be done and we welcome the challenge of touching the lives of Delaware's diverse client population as well as our business customers. The DWIB will continue follow the excellent leadership and direction of Chairman, Gary Stockbridge, as he is led by Governor Jack Markell, newly elected Chairman of the National Governors Association (NGA).

Delaware Secretary of Labor, John McMahon continues to house the DWIB at the Delaware Department of Labor, Wilmington location. His leadership and wisdom greatly affect our efforts as we work along with the divisions in his department (Employment and Training; Vocational Rehabilitation; and Unemployment Insurance).

A thank you goes to our training providers work to meet the same performance standards we are required to meet, understanding that education and training leading to employment is the outcome that must be achieved.

The support we receive from our Regional Administrator, Lenita Jacobs-Simmons and staff is outstanding. We are extremely proud to be part of Region II.

It has been a very productive year for Delaware and we are committed to continue doing our very best with the resources we are given. We are grateful for the opportunity to work hard for Delaware and we look forward to serving in the new program year.

Gwendolyn M. Jones
Executive Director

William J. Potter
Deputy Director

Delaware Workforce Investment Board

Program Year 2011 (July 1, 2011 - June 30, 2012)

	Available	Expended	Percent Expended	Remaining	Obligated
TOTAL WIA FUND SOURCES	\$8,948,038	\$6,701,477	75%	\$2,246,561	\$336,704
Adult Program Funds	1,823,174	1,303,191	71%	519,983	0
Carry-in	731,356	731,356	100%	0	0
Total Adult Program Funds	2,554,530	2,034,547		519,983	0
Dislocated Worker Program Funds	2,016,117	1,054,045	52%	962,072	0
Carry-in	1,253,849	1,253,849	100%	0	0
Total Dislocated Worker Program	3,269,966	2,307,894		962,072	0
Youth Program Funds	1,927,219	1,515,826	79%	411,393	336,704
Carry-in	312,220	312,220	100%	0	0
Total Youth Program	2,239,439	1,828,046		411,393	336,704
Out of School Youth		788,869			
In School Youth		829,783			
Summer Employment		0			
Rapid Response Funds	380,756	127,594	34%	253,162	0
Carry-in	26,021	26,021	100%	0	0
Total Rapid Response	406,777	153,615		253,162	0
5%Statewide Activity Funds	323,541	223,590	69%	99,951	0
Carry-in	153,785	153,785	100%	0	0
Total 5% Statewide Activity	477,326	377,375		99,951	0
Overall, All Program Strategies	\$ 3,700				
			Total # of Customers Served		
			1,811		
Adult Program	2,034,547	563			
Dislocated Worker Program	2,307,894	630			
Youth Program	1,828,046	618			

Cost of Program Activities Relative to the Effect of Activities on Participant Performance

1) Unit Costs = total cost by service / total participation by service.

	Expenditures		Core #	Participation		Core	Unit Cost
	Core \$	<u>Intensive \$</u>		<u>Training \$</u>	<u>Intensive #</u>		<u>Training #</u>
<u>Training</u>							
Adult	0	2,034,547		563		0	-----
Dislo Wkr	0	2,307,894		630		0	-----
Youth	0	1,828,046		618		0	N/A

Notes: Delaware concentrates its WIA funds on providing training services. Intensive Services are provided to each training participant; however, very few participants receive intensive services only (see above Participation #'s based on the Entered Employment Measure). Core Services are funded with Wagner Peyser dollars.

2) Cost per Participant = Total program costs in terms of expenditures divided by the number of participants served during the year by particular program.

Adult	3,614
Dislocated Wkr	3,663
Youth	2,958

3) Cost Per Exiter = Total program costs in terms of expenditures divided by the number of exitters terminating the program during the year by the particular program.

Adult	7,319
Dislocated Wkr	6,271
Youth	6,872

4) Cost per Entered Employment = Total program costs in terms of expenditures divided by the number of exitters entering employment in the first quarter following exit from the particular program.

Adult	10,122
Dislocated Wkr	6,010
Youth	57,126

5) Cost per Retained Employment = Total program costs in terms of expenditures divided by the number of exitters who are employed in both the second and third quarters after the exit quarter.

Adult	6,279
Dislocated Wkr	4,330
Youth	63,036

6) Cost per \$1,000 Increase in Earnings = Total program cost divided by total earnings change from 2nd and 3rd pre-program quarters to 2nd and 3rd post-program quarters for participants or exitters.

Adults	N/A
Dislocated Wkr	N/A
Youth	17.21

7) Cost per \$1,000 in Post-Program Earnings = Total program cost divided by total earnings in 2nd and 3rd post-program quarters for participants or exitters multiplied by \$1,000.

Adult	579
Dislocated Wkr	264
Youth	N/A

8) Cost per Exiter or Participant Receiving a Particular Service = Total program cost of a particular service divided by the number of exiters or participants receiving a particular service.

Adult	5,499
Dislocated Wkr	5,615
Youth	N/A

9) Cost per Placement in Employment or Education = Total program cost divided by the number of participants or exiters in employment or enrolled in post secondary education and/or advanced training or advanced training occupations skills in the 1st quarter after exit.

Adult	10,122
Dislocated Wkr	6,010
Youth	9,521

10) Cost per Individual Attaining a Recognized Degree or Certificate = Credentials = Total training program cost divided by the number of participants or exiters receiving a training service attaining a recognized credential during participation or by the end of the 3rd quarter after exit.

Adult	14,637
Dislocated Worker	13,903
Youth	10,506

11) Return on Investment (ROI) = Percentage of trained individuals entering employment (in first quarter after exit) multiplied by the gain (average earnings first quarter) divided by the cost of investment (program dollars).

Adult	0.0035
Dislocated Wkr	0.0053
Youth	N/A